# UNIT 1

# OVERVIEW OF LABOUR ECONOMY

## Pre-reading

1. What is the importance of labour economy?
2. What does **Labour economics** study?

## A. READING COMPREHENSION

**Labour economics**, study of the [labour](https://www.britannica.com/topic/labor-in-economics) force as an element in the process of production. The labour force [comprises](https://www.merriam-webster.com/dictionary/comprises) all those who work for gain, whether as employees, employers, or as self-employed, and it includes the unemployed who are seeking work. Labour [economics](https://www.britannica.com/topic/economics)involves the study of the factors affecting the [efficiency](https://www.britannica.com/topic/efficiency-economics-and-organizational-analysis) of these workers, their deployment between different industries and occupations, and the determination of their pay. In developing models for the study of these factors, this section deals with the labour force of contemporary industrialized economies.

The economist cannot study the capabilities, jobs, and earnings of men and women without taking account of psychology, social structures, [cultures](https://www.merriam-webster.com/dictionary/cultures), and the activities of government. Indeed, these forces often play a more [conspicuous](https://www.merriam-webster.com/dictionary/conspicuous) part in the field of labour than do the [market](https://www.britannica.com/topic/market)forces with which [economic theory](https://www.britannica.com/topic/economic-theory) is mainly concerned. The most important reason for this arises from the peculiar nature of labour as a commodity. The act of hiring labour, unlike that of hiring a machine, is necessary but not sufficient for the completion of work. Employees have to be motivated to work to an acceptable standard, and the employment contract is, in effect, open-ended. This may be no problem when employees are weak and easily replaced, but the more skilled, organized, and indispensable they are, the more the care that must be given to creating an institutional setting that will win their [compliance](https://www.merriam-webster.com/dictionary/compliance) and meet their notions of fairness.

A second major reason for looking beyond straightforward labour market forces is the often highly imperfect nature of the [industrialized](https://www.britannica.com/topic/industrialization)labour market. The majority of jobs are occupied by the same employees for many years, and only a small minority of employees quits their jobs in order to move to a comparable job that is better paid. Studies in a number of countries have all revealed substantial variation in the level of pay offered for the same job by different firms in the same local labour market. This sluggishness of labour market response is particularly notable for more skilled labour and for labour employed by firms in strong product market positions. The main thrust of competition in many instances comes not through the labour market but through the product market, with an employee’s pay being determined less by what the job is than by who the employer is.

In discussing both market and nonmarket forces in labour economics, the following discussion poses them not as [alternatives](https://www.merriam-webster.com/dictionary/alternatives) but as complementary explanations. The difference in pay between, for example, a craftsman and the labourer who works alongside him may be fixed by custom, an arbitrator, a job evaluation system, or a bargain with a [trade union](https://www.britannica.com/topic/trade-union). In their different ways these are far from being merely passive agents through which market forces are transmitted into [human behaviour](https://www.britannica.com/topic/human-behavior). They may, for instance, shape the market by defining its categories of labour. Also, they may differ greatly in their speed and extent of response.

The comparative study of wage movements in different periods and countries does show many similarities and regularities that are more marked than the variety of their settings would lead one to expect. This evidence of the influence of persistent forces working within an equilibrating system is one justification for the economist’s speaking of a labour market. But there is much in labour that can be understood only with the [aid](https://www.britannica.com/topic/social-welfare-program) of the psychologist, the sociologist, the historian, the labour lawyer, or the political scientist. Depending upon both the circumstances and the purpose for which the explanation is required, it is an [empirical](https://www.merriam-webster.com/dictionary/empirical) question how far the forces that these scientists study might interact with the market forces that are the special province of the economist.

***Answer the questions below.***

1.What factors does the ***Labour***[***economics***](https://www.britannica.com/topic/economics) ***involve?***

***Labour***[***economics***](https://www.britannica.com/topic/economics) ***involves the study of the factors affecting the***[***efficiency***](https://www.britannica.com/topic/efficiency-economics-and-organizational-analysis)***of these workers, their deployment between different industries and occupations, and the determination of their pay***

2.Why don"t The economist cannot study the capabilities, jobs, and earnings of men and women?

***these forces often play a more***[***conspicuous***](https://www.merriam-webster.com/dictionary/conspicuous)***part in the field of labour than do the***[***market***](https://www.britannica.com/topic/market)***forces with which***[***economic theory***](https://www.britannica.com/topic/economic-theory)***is mainly concerned***

3.Why do Employees have to be motivated to work to an acceptable standard, and the employment contract ?

***Because this may be no problem when employees are weak and easily replaced, but the more skilled, organized, and indispensable they are, the more the care that must be given to creating an institutional setting that will win their***[***compliance***](https://www.merriam-webster.com/dictionary/compliance)***and meet their notions of fairness***.

***4.Why*** In discussing are both market and nonmarket forced in labour economic?

***The difference in pay between, for example, a craftsman and the labourer who works alongside him may be fixed by custom, an arbitrator, a job evaluation system, or a bargain with a***[***trade union***](https://www.britannica.com/topic/trade-union)

***5. What is the title of the passage?***

## B. GRAMMAR

## C. WORD-STUDY

**I. Choose the best word to fill in each gap:**

**Labor economic**

|  |  |  |  |
| --- | --- | --- | --- |
| **wage** | **commodit**y | **wages** | **demand** |
| **associated** | **disassociated** | **supply** | **fluctuations** |
| **fluctuations** | **increasing** | **consumer** | **investments** |

Like monetary and international economics, [labour economics](https://www.britannica.com/topic/labour-economics) is an old economic speciality. Its raison d’être comes from the peculiarities of labour as a 1.**commodit**y . Unlike land or machinery, labour itself is not bought and sold; rather, its services are hired and rented out. But since people cannot be 2.**disassociated** from their services, various nonmonetary considerations play a concealed role in the sale of labour services.

For many years labour economics was concerned solely with the demand side of the labour market. This one-sided view held that 3.**wages** were determined by the “[marginal productivity](https://www.britannica.com/topic/marginal-productivity-theory) of labour”—that is, by the relationships of production and by consumer demand. If the 4.**supply** of labour came into the picture at all, it was merely to allow for the presence of trade unions. Unions, it was believed, could only raise [wages](https://www.britannica.com/topic/wage)by limiting the supply of labour. Later in the 20th century, the supply side of the labour market attracted the attention of economists, which shifted from the individual worker to the household as a supplier of labour services. The 5.**increasing** number of married women entering the labour force and the wide disparities and 6 **fluctuations** observed in the rate that females participate in a labour force drew attention to the fact that an individual’s decision to supply labour is strongly related to the size, age structure, and asset holdings of the household to which he or she belongs.

Next, the concept of human capital —that people make capital 7.**investments** in their children and in themselves in the form of [education](https://www.britannica.com/topic/education)and training, that they seek better job opportunities, and that they are willing to migrate to other labour markets—has served as a unifying explanation of the [diverse](https://www.merriam-webster.com/dictionary/diverse) activities of households in labour markets. Capital theory has since become the dominant [analytical](https://www.merriam-webster.com/dictionary/analytical) tool of the labour economists, replacing or supplementing the traditional theory of 8 **consumer** behaviour. The economics of training and education, the economics of information, the economics of migration, the economics of health, and the economics of [poverty](https://www.britannica.com/topic/poverty) are some of the by-products of this new perspective. A field that was at one time regarded as rather cut-and-dried has taken on new vitality.

**II.** **Circle the correct form of the word**

1. The size of a country’s labour force, within a given total population, depends on two factors: the **proportion** of the total population that is of working age and the proportion of these who work for gain

|  |  |  |  |
| --- | --- | --- | --- |
| A. **proportion** | B. **proportional** | C. **proportionable** | D. **prop** |

2. The limits of working age are usually taken to be established by the minimum school-leaving age and the prevailing **pensionable** age.

|  |  |  |  |
| --- | --- | --- | --- |
| A. **pension** | B. **pensionable** | C. **pensions** | D. **pensionably** |

3. The contribution of education and training to [economic development](https://www.britannica.com/topic/economic-development) is apparent in the changes that have taken place in the deployment of labour in the **developing** economies

|  |  |  |  |
| --- | --- | --- | --- |
| A. **developed** | B. **develop** | C. **developing** | D. **development** |

4. Labour-market policy also tries to guide entrants toward those **occupation**s for which an expansion of demand is expected.

|  |  |  |  |
| --- | --- | --- | --- |
| A. **occupy** | B. **occupations** | C. **occupation** | D. **occupational** |

5. . When the deployment of the labour force is **followed** over a period of time, certain patterns appear.

|  |  |  |  |
| --- | --- | --- | --- |
| A. **following** | B. **follow** | C. **follow up** | D. **followed** |

6.One of these arises from changes in methods of production. In farming, **improvements** in technique and equipment have made possible an increasing output from a declining labour force

|  |  |  |  |
| --- | --- | --- | --- |
| A. **improvements** | B. **improvement** | C. **improve** | D. **improved** |

7. From the difference in earnings there must be deducted the contributions to the [sinking fund](https://www.britannica.com/topic/sinking-fund) **required** to replace the amount of the investment by the end of the student’s working life

|  |  |  |  |
| --- | --- | --- | --- |
| A. **require** | B. **required** | C. **requirement** | D. **requirements** |

8.Labour economics looks at the suppliers of labour services (workers) and the **demanders** of labour services (employers), and attempts to understand the resulting pattern of wages, employment, and income.

|  |  |  |  |
| --- | --- | --- | --- |
| A. **demand** | B. **demander** | C. **demanders** | D. **demanding** |

9. The labor market function is by the **interaction** and dealing of employers and workers. Labor economics tries to understand the result pattern of income, employment and wages by looking at the workers or employs and the employers.

|  |  |  |  |
| --- | --- | --- | --- |
| A. **interaction** | B. **interact** | C. **interactions** | D. **interacting** |

10. Labour Economics is devoted to publishing international research on empirical, theoretical and econometric topics that are of **particula**r interest to labour economists.

|  |  |  |  |
| --- | --- | --- | --- |
| A. **inparticula**r | B. **particulate** | C. **particula**rly | D. **particula**r |

**III. Matching**

**1.C 2 E 3 A 4 G 5 F6H 7k 8 I**

|  |  |
| --- | --- |
| **A** | **B** |
| 1. Labor economics | A. is the socioeconomic relationship between a worker and an employer, where the worker sells his or herlabour under a formal or informal employment contract |
| 2. The labor market, | B. The labour market is a generalized concept denoting the interactio |
| 3. Wage labour (also wage labor in American English) | C. the study of the relationship between the number of employees needed and the number available, and how this affects rates of pay, ... |
| 4.market forces | D.  Forces of demand and supply representing the aggregate influence of self-interested buyers and sellers on price and quantity of the goods and services offered in a marke |
| 5. non-market strategy. | E. also known as the job market, refers to the supply and demand for labor in which employees provide the supply and employers the demand. It is a major component of any economy and is intricately tied in with markets for capital, goods and services. |
| 6. a free market | F. A way to pursue strategic goals through political and social leverage |
| 7.nonmarket forces | G. the forces that decide price levels in an economy or trading system whose activities are not influenced or limited by government |
| 8A health labour market | H. is an idealized system in which the prices for goods and services are determined by the open market and by consumers |
|  | I. is a dynamic system comprising two distinct but closely related economicforces: the supply of health workers and the demand for such workers, whose actions are shaped by a country's institutions and regulations. |
|  | K. are those acting on economic factors from outside the market system. |

## D. TRANSLATION

***I. Translate into Vietnamese***

**Labour economics** seeks to understand the functioning and dynamics of the [markets](https://en.wikipedia.org/wiki/Market_(economics)) for [wage labour](https://en.wikipedia.org/wiki/Wage_labor).

