



**ЧЕРНІГІВСЬКИЙ ЦЕНТР ПЕРЕПІДГОТОВКИ ТА ПІДВИЩЕННЯ
КВАЛІФІКАЦІЇ ПРАЦІВНИКІВ ОРГАНІВ ДЕРЖАВНОЇ ВЛАДИ,
ОРГАНІВ МІСЦЕВОГО САМОВРЯДУВАННЯ, ДЕРЖАВНИХ
ПІДПРИЄМСТВ, УСТАНОВ І ОРГАНІЗАЦІЙ**

**Англійська мова:
глобальні проблеми
міжнародного менеджменту**

НАВЧАЛЬНО-МЕТОДИЧНИЙ ЗБІРНИК

**ЧЕРНІГІВ
2010**

Англійська мова: глобальні проблеми міжнародного менеджменту: Навч.-метод. збірник. / Черніг. центр перепідготовки та підвищення кваліфікації працівників органів держ. влади, органів місц. самоврядування, держ. п-в, установ і орг.; Упор.: Литвин С.В. – Чернігів: ЦППК, 2010. – 22 с.

Рекомендовано до видання навчально-методичною радою Чернігівського Центру перепідготовки та підвищення кваліфікації працівників органів державної влади, органів місцевого самоврядування, державних підприємств, установ і організацій, протокол № 1 від 4 лютого 2010 р.

Навчально-методичний збірник призначений для працівників органів державної влади, органів місцевого самоврядування – фахівців з питань європейської та євроатлантичної інтеграції, які навчаються за програмою підвищення кваліфікації з англійської мови, викладачів Центру.

© Чернігівський центр перепідготовки та підвищення кваліфікації працівників органів державної влади, органів місцевого самоврядування, державних підприємств, установ і організацій, 2010

ЗМІСТ

№	Назва теми	Стор.
1.	PROBLEMS OF MODERN MANAGEMENT	4
2.	THINKING GLOBAL, ACTING LOCAL	7
3.	ROUTES TO TOP MANAGEMENT	11
4.	OVERSEAS POSTINGS	14
5.	RETURNING HOME	18
6.	РЕКОМЕНДОВАНА ЛІТЕРАТУРА	22

UNIT I

Problems of modern management

International management development

Before you read

Discuss these questions.

- 1 What do you think would be the best ways to learn to be an international manager?
- 2 What do you know about management development in Ukraine?

• YOU AND YOUR WORK

How to learn in a global classroom

Today's Tuesday, this must be Hong Kong. No, not the confused words of a jet-lagged traveller, but the words of an international executive on a business management course.

Our German manager from Lufthansa will have flown in to the former British colony on whistle-stop tours of LG, the Korean conglomerate, and Standard Chartered Bank, whose main operations are in the Middle East and Asia-Pacific, as part of his international training programme. After that, the next stop could be Brazil to see how ABB, the international engineering group, adapts its working practices to local conditions.

The globe-trotting executive is already a well-established figure in the international picture. But he or she is now being joined by the global executive on a management training course. Why hold dry in-house study programmes, repeating old ideas, when the environment that today's top-flight executives operate in is global? Business schools have responded by offering courses in which the international element is the central point. At London Business School's Global Business Consortium, for example, a senior manager from each of ABB, British Telecom, LG, Lufthansa, SKF from Sweden, and Standard Chartered Bank come together each year to learn about how different global businesses operate.

Each of the regions of Europe, Asia and South America are represented in the operations of these six blue chip multinationals. The emphasis is on participants learning from each other. Insights into cultural pitfalls and practical guidance are also part of the package.

But the only way of getting a feel for the special considerations of operating on the ground in another country is to visit the region itself and meet local leaders, academics and senior managers. Here course participants will aim to gain a better understanding of the relationship between global strategy and regional characteristics. Each of the participating companies acts as host to the other five as part of the module-based learning programme. On site they will work in a multinational team analysing various aspects of the host company's strategy.

The Ashridge European Partnership MBA has been running since September 1998. Three German companies - Lufthansa, Deutsche Bank and Merck – have formed a consortium enabling employees to study for an MBA with Ashridge Management College, in the UK.

“The English learning atmosphere is different from that in Germany,” said Dr Peter Weicht, director of personnel and organisational development at Merck, the international chemical and pharmaceutical group. “It is good for team-building, which will be very important between different cultures. In England there is a more relaxed relationship between lecturer and student.”

Dr Martin Moehrle, head of management development for Deutsche Bank, also favours global training. “In Germany we are too domestically oriented; to become more international it is a must to be exposed to the English language and to other industries.”

