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# **BUSINESS ENGLISH FOR TECHNICAL STUDENTS**

Вологда  
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МИНИСТЕРСТВО ОБРАЗОВАНИЯ И НАУКИ РОССИЙСКОЙ ФЕДЕРАЦИИ

ВОЛОГОДСКИЙ ГОСУДАРСТВЕННЫЙ УНИВЕРСИТЕТ

**И.А. Воробьева, Л.Н. Смирнова**

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## Предисловие

Данное пособие предназначено для обучения студентов английскому языку в рамках дисциплин «Деловой английский» и «Иностранный язык в профессиональной сфере». Целью пособия является развитие умений письменной, устной речи, чтения и аудирования по темам «How To Choose a Career», «How To Get a Job», «How To Write a Letter of Interest», «How To Make a Resume», «How To Write Reference/Recommendation Letters», «The Job Interview» (в том числе и в процессе самостоятельной работы по предмету).

Пособие состоит из семи частей, приложения и электронного носителя.

Первая и вторая части пособия ориентированы на знакомство студентов с современными тенденциями на рынке труда, с компетенциями, которыми должен обладать специалист; на осознание собственных представлений о будущей трудовой деятельности и т.д. Особое внимание при этом уделяется развитию умений чтения на материале аутентичных текстов из газеты «Jobs and Careers». Кроме того, в процессе работы с пособием можно познакомиться с английскими названиями профессий, формами и структурой корпорации и компании, правилами мобильного этикета, культурными различиями в ведении бизнеса и т.д.

Третья часть пособия посвящена процессу поиска работы и предполагает знакомство студентов с работой рекрутинговых компаний, анализ ими аутентичных объявлений о вакансиях и написание собственных объявлений о поиске работы.

Целью работы с частями 4 и 5 пособия является развитие умений студентов писать мотивационное письмо и резюме, с частью 6 — рекомендательное письмо.

Содержание седьмой части пособия предусматривает подготовку будущих специалистов к прохождению собеседования.

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## UNIT 1. JOB MARKET. JOBS AND CAREERS

1. Look through some newspaper articles "Freelancers Charge Onto the Market. Internships Enter the Private Sphere. Small Role of Social Media in Hiring to Grow. Steadiness Carries Job Market, Though Caveat Is Sounded. Productivity And Motivation Are Hot Topics In A Cool Economy. Healthy Labor Market Short on Skilled Technicians, Managers. Youthful Start-up Culture Spreads To Russia's Regions". What trends is the Russian and U.S. job market showing?

**NB! You can preview or scan a text and predict its content.**

**Previewing** means looking at different parts of a text before you read it. Four elements of a text that are helpful to preview are: the title, author, source, and headings. These elements give you important information about what you will read. Some other parts of a text that you can preview are: the introductory material above the title, a photo or illustration, and a caption under a photo or illustration.

**Predicting** means guessing the content of a text before you read it. After you preview a text, ask yourself a prediction question. Use what you know to help you predict what you'll learn in the text. Then, as you read the text, check your predictions.

**Reading the first sentence of each paragraph** is another way to preview a text. By reading just those first sentences, you can learn a lot about the whole text. This is helpful strategy when there are no headings or illustrations to preview.

**Scanning** means looking for specific information in a text. When you scan, you move your eyes quickly down the page to look for specific words or signals that will lead to the information you want. The signals can be capital letters (for names and places), numbers (for dates, times, prices, etc.) or symbols (\$, %, etc.).

### **Steadiness Carries Job Market, Though Caveat Is Sounded**

**By Rachel NIELSEN**

*The country's job market is welcoming to managers, executives and blue-collar workers alike, a survey of recruiting firms is suggesting.*

In its recent survey of Moscow-based recruitment and executive search firms, which The Moscow Times conducts twice a year for Jobs & Careers, the outlook for the jobs market was strong.

Conducting a successful job search in Russia, in particular in Moscow, is feasible and, according to some estimates, will produce an excellent job for the well-qualified candidate, especially at the executive level. Staffwell, a Russian executive and manager recruitment firm, in fact is saying about 60 percent of its job vacancies are for newly created jobs, an indication of development among Russian companies and foreign affiliates here. All of the firms surveyed for this article — Penny Lane Personnel, Antal Russia, Flex, Kelly Services CIS, Ancor Holding and Staffwell — gave a positive assessment of Russia's job market from the job candidate's perspective and laid out a number of promising trends.

Some of the firms reported positive trends for job-seekers with a note of caution — that is, with the observation that the global economic situation is weak and that some of the hires are replacing personnel laid off during the global economic crisis. Other firms, meanwhile, said the hiring environment is excellent.

Noting that a majority of vacancies are for brand-new positions, Staffwell said companies are creating those positions as they build out their business, launch new products and set up new projects.

"We would like to count on this trend continuing until the end of the year," Staffwell said.

The market for executive hires looks especially positive, a handful of firms said. According to Antal Russia's quarterly research on hiring and layoff trends, Russia is seventh worldwide in terms of its turnover for managers, Michael Germershausen, managing director of Antal Russia, said in the e-mail survey. Also, Russia is second in that category in Europe, he added, behind Ukraine.

"We haven't observed a damping of the value of executive search services in the recruiting firm sector," said Tatiana Dolyakova, general director at Penny Lane Personnel.

#### ***View From the Top***

Sergei Gadetsky, director for Ancor Holding in Russia, wrote in his survey response that the overall job market has been much livelier in 2011 than it was last year. According to Ancor's data, the number of employees sought by employers increased 60 percent in the first half of 2011, he said. "It can be said that the labor market already is becoming a candidate's market," he added.

Kelly Services CIS sees a steady, but not heightening, demand for executives. Yekaterina Gorokhova, general director for the multinational firm in the CIS, noted that some sectors have a shortage of

employees in leadership positions and need to fill those spots. Those include the chemical industry and certain areas of banking and finance.

A steadiness of management openings was noted by other firms as well. Ancor said the demand for high-level supervisors is stable, while Penny Lane Personnel made a similar observation.

"We haven't noticed a trend this year of extreme shortages of top managers in those market segments in which we work, in particular the industrial sector, IT, HoReCa or legal affairs," Dolyakova said. (HoReCa stands for the hotel, restaurant and cafe sector.)

"In Moscow, there is an especial need for managers in sales, financial staffers, lawyers and bank staffers, IT specialists and technical or engineering specialists for the oil and gas fields," Staffwell wrote in its survey response. "Companies have begun to index salaries and to pay out bonuses," the firm added.

For staffers in blue-collar jobs or managers within industrial segments, it also is possible to make a fruitful job search. Besides the banking sector, the demand for employees is greatest in the heavy industrial, consumer goods, and oil and gas sectors, Gadetsky said. There is a significant increase in the need for qualified employees in mining, mineral equipment and engineering and mechanical engineering.

Gorokhova of Kelly Services CIS said "the issue of attracting blue-collar workers is most acute in sectors where there is active investment and development of production means." Examples include the carmakers and automotive parts makers in the Kaluga region outside Moscow.

### ***Trends This Year***

A fresh trend appeared in the September survey of the six recruiting firms: an increase in merit-based hiring practices in Russia, where the country's largest companies often bring on relatives and friends as executives.

"Russian-owned companies have increased their interest in middle- to senior-level managers," Staffwell said, citing its own statistics.

"We have recently signed on three more clients from the 'state-owned' business area," the firm said in its survey response. "We see the changes being made in their HR policies regarding hiring methods."

Penny Lane Personnel's Dolyakova said she is expecting the number of recruiting firms to increase in 2012 — indicating rises in both the amount of hiring and the independence of the candidate search. She added that she is also expecting competition in the jobs market to tighten.

In the previous survey of recruiting firms, which took place in March, *Jobs & Careers* found that hiring was robust in the pharmaceutical sector, one of the five industries that President Dmitry Medvedev has singled out for modernization. The Pharma 2020 program, which is supported by Prime Minister Vladimir Putin, calls for increasing the share of domestically produced medicines "to 50 percent in value terms" by 2020, the plan's strategic web site says. That share is currently just 23 percent.

Vigorous hiring in the pharma sector is continuing, the recruiting firms said in the September survey. The drugs sector is "the leader" in hiring activity among all of the job sectors, said Tatiana Sonovskaya, a partner at Flex. The demand for pharmaceutical personnel has remained high for the past year, she said, noting that this trend showed up in Flex's analysis of its data from September 2010 to September 2011.

Russian candidates in the sector might have brighter prospects, according to analysis by the head of Flex's pharmaceutical division, Yekaterina Shiryayeva.

"Domestic factories and production facilities are 'rearing their heads,' gradually ousting foreign companies from the market," she said. The Pharma 2020 program is reducing the volume of imported medicines, she said, as well as developing high-tech manufacturing and creating new jobs. There also is a trend of replacing expat managers with Russian ones, she said.

## **Healthy Labor Market Short on Skilled Technicians, Managers**

**By Thomas SCOTT-CHAMBERS**

***The Russian job market is showing stable, gradual growth and is in dire need of experienced, highly skilled professionals and managers, according to a biannual e-mail survey of recruiters by The Moscow Times. Moreover, this shortage of expertise extends to most sectors of the economy, recruiters said.***

Although headhunters don't expect hiring to fall in the near future, they said employers are showing some caution in taking on staff as uncertainty over the eurozone crisis continues. Overall, the Russian job market is seeing considerable activity, as it has over the past two years, said Julia Kaliakina, PR manager at recruiting agency Staffwell.

“Even during the summertime, employers are posting new vacancies, and candidates are responding to these offers and are prepared to change jobs,” Kaliakina said.

Hiring is clearly rising overall. In a survey of 4,300 middle and senior managers released at the end of August, Antal found that 55 percent of respondents reported that their employers had increased the number of staff over the past year. Meanwhile, 22 percent said the number of employees remained the same, and 18 percent said this number had decreased.

These results were virtually identical to those obtained by Antal when it conducted the same survey last year.

Demand for workers has nearly returned to pre-crisis levels, and Antal's survey found that as the economy stabilizes, salary expectations are rising. Nonetheless, it's still an employers' market in most sectors.

“Despite the fact that the market has almost recovered from the recession in 2008, the tone is still set by employers,” said Margarita Kesova, senior PR manager of Antal Russia.

### ***Hiring in Heavy Industry, Finance***

Russian companies working in metallurgy and oil and gas are among the businesses most actively seeking specialists, Kaliakina said.

“There is currently a surge of interest from Russian steel companies in foreign markets, especially in North Africa,” she said. “The offices of these companies in other countries need specialists, Russians preferably, who have a good level of English and other foreign languages.”

Another area with a high number of vacancies is finance and accounting.

“We are seeing steady growth and a slight uptick in vacancies from banks and investment companies,” said Maria Safronova, a senior recruitment consultant at Flex. She estimated that Flex has seen about a 5 percent increase in such vacancies this year.

### ***Recruiters are seeing an uptick in vacancies from banks and investment companies, said Maria Safronova of Flex.***

Headhunters receive the greatest number of placement requests in this industry for financial controllers and financial analysts, recruiters said.

“Within the labor market, the number of finance professionals in the first half of 2012 did not change significantly compared with the previous year,” Kesova of Antal said.

Demand for accountants has also increased, especially at manufacturing companies, according to Kesova. To be competitive, candidates for these positions should also be knowledgeable in taxation accounting, she said.

As in previous years, recruiters are seeing the most vacancies overall in sales.

“Today, sales specialists of all levels remain the most in demand – managers, specialists and department directors,” said Ancor recruitment department director Lora Buromskaya.

### ***Managers Wanted***

One of the biggest trends in the labor market is an overall lack of professionals, said Mikhail Germerschausen, managing director of Antal Russia.

“Companies face a shortage of suitable candidates in almost all professional spheres,” Germerschausen said. “It should be noted that many employers are now becoming proactive in shaping a civilized and professional market.”

The shortage of professional candidates with essential skills and experience includes engineering and technical specialists in such spheres as fast-moving consumer goods, fuel and energy, chemicals and automobile production, according to Ancor.

“There's also a deficit in the hightech sector, in programmers, IT developers, project directors for IT solutions and many others,” Buromskaya said.

Employers quoted in the Antal survey seconded the difficulty of finding technical specialists.

“In all regions where companies operate, we face difficulties in finding technical experts,” said Irina Nemirovskaya, human resources director at ThyssenKrupp Elevator.

In addition, employers in Russia face a challenge finding top-level managers, the Antal survey concluded. Almost all employers surveyed referred to a shortage of high-profile professionals, it reported. Safronova of Flex said management spots top her list of vacancies companies most often want to fill.

The management problem faces all sectors of the economy and extends beyond just executive positions, according to recruiters at Ancor.

“Today there's a huge lack of managers on all levels, from middle to top managers,” Buromskaya said.

Although hiring is steady, most employers in Russia do not expect rapid growth in the market over the next year, Antal found in its survey.

Some employers are cautious about taking on staff due to economic uncertainty in the eurozone, Kaliakina said.

“Companies have a budget, and employers are trying to save. They are looking to recruitment agencies only in the event that they have a position for which it is difficult to find candidates,” such as unique experts or top managers, she said.

Nonetheless, the job market is in healthy shape compared with European ones, and many Westerners working here want to stay, Kaliakina said.

“We are noticing an influx of applications from foreign professionals, senior and mid-level managers who have worked for several years in the Russian offices of international companies who wish to extend their stay in Russia and find a job here because of the crisis in the European markets,” she said.

## **Small Role of Social Media in Hiring to Grow**

**By Vaughan Winterbottom**

*During the Arab Spring wave of protests, social networking sites helped citizens to organize demonstrations and overthrow rulers in several countries. Social media are also sparking change in how people do business in industries like recruitment. Even in social-media-savvy Russia, however, networking sites have not been able to overthrow traditional recruiting methods – yet.*

Personal connections are crucial in career development, and social and professional networking sites in particular have given us the ability to connect with anyone, anywhere.

The potential to exploit this connectivity for career gain has led to speculation that the future of hiring and job hunting lies in online social domains. One question concerns the role of recruiting agencies in a world where social networks are connecting employers directly to job seekers.

Despite the growth of professional networking sites, however, few Russians find work through social media. Surveys of professionals in Russia show that while it's possible to find work through social networking sites, most jobs come about the old-fashioned way. Nonetheless, recruiters expect growth in online job-hunting and are including social media in their search tools.

### ***Battle of the Networks***

The social media landscape is highly competitive in Russia. In terms of professional networking sites, world leader LinkedIn faces the domestic competitors MoiKrug, which is owned by Yandex, and Professional.ru. On the social end of the spectrum, Facebook seeks to compete with the two most popular social networking sites in Russia, V Kontakte and Odnoklassniki.

That many social platforms are able to flourish in Russia suggests an obvious truth: The country loves social media. Digital intelligence provider eMarketer estimates that Russia has 57.9 million social network users, placing the country fifth globally. According to a February survey by the All-Russia Public Opinion Research Center, 82 percent of Internet users in Russia regularly visit social networks.

But does this proclivity for digital connections in Russia mean landing your dream job through social networks is now a reality? The answer is yes, it's possible, but don't get your hopes up.

Career.ru, a website focused on young jobseekers, conducted a poll in August of nearly 3,000 young professionals who use social networks. According to the poll, 6 percent of respondents said they had been offered full-time employment through such sites. Only 8 percent of these went on to accept a position, citing unfavorable conditions as the main reason for rejecting offers.

A 2011 global survey by recruiting agency Kelly Services showed even lower usage of social networks for finding job opportunities.

“The role of social networks in the job market is minimal,” Yekaterina Gorokhova, chief executive of Kelly Services CIS, said by e-mail. “Only 1 percent of respondents said they found their current position through social networks. This isn't just in Russia. Our survey was conducted in 30 countries, and nowhere was this figure greater than 2 percent.”

### ***The Role of Recruiters***

In light of these statistics, recruitment agencies still have an important role to play in the labor market, Gorokhova said.

“Agencies' traditional methods — direct search, establishing relationships and database consultations — are simpler, quicker and more effective,” she said.

This sentiment is shared by Yevgenia Markova, public relations and marketing director at recruiting agency Cornerstone.

“Social networks are not a panacea. The main resource recruiters use is their database, which is built up over years, as well as colleague recommendations,” Markova said by e-mail.

A major problem that deters big companies from recruiting directly from social networks is that not everyone uses them.

“Not all specialists in Russia publish their profiles on social networks like LinkedIn,” Olga Molina, human resources director at pharmaceutical company AstraZeneca, said by e-mail.

“Besides, the value of external recruiters is in their quick processing of information and in their accumulated expertise in certain industries or sectors of the labor market,” she added.

The disconnect between qualified talent and social media presence becomes more acute when hiring for high-level positions, Alf Harris, director at recruiting agency Michael Page, said by e-mail.

“The results of our annual survey ‘Global CFO Barometer 2012’ show that in Europe 41 percent of [chief financial officers] do not use these new media at all. In Russia, this figure is 70 percent,” Harris said.

Social media usage among CFOs also depends highly on their age, he added.

“Twenty-two percent of CFOs under 30 surveyed said they used social media to look for new employees. But they still use the sites primarily for their own career purposes and networking,” he said.

While social networking sites draw most of the attention, some see greater value in relatively old-fashioned Internet job portals, such as HeadHunter in Russia.

“Social networks already are tools to search for employees and work, but working with them is very time-consuming. A site like [HeadHunter] is a convenient tool of professional recruiters and a way for people to comfortably separate their personal lives from their professional,” Olga Manannikova, marketing director of HeadHunter, said by e-mail.

Keeping personal and professional lives separate is an often-cited reason people avoid job-hunting through social networks. According to the August Career.ru poll, only 22 percent of respondents had no objection to potential employers contacting them through their social media pages. Fifty-eight percent said it was “impossible” to form an opinion of their professional competencies based only on their pages.

**Social networks already are tools to search for employees, but working with them is timeconsuming, according to HeadHunter**

### *Connections Now, Jobs Later*

Anton Zabannykh, head of the personal communications services group at Yandex, said social media can mainly facilitate professional connections rather than contact between employees and job seekers regarding a certain vacancy. Make the connections and the jobs will come later, he said.

“Our task is to help people find each other and make professional connections. 1.5 million people visit MoiKrug each month, so you could say the service is in demand and carrying out its role,” Zabannykh said.

“Nonetheless, one advantage of social networks like MoiKrug from an employer’s perspective is that they allow a fuller picture of potential candidates,” he added.

Browsing pages on non-Russian social media also gives employers an idea of a candidate’s English language competencies, said Svetlana Smirnova, human resources director at professional services company Ernst & Young.

“When looking for professionals, we check LinkedIn,” Smirnova said by e-mail. “Ernst & Young is an international company, and LinkedIn profiles are English-only. Perusing them, we can tell whether their owners have a good command of the language.”

Employers are also using social networking sites to cultivate up-and-coming talent. Smirnova’s company maintains a recruiting presence on social networking sites that it tailors to university graduates.

“Ernst & Young has created a group on Vkontakte where anyone can ask questions either by posting them on the group wall or by messaging directly to the recruiter,” Smirnova said. “The main pro is that the group avoids all kinds of official barriers.”

Rival professional services company PricewaterhouseCoopers also runs an official group on Vkontakte, in addition to a Vkontakte group for its youth outreach initiative Junior Club.

“Members of the club — students — meet once a month at PricewaterhouseCoopers offices to learn something new about the world of business, hold discussions and work through mock business scenarios,” Anna Slavnova, human capital leader at PricewaterhouseCoopers Russia, said by e-mail. “The rest of the time, members are on Vkontakte working on assignments for the next meeting and reading advice posted by professionals.”

In companies where the staff is dominated by young employees, Slavnova said, “employers have started to think seriously about the use of social networking and collaborative tools to attract, train, manage and retain staff.”

### ***Wave of the Future***

When it comes to making actual hires through social media, however, recruiting firms are leading the way. To tap into the rabbit-hole reserve of information stored in social media — and to try to co-opt the possible threat the availability of this information poses to their business — most recruiters have now adopted social media as a tool in their search processes.

“Recruiters understand that thanks to social networks, especially business-oriented ones like ours, the recruitment market will be dramatically changing over the next few years. They don’t want to be left behind,” Dmitry Shchelkunov, product manager at Professional.ru, said by e-mail.

“About 7 percent of applicants placed through our firm were found through social media. And the figure is growing,” Irina Nikulina, general director of recruitment agency ProfiStaff, said by e-mail.

Markova, of Cornerstone, estimated that about 15 to 20 percent of her firm’s search methods involve social networks.

Markova’s colleague Anna Solovyova is one of the few who found employment through a social networking site.

“I suppose it’s more accurate to say a job found me,” Solovyova said by e-mail.

“I was first approached by Cornerstone through MoiKrug,” she said. “I was interested, but since I’d recently given birth I asked for my resume to be put in their database for future consideration. In the end, the database didn’t matter. Half a year later, I took the Cornerstone offer, and I’ve been here for 1.5 years now.”

The odds of finding work through social media also depend on your profession, Zabannykh said. Graphic arts is one area in which social networking sites are especially handy for vetting candidates, and Zabannykh said it is almost a requirement that designers provide an Internet link to their portfolios.

“My online portfolio was essential in securing my current position,” said Marina Khalchenko, a trainee at a tattoo salon in Beijing.

“I applied for the position by e-mail from Vladivostok,” Khalchenko said. “The chief tattoo artist asked me to come in with some of my designs. I said I was overseas and directed him to my portfolio on [the multimedia social networking site] Tumblr.”

After looking at the portfolio, the tattoo artist promised Khalchenko a position once she had made the move to China.

“Now I’m almost ready to do my first tattoo,” she said. “I just need to find a volunteer — and I’m looking on V Kontakte.”

## **Internships Enter the Private Sphere**

**By Eleonore SEILLES**

***Since Soviet times, internships have been a staple of university life in Russia, as students often interned at government ministries and enterprises. Today, more private businesses are offering internships, giving Russian students greater opportunities to gain professional experience during their studies.***

One high-profile private-sector internship program to appear recently is offered by VTB Capital, the investment-banking unit of Russia’s secondbiggest lender. The company is holding the second year of its Elevate Program, which is aimed at recruiting highly qualified young graduates who will complete an internship of four months following a six-week induction course and training session. Thirteen candidates have been accepted this year, including both Russian and foreign students.

“The program will allow each of the participants to gain experience in different business units,” Natalia Nikiforova, head of human resources at VTB Capital, Russia, said in a press release. “This will help young professionals make a better-informed decision regarding the future direction of their careers. The Elevate Program is an excellent opportunity for graduates, who will be starting their careers at one of the leading investment banks in Russia.”

### ***Greater Confidence***

A survey conducted by Page Personnel this year showed that internships are a very common practice for students in Russia: 85 to 90 percent of all students in Moscow will complete internships during university. Men usually start a little bit earlier, during the third or fourth year of their studies, whereas

women more often do internships during the last year of their studies. In addition, headhunters including Ancor have begun recruiting interns for companies due to increasing demand for this service since last year.

Internships offer benefits to both students and businesses in Russia's growing economy. Interns can gain a deeper understanding of the speciality they are studying for, get practical experience related to studies, learn to feel at home in a business environment and pique the interest of potential employers in the future, Artyom Ivakin, director of Page Personnel in Moscow, said by e-mail. Meanwhile, companies can take on extra hands to fill seasonal needs or pick up the slack during an expansion, as well as recruit talented employees at the very start of their career.

Although nowadays internships are no novelty in Russia, the number of private companies offering internship programs in the 1990s could be counted on one hand, Marina Fateyeva, senior consultant for recruitment at Ancor Russia, said by e-mail. Today many companies offer internships, just as government institutions have been doing for years, especially in the fields of marketing, sales, finance and logistics.

Often students who complete long-term internships feel more confident about their professional future and want to begin their careers as soon as possible, Fateyeva said. Graduates with internship experience can often claim better jobs and bigger paychecks and gain more responsibilities at a young age.

The investment banks VTB Capital, Renaissance Credit and Troika Dialog are among the few companies to launch and promote large-scale, longterm internship programs.

VTB Capital started two paid internship programs last year that offer work experience at the company's headquarters in Moscow combined with training courses in London. The Elevate Program, which began its second year in September, targets young graduates and offers them the chance to be hired after the 16-month program. The Fixed-Term Analyst Program, on the other hand, lasts up to a year and accepts undergraduates. This targets a problem often faced by Russian students, namely the difficulty of finding an internship that does not interfere with their studies.

Other companies offer scholarships to complete an internship in the desired field of work. For instance, Brunswick Rail runs a scholarship program focused on students specializing in railway management and logistics. During the 2011-12 academic year, 32 students obtained scholarships of 10,000 rubles (\$330) per month to complete an internship at Brunswick Rail along with their studies.

### ***Finding an Internship***

Inconvenient class schedules at some Russian universities can keep students from doing an internship, said Anna Khramtsova, 24, a freelancer working in events management after completing a bachelor's degree at the Moscow State Institute of International Relations and a master's degree at the Institut Supérieur de Marketing de Luxe in Paris.

"We can have long hours of free time during the day, but we have to stay at the university all day to attend evening classes," Khramtsova said by e-mail. "Therefore, no one can credibly propose to a company to work a few hours a day on an irregular basis, especially considering that Moscow is such a huge city and that leaving the university even for a few hours is problematic."

Students overcome this difficulty by completing an internship during the summer, if they manage to find one, Khramtsova said.

However, finding an internship can be difficult. Students typically rely on personal contacts to find opportunities. They rarely find internships through the Internet, students at the Moscow State Institute for International Relations said. Personal contacts can be especially useful in fields in which companies don't often recruit interns, such as law firms.

Many internships at private companies are paid, and students often don't distinguish between internships and part-time jobs.

Khramtsova said she enjoyed the way her master's degree was structured in France, where her university held classes in the evening and required her to go to an internship during the day. She said this experience helped her win a job at Cartier in Moscow as the head of products for watches and accessories for Russia and the CIS before she even finished her degree.

Mandating that students complete internships is not a uniquely Western approach, however. Many Russian universities require students to complete an internship in the second year of their master's, and state-affiliated schools typically offer credit for internships.

The Moscow State Institute for International Relations, or MGIMO, is one such university. According to professor Yevgenia Obichkina, specialist in international relations and coordinator of the university's double master's degree with Sciences Po Paris, internship programs are a longstanding tradition at MGIMO. In Soviet times, students were required to do an internship in the Ministry of Foreign Affairs, which is affiliated with the university, or in the Ministry of External Trade.

Although the scope of possibilities has since increased to include private companies, banks, embassies, NGOs or even foreign companies abroad, the Ministry of Foreign Affairs remains a popular place to intern among MGIMO students. Not only is it logical for students to gain experience in the ministry, since many of them are destined to become diplomats, but arranging the internship is also much easier. The university handles the administrative matters, and MGIMO students have privileged access to those internships.

Moreover, students said that completing an internship in the ministry helps them get a job there once they're done with their studies.

**Inconvenient class schedules at some Russian universities can keep students from interning, one former student said.**

### ***Tool for Recruitment***

Ivakin, of Page Personnel, divided internships in Russia into two categories: mandatory internships, such as the one at MGIMO, which are prevalent at state-affiliated universities; and voluntary internships, which, unlike most mandatory ones, are often paid.

The length of internships in Russia can range from one month to two years, Fateyeva, of Ancor, said. With long-term internships, the question of pay clearly becomes more important. In such cases, large companies usually offer a competitive wage.

The compensation for interns depends on the type of program and can range from 20,000 to 60,000 rubles per month. In smaller companies, the two parties usually negotiate an amount, she said.

If Western companies have been the pioneers in terms of internship programs in the private sector in Russia, Russian businesses are now also looking for interns to increase their recruiting pool and improve the company image, as taking interns is a relatively common practice across Europe and North America.

Asya Kolosova, head of the human resources department of PricewaterhouseCoopers Russia, said there is now fierce competition between large companies, both Western and Russian, to attract young and talented graduates, not only from leading Moscow universities but also from regional institutions.

One such company is Ozon, the leader in Internet sales in Russia. Ozon has been offering internship programs since 2005 and takes on about 10 interns a year. The company offers flexible schedules so that current students can do internships there, and it is looking for talented individuals studying mathematics or IT to help cover technical tasks.

**Large companies compete fiercely to attract talented graduates from leading universities, a recruiter at Pricewaterhouse Coopers said.**

"We encourage students to continue their studies, as it is equally important for them and the company. We arrange their work schedule so that they can combine both," Valeria Minenkova, who works in Ozon's HR department, said by e-mail. "It is not an easy life, but our interns are very mature despite their age, and they can balance their schedules."

## **Productivity And Motivation Are Hot Topics In A Cool Economy**

**By Mark Gay**

***Falling productivity and a shortage of skilled managers are crucial issues for companies in 2013. Recruiters emphasized the need for mid-level executives who can motivate people and drive change.***

Despite a weakening economy, it is taking companies much longer to identify the best candidates. The hiring process continues to lengthen and companies are struggling to find skilled staff, according to a survey of recruiters by The Moscow Times. With companies chasing talent, candidates retain the upper hand in negotiations but that is not necessarily translating into higher salaries, recruiters said.

In 2008, the last year of the boom in Russia, the average timespan for hiring, from advertising a vacancy to signing a contract, was two-and-a-half weeks. Now it is 11 weeks, according to Andrey Chulakhvarov, Head of General Staffing at Coleman Services. "First there is the unavailability of candidates, then companies are not hiring indiscriminately and that compensation is not very attractive to the people who are qualified to do the job. The trend is deteriorating and it's going to get worse."

Employers are not in a rush to hire: most executives say the lack of staff will not affect their customers or investors according to recruitment agency ManpowerGroup in its latest Talent Survey. Since the depths of the downturn in 2009, companies have learned to do more with less.

### ***Output Gap***

However productivity may become an issue, which will require the hiring of more managers skilled at driving through change without damaging motivation, said Felix Kugel, Vice President & Managing Director of ManpowerGroup Russia & CIS. “A lot of organizations are facing uncertainty or increased competition which in turn demands increased productivity, which in turn requires them to look at each and every task and ask what productivity levels this or that person operates on.”

Andrey Chulakhvarov of Coleman Services said there is a growing mismatch between candidates’ expectations and the desire of employers to put cost savings first. “If you are three or four years in the same job you are looking for a move, it may come as a surprise that there are not very many opportunities. The most you can be offered is the same position you currently occupy, with the same set of responsibilities and pretty much the same compensation. So what’s the incentive?”

Companies will respond by promoting internally, rather than meeting a candidate’s salary demands. Cost per hire may then fall as the vacancy is filled at a lower level. The buzzword of 2013 will be retention, said Chulakhvarov.

Some companies will practice “targeted” staff firings aimed at improving their business, said Alexey Mironov, director of the strategic development at ANCOR. But he expected neither major layoffs nor mass hirings. The staffing market grew by 20 percent last year but the pace of growth decreased steadily in the second half and was only now recovering.

However, many international organizations have identified Russia as one of their strategic development markets and that means they continue to hire staff, said Hays Russia Managing Director, Alex Shteingardt. Most specialisms, including finance, fast-moving consumer goods, pharmaceuticals and telecoms saw increased hiring activity in March, compared to the same period a year ago.

### ***Economic Outlook***

Companies face the uncomfortable reality of a weakening economic environment combined with a low rate of unemployment, at least in Moscow and St Petersburg, where it stands at just over 1 per cent. Nationally, the unemployment rate fell to 5.8 percent in February according to the Federal State Statistics Service, Rosstat. In the goods producing industries, firms cut staff for the fifth month running in March, according to Markit and HSBC, who base their Purchasing Managers’ Index on a survey of employment, new orders, output, supplier delivery times, and the level of stocks of items purchased.

One reason for low unemployment is that Russia’s economy has been less exposed to the global economic crisis than, for example, the euro zone. Output in Russia’s goods producing sector has risen every month since July 2009. However that is changing: the pace of expansion is close to the weakest rate that HSBC has measured over that 44-month period.

Government data reflects the change: Gross Domestic Product weakened sharply in the first quarter of 2013, to about 1 percent, which is the slowest pace of growth since 2009. Economy minister Andrei Belousov forecast in April that fullyear growth would range from 3.0 to 3.2 percent, down from his previous forecast of 3.6 percent. Industrial production contracted sharply at the start of the year hurt by flat commodity prices, declining exports and weakening household consumption in Russia. Consumer confidence has been declining since the second half of 2012.

### ***The Ivanovs***

However, the outlook for consumption may be brighter than the official data suggests. Retail revenues will grow by just under a quarter in 2013, according to the bullish research of Sberbank. The research is intended to boost the case for investing in Russia but it highlights some data that might surprise casual observers.

Domestic consumption, rather than extractive industries like oil and gas, has generated 80 percent of Russia’s economic growth in the past decade. Russia has a bigger middle class than Brazil, India or China yet it is not a mature market, meaning that many people still aspire to furnish their homes and acquire consumer goods and services. Russia is, Sberbank asserts, on course to become the largest consumer market in Europe and the world’s fourth largest by the end of this decade.

In February Sberbank Investment Research launched a new survey to measure consumer confidence every two months. It tracks a hypothetical family, the middle-class Ivanovs, using data which Sberbank says is broader than the consumer confidence survey conducted by the government. The inaugural survey, conducted by market research agency Cint, suggests consumers are more optimistic and 44 percent expect their personal financial situation to improve in 2013. Ninety-two percent own their home, and 42 percent say they will change their car over the next two years, though most people are not confident enough to make major purchases immediately. Consumers are also increasingly price sensitive, 37 percent saying price is the key factor in their purchase decisions.

### ***Top Sectors***

If industry and consumers are cautious, the job of recruiters is to find the bright spots. The Russian consumer is more upbeat, in the eyes of ManpowerGroup's Felix Kugel. Russian banks have increased the availability of consumer credit, allowing people to borrow and spend. The wider economy is feeling the benefit: "That creates a huge need for a blue collar workforce which in turn is quite scarce, though that varies geographically. When Looking at the white collar workforce we know that IT skills are always in demand, sales people, the pharmaceutical companies are moving along nicely and when we look at the micromanagers the change managers in every industry are in demand and not only in Russia."

Consumer confidence impacts a range of sectors including agriculture, telecoms, finance companies and the motor industry. Looking at what this means for sectors like real estate, Glenn Rufrano, President and CEO of Cushman & Wakefield, a global real estate services firm, gave this view on the outlook of the investment community when he visited Moscow in March 2013: "What we're finding around the globe is people are searching for yield. In 2011 and 2012 they were more risk averse because of what had just happened in 2008 to 2010. But they became a little less risk averse in 2013. They are not going haywire, yet they will take a little more risk."

Banking has seen a wave of consolidation, led by Otkrytie, VTB and Sberbank, which have led to job cuts. January saw the launch of a new wave of layoffs from banks around the world and Russia was no exception. The result, says Teri Lindeberg, CEO of Recruitment Firm Staffwell is a surplus of senior manager candidates and a lack of mid-level and specialist candidates. Senior managers in the insurance industry also face a shortage of positions and may have to consider other industries.

Healthcare companies, like banking and legal companies, increasingly handle their own recruitment but are having to offer more complex packages including pension schemes and fringe benefits, Lindeberg said. Consumer goods companies, both food and non-food, are growing and require specialists, but they, too, are introducing more tools to retain people, including training opportunities and bonuses linked to the turnover of the company.

As well as FMCG, marketing, information technology and industry remain "steadily active" in recruiting new personnel, said Tatiana Dolyakova, General Director of Penny Lane Personnel.

### ***Skills in Demand***

There are longstanding shortages of mechanical and civil engineers, and of people with scientific, technical, engineering and mathematics skills. Some of these shortages are due to the decline of vocational and technical training programs, but also due to salary expectations in the main Russian cities and recruiters are looking abroad to meet demand.

"There is a shortage of middle managers and certain specialists and companies are trying to relocate these specialists from different places in Russia and the former Soviet Union," said Marina Simonova, General Manager of Ventra. "There are a lot of IT specialists in Belarus and Ukraine and eastern Europe, like the Baltics and Latvia. You can find qualified people but not with high salary demands so companies are trying to bring those people in." This applied not just to IT, she said but to other sectors like banking, where there is a trend to attract managers from abroad.

The drive by government departments in Russia to shift much of their work online continues to absorb information technology professionals. ManpowerGroup's latest Talent Survey shows IT staff climbing to fifth place in terms of shortages, up from eighth place at the start of 2012.

### ***Candidate's Market***

Good candidates may find themselves considering several offers. "Russia is a candidate-dominated market. The pool of candidates with experience in western companies, who speak reasonable English, is stable and demand exceeds supply. Each finalist normally has at least two or three more offers. Every second candidate has a counter offer from the current employer," said Alex Shteingardt of Hays. A winning offer will not simply entail a competitive salary but may also mean considering a candidate who has not previously held the role but perhaps lacks promotion opportunities in his existing firm.

This does not necessarily mean a higher salary, Teri Lindeberg of Staffwell said. "There is no trend of increasing salaries and salaries have been kept to more or less the same level during 2012. After the crisis of 2008 employers are not inclined to buy out candidates by offering them a higher salary." Only some sectors are seeing increases: in banking, salary growth is not more than 30 percent and only when a candidate changes job. Human resources, marketing and sales have seen salaries rise by 20 to 30 percent and the oil and gas sector has seen salaries rise about 10 percent, according to Staffwell.

## Youthful Start-up Culture Spreads To Russia's Regions

By Vitaly Charakhchian

***The trend among young people to start their own business is growing not only in the twin capitals but also in Russia's regions. And there's more help than ever for youthful entrepreneurs. Since 2009, when the first loans became available for business people with little experience or capital, more banks and institutions have become involved.***

Enthusiasm for start-ups has grown since the financial crisis hit Russia in 2008 but state programs, sponsors and young entrepreneurs are also driving the trend. Budding business people in the regions face different challenges: a narrower market, more varied consumer habits that contrast with those in the capitals and extra administrative barriers. Red tape can be a greater burden on small businesses.

Federal programs help to overcome these barriers and ease the process of starting a business. These are widely advertised in the press and on television. Less well known are those offered by international sponsors. For example, the International Business Leaders Forum (IBLF) runs the program, Youth Business in Russia, or Молодёжный бизнес России (MBR). The program brings together federal authorities, commercial organizations and private individuals to become advisors and coaches. Banks provide loans on favorable terms.

By focusing on the creation of small businesses the project aims to tackle youth unemployment. Young people are two to three times more likely to be unemployed than older people of working age, according to figures from the Organization for Economic Cooperation and Development. By helping to form and develop small businesses, such projects are likely to bring down unemployment in general. In mature economies, 80 percent of new jobs are created by small businesses.

The small and medium size enterprise (SME) sector accounts for about 50 percent of gross domestic product and an absolute majority of jobs in OECD countries. Opora Russia, The All Russian Non-governmental Organization of Small and Medium Business, estimates that the country has 3.4 million entrepreneurs, and that SMEs account for about 25 percent of jobs and about 17 percent of GDP. That's a small but growing body of entrepreneurs. The question for many people is how to join it.

The IBLF argues that 20 percent of people have the potential to become entrepreneurs but less than 5 percent have the opportunity. Research by David Blanchflower, of the University of Sterling, and Andrew Oswald, of Warwick University, in the UK, found that the probability of being self-employed actually rises with age but there is no firm link to education: highly educated people are more likely to be self-employed in the US and UK, but less likely in Canada. Selfemployment is higher in the US among the dominant social groups but in the UK ethnic minorities dominate.

Other studies find that you are two-to-three times more likely to be self-employed if you have an entrepreneurial parent. Research also shows a strong link between setting up an independent business and having access to capital, such as an inheritance. This suggests that advice and the availability of lump sums or cheap loans are vital to success. And this is what federal and private sector initiatives provide.

The IBLF runs in many countries besides Russia, like Canada and Ukraine. The project was launched in Kaluga Oblast five years ago and has expanded to six regions, adding Voronezh, Novosibirsk, and Rostov oblasts and Primorskiy krai. In July 2012 the MBR project was launched in Moscow.

By January 2013 MBR had approved 139 projects with overall value of over 20.3 million rubles, or \$530,000 USD. In total, the program has so far created 470 jobs, about half of them in Voronezh region, a third in Kaluga region and the rest split between Vladivostok and Novosibirsk. It's not just about creating jobs, however. By involving state authorities as well as young entrepreneurs, the organizers of MBR say they promote a common language, a shared interest in Russia's economic growth and opportunities on all sides.

## Freelancers Charge Onto the Market

By Alec LUHN

***Sergei Kardakov's professional portfolio starts with a cosmic hamster, a broad-shouldered bather with a water pistol and "Lyova Trakhtenburg," a lion in studio headphones resembling the late radio host and actor Roman Trakhtenberg. Further along comes "Richie the Rich Rat," the X-Men-inspired "Bullverine" and a pill-popping, devil-horned, one-eyed purple brain.***

Kardakov is a Moscow-based freelance illustrator with a specialty in designing cartoon characters. Most of his clients find him on the Internet — Kardakov is the top-rated user in the "art/2-D characters"

category on the freelance job website Free-lance.ru — and pay him to create characters, often for advertisements.

As a freelancer, the illustrator has found a dream job that provides him with interesting work, an open schedule and a higher income, he said.

“For [personal] development, it's very useful when you're completing a new task each time,” Kardakov said.

“What else? Naturally, the pay is an important part — the pay is better, [and there are] flexible hours.”

Although Russia's population of freelance workers is far smaller than those in European countries and the United States, recent studies show that it is growing. Furthermore, proposed revisions to the Labor Code requested by President Dmitry Medvedev would for the first time regulate freelance work in Russia.

As a result of the freelancing trend, more and more professionals are finding a different way to earn a living, and an increasing number of employers are changing how they meet their labor needs.

### **Freelancers in Russia make up about 1 percent of the economically active population, compared with 10 percent in the U.S.**

#### ***Fledgling Movement***

Freelancers are qualified professionals who are not employed at any one organization and do not run their own organization, such as entrepreneurs do, according to Andrei Shevchuk, an associate professor in the department of economic sociology at the Higher School of Economics, who has studied freelancing. Although population, which was 75 million people in 2010, according to the State Statistics Service.

In contrast, estimates put the number of freelancers in the European Union and the United States at about 10 percent of the economically active population. Nonetheless, the popularity of freelancing is definitely increasing in Russia, Shevchuk said.

“On its face, the trend is simply very big, which is to say, it's a quickly growing segment, but nonetheless [the number of freelancers is] still very small,” Shevchuk said. “I don't think it will be massive just because of the specificity of this kind of work.”

In late 2011, Shevchuk and fellow lecturer Denis Strebkov released the results of their second “Freelancer Census,” which was conducted in conjunction with Free-lance.ru and surveyed 10,943 freelancers. Since their first census in it's impossible to know the exact number of freelancers in Russia, Shevchuk and others who follow the trend generally peg them at about 1 percent of the economically active population. In 2008, the number of full-time freelancers increased from 22 percent to 29 percent of those surveyed, while the number of those who also worked as employees of a business decreased from 45 percent to 41 percent. Shevchuk noted the growing number of registered users on freelance job sites such as Free-lance.ru as evidence of the trend. The sites themselves also facilitate and attract more professionals to freelance work, he said.

Since its inception in 2005, Free-lance.ru has grown to more than a million users, about 800,000 of whom are registered as freelancers (the rest are mainly clients seeking their labor), said Yekaterina Litvinova, director of marketing and PR at Free-lance.ru.

“Our market is more inclined toward traditional labor, but freelance is growing,” Litvinova said. Freelance job sites make employing freelancers simpler and more reliable than five years ago, she added, since businesses can see freelancers' portfolios, read reviews of their work and take advantage of services to ensure against fraud and solve disputes. “The more [freelance job] sites, the more projects for distance work, the more freelancers,” she added.

#### ***More Freedom, Less Money?***

Freelancers interviewed by The Moscow Times named several pluses of self-employment: more interesting work, greater personal development, a flexible schedule and the ability to work from home and not spend time commuting. The HSE study found that on average, freelancers place greater value on “interesting, creative work,” “the possibility to achieve something” and “the possibility to show an initiative” than the population as a whole.

They place less value on “salary size,” “a reliable job” and “lots of vacation time.” In addition, freelancers earn more on average than the population as a whole, as well as employees who are also doing information-based work, according to Shevchuk.

“We compared freelancers only with those workers who use the Internet or a computer for their work ... we still found that they make more,” he said. Kardakov, who has five years of freelance experience, makes an average of \$3,000 per month from freelance projects, putting him at the higher end of the wage scale for his profession, he said. He has designed characters for websites, iPhone apps, books and product packaging,

and his past clients include the optical chain Master Optik, creative agency BBDO and cereals producer Lyubyatovo.

However, freelance work is neither guaranteed nor constant, and the pay varies. The instability of future income was the number one shortcoming of freelance work, the HSE study found.

Vsevolod Kanishchev, a print designer who has been freelancing for about five years, said all of the designers he knows who do freelance combine this with some other line of work. According to Kanishchev, who is registered on a freelance job site but has not done any projects through it, the market for freelance job offerings is small and contains mostly low-paying projects.

“To survive on freelance work, you need to be a very talented and wellknown designer,” he said. Currently, Kanishchev is employed at two publishing houses and occasionally does freelance projects that he finds through acquaintances. He can make an extra 15,000 rubles (\$500) per month doing a few freelance projects, he said. Like Kanishchev, many freelancers see this work as a way to make money on the side: 42 percent of those surveyed by the HSE researchers started freelancing because they needed extra income.

### ***Employers Change Their Tack***

The fledgling freelance industry has already begun to affect how employers approach questions of labor, according to Litvinova. After the crisis, businesses are not only trying to retain full-time employees, but also to farm out projects to freelancers, which can be cheaper and more effective, she said.

“People are no longer tied to a single company or even profession,” she said. “This in turn forces companies to be more mobile.”

The recent increase in freelance work has also changed how employers treat their full-time staff, Litvinova added. “Now, significantly more is demanded of full-time employees than before,” she said.

**Many firms are farming out projects to freelancers, which can be cheaper and more effective, said Yekaterina Litvinova of Free-lance.ru.**

At the same time, the appearance of more widespread freelancing has pushed some businesses to make concessions to their employees, such as offering them more flexible schedules, said Yury Virovets, president of online recruiter HeadHunter. The impact of the freelancing trend has been mostly on smaller companies, he added, partly because big corporations rarely hire freelancers due to the legal complexity of contracting work from them.

“For the most part, this concerns those who actively use freelancers, small and midsize businesses,” Virovets said. “Currently, there are definitely many companies that are hiring people to work at home [and] hiring people from other countries, primarily Ukraine and Belarus.”

Furthermore, the trend mostly affects market segments based on “creative professions” such as designers, web developers, IT specialists, translators and photographers, according to Shevchuk. To keep their staff intact, employers in these sectors must increasingly offer more flexibility to their workers, such as allowing them to work from home in some cases.

“We’re talking more about freedom in the workplace than about material factors,” he explained. “These are all creative professions. If at work they somehow suppress your creative initiative and it’s not comfortable for you, then you’re going to look towards freelance.”

Thirty-eight percent of those surveyed in the HSE study worked in the graphics and design sphere, 33 percent in editing, copywriting and translation, and 29 percent in web development and support. Other areas where freelancing is popular included advertising, marketing and consulting, programming, audio and video and engineering.

### ***Seeking a Set of Rules***

Despite the growth of freelancing in Russia, few experts expect selfemployment to reach European levels in the near future. Shevchuk said freelance remains a foreign concept to much of the Russian population, which got used to paternalistic employment during Soviet times.

“It’s not important whether it’s the government or an organization ... the perception is it will take care of you for your whole life,” he explained. “Russian workers don’t have a sense of initiative and independence.” “It’s namely for this reason that freelancers, we found, are young people,” Shevchuk added. The HSE study showed that 71 percent of freelancers were 30 or younger. Furthermore, freelance work doesn’t necessarily suit all personalities.

In the HSE study, 28 percent of respondents named the lack of interaction with colleagues as a shortcoming of freelance work. Co-working centers, shared offices that offer a flexible workspace for freelancers and others, offer a potential solution to this problem, Shevchuk said. Litvinova pointed out, however, that such centers remain rare in Russia.

Perhaps the most serious shortcoming of freelancing in Russia is the lack of regulation. Currently, Russian law doesn’t hold any provisions for distance work. Freelance projects, if they are formalized at all,

are usually documented with a civil agreement, which is regulated by the Civil Code rather than the Labor Code. Most freelancers — nine out of 10, according to Shevchuk — do not draw up agreements, and often employers also want to avoid the paperwork and taxes such agreements entail.