**Labour markets** or **job markets** function through the interaction of workers and employers. Labour economics looks at the suppliers of labour services (workers) and the demanders of labour services (employers), and attempts to understand the resulting pattern of wages, employment, and income.

In [economics](https://en.wikipedia.org/wiki/Economics), labour is a measure of the work done by human beings. It is conventionally contrasted with such other [factors of production](https://en.wikipedia.org/wiki/Factors_of_production) as [land](https://en.wikipedia.org/wiki/Land_(economics)) and [capital](https://en.wikipedia.org/wiki/Capital_(economics)). There are theories which have developed a concept called [human capital](https://en.wikipedia.org/wiki/Human_capital) (referring to the skills that workers possess, not necessarily their actual work).

***II. Translate into English***

Tổ chức Lao động Quốc tế (ILO) tại Việt Nam vừa công bố đã lựa chọn 5 đề xuất đạt giải cuộc thi Nghiên cứu về Lao động 2018. Các đề xuất này sẽ nhận được hỗ trợ tài chính cho quá trình thực hiện và tăng cường năng lực để hoàn thiện nghiên cứu vào cuối năm 2018.

Trong số 5 đề xuất thắng cuộc, có 4 đề xuất của cá nhân bao gồm các tác giả Nguyễn Phương Tú (Đại học Griffith, Australia), Vũ Văn Thịnh (Đại học Thương mại Hà Nội), Phạm Thu Lan (Viện Công nhân và Công đoàn, Tổng Liên đoàn Lao động Việt Nam), Phạm Thị Thủy Tiên (Đại học Hoa Sen, Thành phố Hồ Chí Minh) và một đề xuất của nhóm nghiên cứu Khoa Quan hệ Lao động , Đại học Tôn Đức Thắng, Thành phố Hồ Chí Minh.

Hai trong số các đề xuất được lựa chọn tập trung nghiên cứu vấn đề thương lượng tập thể và các tác động của thương lượng tập thể tới lương và điều kiện làm việc, một đề xuất nghiên cứu quyền công đoàn trong bối cảnh cải cách công đoàn và sửa đổi Bộ Luật Lao động. Hai đề xuất còn lại phân tích tích về giới và phân biệt đối xử tại nơi làm việc. Đây cũng là những chủ đề nhận được nhiều sự quan tâm của các ứng viên tham gia cuộc thi.

**E. OVER TO YOU**

How do you know about **Labour economics**  in Viet nam? Discuss about this.

## F. WORD-LIST

|  |  |  |  |
| --- | --- | --- | --- |
| contemporary | /kən'tempərəri/ | N  adj | bạn đồng nghiệp (báo chí)  đương thời, xuất bản cùng thời (báo chí) |
| [compliance](https://www.merriam-webster.com/dictionary/compliance) | /strӕtədʒi/ | n | Chiến lược, sự vạch kế hoạch |
| indispensable | /,indis'pensəbl/ | adj | rất cần thiết, không thể thiếu được   * bắt buộc, không thể bỏ qua (luật pháp, trách nhiệm...) |
| complementary | /,kɔmpli'mentəri/ | adj | bù, bổ sung |
| conventional | /kən'venʃənl/ | adj | quy ước  theo tập quán, theo tục lệ,thường |
| variation | /,veəri'eiʃn/ | n | sự biến đổi, sự thay đổi |
| market | /'mɑ:kit/ | n | thị trường, nơi tiêu thụ; khách hàng |
| strategy | /'strætidʤi/ | n | chiến lược |
| sluggishness | /'slʌgiʃnis/ | n | tính chậm chạp; tính uể oải, tính lờ đờ, tính lờ phờ |
| substantial | /səb'stænʃəl/ | adj | quan trọng, trọng yếu, có giá trị thực sự, lớn lao |

# UNIT 2

# WAGE THEORIES

## Pre-reading

1. What are the key factors in setting up the theory of wages ?
2. What should companies do to have effective wage system?

## READING COMPREHENSION

**The bargaining theory of wages**

The bargaining theory of wages holds that wages, hours, and working conditions are determined by the relative bargaining strength of the parties to the agreement. Smith hinted at such a theory when he noted that employers had greater bargaining strength than employees. Employers were in a better position to unify their opposition to employee demands, and employers were also able to withstand the loss of income for a longer period than could the employees. This idea was developed to a considerable extent by John Davidson, who proposed in The Bargain Theory of Wages (1898) that the determination of wages is an extremely complicated process involving numerous influences that interact to establish the relative bargaining strength of the parties.

This theory argues that no one factor or single combination of factors determines wages and that no one rate of pay necessarily prevails. Instead, there is a range of rates, any of which may exist simultaneously. The upper limit of the range represents the rate beyond which the employer refuses to hire certain workers. This rate can be influenced by many factors, including the productivity of the workers, the competitive situation, the size of the investment, and the employer’s estimate of future business conditions. The lower limit of the range defines the rate below which the workers will not offer their services to the employer. Influences on this rate include [minimum wage](https://www.britannica.com/topic/minimum-wage) legislation, the workers’ [standard of living](https://www.britannica.com/topic/standard-of-living), their appraisal of the employment situation, and their knowledge of rates paid to others. Neither the upper nor the lower limit is fixed, and either may move upward or downward. The rate or rates within the range are determined by relative bargaining power.

The bargaining theory is very attractive to labour organizations, for, contrary to the subsistence and wages-fund theories, it provides a very [cogent](https://www.merriam-webster.com/dictionary/cogent) reason for the existence of unions: simply put, the bargaining strength of a union is much greater than that of individuals. It should be observed, however, that historically labourers were capable of improving their situations without the help of labour organizations. This indicates that factors other than the relative bargaining strength of the parties must have been at work. Although the bargaining theory can explain wage rates in short-run situations (such as the existence of certain wage differentials), over the long run it has failed to explain the changes that are observed in the average levels of wages.

[***https://www.britannica.com/topic/wage#ref34225***](https://www.britannica.com/topic/wage#ref34225)

***Answer the questions below.***

1. What are the main content of the bargaining theory of wages?

***It holds that wages, hours, and working conditions are determined by the relative bargaining strength of the parties to the agreement***

2. Who were in a better position to unify their opposition to employee demands, and also able to withstand the loss of income for a longer period?

***Employers***

3. What is the rate beyond which the employer refuses to hire certain workers?

***The upper limit of the range represents***

4. How  ***many factors*** are ***influenced*** s the rate beyond which the employer refuses to hire certain workers?

***There are 4: They are, including the productivity of the workers, the competitive situation, the size of the investment, and the employer’s estimate of future business conditions.***

***5.*** Beside the attraction to labour organizations, what does the bargaining theory provide?

***it provides a very***[***cogent***](https://www.merriam-webster.com/dictionary/cogent)***reason for the existence of unions: simply put, the bargaining strength of a union is much greater than that of individuals***

## B. GRAMMAR

## C. WORD-STUDY

**I. Choose the best word to fill in each gap:**

1. If the supply of labour increased, [**wages**](https://www.britannica.com/topic/wage) would fall, eventually causing a decrease in the labour supply.

|  |  |  |  |
| --- | --- | --- | --- |
| A. salary | B. [**wages**](https://www.britannica.com/topic/wage) | C. payment | D. rate |

2. If the wage **rose** above the subsistence level, population would increase until the larger [labour force](https://www.britannica.com/topic/labor-in-economics) would again force wages down.

|  |  |  |  |
| --- | --- | --- | --- |
| A. increased | B. fell | C. depended | D. rose |

3.The [wage-fund theory](https://www.britannica.com/topic/wages-fund-theory) held that wages depended on the relative amounts of capital **available** for the payment of workers and the size of the labour force.

|  |  |  |  |
| --- | --- | --- | --- |
| A. stable | B. **available** | C. able | D.a desireable |

4.Wages increase only with an increase in **capital** or a decrease in the number of workers.

|  |  |  |  |
| --- | --- | --- | --- |
| A. **capital** | B. company | C. labour force | D. money |

5.[Karl Marx](https://www.britannica.com/biography/Karl-Marx), an advocate of the labour [theory of value](https://www.britannica.com/topic/axiology), believed that wages were held at the subsistence level by the existence of a **large** number of unemployed.

|  |  |  |  |
| --- | --- | --- | --- |
| A. small | B. big | C. lots | D. large |

6.The [residual-claimant theory of wages](https://www.britannica.com/topic/residual-claimant-theory-of-wages), originated by the American economist [Francis A. Walker](https://www.britannica.com/biography/Francis-A-Walker), held that wages were the remainder of total industrial [**revenue**](https://www.britannica.com/topic/revenue-economics) after rent, interest, and [profit](https://www.britannica.com/topic/profit) (which were independently determined) were deducted.

|  |  |  |  |
| --- | --- | --- | --- |
| A. money | B.[**revenue**](https://www.britannica.com/topic/revenue-economics) | C. interest | D. benifit |

7.In the [bargaining theory of wages](https://www.britannica.com/topic/bargaining-theory-of-wages), there is no single economic principle or force governing wages, Instead, wages and other working conditions are **determined** by workers, employers, and unions, who determine these conditions by negotiation.

|  |  |  |  |
| --- | --- | --- | --- |
| A. worked | B. held | C. determined | D. decided |

8.The [marginal productivity theory](https://www.britannica.com/topic/marginal-productivity-theory) of wages, formulated in the late 19th century, holds that **employers** will hire workers of a particular type until the addition to total output made by the last, or marginal, worker to be hired equals the cost of hiring one more worker.

|  |  |  |  |
| --- | --- | --- | --- |
| A.managers | B. leaders | C. **employee** | D. **employers** |

9.The wage rate will equal the value of the marginal **product** of the last-hired worker.

|  |  |  |  |
| --- | --- | --- | --- |
| A. product | B. good | C. input | D.output |

10. Technically, wages and salaries cover all **compensation** made to [employees](https://www.britannica.com/topic/employment) for either physical or mental [work](https://www.britannica.com/topic/work-economics), but they do not represent the income of the self-employed

|  |  |  |  |
| --- | --- | --- | --- |
| A. assumption | B. **compensation** | C. addition | D. production |

**II.** **Circle the correct form of the word**

1. According to Marginal Productivity theory, wages is determined based on the production **contributed** by the last worker, i.e. marginal worker

|  |  |  |  |
| --- | --- | --- | --- |
| A. **contributing** | B. **contribute** | C. **contributed** | D. **contribution** |

2. The basic assumption of Subsistence theory is that if workers are **paid** wages more than subsistence level, workers’ number will increase and, as a result wages will come down to the subsistence level.

|  |  |  |  |
| --- | --- | --- | --- |
| A. paying | B. payment | C. pay | D. **paid** |

3. Minimum wages, to be useful, need to cover a broad range of workers and be accompanied by credible **enforcement** mechanisms

|  |  |  |  |
| --- | --- | --- | --- |
| A. **enforceable** | B. **enforce** | C. **enforcement** | D. **enforceability** |

4. The existence of trade unions and collective bargaining at the industry- or frm-level  
can also have a signifcant impact on wage distribution

|  |  |  |  |
| --- | --- | --- | --- |
| A. | B. | C. | D. |

#### 5. The Surplus Value Theory of Wages was developed by Karl Marx (1849-1883).

|  |  |  |  |
| --- | --- | --- | --- |
| A. **developed** | B. **develop** | C. **developing** | D. **development** |

6. In earlier days there was often not even individual bargaining, because **customary** rates of pay prevailed that might be unchanged for many years at a time.

