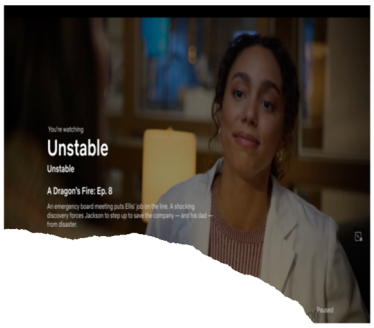
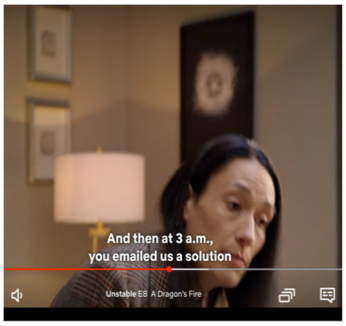
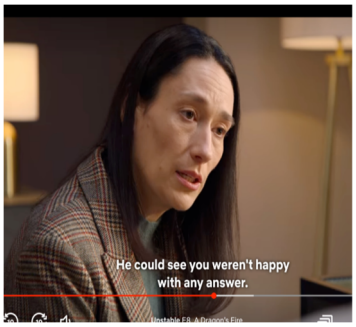
Chapter One: A Job

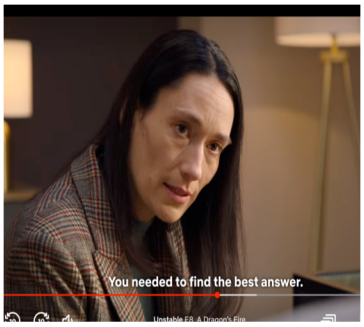
Lead in.

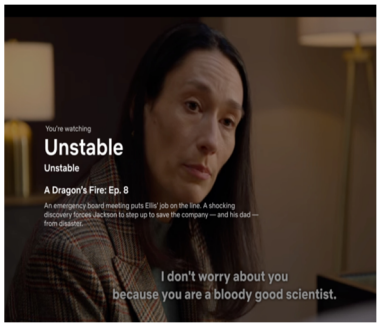
Comment…

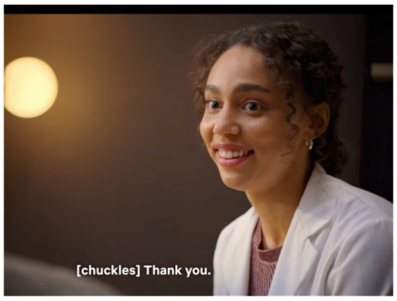












Work with a partner. Chose a Job from box A, but don't tell your partner which one. Describe the jobs responsibilities using words from B and phrases from C. Your partner must guess the job.

Box A

Marketing director After sales assistant, Human resources manager, Crew manager, Website designer, Chief financial officer, Auditor

Box B

Budget, personnel, customers, finances, paperwork, training, recruitment, handle, after-sales, publicity, oversee, team, assistant, complaints, leader, machinery, money

I'm in charge of (+ noun /- ing) . . .

I'm responsible for+(noun /-ing)

My job involves (+ noun / -ing)

Example:

A This person deals with customers and is responsible for responding to complaints.

B Is he/she an after sales assistant?

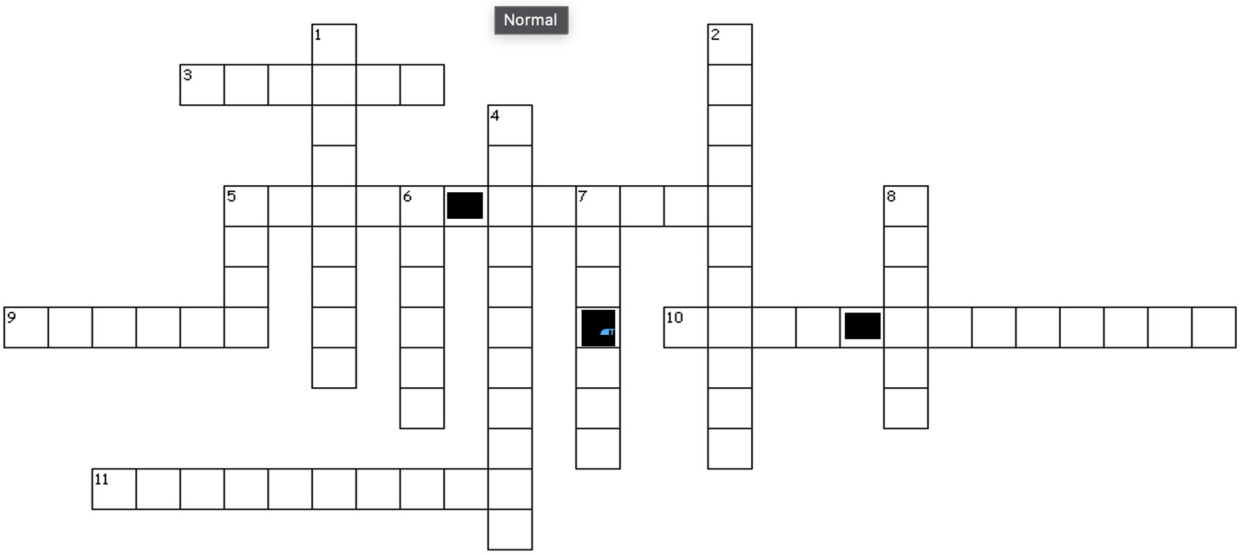
Vocabulary Building

The benefits of a job

Below you will find two sets of benefits. Decide which ones refer to **money (M)** and which ones are of any **other type (O.B)**

1. We offer a starting **salary** of up to 70k.
2. Benefits include **health insurance** and a **pension plan**.
3. The minimum **wage** is set at $7.15 an hour.
4. Free meals are one of the **perks** of working in a restaurant.
5. You will receive a basic salary plus **commission** on each sale.
6. Jobseekers rated **flexible hours** as a better perk than a **company car**.
7. She gets a €2 000 **bonus** on top of her salary.
8. Many argue that the **pay packages** offered to top executives are excessive.

Crossword Puzzle



Across

3. money paid regularly (usually monthly)for doing your job
5. people who wear these work in an office rather than in a factory
9. The opposite of promote
10. working for one's self
11. Line of Business

Down

1. applicant
2. the person who answers the questions when looking for a job
4. hiring
5. money paid regularly (usually weekly)for work or services
6. to give a job to someone
7. termination of employment (with or without notice) by the employer or management.
8. a principal calling, vocation, or employment

Reading

Six Steps to Sanity in Hiring: Focus On Employment Brand, Culture, and Leadership

The most significant factor in recruiting great people is creating an Irresistible Company. In other words, if an organization is not known for its good deeds, fair pay and work practices, and a solid commitment to customers and the community, it will have a hard time finding people. Hancock Lumber in Maine has been named "Best Place to Work in Maine" for the 8th year in a row. Kevin Hancock, the CEO, works on his culture, brand, and leadership daily; it's in his company's DNA to be a great place to work. People don't just look for a job – they look for a company. So, if a company is unknown or poorly respected, they'll look elsewhere; that's a fact. Culture and reputation are more important than pay for most job seekers. They want to be appreciated and know they are cared for.

