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**Первый иностранный язык (английский): Практика устной и письменной речи**

**Профессиональная деятельность в деловой сфере**

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## ПРЕДИСЛОВИЕ

Настоящие методические рекомендации предназначены для студентов специальности «Лингвистическое обеспечение межкультурных коммуникаций» и могут быть использованы на занятиях по практике устной и письменной речи английского языка при работе над темой «Профессиональная деятельность в деловой сфере».

Методические рекомендации представляют собой сборник систематизированных материалов в рамках указанной темы, дополненных методическими указаниями и заданиями.

Содержание сборника отвечает программным требованиям и включает в себя следующие главы: Types of Business Organizational Structures, Roles in Business, Occupational Hazards и How to Organize your Office for Best Productivity.

В каждый раздел включена подборка текстов делового характера, снабженных заданиями – тренировочными упражнениями на активизацию учебного материала, и коммуникативно-речевыми вопросами для обсуждения. Издание ориентировано на стимулирование иноязычной речевой компетенции.

## I. TYPES OF BUSINESS ORGANIZATIONAL STRUCTURES

### Focus Vocabulary

strategic business configuration	CEO	to have responsibility for
reporting relationship	executive	to prioritize one's work responsibilities
efficient	manager	expertise
effective	department	to report (up) to
work flow	the chain-of-command	to be organized by
the board	silos	to specialize in
senior leadership	cross-team collaboration	to meet / to ignore one's needs

**Exercise 1. Discuss the meaning of the words and phrases on the Focus Vocabulary list.**

**Exercise 2. Read the text and do the tasks that follow.**

### 7 Common Business Organizational Structures

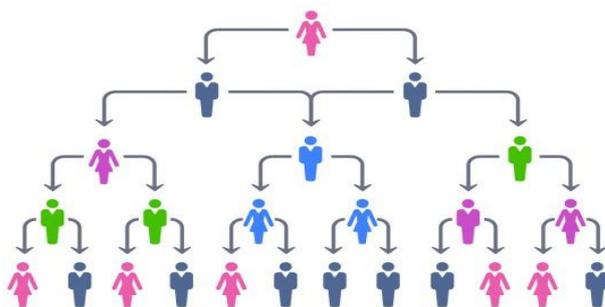
Large or small, every organization should operate with a defined organizational structure. A well thought out and strategic business configuration clarifies reporting relationships and supports good communication – resulting in efficient and effective work process flow.

The board and senior leadership should be the group who determines the type of organizational structure that would best support the internal operations, how work is carried out and the chain-of-command.

Senior leadership looks at all functions and determines how they would like work activities to be organized and carried out. This process also identifies natural reporting relationships and chain-of-command. Reporting relationships can be both vertical as well as horizontal.

#### 1. Hierarchical Organizational Structure

Organizations that use a traditional hierarchical structure rely on a vertical chain of command as the prime method of organizing employees and their responsibilities. Military, government, and

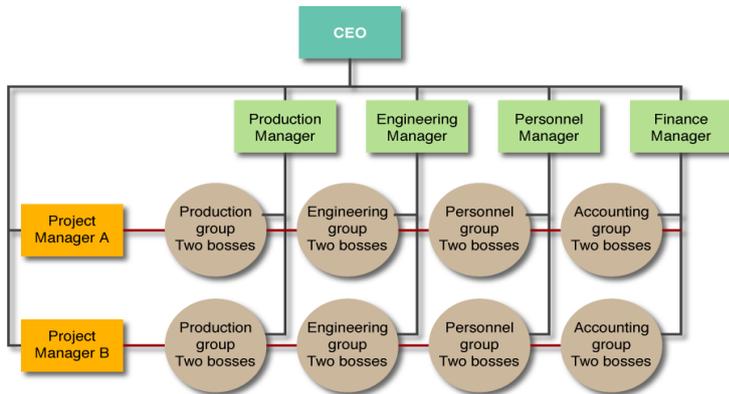


other very large organizations use a hierarchy to determine the level of control employees have over their work as well as their rank relative to others.

Hierarchical structures typically feature multiple layers of management and are therefore prone to bureaucracy and the creation of silos that prevent cross-team collaboration.

## 2. Matrix Organizational Structure

This kind of structure may have members of different groups working together to develop a new product line.



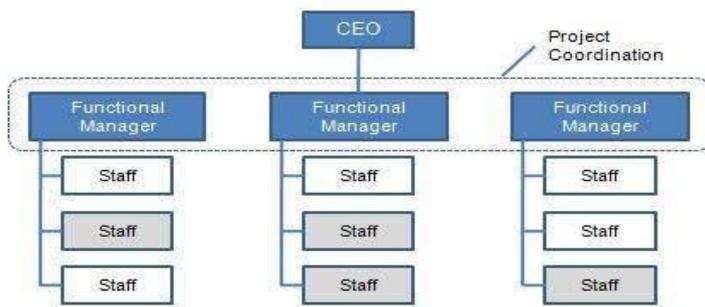
For example, a recording engineer, who works for a music publisher, may have engineers who report to him but may also use his expertise and work with teams to develop new music albums.

The advantage of a matrix organizational structure is that employees have responsibility not only for their department but for organizational projects. A

challenge with this type of structure presents itself when employees are given direction from two different managers and they need to prioritize their work responsibilities.

## 3. Functional Organizational Structure

Functional organizational structures are the most common. A structure of this type groups



individuals by specific functions performed. Common departments such as human resources, accounting and purchasing are organized by separating each of these areas and managing them independently of the others.

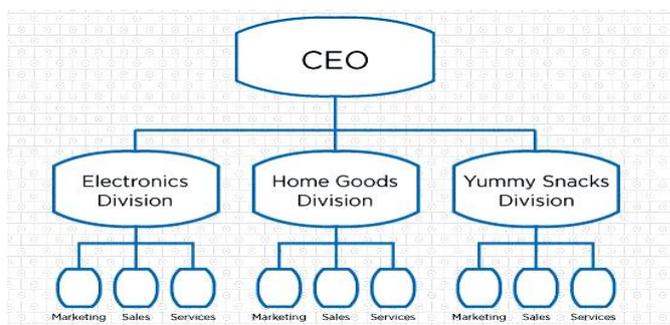
For example, managers of different functional areas all

report up to one director or vice president who has responsibility for all of the operational areas.

The advantage of this type of structure is that functions are separated by expertise but the challenges come in when different functional areas turn into silos that focus only on their area of responsibility and don't support the function of other departments.

## 4. Product-based Organizational Structure

Another common structure is organized by a specific product type. Each product group falls



within the reporting structure of an executive and that person oversees everything related to that particular product line.

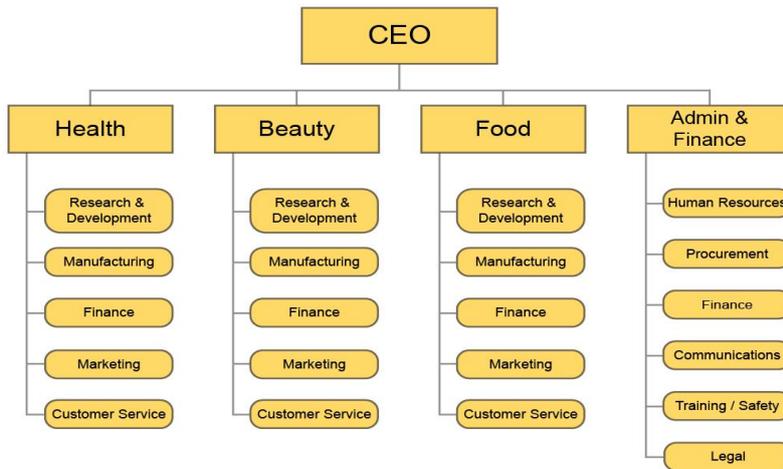
For example an executive over Kraft products would be responsible for every product under that label – dressings, meats, sauces, etc.

The advantage of this type of structure is that it organizes products

by category but can create completely separate processes from other product lines within the organization.

## 5. Customer Organizational Structure

Certain industries are organized by customer type. This is done in an effort to ensure that specific customer expectations are met by a customized service approach.

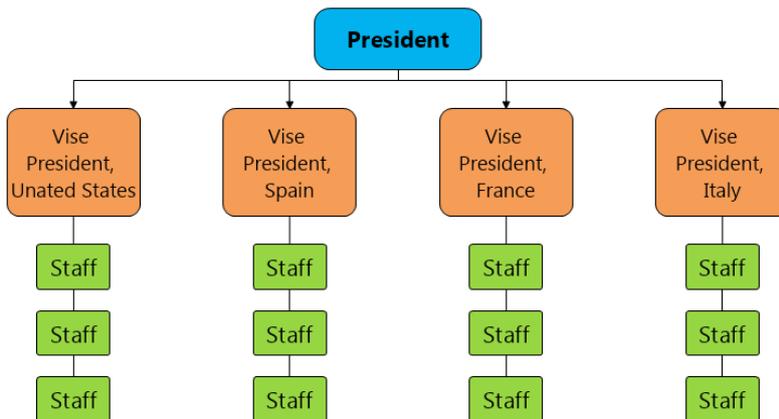


An example of this would be in healthcare. A patient seen as an outpatient has very different needs than those of patients who spend time in the hospital as inpatients. A customer centered structure creates customized care for those patients.

