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APPLYING FOR A JOB

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Настоящее учебное пособие предназначено для студентов II курса технических специальностей, изучающих английский язык.

Цель пособия – формирование у студентов навыков устной и письменной, монологической и диалогической речи в рамках профессиональной коммуникации по теме «Поступление на работу». Пособие состоит из двух модулей: «Поиск работы» (Applying for a Job) и «Свое дело» (Starting a New Business), которые содержат материал лексико-грамматического характера, представленный упражнениями на развитие чтения, письма, говорения, аудирования.

Учебное пособие содержит дополнительные тексты, которые могут быть использованы для работы на занятии или в качестве контролирующих материалов. В зависимости от целей, поставленных преподавателем, данное пособие может быть использовано как для аудиторной, так и для самостоятельной работы обучающихся.

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MODULE 1

APPLYING FOR A JOB

Unit 1. CV

“Choose a job you love and you will never have to work a day in your life.”

Confucius, Chinese philosopher

1.1. Study the vocabulary:

1. to afford – позволить себе (финансово)
2. position of responsibility – ответственная должность
3. to respect – уважать
4. job security – гарантия того, что вы не потеряете работу
5. to work overtime – работать сверхурочно (за доп. плату)
6. salary – зарплата (a monthly payment)
7. motivation – стимул, побуждение
8. job satisfaction – удовлетворенность работой
9. achievement – достижение
10. social interaction with colleagues – общение с коллегами
11. asset – зд. достояние
12. higher productivity – более высокая производительность
13. styles of management – стили управления
14. to recruit (employ, hire) – нанимать, нанять (a worker)
15. to advertise – рекламировать, помещать объявление
16. a position – должность (место, положение)
17. to apply for a job – подавать заявление о приеме на работу
18. letter of application or covering letter (US cover letter) – сопроводительное письмо
19. to contain – содержать
20. curriculum vitae (CV) – резюме
21. application form – анкета
22. applicant for the position – кандидат на должность
23. list of candidates – список кандидатов
24. recruitment agency (AmE search firm) – агентство по найму

1.2. Do you agree with the quotation above or not? Why?

1.3. In pairs, discuss the questions.

1. What is the difference between these words: *job, work, calling, profession, qualification, vocation, vacancy, post, occupation, position*?

Which words are synonyms?

2. What job areas have become more important in the last ten years?

2. What jobs have become less important?

3. What skills and qualities are useful to get a good job nowadays?

4. What are soft and hard skills?

5. Choose characteristics of **soft skills** and **hard skills**:

a) focus more on one's social ability and relations with other people;

b) refer to technical abilities;

c) refer to the right brain hemi-sphere;

d) can be quantified or measured;

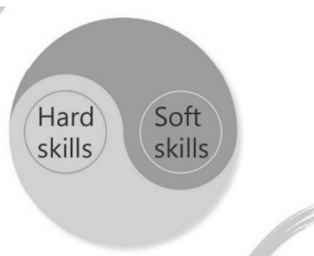
e) are inborn or received through experience;

f) cannot be measured;

g) refer to the left brain hemi-sphere;

h) obtained through learning;

i) relate to particular profession.



1.4. What skills are hard / soft? Choose from the list:

flexibility

leadership

speaking a second language

machine operation

communication

time-management

ability to teach

managing conflicts

curiosity

collaboration

programming skills

degree of certification

teamwork

software proficiency

official communication

organizational skills

problem solving

1.5. Look the text through and answer the question: What documents do you need to have when you apply for a job?

When a company needs to recruit or employ new people, it may decide to advertise the job or position in the appointments section of a newspaper. People who are interested can then apply for the job by sending a letter of

application or covering letter (*AmE - cover letter*) and a curriculum vitae or CV (*AmE - resume*) containing details of their education and experience. A company may also ask candidates to complete a standard application form. The company's Human Resources department will then select the most suitable applications and prepare a short list of candidates or applicants, who are invited to attend an interview. Another way for a company to hire is by using the services of a recruitment agency (*AmE - search firm*) who will provide them with a list of suitable candidates.

1.6. Match the words and definitions.

1. career	a special ability to do sth
2. CV	a written record of your education and employment that you send when you are applying for a job
3. job	a conversation between employers and potential employees
4. work	a person who is applying for a job to do
5. experience	sth that involves physical or mental effort
6. candidate	the knowledge and skill that you have gained through doing sth for a period of time
7. job interview	work for which you receive regular payment
8. skill	a person, company or organization that pays someone to work for them
9. wage	someone who applies for something, such as a job
10. salary	a fixed amount of money you earn from your job
11. employer	a written request for a job or a place at a college, university, etc
12. employee	development of one's work experience, getting a higher position
13. applicant	someone who is paid regularly to work for a person or an organization
14. application	not regular payment received for a particular work and period of time

1.7. Match the verbs on the left with the words on the right. Make up all possible combinations.

- | | |
|-----------------|-------------------------------|
| 1. to recruit | a. an interview |
| 2. to advertise | b. a short list of candidates |
| 3. to apply for | c. a CV |
| 4. to contain | d. new people |
| 5. to complete | e. an application form |

- | | |
|--------------------|-----------------------------------|
| 6. to select | f. the job |
| 7. to provide with | g. the position |
| 8. to send | h. the most suitable applications |
| 9. to attend | i. details |
| 10. to prepare | h. a list of candidates |

1.8. Match the words to make phrases. Write down 10 sentences with these combinations.

- | | |
|------------------|-------------------|
| 1. interview | a) advertisement |
| 2. employment | b) techniques |
| 3. high-salaried | c) on time |
| 4. classified | d) a fee |
| 5. make | e) agency |
| 6. 10 minutes | f) employer |
| 7. possible | g) form |
| 8. to be | h) an appointment |
| 9. receive | i) late |
| 10. application | j) job |
| 11. possible | k) services |
| 12. cancel | l) meeting |

1.9. Translate into English:

1. Кандидаты на должность должны прислать резюме и пройти собеседование.
2. Ее должность в нашей компании очень важна.
3. Этой командой руководит очень талантливый программист.
4. Это агентство по найму предложит Вам все возможные варианты подходящей работы.
5. Работодатель ставит цели, принимает на работу, увольняет.
6. К сожалению, эта вакансия уже занята.
7. Кандидаты на должность должны иметь подходящий опыт и знание иностранных языков.
8. Вам будет предложена достойная зарплата, социальный пакет и служебный транспорт.
9. Этот кандидат отобран в шорт-лист для собеседования.
10. Каковы были Ваши должностные обязанности?

1.10. Which words from the list are defined below?

application form; full-time; vacancy; to appoint; to be made redundant; part-time; experienced; wage; CV; salary; perk; bonus; post; trained; to apply; to fire

1. Working less than a complete normal working week.
2. A regular payment for work done, usually weekly.
3. Having knowledge gained through working.
4. Money or/and goods given as a right in addition to one's salary or wages.
5. To make a formal request.
6. To dismiss.
7. An extra payment over and above salary given to an employee as an incentive or reward.
8. A brief account of somebody's previous career.
9. A form listing qualifications and personal details which somebody completes to apply for a post.
10. To choose somebody for a job.
11. To be dismissed from a job because one is no longer needed.
12. A position.
13. An unfilled position.
14. Having practical skills in doing something.
15. Working a complete normal working week.
16. A fixed regular payment to employees, usually monthly or yearly.

1.11. Choose the word for each sentence. Change the form if necessary.

apply, advertise, resume, employee, applicant, salary, qualification, application form, redundant, Personnel Office, personal, CV

1. We are going to interview four ____ for the position tomorrow.
2. If you need to find some applicants for this post, ____ at the special website.
3. Personnel Office will help you find a new ____.
4. All the information about the staff of our company can be found in ____.
5. This applicant has a good ____ for the post: a university degree and excellent work experience.
6. A company may also ask candidates to complete a standard ____.

7. If you are an applicant for the position, you have to write and send your ____.

8. Don't ask ____ questions at an interview, it will be impolite.

9. My friend is an engineer; he gets a ____ \$50,000 a year.

10. When you come for your interview, bring a copy of your ____.

11. If you want to ____ for the job, you should write to the company immediately.

12. I was made ____ when the company closed down because of bankruptcy.

1.12. Read the advertisements and find the information about:

– **job characteristics (vacancy, salary, duties, address);**

– **requirements to a candidate**

1) Au-pair, live in, to look after two small children, some housework, 35 hrs per week, room, food and tube pass incl., \$20 per week, friendly atmosphere. Write or phone: Mrs Griebing 43 Saunders St., London NW6 7PB. Tel: 0171 638 2897.

2) Newly opened restaurant in Chelsea requires waiters/waitresses. Any nationality welcome. Good earnings. Part-time work available. For more info write or phone: Maurizio's, 10 Sloane Sq., London. Tel: 0171 786 4325.

3) The FAA's Aircraft Engineering Division is seeking Aerospace Engineers with experience in the technical specialty area of Avionics Systems for positions in Washington DC. Demonstrated ability to work effectively in team efforts to solve technical problems is required. We are currently recruiting for several positions from the beginning engineer to the experienced engineer, salary range \$31,397 to \$101,742. Candidates for these positions must have engineering degrees. To learn more about these FAA job opportunities, visit the FAA website at <http://jobs.faa.gov>. If you are a U.S. Citizen, send your resume to: Federal Aviation Administration, Aircraft Engineering Division, 800 Independence Avenue, SW, Washington, DC 20591, Attn: AHP –500, Paula Chandler.

3) Applications scientists. MS/BS or equiv. & rel. work exp. Duties include: Performing precise measurement of very thin film properties of materials through automated computer controlled high-tech metrology equipment. Must be willing to travel & relocate as reqd. Fwd resume: 1550 Buckeye Drive, Milpitas, CA 95035-7418.

4) Jefferson lab, located in Newport News, is a world-class scientific laboratory which provides a unique capability for nuclear physics research. Currently we have excellent opportunities for two Accelerator Engineers. The successful candidates will work as team members, developing innovative solutions towards improving the performance of superconducting accelerators. Emphasis of the work will be in the RF and electronic area (design and development of RF power schemes, testing,), but interest and participation in other aspects of the accelerator technology will be encouraged. The minimum qualifications for this position are a BS in mechanical Engineering, Materials Science or related field with a minimum of three years experience developing creative design solutions to novel problems. Experience with novel fabrication techniques and materials, unusual mechanical properties, radiofrequency hardware is highly desirable. The starting annual salary range is \$53,000-\$83,900. Please send resume and salary history to: Jefferson lab, ATTN: employment Manager, 12000 Jefferson avenue, Newport News, VA 23606.

1.13. Discuss with a partner:

1. Why do people work?
2. Is money the only motivation for work?
3. What factors are important for people to get job satisfaction?
4. Why is it difficult to manage people well?
5. Why do some organizations give their workers freedom?

1.14. Your Top-5 of Motivation.

Which of the following would motivate you to work harder? Choose your top five and rank them in order of priority. Explain your ranking.

Bonuses; more responsibility; working for a successful company; higher salary; threat of redundancy; better working environment; demanding boss; hard-working boss; promotion opportunities; raise; good colleagues.

1.15. Answer the questions:

1. Which options should an employer consider when he wants to hire a new employee?
2. What service does Personnel Department provide?
3. How can the new employees be found outside the company?
4. What qualifications does the employer consider when choosing an employee?

5. What is 'professional qualification' for a job?
6. What personal characteristics does the employer take into account when choosing an employee?

1.16. Study the situation and complete the listening and speaking tasks.

Choosing an intern

What do you know about such international organization as UNESCO? Surf the Internet and find what UNESCO works with.

Situation: UNESCO cooperates with Anderson University and is looking for a candidate for an internship.