- **Identifying Culture and Skills Fit**

In a more normal labor market, employers typically look for someone who has done this job before. In other words, they look for specific job experience, validate the candidate's success in prior roles, and call their references for feedback.

Today, as jobs change faster than ever, it's ever more likely to hire someone who has some of the experience needed but is more likely to be hired based on skill, not experience. So this means, he/she will be hired for culture, intelligence, ambition, and potential. And this means recruiters are more important than ever. Experience shows that best-in-class companies work with recruiters who can assess company fit, culture, growth mindset, skills, job fit, and experience. The top companies which concentrate on "Human-Focus Recruiting" are more needed than ever. No one is saying that experience is not essential, but employers may have to live with less experience and rely on skills and ability to grow in this job market.

- **Don't Chase Pay**

Employers must pay what the market demands, and for many jobs, particularly hourly and highly regulated roles. This means they may have to raise hourly wages, add more benefits, or even pay a bonus to get someone to join. But this is a dangerous strategy to follow. The most expensive person hired is someone who doesn't work out. If employers "chase pay" to get someone to join their company, they risk alienating existing employees and possibly hiring someone who feels so empowered they don't perform to their hopes.

It's a candidate's market still, and they know it. A company was trying to recruit a professional for a particular role right now and one of the candidates disclosed during the interview that she was making $140,000 in her current position. Because she has been "Pay Chased" by several companies, she told the company she wouldn't accept a job for less than $200,000 per year.

- **Don't Set Your Company Up for a Problem Down the Road**

We are at the very peak of a 14-year economic cycle, the most extended upswing in our country's history. Sometime in the next year or so, the economy (and stock market) will slow down. If employers hire like crazy and overpay people for the next year, they'll find themselves with a lot of challenges ahead. And let's remember this, even though a company may be in a hiring frenzy, bringing in too many people can backfire. Each new employee creates a burden for onboarding and may change the team's culture.

- **Lean on Recruiters, not just Technology or Website Want Ads**

No one will give a recruiter all their hiring needs; it's too expensive. Employers are encouraged to align company with a trusted recruiting firm. As mentioned earlier, recruiters are still the key to great hiring. "But what about all this recruiting technology and online sites who promise a needle in the haystack"? While it may sound promising, indeed it may, but it's a lot like self-driving cars. The tech may help you stay out of trouble, but you still have to take the wheel and focus on your destination goals

There is a new era of Human-Focus Recruiting – empowering the best recruiters to focus on hiring the best of the best people. In short, Great Recruiters help employers Hire Great People.

Great recruiters are good at many things: they know the company's culture, they work closely with hiring managers to understand the jobs, and they have a deep knowledge of the market. Not only do they know a lot of people, but they can search people out, assess their readiness and fit, and convince them that the company matters. They focus on the candidate's best interests concerning their professional and personal lives.

- **Take Care Of Your Existing Employees**

If almost a third of the workforce is going to change jobs this year, no employer wants them to be the workers in his/her company. If the analysts are going to be correct, there have to be some companies losing a lot of people every month. Now is the time to focus on employee engagement which is all about treating people well. To spend some time getting to know the people we have, building a culture of internal mobility, and taking care of our leaders. is the most important recruiting strategy. When people hear about it, they want to be a part

of it. Every top player wants to play on a great team. Commonsense. If the right kind of people is not brought into the company, no amount of management can fix the problems.
It's a crazy job market out there. Now is a time to build an employment brand, to focus on culture, get back to basics and recruit for potential, fit, and growth.

Questions

1.Explain what the phrase "People don't just look for a job – they look for a company" means by providing two examples of your own.
2.According to the author of the article, when an employer decides to solely invest in well-paid employees what can happen is……
3. The author of the article has a rather novel idea on the role experience is expected to play in the hiring process
s of the future. Analyze it.
4. What is the meaning of the phrase "The most expensive person hired is someone who doesn't work out."?

Gap Filling

Fill in the gaps with words from the boxes.

part-time, hire, notice, unemployment, contract, redundancy, sharing, flexible

Denmark Inc. is located in an advanced industrialized country where many organizations are looking for ways of having more _____(1) working, forr example:

- temporary workers who only work for short periods, when they are needed and on a temporary ____ (2) with a company
- _____(3)workers who work less than a full working week
- Job_____(4), where people share a particular job, cach of them working part-time.

The company tries to encourage this kind of flexibility taking advantage of laws that allow to ____ (5) and fire emplovees easily. When letting people go, companies only have to give them two weeks' _____ (6) and small _____ (7) payments.

The government of the country has reduced _____ (8) benefits the money paid to people without jobs. These measures make for a flexible job market according to the company and encourage job creation but critics say that this approach leads to job insecurity, with employers able to get rid of employees too easily.

Online Job Vacancy portals for recruitment and job search

The economic revival of most EU Member States leads to a growing demand for jobs. In many countries this triggers labour shortages, causing employers to advertise their job openings more widely. This means Online Job Vacancy Portals become important even for jobs that were traditionally promoted via other channels, strengthening their role as recruitment tools.

Positive economic developments go hand-in-hand with structural trends which transform employers' skills needs – leading to skills shortages in many economic areas – and increase the importance of digital technologies.

Labour shortages are often aggravated by replacement demand arising from demographic changes and outward migration, especially in central and eastern Europe countries. Employers facing labour shortages shift the focus from demanding requirements, such as qualifications, skills and personality traits, to making their ads appealing to jobseekers by providing more information on the company, working conditions and advantages of working for the company. As a result, ads are becoming more detailed and diverse, with considerably more information than in past.

The main actors in online job markets are public employment services –managing public portals offering free services for employers and jobseekers – and private portals which tend to provide access to jobseekers free-of-charge while charging employers for their services. Private portals commonly use 'pay per ad' or 'pay per click' pricing models, but also offer associated fee-based services like employer branding or scanning their CV databases for suitable candidates.

1. Typically, a _____occurs when there are not enough available workers participating in the labor market to meet the demand for employees.
2. Obstacles to labour mobility block the proper functioning of the labour market and the effort to match _____ to the human resources available to fill them.
3. The effects of the COVID-19 pandemic, still-rising inflation rates, and the Great Attrition have driven ____ to rethink their approach to human capital and talent management; they're moving beyond degrees and job titles to focus more on the ____a job _____and that a candidate possesses.
4. The fight for a job _____is often won by a candidate with the longest CV. Good _____and_____ are a stepping stone for everyone's career, but they don't automatically guarantee success like a combination of knowledge and practical skills together with the right_____, values and opinions does.

Matching

Match the terms with the correct expressions from the text above

Arise	the focus
Shift	From
Provide	Access
Charge	someone for something

Writing

A Job Ad.