The advantage of this type of structure is that it specializes in the needs of each customer group but can ignore the needs of different customer types.

## 6. Geographic Organizational Structure

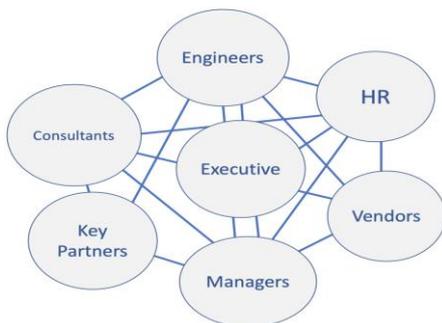
For organizations that cover a span of geographic regions, it sometimes makes sense to be organized by region. This is done to better support logistical demands and differences in geographic customer needs.



Typically a structure that is organized by geographical regions reports up to a central oversight person. You see this type of structure in companies that go beyond a city or state limit and may have customers all

across the country or in multiple states.

## 7. Network Organizational Structure



Network organizational structures work for businesses that employ freelancers, subcontractors, and vendors dispersed between satellite offices. This type of structure organizes the proper distribution of the company's resources. Employees can visualize workflows, processes, and relationships with on- and off-site coworkers.

The communication inherent in network organizational structures encourages employees to collaborate to complete projects. As there is no strict

hierarchy, employees are empowered to take initiative and make decisions.

An advantage of the network organizational structure is that it emphasizes open employee communication in the workplace over hierarchy. There is no chain of command. It lets employees know each other's project involvement so they can easily collaborate.

Deliberate time and thought should go into the design of an organization's structure. This is important so employees can understand the chain-of-command. Operating within a defined structure, with good communication processes and work-flows, helps to ensure efficient management of resources – people, time and money.

**1) Read and translate the phrases.**

To operate with a defined organizational structure; to clarify reporting relationships; to support good communication; to result in efficient and effective work process flow; to support internal operations; to organize and carry out work activities; vertical / horizontal reporting relationships; to rely on vertical chain of command; to use a hierarchy; multiple layers of management; to be prone to bureaucracy; creation of silos; to prevent cross-team collaboration; to provide for reporting levels both horizontally as well as vertically; to develop a new product line; to be given directions from two different managers; to group individuals by specific functions performed; to manage a department independently of the others; to be separated by expertise; an operational area; to turn into silos; to focus only on one's area of responsibility; to be organized by (product / customer type / region); to fall within the reporting structure of an executive; to oversee; an executive over a product; a product under a label; to ensure; to meet a customized service approach; to ignore the needs of different customer types; to cover a span of geographic regions; to support logistical demands; to support differences in geographic customer needs; a central oversight person; to go beyond a city or state; to have customers across the country or in multiple states; to be dispersed between satellite offices; to organize distribution of the company's resources; on- and off-site workers; inherent; to encourage employees to collaborate to complete projects; to empower employees to take initiative and make decisions; to emphasize open employee communication in the workplace over hierarchy; to know each other's project involvement; to ensure efficient management of resources.

**2) Answer the questions.**

- 1) Why is a clearly defined structure of a business important?
- 2) Who or what determines how a business is going to be managed?
- 3) What does a defined organization of a company clarify?
- 4) What facts from the text would you use to complete the table?

A Hierarchy	features: advantages: challenges:
A Matrix Structure	features: advantages: challenges:
A Functional Structure	features: advantages: challenges:
A Product-Based Structure	features: advantages: challenges:
A Customer-Based Structure	features: advantages: challenges:

A Geographic Structure	features: advantages: challenges:
A Network Structure	features: advantages: challenges:

- 3) **Analyze the seven types of business management in terms of their similar features and differences.**

### Video 1

**Exercise 3. You are going to watch a video ‘What is a Matrix Organization Structure’.**

- 1) **Before you watch the video, discuss the meaning of the words and phrases.**

CEO (Chief Executive Officer)  
 HR (Human Resources) Manager  
 General / IT / Finance / Sales / Manufacturing Manager  
 vertical silos  
 supply chain  
 respond to  
 have more than one boss  
 dual reporting  
 implication  
 multiple bosses  
 competing goals  
 accountability without control  
 influence without authority  
 upgrade  
 in terms of  
 one’s people managing skills

- 2) **Watch the video and answer the questions.**

- 1) How were traditional organizations structured? What was the reporting system like?
- 2) Why do vertical structures no longer fit in the neat vertical silos?
- 3) How have many organizations responded to the changing global business conditions?
- 4) What is a simple definition of a matrix organization?
- 5) What are the implications of introducing an additional, horizontal, reporting line?
- 6) What kind of upgrade is needed?

- 3) **Discussion: What challenges occur with a matrix organizational structure?**

### Skill development

#### Exercise 4. Speaking

**Imagine that you are a member of the senior leadership of a developing company. Make a report on the strategy of configuring your company. Speak about:**

- 1) the structure you favour
- 2) the chain-of-command
- 3) the internal operations
- 4) the reporting relationships
- 5) the reasons why you have discarded the other types of organizing business.

### Check yourself

#### Exercise 5. Render the text into English.

Классический вариант построения организационной структуры компании — это всем знакомая иерархия. Но на сегодняшний день такая форма существования бизнеса считается устаревшей и малоэффективной. В моде матричные организации и плоские структуры, без сложной вертикали подчинения сотрудников. При открытии своего дела или реструктуризации нужно знать об особенностях каждого из типов организационных структур, чтобы решить, какая из них лучше всего подходит компании.

#### Функционально-линейная организационная структура

Иерархия как форма существования бизнеса относится к типу, так называемой, линейно-функциональной организационной структуре. Это означает, что сотрудники подчиняются тем, кто стоит над ними, при этом конкретные функции отданы в ведение отдельным вертикалям. Скажем, директор отвечает за производство мужской обуви, под его началом находятся менеджер по разработке внешнего вида изделия, менеджер по продажам, менеджер по производству. Под каждым из менеджеров — еще сотрудники, и так до самого низа — до работников конвейера и уборщиков на фабрике. То есть ветви вертикалей не взаимодействуют и не пересекаются.

**Плюсы:** результат труда, при правильно настроенном механизме управления, стабильно одинакового качества.

**Минусы:** отсутствие гибкости, потеря информации при движении ее по иерархии, большие затраты времени на принятие решений.

На сегодняшний день такого рода структура организации считается устаревшей и применяется в чистом виде разве что в организациях без конкурентов вроде «Газпрома» или компании «Апатит», продукция которой уникальна.

#### Дивизиональная структура организации

Дивизионы — это подразделения, которые обладают относительной самостоятельностью. Управление ими происходит из штаб-квартиры. Принцип составления дивизиона может быть различным — географическим, продуктовым, клиентским (корпоративный, массовый) и т. д. Дивизиональный тип компаний широко распространен в нашей стране.

**Плюсы:** гибкость и высокое качество обслуживания.

**Минусы:** высокий уровень управленческих затрат, так как появляется множество директоров, и сложность контроля самостоятельных дивизионов.

#### Проектная организационная структура

В таких компаниях под каждого нового клиента собирается отдельная структура во главе с директором проекта и всеми необходимыми звеньями на разных ступенях подчинения под ним. При этом сотрудники могут быть задействованы в разных проектах одновременно.

**Плюсы:** максимальная гибкость. Такие компании могут реагировать на изменение рыночной ситуации мгновенно.

**Минусы:** высокие управленческие затраты и необходимость платить высокие зарплаты.

### **Матричная структура**

Идея матричной структуры в том, что каждое звено в иерархии помимо подчинения непосредственному начальнику сверху параллельно входит в группу, выделенную под какую-то функцию. К примеру, все аналитики во всех вертикалях входят в аналитический отдел. Соответственно, при необходимости глава этого аналитического отдела может задействовать какого-нибудь недозагруженного сотрудника в новом проекте.

**Плюсы:** отсутствуют главные проблемы линейно-функциональной организационной структуры — потеря информации и отсутствие гибкости.

**Минусы:** может возникать конфликт интересов. Когда один человек подчиняется нескольким начальникам, непонятно, чье поручение выполнять.

### **Компания-сеть**

Сегодня принято выделять еще один тип организаций — сетевые, состоящие из большого количества отдельных дочерних предприятий.

**Плюсы:** высокая адаптивность к изменениям в окружающей среде, а также снижение (порой очень значительное) затрат на содержание управленческого персонала.

