Lesson 1



International Labour Organization

ILO Introduction

Ex. 1 ⟹ INTRODUCTION: Answer the following questions:



1) How do the rights of the employees in the 21st century differ from those in the 19th or the 20th?
2) Who should protect workers' rights? Why?
3) Should all companies within a country or worldwide have common working code (working hours; paid vacation; sick leave; medical insurance etc)?
4) Who should develop such a code and see that it's adhered to by the employers?
5) What organisations do you know that develop labour standards?

Ex.2 ⟹ PRE-VIEW: Answer the following questions:

1) What global problems might have caused the formation of such an organisation as ILO?
2) What issues is it concerned with?

Ex.3 ⟹ IN-VIEW Watch the video episode and complete the summary below. Write no more than one word and/ or a number for each answer.
https://www.youtube.com/watch?v=2blRAaLetCE

The International Labour Organisation is an agency within the _____ founded with the aim of ensuring _____ justice at work and promoting _____ working conditions. It was created in _____ as part of the Treaty of _____ and today has _____ member countries. Its significant _____ on the world of work was recognized worldwide as the ILO received the _____ Prize in _____ .
The ILO has its headquarters in _____ and over _____ field offices all over the world and it stands out among other organisations in embracing both governments and _____ and _____ with _____ voices, whose main aim is to create _____ standards and conduct _____ in the world of work.
In _____ the ILO adopted a Declaration on Social _____ in response to the ongoing world economic _____ . It is also developing a _____ Work agenda as an integral part of _____ Sustainable Development goals set on the UN's agenda up to the year _____ .
The ILO's activities in the world of work are an essential contribution to _____ and _____, sustainable economic _____ and the _____ of men and women.

Ex.4 ⟹ YOUR VIEW Discuss the following:

1) What recent developments have caused most profound changes in the world of work?
2) What are the elements that make a job worthwhile to you?



Ex.5 ⟹ PRE-VIEW: Answer the following questions:

1) What other organisations do you know that defend workers' rights?
2) How influential are they nowadays?

Ex.6a ⟹ IN-VIEW: Watch the video episode about TUC [*Trades Union Congress*] and decide whether the following statements are true (T) or false (F). Justify your answer.

1) Massachusetts is the birthplace of the TUC.	**T/F**
2) Union membership among men and women decreased.	**T/F**
3) The struggles for the eight hour day, for weekends off and paid holidays were won .	**T/F**
4) In 1970 it became legal to pay women less than men for the same work	**T/F**
5) When the marches descended on London, miners were ashamed to walk in full pit gear .	**T/F**
6) A new generation of workers need to be convinced of the values of trade unionism.	**T/F**
7) Unions in Britain now fail to defend working people.	**T/F**

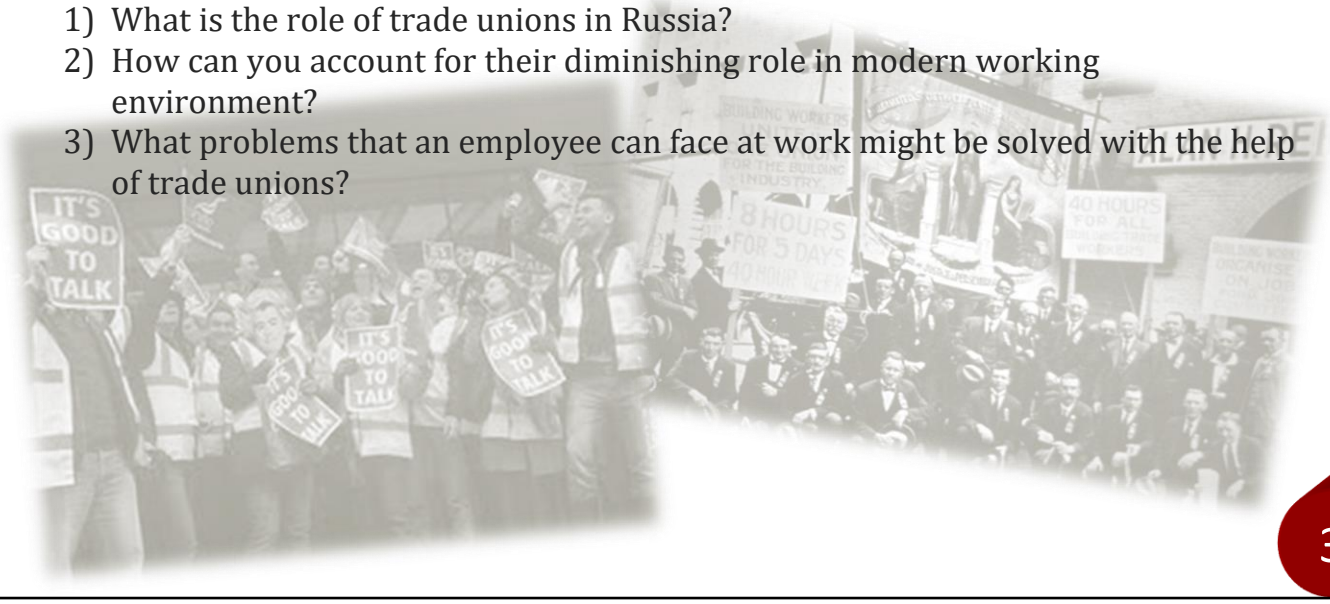
Ex.6b ⟹ Answer the following questions.