|  |  |  |  |
| --- | --- | --- | --- |
| A. **customary** | B. **custom** | C. **customer** | D. **customaries** |

7. When the status of wage earner became distinguished from other forms of labour, it was marked by the **existence** of an individual agreement about the rate of pay between wage earner and employer

|  |  |  |  |
| --- | --- | --- | --- |
| A. **existen** | B. **exist** | C. **existence** | D. **existential** |

8. [Wages](https://www.britannica.com/topic/wage) may be fixed by [collective](https://www.merriam-webster.com/dictionary/collective) bargaining between unions and management or by individual bargaining between worker and employer or **simply** by custom.

|  |  |  |  |
| --- | --- | --- | --- |
| A. **simplical** | B. **simplicity** | C. **simple** | D. **simply** |

9. Wages and salaries usually include remuneration such as paid vacations, holidays, and sick leave, as well as [fringe benefits](https://www.britannica.com/topic/fringe-benefit) and **supplements** in the form of pensions or [health insurance](https://www.britannica.com/topic/health-insurance) sponsored by the employer

|  |  |  |  |
| --- | --- | --- | --- |
| A. **supply** | B. **supplements** | C. **supplement** | D. **supplementary** |

10. Labour costs are not identical to wage and salary costs, because total labour costs may include such items as cafeterias or meeting rooms maintained for the **convenience** of employees

|  |  |  |  |
| --- | --- | --- | --- |
| A. **conveniences** | B. **conveniently** | C. **convenient** | D. **convenience** |

**III. Matching**

**1D2 F3 A4k5E6H7C8G**

|  |  |
| --- | --- |
| **A** | **B** |
| 1. W**age** | A.  is the sum of all wages paid to employees, as well as the **cost** of employee benefits and payroll taxes paid by an employer. The **cost** of **labor** is broken into direct and indirect (overhead)**costs**. |
| 2. A **minimum wage** | B. Compensation in addition to direct wages or salaries, such as company car, house allowance, medical insurance, paid holidays, pension schemes, subsidized meals. Some**fringe benefits** are regarded part of a taxable income |
| 3. Labour costs | C. is an expression that comes from early economic **theory** that seeks to show that the amount of money a worker earns in **wages**, paid to them from a fixed amount of **funds** available to employers each year (capital), is determined by the relationship of**wages** and capital to any changes in population. |
| 4. [fringe benefits](https://www.britannica.com/topic/fringe-benefit) | D. is monetary compensation (or remuneration, personnel expenses, labor) paid by an employer to an employee in exchange for work done |
| 5. [collective](https://www.merriam-webster.com/dictionary/collective) bargaining | E. s a process of negotiation between employers and a group of employees aimed at agreements to regulate working salaries, working conditions, benefits, and other aspects of workers' compensation and rights for workers |
| 6. wage rate | F. is the lowest [remuneration](https://en.wikipedia.org/wiki/Remuneration) that employers can legally pay their workers |
| 7. [wage-fund theory](https://www.britannica.com/topic/wages-fund-theory) | G. An organization whose membership consists of workers and union leaders, united to protect and promote their common interests. |
| 8**trade union**: | H. he amount of base **wage** paid to a worker per unit of time (as per hour or day) or per unit of output if on piecework. |
|  | I. The right to form and join **trade unions**, to collectively bargain and to strike are universal human rights |
|  | K. an employment benefit (such as a pension or a paid holiday) granted by an employer that has a monetary value but does not affect ... |

IV**: Match the heading with a suitable paragraph as below**

***A. Bargaining Theory***

***B. Marginal Productivity Theory***

***C. Behavioral Theory***

***D. Surplus Value Theory***

***E. Residual Claimant Theory***

***F. Subsistence Wage Theory***

***G. Wage Fund Theory***

1. **Subsistence Wage Theory:**This theory was propounded by **David Ricardo** and called this theory as an “iron law wages.” According to this theory, the labor is paid the minimum amount of wage that is sufficient to subsist and perpetuate their race without either increase or decrease. It is based on the assumption that the law of diminishing returns applies to the industry, and the population tends to increase.

If the labor is paid below the subsistence level, they will die out of malnutrition, disease or hunger and therefore, the number of workers gets reduced. On the other hand, if the wage increases above the subsistence level, the number of workers will get attracted to procreate and thus, with the increase in labors the wage rate comes down. Thus, there is a subsistence level, which is maintained and is not either increased or decreased.

1. **Wage Fund Theory:**This theory was developed by **Adam Smith**, and is based on the assumption that the wage is paid out of the pre-determined wealth or fund, which lays surplus with the wealthy persons, as a result of savings. The amount of wage to be paid to the worker depends on the size of the fund. Larger the fund, more labor would be employed and given higher wages, whereas in the case of less funds, the wage would reduce to the subsistence level.

This theory was further expounded by **J.S.Mill,** and according to him the wage fund is fixed, and the wages can be determined on the basis of demand for and supply of labor. And thus, the fund size decides the demand for the labor. To have an increased wage, the number of labor is to be reduced, and the fund is to be enlarged.

1. **Surplus Value Theory:**This theory is given by **Karl Marx,** and according to him, like other articles, labor is also an article of commerce and could be purchased by paying a subsistence price.

The price of a product is determined by the amount of time; a labor devotes for its production. And the proportion of time spent by the labor on work is much less and, therefore, paid a minimum price and the surplus amount is utilized for the other expenses.

1. **Residual Claimant Theory: Francis. A Walker**propounded this theory, and according to him there four factors of production viz. Land, labor, capital and entrepreneurship.

The wage is the amount given in return for the amount of production and thus is paid after the payment of all other factors. Thus, the wage is considered to be a residual claimant, and is computed as:

**Wage= Whole production- (Rent+ Interest+ Profit)**

1. **Marginal Productivity Theory:**This theory is given by**Phillips Henry Wicksteed and John Bates Clark,**and it is based on the assumption that wage is determined on the basis of last worker’s contribution in the production i.e. the marginal production.

This theory assumes that wage depends on demand for and supply of labor. As far as, the marginal productivity is equal to the wages paid, a firm will continue employing more labor.

1. **Bargaining Theory:** **John Davidson** has given this theory, and according to him, the wages are determined on the basis of a bargaining capacity of workers or their unions and employers. If the trade union is stronger, then the wages will be high, and if the employer is powerful, the wages tend to be low.
2. **Behavioral Theory:**Several behavioral scientists (viz.**March and Simon, Robert Dubin, Eliot Jacques,**) have presented their research on the wage determination. According to them, there are various factors such as employer’s concern for the workers, the strength of unions, size and prestige of company, etc. that determines the amount of wage to be disbursed among the workers.

Thus, the firm can adopt either of the wage methods depending on the nature of a job and the worker’s contribution towards the accomplishment of a work.

## D. TRANSLATION

***I. Translate into Vietnamese***

## Leveling of pay rates

A first effect of the extension of collective bargaining was to reduce pay differences, which had been large, between the wages a given grade of labour received at any one time in different regions and in different firms in the same region, and even between one worker and another under the same employer. The unions at first had to accept the prevailing regional differences, but their pressure to bring up the lower-paid regions has reinforced the effect of improved communications and information in reducing these differences greatly, especially since World War II. [Assurance](https://www.merriam-webster.com/dictionary/Assurance) of “the rate for the job” raised the wages of particular groups or individuals who lacked access to [alternative](https://www.merriam-webster.com/dictionary/alternative) employers, either spatially or because of their lack of information and mobility. In general, the extension of collective bargaining brought about greater uniformity in the rates of pay received by workers of a given grade, and it did so by raising the lower rates.

***II. Translate into English***

***1.*** Thỏa ước lao động tập thể gồm: thỏa ước lao động tập thể doanh nghiệp, thỏa ước lao động tập thể ngành và hình thức thỏa ước lao động tập thể khác do Chính phủ quy định. Mặc dù là văn bản thỏa thuận giữa các bên tuy nhiên nội dung thỏa thuận không được trái với quy định của pháp luật và phải có lợi hơn cho người lao động so với quy định của pháp luật.

Thỏa ước lao động tập thể là cơ sở pháp lý chủ yếu để từ đó hình thành nên mối quan hệ lao động có tính tập thể, tạo nên sự cộng đồng trách nhiệm của cả hai bên trong việc thực hiện các quyền và nghĩa vụ phát sinh trên cơ sở pháp luật lao động. Hơn thế nữa, nó còn tạo điều kiện để người lao động, bằng sự thượng lượng, mặc cả, thông qua sức mạnh của cả tập thể với người sử dụng lao động để có thể hưởng những lợi ích cao hơn so với sự quy định trong pháp luật.

2. **Lương tối thiểu** là một mức lương thấp nhất theo quy định của [Luật lao động](https://vi.wikipedia.org/w/index.php?title=Lu%E1%BA%ADt_lao_%C4%91%E1%BB%99ng&action=edit&redlink=1) do [Quốc hội Việt Nam](https://vi.wikipedia.org/wiki/Qu%E1%BB%91c_h%E1%BB%99i_Vi%E1%BB%87t_Nam) ban hành. Đó là số tiền trả cho [người lao động](https://vi.wikipedia.org/wiki/Ng%C6%B0%E1%BB%9Di_lao_%C4%91%E1%BB%99ng) làm công việc giản đơn nhất trong xã hội với điều kiện làm việc và cường độ lao động bình thường, lao động chưa qua đào tạo nghề. Số tiền đó đủ để người lao động tái sản xuất giản đơn sức lao động, đóng bảo hiểm tuổi già và nuôi con. Mức lương tối thiểu này được dùng làm cơ sở để tính các mức lương trong hệ thống thang lương, bảng lương, mức phụ cấp lương và thực hiện một số chế độ khác theo quy định của pháp luật.

**E. OVER TO YOU**

How do you calculate an employee's salary in an organization? Discuss about this.

## F. WORD-LIST

|  |  |  |  |
| --- | --- | --- | --- |
| extension | /iks'tenʃn/ | n | sự kéo dài ra, sự gia hạn; sự mở rộng |
| [alternative](https://www.merriam-webster.com/dictionary/alternative) | /ɔ:l'tə:nətiv/ | adj | xen nhau; thay đổi nhau, thay phiên nhau |
| [remuneration](https://en.wikipedia.org/wiki/Remuneration) | /ri,mju:nə'reiʃn/ | n | sự thưởng, sự trả công, sự đền đáp  tiền thù lao |
| supplement | /'sʌplimənt/ | n | phần bổ sung, phần phụ thêm  tờ phụ trương, bàn phụ lục |
| existence | ig'zistəns/ | n | sự tồn tại, sự sống, sự sống còn; cuộc sống |
| [Assurance](https://www.merriam-webster.com/dictionary/Assurance) | /ə'ʃuərəns/ | n | sự chắc chắn; sự tin chắc  sự quả quyết, sự cam đoan; sự đảm bảo |
| spatial | /'speiʃəl/ | adj | (thuộc) không gian |
| [fringe benefits](https://www.britannica.com/topic/fringe-benefit) | /frindʤ 'benifit/ | n | trợ cấp, phúc lợi |
| medical insurance | /'medikəl /in'ʃuərəns/ | n | bảo hiểm y tế |
| allowance | /ə'lauəns/ | n | tiền tiêu vặt, tiền trợ cấp; tiền cấp phá |

# UNIT 3

# SCIENTIFIC ORGANIZATION OF LABOUR

## Pre-reading

## 1.What is the Scientific organization of Labour ?

2. How to organize the Company structure effectively

## A. READING COMPREHENSION

**Scientific management**

Labour process analysis carries through inequality from market relations into capital labour relations in the workplace, and suggests that the dynamic of this unequal social relationship both limit, condition and drive the structuring work. The evolution of management thought, especially around the arrangements of production, is said to follow the evolution of labour organisation, with increasing sophistication, education and expectations of work challenging employers to develop ever more sophisticated control techniques and practices to maintain their power in the employment relationship.

