

'One machine can do the work of 50 ordinary men. No machine can do the work of one extraordinary man.' *Elbert Hubbard (1856–1915), American writer*

## OVERVIEW

## VOCABULARY

Employing the right people

## READING

Women at work

## LISTENING

Finding a job

## LANGUAGE REVIEW

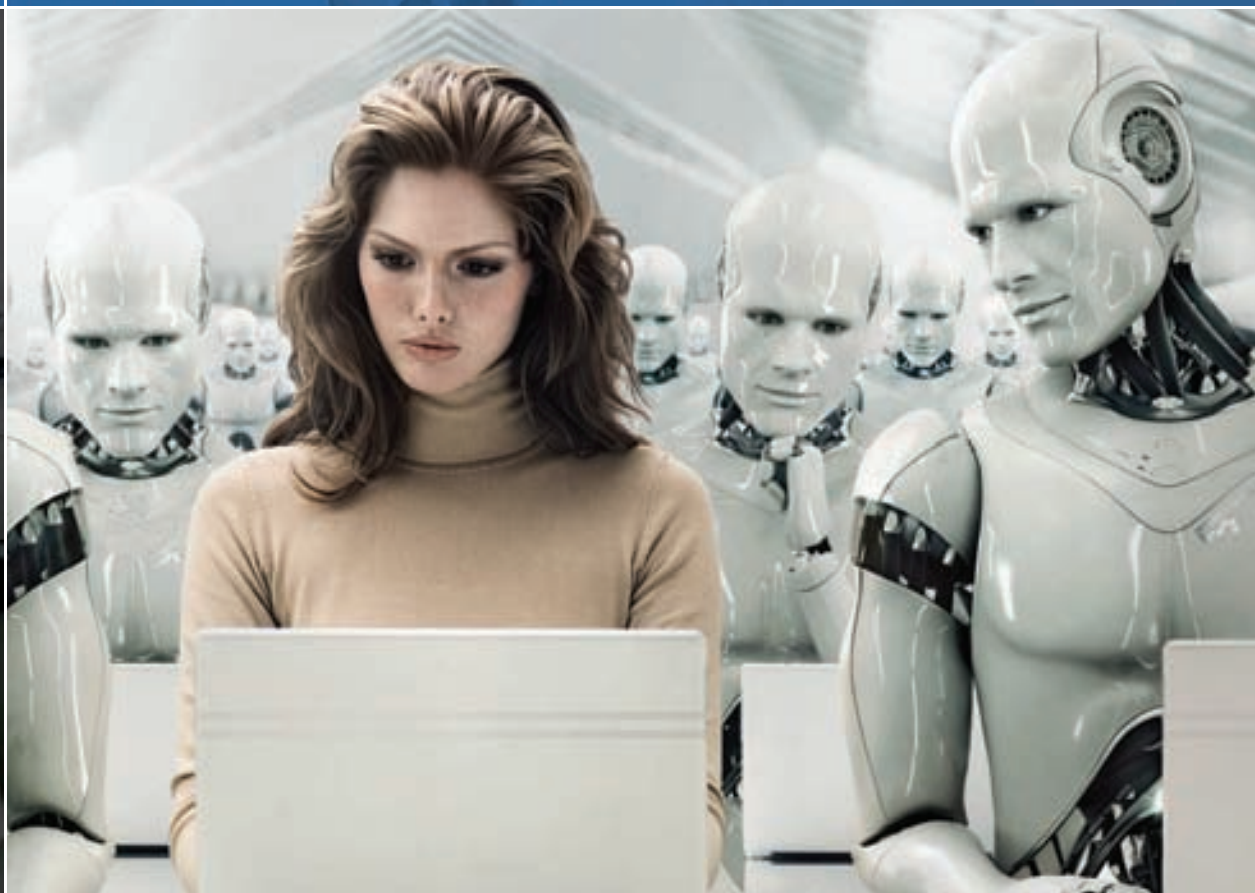
-ing forms and infinitives

## SKILLS

Getting information on the telephone

## CASE STUDY

Fast Fitness



## STARTING UP

- A** In your opinion, which factors below are important for getting a job? Choose the five most important. Is there anything missing from the list? Which do you think are not important? Why?

appearance	hobbies/interests	experience	personality
intelligence	marital status	contacts/connections	qualifications
references	age/gender	astrological sign	handwriting
blood group	sickness record	family background	education

- B** Think about jobs you've had and interviews you've attended. In pairs, ask each other about your best or worst:

- 1 a) job                                      b) boss                                      c) colleague.  
2 a) interview experience              b) interview question              c) interview answer.