1. Why did people representing union members gather in 1868?
2. What was the ultimate aim of the newly formed TUC?
3. Why was the Master and Servant Act called a draconian law?
4. What did unions bargain for?
5. What did unions succeed in?
6. Why do unions today face challenges as great as at any time of history?

Ex. 7 ⟹ YOUR VIEW: Discuss the following:

1) What is the role of trade unions in Russia?
2) How can you account for their diminishing role in modern working environment?
3) What problems that an employee can face at work might be solved with the help of trade unions?



Ex.8 ⟹ IMPROVE YOUR VOCABULARY: How would you generally feel, happy ☺ or unhappy ☹, if you were in the following situations? Explain your answer.

1. The company you work for is well known for its job security. ☺ ☹
2. You are given an increment. ☺ ☹
3. You work unsociable hours. ☺ ☹
4. You have adverse working conditions. ☺ ☹
5. Your company has a generous incentive scheme. ☺ ☹
6. You need time off work because of repetitive strain injury. ☺ ☹
7. You receive regular perks as part of your job. ☺ ☹
8. The office where you work has sick building syndrome. ☺ ☹
9. You receive a commission for the work you have done. ☺ ☹
10. Your boss announces that there is going to be some downsizing of the workforce. ☺ ☹
11. You receive support from a union. ☺ ☹
12. You find your job very demanding. ☺ ☹
13. Your boss tells you that you have potential. ☺ ☹
14. Your boss tells you that you lack initiative and motivation. ☺ ☹
15. You are self-employed and work as freelance. ☺ ☹

Ex. 9 ⟹ PRE-VIEW: Consider the following:

1. Take a survey. How many hours a week do you study? How much vacation do you take a year?
2. How satisfied do you feel about your studies? Do you feel your teachers value your work? Do you feel overworked?

Ex. 10 ⟹ IN-VIEW: Watch the video episode and provide the answers to the following questions:

Question	Notes
1. Which country's workers work more hours: Japan or the United States?	
2. How many people in the United States feel overworked?	
3. How many workers felt they had no time to reflect on their work?	
4. Who feels more overworked: women or men?	
5. Who feels more overworked: baby boomers or Gen Xers?	
6. How many hours a week would people like to work?	
7. How many people work 6-7 days a week?	
8. Name two things that overworked employees are likely to do.	
9. Name two consequences for businesses that overworked employees have.	

Ex. 11 ⟹ YOUR VIEW

1. In your opinion, is it good or bad that people work so much? Give your reasons.

Bosses are now using popular social networking sites, especially Facebook, as a tool to double check how likely it would be that their new worker would take a sick day for being hangover or on drugs the night before.

Employers also check Facebook pages to see if online details of job seekers matched their resume. The biggest online mistake of job seekers is believed to be lying about their qualifications but having their real academic record available for all to see on line.

- **Ex. 12 ⟹ Look through these online posts and say which might catch employers' eyes and cause them to choose or reject a candidate:**

1. 'I'd like to work in a spacious office with dimmed light and separate cubicles for employees in order not to hamper the work of your colleagues. I favor individual work, team work is just a horrendous waste of time and effort…'
2. '…As for my interests, I'm a great cricket fan and try not to miss any competitions that are broadcast on Sport 2 channel…'
3. 'As I'm usually a hard worker towards the end of the week, at the weekend I'm all for unwinding in a night club with my buddies till the early Sunday hours, and then recovering slowly, so Monday is lost on me, as a rule…'
4. '…the time I spent living in Central Asia ensured that I got a valuable insight into their culture and business practices; besides, I made several professional contacts there, which I still hope to make use of one day…'
5. '…though I somehow managed to become a freshman at MIT, I never actually graduated, as it took up too much of my effort, though I always found time for clubbing together with my ex-peers…'
6. 'I can't work in confusion, and I don't thrive under stress…. I feel if you take care of little things, big things don't become a problem, and this is very often a problem in offices. They don't like to give you the time to take care of the small, mundane things that make an office run smoothly…'
7. 'My advice to you all is, if you know just a couple of simple phrases in any language, you can always claim you've mastered the language. Not much is needed on acquaintance, and, besides, you can improvise and make use of gestures and facial expressions…'
8. 'I know that not so very long ago we used to see jobs for life as a norm, but I prefer to keep my options open. I'm willing to step sideways more than once to gain fresh experience, and I've just landed my fourth job. Ours is fast-moving, dog-eat-dog world, and seeking fresh challenges is a must for such high-flyers as me.'

Ex. 13 ⟹ Read the following:

You work for Career Builder site that helps potential employees find a job. You know that job seekers can have all the skills needed for a job but they fail to secure their dream job because they have been sloppy about what they post online. More employers are now using social networking sites to uncover any digital dirt. You want to warn job seekers to be mindful of their information. AS HOMEWORK, make a list of 8-12 points to help your clients protect themselves from prying employers' eyes online.

Here are some examples:

1. Consider creating your own professional group on social sites to establish relationships with business leaders, recruiters and potential referrals.
2. Keep the content focuses on the positive, whether that relates to professional or personal information. Make sure you highlight specific accomplishments inside and outside work.

Ex. 14 ⟹ In class, work in groups of 2-3 people. Study your lists and choose the most relevant points. When you are ready, compare and discuss your joint lists with other groups and compile one list of no more than 10 points.