“This sphere should be regulated ... because the fact that it is informal is bad for everyone,” Shevchuk said. “Because there are no special contracts ... there's nowhere to settle disputes.”

Both Kanishchev and Kardakov recounted being cheated by clients who didn't pay for a project after it was completed and, in some cases, still used the work the freelancers had produced. Kardakov said a client once failed to pay him for a 10,000 ruble (\$350) project.

An attempt to regulate freelance is underway. Following a call by Medvedev last July for regulation to protect the rights of distance workers, a commission headed by Health and Social Development Minister Tatyana Golikova developed a set of revisions to the Labor Code, RIA-Novosti reported in November.

The revisions, which would require businesses to sign an employment contract with freelancers that would include benefits, were planned to be introduced to the State Duma early in 2012.

However, experts said the revisions are far from ideal. Litvinova noted that the changes would apply only to those freelancers who work with one employer on a regular basis. For his part, Virovets said the revisions would face difficulties in the Duma and would “not change the situation dramatically” if they were passed.

“The main thing is that labor unions are very strongly against these revisions, so ... they won't pass in the form they need to be passed in,” he said. Nonetheless, Litvinova and Shevchuk welcomed the proposed revisions as an improvement over the current state of affairs. “It's better to play by a set of rules, no matter which ones, than entirely without them,” Litvinova said.

## 2. Match the types of work with the definitions. Example: 1-f.

1. full-time	a. work from home using a computer
2. part-time	b. work that needs special training
3. flexi-time	c. start and finish work at convenient times
4. job-share	d. work shorter hours or fewer days each week
5. contract work	e. sometimes work at night and sometimes work in the day
6. tele-working	f. go to a place of work five full days a week
7. shift work	g. work for a company for a fixed time until a project is finished
8. skilled work	h. divide a job between you and another person

## 3. Write an advantage and a disadvantage for each of these types of work using the words in the box.

Type of work	Advantage	Disadvantage
1. part-time		
2. job-share		
3. contract work		
4. tele-work		
5. shift work		

Freedom to be at home during the day; brings two different sets of ideas and approaches to the job; tiredness; your ideas might clash with your job-share partner; more difficult to separate home life and work life; have more free time; working from home can mean flexible working hours; earn less money; can be varied and interesting working for different companies; less security, might not get paid for holidays or illness and so on.

**4. What things will give you satisfaction in your job? Can you add anything to this list? Rank the different factors in terms of their importance to you. Compare your answers with your colleagues and explain your ranking.**

	Ranking
Solving problems	
Making money	
Meeting people	
Completing projects	
Helping other people	
Being part of a team	
Having the power to make things happen	
Having freedom to make decisions	
Learning something new	
Being creative	
Having long vacations	
Enjoying the responsibility	
Having a lot of opportunities for promotion	
Working alone	
Travelling a lot	

**5. Work with a partner. Discuss the advantages and disadvantages of having to work for a living.**

**Useful expressions:**

I think it's important ...

I like being able to ...

It doesn't really matter if ...

The best/worst things about my job are ...

I hate having to ...

I'd rather have a job that ...

**6. Work in pairs and rank these jobs according to how well-paid you think they are in Russia.**

Electrician, flight attendant, accountant, bus driver, computer systems analyst, chemical engineer, firefighter, doctor, mail carrier, plumber, nurse, police officer, teacher, lawyer.

**Discuss these questions:**

1. Which of these jobs do you think are the most boring? The most interesting?
2. Can you think of some other jobs that are particularly exciting, dangerous, or unpleasant?
3. Are there jobs that men do better than women, and vice versa?
4. Nurses and teachers have to study longer than bus driver, mail carriers, and police officers. Why do you think they earn less money?

**7. Read about unique jobs. Put the jobs in order: from the most interesting (1) to the least interesting (5). Which job did you rank number 1? Why? What are three jobs in your culture that might seem unusual to a person from another culture?**

**Personal shopper:** does people's shopping for them. **Gossip columnist:** writes about famous people's lives.

**Chocolate taster:** eats candy and gives opinions. **Menu writer:** Chooses the right words to describe a restaurant's food. **Toy tester:** decides if the new toys are fun and safe.

**The New York Times**

### 8. Be a mime!

Mime or use gestures to communicate the meanings of a gerund phrase. Other students guess what you are trying to communicate.

F.e.: conducting an orchestra, working on a computer, doing medical research, fixing a car, picking flowers, walking a dog, digging a hole, cooking a meal, folding clothes, playing basketball and so on.

9. Would you like doing any of the jobs in column A? First, check (✓) the jobs you would like. Then write your opinion of each job by choosing information from columns A, B, and C.

A	B	C
1. Doing medical research	seems	Pretty difficult
2. Working as an archaeologist	sounds	fascinating
3. Writing for a newspaper	must be	nerve-racking
4. Teaching physically challenged children	could be	kind of boring
5. Working on a movie set	Would be	fantastic
6. Being a politician		Pretty awful
7. Conducting an orchestra		Really rewarding
8. Being wealthy and not having to work		Very challenging

**Example:** Doing medical research would be really rewarding.

### Give your opinion about the jobs in part A.

A: For me, doing medical research would be really rewarding because it would help save people's lives.

B: I agree! I'd like doing medical research, too. It would be very challenging. Or B: Really? I wouldn't like doing medical research. I think it sounds pretty difficult.

### Useful expressions

For me, ...

As far as I'm concerned, ...

In my opinion, ...

### 10. Read the article.

## Find the Job That's Right for You! How would you look for a job that's right for you?

Nearly 50% of all workers have jobs they aren't happy with. Don't let this happen to you! If you want to find the right job, don't rush to look through the ads in the newspaper. Instead, sit down and think about yourself. What kind of person are you? What makes you happy?

According to psychologist John Holland, there are six types of personalities. Nobody is just one type, but most people are mainly one type. For each type, there are certain jobs that might be right and others that are probably wrong.

The **Realistic** type is practical and likes working with machines and tools.

The **Investigative** type is curious and likes to learn, analyze situations, and solve problems.

The **Artistic** type is imaginative and likes to express himself/herself by creating art.

The **Social** type is friendly and likes helping or training other people.

The **Enterprising** type is outgoing and likes to persuade or lead other people.

The **Conventional** type is careful and likes to follow routines and keep track of details.

If you think about who you are, you can make the right job decision. Liz is a good example. Liz knew she wanted to do something for children. She thought she could help children as a school counselor or a lawyer. She took counseling and law courses - and hated them. After talking to a career counselor, she realized the problem was that she's an Artistic type. Liz studied film, and she now produces children's TV shows - and loves it.

**Based on the information in the article, check the job you feel would not be a good choice for each personality type. Then explain your answers to a partner.**

1. Artistic: actor, computer programmer, photographer, songwriter.
2. Conventional: accountant, bookkeeper, inventor, secretary.
3. Enterprising: painter, manager, politician, salesperson.
4. Investigative: detective, model, psychologist, researcher.
5. Realistic: carpenter, factory worker, machanic, reporter
6. Social: doctor, nurse, writer, teacher

**Which personality type are you most similar to? What kind of jobs do you think would fit your personality?**

**11. What are your skills and jobs preferences? Take turns asking questions like these and others of your own.**

Are you good at ...

- communicating with people?
- remembering names?
- solving problems?
- making decisions quickly?
- meeting deadlines?
- learning languages?

Do you ...

- have any special skills?
- have any experience?
- have any special certificates or diplomas?
- speak any foreign languages?

Do you like ...

- traveling?
- commuting?
- working evenings?
- starting your own business?
- working on a computer?

**12. Prepare a personal job profile. Write down your name, skills, and job preferences. Then compare profiles with your classmates. Make suggestions for possible jobs: You like solving problems. So I think you should be an executive.**

**Example:**

**Skills**

- can type 45 words a minute
- know several computer word processing and accounting software programs
- speak Mandarin, Cantonese, and English
- am good at working with numbers

**Job preferences**

- like working 9-5
- prefer having an office job
- enjoy wearing a suit to work

**13. Are these adjectives positive or negative? Write P or N next to each word. Do you know any people with these personality traits?**

bad-tempered – N, creative, critical, disorganized, efficient, forgetful, generous, hardworking, impatient, level-headed, moody, punctual, reliable, strict, boring, lazy, outgoing, unfriendly.

**14. Write either about a job you would be good at or a job that you could never do. Give at least three reasons for your choice.**

**Example:**

I think I'd make a good flight attendant because I'm a very friendly person and I enjoy meeting people. Also, I love to travel ...

**15. Have you ever looked for a job on the Internet? What jobs have you seen advertised? Read these jobs ads. Choose a job title from the box for each ad.**

A. Flight attendant

B. Stock broker

C. Journalist

D. Truck driver

1. Are you hard-working? Do you enjoy writing? Do you like learning about world news? This job is for you/ Must be good at meeting deadlines. Some evening and weekend work.

2. Must be well organized, energetic, able to make decisions quickly, and good with computers. Applicants must be level-headed and able to take responsibility for handling other people's money. No weekend work, but some evening work required.

3. No previous experience necessary. But applicant must have a driver's license. Successful applicant will also be punctual and reliable. Excellent position for someone who enjoys traveling.

4. Are you good at communicating with people and solving problems? Can you speak at least two foreign languages? Do you enjoy traveling abroad? Then this job might be for you.

**Which would be the best for you the worst? Number the jobs from 1 (the best) to 4 (the worst). Give reasons.**

**16. Read what these people say about themselves. Which job should they do? Which job should they avoid? Write two sentences, giving reasons for your answers. Use the phrases given and because.**

**Jim:** I enjoy helping people, but I can't stand working nights and weekends. I want to be a nurse or a social worker.

**Example:** 1. (make a good/could never) Jim would make a good social worker because he enjoys helping people. He could never be a nurse because he can't stand working night and weekends.

**Anita:** I really like doing things with my hands. I also enjoy working with wood. I don't enjoy working in the same place every day, and I hate being in noisy places. I think I'd like to be a factory worker or a carpenter.

2. (could/couldn't)

**Jill:** I'm good at explaining things and I really like children. I can't stand working long hours. I think I'd like to be a doctor or a teacher.

3. (make a good/would make a bad)

**Maria:** I'm really interested in meeting people, and I enjoy wearing different clothes every day. I'm not so good at organizing my time, and I can't stand computers. I might become a model or an accountant.

4. (would make a good/could never)

**Larry:** I'm really good at selling things. I also love helping people. But I'm not so good at solving problems. I think I'd like to be a salesperson or a detective.

5. (could be/wouldn't make a good)

**17. One of the most talked about health issues in the U.S. is stress. The website article defines stress and gives suggestions for reducing it in daily life. Read the article and make notes of the key points:**

1. When does stress become a problem?
2. What is the fight or flight reaction?
3. What changes in the body happen because of stress?
4. Which relaxation techniques help reduce stress?
5. What types of changes in diet can reduce stress?
6. Why should we learn to recognize the symptoms of stress?

### **A Few Words About Stress**

Stress is a part of everyday life. We experience it in good times and bad. Traumatic events such as serious illness, death, earthquakes, or wars all cause stress. However, positive changes in life can also be stressful. New relationships, new jobs, or a new baby can make someone feel "stressed out." Stress only becomes a problem when it is unmanageable, when people can't control it.

While too much stress isn't healthy, reactions to stress can be helpful. In fact, in prehistoric times, stress helped people to survive, to stay alive. When our ancestors were in danger, certain changes in their bodies prepared them either to fight or to flee, to run away. Today this "fight or flight" reaction is still a part of us. We react to stress in the 21st century the same way our ancestors did.

Stress causes powerful hormones<sup>1</sup> (adrenaline and cortisol) to move quickly through the body. The hormones cause an increase in heart rate, blood pressure, blood sugar, and the need for oxygen. These are the changes that help people get through stressful situations successfully. However, when stress is out of control, the body's immune system<sup>2</sup> suffers. This is a problem for many people. In fact, 75% to 90% of all visits to the doctor are stress-related.

Relaxation techniques help some people reduce stress. Deep breathing, muscle relaxation, and meditation can actually decrease hormone levels in the blood and stop the stress reaction. Unfortunately, some people think that relaxation techniques are no more than quackery. They ask their doctors for pills to help them relax. Most doctors believe, however, that patients with stress-related problems can help themselves by changing their diet (cutting down on sugar and caffeine) and increasing regular exercise. Exercise helps both the body and the mind control stress.

While it's true that stress can have a negative effect on health, it's also possible to manage stress before it becomes a problem. If you know the physical and emotional symptoms of stress, then you can use relaxation techniques or exercise before you feel "stressed out." Stress may be a big part of our lives, but it doesn't have to control the way we live.

**18. Look at the list of the most stressful and least stressful jobs. Use what you learned from the article and your own experience to answer the questions below.**

### **WHICH JOB DO YOU WANT?**

A. Five Most Stressful Jobs	B. Five Least Stressful Jobs
1. President of the United States	1. Medical records technician
2. Firefighter	2. Janitor
3. Senior corporate executive	3. Forklift operator
4. Race car driver	4. Musical instrument repairer
5. Taxi driver	5. Florist

Why do you think the jobs in the list A are extremely stressful?

Why do you think the jobs in the list B are less stressful?

Did any jobs on the list surprise you? Why?

Would you add any jobs to the list A or B?

**19. Read about the benefits some employees get from their companies.**

Why do companies provide these benefits to their employees?

Which of the benefits mentioned above do you think are the most important?

What kind of benefits would you like to have?

1. I work for a credit card company. I get subsidized on-site day care for my three-year-old son, which is a real bonus for a working mother. Right now the company is paying for me to do an MBA part-time. We also have on-site dry cleaning, haircuts, manicures, shoe repair, and a driving range.
2. I work in the legal department of a large publishing company. The company likes to get involved in the local community, and we're paid for 25 hours a year of volunteer work. Last year I helped out at an old people's home. The company also sponsors the local theater, and we get a 25% discount on theater tickets.
3. I'm a supervisor at a large food processing company. The company provides a fresh uniform every day. We get free breakfasts, too, and every day there's a free exercise class during the lunch hour. The company owns a vacation campsite and I take my family there every year. If I have perfect attendance each month, I get a bonus of \$100 - that's a benefit I really appreciate!
4. I work for a small packaging company. We don't get too many benefits, but the company has a good pension plan and health insurance, and 10% of the profits go into a profit-sharing plan. When business is bad, we don't get our annual salary increase. Every summer we have a company picnic.

**20. Corporations are a popular form of businesses in the United States of America. Read the text about corporations. Answer the questions:**

1. What is a corporation?
2. What rights and privileges has a corporation got?
3. How are corporations regulated?
4. What are related forms of business ownership?

### **CORPORATIONS**

A business corporation is a legal entity permitted by law in every state to exist for the purpose of engaging in lawful activities of a business nature. It is an artificial person created by law, with many of the same rights and responsibilities possessed by humans. Corporations are widely prevalent in the United States; today, virtually every large enterprise is a corporation.

### **RIGHTS AND PRIVILEGES OF A CORPORATION**

Within legal guidelines, corporations may issue stock, declare dividends, and provide owners with limited liability.

**Stocks** A corporation can issue and attempt to sell stock. Every share of stock owned represents a share of the corporation's ownership. From the standpoint of stock sale, there are two kinds of corporations: public and private. With a public corporation, anyone can buy shares of stock, which may very well be traded on a stock exchange. With a private corporation, however, sale of stock may be limited to stipulated persons, such as members of the principal stockholder's family. A corporation can own "treasury stock"; that is, it may repurchase its own stock that it had previously issued and sold. A corporation may even give its stock away for any reason; for example, as a donation to a charity, or as a reward to employees for industrious service.

**Dividends** A corporate board of directors has the authority to declare and pay dividends in the form of cash or stock. Cash dividends are ordinarily payable from current net income, although net income "kept" from previous years may also be used. A common name for net income kept is "retained earnings." Recipients of stock dividends receive shares of stock in the corporation, thereby increasing the total number of shares they own. Stock dividends are declared from capital stock that has been authorized but not issued. Rules exist regarding eligibility for receipt of a dividend. For example, assume that a cash dividend is declared on August 15, payable on September 15. If Stockholder A owns the stock on August 15, he or she receives the dividend on September 15. If Stockholder A sells the stock on August 27, Purchaser B buys it "ex-rights," meaning that on September 15 the dividend still goes to Stockholder A. Purchaser B would not receive a dividend until the next one is declared, perhaps on November 15. Recipients of cash dividends pay income tax as of the year the dividends are received. Income tax on stock dividends, however, is postponed until the recipients sell the stock. Occasionally, corporations split their stock. However, this does not change the value of the shareholder's shares on the corporation records or the corporation's net worth. A stock split is often a

good sign as it is often done to reduce the price of a stock that has risen to a point at which its marketability is impaired.

**Limited Liability** If a corporation suffers large financial losses or even terminates its existence, the shareholders might lose part or all of their total investment. However, that is ordinarily the extent of their loss. Creditors cannot satisfy their claims by looking to the personal assets of corporate shareholders as they can with a sole proprietorship or an ordinary partnership. Limited liability can be advantageous because it encourages investment in the corporation. With personal assets of \$1.1 million, a potential investor might willingly invest \$50,000 in a corporation knowing that no risks exist beyond the \$50,000. The limited liability advantage, however, can be lost if the owners directly engage in the company's management and play an influential role in causing corporate losses.

**Additional Rights of a Corporation** Corporations have the basic right to conduct a business in which they sell products or services and to engage in either a profit-seeking or a nonprofit-seeking enterprise. Corporations have the right to own, sell, rent, or lease real or personal property. Corporations may sue other business entities, such as another corporation, a partnership, or a sole proprietorship. Corporations may merge with other corporations.

Corporations may make contracts with either another business or a person.

Corporations may hire or discharge employees of any rank, from entry-level employees to the chief executive officer (CEO). Corporations may borrow money, and they often do so by issuing corporate bonds. Owning a corporate bond does not grant the bondholder any form of ownership in the company. Instead, corporate bondholders have actually loaned money to the corporation, virtually always with a stated interest rate and with terms regarding dates and methods of repayment. Bondholders may ordinarily sell their bonds to other persons, most often through stockbrokers.

In addition to issuing bonds, corporations may borrow directly from any loan source, such as banks. On occasion, corporations raise needed cash by authorizing and selling additional stock.

Corporations may make any lawful investment. They often invest in the stock and/or bonds of other corporations, personal or real property, mutual funds, money market accounts, certificates of deposit, and government securities.

## REQUIREMENTS OR LIMITATIONS OF A CORPORATION

Corporations are subject to risk, to suits, and to income tax liabilities.

**Risk** By engaging in business activities, corporations are at risk, great or small. Profit-seeking corporations may very well find the large profits they seek. But they risk huge economic losses and even bankruptcy.

**Suits** Corporations may be sued by any business, including other corporations. And they may be sued by individuals or groups of persons.

**Income Tax** Corporations must pay federal and state income taxes on the net profit they make during a calendar or fiscal year. People who receive cash dividends must also pay income tax for the year they are received. Thus it is often said that corporation profits are subject to double taxation. Corporations receive no deduction for any cash dividends that they pay. Recipients of stock dividends, however, postpone payment of income tax on stock dividends until they sell the stock.

## REGULATION OF CORPORATIONS

Corporations are subject to two kinds of regulation: (1) regulation by the state in which they are incorporated and (2) regulation by the individual corporation's articles of incorporation and bylaws.

**State Regulation** Corporations are regulated by business corporation laws that exist in all fifty states. Although the statutes prescribe what corporations may and may not do, they are written in broad and general language. In essence, then, the states permit articles of incorporation to be written in a manner that permits corporations to engage in business for almost any legal purpose.

Articles of incorporation are filed publicly and are available to the public. They are subject to amendment. Bylaws are not filed publicly. Consequently, they tend to be more detailed than articles of incorporation.

**Board of Directors** Members of the board of directors make the major decisions of the corporation. When corporations are formed, they draw up Articles of Incorporation, usually for approval by shareholders. The board of directors also draws up the initial and ensuing bylaws.

Board members are most often shareholders and officers of the corporation. They are elected by the shareholders. They may be "internal" directors or, for reasons of good public relations or of obtaining of expertise, may work on the "outside" and be selected on the basis of their prominent role in the community.

Policies made by the board of directors are carried out by the corporation's executives, who direct the work of employees under their jurisdiction.

## CLASSES OF STOCK

Corporations ordinarily have two classes of stock: (1) common and (2) preferred. The two classes differ in many respects but both also share a number of common characteristics. There is no limit to how many classes of stock a corporation may have.

**Common Stock** Common stockholders participate more in the governance of a corporation than do preferred stockholders. This is accomplished by giving common stockholders the right to vote for members of the board of directors as well as on major decisions (e.g., a merger with another corporation). Common stock, however, can be issued without voting rights.

Cumulative voting, which permits shareholders to cast one vote for each share of common stock owned in any combination, is prevalent. In an election for members of the board of directors, for example, a shareholder owning 2000 shares of common stock could cast all 2000 votes for one candidate or divide them in any way among candidates (e.g., 400 votes each for five candidates). Cumulative voting offers some protection for smaller stockholders.

The market value of common stock tends to fluctuate more than that of preferred stock.

**Preferred Stock** Preferred stockholders are not ordinarily granted the voting rights given to common stockholders. They cannot participate in elections for members of the board of directors or in major decisions of the corporation.

However, preferred stockholders are almost always given prior rights over common stockholders in the matter of dividends.

Dividends for preferred stockholders are often stated in advance and do not tend to fluctuate as much as those for common stock. Preferred dividends may be stated as a percentage of par value or as a dollar amount per share.

However, preferred dividends are not guaranteed in the same sense as is bond interest. Neither preferred nor common stock dividends can be paid without approval of the board of directors. And boards may "skip" declaring dividends if the directors feel the financial situation so warrants.

Preferred stock is often "cumulative." With this provision, a preferred stock dividend that is not declared or paid is considered to be "owed." As long as the preferred dividend is "owed," no common stock dividend may ordinarily be declared or paid. But even if the preferred stock is not cumulative, a frequently applied policy is that common stock dividends cannot be declared as long as the preferred dividends are "in arrears." Sometimes preferred stock is "convertible." Shareholders who own convertible preferred stock may, at a price announced when the stock is purchased, turn in their preferred stock and receive common stock in its place. Assume, for example, that an investor purchases preferred stock at \$36.50 per share. The stock is convertible four years from its issuance at a ratio of 3:1; that is, three shares of preferred stock can be traded at the shareholder's option for one share of common stock. At the 3:1 ratio, after discounting any related transfer costs, the preferred stockholder would find it profitable to convert if the common stock value rises above \$109.50 per share ( $\$36.50 \times 3$ ).

Preferred stock may be "callable." At the option of the corporation, callable preferred stock may be surrendered to the corporation, usually at a price a little above par value (or a stated value). If the stated value is \$50, the callable price on or after a specified date might be \$51.25. If the stock's market value rises to, say, \$55, it might be profitable for the corporation to call for its surrender.

Occasionally preferred stock is given the right to "participate" with common stock in being granted dividends above a stated value. For example, assume the board of directors declares a regular preferred stock dividend at \$3 per share and a common stock dividend at \$13 per share. With participating rights, it would have been stipulated that preferred stockholders would receive \$1 per share more for every additional \$5 given to common stockholders.

If a corporation closes down its operation, preferred stockholders have prior claim over common stockholders upon dissolution of the assets. A sufficient amount of the corporation's assets would need to be turned over to the preferred stockholders before common stockholders could claim any part of the assets. In practice, however, assets of a closed-down corporation are rarely sufficient to pay off the preferred shareholders in full.

## RELATED FORMS OF BUSINESS OWNERSHIP

Five types of business entities have regulations similar to those of corporations.

**Professional Corporations** Professional corporations, organized under corporation laws of their respective states, involve incorporation by persons engaged in professional practice, such as medical doctors, lawyers, and architects. They are granted limited liability against claims from their clients, except for malpractice.

**Not-for-Profit Corporations** Not-for-profit corporations, formed under the nonprofit laws of their respective states, have members instead of stockholders. Any income made cannot be distributed to the members.

Some apply to the Internal Revenue Service for tax-exempt status, becoming "501(c)(3)" organizations, which permits donor gifts to be declared tax-deductible.

**Closed Corporations** Closed corporations, not permitted by statute in all states, limit shareholders to fifty. They permit the firm to operate informally either by eliminating the board of directors or curtailing its authority. Closed corporations also restrict transferability of the owners' shares of stock.

**Limited-Liability Companies** Limited-liability companies enjoy the benefits of limited liability while being taxed like a general partnership.

Owners' net income is taxed at an individual personal rate rather than at the rate of a corporation (taxation of both corporate net income and dividends).

Not all states permit formation of limited-liability companies. They are neither a partnership nor a corporation. They generally have a limited life span. Management must be by a small group. States do not restrict the number or the type of members. Unlimited transferability of ownership is not permitted.

**S Corporations** S corporations' major benefit is that they are taxed like partnerships. The owners' income tax is based on their share of the firm's total net income, whether or not it is distributed to them. The second huge benefit is limited liability.

However, an S corporation is limited to thirty-five shareholders, none of whom can be nonresident aliens. Only one class of stock may be issued or outstanding. The S corporation may own only 80 percent of a subsidiary business firm.

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G. W. Maxwell

**21. There are four main types of business ownership in the private sector of the economy of the UK: public limited company (PLC), partnership, sole trader and private limited company (Ltd.) Put each one into the correct box to complete the table.**

1. Sole trader			
One person provides all the capital	Owned by two or more people who contribute capital	A registered company with restricted share transfer	A registered company whose shares can be bought and sold on the Stock Exchange
Unlimited liability (the personal assets of the owner(s) can be taken to pay any business debts)		Limited liability (liability for business debts is limited to the amount of capital subscribed)	

**22. Read the text "Structure of companies and corporations". What body usually heads a company? Write the English equivalents using the text:**

1. управляющий директор 2. генеральный директор 3. помощник генерального директора 4. директор по продажам 5. менеджер по продажам 6. заместитель директора 7. директор по маркетингу 8. финансовый директор 9. директор, отвечающий за производство 10. директор, отвечающий за кадры.

### Structure of companies and corporations

A limited liability company, or a corporation, is headed by the board of directors elected by shareholders/stockholders. The Board of Directors is usually headed by Chairman, or President in case of corporations. The directors: Finance Director, Marketing Director, Sales Director, Production Director, Personnel Director, appoint one of their number to the position of Managing Director to be in charge of the day-to-day running of the company. In large organizations the Managing Director is often assisted by a General Manager. Some companies also have assistant general managers. Many directors have deputies who are named deputy directors.

**23. Study this organization chart. How many departments are there? Which department is plant maintenance in? etc.**

Which department:

- a. puts the products in boxes and crates?
- b. places ads in magazines?
- c. pays the staff?
- d. buys supplies?
- e. sells the products to customers?
- f. plans how to sell new products?
- g. services the machines and equipment?
- h. arranges training for the staff?
- i. recruits new employees and answers personnel questions?
- j. manufactures the products?
- k. invoices customers?
- l. looks after customers' problems and complaints?
- m. dispatches the products and sends them to customers?
- n. organizes control systems to prevent mistakes?
- o. deals with taxation, investment, and cash management?

HUMAN CAPITAL MANAGEMENT	MANUFACTURING AND LOGISTICS	CUSTOMER RELATIONSHIP MANAGEMENT	FINANCIAL MANAGEMENT
Training	Production	Marketing	Purchasing
Human Resources	Packaging	Sales	Customer Accounts
Wages and Salaries	Distribution	Service and Support	Financial Services
	Quality Assurance	Advertising	
	Maintenance		

**24. Describe the general organization of a company/corporation you know.**

**25. Name as many major U.S. Or UK companies as you can. What are the most popular items to buy right now? Which companies produce them?**

**26. Work with a partner. Ask and answer questions about these companies.**

**Example:** A: How many ATMs does Bangkok Bank have?

B: Seventeen hundred.

A: What about branches? Does it have any overseas?

B: Yes, it does. It has six hundred branches in Thailand and twenty one overseas.

<b>Bangkok Bank (banking services)</b> 600 branches in Thailand 1,700 ATMs 21 overseas branches 12,000,000 account holders.	<b>Herend (porcelain)</b> 1 factory and visitors' center 1,460 workers (including 630 porcelain painters) 16,000 different products (dinner sets, ornaments, etc.) 10 stores in Hungary and 4 stores abroad in Germany and China
<b>Pirelli (tires and cables)</b> 2 core businesses: tires and cables 93 factories Over 39,000 employees 12,400 patents	<b>IKEA (furniture)</b> 201 stores 400,000,000 visitors a year 65,000 employees worldwide 12,000 different products
<b>Petrobras (oil and gas)</b> 15,834 oil wells 16 oil refineries 5,074 gas stations 27,120 kilometers of pipeline	<b>Takeda (Pharmaceuticals)</b> 14,592 employees 2 research centers in Tsukuba and Osaka 20 subsidiaries outside Japan 76,107 stockholders

**27. Read these profiles of well-known companies. Rearrange the letters to make the company name.**

1. This company's headquarters are in Michigan, but it earns a lot of its annual \$9 billion revenues outside the U.S. It sells its products in 180 countries, and has about half of the European breakfast cereal market. Its leading brand names Cornflakes, Rice Krispies, and Frosties.

LELG'SKOG \_\_\_\_\_

2. This company sells mice, among other things! Computer mice. It also develops disk-operating and application software. Its annual sales are \$36 billion and it has 57,000 employees. It is famous for its *Windows* operating system

RTOOIMCSF \_\_\_\_\_

3. This company's main competitors are Ford, General Motors, and Daimler Chrysler. It has sales pf over \$160 billion, and it's Japan's top car maker. As well as producing and selling cars that run on gasoline, it also makes cars that run on natural gas.

OOTYTA \_\_\_\_\_

4. This company is a world leader in beverages and snack foods. With revenues of more than \$29 billion, it is the world's largest producer of potato chips and corn chips. Its brands include Fritos corn chips, Ruffles and Walkers potato chips, Tropicana orange juice, and Gatorade sports drink. Its company name is the name as the same as the first part of that drink's name.

SEPOCIP \_\_\_\_\_

5. This company is the largest tire maker in the world and has a 20 % share of the world market. Based in France, it has 74 production plants in 19 countries and rubber plantations in Brazil and Nigeria. 96% of its sales come from tires and wheels and only 4% from other products such as guidebooks and maps.

CELMIHNI \_\_\_\_\_

**28. One of you can describe a well-known company and the other students guess the name of the company, e.g.**

A: This company makes sports shoes. It's an American company. Its motto is 'Just do it.'

B: Is it Nike?

A: Yes, that's right./No, that's not right. Try again.

**29. Read the information below.**

Name of the company	Type of the company	Services
Swiss Life	Large insurance company	<ol style="list-style-type: none"> <li>1. Provides a wide variety of insurance services</li> <li>2. helps clients to plan their insurance needs</li> </ol>

**You can present the information like this:**

Swiss life is a large insurance company. It provides a wide variety of insurance services. It helps clients to plan their insurance needs.

**Now talk about these companies in the same way:**

Name of the company	Type of the company	Services
Polycom	Major teleconferencing company	Provides a wide variety of teleconferencing services helps companies to conduct meetings around the world
Yellow	Leading freight company	Provides a wide range of shopping services helps customers to identify their transportation needs
Cable&Wireless	World-wide communications company	Provides a wide range of computer networking solutions helps clients to get the most out of modern technology

**30. Are these statements true for your company?**

- α. We're number one in our field.
- β. We produce a wide range of products.
- χ. We provide a wide range of services.
- δ. We have offices all over the world.
- ε. We use the most advanced technology.
- φ. We invest a lot of money in research and development.
- γ. We own important brands.

**31. Read about Johnson and Johnson, and ask and answer these questions:**

1. How long ago was the company founded?
2. When did it publish *Modern Methods of Antiseptic Wound Treatment*?
3. How old is the BAND-AID brand?
4. When did the company set up its first overseas operation?
5. How long ago did it go public?
6. When was its credo written?

**The Growth of Johnson and Johnson**

Surgery in a 19th century hospital was very dangerous. If patients didn't die on the operating table, they often died later from septic wounds. In 1886, Robert Wood Johnson founded a company with his brothers, to supply doctors and hospitals with antiseptic surgical dressings.

The company also published articles and magazines to educate the medical community. Its book, *Modern Methods of Antiseptic Wound Treatment*, (1888) was a standard textbook for doctors for many years.

In the 20th century Johnson and Johnson expanded overseas. It set up its first overseas affiliate in the U.K. in 1924 and then in fifty more countries. The company went public in 1944, and its shares were listed on the New York Stock Exchange.

As the business grew, parts of the company became new divisions or subsidiaries. And then those divisions often grew and gave birth to new divisions. Today, Johnson and Johnson has the widest range of healthcare products and services in the world. It covers everything from baby care to endoscopic surgery.

Johnson and Johnson has a credo: the company's first responsibility is to its customers; the second responsibility is to its employees; the third is to the community and the environment; and the fourth is to its stock holders. The credo was written by General Johnson, the son of the founder, in 1943. General Johnson believed that if you meet the first three responsibilities, the fourth one follows naturally.

**A credo is a statement of beliefs that influence how people live or work. What should it be?**

**32. Prepare to make a short presentation about an organization to the class. Write notes first. Don't write sentences-just write key words and numbers. (Find any information you don't know)**

Name of organization	
Products/Services	
Main customers	
Locations (factories, branches, etc.)	
Size (no. of employees/revenues)	
Main strengths	
Current projects	
Other information	

**Now decide on the structure of your presentation. These phrases will help you order the information.**

THE INTRODUCTION	INTRODUCING TOPICS
Good afternoon. Thanks for coming. Welcome to ... Before I begin, can I ask ...?	Let me begin with ... I'd like to tell you about ... Let's move on to ...
REFERRING TO SLIDES	FINISHING
As you can see, ... Have a look at this.	Are there any questions? Thank you very much.

**Use your notes to give the presentation and answer questions from your colleagues.**

**33. Describe the best company and/or boss you will work for.**

**A. Look at the criteria for an ideal company and choose the five most important and the five least important.**

My ideal company:

1. has a female CEO
2. gives six months' paid maternity leave and one month paid paternity leave

3. has a crèche facility
4. has a good quality canteen
5. gives equal pay to women and men
6. gives employees a laptop computer and mobile phone for business and personal use
7. has opportunities for promotion and personal development
8. awards bonuses and gives fringe benefits to employees
9. provides at least six weeks' training a year
10. has an annual staff party
11. has a generous company pension scheme
12. allows women with three children to retire at 55
13. has a gym and sports facilities
14. pays one month extra salary to employees who have a new baby or who got married

**B. Make sentences about your ideal boss from the prompts below using the adverbs of frequency in the box. Then compare your sentences with a partner.**

My ideal boss:

1. reads my e-mails
2. lets me make personal calls at work
3. takes me out to dinner
4. has regular update meetings with me
5. sends me on trips
6. calls me by my first name
7. phones me at home to discuss work
8. leaves me to get on with my work
9. chats about his/her family and other non work-related topics
10. brings me coffee
11. sets regular deadlines and targets
12. lets me leave work early
13. says thank you
14. praises me
15. gives me lots of responsibility
16. lets me work from home

Always, usually, often, sometimes, not often, hardly ever, never, every day, every week, twice a year, once a month

**34. How important are the following characteristics for business in your country? Put a cross in the appropriate place.**

	Not important/to be avoided	Very important
a. using first names		
b. punctuality		
c. physical contact		
d. humour		
e. giving gifts		
f. socialising outside work		
g. physical appearance		
h. small talk		
i. showing emotions		
j. working extra hours		
k. appearing to be busy		
l. formality between levels in the hierarchy		

**Work in groups and share your profiles with each other. Give examples from your own experiences to explain the characteristics of your culture or company's business behaviour. Use the following expressions:**

It is always a good idea to ... because ...  
One thing you should never do is ... because ...  
People tend to/tend not to ... because ...  
A lot of people ... but I don't because ...  
It's usually appreciated if you avoid (-ing), because ...  
On the whole, people don't ... because ...  
It's just 'not done' to ... because ...

**35. Read the text about using a mobile phone. What are things you may want to avoid discussing on your mobile when you're within earshot of others? Name top tips for mobile etiquette.**

### **Mind Your Mobile Manners**

Are you a menace on the mobile? You may not think so but have you ever done any of the following:

- talked loud enough on public transport for everyone to hear?
- kept a waiter or shop assistant waiting because you were on your mobile?
- had a long mobile conversation or sent multiple SMS during a social occasion?
- interrupted an important meeting to answer your mobile?

If you're guilty of any of these acts, you're not alone. But no matter how busy you are, there's always time to mind your mobile manners. What seems okay to you might be quite irritating to someone else.

Here are some things you may want to avoid discussing on your mobile when you're within earshot of others:

- personal matters - particularly when you're in a business setting
- your company's finances or any other information that may be confidential about the company you work for
- negative or derogatory comments about your company or individuals offensive language
- inappropriate conversations containing explicit details.

And there are certain places where you may wish to avoid using your mobile completely such as at the movies or in a theatre.

### **Top tips for mobile etiquette**

**Be aware of others.** Personal space is a relative thing. It's all about where you are and who you're with. So be aware of your surroundings and remember, move away, make it brief, and keep it down.

**Be photo sensitive!** A picture can tell a thousand words. But you should always ask before you take a photo of someone with your camera phone particularly if your photo involves children.

**Use Caller ID.** It's a natural reflex to answer your phone when it rings. But next time, why not use the Caller ID feature? Caller ID will let you see the number of the person who's calling. So if the time isn't right to answer the call, you can divert it to MessageBank.

**Mind your table manners.** If you must take a call over dinner at a restaurant, keep it short and sweet.

**Adjust your ringtones to your environment.** If you're out and about, it's fine to use a loud ring. But when you're at home or at work and it's relatively quiet, there's no need. So why not switch to discreet, silent or vibrating mode.

**No loud ringtones please!** While you may like your ringtone, others may not, so do the right thing and keep the volume down.

Although saying “please” and “thank you” is a reflex for most teenagers, it seems parents overlooked giving lessons in proper cell phone etiquette. Over 150 million people in the United States use a cell phone, putting an even greater number of innocent bystanders at risk for cell phone abuse from a careless user. “Cell phone etiquette is important for everyone to know as long as we are within earshot of one another, we must be considerate of another’s space,” Carol Page, the “Miss Manners” of cell phones according to Wired News, said in an email. Most cell phone etiquette is simply common courtesy: don’t talk louder on a cell phone than you normally would; don’t stand too close to other people when talking (a 10-foot zone is recommended); and don’t conduct emotional or offensive conversations when chatting in public. According to an internet poll on cell phone pet peeves, a ringer going off in a quiet place is the most annoying, with talking too loudly following a close second. “It’s really irritating when people put on a big show when they’re talking on their cell phones,” sophomore Elinor Tuhy said. Perhaps the rudest crime cell phone users can commit is to ignore friends or a date to chat on their cell phone. “The message you send when you ignore the person in front of you to talk on a cell phone is that the person you are with is not very important to you,” Page said. What can be done about an oblivious friend or a rude date who won’t disconnect? “The best way to confront a cell phone abuser is to tell them that it really bothers you when they carry on conversations with other people when they should be talking to you,” Ms. Page suggests. Teenagers are among the most avid users of cell phones, using them not only for chatting but also for taking pictures and text messaging. Consequently, schools must formulate rules about cell phone use. “I bring my phone to school just in case an emergency happens or I need a ride home,” freshman Jessica Crampsey said. This is the practical side of cell phones and the main reason most students carry them. Charter students are allowed to have their phones in school, but phones are not allowed to be turned on during school hours. “If a student needs to make a phone call, they should ask the teacher for permission,” Mr. Fraticelli said. If a cell phone goes off in class, the punishment is determined by the teacher, some choose to take the phone away, while others, like ISS teacher David Moran, just give warnings. School is not the only place where one should avoid using a cell phone; talking on a cell phone while in a library, church, restaurant, or any other place where many people can easily overhear a conversation is considered rude. The topic of conversation should also be taken into consideration; many people talk louder than they normally would while on a cell phone and often aren’t aware that their conversation can easily be overheard. “Anything you wouldn’t want repeated to someone or anything that might offend a person who is listening should be avoided, this includes health matters, relationship matters, and arguments,” cell phone etiquette expert Page said.

### **36. Problems to discuss:**

- Can you live without a mobile? How do you use your mobile? There are a lot of mobile modifications, which of them do you prefer, why? Why do some people often change mobiles?
- They say it is necessary to switch off the mobile when you are at the theatre, cinema, at public events, and even at night when people sleep and etc. Do you do it? When and why?

**37. Ronna Lichtenberg is a researcher and consultant on business communication. The newspaper article discusses Lichtenberg's ideas about how different ways of thinking affect communication in the workplace. Give three examples of "blue"/"pink" thinking and describe the "blue"/"pink" communication style. Why is it important to understand both types of thinking? What can people with different communication styles do to prevent misunderstandings?**

#### **Today's Business Culture: *What are they thinking?***

American business culture is different than it was 30 years ago. In those days, almost all business owners, company presidents, managers, and supervisors were men. In order to succeed, women in business had to learn to think the way their male bosses thought. Ronna Lichtenberg, in her article 5 "Be Fluent in Both Pink and Blue," identifies two ways of thinking in the business world today: "blue thinking" (male) and "pink thinking" (female). Naturally, not all women "think pink" and not all men "think blue." In fact, Ms. Lichtenberg points out that most successful business people combine blue and pink thinking in their workplace communications and relationships.

As the chart below shows, there are important differences in pink and blue thinking styles, but Lichtenberg says neither style is "right." She also says that it's not necessary for people to change the way they think. Instead, she recommends learning to understand the two styles.

Today in U.S. society, a boss can be a woman or a man, and half the people in any company will probably have a thinking style that is different from the other half. Therefore, to be successful, workers must be able to identify and appreciate a thinking style that's different from their own.

**BLUE THINKING.** It's important to appear strong. People shouldn't share their weaknesses. The powerful people in a company always get respect. Workers don't tell their bosses they're wrong. It's important to make friends with people who have power in a company. These friendships can help improve a career. The team is more important than the individual.

**PINK THINKING.** It's important to make connections with people. When two people talk about their weaknesses, they can form a strong connection. When someone is wrong, it's important to say so. It doesn't matter if that person is the boss. Friendships are important. People shouldn't make friends just to help their careers. The team matters, but the individual is important, too.

### **FEELING YOUR WAY (OR NOT) IN TODAY'S BUSINESS WORLD**

Before 1970, men were in charge of the American business world, and most business people used the "blue style" of communication. What is the blue style? Ronna Lichtenberg, in her article "Be Fluent in Both Pink and Blue," says the "blue style" is a typical male style of communication. Is there a female communication style as well? Of course! It's what Ms. Lichtenberg calls the "pink style." Lichtenberg says you should be able to use and understand both styles if you want to communicate successfully with your co-workers.

- In the workplace, "Blues" usually communicate in short, direct messages. They also have strict rules about what you should and shouldn't say. One rule is: Don't talk about feelings. In fact, "Blues" rarely talk about their personal life at work. In a meeting, "Blues" prefer to talk about a task they need to do and the date it's due. They don't believe it's necessary for everyone to discuss and agree on how to do the task.
- People with a "pink style" have a more informal approach to communication in the workplace. They often talk about their feelings, and they believe that conversations should begin with small talk about their personal lives. In a business meeting, "Pinks" will try to get everyone to agree on how a task should be done. They think this type of consensus, or agreement, is important, and they don't worry about how much time it takes.
- In the business world, communication differences between the "Blues" and the "Pinks" can sometimes create misunderstandings. Ronna Lichtenberg offers this solution: Use your own communication style to restate what you hear. For example, if you hear a brief, "blue" message such as, "Everyone has to work late tonight," you can translate the message into "pink" and say: "So we have to finish the project before we can go home." If you hear a "pink" message such as, "I feel bad about this, but the project is going slowly," you can restate it in "blue" by saying, "So you need more time to complete the project."
- From her research, Lichtenberg knows that "Blues" and "Pinks" are happier when they hear a message in their own style. So whether your communication style is "blue" or "pink," practice restating, and you will find that the message is clear, even when the communication style is not.

**38. John Mole is an expert on nonverbal communication. The following information is from his website. Render the website story in English:**

1. What is John Mole? 2. What does body language communicate? 3. Give two examples of body positions. What do they mean? 4. What are some other nonverbal messages that people can give?

## Actions Speak Louder than Words

John Mole teaches people all over the world how to understand nonverbal communication. He is an expert on body language; he knows how to read it and how to use it. In his article, "Decoding<sup>1</sup> Body 5 Language," Mole describes how your body language can communicate your interest in what you are hearing or seeing. For example, when you lean forward toward a speaker, you communicate that you want to hear what the speaker is saying. However, when you lean back and cross your arms, you're 10 showing that you're not very interested.

Body language can also show whether *a* listener agrees or disagrees with the speaker. If you sit with your arms and legs uncrossed, and your hands open, you probably agree with the speaker. On the other hand, crossing your arms and legs 15 and making fists<sup>2</sup> with your hands usually means that you do not agree.

Mole also teaches how to read the nonverbal messages that people send with their eyes, feet, and head. For example, a woman with her head to one side and her eyes half open is communicating, "I'm thinking about what you are saying." A man who is tapping his foot is saying, "I'm getting tired of listening. I have other things to do." A student, slumped in a chair and looking up at the ceiling, is saying, "I'm bored. This doesn't interest me." If someone looks off to the side while he is speaking, you may want to check the information he gives you. This type of body language can mean that the speaker isn't telling the truth!

Mole explains that body language isn't the same in all cultures. There is, however, body language that most North Americans "speak."

**40. Look at these gestures. They are often used in the USA. Match each picture with a suitable expression.** I hope nothing goes wrong. 2. I don't know. 3. Who, me? 4. He's crazy! 5. I can't hear you. 6. OK! 7. That's no good. 8. Come here.



**Do you use these gestures in your country? Do they mean the same thing? What do you do with your hands when you greet someone, say goodbye, agree or disagree, count, wish someone good luck, etc.**

**41. You want to help a foreign visitor understand some of the gestures used in your country. Think of three common gestures. Demonstrate them to the class and explain what they mean.**

**42. Read the situations. In each situation the foreign business person makes a “cultural” mistake. What do you think the mistake is?**

**Brazil**

Sophie Harper is a British businesswoman. She is having lunch with Felipe Marques, a senior manager of company in Rio de Janeiro. She wants to make a deal. She takes some documents out of her briefcase and gives them to Mr. Marques. She then starts explaining the content in detail. Mr. Marques doesn't seem very interested.

**Indonesia**

Ruth Klein works for an Australian travel company and wants to make an agreement with an Indonesian hotel chain. She has a meeting with a senior manager of the Gulf Hotel. She's going to wear her favorite outfit, a bright red pants suit.

**Saudi Arabia**

Mark West works for a Canadian business magazine. He is in Saudi Arabia to do some research, and is invited to the home of a Saudi businessman for dinner. The house is beautifully furnished, and before dinner, Mark walks around the living room admiring the furniture, carpets, and ornaments.

**Germany**

Marty Pinkerman is an American businessman. He works for a pharmaceuticals company that wants to import some German products into the USA. He is in Frankfurt and meets Hans Schmidt, a senior manager of DPR Pharmaceuticals, for the first time. After the introductions, Marty begins using the manager's first name.

**43. Sometimes products don't sell well in a new market. Suggest what went wrong in these cases.**

**What went wrong**

1. Western companies had problems selling refrigerators in Japan until they changed the design to make them quieter.
2. In Hyderabad, India, a Pepsi television commercial showed a happy young boy (about 10 years old) carrying a tray of drinks along a dangerous route. At the end, he delivered the drinks to the Indian cricket team. Pepsi had to take the commercial off the air.
3. An airline company called itself Emu, after the Australian bird. But Australians didn't want to use the airline.
4. A TV commercial for a cleaning product showed a little girl cleaning up the mess her brother made. The commercial caused problems in Canada.
5. Several European and American firms couldn't sell their products in Dubai when they ran their advertising campaign in Arabic.
6. A laundry detergent ad had a picture of dirty clothes on the left, a box of detergent in the middle and clean clothes on the right. The detergent didn't sell well in the Middle East.
7. A company had problems when it tried to introduce instant coffee to the French market.
8. The Hong Kong Tourist Board ran an advertising campaign in 2003. Ads appeared on billboards and magazines with the slogan "Hong Kong: It will take your breath away." The Tourist Board wanted to change the slogan, but it was too late.
9. An American golf ball manufacturer launched its products in Japan packed in boxes of four. It had to change the pack size.
10. Nike shot an American television commercial for hiking shoes in Kenya. It showed someone speaking in the African language Maa and the Nike slogan "Just do it" appeared on the screen. People in America laughed when they heard about the ad.

