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**«BOOST YOUR VOCABULARY IN HR»**

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**С12** Учебное пособие по дисциплине «Иностранный (английский) язык «Boost your vocabulary in HR» для студентов 2 курса, обучающихся по направлению 38.03.03 «Управление персоналом»: учебное пособие / Л.Р. Сафина, Г.Ф. Калаганова – Казань: КФУ, 2019. – 66 с.

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## Пояснительная записка

Учебное пособие по дисциплине «Иностранный (английский) язык «Boost your vocabulary in HR» предназначено для самостоятельной и практической работы студентов 2 курса, обучающихся по направлению 38.03.03 «Управление персоналом». Предлагаемое учебное пособие предназначено для закрепления лексического материала терминологического характера.

Учебное пособие состоит из 4 разделов, содержащих следующие 6 тем: «Competition», «Leadership», «Human resources», «Culture», «International trade», «Ethics». Темы учебного пособия соответствуют программе «Иностранный язык» для направления 38.03.03 «Управление персоналом». К каждой теме представлен глоссарий и задания рецептивного и коммуникативного характера, тексты для чтения. Упражнения на отработку вокабуляра включают такие задания как: заполнение пропусков (fill in the gaps), сопоставление лексики с их определением (match words with their definitions), сопоставление слов с синонимами и антонимами (match words with their synonyms and antonyms), а также творческие задания. Творческие задания (creative tasks) в свою очередь, содержат в себе устный ответ, презентацию, либо сообщение на одну из пяти предложенных тем основного топика и диалоги между учениками в процессе изучения одного раздела. Для развития навыков творческой речевой деятельности используются фразы-клише для ведения презентации и беседы.

Данное учебное пособие может быть использовано обучающимися экономических специальностей, аспирантами, преподавателями, а также в качестве материала для подготовки к сдаче экзамена по предмету «Иностранный язык».

## Раздел 1. Организации

### COMPETITION

#### 1. Read the text carefully. Pay attention to words in bold

##### *Competitive advantage*

The term innovation has a **commercial** aspect different from scientific research. Innovation has a very important role in economic development of countries, because innovative companies, through commercializing their research and development results, are creating new and nonexistent value. Furthermore these same companies are getting an important share of the newly created value. By this way, they are mainly creating wealth for themselves, for their country and for the world. Innovation includes both product and service and process innovations. Product innovations are products that are perceived to be new by either the producer or the customer; the latter includes both end- users and distributors. Process of innovation refers to new processes which either reduce the cost of production or enable the production of new products. In spite of the increasing importance of innovation and the role played by technological **capabilities** in a firm's growth trajectory, little is known how technological innovation in different organizations is driven by their technology strategy, the plan that guides the accumulation and **deployment** of technological resources and **capabilities**.

That is, the most innovative firms **engage in** a continual search for better products, services, and ways of doing things. They try to continuously upgrade their internal **capabilities** and other resources. Aggregate innovative capacity of a nation is derived from the collective innovative capacity of its firms. The more innovative firms a nation has, the stronger that nation's competitive advantage. Innovation also promotes productivity, the value of the output produced by a unit of labor or capital. The more productive a company is, the more efficiently it uses its resources. The more productive the firms in a nation are, the more efficiently the nation uses its resources. Innovation and entrepreneurial activity are the engines of long-run economic growth.

Often, entrepreneurs first commercialize innovative new products and processes, and entrepreneurial activity provides much of dynamism in an economy. For example, the economy of the United States has benefited greatly from a high level of entrepreneurial activity, which has resulted in rapid innovation in products and processes.

### *Human resources for competitive advantage*

Human resources are a term used to describe the individuals who **comprise** the workforce of an organization, although it is also applied in labor economics to, for example, business sectors or even whole nations. Firms can develop this competitive advantage only by creating value in a way that is difficult for competitors to imitate. Traditional sources of competitive advantage such as financial and natural resources, technology and economies of scale can be used to create value. However, the resource-based argument is that these sources are increasingly accessible and easy to imitate. Thus they are less significant for competitive advantage especially in comparison to a complex social structure such as an employment system. If that is so, human resource policies and practices may be an especially important source of **sustained** competitive advantage.

Within the best practices approach to strategic HRM, the first practice, internal career opportunities, refers to the organizational preference for hiring primarily from within. Second, training systems refers to whether organizations provide extensive training opportunities for their employees or whether they depend on selection and socialization processes to obtain required skills. Third, **appraisals** are conceptualized in terms of outcome-based performance ratings and the extent to which subordinate views are taken into account in these ratings. Fourth, employment security reflects the degree to which employees feel secure about continued employment in their jobs. Although formalized employment security is generally on the decline, organizations may have either an implicit or an explicit policy. Fifth, employee participation, both in terms of taking part in decision making and having opportunities to communicate

suggestions for improvement, has emerged as a strategic HRM practice. Sixth, job description refers to the extent jobs are tightly and clearly defined so that employees know what is expected of them. Finally, profit sharing reflects the concern for overall organizational performance on a sustainable basis argue that the future HR professional will need four basic competencies to become partners in the strategic management process. These include business competence, professional and technical knowledge, integration competence and ability to manage change. Human Resources seeks to achieve this by aligning the supply of skilled and qualified individuals and the **capabilities** of the current workforce, with the organization's ongoing and future business plans and requirements to maximize return on investment and secure future survival and success. In ensuring such objectives are achieved, the human resource function purpose in this context is to **implement** the organization's human resource requirements effectively but also pragmatically, taking account of legal, ethical and as far as is practical in a manner that retains the support and respect of the workforce.

#### *Organizational structure for competitive advantage*

Organizations are a variant of **clustered** entities. An organization can be structured in many different ways, depending on their objectives. The structure of an organization will determine the modes in which it operates and performs. Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the branch, department, workgroup and individual. Individuals in an organizational structure are normally hired under time-limited work contracts or work orders, or under permanent employment contracts or program orders. Also, this correlate of changing structures and processes is **reinforced** by increased competitive pressure forcing companies to focus on their core competencies, redrawing their boundaries around what constitute and support their competitive advantage. This pressure is reflected in the changing organizational structures from a functional to a multi-divisional one, through the shifting of business towards smaller, decentralized units. When superior skills or

resources exist outside the company, firms are making increased use of strategic alliances to supplement and sometimes enhance their own competencies. Whenever by alliances, outsourcing or downscoping, firms appear to be drawing in their boundaries around narrower spheres of activities

An effective organizational structure shall facilitate working relationships between various entities in the organization and may improve the working efficiency within the organizational units. Organization shall retain a set order and control to enable monitoring the processes. Organization shall support command for coping with a mix of orders and a change of conditions while performing work. Organization shall allow for application of individual skills to enable high flexibility and apply creativity. When a business expands, the chain of command will lengthen and the spans of control will widen. When an organization comes to age, the flexibility will decrease and the creativity will fatigue. Therefore organizational structures shall be **altered** from time to time to enable recovery. If such alteration is prevented internally, the final escape is to turn down the organization to prepare for a re-launch in an entirely new set up.

### *Strategies for Competitive Advantage*

The differentiation and cost leadership strategies seek competitive advantage in a broad range of market or industry segments. By contrast, the differentiation focus and cost focus strategies are adopted in a narrow market or industry. A firm positions itself by **leveraging** its strengths. Porter has argued that a firm's strengths ultimately fall into one of two headings: cost advantage and differentiation. By applying these strengths in either a broad or narrow scope, three generic strategies result: cost leadership, differentiation, and focus. These strategies are applied at the business unit level. They are called generic strategies because they are not firm or industry dependent. The following Porter's generic strategies:

#### *1. Strategy - Differentiation*



This strategy involves selecting one or more criteria used by buyers in a market - and then positioning the business uniquely to meet those criteria. This strategy is usually associated with charging a premium price for the product - often to reflect the higher production costs and extra value-added features provided for the consumer. Differentiation is about charging a premium price that more than covers the additional production costs, and about giving customers clear reasons to prefer the product over other, less differentiated products. Firms that succeed in a differentiation strategy often have the following internal strengths:

- 1) Access to leading scientific research.
- 2) Highly skilled and creative product development team.
- 3) Strong sales team with the ability to successfully communicate the perceived strengths of the product.

## *2. Strategy - Cost Leadership*

With this strategy, the objective is to become the lowest-cost producer in the industry. Many (perhaps all) market segments in the industry are supplied with the emphasis placed minimizing costs. If the achieved selling price can at least equal (or near) the average for the market, then the lowest-cost producer will (in theory) enjoy the best profits. This strategy is usually associated with large-scale businesses offering standard products with relatively little differentiation that are perfectly acceptable to the majority of customers. Occasionally, a low-cost leader will also discount its product to maximise sales, particularly if it has a significant cost advantage over the competition and, in doing so, it can further increase its market share. Firms that succeed in cost leadership often have the following internal strengths:

- Access to the capital required making a significant investment in production assets; this investment represents a barrier to entry that many firms may not overcome.

- Skill in designing products for efficient manufacturing, for example, having a small component count to shorten the assembly process.
- High level of expertise in manufacturing process engineering.
- Efficient distribution channels.

## *2. Strategy - Differentiation Focus*

In the differentiation focus strategy, a business aims to differentiate within just one or a small number of target market segments. The special customer needs of the segment mean that there are opportunities to provide products that are clearly different from competitors who may be targeting a broader group of customers. Companies following focused differentiation strategies produce **customised** products for small market segments.

