КАЗАНСКИЙ ФЕДЕРАЛЬНЫЙ УНИВЕРСИТЕТ

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Данное учебное издание составлено в соответствии с современной структурой изучения учебных дисциплин по иностранному языку и является дополнением к основному курсу «Иностранный (английский) язык для студентов 2 курса бакалавриата, обучающихся по направлению 38.03.03 «Управление персоналом».

Content

Text 1. Human Resource Management: key concepts

Starting point

1. Define human resource management.

2. What's the difference between management and human resources management?

3. What are the functions of human resource management?

Read the text and check your answers

Human Resource Management (HRM) is central to management teaching and research and has **emerged** in the last decade as a significant field from its earlier roots in personnel management, industrial relations, and industrial psychology.

People management and high-performance teams have become key functions and goals for managers at all levels in organizations.

Management and human resources management are the same. They should never be separated.

Definition of Human Resource Management (HRM)

There exist many definitions of human resource management (HRM). HR experts define HRM from different perspectives.

Few important definitions are presented below:

- Mary Parker Follett has rightly defined management as a process of efficiently getting things done with and through other people. It means that management is nothing but managing people at work. The **staffing** function of management is known as HRM.

- HRM deals with designing formal systems in an organization to ensure the effective and efficient use of human talents to accomplish organizational goals (Mathis and Jackson).

- Dessler (2003) defines HRM as a process of acquiring, training, **appraising**, and compensating employees and attending to their labor relations, health and safety, and fairness concerns.

- One of the well-known definitions was offered by Michael Jucious (1984). He defined human resources management or personnel management "as the field of management involves planning, organizing, directing, and controlling the functions of **procuring**, developing, maintaining and motivating a labor force."

Human Resource Management is the organizational function that deals with issues related to people such as compensation, **hiring**, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.

The **acquisition** function begins with human resource planning. It includes the job analysis, recruitment, selection, and socialization of employees. The development function includes employee training, management development, and career development.

As jobs **evolve** and change, ongoing **retraining** is necessary to accommodate technological changes.

The motivation function begins with recognizing that individuals are unique, and the motivational techniques (job satisfaction, employee performance appraisal, and compensation) must reflect the needs of each individual.

The **maintenance** function is concerned with providing those working conditions to maintain employees' **commitment** to the organization. The relationship between managers and employees must be handled effectively if both the employees and the organization prosper together.

HRM **pervades** the organization.

Every person in an organization is involved with personnel decisions. The responsibility for human resource management activities rests with each manager.

If managers throughout the organization do not accept their responsibility, then human resources activities may be done only partially or not at all. It is concerned with managing people at work. It covers all types of personnel.

HRM draws on several related disciplines, such as Industrial Psychology, Sociology, Social Psychology, Anthropology, and Economics.

HRM is the field of management, which plans, organizes, controls the functions of procurement, development, **maintenance**, and utilization of the workforce so that the goals of the individual employee, organization, and society can be **accomplished**. Human resource management can be concluded as a business-oriented philosophy concerned with the management of people to obtain added value from them and achieve **competitive advantage**.

From https://www.iedunote.com/human-resource-management

<u>Working with words</u>

1. Match the words and word combinations in A) with their definitions in equivalents in B)

A) to emerge; to staff; to appraise; to procure; acquisition; to evolve; retraining; maintenance; commitment; to pervade; to accomplish; competitive advantage; to hire.

B) to provide workers for an organization; to obtain something that is difficult to get; to begin to employ someone; the process of getting something; to develop gradually; to appear from somewhere or come out of somewhere; the process of learning or of teaching someone a new skill; to examine something and judge it; willingness to give your time and energy to a job, activity, or something that you believe in; the conditions that make a business more successful than the businesses it is competing with; to spread through all parts of something; the act of making a state or situation continue; the act of making a state or situation continue; to finish something successfully or to achieve something.

2. Fill sentences with the words from the exercise 1A in different forms.

1. The … of huge amounts of data has helped our research enormously.

2. We … a new secretary last week.

3. She managed to … a ticket for the concert.

4. I think two things … from this discussion.

5. The charity was … by volunteers.

6. We need to stop and … the situation.

7. Most languages are constantly … and changing, which is what keeps them alive.

8. They have launched a … program for the workers.

9. The students … the task in less than ten minutes.

10. The school pays for heating and the … of the buildings.

11. The history of medical technology is a political history because it is … by states.

12. I'd like to thank the staff for having shown such … .

13. The question is how to use technology to create … … in the marketplace.

Text 2. Time management.
How to Develop a Routine to Stop Wasting Time

Starting point
1. Do you face the daily dilemma of not having enough time to do everything you plan?
2. What do you do if you can't manage your time effectively?
3. Do you know any methods of managing time?