- C** Discuss the statements.

- 1 At work, appearance is more important than performance.  
2 You should keep your private life totally separate from your work.  
3 People don't change much during their working lives.  
4 It is best to work for as few companies as possible.  
5 Everybody should retire at 50.

## VOCABULARY

## Employing the right people

- A** Complete the text with the words and phrases in the box.

curriculum vitae (CV)/résumé	probationary period	interview
application form	psychometric test	covering letter

These days, many applicants submit their .....<sup>1</sup> speculatively to companies they would like to work for. In other words, they do not apply for an advertised job, but hope the employer will be interested enough to keep their CV on file and contact them when they have a vacancy. When replying to an advertisement, candidates often fill in a(n) .....<sup>2</sup> and write a(n) .....<sup>3</sup>. The employer will then invite the best candidates to attend a(n) .....<sup>4</sup>. Sometimes candidates will take a(n) .....<sup>5</sup> before the interview to assess their mental ability and reasoning skills. These days, it is normal for successful candidates to have to work a(n) .....<sup>6</sup> in a company. This is usually three or six months; after that, they are offered a permanent post.

- B** Match the verbs (1–6) to the nouns (a–f) to make word partnerships.

- 1 to train                                      a) a vacancy/post 1  
2 to shortlist                                      b) an interview panel  
3 to advertise                                      c) the candidates  
4 to assemble                                      d) references  
5 to make                                      e) new staff  
6 to check                                      f) a job offer

Now decide on a possible order for the events above from the employer's point of view.

- C** CD2.4 Listen to a consultant talking about the recruitment process to check your answers to Exercise B.

- D** When companies are recruiting, what sort of qualities in employees do they look for?

- E** Look at the different types of people. Which do you think are the most desirable for companies to employ?

This type of person:

- 1 is able to come up with ideas              6 has lots of energy and often gets excited  
2 is respected and listened to by others              7 is concerned with details and getting things right even if it takes time  
3 is able to see different points of view              8 likes to assess and evaluate  
4 can see how to put ideas into action              9 is able to change with new situations  
5 is determined to succeed in their career              10 is someone you can trust and depend on.

Match the descriptions above (1–10) to the adjectives in the box (a–j).

a) enthusiastic	b) adaptable	c) methodical	d) reliable	e) ambitious
f) objective	g) creative	h) analytical	i) authoritative	j) practical

- F** CD2.5 Mark the stress on the adjectives in Exercise E. Then listen and check your answers.

- 1 Which three qualities listed in Exercise E best describe you?  
2 Which of the different types of people have you worked or studied with?  
3 Which of the different types of people do you think are easy or difficult to work with?

See the **DVD-ROM** for the i-Glossary.



READING

A

Work in pairs. Read your article quickly and decide on a heading.

Women at work

Student A: Read Article A below.  
Student B: Turn to page 137.

Article A

When Nguyen Thu Hang was a child, her mother was a housewife in a small village whose women residents had no say in decision-making, either at home or in the community. Now a mother herself, Hang not only shares her husband's burden of earning money for the family and bringing up children, but also has a career and social ambitions.

'Women are much happier than before. They have a good education and careers of their own,' says the 39-year-old who lives and works in Hanoi. 'And, of course, they are more respected in the family and society.' Hang, who carries a sleek laptop in her hand, gets out of an elegant black Mercedes and enters a building where she works as the General Director of Viet Hoang Trade and Investment Company, which specialises in construction and real estate.

Like Hang, many other Vietnamese women also pursue careers these days and have stormed the corporate boardroom to affirm their increasingly important roles. Whether in remote farms or in companies, they have become much more self-confident and are discovering their worth and fulfilling their potential.