They can be successful when either the quantities involved are too small for industry-wide competitors to handle economically, or when the extent of **customisation** (or differentiation) requested is beyond the **capabilities** of the industry-wide differentiator. The important issue for any business adopting this strategy is to ensure that customers really do have different needs and wants - in other words that there is a valid basis for differentiation - and that existing competitor products are not meeting those needs and wants.

## *3. Strategy - Cost Focus*

Companies that compete by following cost leadership strategies to serve narrow market niches generally target the smallest buyers in an industry (those who purchase in such small quantities those industry-wide competitors cannot serve them at the same low cost). Here a business seeks a lower-cost advantage in just one or a small number of market segments. The product will be basic - perhaps a similar product to the higher-priced and featured market leader, but acceptable to **sufficient** consumers.

## 2. Glossary

1. Alter – сущ. изменение; гл. менять, изменять, переделывать
2. Appraisal – сущ. оценка, аттестация
3. Capability – сущ. возможности, способность, умение
4. Cluster (entities) – гл. группироваться, clustered прил. сгруппированный
5. Commercial – сущ. реклама; прил. коммерческий, торговый, доходный, прибыльный, промышленный
6. Comprise – гл. содержать, включать, входить в состав
7. Customization – сущ. настройка
8. Customize – гл. настроить
9. Deployment – сущ. развертывание, размещение
10. Engage in – гл. заниматься, участвовать
11. Enhance (competency) – гл. усилить, повысить, совершенствовать
12. Implement – сущ. орудие, инструмент, принадлежности; гл. implement - воплощать в жизнь, осуществлять, выполнять
13. Leverage – сущ. средство достижения цели, способ достижения цели
14. Reinforce (process) – гл. усиливать, укреплять
15. Sufficient – сущ. достаточное количество; прил. достаточный. сущ. достаточное количество
16. Sustain – гл. выдерживать, поддерживать; sustained прил. устойчивый, длительный, непрерывный

## Упражнения

### 3. Fill in the gaps. Use appropriate forms of the words.

customize	cluster	appraisal	alter	sufficient
sustain	reinforce	commercial	deployment	comprise

1. The fortress could |                    | a siege for several months.
2. We |                    | the wall with steel plates.

3. The factory acquired new | | equipment.
4. This company offers a trial | | of its application.
5. These three groups | | almost two thirds of the visible minority population in Canada
6. Commercial oceanographic service providers add value to data and knowledge and | | [it to meet a specific demand
7. Government of Indonesia has accepted 7 recommendations | | in 6 themes from the first cycle of UPR.
8. Each employee passes an | | twice a year.
9. No one can | | the past.
10. It is concerned that such children are not given | | support to ensure their physical and mental rehabilitation

**4. Match words with their definitions**

Commercial	the use of something or someone in an effective way
Deployment	an opinion about how successful, effective etc someone or something is
Engage in	produced in order to be sold
Capability	to improve something, or to make it more attractive or more valuable
Comprise	to form a small close group
Sustained	to make something or someone different
Appraisal	continuing at the same level or rate for a long time
Implement	to consist of two or more things
Clustered	to make something such as an idea, plan, system, or law start to work and be used
Reinforce	the ability to do something
Enhance	to take part in a particular activity, especially one that involves competing with other people or talking to them
Alter	the power to make someone do what you want
Leverage	to make an idea, belief, or feeling stronger

### 5. Match words with their synonyms

Commercial	Skill
Deployment	Strengthen
Engage in	Modify
Capability	Include
Comprise	Modification
Sustained	Placement
Appraisal	Enough
Implement	Assessment
Clustered	Receipt
Reinforce	Do
Enhance	Change
Alter	Advertisement
Leverage	Grouped
Sufficient	Raise
Customize	Continuous
Customization	Realize

### 6. Match words with their antonyms

Commercial	Stay in place
Deployment	Incapacity
Capability	Weaken
Comprise	Broken
Sustained	Exclude
Clustered	Deprive
Reinforce	Volunteering
Enhance	Insufficient
Alter	Close
Sufficient	Remain

### 7. Creative tasks

- a) Which words do you think are mostly appropriate to use in the context of **competition** topic? Give your answers according to your background knowledge and in addition use helpful materials as dictionaries and books.
- b) What do you know about **competition** in your own country?
- c) Make presentations or give a talk about **competition** using one of the following themes:

- Difference between contest and competition
- Competition between companies with the same products
- Characteristics of competitive advantage
- Strategies for competitive advantage
- Competitive and comparative advantage

Prepare in advance. You might be divided into small teams.

d) Make a dialogue with your groupmate on **competition** topic.

**Tip**

*For creative tasks you might turn the page 51 to find phrases for giving presentations and expressing your own opinions.*

## Раздел 2. Человеческие ресурсы

### LEADERSHIP

#### 1. Read the text carefully. Pay attention to words in bold

##### *Leadership*

Leadership has been described as "a process of social influence in which one person can **enlist** the aid and support of others in the accomplishment of a common task", although there are alternative definitions of leadership. For example, some understand a leader simply as somebody whom people follow, or as somebody who guides or directs others, while others define leadership as "organizing a group of people to achieve a common goal".

Studies of leadership have produced theories involving traits, situational interaction, function, behavior, power, vision and values, charisma, and intelligence, among others.

The search for the characteristics or traits of leaders has been **ongoing** for centuries. Philosophical writings from Plato's *Republic* to Plutarch's *Lives* have explored the question "What qualities distinguish an individual as a leader?" **Underlying** this search was the early recognition of the importance of leadership and the assumption that leadership is rooted in the characteristics that certain individuals possess. This idea that leadership is based on individual **attributes** is known as the "trait theory of leadership".

The trait theory was explored at length in a number of works in the 19th century. Most notable are the writings of Thomas Carlyle and Francis Galton, whose works have prompted decades of research. In *Heroes and Hero Worship* (1841), Carlyle identified the talents, skills, and physical characteristics of men who rose to power. In Galton's *Hereditary Genius* (1869), he examined leadership qualities in the families of powerful men. After showing that the numbers of **eminent** relatives **dropped off** when moving from first degree to second degree relatives, Galton

concluded that leadership was inherited. In other words, leaders were born, not developed. Both of these notable works lent great initial support for the notion that leadership is rooted in characteristics of the leader.

During the 1980s statistical advances allowed researchers to conduct meta-analyses, in which they could quantitatively analyze and summarize the findings from a wide array of studies. This **advent** allowed trait theorists to create a comprehensive picture of previous leadership research rather than rely on the qualitative reviews of the past. Equipped with new methods, leadership researchers revealed the following:

Individuals can and do **emerge** as leaders across a variety of situations and tasks.

Significant relationships exist between leadership and such individual traits as:

- intelligence
- **adjustment**
- extraversion
- **conscientiousness**
- openness to experience
- general self-efficacy

While the trait theory of leadership has certainly regained popularity, its reemergence has not been accompanied by a corresponding increase in sophisticated conceptual frameworks.

Specifically, Zaccaro noted that trait theories still:

- 1) focus on a small set of individual **attributes** such as Big Five personality traits, to the **neglect** of cognitive abilities, motives, values, social skills, expertise, and problem-solving skills;
- 2) fail to consider patterns or integrations of multiple **attributes**;
- 3) do not distinguish between those leader **attributes** that are generally not **malleable** over time and those that are shaped by, and bound to, situational influences;



- 4) do not consider how stable leader **attributes** account for the behavioral diversity necessary for effective leadership.

Kurt Lewin, Ronald Lipitt, and Ralph White developed in 1939 the seminal work on the influence of leadership styles and performance. The researchers evaluated the performance of groups of eleven-year-old boys under different types of work climate. In each, the leader exercised his influence regarding the type of group decision making, praise and criticism (feedback), and the management of the group tasks (project management) according to three styles: authoritarian, democratic, and laissez-faire.

*Autocratic or authoritarian style*

Under the autocratic leadership style, all decision-making powers are centralized in the leader, as with dictators.

Leaders do not **entertain** any suggestions or initiatives from subordinates. The autocratic management has been successful as it provides strong motivation to the manager. It permits quick decision-making, as only one person decides for the whole group and keeps each decision to him/herself until he/she feels it needs to be shared with the rest of the group.

*Participative or democratic style*

The democratic leadership style consists of the leader sharing the decision-making abilities with group members by promoting the interests of the group members and by practicing social equality. This has also been called shared leadership.

*Laissez-faire or free-rein style*

A person may be in a leadership position without providing leadership, leaving the group to **fend** for itself. Subordinates are given a free hand in deciding their own policies and methods. The subordinates are motivated to be creative and innovative.

Leadership can be perceived as a particularly **emotion-laden** process, with emotions **entwined** with the social influence process. In an organization, the leader's mood has some effects on his/her group. These effects can be described in three levels:

- 1) The mood of individual group members. Group members with leaders in a positive mood experience more positive mood than do group members with leaders in a negative mood. The leaders transmit their moods to other group members through the mechanism of emotional **contagion**. Mood **contagion** may be one of the psychological mechanisms by which charismatic leaders influence followers.
- 2) The **affective** tone of the group. Group **affective** tone represents the consistent or homogeneous affective reactions within a group. Group affective tone is an aggregate of the moods of the individual members of the group and refers to mood at the group level of analysis. Groups with leaders in a positive mood have a more positive affective tone than do groups with leaders in a negative mood.
- 3) Group processes like coordination, effort expenditure, and task strategy. Public expressions of mood impact how group members think and act. When people experience and express mood, they send signals to others. Leaders signal their goals, intentions, and attitudes through their expressions of moods. For example, expressions of positive moods by leaders signal that leaders **deem** progress toward goals to be good. The group members respond to those signals **cognitively** and behaviorally in ways that are reflected in the group processes.