You have written a job advertisement for your company. The position to be filled is that of the HR manager who will report to the CEO and CFO only and who will earn an annual salary of 60.000 euro (negotiable) if he/she has a proven track of at least 10 years' experience in the sector with a FTS100 company. Write the job advertisement in accordance with the feedback provided in the table below

Feedback Table

VERY POSITIVE	*NEGATIVE*	*VERY NEGATIVE*
STRENGTH: GOOD USE OF BULLETED LISTS *The most successful job postings use bulleted lists for about a third of their content.*	*PROBLEM: NEEDS MORE "WE" STATEMENTS* *Strong listings balance "we" statements that descry" be your company and "you" statements that directly address job seekers. Your listin needs more "we" statements that say what you stand for as a company.*	*PROBLEM: USES CORPORATE CLICHES* *Your job listing uses corporate cliches. Job seekers are less likely to apply to a listing that's full of business jargon. Remove the cliches to get more people to apply for your job.*
HOW DOES IT COMPARE TO OTHER LISTINGS? ***36% of content in bullets*** 	*HOW DOES IT COMPARE TO OTHER LISTINGS?* ***Ratio of "you" statements to "we" statements*** *1.9/2.3* 	*WHAT DID WE FIND?* *Here are the corporate cliches that we found in this listing:* *Leverage your expertise* *Hit the ground running* *Created synergies* *Core competencies* *Best practices* *Win-win* *Buy-in*
WHY IS THIS GOOD? *People form impressions of job listing in just a few seconds and decide whether to read further. Nothing changes their initial impression of a listing more than its visual layout. One of the most important aspects of visual layout is how much of your content is in paragraphs and how much is in bullets. People respond best to listing with about one third of the content in bulleted lists. Listings with bulleted text for less than a third or more than half of their content have been lower engagement.*	*HOW DO I FIX IT?* *Great job listings achieve two goals. First, they clearly describe the job and any important hiring qualifications. Second, they tell people why the company is a great place to work. Listings that do both of these get the most attention from job seekers.* *Your listing needs more content describing why your company is a great place to work. Try including more "we" phrases such as "we believe" and "our mission". Listing with strong "we" phrases have higher engagement.*	*HOW DOES IT COMPARE TO OTHER LISTINGS?* ***Number of corporate cliches=7*** 

After having written and submitted the version above, you learn from your Manager that she is not happy with it. Her reasons are detailed in the Feedback Table above. Rewrite the description to fit the new requirements.

Reading

A CV according to the European Format

The European curriculum vitae format allows you to present your skills and competences in a logical order, under the following categories:

- Personal information;
- Description of your work experience;
- Description of your education and training;
- Detailed description of the skills and competences which you have acquired in the course of your training, work and daily life.

Write your curriculum vitae using the European format. First, download the appropriate file in English from the EU website:
http://europass.cedefop.europa.eu/en/documents/curriculum-vitae/templates-instructions. Then, complete the various headings in the right-hand column, replacing the text by your personal data. All CV headings are optional so you must remove the ones you do not need (for example the ones concerning other languages if you only know English).
You can consult the sample CVs provided on the site
http://europass.cedefop.europa.eu/en/documents/curriculum-vitae/examples.
Print your curriculum vitae on white paper.

PERSONAL INFORMATION INSERT PHOTO	Replace with First name(s) Surname(s) Replace with house number, street name, city, postcode, country Replace with telephone number Replace with mobile number State e-mail address State personal website(s) Replace with messaging account(s) Enter sex | Date of birth dd/mm/yyyy | Enter nationality/-ies
JOB APPLIED FOR POSITION	Describe the job applied for / position

WORK EXPERIENCE
[Add separate entries for each experience. Start from the most recent.]

Dates (from - to)	Occupation or position held Employer's name and locality (if relevant, full address and website) Main activities and responsibilities Type of business or sector

EDUCATION AND TRAINING
[Add separate entries for each course. Start from the most recent.]

Dates (from - to)	Qualification awarded	EQF (or other) level if relevant
	Education or training organisation's name and locality (if relevant, country)	
	List of principal subjects covered or skills acquired	

PERSONAL SKILLS

Mother tongue(s) Mother tongue(s)

Other language(s)	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
Language	Enter level	Enter level	Enter level	Enter level	Enter level
	Name of language certificate. Enter level if known.				
Language	Enter level	Enter level	Enter level	Enter level	Enter level
	Name of language certificate. Enter level if known.				

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user

Communication skills	Your communication skills. Specify in what context they were acquired. Example: good communication skills gained through my experience as sales manager
Organisational / managerial skills	Organisational / managerial skills. Specify in what context they were acquired. Example: leadership (currently responsible for a team of 10 people)
Job-related skills	Any job-related skills not listed elsewhere. Specify in what context they were acquired. Example: good command of quality control processes (currently responsible for quality audit)
Computer skills	Computer skills. Specify in what context they were acquired. Example: good command of Microsoft Office™ tools
Other skills	Other relevant skills not already mentioned. Specify in what context they were acquired. Example: carpentry
Driving licence	Driving licence category/ies. Example: B

ADDITIONAL INFORMATION

Publications
Presentations
Projects
Conferences
Seminars
Honours and awards
Memberships
References

Relevant publications, presentations, projects, conferences, seminars, honours and awards, memberships, references.
Example of publication: How to write a successful CV, New Associated Publishers, London, 2002.
Example of project: Devon new public library. Principal architect in charge of design, production, bidding and construction supervision (2008-2012).

ANNEXES

List of documents annexed to your CV.
Examples: copies of degrees and qualifications; testimonial of employment or work placement; publications or research.

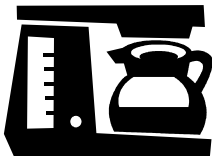
Writing

A CV.

Instructions for using the European curriculum vitae format

A curriculum vitae is often the first contact with a future employer; it therefore needs to seize the potential employer's attention in the first few seconds of reading, and to gain you an interview. Before starting to write your curriculum vitae, remind yourself of a few important principles:

1. Set out your skills and competences clearly and logically, so that your advantages stand out. No detail should be overlooked and there is no excuse for mistakes in spelling and punctuation!
2. A CV must be brief: in most cases, two pages are enough to show who and what you are. If your work experience is still limited, highlight work placements such as internships during training.
3. Your profile must be evident to the potential employer after a few seconds' reading. In consequence:
   3.1. Use short sentences;
   3.2. Concentrate on the relevant aspects of your training and work experience
   3.3. Be clear and concise
   3.4. Adapt your CV to suit the post applied for
   3.5. Highlight your potential advantages to the prospective employer.
   3.6. Keep to the structure of the format



Vocabulary Building for Work Experience

Question: What happens if in the only job I had in the past I was just making coffee?
Answer: It is a question of vocabulary!