**Here are the reasons for the problems, but they are in the wrong order. Number them from 1 to 10. How many did you get right?**

- ☐ In Japanese, the word for four sounds like the word for death. Things don't sell well packed in fours.
  - ☐ People thought the commercial was too sexy and reinforced old male/female stereotypes.
  - ☐ Some viewers were angry because the child was too young to work and the commercial showed a positive image of child labor.
  - ☐ 90% of the population came from Pakistan, India, Iran, and elsewhere, so Arabic was the wrong language.
  - ☐ An American anthropologist at the University of Cincinnati translated what the Kenyan said. He said, "I don't want these. Give me big shoes."
  - ☐ The advertisers forgot that in that part of the world people usually read from right to left.
- The SARS epidemic filled the news in April 2003. Shortness of breath is one of the key symptoms of SARS.
- ☐ Japanese homes were small and sometimes rooms were separated by paper doors. It was important for the refrigerators to be quiet.
  - ☐ Making "real" coffee was an important part of the French way of life. Instant coffee was too casual.
  - ☐ The emu can't fly.

**44. Read the information about the attitudes of different European nationalities to meetings.**

**NETHERLANDS**

Dutch business people are generally used to doing business in a number of languages and are usually fluent English speakers. Their approach to business tends to be relaxed.

**ITALY**

Italians are usually not very concerned about formality and punctuality at meetings. If you know a person well, it is polite to ask about his / her family before starting business.

**GERMANY**

Germans expect a great degree of formality in meetings. You should only use first names when invited to do so, and women in business are always referred to as 'Frau', whether married or single.

**FRANCE**

French business people prefer to conduct meetings seriously - generally it's not a good idea to make jokes at a meeting. It is usual to shake hands when meeting and parting, even if you know each other well.

**UK**

Although small talk is acceptable at the beginning of a meeting, British business people often avoid asking personal questions such as "Are you married?"

**Circle the correct answers. Use the information above.**

- a *British / Italian* business people often do not like talking about personal details,
- b *Germans / Italians* generally do not worry if a visitor is late,
- c *Dutch / German* business people have an informal business style,
- d *Italian / French* business people sometimes talk about their families before getting down to business,
- e *Germans / Italians* prefer a formal approach to meetings,
- f The *Dutch / French* believe that humor is not appropriate in a business meeting,
- g *British / French* business people usually shake hands with an acquaintance at the end of a visit,
- h *French / Dutch* business people can usually do business in more than one foreign language.

## **Write a short description of attitudes to meetings in your country.**

In my country, business people ...

**45. Read this information about negotiating styles in different countries. Give advice to a foreign business person on conducting negotiations in your country. Present your ideas to the group.**

### **Australia**

Australians generally do not like negotiating or high-pressure sales. Be direct and don't go into too much detail. Don't try to impress Australians with your expert knowledge. Before you begin business negotiations, spend some time making small talk.

### **Finland**

In Finland business people often begin negotiating right away, without small talk. Finns can be very quiet and there are often long silences in business meetings. Look people in the eye when you are speaking to them.

### **Malaysia**

In Malaysia you should speak and behave quietly during business negotiations. Always stay calm. Leave plenty of time for someone to respond to a statement you make. It is polite to leave a pause when someone has finished speaking.

### **Mexico**

Personal friendships are important in business in Mexico. Mexicans are looking for long-term relationships based on trust so you should spend some time building these relationships. Mexicans often avoid saying "no". "Maybe" or "We will see" may actually mean "no".

**46. This essay explains how Americans feel about privacy, one of the most important cultural values in the USA.**

## **Privacy, Please!**

### **The Value of Privacy**

Americans believe that everyone has the right to act and think as an independent person separate from any group. This is one reason why privacy is very important in the United States.

Some expressions that Americans use show how much they value their privacy. When a person says, "I can do whatever I want in the privacy of my own home," she means that in her personal life, she is free to act the way she chooses. When someone says, "People only know what I want them to know about me," he means that he decides what to tell others about himself and what to keep private. When people say they need time to themselves, they mean they want private time, away from others.

### **The Protection of Privacy**

Americans protect their privacy in many ways. At home, people put curtains on their windows and fences around their property so that no one can look in.

Most people don't want their neighbors to observe<sup>1</sup> the way they choose to live. They like to keep their

lifestyle private.

In public places, such as buses or stores, people put up "fences," or physical boundaries. They usually stay at least six inches away from people they don't know, and they don't look into strangers' eyes. There are conversational boundaries, too. For example, some people choose to keep their feelings private, but they talk freely about their jobs. Others share their feelings but don't like to discuss their family problems.

### A Community of Private Individuals

Americans usually see themselves first as individuals, and then as members of a family, community, or other group. These groups are important because they support their members when they need help. However, because of their sense of privacy, and a desire to do things on their own, many people may be too embarrassed to ask for help.

Today, communities around the United States are trying to solve this problem. For example, there are many organizations that assist people with language skills, job training, or economic matters. These organizations try to help without asking for a lot of personal information. In some communities police departments teach neighbors how to help each other without being nosy. In these and other ways, people can get the community support they need and keep the independence and privacy they value.

#### 47. Take the quiz to find out how much you value your privacy.

##### HOW IMPORTANT IS PRIVACY TO YOU?

Write the number that shows how strongly you agree or disagree with the statement. Then add up the numbers to find your total score: 4=strongly agree      3=agree      2=disagree      1=strongly disagree

STATEMENT	SCORE
1. I only give my phone number to close friends.	
2. I don't shop on the Internet because it's too easy for people to get my personal information.	
3. I usually close my curtains when I'm at home.	
4. I like people to call me before they come to visit.	
5. I like people to knock on the door before they come into my room.	
6. I don't like to share information about my job, my family, or the way I live with other people.	
<b>TOTAL SCORE:</b>	

If your score is . . .

6-12 Privacy is not very important to you.

13-17 Sometimes privacy is important to you, sometimes it's not.

18-24 Privacy is very important to you.

**48. You are on your first business trip to the USA/the UK. A woman/man sits next to you and greets you in English. Over the next few hours you have a wonderful opportunity to find out about the USA/the UK and its culture. What questions will you ask the friendly passenger at your side? Write down four questions about general culture in the USA/the UK, and four about business culture. After finishing read out your questions and listen to other people's ideas.**

Look at the sample questions at the bottom of the page. How many are similar to the questions you thought of?

General	Business
How do people greet each other, by shaking hands or kissing?	How should I address people? When do people use first names?
What is good to eat and drink?	Are personal relationships important in business?
Are there any religious taboos I should know about?	How important are punctuality and deadlines?
What are the common mistakes that foreigners make in the USA/the UK?	Is decision-making quick and decisive, or slow and cautious?
What do Americans/Englishmen think about my country?	Is documentation important, or is 'my word' good enough?
What is everybody talking about at the moment?	Is it normal to openly disagree with people in meetings? If no, how should I show that I'm not happy with something?
	Do people continue the business discussion at lunch?
	Is it expected that you offer a gift at the end of a visit?
	If so, what is appropriate?

49. Give a few examples, talking about a country you are familiar with. Finish the sentences:

In ... (name of country) ...

It's worth knowing that ...

Don't be surprised if ...

Whatever you do, don't ...

**Example about the UK:**

It's worth knowing that England isn't the same as Britain.

Don't be surprised if someone suggests splitting the bill after a meal in a restaurant.

Whatever you do, don't push into a queue. ('cut into line' – American English).

50. Read the text about Business Cards and then sum up what you have learned from the text about:

- business cards nowadays;
- the business cards format;
- necessary using business cards.

### Business cards

**Business cards** are cards bearing business information about a company or individual. They are shared during formal introductions as a convenience and a memory aid. A business card typically includes the giver's name, company affiliation (usually with a logo) and contact information such as street addresses, telephone number(s), fax number, e-mail addresses and website. It can also include telex, bank account and tax code. Traditionally many cards were simple black text on white stock; today a professional business card will sometimes include one or more aspects of striking visual design.

### Construction

Business cards are printed on some form of card stock, the visual effect, method of printing, cost and other details varying according to cultural or organizational norms and personal preferences. The common weight of a business card varies by location. Generally, business cards are printed on stock that is 350 g/m<sup>2</sup> (density), 45 kg (100 lb) (weight), or 12 pt (thickness).

High quality business cards without full-color photographs are normally printed using spot colors on sheet-fed offset printing presses. Some companies have gone so far as to trademark their spot colors (examples are UPS brown, Los Angeles Lakers' purple, and Tide's orange). If a business card logo is a single color and the type is another color, the process is considered two color. More spot colors can be added depending on the needs of the card. With the onset of digital printing, and batch printing, it is now cost effective to print business cards in full color.

To simulate the "raised-print" effect of printing with engraved plates, a less-expensive process called thermography was developed that uses the application of a plastic powder, which adheres to the wet ink.

The cards are then passed through a heating unit, which melts the plastic onto the card. Spot UV varnish onto matte laminate can also have a similar effect.

Full color cards, or cards that use many colors, are printed on sheetfed presses as well; however, they use the CMYK (cyan, magenta, yellow, and black) four-color printing process. Screens of each color overprinted on one another create a wide gamut of color. The downside to this printing method is that screened colors if examined closely will reveal tiny dots, whereas spot color cards are printed solid in most cases. Spot colors should be used for simple cards with line art or non-black type that is smaller than 5 points.

Some terminology in reference to full-color printing:

- 4/0 - Full Color Front / No Print On Back
- 4/1 - Full Color Front / One color On reverse
- 4/4 - Full Color Front / Full Color Back

These names are pronounced as "four over zero," "four over one," or in some cases "four over four".

A business card can also be coated with a UV glossy coat (offset-uv printing). The coat is applied just like another ink using an additional unit on a sheetfed press. That being said, UV coats can also be applied as a spot coating - meaning areas can be coated, and other areas can be left uncoated. This creates additional design potential.

Business cards can also be printed with a digital copier, which uses toner fused onto the surface of the card, however many modern printing firms instead utilise high end "Digital Presses," now distinct from office copiers, which range from light production units such as the Bizhub 5500 from Konica Minolta, to state of the art units such as the latest HP Indigo Digital Presses.

While some of the older office copiers may have had problems running heavy business card stock, the newest digital presses can print on stock as heavy as 407 g/m<sup>2</sup> (150# cover stock), and special substrates such as polypropylene. Available in both sheet-fed and web-fed models, many modern digital presses can emulate Pantone spot colours, print in up to seven colours in one pass, and some even contain embedded spectrophotometers and air-assisted feeding systems.

UV coats, and other coatings such as Aqueous Coatings are used to speed manufacturing of the cards. Cards that are not dry will "offset" which means the ink from the front of one card will end up on the back of the next one. UV coatings are generally highly glossy but are more likely to fingerprint, while aqueous coatings are not noticeable but increase the life of the card. It is possible to use a dull aqueous coating on uncoated stock and get some very durable uncoated cards, and using UV coating or plastic lamination can also be applied to thicken thin stocked cards and make them more durable as well.

When cards are designed, they are given bleeds if color extends to the edge of the finished cut size. (A bleed is the extension of printed lines or colors beyond the line where the paper it is printed on will be cut.) This is to help ensure that the paper will cut without white edges due to very small differences in where the blade cuts the cards, and it is almost impossible to cut the cards properly without. Just being a hair off can result in white lines, and the blade itself will pull the paper while cutting. The image on the paper can also shift from page to page which is called a bounce, which is generally off by a hairline on an offset press, but can be quite large on lower end equipment such as a copier or a duplicator press. Bleeds are typically an extra 3.175 (1/8) to 6.35 mm (1/4 in) to all sides of the card.

### It's interesting to know...

#### Global variations: Japan

A Japanese business card is called a *meishi*. It typically features the company name at the top in the largest print, followed by the job title and then the name of the individual. This information is usually written in kanji on one side and Latin characters on the reverse. Other important contact information is usually provided, such as business address, phone number and fax number. *Meishi* may also contain a QR code to provide contact details in a machine-readable form, but this has not yet become a widespread practice. According to a 2007 survey, fewer than 3% of Japanese people own a *meishi* with a QR code printed on it.

The presentation of one's *meishi* to another person is more formal and ritualistic than in the Western world. The card should be held at the bottom two corners, face up and turned so that it can be read by the person receiving the *meishi*, who takes it by the top two corners using both hands. Placing one's fingers over the name or other information is considered rude. Upon receiving the *meishi*, one is expected to read the card over, noting the person's name and rank. One should then thank the other person, saying "*choudai itashimasu*" or "*choudai shimasu*", and then bow. When *meishi* are being exchanged between parties with

different status, such as between the president of a company and someone in middle management, it is proper that the person of lower status extend his or her business card in such a way that it is underneath or below the *meishi* being extended by the person in a higher position.

*Meishi* should be kept in a smart leather case where they will not become warm or worn, both of which are considered a sign of disrespect or thoughtlessness. A received *meishi* should not be written on or placed in a pocket; it is considered proper to file the *meishi* at the rear of the leather case. If the *meishi* is being presented at a table, the recipient keeps the *meishi* on top of the leather case until they leave the table. If several people are involved in the meeting and one receives several *meishi*, the one with the highest rank is kept on the leather case, and the others beside it, on the table.

The manner in which the recipient treats the presenter's *meishi* is indicative of how the recipient will treat the presenter. Actions such as folding the card in half, or placing the presenter's *meishi* in one's back pocket, are regarded as insults.

### **Other formats**

#### **Business card size CD.**

Various technological advances made Compact Disc "business cards" possible, which could hold about 35 to 100 MB of data. These Business Card CDs may be square, round or oblong but are approximately the same size as a conventional business card. CD business cards are designed to fit within the 80 mm tray of a computer's CD-ROM drive. They are playable in most tray computer CD drives, but do not work in slot-loading drives. Despite the ability to include dynamic presentations and a great deal of data, these discs were never in common use as business cards, though they are still available.

With handheld computers and smartphones becoming more ubiquitous, business card data is increasingly exchanged electronically via direct wireless connections (e.g. infra-red, Bluetooth, RFID), SMS, or specialized apps (e.g. Bump). Once again however, these new methods of transmitting business information have yet to completely replaced the traditional physical business card.

#### **Special materials**

Apart from common business cards made of paper/card there are also special business cards made from plastic (PVC), especially frosted translucent plastic, crystal clear plastic, white or metallic plastic. Other extraordinary materials are metal, rubberized cards, rubber, magnets, poker chips, wooden nickels, and even real wood. For the most part those special material business cards are of standard format, sometimes with rounded corners. These new materials are popular among companies that wish a unique and eye-catching look.

#### **Business card software**

Business cards can be mass produced by a printshop or printed at home using business card software. Such software typically contains design, layout tools, and text editing tools for designing one's business cards. Most business card software integrates with other software (like mail clients or address books) to eliminate the need of entering contact data manually. Cards are usually printed on business card stock or saved in an electronic form and sent to a printshop. Multiple programs are available for users of Linux, Mac and Windows platforms.

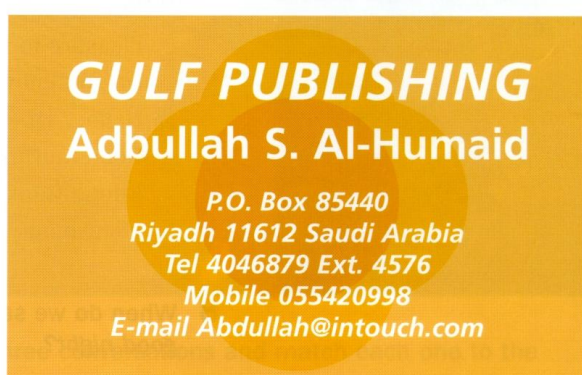
#### **Web-to-Print**

In addition to business card software, many printing firms now offer a web-to-print service, which allows the customer to choose from a selection of stock design templates, customise online using their own logos and imagery, select quantities, view pricing options and request them for delivery to home or business addresses. Often this process is applied not only to business cards, but also to letterheads, notepads, labels and compliments slips.

#### **Collecting**

There are several hundred known collectors of business cards, especially antique cards, celebrity cards, or cards made of unusual materials. One of the major business card collectors' clubs is the International Business Card Collectors, IBCC. IBCC members exchange cards with other members, simply for the price of postage. Collectors often shorten the words "business card" to BC to make e-mail discussion easier.

**51. Six people are visiting your company today. Look at their business cards and ask and answer questions about them:** What's his/her name? What nationality is he/she? Who does he/she work for? Where does he/she work? What is his/her position in the company?



## 52. Read the statements for cultural controversy. Do you agree or disagree?

All over the world, wherever you go, people are the same.  
 Globalization means that there is now only one business culture.  
 When in Rome, do as the Romans do.  
 I don't think about cultural differences – I treat everyone I meet as an individual.  
 Cultural stereotypes are a dangerous thing.  
 Business is business all over the world – cultural awareness is not so important.

## UNIT 2. HOW TO CHOOSE A CAREER

### 1. Read and translate the text. What tips do the experts give? What tips are important and why?

Choosing your career you need to be certain on the career path you will have to pursue and follow. There are numerous options available for you but picking the best one would be the hardest part of all. You don't just pick a career because you like it, there are many factors you still need to consider before you settle down to that choice. Regardless of how tricky it can be to choose the right career path for you, there will always be ways to help you come up with a good decision.

**Discover your area of interest.** This is the first question you need to answer. You have to discover your area of interest so that you will feel happy and satisfied with your future career. It is very important that you feel

inspired everyday with what you are doing so staying with your interest and continuously doing it can make you a better professional in the future.

**Identify your strengths.** This is somehow similar to discovering your area of interest but they don't jive at all times. So like in choosing a career path, make sure that both your interest and strengths match together. If you know your strengths and would want to improve it, why not choose a career that you can see yourself doing it in the near future. It wouldn't be that stressful and difficult for you to pursue it because you already have a knowledge and skill on it. If you take a little closer to your strengths, you will realize that you are not qualified or you lack the skills to excel on that kind of career. It may be difficult on your part or you may struggle a lot before you are able to achieve that route. Now if you got lots of strengths and you find it hard to decide, noting them down on a piece of paper will help you choose your career. Compile everything you have gathered and choose the one that falls within the highest number of same strengths.

Talk to your parents or someone close to you or maybe a career counselor. Your choice of career path should be decided by only you of course but sometimes when you get confused and undecided, these people can help you. Your parents are big part of your life so before you consult anyone else, try to talk to them because they always know what's best for you. Let them guide you in deciding for your future. Career counselors are also good in giving advices. Sometimes your area of interest and skills may not be enough to predict a successful future for you. Tell them your goals and what you really want to achieve because they have the necessary information, tools and strategies to help you decide.

Try a short internship program. In case you have chosen a certain career path but still feel unsure if you would want to pursue it, you can try attending short internship program. This internship program will help you discover yourself and will let you know a bit about the course you may be taking sooner. Evaluate the subjects and try to realize if you would want to engage yourself to that course for many years and see if you can see yourself doing it after graduating. With internship program, you can get an insight of that certain career path you may be taking.

See your hobby as your profession. Hobbies are something that you love doing and sometimes you keep on doing it for no certain reasons. Why not incorporate it in your career path. If you are happy doing your hobbies every day, then this might be the best chance to see yourself doing it professionally. We all know that you can only excel in your career path if you are happy and you enjoy what you are doing, so this 5th tip is really helpful.

Consider your finances or budget means. Financial issues should not limit you to pursue your career but you should also be aware as early as possible of how much it may cost you. This will help you to plan for your career expenses and search for dependable sources who can guide and help you financially during your career development. University libraries offer career planning help and may lend you books so you don't have to buy for new ones in the bookstores. There are also tools online which you can use while studying.

Do some research. Do your own research before you explore on the career path you have chosen. You can ask students who are already taking that career and see if what they are doing still interests you.

Outlook in that career. Imagine yourself in that profession. Do you like the idea of it and do you think you will be able to do the job with ease? In addition, would you like to do the training and enjoy learning what the career is about? If you answer yes to all, then maybe you are taking the right decision in choosing that career path.

Job availability. The last aspect to consider is very important. With today's recession, lots of graduates find it hard to get a job and end up jobless for such a long time. Some even applied to jobs that are not related to their careers which make their entire years of learning in Universities useless because they couldn't apply the knowledge and skills they have developed. To avoid this from happening, you can think of the in-demand jobs today and see if it interests you or is suitable to your personality and needs.

By Steve McDaniel / August 8, 2011 Career

**2. Dr. Howard Gardner is famous for his theory of Multiple Intelligences that identifies the different ways that people are "smart". The article gives an overview of the theory. Read the article and answer the questions:**

1. What questions helped Howard Gardner identify the intelligences?
2. Name three types of intelligences and explain them.
3. What is your strongest intelligence? Your weakest intelligence?
4. How do your intelligences affect your life?
5. If you could improve one of your intelligences, which one would it be? Why?

### LEARNING ABOUT LEARNING: Multiple Intelligences

For more than 200 years, in the traditional American classroom, a teacher stood at the front of the class and lectured on a topic. Students sat in their chairs, listening and taking notes. For homework students read their textbooks. They memorized information and took tests to show what they learned. Traditional education taught people to believe that being intelligent meant remembering information and writing about it. Society thought that people without strong language or mathematical skills were less intelligent, even if they had other abilities such as drawing, building, or working with animals.

Toward the end of the 20th century, researchers learned that different parts of the brain control different abilities such as the ability to use language, make music, or move. One area of the brain may be stronger than another. For example, the part of the brain that controls musical ability may be stronger than the one that controls language use.

Dr. Howard Gardner, a Harvard professor, used brain research to develop his theory of Multiple Intelligences (MI). For example, Gardner knew that people can have a great deal of musical ability, even though they can't read or write well. He believed that musical ability was just one type of intelligence, and that reading or writing well were other types. Gardner wanted to identify the different intelligences that people have. He asked himself, "What are the things that people do in the world? What abilities do you need to do those things?" By answering those questions, he identified eight types of intelligences:

People who are good at ...	Usually have this intelligence.
<ul style="list-style-type: none"><li>• playing or understanding music</li><li>• dancing or playing sports</li><li>• solving mathematical problems</li><li>• using language</li><li>• drawing or designing working with other people working by themselves</li><li>• identifying patterns in nature</li></ul>	<ul style="list-style-type: none"><li>• musical</li><li>• bodily /kinesthetic</li><li>• math/logical</li><li>• verbal</li><li>• spatial</li><li>• interpersonal</li><li>• intrapersonal</li><li>• naturalist</li></ul>

The idea that there are at least eight ways to be "smart" is causing changes in American education. Teachers are more likely to provide students with interpersonal tasks or kinesthetic projects. Many tests allow students to demonstrate their intelligence in a variety of ways, such as interpreting a drawing, writing a paragraph, or analyzing a chart. Thanks to brain research and Howard Gardner, attitudes towards nontraditional teaching approaches are changing, and so is the American classroom.

**3. Are you a leader? Complete the tips for effective leadership below with the following verbs: develop, lose, take, set, give, make, resolve, dominate, avoid, create.**

1. Resolve any problems quickly.
  2. \_\_\_\_\_ care to involve staff.
  3. Always \_\_\_\_\_ clear instructions.
  4. \_\_\_\_\_ unrealistic targets.
  5. Do \_\_\_\_\_ sure your staff feel valued.
  6. \_\_\_\_\_ talent among your staff.
  7. \_\_\_\_\_ your temper.
  8. \_\_\_\_\_ causing stress among workers.
2. \_\_\_\_\_ a positive working environment.
  3. Lead meetings but \_\_\_\_\_ them.

**4. Answer the questions. Tell about your way of choosing a career.**

1. What is choosing a carrier for you?
2. Did you discover your area of interest?
3. What are your strong points when choosing a career?

4. Did you talk to parents or someone else to consult?
5. Do you see your hobby as your profession?
6. What was the role of finances in pursuing your career?
7. Why is the outlook into career important? Do you imagine yourself in this profession?
8. What were your reasons you chose your future profession? (importance to have free time, good income, business contacts, etc.)

**5. A career in architecture. Read the interview with an architect.**

A: Could you tell us about how to become an architect in the USA?

B: I'd be glad to.

A: First of all, what kind of knowledge and skills does an architect need?

B: The ideal architect should be good at science, mathematics, and design, and also have a broad knowledge of the world. Of course, this is not always the case, and some architects have only average math skills, for example.

A: I guess you have to be able to draw well?

B: Well, it's an important skill, but you can easily learn it.

A: How about foreign languages?

B: Most architecture schools don't require them, but speaking at least one foreign language will obviously help if you want to study or work abroad.

A: The training is pretty long, isn't it?

B: Yes. You have to have strong motivation, because it may take as long as ten years to qualify as an architect. And you have to work very hard - there isn't much time for working part-time or having fun! You have to study at least five years in school, and then work as a paid intern.

A: That's a kind of trainee?

B: Right. You work for an architectural or related office, and receive a salary.

A: And how long does the internship last?

B: Three years.

A: Can you work as a qualified architect after that?

B: Well, you have to take an examination first. If you pass, then you can work as a qualified architect.

**Are these statements true or false? Check (/) the correct answers.**

- a You can become an architect if you have average ability in math.
- b It's difficult to learn to draw..
- c An architect doesn't have to speak a foreign language.
- d An architecture student has to be motivated.
- e To become an architect, you have to study for at least ten years.
- f Most architecture students can't do part-time jobs.
- g You have to work at least five years as an intern.
- h You can work as a qualified architect immediately after you graduate from architecture school.

**6. Read the text under the letters A and B and answer the questions:**

1. Where do specialists in architectural/biomedical engineering work?
2. What are the most preferable for you?
3. Put the following career paths down according to your preference, why?
3. What is the difference between all these Engineering jobs?

**A. What can I do with a major in architecture?**

Architecture is an art and a science that involves many talents and skills. Students who study architecture in college may go on to become licensed architects, or they can apply their learning to a related profession. Career paths include:

- Advertising Designer
- Architectural Engineer
- Architectural Historian
- Architectural Writer or Journalist
- Art Director
- Building Contractor
- Building Designer
- Building Inspector
- Building Researcher
- Carpenter
- Cartographer
- Civil Engineer
- Construction Project Manager
- Draftsperson
- Environmental Engineer
- Fashion Designer
- Furniture Designer
- Illustrator
- Industrial Designer
- Interior Designer or Interior Decorator
- Industrial Engineer
- Landscape Architect
- Mechanical Engineer
- Naval Architect
- Old-House Rehabber
- Production Designer
- Real Estate Appraiser
- Set Designer
- Surveyor
- Teacher / Professor
- Urban Planner or Regional Planner

By Jackie Craven

## **B. What can I do with a major in bio-medical practice?**

Biomedical engineers are professionally trained to combine the rigors of medical and biological studies with the power of engineering analysis and design. Students choose biomedical engineering to be of service to others, to enjoy the excitement of understanding living systems, and to use state-of-the-art science and technology to solve the complex problems of medical care.

The emphasis in biomedical engineering is on finding solutions by researching, testing, and applying medical, biological, chemical, electrical, and materials information. Biomedical engineers are employed by hospitals, pharmaceutical companies, medical device and testing companies, government agencies, universities, and medical schools.

With so many areas of specialization within the field, graduates are encouraged to further their education by attending graduate or professional school. Graduates from NC State obtain advanced degrees in not only biomedical engineering, but also related fields such as physical therapy, electrical engineering, mechanical engineering, public health, sports physiology, medical school, dental school, and pharmacy school.

### **Skills You Develop In This Major**

- Engineers are problem solvers -- people who make things work better, more efficiently, quicker and less expensively. They use skills and dedication to search for better ways to solve problems. *National Society of Professional Engineers*
- As an engineering student, you will have to work hard at your studies, getting a solid background in engineering principles, and then apply your knowledge in real-world applications. Your studies are not everything, however. The professional engineer of today is not just an expert in a particular field. Today's engineer is a many-faceted individual whose knowledge is combined with a wide range of

skills and experiences. As a student at NC State, you are not just spending time in class and studying; you are preparing yourself for a professional career. *Louis Martin-Vega, Dean of Engineering*

### Sample Career Titles and Possible Work Settings

The following lists provide a brief sampling of the kind of jobs and work environments you might find with a degree in this major. These titles and work settings are by no means an exhaustive listing. Because the world of work is always changing, over time job titles and work settings can change. The below listing is provided in hopes of giving you initial insight into a particular career field that would employ the skills and knowledge gained through this major.

Sample Career Titles	Sample Work Settings
Design Engineer	Medical Products Industry
Product Engineer	Biotechnology Industry
Manufacturing Engineer	Consumer Products Industry
Applications Engineer	Healthcare Facility
Plant Engineer	Medical Device Industry
Sales Engineer	Pharmaceutical Industry

### 7. Read and translate the text below, separate Electrical Engineering jobs from Computer Engineering ones and answer the questions:

1. Where do specialists in Electrical/ Computer engineering work?
2. What is the difference between Electrical and Computer Engineering jobs?
3. What job do you prefer? Why?

### What Can I do With a Degree in Electrical and Computer Engineering?

According to the 2000-2001 Occupational Outlook Handbook, places of employment for electrical and computer engineers include: engineering and business consulting firms, government agencies, communications and utilities firms, and a variety of manufacturers of electrical and electronic equipment, industrial machinery, professional and scientific instruments, aircraft and guided missiles.

The following list of employers and job titles was derived from the Career Center's jobs database where the employer specifically requested electrical and computer majors. This list **does not reflect** all potential places of employment or kinds of jobs for electrical and computer engineering majors. This list does not reflect current openings.

- - Electrical Reliability Engineer
- - Design Engineer
- - Firmware Engineer,
- - Software Engineer
- - Hardware Engineer
- - Electrical Engineer
- - Entry Level Software Engineer
- - Controls & Instrumentation Engineer
- - Engineer
- - Electrical Engineering Technician
- - Electronics Engineer
- - Senior Integration Systems Engineer
- - Senior Transportation Project Manager
- - Application Developer/Applications Engineer
- - Control Systems Manager
- - Staff Engineer
- - Telecommunications Engineer III
- - Software Developer/Web Designer

- - Business Intelligence/Data Warehousing, ETL Developer/Analyst, Software Engineer/Java Developer, DW/BI/Java/J2ee Consultants
- - Substation Design Engineer/Designer
- - Electronic Power Conditioning — Sales Application Engineer/Design Engineer
- - Applications Engineer, Software Engineering Intern, Hardware Engineering Intern, Electrical Engineer, Product Support Engineer
- - Manufacturing Technician
- - Senior Wireless Software Engineer
- - Junior Control Systems Engineer
- - Mechanical/Electrical Engineer
- - Loss Prevention Consultant
- - Entry Level Systems/Engineer
- - "IDC is a broadly diversified supplier of design, construction, manufacturing support and facility services to the Electronics, Food and Consumer Products, and Pharmaceuticals industries."
- - Quality and Reliability Engineer, Database/Apps Developer Intern, Circuit Design Intern
- - Intertek Testing Systems
- - IT/Programmer Analyst
- - Development Engineer, Technical Marketing Engineer
- - Graduate Training Program, Product Marketing Engineer, Assembly Engineer II
- - Optical Engineer
- - Programmer/Analyst
- - Test Engineer, Technical Engineer
- - Whitebox QA Engineer
- - Corporate Applications Engineer - PCB
- - Test Apprentice Program, PM,SDE and SDET
- - Software Developer— Distance Learning WebCT Technician
- - Building Commissioning Professional
- - Software Engineering Training Program, Hardware Engineering Training Program, Electrical Manufacturing Engineer Trainee, Field Service Engineer
- - Structural Engineer/Code Specialist
- - Transportation Engineer I -Bridge Corrosion Protection Designer
- - Facilities Engineer I
- - Faculty Research Assistant (Department of Nuclear Engineering & Radiation Health Physics)
- - Installation Policy Intern, IT Specialist/DB Administrator
- - Product Engineering, Product Validation
- - IT Network Engineer
- - Plant Engineer I, Electrical Engineer I - Power Supply
- - Management Development Program
- - Video Systems Engineer
- - Software Testing Specialist Co-op
- - Control Systems Designer, Junior Design Engineer
- - Achitect/Engineer
- - Process Engineer
- - Production Team Advisor
- - Systems Engineer
- - Director of Buildings and Grounds
- - Electrical Designer/Project Designer, Building Technology Infrastructure Design CAD Drafter
- - UNIX Systems Administrator
- - Software Engineer, Hardware Engineer, Applications Engineer, Analog Design Engineer, Digital Hardware Design Engineer
- - NET Application Developer
- - Engineer I, Training/Engineering Supervisor Rail Maintenance of Way, Fair Equipment Systems Manager, Software Systems Engineer V
- - Plant Management Trainee (MIT)
- - Manager of Maintenance Services and Plant Engineering
- - Entry Level Electrical Engineer/Power Engineering

- - Supervising Production Engineer, Integration/Product Engineers, Test Engineer, Diffusion Equipment Engineer, Photo Equipment Engineer, Photo Process Engineer
- - Project Engineers
- - Transmission Planning Engineer
- - Support Engineer, Imaging Systems and Algorithms Specialist

**8. Read the text “Careers In Information Processing”. What areas can career opportunities in computer industries be grouped in? What does an engineer in computer hardware and software industries do? What careers can information systems professionals have?**

### **CAREERS IN INFORMATION PROCESSING**

The demand for computer and information systems professionals exists and continues to grow. The U.S. Commerce Department’s Office of Technology Policy (1982) reported that between 1996 and 2006, U.S. businesses and schools will require more than 1.3 million *new* information technology workers to fill jobs. In the twenty-first century, 70 percent of all jobs will require skills in computer and network use.

The U.S. Bureau of Labor Statistics (1998) reported that the fastest-growing computer career positions through the year 2006 will be computer engineer, systems analyst, computer repair technician, and programmer. There is also high demand for systems analysts, computer scientists, network administrators, and database managers.

Careers in computers and information processing, also called information technology (IT), require a unique combination of conceptual skills in creative problem solving and critical thinking, technical hands-on skills, and communications and interpersonal skills, as well as an understanding of business and industry needs.

Career opportunities in computer industries can be grouped into four areas:

- Companies that manufacture computer-related equipment (hardware)
- Companies that develop software
- Companies that hire information systems professionals to work with software and hardware products
- Companies and organizations that provide computer-related training and education

Many service companies exist to support each of these four areas firms that sell computer supplies or provide consultation on analysis, design, programming, and networking projects.

### **CAREERS IN THE COMPUTER HARDWARE INDUSTRY**

The computer equipment, or hardware, industry consists of manufacturers and distributors of computer systems and computer-related equipment such as monitors, printers, and communications equipment.

Computer equipment manufacturers are organizations with thousands of employees in many locations worldwide. IBM, for example, is one of the largest computer companies, with more than 200,000 employees and sales of more than \$80 billion in 1998. Numerous start-up companies have taken advantage of rapid changes in equipment technology to create new products and new job opportunities in areas such as networking, multimedia, and fiber-optics.

In addition to the companies that make endues requipment, thousands of companies build components such as motherboards, input and output devices, and power supplies. Job titles that involve the design and manufacture of computer equipment include computer engineer, software engineer, and technical writer. A computer engineer designs, builds, tests, and evaluates computer chips, circuit boards, computer systems, and peripheral devices. Computer engineers need a B.S. in electrical or computer engineering. They must be very detailed-oriented and good at problem solving.

Software engineers develop system software such as operating systems, utilities, and software drivers. The minimum education required is a B.S. in computer science. Important capabilities include good analytical skills, an ability to work with abstract concepts, and attention to detail.

Technical writers produce technical publications, such as reference manuals, procedure manuals, and product documentation. The minimum education requirement is a B.S. in engineering, science, or a related discipline. Technical writers need good writing skills as well as knowledge of the products, processes, and procedures.

### **CAREERS IN THE COMPUTER SOFTWARE INDUSTRY**

Companies in the computer software industry develop, manufacture, and support a wide range of software products, such as operating systems and other systems software, productivity software, network software, software development tools, and Internet software and technologies.

Some companies specialize in a particular type of software product, such as business productivity software, utility programs, or multimedia and graphic design tools. Other firms produce and sell multiple software products.

The software industry had sales in 1998 exceeding \$200 billion. The largest software company, Microsoft, has more than 300 products and technologies, more than 20,000 employees, and sales of more than \$11 billion in 1998.

Careers in the software industry involve designing and programming all kinds of software products, such as application software for businesses, productivity software, educational programs, entertainment software, and systems software.

Careers in the computer software industry include programmer, software engineer, software analyst, and technical writer. A programmer designs, writes, and tests computer programs. Educational requirements are a B.S. in computer science or computer information systems.

Programming requires logical thinking and close attention to detail; it calls for patience, persistence, exacting analysis skills, and the ability to meet deadlines. Ingenuity and imagination are important skills because programmers design solutions and test their work for potential failures.

Increasingly, interpersonal skills are important for programmers working in teams and interacting directly with users. Systems programmers who work with the software that controls the computer's operation must have capabilities in technical analysis and abstract concepts.

Systems analysts and software analysts conduct requirements analysis, design software solutions, and oversee the software development process.

The minimum education requirement is a B.S. in computer science. Software analysts must have good communication and interpersonal skills, a mastery of the design and development process, and good project management skills.

### **CAREERS AS INFORMATION SYSTEMS PROFESSIONALS**

In many organizations, the information systems (IS) department includes information systems professionals, who set up and manage the computer equipment and software to ensure that it produces information for decision-making. Four basic groups of information systems careers are in operations, systems development, technical services, and end-user computing.

**Operations** Jobs in operations include computer operator, communications specialist, and local area network (LAN) engineer. A computer operator monitors computer system performance, runs jobs, performs backups, and restores files and systems. A high school diploma is required.

A communications specialist installs, monitors, and evaluates data and/or voice communications equipment and software and is responsible for connections to the Internet and other wide area networks (WANs). The minimum educational requirement is a B.S. in information systems or electrical engineering technology.

A LAN engineer installs and maintains local area networks. An example of a LAN engineer is a Windows NT systems engineer. Network engineers are expected to have the capabilities and experience to take responsibility for entire projects and address issues such as network design, network management, security, scalability, and performance. For network engineers, experience as a senior network engineer plus solid skills in NT troubleshooting, problem solving, teamwork, and communications are essential.

**Systems Development** Systems development careers include systems analyst, application programmer, Webmaster, Web designer/site builder, Internet specialist, and technical writer. Systems analysts assess user requirements and design information systems solutions. They must think logically, have good communication skills, and like working with ideas and people. They often deal with a number of tasks and projects simultaneously.

Although computer scientists and systems analysts may work independently, they often work in teams on large projects. They must communicate effectively with computer personnel, such as programmers and managers, as well as with other staff who have a limited technical computer background but are subject-matter experts in a business functional area. A B.S. in management information systems is required.

Application programmers convert the system design into the appropriate computer language, such as C, Java, or Cobol. The minimum educational requirement is an A.A.S. in information systems. The application programmer's skills are similar to those of the systems programmer. A Webmaster maintains an organization's Web site and creates or helps users create Web pages. The minimum educational requirement is an A.A.S. in information systems. A Web designer/site builder's minimum educational requirement is a B.S. in computer science or information systems.

The skill set for both jobs includes abilities in Web-site development languages such as C, Java, and HTML. This job involves the automation of customer service and help desk functions, as well as ongoing maintenance and development.

A strong understanding of the business is essential. Strong prioritizing and customer service skills are necessary. This career involves project work and consulting.

The Internet specialist's minimum education is a B.S. in information systems or electrical engineering technology. This position requires skills in senior-level networking, LANs and WANs, the Internet, security, e-commerce, Unix, Windows NT, and Novell applications. Effective communication skills are essential. This career requires an outgoing personality and the ability to work well with users.

Technical writers work with analysts, programmers, and users to create system documentation and user manuals. The minimum educational requirement is a B.S. in information systems.

**Technical Services** Three primary careers in technical services are database analyst, system programmer, and quality assurance specialist. Database analysts assist systems analysts and programmers in developing or modifying applications that use an organization's database. The minimum education is a B.S. in computer science or information systems.

A system programmer installs and maintains operating system software and provides technical support to the programmer's staff. The minimum educational requirement is a B.S. in computer science or information systems.

A quality assurance specialist reviews programs and documentation to ensure that they meet the organization's standards. The minimum educational requirement is a B.S. in computer science or information systems.

**End-User Computing** End-user computing positions include PC support specialists and help desk analysts. The PC support specialist installs and supports personal computer equipment and software. The minimum educational requirements an A.A.S. in information systems. The help desk analyst provides user/customer telephone support for hardware, software, or telecommunications systems. The minimum educational requirement is an A.A.S. in information systems.

**Executive Positions** Executive positions in information services are senior-level positions in an organization, such as chief technology officer. The chief technology officer develops a strategic technology organizational plan and oversees the implementation of the plan and high-level IT policy issues. A chief technology officer must be able to provide creative solutions, have solid technology skills, and understand the business being supported. Excellent analytical skills and the ability to balance priorities while paying attention to the bottom line are crucial. A prerequisite for the position is a background as a technical strategist; both in-depth and broad-based knowledge and experience are important, as are excellent communications, interpersonal, and management skills.

## **9. Read the text “Careers in Management” and answer the questions:**

1. What do managers do?
2. What types of management careers are there? What type of management do you prefer and why?

### **CAREERS IN MANAGEMENT**

Management is a very exciting and rewarding career. A career in management offers status, interesting work, and the satisfaction of working closely with other people. People are considered the most important resource in organizations. If they perform effectively, the organizations will succeed. Managers work closely with people, ranging from top managers to clerical workers, to ensure that organizations achieve their objectives.

A management career also offers the opportunity to make the world a better place. Managers help organizations succeed. When organizations are successful, there is better utilization of resources, less stress among employees, less chaos in society, and a better quality of life for all.

Effective managers play an important role in shaping the world in which we live. Certo (1997) emphasized this point when he stated that our society would not be as developed as it is today without effective managers to guide its organizations.

### **WHAT DO MANAGERS DO?**

Management is a people job. The manager coordinates the work of other people to ensure that the unit is run efficiently and profitably. A manager may have direct responsibility for a group of people in one department or a team of people from several different departments. For some managers, it could mean supervising one person.

Managers provide overall direction and leadership for the organization. The manager sets clear objectives for the team and makes sure they know what the focus is, assigns duties to team members, and encourages them to perform those duties. The manager also evaluates the team's actual performance against organizational objectives and decides on promotions and salary increases where appropriate. When team members are not performing satisfactorily, the manager makes the changes necessary to ensure that they reach the company's objectives. Managers use their people skills and business skills, such as marketing and cost controls, to achieve the company's objectives while at the same time making sure to stay within budget.

The manager's job is varied. Managers are involved with planned and unplanned activities. These activities include scheduled and unscheduled meetings, inspection tours, report writing, new product launches, disagreements among employees, customer grievances, and changes in business trends. According to Miller and associates (1996), a manager should be able to shift continually from person to person and from one subject or problem to another. A manager who is also the business owner makes all the daily decisions involved in the business.

Managers make things happen in organizations. They decide what will be done, who will do it, when will it be done, and what resources will be used. They hire and train new employees, and they coordinate their departments' activities with other departments. Managers are the heart of organizations, the force that unites everything in the organization to ensure optimum efficiency and profitability.

### **TYPES OF MANAGEMENT CAREERS**

In large organizations, managers work in a variety of areas, including operations, human resources, finance, and marketing:

- Operations managers see that the company's products and/or services meet quality standards and satisfy the needs of customers and clients. They plan production schedules to ensure the most efficient use of plant, manpower, and materials. The operations manager is responsible for production control, inventory control, quality control, plant layout, and site selection. New graduates will start as management trainees. After successfully completing the program they will be promoted to production supervisor, then to plant manager. The top management position is vice president for operations.
- Human resources managers provide the organization with competent and productive employees.

The duties of the human resources manager include human resource planning, recruiting and selecting employees, training and development, designing compensation and benefits systems, and formulating performance appraisal systems. In small firms one person may be responsible for all the human resource activities, while in large firms separate departments deal with each function.

- Financial managers deal with the financial resources of the organizations. They are responsible for such activities as accounting, cash management, and investments. They also keep up-to-date records for the use of funds, prepare financial reports, and gather information to assess the financial status of the organization.

- Marketing managers are responsible for getting customers and clients to buy the organization's products or services. They develop the business marketing strategy, set prices, and work closely with advertising and publicity personnel to see that products are promoted adequately. Apart from the career opportunities in the specialized areas of management discussed above, management careers are also available in government agencies, hospitals, not-for-profit agencies, museums, educational institutions, and even political organizations. Good managers are also needed in foreign and multinational companies.

All organizations exist for certain purposes and need good managers to guide their operations to achieve the best possible results. Regardless of the type of organization, managers are obviously one of its most important resources.

There are many specific management positions. Their titles and duties are described below. *Management trainees* work under the supervision of an experienced manager while learning. They receive formal training in a variety of management areas. The management trainee position is designed to prepare trainees for work as administrators or managers. Their duties include providing customer service, preparing work schedules, and assisting with coordination of support services.

*Labor relations managers* have an interest in labor law and are good communicators. They negotiate collective bargaining agreements and develop grievance procedures to handle complaints. When problems arise between management and labor, they interpret and administer the labor contract and resolve the disputes according to the terms of the contract. They also work closely with the human resources director on issues such as wages, benefits, pensions, and work practices.

*Administrative services managers* coordinate and direct supportive services of larger businesses and government agencies. They are responsible for services such as clerical support, records management, payroll, conference planning, information processing, and materials distribution and scheduling. However, recent corporate restructuring has resulted in many organizations outsourcing their administrative services. This means that the demand for administrative services managers will greatly increase in companies providing management consulting, management services, and facilities support services.

*Food service managers* have very similar duties to restaurant managers, catering managers, and fast-food restaurant managers. In fact, the food service manager works in a variety of facilities, including fast-food restaurants, hospitals, and school cafeterias. Food service managers coordinate all aspects of the food and beverage activities for the organization. They set the standard for quality food service, hire and assign employees, and plan menus. They also perform some clerical duties, such as payroll and inventory.

*Building managers*, also called real estate managers, administer rental properties such as apartment buildings and office buildings—for the owners. As the agents of the owners, they market vacant space, negotiate leases, set and collect rents, and arrange for security and maintenance of the properties. They also handle all the bookkeeping and accounting records and provide periodic reports to the owners.

*Fitness center managers* are physically fit and interested in exercise science. Companies, government agencies, and cruise ships with fitness facilities are looking for managers who can develop programs that satisfy customers' health and fitness needs. The fitness center manager conducts research to identify customer needs, develops and manages programs for the center and its clients, and monitors health and safety requirements. In small centers, the manager is also responsible for delivering fitness training and maintaining center equipment.

*City managers*, also called town managers, are responsible for the day-to-day operations of various departments of city government. A main responsibility of city managers is to prepare budgets for the city council's approval. The city manager must also provide reports to the council members on ongoing and completed projects.

*Health services managers* work in clinics, hospitals, and health maintenance organizations (HMOs). They make most of the business or operational decisions in the health care facility.

The health services manager establishes billing procedures, handles budgets, supervises staff, and interacts with the public. Health services managers start as management trainees or assistant administrators.

*Hotel and motel managers* are responsible for the full range of activities in a lodging establishment. These include guest registration and checkout, housekeeping, accounting, maintenance and security, and food service. The manager is also responsible for coordinating activities, such as meetings and other special events. In large hotels, assistant managers are responsible for the operations of various departments. Hotel managers begin as department heads and, after gaining experience, are promoted to manager.

*Retail managers* supervise employees and deal with customer complaints. In addition, they are responsible for managing the store inventory. They keep up-to-date records of merchandise, make pricing decisions, and decide on advertising and promotions. The retail manager works long hours and may be employed in a wide variety of stores, including department stores, discount stores, or specialty stores. Retail managers often begin as assistant managers responsible for a department in a large store. They are then promoted to merchandising manager or to store manager.