Lesson 2



Working Hard

vs.

Hardly Working



Video: WORKING HARD vs. HARDLY WORKING



Ex. 15 ⟹ INTRODUCTION: Answer the following questions:

1) Which countries are stereotyped as the hardest working ones?
2) What factors, in your opinion, account for some nations working hard and other nations having a relaxed approach to work?

Ex. 16 ⟹ PRE-VIEW: Choose the answer to the following questions:

1) In what country do the workers get the most days-off?
   a. China the USA France Britain
2) What does the word 'slothful' mean?
   a. hard-working lazy persistent negligent

Ex. 17 ⟹ IN-VIEW: Watch the video-episode and answer the following questions:

1) Which country works hardest according to the video?
2) What do the following figures mean? Match the name of the country with the figure and tick the type of the days-off it refers to.

COUNTRY	NUMBER	PUBLIC HOLIDAYS	ANNUAL VACATION	SICK LEAVE
BULGARIA	5			
CHINA	8			
GREAT BRITAIN	15			
JAPAN	16			
USA	22			

What reference to the past does the speaker make?

Ex. 18⟹ YOUR VIEW: Answer the following questions:

1. How many days-off do Russian workers have as public holidays, granted annual vacation, paid sick leave?
2. How can employers benefit from reducing employees' working hours?



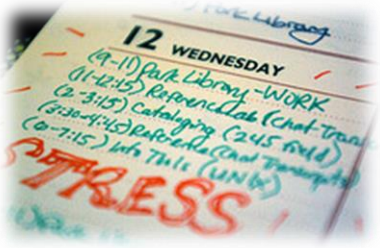
Ex. 19 ⟹ IMPROVE YOUR VOCABULARY: Complete the article with the expressions from the box.

make the rule	get higher output	staff turnover rates
greater efficiency	contract hours	productivity rates
competitive reasons	clock on and off	reduced their productivity
showing commitment	alter corporate culture	prioritizing work

MORNING, NOON AND NIGHT

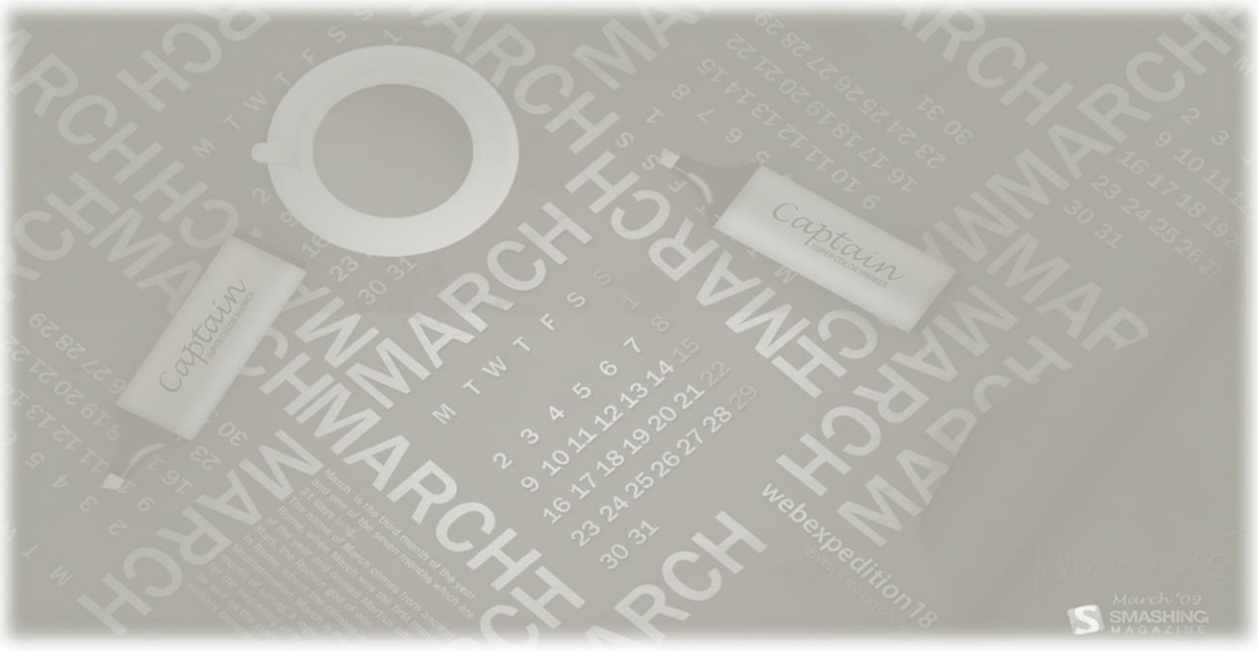


Working an eight-hour day is a luxury for most professional people. Nowadays, the only way to guarantee an eight-hour working day is to have the kind of job where you ..... (1). The recent survey of five thousand senior managers found that nearly half of them always worked more than their ..... (2), while many worked evenings and weekends. A majority thought that this not only had a negative effect on their family relationships and their health, but also ..... (3).



Professor Cary Cooper, occupational psychologist at the University of Manchester, is also critical of the long-hours culture. He says that while bosses believe long hours lead to ..... (4), the evidence shows that long hours make you ill. He suggests that there are steps that can be taken. Employees just have to ..... (5) that on certain days they go home early. ..... (6) and doing essential tasks first helps. He also thinks it's time to criticize bad employers and unreasonable terms of employment while ..... (7) only where necessary.