He was impressed, too, by the “modern approach” of the Ashridge MBA compared with its more technical, accounting-led German equivalent, which is less concerned with leadership issues. Another plus for organisations favouring the international element in training is that it will help them to attract those ambitious men and women who want to continue their studies. These training options enable high-fliers to carry on education without leaving the company.

However, there are drawbacks. Deutsche Bank, in particular, has had the experience of talented employees leaving their job to attend the Ashridge course, only to join another company later.

From The Independent on Sunday

Reading tasks

A Understanding main points

- 1 The text above describes two international management development programmes, each designed for small groups of companies.
 - a) How many companies take part in each programme?
 - b) Which company is involved in both programmes?
- 2 What is the main emphasis on the London Business School (LBS) Programme?
 - a) to learn about how different global businesses operate
 - b) for the participants to learn from each other
 - c) to provide experience of working in multinational teams
- 3 In which country does the second programme take place, and what language is used?

B Understanding details

- 1 Mark these statements T (true) or F (false) according to the information about the LBS Programme. Find the part of the text that gives the correct information.
 - a) Much of the course is based on lectures and discussions. *F*
 - b) The programme runs every year.
 - c) The programme is aimed at young managers with high potential.
 - d) The participants travel a lot as part of the programme.
 - e) Part of the course involves staying in Brazil to get work experience.
 - f) Each participant visits five different companies.
 - g) The programme involves a lot of project work.

- 2 Which regions of the world are studied in the London Business School Programme and which important part of the world, from an economic point of view, seems not to be included?
- 3 Which of the two programmes offers a formal qualification, and what is it?
- 4 What are the characteristics of the course at Ashridge, as described in the article?
- 5 What are the characteristics of equivalent courses in Germany?

Vocabulary tasks

Word search

- 1 The text describes two 'business management courses', which is a compound noun made up of three separate nouns. Find at least ten others in the text, either with two or three nouns.
- 2 The word 'course' is used a lot in the article. What other word is used with a similar meaning?
- 3 In the first three paragraphs there are several words and phrases used to describe aspects of travelling. Find a word or a phrase from the text that has a similar meaning.
 - a) a person who feels tired from too much travelling
 - b) a very quick visit to a place
 - c) a person who travels around the world on business
- 4 Words associated with flying are used to describe people with talent and potential, especially in business. There are two examples in the text. What are they? Do they have the same meaning?

B Understanding expressions

- 1 The London Business School's Global Business Consortium consists of six 'blue chip multinationals'. Choose the best explanation for the phrase 'blue chip'.
 - a) large and very profitable
 - b) well-established and well-known
 - c) listed on the stock market
- 2 One of the six companies, the Korean group LG is described as a 'conglomerate'. Choose the best explanation for the word 'conglomerate'.
 - a) a company operating in many different countries
 - b) a large company with many subsidiaries
 - c) a very large company which is in many different kinds of business

C Definitions

Match these terms with their definitions.

dry
 pitfalls
 getting a feel for
 operating on the ground (line)
 a must
 another plus
 drawbacks

something essential
 serious and academic in style
 dangers
 understanding and experiencing
 working in a real situation
 an extra advantage
 disadvantages

Over to you

- 1 The article describes two very different types of training programme - one very project orientated and the other more traditional, involving lectures, case studies, etc. Which do you think might be more effective for producing international managers? Which programme would you prefer to attend?
- 2 Do you think the two approaches to management development are suited to different kinds of people, in terms of age, experience, cultural background, education, the industry they work in? If so, why?
- 3 Imagine you work in the management development department of one of the six multinationals which take part in the London Business School programme. Write a description of the programme, asking for applications from managers in the company; this will be circulated on the company's intranet around the world.

Unit 2. Thinking global, acting local

Before you read

Discuss these questions.

- 1 The phrase 'think global, act local' is often quoted. What does it mean to you?
- 2 A lot is said and written about 'global organisations'. What do you understand by this phrase? Which organisations are global, in your opinion? Why?

Perspective: *The myth of the global executive*

The key to success is to combine corporate culture with local knowledge and include, not reject national characteristics, writes **Tony Jackson**.

Multinationals running their various businesses the same way all over the world may have been perfectly acceptable 30 years ago, but it is not the way today. Nevertheless, the vast majority of even the biggest companies still have a culture rooted in their country of origin. Changing that is one of the biggest challenges to becoming genuinely global.

Richard Greenhalgh, head of management development and training at the Anglo-Dutch consumer group Unilever, says that in a few areas, such as integrity and the Unilever code of conduct, corporate culture takes precedence.