Different situations call for different leadership styles. In an emergency when there is little time to **converge** on an agreement and where a designated authority has significantly more experience or expertise than the rest of the team, an autocratic leadership style may be most effective; however, in a highly motivated and **aligned** team with a **homogeneous** level of expertise, a more democratic or laissez-faire style may be more effective. The style adopted should be the one that most effectively achieves the objectives of the group while balancing the interests of its individual members.

## 2. Glossary

1. Adjustment - сущ. регулирование, приспособление, согласование
2. Advent – сущ. пришествие, наступление, приход, прибытие
3. Affective – прил. эмоциональный
4. Aggregate – сущ. совокупность, скопление; гл. объединять, собираться  
прил. совокупный, общий
5. Aligned - прил. нацеленный, выровненный
6. Attribute – сущ. признак, свойство, характерная черта; гл. приписывать,  
относить.
7. Cognitively – нар. познавательно
8. Conscientious – сущ. добросовестность, сознательность
9. Contagion – сущ. зараза, инфекция, вредное влияние
10. Converge – гл. сходиться, приближаться
11. Deem – гл. считать, размышлять
12. Drop off – гл. постепенно уменьшаться, заснуть, довести до
13. Emerge – гл. появляться, возникать
14. Eminent – прил. выдающийся, видный, знаменитый, замечательный
15. Emotion-laden – прил. эмоционально нагруженный
16. Enlist – гл. вербовать, заручиться поддержкой, поступать на военную  
службу
17. Entertain – гл. принимать, поддерживать, угощать
18. Entwine – гл. обвить, сплетать
19. Fend – гл. отгонять, заботиться, парировать
20. Homogeneous – прил. однородный, гомогенный
21. Malleable – прил. податливый, уступчивый, ковкий
22. Neglect - сущ. пренебрежение; гл. пренебрегать, упускать.
23. Ongoing – сущ. поведение, поступки; прил. постоянный, непрерывный,  
происходящий в настоящее время.
24. Self-efficacy – сущ. самоэффективность

25. Underlie – гл. лежать в основе

26. Worship – сущ. поклонение, богослужение; гл. поклоняться, боготворить, почитать

### Упражнения

#### 3. Fill in the gaps. Use appropriate forms of the words.

neglect	self-efficacy	malleable	eminent	attribute
ongoing	adjustment	underlie	worship	conscientious

1. We will find out the results of the | | study tomorrow.
2. Central bank carried out an | | to exchange rates.
3. Gold is the most | | of all metals.
4. Proper nutrition and exercise | | a healthy lifestyle.
5. | | of different gods is typical of pagan cultures.
6. The | | of safety rules may cause damage to health.
7. Success in anything depends on our | |.
8. There were a lot of | | scholars at the conference.
9. A personal approach is an | | of excellent service.
10. I am looking for a | | and attentive assistant.

#### 4. Match words with their definitions

Enlist	working hard and careful to do things well
Ongoing	the activity of showing respect and love for a god, for example by singing or praying
Underlie	to fail to look after someone when you are responsible for them
Worship	to be the real or basic cause of or reason for something
Attribute	a change in something that makes it better, more accurate, or more effective
Emerge	to hold something in your mind
Adjustment	connected with the emotions
Conscientiousness	to join the armed forces or job

Neglect	continuing to exist or develop, or happening at the present time
Malleable	consisting of things that are very similar or all of the same type
Entertain	to believe that something is the result of a particular situation, event, or person's actions
Fend	easily changed into a new shape
Homogeneous	to look after yourself without help from anyone else
Contagion	the situation in which a disease is spread by touching someone or something
Affective	to come out of something or out from behind something

### 5. Match words with their synonyms

Enlist	Adoration
Ongoing	Regulation
Attribute	Join up with
Worship	Decrease
Eminent	Total
Drop off	Sign
Advent	Parry
Emerge	Constant
Adjustment	Consider
Neglect	Infection
Malleable	Appear
Entertain	Come together
Fend	Outstanding
Contagion	Coming
Affective	Leveled
Aggregate	Viscous
Deem	Emotional
Converge	Smooth
Aligned	Disregard
Homogeneous	Support

### 6. Match words with their antonyms

Enlist	Noncurrent
Ongoing	Crooked
Worship	Different
Eminent	Unemotional
Neglect	Divided
Malleable	Inferior
Affective	Disrespect
Aggregate	Adamant
Homogeneous	Attend to
Aligned	Drop out

## 7. Creative task

- a) Which words do you think are mostly appropriate to use in the context of **leadership** topic? Give your answers according to your background knowledge and in addition use helpful materials as dictionaries and books.
- b) What do you know about **leadership** in your own country?
- c) Make presentations or give a talk about **leadership** using one of the following themes:
  - Studies of leadership
  - Different leadership styles
  - Managers and leaders
  - Characteristics of leadership
  - Significant traits of leaders

Prepare in advance. You might be divided into small teams.

- d) Make a dialogue with your groupmate on **leadership** topic.

### Tip

*For creative tasks you might turn the page 51 to find phrases for giving presentations and expressing your own opinions.*

## Раздел 3. Практики HR

### HUMAN RESOURCES

#### 1. Read the text carefully. Pay attention to the words in bold

##### *Human resource management*

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

The first step in staffing a business organization is human resource planning. The organization must forecast demand and then determine the numbers and types of workers that will be required to meet this demand. Factors to be considered include determining whether workers with the required skills can be found in the general work force. Job analysis is the process by which jobs are studied to determine the tasks and dynamics involved. Questions that must be asked involve the qualifications and skills required to do the job as well as the actual tasks to be performed. The information needed for job analysis may be **obtained** by interviewing employees or supervisors, by direct observation, or by asking workers to keep diaries describing their workday.

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

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

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

**Recruitment :**

Application blank (resumes)

Interview

Taking a test

**References**

In-depth interview

Examination

Offering a job to one candidate

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

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



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

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

## 2. Glossary

1. Actual – прил. подлинный, действующий, текущий, современный, актуальный
2. Bonus - сущ. премия; прил. премиальный, призовой
3. Compensation - сущ. вознаграждение, жалование
4. Compile - гл. составлять, собирать
5. Criterion (pl. criteria) - сущ. критерий, мерило
6. Devise - гл. составлять, разрабатывать, придумывать
7. Evaluation – сущ. оценка работы, деятельности
8. Fringe benefit - сущ. дополнительная льгота
9. Human resource management - сущ. управление трудовыми ресурсами
10. Incentive – сущ. стимул, побудительный мотив, льгота
11. In-depth interview - сущ. углубленная беседа
12. Job analysis - сущ. анализ трудовых операций
13. Job description - сущ. должностная инструкция
14. Job specifications - сущ. квалификационные требования
15. Judge - сущ. судья; гл. давать оценку, оценивать, считать, делать вывод, осуждать, порицать
16. Match to - гл. подбирать что-либо к чему-либо (кому-либо)

17. Obtain – гл. приобретать, получать, стремиться, достигать
18. Orientation - сущ. ориентация, процесс ознакомления работника с работодателем и своей работой
19. Overtime pay - сущ. оплата за сверхурочную работу
20. Performance appraisal - сущ. оценка результатов деятельности
21. Pace - сущ. скорость, темп
22. Recruitment - сущ. вербовка, прием на работу
23. Recruiter - сущ. вербовщик
24. References – сущ. рекомендации
25. Resume - сущ. резюме; итоги, выводы; сводка
26. Staffing - сущ. формирование штата
27. Statement - сущ. изложение, формулировка
28. Unpaid leave – сущ. неоплачиваемый отпуск

### Упражнения

#### 3. Fill in the gaps. Use appropriate forms of the words.

devise	incentive	reference	evaluation
unpaid leave	bonus	obtain	recruit

1. Activities were undertaken to reinforce national capacities to |                    | higher education policies that can contribute to the renewal
2. There is a system of monetary |                    | in our company.
3. Numerous applications over many years have confirmed this result (see our«|                    | » section at the end of this brochure).
4. He received a positive |                    | from his employer.
5. The |                    | of officials or reduction of working hours means that people have to wait longer for appointments with officials.
6. Accumulated|                    | have to be used until the end of the year.
7. Accused of fraud or making a false statement in order to |                    | unemployment benefits and that the charges against the author

8. The company is expanding and | | new employees

#### 4. Match words with their definitions

Evaluation	something that makes you want to do something or to work harder, because you know that you will benefit by doing this
Bonus	careful thought about something before making a judgment about its value, importance, or quality
Incentive	to invent a method of doing something
Unpaid leave	a statement from someone who knows you or has worked with you that gives information about you. You often need to provide a reference when you apply for a new job
Devise	a period of time that someone is allowed away from work for holiday, illness, or another special reason, but that they are not paid for
Obtain	the process of finding people to join the armed forces, or a company or organization
Reference	to get something that you want or need, especially by going through a process that is difficult
Recruitment	something good that you get in addition to what you expect

#### 5. Match words with their synonyms

Evaluation	Develop
Bonus	Assessment
Devise	Accept
Obtain	Award
Reference	Admission
Recruitment	Referee

#### 6. Match words with their antonyms

Evaluation	Disincentive
Bonus	Paid leave

Unpaid leave	Disorganize
Devise	Lose
Obtain	Quitting, Unemployment
Recruitment	Downgrade

### 7. Creative tasks

- a) Which words do you think are mostly appropriate to use in the context of **human resources** topic? Give your answers according to your background knowledge and in addition use helpful materials as dictionaries and books.
- b) What do you know about **human resources** in your own country?
- c) Make presentations or give a talk about **human resources** using one of the following themes:
- What human resource is
  - Human resources division
  - Functions of human resource department
  - Specifics of employing new staff and recruitment
  - Characteristics and goals of appraisal systems in HR department
- Prepare in advance. You might be divided into small teams.
- d) Make a dialogue with your groupmate on **human resource** topic.