**Минусы:** сложности в управлении контрагентами и партнерами и введении/поддержке общей корпоративной культуры.

## II. ROLES IN BUSINESS

### 1 Lead Management

#### Focus Vocabulary

B of D (Board of Directors)	to put together the resources
a company's shareholders	to handle sth
a governing body for a company	to market one's product to the customer
CEO (Chief Executive Officer)	to have experience
CFO (Chief Financial Officer)	to combine two roles into one
CMO (Chief Marketing Officer)	to deal with
CPO (Chief Product Officer)	investor
COO (Chief Operating Officer)	lender
CLO (Chief Legal Officer)	to assign a function to sb
to pull together	to manage money and watch over the assets
to fill / to place sb in a key position	visionary
a position on a team	team supervisor
training and skills	to lead and facilitate
the track record	to deliver value to sb
to evolve over time	to subcontract sth
to wear several hats	expert
assets of shareholders	to minimize legal risks
to act on one's behalf	to advice sb on sth
to get a good return on one's investment	legal and regulatory issues
to create policies	litigation

**Exercise 6. Discuss the meaning of the words and phrases on the Focus Vocabulary list.**

**Exercise 7. Read the text and do the tasks that follow.**

#### Lead Management in a Business

As you develop your business plan, a "management team" needs to be pulled together, with serious thought given to the key positions that need to be filled and who should fill them. The path of least resistance should be avoided - that is, placing close friends and relatives in key positions simply because of who they are. There are two criteria to justify placing someone in a position on your management team. First, does the person have the training and skills to do the job? Second, does the person have the track record to prove his or her talents?

Often, a management team evolves over time. Members of your team may wear several hats until the company grows and the company can afford the additional team members. A large business may have some or all of the following positions.

Lead Management Positions:

- **Board of Directors** – A board of directors, also known as a board or a "B of D", is a group of several people that have been elected by a company's shareholders to represent their interests. The board acts as a governing body for a company or corporation. Their primary goal is to protect the assets of the shareholders by ensuring an organization's management acts on their behalf and that they get a good return on their investment, or ROI, in the company. They

accomplish this by meeting regularly to create policies for overall company oversight and management.

- **Chief Executive Officer (CEO) or President** – This person will be the driving force behind the company; he or she will make things happen, put together the resources to support the company and take the product to the market place.
- **Chief Operating Officer (COO), Vice President of Operations or General Manager** – Whether called an organizer, an inside manager or an operations person, this person is the one who will make sure company operations flow smoothly and economically. He or she is responsible for making certain that necessary work is done properly and on time. An understanding of details of the business and an enjoyment of handling details are necessary.
- **Chief Marketing Officer (CMO) or Marketing Manager** – Few businesses can be successful without marketing their products to the customer. The individual in this slot must have both marketing and industry experience.
- **Chief Financial Officer (CFO) or Controller** – You may wish to establish two positions or combine both roles into one. The responsibility of one role is to seek money; that is, to look for investors and deal with banks, lenders, etc. This function also could be assigned to another team member, such as the CEO or the General Manager. The responsibility in the Controller role is to manage money and watch over the assets of the company. It is not uncommon to have the same individual seek money and manage money.
- **Chief Product Officer (CPO), Vice President of Production or Production Manager** – This person is a strategic leader, visionary, team supervisor, and an advocate of an organization's product (or products). The primary goal of the CPO is to lead and facilitate the creation of products that deliver value to both customers and the business. CPOs usually report to the CEO of the company. Good production managers with specific industry knowledge and experience are sometimes difficult to find. In the beginning, you may subcontract some production.
- **Chief Legal Officer (CLO)** – This person is an expert and leader who helps the company minimize its legal risks by advising the company's other officers and board members on any major legal and regulatory issues the company confronts, such as litigation risks.

### 1) Translate the words and phrases.

- |   |                                     |
|---|-------------------------------------|
| 1. собрать                              | 14. управлять                       |
| 2. назначить на ключевую должность      | 15. продать товар клиенту           |
| 3. должность в команде                  | 16. опыт                            |
| 4. образование и навыки                 | 17. дальновидный мыслитель          |
| 5. послужной список                     | 18. объединить две функции в одну   |
| 6. развиваться с течением времени       | 19. инвестор                        |
| 7. иметь разные полномочия              | 20. кредитор                        |
| 8. активы акционеров                    | 21. заключить субподряд             |
| 9. действовать от лица, в интересах к-л | 22. руководить и способствовать     |
| 10. получить прибыль от инвестиции      | 23. эксперт                         |
| 11. создать стратегию                   | 24. для минимизации правовых рисков |
| 12. объединить ресурсы                  | 25. правовые и нормативные вопросы  |
| 13. преумножить капитал акционеров      | 26. судебный процесс                |

### 2) Answer the questions.

1. What are the rules and criteria for pulling together a management team?
2. How can the lead management of a company evolve over time?
3. What people is a Board of Directors composed of?

4. How does a B of D act in relation to the company?
5. What is a B and D's primary goal and how do they achieve it?
6. Use the text to describe the skills, functions and responsibilities of people in the lead management positions.

CEO	qualities or skills: functions: responsibilities:
COO	qualities or skills: functions: responsibilities:
CMO	qualities or skills: functions: responsibilities:
CFO	qualities or skills: functions: responsibilities:
CPO	qualities or skills: functions: responsibilities:
CLO	qualities or skills: functions: responsibilities:

## 2 Key Personnel

### Focus Vocabulary

key personnel	to file reports
operations officer / manager	income statement
quality control, safety, environmental manager	balance sheet
accountant	collection of receivables
office manager	to do the billing
receptionist	to set up training and schedules
foreperson	to promote and sell the product
staff people	shipping
to identify the duties and responsibilities	a start-up business
a sample outline	to order transportation for delivery
value-added business	to receive incoming materials
to handle external relations	warehousing
vendor	goods and stock
to be in charge of	staff resources
to set in motion	access to a medical facility
Occupational Safety and Health Administration (OSHA) / Environmental Protection Agency (EPA) compliance	to be outlined as full-time staff positions
	the development of the business plan

**Exercise 8. Discuss the meaning of the words and phrases on the Focus Vocabulary list.**

**Exercise 9. Read the text and do the tasks that follow.**

## Key Personnel

In a small business there are often few staff people with many duties. Because some people must wear “several hats”, it is important to clearly identify the duties and responsibilities of each of the “hats”. Below is a sample outline of some of the key personnel in a business. Because the focus of businesses varies greatly, the number of key personnel and organizational structure can also vary substantially. However, most businesses will have many of the key personnel listed below.

Key personnel in a value-added business and their duties include:

1. **Operations manager.** This individual is the leader for the operation and has overall responsibility for the financial success of the business. The operations manager handles external relations with lenders, community leaders and vendors. Frequently, this individual also is in charge of either production or marketing for the business. This person will set in motion the vision, strategic plan and goals for the business.
2. **Quality control, safety, environmental manager.** This is a key function in any industry and, in particular, one that deals in food products. In a small business, one person generally will be responsible for handling OSHA compliance, EPA compliance, monitoring air and water quality, product quality, training of employees in each of these areas and filing all necessary monthly, quarterly and yearly reports.
3. **Accountant, bookkeeper, controller.** This is another key function. The individual filling this role has the responsibility for monthly income statements and balance sheets, collection of receivables, payroll and managing the cash. The key aspect here is managing the cash.
4. **Office manager.** The person in this slot also may serve as human resource director, purchasing agent and “traffic cop” with salespeople and vendors. This employee, in general, will oversee everything not involved in production and may also handle some marketing duties.
5. **Receptionist.** Sometimes called the “front-line” person, the receptionist handles phone calls, greets visitors, handles the mail, does the billing and performs many other tasks as required by the office manager.
6. **Foreperson, supervisor, lead person.** This individual is the second-in-command in the shop and will oversee production in the absence of the owner, general manager or president. This position usually will have an overall understanding of all aspects of the business and also will handle working with new employees, including setting up training and schedules.
7. **Marketing manager.** If finances permit, a marketing manager may be on staff to handle all aspects related to promoting and selling the product. The top management person often handles this duty in a small business.
8. **Purchasing manager.** Duties of this position may be filled by either or both the general manager/top management person and the office manager. The supervisor or lead person is also often involved.

9. **Shipping and receiving person or manager.** This may not be a full-time position in a start-up business. Someone, however, needs to be assigned the task of packaging, ordering transportation for delivery, receiving incoming material and warehousing of finished goods and stock. Several people may be involved in this, including the office manager, foreperson or accounting clerk.
10. **Professional staff.** Instrumental in each company, new or existing, are the firm's professional staff resources. These include an accountant, a lawyer, an information technology (IT) consultant and, possibly, a local doctor or access to a medical facility. Although perhaps not outlined as full-time staff positions in your organization, these roles should be considered a part of the management team and discussed in the development of the business plan.