*Sales managers* exist in almost every firm and perform one of the most important functions in the organization. They find customers for the company's products and/or services and therefore provide revenues for the company. They recruit, hire, train, and supervise the company's specialize in specific types of purchases.

### **EDUCATIONAL REQUIREMENTS**

Educational requirements for a career in management vary. However, most employers require a college degree in either the liberal arts, social sciences, or business administration. A master's degree in business administration (MBA) is also a common requirement. For students interested in getting into management trainee programs in major corporations, an MBA gives the best opportunity management.

Apart from major corporations, many other organizations have management trainee programs that college graduates can enter. Such programs are advertised at college fairs or through college job placement services. These programs include classroom instruction and might last one week or as long as one year. Training for a department store manager, for example, might include working as a salesperson in several departments, in order to learn about the store's business, before being promoted to assistant manager. In small organizations, depending on the type of industry, experience may be the only requirement needed to obtain a position as manager. When an opening in management occurs, the assistant manager is often promoted to the position, based on past performance. In large organizations a more formal process exists. The management position to be filled is advertised with very specific requirements concerning education and experience.

Persons interested in a career in management should have good communication skills and be able to work well with a variety of people, ranging from other managers, supervisors, and professionals, to clerks and blue-collar workers. They should be analytical, flexible, and decisive. They should also be able to coordinate several activities simultaneously and be able to solve problems quickly. Ability to work under pressure and cope with deadlines is also important.

Recruiters look for self-starters who can use their initiative, recognize what needs to be done, like responsibility, and have high ethical standards. Self-starters and team players are the types of people corporations are looking for.

## **CAREER OPPORTUNITIES IN MANAGEMENT**

According to the U.S. Bureau of Labor Statistics (1996), the number of managerial jobs is to increase by 17 percent by 2005. The greatest increase in management positions is projected to be in health services, management consulting, marketing, advertising, and public relations fields. Opportunities for management careers in financial services, restaurant and food service, and real estate industries will also grow at a faster than average rate through 2005. Educational institutions, industrial production, and administrative services are expected to grow about as fast as the average for all occupations through 2005. The outlook for management careers is good, despite the headlines about downsizing and corporate restructuring. As the economy continues to grow, many businesses are expanding, and this creates additional opportunities for management jobs. Also, as the economy becomes more global, an increasing number of American firms are expanding overseas, and an equally large number of foreign companies are doing business in the United States. This means that despite the layoffs of some middle-level managers, there continues to be a worldwide need for good managers.

### **10. Reading game “Are you a good manager?”.**

Read number 1 and choose the best solution from A, B, or C. Then follow the instructions. If you read Go to 10, then read the next part of the problem under 10. If you read Go to 8, then read number 8. Continue until you find the best solution to the problem. Use a dictionary if you need any help, and good luck!

1. You are the manager of a mail-order company with about 30 employees, and more than half of them are parents. One morning, a group comes to you to ask the company to set up a daycare center to look after the children. You would:  
A explain that you don't have to do this by law, and that it is too expensive. *Go to 10.*  
B agree to set up a daycare center — it would keep the employees happy. *Go to 8.* C say you will look into the matter. *Go to 6.*
2. Why are you reading this? Read the instructions once more and try again.
3. The group reports back with the figures. They show that a small daycare center for 4 children can be run for about 20,000 per year. You would:  
A go ahead and set up the daycare center. *Go to 4.*  
B ask the Finance Department to check the figures. *Go to 8.*
4. Staff morale is very high. After 2 years, the demand for the daycare center is even bigger. There are now 11 children. It costs \$75,000 a year, and the cost is rising. You would:  
A limit the daycare center facilities to 10 places on a first come, first served basis. *Go to 7.*  
B allow the daycare center to continue until you can find another solution. *Go to 11.* C close the daycare center down. *Go to 17.*
5. The head of finance comes to you. He is an important person in the company. He says he cannot allow his staff to waste time with research like this — the parents should do the study themselves. You would:  
A accept his decision. *Go to 3.*  
B say that the Finance Department must help the committee with the full study. *Go to 12.*

6. You find that you do not have time to do the research yourself. You would:
- A ask the Finance Department to conduct a study. *Go to 8.*
  - B ask the parents themselves to come up with a proposal. *Go to 3.*
  - C organize a committee made up from personnel, finance, and the parents themselves. *Go to 5.*
7. One of the directors is refused a place for her child in the daycare center. She is furious. You would:
- A make an exception in her case, and give her a place in the daycare center. *Go to 18.*
  - B tell her that the company policy is clear, and that she cannot be helped. *Go to 9.*
8. The Finance Department tells you that a daycare center is out of the question — it is far too expensive. You would:
- A tell the parents that, unfortunately, the company cannot offer childcare facilities. *Go to 17.* B form another committee to look at other proposals. *Go to 6.*
  - C go ahead anyway; a daycare center may be expensive, but you cannot afford to lose your workers. *Go to 4.*
9. At a board meeting, the director calls for your resignation. You have made a mess of the company's finances and too many bad decisions. Start again.
10. A number of parents resign. The Personnel Department says you have to do something about childcare; hiring new staff all the time is expensive. You would:
- A have another look at the problem. *Go to 6.*
  - B ask the Finance Department to look at the problem. *Go to 8.*
  - C ask the group of parents to study the cost of a daycare center. *Go to 3.*
11. The Finance Department was right: the high cost of the daycare center is affecting the company's finances very badly. You would:
- A close the daycare center down. *Go to 17.*
  - B cut the workers' salaries by 20%. *Go to 14.*
  - C allow the daycare center to continue until you can find another solution. *Go to 19.*
12. The committee says that a daycare center is the best solution, but the most expensive. An alternative is to pay for part of the cost of sending children to a small, local nursery. (A nursery is a place where parents can leave their children for the day, during working hours.) You would:
- A go ahead with the daycare center. *Go to 8.*
  - B choose the subsidized nursery. *Go to 15.*
  - C ignore the problem and hope it will go away. *Go to 1.*
13. The parents realize why you have made your decision when they are told all the facts. They are pleased with the new system and it works well. Congratulations: you have found the best solution.
14. The head of the company calls you into his office. "How did you get into this mess?" he shouts. Start again.
15. Some staff don't like the plan to use an outside nursery. Two of the parents say they will resign if you do not choose a proper daycare center. You would:
- A explain your decision fully at a company meeting. *Go to 23.*

*B accept the resignations. Go to 16.*

*C change your mind and go ahead with the daycare center. Go to 11.*

16. Your actions make the staff very unhappy. They think you are very unreasonable. However, there are no more resignations, and the scheme works well. This is one solution, but not the best. Try again.

17. The parents are angry with your decision. Seven of them hand in their notice. *Go to 14.*

18. Three other members of staff ask for places in the daycare center. You gave the director a place, so they want one, too. You would:

*A create more places in the daycare center. You have to be fair to everyone. Go to 19.*

*B say you cannot help. There is no money available. Go to 17.*

19. The company has had a bad year, and loses money. It is clear that the daycare center costs too much money. You would:

*A keep to your decisions and carry on. Go to 14.*

*B tell the parents they must pay for part of the daycare center themselves. Go to 17.*

**11. Look through the text "Environment sector careers". What top jobs 10 are mentioned here?**

**At 10 it's a Redd advisor  
from the Zoological Society of London (ZSL)**

What better way to kick off this week's chart than a role in an exotic location? You'll initially be based in Indonesia if you get your hands on this job. It sounds like a good opportunity for those who like to work in different locations as well though, as you may also get the opportunity to travel to the UK and other ZSL project countries as this role develops. So, to what you'll be working on. The role involves developing both the REDD Berbak Carbon Initiative Project and the charity's overall Redd (reduced emissions from deforestation and degradation) strategy. ZSL Indonesia is after somebody with a postgraduate qualification in a relevant subject, and a minimum five years experience working in the forestry and nature conservation sector.

**It's an active travel coordinator with Sustrans at 9**

Back to the UK for this role, and to be specific we're in Southampton. Or to be really specific, it's likely this job will be based at the University of Southampton. You'll be tasked with encouraging the city's residents, employees and visitors to use active ways of getting around. You'll need to practice what you preach, mind, as they are looking for somebody committed to cycling and walking and the promotion of sustainable transport. To be honest, I've barely touched a bike since my cycling proficiency test, so it'll be a long time before you see me zipping around the streets. However, the charity is looking for people with experience of delivering physical activity or other behavioural change projects, so it sounds like you'll already be experienced in convincing even the most stubborn of people (like me) about the benefits of two-wheeled travel.

### **Highgate School is looking for a head gardener at 8**

A role here for the green-fingered among you. You'll have plenty to get your hands on in this job, which involves maintaining 50 acres of high-profile garden areas. Duties include planning, budgeting and managing the team's workload and daily tasks. You'll need to be able to work in virtually all weather conditions, but as an experienced horticulturalist, I'd wager you're already pretty used to that.

### **7 is an environmental enforcement office job at London Borough of Hackney**

I'm sure the residents of Hackney will be thanking you for your efforts in this role, should you get it, as you'll be tackling all those annoyances many of us encounter on a regular basis. You know the sort - litter and dog fouling, graffiti and fly posting, highways obstructions and fly tipping. In this job, you'd be taking action on these issues, providing a visible presence in Hackney as part of a team supporting the maintenance of cleanliness on the borough's streets. Due to the nature of the job, your hours will include weekend work and hours outside the 9-5 norm.

### **At 6 it's a campaigns officer role from The Victorian Society**

I imagine this is a role you can end up feeling rather satisfied with your work. You'll be at the forefront of efforts to ensure changes to Victorian and Edwardian buildings respect their historic and architectural interest. The society's website states: "We have helped people save the buildings they value. Sometimes it has been major national monuments such as the Albert Memorial in London or the Albert Dock in Liverpool, but more often nowadays it is local churches threatened with closure or good houses flattened to make way for undistinguished offices." The charity is looking for somebody who is able to present complex information in a concise, accurate and understandable way to get people enthused about its campaigns. A knowledge of Victorian and Edwardian architecture would be an advantage, according to the job spec.

### **5 is an environmental adviser via Evergreen Resources**

You've got a choice of locations if this is a job you are interested in. The employer, an independent contaminated land advisor, is looking for new recruits to join teams in south Wales, Bristol or Belfast. It sounds like a good opportunity for graduates a little further along in their career, as they are looking for somebody with approximately four years post-uni experience. The job ad says: "This is an unique opportunity for candidates to gain exposure to a strategic position and to build and progress their career within a progressive and innovative company." By the way, ideally you'd have a degree or a postgraduate degree in an environmental/geological or engineering discipline.

### **CHM has a policy and research officer role at 4**

Back to flora and fauna for this one. It's with a charity that protects national parks, making sure they are open to everyone to enjoy. This part-time role involves monitoring key developments affecting national parks and providing research and policy support for the charity's campaigning and engagement work. Because you'll be working as part of a small team you'll have the chance to make a significant different to the charity's work, according to the job spec. Key skills that'll impress include a knowledge of environmental issues, a track record in influencing public policy and decision makers and a demonstrable knowledge of qualitative and quantitative research methods, backed by a degree-level qualification which includes a substantial element of research.

### **At 3 we've a policy and consents manager at the Crown Estate**

A rather grand sounding opportunity here. It's a role at the Queen's property company, which manages land and property on behalf of the state including agricultural land, parkland, forestry, shopping centres, farms and housing. It's the marine side of the organisation this role is concerned with though (the Crown Estate's remit covers more than half the foreshore and almost all of the seabed around the UK). The employer is looking for a candidate who'll oversee marine policy and consents advice activities in Scotland. You'll have a particular focus on marine renewables and be expected to advocate and explain the Crown Estate's marine activities in Scotland to a range of relevant stakeholders.

### **Groundwork West Midlands has opportunities for graduate volunteers in Malta at 2**

OK, we couldn't resist, it's another overseas opportunity in a rather delightful country - Malta. Blame it on our lack of Vitamin D over the winter. It's billed as an opportunity for anybody keen on getting hands-on experience in community regeneration and sustainable development in an international setting. You'll get experience in project management, community work, events planning and partnership working. It's unpaid, but the placement is only a month long and the job ad states: "This will help to increase employability and offer a chance to put theory into practice."

### **And top of the chart this week is a stakeholder and PR manager with The Carbon Trust**

OK, OK, we know a lot of this week's jobs ask for specific qualifications. And we know not everybody who wants to work in the environment sector is in possession of a master's degree in biodiversity or ecology, and so on. So, we've decided to top the chart with a role for those with a different set of skills and experience. The Carbon Trust is looking for somebody to join its PR team. You'll support and lead projects, ensuring the company is properly represented at meetings, forums and press office functions. Ideally, they'd like somebody with significant experience in media relations and stakeholder management, preferably in a B2B environment within the environmental/energy/climate sector.

**12. Read the text about Environmental Protection Agency. What responsibilities can you have as an ecological engineer?**

### **ENVIRONMENTAL PROTECTION AGENCY**

In December 1970, the U.S. Environmental Protection Agency (EPA) was established as an independent agency. Reorganization Plan 3 of 1970 consolidated fifteen components from five agencies for the purpose of grouping all environmental regulatory activities under a single agency. Most of these functions were housed in the Department of the Interior, Department of Agriculture, and the Department of Health, Education and Welfare. The purpose of the EPA is to ensure that all Americans and the environment in which they live are safe from health hazards. The EPA has a number of goals: clean air, clean and safe water, safe food, preventing and reducing pollution, water management and restoration of waste sites, redirection of international pollution, and credible deterrents to pollution. Also, the EPA engages in education about pollution and its environmental risks.

The first four goals deal with the immediate environment of people: clean air; clean and safe water; safe food; and preventing pollution and reducing risks in our environment. The remaining goals deal with education, the clean-up of existing pollution, and efforts in the global arena. They involve better water management, the reduction of cross-border environmental risks, the *expansion of Americans' right to know about* their environment, sound service, improved understanding of environmental risks, credible deterrents to pollution, and greater compliance with the law and effective management.

In addition to these goals, the EPA has adopted a number of principles to guide management in establishing priorities. These guidelines are to reduce environmental risks, to prevent pollution, to focus on children's health, to establish partners with local governments, to maximize public participation, to emphasize communitybased solutions, to work with Indian tribes, and to choose cost-effective solutions. The EPA also is engaged in ongoing educational programs, which emphasize the community's right to know about its environmental risks.

The EPA has to enforce fifteen or more statutes or laws, including the Clean Air Act; the Clean Water Act; the Federal Food, Drug, and Cosmetic Act; the Endangered Species Act; the Pollution Prevention Act; and the Federal Insecticide, Fungicide, and Rodenticides Act. The EPA also enforces other laws dealing with pollution and toxic substances.

The EPA has had some major successes since its inception. In the area of air quality: (1) More than half of the large cities now meet air-quality standards; (2) emissions of common air pollutants have dropped by an average of 24 percent; and (3) blood lead levels in children have declined by 75 percent. In the area of water quality: (1) 60 percent of the nation's waterways are safe for fishing and swimming; (2) ocean dumping has been banned; and (3) standards for wastewater have been established for fifty industries. In the area of toxic and pesticide management: (1) DDT has been banned; (2) safer pesticides have been introduced; and (3) toxic emissions have been reduced by 39 percent. Finally, the EPA has been able to set many standards covering a wide range of pollutants. More information is available from the EPA at 401 M Street SW, Washington, D.C. 20460-0003; (202)260-2090; or <http://www.epa.gov>. ENVIRONMENTAL PROTECTION AGENCY

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MARY JEAN LUSH  
VAL HINTON

### 13. Problems to discuss.

1. If you wanted to find a new job now, how would you go about it?
2. Tell about people you know who have radically changed their career. Why did they do it? Was it successful? How easy was it to do?
3. Which jobs are "men's work" and which jobs are "women's work"? Do men and women have different abilities? If yes, what are they?
4. Do you see the difference in job opportunities for men and women now? Explain. What examples of gender equity do you see now in your daily life? In general, is gender equity a good idea? Why or why not?
5. It is now illegal in many countries to discriminate against candidates on the grounds of race or disability. But how real are so-called equal job opportunities in your opinion?

## UNIT 3. HOW TO GET A JOB

The ability to find a job is something special. Few people acquire this talent as a gift from God – most have to learn themselves this vitally important habit. And it does not always happen quickly, effectively or painlessly. There was a time when students cursed the assignment of specialists and enormous creative efforts were used to oppose it. Today one can lament and rejoice over the absence of job guarantees for college graduates, but almost everyone receiving a diploma has to contend with this objective reality.

## **1. Look through some newspaper articles. What are basic tips for the graduate job hunt?**

Just as all roads of the ancient led them to Rome, similarly the roads of today's students usually end up in the employment agencies.

# **INDEPENDENT**

## **Five basic tips for the graduate job hunt**

**Your exams are finally coming to an end, and with it, if you're a finalist, your time at university. Here's our guide to what comes next: the graduate job search**

*Sophie Warnes*

*Wednesday, 5 June 2013*

So you've graduated - now what? If you're like many graduates this year, you'll be looking for your first job in your chosen industry. So just how do you find that first graduate job you've been yearning for?

### **Ask friends and family**

You might not think you know anyone who can help you, but you'd be surprised how important connections are when you're looking for your first job. Ask people to keep an eye out for you, ask for email addresses of people who might be able to help, and take a good look around you for inspiration. Even if someone in your family isn't in the exact industry you want to be in, could it lead to a job where you could learn transferable skills that will help you later on? If so, go for it. You can always say no if it doesn't quite suit you.

### **Make contacts online**

These days it's easier than ever to directly approach people who may have previously hidden behind hard-to-find email addresses. Use social media like Twitter, Facebook and LinkedIn to your advantage. Phrase a tweet right and you could find yourself shadowing someone you respect and look up to in your field, or they may even give you some insider info on a job that's about to come up. They can also explain to you how the company works, and what the different roles entail.

### **Approach your ideal company directly**

If there's one company you absolutely want to work for, then contact them directly and find out as much as you can about any upcoming jobs that might be available in your field. Even if they don't have any jobs at the moment, you never know when a company might be looking for a junior staffer, and often they will keep impressive CVs to look back over when the time is right. Make sure you have the CV and cover letter sorted so you can really impress them. Cold-calling with your CV is a tough gig, but if you have the experience, genuine interest in the company, and personality to pull it off then what are you waiting for?

### **Do internships**

It's not unheard of for people to get jobs in their chosen industry after doing an internship. Behave well, be smart, be enthusiastic, and get stuck in to everything they ask of you, but be wary that you don't trap yourself in the Eternal Intern situation. You are doing work you should be paid for, so make sure that they know you want to actually become a staffer and ensure that you aren't just wasting your time working for free. While you're on an internship, enquire about potential vacancies and put out feelers among the people you're working with.

### **Job hunt the traditional way**

Job boards, job sites, google searches, local papers... These are the traditional ways of finding a job and they may seem outdated but there's a reason that people still use them: they're tried and tested ways of finding and eventually getting jobs. One of the downsides to using job boards and searching for jobs online is that sometimes, jobs aren't advertised, and when they are, you can guarantee there are at least twenty other people going for the same *job*.

Once you've found a great job, applied for it, and been invited to an interview, check out our 10b interview tips for some advice on how to prepare for them.

# INDEPENDENT

## Graduate jobs: Your questions answered

Careers expert Corinne Mills is here to ease your post-graduation employment worries

*Corinne Mills*

*Thursday, 23 May 2013*

The job market is a little tricky for new graduates at the moment, but don't listen to the naysayers: it's not impossible for the class of 2013 to land a job out of university. Corinne Mills, managing director of Personal Career Management, has got some great, simple advice for those of you who might be worrying about what the future holds.

### **Are internships and unpaid work experience necessary if I want to be considered by an employer?**

The more relevant the experience or exposure you have to the industry you are looking to enter, the better. While there are paid internships available, these are extremely competitive and highly sought after. For certain industries, like the financial sector, these are increasingly becoming a prerequisite if you want to be seriously considered for a graduate entry role.

Whichever sector you are interested in, employers will want to see how committed and focused you are, and if you have worked as an intern or volunteer, it shows a definite level of commitment. However, internships are controversial and there are undoubtedly some employers who use the mechanism as an excuse for cheap labour rather than the training opportunity it should be. What you will have to weigh up is the cost benefit. Will this internship or unpaid work experience enable you to enhance your CV in a highly competitive market place? If so, it may well be worth your time. However, there are lots of other ways that you can get useful experience beyond internships. For example, simply finding any job within the kind of organization you want to work for, whether it is as a receptionist, telesales or catering, will give you inside knowledge of the organization and you can use this to show how genuinely keen you are to work for them.

### **I am really struggling to get shortlisted for graduate entry schemes, what am I doing wrong?**

The graduate entry schemes are massively oversubscribed. There are thousands and thousands of applicants so the odds of you being successfully shortlisted will always be small. In order to stand out, you will have to meet all of their entry requirements and on top of that, you will have to show a real commitment and interest in working for that particular organization, and in that specific role.

You need to highlight each and every bit of relevant work experience, studying or extracurricular activities that you have been involved in which demonstrate this. It is also worth remembering that most graduates do not enter the workplace via a graduate scheme and those schemes account for a very small proportion of the amount of jobs available.

You might have more success by contacting organizations directly rather than waiting for graduate entry schemes. Look at other jobs being advertised in the organization and see if you can get into any role within the organization. Then try to work towards your chosen role by moving sideways. Or just look for smaller organizations which may not have a graduate entry programme, but where you feel you will be able to gain useful experience. It is never a case of the graduate scheme or nothing. Just focus your attention elsewhere.

### **I have limited work experience, what have I got to offer a potential employer?**

An employer knows that you are not the fully formed article in terms of all your skills and abilities, but more of a work in progress, so what they are looking for is any evidence that suggests you have the potential to become a star player within their organization and therefore worth investing in.

Think about any experiences you have had so far which show your capabilities. They might not be immediately obvious to you but anything which demonstrates leadership skills like captaining a team or organizing an event counts highly. If you have showed incredible resilience through a fund raising activity or running the marathon, make the most of it in your application.

Any activity involving sales is an instant plus as every organization needs to sell in some shape or form. If you have any experience of working in a shoe shop, for example, you can show that you understand customer service, can work to targets and understand how to represent a brand. You can also discuss your ability to deal with problems that arise, and talk about your reliability and punctuality.

Use every experience you have, both paid, unpaid and extracurricular to show that you have the personal qualities and workplace skills that the employer is looking for.

### **Nobody's getting back to me and I've sent hundreds of applications**

In this digital age, the phone has become one of the most underutilised resources in job searching. If you haven't heard from a potential employer, ring them up. Use your ingenuity to find out the name of the department and person who is handling job applications. Always remember to be charming! Do ask about the progress of your application but also use the opportunity to express your interest in the organization and the job.

Sometimes by taking the initiative to ring up, you are already standing out from all the other candidates who have just emailed their applications and done nothing proactive thereafter. I know many employers who will wait to see who has got the initiative to chase up their application before shortlisting, because that in itself indicates possession of the qualities they are looking for in a successful candidate. Facebook and LinkedIn are also great places to have dialogue with the relevant person in the company.

Always ask for feedback on your application too. You won't get it every time, but asking for it is not only helpful for you but it can really give you brownie points and can tip a decision in your favour if the prospective employer is deciding whether to shortlist.

You should also try different methods of contacting employers. Network wherever you can, bringing in favours from family and friends. Write to those people you want to work for directly. Use Twitter to follow companies and individuals who you are interested in working for. Use proactive approaches to contact employers rather than waiting for adverts when they will be overwhelmed with applications.

### **What about if I have finished my degree and I still have no idea what I want to do? Where do I start?**

Your early career is a time for learning and experimentation so even if you think you know exactly what you want to do, your plans might change. Work out what it is you actually enjoy as well as what you dislike by trying out different things, perhaps via voluntary work or temp jobs. If there are a number of options that interest you, then go and talk to individuals working in those fields to find out more.

There is so much information online about different careers, career resources available via professional bodies, job details to look at via recruitment sites. Despite all of the information available, if you do still feel stuck then you would probably benefit from seeing a career coach or career adviser to help you consider which options are right for you. Corinne Mills is managing director of Personal Career Management. She is the author of the books *You're Hired! How to write a brilliant CV* and *Career Coach*.

## **2. Give Russian equivalents of the following words:**

Objective reality, effectively, a guarantee, agency, to give a chance, to make a name, top-class manager, financial expert, to become the norm, non-professional network of trade representatives, ambition, personal qualities, owner, persuasive skills, artistic talent, to role-play a game, database, to sell oneself, inter-personal skills, corresponding mood, career path.

## **3. Read and translate the text about "BusinessLink". Answer the questions:**

- 1) What does BusinessLink specialize in?
- 2) How did the company make a name?
- 3) What does the process of recruiting candidates consist of?
- 4) What is required from a job-seeker?
- 5) What skills and contacts can students acquire during their summer vacations?

BusinessLink, specializing in head hunting for foreign firms, has managed to make a name working with younger job-seekers, for whom this method of finding a job has become the norm. The latest order for non-professionals was received from a large U.S. company that was expanding its network of trade representatives for the summer. The work called not so much for experience and skills as for ambition and personal qualities. The job basically entailed persuading Moscow shop and kiosk owners (it would be ideal to persuade them all) to place free of charge in their shops a stand with a variety of goods displayed. Since American and Russian business practices rarely coincide, the mediator between two sides (who also acts as

trade representative), must possess charm, artistic talents, persuasive skills and the ability to handle such instruments as, for example, a drill so that a stand can be put up immediately. The young people recruited in one of the institutes and enticed by newspaper ads were interviewed by BusinessLink employees and role-played in a two-hour business game enabling firm representatives, together with a psychologist, to track the activity and resourcefulness of the claimants.

The number of dropouts was not so big. Once, upon the traditional invitation of the company spokesmen to treat themselves to their products one of the candidates for the job replied proudly: "I'm rich enough to buy chewing gum". In this case, neither side achieved anything. But for the majority who wished to get a job and tried to use the opportunity provided, everything ended well. What's more, they remain in the company's database, which will probably mean more cooperation between them in the future.

It is worthwhile recalling that to get a job now it is not only too important to be educated, have a number of skills, know how to sell oneself and know one's price, but it is also important to have professional qualification: real business experience, specific inter-personal skills, the ability to handle documents and equipment and the ability to build good relations with both superiors and subordinates. This is the personal concern of everyone. Employment agencies can help in the election of a likely candidate, can prepare him for an interview, provide him with the necessary information and create a corresponding mood, but it is impossible to teach English during one conversation, or to suggest the idea that the firm where you are going to work must be respected. Either you feel it or not.

Newcomers on the whole, however, know rather clearly what they want. Those in BusinessLink appreciate this. BusinessLink treats those who, because of their professional qualities can pick their own job and stipulate the hiring conditions the same as those who are just learning how to become a professional in the future. For example, during their summer vacations students get secretarial jobs and, apart from the money they earn, also acquire invaluable business contacts and clerical skills. This experience alone can help determine what career path one wants to take in future. For those who have already made such a choice Businesslink has programs of permanent cooperation with several consulting firms, where students can work while they are at school.

**4. Read one more newspaper article about recruitment firms. Are recruitment firms saviours or exploiters? Please write down your arguments pro and contra.**

PRO	CONTRA

# INDEPENDENT

## Recruitment firms: Saviours or exploiters?

**They are charging employers, and even graduates, for finding unpaid work placements**

*Oscar Williams-Grut*

*Saturday, 3 November 2012*

When Joseph D'Souza left Portsmouth University last year with a 2:1 in Business Economics, he struggled to find a job. After several months of applying with no luck, his father suggested he try interning. Mr D'Souza signed up to job sites including Reed and TotalJobs and was soon contacted by an agency called Inspiring Interns.

A visit to their offices to record a video CV and take various tests soon led to three interviews. Before long, Mr D'Souza, 24, was on a three-month placement at Fetch Media, a mobile marketing agency based in London, which ended with him being taken on full time.

"I'm so thankful to Inspiring Interns," said Mr D'Souza. "I'd probably still be looking for a job if it weren't for them." Mr D'Souza is not alone. A few years ago, internships, once known as plain old work-experience placements, were undertaken by students during summer holidays to gain a taster of potential careers. Now, with youth unemployment rife, for many graduates they have become an essential first rung on the ladder.

It's a shift that has not gone unnoticed among a new wave of recruitment firms. But some have stoked controversy by charging companies for finding the best workies, or even charging the keen-as-mustard graduate for the privilege of slotting them into an unpaid place.

Inspiring Interns, based in central London and founded in 2009, is a leading player in the new "internship industry". Rivals include Instant Impact and Intern Avenue, which launched this summer and recently secured J100,000 of Dragons' Den funding from Peter Jones. All focus on creating internships at small and medium-sized businesses that otherwise wouldn't offer these opportunities.

"Recruitment businesses are evolving", says Ben Rosen, Inspiring's founder. "In essence, we're a graduate recruitment company, but the three-month internships we offer enable the graduate to experience the role within the company and work out whether they like it or not, and on the other side of the coin, whether it's right for the employer."

Companies like Inspiring Interns and Instant Impact, founded in 2011 by two Cambridge graduates, focus on recruiting high-calibre graduates making them attractive to SMEs who otherwise wouldn't have the resources to reach them. Both firms say they invest significant time and effort screening candidates to make sure companies get not only the best but also the right people. Inspiring, which places 20 people a week, makes applicants take personality and metric tests.

"One of the biggest drains on time is finding good employees and it's no different for interns," says John Auckland, director of Thread Marketing Group, who took an intern from Instant Impact. "The fact that something like Instant Impact exists fills a massive hole."

The job prospects of graduates who go through the "intern industry" are good, perhaps unsurprising given that recruiters focus on sourcing top talent. Inspiring boasts that 66 per cent of the 2,000 interns they've placed have been offered a full-time job at the company they worked in, with a starting salary that's on average J1,500 higher than those who have gone straight into a graduate role. But while the majority benefit from the system, some in this new industry have been accused of exploitation. One firm set up last year, Etsio, tried to get potential interns to pay up to J150 a day to gain the appropriate experience and insight.

"If you or your parents aren't interested in paying a couple of hundred quid actually getting some real world experience then I don't think you're very serious," said Kit Sadgrove, Etsio's founder. The company closed two months ago after failing to attract "enough people prepared to invest in their future", he added. Inspiring Interns has also drawn criticism. Campaign group Intern Aware, founded in 2010 by graduate Gus Baker, believe Inspiring takes advantage of interns by charging the company who they're placed with while the intern is unpaid.

"To give [Inspiring Interns] credit, they are good at making money," says Mr Baker. "They make a killing." Instant Impact and Intern Avenue insist businesses pay their interns but Inspiring Interns, the biggest recruiter

in the field, only requires that interns are paid travel and food expenses, while they charge companies a J500-a-month finder's fee.

"Our fee comes from finding the right person for the company," says Andrew Scherer, Inspiring's marketing director. "What we're doing is creating learning opportunities."

Inspiring says it is giving graduates the chance to gain valuable skills and experience and the chance of an entry-level job that otherwise wouldn't exist. Mr Scherer says they work closely with companies to ensure that they don't violate minimum-wage law. However, in practice it seems little is done to enforce it.

"Looking back at what I was doing, I wish I was paid," said Meera Badal, a recent graduate who did an internship through Inspiring. "I won business for the company. That was a sore point for me. I was never reimbursed. If it were just a learning experience I would have been there for one or two weeks, just observing. I was getting involved, adding value to the bottom line. In my terms, I was an employee." From an employer's perspective, it makes sense to give work to interns. Mr Auckland added: "Our agency isn't huge, we expect [interns] to be able to come in and pick up quite a high level of responsibility from day one."

Mr Scherer admits that in some cases employers take advantage of interns, but he insists Inspiring does all it can to avoid this.

"We're an intermediary, we do our best to make companies understand their responsibilities but ultimately it's between them and the intern."

Intern Aware disagrees. Mr Baker says: "They're clearly not doing enough. If you look at their website, it looks like they're actively encouraging people to not pay their interns and therefore break minimum-wage law."

Part of the problem is the term "intern". Unlike work experience, "intern" has no legal status in the UK.

Mr Baker's group helps former interns take action against employers who didn't pay. IPC Media, a south London auction house and an international media conglomerate, together paid out more than J2,250 last month to two interns who challenged their employers in the courts with the help of Intern Aware.

"More and more employers are starting to pay interns," says Mr Baker.

However, despite its critics, in the current economic climate and with young graduates desperate not to be left on the shelf, growth in the intern industry shows few signs of abating.

**5. Read the newspaper article "What companies want from an MBA graduate" and decide if these statements are true or false. Why should requirements change as markets change?**

1	Companies think that MBA graduates have little chance of becoming senior managers.	false
2	Employers want new employees to do a good job quickly.	
3	If you change career it might be difficult at the start.	
4	There isn't much change in the skills that employers want.	
5	In the mid-1990s employers needed staff who could speak German.	
6	Career advisors always know what employers want.	
7	Career advisors think that employers might not know what they want.	
8	Employers prefer knowledge to skills.	
9	Employers want to hire employees for a long-term career rather than a particular job.	
10	In an employment situation where there are lots of changes, it is important to be flexible.	

**What companies want from an MBA graduate**  
**Requirements change as markets change**

Most companies are looking for people with senior management potential. In their view, MBA graduates have an above-average chance of fulfilling this need, but they are careful not to raise expectations too high. They also want people who can be effective quite rapidly. The many MBA students wanting to change career direction can therefore have difficulties in the short term, whatever their long-term potential. An engineer trying to move over to finance may be successful, but may be restricted to a job as a financial analyst specializing in the engineering sector.

Employers' recruitment operations are becoming much more short term in response to fast-changing markets and technologies. Companies frequently look for specific mixes of skills, and the mix can change rapidly. In the mid-1990s, for example, there was a strong demand for German-speaking MBA graduates because companies wanted to introduce a more international culture and to expand into east European countries, where German is widely spoken. This was followed by a demand for graduates able to work effectively in the fast-growing markets of China and the Pacific Rim, where candidates needed residence qualifications as well as the appropriate languages.

Such rapid change has led some careers offices to complain that they have problems trying to work out what employers want, and they suspect that the employers do not know either. They detect a general desire for skills as well as knowledge, and a wish to hire for a specific job rather than a long-term career. All employers are facing change and recruitment policies have to reflect the need for flexibility.

**6. About 90 percent of all businesses in the U.S. are run by families. For these families, work isn't something that separates them; it's what keeps them together. Read the text "Work: The glue that keeps a family together" and answer the questions:**

1. What type of business does the Gioia family own? Who runs the business?
2. Why is the Gioia family business successful?
3. Why do Neil and Michael Gioia think that working in a family business is good for children?

**Michael and Neil Gioia are brothers, but they are also business partners.**

They are the third generation to run the family business, Nunziato Florists, in Woodside, New York. The Gioias' grandparents started the small shop in 1913. The business keeps this Italian-American family laughing and working together.

**Running a family business is hard work.** Michael and Neil work long days everyday. Their mother, Nikki, is in her eighties and works right beside them. The Gioias live near the shop. There are no days off, no family vacations. They work hard, they work together, and their business succeeds.

**Not all family businesses do so well.** In fact, only three out of ten family businesses make it. There are often problems. Sometimes siblings fight over the business, and sometimes the family just doesn't have a good business plan. Many family businesses fail because the younger generation just isn't interested.

**The Gioias live all about their family business.** In an interview with Carlos Briceno, of radio station WNYC, Neil Gioia explains why he lives two blocks away from the shop. "Since it's a seven-day-a-week business, you have to work ten to twelve hours a day. If I lived any farther away, it would be impossible for me to get home to have any kind of family life."

**Michael, Neil's younger brother, is in his 40s, but he still remembers making Christmas wreaths for the shop when he was seven.** He believes that working in a family business is good for a child. "When you get older and look back at it, and you see the type of person you are now, why is that? Why are you that way? It's because of the way you were raised, with your family around." Michael says he had time to play as a child, but he also enjoyed being with his family and helping out at the store. Michael believes the shop taught him responsibility.

**The Gioia brothers have a young nephew, Mikey, who likes being in the shop with his uncles and other relatives.** He started working when he was five. He arranges flowers for his teachers and sweeps the floor. The Gioias know that in any family business, the key to success is the next generation. For the Gioias, little Mikey may be that key.

**7. Most companies use the term "corporate family" to describe the team spirit of their employees. However, when some companies say "corporate family" they mean it! The magazine article "Hiring Is All in the Family" explains why some companies think having employees from the same family is a good idea. Read the article and answer the questions:**

1. What problems can occur when family members work together?
2. Which three companies does the article name?
3. Please give three reasons why some companies like to hire members of the same family?
4. How do companies know that hiring families is good for business?

### **Hiring Is All in the Family**

**"We believe in nepotism" says Sherry Phelps, Southwest Airline's director of corporate employment.** "We encourage people to recommend family members who might make good employees. Our only rule is that one family member can't supervise another."

**For some employers, the idea of hiring family members sounds like trouble.** They worry about fights between couples, battles between siblings, or favoritism. Southwest Airlines doesn't see it that way. They believe the best new employees will be the relatives of their best employees.

There are three basic reasons why some companies hire family members:

#### **The Talent is in the Genes.**

**Ann Rhoades, of the DoubleTree Hotel company says, "If you have a mother who is a great worker, chances are her daughter is going to be a great worker."** She means that people in the same family often have the same good qualities.

#### **It's Difficult to Lie to Your Mother.**

**Family ties keep employees honest.** Family members usually don't sugarcoat the truth. Phelps gives this example: A Southwest employee called her and said, "I want to tell you about my son. Do not hire him. He's lazy. He won't make a good Southwest employee."

#### **Families That Work Together Stay Together on the Job.**

**It's hard to keep good people.** However, when family members are happy at the same organization, they're less likely to leave. Another business that hires family is Quad/Graphics. This company employs hundreds of married couples, brothers, sisters, sons, daughters, and cousins. In fact, more than 50% of the 25 employees are related to each other! The company also has over \$2 billion in sales, 14,000 employees, and 22 facilities on three continents.

With these kinds of statistics, it's easy to understand why some companies think of themselves as "one big happy (and successful) family."

**8. Think of positive, negative, and interesting aspects of families working together. Write more ideas in each section of the chart.**

### **FAMILIES WORKING TOGETHER**

Positive	Negative	Interesting
Children learn responsibility	Children have to go to school and work in the business	Children find out if they like their parents' business

## 9. Answer the questions:

Does your family own a business? If yes, what kind of business is it? If not, did you ever think about having a family business? What kind?

**10. You can also use the websites:** <http://www.guardian.co.uk/>, <http://www.independent.co.uk/>, <http://www.timesonline.co.uk/>, <http://www.nytimes.com/>, <http://www.washingtonpost.com/>. **View the latest vacancies, find suitable CVs, sign-up for jobs by email.**

## UNIT 4. HOW TO WRITE A LETTER OF INTEREST

Letters of interest (cover letters, letters of application) are written to express your interest in working for a particular company in a specific field. Your letter may be written either in response to a job opening or just to investigate possible employment. There are some paragraphs in a letter of interest: opening; objective; age, education, work, experience; skills and abilities suitable for the position; hoping; closing.

Human resource departments receive dozens of letters of interest each week. However, make your letter stand out from the crowd.

**1. There are some questions to ask yourself when preparing your cover letter. Find your answers to these important questions before you start writing your cover letter:**

- What is the complete name of the company to which you are applying for a job?
- What is the name of the person to whom you are addressing the cover letter?
- What is the address of the person to whom you are sending the letter?
- What is the title of the job for which you are applying and does it also have a reference number that you should include?
- What is the type of job or level of the position you are seeking?

"entry-level"

"management"

"senior level"

- What skills do you possess that you are not using enough in your current role? Would the ideal candidate for this new role be required to make more use of those types of skills? What opportunities are missing in your current role? Answering these questions will help you explain why you are interested in leaving current position. For example, are you looking for:

"room for advancement"

"an opportunity to learn new skills"

- What is your current job or educational position? This may seem like an obvious question, but knowing how to clearly define your current role is a tremendous asset. For example, you could be a:

"graduate student in environmental science"

"customer service professional specializing in the high-end retail market"

- What is a general description of your accomplishments/experiences in the field to which you are applying? For example, you could have:

"fifteen years of excellent customer service experience"

"an outstanding background in scientific research and discovery"

"a solid history of dependability in the automotive industry"

- What assets can you offer to the company? List a few in your cover letter, such as:

"extensive experience with start-ups"

"demonstrated ability to solve problems"

"refined ability to manage teams"

- What will you help the company accomplish, if given the job you desire?

"increase its bottom line"

"meet its goal of providing only the best in customer service"

"expand its customer base and increase its revenue"

## Tips

A good cover letter should not sound like a re-hash of your resume. It should pull highlights from your resume and tie it gracefully with the job description. Consider it a bridge between your resume and the position you're seeking.

Make sure your cover letter is visually appealing and coordinated with your resume. Use the same personal information block in the heading of your cover letter and your resume. A cohesive resume package is a very attractive selling point. If using paper (i.e., not online), use the same high quality paper for the cover letter as for your resume. Do not overdo the style elements. Choose a font that is simple but elegant. Avoid uncommon decorative fonts unless you are applying for a job where being quirky is of greater value than being businesslike **and** the people who are doing the hiring are on board with this philosophy.

Be concise. Never use two words when one will do. Always strike the word "very" and eliminate the word "that" as much as you can.

## Warnings

This is not your autobiography. Keep it well under a page.

Avoid generic, empty language ("I will bring a depth of experience," or "I believe my qualifications and experience suit the demands of the position"). Be specific and concrete about what you can bring to the position.

If you're doing a thorough job search, you will get rejected sometimes. If you're not getting rejected, you're not putting yourself out there enough. And if you don't learn to see rejection as a chance to improve your approach, then you'll have a very difficult time getting a job.

## 2. Read and translate the text. Pay attention to the structure of a letter of interest. But first give Russian equivalents of the following words:

contact information, professional, standard sized paper, recruiting, program, recruiter, e-mail address, indicate, in the passive tense, syntax, cultivate, slang, punctuation, grammar check, final draft, colloquial writing.

1. **At the top of the letter, add a letterhead. Your letterhead** should include your full name, address, telephone number, and e-mail address. Some guidelines to follow when creating your letterhead:

***Jane Peterson***

***500 South Walnut Street Marion, IN 46951***

***765.584.3459***

***jp@email.com***

- Your name should be in bold, 14-point or 16-point, font.
  - Your address and other contact information should be in normal, 12-point, font.
  - The font of your letterhead does not need to be Arial or Times New Roman, like the rest of your letter, but it should be professional looking and easy to read. The most important thing to remember is to include up-to-date information so that you make it easy for the employer to contact you.
  - You may want to include an extra line under the letterhead in order to create visual appeal and to separate the letterhead from the rest of the letter.
1. **Below the letterhead, write the recipient's name and address.** The inside address of a letter includes the addressee's name and address with one item per line. It does not matter whether you put the date first or last, or how many blank lines you include between them, as long as it looks professional.

***James Smith***

***Mumford and Sons***

***123 Main Street***

***Fairmont, IN 46528***

- From here on out, use Arial or Times New Roman, 12-point, font throughout the entire letter, set your margins to one inch, and use single spacing. Be sure your font is black, and if you're printing your letter out, make sure you use standard sized paper (8 1/2" by 11").

**3. Note the date and address the recipient.** The date is typically right-aligned. Be sure to refer to the recipient by his or her proper title (Mrs., Mr., Dr., etc.). If you're not sure who the recipient is, write, "To Whom It May Concern:" or "Dear Sir or Madam"; however, it is *always* best to address a cover letter to a real person to make it look like you're not sending form letters.

11 May 2012

*Dear Mr. Smith,*

**4. In the first paragraph, state your purpose.** Tell the employer why you are writing to them in two or three sentences. State the position for which you are applying (or the one you would like to have should it become available).

*I am happy to have this opportunity to apply at Mumfold & Sons. As a Harvard graduate with several years of paralegal experience, I'm confident that I can be an asset to your team.*

**Or:** *I would like to be considered for your assistant professorship in ...*

- It is unnecessary to specify how you became aware of the position – unless it was through a mutual contact or recruiting program, in which case you should make the most of the connection.
- If you are writing a letter of interest (also known as a prospecting or inquiry letter) in which you are asking about positions that might be available, specify why you are interested in working for the employer.

**5. In the middle paragraph(s), outline your qualifications.** Make sure to match them to the requirements of the position. If you are writing to inquire about open positions, tell the employer how you can contribute to their bottom line, not what you want to get out of the deal. To do this, use what you have researched about the employer's background and history.

*For the past six years, I worked for Iggy & the Stooges, Inc., where I took on over 150 cases covering everything from deed transfers to estate taxes to mortgage renegotiations. Although my projects were varied, a typical week meant researching cases to find relevant facts and precedents, interviewing clients and witnesses, preparing court documents, and maintaining a complex system of dockets and files.*

*As is typical with small businesses, I regularly took on other miscellaneous projects like coordinating meetings, training new employees, and troubleshooting computers and equipment. To increase efficiency, I also rebuilt the company's filing system from scratch and digitized 8 years' worth of case files.*

**Or:** *In addition to my expertise in ..., I also have extensive experience in ...*

*My five years of professional experience as an engineer have provided me with a broad view that is useful in assisting students with projects and assignments. Through my participation as a teaching assistant, I have developed confidence and ...*

- Make your qualifications jump out at the reader by researching the company to which you are applying for a job and tailoring your letter accordingly. This will also be useful if you get an interview. Some questions to keep in mind as you write are:

What is the employer's mission? What do they promote as the one thing that sets them apart from their competitors?

What kind of customer base does the employer have? Who is their target audience?

What is the company's history? Who founded it? How has the business evolved? What are the main highlights of the company's performance over the past few years?

**6. In the final paragraph, include a positive statement or question that will motivate the employer to contact you.** Make this closing paragraph between two to four sentences. Direct the employer to your enclosed resume and make sure you specify that you're available for an interview. Finish off by thanking the recruiter for their time and consideration, and welcome them to get in touch with you to continue the conversation.

*Given my experience, I feel that I could be a valuable contribution to Mumfold & Sons and would love to hear more about the details of this position.*

**7. Write an appropriate closing.** It's a good idea to thank the reader for his or her time, as this is the only thing you can be assured of receiving from them. After that, write "Sincerely," "Respectfully," or "Regards," leave several spaces, and print your name.

*I am enclosing my Curriculum Vitae and statement of teaching and research interests. Letters of recommendation will arrive under separate cover. If you require any additional materials or information, I am happy to supply it. Thank you very much for your consideration.*

**8. Add your signature.** If you are submitting your cover letter digitally, it's a good idea to scan and add your signature, write it in with a digital writing pad, or make a digital signature stamp with appropriate software.

*Thank you very much for your time.  
Sincerely,*



*Jane Peterson*

**9. Make a notation of the enclosures.** If you enclose something, such as a resume with a letter, you should indicate that the letter contains enclosures by making the notation "Enclosure" or "Enclosures" at the bottom of the letter (or the email you used to send the letter).

## **Review Your Cover Letter**

**1. Spell-check and proofread.** If you have a spell check feature, use it. Some programs, such as Microsoft Word, also include a grammar check that you should use. Proofread your letter yourself. Some things to look out for are:

- Avoid common misspellings.
- Avoid writing in the passive tense; own your accomplishments. Stay away from phrases like, "this experience gave me the opportunity to..." or worse, "these goals were met by me." You do not want to sound like everything happened to you or that it was done by some other entity. Make yourself the active subject of every sentence (e.g., "In this role, I developed/reinforced/learned/etc."). However, this does not imply that every sentence should start with "I..." so vary your syntax accordingly.
- Break down any contractions (e.g., revise "I've" to "I have") so as to cultivate a more professional tone of your letter.
- Avoid colloquial (informal) writing. You want to sound professional and educated. Avoid all forms of slang, short forms of words and texting lingo.
- Check your punctuation carefully.

**2. Read it aloud to hear how it reads.** Do not rely on the spell and grammar check to catch mistakes. Consider asking a friend, or even two, to proofread your letter as well. If no one is available to help, another good strategy is to spend some time away from your final draft (e.g., a few hours or even a whole day) so that you can return to it with a fresh perspective.

