НАРОДНАЯ УКРАИНСКАЯ АКАДЕМИЯ

TIPS ON STRATEGIC HUMAN RESOURCES MANAGEMENT

Издательство НУА

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TIPS ON STRATEGIC HUMAN RESOURCES MANAGEMENT

Учебное пособие
для студентов II–III курсов факультета
«Социальный менеджмент»
очной и заочно-дистанционной форм обучения

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Навчальний посібник призначено для студентів факультету «Соціальний менеджмент» очної та заочно-дистанційної форм навчання. Аутентичні професійно-орієнтовані тексти надають корисну інформацію стосовно роботи з персоналом, формування корпоративної культури організації, урегулювання конфліктів та інше. Робота з професійно орієнтованими текстами ставить на меті формування навичок читання, добування необхідної інформації та її обговорення в межах запропонованих тем.

Учебное пособие предназначено для студентов факультета «Социальный менеджмент» очной и заочно-дистанционной форм обучения. Аутентичные профессионально ориентированные тексты представляют полезную информацию по работе с персоналом, корпоративной культуре организации, разрешению конфликтов и др. Работа с профессионально ориентированными текстами ставит своей целью формирование навыков чтения, извлечения необходимой информации, обсуждения в рамках предложенных тем.

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CONTENTS

Unit 1
Corporate Culture

Brainstorm chat
Write all the words you can think of about corporate culture. Talk about these words with your partner.

1. What is 'Corporate Culture'

Corporate culture refers to the beliefs and behaviors that determine <u>how a company's employees and management interact</u> and handle outside business transactions. A company's culture is reflected in its dress code, business hours, office setup, <u>employee benefits</u>, <u>turnover</u>, hiring decisions, treatment of clients, client satisfaction and every other aspect of operations.

2. BREAKING DOWN 'Corporate Culture'

Google Inc. is a company that is well-known for its employee-friendly corporate culture. It explicitly defines itself as unconventional and offers perks such as telecommuting, <u>flexitime</u>, tuition reimbursement, free employee lunches, on-site doctors and on-site services like oil changes, fitness classes, car washes and a hair stylist.

3. History of 'Corporate Culture'

The term "corporate culture" was developed in the early 1980s and widely known by the 1990s. Corporate culture was used at this time by managers, sociologists and other academics to describe the character of a company, not only through generalized beliefs and behaviors, but also through company-wide value systems, management strategies, employee communication and relations, work environment, attitude,as well as visual symbols such as logos and <u>trademarks</u>.

4. By 2015, corporate culture was not only created by the founders, management and employees of a company, but also influenced by national cultures and traditions, economic trends, international trade, company size and products produced.

5. <u>Cross culture</u> refers to "the interaction of people from different backgrounds in the business world"; <u>culture shock</u> refers to the confusion or anxiety people experience when conducting business in a society other than their own; and <u>reverse culture shock</u> is often experienced by people who spend lengthy times abroad for business and have difficulty readjusting upon their return. To create positive cross-culture

experiences and facilitate a more cohesive and productive corporate culture, companies often use in-depth resources, including specialized training that improves cross-culture business interactions.

6. Examples of Contemporary Corporate Cultures

. In top companies of the 21st century, such as Google, Apple Inc. and Netflix Inc. less traditional management strategies that include fostering creativity, collective problem solving, and greater employee freedom have been the norm. Progressive policies such as comprehensive employee benefits and alternatives to hierarchical leadership – even doing away with closed offices and cubicles – are a trend that reflects a more tech-conscious and modern generation.

7. Some examples of alternative management strategies that significantly affect corporate culture include holacracy.Holacracy is an open management philosophy that, amongst other traits, eliminates job titles and other such traditional hierarchies. Employees have flexible roles, and self-organization and collaboration is highly valued. Zappos instituted this new program in 2014 and has met the challenge of the transition with varying success and criticism. Similarly Spotify, a relatively young but very successful company, uses the principles of agile management as part of its unique corporate culture. Agile management in essence focuses on deliverables with a flexible, trial-and-error strategy that often groups employees in a start-up environment approach to creatively tackle the company's issues at hand.

8.Characteristics of Successful Corporate Cultures

The Harvard Business Review identifies six important characteristics of successful corporate cultures in 2015. First and foremost is "vision": from a simple mission statement to a corporate manifesto, a company's vision is a powerful tool.

9. Similarly, "practices" are the tangible methods, guided by ethics, through which a company implements its values. For example, Netflix emphasizes the importance of knowledge-based, high-achieving employees and, as such, Netflix pays its employees at the top of their market salary range, rather than an earn-your-way-to-the-top philosophy. "People" come next, with companies employing and recruiting in a way that reflects and enhances their overall culture. Lastly, "narrative" and "place" are perhaps the most modern characteristics of corporate culture. Having a powerful narrative or origin story, such as that of Steve Jobs and Apple, is important for growth and public image. The "place" of business, such as the city of choice and also office design and architecture, is also one of the most cutting-edge advents in contemporary corporate culture.

Reading

Ex. 1.

1. Read the first paragraph of the text and say if you take the same point if view.

2. Read the second paragraph and say if Google Inc. is successful in creating employee-friendly culture.

3. Read the third and the fourth paragraphs and give the major facts of corporate culture history.

4. Read the fourth paragraphs and speak about the influence of national culture, traditions, economic trends, etc. on corporate culture.

5. Read the fifth paragraph and say what you have found out about cross-culture.

6. Which companies set examples of contemporary corporate cultures (paragraph 6)

7. Describe holacracy as an alternative management strategy (paragraph 7)

8. Give important characteristics of successful corporate cultures (paragraphs 8,9)

Ex. 2.   Say if the following statements are true (T) or false (F) according to the text

1. Corporate culture does not imply only dress code, and office location but some other components.

2. Google Inc. is considered to provide various perks for their employees.

3. The meaning of the term "corporate culture" has not changed since 1960s.

4. Company corporate culture was created by management and sociologists.

5. Corporate cultures are similar all over the world.

6. Specialized   training is needed to make employees interactions successful.

7. Holacracy is a major factor of successful corporate culture.

8. Vision is a major factor of successful corporate culture.

9. Corporate cultures should involve "narrative" and "place" as the most modern characteristics.

Ex. 3.   Find the words in the text that mean the following and use them in the sentences of your own :
   a. continuing for a long time
   b. increasing gradually as more of something is added or happens
   c. the place where people work, study or stay
   d. money paid back to someone when their money has been spent or lost
   e. a particular quality in someone's character

f. knowledge or understanding of a particular subject or situation

g. something that you get legally from your work in addition to your wages, such as goods, meals or a car

Ex. 4.   Write a short paragraph describing the most successful ways of creating corporate culture.