**1) Translate the words and phrases.**

ключевые сотрудники	руководить внешними связями
начальник производства / менеджер по операциям	отвечать за начинать
начальник по контролю качества	предоставлять отчеты
бухгалтер	отчет о финансовых результатах
офис-менеджер	бухгалтерский баланс
секретарь	сбор займов
старший в команде	оплачивать счета
сотрудники	рекламировать и продавать продукцию
примерный план	складирование
компания с добавочной стоимостью	

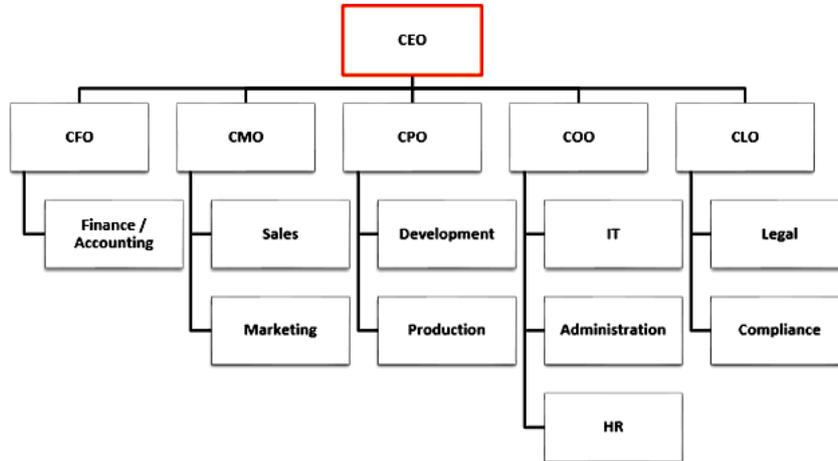
**2) Answer the questions.**

- 1) Why can the number of the key personnel vary in companies?
- 2) How important is the role of the operations manager?
- 3) What are the responsibilities of the quality and safety manager?
- 4) What does the accountant have responsibility for?
- 5) What does the office manager oversee?
- 6) What tasks does the receptionist perform?
- 7) Why is the person filling the position of the foreperson regarded as the second-in-command?
- 8) What aspects does marketing manager handle?
- 9) What are the duties of the purchasing manager?
- 10) Which person on a team may be assigned the tasks of shipping and receiving?
- 11) What are the positions on the company's professional staff and what duties are they assigned to handle?

**Exercise 10. Use the chart below to describe a management structure of a company.**

# Company management structure

## BOARD OF DIRECTORS



**Exercise 11. Read the text and do the tasks that follow.**

### The Importance of Customer Contact

The American computer manufacturer Hewlett-Packard ran a very successful customer visit programme. The idea of the visits to HP customers was not to sell the company's products, but simply to listen and learn.

The visits were conducted by mixed teams who visited between ten and forty customers. These teams included a project engineer from the Research and Development Department, and a person from Marketing who played a part in putting the product on the market. In most cases, a sales rep who was responsible for each customer was also present.

In a questionnaire, 88% of staff involved in the programme said that customer satisfaction was better as a result of the visits. About 90% indicated that the visits gave them ideas for changing the products or services offered to customers.

This programme showed the value of customer contact for all employees in an organization. In so many companies, it is only those who work in Sales, Marketing, Customer Service, or Technical Support who have direct contact with customers.

#### 1) Answer the questions.

- 1) What was the aim of the customer visit programme?
- 2) How was it different from other programmes?
- 3) Which departments participated in the visits?
- 4) Was the programme a success? How?

#### 2) Which department in the text usually:

- 1) sells the products?
- 2) looks for new markets for new or existing products?
- 3) creates new products?
- 4) answers technical questions from customers?
- 5) answers all other questions from customers?

**3) Complete the sentences about other departments with words from the list.**

*finds buys checks ~~arranges~~ maintains deals organizes*

1. The Logistics Department arranges the transport of products.
2. The Training Department \_\_\_\_\_ courses.
3. The Purchasing Department \_\_\_\_\_ from suppliers.
4. The Human Resources Department \_\_\_\_\_ new staff.
5. The IT Department \_\_\_\_\_ the computer system.
6. The Finance Department \_\_\_\_\_ with all the money.
7. The Quality Control Department \_\_\_\_\_ that the products have no defects.

**4) Work with a partner. Take turns to make sentences about different people who work in a company and to guess which department they work in.**

*Example: A She deals with all the money.*

*B She works in the Finance Department.*

**Listening 1**

**Exercise 12. Three people are receiving visitors from other departments in their company.**

**1) Listen to the three conversations and complete the table.**

Person	Which department does he / she works in?	Which department does his / her visitor work in?
1		
2		
3		

**2) Listen again and complete these sentences.**

1. I have a meeting today with Anna Neves, who's \_\_\_\_\_ our software.
2. Our company is \_\_\_\_\_ three business units.
3. He's the person in \_\_\_\_\_ buying for the whole group.
4. I \_\_\_\_\_ a lot of training organizations.
5. I \_\_\_\_\_ the HR Director.

**3) Work with a partner. Imagine that you work for a company. Ask and answer questions about your own job.**

1. Which department do you work in?
2. What are you responsible for?
3. Who is in charge of your department?
4. Who do you report to?
5. Which department(s) do you have most contact with? Why?
6. Is your department divided into different sections or units? What are they?

**Video 2**

**Exercise 13. You are going to watch the video 'The Company Profile: Glassbau Hahn'.**

**1) Before you watch, say what jobs these people do and how important these roles are in a company. Give reasons.**

Administration Staff  
Personal Assistant

Managing Director  
Sales Representative

Office Manager  
Manufacturer

**2) Watch the video. Number the topics in the order Till talks about them (1-6).**

1. Glassbau Hahn's competitors: \_\_\_\_\_
2. The history of the company: \_\_\_\_\_
3. Glassbau Hahn's products: \_\_\_\_\_
4. Where the Glassbau Hahn is based: \_\_\_\_\_
5. Key Markets: \_\_\_\_\_
6. Company employees: \_\_\_\_\_

**3) Watch the video again. Write down what the numbers refer to.**

- 69 / 94 41 70: \_\_\_\_\_
- 1836: \_\_\_\_\_
- 3: \_\_\_\_\_
- 6: \_\_\_\_\_
- 120: \_\_\_\_\_
- 15: \_\_\_\_\_
- 1970: \_\_\_\_\_

### **Skill development**

**4) Say why you think the Glassbau Hahn operates effectively / ineffectively in its market and what factors contributed to it.**

### **Self-check**

**Exercise 14. Render the text into English.**

#### **Градации инженерных работников**

В инженерных или строительных компаниях имеется четкая иерархия управленцев. Помимо руководителей высшего звена (Executive Managers или топ-менеджеры), которые определяют стратегию развития бизнеса в целом. В компаниях имеется также должность Senior Manager. Этот человек ответственен за планирование и контроль работы сотрудников.

В российских организациях аналогичные должностные обязанности есть у старших специалистов, главных управляющих. Как правило, Senior менеджер имеет реальный опыт работы в определенной области от 4 до 6 лет. Такие специалисты работают в основных отделах компании и подчиняются непосредственно руководителям направлений. К примеру, Senior account manager работает в маркетинговом отделе компании, имеет в подчинении группу сотрудников,

занимающихся подготовкой проектов. В других отделах работают Senior Engineer (главный инженер), Senior System Architect (ведущий разработчик).

Менеджеры среднего уровня (Middle Managers) находятся в подчинении у сотрудников более высокого уровня (Senior Managers). Они руководят работой Junior сотрудников, вдохновляют их лучше справляться с обязанностями. О показателях эффективности работы проектных групп они сообщают ведущим специалистам.

В ряде компаний работают менеджеры, курирующие определенный проект или задачу. Их еще называют Team Leaders (руководители группы). Они сообщают об эффективности работы сотрудников (Team Members) управленцам среднего звена. К их должностным обязанностям относится разработка графиков работы, выполнение поставленных задач, обеспечение необходимой подготовки сотрудников.

Должностные лица младшего звена Junior Managers работают с клиентской базой, реализуют различные проекты. Они также контролируют работу сотрудников, курируют проекты и сообщают о полученных результатах старшим менеджерам.

### III. OCCUPATIONAL HAZARDS

#### 1 Occupational Hazards in an Office

##### Focus Vocabulary

climate-controlled office	ergonomics
safe / hazard-free	insufficient (ant. excessive)
risk to sth	office / electrical hazard
injury	act of violence
to suffer injuries / work-related health problems	to be aware of
slip	to eliminate
trip	to reduce (the odds of...)
to account for	to institute safety walkthroughs
sprain	to set a formal reporting system for unsafe conditions
strain	to conduct training sessions on correcting safety hazards

**Exercise 15. Discuss the meaning of the words and phrases on the Focus Vocabulary list.**

**Exercise 16. Read the text and answer the questions.**

You may think working in a comfortable, climate-controlled office is safe and hazard-free, but there are many risks to your safety and health all around you. Office workers suffer tens of thousands of injuries or work-related health problems each year.