Scientific selection and progressive development of workmen; it involves selecting a right person for a right job. It is incumbent upon management to study the character, nature and performance of each worker with a view to find out their limitations and possibilities for improvement and development.

Bringing together of science of work and scientifically selected workers; Taylor observed that “unless the science of work and scientifically selected men are brought together all work will be lost”. He believed that workers are always willing to cooperate with the management but there is more opposition from the side of management.

Division of work and responsibility between worker and Management; He emphasised on equal responsibility between worker and management. It will result in mutual dependence and cooperation and elimination of conflict and discord.

It is a combination of all these principles that constitute scientific management, which primarily involves a complete **mental revolution** on the part of the workers and the management as to their duties, towards their work, towards their fellow workers, and towards all their daily problems. With this revolution in the mental attitudes of the two sides, the two sides stop pulling against each other, and instead both turn and push shoulder to shoulder in the same direction till the size of the surplus created by their joint effort is truly astounding. Being critical of military type or linear system of organisation in which, each worker is subordinate to only one boss, he replaced it with what is called “ functional foremanship”. Here a worker receives orders from eight specialised supervisors of whom, four are responsible for planning and remaining four for execution. In this functional type of organisation, foreman can be trained easily and specialisation becomes very easy. In addition to functional foremanship, the other mechanisms to operate principles of scientific management include:

• Time study; with the implements and methods for properly making it.

• Standardisation of all tools and implements.

• Acts or movements of workmen for each class of work.

• The desirability of a planning room or department.

• The exception principle in management.

• Use of slide-rules and similar time saving implements.

• Instruction cards for workmen.

• The task idea in management, accompanied by a large bonus for the successful performance of the task.

***http:// epgp\_content/.ET.Taylor-Roopinder\_Oberoi.pdf***

***Answer the questions below.***

1. What does the Labour process analysis carry and suggest?

***it carries through inequality from market relations into capital labour relations in the workplace, and suggests that the dynamic of this unequal social relationship both limit, condition and drive the structuring work***

2. How does the Scientific selection and progressive develop of workmen

***It involves selecting a right person for a right job***

3.How did Taylor give the ideas about science of work ?

***He observed that “unless the science of work and scientifically selected men are brought together all work will be lost” and he believed that workers are always willing to cooperate with the management but there is more opposition from the side of management.***

***4.*** In order to divide the work and responsibility between worker and Management, what did Taylor emphasis?

***He emphasised on equal responsibility between them***.

***5.*** What is a combination of all the principles that constitute scientific management?

***It primarily involves a complete mental revolution on the part of the workers and the management as to their duties, towards their work, towards their fellow workers, and towards all their daily problems***

## B. GRAMMAR

## C. WORD-STUDY

**I. Choose the best word to fill in each gap:**

## Advantages of Scientific management

The following are the principal advantages of scientific management.

|  |  |  |  |
| --- | --- | --- | --- |
| **efficiency** | **achieving** | **efficient** | **organization** |
| **scheduling** | **sections** | **scientific** | **organization** |
| **organizations** | **facilities** | **methods** | **co-operation** |

1. It provides trained minds for **achieving** higher degree of excellence in all branches of shop management.

2. It completely revolutionizes and improves layout, routing, **scheduling**, purchasing, stores keeping and accounting.

3. It aims to standardize the materials, tools, equipment and **methods** of work.

4. It offers **facilities** for specialization and division of labour.

5. It replaces the old system of management rule of thumb method and introduces new and **scientific** methods.

6. Careful time and motion studies eradicate delays, avoid bodily strains of the workers, eliminate wastage and thereby contribute to the **efficiency** of the workers and ensures waste less utilization of the resources.

7. It seeks to introduce a mental revolution in the ideas of both the employer and employee and assures **co-operation** of the labour force.

8. It seeks a reduction in the cost of production through increased output. This would help the **organization** to complete on a better footing and thereby enlarge the market.

9. The workers are in a position to get higher **wages**. This removes most of the causes for industrial disputes and unrest. Further, enhanced earnings also lead to higher standard of living of the workers. Thus, scientific management does justice to various **sections** of the society such as producers, workers and the consumers.

**II.** **Circle the correct form of the word**

## 1. Not only the workers, but also the employees and even industrial psychologists are questioning the validity of Scientific Management

|  |  |  |  |
| --- | --- | --- | --- |
| A.**valid** | B.**validity** | C.**value** | D. **valuable** |

2. Most of the employers are highly reluctant to adopt the **principles** of Scientific Management

|  |  |  |  |
| --- | --- | --- | --- |
| A. **principles** | B. **principle** | C. **princing** | D. **principlal** |

3. The system can be **successfully** implemented only with the heart felt co-operation of the workers

|  |  |  |  |
| --- | --- | --- | --- |
| A. | B. | C. | D. |

4. Since the introduction of Scientific Management involves huge expenditure, small firms cannot afford to adopt it

|  |  |  |  |
| --- | --- | --- | --- |
| A. **successfulness** | B. **successful** | C. **successfully** | D. **success** |

5. Scientific management is a theory of management that analyzes and **synthesizes** workflows with its main objective is improving economic efficiency, especially labour productivity. .

|  |  |  |  |
| --- | --- | --- | --- |
| A. **synthesizer** | B. **synthesized** | C. **synthesis** | D. **synthesizes** |

6. The First Conference on Scientific Organization of Labour was held in [Russia](https://en.wikipedia.org/wiki/Russia) in January 1921 to bring together **experts** in different fields around the study of the problems of human work.

|  |  |  |  |
| --- | --- | --- | --- |
| A. **expert** | B. **experts** | C. **expertise** | D. **expertised** |

7. The Scientific Management places emphasis on **discovering** the one best way of doing a work without considering the individual difference of the workers

|  |  |  |  |
| --- | --- | --- | --- |
| A. **discovery** | B. **discovering** | C. **discover** | D. **discoveries** |

8. A high level of organization of labor and production is **characteristic** of many modern capitalist enterprises

|  |  |  |  |
| --- | --- | --- | --- |
| A. **characteristic** | B. **character** | C. **characteristics** | D. **characterise** |

9. Scientific organization of labor **ordinarily** refers to enhanced use of human labor within a given labor collective, such as an enterprise

|  |  |  |  |
| --- | --- | --- | --- |
| A. **ordinariness** | B. **ordinary** | C. **ordinarily** | D. **ordinaries** |

10. Scientific management theory is important because its approach to management is found in almost every **industrial** business operation across the world

|  |  |  |  |
| --- | --- | --- | --- |
| A. **industrialization** | B. **industry** | C. **industrialize** | D. **industrial** |

**III. Matching**

**1E2 B3F4 C5 H6 G7K8A**

|  |  |
| --- | --- |
| **A** | **B** |
| 1. Scientific management | is a location where someone works for his or her employer, a place of employment. Such a place can range from a home office to a large office building or factory. |
| 2. **Scientific organization of labor** | B. refers to enhanced use of human **labor** within a given **labor** collective, such as an enterprise. |
| 3. **Mental Revolution** | C. to advertise the post and do a pre-selection |
| 4. recruitment agency | D. Establishment or facility at a particular location containing one or more work areas. |
| 5. **Salary and benefits'** | E.**was** the first big management idea to reach a mass audience |
| 6. **relevant experience** | F. is a change in thinking both on the part of management and workers. |
| 7. foremanship | G. showing why the candidate is suitable for the job. |
| 8 A **workplace** | H. are what you are paid and the extras you receive in return for the work you do |
|  | I.  person who is in charge of a group of workers |
|  | K. a person in charge of a particular department, group of workers, etc., as in a factory or the like. the member of a jury selected to preside over and speak for all the jurors on the panel |

## D. TRANSLATION

***I. Translate into Vietnamese***

#### 1.Loss of Individual’s Initiative

The leading objection to Scientific Management that comes from workers is that it leads to excessive job standardization. Under Scientific Management, methods of work are all standardized and instructions are given to the workers by the foreman. The workers are supposed to perform the work in the same style and carry out the instructions given by the foreman. This tends to destroy the individual worker’s initiative, renders their skill useless, makes their work monotonous and converts them into automatic machines.

2. Speeding up of Workers

Scientific Management aims to speed up the workers, not consideration of their health and well being. Mere speeding up of the workers without corresponding structural changes in the organization and working conditions shall not lead to higher output but create only harmful mental conditions in the workers.

***II. Translate into English***

# CÁC CHỈ TIÊU ĐÁNH GIÁ TÌNH HÌNH SỬ DỤNG LAO ĐỘNG

Trong bất kỳ doanh nghiệp nào, việc sử dụng lao động hợp lý và hiệu quả, tiết kiệm sức lao động đều là biện pháp quan trọng để nâng cao hiệu quả sản xuất kinh doanh. Nếu không có ý thức sử dụng lao động hiệu quả, không có phương pháp sử dụng tối ưu thì dù cho doanh nghiệp có một đội ngũ nhân lực tốt đến mấy cũng không thể đạt được thành công.

Để đánh giá tình hình xử dụng lao động của một doanh nghiệp, chúng ta xử dụng các chỉ tiêu cơ bản về :

-Số lượng lao động và cơ cấu lao động

-Thời gian lao động và cường độ lao động

-Năng xuất lao động

**E. OVER TO YOU**

### Discuss” Advantages and Disadvantages of Scientific Management from Employees point of view

## F. WORD-LIST

|  |  |  |  |
| --- | --- | --- | --- |
| Scientific | /,saiən'tifik / | adj | khoa học; có hệ thống; chính xác |
| Scientific organization of labor | /,saiən'tifik,ɔ:gənai'zeiʃn ɔv 'leibə/ | n | Tổ chức khoa học lao động |
| Mental Revolution | /'mentl ,revə'lu:ʃn | n | cuộc cách mạng tinh thần |
| recruitment agency | / ri'kru:tmənt/ 'eidʤənsi/ |  | Cơ quan tuyển dụng |
| benefits | /'benifit/ | n | lợi, lợi ích |
| relevant experience | /'relivənt iks'piəriəns/ | n | kinh nghiệm phù hợp |
| foremanship | 'fɔ:mən ʃip / | n | Vị trí , chức danh quản đốc |
| workplace | /wə:k pleis/ | n | Nơi làm việc |
| standardized | /'stændədaiz/ | adj | tiêu chuẩn hoá |
| initiative | /i'niʃiətiv/ | adj | bắt đầu, khởi đầu |
| synthesize | /'sinθisaiz/ | v | tổng hợp, kết hợp |

**UNIT 4**

## READING COMPREHENSION

The identification of labor market issues critically rests on the availability of data, information and analysis. Labor market information systems (LMIS) provide an essential basis for employment and labor policies, and inform the design, implementation, monitoring and evaluation of policies that are better focused and targeted. LMIS also contribute to a reduction in the transaction costs of labor markets as they help overcome incomplete information of labor market agents.

Most countries are committed to the development of labor market information systems. However, particularly in developing economies, the functioning of LMIS, if such systems have been established at all, is hampered by various constraints, including data limitations. Data limitations affect not only complex issues such as informality and employment protection, but also labor market indicators that in most developed economies are available on a monthly or quarterly basis, such as employment and unemployment indicators. Data limitations are related in developing economies to constraints such as resource scarcity, limited analytical capacity and structural factors. Furthermore, labor market institutions, including workers’ and employers' organizations, are weak in many economies, which hampers the development and use of mechanisms to feed information and analysis into decision-making. Such problems may lead to ill-informed policy formulation and inadequate monitoring, hindering efforts to achieve labor market and development objectives.