However, the good news is that more employers are now starting to realize that they are only going to ..... (8) from their staff if those staff are happy and want to be at work. There are examples of the attempt to ..... (9), and changes are brought partly for ..... (10). As a result, ... (11) gradually but consistently increase and ..... (12) fall dramatically. This way, everyone, from directors to employees' families, would have something to gain.



Ex. 20 ⟹ PRE-VIEW: Answer the following question:

What is the correlation between working hours and productivity?

Ex. 21 ⟹ IN-VIEW: Watch video episode «Long Work Hours and Productivity" https://www.youtube.com/watch?v=FFY-diMKlI4 and do the two tasks:

a) Choose the correct answer to the questions:

1) What was the Japanese employer's reaction to his employee leaving a little earlier for the lunch break?
   a) He didn't mind it.
   b) He was happy about it.
   c) He publicly expressed his regret about it.
2) What does the Japanese concept "karoshi" mean?
   a) keeping work-life balance;
   b) dying because of working too much;
   c) having relaxed approach to work.

b) Match the following people or groups of people with the statements connected with them:

1.Robert Owen	a.People will be gradually reducing the 40-hour week to the 15-hour week.
2.Henry Ford	b.Long-hour culture leads to various problems with people's physical and psychological health.
3.John Maynard Keynes	c.Employees do real work only for three hours a day, spending the rest of their working time on things that distract them from work.
4.Modern researchers	d.People should work 8 hours, do things they enjoy for 8 hours and then relax 8 hours.
5.Tony Schwartz	e.6-hour working day has led to the improvement in people's health and mood.
6.Swedish tech companies	f.The idea of 8-hour working day was put into practice , which led to a steep rise in productivity.
7.UK researchers	g.Productivity mostly depends on how people manage 4 types of energy: physical, emotional, mental, spiritual.

Ex. 22 ⟹ YOUR VIEW: Answer the following questions:

3) Why has long-hours culture become so popular in the modern global society?
4) According to the recent survey in Russia most people claim they'd prefer 5-day working week to a 4-day working week. What might their reasons be?
5) How can employees be efficient and at the same time work fewer hours?

PRESENTING AN OPINION

You may be asked to agree or disagree with a statement or opinion, rather than being required to discuss opposing views. In this case you may choose simply to give your opinions on the topic and justify these. This is called the **thesis-led** approach.

STEP 1: Analyzing the question

Ex. 23 ⟹ Look at the writing task below and answer these questions:

a) What is the main topic?
b) What aspect(s) of the topic do you have to write about?
c) What question do you have to answer in your conclusion?

Present a written argument or case to an educated reader with no specialist knowledge of the following topic.

The most important aspect of a job is the money a person earns.
To what extent do you agree or disagree?

You should use your own ideas, knowledge and experience and support your arguments with examples and relevant evidence.

STEP 2: Generating ideas

Ex. 24 ⟹ Answer the questions:

a) What is your opinion on this topic?
b) Note down some reasons you could use to justify your opinion.

Money is/ is not the most important thing about a job because:
a) ……
b) ……
c) ……

STEP 3: Organizing and supporting your ideas

Ex. 25 ⟹ Put the following paragraph plan in the correct order:

(1) opening	(2) middle	(3) closing paragraphs

Justify your opinion. / Introduce the topic. / Summarise your thesis/point of view. / State your thesis/point of view.

Ex.26 ⟹ IN-VIEW: Watch the video and answer the questions:

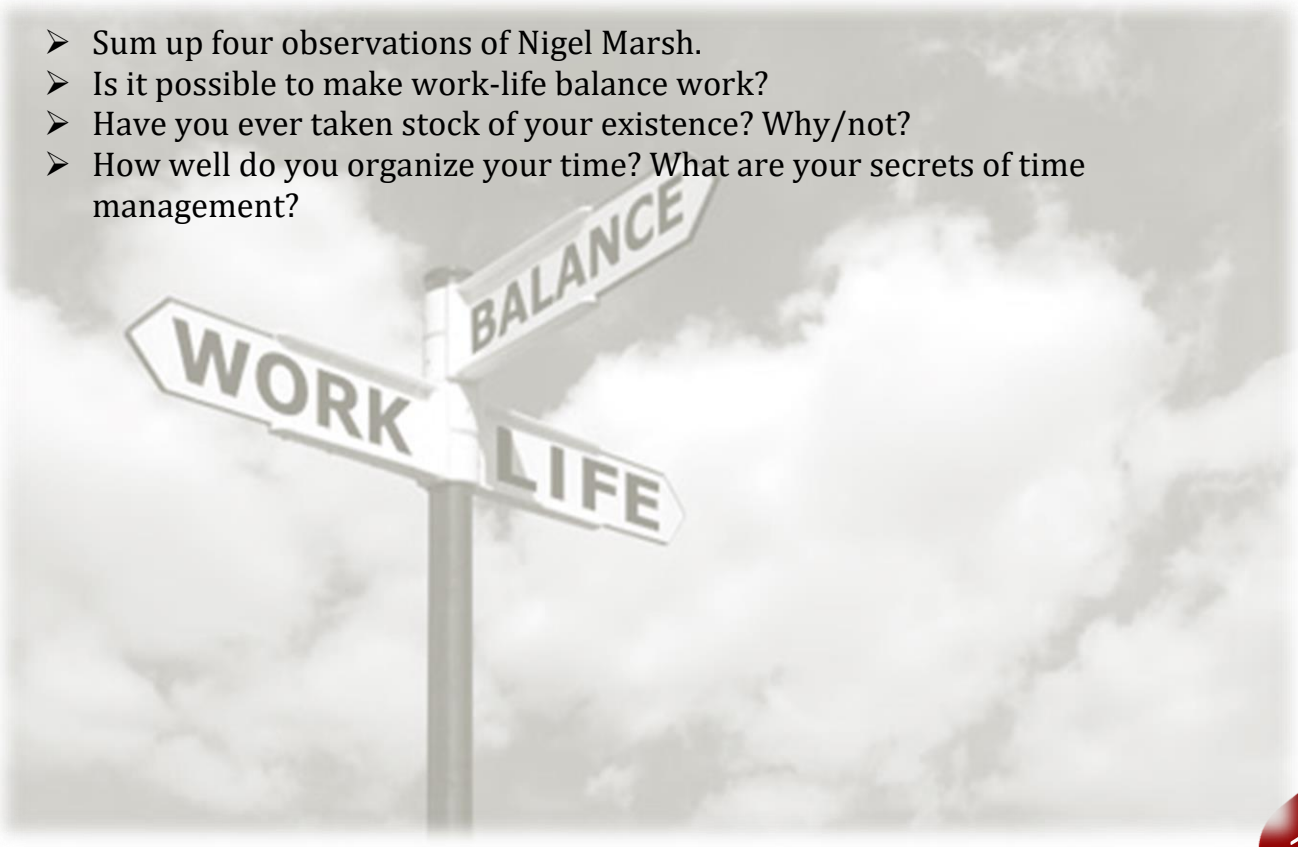
1. How does Mr. Marsh describe a classic corporate warrior?
2. What is the core issue of work-life balance?
3. What is according to the speaker the reality of the society that we are in?
4. What are commercial companies designed to get?
5. What is the role of the time frame?
6. What areas do we have to attend to be balanced?
7. How does the speaker illustrate that the small things matter?
8. What according to Mr. Marsh can transform society?

Ex.27 ⟹ IN-VIEW: Finish the following sentences:

1. It is easy to balance work and life when ……
2. Going to work on Friday in jeans and T-shirt isn't ……
3. We have to be responsible for ……
4. A day is too short ……
5. I believe we have to attend to all of those areas ……
6. With the smallest investment in the right places……
7. Being a fit 10-hour a day office rat isn't more balanced ……
8. We should stop looking outside; it's up to us as individuals ……

Ex.28 ⟹ YOUR VIEW: Consider the following:

- Sum up four observations of Nigel Marsh.
- Is it possible to make work-life balance work?
- Have you ever taken stock of your existence? Why/not?
- How well do you organize your time? What are your secrets of time management?



STEP 4: Drawing conclusions

Remember to refer back to the original task when writing your conclusion.

- **Ex. 29 ⟹ Complete the conclusion below, using your own opinions and summarizing your reasons.**

In conclusion, I partly agree/ totally agree/ disagree with the statement because I believe ……
……
……
……
……

PRACTICE

- **Ex. 30⟹ Use the above-mentioned steps (1-4) and write your answer to one of the following tasks:**

1. Children should be engaged in some kind of paid work as it provides them with valuable work experience, important for learning and taking responsibility. To what extent do you agree or disagree? Use your own ideas, knowledge and experience and support your arguments with examples and relevant evidence.

2. Businesses should hire employees for their entire lives. To what extent do you agree or disagree? Use your own ideas, knowledge and experience and support your arguments with examples and relevant evidence.

3. Working for an employer gives you more job security than owning a business. To what extent do you agree or disagree? Use your own ideas, knowledge and experience and support your arguments with examples and relevant evidence.



1) *Do not begin sentences with the conjunctions and, or, but, with, because.*
2) *Make sure that each sentence has a clearly identifiable main subject and main verb and that they agree in number and tense.*
3) *Use a variety of sentence structures: at least one question, passive voice sentence, conditional sentence, complex sentence, etc*

Lesson 3

Technology Changing the Workplace





Video: *Technology Changing Our Workplace*

- **Ex. 31 ⟹ PRE-VIEW: Answer the following questions:**



1. What are the efficiency gains from improved technology at work?
2. Can constant use of modern devices affect the quality of work? In what way?

- **Ex.32 ⟹ IN-VIEW: "*How is Technology Changing Our Workplace Culture*".**
  https://www.youtube.com/watch?v=Ukvd4adVcHw

Watch the video episode and join the words given into phrases used in the video. Take notes to reconstruct the context in which they were used.

Phrases parts		Context
1. social	a. email	
2. mobile	b. space	
3. in range of	c. artificial intelligence	
4. communicate on	d. coverage	
5. fill up	e. clerical jobs	
6. displace	f. signal	
7. rise of	g. little things	
8. disrupt	h. for us to use	
9. focus on	i. entrepreneur	
10. a tool	j. human activity	

- **Ex.33 ⟹ PRE-VIEW: Answer the following questions:**
  1. What is social net-working?
  2. Can it negatively affect your productivity at work?