'But you need a balance between having a very international cadre and having a national presence,' he says. 'A few years ago, we were concerned that we had too many expatriates. Five years ago, three of our four business heads in Italy were expatriates. Now they're all Italian. In a consumer business like ours, that's important.'

The global executive, in fact, may be something of a myth. According to Mr Greenhalgh, the use of expatriates goes against the policy of providing a career ladder for local managers.

In fact, however global the company may be, it remains necessary to manage people differently in different countries. Within Europe, Mr Greenhalgh says, Unilever has traditionally been much more open with managers in northern than southern

countries, on matters such as where they stand in the salary scale or what their prospects are. But that is changing, he adds. A younger generation of managers is more likely to have travelled when young, and many have taken an MBA in the US.

Behind this lies the most fundamental problem of all: the fact that apart from a handful of companies, even the biggest corporations are dominated by the culture of the home country. 'Outside that handful,' says Lowell Bryan, a senior partner with McKinsey in New York, 'companies are very German, or very British, or very American. And in the case of US companies they assume globalisation means Americanising the world. At least others don't have that arrogance.'

But if the members of top management are all nationals of the home country, it makes it much more difficult to attract and keep talented and ambitious managers from other countries. In fact, the problem lies not in attracting people - a talented Indian or Korean manager will typically want early experience with a multinational - but in keeping them. 'People will join the company to learn,' Mr Bryan says, 'but unless they feel they're part of the core company, they're going to leave, and exploit the brand status of the company in their next job.'

So given the importance of local cultures within the global company, an obvious question is how to appraise and identify talent around the world on a consistent basis. Unilever, Mr Greenhalgh says, has been working on this for the past four years.

'We've been developing a set of eleven management competencies we can use worldwide', he says. 'The aim is to have a clear objective measure of potential. We measure such things as entrepreneurial drive, the ability to lead and develop others, and integrity. That makes up a common core of behaviours. We've tested it, and so far it seems to be culturally transferable.'

FINANCIAL TIMES

World business newspaper.

Reading tasks

A Understanding main points

- 1 Which of these statements gives the best summary of the text on the opposite page?
 - a) Having expatriates in key positions is still important for international companies.
 - b) Using local managers rather than expatriates is now the objective of most companies.
 - c) Developing managers from around the world who share the company's values is essential for global success.
- 2 According to Lowell Bryan of McKinsey, how many international companies are not dominated by the culture of the home country - a lot, or just a few? What is the phrase he uses?

B Understanding details

Mark these statements T (true) or F (false) according to the information in the text.

Find the part of the text that gives the correct information.

- 1 Few companies are genuinely global.
- 2 The use of expatriates is growing at Unilever.
- 3 Corporate culture is more important than local needs in most areas of management.
- 4 Recruiting local managers is difficult for many organisations.
- 5 It is important to offer a career path for local managers.
- 6 Unilever manages people differently in different countries.

- 7 Many multinationals impose their British, French, German or US approach to business on all their subsidiaries.
- 8 Unilever believes it is difficult to have a consistent measure of management potential worldwide.

C Understanding meanings

- 1 Richard Greenhalgh thinks a younger generation of managers is more likely to have travelled and taken MBAs abroad. Choose the best explanation for the statement.
- a) they will be more ambitious and want higher salaries
- b) they will have a better understanding of business issues
- c) they will be more international in their attitudes
- 2 Lowell Bryan says that some local managers will leave and 'exploit the brand status of the company in their next job'. What does this mean?
- a) they will take information about the company's products to a new company
- a) they will get a good job in a new company because of the reputation of their old company
- b) they will get good jobs as brand managers in a new company
- 3 Greenhalgh lists 'entrepreneurial drive' as one of eleven management competencies selected by Unilever. Choose the best explanation for the phrase.
- a) willingness to take risks in order to achieve goals
- b) previous experience of running a company
- c) someone with an outgoing personality

Vocabulary tasks

A Understanding expressions

Choose the best explanation for each of these words or phrases from the text.

- 1 code of conduct
- a) rules of behaviour in business
- b) rules about use of company cars
- 2 international cadre
- a) a special group of managers who work internationally
- b) a clear strategy for working internationally
- 3 career ladder
- a) way of moving quickly to the top of the organisation
- b) way to make step-by-step progress in an organisation
- 4 salary scale
- a) range of salaries related to particular jobs
- b) balance between salary and annual bonus
- 5 prospects
- a) potential new clients
- b) future developments in your career
- 6 core company
- a) the group of people at the heart of the company
- b) a special group of company consultants
- 7 appraise
- a) congratulate people

b) evaluate people's skills

B Complete the sentence

Use an appropriate word or phrase from Exercise A to complete each sentence.