Read the text
1. **Which of the extracts is about a time-management strategy for (match titles with letters in the text):**

1) Learn how to plan properly
2) Batching
3) Learn how to **prioritise**
4) The 4Ds
5) Set SMART goals
6) Delegate effectively
7) Deal with time robbers

2. **Would you be interested in these techniques? Why/ why not?**

Introduction. Does this sound familiar? On too many days, you feel like you're playing catch-up all day - you start on one task, only to decide that something else is more important, so you switch to working on that instead. You may decide to make an early start, but the story is the same. By the time you leave work, you're exhausted - but you feel like you haven't really accomplished much.

Stressful, right? But if you're nodding guiltily along, then you're one of the millions of people who struggle to manage their time successfully. It's a really common problem – if you're in any doubt, try our free time management test[1] and find out just how organized and in control you really are!

We have compiled a list of some of the most successful time management strategies that can help you to **excel** in both your work and personal life. Now you just have to learn how to implement them.

a) Are there days when you spend the majority of your time **putting out fires** and fixing crises? Do you finish the day exhausted, filled with **anxiety** and feeling like you didn't actually accomplish anything?

If you related to the questions above, there is a good chance that you are making a common mistake and you are confusing **urgent** tasks with important ones.

So, what's the difference?

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[1] https://www.zandax.com/time-management-test

An urgent task requires your attention as soon as possible, and these are often the ones that see us panicking and trying to **cram** as many projects into your day as possible.

However, occasionally an important task does have an approaching deadline, and a failure to manage your time effectively in the lead up can end in stress and last minute panic.

Knowing the difference between the two can help you to much better plan your time and do your job in a much more efficient way.

b) Time robbers are little things that steal your time. You may be at work for seven working hours, but if you **add up** the time spent at the water cooler talking to colleagues etc., how much of that seven hours is actually work related?

There are two main types of time robbers, those that are **self-inflicted**, and those caused by others.

You need to know how to recognize them, and how to deal with the two types in different ways.

c) Planning is one of the most important skills that anyone can master, and yet so few people actually know how to do it in an efficient and effective way.

The major cause of this is that many of us do not know the difference between planning and **scheduling**.

Simply put, planning is what you do and how you do it, and scheduling is all about when to do it and who will actually be doing the job (you may choose to delegate it).

You need to understand what each means, and learn how to perform the planning properly, as you generally need to plan before you schedule.

d) Sometimes the best way to plan your time is to rely on time honoured *acronyms*[2] and catchy phrases. The 4 Ds of time management is essential. Do. **Dump**. Delay. Delegate.

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[2] Acronym – an abbreviation consisting of the first letters of each word in the name of something.

Mastering each of these four takes time, but when you focus on implementing the 4 Ds you can increase your efficiency and get your work done with much less stress.

e) One of the most important – and difficult – business principles to master is smart delegation. While we all feel that we would complete a task to the highest of standards, when we **are stretched thin** this is not always the case.
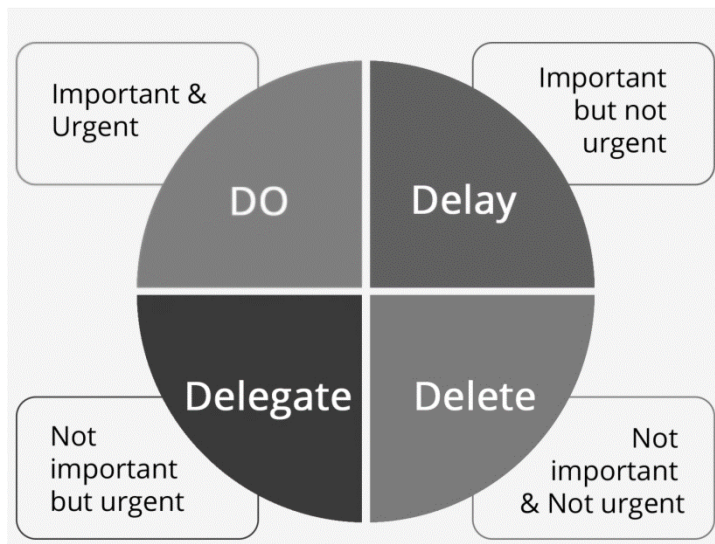
It is often a lot more efficient and sensible to delegate any and all tasks (or parts of tasks) to staff that can take them on. Learning how to do this is not always easy, but once you have done so you will *have a lot more time on your hands*[3] with which you can work on what really matters.