Slips and trips are the most common office accidents, accounting for the greatest number of injuries. Other office hazards include sprains and strains, poor workstation ergonomics, indoor air-quality problems, insufficient or excessive lighting, noise, electrical hazards and random acts of violence.

Being aware of these dangers is the first step in eliminating them and reducing the odds of injuries occurring. HR can implement processes to identify dangers and correct problems, including instituting safety walkthroughs, setting up a formal reporting system for unsafe conditions and conducting training sessions on correcting safety hazards. There are five most common office hazards.

1. What can make you think that an office is a hazard-free workplace?
2. How high are the risks to be exposed to a hazard in an office?
3. What accidents account for the greatest number of injuries?
4. What are the other hazards an employee can be faced with?
5. What is the first step to eliminate and reduce the odds of an injury?

6. What processes can be implemented to reduce the number of accidents?

## 2 Slips, Trips and Falls

### Focus Vocabulary

unattended spill	loose rug	to secure cords
wet / uneven floor	cluttered area	to stretch across
exposed cord	inclement weather	to be frayed or buckled
unstable work surface	to be prone to	culprit

**Exercise 17. Discuss the meaning of the words and phrases on the Focus Vocabulary list.**

**Exercise 18. Read the text and answer the questions.**



Universal slip, trip and fall culprits include unattended spills, wet floors, exposed cords, unstable work surfaces, uneven floors, loose rugs and cluttered areas.

Inclement weather conditions, such as rain, snow and ice, create outdoor slip hazards on exterior steps, ramps, walkways, entry and exit areas, and parking lots, and indoor hazards when wet floors are not cleaned up promptly. Ice-melting products and nonslip runners can greatly reduce slip, trip and fall hazards during winter months.

Clean up all spills immediately, and post signs identifying hazards in areas that are being cleaned or that have recently been cleaned, and in areas prone to water accumulation and wet surfaces.

Office walkways should be kept clear, as boxes and other clutter can create a trip hazard.

Electrical and telephone cords should also be properly secured and not stretched across aisles or walkways, and carpets should not be frayed or buckled.

1. What are the culprits that cause slips, trips and falls?
2. What weather conditions can create outdoor and indoor accidents?
3. What are the steps to reduce the odds of slips and falls?
4. Why should the office walkways be kept clear?

## 3 Ergonomic Injuries

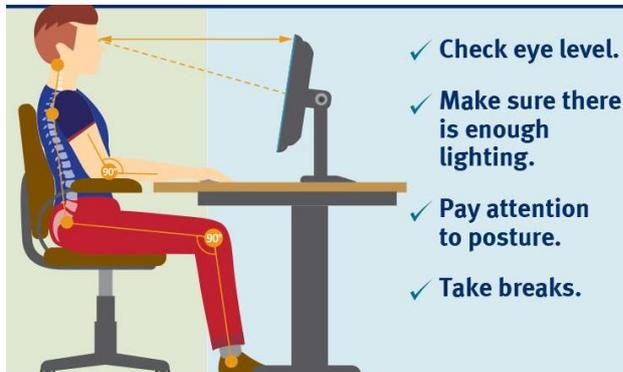
### Focus Vocabulary

to result in ergonomic strains / problems	to set up and operate adjustable equipment / a computer workstation
posture	to perform computer-related tasks
repetitive movement	musculoskeletal disorder symptoms
to detect	pain
	fatigue

to accommodate                      numbness  
to set up                                weakness

**Exercise 19. Discuss the meaning of the words and phrases on the Focus Vocabulary list.**

**Exercise 20. Read the text and answer the questions.**



Office workers spend many hours a day seated at a desk, working on a computer, which results in ergonomic strains and other injuries related to posture and repetitive movement. These types of hazards can be difficult to detect.

A variety of adjustable chairs, desks, keyboards, etc., should be offered to accommodate the widest range of

work styles. Employees should be told how to set up and operate adjustable equipment for the best workstation fit.

The Occupational Safety and Health Agencies offer guidelines for setting up a computer workstation and performing computer-related tasks:

- Position the chair, keyboard and monitor in a straight line with your body.
- Maintain a relaxed, neutral posture.
- Sit up straight, adjusting the chair to provide firm back support.
- Let your arms hang loosely at the shoulders.
- Keep your elbows at a 90-degree angle while typing.
- Use an adjustable keyboard tray to position your keyboard and mouse at a comfortable height (usually lower than the desk surface). Place your mouse next to the keyboard, and keep it as close as possible to your body, to avoid reaching.
- Adjust the chair's height so that your feet are firmly on the ground.

HR can monitor employees for musculoskeletal disorder symptoms. OSHA advises paying attention to any pain, fatigue, numbness or weakness, as these may be signs of an ergonomics problem and the start of a more serious issue.

1. What types of health hazard can be difficult to detect in an office?
2. How can they be eliminated?
3. What are the guidelines for setting up one's workplace in front of the monitor?
4. What disorder symptoms should be monitored?

#### 4 Eye Strain

##### Focus Vocabulary

to become dry and irritated  
to have trouble focusing  
light level

excessive glare  
to minimize (ant. to increase)  
to alleviate

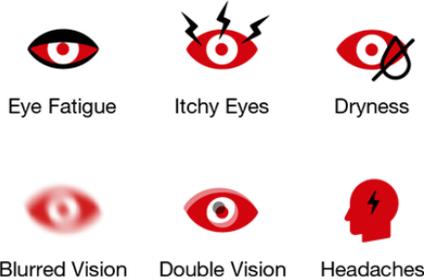
to cut down on

to give (one's eyes) a rest

**Exercise 21. Discuss the meaning of the words and phrases on the Focus Vocabulary list.**

**Exercise 22. Read the text and answer the questions.**

### Symptoms



Spending a large portion of your workday at the computer can cause eyestrain. Eyes may become dry and irritated, and workers may begin having trouble focusing. Light levels should be suitable for the work task—for instance, manual detail work may require higher levels of lighting, but staring at a computer monitor does not.

You can cut down on excessive glare by closing blinds on windows and dimming the overhead lights. Correctly positioning monitors slightly below eye level, minimizing screen glare and increasing computer font size all can help alleviate eyestrain.

To reduce eyestrain and fatigue, OSHA recommends taking a 10-minute break for every hour you spend looking at a computer screen, giving your eyes a rest and focusing on things at varying distances.

1. What symptoms can indicate eyestrain?
2. How should eye-levels be adjusted?
3. How can a 10-minute break for every hour in front of a computer alleviate eyestrain and fatigue?

## 5 Fire Safety

### Focus Vocabulary

routine office inspection

to inspect for wear

to replace

to be frayed

to have an exposed wire

space heater

to verify

to be approved for commercial use

to automatically switch sth off

combustible materials

fire alarm system

emergency exit-route

to erupt

to be trained on

fire extinguisher

to evacuate the premises

**Exercise 23. Discuss the meaning of the words and phrases on the Focus Vocabulary list.**

**Exercise 24. Read the text and answer the questions.**

Fire departments respond to thousands of office fires yearly, which result in millions of dollars in property damage. Routine office inspections could reduce this danger:

- 1) Power cords should be inspected regularly for wear and be replaced if they are frayed or have exposed wire.
- 2) Cords should never be used if the plug is damaged.
- 3) Cords should never overload outlets. The most common causes of fires started by extension cords are improper use and overloading.
- 4) If employees use space heaters, verify that the appliances are approved for commercial use and have a switch that automatically shuts them off if they tip over. Space heaters should not be placed near combustible materials like paper.
- 5) The office should have a fire alarm system to detect fires and alert both building occupants and emergency personnel from a centrally monitored and controlled location.



- 6) Emergency-exit routes should never be blocked or locked.
- 7) It's also critical that employees be trained on what to do if a fire erupts. When an employer has provided portable fire extinguishers for employee use, the employer must also train workers on the

general principles of fire extinguisher use.

- 8) Employers have the option of requiring all employees to immediately evacuate the premises.

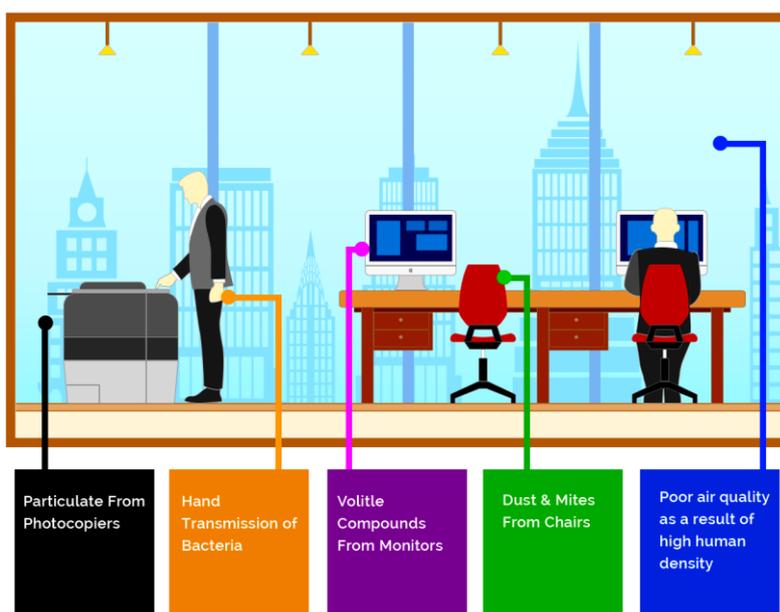
1. What inspection routines can reduce the risk of office fire?
2. What are the critical provisions for the safety of the personnel?