The duties of the intern are:

- To assist in administrative duties as assigned by the director;
- To assist in the research and writing of department publications;
- To assist with desktop publishing;
- To help coordinate special events and conferences;
- To take part in the development of student educational; programmes.

Work in pairs. Study the duties of the intern and discuss what kind of person would be suitable for this internship. Think about the candidate's education, personal qualities, experience, skills and interests. Share the ideas with the class.

1. A) Listen to Lisa and Howard talking about the requirements for candidates applying for an internship at UNESCO. Make notes about:

Qualifications, languages, work experience, computer skills, interests, duration of the internship.

B) Essential and desirable requirements. Listen again and complete the gaps with maximum of two words:

- 1) – It's _____ that candidates are doing a postgraduate degree...
- 2) – What about languages?
– They _____ an excellent knowledge of one of the working languages of the organization...
– Right, so that's _____.
- 3) – How about work experience?
– They don't mention that specifically, but it's obviously _____ to have some work experience...
- 4) – You haven't mentioned computer skills.

- Well, candidates _____ to be able to use office-related software.
5) – Anything else?
– No, but we'll be _____ some evidence of a special cultural or scientific interest.

2. Work in groups of three. You are going to recommend one intern for an internship at UNESCO.

Student A: read the profile of Constance Torres

Student B: read the profile of Stefan Tompson

Student C: read the profile of Yukako Tomoe

Underline the strengths and weaknesses of each candidate. Choose one candidate and report your decision to the class.

Use the phrases:

One of his / her strongest points is ...

His / her best quality is ...

What impress me about this candidate is ...

His / her biggest asset is ...

One of his / her major weaknesses is ...

In my opinion, he / she lacks ...

What concerns me about this candidate is ...

Profile 1. Stefan Tompson

Qualifications: Final year PhD in Computer Science.

Languages: Bilingual German / English

Computer skills: extensive knowledge of computer program and software.

Attitude: Ambitious. Wants to work for a multinational company running its communications network. Has travelled widely in Asia during his vacations. Is studying French in evening classes.

Availability: flexible.

Other information: Dressed casually for the interview. Quiet and thoughtful with a strong sense of social responsibility.

Profile 2. Constance Torres

Qualifications: Final year Master's Degree in Architecture.

Languages: good oral and written English, fluent Portuguese, Spanish.

Computer skills: competent in Microsoft Office.

Attitude: Interested in current affairs. Previous one-month internship in International Labour Organisation (ILO) Geneva. Would like to pursue a career as a diplomat.

Availability: Is interested in a 4-month internship.

Other information: Smart appearance. Very articulate and self-confident, inquisitive.

Profile 3. Yukako Tomoe

Qualifications: Final year PhD in English literature.

Languages: fluent oral and written Japanese, English and French.

Computer skills: basic knowledge of office software. Claims to be a quick learner.

Attitude: Demonstrated good knowledge of current affairs. Wants to represent Japan in an international organisation.

Availability: Would ideally prefer a longer internship (six months).

Other information: Well dressed. Spoke fluently using a wide range of vocabulary. Says she's a good team player. A member of the International Society at university. Seemed to be very nervous during the interview. Asked no questions.

1.17. Work in pairs. Make a list of what you think a *curriculum vitae* (CV) or *resume* should contain.

1.18. What are main features of a CV? Read the first paragraph of the text and check yourself.

Writing your CV

A CV is an outline (description of the main facts) of a person's educational and professional history. In some countries, like the USE, it is known as a resume. There is no one correct way to construct a CV, but remember the following two principles:

- Make it clear. Use direct, simple language, short headings and highlight the important things like the titles of previous jobs.

- Make it short, no more than two sides of paper. A busy HR manager with twenty CVs to read in half an hour won't want to read anything longer.

1.19. Read the rest of the text and check your ideas from 1.17.

Standard CVs are usually divided into a maximum of seven sections. One of the most common ways to order the sections is like this:

1) **Personal details.** These are facts about you and how to contact you. The section should include your name, address, date of birth (not age, as this will have to be changed every year), and nationality. Some people attach a passport size photo, which can help attract an employer's interest.

2) **Education.** This should outline your educational history and your qualifications. There's no need to give details about primary or elementary school! If you left school some years ago and have done company or professional training courses, it may be more important to highlight these. In this case, you can call this section "Education and training".

3) **Employment.** This should include the different jobs you have done. Start with the most recent as this is usually the one where you had the most responsibility. You should list the main duties of each job as it may not be clear from the job title.

4) **Skills.** Here you should list any other skills that employers might be interested in, like computer skills or speaking another language.

5) **Interests.** This includes sporting and leisure interests. Avoid obvious ones that most people share like reading and watching TV.

6) **Personal profile.** This section describes what kind of person you are and is usually written in complete sentences. Try writing down ten words or phrases which describe your good points and then putting them into a paragraph. Don't be modest and don't use phrases like "fairly good" or "usually hard-working". Other applicants will write the best descriptions that they can, so you must too!

7) **References.** You should include two people who can provide you with a reference. One should be your last employer, if possible. Make sure you ask their permission first.

Another common way of ordering the material is to put the personal profile first. This is especially common in the USA and is becoming normal practice in many international or sales-oriented business. The advantage of this is that the jobseeker's achievements and qualities are presented right at the start so that employers can decide straight away if they like the sound of the candidate or not.

1.20. What extracts from different CVs are correct? Explain.

- 1) I am a fairly good team worker.
- 2) I speak fluent English, Spanish and some Arabic.
- 3) Age: 36 years.
- 4) EDUCATION: 1989-1995 Gutierrez elementary school.
- 5) A team worker who enjoys new challenges, I would like to join a lively team where I can contribute to the full.
- 6) I am a keen reader.
- 7) I have a clean driving license.

- 8) I love cats.
- 9) Experience: a salesperson
- 10) My use of English is quite right.

1.21. In pairs, discuss if it is a good idea to include this information in a CV. Explain.

- 1) Your place of birth.
- 2) Why you left your last job.
- 3) Voluntary work you have done.
- 4) Your job target (position you want to reach in your career).
- 5) Your religion.
- 6) How much you earned in your last job.
- 7) Your nationality.
- 8) The salary you want.
- 9) Your goals for five following years.
- 10) Your achievements.

1.22. Find a vacancy you would like to apply for. List education, experience and skills necessary to get this job. Then list your own education, experience and skills. Compare two lists and note down what you lack and need to develop. Write a CV to apply for this job.

Unit 2. Covering Letter

2.1. Surf the internet and answer the questions:

- 1) Are *application letter* and *covering (AmE – cover) letter* synonyms?
- 2) Are there any differences between them?

Skim the text and check yourself:

A cover letter is a teaser. Its intent is to capture the reader's attention enough to make the recruiter or hiring manager want to review the resume. The cover letter should contain just enough information but it does not give away everything about the applicant. An application letter, on the other hand, is a more comprehensive document. It describes the applicant's educational background, certifications and licenses, and in some cases, salary history for job postings that require it.

When an employer specifically requires a cover letter and resume, that's what the job seeker should submit. It is relatively rare that an

employer will accept an application letter instead of a cover letter and resume. An application letter is more appropriate for a situation when there is not a job posting. For example, an application letter could be mailed to several employers that are not advertising specific jobs vacancies as a way to provide a more extensive introduction to prospective employers.

2.2. Read the following text and choose the correct words.

Many companies and organisations now recruit directly through the Internet. This is quicker and cheaper **1) than** paying a recruitment agency or placing an advertisement **2) on / in / for** a newspaper. Sometimes they recruit **3) from / by / with** using the company website. They set up a page **4) who / which / where** shows vacancies within the organization and applicants can reply the company directly with their CVs.

Some other websites just work **5) as / for / with** databases for online CVs. These are used **6) by / with / from** employers who are looking for candidates. Sometimes you **7) must / should / have** to pay to put your CV on one of these sites, but it can be an effective way **8) of / in / to** finding out about new vacancies. **8) When / What / Which** employers access these sites, they search for key words in each document. You need to think **10) to / about / at** this when you write your CV. Think about the words that **11) have / is / are** often used in your area of employment and **12) make / do / take** sure you include them several times.

2.3. When to use a covering letter? Complete the text with the words:

convincing; motivate; speculative; targeted; vacancy; vital.

A covering letter should always be included when you send out a CV or an application form. It should create interest and 1) _____ the employer to get to know more about you. There are two types of covering letter. In a 2) _____ covering letter, the writer is responding to a specific advertised 3) _____. However, in a 4) _____ covering letter, the writer aims at a specific employer of a number of companies or organisations he/she is interested in joining. A covering letter is 5) _____ if your application is speculative because the employer will only read it and look at your CV if your letter is really 6) _____.

2.4. How to structure a covering letter?

Put the information below in the order of appearance in a letter of application.

- 1) Highlight your strong points, your understanding of the work, and why you are suited for it.
- 2) End the letter with an appropriate sentence.
- 3) Indicate your availability for interview.
- 4) Explain why you are interested in the job.
- 5) State what the vacancy is and how you heard about it. If the covering letter is speculative, say what kind of work you are interested in.

2.5. Listen to Naomi Lloyd, a Communications Consultant. Does she mention any specific characteristics of covering letter?

2.6. Listen again and make notes on what she says about the following:

- introduction
- your strengths
- length of the letter
- applying for different jobs
- ending the letter

2.7. Fill in the blanks (1-15) in the application letter below with the prepositions from the lists:

during; for; on; of; in; with; for; for; of; at; from; forward; in; for; for

Ms. Harriet Fauchetti

Director of Corporate Web Development

Dear Ms. Fauchetti,

Your advertisement 1) _____ an Interactive Web Designer interested me because 2) _____ my enthusiasm for Web development/design and my strong desire to continue working and building a career in that field. My résumé is enclosed 3) _____ your consideration.

4) _____ recent years, I have utilized my creative, analytical and problem-solving skills to complete several Web-related projects with Higher IT Experience, both independently and as a project team member. These include the following:

- building, programming, testing and refining an enrolment-tracking application with an intuitive user interface;

- designing and developing one module for the successful, timely release 5) _____ a new product;
- designing and implementing a Web user interface;
- creating a process and templates for production of JPEG images 6) _____ hotel Web sites.

Prior to that time, I gained solid experience as a programmer/analyst, a software architect and a software /support engineer. Key activities included database development and troubleshooting, small-business application development and interactive product testing. My ability to understand and analyse complex problems; communicate with clients to assess their needs; and develop innovative, practical solutions enabled me to make a worthwhile contribution to each of my employers 7) _____ that period.

As I prepare to close out my work 8) _____ the software application I developed 9) _____ Higher IT Experience, I am beginning to search 10) _____ an employment situation that will allow me to use my existing experience and skills in Web development/design while also offering potential opportunities to expand and enhance my professional strengths.

I am definitely interested 11) _____ being considered for the position of Interactive Web Designer 12) _____ Reaching Out and would like to arrange an interview 13) _____ your earliest convenience to discuss how I can contribute to your team. I look 14) _____ to hearing 15) _____ you soon.

Sincerely yours,
Alan Bartly

2.8. It is important to write an application letter using appropriate language. Informal language may sometimes be acceptable in cover letters, but more formal alternatives will create a more professional impression. Complete the following table using the formal words from the letter in Task I.