You need to be able to delegate, yet keep control, and there are steps to achieving this end successfully. So you need to know those steps, as well as the different levels of delegation that exist.

f) We all want to be smarter, and sometimes the best way to level up is to use SMART goal setting techniques. SMART is an acronym that *has stood the test of time*[4], and is employed by many people. If it's helping them, it will certainly help you.

Setting SMART goals means you can clarify your ideas, focus your efforts, use your time and resources productively, and increase your chances of achieving what you want in life.

g) The concept of time **batching** can help you to take advantage of your highest levels of concentration and efficiency by grouping similar activities together, and then doing them at the same time.

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[3] To have a lot more time on your hands (idiom) – иметь массу свободного времени.

[4] To stand the test of time (idiom) – пройти проверку временем

This is a classic time management productivity trick that lets you improve your focus, increase your efficiency, and work to your highest potential.

From: https://www.zandax.com/blog/how-to-stop-wasting-time

Working with words

1. Match the words and word combinations in A with their definitions in equivalents in B:

A: to excel, to prioritize, to put out fires, anxiety; urgent; to cram; to add up; self-inflicted; scheduling; to dump; to be stretched thin; batching.

B: to decide which of a group of things are the most important so that you can deal with them first; to deal with emergencies or urgent matters rather than ordinary day-to-day tasks; needing immediate attention; to be very good at something; to do many things in a short period of time; to calculate the total of two or more prices, numbers, etc.; the job or activity of planning the times at which particular tasks will be done or events will happen; something that causes a feeling of fear and worry; to not have enough money, people, supplies, etc. to operate, do a job, or provide what is needed; to stop using or supporting something or someone; is taking a bunch of similar tasks and bunching them together to help save time; something bad done to yourself.

2. Fill sentences with the words from the exercise 1A in different forms.

1. You must learn … your work.

2. In the current economic climate, doctors and nurses … and equipment is lacking in many of the clinics.

3. I spent so much time today … with our suppliers that I didn't even have a chance to read my emails.

4. There is an … message for the doctor.

5. Paula always … in languages at school.

6. I had to … three countries into a week's business trip.

7. Jack observed a look of … on his brother's face.

8. He quickly … the figures in his head.

9. Some of the wounds may have been … .

10. The tax was so unpopular that the government decided to dump it.

11. In a warehouse, several orders … together.

12. She was unable to speak at the conference because of a … conflict.

Text 3. McDonald's Organizational Culture Analysis

Answer these questions before you read the article.
1. What are the most popular café and restaurants in Kazan?
2. How can you characterize McDonald's fast food corporation?
3. Do you wish to work there? Why/ why not?
4. What does an organizational culture mean and what is its role for the company?

Read the article.

Which elements of the organizational culture are highlighted in the text?

McDonald's Organizational Culture and Its Elements

Introduction. Organizational culture refers to the "values and behaviors that contribute to the unique social and psychological environment of an organization". Generally, companies illustrate their organizational cultures through their methods of conducting business, staff management, providing customer service, and building relationships with the community.

Organizational culture is important because it influences various performance measures such as product quality, customer service, employee satisfaction, and profitability.

McDonald's Corporation

McDonald's is the largest food service retailer in the world. The company was founded in 1955 in the US as a small restaurant. It has achieved a **remarkable** performance in the last six decades, thereby becoming one of the most successful companies in the fast-food industry. McDonald's boasts more than 36,000 McDonald's restaurants in over 100 countries.

The company's main products include "French Fries, Big Mac, Quarter Pound, and Chicken McNuggets". In 2012, the company's sales totaled $24 billion. Additionally, McDonald's realized a **net income** of $4.9 billion in 2012. This remarkable achievement is mainly attributed to the company's strategic direction, as well as, the talent and **commitment** of its over 80,000 employees. The company's strategic direction is based on a business model that aligns its operations to the activities of its **franchisees** and **suppliers**. This helps the company to improve its profitability by providing customer-focused services.

McDonald's Organizational Culture

Commitment to Employees

McDonald's culture of commitment to employees is characterized by the development of trust, respect, and collaboration between the management and the workforce or between the employees and their bosses. The company shows its commitment to the employees by helping them to achieve their career and other personal development goals. In this regard, the company trains its employees on various business functions at Hamburger University. Additionally, the company provides flexible work schedules adequate performance-based remuneration to enable its employees to achieve their financial goals.