- Block in the heading of your cover letter and your resume. A cohesive resume package is a very attractive selling point. If using paper (i.e., not online), use the same high quality paper for the cover letter as for your resume.
- Do not overdo the style elements. Choose a font that is simple but elegant. Avoid uncommon decorative fonts unless you are applying for a job where being quirky is of greater value than being businesslike **and** the people who are doing the hiring are on board with this philosophy.
- Be concise. Never use two words when one will do. Always strike the word "very" and eliminate the word "that" as much as you can.

### 3. Here is a cover letter of Ms. Armstrong. Please put it together.

- A. I have enclosed a copy of my resume for your review.
- B. In my current job, I am responsible for buying both new publications and backlist inventory as well as the analysis of sales trends using a computerized inventory system. I have a B.A. in English literature, and I am an active participant in local writers' workshops.
- C. I am writing in response to your advertisement in the December issue of Publishers Monthly Journal, in which you announced an opening for a sales representative with Taggerty and Sons Publishing.
- D. I would like to meet with you and will contact your office the week of April 27 to determine if an interview may be arranged.
- E. I have five years of retail experience in the book industry. For the past three years, I have managed Books for Us, an independent bookstore located in Rolling Hills. I am familiar with the products that you publish and believe my experience as a retailer and with the buying public would benefit your company. As the manager of an independent bookstore, I have demonstrated my ability to set goals and complete projects in a timely and thorough manner.
- F. If you wish to contact me before that date, please call 555-2434.
- Sincerely,

### 4. Job advertisements are often published in separate sections of newspapers and magazines.

**Read the text on advertising and fill in the gaps. Choose a word from the list below in each case.**

Advertisements appeared ...(1)... England as long ago as the eighteenth century and the first advertising agency was ...(2)... in 1786. The use of adverts developed with the spread of ...(3)..., and the money paid for advertisements was an important source of finance for ...(4)... In the 20<sup>th</sup> century ...(5)... has become increasingly important in all countries. It now appeals to the public in many different ways. ...(6)... advertisements invite us to buy luxury items and make us ...(7)... new gadgets and products. They ...(8)... be colourful, interesting, attractive or funny. They ...(9)... make the customers remember the name, make them feel ...(10)... or curious and want to buy the product.

1. in, at, on, to
2. opening, opened, opens, open
3. newspapers, newsagent's, news, edition
4. him, her, them, it
5. adverts, advertising, advertised, advertises
6. Today, Yesterday, Last year, Tomorrow
7. wanting, to want, wanted, want
8. are needing, needed, need to, need
9. ought to, need, mustn't, needn't
10. interesting, interested, interests, interest

### 5. Complete these four vocabulary networks with the words and expressions that are underlined in the advertisements.

1. duties of the job: liaison with speakers, ...
2. personal qualities needed for the job:
3. qualifications and skills needed:
4. advantages the job offers:

**6. Write a job advertisement for your present position (including duties, advantages, personal qualities and professional skills). There are some tips and techniques how to design and write effective job advertisements.**

The best techniques for writing effective job advertisements are the same as for other forms of advertising. The job is your product; the readers of the job advert are your potential customers. The aim of the job advert is to attract interest, communicate quickly and clearly the essential (appealing and relevant) points, and to provide a clear response process and mechanism. Design should concentrate on clarity of text, layout, and on conveying a professional image. Branding should be present but not overbearing, and must not dominate the job advert itself. This article relates mainly to designing and writing job adverts to appear in printed

newspapers and magazines media, although the principles apply to other media and methods. The information must be communicated effectively one way or another to the target audience.

Job adverts and recruitment processes should follow the classical AIDA selling format: Attention, Interest, Desire, Action.

This means that good job advertisements must first attract attention (from appropriate job-seekers); attract relevant interest (by establishing relevance in the minds of the ideal candidates); create desire (to pursue what looks like a great opportunity), and finally provide a clear instruction for the next action or response.

Job adverts written by people who fail to follow these vital principles will fail to attract job applicants of quality in quantity. I generally try to avoid pointing out what not to do. Positive examples generally work better than negative ones, however it is useful to point out some common pitfalls for writing and designing job adverts - the quality broadsheets are littered with examples every week, and you will do well to avoid these traps:

#### **job adverts no-nos**

- over-designed graphics (distracts and slows reading)
- extravagantly presented layouts and words (distracts and slows reading)
- difficult to read quickly or at all for any reason
- font (type-style) too small or too large
- capital-letters (upper-case)
- lots of words in italics - they are a lot more difficult to read quickly
- strange-looking or fancy fonts
- printed in daft colours or tints against a coloured, patterned or picture background
- clever or obscure headlines
- coded and idiosyncratic communications
- too much technical detail about the job or the company
- too many words - they are a real turn-off - keep it simple
- uninspiring, boring descriptions of roles and ideal candidates
- too much emphasis on the job and not enough on the person
- adverts in reverse (mirror) or upside-down (not permitted anyway by most media)
- weird advert box shapes, for example wide and flat or tall and thin
- huge half-page or whole-page or double-page spreads - a waste of money

If you use a designer to create and produce artwork for your job advert I urge you to control their creative instincts - a job advert is advertising a job, it is not a CD cover or a bottle of shampoo.

Here's a reminder of the essential writing tips for advertising and for clarity of business communications, in the context of writing and designing effective job or recruitment advertisements:

#### **job adverts writing tips**

- Use one simple headline, and make the job advert headline relevant and clear. Normally the logical headline is the job title itself - this is after all what people will be looking for.
- If the job title does not implicitly describe the job function, then use a strapline to do so. Better still, if you find yourself writing a job advert for a truly obscure job title which in no way conveys what the job function is, then consider changing the job title.
- An effective alternative main headline - especially for strategic roles with a lot of freedom - is to describe (very succinctly - and in an inspirational manner) the main purpose of the role, which can then be used with the job title and organization's name serving as secondary headings.
- If the organization is known and has a good reputation among the targeted readers then show the organization or brand name prominently, as a strapline or main heading with the job title, or incorporated in the job advert frame design, or in one of the corners of the space, in proper logo-style format.
- N.B. Some organizations prefer not to tell the whole world that they are recruiting, in which case, if this is your policy, obviously do not feature your organization's name in the job advert. On which point - if you use a recruitment consultancy, examine the extent to which your job advert is promoting the recruitment agency's name, and if you think they are over-egging things perhaps suggest they contribute to the cost of the advert, or reduce the size of *their* corporate branding on *your* advert.
- Make the advert easy to read. Use simple language, avoid complicated words unless absolutely necessary (for example if recruiting for Head of Rocket Science), and keep enough space around the text to attract attention to it. Less is more. Giving text some space is a very powerful way of

attracting the eye, and also a way of ensuring you write efficiently. Efficient writing enables efficient reading.

- Use language that your reader uses. If you want clues as to what this might be imagine the newspaper they read, and limit your vocabulary to that found in the newspaper.
- Use short sentences. More than fifteen words in a sentence reduces the clarity of the meaning. After drafting your communication, seek out commas and 'and's, and replace with full-stops.
- Use bullet points and short bite-sized paragraphs. A lot of words in one big paragraph is very off-putting to the reader and will probably not be read.
- Use simple type-styles: Arial, Tahoma, Times, etc, or your house-style equivalents or variations. Serif fonts (like Times) are more traditional and more readable. Sans serif (like Arial and Tahoma) are more modern-looking, but are less easy to read especially for a lot of text. It's your choice.
- Use 12-20ish point-size for headings and subheadings. Try to avoid upper-case (capitals) even in headings - it's very much slower to read. Increase prominence by use of a larger point-size, and to an extent emboldening, not by using capitals. CAPITALS HAVE NO WORDSHAPES - SEE WHAT I MEAN?)
- Use ten, eleven or twelve point-size for the main text; smaller or larger are actually more difficult to read and therefore less likely to be read. Definitely avoid upper-case (capitals) in the 'body copy' (main text).
- For the same reason avoid italics, shadows, light colours reversed out of dark, weird and wonderful colours. None of these improve readability, they all reduce it. Use simple black (or dark coloured) text on a white (or light coloured) background for maximum readability.
- Get the reader involved. Refer to the reader as 'you' and use the second person ('you', 'your' and 'yours' etc) in the description of the requirements and expectations of the candidate and the job role. This helps people to visualise themselves in the role. It involves them.
- Try to incorporate something new, innovative, exciting, challenging - people are attracted to new things - either in the company or the role.
- Stress what is unique. You must try to emphasise what makes your job and organization special. People want to work for special employers and are generally not motivated to seek work with boring, run-of-the-mill, ordinary, unadventurous organizations.
- Job advert statements and descriptions must be credible. Employers or jobs that sound too good to be true will only attract the gullible and the dreamers.
- Remember AIDA: The **Attention** part is the banner or headline that makes an impressive benefit promise. **Interest** builds information in an interesting way, usually meaning that this must relate closely to the way that the reader thinks about the issues concerned. Since job advertisements aim to produce a response you must then create **Desire**, which relates job appeal and rewards to the reader so that they will aspire to them and want them. Finally you must prompt an **Action**, which may be to call a telephone number or to send CV, or to download an application form from a website address. Your job advert should follow this step by step format to be effective.
- Your main heading, strapline and main message must be prominent. Do not be tempted to devote 75% of the space to a diagram of your latest technology or photograph of your new manufacturing plant in Neasden.
- Headlines do not have to be at the top of the frame - your eye is naturally drawn to a point between two-thirds and three-quarters up in the framed area, which means you have room above the headline for some subtle branding, or - heaven forbid - for some blank space.
- The best position for adverts on a job page is 'right thumbnail'. That is, top right corner. Right-side sheet is better than the left because your eye is naturally drawn right on turning over the page, which reveals the left-side sheet last. Top-right corner is the first part of a double page spread to be revealed. Top of page is better than bottom - obviously - we read from top down, not the other way around.
- Resist the temptation to buy a half-page or a full page (unless the page size is very small) - you do not need it. A quarter of a page is adequate and optimal in most publications, indeed arguably even unnecessarily large in broadsheet newspapers.
- People assume that big adverts produce a big response - they don't unless they are good. A good moderately sized advert will produce just as good a response as a good massive advert. Added to which you can run more insertions of sensibly sized adverts than big ones.

### job adverts checklist

Having seen the layout and design rules above, here are the items to include in an effective job advert. The bold items are those which would normally be essential; the others are optional depending on local policy and circumstances. The list is loosely in order but this is in no way prescriptive - use a sequence that works best.

- job title
- employer or recruitment agency/consultancy
- job base location
- succinct description of business/organization/division activity and market position and aims
- to whom the position reports - or other indication of where the role is in the structure
- outline of job role and purpose - expressed in the 'second-person' (you, your, etc)
- indication of scale, size, responsibility, timescale, and territory of role
- outline of ideal candidate profile - expressed in 'second-person'
- indicate qualifications and experience required (which could be incorporated within candidate profile)
- salary or salary guide
- whether the role is full-time or permanent or a short-term contract (if not implicitly clear from elsewhere in the advert)
- other package details or guide (pension, car etc)
- explanation of recruitment process
- response and application instructions
- **contact details as necessary, for example, address, phone, fax, email, etc.**
- job and or advert reference (advert references help you analyse results from different adverts for the same job)
- website address
- corporate branding
- quality accreditations, for example in the UK, Investor in People
- equal opportunities statement

### alternative job advertising and recruitment methods

An alternative approach is to place the advert with application form, instructions, job description, candidate profile, etc., as downloadable pdf or similar files on the internet, and use a smaller advert in your chosen media, containing far less detail, which acts as a signpost to direct people to the website URL. This enables a high-impact relatively low-cost small printed media advert.

Consider also:

Out-placement organizations. (Which help place people in jobs who have lost theirs for one reason or another - often very high-calibre people lose their jobs, for no fault of their own. Also, organizations commonly use out-placement companies to help find jobs for staff who have been made redundant, and this route offers a rich pool of talent and experience).

And in a similar vein, armed forces resettlement programmes. (The armed forces produce a constant stream of highly trained, highly disciplined, technically very competent people. So do the police and fire services. Many of these people retire early, or leave the services before retirement, in which case they often pass through resettlement programmes, which can be a very worthwhile recruiting pool.)

Universities, colleges and schools.

Trade associations and membership bodies.

Internet recruitment resources.

Using headhunters for middle and senior positions.

**7. Choose words from the list to complete this newspaper advertisements: competitive, bonus, ambitious, record, benefits, knowledge, maximum, communicator. E.g. 1 = ambitious.**

#### **Leading Manufacturer Seeks European Sales Manager**

4. Must be an (1) self-starter with a proven track (2).
5. Must have the ability to use time to (3) effect.
6. This is a demanding role for a gifted (4) with a sound (5) of German and Spanish.
7. We offer a (6) salary plus (7) scheme and substantial (8) package.

**8. Watch the film "How to find a new job. Transferable job skills".**

**Some words to the film:**

delegate tasks – распределять задания

convince (v) – убеждать

decide priorities – определять приоритеты

**1) What are transferable skills?**

**2) Match the skills with their explanation.**

1. Analytical skills	A. work together
2. Communication skills	B. listen to others
3. Leadership skills	C. explain ideas
4. Negotiation skills	D. delegate tasks
5. Team working skills	E. convince people
6. Interpersonal skills	F. decide priorities
7. Organizational skills	G. work with different people

**3) What transferable skills do you have?**

**Example: I have organizational skills. I can delegate tasks.**

**9. Read the advertisement. Then fill in the blanks in the application letter, using the following words: requested, worked, see, work, enjoyed, learned, like, enclose.**

Dear Mr. Fernandez,

I would like to apply for the position of Sales Representative advertised in the September 10 issue of the *ELT Times*. I <sup>a</sup> ~ a copy of my resume, as <sup>b</sup> \_\_. As you can <sup>c</sup> - from my resume, I have . for Pathfinder Publications for two years. Although I have <sup>e</sup> \_\_ my time there as a sales representative, and have \_\_ a great deal about the publishing business, I would now like to look for new challenges. I would also <sup>g</sup> more chances to improve my English skills. I would very much like to <sup>h</sup> - \_\_ for your company, and I hope that you will consider my application.

I look forward to hearing from you.

**10. The shaded words or phrases in the letter have the same or a similar meaning to the ones below. Write the matching items on the correct lines below.**

- a. industry \_\_\_\_\_
- b. extend my skills \_\_\_\_\_
- c. opportunities \_\_\_\_\_
- d. think about \_\_\_\_\_
- e. am writing to \_\_\_\_\_
- f. a lot \_\_\_\_\_
- g. CV \_\_\_\_\_
- h. post \_\_\_\_\_

**11. Rewrite the letter, using the phrases from exercise 11.**

**12. Complete the letter of application using the words in the box.**

421 Liberty St.  
Kenyon, MN 55021  
June 7, 2007  
Ms. Jen Carlson  
Human Resources  
DTI

111 Riverfront Str 325  
PO Box - Box 157  
Wabasha, MN 55946 p>

Dear Ms. Carlson:

Your recent (1) in the Herald made it clear that customer satisfaction is an integral part of DTI. In addition, my close friend, Paula Chavez who is an (2) at DTI suggested that my special talents might (3) your customer service (4).

Part of my success is because I place a high value on personal integrity and represent both my employer and myself in an ethical and respectable (5). Also, I have a diligence in paying close attention to detail; as a (6) of your company I would bring focus not only to the value of your services but also to quality of customer service. Furthermore, I am a hard, smart-working, (7) who works well in a team environment.

I will call you on June 15 to answer any questions about this letter or my resume in the hope of scheduling an interview. If you prefer, please (8) me by phone (555) 454-1307 or e-mail, ljones@nowhere.com.

Thank you for your time in considering my qualifications.

Sincerely,

*Signature*

Linda Jones

Contact, benefit, advertisement, representative, department, manner, employee, self-starter
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**13. Read the letter again and answer the following questions:**

1. What do you think of the job advertised?
2. What personal qualities does an applicant need for this kind of job?
3. What professional characteristics does the job demand?
4. Do you think the applicant has the necessary qualities? Why? Give your reasons?

**14. What personal qualities do you think are needed for the work you have chosen?**

**Examples of skills and abilities:**

- being good with figures/people/technical issues
- being a good administrator
- being good at organizing your time
- having a good understanding of the market
- liking challenges
- working well in a team
- being a good communicator

**You can also read skills and abilities in random order. Other students have to guess what job is being described.**

**15. Work in groups. Translate the tasks into English. Then give your own answers.**

**Task for group 1.**

Вы претендуете на должность программиста. Сообщите в сопроводительном письме

- сколько Вам лет;
- каковы Ваши квалификация и опыт;
- где и сколько лет назад Вы получили образование;
- сколько лет проработали на этой должности;
- окончили ли Вы международные курсы по программированию;
- каков ваш уровень владения английским языком;
- каков ваш уровень компьютерной грамотности;
- насколько Вы внимательны к деталям и можете ли Вы работать самостоятельно.

**Task for group 2.**

Вы претендуете на должность топ-менеджера в компании. Сообщите в сопроводительном письме

- сколько Вам лет;
- каковы Ваши квалификация и опыт;
- где и сколько лет назад Вы получили образование;
- сколько лет проработали на этой должности;
- окончили ли Вы международные курсы по менеджменту;
- каков ваш уровень владения английским языком;
- умеете ли вы работать в команде.

**16. Look through some letters of interest. What expressions would you use to say that**

- you are writing about the advertisement?
- people say good things about the company?
- you have put your CV in the same envelope as the letter?

**Sample 1.**

Dear Name:

This is a letter of inquiry. I am writing to find out if your company has openings for a product manager in one of your pharmaceutical divisions.

The recent acquisition of Mencken Diagnostics, Inc. (for which I am currently working) by the Rex-tell Corporation has left the future of many employees uncertain. For this reason, I am seeking new challenges and options and have selected Barker Pharmaceuticals Corporation as one company whose reputation and leading position in the industry is unparalleled.

At present I am employed as a product manager for Mencken Diagnostics, Inc. in their New Jersey headquarters. My job involves the implementation of effective marketing plans in order that sales targets are met both on time and within budget.

More specifically this involves the preparation of quarterly sales and analysis reports and forecasts, preparing product information packages for each new product launched, and producing promotional material for existing products.

After you have reviewed my resume, I hope that we will have the opportunity to discuss my experience and qualifications further during a personal meeting. Thank you for your consideration.

Sincerely,

**Sample 2.**

Dear Name:

I am writing to inquire about the possibility of obtaining a position as a bilingual secretary (English-French) in your company's international marketing and promotions department. I am currently working as a private

secretary for the senior vice president in charge of international sales of United Belgian Marketing Corporation in Milwaukee, Wisconsin.

Attached is my resume outlining my qualifications and nine years of experience as a secretary for several mid-sized companies. I have excellent secretarial abilities, including shorthand (120 wpm) and audio (IBM AS 4010), and computer skills such as Word for Windows 6.0, business graphics, and desktop publishing (PageMaker 7.0). I can handle heavy responsibility and I have the ability to work on my own initiative and as part of a team. My experience with United Belgian Marketing Corporation is especially relevant to the qualifications you may seek. I would enjoy discussing this with you in a personal interview.

I look forward to your reply and hope to have the opportunity to meet with you during a planned visit to Chicago early next month.

Sincerely yours,

**Sample 3.**

Dear Name:

I am presently a graduate student at Columbia University in New York City, working toward a Master of Science degree in geophysics. I will graduate in July 1999. Since my prior work experience during summer and part-time employment is in geophysics, the profile of your company was provided to me by Columbia's placement office. I am particularly interested in a position in your company related to geological exploration.

I have worked as a summer intern and later as a part-time employee for the Ferguson Oil & Gas Exploration Company in Madison, New Hampshire. I was involved in seismic interpretation and acreage evaluation in order to delineate existing and future fields and to define potential exploration targets. The attached resume indicates my capabilities. I am available for an interview to discuss my qualifications and your requirements at your convenience.

Thank you for your consideration and I look forward to hearing from you.

Sincerely,

**Sample 4.**

Louise Jensen  
0000 Elm Street  
New York, NY 00000  
Tel. (000) 000-0000

May 5, 1999

Ms. Martha Peyton Director of Personnel ABC International, Inc.  
000 Midwood Avenue  
New York, NY 00000

Dear Ms. Peyton:

I am writing to you with the hope that you might have an opening now or in the near future for a personal assistant/secretary in the international sales division of your company. However, if you do not, I would very much appreciate if you could keep my enclosed resume on file for future employment opportunities with Petersen International.

I am an experienced personal assistant/secretary with excellent administrative, organizational, and secretarial skills. I also would like to use my fluency in French and German, both written and spoken. I have a flexible approach to my work, together with the ability to cope with pressure and deadlines. The attached resume details my working and educational experience. I would appreciate my application being treated as confidential, because I am currently employed as personal assistant to the senior vice president in charge of sales at an international specialist retail chain in New York City.

Looking forward to your answer to this letter and thanking you for your consideration, I am,

Sincerely,

Louise Jensen

Enclosure: resume

### **Sample 5.**

Simon Kushner  
0000 East 67th Street  
New York, NY 00000  
Phone: (000) 000-0000  
September 16, 1999

CONFIDENTIAL

Mr. Lawrence Rendell  
Director, Human Resources Department  
XYZ Company, Inc.  
0000 Michigan Avenue  
New York, NY 00000

Dear Mr. Rendell:

am responding to your company's advertisement for a marketing and promotions specialist in the September issue of Marketing Promotions magazine. This advertisement looks as if it has been written with my background, experience, and qualifications in mind.

As a marketing and promotions specialist for my present employer Durham Brown Company in New York (see attached resume), I have considerable experience in all phases of marketing, promotions, advertising, and public relations. Although I enjoy the responsibilities and challenges of my current position, I am looking for the personal and professional growth that only a major company such as XYZ Company has to offer.

I would welcome the opportunity to meet with you to discuss my qualifications and the specifics of your company's requirements in greater detail. I prefer to leave the discussion of salary until my interview with you.

Sincerely yours,

Simon Kushner

### **Sample 6.**

Dear Name:

I am responding to your advertisement in the Manchester Herald of August 14 for an entry-level position as environmental analyst.

As my resume will indicate, I appear to fit the candidate description as specified in your advertisement. I have a strong interest in this position and I believe that my background, qualifications, and work experience appear to be well-suited to your company's specific requirements.

I received my Bachelor of Science degree in environmental chemistry from Manchester College last month. In addition, I have worked as a summer intern with several chemical companies in the Manchester area during the past three years.

Please accept my enclosed resume in consideration for this position. Thank you for your time. I am looking forward to hearing from you.

Sincerely,

### **Sample 7.**

Dear Name:

The position of international Business Development Manager as advertised in the weekend edition of The San Francisco Times sounds like an interesting opportunity, especially since I am planning a move to the San Francisco metropolitan area. My international background, professional qualifications and fluency in Spanish and Portuguese appear to be an excellent match for this challenging position. Therefore, I am enclosing my resume for your consideration.

I am currently employed as a business development manager for Jones & Bateman, a Chicago-based international organization providing a variety of management and marketing services to a wide range of clients in consumer and business-to-business markets in the United States, Canada, Mexico, and countries in Latin America. Business development managers have responsibility for maintaining and developing business among existing clients; identifying new clients for existing services; investigating and identifying new services and markets in which the organization should operate; providing appropriate proposals for participation in these markets; implementing agreed-upon plans for such new activities; and controlling revenue and profit budgets. I also manage a small team (five people) to carry out day-to-day contact with existing and new domestic and international clients.

Jones & Bateman has recently been sold to a Canadian conglomerate and the offices will relocate to Toronto, Canada. I am very interested in joining your organization in San Francisco.

Should you agree that my experience and qualifications, as outlined in the enclosed resume, are a good match for your specific requirements, I would look forward to the opportunity of meeting with you personally in San Francisco early next month. Thank you for your consideration.

Sincerely,

### **Sample 8.**

Dear Name:

Your advertisement for an experienced materials supervisor in this week's edition of International Drilling describes a position that I believe is well suited for my background, experience, and qualifications.

At present I am employed as materials supervisor for the Johanson's Drilling and Development Company in Houston, Texas. Johanson is an independent exploration and production company. As a key member of the company's production team, I am involved in all aspects of inventory control and procurement of goods and services relating to drilling and development operations in Texas and Louisiana. Sourcing suppliers and ensuring delivery of highest quality and reliability within rigidly applied cost parameters and timescales is a very important part of my job. This also applies to the ability to plan and schedule long-term procurement requirements. My position requires relevant experience in the oil industry and an extensive knowledge of domestic and international procurement, safety compliances, and computerized purchasing and materials management systems.

I would appreciate the opportunity of meeting with you personally to discuss my background and professional qualifications, as outlined in the attached resume, in more detail.

Sincerely,

**17. Write a letter applying for a job. Use tips and samples. You can respond to advertisement of some companies. Invent the necessary work experience.**

- Begin and end the letter politely
- Say where you saw the advertisement
- Say that you are interested in working for the company
- Give a short description of your work or study experience to date
- Describe yourself using adjectives

**NB!**

	AMERICAN ENGLISH	BRITISH ENGLISH
Salutation	Dear Mr. Baker, OR (formal business letter) Dear Mr. Baker:	Dear Mr Baker (no period after Mr) (no comma after the name)
Closing	Sincerely, OR Sincerely yours,	Your faithfully OR Yours sincerely (no comma)

**Полезные выражения для использования в сопроводительных письмах, связанных с просьбой о приеме на работу**

- I am applying for the position of Marketing Assistant, which was advertised in last week's New York Weekly Review. I have completed my third year at New York University and intend to take a year off to supplement my education with relevant work.
- Seven years as a personal assistant to the public relations manager of the Mancini PR Corporation in Pittsburgh have given me the background and professional experience to qualify for the position (Nr. 137) you advertised in last Sunday's Pittsburgh Telegraph. Therefore, I believe that my qualifications will meet your requirements for this challenging position with your company.
- I have worked for the past four years as an international sales representative of a large industrial company, and I would like to apply for the position of Assistant Sales Manager that you advertised in the New York Times of July 22. This position calls for qualifications and experience that correspond to my professional background and job objective.
- I am sending this letter and resume to apply for the position of clinical technician with your institute. I believe that my background qualifications and work experience are very compatible with the requirements of this position you listed in your advertisement in this month's Specialized Medicine Journal.
- I am forwarding my resume in response to your advertisement in this week's edition of Procurement News for an Asian procurement specialist. This position seems tailor-made to my qualifications and long-time experience with several major companies in Southeast Asia.
- As an experienced advertising sales representative, I believe that I am the qualified candidate you are looking for in this month's issue of Advertising Sales Magazine. I feel confident that I can make a significant contribution to your staff.
- I am submitting my resume in response to your advertisement for the position of program coordinator that appeared in the latest Sunday edition of The Daily Sketch. I believe that my qualifications and working experience are an ideal match for your requirements.
- I am confident that my international experience qualifies me for the position of export sales representative in your marketing department. I am able to handle assignments individually or as a member of a team.
- I feel confident that I can apply my qualifications, skills, and working knowledge of computer hardware development to your company.
- I am interested in a part-time or freelance position in your advertising art production department.
- I am currently seeking a position change and I believe that my management background in the construction industry might be of interest to your company.

**Описание опыта предыдущей работы в сопроводительных письмах**

ACCOUNTING ANALYST бухгалтер-аналитик — I am presently working as an accounting analyst for a subsidiary of the Philadelphia-based Collins Technology, a data technology company providing storage, management and access products for computer communications systems. I am responsible for the preparation of the financial statements of one of the company's subsidiaries, from journal entry to the trial-balance stage. I am also responsible for accurate measurement and reporting of the company's marketing and sales programs. This position requires extensive experience of general ledger and trial-balance preparation and reconciliation, intercompany accounting as well as sales, cost of sale, and general and administrative expenses reporting.

ART DIRECTOR художественный директор — I am working as an art director with the Artox Design Studio in New York. This company has a strong blue-chip client base and works in industries as diverse as insurance, automobiles, travel, and business-to-business. Artox Design's work appears in North America and Europe. It also does a high proportion of press work and direct mail. My position demands the ability to develop strong ideas as well as skillful understanding of typography, design, and high-budget, low-volume work.

BACK OFFICE MANAGER менеджер в банке — I am currently working as back office manager for a major bank in Tucson, Arizona. Reporting to the General Manager and working closely with the bank's management team, I am responsible for developing, establishing, and running all the relevant systems and procedures for the bank. Key elements of my job include settlements, information technology, accounting, planning, budgeting, and administration. My position requires a broad general understanding of international banking operations and wide experience and comprehensive knowledge of planning, implementing, and managing appropriate systems.

BUYER/FREIGHT FORWARDER менеджер по логистике — I am currently employed in New Orleans as a buyer/freight forwarder for FGS Sea Transportation Group, a major system integrator and sea-freight forwarder. I am responsible for promoting the import and export activities of the company in Great Britain. My specific responsibilities include product sourcing, negotiating with suppliers, organizing and tracking shipments, and collecting offers from suppliers and relaying them to the Group's partners. In addition, I provide general administrative support to the purchasing process.

CALL CENTER SUPPORT AGENT менеджер — I am currently employed as a call center support agent for the Wittax Company, a large producer and supplier of information and communication services, with headquarters in San Antonio, Texas. The company's customers are supported by a comprehensive range of technical services from a call center where support agents provide assistance to those customers who have difficulty in installing, configuring, or using Wittax equipment. My job requires a strong commitment to customer service, a background in computer technology and computerized systems and detailed knowledge of and experience in tape drives and CD-recordable technology.

CONTRACTS ADMINISTRATOR администратор по лизинговым контрактам — I am presently working as a contracts administrator for the BEXO International Lease-Finance Company in Hartford, Connecticut, where I assist in the day-today management of an ever-increasing portfolio of commercial vehicles. I am a member of a small team acting as the catalyst for all contractual, financial, and technical management of the portfolio. My position demands a high level of computer literacy as well as an organized and methodical manner to support all elements of an international lease company.

CREDIT CONTROL MANAGER кредитный менеджер в банке — I am currently working as a credit control manager for a medium-sized consumer goods subsidiary in Portland, Oregon, which is part of a multinational group with corporate headquarters in Omaha, Nebraska. My key responsibilities are: developing credit-control policy, identifying and resolving significant overdue accounts, recommending action on different debts, systems development, and considerable liaison with the company's sales teams. Reporting to the financial controller, I lead a department of six specialists.

DISTRICT SALES MANAGER региональный менеджер по продажам — I am employed as a district sales manager for an American subsidiary of one of Germany's leading industrial companies. It manufactures a wide range of plastic consumer products. The main responsibilities of my present position are to identify and exploit business opportunities, to call on prospective customers, to arrange demonstrations, to manage regular promotional activities, and to close sales with senior decisionmakers. I report to the general sales manager and one of my specific roles is to develop and maintain close relationships with department stores, supermarkets, and major cash-and-carry sales organizations located within my sales district.

ENGINEER инженер — I am working as an engineer for the customer technical support group (Fuels) of Stillmeyer Chemical Corporation in Tulsa, Oklahoma. Stillmeyer is a major marketer of industrial chemicals, polymer additives, pharmaceutical components, and fuel and lubricant additives. These products are sold in North America and the Asia-Pacific region. I specialize in fuels and demonstrate the suitability of the company's products to customers, by providing technical data and supporting the national and international sales function.

**FINANCE AND INVESTMENT COORDINATOR** координатор по финансам и инвестициям — At present, I am employed as finance and investment coordinator for Kearns International, a subsidiary of Werner Oil Limited, in Dallas, Texas. Kearns International is primarily involved in the marketing and distribution of petroleum products in the European Union. I work within an international unit that provides an independent appraisal service to senior management. My areas of responsibility include investment and acquisition appraisal, competitor and market analysis, and production of relevant economic summaries and ad-hoc projects.

**GEOPHYSICIST** геофизик — I am employed as a geophysicist in the exploration department of the Columbus Oil Drilling Company in New Orleans, Louisiana, where I am involved in an exploration program aiming to increase the company's level of reserves. My specific duties include integrating well and depth conversion, advising on acquisition and processing of seismic data, and liaising with management and partners as well as government bodies on relevant matters. This position also requires a sound knowledge of all aspects of geophysical acquisition, processing, and interpretation, along with experience in the use of interactive seismic workstations.

**INFORMATION TECHNOLOGY SPECIALIST** специалист по информационным технологиям — I am presently working as an information technology specialist with the Young & Webster Corporation, a multi-business group with headquarters in Tampa, Florida. I am responsible for the development and implementation of the corporate information technology strategy. The company's current systems environment consists of Protexx and Baana business systems, DEC Alpha, Novell and Microsoft Office technologies, and upgraded Lan/WAN infrastructure.

**INVENTORY CONTROL MANAGER** менеджер по складам — As inventory control manager for the Bartlett & Morley Company, I am responsible for the stockholding and European distribution strategy of this company, which has its headquarters in St. Paul, Minnesota. With over 1,900 different electronic and electrical product lines being distributed internationally to each of the company's 184 specialized retail outlets in Great Britain, Italy, France, Germany, and Austria, one of my principal responsibilities is controlling computerized holding and stock replenishment procedures at the company's central warehousing facility in Milwaukee. Another key aspect of my job is the development and implementation of internal and external procedures, resulting in improved communications, service levels, and reduced stocks. This requires close working relations and information links with suppliers, critical thinking and problem-solving skills, computer literacy, and flexibility, especially when dealing with crisis situations.

**LEGAL SECRETARY** секретарь у юриста — I am currently working as a legal secretary for two corporate lawyers in a multinational company with headquarters in Akron, Ohio. I provide secretarial support, including shorthand, diaries, telephones, and travel arrangements. I also type and lay out agreements, correspondence, and contracts quickly and accurately. In addition, I keep track of spreadsheet figures relating to budget.

**MARKETING COORDINATOR** координатор по маркетингу — I currently work as marketing coordinator for the Morton Company in Hartford, Connecticut, a leading manufacturer of hot-water appliances. This company is a wholly owned subsidiary of Morton International with corporate headquarters in London, England. My responsibilities include direct marketing; business-to-business and trade press advertising; coordination of sales and promotional literature production; involvement in market analysis; provision of sales force support; and budget administration.

**MEDICAL REPRESENTATIVE** торговый представитель в фармацевтической компании — At present, I am employed as a medical representative for the Sullivan Company, a medium-sized pharmaceutical company with corporate headquarters in Scottsdale, Arizona. I work in a recently established division to contact health-care professionals in hospitals. This position requires me to spend three to four months a year traveling throughout the Southwest in spells of one to two weeks duration.

**PERSONAL ASSISTANT/SECRETARY** личный помощник\секретарь — I am currently working as personal assistant/secretary to the senior vice president in charge of international information technology at Lippencott Management Consultants in San Francisco. This position demands excellent interpersonal skills and the ability to work in a role that requires not only the traditional blend of secretarial and organizational

skills, but also the initiative and flexibility to thrive within a varied and often hectic environment. I am responsible for client liaison at international level, diary management, the organization of meetings and presentations, travel arrangements, as well as a variety of day-to-day functions. Other necessary qualifications are excellent shorthand and proficiency with a wide range of PC-based software packages.

**PERSONAL ASSISTANT/SECRETARY** — I am presently working as personal assistant/secretary for the head of the sales and marketing support department of the Van Nuys Corporation in Milwaukee, Wisconsin. In addition to the usual secretarial duties, I am also responsible for the running of the department's secretarial pool. This includes the supervision of eight secretaries and typists, extensive preparation of costs and expenses reports and frequent liaison with the company's regional offices in Chicago, Detroit, Indianapolis, Cleveland, Grand Rapids, and Cincinnati.

**PRODUCTION GEOLOGIST** геолог — I am employed as a production geologist for the Hernandez Corporation in Baton Rouge, Louisiana, where I work as part of a closely knit professional team of geologists, geophysicists, and reservoir engineers. My specific responsibilities include constructing and maintaining detailed geologic models of operational fields and adjacent areas, proposing and justifying new development, appraisal of well locations, supervising well site activity, and management reporting and presentations. This position also requires a thorough knowledge of production geology, well site operations, exploration geology, plus a basic understanding of geophysics and reservoir engineering.

**SAFETY MANAGER** менеджер по технике безопасности — I am currently working as safety manager for Mayfield Facilities, the manufacturing subsidiary of RDF Corporation, a leading healthcare company. With over 650 employees at its manufacturing plant near Birmingham, Alabama, health, safety, and environmental protection are of vital importance. This is reflected in the plant's safety and environmental department where I am responsible for providing and managing operational support in safety, fire, and environmental protection as well as strategic responsibility for training and systems development. My position requires a detailed understanding of the laws and regulations concerning safety, hygiene, and the work environment. It also demands a technical appreciation in accident prevention covering electrical and mechanical installations.

**SALES COORDINATOR** координатор по продажам — I am currently employed as a sales coordinator in the document management systems department of the Finnesta Corporation in Eugene, Oregon. I coordinate support for new product introductions and sales and marketing activities, as well as business-oriented sales research. Moreover, I offer assistance to local sales companies in the areas of planning strategies, promotions, and distribution. My job requires extensive experience with new product introductions, a market and customer-oriented attitude, team spirit, flexibility, and excellent communication skills.

**SALES REPRESENTATIVE** представитель по продажам — I am presently working as a sales representative for the Curtiss Brown Scientific Corporation, a manufacturer of sophisticated technical products for the medical community (physicians and nurses), with headquarters in Provo, Utah. In this position, I deal directly with decisionmakers in clinics and hospitals where I provide a consultative role analyzing and presenting solutions to their individual requirements. For that reason, my position not only requires considerable business experience in medical devices, but also negotiating skills and a thorough knowledge of the decisionmaking processes in hospitals and clinics.

**SALES SUPPORT REPRESENTATIVE** администратор в отделе продаж — I am currently working as a sales support representative for the XXZZ Database Corporation, a provider of specialized knowledge bases for safety and the environment, with corporate headquarters in Norfolk, Virginia. Within the sales support department, I answer telephone calls, respond to customer and sales managers' requests and inquiries, and assist with proposals and quotes. Moreover, I provide general administrative support to the purchasing process and I have daily communication with our two other sales support offices in Houston and San Diego. My job requires excellent organizational skills, word processing experience (Microsoft), and the ability to work to stringent deadlines.

**TECHNICAL SUPPORT OPERATOR** менеджер по технической поддержке (компьютеры и т.д.) — I am employed by the Manchester (Indiana)-based Elton Glenn Transaction Company, an information technology company providing software, hardware, and services to support high-volume transaction processing for sales

outlets in retail industries. I am a member of the desktop support group where I am working as a technical support operator. This group is responsible for support and maintenance of the company's computer users, ranging from printing problems on the network to actually resolving problems users may incur with the operating systems. The troubleshooting includes use of remote support with sites all across Indiana, Michigan, and Ohio.

## **Job Advertisements**

### **The Chemical Company**

#### **BASF job opening: Credit Manager**

##### **Responsibilities:**

- Analysis of customers' financial and operating standing and management quality
  - Meet with customers on a regular basis to support the analysis
- **Make decision whether to grant credit to customers and decide about the amount**
  - Dunning of non-performing customers
  - Monitor payment behavior and close credit when necessary
- Negotiate with customers about collateral to support credit decisions
  - **Advise One sales departments regarding payment terms**
- Decide about legal proceedings against non-performing customers and coordinate the process
  - Provide information to accounting for the provisioning of outstanding receivables
    - Generate customer master data in SAP
  - Create mutually supportive cooperation with the sales force

##### **Requirements:**

- Bachelors Degree in Accounting/Finance or related major from a top-tier university
  - **Strong analytical and excellent communication skills**
    - **Experience in meeting with customers**
- Experience working in the construction industry is preferred, but not required
  - Motivation to learn the use of different accounting-related systems as well as proficiency in Microsoft Office applications including Excel
  - **Language proficiency in Russian and English**
    - **Self-motivated and display initiative**

##### **We offer:**

- The combination of financial responsibility and involvement into business decisions provides for a unique experience
  - Long-term growth potential
- **Competitive salary and benefit package**

Send your resume and a cover letter to:

E-mail: zhanar.kamesJieva@basf.com - Phone: +7 727-2790013

### **Science Graduate (Radiochemist)**

#### **About the Organisation**

This is a premier provider of radio-pharmaceuticals and comprehensive value-added pharmacy services to the Australian professional health care community and their patients.

Compound, Dispense and Deliver, Radio-pharmaceuticals to hospitals and nuclear medicine CLINICS 24 hours a day.

The company is dedicated to providing quality services which exceed their customer's expectations and regards the health and safety of their employees, customers and the community with utmost importance.

#### **About the Opportunity**

The company has an exciting opportunity for a motivated Science Graduate to join its friendly and supportive team in Arncliffe, Sydney to be trained as a Radiochemist.

After an initial 3 month training period of working 10am-6pm shifts, you'll be working the night shift the majority of the time.

You will be primarily working 6 hour shifts (though you will be paid for 6 hours work) for 3 weeks, followed by one week of day shifts.

Reporting to the Site Production Manager, the primary aim of this role is to contribute to the operation of the Radiopharmaceuticals team and provide customer service while completing approved training.

This is a tremendous opportunity for a Graduate to take the first step in their career with re support and training of a growing industry leader!

The successful candidate will be rewarded with an attractive starting salary of \$40,000, with the potential to earn up to \$50,000 in your first year as your skills and experience increase.

You will be joining a friendly and supportive team environment that will nurture your skills and significant contribute to your professional development and career growth.

You will be provided with ongoing training and licensing opportunities to build your career path.

*This is an excellent opportunity for a Science graduate to take the first step in their career while receiving fantastic support and development! Don't miss out • Apply Now!*

### **Customer Services Assistant**

**Campsforkids** is a young and dynamic business, providing fun-packed, safe and stimulating children's activity camps. We require an assistant for our Customer Services Manager. You will need to:

- Be an enthusiastic and energetic team player
- Have excellent verbal and written communication skills
- Be able to take, process and administer bookings and deal with all aspects of incoming enquiries
- Be motivated, conscientious and flexible in accommodating the needs of a seasonal business

We offer a salary circa £16,000 dependent on experience plus 25 days holiday. If you would like to contribute to our success, please apply in writing by 19 March to:

### **Control Systems Engineer - Water Supply BRIS 3 month contract \$\$\$**

#### **About the Job**

Provide engineering support for process control, SCADA and automation for water supply infrastructure

#### **Growth, challenge & opportunity Turnkey projects in the pipeline**

Our client is the leading bulk supplier of water working to improve water treatment services for distribution in Queensland The company is at the forefront of the water supply industry with

technological advances in systems and equipment and increased project capacity continues to expand its operations. Our client manages billions of dollars in water supply and treatment assets and is committed to looking after these assets in a sustainable way.

Reporting into the Principal Control Systems Engineer provide timely engineering support to ensure service continuity of process control, SCADA, automation and telemetry systems for water supply infrastructure. Provide input to continuous improvement strategies and the new infrastructure developments to ensure that control systems satisfy the expectations of operations staff and other stakeholders.

Provide input into the development of specifications for new control hardware and software. Liaise with Operations staff to address issues concerning process control, SCADA, automation and telemetry systems.

Utilize your electrical or electronic engineering degree and + 4 years of experience in PLC, SCADA in regards to both programming software and fault finding on associated equipment. The role will utilize many different systems including Allen Bradley, Honeywell, Siemens, etc.

With significant projects in the pipeline this role will provide the opportunity to get great experience earning attractive \$\$\$ working in operations for the leading water supply provider. Start ASAP grab this role and be rewarded'

To apply online, please click on the link below. Or, if you would like to have a confidential discussion, please contact Vanessa Jansen B.Com (Hons.) on 07 3023 1000 quoting ref no. 28248. Want to know more about Davidson Recruitment? Visit us at [www.d-r.co.in.au](http://www.d-r.co.in.au).

### **TECHNICAL ASSISTANT**

Chemical Criminalistics Unit

Suburb: PEMULWUY (Greystanes)

**Job Classification: Scientific Officer Grade 1/2 Employment Status: Permanent Full-Time**

#### **Job Notes:**

Applicants must obtain an information package for full job details. If you have any further queries after reading the information package please contact the Enquiries Officer.

Applications must address all Selection Criteria in writing, as outlined in the advertisement. If not, the application may be rejected.

Successful applicants will be subject to a rigorous Criminal History Record check prior to commencement.

### **Laboratory Technician**

**Multinational Company**

**Laboratory and Technical Service Role**

**North West Suburbs**

Our client is a global leader in the manufacture of speciality chemicals that service a diverse range of industries including construction, consumer, electrical and industrial. It is located in Sydney's north west, requires the services of a Laboratory Technician to support their customers. In this challenging role you will be assisting in product development and the resolution of processing issues, so a thorough understanding of polyurethane chemistry is required.

Key responsibilities include:

Interaction with customers, follow up of inquiries and developing innovative solutions to product problems

Chemical and physical testing of raw and polyurethane materials.

Project development and manufacturing of new products

The ideal candidate will be degree qualified in Chemistry and have experience in polyurethane testing.

Previous experience in Research and Development or Technical Services would be advantageous and as this position requires interaction with customers, exceptional communication skills are essential. The successful candidate will be rewarded with extensive training and the opportunity for career progression in this multinational organisation. There is also the possibility for overseas travel to offices in America and Asia, so flexibility and sound organizational skills are also a must.

## UNIT 5. HOW TO MAKE A RESUME

**1. Read and translate the text: How to make a resume. Formatting Your Resume. Then answer the questions:**

1. What kind of document is a resume, or CV? Why is it so important to think it over well in advance before writing and finally submitting it to the prospective employer?
2. What is a chronological/functional resume? What is the difference between them? Find samples for every type of a resume in Ex. (p. ). What type would you prefer and why?
3. What items should it necessarily contain?
4. How should all the data be presented in this specific document?
5. What information about an applicant should be reflected in a resume and what should be left out?
6. What do the items “job objective” and “references” usually imply?
7. What current information about yourself would you include in your CV if required?

A resume, or CV is a written statement giving details of your education, the examinations you have passed, your previous jobs etc. This is an advertisement about you, and it should highlight how your skills, experience, and achievements match to the requirements of the job you want to get. Here's how to choose the right format for the job and create a winning resume.

**1. Choose a format. How you lay out the information in your resume should depend on the job you want. Here are three different types. More information on each type is available in order further down the page.**

- **Chronological resume.** The focus in this format is on experience. A chronological resume is best for those who have mostly worked in the same field and can show a steady progression up the ladder, with each job being a step -up from the last. For example, someone who has worked as a receptionist, then as a legal secretary, and now as a paralegal may want to use a chronological resume.
- **Functional resume.** The focus of this type of resume is skills and experience, not job history. A functional resume is best suited for those who cannot show a steady career progression. This type of resume is designed to highlight specific skills rather than job titles. For example, a functional resume is best for people who have changed jobs frequently, or who have gaps in their work history. A mother who took time off to raise a family would likely benefit from a functional resume. A photographer who has won awards for their photographs, but who has only had one job working as a photographer would also benefit from the format of a functional resume.
- **Combination resume.** A combination resume is best for those who have specific skills and wish to highlight how they were acquired. If you’ve developed a special skill set from a wide variety of activities, and an evolving work history where you acquired them, a combination resume is likely the best style of resume for you.

**2. Make it look professional.** Use a classical, clean look for your resume, and proofread it several times.

**3. Compare your resume against samples.**

Here are the summarized points of what has to be included into a resume:

1. **Personal data:** (family name, other names/=first name and second name(s)/) date of birth, marital status (single, married, separated, divorced), number of children, address, phone number.
2. **Objective/Position applied for:** kind of position and professional responsibilities you are looking for (there are some samples in Appendix).
3. **Experience:** names of jobs, places, dates, and descriptions of what exactly you did and were responsible for.
4. **Education:** list of educational institutions you attended (specifying the dates); subject areas you studied and degrees you got.

5. **Other:** any information which could be helpful (computer skills, special skills, languages you speak, driver's license, hobbies, etc.)

6. **References:** names and addresses of two or three references (people who can recommend you for the position and confirm your characteristics). Or, you can write: "References available on request".

## **Chronological Resume**

**1. List your employment history.** Your jobs should be listed in order with the most recent one first.

- Include the name of the company, the city in which the company is located, your title, your duties and responsibilities, and the dates of employment for each employer.
- Under each job description include a bold heading, which reads "major accomplishment" or "achievements", and list two or three achievements or a major accomplishment for that position. For instance, you could list ways you saved the company money, made the office run more efficiently, or brought in new clients or customers. For example, you could include information on how you, "implemented a new filing system that saved \$1.50 per client in supply and labor costs."