Other words: *Clarified, Corresponded, Encouraged, Persuaded, Presented, Solicited, Spoke*

Action verbs for Communication Skills

1. *Negotiated* price reductions of up to 30% with key suppliers
2. *Interpreted* financial information from the company's annual report
3. *Translated* all relevant company information into three different languages

Action verbs for Creative Skills

1. *Created* an interior design layout for a 500 square foot retail venue
2. *Introduced* a new method of navigating through the A Software Program
3. *Presented* a new research project to the managers at the location

Other words*: Acted, Applied, Composed, Established, Founded, Improvised, Navigated, Originated*

Action verbs for Data / Financial Skills

1. *Computed* and *recorded* inventory valuation on a monthly basis
2. *Documented* inventory counts at the end of each working day
3. *Verified* the amount owed to the creditor in the Accounts Payable account

Other words*: Adjusted, Allocated, Budgeted, Compared, Estimated, Forecasted, Inventoried, Invested, Predicted, Projected, Quantified, Recorded,*

Action verbs for Helping Skills

1. *Assisted* customers with choosing appropriate products
2. *Trained* new employees in the plant through demonstration techniques
3. *Volunteered* in the nursing home every weekend to serve the community

Other words*: Aided, Built, Demonstrated, Facilitated, Familiarized, Helped, Performed, Represented, Solved, Supported*

Other words*: Achieved, Assigned, Attained, Challenged, Coordinated, Decided, Established, Executed, Handled, Headed, Launched, Led, Managed, Mediated, Motivated, Organized, Oversaw, Planned, Prioritized, Scheduled, Supervised, United*

Action verbs for Management / Leadership Skills

1. *Administered* a variety of surveys to collect data about the employees
2. *Implemented* a safety communication program to promote safety awareness
3. *Recommended* an alternative solution to one of the company's problems

Other words*: Accelerated, Allocated, Boosted, Centralized, Downsized, Edited, Enhanced, Expanded, Lessened, Merged, Optimized, Outlined, Outsourced, Prevented, Prioritized, Reorganized, Reduced, Revised, Simplified, Standardized, Stream-lined, Synthesized, Systematized,*

Action verbs for *Efficiency Skills*

1. *Eliminated* unnecessary cost of each unit of production
2. *Maximized* profits by 15% during the month of July
3. *Heightened* the level of employee moral through program incentive

Writing

An Application Letter

Application or cover letters, sent with your CV, are a form of persuasive communication meant to motivate your reader to take action on your behalf. Your goal is to secure an interview or to be referred to people to contact. Make the letter concise, literate and to the point.

The outline below provides an example of how to structure a cover letter. Match the numbered spaces with the descriptions below.

1
2

3
4

5
6
7
8

9

A. **Your Signature**
B. _____**Paragraph= Highlight your skills. Evidence for skill 1:** Highlight your 3 skills (1, 2, & 3), which will add value to the employer. Give this some serious thought and try to identify the most important skills for the job. Also, look at the job posting, it will typically tell you the skills required. Identify a past or current job, class, or activity. Discuss your role, in context to how it exemplifies your skill no 1. Express your individuality, matching your skills to the employers' requirements.
C. **Salutation:** Find out the name of the person who deals with job application, and address it to that person.
D. **Date**
E. _____ **Paragraph:** Answer the question: Who are you (school, degree, grad year)? Mention the job title/reference number and where you saw it advertised. Answer the question: How did you hear about job? And do you have a contact at the firm?
F. **Your Address**
G. _____ **Paragraph:** Answer the question: What do you want to happen next? An interview? Sate your availabilities e.g. I will be available for an interview from_____ to_____**.** and give contact details. Or maybe you will call them to follow up? Be specific and include information on how you will follow-up and when (one week's time is typical).. Have a proper conclusion. Thank them of their time and for considering you for the position.
H. **The Company's Contact Details**
I. _____ **Paragraph: Evidence for skill 2 and 3. Show Interest in the Company:** Identify a different past or current job, class, or activity/Discuss your role, in context to how it exemplifies your skill 2 and 3/ State the accomplishment of your work. Explain why you think the company/job offered suits your profile

Vocabulary Building

An Application Letter

1st paragraph: Applying for the position

- *I would like to apply for the position of (job title) advertised in this month's edition of (magazine)*
- *I am writing to you concerning your advertisement on (date) in (newspaper, magazine, webpage) to work in your research/personnel/logistics department.*
- *I am answering your advertisement for the post (job title) which appeared in yesterday's (newspaper).*
- *With reference to your advertisement in (newspaper) of (date) for a (job title) in your firm, I should like to be considered an applicant for the position.*
- *I have seen your advertisement in this week's (magazine) and I am interested in applying for the post of (job title)*

2nd paragraph: Indicating interest in the job.

- *I am interested in _____*
- *I wish to get a similar post with better prospects/a post similar to the one you are advertising*
- *My main interest is in _____*
- *The position sounds*
    - *very interesting/motivating/challenging*
    - *just like the kind of work I have been looking for*
- *My reason for looking for this post with you is*
    - *-to improve my prospects*
    - *-that my present position does not offer opportunity for advancement/a chance to use my skills or specialized knowledge of computers/an opportunity to gain more experience in……*
    - *-that my present position has started to become routine*

3rd paragraph: Convincing the reader of the applicant's qualifications. Listing the schools attended, courses taken, postgraduate studies and titles obtained, seminars etc:

- *As the enclosed CV indicates I have a wide experience in…..*
- *I attended/graduated from the _____ School/College/University*
- *I have received/obtained a degree in _____*
- *I possess a certificate in _____*
- *My work was in the production department with some experience in_____*
- *My first position was with _____(name of the company).*
- *I began work with _____ (name of company) as _____(job title)*
- *I have a good/excellent knowledge of English*
- *At_____ (name of the company) my duties consisted in/included (description)*

4th paragraph: Asking for an interview and showing willingness to provide references

- *I would welcome the opportunity to have a personal interview*
- *I would be grateful if you could send me further information and application forms*
- *-References concerning my ability can be obtained from____ (name of former employee)*

- *-Please do not hesitate to phone/email/let me know/contact me if you need/require/would like more details, I would be glad to supply them*
- *-I hope you will be able to give my application your favourable consideration*
- *-I trust/hope you will consider my application favourably and grant me an interview*
- *-I am looking forward to hearing from you (in due course)*
- *- I am available for an interview from_____ to _____ at your earliest convenience*

Simulation

A Job Interview

The class is divided in two groups: Interviewers and Interviewees. Each group must read the corresponding Instructions.

In order to participate in the simulation, every student will need

1) a printed paper version of his/her CV

2) a printed paper version of his/her application letter, in response to one of the two job ads in the Reading Section (of his/her choice).

Students should feel free to discuss the strategy of their interview with other Interviewees.

Instructions for Interviewees

You have been selected to be the group of Interviewees for the Job Simulation to be conducted in class. Below you will find necessary information to play your role and links to articles which will probably be of some help.

Instructions

The process of getting the job you want is very similar to conducting a sale: you are selling yourself as the best candidate for the position. In order to be successful in interviewing ask questions and impress the interviewer with your preparation. Learn and apply these steps:

- *Know your product:* Your product is you and what you bring to the bargaining table in terms of knowledge, skills, energy, accomplishments, and personality. Take an inventory and be sure that your customer (the potential employer) is fully aware of your value.
- *Know your customer's needs:* To know these needs, you must research the employer and the industry. Find out what needs problems and opportunities exist.
- *Show how you can fulfil the needs or solve the problems:* The art of successful interviewing consists of convincing the interviewer that you can be of great service in solving his/her problems and/or making money for the organization.

Your interview question responses are measured on two factors: content and style.