The Process Culture

McDonald's employs a simplistic, but very effective approach to operations management. This involves standardizing products and processes; maintaining strict control on the quality of services and food, and **enhancing cost-efficiency** by employing young workers. McDonald's culture emphasizes the importance of the system (the company, franchisees, and suppliers) over personal interests. This has resulted in a command and control system in which decision-making is centralized. For instance, a majority of the employees are below 25 years and lack experience. Thus, they hardly participate in decision-making processes.

Commitment to Customers

The company's customer-focused culture is based on four factors namely, value, safety, quality, and cleanliness. The company improves its customer experience by providing fast services that are free from errors. The company enhances process and product quality by maintaining control over its supply chain, operating well-maintained facilities, and keeping the restaurants clean. It adapts its menu and restaurants' interior designs to the tastes of each market.

Commitment to Sustainability

Sustainability is an integral aspect of McDonald's organizational culture. To elucidate, McDonald's is one of the major producers of wastes that pollute the environment. The wastes result from the company's extensive use of non-biodegradable packaging materials such as plastics. In this regard, the company focuses on reducing the number of packaging materials used by the company and improving energy efficiency. It also improves the welfare of its customers by providing financial resources to support the prevention and treatment of lifestyle-related diseases such as obesity.

The company's belief that the wellbeing of the community influences the achievement of its goals. In this regard, the company provides socio-economic support to the community members in exchange for their loyalty.

McDonald's Goals

McDonald's mission is to "be customers' favorite place and way to eat". This mission statement suggests that the company's goal is to become the best provider of food services in the industry. In this regard, the company has developed a strategic plan. First, the company aims at attracting and **retaining** the best talent in the industry. This enables the company to achieve both process and product innovation to become the best. Second, the company aims at providing the best food and customer service in the industry. Specifically, the management of the company intends to create a strong brand image that is known for quality, **consistency**, and safety.

Third, improving customer experience by creating the best restaurant ambiance is also an important goal for the company. McDonald's expects to create locally relevant customer experience by locating its restaurants in the most convenient places and to decorate them according to the local tastes and preferences. Fourth, McDonald's aims at pricing its products competitively to gain market share. Finally, the company intends to improve its competitiveness through relevant promotional activities such as public relations and customer loyalty programs.

From: https://studycorgi.com/mcdonalds-organizational-culture-and-its-elements/

Working with words

1. Match the words and word combinations in A with their definitions in equivalents in B:

A: remarkable; net income; commitment; franchisee; supplier; enhance; cost-efficiency; sustainability; retain; consistency.

B: unusual or special and therefore surprising and worth mentioning; the state or condition of always happening or behaving in the same way; willingness to give your time and energy to a job, activity, or something that you believe in; a business that has bought the right to sell the products and services of another company; the total income of a company after all tax and other costs have been paid; a company that provides a product, or the materials to make a product; a way of saving money, or of spending

less money; the quality of causing little or no damage to the environment and therefore able to continue for a long time; to improve the quality, amount, or value of something; to keep or continue to have something.

2. Fill sentences with the words from the exercise 1A in different forms.

1. The 20th century was … for its inventions
2. She has lost her battle … control of the company.
3. I'd like to thank the staff for having shown such … .
4. To be successful, the new … will have to make themselves attractive.
5. The company is a … of software to the film industry.
6. These projects have increased the company's … by more than $20 million.
7. Their engines also benefited from manufacturing … by sharing parts and dimensions between types.
8. Developing green spaces can be part of a larger design plan because of the environmental … benefits.
9. A number of our clients want to look younger … their career prospects.
10. It's important to show some … in your work.

Text 4: Lessons in management: What would Walt Disney do?

Starting point

1. What are the most popular films of Walt Disney?
2. How did the company achieve such a stunning growth in the entertainment industry?
3. How can you explain the following management methods: "green side up", "stop saying no", "use your mouse ears", "day one at Disney"?

Read the text and check your answers

History. Walt Disney Company is a $27 billion a year Global Entertainment giant which is an American based company was started by Walter Disney in venture with his brother named Roy O Disney in 1923. In 1928, Walt Disney created Mickey Mouse for which Walt wanted to call his character "Mortimer" but his wife convinced him to be called as "Mickey Mouse" and since then Mickey has been a classical hit for Walt Disney. In 1937 Disney presented their first feature full length Musical animated movie called "Snow white and the seven dwarfs" which is still a huge hit and remained in the hearts of its consumers forever.

This multinational mass media and entertainment corporation established itself as a leader in the American animation industry. The company is best known for the products of its film studio, the **Walt Disney** Studios. The giant brand also owns and runs the ABC broadcast television network, cable networks like Disney Channel, and 14 theme parks around the world.