## 6 Indoor Air Quality

### Focus Vocabulary

prevalence	cleaning chemicals	respiratory irritant
to contribute to	pesticides	infection
a rise in	mold growth	illness
respiratory disorder	cubicle design	accumulation of
asthma	to block off air flow to work	dust, pollen and other build-
chemical sensitivity	areas	up on surfaces
allergy	humidity	cleanliness and orderliness
reason for	poor housekeeping	to prevent
overcrowding	dirty work environments	to sanitize
	proper maintenance	to throw out
	cleaning and filtration	

**Exercise 25. Discuss the meaning of the words and phrases on the Focus Vocabulary list.**



**Exercise 26. Read the text and answer the questions.**

The prevalence of poor indoor air quality has contributed to a rise in occupational asthma and other respiratory disorders, chemical sensitivity and allergies.

Some of the reasons for poor air quality are inadequate ventilation systems; office overcrowding; the presence of cleaning chemicals and

pesticides; water damage and mold growth; cubicle design that blocks off air flow to work areas; too much or too little humidity; and poor housekeeping, which leads to dirty work environments.

The office’s air quality can be greatly improved by proper maintenance, cleaning and filtration of the ventilation, heating and air conditioning system. This will help reduce respiratory irritants, infections and illnesses.

Preventing the accumulation of dust, pollen, dirt and other buildup on all surfaces, especially in carpeting, will also cut down on respiratory irritants, infections and illnesses.

Cleanliness and orderliness, too, may prevent the spread of illnesses and diseases in the workplace. Restrooms, break rooms, lunch areas and refrigerators should be regularly sanitized, and workers should be told to throw out food before it spoils.

1. What contributes to a rise in occupational respiratory problems?
2. What are the reasons for the poor quality of indoor air?
3. How can it be improved?
4. What places and appliances should be regularly sanitized?

**Skill development**

**Exercise 27. Carry out research on the safety rules during an epidemic of a respiratory disease and present your findings in class.**

**Exercise 28. Inspect your learning environment for the discovery of possible hazards and decide on ways to monitor them.**

**Exercise 29. Health and safety signs**

Match the signs (1-8) with their meaning (a-h).

	1	fire hazard	a
	2	slip hazard – wet floor	b
	3	do not drink	c
	4	emergency exit	d
	5	do not enter	e
	6	first aid facilities / kit	f
	7	danger	g
	8	no smoking	h

**Listening 2**

1) Listen to three safe instructions and match them with the pictures (1-3)

1



2



3



**Exercise 31. Read the text and do the tasks.**

## Rules and guidelines for visitors

The following rules and guidelines are for all visitors to the factory. Note that visitors have personal responsibility during their visit to the factory. We do not accept any \*claims for damages as a result of your failure to follow these instructions.

- 1 You must follow any instructions given by the factory security department during your visit.
- 2 You will receive a security badge when you sign in at Gate 1. You need to wear this badge at all times. When you leave the factory, return the badge to security and sign out.
- 3 You must not take pictures. The use of any audio-visual equipment is also not allowed in the factory without the agreement of management. Our security department will take any camera equipment used without permission. We will consider specific requests and the Human Resources department has to give written permission.
- 4 In the production areas of the factory, hard hats are worn at all times for your safety. Protective footwear and clothing is also worn in the research and technical areas. Your contact will provide any other specific \*safety equipment during your visit.
- 5 If you arrive by car, please park in the visitor's car park (at Gate 1). There is a maximum speed of 10 km/h in all areas inside the factory gate.
- 6 Children (up to 16 years) and animals are not allowed in the factory.
- 7 Alcohol or any other drugs are not allowed onto the factory \*premises.
- 8 The factory has a No Smoking policy in all parts of the factory premises.

### Glossary

\*claims for damages = legal request for money because of an accident

\*premises = buildings

\*safety equipment = tools, machines or things (e.g. clothes) to protect you

1. Look at the rules and guidelines for visitors again. Which rules or guidelines are similar at your company? For example: do visitors need to wear any protective clothing? are there rules for parking?
2. Imagine a visitor is coming to your company. Make a list of six rules and guidelines for visitors.

## 7 Health and Accidents: Do you Know How to Give First Aid?

### Exercise 32. Read the passage and do tasks 1) and 2).

First Aid is terribly important and you can save lives if you take the right action. Ninety percent of first aid is common sense and only ten percent is specialist knowledge. In a crisis, if the situation is serious, you need to act quickly.

#### 1) Put the first-aid steps in the correct order.

If someone around you is badly hurt, you should:

- \_\_\_ get urgent medical help
- \_\_\_ check if the casualty is breathing
- \_\_\_ stop bleeding
- \_\_\_ make sure the casualty is safe where he or she is

#### 2) Discuss your results with your group-mates.

## Listening 3

**Exercise 33. Do the listening comprehension task.**

**First Aid**

**1) Discuss the meaning of the words / phrases.**

people of the general public	to give sb artificial respiration
Little knowledge is a dangerous thing.	to follow one's common sense
to take the right action	to freeze and panic when faced with a crisis

**2) Listen to the interview with Dr Clarke and say what advice (a, b, or c) he gives about the right actions in these circumstances.**

1. If someone has a minor burn, you should:
  - a) put cold water on the burned area;
  - b) put a tight bandage on it;
  - c) put butter on it.
2. If someone has a bad burn, you should:
  - a) put cold water on the burned area;
  - b) put a tight bandage on it;
  - c) put a loose, clean covering on it.
3. If you are first to arrive at the scene of a car accident, you should:
  - a) lay the victims flat and keep them warm;
  - b) avoid moving the victims and keep them warm;
  - c) avoid coming close to the victims.

**3) Listen to the interview again and answer the questions.**

1. Who are the people who are most likely to be around a scene of accident?
2. How much of first aid is common sense and how much of it is specialist knowledge?
3. What should you do if someone is bleeding or not breathing?
4. Who makes the decision whether the victim should be taken to hospital or left alone?
5. What example does the doctor give to show that our common sense sometimes lets us down.
6. What are the three things to do at the scene of a car accident?
7. Why is it a good idea to learn about basic first aid?

**Skill Development**

**4) Answer the questions.**

1. How good is your knowledge of first aid?
2. Why do you think first aid is important?

3. Does first aid always require professional training?

**5) Find out what first aid you can give in the following circumstances and tell the group what steps should be taken until medical help arrives.**

1. Someone is a victim in a car accident.
2. Someone is bleeding.
3. Someone has a bad burn.
4. Someone has a broken ankle.
5. Someone has a sprained wrist.
6. Someone has swallowed a poison.
7. Someone has an allergy reaction to a substance.

**Check yourself**

**Exercise 34. Render the text into English.**

**Пожарная безопасность в офисе. Самые важные нормы и правила**

Офисное помещение - место, где находится большое количество людей и техники. Если в офисе возникнет возгорание, это чревато серьезными последствиями: нанесением вреда сотрудникам или клиентам, вплоть до смертельного исхода, порче имущества. Соблюдение правил пожарной безопасности позволит свести к минимуму возможную опасность - снизить риск возгорания, повысить защиту человека.

**Главные правила пожарной безопасности**

Согласно законодательству, в офисе должны соблюдаться требования:

1. Специально отведенные места должны быть оборудованы информационными табличками с указанием номеров телефонов служб спасения.
2. На каждом этаже должен быть индивидуальный план эвакуации.
3. В наличии обязательно должны быть первичные средства тушения пожара, противопожарная сигнализация, автономные системы тушения пожара.
4. Все работники должны быть осведомлены о правилах пожарной безопасности.

**Требования к сотрудникам**

В офисе должно быть ответственное лицо, которое контролирует соблюдение правил пожарной безопасности и проводит регулярные инструктажи и обучающие семинары с персоналом. Все работники должны соблюдать установленные правила, обеспечивающие пожарную безопасность в помещении. Эти правила содержат информацию:

- какие действия предпринимать в случае возгорания;
- принцип работы первичных средств тушения пожара;
- куда звонить и просить о помощи;
- каким маршрутом быстрее можно покинуть здание;

- как оказывать первую медицинскую помощь пострадавшим от ожогов или отравления.