- *Content:* The information you provide, add to, or clarify about your qualifications. Use the sales approach and exploit the opportunity to tell all the positive things about you, the "product."
- *Style:* Recognize you are also being judged on your delivery and mannerisms. The interviewer develops perceptions of your personality and skills based on your ability to "think on your feet." Organize your thoughts, and speak clearly and confidently. This is why interviewers sometimes ask the, "Why is the sky blue?" type of questions. Be careful not to give short, incomplete responses or long, rambling discourses.

You will encounter a variety of techniques and mannerisms exhibited by different interviewers. In all interviews, you must make a good first impression. This means arriving on time, being properly dressed and groomed and exhibiting positive non-verbal behaviour (firm handshake, good eye contact, smile, and

confident presence). Even the initial "small talk" conversation is very important. Learn the different interviewing techniques used by potential employers. Some techniques require specific preparations on your part.

- **One-on-One, Traditional Interview:**The best preparation is to research the employer and the industry prior to the interview.
- **Serial Interview** Usually, the interviewers have hiring authority, and may become your future manager(s). You should treat each person you meet as if he/she were a key player in the decision-making process, even the administrative assistants. If you make a negative impression on anyone, it will probably be reported in the evaluation phase.
- **Group/Panel Interview** The panel may include three to ten people, possibly more. Each person may have been assigned a specific area of questioning. Your strategy should include equal eye contact with each person, with special attention to the individual who asked the question.
- **Stress Interview** An example would have the interviewer speak quickly and aggressively, perhaps opening with "Why should we hire you?" Should you encounter a stress interview, project self-assurance. It will be easier if you understand that it is a test.
- **Case Method Interview** The interviewer is not necessarily seeking a "correct" answer to the problem, but wants to evaluate your problem-solving and analytical-reasoning skills. Be prepared to justify your answer and walk the interviewer through your solution on a step-by-step basis. You may have to ask questions of the interviewer if you feel you do not have adequate information to arrive at a valid solution. This type of interview is most commonly used by investment banks and consulting firms.
- **Behavioral Interviewing** The acronym "STAR" provides a guide for formulating answers for behavioural questions.

  S - Describe the situation in which you were involved.

  T - Describe the task to be performed.

  A - What was your approach to the problem?

  R - What were the results of your actions?

In a behavioural interview, make sure the answers you give are honest, concise, and reflect positively on you (even if the event did not have a positive outcome). Remember that you are selling yourself, and the interview is the first place to prove your worth to a company.

Links

http://careers.guardian.co.uk/getting-inside-mindset-of-interviewer

Instructions for Interviewers

You have been selected to be the group of Interviewers for the Job Simulation we will conduct in class. Your group's mission is to examine candidates (applicants) for the two jobs described in the advertisements that follow. First, you decide on the type of interview you will conduct, then you read the applicants' CVs and application letters. Next, you conduct the interview according to the instructions and finally you write a memo intended for applicant feedback. Name a coordinator and start working at once.

In the Reading Section you will find two job descriptions containing all necessary information to play your role. Choose one. Feel free to discuss the strategy of your interview with other Interviewers

The CV and application letter

Read the CVs and application letters of the candidates and decide who is the best for the job.

Peer Editing

Editing cover letters: A Checklist

Here's a list of things to look for as you edit your colleagues' cover letters:

Introductory Paragraph makes connection between writer and reader. Introductory paragraph previews how writer can contribute to this organization.

The Argument:Two or three key arguments convincing the reader to take some kind of positive action in relation to the writer are laid out. Concrete evidence supporting the key arguments is provided (e.g., accomplishments, responsibilities, activities).

Clarity/Coherence: Paragraphs are coherent with one idea per paragraph.Sentences are clear and concise and written primarily in active voice using strong verbs.

Mechanics: Proper format for business letter followed. No spelling, punctuation, or grammar mistakes.

Closing Paragraph outlines next steps as appropriate. Closing paragraph thanks the reader for his/her time and consideration.

Step Three: The Interview

Come up with a list of 8 to 12 questions you want to ask the person whom you will interview. Use the suggestions found below. Do not forget to cover education, other activities, work history, information about the person; plan on questions from each of those categories. Think about whether you want to do a resume-based or behavioural interview, and create questions accordingly.

Listed below are several common interview styles. Choose one and then conduct an interview according to it.

- **One-on-One, Traditional Interview**

This is the most common type of interview. The interview consists of a series of questions that may or may not be standardized. You would be expected to ask articulate, well-formed questions.

- **Group/Panel Interview**

This type of interview typically occurs at the employer's location. The panel may include three to ten people, possibly more. Each person may have been assigned a specific area of questioning.

A. Stress Interview

The technique tests a candidate's ability to be articulate and graceful under pressure. An example would have the interviewer speak quickly and aggressively, perhaps opening with "Why should we hire you?"

B. Case Method Interview

This type of interview involves questions in which a candidate is asked to solve a hypothetical industry-related problem. These problems will be similar to ones the organization may encounter during their regular course of business. You are not necessarily seeking a "correct" answer to the problem, but you want to evaluate his/her problem-solving and analytical-reasoning skills.

C. Behavioural Interviewing

The behavioural interview is based on the premise that the best way to predict future behaviour is to determine and evaluate past behaviour. This type of interview is different, and takes special preparation and skill to perform well. First, you as an interviewer, must determine a profile of desired behaviours. Some behaviours and characteristics employers may attempt to measure include:

customer service	Stress tolerance
initiative	planning
organization	problem-solving
teamwork	leadership
flexibility	motivation

Next, you ask an open-ended question designed to stimulate recollection of a situation that would lead to a desired behaviour. Some examples of situations that may provoke desired or undesired behaviours are:

- balancing/prioritizing several tasks within a short period of time.
- dealing with an unproductive or uncooperative colleague.
- finding better ways to perform a task.

Then you ask for an overview of the situation, including the candidate's role, other players involved, key events and the outcome. Then you may ask follow-up questions like, "What did you do?" or "What did you say?" For example, for flexibility, you might ask: "Describe a situation that required several things to be done at the same time. What was your action? What was the result?" For leadership, the interviewer might ask: "Describe a situation in which your efforts influenced the actions of others. What was your action? What was the result?"

Sample Interview Questions

Traditional Interview Questions

- Tell me a little about yourself.
- Why did you choose Global Financial Services Organization?
- Why did you choose your major?
- Which courses did you find most difficult? Why?
- What would you like to be doing five years from now?
- What has been your greatest accomplishment?
- Describe your greatest strengths and weaknesses.
- Would you rather be in charge of a project or work as part of a team?
- What have you learned from the jobs you have held?
- What interests you most about this job/this company?
- What is the most difficult situation you have faced?

Behavioural Interview Questions

- Describe the best/worst team of which you have been a member.
- Tell me about a time when your course load was heaviest. How did you get all of your work done?
- Give me a specific example of a time when you sold someone on an idea or concept.
- Tell me about a time when you were creative in solving a problem.
- Describe a time when you got co-workers or classmates who dislike each other to work together.
- Tell me about a time when you made a bad decision.
- Describe a situation when you had to request help or assistance with a project or assistance.
- Tell me about a time when you failed to meet a deadline.
- Tell me about a situation that required you to be assertive in getting your point across.