- 1 Most ambitious young people want to join an organisation with a clear so they can see how their career will develop.
- 2 Socially responsible companies include business ethics in their
- 3 A graduate who joins a large international company will probably have better..... than one who joins a small family company.
- 4 The purpose of the annual meeting between a manager and his or her subordinates is to.....the subordinates' job performance.
- 5 Government organisations usually have a fixed, which links pay to job grades.

C Definitions

Match these terms with their definitions.

- | | |
|-----------------------------------|--|
| rooted in their country of origin | something people believe but which is not true |
| takes precedence | to be strongly influenced by your home culture |
| a myth | to come first, to have priority |
| more open with | to turn everything into a copy of America |
| where they stand | their position |
| a handful of companies | a small number |
| 'Americanising' the world | give more information |

Over to you

1 The phrase *corporate culture* is used several times in the article. How would you define it?

Give some examples of elements which make up the corporate culture of an organisation.

2 Greenhalgh says that 'Unilever has traditionally been much more open with managers in northern than southern countries'. What do you understand by this, and why do you think Unilever had this policy?

3 Unilever has developed a set of eleven management competencies, three of which are mentioned at the end of the article. If you had to choose one of these as the most important, which would it be and why? Discuss what other competencies a multinational such as Unilever might have in its list and try to produce a list of at least five others.

Unit 3. Routes to top management

Before you read

Discuss these questions.

- 1 What kind of education offers the best route to top management positions in Ukraine?
- 2 What kind of problems could you imagine in a joint venture between British and French companies, especially if one of them is from the private sector and another from the public or state sector.

Industrialist honed by French polish

Like most of France's technocratic elite, Pierre Bilger is a Europhile and sees Alstom, the Anglo-French group he chairs, as an experiment in European unity.

French technocratic elite that has held France in a tight grip for many decades than Pierre Bilger. Bilger is the Chairman of Alstom, the giant power and railway equipment company formed out of the joint venture between Britain's

General Electric Company (GEC) and France's Alcatel-Alsthom, which became a separately quoted company in 1998.

In his long career, Bilger has moved effortlessly from government to big business with the ease that the French state seems to encourage. He was born in 1940, in the Alsace region of eastern France. After school, he attended first the Institut des Etudes Politiques, then the prestigious Ecole Nationale d'Administration (ENA), the elite finishing school for French technocrats and many future government leaders.

On graduating, Bilger, like many of his ENA colleagues, joined the Finance Ministry, rising quickly up its ranks. In 1982 he switched from government to industry, joining CGE, as Alcatel-Alsthom was then known, although since the company was at that time owned by the French state, the change was more apparent than real.

At Alcatel-Alsthom his big project was overseeing the formation in 1988 of the joint venture with GEC. As soon as the joint venture, GEC-Alsthom, was formed, Bilger was given the task of running it.

After a decade of working for one of the largest Anglo-French joint ventures, Bilger is well attuned to Anglo-Saxon attitudes. He speaks frequently of shareholders and of the need to keep costs down but he still remains very French. His explanations are fluent and polished and his arguments have none of the down-to-earth style you might expect from someone running a British engineering company.

Although Britain and France are neighbours, their business cultures could hardly be further apart. What, I ask, had he found most irritating about the English once he was put in charge of a company full of them? 'What I found most irritating about our British colleagues was their great reluctance to go through what we French would consider a rational process of making a decision,' he answered thoughtfully. 'They insist on going straight to the point, whereas we like to have a systematic agenda. But over time I came to appreciate that this had its virtues as well.'

Like most French establishment figures, Bilger is an ardent Europhile. The company, he believes, is itself an experiment in unity; soon after the British and French parts were put together, German and Spanish units were added. After a brief attempt at using multiple languages inside the company, Bilger soon decided to impose English as the company language, partly because the English were reluctant to learn any other languages. 'We lost a few French managers because of that, but not many,' he says.

Alstom remains a technological leader and it is led by bright people. Bilger does not mention it, but in France the country's cleverest, best-qualified people can be found running manufacturing companies. In Britain that has not been true for almost a century.

From *The Sunday Times*

Reading tasks

A Understanding main points

Read the text about a top French manager and answer these questions.

- 1 What business is Alstom in?
- 2 What is Pierre Bilger's position in the company?
- 3 Who owned Alcatel-Alsthom in the 1980s?
- 4 Is Alstom still a French-British company?

B Understanding details

Mark these statements T (true) or F (false) according to the information in the text. Find the part of the text that gives the correct information.