Three main functions of Labor Market Information Systems can be distinguished:

* LMIS facilitate labor market analysis;
* LMIS provide the basis for monitoring and reporting on employment and labor policies;
* LMIS constitute a mechanism to exchange information or coordinate different actors and institutions that produce and utilize labor market information and analysis.

The main purpose of LMIS is the production of information and analysis for policy-makers and other labor market stakeholders. For example, the functions of the European Employment Observatory are stated as follows: “The European Employment Observatory contributes to the development of the European Employment Strategy through the provision of information, comparative research and evaluation on employment policies and labor market trends.” It is important to establish institutional arrangements in order to make the information and analysis widely available, and to provide opportunities for labor market stakeholders to influence the agenda of the LMIS.

***Comprehension questions***

1. What is said about the functioning of LMIS in developing economies ?

**in developing economies, the functioning of LMIS, if such systems have been established at all, is hampered by various constraints, including data limitations.**

1. What is the identification of labor market issues critically based on ?

**the availability of data, information and analysis.**

1. What are the contributions of Labor market information systems (LMIS) ?

**LMIS contributes to a reduction in the transaction costs of labor markets as they help overcome incomplete information of labor market agents.**

1. Give the title of the text !

**The functions of the LMIS**

**True or false**

1. Labor market institutions, including workers’ and employers' organizations, are **strong** in many economies

**False – Weak**

1. LMIS constitute a mechanism to **change** information or coordinate different actors and institutions that produce and utilize labor market information and analysis.

**False - exchange**

1. Data limitations affect both complex issues such as informality and employment protection, and labor market indicators that in most developed economies are available on a monthly or quarterly basis, such as employment and unemployment indicators.

**True**

1. LMIS also contribute to a reduction in the transaction costs of labor markets as they help overcome **complete** information of labor market agents.

False - **incomplete**

## II. GRAMMAR REVIEW

## III. WORD-STUDY

***Exercise 1:* Choose the best word to fill in each gap**

1. The classification of an individual position is decided by comparing the ‘whole job’ .........the corresponding grade providing the closest match to the job.

**A. against** B. toward C. upon D. with

2. Job descriptions often do not adequately describe the full ………of competences required to perform job related duties.

A. form B. seri **C. range** D. bunch

3. Good job evaluation ………on clear, detailed and up-to-date job descriptions on which to base the job evaluation.

A. insists B. believes C. expects **D. relies**

4. Job evaluation is introduced or revised jointly by allowing management and ………representatives to discuss relevant issues initially in a non-negotiating forum.

A. worker **B. employee** C. union D. staff

5. Up to date accurate job descriptions are absolutely essential and should be reviewed for ………with the current incumbent before evaluation.

**A. accuracy** B. accordance C. relation D. closeness

**6.** A decision should be made at the……… of the process about how results will be communicated.

A. end B. point **C. beginning** D. conclusion

7. With the legal right to hire replacement workers, employers ………a bargaining weapon equal in force to the union’s right to strike.

A. require B. master C. seize **D. acquire**

**8.** Lockouts may be used by employers to combat union slowdowns, damage to their property, or violence within the organization that may……… in connection with a labour dispute.

A. have B. exist C. occur D. involve

**9.** Because of technological change, striking in many industries……… longer has the effect of curtailing the employer’s operations significantly.

A. not B. as C. than **D. no**

**10.** Good faith requires the employer’s negotiators to meet with their union ………at a reasonable time and place to discuss the conditions of employment.

**A. counterparts** B. partners C. parties D. lawyers

***Exercise 2:* Circle the correct form of the word**

1. In order to keep employees loyal, they should feel themselves as part of the organization, feel that they are needed and………

**A. appreciated** B. appreciate C. appreciating D. appreciatingly

2. A manager who believes that a group must listen to and support all members might create a group of top managers who share this………

A. feel B. felt C. feelings **D. feeling**

3. Employers may still be reluctant to resort to a lockout because of their concern that ………work to regular employees might hurt the organization’s image.

**A. denying** B. deny C. denied D. deniable

4. Unions usually use strike authorization from their members as…….. ploy to gain concessions.

A. bargain B. bargained C. bargainer **D. bargaining**

5. An employer is ………to negotiate in good faith with the union’s representative over conditions of employment.

A. oblige **B. obliged** C. obliging D. obligable

6. Workers’ education means ………education for workers who lacked opportunity in formal schooling.

A. basis B. basically **C.** basic D. bases

7. An arbitrator assumes the role of a decision maker and ………what the settlement between the two parties should be.

A. determine **B. determines** C. determining D. determination

8. Staff motivation to do a good job must be ………in the company culture.

A. ingrain B. ingraining **C. ingrained** D. ingrains

**9.** When unions are dissatisfied with the results of ………bargaining, their most powerful weapon is to go on strike.

A. collect  **B. collective** C. collection D. collecting

**10.** Workers on strike sometimes picket their place of work, i.e. they stand outside the entrance, ………to persuade other workers and delivery drivers not to enter.

A. try B. tried C. trying  **D. tries**

***Exercise 3:* Matching**

**Match the words in A with their definitions in B**

|  |  |
| --- | --- |
| A | B |
| 1. appoint | a. grouping together in one place all a company’s planning, control, and decision-making activities |
| 2. centralization | b. the department of a company that is responsible for developing new products |
| 3. autonomy | c. one who has direct contact with customers |
| 4. hierarchy | d. to give someone a job or position, or responsibility |
| 5. front-line manager | e. the ones below the top management, to whom day-to-day responsibilities are delegated |
| 6. line authority | f. freedom to determine one’s own behavior and actions |
| 7. middle management | g. the ability to give instructions to subordinates at the next level down in hierarchy |
| 8. R&D | h. a system of people arranged in a graded order |

**1d 2a 3f 4h 5c 6g 7e 8b**

## IV. TRANSLATION

***Exercise 1:* Translate the following sentences into Vietnamese**

1. The LMIS can also be directly involved in monitoring and reporting on employment and labour policies.
2. Both at the international and the national levels, the institutional role of the LMIS can be broadened to include the exchange of information

***Exercise 2:* Translate the following sentences into English**

1. Điều tra lực lượng lao động có thể được thiết kế để xem xét toàn bộ dân số của một quốc gia, tất cả các lĩnh vực của nền kinh tế và tất cả các loại nhân công

Labour force surveys can be designed to cover the entire population of a country, all sectors of the economy and all categories of worker

1. Điều tra lực lượng lao động dựa trên hộ gia đình đưa ra một lợi thế duy nhất để có được thông tin về thị trường lao động của một quốc gia và cơ cấu của nó.

Household-based labour force surveys offer a unique advantage to obtain information on the labour market of a country and its structure.

## WORD LIST

|  |  |  |
| --- | --- | --- |
| Identification | /ai,dentifi'keiʃn | sự nhận ra, sự nhận biết sự nhận diện; sự nhận dạng; nét để nhận ra, nét để nhận biết, nét để nhận diện, nét để nhận dạng (người nào, vật gì) |
| Hamper | /'hæmpə/ | cản trở, ngăn trở |
| Constraint | /kən'streint/ | sự bắt ép, sự ép buộc, sự cưỡng ép, sự thúc ép |
| Scarcity | /'skeəsiti/ | sự khan hiếm, sự thiếu thốn, sự khó tìm |
| Stakeholder | /'steik,houldə/ | người giữ tiền đặt cược |
| Reluctant | /ri'lʌktənt/ | miễn cưỡng, bất đắc dĩ, không thích, không sẵn long |
| Authorization | /,ɔ:θərai'zeiʃn/ | uỷ quyền, quyền được cho phép |
| Arbitrator | /'ɑ:bitreitə/ | quan toà, thẩm phán |
| Institutional | /,insti'tju:ʃənl/ | (thuộc) cơ quan, có tính chất là cơ quan |
| Broaden | /'brɔ:dn/ | mở rộng, nới rộng, làm rộng ra |

**UNIT 5: LABOUR MARKET ANALYSIS**

## READING COMPREHENSION

Labor market analysis is the process of identifying the appropriate labor market for various types of positions, surveying the market to determine the salaries that are being paid for like positions, identifying market trends such as: ancillary pay, and merit and pay practices, establishing, adjusting, and/or recommending salary changes and/or structures for staff positions and consulting with management on their workforce needs. Labor market analysis is a five - part process to identify the area within which employers are competing for labor, conduct or participate in market surveys within the labor market to determine the salaries being paid for specific positions, work with management to validate the market areas, market competitors, and job matches (benchmarks), identify market trends such as: ancillary pay, merit and pay practices, establish, adjust, and/or recommend salary structures that will allow the University to effectively compete for staff within specific classification levels or grades.

The results of market survey analysis, recruitment and retention indicators, availability of funds, and internal equity/alignment issues are all considered in establishing or adjusting salary ranges. These factors are of equal importance when used by managers in making individual pay adjustments. In response to proposals to improve classification and pay systems, refinement and fine-tuning of survey methods, identification of appropriate labor markets and market trends, and solicitation of feedback from managers will be an on-going process at the University of California, Merced.

The labor market is defined as the area within which employers compete for labor. The market is composed of those businesses and organizations from which UC Merced units recruit or would logically recruit (internal and external markets), and includes the self-employed and unemployed with relevant skill mixes.

The University seeks qualified candidates from within (the internal market) and also competes in local, statewide, regional and national geographical labor markets. Appropriate markets are defined for occupational groupings of jobs or individual jobs based on a number of criteria including:

* The comparability of competing institutions is defined by the type of industry/institution, comparability of services, size (as reflected by FTE or financial profile), and business status (government, for-profit, not-for-profit).
* The availability of qualified, diverse applicant pools is determined by the size and composition of applicant pools, applicability of transferable skills, and the available workforce.

*(adapted from:https://hr.ucdavis.edu/departments/compensation/labor-market)*

***Exercise 1. Comprehension questions***

1. What is the purpose of surveying the market ?

to determine the salaries that are being paid for like positions,

1. Which are the market trends listed in the article ?

ancillary pay, merit and pay practices

1. What is the definition of the labour market, according to the article ?

The labor market is defined as the area within which employers compete for labor.

1. Which are the factors considered in establishing or adjusting salary ranges ?

The results of market survey analysis, recruitment and retention indicators, availability of funds, and internal equity/alignment issues are all considered in establishing or adjusting salary ranges.

True or false ?

1. The University seeks qualified candidates from external market and also competes in local, statewide, regional and national geographical labor markets.

The University seeks qualified candidates from within (the internal market) and also competes in local, statewide, regional and national geographical labor markets.

1. Labor market analysis is a five - part process to identify the area within which employees are competing for labor

Labor market analysis is a five - part process to identify the area within which employers are competing for labor

***Discuss the following questions in small groups*.**

* Why is it necessary to conduct laour market analysis ?

## II. GRAMMAR REVIEW

## WORD-STUDY

***Exercise 1:* Choose the best word to fill in each gap:**

1. The ILO’s Program on Labor Market Analysis ……….. its main efforts to research and publications about labor market institutions and policies.

A. develops  **B. devotes**  C. involves D. makes

2. Through a world - wide network of ………… specialists Labor Market Analysis provides assistance to countries in developing coherent and coordinated labor market policies.

A. work B. profession **C. employment** D. job

3. The main topics researched concern labor market adjustments and the role of institutions and policies in mitigating the …………… of external shocks.

**A. costs**  B. charges C. expenditure D. price

4. Developing countries face many …………….. in building well - functioning labor market policies and institutions including the lack of fiscal space and inadequate administrative/institutional capacity.