Stress Interview Questions

- What kinds of people do you find it difficult to work with?
- What are some of the things you find difficult to do?
- How would you evaluate me as an interviewer?
- What interests you least about this job?

- How do you handle rejection?
- What is the worst thing you have heard about our company?
- See this pen I'm holding? Sell it to me.

Case Interview Questions

- A magazine publisher is trying to decide how many magazines she should deliver to each individual distribution outlet in order to maximize profits. She has extensive historical sales volume data for each of the outlets. How should he/she determine delivery quantities?
- You are visiting a new client who sells golf balls in the United States. Having had no time to do background research, you wonder what is the annual market size for golf balls in the U.S. and what factors drive demand. You have 15 minutes before your meeting. How would you go about answering these questions?

An additional brief list of 10 potential inquiries an Interviewer might pose to an applicant is as follows. You usually begin the interview by asking these questions to ascertain the skills, knowledge and prior experiences held by the prospective candidate. They are also a means to test out the genuine interest to work for the company.

1. Which abilities do you have that would be useful in this position?
2. What information have you gleaned about our business so far, and why are you interested in this position?

Then you can ask these questions to determine the interpersonal skills of the candidate and other soft skills too.

3. How do you inspire people, and what kinds of people do you work best with?
4. What was your greatest failure in the workplace? What did you discover?

Situational questions are usually asked to test a candidate's ability to work under pressure and handle critical situations. These questions help ascertain reasoning ability and help to evaluate the knowledge and experience of a candidate relating to marketing tools and strategies.

5. Tell me about a time when a project's requirements and scope significantly changed. How did you handle the situation, and what was the result of the project?
6. How can you be positive that your initiatives are in line with your company's overall objectives and goals?
7. Can you describe a time when you applied a novel, unconventional, or unconventional strategy to a strategic initiative?

These two sample questions could be asked to determine the technical knowledge held and the long-term thinking and aspirations of an employee for (example) the company's marketing strategies.

8. How can you establish a rapport with the media?
9. How do you go about creating the funding for your department?
10. What do you know about the intended market for the business?

Conduct the Interview

Each interview should be 10 minutes. As an interviewer, observe the interviewee's performance so that you can give him/her feedback. Here are some things you should look for and take notes about:

- Did the interviewee set the scene?
- Did he/she appear confident, enthusiastic and energetic?
- Did the interviewee clarify purpose, expectations, process, and or framework?
- Did he/she answer questions succinctly and clearly?
- What techniques did the interviewee use? (Paraphrasing, reflecting, questioning, active listening)
- Did he/she provide enough detail to make his/her answers persuasive?

- Did the interviewee do well adjusting to the interviewer on his or her feet?
- Was there evidence the person did his/her "homework" about the company and the position?
- Did the interviewee connect with the interviewer and seem responsive to the dialogue?
- Did the interviewee attempt to control the process at any time?
- If you gave the person a chance to ask questions about the position, were those questions reasonable, intelligent and well informed?
- How well did the interviewee summarize and close?
- How would you rate the interviewee on the three key qualities (1-5)

- Problem solving/analytical skills
- Business and technical acumen
- Personal characteristics

- Would **you call him or her back for a second round?**

Writing

The Memo

After the interview is complete, each person should take a minute or two to record his/her impressions.

Each person should write a short (no more than one handwritten page) memo to his/her interviewee offering him/her feedback on his/her performance. Use the **questions above** to serve as a guide for the memo. Organize the memo using direct structure and provide specific details to back up the observations you made. Remember the guidelines for feedback; it should be descriptive, concrete and usable.

Reading

Two Job Ads

Be a leader in a leading company: IBM, Junior Project Manager
Junior Project Manager: IBM - Bucharest - Romania
Job description:

Be a leader at a leading company. IBM is looking for a Junior Project Manager who excels at leading project teams to deliver our best solutions to clients around the world. As an IBM project manager you'll enjoy the diverse challenges, clients, work environments and schedules that come with delivering innovative projects, on-time and on-budget.

Skills for this position require applicants who are equally adept at people, and business management. Besides the knowledge of methods to initialize, plan, execute, control and monitor a project, IBM PMs use skills and leadership competencies for team building, client relations, negotiation, decision making, problem solving and conflict management.

You'll apply techniques for planning, tracking, change control and risk management. IBM project managers are on the frontlines every day; partnering with clients to help shape their projects every step of the way. Join us.

Interested in learning more about IBM? Check out the IBM Global Careers newsletter

Responsibilities:

- team management, planning and task assignment
- project processes survey
- client communication (status meetings, demos, reviews)
- act as a main point of contact for various stakeholders (business analysts, QA development)

- ensure delivery in time and within quality standards

Required

- Bachelor's Degree
- At least 1 year experience in Technical leading teams of 3+ members
- English: Fluent

Preferred

- Information Technology

Additional information

The selected candidate should have:

- strong analytical skills, experience in trade-off decisions
- customer communication skills
- experience in planning project phases and team management
- experience in project risk assessment
- experience in analyzing and reviewing business requirements
- experience in validating technical architectures and estimations

IBM is committed to creating a diverse environment and is proud to be an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability, age, or veteran status.

About this company

IBM is a global technology and innovation company headquartered in Armonk, NY. It is the largest technology and consulting employer in the world, with more than 400,000 employees serving clients in 170 countries. IBM offers a wide range of technology and consulting services; a broad portfolio of middleware for collaboration, predictive analytics, software development and systems management; and the world's most advanced servers and supercomputers. Utilizing its business consulting, technology and R&D expertise, IBM helps clients become "smarter" as the planet becomes more digitally interconnected. This includes working with organizations and governments to build systems that improve traffic congestion, availability of clean water, and the health and safety of populations. IBM invests more than $6 billion a year in R&D, just completing its 18th year of patent leadership. IBM Research has received recognition beyond any commercial technology research organization and is home to 5 Nobel Laureates, 9 US National Medals of Technology, 5 US National Medals of Science, 6 Turing Awards, and 10 Inductees in US Inventors Hall of Fame. The company was behind the inventions of the PC; SABRE travel reservation system; UPC codes, Watson, the Jeopardy!-playing computing system, and much more.

Bradley Brand & Design -Ireland- Social Media Marketing We are hiring!

We're hiring! We're looking for a digital marketing native and social media marketer to join our team! Applicants should forward their cover letter and CVs to karen@bradleybrand.ie.

Job description: Social Media Specialist

Fancy working with Irish SME's to help them get the most out of social media. If so, then you're the person for us.

We have a host of retailers, food producers and manufactures chomping at the bit to embrace social media to tell their story. But they need help so we're looking to recruit someone to join our team of brand thinkers and designers to work directly with our SME client base.

Based in our office in Sandyford key responsibilities include:

- Planning: taking brief from clients; planning with our creative team as to how best to express the client brand in the social media channel
- Making it happen: writing and posting on various social media platforms such as client blogs, Facebook, Twitter, Instagram and a few more besides.
- Reporting: telling clients what a wonderful job you are doing and how we are increasing customer following

Desired Skills and Experience

You are likely to be a digital native... so why not turn your passion into a career!