- 1 British and French business cultures have many things in common.
- 2 The British tend to take decisions more quickly than the French.
- 3 The French do not like having long discussions to analyse things in detail.
- 4 The French feel they are systematic and logical in their approach to business.
- 5 British business people like to follow a strict agenda at meetings.
- 6 Alstom is no longer a purely French-British company. 1
- 7 In Alstom the French and English languages have equal status.
- 8 In Britain, manufacturing companies attract the best-qualified and cleverest people.

C Understanding details

Complete the chart showing the different stages of Bilger's education and career.

First higher education institution	a) <i>Institut des Etudes Politiques</i>
Second higher education institution	b)
First main employer	c)
Second main employer	d)
New name of company from 1988	e)
Current name of company	f)

Vocabulary tasks

A Collocations

Match these verbs and nouns as they occur together in the text.

1. go through	a) a task
2. run	b) a process
3. form	c) a joint venture
4. keep	d) a company
5. make	e) a decision
6. give someone	f) costs down

B Definitions

Match these terms with their definitions.

1 hold in a tight grip	a) discuss the most important things immediately
2 technocratic elite	b) control something completely
3 rise up its ranks	c) are completely different
4 change was more apparent than real	d) be very familiar with something, and to understand it well
5 attuned to	e) very clever and intelligent
6 down-to-earth	f) unsophisticated, not elegant or polished
7 could hardly be further apart	g) have some advantages or good points
8 reluctant to	h) small group of people with a high level of technical education
9 go straight to the point	i) be promoted in an organisation
10 have its virtues	j) someone who is very much in favour of a united Europe
11 an ardent Europhile	k) be unhappy or unwilling to do something
12 bright	l) there was no significant difference

C Complete the sentence

Use an appropriate word or phrase from Exercise A or B to complete each sentence.

- 1 In a recession, companies need to economise and keep costs down as much as possible.

- 2 We need to quickly before it is too late.
- 3 Many people are learn foreign languages because it takes a long time.
- 4 Each way of working; it's important not to criticise people just because they do something in a different way.
- 5 In the UK, business sectors such as advertising, the media, investment banking and management consultancy tend to attract people.
- 6 The most successful companies are.....the needs of their customers.
- 7 In many countries around the world, dictatorial leaders hold their country
- 8 He's a real high-flier who managed to.....to Managing Director in five years.
- 9 When a project is very big, two or more companies often in order to do the work.
- 10 In cultures where people like to avoid direct statements, they can be offended by people who.....in discussions.

D Expanding vocabulary

Notice the words *technocrat* and *Europhile* used to describe Pierre Bilger. What other words ending in *-crat* or *-phile* can you think of which fit the definitions below?

- 1 someone who works in a government organisation and follows official rules very strictly
- 2 someone similar to 1) but who works for one of the EU institutions such as the European Commission
- 3 someone who likes England and the English
- 4 someone who likes France and the French

Over to you

- 1 The heads of many government ministries in France and the chief executives of many large state companies such as Renault, BNP and TotalFinaElf are nearly always graduates from ENA. They form a small technocratic elite who all know each other well. What do you think are the advantages and disadvantages of this? Is the situation similar in your country?
- 2 Bilger gives one example of differences in business culture between Britain and France: the French desire for a rational and logical approach to decision-making compared with the British preference for going straight to the point. What are the advantages and disadvantages of each approach?
- 3 Which approach is more similar to your business culture? Think of some examples.

Unit 4. Overseas postings

Before you read

Discuss these questions.

- 1 What are the benefits and advantages to an executive and his or her family of working abroad for several years?
- 2 What are the possible disadvantages and dangers?

Don't forget the trailing spouse

Edi Smockum looks at some innovative solutions to the problems of working abroad.

Companies ignore the problem of the 'trailing spouse' - those selfless individuals who follow their partners around the globe - at their peril. That was the warning, at a recent conference held in Paris, from Markus Andres, human resources manager for Zurich Insurance.

With the pool of potential employees who are willing to accept overseas postings shrinking, 'the remaining candidates may not represent the best possible selection,' he pointed out. A recent survey underlined the problem: 74 per cent of human resources managers said their chief global challenge was finding candidates. The most frequent reason for employees turning down expatriate appointments was concern about their spouse's career. If your company's high-flier is married to another high-flier with a different company, can you entice them to set off to foreign parts?

Some companies have found innovative solutions. Motorola, which has 2,000 expatriate employees worldwide, offers trailing spouses up to US\$7,500 a year for education. This is broadly interpreted by the company - a spouse can, for example, use the money to invest in starting up a business. Shell International Petroleum, the Anglo-Dutch oil company which has 20 per cent of its employees serving in overseas appointments, reimburses 80 per cent of the costs of vocational training, further education or re-accreditation up to US\$4,200 per assignment.