Women account for nearly 52 per cent of the workforce in the service sector, 50 per cent in the agricultural



and fisheries sector and 37 per cent in industry and construction. Almost a quarter of all companies are run by women, many of whom are also the driving forces behind them. As for their status in the family, Hang says that women's position has improved remarkably. 'We jointly decide important issues in our life, such as work or education for our children. My husband always respects my opinions.'

The greater role of women is attributed to the effective policies of promoting them. The state and party are interested in women's advancement. The NA, the national legislature, has approved the Law on Gender Equality and the Anti-Domestic Violence Law. The government has national programmes for vocational training

and preventing trafficking of women and children.

Women's own efforts to acquire knowledge and education have, of course, been a major factor in their advancement. They make up over 40.2 per cent of all university graduates, including nearly 9.8 per cent of PhDs and 30.5 per cent of Master's degree recipients.

But women still face a number of difficulties, including poverty, underemployment, domestic violence, prostitution and gender inequality. 'I think the best way to help women overcome these challenges is to help them study and lead an active lifestyle,' says Hang, whose entry into the boardroom began after she obtained a Master's degree in Britain at the age of 27.

from Than Nien



B

Decide if the statements about your article are true (T) or false (F).

Article A

- 1 The position of women in Vietnam has improved.
- 2 Women make up less than half of the workforce in the service, agricultural, fisheries, industry and construction sectors.
- 3 Nearly 25% of Vietnamese companies are run by women.
- 4 More than a third of all university graduates and holders of Master's degrees are women.
- 5 Nguyen Thu Hang lets her husband make important decisions.
- 6 Nguyen Thu Hang's position with regard to decision-making is different to that of her mother.

Article B

- 7 Men on their own make a third of car purchases in Japan.
- 8 Women prefer to buy cars from women.
- 9 Since 2004, Nissan has more than doubled recruitment of female engineering graduates and saleswomen.
- 10 The number of female managers at Nissan has increased to 50%.
- 11 Women make up 5% of managers in the Japanese car industry.
- 12 Nowadays, men and women are attracted by pictures of families enjoying themselves in a car.

C

In pairs, compare the position of women in Articles A and B.

D

'The role of women in business is no longer an issue.' Discuss to what extent this is true in your country.

E

In pairs, find words in both articles that can be grouped under:

- a) people                      b) business sectors or areas.

Use six of the words in sentences of your own.

A

CD2.6 Carys Owen is a director at Hays, the international recruitment specialist. Listen to the first part of the interview and answer the question.

In what ways does a Hays consultant work with a candidate?

B

CD2.7 Listen to the second part. What are the three key points that Carys makes about preparing for an interview?

C

CD2.7 Listen again and complete the gaps.

From the point of view of the actual vacancy, we would always .....<sup>1</sup> that you look at the .....<sup>2</sup> within that vacancy and have a think about where in your .....<sup>3</sup> you might be able to .....<sup>4</sup> your ability to do that job.

D

CD2.8 Listen to the final part of the interview and answer the questions.

- 1 What two recent changes has Carys noticed in the job market?
- 2 In what way does one of the changes give candidates and employees a 'unique opportunity'?

E

If you had to change your job, what method would you use to find a new one?

LISTENING

Finding a job



Carys Owen

Watch the interview on the DVD-ROM.





LANGUAGE REVIEW

**-ing forms and infinitives**

- We sometimes use one verb after another verb. Often the second verb is in the infinitive.  
*We can't **afford to increase** their pay.*  
*He **intends to sign** the new contract next week.*
- Sometimes the second verb must be in the *-ing* form. This depends on the first verb. (See page 149 for a list of verbs that are usually followed by the *-ing* form.)  
*My job **involves monitoring** sickness levels.*
- Some verbs can be followed by the *-ing* form or the infinitive without a big change in meaning.  
*I **started working** there last month. / I **started to work** there last month.*
- With other verbs, however, the meaning changes.  
*We **stopped to have lunch**.* (We stopped what we were doing in order to have lunch.)  
*We **stopped having lunch**.* (We stopped our habit of having lunch.)