**Tip**

For creative tasks you might turn the page 51 to find phrases for giving presentations and expressing your own opinions.

## CULTURE

### 1. Read the text carefully. Pay attention to the words in bold

#### *Different layers of culture*

It is possible to describe culture as a shared set of basic **assumptions** and **values**, with resultant behavioural norms, attitudes and beliefs which manifest themselves in systems and institutions as well as **behavioural patterns** and non-behavioural items. There are various levels to culture, ranging from the easily observable outer **layers** (such as **behavioural conventions**) to the increasingly more difficult for understanding inner **layers** (such as **assumptions** and **values**). Culture is shared among members of one group or society, and serves for understanding between the members of that group. Culture is situated between the human nature on the one hand and the **individual personality** on the other. Culture is not **inheritable** or genetic, but culture is learned. Although all members of a group or society share their culture, their behaviour depends on their individuality as well as on the culture.

Culture consists of various levels.

- A level of **values** or an **invisible** level
- A visible level of resultant behaviour or **artifacts** of some form.

This view of culture is embodied in the popular 'iceberg model' of culture. The multilevel nature of culture is important because of several aspects: It identifies a visible area as well as an area that is not immediately visible, but that can be derived by careful attention to the visible elements of the cultural system as we understand it.

- Culture is a complex concept.
- Everyone has a culture.
- It shapes how we see the world, ourselves, and others.

Make the point that only about one-eighth of an iceberg is visible above the water. The rest is below. Culture is very similar to an iceberg. It has some aspects that are visible and many others that can only be suspected, guessed, or learned as

understanding of the culture grows. Like an iceberg, the visible part of culture is only a small part of a much larger whole.

Another model is an "onion" model. In this view, 'culture' is like an onion: a system that can be peeled, **layer** by **layer**, in order to reveal the content. At the core of this model of culture are **values**, or: broad tendencies to prefer certain states of affairs over others. These **values** form the most hidden **layer** of culture. **Values** as such represent the ideas that people have about how things "ought to be". **Values** are strongly influencing behaviour.

Above the **values**, this concept describes three levels of culture that are more clearly observable:

8. Rituals, such as ways of greeting and paying respect
9. Heroes, such as admired persons who serve as an example for behaviour
10. Symbols, such as words, colour or other **artefacts** that carry a special meaning

A different approach to finding cultural **value** differences has been taken by Shalom Schwartz. Using his "SVI" (Schwartz **Value** Inventory), Schwartz asked respondents to assess 57 **values** as to how important they felt these **values** are as "**guiding principles** of one's life". From data collected in 63 countries, with more than 60,000 individuals taking part, Schwartz derived a total of 10 distinct value types at an individual-level analysis:

- Power
- Achievement
- **Hedonism**
- Stimulation
- **Self-direction**
- Universalism
- **Benevolence**
- Tradition
- **Conformity**
- Security

These individual level **value** types each represent a number of **values** which can be combined in a joint 'idea': **Values** located in the 'power' **value** type represent are likely to indicate an individual that **values** social status and prestige or control and dominance over people and resources. High scores in the 'achievement' **value** type would indicate a high priority given to personal success and admiration. '**Hedonism**' represents a **value** type where preference is given to pleasure and self-entertainment. 'Stimulation' represents a group of **values** that express a preference for an exciting life, and 'self-direction' a distinct group of **values** that **value** independence, creativity and freedom. The 'Universalism' **value** type on the other side represents a preference for social justice and tolerance, whereas the '**benevolence**' **value** domain contains **values** promoting the welfare of others. The '**Conformity**' **value** type contains **values** that represent obedience and the 'tradition' **value** type is made up out of **values** representing a respect for traditions and customs. Lastly, the 'security' **value** type is a **value** orientation containing **values** relating to the safety, harmony and welfare of society and of one self.

## 2. Glossary

1. Artifacts - сущ. предметы материальной культуры
2. Assumption - сущ. предположение, допущение, принятие на себя, гипотеза
3. Behavioral conventions - сущ. поведенческие условности
4. Behavioral pattern – сущ. модель поведения, поведенческая модель, привычное поведение
5. Benevolence - сущ. благожелательность, доброжелательство, щедрость
6. Conformity – сущ. подчинение, сходство, соответствие
7. Guiding principles - сущ. руководящие принципы, ведущая концепция, основополагающие принципы
8. Hedonism – сущ. гедонизм, жажда наслаждений
9. Individual personality - сущ. индивидуальная личность

10. Inheritable - прил. наследственный
11. Invisible –прил. невидимый, тайный, неразличимый
12. Layer– сущ. слой, уровень, пласт
13. Self-direction –сущ. саморегуляция, направление собственной личности
14. Value – сущ. значение, величина, ценность, оценка, стоимость; гл. ценить, оценивать, дорожить

### Упражнения

#### 3. Fill in the gaps. Use appropriate forms of the words.

assumption	behavioral pattern	artifact	hedonism
benevolence	conformity	guiding principle	value

- National Vision is based on the realization of justice, | | and equality
- All services were carried out in | | with the agreement.
- Customer satisfaction is the | | of our company.
- The employees demonstrate their commitment to the | | of the company.
- A theory must be based on facts, not on | |.
- In our example, affective reactions are in dissonance with the common | | and cognitions.
- The explorer found a strange | | in the temple ruins.
- In the environment of laissez-faire, | |, and selfishness, they are increasingly gaining ground.

#### 4. Match words with their definitions

Assumption	the amount that something is worth, measured especially in money
Value	an object that was made a long time ago and is historically important, for example a tool or weapon
Behavioral pattern	something that you consider likely to be true even though no one has told you directly or even though you have no proof
Artifact	willing to help and be generous towards



	people
Guiding principles	behavior that is acceptable because it is similar to the behavior of everyone else
Hedonism	ideas that influences you very much when making a decision or considering a matter
Benevolence	the characteristic ways in which a person or animal acts
Conformity	living and behaving in ways that mean you get as much pleasure out of life as possible, according to the belief that the most important thing in life is to enjoy yourself

### 5. Match words with their synonyms

Assumption	Role model
Value	Antiquarian
Behavioral pattern	Self-indulgence
Artifact	Amiability, generosity
Hedonism	Subordination
Benevolence	Significance
Conformity	Hypothesis

### 6. Match words with their antonyms

Assumption	Asceticism
Value	Unbelief
Artifact	Maleficence
Hedonism	Disobediance
Benevolence	Wortlessness
Conformity	Origin commodity

### 7. Creative tasks

- Which words do you think are mostly appropriate to use in the context of **culture** topic? Give your answers according to your background knowledge and in addition use helpful materials as dictionaries and books.
- What do you know about **culture** in your own country?
- Make presentations or give a talk about **culture** using one of the following themes:

- Cultural behavioral pattern in Tatarstan
- Cultural differences around the world
- Cultural similarities around the world
- Layers and characteristics of culture
- Working across countries with different cultures

Prepare in advance. You may divide into small teams.

- d) Make a dialogue with your groupmate on **culture** topic

***Tip***

*For creative tasks you might turn the page 51 to find phrases for giving presentations and expressing your own opinions.*

## Раздел 4. АСПЕКТЫ БИЗНЕСА

### INTERNATIONAL TRADE

#### 1. Read the text carefully. Pay attention to words in bold

##### *Balance of Payment, Balance of Trade & Gross National Product*

The following text contains several terms of importance to your understanding of International trade. While reading, underline the terms you find.

The balance of payments (BOP) is the method countries use to monitor all international monetary transactions at a specific period of time. Usually, the BOP is calculated every quarter and every calendar year. All trades conducted by both the private and public sectors are accounted for in the BOP in order to determine how much money is going in and out of a country. If a country has received money, this is known as a credit, and, if a country has paid or given money, the transaction is counted as a **debit**. Theoretically, the BOP should be zero, meaning that **assets** or credits and liabilities or **debts**, should balance. But in practice this is rarely the case and, thus, the BOP can tell the observer if a country has a deficit or a surplus and from which part of the economy the discrepancies are stemming.

The BOP is divided into sub-accounts but the most important are the current account and the financial account. Within these categories are sub-divisions, each of which accounts for a different type of international monetary transaction.

*Current Account* is record of all international transactions for goods and services, income payments and receipts, and unilateral transfers. The current account is used in the national income identity for GNP.

*Merchandise Trade Account* is record of all international transactions for goods only. Goods include physical items like autos, steel, food, clothes, appliances, furniture, etc.

*Services Account* is record of all international transactions for services only. Services include transportation, insurance, hotel, restaurant, legal, consulting, etc.