Informal

Formal

to use
useful
to want
to talk about
to make able
boss
to look for
work/job

2.9. Return to the vacancy you have chosen in Unit 1, exercise 1.20 and write a covering letter in addition to your CV.

2.10. Study the grammar rule.

Conditionals

Meaning		Subordinate clause	Principal Clause
Real «Бы»		Present Ind. <i>If water is 100 C,</i>	Present Ind. <i>it boils.</i>
Real «Бы»		Present Ind. /Cont. <i>If I know English well,</i>	Will + Inf. <i>I will get a well-paid job.</i>
Unreal «Бы»	Present/ Future	Past Ind. /Cont. <i>If I were you,</i>	Would / Could / Might + Inf. <i>I would take up English courses.</i>
Unreal «Бы»	Past	Past Perfect <i>If you had gone there,</i>	Would / Could / Might + have +Participle 2 <i>you would have seen him.</i>
Unreal «Бы»	Past condition, Present result	Past Perfect <i>If you had applied for this job the previous week,</i>	Would / Could / Might + Inf. <i>they would hire you this month.</i>
Unreal «Бы»	Condition of no particular time, Past result	Past Ind. <i>If he were not so absent- minded,</i>	Would / Could / Might + have +Participle 2 <i>he wouldn't have missed the train yesterday.</i>

Study other variants and tell the differences:

- *In case* I don't find him at his office, I'll leave him a message.
- We'll finish the work on time *provided* you send all the necessary information.
- I'll come in time *unless* I am detained at the institute.
- *Suppose* they called you, would you take the job?
- If he *should* come, ask him to wait.
- *Had* I time, I would come over. (=If I had time, I would come over).
- *Were* she in New York, she would call you. (= If she were in New York, she would call you).
- *Should* he come, ask him to wait. (= If he *should* come, ask him to wait).

• *Could* he complete this task, it would be a success. (= If he could complete this task, it would be a success).

2.11. Put the verbs in brackets into the correct tense.

'If you don't work harder at school, you 1) will never get (never/get) a good job.' I remember my parents saying these words to me when I was at school. If I had listened to them then, I 2) ____ (not/become) what I am now. I 3) ____ (be) so much more if I had tried harder, I haven't always been a tramp actually; when I left school I had a job as a milkman and if the hours had been easier, I 4) ____ (do) it for much longer, but I hated getting up so early in the morning. When I lost my job, I 5) ____ (cannot/pay) the rent, so my landlord said that if I 6) ____ (not/get) another job, I would be on the streets, and before I knew it, I was. I could have got another job if I 7) ____ (want) to, but at first I quite enjoyed the freedom of the outdoor life. If you sleep out in summer, it 8) ____ (not/be) too bad, but in winter it's awful. If I 9) ____ (can/change) anything about my life now, I would get in touch with my family again, even though I know they would only say, 'If you had worked harder at school, you 10) ____ (not/get) yourself in this situation.'

2.12. Complete the sentences below.

1. If my boss retired, ...
2. I'll get a promotion, ...
3. I would probably earn more money if ...
4. If I had more time at work, ...
5. The company would have been more successful, if ...
6. I would have started a new business, if...
7. If I were a director of a company,...
8. If they had hired me,...
9. My work experience wouldn't have been discussed at the interview, if...
10. He will find another workplace, if...

2.13. Translate into Russian.

1. If anyone objects to doing what he has been told, then he can get out of it – at once.
2. If you had come for talks, I would have explained everything in more details.

3. If she'd had any sense she would go back to continue the communication.

4. If I saw this applicant today, I would ask him about it.

5. Had you studied the rules of behaviour, you would have acted in another way.

6. If the manager had not been confused, I wouldn't have understood that I said something wrong.

7. If she hadn't had such a bad taste, she would have dressed more properly for a business tour.

8. If he had taken my advice, he would be a prosperous manager now.

9. If he had prepared his curriculum vitae more thoroughly, he might have looked more self-confident,

10. We would have given the vacancy to that applicant if he had more experience.

2.14. Open the brackets and use the correct form of Conditionals.

1. If the employer (want) to know more about you, he (contact) you.

2. If you (concentrate) on job hunting, you (find) a vacancy soon enough.

3. If you (be able) to market all of your strengths, the interviewer (appreciate) your skills and professional experience.

4. If the applicant (consult) the expert before the interview, he (produce) a better impression on the interviewer.

5. If I (prepare) for the interview better, it (not be) such a failure.

6. Mary (be) more successful if she (not be) so shy and nervous during the conversation.

7. She (get promoted) last year if she (not argue) with the boss.

8. If the boss (invite) me for the discussion, I (go) to his office at once.

9. If you (not decide) what sort of job you would like to do it (be) difficult to make a good choice.

10. If you (control) your manners and (choose) the proper clothes, you (feel) more confident. I'm sure.

2.15. Connect sentences using Conditionals.

Model: You want to find a job. You look through ads in the newspapers.

– If you want to find a job you will look through ads in the newspapers.

I did not get the job. I did not prepare all necessary documents.

– If I had prepared all necessary documents I would have gotten the job.

1. He will be able to settle the matter with the boss. He will return from his business trip today.

2. I did not have curriculum vitae with me. I could not remember the dates I was asked about.

3. John does not have a lot of life experience. He has to present the employer his potential abilities.

4. I did not stress my achievements. The head of the company did not appreciate my skills.

5. I decided to change my job. I have to read the business pages of professional journals.

6. I have good working knowledge of Microsoft Word. I'll mention it in my resume.

7. Some people think that clothes do not matter at the interview. They understand the importance of clothes when they don't get the job.

8. The vacancies are published. You can find sometimes very interesting proposals.

9. I did not follow the advice of my friend and did not practice the interview at home. I felt shy and confused when talking to the president of the company.

10. I know I must be organized, logical and concise. My documents are always in disorder.

2.16. Work in pairs. One student looks at Student A section, the second looks at Student B. Ask and answer questions, write down the partner's answers. Then report to the class.

STUDENT A

What would you do...

1) If someone offered you a well-paid job in another city or country? Would you take it?

2) If you could give one item from your job to another person, what would it be and why? // If you could change a section of the exam you must take, which one would you change and why?

3) If someone gave you the money to set up a new business, what business would it be and why?

4) If you were a man / woman, do you think your job would be easier or more difficult than it is now? Why?

STUDENT B

What would you do...

- 1) If your best friend wanted you to set up a new business with him / her, would you accept? Why yes / no?
- 2) If you could create a new post in your department, what would it be? // If you could add a new subject in your curriculum, what would it be?
- 3) If you could go on any training course you wanted, what would you choose?
- 4) If you were much older or younger than you are now, do you think your job would be easier or more difficult than it is now? Why?

Unit 3. Job Interview

3.1. Work with a partner. What is the order that things happen when you apply for a job? Put the following actions in the correct order:

- a) You are shortlisted. _____
- b) You send in an application. ____1____
- c) You are turned down / You are offered the job. _____
- d) You attend an interview. _____
- e) You are appointed / You apply for another job. _____

3.2. Read the list of interview tips and answer the questions:

- 1) **Are they correct? Make corrections, if necessary.**
- 2) **Which of these tips are for interviewers and which are for candidates? Why?**

Job interview tips

- Be completely honest at all times.
- Try to help the candidate to relax.
- Always wear your best clothes.
- Do not ask a lot of questions to which people can answer 'yes' or 'no'.
- Listen carefully and make a lot of notes.
- Arrive half an hour early for the interview.
- Ask a difficult question at the beginning of the interview.
- Get an expensive haircut.

3.3. Fill the mind map with the questions starting with the words WHAT. Then answer these questions.

e.g. What to wear?

What _____

What _____

What _____

**Job interview
preparation**

What _____

What _____

What _____

What _____

3.4. What two things should a candidate read before an interview and why? Look through Part 1 of the text and compare the answers.

PART 1. The key to taking part in a successful interview is preparation. Before you attend the interview, be sure to find out the important facts about the company, its main activities, products and services. If you spend some time doing this homework, the interview is much more likely to be successful. Many candidates fail to do this thoroughly, so if you are well informed, you will look better than many other applicants. You can get most of the information from the company website.

Read your own CV again before the interview, so that you are clear about which points you need to highlight. You should also refresh your memory about the basic facts for your current place of work. That way, if the interviewer asks about these, you'll be prepared.

It goes without saying that you should arrive for the interview on time. That means knowing the exact location and how long it will take you to get there. If you arrive late and out of breath, you will make a very poor impression.

3.5. Read the second part of the text and fill the gaps with the forms of the Conditional 1.

PART 2. You also need to prepare questions to ask the interviewer. You should see the interview as a two-way process, partly for you to make sure that the job will give you the career development that you want. After all, if the company 1) _____ (not suit) you, it is better to find this out at the interview, rather than after you have accepted the job. Besides, if you 2) _____ ask intelligent questions, the interviewer 3) _____ (be) impressed by your knowledge and interest in the company. Note down the questions that you want to ask before the interview. If you 4) _____ (not write) them down, it is possible you 5) _____ (forget) them during the interview.

Finally, remember that the interviewer may ask other people for their opinions of you. This means that you need to make a good impression on the employee who shows you round of the receptionist as well. If they

6) _____ (feel) that you are impolite or arrogant, probably the interviewers

7) _____ (hear) about it.

3.6. Match the job interview questions with their answers:

1. How many jobs have you had since leaving university?	a) I now have more responsibility and work longer hours.
2. Why have you changed jobs so often?	b) Well, I lead the sales team. I'm also chair-person of a local business association.
3. What have you done that shows leadership?	c) I wanted to earn more money.
4. In what ways has your job changed since you joined the company?	d) Well, the boss in my last company wasn't easy to work with.
5. Have you ever worked with a difficult person?	e) I've worked for six companies.
6. What are your future plans?	f) My salary was thirty thousand per month.
7. What post do you see yourself in five years?	g) I have improved the productivity of our department.
8. What are your achievements?	h) An MD, I suppose.
9. How much did you earn at your last job?	i) Yes, I always contribute to the full and help other team members.
10. Are you a good team player?	j) I want constant self-development and a salary rise.

3.7. Study the list of job interview questions below and say:

- 1) Which questions are the most difficult for you to answer?
- 2) Which questions are the easiest for you to answer?
- 3) Which of the questions would you probably not ask a very young person who is applying to your company for a first job?
- 4) Are there any questions in the list which you consider to be strange or unusual for a job interview in your country? Explain why you think they are strange or unusual.

Questions for a job interview

- 1) Tell me about yourself.
- 2) What are your strengths?

- 3) What are your weaknesses?
- 4) What do you do in your free time?
- 5) What do you think you can bring to this position?
- 6) Why did you leave your last job?
- 7) What were some of the most important things you learned in that job?
- 8) How well do you work in a team?
- 9) Tell us something about your previous experience and the other jobs you have had.
- 10) How have you changes over the last three years?
- 11) What sort of salary are you expecting?
- 12) What was your best subject at university?
- 13) What did you like most about this subject?
- 14) Tell us about your ambitions.
- 15) What would you like to be doing five years from now?
- 16) What attracts you about this kind of work?
- 17) Why did you apply to us?
- 18) How did you find out about this job?

3.8. Work in pairs and discuss why applicants can be hired or rejected. Give at least 5 reasons.

3.9. Read the list of reasons for hiring applicants after the first interview. Explain what each point means:

- 1) Previous work experience
- 2) Interest shown in job for which being interviewed
- 3) Recommendations from previous employees
- 4) Training background
- 5) Ambitions
- 6) Health record
- 7) Personal appearance
- 8) Personality
- 9) Maturity (other than chronological age)
- 10) Manners and mannerisms

3.10. Read the list of reasons for rejecting applicants after the first interview. Explain what each point means:

- 1) Applicant has a past history of “job hopping”
- 2) Inability of applicant to communicate during job interview

- 3) Health record
- 4) Immaturity (other than chronological age)
- 5) Personal appearance
- 6) Manners and mannerisms
- 7) Lack of job-related skills
- 8) Lack of courtesy
- 9) “Superiority complex”, “know-it-all”
- 10) Condemnation of past employers, “bad mouths”
- 11) Limp, fishy handshake
- 12) Asks no questions
- 13) Overemphasis on money interest
- 14) Unwilling to start at the bottom, expects too much too soon

3.11. Watch the videos. Why is the second interview more successful, than the first? Compare the posture, manners, appearance and speech.