➡ Grammar reference page 149

**A** In each of the sentences, two of the verbs are possible and one is incorrect. Cross out the incorrect verb.

- 1 He ..... to review our complaints procedures.  
a) promised                      b) delayed                      c) wanted
- 2 I ..... improving interpersonal skills training.  
a) undertook                      b) suggested                      c) recommended
- 3 I ..... to meet the HR Director.  
a) decided                      b) didn't mind                      c) arranged
- 4 She ..... to check the redundancy arrangements.  
a) refused                      b) failed                      c) put off
- 5 We ..... to review our policy for anti-bullying in the workplace.  
a) consider                      b) hope                      c) plan

**B** Match the sentence halves.

- |   |   |
|---|---|
| 1 HR <b>recommends</b>                                      | a) to raise the minimum wage.                   |
| 2 The company simply <b>can't afford</b>                    | b) to call me back in a couple of days.         |
| 3 This job <b>involves</b>                                  | c) smoking after the programme.                 |
| 4 The manager seemed impressed by my CV and <b>promised</b> | d) working weekends sometimes.                  |
| 5 Three members of staff <b>stopped</b>                     | e) to follow a directive given by his superior. |
| 6 He was fired because he <b>refused</b>                    | f) using the cheapest form of transport.        |

**C** Choose the most appropriate form of the verb to complete the sentences.

- 1 HR's new computer programme has stopped *working* / *to work*.
- 2 She was driving in a hurry, but she stopped *answering* / *to answer* her mobile phone.
- 3 Did you remember *calling* / *to call* HR yesterday?
- 4 I can't remember *offering* / *to offer* you a raise.
- 5 I forgot *telling* / *to tell* you I'd quit my job.
- 6 I'll never forget *making* / *to make* my first sale.

**D** Make sentences of your own with the verbs in bold in Exercise B, using either the *-ing* form or the infinitive.

SKILLS

**Getting information on the telephone**



**A** CD2.9 Cindy Tan calls the Guangdong Trading Company (GTC) to get information about an advertisement in the *China Post* for the position of Marketing Assistant. Listen to her talking to Li Ping, a member of the Human Resources department. Tick the points about which she needs further information.

- a) the closing date
- b) what the duties would be
- c) if there's an application form
- d) when she would be expected to join the company
- e) how many days' holiday she would get
- f) what the starting salary would be

**B** Listen to the call again and complete the extracts.

- Cindy .....<sup>1</sup> if you could give me a little more information.
- Li Ping Certainly, what do you need to know?
- Cindy Well, first of all, am I .....<sup>2</sup>?
- Cindy Just one or two more questions. ....<sup>3</sup>  
when the successful candidate has to start work with you. I mean, if I get the job, will I be able to give my present employer notice?
- Li Ping OK, that's a good question. How much .....<sup>4</sup>?
- Cindy OK, so, .....<sup>5</sup>, I probably wouldn't have to start working until February, and maybe even later?
- Li Ping .....<sup>6</sup>.
- Cindy One last question. Could I ask you .....<sup>7</sup>?  
It wasn't given in the advert.
- Li Ping You're right. It would depend on a lot of things: qualifications, experience, personal qualities, that sort of thing.
- Cindy .....<sup>8</sup> you can't give me a figure?
- Li Ping That's right. The salary's .....<sup>9</sup>.

**C** Role-play this telephone situation in pairs. A department store will be hiring a number of temporary workers from Omnia Employment Agency. The Human Resources Manager calls the agency to discuss some of the terms and conditions of the contract. Read your role cards, then role-play the call.

Human Resources Manager: Turn to page 137.  
Employment agency consultant: Turn to page 142.

USEFUL LANGUAGE

**SAYING WHO YOU ARE**

Good morning, my name's Lisa Mann.  
Hello, Ben speaking.

**STATING YOUR PURPOSE**

I'm calling about ...  
The reason I'm calling is ...

**ASKING FOR INFORMATION**

I was wondering if you could give me ...?  
Could you tell me ...?  
I'd also like to know ...  
Could I ask you ...?

**CHECKING INFORMATION**

Just to get this clear ...  
There's just one other thing, I'd like to check ...  
Are you saying ...?