Seriously, we expect that you have some commercial social media marketing experience helping brands to build their profile in this exciting communications channel.

You are likely to have college degree in marketing or related subject. You will need to be good at spotting ideas and then writing them up. Our team will help you with the visuals.

Please send your CV and letter expressing your interest. Thanks.

About Bradley Brand & Design

We're a creative agency that brings together a diverse range of brand strategy, marketing and design talents to deliver practical, cost effective and original ideas that sell. We know that brands with a clear sense of purpose can engage with your customer at every touch point.

Creating and managing your brand to stand out in the marketplace is a simple promise we make to you. In fact, you may remember us from our previous business name - Bradley McGurk. We still offer the same great services, always lead by our strategic, commercial ideas. So if your brand needs a boost then please give us a call. We'd love to chat and share some initial ideas.

Specialties

Branding strategies, Market research, Consumer research, Brand identity design, Retail store design, Logo design, Brand naming, Creating straplines / taglines, Copywriting, Packaging design, Website design, Marketing communications, PR, Advertising

Headquarters: Q House, Unit 109, 76 Furze Road, Sandyford, Dublin 18 Ireland

Website: http://www.bradleybrand.ie

Industry: Marketing and Advertising

Type: Privately Held

Company Size: 11-50 employees

Questions

1. ***Decide which company the following statements correspond to IBM, Bradley***
2. ***Brand or both?***
   A. Work for this company and you will have hundreds of thousands of colleagues
   B. Work for this company and you will probably have to relocate
   C. Work for this company and maybe you will face challenges having to do with innovation and technology at government level
   D. Work for this company and your main clients will be owners of small businesses
   E. Do not even apply for this job if you do not have a Facebook account

F. I have a Bachelor's Degree in Information Technology. Which company will hire me?
G. If you are over 40 your chances with that company are slim
H. My best work experience was when I succeeded in making two teams, (the engineers and the municipal council), see eye to eye concerning a local traffic congestion problem we had to resolve as part of our end-of-the-year assignment in the University of the Aegean. Which company will hire me?

3. ***What are the advantages and disadvantages of working for IBM? For Bradley Brand and design?***
4. ***What kind of person is Bradley Brand hoping to recruit?***

Grammar Point. Numbers: Da rules.

- Use a comma between the day of the month and the year: Examples: December 7, 1941, July 20, 1969
- Use commas to show thousands, millions, and so on.Examples: 1,000; 10,000; 100,000; 1,000,000
- Use hyphens in fractions and in compound numbers from twenty-one to ninety-nine. Examples: one-half, sixty-six
- Use an apostrophe and s to show the plural of a number. Example: Computers will be even more important in the late 1990's.
- Use an apostrophe to show that numbers have been left out of a date. Examples: the 70s, the '90s
- In BrE the word and is used between the hundreds and the tens in a number Examples: 310 three hundred and ten (US three hundred ten), 5642 five thousand six hundred and forty two
- One can say a hundred or one hundred, a thousand, or one thousand. One is more formal. But one can only use a at the beginning of a number
- Examples: a hundred, but three thousand one hundred
- After a number or determiner, hundred, thousand, million and dozen have no final –s. Example: five hundred pounds, hundreds of pounds.
- Other number expressions have no –s when they are used as adjectives. When you use sums of money as adjectives, use singular forms.
- Example: a five pound note,
- When expressions of measurement, amount and quantity are used as adjectives they are also normally singular.
- Example: a three-mile walk, a six-month old baby.
- Money examples 1p=one penny or a penny, 5p five pence, £3.75 three pounds seventy five.
- Writing Dates
- Example. A common way to write the day's date is this: 25 June 2016. But there are other possibilities. 25th June 2016, June 25(th) 2016, 25.6.016
- British and Americans write "all figure" dates differently. British put the day first, Americans the month.
- Example 6.4.2016 is 6 April in Britain, June 4 in the USA.
- Speaking Dates: 30 March 2016= (British) March the thirtieth, two thousand sixteen or the thirtieth of March two thousand sixteen. (American) March thirtieth, two thousand sixteen.
- Most measurements are singular, even though they look plural.
- For example: "Half a dollar is more than enough" (not "are more than enough") or "Ten inches is more than enough" (not "are more than enough").

Listening

Names, numbers, passwords, amounts

Listen to the sentences and then fill in the gaps

1. You can receive a discount if you spend more than $ /_____/
2. How much is the reduction?
3. How delayed is the project? /_____/ weeks
4. How long did the meeting last? /_____/ hours
5. How often does the meeting take place?/_____/ times a year
6. How long did she work for the company? /_____/ years
7. How long did the sale last? /_____/ days
8. When did the sale take place
9. How many cars does the factory produce per year? /_____/
10. The conference is in the /_____/ Centre.
11. How many people were at the meeting?/_____/
12. How much do the shoes cost now? € /_____/
13. The speaker's post code is /_____/
14. The speaker's telephone number is
15. How long was the conference that he went to in Seattle? /_____/ days
16. The speaker's mobile number is /_____/
17. The freephone number is /_____/
18. How many people have lost their job? /_____/
19. Diana's email address is /_____/.com.
20. What time is the meeting? 1:/____/
21. How long has he been working for the company? /_____/ years
22. The company headquarters are in /_____/.
23. The speaker's telephone number is /_____/
24. Your reference number is /_____/.
25. How many people use the Internet service? /_____/ million
26. The offices are in /_____/ Tower.
27. What is his total income each year? $ /_____/
28. You must send the package to Ms /_____/.
29. His flight number is /_____/.
30. When is the launch party? /_____/ March
31. How much do the shares cost? $/_____/.50.
32. How much have share prices fallen by? /_____/%
33. His flight number is /_____/.
34. How long have they been doing business in Asia? /_____/ years
35. How often does the committee meet? /_____/ times a year

36. How many jobs may be lost?/_____/

37. What is the speakers' email address? /_____/

38. What is the exchange rate between the yen and the dollar? $1=¥ ?____?\

39. The new shop is on /_____/ street.

40. How much are they going to spend?¥ /_____/ million

41. How much have sales fallen by? /_____/%

42. How much have orders on the Internet gone up by? /_____/%

43. How much have sales increased by? /_____/%

44. How many units were sold?

45. The password is /_____/.

46. How much money did the insurance company have to pay? $/_____/

47. How many people were interviewed?/_____/

48. How much profit did they make? $/_____/

49. Who should you write to? Mr /_____/

50. What number do you dial if you call New Zealand? /_____/

51. How many people are unemployed? /_____/ million

52. How many stores do they have in total? /_____/

53. How much longer will the contract last? /_____/ years

54. When was she given the job? /_____/ months ago

55. How much weight can the truck carry? /_____/kg

56. The product number is /_____/.

57. How much does the product sell for in stores? €/_____/

58. What time are you meeting Mr Sharp? /_____/ o'clock.

59. What is the speaker's direct line number? Bristol /_____/

60. How much profit has the company made? $/_____/ million.

61. What is your order number? /_____/

62. The factory is in /_____/

63. How long will they keep the reservation?/_____/ days

64. How many people does the company employ?/_____/

Listening

A Job Interview at H&M

Lead In

Read the text below and decide whether the statements below are true (T) or false (F).