*Goods and Services Account* is record of all international transactions for goods and services only. The goods and services account is used in the national income identity for GDP.

*Financial Account* is record of all international transactions for **assets**. **Assets** include **bonds**, Treasury bills, bank deposits, **stocks**, currency, real estate, etc.

*The Current Account.* The current account is used to mark the **inflow** and outflow of goods and services into a country. Earnings on investments, both public and private, are also put into the current account. Within the current account are credits and **debits** on the trade of merchandise, which includes goods such as raw materials and manufactured goods that are bought, sold or given away (possibly in the form of aid). Services refer to receipts from tourism, transportation (like the **levy** that must be paid in Egypt when a ship passes through the Suez Canal), engineering, business service fees (from lawyers or management consulting, for example), and **royalties** from **patents** and copyrights. When combined, goods and services together make up a country's balance of trade (BOT). The BOT is typically the biggest bulk of a country's balance of payments as it makes up total imports and exports. If a country has a balance of trade deficit, it imports more than it exports, and if it has a balance of trade surplus, it exports more than it imports.

Receipts from income-generating **assets** such as **stocks** (in the form of dividends) are also recorded in the current account. The last component of the current account is unilateral transfers. These are credits that are mostly worker's remittances, which are salaries sent back into the home country of a national working abroad, as well as foreign aid that is directly received.

*The Capital or Financial Account.* The capital account is where all international capital transfers are recorded. This refers to the acquisition or disposal of non-financial

**assets** (for example, a physical **asset** such as land) and non-produced **assets**, which are needed for production but have not been produced, like a mine used for the extraction of diamonds.

The capital account is broken down into the monetary flows branching from **debt forgiveness**, the transfer of goods, and financial **assets** by migrants leaving or entering a country, the transfer of ownership on fixed **assets** (**assets** such as equipment used in the production process to generate income), the transfer of funds received to the sale or acquisition of fixed **assets**, gift and inheritance taxes, death levies, and, finally, uninsured damage to fixed **assets**.

*The Financial Account.* In the financial account, international monetary flows related to investment in business, real estate, **bonds** and **stocks** are documented. Also included are government owned **assets** such as foreign reserves, gold, **special drawing rights** (SDRs) held with the International Monetary Fund, private **assets** held abroad, and direct foreign investment. **Assets** owned by foreigners, private and official, are also recorded in the financial account.

*The Balancing Act.* The current account should be balanced against the combined-capital and financial accounts. However, as mentioned above, this rarely happens. We should also note that, with fluctuating exchange rates, the change in the value of money can add to BOP discrepancies. When there is a deficit in the current account, which is a balance of trade deficit, the difference can be borrowed or funded by the capital account. If a country has a fixed **asset** abroad, this borrowed amount is marked as a capital account outflow. However, the sale of that fixed **asset** would be considered a current account **inflow** (earnings from investments). The current account deficit would thus be funded.

When a country has a current account deficit that is financed by the capital account, the country is actually foregoing capital **assets** for more goods and services.

If a country is borrowing money to fund its current account deficit, this would appear as an **inflow** of foreign capital in the BOP.

*Gross Domestic Product vs Gross National Product.* There are two ways of measuring the national income of a country: its GDP (Gross Domestic Product) and its GNP (Gross National Product). The gross domestic product represents the value of all goods and services produced within a country while the gross national product represents the value of all goods and services produced by domestic factors of production. For example, a Colombian-owned company produces goods in Venezuela and this production is counted as part of Venezuela's GDP because the productive activity occurred in the country. However, the income generated by the Colombian company will be part of that country's GNP.

## 2. Glossary

1. Account – сущ. учётная запись, счёт, отчёт, доклад расчёт, сообщение, мнение; гл. приходиться, отчитываться, считать; прил. бухгалтерский
2. Assets – сущ. активы, имущество, собственность, средства
3. Bond - сущ. облигация, обязательство, связь; гл. связывать, скреплять.
4. Contain – гл. содержать, включать, вмещать
5. Credit – сущ. кредит, зачёт, честь, доверие, уважение; гл. кредитовать, доверять, верить; прил. кредитный
6. Debit – сущ. дебет; гл. вносить в дебет, приходовать; прил. дебетовый
7. Debt forgiveness – сущ. списание долгов, списание задолженности
8. Deficit – сущ. дефицит, недостаток, недочёт; прил. дефицитный
9. Discrepancy – сущ. несоответствие, противоречие, различие, расхождение
10. Earnings – сущ. прибыль, доход, заработок.
11. Export- сущ. экспорт, вывоз; гл. вывозить; прил. экспортный, вывозной
12. Goods – сущ. груз, товар, имущество, вещи; прил. грузовой, багажный
13. Import – сущ. импорт, ввоз, смысл, значение; прил. импортный



2. | | are an artificial currency instrument
3. We had a large | |of drinking water on the expedition.
4. The writer receives | | for his books
5. In 1878, Edison received a | |for his phonograph.
6. | | are a type of security paper
7. A brand name is an intangible | | of a firm.
8. It is also imperative that northern countries view | | as a substitute for other assistance to poor nations.
9. Money was transferred to the| | card.
10. New application helps to control cash | |.

#### 4. Match words with their definitions

Levy	supplementary international reserve assets
Special drawing rights	payment to the holder of a patent or copyright or resource for the right to use their property
Stock	an official document that gives someone who has invented something the legal right to make or sell that invention for a particular period of time, and prevents anyone else from doing so
Royalties	a document given to someone who invests money in a government or company, promising to pay back money with interests
Patent	something such as money or property that a person or company owns
Bond	a supply of something for use or sale
Assets	an amount of money taken from a bank account
Debt forgiveness	an amount of something such as money or goods that comes into a place
Debit	term is used to describe the act of imposing or collecting the charge
Inflow	the process of writing off all or a portion of a debtor's outstanding debt.



### 5. Match words with their synonyms

Levy	Share
Stock	Register, written document
Royalties	Payment
Patent	Impose or collect
Bond	Ledger entry
Assets	Influx, supply
Debt forgiveness	Property, funds
Debit	Obligation
Inflow	Debt remission

### 6. Match words with their antonyms

Levy	New
Stock	Pay cash
Royalties	Nonpayment
Patent	Incoherence
Bond	Liabilities
Assets	Outflow
Debt forgiveness	Credit
Debit	Disappear
Inflow	Pay one's debts

### 7. Creative task

- a) Which words do you think are mostly appropriate to use in the context of **international trade** topic. Give your answers according to your background knowledge and in addition use helpful materials as dictionaries and books.
- b) What do you know about **international trade** in your own country?
- c) Make presentations or give a talk about **international trade** using one of the following themes:
  - History of Russia International Trade
  - Taxes on International Trade
  - Protectionism
  - Russian foreign trade in figures
  - Russia's main trade partners

Prepare in advance. You might be divided into small teams.

d) Make a dialogue with your groupmate on **international trade** topic.

**Tip**

For creative tasks you might turn the page 51 to find phrases for giving presentations and expressing your own opinions.

## ETHICS

### 1. Read the text carefully. Pay attention to words in bold.

#### *Ethics. General Business ethical issues.*

*Ethical behaviour* is doing things that are morally right. **Ethics** (countable noun) are moral beliefs about what is right or wrong. **Ethics** (uncountable noun) is the study of this. Ethically responsible companies want to do the right thing in areas such as:

- **employment and community**: they want to pay attention to things that affect all people, not just their employees, in the areas where the company has its offices, factories and activities.

- **the environment**: they want to **conduct** business in ways that protect the **environment** to ensure that the air, rivers etc. are not polluted and plant and animal life are not **endangered**.

- **winning new business**: they want to get business without engaging in **corrupt** behaviour, for example offering **bribes** - money given to someone so that they behave unethically.

Companies want to be seen as good corporate citizens, with activities that are **beneficial** not only for their stakeholders - their employees, shareholders and so on - but for the community and society as a whole.

Ethical corporate behaviour includes **accountability** - the idea that companies are completely responsible for what they do and that people should be able to expect them to explain their actions. **Transparency** is explaining this behaviour in a way that can be understood by outsiders, and not trying to hide anything. Companies may say that they demand high levels of **probity** and integrity - complete honesty - from their employees, and that they do not tolerate any form of **misconduct**.

Companies have long had codes of **ethics** and codes of **conduct** saying how their managers and employees should behave. Now they are looking at these issues in

more systematic ways. They are designating executives to oversee the whole area of *corporate social responsibility (CSR)*.

George Unwin is a fund manager for an *ethical investment fund*:

*'People and organizations who put their money into our fund want us to invest it in ethical ways. We want to avoid companies that have a bad record on social and environmental issues. We particularly want to avoid certain sectors - tobacco, arms manufacturers, and nuclear power or uranium producers. So we put our clients' money into funds that do not invest in these activities. In selecting companies to invest in, we look closely at how they are managed. We are particularly interested in issues of **corporate governance**. We believe that well-managed companies make better investments.'*

There is more and more relevant information about ethically run companies that people can put their money into. In the UK, *FTSE4Good* is an index of *ethically managed companies*. In the US, they have the *Dow Jones Sustainability INDEXES - DJSI World* and *DJSI Stoxx*, containing companies which are run in a way that takes account of the long-term interests of society and the **environment**. This concept, known as *corporate sustainability*, is defined by DJSI in these terms:

1. strategy: integrating long-term economic, **environmental** and social aspects into their business strategies while **maintaining** global competitiveness and brand reputation.