- **Ex.34 ⟹ IN-VIEW: Watch the video** *"Controlling Social Networking in the Workplace"*
  https://www.youtube.com/watch?v=0UU9vCQbJac

and:

a) provide English expressions from the video for the Russian equivalents:

столкнуться с серьезными проблемами	
посягательство социальных сетей (на рабочее время)	
откорректировать что уместно, а что нет	
проводить личные консультации	
вводить разумные ограничения	
следить за поведением (сотрудников)	
попросить представить доказательства	
рекламировать новейшую продукцию	
вступать в разговоры	
помешать развитию карьеры	

b) Answer the following questions:

1. What are the three steps to settle the issue of social networking at work?
2. What is a way of treating social networking in the office positively?
3. How can it be used to the company's advantage?

Ex.35 ⟹ PRE-VIEW: Answer the following questions:

1. Is it important to take a break from work, e.g. for lunch, in the middle of the working day?
2. Why do some people prefer not to do it nowadays?

Ex.36 ⟹ IN-VIEW: Listen to the extract *"Eating 'al desco"* **and complete the sentences:**

1. Maybe you bring a …….. or buy a sandwich and go to that lovely park close to the office.
2. Unfortunately, in today's busy workplace many people don't think they have time for a …….. , …….. lunch.
3. Perhaps the bad climate in Britain also has …….. with it.
4. You can always tell which office workers like to eat al desko most – just look for the crumbs …….. !

Ex.37 ⟹ YOUR VIEW: Answer the following questions:

- What is your opinion of the sceptics' view that "with home and hearth no longer consecrated we are round-the-clock susceptible to business"? Do you think that humankind might sooner or later regret the triumph of technology over privacy?
- What is the impact of modern technologies on office environment? Can they do more harm than good?
- Can the use of social networks make work more effective? At what jobs? If not, why?

Ex.38 ⟹ IMPROVE YOUR VOCABULARY:

Working from home during the pandemic became an unexpected reality for millions of people all over the world, both opening up a new (1) _____ of possibilities and presenting a number of hurdles on the way up the career ladder.

The sudden (2) _____ to working from home has worked well for many, but success has been (3) _____.

On the positive side, home working allows more (4) _____ work and a better work/life (5) _____. Besides, dealing with a daily commute was a ritual for many workers before the pandemic began, so not commuting is an aspect of working from home approved by many. The employees also enjoy the (6) _____ of a remote job, the relaxed dress and grooming. Some people mention such benefits of working from home as control of the environment, avoiding work politics, absence of irritating workmates and fewer (7) _____. For employers, the obvious benefit is savings on office space and other facilities.

However, there are some disadvantages to employees working at home. Many (8) _____ that by telecommuting they have more time to work on their jobs; some miss the interaction and structure of the workplace. Such distractions are also mentioned as children, pets, phone calls, and neighbors. Some employees do not like the erosion of the (9) _____ between work and home, while others are concerned about the (10) _____ of online calls and conferences.

For employers, there could be difficulty managing home workers and (11) _____ their performance, as well as (12) _____ staff development and upgrading skills. Moreover, it can be harder to maintain team spirit when employees are working at different locations.

Beyond the benefits and (13) _____, it should be mentioned that working from home (14) _____ some jobs better than others. Equally, working from home suits some personality types but not others. Some people may prefer colleague contact by face to face communication. A most productive solution might be to (15) _____ at least part of the job to working from home, splitting time between home and the workplace.

A. range	B. variety	C. degree	D. load
A. leap	B. change	C. shift	D. transfer
A. blurred	B. mixed	C. spoiled	D. shifted
A. targeted	B. focused	C. directed	D. concerned
A. equilibrium	B. ratio	C. balance	D. proportion
A. changebility	B. versatility	C. adaptability	D. flexibility
A. disruptions	B. breaks	C. pauses	D. distortions
A. ask	B. allege	C. demand	D. claim
A. border	B. boundary	C. frontier	D. line

A. overburden	B. overdose	C. overload	D. overflow
A. examining	B. supervising	C. monitoring	D. guiding
A. holding	B. preserving	C. exercising	D. maintaining
A. challenges	B. risks	C. dangers	D. problems
A. adjusts	B. suits	C. complies	D. fits
A. fit	B. adapt	C. suit	D. match