H&M Sales Advisor Job Description

Job Description and Duties

Sales advisors perform customer service and merchandising duties on the sales floor of H&M stores. Workers arrange garments attractively on racks and shelves, locate merchandise for shoppers, ring up customer purchases, and operate cash registers. Other job duties include controlling access to fitting rooms, unloading and organizing inventory, and cleaning the store. As entry-level positions, H&M sales advisor jobs carry few formal requirements for employment consideration. Applicants must stand at least 18 years of age. H&M hiring officials also prefer candidates with a high school diploma and previous customer service experience in a retail environment. Prospective sales advisors should have strong multitasking capabilities, outgoing personalities, and the ability to work flexible schedules featuring night and weekend shifts. Trendy personal style and knowledge of current fashions also help in securing employment at H&M.

Salary and Compensation

Entry-level sales advisors start out making roughly $8.00 or $9.00 hourly upon hire. Depending on location, experienced workers may earn as much as $12.00 or $13.00 an hour. In addition to competitive pay scales, H&M extends merchandise discounts, internal training programs, and promotion possibilities to all employees. Sales advisors often take advantage of professional development opportunities to advance into store management careers, with higher salary options and generous employment benefits. Since entering the American market in 2000, H&M overlooks a network of more than 250 locations across roughly 30 states. The second-largest global clothing retailer continues to open new stores throughout the country and remains a growing source of entry-level jobs for workers interested in the sales aspect of the fashion industry.

Questions

1. H&M prefers candidates laden with diplomas.
2. The H&M perspective employees are expected to clean the toilets of the shop.
3. Your image and fashion sense can get you a job there.
4. The most you are expected to make at H&M is $10/hour.
5. You can eventually get promoted to an executive post there even if you get hired for an entry-level job.
6. All the United States of America have H&M stores.

Now you will listen/watch to two interviews of two employees at H&M. Read carefully the sentences below and decide whether they refer to Employee 1 (mark 1) Employee 2 (mark 2), Employee 3 (mark 3), any two of them both (mark B) or all of them (mark ALL).

1. This person was a cashier
2. This person worked as a Greeter.
3. This person's job title is Sales Associate
4. This person had to work until 2 in the morning sometimes.
5. This person was eventually promoted to Sales Advisor
6. This person finds that working there was very hasty.
7. This person thinks that the questions asked in the interview were standard.
8. This person's competitive advantage was his/her experience.
9. This person found work on week-ends too tiring.
10. This person has to check his/her duties on the board.
11. This person did not need to be trained.

12. This person did not feel that the job was a hard one to get.

13. This person's advice to those who seek a job with H&M is "be yourself"

14. This person's advice to those who seek a job with H&M is "be confident"

15. This person had to talk to a client whose language he/she ignored

16. This person did not feel he/she had a specific job description

Vocabulary Consolidation

Multiple Choice Questions

1. Out of 400 applicants, 50 candidates were _____ for interview.
☐ shortlisted ☐ rejected ☐ selected ☐ obliterated

2. Applicants are asked to supply _____ from past employers.
☐ qualifications ☐ references ☐ requests ☐ overdrafts

3. Which of the following does **not** mean recruiting new personnel?
☐ taking on ☐ employing ☐ dismissing ☐ hiring

4. The 1920s saw a growing service sector; the basic pattern of the modern _____ job was often believed to have been established during this period.
☐blue-collar ☐white-collar ☐engineering ☐ shipping/transport

5. Which part of the CV gives information about your past work record?
☐ skills ☐ experience ☐ qualifications ☐ references

6. In a number of smaller countries, unemployment _____ until the early 1980s, but has steadily _____ since then.
First gap → ☐ increased ☐ expanded ☐ extended ☐ inflated
Second gap → ☐ decreased ☐ deflated ☐ was cancelled ☐ was called off

7. Which word is a synonym for **"candidate"**?
☐ applicant ☐ interviewer ☐ employer ☐ employee

8. What is a **cover letter**?
☐ a letter your former boss sends to your new employer
☐ a letter that you send with your CV to apply for a job
☐ a letter informing you that you have been successful at interview
☐ any informal letter covering aspects of your future job

9. Which phrase means "to make a request for the job"?
☐ to apply for a job ☐ to hire ☐ to interview ☐ to postulate

Gap Filling

Fill the gaps. Choose the correct answer from the set of choices in the boxes.

1.	a) whole	b) overall	c) wide	d)comprehensive
2.	a) account	b) declare	c) report	d) inform
3.	a) recruiting	b) enrolling	c) raising	d) gathering
4.	a) co-operating	b) collaborating	c) constituting	d) coordinating
5.	a) provoking	b) thrilling	c) motivating	d) agitating
6.	a) dismissed	b) bankrupt	c) fired	d) redundant

I've been Head of Sales at this sportswear company for about five years now. I am in (1)_____ control of sales and there are six Area Managers who (2)_____ to me. My work involves a variety of things including (3)_____ new staff, (4)_____ sales and marketing campaigns, and (5)_____ the people who work for me. However, the job can have its unpleasant side, and there have been occasions when I have had to make people (6)_____ because sales were falling.

Recruitment, blue-collar, career, to demote, to lay sb off, profession, to train, white-collar, salary, self-employed, to fire, interviewee, wage, personnel

1.The series of jobs that a person has in a particular area of work, usually involving more responsibility as time passes: _____

2.To teach a person the skills for a particular job or activity: _____

3.To move sb to a lower position in an organization, often as a punishment_____

4.To stop employing sb because there is not enough work for them to do: _____

5.A type of job that needs special training or skill, especially one that needs a high level of education:_____

6. Connected with workers who do physical work in industry: _____

7. Working in an office rather than in a factory, et.: _____

8.Working for yourself and not employed by a company, etc.:_____

9.To force sb to leave their job: _____

10. The act or the process of finding new people to join a company or an organization_____

11. The person who answers the questions in an interview: _____

12. Money that employees receive for doing their job that is usually paid every month:_____

13.A regular amount of money that you earn, usually every week, for work or services:_____

14. The people who work for an organization:_____

Critical Thinking

Persuasion

Below you will find a Memo written by no other than the King of England himself…when he was still a Prince. Read it. The class is divided in two groups. Out of the one half two groups are carved: a) those who agree with the sentiment expressed in the memo and b) those who don't. Each group has 7 minutes to persuade. The other half of the class votes. The best team wins.

"What is wrong with everyone nowadays? Why do they all seem to think they are qualified to do things far beyond their technical capabilities? This is to do with the learning culture in schools as a consequence of a child-centred system which admits no failure. People think they can all be pop stars, high court judges, brilliant TV personalities or infinitely more competent heads of state without ever putting in the necessary work or having natural ability. This is the result of social utopianism which believes humanity can be genetically and socially engineered to contradict the lessons of history ... What on earth am I to tell Elaine? She is so PC it frightens me rigid."

Memo of (then) Prince Charles to a staff member at Clarence House in respsonse to a request from Elaine Day, a former personal assistant, to train as a private secretary, in 2003