But, as Shell found, many potential expatriates are hungrier for information and advice than they are for funding. Its spouse employment centre has helped more than 1,000 couples prepare for placements overseas. The centre recommends schools, medical facilities and housing advice and provides up-to-date information on employment, study, self-employment and voluntary work. This support, fully funded by Shell, has been found to be very cost efficient.

Failed postings are a great risk in expatriate placements, and one that few companies take precautions against. Not only are the costs of returning a recently moved employee and family high, it can damage relations with local clients. Family breakdown or maladjustment is the most cited reason for an employee to have to be repatriated.

Schlumberger, the French-US oil services company, extended its worldwide company intranet to include trailing spouses with home computers. This not only gave the accompanying partner access to Schlumberger's intranet, but also allowed them on to the world wide web.

But the main obstacle for most trailing spouses is the difficulty in getting a work permit. Many multilateral organisations, such as the London-based European Bank for Reconstruction and Development (EBRD), have been able to negotiate work permits for trailing spouses during the course of selecting sites for their offices.

Kathleen van der Wilk-Carlton of Shell thinks companies should begin to flex their muscles: 'If governments can get agreements for work permits for diplomatic staff, it is time for companies to lobby governments for the same rights.'

FINANCIAL TIMES

World business newspaper

Reading tasks

A Understanding main points

1 Which of these statements gives the best summary of the text?

- a) Fewer young managers want to work abroad than in the past.
 - b) Companies should prepare and support families in overseas postings.
 - c) Most spouses of expatriates want to work when they are abroad.
- 2 According to the text, is an overseas posting becoming more or less popular for ambitious managers? Why?
- 3 Which company seems to be the most generous in its financial support for expatriate couples?
- 4 What is the main reason mentioned in the article for the failure of an overseas posting?
- 5 What are the consequences of failed postings?

B Understanding details

Mark these statements T (true) or F (false) according to the information in the text.

Find the part of the text that gives the correct information.

- 1 Companies send only the best candidates on overseas postings. *F*
- 2 Finding the right people for expatriate postings is difficult.
- 3 High-fliers are the people who most want to work overseas.
- 4 Shell prefers to give expatriates advice and information rather than money.
- 5 Most accompanying partners want to be able to work in the foreign country.
- 6 EBRD organises jobs for the spouses of its expatriates.

C Understanding meanings

1 Choose the best explanation for the sentence 'Companies ignore the problem of the "trailing spouse" at their peril'?

- a) Some companies have never thought about this problem.
 - b) It is very important for companies to try to deal with this problem.
 - c) It is dangerous to send families to some parts of the world.
- 2 What is the best explanation for the phrase 'can you entice them [high-fliers] to set off for foreign parts'?
- a) Can you oblige them to go overseas without their spouse?
 - b) Can you tell them to go overseas alone?
 - c) Can you persuade them to go overseas with their spouse?
- 3 The way in which Motorola's offer of US\$7,500 a year for education can be spent is 'broadly interpreted by the company' What does this mean exactly?
- a) The money must be spent on training to be an interpreter.
 - b) Education need not only mean formal study.
 - c) Motorola must give its permission before the money is spent.

Vocabulary tasks

A Synonyms

- 1 The writer uses the phrase 'trailing spouse' to describe the wife or husband of an expatriate executive. What other phrase is used in the article with the same meaning?
- 2 The text also refers to 'overseas postings'.
 - a) Find three other words in the article with a similar meaning to 'posting'

b) Find two other words in the article that could replace the word 'overseas' in that phrase.

B Words that seem similar

- 1 The words 'cite' and 'site' are pronounced in the same way but have completely different meanings. Match these definitions to the two words.
 - a) mention or quote something
 - b) put a building in a particular location
- 2 The money Shell spends on giving advice to expatriate couples at its spouse employment centre is very *cost efficient*. A similar expression is *cost effective*, but it has a slightly different meaning. Which of the following definitions fits the word *efficient* and which fits the word *effective*.
 - a) producing the result that was wanted or intended
 - b) working well without wasting time, money or energy

C Word search

Find a word or phrase in the text that has a similar meaning.