Ex. 5.   Make up a dialogue with your partner on ways of creating corporate culture. Talk with your partner. One student acts as a reporter, the other as an employee. Ask and answer the following questions:

1. If you could describe your company corporate culture in three words, what would you say ?

2. What are the most common complaints employees make about your company culture?

3. What do you like best about the culture here?

4. How would you describe your ideal workplace environment?

Unit 2
What Is A Good Organizational Or Company Culture?

Brainstorm chat: write all the words you can think of about a good organizational culture

"Good" means good for the business and good for people. A good organizational or company culture is both.

Many organizations emphasize the business side over the people side and as a result have an out-of-balance workplace. This is understandable; "If I didn't pay attention to the finances I'd be out of business".

While this is true, ignoring the people or human side usually leads to poor employee attitudes, low morale, and resulting low productivity and poor financial performance. An unbalanced workplace does not fully tap the largest resource in every company, its people.

In contrast, a balanced work culture allows people to satisfy their desire to be engaged and productive around the job. For example, most people want to be recognized by their team for their contributions, they want to be appreciated and know they are a valued member, they want to go home feeling they had a

worthwhile productive day, and want to feel enthusiastic about returning the next day.

When people can satisfy these and other basic human needs on the job, they naturally bring more of themselves to their task, i.e., they will engage — taking responsibility not just for their own work but for the success of the company. When people feel this strong connection and the certainty that others across the company feel the same, the workplace culture rises to a level of performance otherwise impossible to achieve.

At the human level a good company culture has; high morale, motivation, responsibility, trust, creativity, responsiveness, flexibility and productivity.

To Learn People's Desires, Ask!
When you ask people in any company, *"What would you like more of in the workplace?"* they usually say something like:

- More involvement in decisions that affect me.
- A feeling of safety — more openness and trust.
- Better communication and more information.
- Better teamwork and more cooperation.
- More focus on getting work done and less on politics.
- Clearer tasks, responsibilities, and boundaries, so I can be personally responsible for my work.
- Looking forward to coming to work.

Ex. 1.   Put in the correct preposition:
       by to out by for about in for
   1. good ……………..people
   2. be ………….. of business
   3. be recognized ……… the team
   4 . feel enthusiastic …………
   5. rise … a level
   6. involvement ……….. decision
   7. looking forward ……… coming
   8. led ……….. manages

Ex. 2.   Match the words of the opposite meaning.
   1. safety   a. wear

8

2. to come   b. opposite
3. simple   c. to leave
4. strong   d. danger
5. similar   e. to fall
6. to rise   f. complicated

Ex. 3.   Match the sentence halves. Use them in the sentences of your own
   1. A few organizations emphasize   a. valued member
   2. People can satisfy   b. clearer tasks and responsibilities
   3. They want   c. for their own work
   4. They are   d. to be appreciated
   5. Take responsibility   e. the business over people
   6. They would like   f. their own needs

Ex. 4.   Read the text again and say if the following statements are true (T), false
   (F), does not say.
   1. Business comes first in a few organizations.
   2. People do not appreciate others contribution .
   3. Basic needs on the job being satisfied, people work better.
   4. Motivation is the most important component of a good company culture.
   5. Managers should not involve people in decisions that affect them
   6. A feeling of safety is not important for people

Ex. 5.   Talk to your partner about company culture

Unit 3
Delegation as an Excellent Developmental Opportunity – for Their Staff and for Themselves

Brainstorm chat.
Write all the words you can think of about delegating tasks. Talk about these words with your partner.

1. Delegation is at the heart of management. In order to use their time efficiently, leaders must be able to give authority and responsibilities to others. Yet many struggle to do so. This can cause massive problems, and even failure.

2. There are typically four types of managers. First, there are those who do not delegate at all. They may not trust anyone to do the job as efficiently as they can, or they fear losing power and control. Or, simply they worry that if they do delegate, they'll seem to be lazy.

3. Then there are managers who are all too happy to withdraw into their offices or play golf or have a snooze while their staff keep the show on the road. This can work if, and only if, they have a well-trained, responsible staff - as did former US President Ronald Reagan, who is famous for this style.

4. The worst type of delegators are those who vacillate. They delegate things without rhyme or reason, which makes them unpredictable. And this is not good for anybody.

5. Finally, there are those who know how to delegate. They understand the necessity of delegation. They also fully understand the process and know that a particular set of actions is required for success.

6. So what are these actions? The first step is always analysis: deciding which tasks to assign to whom. This means thinking about the sets of skills at hand, as well as those that staff members are developing.

7. The next step is working out clearly defined tasks that can be delegated. They must be achievable, easy to measure and, if successfully completed, they must give the individual a sense of achievement. The manager must also stipulate rights, responsibilities and expected outcomes so that the individual knows what is expected.

8. Then, there's choosing the right people. Who has the required skills? How will they handle the new responsibility? Will they see it as a developmental opportunity? Will they have too much work and need to delegate themselves?

9. The next step is all important: giving clear, sufficiently detailed instructions. The clever delegator also sets up meetings and control mechanisms to encourage, monitor and take corrective action if necessary. Most importantly, there should be a clear evaluation process.

10. So why does delegation often go wrong? Some managers delegate only those tasks they can't do or don't like doing. Staff members soon sense this, and it can under- mine both respect and authority. Often, the wrong tasks are dele gated, sometimes because the manager does not believe they should be part of his or her

job. Or the wrong people are chosen, based more on personal attraction than the competence of the individual. Delegation also doesn't work if the manager has not made the task clear, or keeps interfering, or both.

11. Delegation is a business as well as training process. Managers have to understand its importance. And they need to see it as an excellent developmental opportunity not only for their staff, but also for themselves.

Ex. 1.   Read the text and match headings A-K with paragraphs 1-11
   a. Right people are the key to success
   b. Indecisive managers can mess up work
   c. The significance of delegating as a training process
   d. Lack of delegating can bring about serious troubles
   e. Sometimes delegation does not work
   f. Managers who take the necessity of delegation
   g. Managers taking all responsibilities over themselves.
   h. Control and evaluation are of utmost importance.
   i. Appropriate style of management.
   j. Analysis as a main part of management.
   k. Reagen's style of managing.

Ex. 2.   Answer the following questions :
   1. What does it mean to delegate?
   2. Why is delegation the heart of management ?
   3. Why is delegation important ?
   4. How many types of managers are there ?
   5. Why can delegation go wrong ?
   6. What are the keys to successful management ?