A. difficulty **B. challenges** C. effort D. chances

5. The lack of institutions and programs, especially established social security………… could respond to the impact of the crisis on the labor markets.

**A. schemes** B. programs C. policies D. institutions

6. The debate on the economic effects of labor market regulations, policies and institutions has been going on for over two decades and is still …………….

A. **conflictual** B. decisive C. political D. social

7. The global …………….. crisis has underscored the importance of intervening in the labor market to protect workers and promote better employment outcomes.

A. fuctional B. economic C. economical **D. financial**

8. In both developed and developing countries, active labor market policies have ……………. to be successful in averting lay-offs, increasing employability, creating job opportunities.

A. **proved** B. considered C. made D. planned

9. Many of the labor market policies are planned and ……………. through public employment services.

**A. implemented**  B. provided C. introduced D. expanded

***Exercise 2:* Circle the correct form of the word to fill in each gap**

1. ………………. to support income are also essential to cope with the loss of salaries and prevent poverty

A. Intervene B. Interventive  **C. Interventions** C. Interventing

2. Such measures are typically provided in richer countries through …………….. benefit systems – so-called passive labor market policies.

A. employ B. employment **C. unemployment** D. unemployed

3. The rights of workers can also be protected through labor market institutions such as wage-setting institutions, legislation on employment ……………, mandatory social benefits or minimum wages.

**A. protection** B. protective C. protect D. unprotective

4. In its efforts to promote decent work throughout the world, the ILO emphasizes the …………… of comprehensive and coherent policies to create more and better jobs and promote inclusive labor markets.

A. important  **B. importance** C. importantly D. unimportant

5. Labor market policies and social protection ………….. are among the key items listed in the Global Jobs Pact adopted by the International Labor Conference.

A. measure B. measuring **C. measures**  D, measurable

6. Many ILO Conventions are …………….. linked to the theme of labour market regulation and policies

**A. directly** B. direct C. undirectly D. direction

7. A labor market analysis ensures that a recommended vocational goal is actually ……………… within the local labor market.

**A. achievable** B. achieve D. achieved C. achieving

8. A labour market analysis offers evidence in support of an ……………. for an earning capacity assessment for an injured worker.

A. apply B. applicant C. applicabable **D. application**

9. A sound …………. of the local labor market is also effective for ensuring that a reasonable, achievable job goal is set.

**A. understanding** B. understood C. understand D. misunderstanding

10. A labor market analysis can provide essential information for people looking to change employment or ……….. workers who cannot return injury to their pre-injury work.

A. injure **B. injured** C. injuring D. injures

***Exercise 3:* Matching**

***Match a word or an expression in the A column with its definition in the B column***

|  |  |
| --- | --- |
| **A** | B |
| 1. **Headhunt** | a. The sum total of all individuals who have applied for a position either by submitting a resume or application for employment which the employer used to select candidates for employment |
| 1. **Applicant files** | b. Refers to the process of recruiting people within the organization or the practice of selecting candidates among present company workers to fill a position that becomes vacant within an organisation. |
| 1. **Applicant pool** | c. Professional approach to recruit, search, track, and selecting talented people already working in various companies who meets the job requirement. |
| 1. **Internal recruitment** | d. An organization or individual consultants working on a retainer or fee basis who provide the service of searching and screening potential candidates for prospective employers. |
| 1. **Condition of employment** | e.It describes the knowledge, skills, education, experience, and abilities you believe are essential to performing a particular job. |
| 1. **Search firm** | f. Application forms/resumes and other relevant items maintained by an employer and used during the selection process |
| 1. **E-Recruitment** | g. A written statement that explains the responsibilities and qualifications of a given job, based on a job analysis |
| 1. **Job classification** | h. An organization’s policies and work rules that employees are expected to abide by in order to remain continuously employed |
| 1. **Job description** | i. Web-based software that handles the various processes included in recruiting job candidates. These may include workforce planning, requisitioning, candidate acquisition, applicant tracking and reporting or company analytics |
| 1. **Job specification** | j. A method of evaluation used for job comparisons, which groups jobs into a prearranged number of grades, each having a class description and a specified pay range |

***1.c 2.f 3.a 4.b 5.h 6.d 7.i 8.j 9.g 10.e***

## IV. TRANSLATION

***Exercise 1:* Translate the following sentences into Vietnamese**

1. A labor market analysis shows how other employers with comparable positions pay their employees.

2. An analysis can help University managers and supervisors determine the right pay level for a new position or current employee. It can also help them make decisions about retention or internal equity.

***Exercise 2:* Translate the following sentences into English**

1. Nhìn chung, thị trường lao động thay đổi từ công việc sang công việc. Chúng có thể là thị trường lao động địa phương, khu vực hoặc quốc gia, cả khu vực tư nhân và khu vực công, bao gồm cả giáo dục đại học. Chúng có thể bao gồm một loạt các nhà tuyển dụng hoặc một loại hình người sử dụng lao động cụ thể.

In general, labor markets vary from job to job. They may be local, regional, or national, both private sector and public sector, including higher education. They may include a broad range of employers or a specific type of employer.

2. Thông tin thị trường lao động đảm bảo bồi thường công bằng, giúp thu hút và giữ chân nhân viên, đồng thời cung cấp thông tin để nhà quản lý có thể phân bổ nguồn lực hiệu quả.

Labor market information ensures fair compensation, helps to attract and retain employees, and provides information so management can allocate resources effectively.

## WORD LIST :

|  |  |  |  |
| --- | --- | --- | --- |
| 1 | Identify (v) | /ai'dentifai/ | đồng nhất hoá, coi như nhau, nhận ra, làm cho nhận ra, nhận biết; nhận diện, nhận dạng |
| 2 | Ancillary (adj) | /æn'siləri/ | Phụ thuộc, lệ thuộc |
| 3 | Merit (n) | /'merit/ | Có giá trị, có công lao |
| 4 | Validate (v) | /'vælideit/ | Làm cho có giá trị, hiệu lực |
| 5 | Adjustment (n) | /ə'dʤʌstmənt/ | sự sửa lại cho đúng, sự điều chỉnh, sự chỉnh lý |
| 6 | Refinement (n) | /ri'fainmənt/ | sự lọc; sự tinh chế (dầu, đường); sự luyện tinh (kim loại) |
| 7 | Solicitation (n) | /sə,lisi'teiʃn/ | sự khẩn khoản, sự nài xin, sự gạ gẫm, sự níu kéo, sự chài khách, sự xúi giục |
| 8 | Transferable (adj) | /træns'fə:rəbl/ | có thể dời chuyển, có thể di chuyển, có thể nhường được |
| 9 | Statewide (adj) | /'steitwaid/ | Khắp nước |
| 10 | Diverse (adj) | /dai'və:s/ | gồm nhiều loại khác nhau, linh tinh  thay đổi khác nhau |

**UNIT 6 : HUMAN RESOURCES**

## READING COMPREHENSION

What Is a Human Resource?

Human Resources is the organizational function that deals with the people and issues related to people such as compensation and benefits, recruiting and hiring employees, onboarding employees, performance management, training, organization development and culture, and advising senior staff about the impact on people of their financial, planning, and performance decisions on the people in the organization.

Human Resources evolved from the term: personnel, as the functions of the field, moved beyond paying employees and managing employee benefits. The evolution of the HR function gave credence to the fact that people are an organization's most important resource. People are an organization's most significant asset. Employees must be hired, satisfied, motivated, developed, and retained.

Human Resources is also where you can find information about everything from a single human resource to the field, the career, managing people, and contributions of HR within your organizations.

Human resources play an important part of developing and making a company or organization at the beginning or making a success at the end, due to the labor provided by employees. Human resources is intended to show how to have better employment relations in the workforce. Also, to bring out the best work ethic of the employees and therefore making a move to a better working environment

Administration and operations used to be the two role areas of HR. The strategic planning component came into play as a result of companies recognizing the need to consider HR needs in goals and strategies. HR directors commonly sit on company executive teams because of the HR planning function. Numbers and types of employees and the evolution of compensation systems are among elements in the planning role. Various factors affecting Human Resource are Planning Organizational Structure, Growth, Business Location, Demographic changes, environmental uncertainties, expansion etc ……

***Comprehension questions***

1. Which term did the word “Human Resources” evolved from ?

the term: personnel

1. What does the Human Resource deal with ?

Human Resources is the organizational function that deals with the people and issues related to people

1. What is the most important asset in every organization ?

People are an organization's most significant asset

1. Which were the two role areas of HR ?

Administration and operations used to be the two role areas of HR

True or false ?

1. Numbers and types of **employers** and the evolution of compensation systems are among elements in the planning role.

**False - employees**

1. Human resources play an important part of developing and making a company or Human resources is intended to show how to have better employment relations in the workforce organization from the beginning to the end

**True**

1. Numbers and types of employees and the evolution of compensation systems are among components in the planning role

**True**

1. Human resources is intended to show how to have better employment relations in the labour force.

**True**

## II. GRAMMAR REVIEW

## III. WORD-STUDY

***Exercise 1:* Choose the best word to fill in each gap:**

1. Human resources are the people who make up the ………… of an organization, business sector, or economy.
2. **workforce**  B. employers C. employees D. workers
3. "Human ……….. " is sometimes used synonymously with "human resources", **A. capital** B. resources C. asset D. treasure
4. Likewise, other …………. sometimes used include manpower, talent, labor, personnel, or simply people.
5. terminology **B. terms** C. sentences D. phsases
6. A human-resources department (HR department) of an organization performs human resource management, overseeing various aspects of ………….
7. labor force B. recruitment **C. employment** D. workforce
8. Human resource managers are in …………. of many duties pertaining to their job.
9. duty B. responsibilities **C. charge** D. role
10. The duties include the recruitment process, posting job ads, organizing resumes and job ……………., scheduling interviews and assisting in the process and ensuring background checks are carried out.
11. **applications** B. formC. offer D. analysis
12. Another job is payroll and benefits administration which deals with ………. vacation and sick time are accounted for Human resource management used to be referred to as "personnel administration."
13. making **B. ensuring** C. compensating D. managing
14. In the 1920s, ………….. administration focused mostly on the aspects of hiring, evaluating, training and compensating employees.
15. laborer B. employee C. workforce **D. personnel**
16. According to an HR Magazine article, the first personnel ……… department started at the National Cash Register Co. in 1900.
17. **management** B. development C. enrolment D. enlargement
18. The owner, John Henry Patterson, organized a personnel department to deal with ………….., discharges and safety, and training for supervisors on new laws and practices after several strikes and employee lockouts.
19. benefits **B. grievances** C. commisions D. fees

***Exercise 2:* Circle the correct form of the word to fill in the spaces**

1. From the corporate objective, employees have been ……… traditionally viewed as assets to the enterprise, whose value is enhanced by further learning and development, referred to as human resource development.

A. tradition B. traditional **C. traditionally** D. traditions

2. Skills and qualifications: as industries move from manual to more ………….. professions so does the need for more highly skilled staff.

A. manage B. manager C. managing **D. managerial**

3. If the market is "tight" (i.e. not enough staff for the jobs), employers must compete for employees by offering financial rewards, community………….. .

**A. investment** B. invest C. investing D. investors

4. One major concern about ……………. people as assets or resources is that they will be commoditized, objectified and abused.

A. consider **B. considering** C. considered D. considerable

5. Some analysis suggests that human beings are not "commodities" or "resources", but are creative and social beings in a …………….. enterprise.

A. product B. produce **C. productive** D. production

6. The 2000 revision of ISO 9001, in contrast, requires …………… the processes, their sequence and interaction, and to define and communicate responsibilities and authorities.