- “Sample Interview 1 - What NOT to Do / Bad Interviewing”
<https://youtu.be/YRbtXb9fWmI>
- “Sample Interview 2 – More Effective Interview”
<https://youtu.be/sDxmMkgPmaQ>

3.12. Watch again and fill the table:

Questions	Answers (Interview 1)	Answers (Interview 2)
1.		
2.		
3.		
4.		
5.		

3.13. Choose a vacancy and role-play the dialogue “Job interview”. Swap roles.

MODULE 2

STARTING A NEW BUSINESS

Unit 4. Start-ups

“Starting your own business is like riding a roller coaster. There are highs and lows and every turn you take is another twist. The lows are really low, but the highs can be really high. You have to be strong, keep your stomach tight, and ride along with the roller coaster that you started.”

Lindsay Manseau, photographer and entrepreneur

4.1. Work in small groups. Answer the questions:

- 1) Comment on the quote above. Do you agree that starting a business is like riding a roller coaster? Why / why not?
- 2) What is a start-up? What famous start-ups can you think of? Why have they become wild successes?
- 3) Is a start-up always an innovation?
- 4) Why are start-ups considered risky? Do most start-ups fail? If so, why?
- 5) In your opinion, what factors account the most for company success and failure?
- 6) What are the possible ways of getting money for a new business?

4.2. Match the ways of finding money with the definitions:

Provide funding / capital	You obtain the money which you need to start your business.
Raise capital	Someone gives you the money for your business.
Secure a loan	Someone lends you money, sometimes you promise to give them something (e.g. your house), if you do not pay the money back.

4.3. Listen to an interview with the marketing director of a business support service. What ways of getting money does she mention?

4.4. Listen again and complete the notes:

- 1) Which three kinds of advice can our support service give?
a) _____ b) _____ c) _____
- 2) Most common way to fund a new business: d) _____
- 3) Bank managers want to see e) _____
- 4) Types of assets to guarantee bank loans: f) _____, g) _____
- 5) Company which provides start-up money is called a h) _____ firm.
- 6) Minimum percentage growth these companies require: i) _____
- 7) Business angel is j) _____
- 8) One can find business angels through k) _____

4.5. Build sentences to make three definitions of a start-up. The first word is marked. Which one is the most exact? Give your own definition.

- 1) been business has recently a small by that someone Company started
- 2) business fledgling enterprise a
- 3) A newly business established

4.6. Choose the right synonym for the words in bold:

1. If you take a group of people with the right **equity** (*fairness / encouragement / value*) incentives and organize them in a start-up, you can unlock human potential in a way never before possible.
2. I named my company IdeaLab for how much I **worship** (*despise / love / understand*) the moment when you first come up with the idea.
3. Does the company have a very clear path generating customer **revenues** (*respect / loyalty / income*)? That started rising to the top in my thinking about what mattered most for success.
4. How does the company score on this **dimension** (*aspect / character / type*)?
5. This factor **came in** (*proved / believed / finished the race*) second.
6. This isn't absolutely **definitive** (*absolute / great / uncertain*).
7. Companies were looking for **cost-effective** (*costly / good / economical*) ways to get traffic.
8. If you have something you love, you want to **push it forward** (make *progress / effort / history* with it).

4.7. Fill in the gaps with the appropriate word/words from 4.5 (the first letter is given):

1. It is important to treat all the employees with e... .
2. This adds a new d... to our work.
3. I know you're all tired, but we have to p... .
4. One study said the government would gain about \$12 billion in tax r... over five years.
5. She seems to w... her boss. I'm not sure it's OK.
6. No one has come up with a d... answer as to why this should be so.
7. She c... in first in the local election.
8. The management tries to produce the magazine as c... as possible.

4.8. Watch the video “The Single Biggest Reason Why Start-ups Succeed” <https://youtu.be/bNpx7gpSqBY> and formulate this single biggest reason.

4.9. Watch again and answer the questions:

- 1) What conclusion did the speaker come to after he had ranked across all the 5 success attributes? What do you think about his findings?
- 2) What are the essential elements that lead to success?
- 3) Why does the speaker mention Uber, Airbnb and YouTube?
- 4) According to the speaker, what is the best way to assess timing?
- 5) Why is it bad if your idea is in advance of the time?
- 6) Why does the speaker quote Mike Tyson: “Everybody has a plan until they get punched in the face”? Do you agree with the famous boxer?
- 7) Comment on the statement “The customer is the true reality”.
- 8) Do you agree that a start-up organization is one of the greatest forms to make the world a better place?

4.10. Study the construction: to get smb to do / doing smth – to make, persuade, etc. someone to do something

*e.g. 1. You **get them to achieve** unbelievable results.*

*2. He **got his sister to help** him with his homework.*

*3. You'll **never get him to understand**.*

*4. It's not hard to **get him talking**—the problem is **stopping him**!*

Discuss in pairs:

1. What is difficult to get you doing?
2. How difficult is it to get employees to achieve the results their boss wants them to?
3. How difficult is it to get a start-up to grow?

**4.11. Skim the text and match the headings with the paragraphs.
Which heading is for the text?**

- a) Make sure there is a “pain”
- b) Make sure you have unique qualifications
- c) How to start a new business?
- d) Make sure the business is fundable

1 _____

It is always a good time to start a business. In fact, highly successful businesses have been started in both the best and worst of economic times. The question that arises, though, is what business to start. Interestingly, my criteria listed below for the right choice of business is pretty much the same as my checklist for creating a winning business plan. So, make sure you stack up well against these criteria. If you do, you should be able to both develop a business plan worthy of investment capital and to grow a successful business.

2. _____ When developing a business plan, I always say the most important question to answer is “why are you uniquely qualified to succeed?” If you have no unique qualifications, then it’s hard to succeed, and easy for others to copy you. Unique qualifications can include your experience, intellectual property, relationships, etc. In choosing a good business to start, think about your unique qualifications. What can you do better than anyone else? What do you have great experience and expertise doing? Interestingly, this is why so many restaurants fail. New restaurant owners have no experience and expertise managing a restaurant. As a result, failure is likely. Conversely, when a restaurant owner launches a second, third, etc., restaurant, because of their experience, they are much more likely to succeed.

3. _____ Always look for a market pain or need. Because that’s why people tend to spend their money on. For example, if people in your town have to travel 20 minutes to the nearest dry cleaner, then there might

be a significant need for a dry cleaner there. In general, the greater the pain, the greater the chances your business will succeed. Importantly, not all new ventures solve massive pains. For example, many internet and mobile applications ventures solve an entertainment need rather than a pain. However, while some of these ventures become multi-billion dollar enterprises, the vast majority of them fail.

4. _____ No matter how good your business idea is, if it requires funding and you can't raise it, it does not matter. The ideal business is one that you can at least start with finance you provide yourself, or with a reasonable amount of financing. Conversely, if you have a great idea, but it requires \$100 million in initial funding, you're not going to raise it. Large investors will not bet on an unproven startup, unless the founder of that startup has a long track record of taking companies public and/or returning sizable returns for investors. Likewise, if you require outside funding, make sure the business fundamentals are such that investors will receive a sizable return on investment (ROI). Because, no matter how solid the opportunity, if investors do not feel they will earn a fair return, they will not invest. Keep these 3 factors in mind when choosing a new business to start and when developing your business plan. When all three are in your favor, the sky is the limit to your success.

4.12. Read the text and answer the questions:

- 1) What does the author of the article say about choosing the right time to start a business?
- 2) What do unique qualifications include?
- 3) How can one choose the area where a startup business could be successful?
- 4) What are the sources of funding startup businesses can rely on?
- 5) What kind of business would you launch in your city? Why?
- 6) What's "A good business to start"?
- 7) Will investors always be ready to fund one's business?

4.13. Discuss in small groups and share with the others:

1. At what age do people usually set up their business in your country?
2. How popular are online companies in your country?
3. Do you think retirees can run their own business?

4.14. Watch the video “Business Start-up Show” <http://www.youtube.com/watch?v=JxZ3rPu7KTU>

Who is the speaker? What keys to success does he introduce?

4.15. Watch the video again and answer the questions.

- 1) What social and age group is the video targeted on?
- 2) Why should this group of people be interested in the tips given in the video? What sort of tips are they?
- 3) What kind of business are the target viewers recommended to set up?
- 4) Why has it become much easier to run one's own home based business?
- 5) What examples does the speaker give to illustrate that one can earn a viable income? How long will it take you to publish a book?
- 6) Which of the jobs that publishing involves could be outsourced?
- 7) What other jobs can be done by an entrepreneur?

4.16. Read the quotations. How do you understand them? Do you agree with them? Discuss in pairs.

- 1) “The more you know about your industry, the more advantage and protection you will have.” - Tim Berry, Founder of Palo Alto Software
- 2) “Know yourself, and work in a job that caters to your strengths. This knowledge will make you happier.” - Sabrina Parsons, CEO of Palo Alto Software
- 3) Opportunities don't happen. You create them. – Chris Grosser
- 4) “Success is not final; failure is not fatal: it is the courage to continue that counts.” – Winston Churchill
- 5) “Play by the rules, but be ferocious.” – Phil Knight

4.17. Visit the following site and do the quiz “Entrepreneur Quiz: Do You Have What It Takes to Succeed?” (<https://articles.bplans.com/steps-to-starting-an-online-business/>). Share the results with the class.

4.18. List the steps to start a new business. Compare with the partner. Look through the introduction of the text and say what to begin with.

Starting a business requires a lot of work. The amount of documentation, legal requirements, and strategic development can simply be overwhelming. But without putting in the effort, you will struggle to turn your idea into a successful business. It is going to take time, effort, and

potentially a few setbacks, but you can do it. Should you work on your business name and logo or tackle your business structure? Does it make sense to already start applying for loans or focus on product development? Starting your own venture is all about trial and error. Working through the process to find what works for you and what resonates with potential customers. But rather than being overwhelmed by all the decisions and tasks you have at hand, there are steps you can take to kickstart the development of your business.

4.19. Skim the rest of the text and compare with your list of actions from 4.18. Which steps were unknown to you?

4.20. Read again and explain why each step is important. Summarize each paragraph of the text.

1. Determine if entrepreneurship is what you want

Before diving into the details of your potential business, it is best to understand your situation.

- Why do you want to start a business? Is it money, freedom, and flexibility, to solve a problem or some other reason?
- What are your skills?
- What industries do you know about?
- Do you want to provide a service or a product?
- What do you like to do?
- How much capital do you have to risk?
- Will it be a full-time or a part-time venture?

Your answers to these types of questions will help you narrow your focus. This step is not supposed to prevent you from starting your own business. It makes you think and plan.

2. Conduct a self-assessment

You need to plan, set goals, and above all, know yourself. What are your strengths? What are your weaknesses? How will these affect day-to-day operations? You could conduct a SWOT analysis on yourself to figure this out.

As you get started, your business will likely dominate your life. Use what you learn from the SWOT analysis to think through what you want your life to be like, not just what you want from your business. Some good questions to ask yourself include:

- What would you do if money was not an issue?
- Is money really important? Or rather, is making a lot of it really important? If it is, you are probably going to be cutting out a number of options.
- What really matters to you?
- Do you have the support of your family, especially your immediate family? They may have to make sacrifices at the beginning, so it is important to have them behind you.
- Who do you admire in business? Maybe there is even someone in the industry you'd like to go into. Why do you admire them? What are their likable traits? What can you learn from them?

3. Refine your idea

Once you know why you want to start a business, it is time to find and develop your idea. You are likely to already have something in mind after going through your self-assessment. Now it is not enough to just think you have a good idea and run with it. You need to validate that there is a need. You also need to start addressing whether this idea is sustainable or not.