**SHOWING INTEREST**

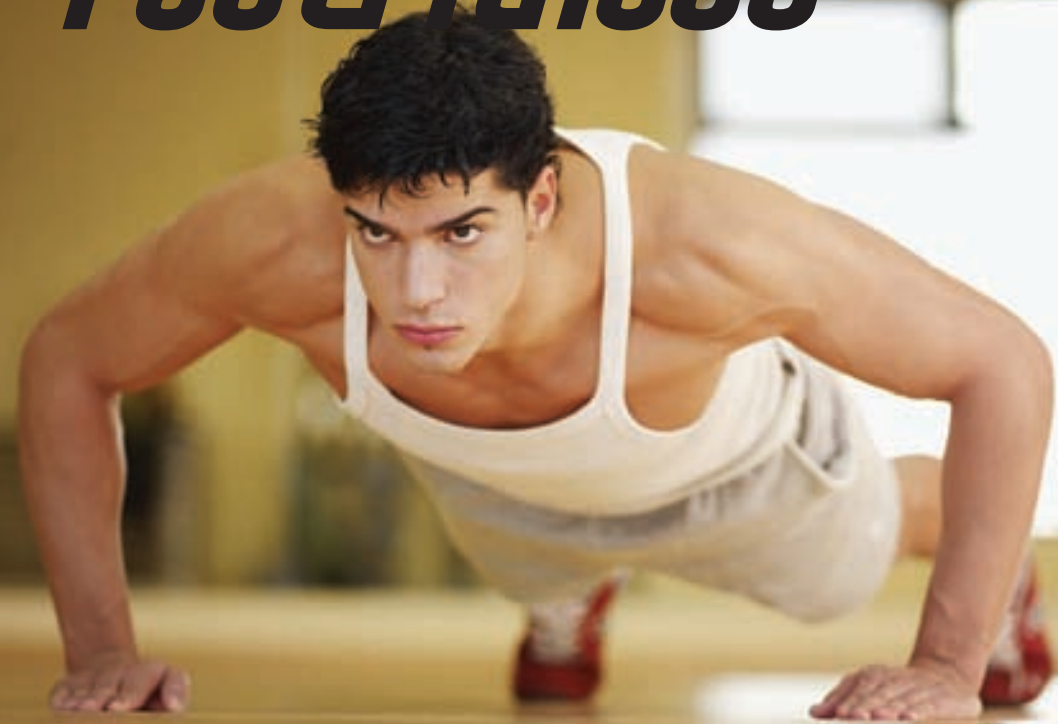
Certainly, what do you need to know?  
No, don't worry.  
I look forward to getting it.  
That's correct.  
Good luck.

**ENDING A CALL**

OK, I think that's everything.  
Right, I think that's all I need to know.



# FastFitness



A chain of health clubs needs to find a new manager in Brazil. Appointing the right person is essential for the success of the business.

## Background

Fast Fitness owns and operates a chain of health and leisure clubs in the United States. Two years ago, the company decided to enter the South American market. It began by opening six clubs in São Paulo, Brazil. The clubs appeal mainly to people aged 20–40. All the clubs have a gymnasium, with the latest equipment, an aerobics studio, a swimming pool, sun decks, a café, bar and clubroom. Four of the clubs are located in areas where large numbers of Japanese, Spanish, Chinese and Italian immigrants live.

The performance of the clubs has been disappointing, and none of them has reached their turnover and profit targets. Many members have not renewed their membership, and the clubs have not attracted enough new members. Fast Fitness recently advertised for a General Manager. His/Her main task will be to boost sales at the clubs and increase profits.

## Task

You are directors of Fast Fitness.

- 1 Study the file cards on the four shortlisted candidates on the opposite page. Hold a meeting to discuss the strengths and weaknesses of each person. Try to rank the four candidates in terms of their suitability for the job.
- 2 Listen to the interview extracts with each of the candidates and come to a final decision on who should get the job.