2. financial: meeting shareholders' demands for sound financial returns, long-term economic growth, open communication and transparent financial accounting.

3. customer and product: **fostering** loyalty by investing in customer relationship management, and product and service innovation that focuses on technologies and systems which use financial, natural and social resources in an efficient, effective and economic manner over the long term.

4. governance and stakeholder: setting the highest standards of **corporate governance** and stakeholder engagement, including corporate codes of **conduct** and public reporting.

5. human: managing human resources to **maintain** workforce capabilities and employee satisfaction through best-in-class organizational learning and knowledge management practices, and remuneration and benefit programs.

The FTSE4Good and DJSI indexes give the overall value of the share prices of the ethical firms, and we can compare the performance of individual firms against them. This is part of the movement towards **socially responsible investment (SRI)**.

Businesses are increasingly aware of the importance of social and environmental issues for their reputation. Some are **commissioning social audits** relating to their social performance; these evaluate the effect of their behaviour in relation to their employees and to society as whole. Supporters of **social audits** say that this social reporting is as important as financial reporting. They say that it provides important information for all of a company's stakeholders. This is part of the wider picture of stakeholder theory, the idea that companies have responsibilities not only to employees, customers and shareholders, but to all members of society **affected** by their activities. Critics say that a social audit may just be a public relations exercise, with no real benefits.

There is an area in business that is commonly known as industrial **espionage**. Although some people have **condemned** such activities, others think that all is fair in war. The following shows some of the ways one can obtain information from men who know the enemy position.

Which of the following in your opinion are illegal, immoral, unethical, dishonest?

- Getting information from potential recruits. In the past when **conducting** job interviews, I found some applicants...would unknowingly or even deliberately become invaluable source of information.

- **Conducting** false job interviews. Here the intention is not really to employ but rather to get the selected candidates to talk and **reveal** some useful information.

- Hiring people away from competitors. A deliberate "headhunting" activity

- Deliberately planting spies in a competitors firm. There have been

cases where a person leaves his organization to join a competitor for a while before retuning to his original organization.

- Encouraging key customers to talk. From my experience, key customers such as my wholesalers and industrial buyers are always more than ready to talk.

- Interviewing competitors. A way of interviewing your interviewing is to pretend to be a potential customer or supplier.

- Taking factory tours. Highly trained and observant engineers have been known to take in what they see and reproduce blueprints after visiting their competitors' factories.

- Taking competitors' products apart. Some companies spend years in research and development activities. But the moment they put a new product on the market, you can buy it, take it apart and improve on it.

- Buying competitors' garbage. A disgusting biasness but high returns for the enemy if one is not too careful what one throws into wastepaper baskets!

## 2. Glossary

1. Affect – гл. затрагивать, воздействовать
2. Bribe – сущ. взятка, подкуп; гл. подкупать, дать взятку
3. Commission – сущ. комиссия, заказ, поручение, полномочие
4. Condemn – гл. осудить, осуждать, приговорить, забраковать
5. Conduct – сущ. поведение; гл. проводить, руководить, осуществлять, заниматься
6. Corporate governance – сущ. корпоративное управление, корпоративное руководство
7. Corporate sustainability – сущ. корпоративная устойчивость, корпоративная ответственность
8. Corrupt – гл. исказить, развращать, разлагать, портить, подкупать; прил. продажный, гнилой

9. CSR ( corporate social responsibility) – сущ. ответственность организации за воздействие её решений и деятельности на общество и окружающую среду
10. Employment – сущ. трудоустройство, применение, работа, использование, наём, служба
11. Encourage -гл. способствовать, поощрять, призывать, ободрять
12. Endanger – гл. быть под угрозой исчезновения, подвергать опасности
13. Environment – сущ. среда, окружающая среда, окружающая обстановка, состояние
14. Espionage – сущ. шпионаж
15. Ethical investment fund – сущ. этический инвестиционный фонд
16. Ethics – сущ. этика, мораль
17. Foster – гл. поощрять
18. Maintain – гл. поддерживать, сохранять, обслуживать
19. Reveal – гл. выявить, раскрывать, показывать
20. Social audits – сущ. социальный аудит, общественный аудит
21. Win new business –фраза- завоевать новых клиентов

### Упражнения

#### 3a. Fill in the gaps. Use appropriate forms of the words

condemn	employment	reveal	ethics
encourage	commission	affect	environment

1. Good news |                    | me.
2. A special |                    | was invited to trial the new medication.
3. Exploitation of the country’s forests continue to adversely|                    | the ecology and biodiversity
4. The|                    | has a big influence on the child's state of mind.
5. All of us |                    | any form of violence.
6. This professor gives lectures on medical |                    |

7. Equal opportunities for both men and women in the areas of | |, social protection, health care, family relations, education
8. The audit| | multiple accounting errors.

**3b. Fill in the gaps. Use appropriate forms of the words**

conduct	maintain	corrupt	corporate governance
encourage	bribe	win new business	endanger

1. A scientist's bias can | | the research results.
2. Committee | | the State party to foster transparency and accountability to improve effectiveness in the implementation
3. Discrimination violates human rights and may threaten democracy, \_| | friendly relations and cooperation among nations
4. He says he was offered a substantial | | by a senior official to stop criticising the state
5. They have an incentive to stretch the credit rating upwards as much as they can in order to | | or to maintain existing clients.
6. One can get fired for improper \_| | .\_\_\_\_\_
7. Even in this situation, he managed to | | his composure.
8. The company set up a new \_| | structure.

**4. Match words with their definitions**

Affect	to do something in an organized way. In ordinary speech it is more usual to say that someone carries something out
Espionage	put someone or something into a situation where they might be harmed or damaged
Reveal	to give money or presents to someone so that they will help you by doing something dishonest or illegal
Encourage	the collection of mechanisms, processes and relations by which corporations are controlled and operated



Endanger	an approach aiming to create long-term stakeholder value through the implementation of a business strategy that focuses on the ethical, social, environmental, cultural, and economic dimensions of doing business
Corrupt	to change or influence something
Bribe	attempts to discover your enemy's political, military, or industrial secrets using secret methods.
Corporate governance	an extra amount of money that you have to pay to bank or other organization when they provide a service for you
Corporate sustainability	to suggest that someone does something that you believe would be good
Commission	to let something become known, for example a secret or information that was previously not known
Conduct	doing dishonest, illegal, or immoral things in order to gain money or power

### 5. Match words with their synonyms

Employment	Service
Foster	Support
Conduct	Criticize
Maintain	Atmosphere
Affect	Disclose
Condemn	Influence
Reveal	Promote
Ethics	Spend
Environment	Moral
Endanger	Imperil

### 6. Match words with their antonyms

Employment	Wrongness
Ethics	Negate
Foster	Stifle
Conduct	Unemployment
Maintain	Approve
Affect	Indiscipline

Condemn	Hide
Reveal	Dishearten

### 7. Creative tasks

- a) Which words do you think are mostly appropriate to use in the context of **ethics** topic? Give your answers according to your background knowledge and in addition use helpful materials as dictionaries and books.
- b) What do you know about **ethics** in your own country?
- c) Make presentations or give a talk about **ethics** using one of the following themes:
  - Ethical corporate behavior in Russia
  - Ethics in business
  - Non-ethical behavior at work
  - Transparency and accountability of business
  - Ethical values

Prepare in advance. You might be divided into small teams.

- d) Make a dialogue with your group mate on **ethics** topic.

#### **Tip**

For creative tasks you might turn the page 51 to find phrases for giving presentations and expressing your own opinions.

## Expressions for creative tasks

### A. Giving presentations phrases

#### Начало презентации

Good morning / afternoon / evening ladies and gentlemen

My name is... I am ...

Today I would like to talk with you about ...

My aim for today's presentation is to give you information about ...

Please feel free to interrupt me if there are any questions.

Доброе утро / день / вечер дамы и господа

Меня зовут ... Я являюсь ...

Сегодня я хотел бы поговорить с вами о...

Цель моей сегодняшней презентации – проинформировать вас о...

Пожалуйста, не стесняйтесь прерывать меня, если возникнут любые вопросы.

#### Сообщение о плане презентации

At the outset ...

First of all, ... / Above all, ...

I'd like to start by saying ...

Before discussing ...

Describing this process, it is necessary to start with ...

Firstly, we must become accustomed to the terminology, which uses ...

I'd like to come to the right point ...

I am going to divide my review / report / article into 3 areas / parts ...

I will begin with a definition of ..., then go on to a brief review ...

Let us start by mentioning a few facts ...

Following that we should talk about ...

Lastly we are going to discuss ...

I would like to talk to you today about \_\_\_\_\_ for \_\_\_\_\_ minutes.

We should be finished here today by \_\_\_\_\_ o'clock.

Вначале ...

Прежде всего ...

Я бы хотел начать с ...

Перед тем как обсуждать ...

Описывая этот процесс, необходимо начать с ...

Сначала мы должны ознакомиться с терминологией, которую использует ...

Я бы хотел сразу приступить к делу ...

Я собираюсь разделить свой обзор / доклад / статью на 3 части ...

Я начну с определения ..., затем перейду к краткому обзору ...

Давайте начнем с упоминания некоторых фактов ...

Вслед за этим мы должны поговорить о ...

В заключение мы обсудим ...

Сегодня я хотел бы поговорить с вами о \_\_\_\_\_ в течение \_\_\_\_\_ минут.