Ex.39 ⟹ **PRE-VIEW: Answer the questions:**

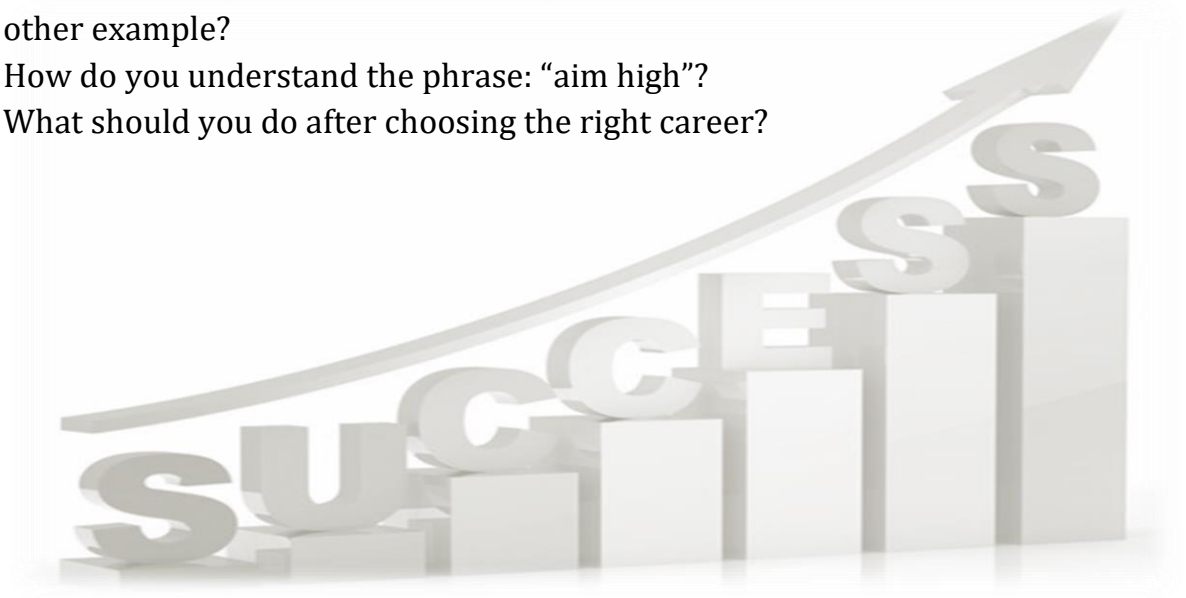
1. What is the optimum way of choosing the right career?

Ex.40 ⟹ **IN-VIEW: Watch the episode about career. While watching, fill in the following table:**

STEP №	DESCRIPTION
Step 1	
Step 2	
Step 3	
Step 4	
Step 5	
Step 6	

Ex.41 ⟹ **YOUR VIEW :Answer the following questions:**

1) What are the three things that according to the video you will need to choose the right career? Do you agree with the speaker?
2) Which of the steps do you consider to be of immense importance?
3) Why does the speaker give the example of Vincent Van Gogh? Can you give any other example?
4) How do you understand the phrase: "aim high"?
5) What should you do after choosing the right career?



Introduction.

Bullying is understood differently depending on the place where it happens. In school, bullying is defined as repeated acts of verbal or physical abuse in a situation where there's power imbalance between the bully and the bullied. On the contrary, in the workplace, there is almost always a hierarchy; power imbalances are necessarily part of the equation. That doesn't mean bad behavior can't be policed. But the leaders of companies and departments have to dictate the rules and give orders and occasionally reprimand employees who are falling short on the job. Consequently, the following questions arise: What does it mean to be a workplace bully? Is every demanding, gruff boss a bully? Where is the line between mismanagement and harassment?



Brief. Kevin Morissey, the 52-year-old managing editor of the small but acclaimed literary journal the *Virginia Quarterly Review*, published by the University of Virginia (UVA), complained to University's authorities about workplace bullying by his boss, VQR editor **Ted Genoways**. He claimed that Genoways had shut him out of meetings and plans for the future, sent him intimidating e-mails, treated him with contempt, and finally ordered him to work at home for a week.

Morissey is supported by some of the members of the staff, associate editors **Molly Minturn** and **Sheila McMillen**, who also find their boss's insistence at carrying out his plans hysteric and unnecessary, the tone of his e-mails abusive, and remarks addressed to Morissey and other members of the staff derogatory and even health-endangering.

Background. Under Genoway's leadership, the journal, originally having a circulation of 5,000, became enormously ambitious editorially. Genoways sent contributors all over the world. He ran gritty war reporting alongside well-received fiction and poetry. The high quality of its journalism was recognized by the industry. In 2006, the journal earned six National Magazine Award nominations. It carried off two trophies that year and has earned two more since. Still, VQR is hardly a moneymaker, and relies on the kindness of the university to stay afloat. To consolidate their position, Genoways came up with a plan to create a center comprising VQR, a photography festival, and the university's Young Writers Workshop for high-school students. He hoped the new center would make it easier for the journal to compete for outside grants and to attract individual donors.

Genoway's supporter – **Alana Levinson**; shares his vision for the journal's future; so, has been put in charge of the transition, which only exacerbated the office tensions.



Problems that brought about accusations in bullying:

- University office asked to see the VQR's financial statements for the previous year. Morissey kept those accounts. But two weeks before the report was due, he said he hadn't prepared the numbers for the previous two quarters and couldn't provide them in time. Genoways was infuriated, and asked Levinson to gather materials, which she managed to complete in due time.
- In Genoways' absence, Morissey made substantial editorial changes to the upcoming issue without consulting him, which wasn't their usual arrangement, and the boss got angry and asked Morissey to work at home for a week.
- A Mexican writer contacted Morissey describing his problems, thus indirectly asking for aid; the e-mail was forwarded to Genoways only after ten days had elapsed.
- Genoways wrote an e-mail to Morissey and Minturn telling them immediately to issue a contract to the writer, who was about to leave for Iraq on assignment; Minturn replied saying she was confused by the tone of that e-mail, and, moreover, she didn't handle contracts (according to Genoways, she was trained in executing them).

Experts assigned to regulate the case:

- *Gary Namie from Workplace Bullying Institute*: considers Genoway's e-mails definitive proof of his tyranny – he had made Morissey miserable by isolating him and reducing his role at the journal.
- *Alan Cohn, HR manager from University HR department*: believes Genoways needs some executive coaching to work on how he communicates with the people he is managing.
- *Independent mediators*: their position should not favour any side of the conflict; rather, they should weigh all the arguments and work out a decision.