- CD2.10 Sean Wilder
- CD2.12 Martha Gómez

- CD2.11 Paulo Goncalves
- CD2.13 Silvia Cominelli

## FastFitness

### General Manager

Required for our chain of Health and Leisure Clubs

- Salary negotiable
- Excellent benefits package

#### The job

- Leading, co-ordinating, and motivating staff.
- Increasing the revenue and profits of the six clubs in São Paulo
- Exploiting new business opportunities
- Liaising with and motivating our team of managers and their staff
- Contributing to marketing plans and strategies

#### The person

- Dynamic, enthusiastic, flexible
- A strong interest in health and fitness
- A good track record in previous jobs
- The ability to work with people from different cultural backgrounds
- Outstanding communication and interpersonal skills
- A flair for new ideas and organizational skills

Fast Fitness, 80 Front St,  
New York NY 10003–1324

**Name:** Martha Gómez  
**Age:** 34  
**Nationality:** Brazilian  
**Marital Status:** Divorced,  
two children



**Education:** Finished secondary school; two years' training at a School of Dance and Theater.

**Experience:** Several years as professional dancer in theaters and on television. Joined a small fitness center as instructor.

**Outstanding achievement:** Introduced fitness programs in the center for people suffering from Parkinson's Disease and multiple sclerosis. Received an award for this work.

**Skills:** Qualified in first aid. Fluent Spanish and Portuguese.

**Personality/appearance:** Warm, friendly, dynamic. Appearance: rather a "hippy" look.

**Comments:** "I hope to build new schemes and initiatives to help people in the community to achieve a healthier lifestyle. If we promote that idea, people will flock to Fast Fitness clubs."

Believes her main asset is her creativity.

**Interests:** pop music, running a weekly aerobics class.



**Name:** Sean Wilder  
**Age:** 52  
**Nationality:** American  
**Marital status:** Married  
to Brazilian, four children

**Education:** B.Sc. Physics, Yale University; M.A. Sports Management, University of Southern California.

**Experience:** Taught English and Spanish at high schools for 10 years. Ran sports programs for the schools.

Currently teaches English in a private language school in São Paulo.

**Outstanding achievement:** "Achieving happiness by marrying the right person."

**Skills:** Fluent English, Portuguese, and basic knowledge of Spanish.

**Personality/appearance:** Very good-looking, relaxed, self-confident. Dressed very casually for the interview.

**Comments:** He believes that his greatest quality is to be calm under pressure. "The secret of being a good manager is to delegate tasks and not get too friendly with staff," he said.

Did not have many ideas for improving the clubs' profits. Thinks Fast Fitness should focus on existing members and persuade them to sign up new members.

**Interests:** jogging, cinema, his wife and family.

Watch the Case study  
commentary on the  
DVD-ROM.



**Name:** Silvia Cominelli  
**Age:** 38  
**Nationality:** American  
**Marital status:** Married,  
no children



**Education:** Trained as a dietician (Berkeley University, U.S.); Masters in Sports Psychology.

**Experience:** Worked for several years as adviser to the national football team.

Currently sports organizer in a women's college.

**Outstanding achievement:** "Helping the national football team to win the World Cup."

**Skills:** Fluent English, Portuguese, and Spanish.

**Personality/appearance:** Ambitious, assertive, outspoken. "Nothing will stop me from achieving my goals in life." Wore casual clothes to the interview.

**Comments:** "I love being able to motivate people to exercise and then seeing their faces." Believes Fast Fitness must spend a lot of money on multimedia advertising to improve profits, and offer big discounts to new members. Is taking an evening course in Business Studies to upgrade her academic qualifications."

**Interests:** hiking, photography.

**Name:** Paulo Goncalves  
**Age:** 36  
**Nationality:** Brazilian  
**Marital Status:** Single



**Education:** Left school at 16. Three years' training at RADA (Royal Academy of Dramatic Arts), London.

**Experience:** Did two trips around the world in his early twenties. Taught English in Japan for two years. Played a variety of roles in Brazilian movies, then specialized in action movies. Has spent the last two years in Florida, U.S., working as a gym instructor.

**Outstanding achievement:** "Playing a role in a successful Hong Kong movie with Jackie Chan."

**Skills:** Has a black belt in karate; extensive knowledge of martial arts; fluent Portuguese, Spanish, and Japanese.

**Personality/appearance:** Looked very fit and muscular. Dressed formally in an Armani suit. Strong personality, confident, articulate.

**Comments:** Some interesting ideas for improving First Fitness profits. Thinks many people will join the clubs when they know he is the manager. Wants to use his name and photograph in all publicity for the clubs.

**Interests:** Politics, cooking, socializing

## Writing

Write a letter offering employment to the successful candidate.

→ Writing file page 126