**A. identifying** B. identify C. identification D. identity

6. In general, heavily unionized nations such as France and Germany have adopted and ………………. such approaches.

A. encourage B. encouraging C. encouragement **D. encouraged**

7. A strong social consensus on ……………political economy and a good social welfare system facilitate labor mobility and tend to make the entire economy more productive.

A. politics B. politically C. unpolitical **D. political**

8. ……………… of developing nations often regard developed nations that encourage immigration or "guest workers" as appropriating human capital that is more rightfully part of the developing nation and required to further its economic growth.

A. Govern **B. Government** C. Governing D. Governor

9. Over time, the United Nations have come to more generally support the ……… nations' point of view and have requested significant offsetting "foreign aid" contributions so that a developing nation losing human capital does not lose the capacity to continue to train new people in trades, professions, and the arts.

A. develop **B. developing** C. developed D. underdeveloped

10. HRM professionals need to determine that compensation is fair, meets industry standards, and is high enough to entice people to work for the ………….organization.

A. organize **B. organization** C. organizational C. organized

***Exercise 3:* Matching**

***III. Match a word or an expression in the A column with its definition in the B column***

|  |  |
| --- | --- |
| **A** | **B** |
| 1. **Decision making** | a. A term used to define an individual who has expertise and responsibility for a specific area or function in the field of Human Resources (i.e. compensation, benefits, employee relations, etc.) |
| 1. **Goal setting** | b. Described as the practice of individuals working together in order to bring a variety of talents and experiences to achieve a common goal. |
| 1. **Human Resource Specialist** | c. An employment management procedure carried out in the workplace in the event of an employee behaving in a manner contrary to the terms of the employment agreement |
| 1. **Performance Management** | d. The process of evaluating how well employees perform their jobs when compared to a set of standards, and then communicating that information to employees |
| 1. **Team work** | e. The process of deciding what you want to accomplish and devising a plan to achieve the result you desire. |
| 1. **Disciplinary Procedure** | f. The process of identifying and selecting a course of action to solve a specific problem. |
| 1. **Performance appraisal** | g. A set of planned activities intended to provide the organization with the skills it requires to meet current and future business demands |
| 1. **Human resource development** | h. A process of identifying, evaluating and developing the work performance of employees in an organization, in order that organizational objectives are more effectively achieved and understood by employees. |

**1.f 2.e 3.a 4.h 5.b 6.c 7.d 8.g**

## IV. TRANSLATION

***Exercise 1:* Translate the following sentences into Vietnamese**

1. Compensation includes anything the employee receives for his or her work. In addition, HRM professionals need to make sure the pay is comparable to what other people performing similar jobs are being paid.

2. This involves setting up pay systems that take into consideration the number of years with the organization, years of experience, education, and similar aspects.

***Exercise 2:* Translate the following sentences into English**

1. Giữ chân nhân viên bao gồm việc giữ và khuyến khích nhân viên ở lại với tổ chức. Bồi thường là một yếu tố quan trọng trong việc duy trì nhân viên, nhưng cũng có những yếu tố khác.

Retention involves keeping and motivating employees to stay with the organization. Compensation is a major factor in employee retention, but there are other factors as well.

2. Một khi chúng ta đã dành thời gian để thuê nhân viên mới, chúng ta muốn đảm bảo rằng họ không chỉ được đào tạo để thực hiện công việc mà còn tiếp tục trưởng thành và phát triển các kỹ năng mới trong công việc của họ.

Once we have spent the time to hire new employees, we want to make sure they not only are trained to do the job but also continue to grow and develop new skills in their job.

## WORD LIST :

|  |  |  |
| --- | --- | --- |
| Evolve (n) | /i'vɔlv/ | rút ra, suy ra, luận ra, lấy ra (lý thuyết, sự kiện...), làm tiến triển |
| Credence (n) | /'kri:dəns/ | sự tin; lòng tin; tín ngưỡng |
| Ethic (adj) | /'eθik/ | (thuộc) đạo đức, (thuộc) luân thường đạo lý |
| Component (n) | /kəm'pounənt/ | thành phần, phần hợp thành |
| Schedule (n) | /'ʃedju:/ | bản danh mục, bảng liệt kê; bản phụ lục |
| Administration (n) | /əd,minis'treiʃn/ | sự trông nom, sự quản lý; sự cai quản, sự cai trị, chính phủ, chính quyền, sự thi hành; việc áp dụng |
| Lockout (n) | /'lɔkaut/ | sự đóng cửa làm áp lực (đóng cửa nhà máy không cho công nhân vào làm để làm áp lực) |
| Corporate (n) | /'kɔ:pərit/ | đoàn thể; hợp thành đoàn thể |
| Consensus (n) | /kən'sensəs/ | sự đồng lòng, sự đồng tâm, sự nhất trí |
| Welfare (n) | /'welfe / | Phúc lợi |

# UNIT 7 WAGE MANAGEMENT

## Pre-reading

1. How important is managing wages and salaries in companies?
2. How can companies do to have effective wage management system?

## A. READING COMPREHENSION

# HOW TO MANAGE WAGES AND SALARIES

Companies that underestimate the importance of managing wages and salaries risk high turnover and low employee morale, productivity and retention. There also is a potential liability for claims arising from allegations of unfair employment practices and discriminatory pay practices. Managing wages and salaries requires knowledge of federal and state laws concerning employee classification as well as attention to compensation and payroll practices.

1.

Study the difference between exempt and non-exempt classification. The Fair Labor Standards Act codifies overtime regulations for exempt and non-exempt workers. Employees classified as exempt are not entitled to overtime pay; they are exempt from FLSA rules on paying time and a half for working more than 40 hours in one week. Non-exempt employees are entitled to overtime pay whenever they work more than 40 hours in a work week.

2.

Use the proper terms to distinguish between wages and salaries. It’s perfectly acceptable to use the terms interchangeably; however, in some work environments, the terms “wages” and “salaries” refer to two different forms of employee compensation. The term “wages” typically refers to hourly compensation for non-exempt employees. The term “salaries” refers to weekly, bi-weekly, monthly or annual compensation paid mainly to exempt employees.

3.

Obtain job descriptions, titles and employee records to ensure proper classification of exempt and non-exempt workers. Review employee information for classification in three primary areas: administrative, professional and executive. There are also exemption tests for employees in computer-related jobs, creative and outside sales positions.

4.

Review your compensation practices and policies. Audit starting wages and salaries, criteria your organization uses for increases and circumstances that warrant wage and salary adjustments. Compensation practices and policies also may include processing deductions, garnishments and employee contributions to group health benefits, savings accounts and stock purchase plans. Wages and salaries refer solely to the amounts you pay employees in exchange for work they perform.

5.

Review your overall wage and salary structure for fair and competitive pay practices. Employees in similar job groups and occupations and employees performing comparable work are entitled to be paid wages and salaries congruent with their skills and qualifications. Fair pay means your organization achieves internal equity where compensation is concerned; competitive pay refers to external equity, meaning your compensation practices are based on profitability, industry practices and employment trends.

# *By Ruth Mayher from the website smallbusiness.chron.com*

***Answer the questions below.***

1. What kind of employees are not entitled to overtime pay for working more than 40 hours in one week by The Fair Labor Standards Act?

**Exempt workers (are not entitled to overtime pay for working more than 40 hours in one week by The Fair Labor Standards Act).**

2. What does the term “wages” typically refers to? What does the term “salaries” typically refers to?

**The term “wages” typically refers to to hourly compensation for non-exempt employees. The term “salaries” refers to weekly, bi-weekly, monthly or annual compensation paid mainly to exempt employees.**

3. Which fields of job need exemption tests for employees?

**Computer-related jobs, creative and outside sales positions.**

4. What may compensation practices and policies include?

**(Compensation practices and policies also may include) processing deductions, garnishments and employee contributions to group health benefits, savings accounts and stock purchase plans.**

5. Why do companies have to review the overall wage and salary structure?

**For fair and competitive pay practices.**

## B. GRAMMAR

## C. WORD-STUDY

**I. Choose the best word to fill in each gap:**

1. A very important objective in administering wage and salary is to **achieve** internal and external equity.

A. achieve B. get C. have D. own

2. Internal equity means **similar** pay for similar work. Differences in wages between jobs should be in proportion to the differences in the worth of the jobs.

A. same B. similar C. indifferent D. alike

3. A fair wage **depends** on several factor- productivity of labor, prevailing rate of wages in the same or similar occupations in the same or neighboring region, place of industry in the country‘s economy, employer‘s capacity to pay and so on.

A. relies B. lives C. bases D. depends

4. Through proper wage salary **administration**, the organization seeks to attract talented, well qualified and hardworking people.

A. standard B. level C. administration D. system

5. Through fair and competitive wages and salaries, the organization **aims** at retaining competent employees who are doing a good job. The purpose is to reduce employee turnover.

A. aims B. targets C. desire D. goals

6. A key **objective** of adequate wages and salaries is to help employees fulfill their various needs. It creates a sense of security and enhances the self-worth of the employees.

A. factor B. objective C. member D. feature

7. A well planned wage and salary system **motivates** employees to work hard, resulting in higher levels of productivity.

A. forwards B. enhances C. motivates D. forces

8. Wage payment is important to all categories of workers. Wage is a **matter** of life and death to workers/employees.

A. trouble B. thing C. problem D. matter

9. Majority of labour problems and disputes are directly **related** to wage payment. The efficiency of workers and their interest and involvement in the work depend on wage payment.

A. related B. linked C. affected D. associated

10. Wage payment is equally important to employers as their **profits** depend on the total wage bill.

A. interests B. advantages C. benefits D. profits

**II.** **Circle the correct form of the word**

1. An employer in general is interested in paying low wages and thereby controls the cost of **production**.

A. produce B. product C. production D. produce

2. However, low wages are not **necessarily** economical.

A. necessary B. necessarily C. necessity D. unnecessarily

3. Government also give special importance and attention to wages paid to **industrial** workers as industrial development, productivity, industrial peace and cordial labour- management relation depend on the wage payment to workers.

A. industrial B. industrially C. industry D. industrialize

4. Government desires to give **protection** to the working class and for this minimum wages act and other Acts are made.

A. protect B. protective C. protector D. protection

5. Government is the biggest **employer** in India and the wage rates of government servant and employees of public sector organisations are decided by government only.

A. employ B. employer C. employee D. employment

6. Revision of pay scale of government employees made for adjusting their wages as per the cost of **living**.

A. living B. liver C. life D. lives

7. Wage increases should be given by those **organizations** which can afford them.

A. organization B. organizations C. organizational D. organize

8. Companies that have good **sales** and therefore high profits tend to pay higher wages than those which are running at a loss or earning low profits because of the high cost of production or low sales.

A. sell B. sellers C. sales D. selling

9. When the cost of living increases, workers and trade unions demand adjusted wages to offset the erosion of real wages. However when living costs are stable or decline the **manager** does not resort with this argument as a reason for wage reduction.

A. manage B. managerial C. manager D. management

10. Employers feel that the level of living prescribed in workers budget is opened to argument since it is **based** on subjective opinion.

A. based B. basically C. basing D. basic

**III. Matching**

**1- j 2- f 3- a 4- b 5- g 6- i 7- e 8- d 9- h 10-c**

## D. TRANSLATION

***I. Translate into Vietnamese***

## 1. Time rate system:

It is the oldest and simplest method of wage payment used extensively in the industrial as well as government departments. Wages are paid as per the time spent by the workers in the factory. The production given by them is not taken into consideration. The employer buys the hours of the workers and pays them accordingly. Time rate system is also called as day wage system. In the time rate system, efficiency, sincerity, ability is not given attention and all the workers are paid at one and the same rate as per the period spent in the factory.