Throughout his leadership journey, the implementing management of change has led to great success for Walt Disney. The first step occurred in the organizational development is requiring new techniques. To improve work quality, he pursued his story writers and artists to attend art institutes or learn animation on his expenses. This shows that Walter recognized employees by developing talents through training. Walt started to invest more money in education where classes were hold at his own studio. In order for the film to be more realism, animal movement and human anatomy were being studied by Disney's employees.

Management practices at Walt Disney
'Green side up'

Disney says companies should try to consciously design their own corporate cultures, by telling stories that reflect their values to their employees.

Disney staffers are told about how Dick Nunis, then executive

vice-president of Disney parks, forced a group of **executives** to help *roll out sod[5]* in the frantic days before Walt Disney World opened in 1971.

One executive asked how, and Mr. Nunis replied: "It's pretty simple: You keep the green side up."

To this day, Disney uses the phrase "green-side-up situation" to mean a time when **all hands must be on deck**, and to illustrate its culture of forcing everyone to **pitch in**.

Stop saying no

Disney security staff called them "**stealth** weddings." Groups overdressed for the Florida heat would try to **circumvent** the company's ban on weddings and *tie the knot[6]* in front of Cinderella's Castle.

Disney had long held that the grown-up, religious elements of weddings disturbed its "fantasy" setting. But after customer pressure and market research, Disney compromised and built a "wedding pavilion" within sight of the castle. Packages even include carriage rides and appearances by Mickey and Minnie.

Now, Disney's parks are second only to Las Vegas as a wedding destination in the United States. The lesson, Disney says, is that companies should look again at things they are saying no to.

Use your mouse ears

Disney says it holds regular brainstorming sessions with front-line employees and takes their ideas seriously.

For example, it was the parking attendants at Walt Disney World themselves who came up with a *low-tech[7]* solution to a big problem. About 400 families a week were forgetting where in Disney's 12,500-vehicle parking lot they had left their cars.

The answer did not involve GPS or **licence** plate scanners. Disney staff simply write down the times that each row of the lot fills up in the morning. As long as customers know when they arrived, Disney staff can find their cars.

Day one at Disney

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[5] Раскатать дерн

[6] = to get married

[7] opposite high-tech

All new hires at Walt Disney World spend an entire day in what the company calls "traditions" training, learning Disney's corporate lore.

Among their assignments: A quiz to see them name as many Disney animated characters as they can. The idea is to get employees "emotionally connected" to Disney from the start, says Walter Kurlin, a presenter with the Disney Institute, the company's consulting arm.

"It's like an **indoctrination**. You know what that is; they drink the Kool-Aid," Mr. Kurlin acknowledges, after pointing out that he grew his new goatee after Disney relaxed its famous ban on staff beards earlier this year.

He says Disney is more interested in an **applicant**'s personality and enthusiasm than skills or experience: "We're looking for **attitude**, not **aptitude**. Aptitude is fine, but anybody can fake aptitude on a résumé. But attitude is real."

Most workplaces are not like Disney World. But Mr. Kurlin says employers can benefit from some of Disney's methods. For example, the company makes sure applicants know a company's "**non-negotiables**" up front.

A chirpy video tells would-be Disney applicants right away not only about the jobs, pay and benefits – but about Disney's strict rules on personal appearance. Woman must have "natural" makeup and hair colour. and necklaces and bracelets are banned. Men's hair must be "off the ears and off the collar." Visible tattoos are banned.

Disney also insists that even the words it uses matter. Disney consciously calls its staff "cast members," thus assigning even janitors or fast-food servers a "role" in the show. Visitors are "guests," not customers.

One consulting client had a particularly unfeeling name for its staff, says the Disney Institute's Jeff Williford: "They called the people who worked for them 'units'. We have 27 units, and they service our users. Those terms really affect how people perceive themselves."

Jeff Gray

From: https://www.theglobeandmail.com/report-on-business/careers/management/lessons-in-management-what-would-walt-disney-do/article4418115/

<u>Working with words</u>

1. Match the words and word combinations in A with their definitions in equivalents in B:

A: entertainment; executive; all hands on deck; pitch in; stealth; circumvent smth; lore; indoctrination; attitude; aptitude; non-negotiables; applicant.

B: shows, films, television, or other performances or activities that entertain people, or a performance of this type; everyone helps or must help, especially in a difficult situation; to join in and help with an activity; traditional knowledge and stories about a subject; to find a way of avoiding a difficulty or a rule; the fact of doing something in a quiet or secret way; a group of people who run a business or an organization; the act or process of forcing somebody to accept a particular belief; natural ability or skill; that cannot be discussed or changed; applicant (for something) a person who makes a formal request for something, especially for a job, a place at a college or university, etc.; the way you feel about something or someone, or a particular feeling or opinion; to start to do something as part of a group, especially something helpful.