Ex.3 Put in the correct preposition :
of   for   into   up   at   to   about   on
   1. to give authority ... others
   2. not delegate ... all
   3. to withdraw ... their offices
   4. be famous ... this style
   5. thinking ... the sets of skills
   6. set ... meetings
   7. based ... personal attraction
   8. part ... their job

11

Ex.4.   Match the following words with definitions

1. authority	a. something important that you succeed in doing by your own efforts
2. responsibility	b. a lack of success in achieving or doing something
3. failure	c. to do things that are necessary to complete a job
4. snooze	d. the power you have because of your official position
5. achievement	e. a duty to be in charge of someone or something
6. to handle	f. to sleep lightly for a short time

Ex. 5.   Fill in the gaps. Do it individually
   1. Managers must be able to give…and … to others.
   2. If managers delegate…they can"t do , it can ….respect and authority.
   3. The cleverer delegator sets up meetings to monitor and …
   4. Delegator who vacillates , delegates things without …
   5. If the manager keeps …
   6. The tasks must be … and give individual the sense of …

Ex.6.   True (T) or False (F). Prove and expand
   1. To delegate means to give authority and responsibilities to others.
   2. Some managers do not delegate because they don't know how to do it.
   3. The most efficient type of delegators are those who vacillate.
   4. Mangers who prefer to withdraw to their offices can never achieve good results.
   5. Giving instructions is not really important for successful delegation.
   6. If the manager keeps interfering , it helps the employees to fulfill the task.

Ex. 7.   Work with your partner. One student acts as a reporter , the other as an HR manager

Unit 4
What Is Motivation?

Brainstorm: think of the words related to the topic.Discuss them with other students.

What do you know about motivation?

Reading

Read the text and do the exercises

Motivation is defined as the process that initiates, guides and maintains goal-oriented behaviors. Motivation is what causes us to act, whether it is getting a glass of water to reduce thirst or reading a book to gain knowledge.

A Closer Look at Motivation

Motivation involves the biological, emotional, social and cognitive forces that activate behavior. In everyday usage, the term *motivation* is frequently used to describe *why* a person does something.

"The term motivation refers to factors that activate, direct, and sustain goal-directed behavior... Motives are the "why's" of behavior - the needs or wants that drive behavior and explain what we do. We don't actually observe a motive; rather, we infer that one exists based on the behavior we observe." (Nevid, 2013)

So what exactly lies behind the motivations for why we act? Psychologists have proposed a number of different theories of motivation, including drive theory, instinct theory and humanistic theory.The reality is that there are many different forces that guide and direct our motivations.

Components of Motivation

Anyone who has ever had a goal probably immediately realizes that simply having the desire to accomplish something is not enough. Achieving such a goal requires the ability to **persist through obstacles** and endurance to **keep going in spite of difficulties**.

There are three major components to motivation: activation, persistence and intensity.

1. *Activation* involves the decision to initiate a behavior, such as enrolling in a psychology class.
2. *Persistence* is the continued effort toward a goal even though obstacles may exist. An example of persistence would be taking more psychology courses in

13

order to earn a degree although it requires a significant investment of time, energy and resources.

3. ***Intensity*** can be seen in the concentration and vigor that goes into pursuing a goal. For example, one student might coast by without much effort, while another student will study regularly, participate in discussions and take advantage of research opportunities outside of class. The first student lacks intensity, while the second pursues his educational goals with much greater intensity.

Theories of Motivation

Psychologists have proposed a number of different theories to explain motivation:

- **Instincts:** The instinct theory of motivation suggests that behaviors are motivated by instincts. An instinct is a fixed and inborn pattern of behavior. Psychologists including William James, Sigmund Freud and William McDougal have proposed a number of basic human drives that motivate behavior. Such instincts might include biological instincts that are important for an organisms survival such as fear, cleanliness and love.

- **Drives and Needs:** Many of our behaviors such as eating, drinking and sleeping are motivated by biology. We have a biological need for food, water and sleep, therefore we are motivated to eat, drink and sleep.Drive theory suggests that people have basic biological drives and that our behaviors are motivated by the need to fulfill these drives.

- **Arousal Levels:** The arousal theory of motivation suggests that people are motivated to engage in behaviors that help them maintain their optimal level of arousal. A person with low arousal needs might pursue relaxing activities while those with high arousal needs might be motivated to engage in exciting, thrill-seeking behaviors.

Extrinsic Vs. Intrinsic Motivation

Different types of motivation are frequently described as being either extrinsic or intrinsic. Extrinsic motivations are those that arise from outside of the individual and often involve rewards such as trophies, money, social recognition or praise. Intrinsic motivations are those that arise from within the individual, such as doing a complicated cross-word puzzle purely for the personal gratification of solving a problem.

Ex. 1. Put in the correct preposition: from to of at to for
      1. Look…motivation
      2. Read…get information

3. Refer…factors
4. Motivation…taking actions
5. A number…theories
6. Arise …outside

Ex. 2.   Match the sentence halves. Use them in the sentences of your own
1. Inborn pattern   a. to fulfill these needs
2. A number of   b. educational goals
3. The need   c. in the concentration
4. Arise from   d. of behavior
5. Intensity can be seen   e. outside of individual
6. Pursue   f. basic human drives

Ex. 3.   Find the words in the text that mean the following and use them in the sentences of your own
a. to help someone or something to move in a particular direction
b. the feeling of wanting or needing a drink
c. related to the process of knowing.understanding and learning something
d. to make something continue to exist or happen for a period of time
e. to succeed in doing something, especially after trying hard
f.   determination to do something even though it is difficult.

Ex. 4.   Read the text again and say if the following sentences are true (T), false (F) or does not say
1. Motivation is a way to maintain proper behavior.
2. Motivation makes people do what they are expected to do.
3. There are just two theories of motivation.
4. To achieve a goal people must be hard working.
5. People have certain biological needs,

Ex. 5.   Work in pairs. Ask and answer questions about motivation.

Unit 5
Employee Retention – How to Retain Employees

Pre-reading

In your opinion what should be done to retain employees ?

READING

TIPS

- **Offer a competitive benefits package that fits your employees' needs.** Providing health insurance, life insurance and a retirement-savings plan is essential in retaining employees. But other perks, such as flextime and the option of telecommuting, go a long way to show employees you are willing to accommodate their outside lives.

- **Provide some small perks.** Free bagels on Fridays and dry-cleaning pickup and delivery may seem insignificant to you, but if they help employees better manage their lives, they'll appreciate it and may be more likely to stick around.

– **Use contests and incentives to help keep workers motivated and feeling rewarded.** Done right, these kinds of programs can keep employees focused and excited about their jobs.