4. Start with a Lean Plan

The Lean Plan is a simple, one-page document that helps you refine your idea. It ensures that you are considering your mission and value proposition early on, while also providing structure for the more technical portions of your business. In fact, it will provide you with the perfect template to tackle the rest of these steps.

5. Conduct market research

Once you decide on a business that fits your goals and lifestyle, it is time to evaluate your idea. Who will buy your product or service? Who will your competitors be? This process will help you address your opportunity, value proposition, the market size, and competition sections of your Lean Plan. There are a number of ways you can do this, including:

- Performing general Google searches,
- Speaking to people already working in your target industry
- Reading books by people from your industry
- Researching key people
- Reading relevant news sites and industry magazines
- Taking a class or two (if this is possible).

6. Evaluate your target audience

It is not enough to just state the current market. You need to know what portion you will be able to claim and if it is really possible. To determine how attractive your prospective market really is, we suggest doing a market analysis. Think about:

- How urgently do people need the thing you are selling or offering right now?
- What is the market size? Are there already a lot of people paying for products or services similar to yours? Have you honed in on who exactly your target market is? Being specific will help you focus your marketing message and investment.
- How easy is it (and how much will it cost you) to acquire a customer? If you are selling enterprise software, this may require a significantly larger investment than a coffee shop.
- How much money and effort will it cost to deliver the value you would like to be offering?
 - How long will it take to get to market? A month? A year?
 - How much up-front investment will you need before you can begin?
 - Will your business continue to be relevant as time passes? A business that repairs iPhone X screens will only remain relevant so long as the iPhone X is popular. If your business is only relevant for a specific period of time, you will also want to consider your future plans.

7. Research the competition

If you like, you can even take things a step further and consider the consumer needs currently not being met by businesses in the industry. This is a good time to take a look at potential competitors. And remember, the presence of competitors is oftentimes a good sign! It means that the market for your product or service already exists, so you know that you have potential customers who are willing to spend money on your product or service.

While you have got the time, learn as much as you can about your competitors, about what they provide to their customers, how they attract attention, and whether or not their customers are happy. If you can figure out what is missing before you even get started, your job will be made that much easier when you do finally set up shop.

8. Validate your idea

Lastly, it is important to field test your idea, services, or products. As you conduct research, take the time to actually speak to your potential customers. Present them with the concept you intend to launch to gauge interest, as well as confirm which competitors they may already use and the price they would be willing to pay. If you can, it may be worth developing a minimum viable product (MVP) to help showcase what you will be providing. You do not even need to do this process in-person. Instead, you can:

- Send out surveys
- Join forums and Facebook Groups
- Run ads
- Sell pre-orders

The important thing is to establish what success looks like. Know what threshold you need to hit and be willing to pivot your idea or target audience if it is not panning out as you expect.

9. Write your business plan

If you will be seeking outside financing, a business plan is a necessity. But, even if you are going to finance the venture yourself, a business plan will help you figure out how much money you will need to get started, what it will take to make your business profitable, what needs to get done when, and where you are headed.

In the simplest terms, a business plan is a roadmap – something you will use to help you chart your progress and that will outline the things you need to do in order to reach your goals. Rather than thinking of a business plan as a hefty document that you will only use once (perhaps to obtain a loan from a bank), think of it as a tool to manage how your business grows and achieves its goals.

While you might use your business plan as part of your pitch to investors and banks, and to attract potential partners and board members, you will primarily use it to define your strategy, tactics, and specific activities for execution, including key milestones, deadlines, and budgets, and cash flow.

10. Make your business legal

Realistically, registering your business is the first step toward making it real. However, as with the personal evaluation step, take your time to get to know the pros and cons of different business entities.

If at all possible, work with an attorney to iron out the details. This is not an area you want to get wrong. You will also need to get the proper business licenses and permits. This is also the time to check into insurance and to find a good accountant. Types of business formations include: sole proprietorship, partnership, corporation, Limited Liability Company (LLC).

While incorporating can be expensive, it is well worth the money. A corporation becomes a separate entity that is legally responsible for the business. Other things you will need to do include deciding on a business name and researching availability for that name.

11. Fund your business

Depending on the size and goals of your venture, you may need to seek financing from an “angel” investor or from a venture capital firm. But, most small businesses begin with a loan, financing from credit cards, help from friends and family, and so on. Investment and lending options include: venture capital, angel investment (similar to venture capital), commercial (banks), Small Business Administration (SBA) Loans, accounts receivable specialists, friends and family, and credit cards.

However, a beautiful business plan does not guarantee you will get funded. To stand a realistic chance of getting hold of the funds you need to get started, you’d be better off first focusing on your “pitch.” Not only will it be easier to fix because it contains less, but you will also get feedback on it – most investors do not bother reading the full business plan, though they may still expect you to have it. It is also much easier to turn a pitch into a business plan than it is to pare back your plan.

12. Pick your business location

If your business is online and you will not need a storefront, you are probably looking at building your website and choosing a shopping cart solution. Maybe you will be able to work out of a home office or a co-working space instead of renting or buying office space. But if your business needs a dedicated brick and mortar location, there are many considerations: finding a location; negotiating leases; buying inventory; hiring staff; setting your prices; throwing a grand opening party, etc. Think through each of these steps carefully. Your business location will dictate the type of customer you attract, what types of promotions you can run, and how long it will take you to grow. While a great location will not necessarily guarantee your success, a bad location can contribute to failure.

What to look for in a physical location?

- **Price:** Can you realistically afford to be where you want to be? If not, or if you're cutting it fine, keep looking.
- **Visibility:** Will people easily be able to find you? Will they see your promotions and offers? Are you in the center of town or further out? How will this affect you?
- **Access to parking or public transportation:** Can people easily find you from available parking options and transportation routes? If they have to look too hard, they may give up.
- **Distribution of competitors:** Are there many competitors close to you? If so, this may be a sign that the location is premium for the clientele you wish to attract. It may also mean you do no business.
- **Local, city, and state rules and regulations:** Look into regulations, as areas may be more stringent than others. Ensure there are no restrictions that will limit your operations or that will act as barriers to your store.

13. Prepare for growth

Whether you are starting your first or your third business, expect to make mistakes. This is natural and so long as you learn from them, also beneficial.

The best thing you can do to take advantage of any mistakes is set up review processes to help you make decisions. This is where the Lean Plan, or full business plan, you have been working on comes into play.

If you have your plan up to date, you can set up monthly review meetings to go over the numbers, your strategy and develop forecasts for the next month, quarter, and year. This is a simple way to keep track of performance and actively make decisions based on actual results. So, rather than reacting to bad situations, you are preparing for them and facing uncertainty with certainty.

4.21. Read the parts 10-13 and say if sentences are true, false or not mentioned in them. Correct false statements.

- 1) A good business plan means you will get funded.
- 2) Your mistakes in business planning mean that you are not a businessman.
- 3) The Lean Plan helps you get investments.
- 4) Price is the most important factor in choosing location for your business.

- 5) Partnership is the best organization type.
- 6) Competition may be the reason for you not to start business at all.
- 7) Having your business started, you can be sure everything is going to run smoothly.
- 8) There is only sole business formation.
- 9) You need a lawyer's help to legalize your business.
- 10) You do not need a location if you have an online business.

4.22. Work in a group. Think over an idea of a business start-up; following the plan of starting a business where it is possible, make a presentation of your business idea.

Unit 5. Online Business

“The secret of change is to focus all your energy not on fighting the old but on building the new.”

Socrates, a philosopher

5.1. Answer the questions:

- 1) How do you understand the quotation above? Do you agree with Socrates? Why?
- 2) What is online business?
- 3) What can you sell on the Internet?
- 4) What are benefits of starting an online business?
- 5) Are the steps of starting an online business different from the offline one? How?

5.2. Match the aspect of starting online business with its related idea:

Aspects of online business	Related ideas
What problem are you solving?	Get an idea of the active market size.
Set up a landing page.	It does not require physical infrastructure to operate.
Can your business function solely online?	It is the greatest representation of business and needs to accurately reflect your products, services, and mission.
Write a Lean Business Plan	Take some time to identify your startup costs and think through how you plan to fund your business.

Look through customer reviews	It is quicker and easier to write and distills your plan down to the essentials.
Create a website	Potential customers are looking for a solution.
Survey potential customers	Tease your business, product, or service.
Consider funding and success metrics	Send out your questions (even more specific) to people that already displayed a level of interest.

5.3. Look through the text below. Explain the meaning of words and word combinations in bold.

5.4. Read the text. Entitle it. Formulate the benefits of fulfilling each feature.

1) A landing page

Without setting up a full website, you can run a simple preview **landing page** to tease your business, product, or service. Give a quick rundown of features, pricing, a release window, etc. and include an email subscription signup prompt to start building out a mailing list. Then it is as simple as running a handful of **social media** or search ads that target your potential customers to drive traffic to your website. Do you base interest on the number of visitors that checked out your website? a) _____ **Social shares?** Validation here is somewhat up to you.

2) Set up your website

With your business plan in hand, you can now look to get your website up and running. There are a number of decisions to be made regarding hosting, platform and design to effectively represent your business. Your website, especially for an online business, is the greatest representation of our business and needs to accurately reflect your products, services, and mission.

3) Hosting your own site

You **retain control**. b) _____ You will be able to customize virtually every aspect of your eCommerce site, including the look and feel of your store. But this flexibility can make the process of getting started more complicated, too.

Focus on user experience. Your biggest considerations with **an eCommerce site** will be setting up your website to offer the best user experience. Choosing the right web design is crucial, as is making sure that your shopping cart software is well-suited for your business.

Also keep in mind that depending on your particular business, it may or may not be necessary **to build a site from scratch**. Especially when you are in the early stages, options like Squarespace and Shopify simplify the process of setting up an eCommerce site by providing templates that do not require much if any knowledge of HTML or coding.

If you are simply using the web as a platform to sell something analog (clothing or a subscription meal box) or a service like consulting, design services, or even vacation rentals) you might benefit more from using an existing platform, or at least a **templated** eCommerce option, so you are not starting from scratch.

Hiring a web design firm is always an option. However, you do not have to build a 100 percent perfect site **right out of the gate**. Test your hypothesis that your product or service is marketable using a lower cost, simpler option at first.

4) Using a marketplace

An eCommerce site is the most direct form of online business you can start, compared to a business that uses **a third party** platform or marketplaces like c)_____. When you build and host your own eCommerce site, you will be selling your goods and services directly to your customers, without a “go-between.”

However, **one way or another**, d)_____ Some sites charge by the number of product listings you use each month, and others, like Airbnb, charge you a service fee when you accept a booking.

The fact that your customers will have to visit the third party to buy from you has benefits and drawbacks. But it is also easier for consumers to compare similar products, which makes your ability **to differentiate** yourself more important.

Focus on what makes you stand out. If you are using an eCommerce marketplace, pay particular attention to the quality of the images you use on your page. Good product photography can set your listing apart. But remember, hosting your own eCommerce site is not a free pass for using mediocre images either. Either way, customers will rely on images to form an opinion about your product or service’s value.

e)_____ Have you ever tried to sell a \$10,000 fine oil painting at a farmers market? It is not entirely impossible, but it is pretty rare. Pay attention to whether the marketplace you are considering attracts people in your target demographic.

Also, keep in mind that there is not really one platform that works for every type of business. Take the time to research the best one for you. If you are selling art or crafts, look for a platform that is used by other artists. If you are selling used comic books, look for a platform that attracts lots of shoppers looking to buy used comic books. And read the fine print. Almost every platform has its own list of **prohibited** items.

5) Decide on a name

Deciding on your business name and registering your **domain** name should be done in tandem. The last thing you want is to find out that one or the other (the domain you bought or the name you chose) is registered to some other business.