- 1 available employees from which you can select the ones you want (para 2)
p...ool..... of p... otential e...mployees
- 2 going abroad to work for your company (para 2)
 - o p.....
- 3 emphasise or stress an idea (para 2)
u.....
- 4 reject an offer of a job (para 2)
t.....d
- 5 in all parts of the world (para 3)
w
- 6 pay money back to someone after they have spent their own money (paragraph 3)
r
7 giving financial support (para 4)
f.....
- 8 try to prevent something (para 5).
t p.....a.....
- 9 bring an executive back from an overseas posting, usually because of a problem (para 5)
r.....
- 10 something that makes it difficult to do something (para 7)
o.....
- 11 show you have strength and may use it to get what you want (para 8)
f your m.....
- 12 try to persuade the government to do something or to change a policy (para 8)
i.....

D Complete the sentence

Use an appropriate word or phrase from Exercise C to complete each sentence.

- 1 At the end of every month companies usually... *reimburse*... employees for travel expenses.
- 2 Some people welcome an because they learn more about the world.
- 3 In most democracies, companies and large interest groups

Members of Parliament to try to influence government policy.

- 4 In tropical countries it is important to diseases such as malaria or yellow fever.
- 5 Most large multinationals operate..... scale, with activities in almost every country.
- 6 Most urban transport projects such as metro systems or light railways receive
- 7 We had to ten international managers last year due to family problems.
- 8 Lack of confidence can be a big..... to success in most careers.

Over to you

- 1 John and Mary Cooper are a high-flying couple in their early 30s. Both have very good jobs, but in different companies. John, who is an audit manager for an international firm of accountants, has just been offered an expatriate posting in Poland for two years, which he feels is essential for his career development. Mary, who is an investment analyst in an American bank in London, is also career-minded. What are their options? What would you do in their position?
- 2 You are a member of the Human Resources department of your company, which till now has had no clear policy about support or training for expatriates. Each person has been dealt with on a case-by-case basis. You have been asked by the chief executive to propose a company policy about expatriation, covering training, preparation and support for expatriates and their families, both before departure and while they are abroad. Write a report or give a presentation with your proposals.

Unit 5. Returning home

Before you read

Discuss these questions.

- 1 Companies often pay a lot of attention to the problems expatriates and their families can have when moving to another country, but less attention is paid to the problem of returning home and coming back to the company. What problems can you imagine?
- 2 Working abroad to acquire international experience is an important part of an international manager's development. What do you think would be the optimum time to spend abroad at any one time?

When it's time to come home

Overseas postings can leave you out of touch with changes at head office, warns

Joanna Parfitt

The chance to spend a few years abroad at the company's expense can seem like a dream come true. But if you don't take time to consider the impact your decision will have on your career, then it could turn into a nightmare.

In 1992, Paul Richardson was delighted to be sent to the Middle East by his financial services company, with his wife and their new baby. The opportunity to be a general manager seemed too good to be true. He would be able to exercise his talents,

implement new strategies and use his outgoing personality to make the company lots of money out of local businesses. Five years later he had achieved just that.

'I was a big fish in a small pond and enjoyed the lifestyle immensely, but it was time to come home,' says Richardson. 'We now had two children, my wife was keen to pick up her own career and there was nowhere else I could go career-wise and stay out there.'

So Richardson came home. 'My achievements abroad count for nothing now,' he complains. 'I am now a divisional manager and work as part of a team. Being a tiny fish in a huge pond makes me feel really frustrated. My career has regressed.'

Richardson blames himself. His success abroad had made him arrogant, and he ignored the need to network and research the new job back in England before he returned. 'I wish I had been less naive and had thought ahead more,' he says. 'Two years down the road I am still unhappy'.

Andy Spriggs describes a very different experience. He decided to come back to England in 1997 after spending ten years abroad with Shell. He had been finding the expatriate existence 'shallow'. Integration with a local community was extremely difficult and he realised that there was 'always an underlying background stress'.

'Coming back to England was the best thing I ever did,' he says. 'Working overseas broadened my perspectives and the fact that I left Shell helped my employability too. Not only had I acquired an enormous amount of technical experience and a superb overview of the industry, but leaving such a top class organisation and moving to Arco Oil has illustrated that I am adaptable and a survivor too.'

Anne Isaacs, a director at Executive Action, a career development advisor to senior managers, believes strongly that time abroad should be considered carefully and worked into the career development strategy.

'Try to go away for no more than two years, or else you risk losing touch with new developments and your vitally important network of contacts,' she says. 'Unless you maintain contact in your home country you will find it really difficult to readjust and reintegrate on your return.'

From The Independent on Sunday

Reading tasks

A Understanding main points

Read the text about two managers who returned home after working abroad and answer these questions.

1 The article describes the experiences of two managers working abroad.

a) Which one enjoyed his time abroad more?

b) What did he like about working abroad?