– **Conduct "stay" interviews.** In addition to performing **exit interviews** to learn why employees are leaving, consider asking longer-tenured employees why they stay. Ask questions such as: Why did you come to work here? Why have you stayed? What would make you leave? And what are your nonnegotiable issues? What about your managers? What would you change or improve? Then use that information to strengthen your employee-retention strategies.

– **Promote from within whenever possible.** And give employees a clear path of advancement. Employees will become frustrated and may stop trying if they see no clear future for themselves at your company.

– **Foster employee development.** This could be training to learn a new job skill or tuition reimbursement to help further your employee's education.

– **Create open communication between employees and management.** Hold regular meetings in which employees can offer ideas and ask questions. Have an open-door policy that encourages employees to speak frankly with their managers without fear of repercussion.

– **Get managers involved.** Require your managers to spend time coaching employees, helping good performers move to new positions and minimizing poor performance.

- **Communicate your business's mission**. Feeling connected to the organization's goals is one way to keep employees mentally and emotionally tied to your company.

- **Offer financial rewards.** Consider offering stock options or other financial awards for employees who meet performance goals and stay for a predetermined time period, say, three or five years. Also, provide meaningful annual raises. Nothing dashes employee enthusiasm more than a paltry raise. If you can afford it, give more to your top performers. Or, if you don't want to be stuck with large permanent increases, create a bonus structure where employees can earn an annual bonus if they meet prespecified performance goals.

- **Make sure employees know what you expect of them.** It may seem basic, but often in small companies, employees have a wide breadth of responsibilities. If they don't know exactly what their jobs entail and what you need from them, they can't perform. eate a bonus structure where employees can earn an annual bonus if they meet prespecified performance goals.

- **Make sure employees know what you expect of them.** It may seem basic, but often in small companies, employees have a wide breadth of responsibilities. If they don't know exactly what their jobs entail and what you need from them, they can't perform.

Ex. 1. Put in the correct preposition : for, within, from, in, to , for
   a) They can grow… your company.
   b) It is essential … conducting "stay" interviews.
   c) See no future … themselves.
   d) Speak frankly … their managers.
   e) What you need … employees.
   f) Financial awards … employees

Ex. 2. Match the words of the opposite meaning

1. Exit	a) answer
1. Free	b) Insincerely
2. question	c) entrance
3. strengthen	d) fire
4. retain	e) paid
5. frankly	f) weaken

Ex. 3. Find the words in the text that mean the following and use them in the sentences of your own
1) the rate at which people leave an organization and are replaced by others
2) something you get legally from your work in addition to your wages.
3) progress or development in your job.
4) bad effects that continue for some time.
5) money paid back to someone when their money has been spent.
6) an important job that someone has been given to do.

Ex. 4. Match the sentence halves. Use them in the sentences of your own

1. employees know	a) a clear path of advancement
2. use this approach	b) stock options or other financial awards
3. these programs	c) to retain your employees
4. employees should be aware of	d) ideas and ask questions
5. employees can offer	e) what's expected of them
6. offer employees	f) keep employees focused on their jobs

Ex. 5. Read the text again and say if the following statements are true(T), false(F) or do not say
1. Competitive benefit package can retain employees.
2. Hire a human resource manager at the very start.
3. Perks are the most important in retaining employees.
4. "Stay" interviews are performed with employees who are leaving.
5. To learn a new job skill helps employees to get promotion.
6. Meaningful annual raises help to encourage employees.

Ex. 6. Make up a dialogue. One student acts as a CEO and the other as an HR manager. Discuss the issue about the ways to retain employees.

Unit 6
Loyal Employees Are The Heart Of Successful Companies

Warm ups

Write all the words you can think of about loyal employees. Use them in the sentences of your own

The days of lifetime employment at a single company are long gone, so business leaders today need to make an extra effort to retain talent and foster employee loyalty.

Loyal employees are the heart of successful companies. When people feel fulfilled at their jobs, they go above and beyond to help the organization improve. They share expertise, resolve conflicts, suggest improvements, boost morale, help co-workers, conserve resources, and more. "Those behaviors make groups and organizations more effective -- sales are better, production loss is lower, everything is better," says Diane Bergeron, an assistant professor at Case Western's Weatherhead School of Management in Cleveland.

To become one of those lucky companies, take time to understand what your employees need and provide it for them. "As in any relationship, if you get what you need, you're more likely to stay," Bergeron says.

Loyalty is largely inspired by flexibility and individual attention. These four techniques can help you offer that to every employee:

1. Invest more time in the hiring process. Hiring takes a lot of time, but a rigorous process pays off when you find the right person. "Person/organization fit is huge," Bergeron says. "If you're selective on the front end, you lose fewer people later." Well-matched employees are naturally more loyal, so retaining them takes less effort.

As you hire, introduce the candidate to several people on your team, ask them to complete a project or share samples of past work, and screen for personality. "Make sure their values match the values of the organization," Bergeron adds. A good match will blend naturally with the others on your team, rounding out their skills and fitting in with the overall culture.

2. Make your employees marketable. A good working relationship must be beneficial for both of you, meaning that employees need regular opportunities to enhance their professional skills. Many companies worry about investing too much

in employees in case they leave, but you want to do just the opposite. "The more [employees] feel they can leave, the more likely they are to stay," Bergeron says.

Managers are the most important source of growth and inspiration. "The relationship with the manager is the number one predictor of whether or not someone stays [at a job]," Bergeron says. Make sure your managers are trained to inspire their employees, share their expertise, and offer opportunities for growth.

3. Allow many paths to promotion. Your employees' needs are ever evolving, so you can help them grow and inspire loyalty by offering opportunities for advancement tailored to their skills and goals. For example, many computer programmers want to move up without shifting into management, so tech companies often offer a choice between a technical or managerial career path.

Go one step further by helping an employee create a new job based on their skill set, or allowing them to rotate between different roles. "If people have the flexibility to tailor their job to their needs, they're less likely to leave to find what they need," Bergeron says.

4. Empower employees to make choices. Inspire loyalty by giving employees a sense of freedom and control. "When people feel that they're trusted, they respond to that," Bergeron says. You might let employees work from home when needed, make decisions autonomously, or adjust their work schedule to balance family. Those freedoms show confidence and help employees tailor the job to their needs.

"Trust is this basic component of society," Bergeron says. "Without it, [organizations] cease to function." Trusting companies have less rigid management, greater creativity, and higher employee satisfaction. They also inspire employees to go above and beyond, making the workplace better for everyone.

Pre-reading.

Brainstorm chat: write all the words you can think of about employees loyalty. Discuss them with your partner.