Task. Act out the meeting of the interested parties and mediators, in the course of which reach a decision on whether bullying really took place, and then appropriate redress should be chosen for the boss; or the managing editor was simply overreacting to his boss's attempts at making the workplace more productive.

As homework, students should be assigned the parts to consider a plan of actions for his/her character and support the points for or against the boss with cogent arguments.

For you to speculate. A group of activists is trying to win passage of a bill called the Healthy Workplace Act. Under such a law, workers could sue for damages based on a claim that they have suffered 'abusive conduct' at work. To win, they'd have to prove that the abuser acted with malice – the desire to cause pain, injury, or distress.
Would a law like this be workable? Would it give the bosses the leeway to operate freely – which includes sometimes acting sharp, blunt and impatient – or, on the other hand, reduce it? Could everything get defined as bullying, making the workplace much less productive? Does it make sense to use the bullying framework to look at dysfunctional work environments?

Lesson 4



Hire and Fire

Ex.42 ⟹ INTRODUCTION: Answer the following questions:

1. How do modern employers choose personnel?
2. What special techniques can they use to find out if a candidate suits their requirements?

Ex.43⟹ PRE-VIEW: Answer the following question:

Do you know any special interview skills that can help you be successful?

Ex.44 ⟹ IN-VIEW: Watch the video about general job interview skills and distinguish between true (T), false (F) and not mentioned (NM) information as given in the statements:

1.	To the interview, wear the clothes you feel comfortable in.	
2.	It is acceptable for women to wear low0cut dresses and mini-skirts.	
3.	Women should be careful about the amount of jewelry they are wearing.	
4.	It is appropriate for women to wear lip-stick at the interview.	
5.	Employers rarely pay attention to piercing and tattoos of the candidates.	
6.	When you arrive at the interview location, be conscious of all the people you meet there.	
7.	While waiting to be invited to the interview, do not let yourself get nervous.	
8.	Do not focus only on positive affirmation, but be ready to speak on your weak sides as well.	
9.	Avoid direct eye-contact when you meet the interviewer.	
10.	Prepare your own questions to ask the interviewers before leaving.	

Ex. 45 ⟹ YOUR VIEW: Answer the following questions:

1. Do you agree with the speaker's tips? Can you add anything to the list?
2. What is the role of the Internet in the hiring process nowadays?
3. Are the following questions appropriate at the interview in different countries:

- What country do you come from?
- Are you married?
- Do you belong to any political party?
- Do you observe religious holidays?
- What salary do you want?

Video 2 *Designing Business Cards*

- **<u>Ex. 46</u> ⟹ PRE-VIEW: Answer the following question:**
  How do businessmen usually introduce themselves to each other?

- **Ex.47 ⟹ IN-VIEW: Watch the episode about the business of designing business cards and put the following sentences in order they appear.**

	In Japan the company is more important than an individual.
	Your head explodes when you take a look at it.
	In Japan business cards are a serious business.
	We really try to bring out the essence of the company.
	You need to stand out of the crowd.
	Brace yourself, they cost eight dollars apiece.
	A flimsy card is a flimsy business, that's the kind of subconscious perception you get.

- **<u>Ex. 48</u> ⟹ YOUR VIEW: Answer the following questions:**
  1. How important are business cards in your opinion?
  2. What information should be put on them?



Ex. 49 ⟹ PRE-VIEW: Answer the following question:

Downsizing always causes tension between an employer and workers. Is it possible to move an employee to a lower position or make redundant, avoiding possible confrontations?

Ex. 50 ⟹ IN-VIEW: Who made these statements? Write

C for Creig Gregory
N for Natalie Keener
R for Ryan Bingham

1. I'm thrilled that everyone's back under one roof.	
2. It's only a problem if you have a solution.	
3. This is a first step of the process that will end with you in a new job that fulfils you.	
4. It's gonna take a few months of sort of transition and then everybody is gonna settle in.	
5. Mr. Gregory hired me, he's the only one who can fire me.	
6. Why doesn't matter. You never know why.	
7. You're a little too young to become a dinosaur..	

Ex. 51⟹ IN-VIEW: Complete the following sentences:

1. Auto industry is …… . Housing market doesn't have a …… .
2. It is one of the worst times …… for America.
3. Hearing the words …… is never easy. Change is always …… .
4. As a favour to me, I'd appreciate it if you didn't …… just yet.
5. Our inflated travel budget is …… by 85%.
6. I'm gonna spend my energy …… unless you give me a good reason why you are …… .
7. I don't think a MySpace page …… you …… an entire company.

Ex.52 ⟹ **YOUR VIEW: Answer the following questions:**

1. What is the difference between such terms as “golden parachute”, “golden handshake” and “golden handcuffs”?
2. What should a person do when his or her position is no longer available?
3. What are the best ways to handle a resignation?



Ex. 53 ⟹ **Choose one of the topics on the next page and prepare a 5-min presentation**



Managerial styles



Head-hunting



Corporate Culture



Sweatshops and Child Labour



Happiness Index



Dress code at work





Famous entrepreneurs



Non-profit organizations in Russia



The code of ethics in Russia and in the USA