**2. Provide information on your education.**

- If you attended more than one college, university, or training program, list the most recent one first.
- For each institution, include the name, city and state, and the degree or certificate you received.
- If you had a cumulative grade point average ("GPA") of 3.5 or better, list it as well.
- If you did not attend college or trade school, do not include your high school education; including high school information on your resume doesn't look professional.

**3. Add additional sections as needed.** Because a resume is unique to each person, you may want to add additional sections in order to highlight something that makes you stand out as the right candidate for the particular job. For example:

- If you have job specific skills, list them in a section titled 'Special Skills.'
- If you are bi-lingual and the job favors those who speak more than one language, list the languages in which you are fluent under "Other Languages".
- If being computer literate is important to perform the job well, create a 'Computer Skills' section and list all of the programs, applications, and programming languages you know how to use.

## **Functional Resume (skills based resume)**

**1. Determine whether to list your 'Education' or 'Skills, Awards, and Achievements' first. Choose whichever best sells you as the best candidate for the job.**

- If you have a bachelor or graduate degree, you likely want to put your education first.
- If you have job specific skills, or a large number of awards, you may want to list those first.
- For example, if you don't have any paid job experience but you just graduated from college, listing your education first will highlight your most impressive accomplishment first.
- If, on the other hand, you have not completed your undergraduate studies yet but you have worked at 2 volunteer jobs and 2 internships, listing those accomplishments first will showcase how industrious you are.

**2. Provide details of your education.** Regardless of whether you list your education first or second, it's important to give recruiters details of what you studied.

- If you attended more than one college, university, or training program, list them with the most recent one first.
- For each institution, include the name, city and state, and the degree or certificate you received.
- If you had a cumulative grade point average ("GPA") of 3.5 or better, list it as well.
- If you did not attend college or trade school, do not include your high school education; including high school information on your resume doesn't look professional.

**3. Decide how to present your skills, awards, and achievements.** You may divide these into three individual sections in your functional resume, or you can consolidate the information into one section.

- Label each section something like “Special Skills,” “Awards & Achievements,” or “Major Achievements.”
- This section, or these sections, could be presented as a list of the skills you have that are related to the particular job, a bullet point list of awards, a chronological description of your achievements, or some combination of the three.

**4. List your employment history.** Since this isn’t the strongest part of your resume, you’ll want to list it at the end so that the recruiter reads through your more impressive accomplishments first.

- You should include sub-headings for the type of experience each job provided you with, such as “Management Experience,” “Legal Experience,” or “Financial Experience.”
- For each job, be sure to include the name of the company, the city in which the company is located, your title, your duties and responsibilities, and the dates of employment for each employer.
- Optionally, under each job description you can include a bold heading, which reads “Major Accomplishment” or “Achievements,” and list two or three achievements or a major accomplishment for that position.
- You may want to outline how you took the initiative to make the office run more efficiently by, “establishing office procedures to improve workflow and reduce paper costs.”

### **Combination Resume**

1. Decide in what combination you will list your education, work history, and other achievements. Remember, your resume is an advertisement for you, so your best qualities should be listed first. For example, if you have a graduate degree, you may want to list your education first, or if you have won a prominent award in your field, you may chose to list your skills, awards, and achievements first. On the other hand, if your most recent role is an impressive achievement, make sure you start with that.

**2. List your employment history.** This can be done in one of two ways:

- If your work history includes positions in more than one field, you should list your jobs under functional sub-headings, which categorize the skills you used at each particular one (e.g., “Financial Experience,” “Customer Service Experience,” “Research Experience,” etc.). When listing your employment history in this manner, each sub-heading should contain a listing of the positions you’ve held that relate to those functional areas. The listing should include the name and location of the employer, a description of your duties and responsibilities, the dates you were employed, and any accomplishments or achievements at that particular job.
- If you can demonstrate that your evolving work history highlights the key skills you want to promote, you may want to list your work history in reverse chronological order, without including any subheadings. Instead of the subheadings, you could strategically select the way you word your descriptions of your roles and responsibilities to highlight how you honed those skills.

**3. Provide information about your education.** The details you include about your education will be the same as the details you’d include in other resume styles; the difference is in where you present the information on the resume. For each college, university, or trade school you have attended, list the name and location of the institution, the degree or certificate you received, and the years you attended. If your grade point average (“GPA”) was 3.5 or higher, you may want to list it as well.

**4. Provide information on your skills, awards, and achievements.** This can be blocked into one section, or they can be distributed within the subheadings of your resume that highlight specific skills.

### **Formatting Your Resume**

Regardless of which resume style you choose to use, it should always be formatted in a specific way. Proper formatting ensures that your accomplishment will be noticed instead of the font. By following the guidelines below, you’ll be helping yourself polish your resume so that it makes a strong first impression.

**1. Format your resume.** Some guidelines to follow when formatting your resume:

- Set your margins to 1" all the way around.
- Use a standard font such as Arial or Times New Roman.
- Use font size 16 for your name, 14 for section headings, and 12 for all other text.
- Use bold font for your name and section headings.
- Use plenty of white space (blank lines). The proper use of white space will make your resume easy to scan quickly and much easier to read.
- Always use white paper and black font.

**2. Create your heading.** The heading of your resume should include your name, address, telephone number, and e-mail address. Your name should be in 16-point bold type, and the rest of the heading in regular 12-point font. You may either center the information, or justify it to the left or right of the page.

**3. Spell check and proofread your resume.** This step cannot be overemphasized. Proofread your resume several times. Have someone else proofread it. Then, have another person further removed from you read it. Spelling and grammar errors in a resume will get it discarded regardless of your skills and experience. Some things to look for when proofreading are:

- Spelling mistakes.
- Grammatical errors.
- Incorrect contact information.
- Typos.
- Misuse of apostrophes, plurals, and possessives.

**2. Here are the details from Nigel Dolman's curriculum vitae. Use the layout below to put it together. Tell what do you know now about him. What is his educational background? What work experience and special skills does he have? What is his career objective? Etc.**

1. name	a. 222 443 2136 (home) 222 933 4236 Ext. 2085 (business)
2. address	b. participant in New York marathon
3. telephone	c. Operations Researcher, University of Harvard (worked on numerical analysis and statistics)
4. date of birth	d. Systems Engineer and Manager of Advanced Training at West Educational Center, Los Angeles
5. nationality	e. Nigel Sebastian Dolman
6. marital status	f. fluent Mandarin
7. education	g. B.A. In Management Studies, University of Cambridge
8. present position	I. holder of black belt in judo
9. previous employment	j. Mr. C. Slazovitch, Director, West Educational Center, 109002 Wilshire Boulevard, Los Angeles, CA 90024
10. membership of professional bodies	k. 20 <sup>th</sup> April, 1964
11. other skills and interests	l. member of Project Management Institute, U.S.A., for three years
12. referees	m. educated in Hong Kong until the age of 16

### 3. Problem to discuss.

Read the article "Cambridge teenager told she needed Chinese language for part-time job at The Body Shop". Should a curriculum vitae only contain professional information or should it also include personal details? (sex/age/religion/race/marital status). Use some expressions after the text.

## INDEPENDENT

### Cambridge teenager told she needed Chinese language for part-time job at The Body Shop

*Liam O'Brien*

*Saturday, 8 June 2013*

A teenager applying for a Saturday job at The Body Shop was told she needed to speak Chinese to get the position.

Zoe Churchman, 18, took her CV into the Cambridge branch of the cosmetics retail chain but was informed that she was lacking the necessary language skills.

The manager asked whether she spoke the language, and "when she said no, he told her they were 'looking for someone who speaks Chinese'," her father told the BBC.

Mr Churchman thought his daughter must have misunderstood the manager's words, but when he did his own investigation he was told the same thing.

"The manager said he thought the language requirement was odd, but he said he had checked it out with the head office," he said. The manager apparently told Mr Churchman that such requirements were "the norm".

Mr Churchman said it was "absolutely ridiculous" that his daughter, a sixth form student, should have to speak another language for a part-time job in the retail sector.

The Body Shop issued a statement to the Corporation, insisting job candidates are not excluded on the basis of language skills alone.

"The Body Shop believes in equality and seeks to find the right person for the job based on skills, regardless of age, sex, race and nationality," it said.

"Language skills are an advantage for candidates applying for retail sales positions as we have multicultural customer appeal and it's great when required to speak to customers in their own language.

"In this instance the franchise manager has not followed the company recruitment procedure and we will be following up with him directly."

#### Useful expressions:

- I completely (absolutely, totally) agree with you
- I couldn't agree more
- Exactly..., absolutely...
- There is nothing more to add to this
- This is perfectly true...

Эти фразы используются, если вы абсолютно согласны, и вам больше нечего добавить, однако, в случае, если вы хотите добавить еще что-то, то можно сказать:

- Well, I agree with you on the whole, but ...
- I agree in principle with you that...; however...
- I can agree with you to a certain extent but ...
- You definitely have the point here but I'd like to add that ...
- I take your point, however it seems to me that ...
- It is certainly reasonable, however ...

Если же беседа носит неформальный характер, то свое согласие можно выразить следующими фразами:

- I'm with you on this point
- I couldn't agree more
- Yes, absolutely (of course)
- Sure
- There's no doubt about it
- You bet!
- I think so too
- I couldn't have put it better myself
- Great minds think alike
- You took the words right out of my mouth.

Последние три фразы имеют еще и функцию похвалы, чтобы вдохновить собеседника на дальнейшие рассуждения.

Несогласие в формальном языке, как правило, носит нейтральный характер, чтобы не обидеть собеседника и не привести беседу к конфликту:

- Do you really think so?
- I can't say I share your view on this...
- I feel I must disagree...
- I respect your opinion of course, but on the other hand...
- I wouldn't say that, really.
- Well, taking your point into consideration, I therefore must admit that ...
- Taking your point I still can't help feeling that...
- I'm afraid, I disagree with you ...
- I'm afraid I don't see it this way ...
- To tell you the truth I have a different opinion.

В неформальном общении присутствует большая эмоциональность, поэтому, если вы абсолютно не согласны с утверждением своих друзей вы можете сказать:

- Rubbish! Nonsense!
- You can't be serious! You must be joking (kidding)!
- No, no, it's not right.
- I disagree with you completely.
- Come off it!

Для более мягкого несогласия используются фразы:

- I'm not sure you're right
- I'm not sure about that ....
- I agree up to a point but ...
- You could be right but ...
- But I thought ...
- Yes, but ...
- That's not how I see it ....
- That's another pair of shoes...

Для того, чтобы показать, что мы заинтересованы в том, о чем говорит наш собеседник, можно вставлять в ваш разговор такие фразы и слова, как:

- Really?
- Amazing!
- How interesting!
- That's a good idea...
- Is it right?
- Unbelievable!

И менее формальные:

- Cool!
- Awesome!
- Wow! Great!
- You're kidding! (если вас удивило какое-то высказывание)

Для ведения разговора иногда просто необходимо перебить собеседника, чтобы дополнить что-то или высказать свою точку зрения. Это можно сделать следующим образом:

- Sorry to interrupt you but ....
- Sorry for the interruption but ...
- Pardon me / Excuse me ...
- I hate to interrupt you but ...
- Yes, but if I can interrupt you...

Для более неформального варианта подойдут фразы:

- Hang on a minute!
- One moment!

#### 4. There are some more tips for making a resume. Which of them are important to your mind?

- **Take a look at your job titles.** Are they interesting and descriptive? Try punching them up a little. Create titles that will catch the employer's eye. Take your time with this. Your resume is going to be scanned quickly by someone in 30 seconds or less and you need to catch their attention fast. Instead of saying you were a cashier, say you were a customer service professional, or rather than saying that you're a secretary, say you are an administrative assistant. Do not use a job title that is misleading, however. Simply think about how well the job title describes the work, and how interesting the title is. For example, "Manager" does not describe who or what a person manages. "Sales Staff Manager" or "Executive Manager" may be more descriptive and desirable job titles on a resume. Visit the Bureau of Labor Statistics' Occupational Outlook Handbook for an alphabetical listing of job titles to get ideas on how to make your job titles more descriptive.
- **Use keywords strategically.** Because many employers now scan resumes with special software programs to determine the presence of certain keywords as a way of filtering them before a select few get passed along to an actually human being, you want to be sure that your resume contains all of the proper keywords for your industry, and the particular job for which you are applying. A great source of keywords to use in job descriptions and duties is the Bureau of Labor Statistics' Occupational Outlook Handbook. The Handbook lists key skills and education required for each job or occupation. Another good source of information about keywords is the job advertisement itself. Look at what words the employer uses in the advertisement. If an employer lists research as a required skill, be sure to include the word 'research' or 'researched' in at least one job description or skill set you include on your resume.
- **Use action verbs to describe your responsibilities and accomplishments.** This will highlight your skills and your ability to do the job for which you are applying. Choose verbs that describe your responsibilities and then make sure to begin the descriptions of your duties with these verbs. For example, if you were a receptionist, you may want to use verbs such as scheduled, assisted, and provided. You can do this by saying you 'scheduled appointments' 'assisted clients' and 'provided administrative support'. Use the Bureau of Labor Statistics' Occupational Outlook Handbook to find action verbs applicable to each of your job applications.

- **Sell yourself.** Don't just tell the potential employer that you 'answered phones' at a previous job. Instead, tell them you 'managed a five line telephone system in a timely and courteous manner.'
- **Get creative.** This does not mean you should use colored fonts or spray perfume on your resume before placing it in the mail, but some bulleted lists, bold font, capital letters, and thoughtful organization of information can go a long way in making you stand out from other applicants. Remember, employers will view a resume for an average of 7 seconds before deciding to actually read it, or pitch it in the trash. You need to draw the employer's attention to the skills and achievements that make you the best choice in that small window of time.
- **Tailor your resume for each job.** Analyzing the advertisement for the job you're applying for will help you understand what the employer is looking for. If a job specifies that potential employees should have 3 to 5 years experience, be sure that the version of the resume you send to that employer clearly reflects the fact that you meet their desired qualifications. For example, you may want to include the phrase "15 years of experience" in a prominent position. Research the company to whom you are applying. Find out what would impress them most so that you can tailor your resume to them.
- **Purchase good quality, white paper and matching envelopes** if you decide to send your resume out in the mail. Make sure to print the mailing address and return address on your envelopes; this is especially important when applying for a job such as a secretary, administrative assistant, or paralegal, where you will be expected to know how to prepare and print envelopes for mailing.

**5. Since the resume is only about you, you can omit the pronoun I, auxiliary verbs (am, was), and the possessive my. You can also often omit articles (a, an, the): I worked as a part-time cashier. > Worked as part-time cashier.**

Write these sentences in the same way:

1. I can operate both PCs and Macs.
2. I was promoted to senior clerk.
3. My duties included clerical work.
4. I was appointed office manager in June 2012.
5. I wrote movie reviews for the student magazine.
6. I am studying mechanical engineering.

**6. The words and phrases on the right are often used in resumes. Match each one with a word or phrase with a similar meaning on the left.**

a. be familiar with	1. operate
b. use	2. assist
c. have responsibility for	3. have a working knowledge of
d. help	4. handle

**7. Rewrite these sentences using the words and phrases in the right-hand column in the previous exercise. Omit words such as I, if necessary.**

1. I helped the office staff with computer maintenance.
2. I had responsibility for customer inquiries.
3. I used a PC for word processing and spreadsheets.
4. I am familiar with Microsoft Word and Excel.

## 8. Look through some resumes. Give English equivalents for:

### Resume of Linda A. Builder:

Опыт планирования, проектирования и строительства -  
Врождённое стремление к созиданию -  
Щепетильный -  
Внимательный к деталям -  
Хорошо работать под давлением -  
Составлять сметы -  
Упрочить репутацию -  
Составление графика реализации проекта -  
Способность входить в доверие -  
Откровенный -  
Учитывать различные точки зрения -  
Реконструировать -

### Resume of Alexander Parker:

Профессионал с творческим подходом -  
Лидер, ориентированный на результат -  
Владеть навыками решения проблем -  
Уметь руководить реализацией ограниченных по времени проектов -  
Навыки коммуникации и межличностного общения -  
Талант к написанию и оформлению технической документации и тренинговых программ -

### Resume of Sean L. Steeper:

Награды -  
Разрабатывать альтернативные методы -  
Оптимизировать производство -

### Resume of Norman Lathrop:

Удовлетворять потребности бизнеса -  
Уметь объяснить сложную информацию доступными словами -  
Повышать продуктивности работы персонала -  
Навыки работы в команде -

### Resume of Matthew Briggs:

Охотно выступать публично -  
Инициативность -  
Изучать последние новинки -  
Совершенствовать, тестировать новую базу данных -  
Приложения Microsoft Office -  
Быть опытным пользователем -  
Понимать потребности клиента -

**LINDA A. BUILDER**  
**Licensed Architect**

1327 Oak Avenue  
Lantern, Texas 7739  
facsimile 331 271-9953

**ARCHITECT / PROJECT MANAGER** with experience in the planning, design, and construction of diverse project renovations (major and minor) and architecture projects such as institutional, recreational, and health care facilities Extensive background in urbanism and all infrastructure directing gjj project phases, from design through completion of construction, coordinating the efforts of contractors, architectural, engineering, and landscaping consultants; and government agencies. Excellent technical qualifications complement an innate sense of creativity in the design of aesthetically attractive, architecturally strong, and utilitarian space. Highly organized and proficient in AutoCADs Meticulous, detail-oriented, perfectionist; work well under pressure.

**AREAS OF PROFICIENCY**

Experienced in all phases of design from program definition through working drawing; expertise in

- Construction estimating, cost analysis, feasibility studies, and project budgeting;
- Negotiation and contract administration;
- Inspection and supervision of construction.

Solid design and construction experience in commercial projects, including landscaping, office buildings, schools, churches, hotels, and restaurants. Established a regional reputation for excellence and developed a loyal following. Highly successful for project profitability and investor ROI.

- Strong management skills, including personnel and project scheduling, employee and subcontractor supervision, budgeting and finance, problem solving, client relations, and quality control-Seasoned sales and marketing skills. Demonstrated ability to gain trust and confidence of prospects. Personable and highly ethical.
- Proven communications ability that is straightforward, honest, and articulate, yet tactful and diplomatic. Sincere sensitivity to unique needs and aspirations of all segments of a community. Active listening and consultation skills with talent for respecting and responding to divergent opinions and interests. Strength in blending idealism with political reality and devising new methods to improve procedural and system efficiency.
- Computer literate; Microsoft PowerPoint, Adobe PageMaker. CorelDRAW, Harvard Graphics,
- Fully bilingual: Spanish and English

## **CAREER HIGHLIGHTS**

### **ARCHITECT**

Planin Consultores, S.A., Caracas, Venezuela

- |      |   |
|------|---|
| 2006 | Designed, drafted, and supervised the building project for the new Emergency area for and Pediatrics at the Hospital Clinico de Caracas.  |
| 2004 | Remodeled living quarters on the second floor of The Caracas Hospital (4 models).   |
| 2003 | Designed individual family units for private owner. Participated in all project phases from initial client contact and presentation through conceptual design; production of contract documents; interface with engineers and outside planning consultants; and development of Interiors, finishes, and specifications. |
| 2003 | Key member of design team responsible for the renovation of the Adult Emergency area at the Public (County) Hospital in Caracas (Hospital Universitario de Caracas). White work was in progress, intervened and adjusted the specifications To improve production.  |

### **ARCHITECT**

G.P, Arquitectura. SA. Valencia, Venezuela

- |      |  |
|------|--|
| 2005 | Assigned as architect in charge for the Main Control Room project at the Energia Electrica (Electrical Energy) of Venezuela (ENELVEN / CAUJARITO), approximately 1000mt <sup>2</sup>   |
| 2003 | Designed and drafted the remodeling of the main offices a! the Investment Bank of Welles Orvitz, Served as director of field operations. Reviewed project specifications, researched previous designs, and prepared designs for customer presentation and approval Maintained in-house library of design materials and references. |

### **ARCHITECT**

Faculty of Arc hitecture University of Apure, Cabimas, Venezuela

- |           |  |
|-----------|--|
| 1999-2002 | Supervising Architect on several relocation projects, among which were the communities of & <i>Hornito</i> (252 acres, \$300 million budget, 325 houses from 7 different models, church, elementary school, community center, clinic, and fishing processing center) and <i>Villa Hermosa</i> . Reviewed development proposals for adherence to county zoning and other ordinances. and aesthetically based design guidelines. Dealt with zoning administration, community development, site plan review and approval, |
|-----------|--|

stormwater drainage, subdivision regulation, surface hydrology, wastewater distribution, parking lot design, design ordinance administration, environmental impact, economic development, public relations historic preservation, urban redevelopment, environmental impact and planning, administrative management policy analysis. Directed and facilitated the design and construction of new development projects and improvements to transportation facilities, streets, sidewalks, and utility systems. Coordinated/supervised an interdisciplinary team of professional consultants and construction inspectors to meet individual project time and cost objectives. Analyzed impediments to project goals: quickly identified and implemented solutions. Prepared graphic files for inspection and critical path schedules: analyzed construction schedules from contractors. Monitored project construction daily and represented the interests of client at progress meetings. Prepared design revisions when required by unknown field conditions. Analyzed requirements of plans and specifications to deny or justify claims by contractors for extra work. Facilitated public involvement in planning decisions by communicating merits of project(s), which in turn promoted community goodwill and continued support. Explained or modified construction activity to respond to public concern. Assisted with final project designs and construction drawings.

## LANDSCAPE ARCHITECT

Faculty of Architecture / Agronomy, University of Apure, Cabimas, Venezuela

2000

Collaborated with horticulturist Carmen Avila (partner in El Guacamayo Company) on the design and development of the exterior landscaping at la *Cabana Hotel* (Aruba, Antilles) Ensured *El Guacamayo Garden* was executed in accordance with client specifications.

## PATENTS AND PUBLICATIONS

Faculty of Architecture

Research Institute I.F.A. University of Apure, Cabimas, Venezuela

In collaboration with Carlos Fidere, Dean, School of Architecture:

- Authored and published *Informe Final*, Relocation Project of the community of *El Hornito*, Presented material in Barcelona, Spain (1996).
- Authored, designed, and published *Memoria Descriptiva*, Relocation Project of the community of *El Hornito*, which became permanent reference in the library at the Faculty of Architecture,

## EDUCATION

Diploma, **Architect**, University of Apure, Cabimas, Venezuela.

Completed highest level of English courses at Santa Fe University, Santa Fe, NM Introductory computer and English courses, University of Apure, Cabimas, Venezuela Courses in Excel for Windows, Beginning and Advanced AutoCAD.

**Alexander Parker**

**89 Toronto Drive • Mendham, NJ 07945 • 973.648.9604 • [aparker@monmouth.com](mailto:aparker@monmouth.com)**

**GRAPHIC DESIGNER / DIGITAL PHOTO RETOUCHER / WEB DESIGNER**

Creative professional with a proven track record of successful projects from initial concept through completion. High-energy, results-oriented leader recognized for innovative tactics and strategies. Reputation among peers for finding the most efficient way to facilitate a project or process without sacrificing quality. Possess strong problem-solving skills and an ability to manage time-sensitive projects. Combine passion for aesthetics with commitment to contributing to an organization's bottom line. Excellent communications and interpersonal skills. Talent for writing and designing technical manuals and training programs. Comfortable working in Mac or Windows environments.

***Areas of Expertise:***

• Digital Graphic Design • Multimedia Production • Brochure Design • Customer & Vendor Relations • Web Design • E-Commerce • Project Management • Digital Photography

***Software Proficiencies:***

• Photoshop CS • Illustrator CS • QuarkXPress • Final Cut Pro • CorelDRAW • Adobe GoLive CS • Novell (Netware) • Windows NT, XP, OSX

**Professional Accomplishments**

***HANIFI DEVICES, INC.***, Fair Lawn, NJ (1971–2006)

The eighth-largest manufacturer of electronic pressure and vibration sensors for industrial and defense applications, with facilities in the U.S., UK, France, Germany, and Italy.

**Supervisor**

- Assigned creative control of the design and layout of numerous single-page and multipage publications and corporate identity packages.
- Created eye-catching logos, product brochures, flyers, mailers, trade magazine ads, and other promotional media.
- Photographed products, company employees, customers, and models for use in advertising and promotional materials.
- Balanced imagination with solid technical skills to create web pages using digital software to optimize all visual images to enhance the effectiveness of the company's web site.
- Designed all training manuals and managed the training programs for new employees.
- Managed each project from start to finish, on time and within budget.
- Started with Hanifi as its third employee. Consistently given increasing responsibilities as process improvement suggestions increased efficiency and generated higher profits.
- **Presented with the company's first Process Improvement Award.**
- Streamlined product assembly operation into an efficient production-line process with fewer defects and a more attractive appearance.

***MEMBER OF THE PROFESSIONAL PHOTOGRAPHERS OF AMERICA***

***SEAN L. STEEPER***

***17 Woodcliff Road  
Westboro, MA 01581***

***Home: 333-333-3333  
[slsteeper@hotmail.com](mailto:slsteeper@hotmail.com)***

***INDUSTRIAL ENGINEER***

***New Product Design - Manufacturing Process Redesign - Project Management***

***EDUCATION***

***University of Massachusetts ~ Amherst, MA***

***B.S. Industrial Engineering ~ Graduated with Honors ~ May 2003***

## **RELEVANT COURSEWORK**

*Engineering Design - Systems Engineering - Computer Integrated Manufacturing - Production Systems - Production Engineering - Operations Research - Oral and Visual Communications — Industrial Psychology - Ergonomics - Quality Management*

## **ACADEMIC PROJECTS**

*Researched and recommended alternative methods for coating coronary stents for a leading manufacturer of cardiovascular products. Designed and manufactured prototype for spray-coating each stent, as opposed to the current practice of dipping them, which resulted in a 25% reduction in defects. Designed a facility and assembly-line layout to optimize production for an electronics products company. Generated a comprehensive Safety and Development Plan for a medical devices company. Created an ergonomically efficient material-handling trolley.*

## **ENGINEERING EXPERIENCE**

**ABC Cardiovascular, Amherst, MA**

**5/02–10/02**

**Industrial Engineer, Co–Op**

*Designed, developed, and implemented a unique device for facilitating the movement of coronary stent and catheter products from one workstation to another, resulting in a 20% decrease in scrapped product. Revised and simplified the Standard Operating Procedure for a label-printing machine that included detailed, easy-to-follow troubleshooting procedures and digital photographs. Analyzed production reports associated with a crimping machine and successfully identified one product that was consistently more prone to defects than others. Recommended machine adjustments to alleviate defects. Optimized floor space by rearranging and redesigning four production cells within a tightly constricted space. Member of a team to prepare for a critical FDA audit. Ensured machines were fully validated and safety guards were properly and securely in place.*

## **ADDITIONAL EXPERIENCE**

**Albright Roofing and Painting, Framingham, MA**

**9/03–Present**

*Construction Laborer—Contribute to roofing and home painting projects.*

**Dunmore Plastering, Southboro, MA**

**Summers 01 and 03**

*Plasters Foreman—Organized and monitored building materials and inventory levels.*

**Independently Employed, Amherst, MA**

**1/99–5/01**

*Agricultural Contractor—Performed agricultural contract work for farmers.*

**NORMAN LATHROP**

450 Spencer Road

San Jose, California 00000

(555) 555-5555 • [lathropn@aol.com](mailto:lathropn@aol.com)

## **INFORMATION SYSTEMS CONSULTANT**

Experienced Certified Disaster Recovery Planner (CDRP) and Certified Business Continuity Planner (CBCP) serving a diverse client base in finance and banking, healthcare, telecommunications, insurance, gas, chemicals, publishing and government. Project management qualifications combine with demonstrated ability to develop and implement technical solutions to meet critical business needs. Outstanding leadership and interpersonal skills resulting in effective working relationships and top performance among staff. An excellent communicator between technical and business units who can translate complex data into easily understood terms.

## **AREAS of EXPERTISE**

Information Systems Integrity • Business Impact Analysis • Systems Applications Disaster Recovery Planning & Auditing • Technical Support & Training • Compliance Business Continuity Planning • Information Protection Analysis • Technical Documentation

## PROFESSIONAL EXPERIENCE

DEP SOLUTIONS • San Jose, California • 1999–present

### **Information Systems Consultant**

Recruited to manage development, implementation and enhancement of business resumption and computer disaster recovery programs for corporate clients in finance/banking, healthcare, publishing, insurance, gas/chemicals, telecommunications and government. Achieved distinction as first recipient of company's recognition award for outstanding performance.

#### Key Projects

- Developed and implemented business recovery program with 5 platforms, data center and complex network at financial services organization with 32 business units at 6 regional sites.
- Created business recovery plans with 2-year maintenance program for 2 major customer service centers supporting client company and its operations globally.
- Designed voice systems disaster recovery plans and models for corporate headquarters/field locations of major telecommunications corporation.

APEX SYSTEMS • San Jose, California • 1993–1999

### **Manager of Planning Services (1995–1999)**

Planned, developed and managed all disaster and business recovery projects for entire company. Functioned as information systems security administrator controlling user identification creation and distribution as well as menu creation and distribution access. Researched, planned and provided technical support for workflow and document management projects.

#### Key Projects

- Performed risk assessment, analyzed business impact and led crisis-management team in the development of data and business recovery plan.
- Instrumental in saving \$7 million annually through coordination and transition to an in-house claims data processing system.
- Collaborated on the design and implementation of mainframe-based system completed in just 15 months.
- Analyzed workflow procedures and downtime costs for utilization management and provided recommendations to maximize future growth potential.

### **Manager of Special Projects (1994–1995)**

Managed all phases of MIS project planning, development, implementation and management. Represented MIS department to all business units and with subcontractors. Initiated and wrote procedures to automate MIS request system, increasing efficiency, accountability and control.

#### Key Projects

- Strengthened confidence and productivity level of 100+ nontechnical staff through training in microcomputers and software applications.
- Created new system to organize and categorize 350 internal/external reports for a state contract.
- Provided technical solutions to expedite completion of Medicare contract; company was awarded contract out of 450 bids nationwide.

### **Manager of Enrollment Services (1993–1994)**

Reorganized and supervised staff in the daily operations of department. Reviewed, developed and implemented new policies and procedures. Involved in the development of system enhancements and participated in the design and implementation of a new automated membership system.

#### Key Projects

- Significantly improved productivity through outstanding team-building and leadership skills.
- Increased applications processing 25% in just one month by redesigning workflow procedures.
- Introduced cross-training program, turning around employee morale and performance.

RYAN-LANCE CORPORATION • San Jose, California • 1992–1993

### **Systems Analyst**

## **EDUCATIONAL BACKGROUND**

B.S. (Computer Science) New York University, New York, New York

### **Additional Training**

Hewlett Packard Product Support • NEC Product Marketing UNIX & 3b2 • Development of Disaster Recovery Strategies Novell NetWare Engineer • IBM Business Partner Voice/Data Telecommunications (ATM, SONET & Frame Relay) Bell Atlantic Disaster Recovery Institute Training Program

## **COMPUTER CAPABILITIES**

Hardware: IBM 9672 □ IBM 9221 □ HP 3000-III □ AT&T 3b2 Compaq Systempro □ HP Vectra □ Epson □ various PC platforms

Software: Microsoft Windows, Word, Access, Project & Excel □ dBASE III

## **ASSOCIATIONS**

**Disaster Recovery Institute** □ **Business Continuity Institute**

### **Matthew Briggs**

**Address:** 17 The Grove

Bath

BA2 9RU

**E-mail:** [briggsm@hotmail.com](mailto:briggsm@hotmail.com)

**Telephone:** H:01225 859 011

M: 07971 336543

**Date of birth:** 3<sup>rd</sup> August, 1984

**Nationality:** British

Final year bioscientist, with strong analytical and interpersonal skills, seeking a career in production management with a leading pharmaceutical organisation.

## **SKILLS & ACHIEVEMENTS**

### **Team working**

Experience of working in groups during academic projects including planning, role allocation, co-ordination and commitment. Won AstraZeneca team-working prize for second year academic project.

Worked effectively with colleagues at St Georges Hospital pharmacy to understand and co-ordinate their requirements for a new database. The implementation of this database has since reduced administration time by approximately 30%.

### **Effective communication**

- Strong selling and negotiation skills developed through close customer contact in retail and health sector environments. Trained in personal sales, advanced interpersonal skills and customer focus. Recently exceeded personal sales target by 300% during weekend trading.
- Presentation skills and confidence demonstrated during the delivery of tutorials and group presentations at university. Have presented to groups of 5 to 100 and enjoy public speaking.

### **Initiative**

- Researched new sportswear concepts for the store and proposed ideas for event evenings during my weekend position. One idea was translated into an event that raised £400 for a local charity.

### **Problem solving**

- Designed and developed a new database for the pharmacy managing financial, administrative and project information. Researched the latest developments to provide relevant software for the budget.
- Frontline customer roles have taught me to find solutions to customer problems in a calm and efficient manner.

## Technical skills

- Fully competent with all Microsoft Office packages and a number of scientific packages. Learning to program in Java and C++.
- Enjoyed consultancy role in understanding clients need for database development and implementation.

## Languages

- French - basic spoken.
- German – proficient

**Driving licence** full clean for 4 years.

## EDUCATION

**The University of Bath** 2001 - 2005

BSc *Biological Sciences*

Expected grade 2:1

An analytical degree developing research techniques, problem -solving skills and group working.

**Project;** Identifying possible solutions for CTB transmission -required strong analytical thought to identify prior considerations and contingencies.

**College of South West England, Bristol**

**1999-2001**

A-levels: Biology (B), Chemistry (B), Business Studies ©

**Farr Wood High School, Bristol**

**1995-1999**

GCSEs: 10 GCSEs achieved 4 As, 2 Bs, 4 Cs,  
(English and Mathematics - B, B)

## EMPLOYMENT

**St. Georges Hospital Pharmacy, Bristol**

**Voluntary Project - Administration and IT consultancy**

**Summer 2003**

Researched, developed and tested a new database for the organisation. Also provided customer service support and carried out stock maintenance

**Frankie's, Bath**

**2002-2004**

Sales Consultant - Part time/weekends/vacations

**Blue Star Agency- Bristol**

**1997-2003**

**Various retail, administrative and customer service roles.**

Silver service waiting on, stock-filling, packing and filing positions through Blue Star Agency.

## POSITIONS OF RESPONSIBILITY

**Elected Hall Representative**

**2004-2005**

inducting new students and liaising with staff and students to ensure the smooth running of hall life.

**Farr Wood Under 11's Support Coach**

**Ongoing Vacations**

Support the coach in motivating, training and co-ordinating this of enthusiastic footballers.

## INTERESTS

**Football** • Regularly play with hall team, coaching and watching national games.

## REFERENCES

Mr. J. Franks (Manager)  
Frankie's  
High Street  
Bath BA4 3PL  
Tel: 01225456987  
[frankies@yahoo.com](mailto:frankies@yahoo.com)

Professor F. Rogers (Tutor),  
Biological Sciences University of Bath  
Bath BA2 3RD  
Tel: 01225 432 123  
F. Rogers@ bath.ac.uk

**9. Read the candidates' CV for the position of project manager, analyze and write down the strengths and weaknesses of the two candidates. Feel yourself a boss and decide who should be offered to the position.**

**Thomas P. Redmond, PE**

256 Musket River Road • Washington, NJ Q7882 • 906.5555555 -  
TRedmond999@conicasl.net

## ENGINEERING / PROJECT MANAGEMENT

### Maintenance Management- Project Engineering ~ Metals Industry

**Results-driven and well-organized *Engineering Professional* able to combine a unique blend of formal technical education with a solid, hands-on background in the metals industry.**

Extensive knowledge of manufacturing environments. Versatile team player with an ability to incorporate new concepts and interact with all levels of professionals. Expertise in industrial construction foundations, structural steel, plumbing, and electrical. Work closely with management, consultants, vendors, and tradespeople.

**Competencies Include:** Project Management, Troubleshooting, Maintenance Management, Planning and Development, Equipment Selection & Installation, Process Optimization. Vendor Negotiations, Cost Reduction Strategies

### Professional Achievements

**As an Independent Consultant, and as a Maintenance Manager and Mechanical engineer for Northeast Pipe Company, I developed expertise in the following areas:**

**Project Management**—Provided design, project planning, and implementation for a variety of large projects that had a major impact on improving operations, efficiency, and profits.

- Specified, selected and managed the installation of a 150,000 cfm pulse jet dust collector utilizing a 600hp blower, with more than 2,000 bags and 150-ft.-tall discharge stack. The project resulted in a drastic improvement in the air quality of the manufacturing area,
- Managed the design and implementation of a cooling tower for the cupola, for maintaining cool Shell temperature. The 2,000-ton-capacity system Included 150hp pumps running at 2,000gpm with extensive piping, all completed by in-house personnel.
- Renovated a 150-ft.-long annealing furnace with new burners, gas trams, blowers, ductwork, refractory, structural work, and new control room, to significantly increase production and efficiency,
- Directed the installation of seven air compressors, totaling more than 500 hp, in three climate-controlled rooms, to provide reliable shop air pressure.

- Consulted with a spray specialist on paint machine improvements in order to decrease paint use and improve the appearance of the product. Developed and managed the conversion process, which included a new spray system, all new controls, paint storage tanks, hydraulic unit, pipe conveying system, and overspray removal.

**Industrial Maintenance**—Managed a maintenance team of more than 50 employees covering three shifts of operation. Personnel included a superintendent, nine foremen, millwrights, electricians, machinists, carpenters, and mechanics.

- Maintained the entire foundry consisting of scrap-loading cranes, 60 tons/hr charging system, cupola system, pollution-control equipment, wastewater treatment plant, cooling towers, hot-metal cranes, core department, six casting machines, annealing furnace, quality control, pressure-testing equipment, cement-lining station, seal-coating station, pipe lifts, air compressors, machine shop, buildings and grounds, and mobile equipment.

**Environmental Compliance**—Performed/supported storm-water testing and permitting, yearly stack testing, hazardous waste removal, solid waste storage, dust collector performance evaluations, monitoring well testing, wastewater treatment operations and testing, materials recycling program, and continuous emissions monitoring.

**Operations**—Supported operations in various capacities, including start-up, troubleshooting, environmental compliance, production upgrades, quality-control testing, maintenance, and new equipment commissioning.

**Engineering Procurement**—Procured items including pumps, bearings, gears, couplings, valves, pipe fittings, structural steel, Fasteners, motors, cranes, gearboxes, hydraulic units, blowers, tooling, machined and fabricated parts, obsolete part substitutions, and pneumatic and hydraulic components.

**Civil Engineering Design**—Completed extensive design of reinforced concrete foundations, walls and slabs, structural steel building design and detailing, underground water supply and drain piping design, grading and paving throughout plant, and transit layout work.

**Machine Design**—Designed an assortment of machinery and machinery parts. Well-versed in fabrication and machining techniques and rebuilding of machinery {pumps, cylinders, gearboxes, cranes, lathes, etc.).

**HVAC**—Performed HVAC calculations, primarily blower and ductwork sizing. Designed, specified, and installed systems to provide furnace waste heat for pipe drying, fresh-air supply for control rooms, gas heaters for freeze protection, and infrared tube heaters for curing rooms.

**Quality Control**—Supported the plant's efforts in the ISO 9002 certification process. Experienced in product physical testing methods including Charpy impact, tensile, hardness, metallurgy, dimensional gauging, weighing, and pressure testing.

**Piping** - Designed and installed numerous piping systems; for water, air, oxygen, nitrogen, natural gas, oil hydraulics, wastewater and sludge, powder conveying, fuel oil, and paint. Utilized several types of piping (carbon steel, stainless steel, cast iron, hydraulic tubing, copper, and plastic).

**Materials Handling**—Specified, operated, and maintained overhead cranes, forklifts, conveyor belts, pneumatic conveying systems, screw conveyors, bucket elevators, scissors lifts, conveyor chains, and pipe transfer cars.

## **Employment**

- Independent Construction Consultant working on various construction projects 5/00-present
- Maintenance Manager, Northeast Cast Iron Pipe Co.
- Mechanical Engineer, Northeast Cast Iron Pipe Co.
- **Education/Professional**
- New Jersey Professional Engineering License, 2002
- B.S., Mechanical Engineering—New Jersey Institute of Technology, 1939 • Computer skills include Internet proficiency, AutoCAD14, and Microsoft Word and Excel Bilingual—English and Spanish

## **LOUIS G. AMES**

**457 Kimberly Drive • Wall, NJ 07719 • 732.567.2356 H • 732.569.8321 C • lames@monmouth.com**

### **ENGINEERING EXECUTIVE**

#### **Metals Industry ~ Engineering ~ Manufacturing**

Multi-dimensional hands-on business professional providing leadership, vision, creativity and business acumen in driving and managing business growth. Skilled in relationship building, metals, engineering and manufacturing line management. Accomplished in planning and executing projects from concept through production, with strong troubleshooting and problem-resolution skills. Highly organized and detail oriented. Demonstrating broad strengths and accomplishments in

- Strategic Planning Project Management
- Staff Management & Development
- New Business Development Quality Management
- Crisis Management
- Business Management
- Product/Process Design
- Troubleshooting/Problem Solving
- Lean Manufacturing Engineering Management
- Contract Negotiations
- P & L Responsibility
- Training/Education
- Customer/Vendor Liaison
- Production Management
- Financial Management
- Marketing & Sales
- Plants & Facilities Manufacturing Techniques
- Leadership/Motivation

Twenty-seven years of experience in general management with progressively responsible management and technical positions. Adept at improving products and processes, and operational effectiveness with bottom-line results.

~ Operations Management/Lean Manufacturing/Engineering/Metals Industry ~

### **PROFESSIONAL EXPERIENCE**

#### **General Management/Operations/Sales**

**NEW JERSEY COMPUTER SCIENCE INSTITUTE, Newark, NJ**

NJCSI in an accredited postsecondary vocational educational facility providing authorized instructor-led and hands-on IT training for the profit market. NJCSI is operated locally under the auspices of the NJ Department of Education and federally under the ASSCST. Organization employs 75–100 staff, maintains a 35% New Jersey market share selling services to the corporate and general population and ranks among the top 20 private for-profit training centers within the state.

Director of Operations & Training

1991–Present

Recruited to oversee daily operations of educational institute with full P&L responsibility for operations, maintenance, facilities, placement, corporate training and purchasing departments. Extensive knowledge of networks, Internet, database systems and programming processes.

- Recommended, acquired and implemented software, hardware and all IT equipment for the institution.
- Provided leadership and strategic direction for organization with emphasis on leading-edge technology.
- Reported directly to the President, implementing set agendas and achieving tactical/strategic goals.
- Authored and implemented overall budget, ensuring business objectives were achieved on a timely basis.
- Hired, evaluated and mentored staff, providing needed training and necessary staff changes.
- Instituted new consulting division with full P&L responsibility for sales, marketing and IT installations at all customer sites.
- Identified and assessed operational concerns, taking corrective actions when necessary.
- Introduced new technologies and innovations while increasing alliances and enrollment by 150%, resulting in doubling sales figures.

## PROFESSIONAL EXPERIENCE

### **Engineering Management/Technical Operations**

GAMMA METALS INC., Jersey City, NJ

Gamma Metals is the world leader in the development, manufacturing and sales of innovative materials used in the electronic assembly process with revenues of \$130M annually. Clients include IBM, COMPAQ, Motorola, Seagate, Conner and the automotive industry.

Manufacturing/Key Manager

1990–1992

- Oversaw the production and distribution of solder paste and powder to domestic/international divisions.
- Managed myriad projects within budgetary restrictions, achieving corporate growth.
- Extensive knowledge and demonstrated experience of manufacturing, testing, and regulatory and quality operational issues associated with worldwide distribution.
- Authored and oversaw departmental budget.
- Liaison with domestic/international sales and marketing staff to improve overall product performance through modifications.
- Increased sales by 200% and reduced manufacturing downtime by 45% by introducing statistical process controls.
- Increased product shipments by 300%, reduced network by 75% and implemented JIT by testing to improve manufacturing techniques/production processes.
- Increased production output by 87% while gaining Union/Teamster acceptance and contract ratification by expanding weekly operation shifts.
- Graduate of Corporate Quality Improvement Process and instituted this process in preparation of ISO 9000 certification.

MEDICAL TECHNOLOGIES INC., Rahway, NJ

Medical Technologies, a start-up medical device (pulmonary and respiratory products) and consulting firm, with approximately 50 staff and \$5M in annual sales.

Director of Manufacturing/Engineering

1985–1990

- Liaison with medical community and regulatory agencies.
- Senior staff member formulating key tactical and strategic programs impacting company operations.
- Led multidisciplinary teams responsible for product design, marketing and manufacturing.
- Hired, trained and motivated engineering staff, forming a cohesive approach to the product-development process.
- Improved current operational procedures to speed the documentation of medical device procedures to gain design, manufacturing and packaging approval within 90 days.
- Managed full project life-cycle, bringing a new product from design to manufacturing.
- Increased sales from \$175K to \$2.5M over four fiscal years by designing precision electronic/mechanical, durable medical equipment while creating manufacturing facility 2 months ahead of schedule and 15% under budget.

ELECTRO-CATHETER TECHNOLOGIES, Linden, NJ

Company designed, manufactured, marketed and sold adult and pediatric cardiovascular catheters employing 250 staff, with 2 production plants, and \$25M in annual revenues. Ranked among the top 25 cardiovascular catheter firms in the country.

Vice President of Operations

1983–1985

Hired to institute ME department and facilitate the smooth transition of products from R&D to manufacturing.

- Key player closely working with suppliers to ensure that subassemblies and components meet engineering, quality and delivery standards.
- Investigated strategic alliances and partnerships, enhancing capabilities of engineering/manufacturing efforts and improving product line.
- Reduced transition time from R&D to manufacturing by 80%.
- Saved \$200K in materials/assembly time within first two fiscal years by introducing 15-second ultrasonic welding cycle.
- Completed facilities by 10+% under budget for new products while increasing production.

BECTON DICKINSON & COMPANY, Rochelle Park, NJ

Division Senior Engineer

1980–1983

SECON METALS INC., White Plains, NY

Production/White Room Lead Engineer

1975–1980

## EDUCATION

MONMOUTH UNIVERSITY, Long Branch, NJ

Master of Business Administration—Finance ~ Ongoing

MANHATTAN COLLEGE, Riverdale, NY

Bachelor of Science—Mechanical Engineering (BSME)

## TRAINING

Total Quality Management (TQM)—Phillip Crosby Associates

Strategic Planning & Financial Analysis—American Management Association

Interactive Management & Stop Program—Dupont Corporation

## CERTIFICATIONS

Adobe Certified Expert—Photoshop (ACE)

AutoDesk Certified Instructor

MCSE—NT 4.0 & MCT-NT 4.0

## COMPUTER SKILLS

Microsoft Office (Word, Excel, PowerPoint, Access), WordPerfect, Lotus 1-2-3, AutoCAD 2002, Adobe Photoshop, Adobe Illustrator, Adobe InDesign, Web Design, E-mail and Internet, and accounting software packages.

### 10. Roleplay.

Read one of the resume samples. Get ready for the interview. The students who have gone through the interview become observers. Exchange your opinions about questions/answers. Avoid being judgmental. Be positive and friendly.

1. Work in pairs. Student A is an applicant, student B is a recruiter. Or:
2. Decide who will be the applicant and who will be the interviewing board.

**Samples Questions:** What is your educational background? What were the biggest accomplishments/failures in previous position? What were your responsibilities? What is your career objective? What work experience and special skills ... ? How long ... ? Etc.

**11. Write your own resume. Use tips, resume and objective samples. You can respond to advertisement of some companies and may invent the necessary experience for a strong candidate.**

## SAMPLE OBJECTIVES

- Entry-level opportunity at an advertising agency.
- An entry-level position in the field of personnel administration.
- Entry-level position in financial services offering a chance to demonstrate initiative and abilities.
- To secure an entry-level engineering technician position with the opportunity for advancement.
- Trainee in a sales-oriented company offering the opportunity to advance to a position of increasing responsibility and career growth.
- A management trainee position in a medium-sized direct marketing company with an opportunity to advance to management level.
- To obtain a position as a sales management trainee that allows for career growth.
- Personal assistant/secretary position with a major international telecommunications company.
- A position in the field of public relations where a background in journalism and consumer marketing may be utilized.