Ex. 1.   Put in the correct preposition: with, by, from, at, of, to, for
Make an extra effort … retain employees

     a. Professor … school of management
     b. Samples … work
     c. Blend … other team players
     d. Beneficial … both employers and employees

e. Inspire loyalty … offering opportunities for promotion
f. Work … home when needed

Ex. 3.   Say if the following statements are true (T), false (F) or does not say.
1. You shouldn't let employees work from home
2. The current tendency is lifetime employment
3. Flexibility and individual attention are important factors to retain employee's loyalty
4. The candidate should be introduced to several people before hiring
5. Good relationship with the manager could not change the employee's decision to leave
6. Many computer programmers do not like to go into management

Ex. 4.   Match the sentence halves

1. Lifetime employment	a. at their jobs
2. Feel fulfilled	b. too much in employees
3. Take time	c. are naturally more loyal
4. Well-matched employees	d. at a single company
5. Introduce the candidate	e. to your team
6. Worry about investing	f. to understand what your employees need

Ex. 5.   Work with your partner. One student acts as a reporter, another as a CEO.

Unit 7
Conflict Resolution

Conflict is an inevitable part of work. We've all seen situations where people with different goals and needs have clashed, and we've all witnessed the often intense personal animosity that can result.

The fact that conflict exists, however, is not necessarily a bad thing. When you resolve it effectively, you can also eliminate many of the hidden problems that it brought to the surface.

There are other benefits that you might not expect, such as:

- **Increased understanding.** Going through the process of resolving conflict expands people's awareness, and gives them an insight into how they can achieve their goals without undermining others.

- **Better group cohesion.** When you resolve conflict effectively, team members can develop stronger mutual respect, and a renewed faith in their ability to work together.
- **Improved self-knowledge.** Conflict pushes individuals to examine their goals and expectations closely, helping them to understand the things that are most important to them, sharpening their focus, and enhancing their effectiveness.

But conflict can also be damaging. If you don't handle it effectively, it can quickly turn into personal dislike, teamwork can break down, and talent may be wasted as people disengage from their work and leave.

If you want to keep your team members working effectively, despite coming into conflict with one another, you need to stop this downward spiral as soon as you can. To do this, it helps to understand one of the key processes for effective conflict resolution: the Interest-Based Relational approach.

The Interest-Based Relational Approach

When conflict arises, it's easy for people to get entrenched in their positions and for tempers to flare, voices to rise, and body language to become defensive or aggressive. You can avoid all of this by using the Interest-Based Relational (IBR) approach.

Roger Fisher and William Ury developed the IBR approach and published it in their 1981 book, "Getting to Yes." They argue that you should resolve conflicts by separating people and their emotions from the problem. Their approach also focuses on building mutual respect and understanding, and it encourages you to resolve conflict in a united, cooperative way.

The approach is based on the idea that your role as a manager is not simply to resolve conflict but to ensure that team members feel respected and understood, and that you appreciate their differences. In essence, it helps you to manage conflict in a civil and "grown up" way.

During the process, your focus should be on behaving courteously and consensually, and on insisting that others do the same. Your priority is to help each side develop an understanding of the other's position, and to encourage both to reach a consensus – even if that means agreeing to disagree.

To use the IBR approach effectively, everyone involved should listen actively and empathetically, have a good understanding of body language, be emotionally intelligent, and understand how to employ different anger management techniques. In particular, you and the conflicting parties need to follow these six steps:

1. **Make sure that good relationships are a priority.** Treat the other person with respect. Do your best to be courteous, and to discuss matters constructively.
2. **Separate people from problems.** Recognize that, in many cases, the other person is not "being difficult" – real and valid differences can lie behind conflicting positions. By separating the problem from the person, you can discuss issues without damaging relationships.
3. **Listen carefully to different interests.** You'll get a better grasp of why people have adopted their position if you try to understand their point of view.
4. **Listen first, talk second.** You should listen to what the other person is saying before defending your own position. They might say something that changes your mind.
5. **Set out the "facts."** Decide on the observable facts that might impact your decision, together.
6. **Explore options together.** Be open to the idea that a third position may exist, and that you might reach it jointly.

You can often prevent contentious discussions from turning bad by following these guidelines, and they can help you avoid the antagonism and dislike that can cause conflict to spiral out of control.

However, bear in mind that the IBR approach may not be appropriate for all situations. For example, you may not be able to resolve differences in such a consensual, collaborative way if your organization is in a crisis. On these occasions, you may have to "pull rank" as a leader and make quick decisions about disputes and conflicts

Brainstorm chat: write all the words you can think of about conflict resolution. Talk about these words with your partner.

Ex. 1.   Put in the correct preposition: between from towards on in into
    a) conflict … a workplace
    b) tend … a competitive style
    c) … undermining goals
    d) turn … personal dislike
    e) operate … the position of power
    f) based … these data

Ex. 2.   Find the words in the text that mean the following and use them in the sentences of your own
    a) a situation in which people are involved in a serious disagreement

b) the top of an area of water or land
c) to like someone or something more than someone or something else
d) a person, a team, a company competing with another
e) an agreement achieved after everyone involved accepts less
f) a group of people who play a game together against another group

Ex. 4.   Read the text and answer the questions :
1) Why is discussion needed?
2) How can many problems be solved?
3) Can conflicts be avoided?
4) Why are good relationships the first priority?
5) Listen first, talk second" is it important?
6) Why is aggressive style inappropriate?

Ex. 5.   Read the text again and say if the following statements are true(T), false,(F) does not say.
1.A positive approach to conflict resolution is important.
2.Good relationships are of most importance.
3.Conflicts within an organization are inevitable.
4.Aggressive approach helps to resolve the conflict.
5.The accommodator always gives with.
6.Women are better at conflict resolving than man.

Ex. 6.   Work in groups. Have a debate about conflict resolution.

Unit 8
Strategic Human Resources Management

Pre-reading.

- What do you know about SHRM?
- Think of the words related to the topic.