Мы должны закончить сегодня к \_\_\_\_\_ часам.

#### Управление презентацией

Now we will look at ...

I'd like now to discuss...

Before moving to the next point I need to ...

Let's now talk about...

Let's now turn to...

Let's move on to...

That will bring us to our next point ...

We come now to the description of ...

Let's switch to another topic ...

Сейчас мы посмотрим на ...

Я бы хотел обсудить сейчас ...

Прежде чем перейти к следующему вопросу, мне необходимо ...

Давайте сейчас поговорим о ...

Давайте перейдем сейчас к ...

Давайте перейдем к ...

Это приведет нас к нашему следующему пункту ...

Теперь мы подошли к описанию ...

Перейдем на другую тему ...

Firstly ...	Во-первых ...
Secondly ...	Во-вторых ...
Thirdly ...	В-третьих ...
I'd like to describe in detail ...	Я бы хотел подробно описать ...
Let's face the fact ...	Давайте обратимся к факту ...
Consider another situation.	Рассмотрим другую ситуацию ...
Let's go back a bit to ...	Давайте немного вернемся к ...
This point will be discussed later / after ...	Этот вопрос будет обсуждаться позднее / после ...
Lastly ...	Наконец / в заключение ...
Eventually we must confess ...	В конечном итоге, мы должны признаться ...
Now we come to the final phase of ...	Теперь перейдем к заключительному этапу ...
One more question remains to discuss ...	Остается еще один вопрос для обсуждения ...
And the last point, ...	И последний вопрос / замечание, ...
A final remark.	Последнее замечание.

### **Подведение итогов**

I would just like to sum up the main points again ...	Я бы еще раз хотел подвести итоги основных пунктов ...
If I could just summarize our main points before your questions. So, in conclusion ...	Я хочу только подвести итоги наших главных пунктов перед тем, как вы начнете задавать вопросы. Итак, в заключение ...
Finally let me just sum up today's main topics ...	В заключение, позвольте мне подвести итоги сегодняшних основных тем ...
Concluding what has been said above, I want to stress that ...	Подводя итог тому, что было сказано выше, я хочу подчеркнуть, что ...
I will sum up what has been said ...	Я подытожу все сказанное ...
To conclude this work ...	В завершение этой работы ...
To summarize, the approach to ... described here is ...	Резюмируем: подход к ..., описанный здесь, состоит в ...
We arrived at the conclusion that ...	Мы пришли к заключению, что ...
We find the following points significant ...	Мы находим важными следующие моменты ...
We can draw just one conclusion since ...	Мы можем сделать лишь один вывод, поскольку ...
As a summary I would like to say that ...	В качестве обобщения, я бы хотел сказать, что ...
Finally, the results are given in ...	И, наконец, результаты представлены в ...

### **Уточнения**

I'm sorry, could you expand on that a little?	Простите, можно немножко поподробнее?
Could you clarify your question for me?	Могли бы вы прояснить этот вопрос для меня?
I'm sorry I don't think I've understood your question, could you rephrase it for me?	Извините, по-моему, я не понял вашего вопроса. Могли бы вы изложить его иначе (перефразировать) для меня?
I think what you are asking is ...	Я думаю то, о чем вы спрашиваете, это ...
If I've understood you correctly you are asking about ...	Если я правильно вас понял, вы спрашиваете о ...
So you are asking about ...	Итак, вы спрашиваете о ...

### Разные полезные фразы

Thus ...	Таким образом ...
Thus we see ...	Таким образом, мы видим ...
In consequence ...	В результате ...
In consequence of ...	Вследствие ...
Turning now to possible variants ...	Переходя теперь к возможным вариантам ...
We can further divide this category into two types ...	В дальнейшем мы можем разделить эту категорию на два типа ...
That is why we have repeatedly suggested that ...	Вот почему мы неоднократно предлагали ...
However this conclusion may turn out to be hasty, if ...	Однако этот вывод может оказаться поспешным, если ...
Maybe we could get definite results at an earlier date ...	Возможно, мы могли бы получить определенные результаты на более раннюю дату (раньше) ...
No definite conclusions have so far been reached in these discussions ...	В ходе этих дискуссий так и не были сделаны какие-либо определенные выводы ...
Results are encouraging for ...	Результаты обнадеживающие, поскольку ...
That yields no results ...	Это не дает никаких результатов ...
The logical conclusion is that ...	Логическим заключением является то, что ...
The result was astounding ...	Результат был ошеломляющим ...
Then eventually I came to the conclusion that ...	Затем, со временем, я пришел к выводу, о том что ...
There are two important consequences of ...	Есть два важных следствия ...
The first step is to develop ...	Первый шаг состоит в том, чтобы разработать ...
There are two main stages in the procedure ...	В данной процедуре есть два главных этапа ...
Although I think that ...	Хотя я полагаю, что ...
I strongly believe that ...	Я решительно полагаю, что ...
In order to understand ...	Для того чтобы понять ...
It has to be said that ...	Необходимо сказать, что ...
Many experts are coming to believe that only ...	Многие эксперты все больше приходят к убеждению, что только ...
Some experts, however, think that ...	Некоторые эксперты, однако, думают, что ...
Someone may say that ...	Кто-то может сказать, что ...
Though we used to think ...	Хотя мы привыкли полагать ...
It is generally considered that ...	Обычно полагают, что ...
We should realize that ...	Мы должны осознавать, что ...
Now we understand why it is so hard to ...	Теперь мы понимаем, почему так трудно ...
Consider how it can be done ...	Рассмотрим, как это может быть сделано ...
At first glance it would seem that ...	На первый взгляд могло бы показаться, что ...
It has been assumed that ...	Предполагалось, что ...
Let us assume for a moment that ...	Предположим на минуту, что ...
Suppose, for example, that ...	Предположим, например, что ...
Though it might seem paradoxical, ...	Хотя это могло бы показаться парадоксальным ...
You might know that ...	Вы, возможно, знаете, что ...
But it can be claimed that ...	Но можно утверждать, что ...
Let us not forget that ...	Давайте не будем забывать, что ...

## **B. Expressing your own opinions phrases**

### **Personal Point of View**

We use these words and phrases to express a personal point of view:

- In my experience...
- As far as I'm concerned...
- Speaking for myself...
- In my opinion...
- Personally, I think...
- I'd say that...
- I'd suggest that...
- I'd like to point out that...
- I believe that...
- What I mean is...

### **General Point of View**

We use these words and phrases to express a point of view that is generally thought by people:

- It is thought that...
- Some people say that...
- It is considered...
- It is generally accepted that...

### **Agreeing with an opinion**

We use these words and phrases to agree with someone else's point of view:

- Of course.
- You're absolutely right.
- Yes, I agree.
- I think so too.
- That's a good point.
- Exactly.
- I don't think so either.
- So do I.
- I'd go along with that.
- That's true.
- Neither do I.
- I agree with you entirely.
- That's just what I was thinking.
- I couldn't agree more.

### **Disagreeing with an opinion**

We use these words and phrases to disagree with someone else's point of view:

- That's different.
- I don't agree with you.
- However...

- That's not entirely true.
- On the contrary...
- I'm sorry to disagree with you, but...
- Yes, but don't you think...
- That's not the same thing at all.
- I'm afraid I have to disagree.
- I'm not so sure about that.
- I must take issue with you on that.
- It's unjustifiable to say that...

## Ключи к упражнениям

### Competition

#### Fill in the gaps

1. The fortress could sustain a siege for several months.
2. We reinforced the wall with steel plates.
3. The factory acquired new commercial equipment.
4. This company offers a trial deployment of its application.
5. These three groups comprise almost two thirds of the visible minority population in Canada
6. Commercial oceanographic service providers add value to data and knowledge and customize it to meet a specific demand
7. Government of Indonesia has accepted 7 (seven) recommendations clustered in 6 (six) themes from the first cycle of UPR.
8. Each employee passes an appraisal twice a year.
9. No one can alter the past.
10. It is concerned that such children are not given sufficient support to ensure their physical and mental rehabilitation

#### Match the words with their definitions

Commercial	produced in order to be sold
Deployment	the use of something or someone in an effective way
Engage in	to take part in a particular activity, especially one that involves competing with other people or talking to them
Capability	the ability to do something
Comprise	to consist of two or more things
Sustained	continuing at the same level or rate for a long time
Appraisal	an opinion about how successful, effective etc someone or something is
Implement	to make something such as an idea, plan, system, or law start to work and be used
Clustered	to form a small close group
Reinforce	to make an idea, belief, or feeling stronger
Enhance	to improve something, or to make it more attractive or more valuable
Alter	to make something or someone different
Leverage	the power to make someone do what you want

#### Match words with their synonyms

Commercial	Advertisement
Deployment	Placement
Engage in	Do
Capability	Skill
Comprise	Include
Sustained	Continuous
Appraisal	Assessment



Implement	Realize
Clustered	Grouped
Reinforce	Strengthen
Enhance	Raise
Alter	Change
Leverage	Receipt
Sufficient	Enough
Customize	Modify
Customization	Modification

**Match the words with their antonyms**

Commercial	Volunteering
Deployment	Close
Capability	Incapacity
Comprise	Exclude
Sustained	Broken
Clustered	Stay in place
Reinforce	Weaken
Enhance	Deprive
Alter	Remain
Sufficient	Insufficient

Leadership

**Fill in the gaps**

1. We will find out the results of the ongoing study tomorrow.
2. Central bank carried out an adjustment to exchange rates.
3. Gold is the most malleable of all metals.
4. Proper nutrition and exercise underlie a healthy lifestyle.
5. Worship of different gods is typical of pagan cultures.
6. The neglect of safety rules may cause damage to health.
7. Success in anything depends on our self-efficacy.
8. There were a lot of eminent scholars at the conference.
9. A personal approach is an attribute of excellent service.
10. I am looking for a conscientious and attentive assistant.