2. Fill sentences with the words from the exercise 1A in different forms:

1.   A group of business … and local politicians met the Italian trade minister to discuss the issue.

2.   There are 30 people coming to dinner tonight, so it's … .

3.   The government was accused of trying to introduce the tax by … .

4.   They found a way of … the law.

5.   This season's … include five new plays and several concerts of Chinese and Indian music.

6.   He published several books on Indian … and hunting.

7.   Propaganda and … reinforced the pressures on people to change their way of life and thought.

8.   Start each day with a positive … .

9.   My son has no … for sports.

10. If we all … together, it shouldn't take too long.
11. Successful … will receive notification within the week.

Text 5. Main responsibilities of the Human Resources function in an organization

Starting point

Before you read the text, think about these question:
1. Which tech companies are the top ones?
2. What specialists are needed?
3. What's the role of HR manager in hiring non-tech staff?

Read the interview 'Beyond Coding: How to Land a Non-Tech Role at Facebook' check your answers.

Tech companies are chock-full of engineers and **data** scientists, but Facebook's Liz Wamai will be the first to tell you there are plenty of opportunities for non-**coders** to have long, successful careers in the technology industry. As the Vice President overseeing diversity recruiting for all of Facebook, as well as recruiting specifically across the company's business organization, Liz is responsible for hiring talent across a dozen departments, including marketing, sales, policy, recruiting and sourcing, accounting, and media—all of which are just as important to the company as its technical teams.

And, with Facebook's "**Diversity** First" approach to all recruiting efforts, Liz is at the forefront of building out the entire company's hiring strategy—for both tech and non-tech **talent** alike.

Here, Wamai—who previously worked in recruiting at Bloomberg, Merrill Lynch, and Credit Suisse, always with a focus on increasing diversity—shares why she thinks **resumes** are more important than **cover letters**, how applicants can stand out from the crowd, and what qualities are necessary to succeed at Facebook from a non-tech perspective.

How did you end up working in recruiting?

I was born and raised in Kenya and, after two years of working as a travel consultant in Nairobi, I moved to New York City in 1996 for business school. While in school, I was hired as an HR intern at The New York Times, which sparked my interest in talent management. I saw a newspaper ad in the Times for a recruiting analyst position at Goldman Sachs and, having always been interested in the financial services industry, decided to apply. I got the role and started as an analyst in university recruiting, and eventually moved to diversity recruiting. I spent 15 years in investment banking navigating opportunities across HR before taking on the head of recruiting role at Bloomberg, which gave me the opportunity to be involved in the fintech (financial technology) industry.

What is the hardest part about your job when it comes to specifically hiring non-tech talent?

We have aggressive hiring **targets** at Facebook. Roles can be niche and, occasionally, we are recruiting for a profile or skill set for the first time. While that is challenging**,** we have a team of recruiters who are highly **resourceful** and able to identify that specialized talent through various tools at their disposal and their own **ingenuity**. For example, we have hired policy experts and security, as well as media and entertainment professionals, in areas that the team had never recruited for before.

The hardest part of my role is managing people and "meeting them where they are"—knowing what motivates each team member and tapping into their differences in a nuanced and respectful way. Some people are motivated by aggressive targets, others by working on different projects, others by private and/or public recognition.

Diversity in hiring is an issue that the tech industry has struggled with for a long time. How do you approach recruiting with diversity in mind at Facebook?

At Facebook, diversity is so critical to our success that we even take a "Diversity First" approach to all of our recruiting efforts. People from all

backgrounds rely on Facebook and its family of **apps** to connect with others, and we will better serve their needs with a more diverse workforce.

For roles across the entire company, we aspire to have a diverse **slate** of qualified candidates interviewed before a hiring decision is made, which entails sourcing across different industries to make sure we have combed the market for available qualified **talent**.

Besides checking off specific job requirements, what qualities do you look for in talent?

Agility, resilience, and the ability to collaborate. Facebook is a fast-paced, dynamic, and constantly changing environment, and success requires agility in thought and approach—and those who can inspire, motivate, and lead through change are successful here.

Resilient leaders see these challenges as opportunities to build new solutions, from processes to sales and marketing capabilities to strategic frameworks. And in doing so, there are a wide range of internal stakeholders whose input is valuable and needed for product or strategy. Can you influence and navigate the cross-functional nature of our teams, requiring you to build relationships and, at times, reimagine your strategy and execution because of factors outside of your team? I've heard from executives we've hired that this type of collaboration is more important at Facebook than at any other company they have worked at before.