Strategic human resources management (SHRM) is the comprehensive set of managerial activities and tasks related to developing and maintaining a qualified workforce. This workforce contributes to organizational effectiveness, as defined by the organization's strategic goals. SHRM occurs in a complex and dynamic environment within the organizational context. A significant trend today is for HR managers to adopt a strategic perspective of their job and to recognize critical links between organizational and HR strategies (Fottler, Khatri, and Savage 2010; Mathis and Jackson 2008; Pfeffer 2005. To implement these methods and practices, organizations must

- determine requirements for positions,
- recruit and select qualified people, Human resources management (HRM) Includes formal human resource functions (recruitment, selection, training and development, appraisal, compensation, and employee relations) performed within the organization or external to it and more informal management of employees performed by all administrators. of these functions must be managed within society's legal constraints—legislation, regulation, and court decisions. This chapter emphasizes that HR functions are performed within the context of the overall activities of the organization. These functions are influenced or constrained by the environment, the organizational mission and strategies that are being pursued, and the systems indigenous to the institution Strategic Human Resources Management Strategic human resources management (SHRM) is

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- train and develop employees to meet future organizational needs, and

- provide adequate rewards to attract and retain top performers. All of these functions must be managed within society's legal constraints—legislation, regulation, and court decisions. This chapter emphasizes that HR functions are performed within the context of the overall activities of the organization. These functions are influenced or constrained by the environment, the organizational mission and strategies that are being pursued, and the systems indigenous to the institution Strategic Human Resources Management Strategic human resources management (SHRM) is the comprehensive set of managerial activities and tasks related to developing and maintaining a qualified workforce. This workforce contributes to organizational effectiveness, as defined by the organization's strategic goals. SHRM occurs in a complex and dynamic environment within the organizational context. A significant trend today is for HR managers to adopt a strategic perspective of their job and to recognize critical links between organizational and HR strategies (Fottler, Khatri, and Savage 2010; Mathis and Jackson 2008; Pfeffer 2005). This book explains methods for increasing the probability of hiring competent people and of those people ably performing needed tasks after hire. To implement these methods and practices, organizations must

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- train and develop employees to meet future organizational needs, and

- provide adequate rewards to attract and retain top performers. All of these functions must be managed within society's legal constraints—legislation, regulation, and court.

Ex. 1.   Put in the correct preposition: within, by, for, to, between, by.
1. Related … developing
2. Defined … goals
3. … the context
4. Links … two strategies
5. Performed … all manages
6. Requirements … positions

Ex. 2. Match the sentence halves

1. Workforce contributes to	a. in a complex and dynamic environment
2. It occurs	b. to retain employees
3. To implement	c. organizational effectiveness
4. Are constrained	d. of their job
5. Provide adequate rewards	e. these methods and practices
6. To adopt a strategic perspective	f. by the environment

Ex. 3. Find the words in the text that mean the following:
   a. To find a new people to work in a company
   b. A planned series of actions for achieving something
   c. Opinion judging the worth, value or condition of something
   d. To stop someone from doing what they want to do
   e. Having suitable knowledge, experience or skills, especially for a particular job
   f. Things that have always been in the place where they are

Ex. 4. Read the text again and say if the following statements are true (T), false (F) or does not say
   1. HR managers should perform only recruitment
   2. There are legal constraints for any organization
   3. Environment influences HR functions
   4. A qualified workforce increases organizational effectiveness
   5. Employees should improve interpersonal relations

Ex. 5. Work with your partner. Ask and answer 10 questions in turn on SHRM

Unit 9
A Positive Attitude at Work: 10 Tips for Success

Lead in questions

   1. What is the article going to be about?
   2. Can you guess how to achieve success at work?
   Make predictions
   1. Discuss the title of a story

2. Brainstorm vocabulary related to the text

3. Discuss probable opinions about a positive attitude at work

Reading

Ex I.　　Read tips 1-10. What's the message?

Having a positive attitude at work can help you get a promotion, succeed on projects, meet goals, and just generally enjoy your job more.

Tip #1: Report problems quickly and professionally.
No one likes a chronic complainer, but if there are clear reasons you find it hard to stay positive at work, report these problems to your boss or the owner of the company. When reporting problems, however, always be professional. Avoid "tattling" on your co-workers or passive-aggressive behavior, and remember that changes don't happen overnight. Try to go to your boss not just with complaints, but with proposed solutions that will work well for everyone.

Tip #2: Treat your coworkers with respect.
It's always easier to stay positive at your job if you like the work environment, including your coworkers. It's easy to get started on the wrong foot. However, if you treat your coworkers with respect and do your best to see issues from their point of view, the working relationships will be much less stressful.

Tip #3: Get enough sleep.
 Some people only need 4-5 hours of sleep per night. Others need 9 or 10 to feel rested. Don't rely on "catching up" on the weekends. Go to bed earlier so you get the sleep you need to feel positive.Changing your sleep patterns only seems hard. With a little coaching and some discipline, it is actually easy to get the levels of sleep you need to feel positive.

Tip #4: Identify negative thoughts.
You might not even realize that you have a negative attitude at work. Start to be more aware of your thoughts, words, and actions. Identify times when you say no without good reason, believe you can't do something, doubt your abilities, or feel angry about a task given to you. Think about what would happen if you forced yourself to look at the situation in the opposite way – saying yes, believing you can do something, feeling confident in your abilities, or feeling happy to do a task. Even if you can't change every single negative emotion you have, at least start to be aware of these emotions and think about whether or not they are actually justified.

Tip #5: Work on your overall stress level.

Often, our attitudes at work are simply carried over from our experiences at home. If you're stressed about your marriage or relationship, your kids, your finances, or other problems, it's really hard to maintain a positive attitude at work. The opposite is true as well – if work puts you in a bad mood, it is easy to carry that stress home and snap at your family. Look at your overall stress level and identify the things in your life that make it hard to have a positive attitude.

Tip #6: Work toward a new job.

If you truly hate your job, why are you still doing it? Most people answer, "money," but the truth is that no matter what your situation, you can start working toward a job you enjoy more right now. If it's the company you don't like, spruce up your resume and start applying for other positions. If it's the job, start putting in the extra hours so you are noticed for a promotion and raise. Hate the entire industry? Go back to school, even if it is slowly during nights and weekends, to work toward a degree in a field that you enjoy more.

Tip #7: Set goals.

One of the best ways to overcome the feelings of negativity and the idea that you are not doing anything important is to sit down with your manager and make some realistic (yet challenging) goals. What do you hope to achieve weekly? Where do you hope to be in three months? Six months from now, what successes would you like to achieve? Talk to your boss about what achieving these goals means for the company as a whole so that you really understand how your contributions are making a difference. Review your goals every 6 to 12 months to stay on track and set new benchmarks for success.

Tip #8: Alter your responsibilities.

Is there a task you just hate? If trading tasks with a coworker isn't possible, let your boss know about the tasks you love and the tasks you hate. If you're a good employee, he or she might consider hiring an assistant to help you with the tasks you hate. It never hurts to ask, as long as you do so professionally .

Tip #9: Smile!

If you feel negative often at work, try to remember to smile. Smile at a passing coworker in the hall. Smile as you answer a customer's question. Smile even while you are by yourself. This can really help you have a more positive attitude at work! This also can help other people think of you as a positive and friendly person, and when those around you are in a good mood and like being around you, it is easier to get rid of any of your own negative feelings.

Tip #10: Remember that a job is just a job.