There are clear **benefits** to having a domain name that is the same as your company or product name. You want to make it as easy as possible for people to find you when they search for you online. The same is true when you are naming your storefront if you are using an online platform like Etsy or **eBay**.

6) Make it mobile-friendly

f)_____ However, if you decide to build your online presence, do not **skip** making it mobile-friendly. If your site is not optimized for mobile, your users will have a less positive experience when they try to find you from their phones, but Google will also penalize you in search results, meaning you will be harder for new customers to find organically.

7) Pay attention to image quality

g)_____ do not do anything to build your credibility. Whether you are selling products, ideas, or experiences, using high-quality images will make a difference.

If you are selling products, either hire a **freelancer** to do the job right or invest in the equipment that you will need to take and edit high-quality photos. If you are not sure you can afford professional images, check with

local colleges to see if there are students looking to learn and build their portfolios that cost less than well-established professionals.

8) Think about blogging

Content marketing (blogging) may or may not be part of your initial marketing plan. The key here is to retain optionality. If you are building your site from scratch or using an eCommerce template, make sure to build the site in such a way that adding a blog would not be a major reconstruction.

9) Consider monetization and partnerships

Monetizing your eCommerce site through affiliate **partnerships** and on-site advertisements is something to consider. If you do decide to incorporate third-party advertisements on your site, start slowly, h)_____. You do not want prospective customers to be confused about what you are actually trying to sell on your site.

10) Analytics

When you launch your site, if it is **self-hosted**, set up Google Analytics, or look into whether your third-party solution can offer you monthly insights on how well your site is performing. Use that data to test small changes to your site that might have an impact on your sales.

11) Read up on online business regulations

The most important distinction when it comes to doing business online versus in person is online business law. These laws regard the distribution of your customer's personal information, as well as other privacy and intellectual property regulations. The SBA gives a thorough rundown of the specifics of online business law, so make sure to brush up on them before you start your online business.

i) _____ Lots of businesses opt to form an **LLC**, but do your research to figure out which is best for you. State-specific requirements will, naturally, vary state by state. Visit your local secretary of state office's website for more information on compliance at a state level.

12) Learn about tax obligations for running an online business

j) _____ If you run an online business, it is likely. As such, you may be **eligible** for certain tax deductions. You will additionally

be required to pay **income tax**, so before setting up your online business, it may be a good idea to consult with a lawyer and make sure that you are all covered going forward.

Make sure you are familiar with your state sales tax requirements, but also your online sales tax obligations. One of the best things you can do is make sure that your shopping cart solution is configured properly so that it automatically collects the right amount of sales tax depending on your customers' **location**.

5.5. Put the sentences or the parts of the sentences to the right place of the text.

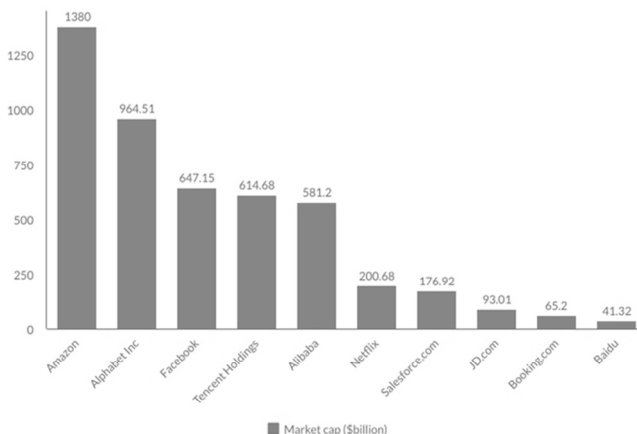
- 1) Do you operate your business from your home?
- 2) Decide how you want to set up your company's legal structure.
- 3) ...especially if your site is minimalist at first.
- 4) ...you will pay to use that third-party platform.
- 5) The number of email sign-ups?
- 6) Poorly lit or badly composed images on your site...
- 7) It is still possible to build websites and elect to use templates that are not mobile-friendly.
- 8) Pick the right platform.
- 9) ...Etsy, eBay, Amazon, or Airbnb.
- 10) The best part about a direct eCommerce site is the level of control you have over your store.

5.6. Make a Top-10 online companies list. Explain your choice of these companies. Compare you list with the partner.

5.7. Study the Top-10 online companies list and the chart below. Why are they included in this list?

1. **Amazon** – an American internet-based retailer of a wide swath of products;
2. **Alphabet Inc. (Google)** – an internet search giant leading in search, contextual advertising, and other online offerings;
3. **Facebook** – the world's most popular social network.
4. **Tencent Holdings** – an Asian online tech giant best-known for its messaging service WeChat;
5. **Alibaba** – a Chinese e-commerce giant;
6. **Netflix** – an American video streaming company;
7. **Salesforce.com** – the most well-known CRM system provider;

8. **JD.com** – a Chinese e-commerce company;
9. **Booking.com** – an online travel company that lets users book reservations for restaurants, hotels, rental cars, airline tickets, safaris, cruises, and other travel services;
10. **Baidu** – a Chinese search engine.



5.8. Brainstorm 5 online business ideas you can start with no money.

5.9. Compare your ideas with the picture below and list advantages and disadvantages of them.



5.10. Match 5 ideas from the picture with their pros and cons. Discuss which idea for online business is the best.

1 _____

Pros: A) Can bring in passive income once you put the product on the market; B) Can be a quick way to make money.

Cons: A) Creating a product takes some upfront work and time; B) You may need to invest some money initially.

2 _____

Pros: A) You can use your existing smartphone or computer; B) It works across several different niches.

Cons: A) Creating and posting videos can be time-consuming; B) It may take a while to begin making revenue.

3 _____

Pros: A) Requires very little startup capital; B) No need to maintain inventory; C) You can leverage established marketplaces with existing customer bases.

Cons: A) You can be blamed for your drop shipper's mistakes; B) The market is very competitive; C) You must sell a lot to generate a substantial income.

4 _____

Pros: A) Very low start-up costs; B) You may work on your own schedule.

Cons: A) May take a long time to begin making money. B) Creating and posting content can be time-consuming.

5 _____

Pros: A) Low risk: No initial investment required; B) Hands-off business model.

Cons: A) You're responsible for driving web traffic to the affiliate link (no traffic means no money); B) May need to spend money on advertising and marketing.

5.11. Visit <https://www.thebalancesmb.com> or another reliable resource and make a report on one of the topics relating to a small business operation.

Supplementary texts

Text 1

In Britain, there is a special service for school leavers, the Careers Advisory Service, which helps young people who are looking for their first job. Careers Officers give practical advice on interview techniques, application forms, letters, pay, National Insurance and Trade Unions.

One business organization that you may use when you are job-hunting is an employment agency. There are the state employment services and non-profit agencies that do not receive fees for finding jobs for people. There exist also some private employment agencies which receive a fee. Some employment agencies see applicants without an appointment. These include the state employment services and non-profit agencies. Counsellors there may spend a few minutes with each applicant.

But an agency that deals with technical and higher-salaried jobs, spends much more time with each applicant. Appointments are necessary in this type of agency, where a counsellor may be able to see only a few applicants a day.

An interview for any kind of job, whether the interview is obtained through a friend, classified advertisement, or agency, generally requires an appointment. It is important to be on time for your appointment. If you have made an appointment and cannot keep it, or if you will be more than ten minutes late, you should always call the interviewer. If you do not cancel the appointment or notify the interviewer that you will be late, you will create a negative impression on your possible employer.

Text 2

Many retail locations are still facing closures in 2021, making it more and more likely that businesses will launch online. An online or remote business potentially eliminates some risk, but it does add other complications that you will need to consider.

First, you need to prioritize web development and your online user experience. If you don't have a physical location or live customer service, you need to make sure that your site experience is seamless. This means

carefully choosing an eCommerce platform, testing your UX design, and consistently making tweaks based on user feedback.

Second, you need to integrate remote work within your business. It may be just you to start with, but as you grow and expand you need to know how to handle a virtual workforce. Vet remote working tools, look to ingrain virtual processes and documentation from day one, and be sure that you know how to communicate online. By handling these things upfront, you can ensure that these won't become stumbling blocks down the road.

Text 3

Having a job and having a career are two very different things. A job is something you do to make money. You may enjoy the job, work hard at it and do well, but you are primarily doing it for the money to satisfy your other interests outside of the work environment. A career is something that integrates your desires and interests so that it gives you satisfaction above and beyond the money you make. To have a career means commitment and development but first of all planning. This process can begin at any age. For some people it starts when they are a small child and visit mom or dad at their place of work. For others it can come later through the inspiration of a teacher or exposure to a wider range of fields.

It is up to each individual to decide whether a job or career is best for them. People may share the same talent and interest but other aspects of their personality will dictate which direction to go with that interest. For example, one guitar player may decide to plan a career as a professional musician. Another may decide that the financial insecurity is too much for him, get a regular job and satisfy his musical interests in his free time.

Whether you decide to get a job or plan a career, the job market today is quite different from that of your parents (and even probably from your elder sibling). In the Soviet system, under *raspredeleniye*, young people were guaranteed a job upon graduation. Now, not only are there any guarantees after university, institute or school, but available jobs are scarce and difficult to secure. The young person in today's Russia faces a very competitive job market.

What do the new dynamics of the Russian job market mean for young people? First, if they have decided they want a career, they must start early in their academic life to plan and take steps to develop their professional

careers. Second, in addition to a suitable background for a desired career, creativity, self-promotion and preparation are absolutely vital for any sort of success in the job search. Last, students must develop confidence in themselves and recognize the power that each of them has to take control of their future and shape it in a way that is best for them.

Text 4

Have you ever asked yourself what you are working for? If you have ever had the time to consider this question, or put it to others, you might well have heard some or all of the following. “It’s the money of course,” some say with a smile, as if explaining something to a small child. Or it’s the satisfaction of a job well done, the sense of achievement behind the clinching of an important deal. I worked as a bus conductor once, and I can’t say I felt the same as I staggered along the swaying aisle trying to sell tickets without falling into someone’s lap. It’s the company of other people perhaps, but if that is the case, what about farmers? Is it the conversation in the farmyard that keeps them captivated by the job? “Work is power and a sense of status,” say those who have either attained these elusive goals, or feel distressed that nobody has yet recognized their leadership qualities. Or we can blame it all on someone else, the family or the taxman. I suspect, and I say this under my breath, that most of us work rather as Mr. Micawber lived, hoping for something to turn up. We’ll win the lottery, and tell the boss what we really think. We’ll scrape together the money and open that little shop we always dreamed of, or go around the world, or spend more time in the garden. One day we’ll get that promotion we deserve, but until then at least we have something to do. And we are so busy doing it that we won’t have time to wonder why.

Text 5

Your job can be a step in the direction of the rest of your life. How you feel about it, what you learn from it, what you do with it or what it does to you helps you to decide where you go from there. If you want to get the most out of it, if you want it to lead you down the path of success, there are certain things you should do. Here are some suggestions:

Don’t let the salary be your main reason for taking the job. Sometimes a lower paying job with the right company and the right contacts can do a lot

more for you than a higher salary. Decide what is the lowest pay with which you can be satisfied. Then decide what other things can be important. How much training and/or experience can you get on this job. Some companies give their new employees priceless training. On-the-job experience can be very valuable to you when you apply for your next job. It gives you the practical experience that no school can offer. This can lead to a much higher salary later. What chances are there for advancement within the company? Sometimes accepting a lower paying job gives you a chance to show your boss how capable you are and how valuable you can be to the company. This will pay off later.

Another very important item for you to think about when you apply for the job is the type of contacts you can make. Just as a smart student chooses professors rather than just courses, a smart employee tries to meet and become friendly with the people who help him or her move ahead, either in this company or on the next job. Even if you can't do that, however, just having the opportunity to meet and develop a relationship with different kinds of personalities can help you develop skills that may move you ahead much faster on your next job. Learning about the job from other people, or learning what it takes to move ahead in a company by observing other people, is an extremely valuable skill.