- Seeking a responsible position commensurate with nine years experience as a direct marketing specialist. I am looking for a chance to demonstrate a high level of motivation to succeed.
- A line management position in a growth-oriented pharmaceutical company where I can apply my research, problem-solving expertise, and experience in medical chemistry.
- A position as a personnel manager where I can utilize my background and management experience in human resources and an opportunity to expand my areas of responsibility with further career potential.
- A position in new product engineering providing an opportunity to apply my extensive technical experience.
- Professionally and financially rewarding marketing management position offering challenge, responsibility, and an opportunity for advancement.
- Seeking a full-time staff position offering career advancement and increasing responsibility in the field of international market research. I am willing to travel and relocate.
- Seeking an opportunity to start a new career in audience and marketing research with a major television station.
- To work in a managerial position with decision-making responsibilities in which I can utilize my long-time banking experience and professional skills.
- To fully utilize my professional computer programmer experience in a position offering variety of challenging projects with growth potential in a major software company.
- To find long-time employment in the accounting department of a major European organization that offers a career with advancement and expansion of responsibilities.
- To obtain a position as an electronics engineer with a progressive Asian company engaged in advanced satellite research and development.
- To obtain a challenging position in which I can utilize my diversified project engineering background and experience and an environment where individual achievements will be recognized.

## **SAMPLE RESUME**

### **Sample 1.**

Brad Anaheim

00 Beech Avenue

San Jose, CA 00000

Tel. (000) 000-0000

### **PROFESSION**

Systems Programmer

### **OBJECTIVE**

A challenging position in the computer programming field where I can utilize my extensive experience and broad analytic design and problem-solving skills as a systems programmer.

### **EXPERIENCE**

Member of a MVS/OS395 Parallel Systplexx Conversion Team.

Involvement in high exposure state-of-the-art environment, including OS395 Parallel Systplexx Conversions with full data sharing, Open Edition, and Internet Connection Secure Server.

Solid experience in the installation, maintenance, tuning, and debugging of MFFS/ESA (OS395), SMPE, JES3, TSO/ISPF, VTAN, TCP/IP and DB2 and CICS.

Ability to multitask and adaptability to multiple environments; implementing complex systems and network management applications.

## EMPLOYMENT HISTORY

1993-present Sonomax Conversion Systems, San Jose, California

1989-1991 ATRAXX Computer Associates, Palo Alto, California

1985-1988 Innova Computer Programs, San Francisco, California

## EDUCATION

Bachelor of Science—Mathematics (1983) University of California at Los Angeles

Master of Science—Computer Science (1985) University of California at Berkeley

### **Sample 2.**

Marcia Turner  
000 Bond Street  
Boston, MA 00000  
(000)000-0000

## OBJECTIVE:

A career in business management. Willing to travel and relocate.

## EDUCATION

Columbia University, New York City

Bachelor of Business Administration: September 1994

## WORK EXPERIENCE

MIRABELLA INSURANCE COMPANY, Hartford, Connecticut

Research Coordinator in Business Planning Division: October 1994-present

Conduct business, field, and desk research and make in-house presentations of results to senior management. Coordinate and supervise system of current financial business news to department heads.

MARCUS BROWN, INC., Teaneck, New Jersey

Business Development Intern: Summer 1992

Worked in the areas of demographics and sales forecasts.

TIECO SALES CORPORATION, New York City

Business Intern: Summer 1991

Worked in the accounts payable and accounts receivable department.

DERBY INDUSTRIAL ADVERTISING, New York City

Business Intern: Summer 1990

Assisted Account Executive to develop promotion program for several industrial clients.

## REFERENCES

Available upon request.

### Sample 3.

#### **GEORGE CRANDALL, EIT**

0000 Smith Avenue  
Houston, TX 79000

Home: (000) 000-0000  
[name@lycos.com](mailto:name@lycos.com)

### Career Profile

#### **ENVIRONMENTAL ENGINEER-IN-TRAINING**

- Focused, analytical professional with strong engineering educational background complemented by work experience involving field research and evaluation projects.
- Able to balance creative thinking with logical design ideas; enjoy opportunities to develop solutions that address challenging environmental problems.
- Work effectively in both self-managed and team-based projects; maintain high ethical and quality standards, professional demeanor, and cooperative attitude.
- Use hands-on, detail-oriented approach in completing projects and assignments.

#### **Knowledge & Skill Areas:**

*Field Research • Report Writing • Experimental Design & Methods • Project Planning Quality Assurance Standards • Research & Development • Environmental Hazards Systems Analysis • Regulatory & Safety Compliance • Engineering Documentation Environmental Sample Analysis • Risk Assessment • Client/Customer Communications*

### Education

**Masters of Environmental Engineering, 2002 / GPA: 3.75**

**Bachelors of Environmental Engineering, 2000 / GPA: 3.30**

University, Houston, TX

#### *Selected Upper-Level Coursework:*

● Design of Air Pollution Systems ● Design of Wastewater Treatment Plants ● Solid & Hazardous Waste Treatment ● Groundwater Contaminant Transport ● Environmental Impact Analysis ● Geoethical Practices for Waste Disposal ● Environmental Systems Design ● Environmental Law & Policies

#### *Project Highlights:*

- **“Best Bench Scale Demonstration Award”**—Worked with group of 6 students to plan, develop, and present winning bench scale model (addressing water quality issues) at 2 Design Competitions, 1999 & 2000, at the Waste Energy Research Consortium.
- **“Design of Wastewater Treatment Plants”**—Played key role in design project for treatment plant based on quality assurance and regulatory compliance factors. Delivered well-received presentation to Masters-level class upon completion.
- **“Environmental Impact Statement”**—Developed proposal-oriented report detailing most effective, environmentally sound strategies for controlling brush within region.

## Work Experience

### Research Associate, 2002–Present

### Research Assistant & Laboratory Technician, 1998–2001

### Research Assistant, Summer 2001 (Texas National Environmental & Engineering Lab)

University, Houston, TX (1998–Present)

Conduct research, sample collection and analysis, experimental design, and explosives evaluations using high-performance liquid chromatography, and perform other related activities in positions involving field studies and frequent travel to various counties within East Texas region. Report directly to Laboratory Manager; additionally responsible for daily maintenance of weather stations.

- **Bioremediation of Explosives in Vadose Zone**—Conduct explosives contamination studies and evaluations for government agency Pantex to recommend strategies for remediation projects with highest potential for success.

- **Overall Work Performance**—Put forth consistent effort in meeting and exceeding job requirements; worked overtime hours and maintained full-time class schedule throughout employment. Recognized for intelligent, thorough work habits.

**Activities Society of Environmental Professionals**—Member, 3 years; Secretary, 1 year

**Civil**

**Engineering**

**Honor**

**Society—Chi**

**Epsilon**

## Sample 4.

### RICHARD LEVINSON

0000 Preston Avenue • Houston, TX 77000 • (281) 000-0000 • myname@aol.com

### Career Target: Software Programmer / Software Engineer

**PROFILE** Talented software programmer with BBA degree, strong educational background in programming, and experience using cutting-edge development tools. Articulate and professional communication skills, including formal presentations and technical documentation. Productive in both team-based and self-managed projects; dedicated to maintaining up-to-date industry knowledge and IT skills.

#### Knowledge & Skill Areas:

- Software Development Lifecycle

- Object-Oriented Programming

- Problem Analysis & Resolution

- Web Site Design & Development

- Requirements Gathering & Analysis

- Technical & End User Documentation

- Software Testing & Troubleshooting

- Project Teamwork & Communications

## TECHNICAL SUMMARY

**Languages:** Java, C, C++, JSP, ASP, Rational, HTML, SQL, Unified Process

**Operating Systems:** Linux, Windows XP/2000/9x

**Object-Oriented Design:** UML, Design Patterns

## EDUCATION

TEXAS UNIVERSITY, Houston, TX

### Bachelor of Business Administration in Computer Science, 2002

- Earned place on President's List for 3 semesters (4.0 GPA)

- Member, Golden Key National Honor Society & Honors Fraternity

- Selected for listing in Who's Who Among Students in American Universities and Colleges

Relevant Coursework:

- Software Engineering - Systems Engineering - Calculus I, II, III

- Project Management - Differential Equations - Logic Circuits

- Database Design - Classical / Modern Physics - Systems Analysis

#### Project Highlights:

- **Software Engineering**—Served as Design Team Leader and member of Programming group for semester-long project involving development of software for actual implementation within Texas University Recreation Center. Determined requirements, created “look and feel” for user interface, and maintained explicit written documentation.
- **Systems Engineering**—Teamed with group of 4 in conceptualizing and designing clientserver application to interconnect POS and inventory systems for retail outlet, delivering class presentation that highlighted specifications and projected \$2 million in cost savings.

COMMUNITY COLLEGE, Houston, Texas

- 3.96 GPA / Concentration in Computer Science coursework

#### EXPERIENCE

DATAFRAME CONCEPTS, L.L.C., Houston, TX 2000–Present

##### Software Developer

- Worked with small team of developers to brainstorm and implement ideas for shipping/receiving software representing leading-edge concept within transportation industry.
- Planned and initiated redesign of existing standalone application, utilizing object-oriented design/programming and Java in creating thin-client GUI for new distributed system.
- Collaborated with marketing director in strategies to further business growth, including Web site enhancement that drove 65% increase in visitor interest for product offering.
  - References and additional information will gladly be provided upon request.

#### Sample 5.

##### **DAVID KENT**

5555 Kalanianaʻole Hwy. • Honolulu, Hawaii 00000  
808-555-5555 • [dkent@islandemail.com](mailto:dkent@islandemail.com)

#### **COMPUTER AND INFORMATION SYSTEMS MANAGER**

##### **Administrative Intranets/Public Web Sites/Software Engineering**

7+ years of Web planning, development, and administration experience. Thorough knowledge and effective execution of state-of-the-art Internet and intranet systems technology. Proven communication and presentation skills. Easily introduce technical information to project participants and to the public. Project management expertise spans single and multi-institutional organizations, and academia.

- Information and Reporting Systems • Science Communication • Real-Time Database Management Systems
- Web/Database Servers • IT/Web-Based Media Support • Project Quality Control • Scientific Document/Media Support • Content Development

*Specializing in the development and implementation of automated and paperless systems for data collection; procedures reporting; information submission, storage, and retrieval; and formal report and Web content production.*

#### **RELEVANT EXPERIENCE**

##### **RESEARCH CORPORATION OF THE UNIVERSITY OF HAWAII, Honolulu, 1998–Present**

##### **Computer and Information Systems Manager (1/2000–Present)**

Marine Bioproducts Engineering Center (MarBEC)

Supervise Information and Reporting System (IRS) software development team of up to 8 (2 faculty and 6 students). Establish IRS content management and administrative procedures. Provide comprehensive annual report preparation support, including research updates and timely production and delivery. Plan and meet marketing, IT, and AV requirements of MarBEC-sponsored meetings and symposiums.

- Designed and developed proprietary IRS software, securing \$500,000 in additional funding. Anticipated time savings of 40%–60% in annual report content preparation, 80%–90% in research-related Web content publishing. Has potential to save NSF \$2.2 million of ERC annual expenditures if fully deployed.

- Completed special project: Culture Collection (CC) database management system resulting in real-time online availability of CC content.
- Delivered Beta version of Annual report Volume II reporting system 8 weeks ahead of schedule. Delivered full system version 1.01 on schedule and within budget.
- Presented several successful Web development and software engineering multimedia seminars: PowerPoint site visit presentations; ERC annual meeting IRS demonstrations; IRS demo to University Information and Computing Sciences (ICS) Department.
- Assisted with planning and production of Fourth Asia-Pacific Marine Biotechnology Conference (produced proceedings and coordinated AV requirements) and Microalgae Production for the Aquaculture Industry Workshop (produced workshop video).

#### **Database/Web Development Specialist (7/1999–1/2000)**

MarBEC

Coordinated planning, development, and implementation of Relational Database Management System (RDMS), including time frame for deliverables. Maintained and estimated budgets for subcontracted work and personal assistant. Created Internet and intranet content/applications in support of internal and external activities. Trained users at multiple sites. Developed related standards, policies, and procedures.

#### **Computer Specialist III (6/1998–6/1999)**

NOAA National Marine Fisheries Service (NMFS) Honolulu Laboratory

Coordinated NMFS Honolulu Laboratory, PIAO, WPCFIN, and Coast Watch Web sites to comply with NOAA standards. Collaborated to develop and implement standards for these and other sub-webs. Established and chaired laboratory's Web committee. Established laboratory's Web presence. Identified, obtained, and published Web site material.

- Designed and developed intranet and Internet Web sites in 6 months, 10 weeks ahead of schedule. Conceptualized and built from scratch NOAA R/V *Townsend Cromwell* student connection outreach Web site.

### **CHESAPEAKE BAY RESEARCH CONSORTIUM, Annapolis, Maryland, 1995–1998**

#### **Environmental Management Fellow**

EPA Chesapeake Bay Program (CBP) Office

Worked closely and in coordination with CBP management committee members and other federal, state, and university staff to provide means of publishing and maintaining CBP Web site material.

- Established notable Web presence through coding, designing, and administering intranet and Internet World Wide Web sites. Co-authored CBP *Web Document Guidance*.

### **TECHNICAL EXPERTISE**

**HARDWARE:** Intel-Based Systems • Macintosh • UNIX • Digital Imaging Devices • Telecommunications • Local Area Networks

**SOFTWARE:** Operating Systems • HTML • Database/Spreadsheet • Microsoft Project 2000 • Graphics Packages • File Manipulations • E-mail Editors • GIS • FTP • Word Processors • Directory Manipulations • Multimedia Digital Imaging

**PROGRAMMING AND CODING PROFICIENCIES/FAMILIARITIES:** HTML Editors • XHTML • CSS • JavaScript • Dynamic HTML • SQL • CGI Scripting • Visual Basic • DOM • COM • ColdFusion Markup Language • DTDs • XML • XSL • XSLT

### **ADDITIONAL TRAINING**

Troubleshooting and Maintaining the Macintosh • XML Certification • Web Process and Project Management • Web Site Development and Design • Brochure, Catalog Ad, Newsletter, and Report Design • Graphics and Animation Creation • Data and Information Presentation • Windows-Based Environment Programming

### **EDUCATION**

**Bachelor of Science—Oceanography** (Mathematics Emphasis), 1992 Humboldt State University, Arcata, California

## UNIT 6. HOW TO WRITE REFERENCE/RECOMMENDATION LETTERS

At some point in life, you're almost certainly going to have to write a reference letter for someone. It might be a former employee or student, or even a family friend. Here's what you need to know about the purpose of reference letters and how to write the most effective letter possible. **Note:** I will be using "candidate" to refer to the person who the reference letter is about, "you" to refer to the person writing the reference letter, and "recipient" to refer to the person receiving the letter. I'll emphasise here, though, that reference letters are not only for job or academic "candidates", it's just a handy term to use to keep this article straightforward!

### 1. Read and translate the text "Writing a Reference Letter". Answer the questions.

#### What is a reference letter and when is it used?

**A reference letter is usually written to testify to a person or (occasionally) a company's skills, character and/or achievements.** Sometimes a reference letter is known as a "recommendation letter". It is a formal document, and should be typed and written in a serious and business-like style.

Reference letters are used in a wide variety of situations; there is no definitive list that covers all possible scenarios. The most common examples are:

- When a candidate applies for a job, they may need a reference to support their application.
- If an interviewee is given a job offer, they may need to supply a reference letter before the contract can be signed.
- A student applying for an academic course often requires a reference letter to support their application.
- A student applying for funding will often need to supply reference letters.
- Companies may use reference letters as testimonies to their trustworthiness and ability to carry out a job well.
- Prospective tenants may need to provide their landlord with a reference letter, testifying to their good financial status. (This could be from a prior landlord or from a current employer.)

#### Who should write a reference letter?

**If you are approached and asked to write a reference letter for a job candidate, a student or a company, consider whether you can legitimately do so.** A reference letter is a formal document, and it is crucial that you do not lie or fudge the truth in it, or there could be legal repercussions. If someone wants a reference letter from you:

- The candidate should be someone you know reasonably well. For example, you cannot provide any authoritative comment on the academic ability of a student who's only been attending your lectures for a week.
- You should know the candidate in a capacity which gives you the ability to write a meaningful reference. For example, if you have worked with the person, it would be appropriate for you to write a reference letter to a prospective employer for them.
- You should be able to provide an honest and positive reference. If you truly feel that the candidate has no good qualities for you to emphasise, or if you have had a personality clash with them in the past, you should tell them to seek a reference letter from someone else.

#### What goes into a reference letter?

The exact structure of a reference letter will differ slightly depending on the type of reference it is, but this is a good basic outline:

1. Start using the business letter format: put the recipient's name and address, if known, and address them as "Dear [name]". If the recipient is currently unknown (this would be likely on an academic application, for instance), then use "Dear Sir/Madam" or "To whom it may concern".

2. It is often helpful to introduce yourself in the first couple of lines of your letter. The recipient will not need your life history: just give a brief sentence or two explaining your position and your relationship to the candidate.
3. Your next paragraph should confirm any facts which you know the candidate will be supplying along with your letter. For example, if you are writing a reference for a job applicant, some or all of these details may be appropriate:
  - The person's job title, and role within the company.
  - The person's leaving salary when they were last employed by you (or your organization).
  - The dates which the person was employed from and until.

If you are writing a reference letter for an academic course, you will need to confirm the person's academic grades.

4. In your third paragraph, you should provide your judgment upon the candidate's skills and qualities. It is often appropriate to state that you would gladly reemploy them, or that their contributions to your college class were highly valued. Single out any exceptional qualities that the candidate has – perhaps their drive and enthusiasm, their attention to detail, or their ability to lead.
5. Where possible, use your fourth paragraph to give a couple of concrete examples of times when the candidate excelled. (You may want to ask the candidate to tell you about any extra-curricular projects they've been involved in, or invite them to highlight anything they'd particularly like you to include in the reference letter.)
6. Close your letter on a positive note, and if you are willing to receive further correspondence about the candidate's application, make this clear. Include your contact details too.
7. As with any business letter, you should end appropriately; "Yours sincerely" when you are writing to a named recipient, and "Yours faithfully" when you do not know who will be receiving the letter.

### Things to avoid

Make sure that you avoid:

- Mentioning any weaknesses the candidate has.
- Saying anything that could be construed as libel.
- Writing in an informal manner: keep the letter business-like. Jokes, slang and casual language are not appropriate and may harm the candidate's chances.
- Including personal information not relevant to the application. Mentioning the candidate's race, political stance, religion, nationality, marital status, age or health is usually inappropriate.
- Spelling mistakes, sloppy writing or typos: this letter is hugely important to the candidate, and you should take care to make it look professional.

By Ali Hale

### 2. Here are some samples Letter of Recommendation for Employment. Look them through. Give English equivalents for:

Рекомендовать -

Браться за сложное задание -

Быть одним из самых преданных сотрудников -

Стать близким другом -

Быть расстроенным из-за ухода кого-либо -

Быть великолепным человеком -

Умный, смывлённый -

С большим удовольствием -

Внести чрезвычайно ценный вклад -

Потрясающий -

Быть способным успешно планировать и реализовывать планы -

Демонстрировать лидерские качества -

Искренне Ваш/Ваша -

С сердечным приветом -

## Sample 1

### To Whom It May Concern:

It is with great privilege that I write to you in recommendation of Marty McFly. Until recently, I have been Marty's direct supervisor. I have found him to be a pleasant, generous person who is never afraid to take on a challenging task. He has been one of our most dedicated employees.

Marty is an independent, self directed person who is able to communicate effectively and meet even the most demanding challenges. During his three year tenure here, he set an unprecedented record in portfolio growth. Marty's stock picks averaged returns 500% higher than the S&P, much to our competitors dismay.

While his on the job performance has been nothing less than stellar, Marty has also become a close friend to many of us. We pride ourselves on our corporate values and close knit community, and in this area he truly shines. Marty, along with his father George, have organized many family picnics complete with story telling and live music. Marty is not only gifted in his uncanny ability to foresee growth opportunities, he is also a very talented musician!

Though we are all deeply disappointed to lose Marty, I highly recommend him for employment with your organization. He is a team player, a great person and an absolute financial genius.

Best Regards,

Scrooge McDuck

President of McDuck Financial Services

## Sample 2. Character Reference Letter

Dear Mr. McDuck,

I have known Gilbert Lowell for 20 years. He has been a friend, a confidant and a business partner. Just recently, my wife and I named him the god father of our new born son.

Gilbert is incredibly intelligent and is an amazing leader. I first met Gilbert when he was the president of my college fraternity, Lambda. Not only did he led our chapter to academic success, but we also managed to take control of the Greek Council under his direction. After graduation, Gilbert and I became business partners and started a small calculator accessory manufacturer. His financial intelligence as well as his leadership have made our firm the 2nd largest vendor at the Brevard County Super Flea every Sunday afternoon.

It is with great pleasure that I write to you in recommendation of Gilbert Lowell. He is an honest, caring individual who will make an extremely valuable asset to your organization.

If you have any questions, please do not hesitate to contact me.

Sincerely,

Fred Palowakski

Friend of Gilbert Lowell

## Sample 3. Letter of Recommendation for a Prospective Graduate School Student

### To Whom It May Concern:

As the Dean of Stonewell College, I have had the pleasure of knowing Hannah Smith for the last four years. She has been a tremendous student and an asset to our school. I would like to take this opportunity to recommend Hannah for your graduate program. I feel confident that she will continue to succeed in her studies. Hannah is a dedicated student and thus far her grades have been exemplary. In class, she has proven to be a take-charge person who is able to successfully develop plans and implement them. Hannah has also assisted us in our admissions office. She has successfully demonstrated leadership ability by counseling new and prospective students. Her advice has been a great help to these students, many of whom have taken time to share their comments with me regarding her pleasant and encouraging attitude. It is for these reasons that I offer high recommendations for Hannah without reservation. Her drive and abilities will truly be an asset to your establishment. If you have any questions regarding this recommendation, please do not hesitate to contact me.

Sincerely,

Roger Fleming

Dean of Stonewell College

By Karen Schweitzer, About.com Guide

If you are still unsure what best to include in the reference letter, imagine yourself in the position of the candidate's prospective employer, or of the panel reading his/her academic application. What information would they need to know? What qualities would they like their candidates to have? Obviously, you should never lie or mislead in a reference letter, but you should try to focus on areas which will give the recipient the most useful information possible about the candidate.

### 3. Translate into English:

#### Рекомендательное письмо

Компания «Сонера» рекомендует Вам Петрашевского Валентина Борисовича. Валентин Петрашевский два года работал администратором одного из структурных подразделений нашей компании и зарекомендовал себя грамотным специалистом. В период работы в компании он стремился повышать уровень своей квалификации. Постоянно следил за новинками в области сетевых технологий. В 1998 г. успешно прошел обучение на курсах IBM и получил сертификат системного администратора. Был увлечен работой, серьезно и ответственно относился к выполнению поручений. При общении с коллегами по работе, сотрудниками компании проявил себя внимательным, дружелюбным человеком.

Надеемся, что профессионализм, опыт и личные качества Валентина Петрашевского будут по достоинству оценены Вашей компанией.

С уважением

Начальник отдела компании «Сонера»

Подпись:

А.Д.Гладилин

#### UNIT 7. THE JOB INTERVIEW

##### 1. Read and translate the text, answer the questions. But first give Russian equivalents for:

Preparing, knowing, paying attention to, going over, human resources, take place, human resources representative, make, the job in question, interact, a single opening.

#### The Job Interview. Types of Job Interviews

A job interview is your chance to show an employer what kind of employee he or she will get if you're hired. That is why it is essential to be well prepared for the job interview. Preparing means knowing about the industry, the employer, and yourself. It means paying attention to details like personal appearance, punctuality, and demeanor.

Knowledge is always your best weapon and so you should arm yourself with plenty of it. That starts with the very basic bit of knowledge regarding job interviews. Before you research the industry and the company and even before you practice answering the questions you might be asked, you should have some general information about job interviews. Let's start by going over the different types of interviews you might face.

##### Types of Job Interviews

**The Screening Interview.** Your first interview with a particular employer will often be the screening interview. This is usually an interview with someone in human resources. It may take place in person or on the telephone. He or she will have a copy of your resume in hand and will try to verify the information on it. The human resources representative will want to find out if you meet the minimum qualifications for the job and, if you do, you will be passed on to the next step.

**The Selection Interview** The selection interview is the step in the process which makes people the most anxious. The employer knows you are qualified to do the job. While you may have the skills to perform the tasks that are required by the job in question, the employer needs to know if you have the personality necessary to "fit in." Someone who can't interact well with management and co-workers may disrupt the functioning of an entire department. This ultimately can affect the company's bottom line. Many experts feel

that this can be determined within the first several minutes of the interview. However, more than one person being interviewed for a single opening may appear to fit in. Often, job candidates are invited back for several interviews with different people before a final decision is made.

**The Group Interview.** In the group interview, several job candidates are questioned at once. Since any group naturally stratifies into leaders and followers, the interviewer can easily find out into which category each candidate falls. In addition to determining whether you are a leader or a follower, the interviewer can also learn whether you are a "team player." You should do nothing other than act naturally. Acting like a leader if you are not one may get you a job that is inappropriate for you.

**The Panel Interview.** In a panel interview, the candidate is interviewed by several people at once. Although it can be quite intimidating, you should try to remain calm. Try to establish rapport with each member of the panel. Make eye contact with each one as you answer his or her question.

**The Stress Interview.** The stress interview is not a very nice way to be introduced to the company that may end up being your future employer. It is, however, a technique employers sometimes use to weed out candidates who cannot handle adversity. The interviewer may try to artificially introduce stress into the interview by asking questions so quickly that the candidate doesn't have time to answer each one. Another interviewer trying to introduce stress may respond to a candidate's answers with silence. The interviewer may also ask weird questions, not to determine what the job candidate answers, but how he or she answers.

According to *Interviewing* by The National Business Employment Weekly (John Wiley and Sons, 1994), the job candidate should first "recognize that you're in the situation. Once you realize what's happening, it's much easier to stay calm because you can mentally re-frame the situation. Then you have two choices: Play along or refuse to be treated so poorly." If you do play along, it is recommended later finding out if the reason for conducting a stress interview is legitimate. That will determine if this is a company for whom you want to work.

By Dawn Rosenberg McKay

## **2. Answer the questions:**

1. What is a job interview?
2. What should you know about the interviewing?
3. What types of interviews are discussed in the text?
4. What is a screening interview? What is important to show when you are interviewed?
5. What kind of interview makes people anxious? What is the aim of this kind of interview?
6. What is a group interview? What is the aim of this kind of interview?
7. What is a panel interview? How should you behave while being interviewed?
8. What is a stress interview? How should you behave? What is stressful in this kind of interview?
9. What kind of interview will you prefer?

It hardly needs saying that getting a job depends on how you behave, how you talk and how you answer questions at an interview – in short, it depends on you. If you have a serious desire to succeed, you must spend a little time preparing.

In fact, all interviewers are similar. The aim of the interviewer is to find out what sort of a person you are.

## **3. Read and translate the text “How Should You Behave At An Interview”. What rules must one follow when being interviewed?**

### **But first give Russian equivalents of the following words:**

In short, in fact, similar, interviewer, a serious desire to succeed, reasonable explanation, conservative suit, to feel comfortable, inaccuracy, get ready, interview, in different ways, set of knowledge, duty, shortcoming, react, a slip-up, employee, employer, hypothetical.

1. **Rule One** – never be late.
2. **Rule Two** – if you have come too early, it is better to walk around outside rather than bother the interviewer with the problem of what you should do for the next 20 minutes. If you are late, apologize

distinctly, offer a reasonable explanation, and try to forget about it for the rest of the interview. Don't dwell on it, and don't get uptight about your blunder. You may by the way accentuate your punctuality unobtrusively.

3. **Rule Three** - pay attention to the way you are dressed.

**Men's Interview Attire:** 1. Suit (solid color - navy or dark grey). 2. Long sleeve shirt (white or coordinated with the suit). 3. Belt. 4. Tie. 5. Dark socks, conservative leather shoes. 6. Little or no jewelry. 7. Neat, professional hairstyle. 8. Limit the aftershave. 9. Neatly trimmed nails. 10. Portfolio or briefcase.

**Women's Interview Attire:** 1. Suit (navy, black or dark grey). 2. The suit skirt should be long enough so you can sit down comfortably. 3. Coordinated blouse. 4. Conservative shoes. 5. Limited jewelry (no dangling earrings or arms full of bracelets). 6. No jewelry is better than cheap jewelry. 7. Professional hairstyle. 8. Neutral pantyhose. 9. Light make-up and perfume. 10. Neatly manicured clean nails. 11. Portfolio or briefcase.

**What Not to Bring to the Interview:** 1. Gum. 2. Cell phone. 3. Ipod. 4. Coffee or soda. 5. If you have lots of piercings, leave some of your rings at home (earrings only, is a good rule). 6. Cover tattoos.

### **Interview Attire Tips**

1. Before you even think about going on an interview, make sure you have appropriate interview attire and everything fits correctly.
2. Get your clothes ready the night before, so you don't have to spend time getting them ready on the day of the interview.
3. If your clothes are dry clean only, take them to the cleaners after an interview, so they are ready for next time.
4. Polish your shoes.

Bring a breath mint and use it before you enter the building. It would be the best if that day your clothing met all the requirements of business style. Avoid overindulgence, but remember that even in a conservative suit you should feel comfortable.

By Alison Doyle

4. **Rule Four** – think about what **most common questions** might be asked during the interview:

The first impression you make on the interviewer can decide the rest of the interview. It is important that you introduce yourself, shake hands, and be friendly and polite. The first question is often a "breaking the ice" (establish a rapport) type of question. Don't be surprised if the interviewer asks you something like:

How are you today?

Did you have any trouble finding us?

Isn't this great weather we're having?

This type of question is common because the interviewer wants to put you at ease (help you relax). The best way to respond is in a short, friendly manner without going into too much detail. Here are **some examples** correct responses:

**Interviewer:** How are you today?

**You:** I'm fine, thank you. And you?

OR

**Interviewer:** Did you have any trouble finding us?

**You:** No, the office isn't too difficult to find.

OR **Interviewer:** Isn't this great weather we're having?

**You:** Yes, it's wonderful. I love this time of year.

**Interviewer:** Did you have any trouble finding us?

**You:** No, the office isn't too difficult to find.

**Tell me about yourself.**

Make a short, organized statement of your education and professional achievements and professional goals. Then, briefly describe your qualifications for the job and the contributions you could make to the organization.

**Interviewer:** Tell me about yourself.

**Candidate:** I was born and raised in Milan, Italy. I attended the University of Milan and received my master's degree in Economics. I have worked for 12 years as a financial consultant in Milan for various companies including Rossi Consultants, Quasar Insurance and Sardi and Sons. I enjoy playing tennis in my free time and learning languages.

**OR Candidate:** I've just graduated from the University of Singapore with a degree in Computers. During the summers, I worked as a systems administrator for a small company to help pay for my education.

**Comment:** This question is meant as an introduction. Do not focus too specifically on any one area. The above question will often be used to help the interviewer choose what h/she would like to ask next. While it is important to give an overall impression of who you are, make sure to concentrate on work related experience. Work related experience should **always** be the central focus of any interview (work experience is more important than education in most English speaking countries).

**Why do you want to work here?/Why do you want to work for Smith and Sons? or Why are you interested in our company?**

Few questions are more important than these, so it is important to answer them clearly and with enthusiasm. Show the interviewer your interest in the company. Share what you learned about the job, the company and the industry through your own research. Talk about how your professional skills will benefit the company. Unless you work in sales, your answer should never be simply: "money." The interviewer will wonder if you really care about the job.

**Candidate:** After following your firms progress for the last 3 years, I am convinced that Smith and Sons are becoming one of the market leaders and I would like to be part of the team.

**OR Candidate:** I am impressed by the quality of your products. I am sure that I would be a convincing salesman because I truly believe that the Atomizer is the best product on the market today.

**Comment:** Prepare yourself for this question by becoming informed about the company. The more detail you can give, the better you show the interviewer that you understand the company.

**Why did you leave your last job?**

The interviewer may want to know if you had any problems on your last job. If you did not have any problems, simply give a reason, such as: relocated away from job; company went out of business; laid off; temporary job; no possibility of advancement; wanted a job better suited to your skills.

If you did have problems, be honest. Show that you can accept responsibility and learn from your mistakes. You should explain any problems you had (or still have) with an employer, but don't describe that employer in negative terms. Demonstrate that it was a learning experience that will not affect your future work.

**Can you tell me about your responsibilities at your last job?**

**Candidate:** I advised customers on financial matters. After I consulted the customer, I completed a customer inquiry form and catalogued the information in our database. I then collaborated with colleagues to prepare the best possible package for the client. The clients were then presented with a summarized report on their financial activities that I formulated on a quarterly basis.

**Comment:** Notice the amount of detail necessary when you are talking about your experience. One of the most common mistakes made by foreigners when discussing their former employment is to speak too generally. The employer wants to know exactly what you did and how you did it; the more detail you can give the more the interviewer knows that you understand the type of work. Remember to vary your vocabulary when talking about your responsibilities. Also, do not begin every sentence with "I". Use the passive voice, or an introductory clause to help you add variety to your presentation

**What are your best skills?/What is your greatest strength?**

If you have sufficiently researched the organization, you should be able to imagine what skills the company values. List them, then give examples where you have demonstrated these skills.

**Candidate:** I work well under pressure. When there is a deadline (a time by which the work must be finished), I can focus on the task at hand (current project) and structure my work schedule well. I remember

one week when I had to get 6 new customer reports out by Friday at 5. I finished all the reports ahead of time without having to work overtime.

**OR Candidate:** I am an excellent communicator. People trust me and come to me for advice. One afternoon, my colleague was involved with a troublesome (difficult) customer who felt he was not being served well. I made the customer a cup of coffee and invited both my colleague and the client to my desk where we solved the problem together.

**OR Candidate:** I am a trouble shooter. When there was a problem at my last job, the manager would always ask me to solve it. Last summer, the LAN server at work crashed. The manager was desperate and called me in (requested my help) to get the LAN back online. After taking a look at the daily backup, I detected the problem and the LAN was up and running (working) within the hour.

**Comment:** This is not the time to be modest! Be confident and always give examples. Examples show that you are not only repeating words you have learned (punctual, reliable, hardworking, thorough, keen to learn, able to learn, able to get on with people, well-organized, good with machines, a quick worker, able to work without supervision and so on), but actually do possess that strength.

### **What is your major weakness?**

Be positive; turn a weakness into a strength. For example, you might say: "I often worry too much over my work. Sometimes I work late to make sure the job is done well."

**Candidate:** I am overzealous (work too hard) and become nervous when my co-workers are not pulling their weight (doing their job). However, I am aware of this problem, and before I say anything to anyone, I ask myself why the colleague is having difficulties.

**OR Candidate:** I tend to spend too much time making sure the customer is satisfied. However, I began setting time-limits for myself if I noticed this happening.

**Comment:** This is a difficult question. You need to mention a weakness that is actually a strength. Make sure that you always mention how you try to improve the weakness.

### **Do you prefer to work by yourself or with others?**

The ideal answer is one of flexibility. However, be honest. Give examples describing how you have worked in both situations.

### **What type of position are you looking for?**

**Candidate:** I'm interested in an entry level (beginning) position/I'm looking for a position in which I can utilize my experience/ I would like any position for which I qualify.

**Comment:** You should be willing to take an entry level position in an English speaking company as most of these companies expect non-nationals to begin with such a position. In the United States, most companies provide many opportunities for growth, so don't be afraid to start from the beginning!

### **Are you interested in a full-time or part-time position?**

**Candidate:** I am more interested in a full-time position. However, I would also consider a part-time position.

**Comment:** Make sure to leave open as many possibilities as possible. Say you are willing to take any job, once the job has been offered you can always refuse if the job does not appeal (not interest) to you.

### **What are your career goals? or What are your future plans?**

The interviewer wants to know if your plans and the company's goals are compatible. Let him know that you are ambitious enough to plan ahead. Talk about your desire to learn more and improve your performance, and be specific as possible about how you will meet the goals you have set for yourself.

### **What are your hobbies? or Do you play any sports?**

The interviewer may be looking for evidence of your job skills outside of your professional experience. For example, hobbies such as chess or bridge demonstrate analytical skills. Reading, music, and painting are creative hobbies. Individual sports show determination and stamina, while group sport activities may indicate you are comfortable working as part of a team. Also, the interviewer might simply be curious as to whether you have a life outside of work. Employees who have creative or athletic outlets for their stress are often healthier, happier and more productive.

### **What salary are you expecting?**

You probably don't want to answer this one directly. Instead, deflect the question back to the interviewer by saying something like: "I don't know. What are you planning on paying the best candidate?" Let the employer make the first offer. However, it is still important to know what the current salary range is for the profession. Find salary surveys at the library or on the Internet, and check the classifieds to see what comparable jobs in your area are paying. This information can help you negotiate compensation once the employer makes an offer.

### **When can you begin?**

**Candidate:** Immediately.

**OR Candidate:** As soon as you would like me to begin.

**Comment:** Show your willingness to work!

The above questions represent some of the most basic questions asked on any job interview in English. Probably the most important aspect of interviewing in English is giving detail. As a speaker of English as a second language, you might be shy about saying complicated things. However, this is absolutely necessary as the employer is looking for an employee who knows his or her job. If you provide detail, the interviewer will know that you feel comfortable in that job. Don't worry about making mistakes in English. It is much better to make simple grammar mistakes and provide detailed information about your experience than to say grammatically perfect sentences without any real content.

### **What have I forgotten to ask?**

Use this as a chance to summarize your good characteristics and attributes and how they may be used to benefit the organization. Convince the interviewer that you understand the job requirements and that you can succeed. Some more sample questions see Ex.15.

5. **Rule Five.** Be ready for practical tests - if you apply for a job as a salesperson you may be asked to sell something (this is a good test of your abilities) or you may be required describing some production situation, to express your opinion on the settlement of the conflict in a hypothetical situation.

6. **Rule Six.** During the interview try to remain as calm as possible. Even if you are invited to interview over a meal - breakfast, lunch or dinner. Your potential employer is interested in getting to know you better, anxious to see how you behave in a public setting and lastly, hoping that you will meet their high expectations. Pay attention to the tips and use them if necessary in the corresponding situations:

Before you get too anxious about which fork to use, this etiquette refresher will help. My colleagues and I have witnessed some of the poorest manners by some of the most well-qualified candidates. For example, there was the candidate who brought her own breakfast to the "breakfast interview" and confused the table when she declined to order from the menu. It all made sense when she brought the muffin out of her purse, and placed it on the plate to eat after we'd all ordered breakfast. There is the story about the almost-CEO that talked constantly with his mouth full of food, the woman who reapplied her lipstick twice, and the young man texting while others were talking at the table. Given these examples, I am going to remind my readers of good etiquette:

**1. Be polite.** It is important to treat everyone with kindness especially the wait staff, bus person, hostess and anyone else that you have contact with. Your potential employer, Board members and/or boss have their eyes on you. Even if it doesn't feel like it, they are watching your behavior. This is also a good chance to observe how they treat others. If you have some concerns about personality matches - take note of how they treat (or don't) others well.

**2. Turn off your cell.** You must turn your cell phone off and put it away. It is never appropriate to look at it, take a call or text during breakfast, lunch or dinner. Your hostess or host may have work to do, but don't do yours on their time.

**3. The napkin.** Place it in your lap, first thing. If you get up during the meal, place your napkin on the chair, not the table.

**4. Wait your turn.** You may be the first or second person served at the table, but wait until everyone has their food served before you begin eating. It's not considered polite to ask for the salt and pepper or ketchup to be passed until everyone has his or her food. (another tidbit... always pass the salt and pepper together even if someone has asked for only the salt "salt and pepper are like married people as they always go together."

**5. Start from the outside.** The place setting can be confusing, especially if you aren't accustomed to dining out. The best way to remember which fork is first is to start from the outside, and work your way in. If you have ordered a salad, the salad fork is the outer fork, and your dinner fork is next. It may feel like the meal will never end, but remember that the fork and spoon at the top of your plate are for dessert and coffee/tea.

**6. The great carb debate.** The bread dilemma... it doesn't end, does it? If you've been served bread or rolls, use the plate to your left (and the water glass ABOVE your knife), but please don't butter the whole slice or stuff the entire roll into your mouth. It is best to take a bit of butter, and place it on your plate (the one on the left). You should break the bread into bite size pieces (one at a time), butter the piece and then eat. Confusing, isn't it?

**7. Stick with coffee, iced tea, soda or water.** It really is good advice to stay away from the alcoholic beverage during the interview process. I recommend never drinking over an interview, but others may have a different opinion. If everyone else is ordering wine or a cocktail, one glass of wine is appropriate. Also, if everyone else orders a second one, don't do it. Personally, I think its suspect if a lot of drinking occurs over an interview, and it does happen. Trust your instincts, but just don't be the person ordering a double or another.

**8. Take small bites and don't forget all the important things.** It's important to take small bites throughout the meal. It is expected that you will talk throughout dinner and most likely, the questions will come just as you are putting the food into your mouth! The other important thing that I've yet to mention, DO NOT talk with your mouth full, keep your elbows off the table and try not to rush.

**9. It isn't over yet.** When you have finished your meal, move your utensils to the center or on the diagonal across your plate. It is important to place your napkin to the left of your plate, not in the center of your plate.

**10. Send a thank you note.** Once you have returned to your desk, it is important to send a thank you note. Let the person/s know how much you enjoyed their company, the meal and follow-up with any relevant information or questions you may have.

#### **Sample of general thank-you letter**

Your Name  
Your Address  
Your City, State, Zip Code  
Your Phone Number  
Your Email

Date  
Name  
Title  
Organization

Address

City, State, Zip Code

Dear Mr./Ms. Last Name:

Thank you for taking the time to discuss ... (the subject) ... with me. After meeting with you and observing the company's operations, I am further convinced that my background and skills coincide well with your needs.

I really appreciate that you took so much time to acquaint me with the company. It is no wonder that your Company retains its employees for so long. I feel I could learn a great deal from you and would certainly enjoy working with you.

In addition to my qualifications and experience, I will bring excellent work habits and judgment to this position. With the countless demands on your time, I am sure that you require people who can be trusted to carry out their responsibilities with minimal supervision.

I look forward, Mr. (interviewer), to hearing from you concerning your hiring decision. Again, thank you for your time and consideration.

Sincerely,

Your signature,

Your name

Don't worry if you experience a small mishap during your interview like dropping your napkin or a fork. We all make mistakes, but it is more important not to call extra attention by over apologizing or making a big deal out of it. Move quickly to pick it up or ask the server for another utensil.

There are so many things to remember, that you probably will not eat your entire meal. Resist the urge to "bring it home" (unless you are interviewing with foodies!) and please, do not ask for a toothpick. This is rude (and gross). Even if you do not land the job, you will still have made a positive, lasting impression.

**11. Rule Seven.** Usually they will ask at the end of the interview if there is anything you would like to know. This is your turn to interview a staff member. You have to understand what your future job will entail, what supervisors will expect, what possible difficulties there are in store for you, what the other staff members are like and so on. No matter how interested you are in this position, remember that you should not only be selected, but actively choose this job, for it may not be the job you have been dreaming about. Before the interview is over, you should know: what benefits the company offers, what the opportunities to advance are, what your salary will be. Useful expressions:

Could you tell me something about ...?

I'd like to know ...

What are the possibilities of ...?

Just one more thing ...

**By Erin O'Connor Jones**

**4. Read the information about hiring procedures in different companies. Consult a dictionary if necessary.**

1. We're one of the largest construction companies in Japan. We usually hire our younger staff straight from college. During their final year at college, we interview a number of candidates, and later they take a written examination. We sometimes hire from outside the company for senior positions or specialist skills.
2. I'm the president of a small plastics factory in Sydney, Australia. If I need people, I get my employees to ask around, and I advertise locally at the employment office, in the local

newspaper, and outside the factory. I don't care too much about a person's previous training or experience. I prefer to give someone the job first, and see how they do.

3. I work for an advertising agency in London. Like many ad agencies, we're always looking for new people, and we do a lot of head-hunting. If we hear about someone who has talent and ambition, we contact them and arrange an informal meeting. If both sides are interested, we work out a deal.
4. We are a large French computer manufacturer, and we use a number of tests, including an IQ test and a multiple-choice personality test, to help us select employees. We've done some research into handwriting analysis - we don't use it at present but we're considering it. We like to find out as much as possible about people before we hire them.

**Think of advantages or disadvantages of each type of hiring procedure. Possible answers:**

1. Employees will feel loyal to the company; the company can train employees to suit its requirements.
2. Employees have no other work experience to bring to the company; it may be difficult for employees to change jobs.
3. The company gets people with new ideas and different experience; employees can find a new job more easily.
4. The company cannot expect employee loyalty or continuity; the employee cannot expect job security.
5. The company can hire workers at a low salary and train them; employees can get a job without previous experience.
6. The company may not get employees with relevant experience; the employees' salary may be very low.
7. The company can hire people who fit into the company; employees will get on with each other more easily.
8. The tests may not be accurate or reliable.

**5. Work in groups and discuss these questions:**

1. What other hiring procedures and interview techniques do you know?
2. Which are the most common hiring procedures in your country?
3. What are your own experiences of being hired?

**6. You work for a corporate recruiting agency. You are looking for good managers to fill top jobs. Interview the people in the other group and collect information to add to your database. Use this form:**

PERSONAL DETAILS	
Name	
Company	
Education & qualifications	
Languages	

**Find out about your partner's work experience.**

EXPERIENCE		YEARS
Present job		
Previous jobs		

**Ask:**

- who they work for (Ask how long ...?)
- who they worked for previously (Ask how long ...?)
- what their job is?
- What their job was previously?
- Where they live?
- Where they lived previously?

**7. Find out about some of the good and bad experiences a partner has had. Ask the questions below. If the answer is Yes, I have, ask more questions like When was that?, When was the last time?, What happened?, What did you do?**

Have you ever:

- been late for an important meeting or event?
- missed a flight?
- done something nice for someone on their birthday
- broken an arm or a leg?
- made a bet and won?
- worked all through the night?
- made a mistake and then gotten away with it?
- forgotten something important like your tickets, passport, or keys?
- done any unpaid volunteer work?
- had to cancel a vacation?
- made a very successful speech or presentation?
- thought about resigning and starting your own business?

**8. Career plans. How can you develop your careers. Write 1-2 sentences to complete each sentence beginning:**

Over the next few years

- I intend to ...
- I am going to try to ...
- if possible, I'd also like to ...
- I hope to ..., although I know it won't be easy.

**9. Watch the film “Job Interview Skills. DOs and DON'Ts”. Then write DO or DON'T next to these statements:**

**Words to the film:** insult – оскорблять; обижать; slob – презр. неряха, растрёпа; trait – характерная черта, особенность.

- \_\_\_\_\_ look like a slob.
- \_\_\_\_\_ research the company.
- \_\_\_\_\_ insult anything.
- \_\_\_\_\_ be on time/early.
- \_\_\_\_\_ answer the questions positively.
- \_\_\_\_\_ talk about your negative traits.

**10. Mister Mueller is applying for a job. Watch the film “Job Interview. Out of Stress” (without sound). What interview is the most stressful for him? Why do you think so?**

**11. Employers use telephone interviews as a way of identifying and recruiting candidates for employment. How should you behave at an phone interview?**

While you are actively job searching, it's important to be prepared for a phone interview on a moment's notice. You never know when a recruiter or a networking contact might call and ask if you have a few minutes to talk.

**Prepare for a phone interview** just as you would for a regular interview. Compile a list of your strengths and weaknesses, as well as a list of answers to typical interview questions. In addition, plan on being prepared for a phone conversation about your background and skills.

Keep your resume in clear view, on the top of your desk, or tape it to the wall near the phone, so it's at your fingertips when you need to answer questions. Have a short list of your accomplishments available to review. Have a pen and paper handy for note taking. Turn call waiting off so your call isn't interrupted. If the time isn't convenient, ask if you could talk at another time and suggest some alternatives. Clear the room – evict the kids and the pets. Turn off the stereo and the TV. Close the door.