If you absolutely hate your job, your coworkers, and the company you work for, you get to go home to loved ones or hobbies when the workday is over. You should work toward a job you like more, but in the meantime, you don't have to feel negatively about your situation. Most people have had at least one or two jobs they hated before finding a job that's a good fit! Your job is just part of your life, so stay positive!

Ex. 2. Read the introduction. Choose the key words

Ex. 3. Complete the sentences with the words in the box

> Identify task job goals proposed carry feel relationships applying attitude

1. If you have a problem, you should go to your boss with….solutions
2. Respect to your coworkers makes the… less stressful.
3. People need to get enough sleep to…positive
4. You should…your negative thoughts
5. If work puts you in bad mood you shouldn't carry that…home
6. If you don`t enjoy your work, you`d better start…for another one.
7. What does achieving your…mean for the company as a whole?
8. If you hate a…., it is possible to trade it with your coworkers
9. Smile helps you have a more positive….at work
10. Don`t forget that…is a part of your life

Ex. 4. Match 1-6 with a-f to make sentences
1. Remember that changes …
2. If you like work environment….
3. You need coaching and discipline…
4. If you have negative emotions…..
5. Lots of your coworkers….
6. Many people have had one or two jobs…

a) you should think whether they are justified
b) you will stay positive at work
c) before finding a job they like
d) don`t happen overnight
e) take on many the same tasks as you
f) to change your sleep pattern

Ex. 5. Are these statements true (T) or false (F)

Correct the false ones:
1. If you are not happy with your job, you should not tell anybody about it
2. You should like all your coworkers to stay positive at work
3. If you aren't getting enough sleep, it`s hard to maintain good mood
4. Don`t snap at your family if you have work problems
5. To feel positive at work you should be aware what you can contribute to your organization
6. Smile can really help other people think of you as a person
7. To be positive you should keep life-work balance
8. Think about your goals on a small scale

Ex. 6. Find and correct the mistakes in the questions below. Three questions are correct.
1. You are looking for a job like, are you?
2. Have they report these problems to your boss?
3. Will you try to go to your boss if you will have complaints?
4. Will it professional when reporting problems?
5. Who does among us feel tired?
6. Do you need a nap?
7. Aren't you getting enough sleep?
8. Is actually easy to get the levels of sleep you need?
9. Can you realize that you have a negative attitude at work?
10. Are these negative emotions justified?

Unit 10
Tips to Succeed in Your Career

Pre-reading

- Look at the title of the article and say what it is going to be about.
- Think of the steps/statements that in your opinion can help you to succeed in your career.
- Write down as many words as possible related to this topic
- Look at the subtitles to each paragraph and say which ones coincide with your ideas.

Because the world has become so competitive you will have to do your best to secure your share of success. The following are tips to get you ahead in your career.

Priorities and goals . What are your priorities of the day? Make a list and of your priorities and plan your day. The tasks of the day must be outlined with the most important and urgent ones on top.

Likewise determine your short-term and long-term goals and evaluate your progress frequently.

Be focused . Are you really present physically and mentally. Try to block out all distractions so that you have the time to truly focus on your tasks and career.

Broaden your skills. Nothing remains the same and so do job requirements. Update your knowledge skills. Seek improvement of your know-hows. Attend seminars, conferences, read books, be an eternal learnerin social functions. Be open to new acquaintances. Meet new people and deal with them respectfully and enthusiastically. Be an active listener. you will surely learn something new…

Know your merits .Know your strengths and weaknesses. If you think you deserve a position or promotion, claim it.

Accept challenge. Through challenge you will reach areas of your personality you have never discovered before. It is a good idea to step away from your comfort zone to explore you settle into a routine and play it safe all the you will never get ahead in your career. If you always do what you've always done, you'll only get what you've already got'

Communication .Learn to communicate effectively. Listen to what others are saying and focus on how to give and receive constructive feedback, to persuade effectively and to ask for help and collect information

Avoid gossip. Avoid office gossip about colleagues and the boss. Be respectful and work for the good of the company.

Relax. Relax and do something different, a hobby that you love doing. Take time off for yourself. This will help boost your productivity during week days.

Seek satisfaction. If you are disappointed with what you are doing, try to transform it into something you love. If you fail, it might be a good idea to do different. As Confucius said: *"Choose a job you love, and you will never have to work a day in your life."*

Ex. 1.   Read the text and pick out key sentences

Ex. 2.   Say if you agree or disagree with the statements the text provides

Ex. 3.   Read again and say if the following is true (T) or false (F) according to the text
1.   All the tasks of the day are equally important
2.   You should think carefully about the things that interfere in your major tasks
3.   You shouldn't waste time on any extra activities
4.   Wait until your boss offers your promotion
5.   You should never stop at what you have already achieved
6.   You should know how to become more efficient in your activities

Ex. 4.   Find the in the words text that mean the following:
1.   The thing that you think is most important and that needs attention before anything else
2.   Some things that stop you paying attention to what you are doing
3.   Someone you know but who is not a close friend
4.   Information that is passed from one person to another about other people's behavior and private lives, often including unkind or untrue, remarks
5.   Unhappy because something you hopped for did not happen

Speaking

Act as a manager giving tips to interns how to succeed in career.

Unit 11
Reasons for Becoming Self-Employed

It's important to have clear reasons for taking the decision to become self-employed, and a vision of what you want to achieve. Begin by asking yourself the following questions: • Do you know exactly what you are going to do? • Does it use your strongest skills? • Can you make enough money doing it? • Do you know where you want to be in five years' time? Will self-employment help you get there? People choose to become self-employed for a variety of reasons, but simply disliking your current job, or perhaps not having one at all, is not necessarily the

best reason. Thinking about the questions above will help you evaluate the idea of self-employment from a realistic perspective.

Potential advantages and disadvantages of self-employment.
Many of the issues around self-employment have both positives and negatives. How you view them will help you decide if it is the right move for you.

Potential advantages. • Reaping the rewards of your own efforts, with the potential to earn more in the long term. • Independence and freedom: enjoy more control over what you do and when you do it. • The choice between working full or part-time: ideally, you can also set your own hours, and so potentially enjoy a better work/life balance. • Improved quality of life and increased job satisfaction, perhaps thanks to cutting out the daily commute, avoiding office politics, or being able to focus on the aspects of your career you most enjoy.

Potential disadvantages. • More stress as responsibility for success or failure lies with you: you are responsible for losses as well as profits, you have no paid holidays or sick pay, and you are likely to earn less in the short term. • No one to manage you, keep you on track or provide motivation or moral support. • Less time with your family as business commitments may mean you work long hours. • Isolation from colleagues and customers. • Responsibility for your own tax, and with no company pension scheme you will have to make your own pension arrangements.