2 Which of the two men found the time abroad more useful for his future career?

3 How long did each person spend abroad?

What is the recommended length of time to spend abroad, according to Anne Isaacs?

B Understanding details

Answer these questions.

1 Why did Paul Richardson return to England? Choose from two of the following possible reasons.

- a) to get better education for his children
- b) so his wife could continue her career
 - c) because the company wanted him to return r
 - d) to develop his own career

2 The two men had different experiences when they returned to the UK.

- a) Which man is now unhappy?
- b) What reasons does he give?

3 What did Andy Spriggs gain from his time abroad?

What recommendations are given in the text to ensure a successful return home?

C Understanding expressions

Paul Richardson decided to return because 'there was nowhere else I could go career-wise and stay out there'. What exactly does this mean?

- a) No other country offered a better career for him.
- b) To develop his career he needed to leave the Middle East.
- c) If he had been wise, he would have stayed in the Middle East.

Vocabulary tasks

A Words that create an impression

1 Paul Richardson enjoyed his time in the Middle East. What expressions are used in the article to indicate this positive feeling? (paras 2 and 3) *delighted to be Sent abroad*

2 Now that he is back in England, Paul Richardson feels very negative. What expressions indicate this negative feeling? (paras 4 and 5)

3 In contrast to Paul Richardson, Andy Spriggs did not seem to enjoy his ten years abroad. What phrases give this impression? (para 6)

4 But Andy Spriggs found that his experience abroad was very useful for his career. He uses several words with the general meaning of 'very good' or 'excellent' to describe the benefit of those experiences. One is 'enormous'. What are the other two? (para 7)

B Understanding expressions

Choose the best explanation for each of these phrases.

- 1 at the company's expense
 - a) the company pays for everything
 - b) it is expensive for the company
- 2 a dream come true
 - a) something you have always wished for '
 - b) something that is not real
- 3 too good to be true
 - a) it would be wonderful if it ever happened
 - b) something much better than you expected
- 4 big fish in a small pond
 - a) someone who has all the power and can dominate others
 - b) someone who is important but on a small scale
- 5 count for nothing
 - a) have no value
 - b) lose money
- 6 two years down the road

a) two years as a travelling sales representative

b) two years later

C Word search

Find a word or phrase in the text that has a similar meaning.

1 way you live (para 3)

f.....

2 want to do something very much (para 3)

f.....

3 go backwards (para 4)

f.....

4 proud and acting superior to others (para 5)

f.....

5 lacking experience, thinking that people will be nice (para 5)

f.....

6 something that is not deep or interesting (para 6)

s

7 broad general picture of something (para 7)

f.....

8 something that is very important (para 9)

v i

D Complete the sentence

Use an appropriate word or phrase from Exercise C to complete each sentence.

1 Many large companies run induction programmes for new employees to give them an *overview* of the organisation.

2 If you are using this book you are probably.....to improve your English.

3 When choosing a new job or position in a company it is important to make sure your career will advance and not

4 Because people working abroad often have extra allowances such as free housing and low taxes, they can have a very nice

5 It is..... for the company to win that contract; we may go out of business if we don't.

Over to you

1 If you were going to work abroad, what are the positive benefits and experiences you would hope to get from this? What difficulties would you expect to have?

2 There are an increasing number of training courses on cross-cultural awareness to try to minimise the impact of culture shock. But the problems of reentry and reintegration are often overlooked. Make a list of these problems. Then try to work out some policies or actions that a company could take to reduce these problems.

РЕКОМЕНДОВАНА ЛІТЕРАТУРА

1. Англо-русский словарь по экономике и финансам. - СЩ, 1993.
2. Богацький І.С., Дюканова Н.М. Бізнес курс з англійської мови. – Київ: “Логос”, 1997.
3. Англо-русский экономический словарь. - М.: Рус. яз., 1998.
4. Лук'янова Н.А. Англо-український словник ділової англійської мови. – Київ: “Лібра”, 1998.
5. Кумарова М.Г. Новий бізнес курс англійської мови. – М.: “Акаліс”, 1999.
6. Naterop B.J., Weis E. Business Letters for All. – Oxford University Press, 1999.
7. Norman S. We're in Business. – England: Longman, 1999.
8. Шпак В.К. Англійська для економістів і бізнесменів. - Київ: “Вища школа”, 2000.
9. Плотнікова А.В. Ділові контакти з іноземними партнерами. – Київ: “Лібра”, 2003.
10. Louis E. Boone, David L. Kurt. Contemporary business (Seventh Edition).
11. Pilbeam Andrian. Market Leader. International Management. Business English. - England: Longman, 2003.