**Match words with their definitions**

Enlist	to join the armed forces or job
Ongoing	continuing to exist or develop, or happening at the present time
Underlie	to be the real or basic cause of or reason for something
Worship	the activity of showing respect and love for a god, for example by singing or praying
Attribute	to believe that something is the result of a

	particular situation, event, or person's actions
Emerge	to come out of something or out from behind something
Adjustment	a change in something that makes it better, more accurate, or more effective
Conscientiousness	working hard and careful to do things well
Neglect	to fail to look after someone when you are responsible for them
Malleable	easily changed into a new shape
Entertain	to hold something in your mind
Fend	to look after yourself without help from anyone else
Homogeneous	consisting of things that are very similar or all of the same type
Contagion	the situation in which a disease is spread by touching someone or something
Affective	connected with the emotions

**Match words with their synonyms**

Enlist	Join up with
Ongoing	Constant
Attribute	Sign
Worship	Adoration
Eminent	Outstanding
Drop off	Decrease
Advent	Coming
Emerge	Appear
Adjustment	Regulation
Neglect	Disregard
Malleable	Viscous
Entertain	Support
Fend	Parry
Contagion	Infection
Affective	Emotional
Aggregate	Total
Deem	Consider
Converge	Come together
Aligned	Leveled
Homogeneous	Smooth

**Match words with their antonyms**

Enlist	Drop out
Ongoing	Noncurrent

Worship	Disrespect
Eminent	Inferior
Neglect	Attend to
Malleable	Adamant
Affective	Unemotional
Aggregate	Divided
Homogeneous	Different
Aligned	Crooked

## Human resources

### Fill in the gaps

1. Activities were undertaken to reinforce national capacities to devise higher education policies that can contribute to the renewal
2. There is a system of monetary incentives in our company.
3. Numerous applications over many years have confirmed this result (see our "References" section at the end of this brochure).
4. He received a positive evaluation from his employer.
5. Unpaid leave of officials or reduction of working hours means that people have to wait longer for appointments with officials.
6. Accumulated bonuses have to be used until the end of the year.
7. Accused of fraud or making a false statement in order to obtain unemployment benefits and that the charges against the author
8. The company is expanding and recruiting new employees

### Match words with their definitions

Evaluation	careful thought about something before making a judgment about its value, importance, or quality
Bonus	something good that you get in addition to what you expect
Incentive	something that makes you want to do something or to work harder, because you know that you will benefit by doing this
Unpaid leave	a period of time that someone is allowed away from work for holiday, illness, or another special reason, but that they are not paid for
Devise	to invent a method of doing something
Obtain	to get something that you want or need, especially by going through a process that is difficult
Reference	a statement from someone who knows you or has worked with you that gives information about you. You often need to provide a reference when you apply for a new job
Recruitment	the process of finding people to join the armed forces, or a company or organization

**Match words with their synonyms**

Evaluation	Assessment
Bonus	Award
Devise	Develop
Obtain	Accept
Reference	Referee
Recruitment	Admission

**Match words with their antonyms**

Evaluation	Downgrade
Bonus	Disincentive
Unpaid leave	Paid leave
Devise	Disorganize
Obtain	Lose
Recruitment	Quitting, unemployment

Cultures

**Fill in the gaps**

1. National Vision is based on the realization of justice, benevolence and equality.
2. All services were carried out in conformity with the agreement.
3. Customer satisfaction is the guiding principle of our company.
4. The employees demonstrate their commitment to the values of the company.
5. A theory must be based on facts, not on assumptions.
6. In our example, affective reactions are in dissonance with the common behavioral pattern and cognitions;
7. The explorer found a strange artifact in the temple ruins.
8. In the environment of laissez-faire, hedonism and selfishness, they are increasingly

**Match words with their definitions**

Assumption	something that you consider likely to be true even though no one has told you directly or even though you have no proof
Value	the amount that something is worth, measured especially in money
Behavioral pattern	the characteristic ways in which a person or animal acts
Artifact	an object that was made a long time ago and is historically important, for example a tool or weapon
Guiding principles	ideas that influences you very much when making a decision or considering a matter

Hedonism	living and behaving in ways that mean you get as much pleasure out of life as possible, according to the belief that the most important thing in life is to enjoy yourself
Benevolence	willing to help and be generous towards people
Conformity	behavior that is acceptable because it is similar to the behavior of everyone else

### Match words with their synonyms

Assumption	Hypothesis
Value	Significance
Behavioral pattern	Role model
Artifact	Antiquarian
Hedonism	Self-indulgence
Benevolence	Ambiguity, generosity
Conformity	Subordination

### Match words with their antonyms

Assumption	Unbelief
Value	Worthlessness
Artifact	Origin commodity
Hedonism	Asceticism
Benevolence	Maleficence
Conformity	Disobediance

International trade

### Fill in the gaps

1. Taxes are levied on the basis of income and property
2. Special drawing rights are an artificial currency instrument
3. We had a large stock of drinking water on the expedition.
4. The writer receives royalties for his books.
5. In 1878, Edison received a patent for his phonograph
6. Bonds are a type of security paper.
7. A brand name is an intangible asset of a firm.
8. It is also imperative that northern countries view debt forgiveness as a substitute for other assistance to poor nations.
9. Money was transferred to the debit card.
10. New application helps to control cash inflow.

### Match words with their definitions

Levy	term is used to describe the act of imposing or collecting the charge
Special drawing rights	supplementary international reserve assets
Stock	a supply of something for use or sale
Royalties	payment to the holder of a patent or copyright or resource for the right to use their property
Patent	an official document that gives someone who has invented something the legal right to make or sell that invention for a particular period of time, and prevents anyone else from doing so
Bond	a document given to someone who invests money in a government or company, promising to pay back money with interests
Assets	something such as money or property that a person or company owns
Debt forgiveness	the process of writing off all or a portion of a debtor's outstanding debt.
Debit	an amount of money taken from a bank account
Inflow	an amount of something such as money or goods that comes into a place

### Match words with their synonyms

Levy	Impose or collect
Stock	Share
Royalties	Payments
Patent	Register, written document
Bond	Obligation
Assets	Property, funds
Debt forgiveness	Debt remission
Debit	Ledger entry
Inflow	Influx, supply

### Match words with their antonyms

Levy	Pay cash
Stock	New
Royalties	Nonpayment
Patent	Disappear
Bond	Incoherence
Assets	Liabilities
Debt forgiveness	Pay one's debts
Debit	Credit
Inflow	Outflow

Ethics

**Fill in the gaps (a)**

1. Good news encouraged me.
2. A special commission was invited to trial the new medication.
3. Exploitation of the country’s forests continue to adversely affect the ecology and biodiversity
4. The environment has a big influence on the child's state of mind.
5. All of us condemn any form of violence.
6. This professor gives lectures on medical ethics.
7. Equal opportunities for both men and women in the areas of employment, social protection, health care, family relations, education
8. The audit revealed multiple accounting errors.

**Fill in the gaps (b)**

1. A scientist's bias can corrupt the research results.
2. Committee encourages the State party to foster transparency and accountability to improve effectiveness in the implementation
3. Discrimination violates human rights and may threaten democracy, endanger friendly relations and cooperation among nation
4. He says he was offered a substantial bribe by a senior official to stop criticising the state
5. They have an incentive to stretch the credit rating upwards as much as they can in order to win new business or to maintain existing clients.
6. One can get fired for improper conduct.
7. Even in this situation, he managed to maintain his composure.
8. The company set up a new corporate governance structure.

**Match words with their definitions**

Affect	to change or influence something. If something affects something else, it has an effect on it
Espionage	attempts to discover your enemy’s political, military, or industrial secrets using secret methods.
Reveal	to let something become known, for example a secret or information that was previously not known
Encourage	to suggest that someone does something that you believe would be good
Endanger	put someone or something into a situation where they might be harmed or damaged
Corrupt	doing dishonest, illegal, or immoral things in order to gain money or power
Bribe	to give money or presents to someone so that they will help you by doing something dishonest or illegal
Corporate governance	the collection of mechanisms, processes and relations by which corporations are controlled and operated
Corporate sustainability	an approach aiming to create long-term stakeholder value through the implementation of a business strategy that focuses on the ethical, social, environmental, cultural, and economic dimensions of doing business
Commission	an extra amount of money that you have to pay to a bank or other organization when they provide a service for you

Conduct	to do something in an organized way. In ordinary speech it is more usual to say that someone carries something out
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**Match words with their synonyms**

Employment	Service
Foster	Promote
Conduct	Spend
Maintain	Support
Affect	Influence
Condemn	Criticize
Reveal	Disclose
Ethics	Moral
Environment	Atmosphere
Endanger	Imperil

**Match words with their antonyms**

Employment	Unemployment
Ethics	Wrongness
Foster	Dishearten
Conduct	Indiscipline
Maintain	Negate
Affect	Stifle
Condemn	Approve
Reveal	Hide



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