### **Противопожарные устройства**

В офисном помещении обязательно должна быть установлена противопожарная сигнализация и система предупреждения работников о возгорании. Требования к системе сигнализации:

1. Надежность. Механизм должен работать в любых условиях.
2. Большая зона действия. Датчиками должны улавливаться все точки офиса.
3. Непрерывная работа. Система никогда не должна отключаться, включая случаи перебоев с электроснабжением.

### **Соблюдение электробезопасности**

В офисных помещениях большое количество техники подключено к сети. Необходимо учитывать ограничение максимального тока, подключая приборы. Если не соблюдать меры предосторожности, перегруженность проводки может привести к возгоранию.

Категорически запрещено перегружать электрическую сеть, подключая к одной розетке множество устройств с помощью удлинителей.

Необходимо регулярно проверять розетки, выключатели, осветительные приборы на предмет и целостности. Электропитание должно быть оснащено автоматическим выключателем.

### **Средства тушения пожара**

В каждом офисном помещении должны быть первичные средства для ликвидации возгорания. Для этого обычно используется ручной огнетушитель, который поможет остановить распространение пламени в кратчайшие сроки, сдерживать огонь до приезда пожарной бригады.

Если площадь помещения большая, необходимо предусмотреть несколько огнетушителей: ручного и передвижного типа. Если под офис отведено целое здание, оно должно быть оснащено автоматической системой тушения пожара. Одновременно с такими системами должны работать противопожарная сигнализация, организована эвакуация сотрудников, дымоудаление, техника и люди должны быть защищены от пламени.

### **В заключение**

Офисное помещение - зона повышенного риска возникновения возгорания. Большое количество подключенных электроприборов и нахождение множества людей в замкнутом пространстве требует особого внимания к соблюдению правил пожарной безопасности.

## IV. HOW TO ORGANIZE YOUR OFFICE FOR BEST PRODUCTIVITY

### Focus Vocabulary

office	tray
cubicle	be within one's reach
to take steps	selective
to organize (one's workplace / one's own space / cables)	distracting
space / spaces	(personal) item
have a big impact on	organizational materials
overall performance	reference documents
feel focused and creative	paperwork
to get organized	trash
to accomplish / to complete (a task)	to designate
a clean / organized environment	designated location
to allow for	to locate
to enhance	to utilize
a visual representation of	to store / to keep
work ethic	to shift
to focus on	to use sth on occasion
to save sb time	to have an open space
(desk) drawer	to throw away
(filing) cabinet	to drop off
bookshelf	to pick up
inbox / outbox	to be available for sb to see or grab
(hand-held) labeler	to pin sth to (a corkboard)
hard-cover ring binder	

**Exercise 35. Discuss the meaning of the words and phrases on the Focus Vocabulary list.**

### 1 How to Organize Your Desk, Office or Cubicle at Work

**Exercise 36. Read the text and do the tasks that follow.**

Whether you work in an office or a cubicle, there are steps you can take to organize your workspace. This can have a big impact on your overall performance in the office, as an organized workspace can help you feel more focused and creative at work. Learning steps you can take to get organized, whether you have a desk, office or cubicle, can help you decide what you need to do to organize your own space. Below you will read why it's important to organize your desk, office or cubicle at work and the steps you can take to accomplish that task.

#### **Why is it important to organize your desk, office or cubicle at work?**

There are many reasons why it's important to organize your workspace, whether it's a desk, office or cubicle at work:

- **Allows for better focus:** A clean and organized environment helps you to think more clearly and focus more effectively.

- **Enhances professionalism:** Your workspace is a visual representation of your level of professionalism. It tells others that you have a strong work ethic and that success is important to you.
- **Facilitates creativity:** Keeping your office or cubicle and desk clean helps you focus on the task you're working on, which helps you be more creative in your work.
- **Saves time:** An organized workspace saves you time by ensuring you know where things are at all times.

### **How to organize your desk office or cubicle at work**

Here are 10 steps you can take to organize your desk, office or cubicle at work:

1. Empty drawers and cabinets
2. Be selective with personal items
3. Find organizational materials
4. Get a bookshelf or filing cabinet
5. Designate spaces in your cubicle and desk
6. Create a space for incoming items
7. Utilize inboxes and outboxes
8. Purchase and use a labeler
9. Organize your cables
10. Keep reference documents nearby

#### **1. Empty drawers and cabinets**

Empty your desk, cabinets and drawers of everything so you can more easily evaluate what you've been storing. Throw away anything that doesn't have a functional or aesthetic purpose. Reorganize the items that you choose to keep so you can more easily organize them on your desk or in drawers later.

#### **2. Be selective with personal items**

A plant, one or two framed photos and a paperweight are often sufficient for making your cubicle or office feel like your own. Be highly selective with the number of personal items that you keep in your office or on your desk, as too many items can become distracting.

#### **3. Find organizational materials**

One of the easiest ways to keep your items organized is to keep them separated into different categories. For example, you may want to purchase drawer trays, filing cabinet dividers, an inbox sorter or a pen or pencil cup.

#### **4. Get a bookshelf or filing cabinet**

If you have a lot of paperwork that needs to be stored for your job, you should consider adding a small bookshelf or filing cabinet to your cubicle or office. If you choose to add a bookshelf to your space, divide your paperwork into different categories and then use hard-cover three-ring binders to separate your paperwork. This will make it easy to quickly find the information you need.

#### **5. Designate spaces in your cubicle and desk**

Once you have all of your items organized, identify the ones that need to be on top of your desk. Limit this to as few items as possible and then designate specific locations for each item. Take the same approach with the other items in your cubicle.

As you designate spaces for different items, keep the demands of your work in mind. Items that you use often should be within easy reach. The opposite is true for items that you use only on occasion. The less often you use items, the further they should be from your computer and chair.

Just as you designate spaces for paperwork and filing, you should also designate spaces for writing. If you often have to review paperwork or write as part of your job, you

should have an open space next to your computer where you can complete those tasks without having to shift items on your desk.

#### **6. Create a space for incoming items**

There are, in general, three types of items that come into an office or cubicle: important documents, items you need to keep and trash. Designate a space right next to the door or cubicle entrance to catch those items. The area should have a location to place a tray for documents, a shelf or box to place your important items like umbrellas or a jacket and a trashcan.

#### **7. Utilize inboxes and outboxes**

Clean out your inboxes and outboxes and utilize them for the purpose of incoming and outgoing mail and materials. Place these boxes next to the entrance of your office or cubicle so it's easy for anyone to drop off or pick up materials as necessary.

#### **8. Purchase and use a labeler**

A hand-held labeler can make it easier to help maintain your organization efforts. By labeling binders, dividers, cabinet doors and even desk drawers, you can quickly locate items you need and easily return items to their designated locations when you're done with them.

#### **9. Organize your cables**

Keep your cables organized by adding a cable holder to your desk or by using a binder clip to keep them gathered and neat. You may also want to consider labeling your cords and chargers to make them easy to keep track of.

#### **10. Keep reference documents nearby**

If there are certain documents that you are often using as reference material, find a location for them so they are always available for you to see or grab quickly. If you are in a cubicle, consider pinning them to the side of the wall. If you have an office, you may want to consider adding a corkboard to the wall so you can easily hang these items.

### **1) Answer the questions.**

1. Why is it important to take steps to organize your workplace?
2. What can help you decide what you need to do to organize your workplace?
3. How can an efficiently organized workplace help an employee in terms of
  - better concentration?
  - enhancing professionalism?
  - facilitating creativity?
  - saving time?
4. Why is it recommended to
  - empty drawers and cabinets?
  - be selective with personal items?
  - use organizational materials?
  - get a bookshelf or a filing cabinet?
  - designate spaces in your desk or cubicle?
  - create a space for incoming items?
  - utilize inboxes and outboxes?
  - use a labeler?
  - organize the cables?
  - keep reference documents nearby?
5. Do you think the instructions can prove to be useful? Why?

### **Skill development**

- 2) Describe the place where you work. Do you think it is effectively organized? What steps do you think you can take to improve it?
- 3) Describe a workplace that you think is prone to creating conditions for poor productivity.
- 4) Think of other steps one can take to make one's working environment more productive?

## 2 Cubicles and Open Floor Spaces

### Focus Vocabulary

cubicle	to standardize
open (floor) office	to get most people into one space
partitioned-off sections	to remove distractions
to take up space	intense focus
to average	cost-effective layout / budget-friendly
divider	to operate with limited movement capability
barrier	to block natural lightning
to be akin to	to catch a glimpse of (the outside world)
to be sectioned off	to interact with
to get / to provide privacy	human interaction
layout	to suffice
to maximize one's engagement	to drain introverts
storage area	a need for
to store documents	to limit the amount of productivity
to optimize	open environment

**Exercise 37. Discuss the meaning of the words / phrases on the Focus Vocabulary list.**

**Exercise 38. Read the text and do the tasks that follow.**

### The Pros and Cons of Cubicles Vs. Open Floor Spaces

Cubicles are partitioned-off sections that take up more space in the office but allow for each employee to have his or her own mini office. The walls for cubicles average around 4 to 6 feet tall.