OK, so now you have the job and you want to make an impression – you want people to notice you. What can you do to become a valuable employee? Do a little bit more and do it well. It really isn't that hard to be successful in your life. It's too bad, but many people try to do as little as they can on the job. Take advantage of that – do just a little bit more. This is not to suggest that you should allow anyone to take advantage of you. However, it is suggested that you do your work faithfully and competently and to the best of your ability at all times. There is a saying: "Build a better mousetrap and the world will beat a path to your door." One way to be noticed in a company is to suggest little things that can improve the routine way that things are done. You must be careful here, however. Sometimes a way of doing thing has been established that has been carefully thought through and has advantages that you don't realize. The wrong suggestion can hurt you as much as the right suggestion can help you.

Do remember that other employees can be helpful to you. You should at least try not to score points by being critical of a fellow employee who is also doing his or her best job. Ambition, jealousy, and personality differences are encountered on any job, but the more friends you make and

the fewer enemies, the better position you are in. There are times when you will need the help of your fellow employees. It is then that your prior actions can result in the kind of back-stabbing that hurts.

There is another important point to be made. Sometimes you may realize that you made a mistake by taking this job. Don't feel married to it. If it will help your career, quit it and look for another. This is the time when the friends you have made, the reputation you have earned on the job, and the experience and training you have gotten will be most helpful. No job is ever a waste of time because if you have given it your best, you have learned something from it. Take all this with you to your next job and continue to move up from there. First, of course, you have to get the job. When you do, though, it is up to you to become a valuable employee.

Text 6

Lean Plan

Your business plan does not have to be a formal document at all if you do not need to present your plan to outsiders. Instead, your plan can follow a Lean Planning process that involves creating a pitch, forecasting your key business numbers, outlining key milestones you hope to achieve, and regular progress checks where you review and revise your plan.

If you are not presenting to investors, do not think of this as a formal pitch presentation, but instead a high-level overview of who you are, the problem you are solving, your solution to the problem, your target market, and the key tactics you will use to achieve your goals.

Hopefully, you have already started developing your Lean Plan at this point as you explored your business idea. If not, now is the time to get started. Because, even if you don't think you need a formal business plan, you should go through the planning process anyway. The process will help to uncover any holes or areas you have not thought through well enough.

The standard business plan includes nine parts:

- The Executive Summary
- Target Market
- Products and Services
- Marketing and Sales Plan
- Milestones and Metrics
- Company Overview

- Management Team
- Financial Plan
- Appendix

If you would like detailed information on how to write a business plan to present to banks or funders, there are plenty of online resources, including our own comprehensive guide. You will also find hundreds of sample plans for specific industries on this very website. Use them at your leisure but be prepared to adapt them to suit your precise needs. No two businesses are the same!

If you are simply creating a business plan in order to stimulate a discussion with potential partners and associates, you may want to consider opting for a “startup plan,” also known as a feasibility plan. As your business grows you can flesh out the sections as you see fit.

In contrast to the standard plan and the startup plan, is the operations / annual plan. This type of plan is used for internal purposes and primarily reflects the needs of the members of the company. This type of plan is not intended for banks and outside investors. You will use it either to plan your company’s growth or expansion or to set company-wide priorities.

If the latter is true and you are using the plan in order to direct your internal strategy, you are creating a strategic plan, a type of plan that will include a high-level strategy, tactical foundations of the strategy, specific responsibilities, activities, deadlines, and budgets, and a financial plan.

Tapescripts

1.16. Choosing an intern

L: We've got three possible candidates for the internship at UNESCO. They all have slightly different strengths, so I think it may come down to who's best at interview. Shall we run through UNESCO's requirements for the internship?

H: Yeah, let's do that.

L: OK, well, the first thing is academic qualifications. It's absolutely essential that candidates are doing a postgraduate degree, in other words, a second university degree of higher.

H: OK, so having an undergraduate degree definitely isn't enough.

L: Exactly they'll have to be enrolled in a Master's degree or already have one.

H: OK, what about languages?

L: Well, they must have an excellent knowledge of one of the working language of the organisation – that means really good English or French – oral and written.

H: Right, so that's a pre-requisite.

L: Yes.

H: How about work experience?

L: Well, they don't mention that specifically, but it's obviously an advantage to have some work experience, probably with an international organisation.

H: Yes, that's true. You haven't mentioned computer skills.

L: Well, candidates are expected to be able to use office-related software. That's fairly standard.

H: Anything else?

L: No, but we'll be looking for some evidence of a special cultural or scientific interest. It is UNESCO after all.

H: yes, quite. By the way, how long is the internship?

L: Er, it must be between one and four months. So they're not that long.

H: OK, shall we take a look at the candidates now?

2.5. Covering letter

OK, then, I've told you how to organize a covering letter and what to include in it. Now let me give you some advice.

First, focus on the employer's needs and show how your qualities and skills match what they're looking for. Try to avoid starting every sentence with "I". I mean you have to talk about yourself, but to try to vary the way that you do this.

Make sure you include all your "selling points". They're things you can offer which will really impress the employer. For example, you could say, "I've had three years experience in the newspaper industry and was voted "financial journalist of the year" in 2006. I speak Spanish and English and can take notes quickly in shorthand." In other words, highlight your strengths and what you can offer the employer.

Now, be careful about the length of the covering letter. If you make it too short, you'll probably leave out important information and not "sell yourself" properly. But if you make it too long, the reader may get bored and might not read it properly. Remember that some employers have to read thousands of letters every year, so the letter needs to be concise and persuasive.

And don't put the same things in every covering letter you write. Customise each letter, so that the qualities and skills you mention, your strong points, are targeted at the specific job you've applied for. You may include different points, depending on the job.

Finally, sign your letter and print your name under the signature. Well everyone, that's all I'd like to say about covering letters. Good luck in your job hunting. I hope you've found this talk interesting and useful.

3.11. Sample Interview 1 – What NOT to Do / Bad Interviewing

<https://youtu.be/YRbtXb9fWmI>

Interviewer: Well, thanks for coming here today, it's nice to have you here.

Applicant: Thanks.

I: Why don't you start out today by telling me a little bit about yourself?

A: OK. Well, my name is John Smith, and I'm twenty years old. I grew up here in Menneapolis and went to Northfield High School. Right now I'm

going to the UFM. And I just switched my major over from Agriculture – I’m sorry, no, – Horticulture to Animal Science. ‘Cause I decided I like plants more than – or animals more than plants, I’m sorry. Um... I’m working at Target part-time right now, just to cover rent and food expenses. And yeah, I wanted to get this internship at your vet clinic ‘cause I’m planning on going on to Vet School and I need more experience on my resume and that sort of thing. Yeah, that’s why I’m applying to your Vet Clinic internship.

I: What are your strengths?

A: Um... Yeah, well, I’m really good at Math and Science. You know I’m really good at those subjects. I’ve gotten A’s in all my Math classes, and I think I’ve gotten all A’s and B’s in my Science classes. And yeah, I really like doing science stuff. Ya know, I really enjoy that, so I think those are my two big... big strengths. An yeah, I’m also really good with people, ya know, my interpersonal skills are good. I’m good at talking to people, so yeah, I think those are my strengths.

I: And on the flip side, what are some of your weaknesses?

A: Um, ya know, my biggest weakness is that I’m a big workaholic. Ya know, I have to be working all the time, in the evenings and even on the weekends. Like I just don’t take time off. So, I’d say my biggest weakness is that just that I’m a workaholic and always working.

I: OK. Could you describe a time when you’ve had to complete multiple tasks in a short period of time?

A: Um, yeah, I do that all the time. I’m constantly having to work on multiple things. I have fifteen credits at the U right now and all these classes have their own assignments going on, so I’m always doing different assignments at the same time. And I’m also working at Target at the same time I’m doing my assignments, so I have a lot of experience doing multiple things at once.

I: OK. Can you describe a time when you’ve been in conflict with a co-worker or a team member and how you handled the situation?

A: Um... Yeah, yeah, OK, so in... I have a small animals class and we got put into groups and we had to do a group assignment where we had to report on some small domesticated animal. And... um... so, yeah, we split up the parts the report so everybody had their own part. And then at the end we kind of put all our parts together for the report. And so we did that. So we all did our own parts but when we came together to share our work, it was obvious that this guy Rick in the group, he obviously didn’t put a lot of

time or effort into his part. You know, it was really shoddy work and so me and the other group members were really upset. We put a lot of effort into our part but Rick didn't do his part well. And now our grade was going to be bad because of him. So, I confronted him about it and asked him why he didn't put more effort into it. And he got defensive and started making up some excuses, and so I went to the professor and told her about it. And. You know, I told her I didn't want my grade to go down because of his bad work. And so I convinced her to grade Rick's part of the report different from the rest of ours of separate from it, so... Yeah, I think it worked out well.

I: OK, well, thank you.

A: Thanks.

3.11. Sample Interview 2 – More Effective Interview

<https://youtu.be/sDxmMkgPmaQ>

Interviewer: Well, welcome.

Applicant: Thank you.

I: Um, why don't you start out today by telling me a little bit about yourself?

A: Sure. My name is John Smith, I'm a student at the University of Minnesota. I'm currently working towards my Bachelor's Degree in Animal Science. Um, while attaining my degree, I've developed animal handling skills while working as a volunteer at The Humane Society. I've also developed veterinary medical skills while working, while job shadowing a Livestock Veterinarian. So, I'm planning to graduate in the spring of 2012 and afterwards, I'm hoping to go on and become a veterinary assistant. So, my long term plans are to go on to vet school, become a veterinarian and eventually own my own clinic and the reason I'm applying to the internship in your vet clinic is in order to further utilize my education in Animal Science and my passion for working with animals.

I: Great. What are some of your strengths?

A: I would say that my two main strengths are my attention to detail and my organizational skills. My attention to detail I developed while working as a hospital sanitary technician. It was my job to go in prior to any surgery and clean and prepare the surgical room and the equipment before they did a surgery, and so I knew that if I didn't clean and sanitize everything properly, that a patient could get even sicker from my negligence. So that

really motivated me to pay close attention to what I was doing and developed really good habits that ensure close attention to detail. My organizational skills came from working years as a manager at Target. I had to manage five employees, create schedules, track inventory, so all those things really demanded good organizational skills. Also maintaining databases, keeping accurate records, all while going to school full-time also demanded organizational skills. So, I think those two things would be my strengths: my close attention to detail and my strong organizational skills.

I: And on the flip side, what are some of your weaknesses?

A: I would say that the biggest weakness in regards to this position is the fact that I've never worked in a vet clinic before. So, were I to be hired, I would have to learn the different roles of the vet clinic; the roles of the employees and kind of how everyone works together in order to make the clinic run properly. However, I am a quick learner and I also think I have a number of experiences that really helped prepare me for this type of job. As I mentioned, I did job shadowing with a Livestock Veterinarian, so I already have some experience with veterinary medical procedures, with the medications and a few techniques. My work as a sanitary technician helped prepare for working in a sterilized medical environment, and my work as a manager at Target showed me how teams work together and how specialized roles can come together to accomplish a group goal. So while if I were hired I would have a little bit of learning to do. I also think I have a number of positions that have really helped prepare for this type of position.

I: Describe a time when you've had to complete multiple tasks in a short period of time.