Ex. 1.   Put in the correct preposition: from for at from in for on with
  a. Reasons … talking the decision
  b. Choose … a variety of reasons
  c. … a realistic reason
  d. Focus … the aspects
  e. Failure lies … you
  f. … the short term
  g. Isolation … colleagues
  h. Not having one … all

Ex. 2.   Match the following words with definitions

1. to achieve	a. hapening or exciting now
2. variety	b. how good or bad something is
3. current	c. to successfully complete something or get a good result especially by

	working hard
4. to evaluate	d. Tt get pleasure from something
5. quality	e. a lot of things of the same type that are different from each other in some way
6. enjoy	f. a lack of success in achieving or doing something
7. failure	g. to send people away from a dangerous place to a safe place

Ex. 3.   Read the text and say if the following is true (T), false (F) or does not say

1. To become self-employed you should have to consider a lot of things.

2. You should become self-employed if you don't like your current job.

3. There are more potential advantages than disadvantages of self-employment.

4. Being self-employed means much more independence.

5. Self-employment requires a lot of responsibility.

6. Self-employed people may have problems with their pension arrangements.

7. If you have strong personality you can try to become self-employ

Ex. 4.   Fill in the gaps with the appropriate word

Commutes effect disadvantage sick pay responsibility earn commitment

1. … is money paid by an employer to a worker who is too ill to work.

2. You will … a basic salary of 2000 dollars a month.

3. She … from Oxford to London every day.

4. Are you ready to make a long-term … ?

5. I could feel the … of the thin mountain.

6. It is your … to inform us of any changes air.

7. The …of the material is that it fades in strong sunlight

Ex. 5.   Speaking

Work in three groups to have a debate about self-employment.

Unit 12
Advantages and Disadvantages of Working at Home

Pre-reading.

- What do you think about working at home?
- Think of advantages and disadvantages of working at home.

Write all the words you can think of about working at home
Reading

Ex. 1.   Read the text and answer the questions to follow:
1. Why is working at home more productive?
2. How can it influence family life?
3. Is it better for health?
4. What qualities are important for the person working from home?
5. Would you prefer to work out of home?

By working at home you save on many hidden costs associated with going to work. These include costs of commuting, car wear and tear, fuel, road taxes, parking as well as indirect costs such as expensive professional wardrobes and the dry-cleaning of those.

Flexibility
This doesn't just relate to timings either although the flexibility to determine your own work hours to some extent is the most important aspect of this. You can also determine your environment, lighting, temperature, setting, mood; basically work in the framework that suits you best and makes you happiest and most productive.

Less distractions
Coworkers banter and distractions, unnecessary interruptions, unimportant meetings can all be avoided if you are safely at home and sealed off in your own environment which you have barricaded from any possible interruptions.

Proximity to home and family
For many, the physical proximity to family and the convenience of being at home are tremendously comforting. For parents it can be especially pacifying to know that they are very near to their children and available should they be needed for any reason. This also applies in the case of elderly care.

Less stress

The stress of commuting in bumper-to-bumper traffic at rush hour in many countries is extremely counterproductive and can lead to disgruntled workers who are already exhausted and worn before they have even begun their day. This is especially true where the workplace is far from the office. Other stresses often cited include unfriendly coworkers, a suboptimal work environment and constant distractions.

More productivity

Removed from the stresses and distractions of the workplace and working independently in their own preferred environment at their own pace, professionals are often a lot happier and a lot more productive.

Better health

Often with long commutes and anywhere from 1 to 3 hours a day spent getting to and from the workplace both physical and mental health are adversely impacted; the former as the gym hours are usually the first to go and the latter due to the stresses associated with both the commute and the workplace itself. By working at home the commuting time saved enables you to resume physical exercise, to go for a long walk for example before and after work or to join a local gym.

Better work/life balance

Work/life balance, the aspiration of the modern professional, is often achieved and tuned to satisfaction through a working at home arrangement, particularly when a professional has the flexibility to report into the office and work from the office partially as an option and can fine-tune the arrangement to achieve the most optimal balance.

<center>**Disadvantages**</center>

Isolation

Often, professionals working from home complain of isolation and loneliness given their removal from their bosses and coworkers and th is can be very depressing to some. Since the workplace provides a location to meet people and make friends for many, professionals working from home have to be more creative and resourceful in getting to know people and in staying in touch with their colleagues.

Distractions

Although office distractions are avoided by working at home, different distractions may arise. Interruptions from children, work, neighbours, friends, family may be very disruptive and special efforts must be made to make it known that you are

actually working and unavailable for interruption within work hours despite your physical presence at home.

Difficulty in separating home from work

The temptation to engage in household matters since you are at home is often very strong. Suddenly you may start feeling obliged to clean the home, do the shopping, the childcare, the cooking, the home finances and the socializing all while meeting the full requirements of the job too. It is essential to draw the line between home and work so as to avoid both areas suffering.

Work doesn't end

Since there is no-one looking over your shoulder enforcing strict hours you may feel tempted to work endlessly. This pressure to work endlessly may be compounded by the fact that you feel there are greater expectations made of you as a home-worker or by self-imposed pressures to prove yourself and your abilities in this arrangement. Moreover the lack of physical separation between home and work may add to this pressure to work endlessly.

Alienated from daily company developments

A lot can change from day to day in a company and you may find yourself removed from important developments such as staff changes, new business, changes in company direction, new competitive intelligence etc.

Danger of being overlooked for promotion

The danger of being overlooked for promotions and career development opportunities is quite real when you are away from the office and other more visible employees are actively and aggressively vying for them. An open line of communication with management and regular visits to the office are critical in order to prove your dedication and commitment to your career and to prevent the out-of-sight-out-of-mind syndrome.

Ex.2.   Read again and say if the following is true (T) or false (F) or does not say.
1. People working from home complain of luck of time.
2. It is difficult to separate home from work.
3. Working at home is less distractive.
4. People complain of being often interrupted at workplace.
5. Working from home is optimal for anyone.

Ex.3.   Find words in the text that mean the following :
a. Regularly travel along distance to get to work.

b. Nearness in space or time.
c. To calm and quiten.
d. Pressure, tension.
e. To keep away, refrain from.
f. Exposure to harm or stress.

Ex. 4.   Match the sentence halves.

1. unnecessary interruptions	a. to family
2. physical proximity	b. a lot happier
3. the workplace is	c. by working at home
4. professionals are often	d. can be avoided
5. distractions are avoided	e. isolation and loneliness
6. complain of	f. far from the office

Ex. 5.   Work with a partner. Talk about advantages and your partner about disadvantages of working at home.

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