Open offices are workspaces with extremely low dividers or no barriers at all between employees. Desks are more akin to a long table that is sectioned off evenly for each person. Around these desks, there are typically offices with doors and conference rooms but not enough for every employee to get privacy at the same time.

There is no right or wrong answer which option is better. Both cubicles and open floor spaces are strong, strategic choices. Cubicle and open-space designs have different strengths and weaknesses, depending on workers and the role of their teams. Knowing the pros and cons of each layout can help apply them and maximize employee engagement.

## The Cubicle



### *Pros*

Cubicles provide a high level of privacy and a sense of ownership to an office. Employees have different storage areas where they are able to securely store documents and other essential items. Cubicles standardize stations, since everyone works in a similar space. A well-

organized cubicle layout optimizes the overall design in an office, getting the most people into one space. High levels of organization — and removing most distractions — makes the cubicle a perfect choice when someone needs intense focus.

### *Cons*

On the opposite side, cubicles generally cost more than an open plan. Purchasing smaller, more cost-effective layouts could potentially lead to uncomfortable workers operating with limited movement capability. Also, natural lighting could be blocked in a cubicle-style office. Unless your desk is near a window, chances are you won't easily catch a glimpse of the outside world. Cubicles make it more difficult to easily interact with other members of a team. Removing distractions consequently removes convenient human interaction.

## Open-Space Design



### *Pros*

One of the most prominent strengths of an open office is the lack of physical barriers. This enhances quick interaction between coworkers sharing project-related information. This type of open communication helps employees understand what is happening in other areas of the business. Open spaces are also more budget-friendly, as you do not

need to invest in cubicle walls or dividers. Rather, a table or desk would suffice.

### *Cons*

Open spaces are prone to draining introverts in a work environment. For some, constant communication is welcome. For others, there is a need for quiet moments of internal reflection. These distractions could limit the amount of productivity among workers. Aside from this, open environments quickly spread illnesses, such as the common cold, among employees.

### **1) Answer the questions.**

1. What are cubicles?
2. What are open offices?
3. What does a choice of how to organize a working environment depend on?
4. Compare the pros of cubicles and open floors.

5. Compare the cons of the cubicles and open floors.

### **Skill development**

**Exercise 39. Read and analyze the results of a survey below**

**1) and say which answers can be related to:**

1. either working environment;
2. cubicles;
3. open offices.

**2) Which option of organizing a workspace seems to be favoured by employees?**

**What makes employees the happiest (and unhappiest) about their offices?**

Natural light is the one factor that majority of respondents said makes them love their workspace, while a noisy office was the most disliked factor making employees unproductive.

**Things that make for a happy office:**

- Natural light
- Free drinks (coffee, tea, etc.)
- Comfortable meeting spaces
- Free snacks
- Pet-friendly policy
- Onsite amenities
- Walkable areas
- Cool decor
- Outdoor space
- Standing desks
- Games

**Things that employees dislike most about their offices:**

- It's too noisy
- There's no privacy
- Too many visual distractions
- There's too little energy
- I feel like I'm on display
- I'm too isolated
- It's too quiet

### **Listening 4**

**Exercise 40. You will hear what strategy a company has taken to boost productivity among its workers.**

### **Creative Work Environments**

**1) Before you listen, discuss the meaning of the words and phrases.**

**unorthodox (adj.)** = unusual and different, not traditional or typical

**cubicle (n.)** = a small, square compartment for work or study:

**décor (n.)** = decoration, particularly of a room or space

**abound (v.)** = to be great in number or amount

**leeway (n.)** = freedom of action or thought within limits

**jog (v.)** = run slowly

**in-house (adj.)** = inside a company or organization (in contrast to contracting a third party from outside the group)

**subsidized (adj.)** = having the price reduced because someone else (usually a company, organization, or government) is paying part of the fee

**cutting-edge (adj.)** = extremely modern, leading the trends (often used for technology)

**picky (adj.)** = selective, specific about demands when making a choice (often in an annoying way)

**infamous (adj.)** = famous (often for something negative)

## 2) Listen to the text and do tasks 1. and 2.

1. The company described in this audio is... Google / Facebook / Yahoo.
2. Put the topics of the listening in order from 1 to 5:
  - benefits for employees
  - design of the office
  - hiring process
  - policy about time
  - ways to relax

## 3) Listen to the text again and choose the best alternative to complete the sentences.

1. The Google headquarters allows \_\_\_\_\_ at the office.
  - a. parties
  - b. pets
  - c. sleeping
2. Employees can...
  - a. choose who exactly they want to work with
  - b. decide their own salaries
  - c. customize their work stations
3. Google offers its employees...
  - a. free alcohol
  - b. free clothes
  - c. free food
4. Which Google program is so popular that there is a waiting list?
  - a. day care for kids
  - b. company sports league
  - c. on-site medical care
5. Google also offers its employees the service of...
  - a. exercise instructors
  - b. massage therapists
  - c. psychologists and counselors
6. How much time can Google engineers spend on projects of personal interest?
  - a. 20%
  - b. 33%
  - c. 50%
7. How many of Google's new products/services have resulted from this program?
  - a. about a tenth
  - b. almost half

- c. around three-quarters
- 8. Google's hiring process is famous for...
  - a. asking tricky interview questions
  - b. having to be interviewed by various people
  - c. testing candidates' work with a one-week trial

### **Skill development**

**Exercise 41. Describe an office or workplace that you think is effectively organized.**

### **Check yourself**

**Exercise 42. Render the text into English.**

#### **Как правильно организовать офисное пространство**

Каким должен быть современный офис? На волне коворкингов и тому подобных пространств сложно определить, что лучше всего скажется на работоспособности и эффективности сотрудников. Понятное дело, если компания небольшая, и в ней царит неформальная атмосфера, то офис может быть оформлен как угодно, хоть в виде бара. Однако если речь идет о крупной компании, насчитывающей в своей структуре несколько отделов, состоящих из десятков не похожих друг на друга людей, то возникает необходимость создать эргономичное рабочее пространство, отвечающее ожиданиям каждого сотрудника.

В этой статье мы расскажем, как это сделать. Кабинеты или open space? Самым оптимальным является разделение отделов по разным помещениям. Если в одном помещении располагается отдел продаж, в котором постоянно стоит шум и идут активные переговоры, вместе с отделом программистов, то это отрицательно повлияет на производительность последних. Менеджеры и люди технических специальностей должны сидеть в разных кабинетах.

Но как организовать офисное пространство? Многие корпорации предпочитают офисы open space, так как они позволяют сотрудникам эффективно взаимодействовать друг с другом и, что немаловажно, обходятся компаниям намного дешевле ширм, не говоря уже об отдельных кабинетах. Однако они обладают рядом недостатков: снижают уровень сосредоточенности, так как вокруг постоянно посторонние звуки и движения, отвлекающие от работы, повышают стресс из-за отсутствия личной зоны комфорта. В период сезонных эпидемий в офисах формата open space процент заболевших, как правило, выше, чем в офисах с традиционной кабинетной планировкой.

Другой тип организации помещения – модульный офис. Обычно это большое помещение, разделенное на модули, между которыми есть общие коридоры. Модули объединяются в группы по специализации. В каждом модуле есть несколько мини-кабинетов с тремя стенками высотой около полутора метров. Такое разделение имеет больше плюсов, так как появляется личное пространство, снижается отвлеченность сотрудников из-за звуков и постоянного движения в поле зрения, что повышает производительность. В век цифровых технологий, когда личные переговоры уже не

требуются и для общения есть текстовые, аудио- и видеочаты, офисы open space уступают модульным по всем параметрам, кроме стоимости.

Нужны ли помещения для отдыха? Однозначно. Мы не говорим о том, что необходимо организовать кафе для сотрудников, бильярдную или еще что-то подобное, но есть список помещений, которые обязательно должны быть в офисе, где насчитывается хотя бы пятьдесят человек. Первое, что потребуется, – это кухня. Если нужно сэкономить, то можно объединить кухню с зоной отдыха. Это положительно скажется на работоспособности, так как сотрудники смогут в непринужденной обстановке, отвлекаясь от офисной суеты, перекусить и пообщаться, отдохнуть и набраться сил.

Как оформить офис? Лучше всего для офиса подходят зеленый, голубой и желтый цвета. Они успокаивают, настраивают на положительные мысли. Красный цвет – более агрессивный, стимулирует к выполнению задач и подходит для отделов продаж и подобных им. Однако он визуально уменьшает пространство. А вот черный и белый цвета лучше не использовать, так как они вызывают угнетающее и апатичное настроение, снижают работоспособность. Психологи рекомендуют оформлять офисы картинами, например изображениями природы или достопримечательностей.