A: Sure. Well last December I was going to school full-time and I was working at Target part-time, and I was also the acting treasurer of the Animal Science Club. So, finals were approaching for school, Target was wrapping up its inventory and hiring new employees to get ready for the holiday rush, and the Animal Science Club was getting ready to do a big fundraiser. So, all these things were demanding more time from me and I knew that if I wanted to accomplish them all, I would really have to get organized and effectively manage my time. So, my strategy was to actually use the calendar on my smartphone to manage my time and make sure that I gave proper attention to everything that I needed to get done. So, I prioritized whatever I needed to get done according to the deadline. I estimated the amount of time that it would take to accomplish each task. Then I blocked out that amount of time on my calendar, on my phone, and

this allowed me to manage my schedule at any time and also to make sure that I was following the plan that I created. Wherever I went I would always have my phone on me, so... And I also created alarms in order to remind myself what I should be doing at that time just in case things got hectic and I needed to be reminded. So, this really allowed me to effectively manage my time to give proper attention to each task that I had to get done. And the result was that I got a 3.3 GPA for that semester, we raised over \$5000 for the Animal Science Club and I was also awarded the Outstanding Manager of the Holiday Season for Target.

I: OK. Can you describe a time when you've been in conflict with a co-worker or a team member and how you handled the situation?

A: Sure. Well, in my Small Animals class, we were assigned to a group and given a responsibility of researching and writing a report. My group decided to split up the different sections of the report and have everyone do an individual portion, then bring everyone's portion together to form the final product. So we did that and when it came time to put everyone's parts together for the final report, it was obvious that one team member, who I'll just call James, didn't do his part up to standard. It was obvious that he didn't put a lot of time or effort into it, so myself, the other team members, we were kind of upset that we had worked so hard on our portions but he hadn't and now our grade would suffer because of it. But rather than confronting James, I took him aside, away from the other group members and asked him what had happened. So, I listened to him as he explained to me that he wasn't able to put as much time into the report as he would have liked because he had some very legitimate personal issues going on. So he apologized to me and I sympathized with the situation and I offered to help him finish his part of the report. So we analyzed what needed to be done, what was left to be done, we divided up the responsibilities and then we collaborated on the finished product. And we actually ended up getting it down that same day and getting it handed in on time. So, the result was that we got an A on the report with compliments from the professor.

I: OK.

4.8. The Single Biggest Reason Why Start-ups Succeed

<https://youtu.be/bNpx7gpSqBY>

I'm really excited to share with you some findings that really surprise me about what makes companies succeed the most, what factors actually

matter the most for startup success. I believe that the startup organization is one of the greatest forms to make the world a better place. If you take a group of people with the right equity incentives and organize them in a startup, you can unlock human potential in a way never before possible. You get them to achieve unbelievable things.

But if the startup organization is so great, why do so many fail? That's what I wanted to find out. I wanted to find out what actually matters most for startup success. And I wanted to try to be systematic about it, avoid some of my instincts and maybe misperceptions I have from so many companies I've seen over the years. I wanted to know this because I've been starting businesses since I was 12 years old when I sold candy at the bus stop in junior high school, to high school, when I made solar energy devices, to college, when I made loudspeakers. And when I graduated from college, I started software companies. And 20 years ago, I started Idealab, and in the last 20 years, we started more than 100 companies, many successes, and many big failures. We learned a lot from those failures.

So I tried to look across what factors accounted the most for company success and failure. So I looked at these five.

First, the idea. I used to think that the idea was everything. I named my company Idealab for how much I worship the "aha!" moment when you first come up with the idea. But then over time, I came to think that maybe the team, the execution, adaptability, that mattered even more than the idea. I never thought I'd be quoting boxer Mike Tyson on the TED stage, but he once said, "Everybody has a plan, until they get punched in the face." And I think that's so true about business as well. So much about a team's execution is its ability to adapt to getting punched in the face by the customer. The customer is the true reality. And that's why I came to think that the team maybe was the most important thing.

Then I started looking at the business model. Does the company have a very clear path generating customer revenues? That started rising to the top in my thinking about maybe what mattered most for success.

Then I looked at the funding. Sometimes companies received intense amounts of funding. Maybe that's the most important thing?

And then of course, the timing. Is the idea way too early and the world's not ready for it? Is it early, as in, you're in advance and you have to educate the world? Is it just right? Or is it too late, and there's already too many competitors?

So I tried to look very carefully at these five factors across many companies. And I looked across all 100 Idealab companies, and 100 non-Idealab companies to try and come up with something scientific about it.

So first, on these Idealab companies, the top five companies – Citysearch, CarsDirect, GoTo, NetZero, Tickets.com – those all became billion-dollar successes. And the five companies on the bottom – Z.com, Insider Pages, MyLife, Desktop Factory, Peoplelink – we all had high hopes for, but didn't succeed.

So I tried to rank across all of those attributes how I felt those companies scored on each of those dimensions. And then for non-Idealab companies, I looked at wild successes, like Airbnb and Instagram and Uber and Youtube and LinkedIn.

And some failures: Webvan, Kozmo, Pets.com Flooz and Friendster. The bottom companies had intense funding, they even had business models in some cases, but they didn't succeed. I tried to look at what factors actually accounted the most for success and failure across all of these companies, and the results really surprised me.

The number one thing was timing. Timing accounted for 42 percent of the difference between success and failure. Team and execution came in second, and the idea, the differentiability of the idea, the uniqueness of the idea, that actually came in third.

Now, this isn't absolutely definitive, it's not to say that the idea isn't important, but it very much surprised me that the idea wasn't the most important thing. Sometimes it mattered more when it was actually timed.

The last two, business model and funding, made sense to me actually. I think business model makes sense to be that low because you can start out without a business model and add one later if your customers are demanding what you're creating. And funding, I think as well, if you're underfunded at first but you're gaining traction, especially in today's age, it's very, very easy to get intense funding.

So now let me give you some specific examples about each of these. So take a wild success like Airbnb that everybody knows about. Well, that company was famously passed on by many smart investors because people thought, "No one's going to rent out a space in their home to a stranger." Of course, people proved that wrong. But one of the reasons it succeeded, aside from a good business model, a good idea, great execution, is the timing.

That company came out right during the height of the recession when people really needed extra money, and that maybe helped people overcome their objection to renting out their own home to a stranger.

Same thing with Uber. Uber came out, incredible company, incredible business model, great execution, too. But the timing was so perfect for their need to get drivers into the system. Drivers were looking for extra money; it was very, very important.

Some of our early successes, Citysearch, came out when people needed web pages. GoTo.com, which we announced actually at TED in 1998, was when companies were looking for cost-effective ways to get traffic. We thought the idea was so great, but actually, the timing was probably maybe more important. And then some of our failures. We started a company called Z.com, it was an online entertainment company. We were so excited about it -we raised enough money, we had a great business model, we even signed incredibly great Hollywood talent to join the company. But broadband penetration was too low in 1999-2000. It was too hard to watch video content online, you had to put codecs in your browser and do all this stuff, and the company eventually went out of business in 2003.

Just two years later, when the codec problem was solved by Adobe Flash and when broadband penetration crossed 50 percent in America, YouTube was perfectly timed. Great idea, but unbelievable timing. In fact, YouTube didn't even have a business model when it first started. It wasn't even certain that that would work out. But that was beautifully, beautifully timed.

So what I would say, in summary, is execution definitely matters a lot. The idea matters a lot. But timing might matter even more. And the best way to really assess timing is to really look at whether consumers are really ready for what you have to offer them. And to be really, really honest about it, not be in denial about any results that you see, because if you have something you love, you want to push it forward, but you have to be very, very honest about that factor on timing.

As I said earlier, I think startups can change the world and make the world a better place. I hope some of these insights can maybe help you have a slightly higher success ratio, and thus make something great come to the world that wouldn't have happened otherwise.

Thank you very much, you've been a great audience.

4.14. Business Start-up Show 2013

<http://www.youtube.com/watch?v=JxZ3rPu7KTU>

Are you an entrepreneur looking for extra income? Vince Stanzione, serial entrepreneur, self-made multi-millionaire and author of *The Millionaire Dropout* here with a business startup show. If you're watching this, chances are you're anticipating or enjoying retirement, and looking for something to keep you occupied and make you money. But I'm guessing that at the same time you don't want the hustle associated with a traditional business, and would prefer to work on your own terms with hours that suit you. If that's you, you're in the right place. We're all aware that the workplace can be very difficult for the over 50's, and the great news is that running your own home based business has never been easier. You know, just five years ago technology was very expensive or needed a degree in advanced mathematics just to figure it out! But now things are much more user friendly and very simple. I've no doubt that you have a wealth of skills, experience and it's likely that others share the same interests, so you could make what you know into a viable extra income. Today's media Barons are losing their grip. The gates are open, and you can publish your own book without a publisher. You can write and produce a professional book and make it available on Amazon, and the best thing – you keep seventy percent of the royalties and that could be done for less than fifty dollars. You can even do it in seven days, so there's no waiting around for two years for a publisher like the old days. In my book, *The Millionaire Dropout*, I explain how you can outsource tasks like cover design and kindle conversion -- and too much more! How about marketing yourself as a consultant or expert? A company might want your skills, but without a full time commitment. Consultants can work 1 day a week or even 1 day a month, and of course you can consult for more than one company. There's no big investment for you, and if it's a field you already know about then you're more than qualified. Or perhaps you could consider passing on your skills as a teacher. Seminars are a very lucrative business both in the traditional setting and now online. So that was just a brief introduction, but I hope I've helped you to think about the possibilities. If you'd like to find out more about how I can help you move towards a rewarding and interesting future, download a free chapter of *Millionaire Dropout* by visiting <http://www.themillionairedropout.com>

4.3. An interview with the marketing director of a business support service

- I: I have with me Tara Ganesh, the marketing director of *Entrepreneur*, who are a business support service. Tara, hello.
- T: Hello.
- I: Perhaps you could begin by just explaining briefly what *Entrepreneur* does?
- T: Well, we are a service which offers advice and support for people who run their own business, especially people who are just starting up. We have a lawyer who can give legal advice and a marketing adviser who they can consult. And quite importantly actually, we offer financial advice about all areas of business.
- I: OK. So I've got this new idea for a product that I think is going to make my fortune. How do I raise the capital to get started? Er, what are my options?
- T: Even today, I think the most common way to set up a new business is with your own money. People use their savings and if they don't have enough, they borrow from family and friends.
- I: Um, and that's still the best way is it?
- T: In many ways, because it's so simple. But if family or friends are involved, you need to be very clear about what will happen if things go wrong and how you'll pay the money back. Even if it's someone close to you, you should still draw up a written contract.
- I: Yes, I can imagine there have been a lot of broken friendships over this sort of thing. But what if I can't provide the money myself? What's the best option, er, a bank loan?
- T: For the small business, yes, it's probably the best choice. But your bank manager will need to see a detailed business plan. And if you're not experienced in writing business plans, you'll need to get some professional help, like we provide at *Entrepreneur*.
- I: What kind of things are the bank looking for?
- T: In the business? Well, realistic targets, steady growth, not necessarily dramatic at first, and a strong cashflow. Essentially, what the bank are interested in is whether you'll be able to pay off the debts. And for that reason your bank loan will have to be secured against an asset.
- I: Er, what kind of asset?
- T: Well, it could be your house, or some equipment you own for the business. You know, so that if your business doesn't pay back the loan, the bank can claim that asset instead.

- I: What other sources of capital are there?
- T: Well there are companies who provide start-up capital in return for a stake in the business. These are so-called venture capital firms. But they get lots of applications for loans, so there is usually tough competition and they'll want to see a very high growth rate on your plan, 20 per cent at least. Or you might find a business angel to provide the money.
- I: A what, sorry?
- T: A business angel. It's just someone who will invest in a start-up company in return for a share in it. Usually, it's someone who has already been successful with a company of their own.
- I: And how do I go about finding a business angel?
- T: It can be difficult. They don't usually advertise, because they don't want to be flooded with applications. But there is now a network you can go through, the National Business Angels Network.
- I: Tara Ganesh, thank you very much ...

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