**Talking in the phone** isn't as easy as it seems. I've always found it's helpful to practice. Have a friend or family member to conduct a mock interview and tape record it so you can see how you sound over the phone. Any cassette recorder will work. You'll be able to hear your "ums" and "uhs" and "okays" and you can practice reducing them from your conversational speech. Also rehearse answers to those typical questions you'll be asked.

**During the phone interview**, don't smoke, chew gum, eat, or drink. Do keep a glass of water handy, in case you need to wet your mouth. Smile. Smiling will project a positive image to the listener and will change the tone of your voice. Speak slowly and enunciate clearly. Use the person's title (Mr. or Ms. And their last name.) Only use a first name if they ask you to. Don't interrupt the interviewer. Take your time – it's perfectly acceptable to take a moment or two to collect your thoughts. Give short answers.

Remember your goal is to set-up a face-to-face interview. After you thank the interviewer ask if it would be possible to meet in person.

**After the Interview**, take notes about what you were asked and how you answered. Remember to say "thank you". Follow with a thank you note, which reiterates your interest in the job.

**12. Watch the film "Applying for Jobs". Who takes part in the conversation? Make notes of the questions of human resources representative. But first give Russian equivalents for:**

make an appointment for an interview, executive manager assistant position, catch, would you mind, educational background, a receptionist at an advertising agency, have experience, fashion, pretty, fluent, perfect, involve, executive affairs, creation of budgets and statistics and taking care of the executive correspondence, I see.

**13. How did Ms. Thomson pronounce her email address?**

**NB! Tim Harris-99@quickwork.org.de:**

**\_ - underscore, - hyphen, @ - at, quickwork -all one word, . - dot.**

Practice reading these e-mail addresses aloud:

**1. s.famiglio@ovp.com, 2. michiko@suntime.net.jp, 3. sunny1982@yahoo.co.uk, 4. sales-info@bargaindeal.com.br, 5. p\_hubertsky@fre.org.de**

**14. So two partners take part in the conversation. Put the sentences in the correct order to make a short conversation.**

- That's perfect.
- Could you give me your e-mail address.
- Good morning, I am calling about executive manager assistant position.
- Thank you for your time. Bye.
- Jane Thompson is speaking.
- No, not at all.
- You already have experience in a fashion business.
- May I speak please with Miss T.?
- The position will involve planning all the executive affairs, creation of budgets and statistics and taking care of the executive correspondence.
- I've received my high school diploma.

- My name is Martinez. Maria Martinez.
- And what work experience do you have?
- How can I help you?
- Yes, that's right.
- What is your educational background?
- I worked as a receptionist at an advertising agency and for the fashionable.
- I'm sorry, I didn't catch your name.
- I'm also pretty at organizing things and I'm fluent in Spanish and Italian.
- Would you mind if I first ask you some questions?
- Could you please tell me about the job in detail?
- I see.

**15. Now perform similar dialogues inventing the necessary work experience and so on. You can use job interview questions and some typical phrases:**

<b>Answering the phone</b>	<ul style="list-style-type: none"> <li>• Hello? (informal)</li> <li>• Thank you for calling Boyz Autobody. Jody speaking. How can I help you?</li> <li>• Doctor's office.</li> </ul>
<b>Introducing yourself</b>	<ul style="list-style-type: none"> <li>• Hey George. It's Lisa calling. (informal)</li> <li>• Hello, this is Julie Madison calling.</li> <li>• Hi, it's Gerry from the dentist's office here.</li> <li>• This is she.*</li> <li>• Speaking.*</li> </ul> <p>*The person answering says this if the caller does not recognize their voice.</p>
<b>Asking to speak with someone</b>	<ul style="list-style-type: none"> <li>• Is Fred in? (informal)</li> <li>• Is Jackson there, please? (informal)</li> <li>• Can I talk to your sister? (informal)</li> <li>• May I speak with Mr. Green, please?</li> <li>• Would the doctor be in/available?</li> </ul>
<b>Connecting someone</b>	<ul style="list-style-type: none"> <li>• Just a sec. I'll get him. (informal)</li> <li>• Hang on one second. (informal)</li> <li>• Please hold and I'll put you through to his office.</li> <li>• One moment please.</li> <li>• All of our operators are busy at this time. Please hold for the next available person.</li> </ul>
<b>Making special requests</b>	<ul style="list-style-type: none"> <li>• Could you please repeat that?</li> <li>• Would you mind spelling that for me?</li> <li>• Could you speak up a little please?</li> <li>• Can you speak a little slower please. My English isn't very strong.</li> <li>• Can you call me back? I think we have a bad connection.</li> <li>• Can you please hold for a minute? I have another call.</li> </ul>
<b>Taking a message for someone</b>	<ul style="list-style-type: none"> <li>• Sammy's not in. Who's this? (informal)</li> <li>• I'm sorry, Lisa's not here at the moment. Can I ask who's calling?</li> <li>• I'm afraid he's stepped out. Would you like to leave a message?</li> <li>• He's on lunch right now. Who's calling please?</li> <li>• He's busy right now. Can you call again later?</li> <li>• I'll let him know you called.</li> <li>• I'll make sure she gets the message.</li> </ul>

<b>Leaving a message with someone</b>	<ul style="list-style-type: none"> <li>• Yes, can you tell him his wife called, please.</li> <li>• No, that's okay, I'll call back later.</li> <li>• Yes, it's James from CompInc. here. When do you expect her back in the office?</li> <li>• Thanks, could you ask him to call Brian when he gets in?</li> <li>• Do you have a pen handy. I don't think he has my number.</li> <li>• Thanks. My number is 222-3456, extension 12.</li> </ul>
<b>Confirming information</b>	<ul style="list-style-type: none"> <li>• Okay, I've got it all down.</li> <li>• Let me repeat that just to make sure.</li> <li>• Did you say 555 Charles St.?</li> <li>• You said your name was John, right?</li> <li>• I'll make sure he gets the message.</li> </ul>
<b>Listening to an answering machine</b>	<ul style="list-style-type: none"> <li>• Hello. You've reached 222-6789. Please leave a detailed message after the beep. Thank you.</li> <li>• Hi, this is Elizabeth. I'm sorry I'm not available to take your call at this time. Leave me a message and I'll get back to you as soon as I can.</li> <li>• Thank you for calling Dr. Mindin's office. Our hours are 9am-5pm, Monday-Friday. Please call back during these hours, or leave a message after the tone. If this is an emergency please call the hospital at 333-7896.</li> </ul>
<b>Leaving a message on an answering machine</b>	<ul style="list-style-type: none"> <li>• Hey Mikako. It's Yuka. Call me! (informal)</li> <li>• Hello, this is Ricardo calling for Luke. Could you please return my call as soon as possible. My number is 334-5689. Thank you.</li> <li>• Hello Maxwell. This is Marina from the doctor's office calling. I just wanted to let you know that you're due for a check-up this month. Please give us a ring/buzz whenever it's convenient.</li> </ul>
<b>Finishing a conversation</b>	<ul style="list-style-type: none"> <li>• Well, I guess I better get going. Talk to you soon.</li> <li>• Thanks for calling. Bye for now.</li> <li>• I have to let you go now.</li> <li>• I have another call coming through. I better run.</li> <li>• I'm afraid that's my other line.</li> <li>• I'll talk to you again soon. Bye.</li> </ul>

Sometimes it is necessary to spell something over the telephone (for example a postal code or name). Native English speakers often use a special alphabet when they spell over the phone. Example: postal code B2V 3A8 = **B** as in **Bravo**, 2, **V** as in **Victor**, 3, **A** as in **Alpha**, 8.

**And here are some of the words and terms that we use to talk about telephoning:**

<b>Answer</b>	to say "hello" into the phone when it rings
<b>answering machine</b>	something that you can record a message on if the person you are calling isn't home
<b>busy signal</b>	a beeping sound that tells the caller that the other person is already on the phone with someone else
<b>Call</b>	a telephone conversation; to telephone

<b>Caller</b>	the person who telephones
<b>call back/phone back</b>	to call someone who called you first
<b>call display</b>	a screen that shows you who is calling
<b>cellular phone/cell phone</b>	a telephone that you can take with you away from your house; mobile phone
<b>cordless phone</b>	a phone that is not attached to the wall (you can walk short distances with it at home or in the garden)
<b>Dial</b>	to press the buttons on the phone
<b>dial tone</b>	the sound the phone makes when you pick it up
<b>directory/phone book</b>	a book that alphabetically lists local phone numbers of people and businesses
<b>hang up</b>	to put the receiver down and end a call
<b>Operator</b>	a person who answers telephone-related questions when you dial "0"
<b>Pager</b>	a small machine you wear that makes a noise (or vibrates) when someone wants you to call them
<b>Phone</b>	a telephone; to telephone
<b>phone booth/pay phone</b>	a place where you can pay to use a telephone in public
<b>pick up</b>	to answer the phone
<b>Receiver</b>	the piece on the phone that you speak into and listen from
<b>Ring</b>	the sound a phone makes when somebody calls; to make that sound
<b>Ringer</b>	the sound-piece that alerts a person that a call is coming through

## SAMPLE JOB INTERVIEW QUESTIONS

### Questions about you

- > Describe a typical work week.
- > How many hours do you normally work?
- > How would you describe the place at which you work?
- > How do you handle stress and pressure?
- > What do you find are the most difficult to make?
- > What type of work environment do you prefer?
- > Describe a difficult work situation/project and how you overcame it.

### Questions about your Qualifications

- > What can you do for us that someone else can't do?
- > What qualifications do you have that relate to the position?
- > What new skills or capabilities have you developed recently?
- > Give me an example from a previous job where you've shown initiative.
- > What have been your greatest accomplishments recently?

- > What is important to you in a job?
- > What motivates you in your work?
- > What have you been doing since your last job?
- > What qualities do you find important in a coworker?

#### **Questions about your Career Goals**

- > Why are you the best person for the job?
- > Why should we hire you?
- > What can you contribute to this company?
- > What would you like to be doing five years from now?
  - > How will you judge yourself successful? How will you achieve success?
  - > What type of position are you interested in?
  - > How will this job fit in your career plans?
  - > What do you expect from this job?
  - > Do you have a location preference?
  - > Can you travel?
  - > What hours can you work?
  - > When could you start?

#### **Questions about your Work Experience**

- > What have you learned from your past jobs?
- > What were your expectations for the job and what extent were they met?
- > What were your starting and final levels of compensation?
- > What major challenges and problems did you face? How did you handle them?
- > Which was most/least rewarding?
- > What were the biggest accomplishment/failure in this position?
- > What was it like working for your supervisor?
- > Why were you fired?
  - > What were your biggest responsibilities?
  - > What specific skills acquired or used in previous jobs relate to this position?
  - > How does your previous experience relate to this position?
  - > What did you like most/least about your last job?
  - > Whom may we contact for references?

#### **Questions about your Education**

- > How do you think your education has prepared you for this position?
- > What were your favorite classes/activities at school?
- > Why did you choose your major?
- > Do you plan to continue your education?

#### **16. Problems to discuss:**

- You are an employer. You have a vacancy for a programmer/an architect/a manager, etc. What kind of an interview will you choose? Why? What will you pay attention to while interviewing applicants for the position?
- How would you dress for the interview to a large famous company. Prove your choice.
- You are looking for a job. But you have a short length of employment. What questions will you ask to employer at the interview?
- Вы ищете работу. У вас маленький стаж работы. Какие вопросы вы зададите работодателю?

- Imagine that you were interviewed over a meal. What are your impressions? And what are the impressions of the interviewer?
- Which are the questions that show the most about a candidate? Which are the most difficult to answer? What question do you dislike? In pairs or groups choose three of the interview questions and discuss how you personally would answer them.
- Is it important to answer the questions truthfully? Why/why not?
- Do you think it is right that employers should ask personal questions?

### **17. Read the article and talk about these questions.**

1. Are the strategies given in the article useful for places where you've worked or places you've heard about? Would you follow these strategies?
2. Which of the strategies seem most important? Which seem least important?
3. What other strategies can you think of for keeping a job?

## **Strategies for Keeping Job**

After six years with the company, Bob Congers lost his job. Bob hadn't done anything wrong. On the contrary, he was a good worker, but his company was cutting its workforce. Workforce cutbacks were a common occurrence in the early 1990s. In response, career experts developed strategies for holding on to a job:

- ◆ Make sure everyone knows you. Being a good worker is sometimes less important than making sure that people know you're a good worker. Volunteer for new responsibilities, push your ideas, and generally make yourself visible.
- ◆ Learn everything that could help you do your job better. If the company buys new computers, learn how to use them. If learning more about marketing could help you, take a short course in marketing.
- ◆ Make sure you know everything about the company. And use this knowledge. If you find out that sales is becoming the most important department, try making a move to sales.
- ◆ Be positive. People who find things to complain about are a lot less popular than people who find things to praise.
- ◆ Improve your speaking and writing skills. Having good ideas isn't enough. You need to be able to communicate your ideas.
- ◆ Impress your boss. You can often impress a boss by arriving early and working late and by dressing in a businesslike way even if others dress casually.

In the end, it all comes down to one basic strategy: Make yourself so valuable that the company won't want to lose you.

**Answer Key to exercise 27 (p. 29):** 1. Kellogg's, 2. Microsoft, 3. Toyota, 4. PepsiCo, 5. Michelin.

## Vocabulary

### A

abbreviate (v) [ə'brɪvɪ,eɪt] – сокращать

abuse 1. [ə'bju:s] - злоупотребление; злоупотреблять 2) неправильное употребление

accentuate (v) [æk'sentʃu,eɪt] – делать ударение, подчеркивать

accomplishment (n) [ə'kɒmplɪʃmənt] – выполнение

acquire [ə'kwɑɪə] (V) - приобретать

adjust [ə'dʒʌst] - приводить в порядок; регулировать; приспособливать (ся)

admissions office – зд. приемная комиссия

adversity (n) [əd'vɜ:sɪti] - неблагоприятная обстановка

ad=advertisement ( n ) [əd'vɜ:tɪsmənt] - рекламное объявление

affiliation [ə'fɪli'eɪʃ(ə)n] - членство, принадлежность

amazing [ə'meɪzɪŋ] - изумительный, ошеломительный, ошеломляющий, поразительный, удивительный

ancestor ['ænsəstə] -предок

apologize(v) [ə'pɒlədʒaɪz] - извиняться

appraise (v) [ə'preɪz] - хвалить

appreciate [ə'pri:ʃeɪt] - оценивать, (высоко) ценить;

articulate [ɑ:'tɪkjələɪt], [ɑ:'tɪkjələt] - ясный, отчётливый; чётко сформулированный

assembly line - сборочный конвейер

assess (v) [ə'ses] - оценивать

asset (n) ['æsɛt] - имущество, средства, ресурсы, активы (машины - ценное, полезное качество

attire [ə'taɪə] - элегантная одежда

avoid(v) [ə'vɔɪd] - избегать

awesome ['ɔ:səm] - 1) внушающий страх, приводящий в трепет, ужасающий; потрясающий, фантастический

### B

back office – операционный отдел

back smth up ( v) [bæk] – поддерживать, подкреплять

background ['bækgraʊnd] - 1) задний план, фон; незаметная позиция, предпосылка, биографические данные

band-aid - "Бэнд-эйд" Лейкопластырь с подушечкой-тампоном, содержащей лекарственную пропитку, выпускаемый в большом ассортименте компанией "Джонсон энд Джонсон" [Johnson and Johnson ], г. Нью-Брансуик, шт. Нью-Джерси. Рекламный лозунг: "Лейкопластырь номер один в Америке" ["America's #1 Adhesive Bandage Brand"]. Выпускается с 1921. Товарный знак стал именем нарицательным лейкопластыря в США и даже источником фразеологии: "band-aid solution" = паллиативные меры.

batch I [bætʃ] - серия (изделий)

bet [bet] - 1) пари, 2) (bet on) делать ставку на (что-л.)

bleed [bli:d] – что-л. напечатанное в край страницы, без полей

blunder (n) [blandə] – грубая ошибка

bottom line - нижняя линия; итог, итоговый результат; заключение, резюме; смысл, главный или важный пункт, главная мысль; окончательное решение

bold (adj) [bəʊld] – полужирный (шрифт) чёткий (о почерке) ; bounce (n) [baʊn(t)s] - прыжок; отскок

box shapes - рамки

bow I [bau] - кланяться

brainstorm ['breɪnstɔ:m] - искать решение какой-либо задачи с помощью техники "мозгового штурма"

breath [breθ] – дыхание

breath mint = chewing gum ['tʃu:ɪŋɡʌm] - жевательная резинка

bystander ['baɪ, stændə] - свидетель, очевидец; наблюдатель

## С

caller ID - 1) идентификация вызывающего абонента 2) автоматический определитель номера, АОН

call for (v) [kɔ:l] – требовать, предусматривать, обязывать

carry on – продолжать

cater ['keɪtə] = cater for поставлять (пищевые продукты на крупные мероприятия) ; обеспечивать; обслуживать

charity (n) ['tʃærɪti] - благотворительность

chase up (v) - 1) настойчиво просить об услуге 2) удостовериться в истинности чего-л.

claimant ( n ) ['kleɪmənt] - заявитель

clarify (v) ['klærɪfaɪ] - прояснить; пролить свет (на что-л.)

clash – столкновение, противоречие

closing (n) ['kləʊzɪŋ] - 1) концовка, заключительный пассаж (речи, выступления) 2) закрытие; запирание 3). завершающий, заключительный, окончательный

coat (v) [kəʊt] - покрывать

coincide (v) [ kəʊnɪ'saɪd] - совпадать

cohesive [kəʊ'hi:stɪv ], [-zɪv] - связанный; сплочённый; образующий единое целое

cold calling - холодное прозванивание [посещение] (практика звонков или визитов к потенциальному работодателю без предварительной договоренности, исключительно по собственной инициативе)

combination resume – комбинированное резюме

commercial [kə'mɜ:ʃ(ə)l] - 1) коммерческий, торговый 2) *уст.* коммивояжер

commit [kə'mɪt] = commit oneself принять окончательное решение; ясно выразить свою точку зрения

commitment (n) [kə'mɪtmənt] — активное, ответственное отношение (к чему-л.) ; заинтересованность (в чём-л.)

communicator (n) [kə'mju:nɪkeɪtə] – специалист по распространению информации

competitor (n) [kəm'petɪtə] - конкурент; противник, соперник

compliance (n) [kəm'plaɪəns] - согласие; соответствие

compliments slip - лист бумаги с названием компании, ее адресом и логотипом, высылается с товарами или информацией обычно вместо сопроводительного письма

concise (adj) [kən'saɪs] - краткий; сжатый; лаконичный, немногословный (о речи, стиле письма)

confidant (adj) [ˈkɒnfɪˌdænt] – уверенный в себе

contend with (v) [kənˈtend] – спорить, соперничать

contingency (n) [kənˈtɪdʒ(ə)n(t)sɪ] - случайность, случай; непредвиденное обстоятельство

controversial (adj) [ˌkɒntreˈvɜːʃ(ə)l] - любящий спорить, склонный к полемике

cover letter - сопроводительное/мотивационное письмо

convince (v) – убеждать

crèche (n) [kreʃ], [kreɪʃ] - детские ясли

credentials (n) [kriˈdenʃəlz] – квалификация, достижения

credo (n) ['kreɪdəu], ['kriːdəu] - credos; " верую" 1) кредо, мировоззрение; убеждения

courteous (adj) ['kɜːtiəs] - вежливый, обходительный, учтивый, любезный

courtesy (n) ['kɜːtəsi] - учтивость, обходительность, вежливость, любезность; правила вежливости, этикет

counsel (v) ['kaʊn(t)s(ə)] - давать совет; советовать, рекомендовать

cumulative (adj) ['kjuːmjələtɪv] - совокупный, общий

curse (v) [kɜːs] - проклинать

cutting-edge [ˌkʌtɪŋˈedʒ] - передовой, современный

## D

dangling earrings (n) [ˈdæŋɡlɪŋ ˈiəriŋz] – болтающиеся сережки

daycare center - детский сад

deal with (v) [ˈdiːl wɪð] – иметь дело с

decide priorities (v) – определять приоритеты

decode [ˌdiːˈkəʊd] - расшифровывать; раскодировать

delegate tasks (v) – распределять задания

demand (v) [dɪˈmaːnd] - требовать

demeanor [dɪˈmiːnə] – то, как человек ведет себя по отношению к другим

dependability (n) [dɪˌpendəˈbɪləbɪlɪtɪ] - надёжность, солидность

derogatory [dɪˈrɒɡət(ə)rɪ] - 1) умаляющий (заслуги, достоинства); отнимающий, нарушающий (права, возможности) 2) унижительный; уничижительный; непочтительный; принижающий

diligence (n) [ˈdɪlɪdʒ(ə)n(t)s] - прилежание, старание, старательность, усердие

dip (v) [dɪp] - опускать в специальный раствор

directness (n) [dɪˈrektnəs], [daɪ-] - прямота; открытость, правдивость, откровенность

discarded (pp) [dɪsˌkaːdɪd] – человек, которому отказали

discreet (adj) [dɪˈskriːt] - осмотрительный, осторожный; благоразумный, рассудительный, разумный; сдержанный; скромный; тактичный

dismay (v) [dis'mei] – приводить в смятение  
 disrupt (v) [dis'rʌpt] – подрывать, разрушать  
 distort (v) [di'stɔ:t] – искажать  
 divert (v) [dar'vɜ:t] - отводить; отклонять, направлять в другую сторону, переключать  
 dropout (n) ['drɒp,aʊt] – отсев  
 down (pron) [daʊn] - вниз, внизу  
 downside (n) ['daʊnsaɪd] - недостаток  
 duplicator (n) ['dju:plɪkətə] - копировальный аппарат  
 dwell on (v) [dwɛll] – останавливаться на чем-либо

## E

ease (v) [i:z] - облегчить  
 earshot (n) ['ɪəʃɒt] - расстояние, на котором слышен звук, предел слышимости within / out of earshot — в пределах / вне пределов слышимости  
 embarrass (v) [ɪm'bærəs] - а) сбивать с толку, приводить в замешательство, удивлять б) смущать, ставить в неудобное положение  
 environmental science - наука об окружающей среде, экология  
 employer (n) [ɪm'plɔɪə ], [em-] - наниматель, работодатель (человек или организация)  
 employee (n) [ɪm'plɔɪ'i: ], [em] - служащий; работающий по найму  
 employment (n) [ɪm'plɔɪmənt] – занятость, работа  
 emphasize (v) [ɛmfə'saɪz] - подчеркивать  
 emulate (v) ['emjələɪt] - имитировать, копировать  
 enclosure (n) [ɪn'kləʊʒə ] - вложение, приложение (к чему-л.)  
 engraved [ɪnɡreɪvd] - гравированный,  
 engraved plate - печатная форма  
 enhance (v) [ɪn'hɑ:n(t)s ], [en-] - увеличивать, усиливать, улучшать (обычно какое-л. положительное свойство)  
 enormous (adj) [ɪ'nɔ:məs] - огромный  
 entail (v) [ɪn'teɪl] – влечь за собой  
 entice (v) [ɪn'taɪs] – переманивать  
 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)  
 etiquette (n) ['ɛti,ket] – этикет, форма поведения, правила учтивости, принятые в данном обществе.  
 eye-catching (adj) - привлекательный, привлекающий внимание, притягивающий внимание, останавливающий внимание, бросающийся в глаза, бросакий  
 extracurricular (adj) [ɛkstrəkə'rɪkjələ] - внепрограммный; необязательный, факультативный; внеаудиторный

ethic=ethical (adj) ['eθɪk(ə)] - 1) этический, относящийся к этике 2) этический, соблюдающий требования морали

ethic=ethics (n) ['eθɪks] - этика

exemplary (adj) [ɪg'zempl(ə)rɪ], [eg-] - образцовый, примерный; достойный подражания

excel (v) – превосходить

excuse 1. [ɪk'skju:s ], [ek's-] - извинение, повод, предлог, отговорка, причина, оправдание, объяснение

experience (n) [ɪk'spiəriəns] - опыт

explicit (adj) [ɪk'splɪsɪt], [ek-] - ясный, подробный; подробно разработанный; высказанный до конца; явный; определённый, точный

extracurricular activities - внеаудиторная деятельность, Общественные занятия студентов, включающие политическую деятельность, дискуссионные клубы, спорт, музыку, самодеятельность и т.п.

## F

factual (adj) ['fæktʃuəl] - фактический, действительный; основанный на фактах

favor (n) ['feɪvə] = favour - поддержка, одобрение, содействовать, благоприятствовать

feeler (n) ['fi:lə] - разведчик

fingerprint (n) ['fɪŋgəprɪnt] - отпечаток пальца

fit in (v) – вписываться;

fit in with smb's plans (v) - совпадать с чьими-то планами

flee [fli:] ,fled - убежать

freight (n) [freɪt] 1) фрахт а) перевозка грузов (на зафрахтованном судне)

fringe benefits ['frɪndʒ,benɪfɪts] - дополнительное вознаграждение (льготы и привилегии, получают некоторые категории служащих, старшего звена, в виде предоставления служебной автомашины или бесплатного проезда на транспорте, представительских средств [expense account ], продажи товаров со скидкой ; скрытая форма увеличения жалования; подоходным налогом не облагается)

finish off (v) - заканчивать

fold in half (v) – перегибать пополам

font (n) [fɒnt] - шрифт; комплект шрифта

four - четыре in fours – по четыре

frosted ['frɒstɪd] - матовый

fused [fju:zd] - плавленный; расплавленный

## G

gamut (n) ['gæmət] (the gamut) - гамма; диапазон, спектр

genuinely (adv) [ˈdʒɛnjɪnli] - откровенно

generic (adj) [dʒɪ'nerɪk] - обобщённый, общий, универсальный

get in touch with (v) - вступить в контакт, связаться с кем-либо

get uptight (v) [ˈʌptaɪt] – заострять внимание

glossy (adj) ['ɡlɒsi] - блестящий, гладкий, лоснящийся, лощёный, гляцевитый

graduate student (n) ['grædʒuət] - аспирант (человек, который получил университетскую степень бакалавра и продолжает научную работу, чтобы получить учёную степень магистра)

grasp (n) [gra:sp] – а) схватывание; крепкое сжатие; рукопожатие

group interview (n) - групповое интервью (ситуация, когда кандидата на работу интервьюируют два или более человека)

## Н

habit (n) ['hæbit] - привычка

hairline (n) ['heəlaɪn] 1) тонкая, волосная линия

handheld computer - карманный, класс компьютеров размером с записную книжку и весом менее 400 граммов; такой компьютер можно держать в одной руке и помещать в карман куртки.

Hang on a minute[ moment, second]! Подожди(те) минутку! Минутку!

hang on 1) упорствовать 2) ждать (обычно у телефона)

handout (n) ['hændaut] – 1) хендаут (тезисы доклада, лекции, раздаваемые слушателям) 2) проспект; рекламка 3) пресс-релиз; текст заявления для печати

hard sell [ˌhɑ:d'sel] - усиленное рекламирование товаров

highlight(v) ['haɪlaɪt] - показать

high end - 1) высшего класса; высококачественный; наилучший, профессиональный; отвечающий современным требованиям 3) дорогостоящий, с высокой стоимостью

hone (v) - оттачивать

human resource department - Служба занятости

## И

imagery (n) ['ɪmɪdʒ(ə)rɪ] – образ, представление

implement (v) ['ɪmplɪmənt] - применять

inappropriate (adj) [ˌɪnəˈprəʊptɪət] - негодный, неподходящий, несоответствующий, неуместный

inconsistent (adj) [ˌɪnkənˈsɪst(ə)nt] - несовместимый, нелогичный, противоречивый (о фактах)

increase (v) [ɪnˈkri:s] - увеличивать

incredible (adj) [ɪnˈkredɪbl] - маловероятный, невероятный, немыслимый, неправдоподобный

innocent (adj) ['ɪnəs(ə)nt] - невинный человек

innovation (n) [ˌɪnəʊ'veɪʃ(ə)n]-1) нововведение, новшество; инновация, новаторство, 2) новинка; новая идея, метод

insider information (n) - информация для служебного пользования

inspiration (n) [ˌɪns(ə)'reɪʃ(ə)n] – стимул, вдохновение

irritate (v) ['ɪrɪteɪt] - возмущать, раздражать, сердить

indicative [ɪnˈdɪkətɪv] - указывающий, показывающий

instant (n) ['ɪn(t)stənt] - мгновение, миг, момент ; не требующий длительного приготовления

intelligence (n) [ɪnˈtelɪdʒ(ə)n(t)s] - интеллект, рассудок, разум; умственные способности

interviewee (n) - интервьюируемый, дающий интервью (человек, у которого берут интервью; человек, которого опрашивают)

intern (n) ['ɪntɜ:n] - стажёр, практикант

internship (n) ['ɪntɜ:nʃɪp] = work experience - стажировка, учебная практика

summer internship — летняя практика

interrupt (v) [ˌɪntəˈrʌpt] - обрывать, прерывать, внезапно прекращать

interruption (v) [ˌɪntəˈrʌpʃ(ə)n] - перерыв; пауза; заминка, задержка, приостановка; промедление

intimidate (v) [ɪnˈtɪmɪˌdeɪt] – запугивать

issue (n) [ˈɪʃuː ], [ˈɪsjuː] - выпуск (продукции) ; издание (печатной продукции)

## J

janitor (n) [ˈdʒænɪtə] - 1) вахтёр, привратник, швейцар 2) дворник, сторож, уборщик

job interview (n) - собеседование [интервью] при приеме на работу

job opening (n) – вакансия

job-seeker [ˈdʒɒb siːkə] – ищущий работу

## K

keen (adj) [kiːn] - проникательный, сообразительный

keen as mustard ((as) keen as mustard) - полный энтузиазма, одержимый (чем-л.) [выражение основано на игре слов keen острый и keene's mustard горчица Кина (по названию фирмы)]

keep an eye out – искать что-либо особенно внимательно

kid (v) [kɪd] - 1) дурачить, разыгрывать 2) подшучивать, подтрунивать, высмеивать

kidding=joking - шутка

kinesthetic (adj) - кинестетический, относящийся к кинестезии

## L

lament (v) [ləˈment] - жаловаться

lamine (adj) [ˈlæmɪneɪt] - слоистый

lamination (n) [ˌlæmɪˈneɪʃ(ə)n] слоистость; слоистая структура

layout (n) [ˈleɪaʊt] - планировка, план, расположение

lilas [ˈlaɪəs] ; лейас

liaison [liˈeɪzən] - *фр.* (любовная) связь, поддерживать связь

libel (v) – клеветать

line art - штриховая графика

lingo (n) [ˈlɪŋɡəʊ] - 1) малопонятный жаргон; профессиональная фразеология 2) иностранный язык

list (n) [lɪst] - 1) список, перечень, 2) вносить в список; составлять список; регистрировать

listing (n) [ˈlɪstɪŋ] – список, номенклатура

liven up (v) [ˈlaɪvən] – развеселить

## M

master (v) [ˈmɑːstə] – делать что-то мастерски, квалифицированно

maternity leave (n) - декретный отпуск; декрет

match to (v) [mætʃ] - соответствовать

matte (adj) [mæt] - матовый

merit (v) [ˈmɛrɪt] - достоинство

mediator (n) – посредник

memorandum (n) [ˌmem(ə)'rændəm] - memorandums, memoranda а) заметка, записка (запись "на память", чтобы не забыть) б) служебная записка, докладная записка в) директива, приказ

menace (n) ['menɪs], [-əs] - угроза; опасность;

mess (n) [mes] - беспорядок; путаница, неразбериха;

miss (n) [mɪs] - потеря, утрата; недостаток, отсутствие

mumble (v) ['mʌmbl] - бормотать

mutual (adj) ['mju:tʃuəl], [-tʃuəl] - взаимный, обоюдный

## N

naysay (v) ['nā,sā] – отрицать, противостоять

note (n) [nəʊt] заметка, запись; памятная записка

to make / take a note, make / take notes (v) — делать заметки, записывать

notation (n) [nəʊ'teɪʃ(ə)n] - а) примечание, комментарий; сноска, ссылка б) записка, краткое (неофициальное) письмо

## O

odds (n) [ɒdz] - (the odds) вероятность, возможность, шанс

offset (v) ['ɒfset] - печатать офсетным способом, офсет

overindulgence (n) [ˌəʊvəɪn'dʌldʒəns] – чрезмерное потворство, снисходительность

overdo (v) [ˌəʊvə'du:] (overdid, overdone) - перестараться, переусердствовать; переборщить

oversubscribe (v) [ˌəʊvəsəb'skraɪb] - превысить намеченную сумму (при подписке) ; подписаться на большую сумму, чем требуется

obvious (adj) ['ɒbvɪəs] - очевидный, заметный

overbear (v) [ˌəʊvə'beə] (overbore, overborne) – подавлять

over-egging (v) – чрезмерно провоцировать

overprint (n) [ˌəʊvə'prɪnt] 1) – наложение цвета, нанесение одного цвета поверх другого || накладывать цвет, наносить один цвет поверх другого

## P

panel interview (n) – групповое интервью

pantyhose (n) ['pæntɪ,həʊz] - колготки

paralegal (n) [ˌpærə'li:gəl] - ассистент адвоката (или юрисконсульта), специалист среднего уровня в области юриспруденции, специалист, не имеющий юридического образования

pet peeve - «любимая мозоль»

pick (n) - сортировка, отбор

piercing (n) ['piəsiŋ] – пирсинг

prediction (n) [prɪ'dɪkʃ(ə)n] предсказание; прогноз; пророчество.

prerequisite (n) [ˌpri:'rekwɪzɪt] - предпосылка; предварительное условие

print (n) [prɪnt] - оттиск; отпечаток; след

pro(-)active (adj) [ˌprəʊ'æktɪv] – упреждающий, профилактический, проактивный  
 proficient (adj) [prə'fɪʃ(ə)nt] - 1. искусный, опытный, умелый 2. знаток, мастер, специалист  
 profile (n) [ˈprəʊfaɪl] - краткий биографический очерк; сведения из биографии  
 proofread(v) [ˈpruːfˌriːd] – вычитывать корректуру  
 pump (v) [pʌmp] – выкачивать, вытягивать (информацию)  
 punctuality (n) [ˈpʌŋktɪjʊəliɪ] – пунктуальность, четкость  
 purple (adj) ['pɜːpl] - пурпурный цвет, фиолетовый цвет  
 put on a big show (v) - притворяться  
 put out (v) - устранять; убирать

## Q

quackery (n) ['kwæk(ə)rɪ] - шарлатанство  
 quirk (n) [kwɜːk] - а) индивидуальная особенность б) каприз, причуда; выходка; случайность  
 quirky (adj) ['kwɜːki] - странный, необычный, причудливый

## R

raised (pp) [reɪzd] - выпуклый, рельефный;  
 rapport (n) [ræ'pɔː] - взаимопонимание, контакт  
 recipient (n) – получатель  
 recruit (v) [rɪ'krʊ:t] – набирать  
 reference letter - рекомендательное письмо.  
 reference number - справочный номер, регистрационный номер  
 referral (n) [rɪ'fɜːrəl] - направление (на работу, к врачу и т. д.) 2) направленное лицо (к врачу, на должность и т. д.). Без такого письма, подписанного предыдущим работодателем или профессором университета, в США, как правило, не принимают в университет или на работу. Рекомендующий должен быть готов устно подтвердить данную им рекомендацию при запросе учебного заведения или фирмы.  
 rejoice (v) [rɪ'dʒɔɪs] – радоваться, праздновать  
 relevant (adj) [ˈrɛlɪvənt] – значимый, существенный  
 remediation (n) [rɪ'miːdɪ'eɪʃ(ə)n] - 1) исправление, процесс исправления 2) коррекционное обучение, корректирующая педагогика  
 report back (with) (v) – предоставлять  
 resilience [rɪ'zɪlɪəns(t)s] = resiliency (n) - а) гибкость, устойчивость (к внешним воздействиям)  
 resignation (n) [ˌrezɪɡ'neɪʃ(ə)n] - а) отказ от должности; уход с должности б) отставка; уход в отставку или на пенсию  
 retail outlet (n) - розничная торговая точка  
 retained earnings - нераспределенная прибыль (чистая прибыль компании)  
 rife (adj) [raɪf] - обычный, частый, обыкновенный, распространенный  
 ritualistic (adj) [ˌrɪtʃuəlɪstɪk], [-tʃuə-] - ритуальный  
 routinely(adv) [ruː'tiːnli] - в заведенном порядке, в соответствии с установившейся практикой

rubberized (pp) ['rʌb(ə)raɪzd] - прорезиненный; покрытый резиной, гуммированный  
 rubbish (n) ['rʌbɪʃ] - эд. 1) абсурд, вздор, ерунда Syn: nonsense , trash 2) чепуха!, чушь!, ерунда!  
 rude (adj) [ruːd] - грубый, оскорбительный, невежливый  
 rung (n) [rʌŋ] - ступенька (лестницы)  
 run-of-the-mill (adj) [ˌrʌnəvðə'mɪl] - заурядный, обыденный, обыкновенный, обычный, простой

## S

sans serif - гротесковый шрифт, рубленый шрифт, без засечек  
 salutation (n) [ˌsælju'teɪʃən] - обращение (в письме)  
 scare off (v) ['skeə ɒf] - отпугивать  
 screened [skriːnd] – экранированный, скрытый  
 seek (v) [siːk]; sought 1) (seek for / after) - искать, разыскивать; пытаться найти  
 select (v) [sɪˈlekt] - выбирать  
 selection interview - отборочное собеседование при приеме на работу  
 self-starter (n) [ˌselfˈstɑːtə] - 1) инициативный [самостоятельный, предприимчивый] человек (работник, который способен самостоятельно определять для себя задачу или самостоятельно находить возможности для новых проектов)  
 screening interview - скрининговый опрос, скрининговое интервью  
 sheet feed (n) - автоподача страниц  
 shorthand (n) ['ʃɔːthænd] - стенография  
 shortlist ['ʃɔːtlist] - 1) окончательный список (после исключения отсеявшихся) 2) список допущенных к последнему туру (конкурса и т. п.)  
 showcase (v) = show ['ʃəʊˌkeɪs] - показывать  
 shy (adj) [ʃaɪ] – 1) застенчивый, робкий; стеснительный  
 serif font (n) - шрифт с засечками  
 simulate (v) ['sɪmjələɪt] - копировать, имитировать моделировать, воспроизводить  
 slob (n) [slɒb] - а) неряха, растрёпа б) грубиян, хам  
 slot (v) [slɒt] – подыскать место, трудоустроить  
 solid (adj) ['sɒlɪd] - твёрдый, цельный, сплошной; цельный, без пробелов; непрерывный  
 solid printing — набор без шпонов  
 sound convincing (v) [saʊnd kənˈvɪnsɪŋ] – звучать убедительно  
 sought-after ['sɔːtˌɑːftə] - 1) пользующийся спросом (о товаре) ; модный 2) пользующийся успехом; популярный, известный  
 spot color - 1) цвет точки (при печати методом неперекрывающихся точек) 2) многоцветная печать  
 spray coating - 1) покрытие распылением 2) покрытие, нанесённое распылением  
 staffer (n) ['stɑːfə] - штатный сотрудник  
 stance (n) [stæns] -1) поза, положение 2) позиция, установка, точка зрения  
 stand out (v) [stænd aʊt] – твердо держаться, не сдаваться, выделяться

stellar (adj) ['stelə] - звёздный, знаменитый, выдающийся

step –up (n) [step ʌp] – шаг вверх, шаг вперед

stock (n) [stɒk] – резерв, акционерный капитал, набор, материал, сырье зд. краска

store (v) [stɔ:] - хранить

in store – [ɪn stɔ:] - про запас

straightforward – движущийся прямо к цели

strapline (n) ['stræpleɪn] - подзаголовок

stress interview - интервью «под давлением», стрессовое интервью (интервью берётся в ситуации стресса и специально подготовлено для этого, чтобы выяснить, как испытуемый ведет себя в стрессовой ситуации)

stress-related – зависимый, имеющий отношение

subsidize (v) ['sʌbsɪdaɪz] - субсидировать

suit (n) [su:t, sju:t] –костюм, комплект, набор (одежды и т. п.)

supervisor (n) ['su:pəˌvaɪzə] – руководитель, инспектор, контролер

stipulate (v) ['stɪpjəleɪt] - ставить условием, обуславливать, оговаривать в качестве особого условия

be struck from the list [strʌk] – быть вычеркнутым из списка

subordinate (adj) [su:'bɔ:dɪnɪt] - подчиненный

succinctly (adv) [sək'sɪŋ(k)tli] - 1) кратко, сжато; лаконично 2) недолго, коротко, кратко

survey (n) ['sɜ:veɪ] - опрос, анкетирование

spot color - цветовая заливка; специальный, заказной цвет

be summoned for [ˈsʌmənd]– быть вызванным, приглашенным

superior (n) [su:'piəriə] - начальник

## T

take on (v) - нанимать, приглашать (рабочих)

take-charge person - ответственный

take the words out of one's mouth(idiom) – сказать то, что другой человек собирается сказать

taster (n) ['teɪstə] - дегустатор

tattoo (n) [tæ'tu:] - татуировка

tax code (n) - налоговый кодекс

templates (n)- образцы

testimony (n) - письменное свидетельство, подтверждение чего-л. texting (n) [tekstɪŋ] – текстовые сообщения, посылаемые по SMS;

tenure (n) ['tenjʊə] - постоянная должность, бессрочный контракт

thereafter (prep) [ˌðeə'ɑ:ftə] - после этого; впоследствии

thrive (v) [θraɪv] - thrived, thrived, thriven; благоденствовать, преуспевать, процветать

timely (adj) ['taɪmli] - своевременный; уместный

tip (n) [tɪp] – рекомендация, совет

tire (n) ['taɪə] (am.) = tyre (br.) - Шина, покрышка

tough gig - тяжелая временная работа (col.)

trainee (n) [ˈtreɪˈni:] - практикант, стажёр

(translucent (adj) [ˈtrænzˈl(j)uːs(ə)nt], [ˈtrɑːn-] - просвечивающий; полупрозрачный

tray (n) [treɪ] – корзинка (comp), желоб

in tray – лоток для входящих документов

treasury stock [ˈtreɪz(ə)rɪ] - свои же акции, приобретённые корпорацией-эмитентом

trolley (n) [ˈtrɒli] - (ручная) тележка; тачка

tricky (adj) [ˈtrɪki] - хитрый, коварный

trim (v) [ˈtrɪm] – регулировать, отделывать

trustworthiness (n) – достоверность, надежность

trustworthy (adj) [ˈtrʌstˌwɜːðɪ] - заслуживающий доверия; надёжный

twist (v) [twɪst] - обхватывать

typo (n) [ˈtaɪpəu] – опечатка

## U

ubiquitous (adj) [juːˈbɪkwɪtəs] - вездесущий; повсеместный

ultimate (adj) [ˈʌltɪmət] - последний, конечный; завершающий, окончательный

unadventurous (adj) [ˌʌnədˈvenʃərəs] - несмелый

unbelievable (adj) [ˌʌnbɪˈliːvəbl̩] - невероятный, неправдоподобный

unobtrusively (adv) [ˌʌnəbtruːsɪvli] – ненавязчиво

## V

varnish (n) [ˈvɑːnɪʃ] - лак

visual aids - визуальные средства, наглядные пособия

vitality (adv) [ˈvaɪtəli] (adv) – жизненно важно

volume (n) [ˈvɒljuːm] – уровень громкости, объем

## W

watch out (v) - проявлять осторожность

weigh up (v) [weɪ] - составить мнение (о ком-л.), взвесить и решить

weird (adj) [wiəd] - странный

weed out (v) [wiːd] – уничтожать, устранять

welcome (v) [ˈwelkəm] - 1) приветствовать (кого-л.); (радушно) принимать

winning resume (n) [ˈwɪnɪŋ ɪˈzjuːm/ˈrezjʊˌmeɪ] — выигрышное [успешное] резюме

whichever (adj) [wɪtʃˈevə] - любой

wooden nickel - это выражение используется американцами в любой ситуации, когда есть опасность обмана или бесчестной сделки.

word (n) [wɜ:d] - слово, написать, выразить словами

worky = industrious -= busy (col.)

worry (n) ['wʌrɪ] – забота, тревога

## X

xerox (n) ['ziərɒks] - 1) а) "Ксерокс" (товарный знак) б) (хегах) ксерокс (копировальный аппарат любой фирмы-производителя) 2) (хегах) а) ксерокопия б) любая фотокопия • 1) ксерокопировать, делать ксерокопию

xerox (n) ['zɛrɒks, 'zi(ə)ks] - ксерокс, копировальный аппарат

xerox copy system - ксерографическая копировальная система

xerox machine - ксерограф, ксерографический аппарат

## Y

you-all (pron) — Вы все

You've done it! - Вот так раз!

You're wanted on the telephone! - Тебя[ вас] просят к телефону!

You're too much! - Ты мне надоел! Вы мне надоели!

You're kidding, aren't you? - Вы шутите, не так ли? Вы ведь шутите?

## Z

zoom (n) [zu:m] -1) громкое жужжание 2) 3) объектив с переменным фокусным расстоянием 4) изображение, полученное с помощью увеличения 4) менять масштаб изображения (в фотографии или на компьютере) ;

zoom box (n) - кнопка для изменения масштаба изображения (напр. в графических или текстовых редакторах)

## List of Abbreviations

**AIDA** - Attention, Interest, Desire, Action

**BBA** от Bachelor of Business Administration – бакалавр делового администрирования

**BBA** - бакалавр управления бизнесом Сокращение от Bachelor of Business Administration. Ставится после фамилии, пишется также В.В.А.

**BC** - business card –визитная карточка

**Caller ID** - 1) идентификация вызывающего абонента

2) автоматический определитель номера, АОН

**CMYK** (cyan, magenta, yellow, and black) Cyan-Magenta-Yellow-black - голубой-пурпурный-желтый-черный, формат CMYK (цветовая система для печати цветных изображений)

**CTB** – concentrator terminal buffer – область памяти для хранения сегментов сообщения

**CTB** - click to buy - эффективность рекламного окна по числу совершивших (или намеревающихся совершить) покупку посетителей, параметр CTB (для оценки эффективности рекламного окна), отношение числа совершивших (или намеревающихся совершить) покупку посетителей к общему числу обращений к рекламному окну (Web-страницы)

**DTI** - 1) министерство торговли и промышленности Business and economy 2) интерфейс терминала данных - Information technology and telecommunications

**FDA** от Food and Drug Administration - Управление по контролю за продуктами и лекарствами (США)

**GCSE** [dʒi:si:es i:] - GCSE - General Certificate of Secondary Education grade A in GCSE English

**g/m<sup>2</sup>** (density) = гр/м<sup>2</sup>

**GPA** от a (cumulative) grade point average - средний балл (в школе, университете).

**GPA** = 4,0 - наивысший балл

**GUI** от graphical user interface; - графический интерфейс пользователя

**IBCC** - collectors' club is the International Business Card Collectors

**In** = inch = [ɪnfʃ] 1) in. а) дюйм (единица длины; = 1/12 фута; = 2,54 см)

**ISS** = компания InformationSecuritySystems, information-sharingsystem система взаимного использования информации, система разделения информации

**lb** (weight) lb от libra; lb(s).; фунт (читается как pound) lbav — английский торговый фунт (= 453,6 г) lbap — фунт аптекарского веса (= 373,24 г)

**LLC** от limitedliabilitycompany - компания с ограниченной ответственностью

**NB** - (notabene) "прими к сведению", "обрати внимание" (пометка в тексте)

**vs** - versus а) в функции, в зависимости от б) против; в противоположность; в сопоставлении с 2)

**virtua lstorage** - виртуальная память

**pt** – thickness – 1) толщина 2) слой 3) густота, плотность; консистенция

**PVC** – plastic, пи-ви-си, хлорвинил (синтетический материал, идущий на изготовление плащей, хозяйственных сумок ) от polyvinylchloride - поливинилхлорид, ПВХ

**QR** - Quick Response - быстрая реакция

**RFID** = Radio Frequency Identification; радиочастотная идентификация, электронная метка

**SMS** [esem'es] ; от ShortMessageService 1) служба коротких сообщений, служба мобильных сообщений (технология, позволяющая посылать и принимать с помощью мобильного телефона короткие текстовые сообщения)

**UV coating** – ultra violet coating

**URL** - uniform resource locator - унифицированный указатель информационного ресурса (стандартизованная строка символов, указывающая местонахождение документа в интернете)

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