What types of roles are you hiring for right now?

We're always looking for great **talent** for both our tech and non-tech teams—like our legal, global operations, and partnerships teams. The company is in high-growth mode and, in order for Facebook to prepare for its future from a non-tech perspective specifically, we need project managers, business planning managers, data specialists, lawyers, and accountants—everyone from recent graduates to senior leaders—to build what's next. As I mentioned earlier, diversity is essential for us, so hiring great talent from underrepresented communities is always top of mind. That said, we are looking for people across the U.S. and around the world

eager for a challenge and ready to grow their careers during a pivotal time for our company.

When considering an application, how much weight does your team put on a cover letter versus a resume?

In most cases, we put very little, if any, weight on a **cover letter**, except if the role has a writing component in the job description because it's a chance to get a feel for the candidate's communication skills. I will read a cover letter or intro email if it is of reasonable length (a few short paragraphs) and if the experience in the resume is on-point with the roles my team is hiring for. I do this to assess communication skills and connection to Facebook's mission, as well as to gain a better understanding of the applicant's background before an initial **screen**. If a resume lacks the requisite skills and **background** for the role, I will often reject it without reading the cover letter. In other words, resume is top priority.

I personally advise friends or acquaintances in the job market to avoid **cover letters**. My recommendation is to focus time and energy on submitting the best **resume** possible that aligns to the role they are applying for.

What can applicants do to catch your attention?

The candidates who impress me the most tend to be those who have gone above and beyond in understanding the role they are applying for and its impact at Facebook. They have taken time to read up on their **interview panel** and ask specific and well-researched questions about how the role they are interviewing for interacts with the team.

What is the candidate experience like at Facebook?

The applicant process will vary somewhat depending on role and function, but typically after we receive an application and it makes it past the initial resume review, there is a phone **screen** with a recruiter or sourcer. Sometimes there is a phone **screen** with a hiring manager, followed by interviews with a panel of people from the same department or cross-functional partners who will interact with the person in that role.

A "hire" or "no hire" decision is made shortly after we receive feedback from the interviewers. On average it usually takes about 90 days from when a role opens to when an offer is received and accepted.

What do you love most about working in recruiting?

I love the exposure to people from different and unique backgrounds, including candidates, hiring managers, and cross-functional partners across Facebook. As an immigrant who has worked in different industries and countries, I love the diversity that our products and apps engender.

From: https://www.themuse.com/advice/how-to-get-a-job-at-facebook-liz-wamai-recruiting

Working with words

1. Match the words and word combinations in A with their definitions in equivalents in B:

A: coder; diversity; resume; cover letter; talent; resourceful; ingenuity; app; agility; resilience; screen; background.

B: a range of many people or things that are very different from each other; a system for preliminary appraisal and selection of personnel as to their suitability for particular jobs; a short written description of your education, qualifications, a letter that contains information about the thing it is sent with; a person with special knowledge or ability who performs skillfully; a person who writes computer programs; good at finding ways of solving difficulties, problems etc.; the quality of being cleverly inventive or resourceful; a computer program that is designed for a particular purpose; the ability to think and draw conclusions quickly; the ability of a substance to return to its usual shape after being bent, stretched, or pressed; a person's experience, training, and education; interview panel; a group of people who ask someone questions to see if they are suitable for a job or course; previous jobs, and sometimes also your personal interests, that you send to an employer when you are trying to get a job.

2. Match each word with its synonym:

1) data	a) different
2) diversity	b) desired goal
3) talent	c) clever, talented
4) target	d) to come into existence
5) resourceful	e) information
6) ingenuity	f) inventiveness
7) slate	g) expert
8) agility	h) a list of candidates
9) resilience	i) quickness
10) background	j) flexibility
11) to engender	k) education

Text 6. Apple Leadership: a brief overview

Starting point

1. What products of Apple corporation do you use?
2. Who established Apple and who is it managed by nowadays?
3. What management styles is this corporation characterized by?

Read the text and check your answers

During Steve Jobs era that covers the period 1997 – 2011, Apple leadership was **autocratic** with Steve Jobs micro-managing a wide range of business operations. It has been noted that "when Steve Jobs was in charge, everything flowed through him." Apple leadership practices have changed dramatically under Tim Cook.

Acknowledged as the World's Greatest Leader by Fortune Magazine, Tim Cook proved to be effective from various perspectives. Moreover, Tim Cook has been praised by employees for inspirational leadership and helping his **subordinates** to become a better human being. The multinational technology company is parting with perfectionism and autocracy elements of leadership that had prevailed under Steve Jobs.

Apple leadership style integrates the following elements:

Democratic leadership style. In contrast to highly autocratic leadership style of Apple co-founder and late CEO Steve Jobs, the current CEO Tim Cook exercises and promotes democratic leadership. For Cook, it is important to build consensus among senior management regarding strategic decisions for the business. Moreover, since **assuming** the top role, Cook granted greater autonomy to new product development team, decreasing the direct participation of the CEO in new product development process.

"Quiet" leadership. Tim Cook has been praised for his quiet, yet effective leadership style. Nicknamed as "quiet leader" by some industry analysts, Cook is totally different from his charismatic **predecessor**, Steve Jobs.

At the same time, Tim Cook is occasionally criticized by analysts and industry watchers for the lack of ambition and **vigour,** his **predecessor** Steve Jobs had. For example, according to a report by BGC financial services firm, "under Cook, Apple has been cautious about entering new product categories. The Apple Watch, launched in April 2015, is the No. 1 smartwatch, but overall sales have disappointed. Apple Music, which debuted in June 2015, has grown rapidly to 15 million subscribers, but it's seen as a **low-margin** business."

Under late Steve Jobs the tech giant introduced a number of industry-changing iconic products and services such as iMac, iPod, iTunes, iPhone, App Store and iPad. His **successor** the current CEO Tim Cook, on the other hand, managed to **launch** only Apple Watch, iPad Mini and iPad Retina.

Reliance on technical experts rather than general managers on decision making is an interesting principle of leadership of Apple. There is logic behind this principle. The company operates in the industry where product life cycle is very short and the rates of technological change and **disruption** are high. There is no time to get thorough market feedback and

market forecasts in new product development practices and Apple has to make bets which technologies, services and designs are likely to succeed.

Accordingly, the tech giant relies more on its technical experts compared to general managers even for strategic decision-making and most managers are experts. The company believes that it is easier to train experts to become managers than to train managers to become experts. Therefore, deep expertise in their function is a key requirement for managerial positions at Apple. Leadership practices at the company have been **dubbed** as 'experts lead experts'.

John Dudovskiy

From: https://research-methodology.net/apple-leadership-and-apple-organizational-structure/

Working with words:

1. Match the words and word combinations in A with their definitions in equivalents in B:

A: autocratic; acknowledged; subordinate; to assume; quiet; predecessor; watcher; vigour; low-margin; successor; to launch; disruption; to dub.

B: controlled by one leader who has total power; a person who has a less important position in an organization; the absence of activity and excitement; a person who had a job or position before someone else; strength of thought, opinion, expression, etc.; known or accepted by many people; producing a low level of profit; to begin something such as a plan or introduce something new such as a product; the action of completely changing the traditional way that an industry or market operates by using new methods or technology; to give something or someone a particular name; someone or something that comes after another person or thing; to begin to take control of something; someone who is interested in the developments and changes of a particular thing..

Writing task

Write a short essay (150-200 words) on the following question using the phrases below:

Which style of management is more effective in modern tech industry?

Useful phrases:
In my opinion …
Personally, I think …
As far as I concerned …
It is thought that …
It is considered …
However, / nevertheless / at the same time / although
On the contrary
On the one hand / on the other hand
Consequently, …
Finally / above all / on the whole / all things considered / to sum up

Answers

Text 1.
Working with words.
Exercise 2:
1. acquisition
2. hired
3. procure
4. emerge
5. staffed
6. appraise
7. evolving
8. retraining
9. accomplished
10.   maintenance
11.   pervaded
12.   commitment
13.   competitive advantage

Text 2.
Read the text: 1-c; 2-g; 3-a; 4-d; 5-f; 6-e; 7-b.
Working with words.
Exercise 2:
1. to prioritize
2. are stretched thin
3. putting out fires
4. an urgent
5. excelled
6. cram
7. anxiety
8. added up
9. self-inflicted
10. dump
11. are batched
12. scheduling

Text 3.
Working with words.
Exercise 2:
1. remarkable
2. to retain
3. commitment
4. franchisees
5. supplier
6. net income
7. sharing parts
8. sustainability
9. to enhance
10.   consistency

Text 4.
Working with words.
Exercise 2:
1. executives
2. all hands on deck
3. stealth
4. circumventing
5. entertainments
6. lore
7. indoctrination
8. attitude
9. aptitude
10.   pitch in
11.   applicant

Text 5.
Working with words.
Exercise 2: 1 – e; 2 – a; 3 – g; 4 – b; 5 – c; 6 – f; 7 – h; 8 – i; 9 – j; 10 – k; 11 – d.