**Hệ thống tỷ lệ thời gian**

*Đây là phương thức thanh toán tiền lương lâu đời và đơn giản nhất được sử dụng rộng rãi trong các cơ quan công nghiệp cũng như chính phủ. Tiền lương được trả theo thời gian của công nhân trong nhà máy. Việc sản xuất được đưa ra bởi họ không được xem xét. Người sử dụng lao động mua giờ của công nhân và trả tiền cho họ. Hệ thống tỷ lệ thời gian cũng được gọi là hệ thống lương ngày. Trong hệ thống tỷ lệ thời gian, hiệu quả, sự chân thành, khả năng không được chú ý và tất cả các công nhân được trả một và tỷ lệ tương tự như trong khoảng thời gian dành cho factory.relations. Như thường lệ, hầu hết các nhân viên có thẩm quyền sẽ sống trong một ngôi nhà riêng biệt hoặc kết hôn với con gái của người sử dụng lao động. Sự nảy mầm của cách sản xuất tư bản cung cấp khả năng cho sự xuất hiện của các mối quan hệ công nghiệp. Sự khác biệt về quyền sản xuất và quyền lực quản lý, sự phân chia của người sử dụng lao động và nhân viên, cũng như sự tồn tại của nhiều lao động lâu dài đã cung cấp đất cho việc tạo ra công đoàn.*

## 2. Piece rate system

This is another basic system of wage payment. It is just opposite to the time rate. It is also treated as an incentive wage system as it encourages workers to produce more and also to earn more. In the piece rate system, wages are paid as per the output or production given by the worker and not as per the time spent by the worker in the factory. Payment is by results in terms of output given. Wage rate is fixed per piece of work or for certain quantity of production. The production given by a worker at the end of the day is counted and payment is made accordingly.

**Hệ thống tỷ lệ mảnh**

*Đây là một hệ thống lương cơ bản khác. Nó chỉ là ngược lại với tỷ lệ thời gian. Nó cũng được coi là một hệ thống tiền lương khuyến khích vì nó khuyến khích người lao động sản xuất nhiều hơn và cũng kiếm được nhiều tiền hơn. Trong hệ thống tỷ lệ phần trăm, tiền lương được trả theo sản lượng hoặc sản lượng do công nhân đưa ra chứ không phải theo thời gian của công nhân trong nhà máy. Thanh toán bằng kết quả về mặt đầu ra. Tỷ lệ tiền lương được cố định cho mỗi phần công việc hoặc cho một số lượng sản xuất nhất định. Việc sản xuất được đưa ra bởi một công nhân vào cuối ngày được tính và thanh toán được thực hiện cho phù hợp.*

***II. Translate into English***

Nhược điểm của hệ thống tỷ lệ thời gian:

1. Không khoa học: Tỷ lệ thời gian không phải là hệ thống khoa học của việc trả lương vì không có sự liên kết trực tiếp giữa tiền lương và sản xuất / năng suất. Tiền lương có thể tăng mà không tăng tương ứng trong sản xuất. Điều này sẽ mang lại tổn thất cho người sử dụng lao động / quản lý.

2. Không có sự khác biệt giữa người lao động: Trong hệ thống tỷ lệ thời gian không phân biệt được giữa công nhân hiệu quả và lười biếng, cả hai đều được trả theo một tỷ lệ không công bằng. Hệ thống này cho hình phạt cho những người lao động chân thành và hiệu quả. Họ được khuyến khích vì họ được trả ít hơn những gì họ xứng đáng. Họ thậm chí có thể rời khỏi công việc.

**Disadvantages of time rate system:**

1. Not scientific: Time rate is not scientific system of wage payment as there is no direct linking between wages and production/productivity. Wages bill may increase without corresponding increase in the production. This will bring loss to the employer / management.

2. No distinction between workers: In the time rate system no distinction is made between efficient and lazy workers, both are paid at one rate which is unfair. This system gives punishment to sincere and efficient workers. They are discouraged as they are paid less than what they deserve. They may even leave the job.

**E. OVER TO YOU**

Is there a totally equal payment among laborers doing the same work? Discuss this issue.

## F. WORD-LIST

# UNIT 8 LABOUR PROTECTION AND SAFETY

## Pre-reading

1. Why is it necessary to have law of labor protection anf safety?
2. How can employers and employees know their obligations and rights in labor?

## A. READING COMPREHENSION

**OBLIGATIONS AND RIGHTS OF AN EMPLOYEE**

**Section 1. Obligations of an Employee**

In the field of labour protection, an employee has an obligation to:

* 1. take care of his or her own safety and health and safety and health of those persons who are affected or may be affected by the work of the employee;
  2. use work equipment, dangerous substances, transport and other means of production in accordance with the documentation determined by regulatory enactments (manufacturer's instructions, safety data sheets regarding chemical substances and chemical products, etc.);
  3. use collective protective equipment, as well as personal protective equipment given at their disposal in accordance with the documentation determined by regulatory enactments (manufacturer's instructions, safety data sheets regarding chemical substances and chemical products, etc.), and to place the relevant protective equipment following the use thereof in the place provided for it;
  4. observe safety signs, as well as to use the safety devices by which the work equipment and workplace is supplied with in accordance with the documentation determined by regulatory enactments (manufacturer's instructions, safety data sheets regarding chemical substances and chemical products, etc.), and to refrain from arbitrarily starting, changing or removing the relevant safety devices;
  5. inform immediately the employer, the immediate superior or the labour protection specialist regarding an accident at work, as well as regarding any working environment factors which cause or may cause risks to the safety and health of persons, also regarding shortcomings in the labour protection system of the undertaking;
  6. participate in the instruction and training in the field of labour protection organised by the employer;
  7. co-operate with the employer or labour protection specialist in order to meet the requirements included in the opinions, warnings, orders or decisions of the State Labour Inspectorate regarding the labour protection system of an undertaking;
  8. co-operate with the employer or labour protection specialist in ensuring a safe working environment and working conditions so that risks to the safety and health of employees are not caused; and
  9. attend mandatory health examinations in accordance with an order by the employer

# Section 2. Right of the Employee to Refuse to Perform Work and to Participate in Labour Protection Measures

1. An employee has the right to refuse to perform work if:
   1. the performance of the relevant work causes or may cause risks to the safety and health of the employee or other persons and these risks cannot be prevented in another way;
   2. the work equipment to be used or the workplace is not supplied with the necessary safety devices or the employee has not been given at his or her disposal the necessary personal protective equipment;
   3. the performance of the relevant work is related to the use of such a work equipment that does not conform to the professional preparedness of the employee or the instruction and training in the field of labour protection given by the employer; or
   4. the warnings, orders or decisions of the State Labour Inspectorate regarding the labour protection organisation in the relevant workplace have not been observed.
2. In respect of refusal to perform work, the employee shall inform without delay the immediate superior or the labour protection specialist, or the employer.
3. No unfavourable consequences shall be allowed to occur to employees in respect of the action referred to in this Section and Section 11, Paragraph one, Clause 4 of this Law, except for gross negligence and in cases where the employees have acted in bad faith.
4. An employee has the right to submit an application to the State Labour Inspectorate if he or she considers that the labour protection measures taken by the employer, as well as the means granted and used are insufficient to ensure safety and health protection of employees at work.
5. In order to determine the labour protection measures, the amount of the necessary means thereof and the procedure for the utilisation thereof in accordance with the requirements of regulatory enactments regarding labour protection, the employees or the representatives of employees may propose to enter into an agreement between the employer and the employees.

***Answer the questions below.***

1. In the field of labour protection, whose safety and health does an employee have an obligation to take care of?

# His or her own safety and health and safety and health of those persons who are affected or may be affected by the work of the employee.

2. Who does an employee inform immediately regarding an accident at work?

# The employer, the immediate superior or the labour protection specialist.

3. Who does an employee co-operate with in ensuring a safe working environment and working conditions?

# With the employer or labour protection specialist

4. What does an employee have to do in respect of refusal to perform work?

# The employee shall inform without delay the immediate superior or the labour protection specialist, or the employer.

5. When does an employee have the right to submit an application to the State Labour Inspectorate?

**When he or she considers that the labour protection measures taken by the employer, as well as the means granted and used are insufficient to ensure safety and health protection of employees at work.**

## B. GRAMMAR

## C. WORD-STUDY

**I. Choose the best word to fill in each gap:**

1. The procedure for the training of labour protection specialists, labour protection co- ordinators, employers, employees and trusted **representatives** shall be determined by the Cabinet.

A. salesmen **B. representatives** C. managers D. leaders

2. An employer shall grant the labour protection specialist the necessary means and time (within working hours) in order he or she may **fulfil** his or her obligations.

**A. fulfil** B. do C. complete D. make

# 3. The designation of an employee as a labour protection specialist may not cause him or her unfavourable consequences or restrict in another way his or her right.

A. bring B. take  **C. cause**  D. lead

4. If there are not more than 10 employees in an undertaking and the employer has been trained **in** accordance with the procedure determined by the Cabinet, he or she may himself or herself fulfil the obligations of a labour protection specialist.

A. of B. by C. under  **D. in**

5. If it is not possible to **organise** the labour protection system, the employer shall engage a competent authority or a competent specialist in the establishment and maintenance of the system, and a person responsible for labour protection shall be designated in the undertaking.

A. set up **B. organise** C. manage D. found

6. The employer shall inform the competent authority or competent specialist regarding the labour protection **measures** in the undertaking and workplaces.

**A. measures** B. ways C. methods D. forms

7. The Cabinet shall **determine** those types of commercial activities in which an employer shall engage a competent authority.

A. do B. decide **C. determine** D. create

# 8. This shall also apply to those employers who perform activities conforming to the referred to types of commercial activities for non-commercial purposes or the needs of their own undertaking.

A. do B. **perform** C. have D. commit

# 9. The Cabinet shall determine the requirements for the competent authorities and competent specialists regarding labour protection issues, as well as the procedure for the evaluation of the competence of such authorities and specialists.

A. needs B. demands C. **requirements** D. wishes

# 10. An employer has an obligation to consult with employees or trusted representatives in the field of labour protection.

A. **trusted** B. reliable C. kind D. honest

**II.** **Circle the correct form of the word**

1. An employer shall ensure that each employee receives **instruction** and is trained in the field of labour protection directly relating to his or her workplace and work performance.

**A. instruction** B. instructor C. instructive D. instruct

2. Such an instruction and training shall be carried out on recruitment, in case of change of the **nature** of work or working conditions.

A. naturally B. naturalist **C. nature** D. natural

# 3. The instruction and training of employees shall be adapted to changes in working environment risks and shall be repeated periodically.

A. periodical **B. periodically** C. period D. periodic

# 4. An employer shall ensure the commencement of additional training for the trusted representatives in the field of labour protection within one month following the election thereof.

A. add B. additive C. addition D. **additional**

# 5. The additional training for the trusted representatives in the field of labour protection shall be carried out during working hours.

A. **representatives** B. presenters C. representation D. presentation

# 6. The employer shall cover the expenditures associated with the additional training.

A. **associated** B. association C. associate D. associates

# 7. The labour protection instruction and training shall be understandable to employees and suitable for their professional preparedness.

A. understand B. understood C. **understandable** D. understanding

# 8. The employer shall ascertain that the employee has understood the labour protection instruction and training.

A. protective B. **protection** C. protect D. protector

9. An employer shall ensure mandatory health examination for those employees whose health conditions are affected or may be affected by the working environment factors **harmful** to health, and for those employees who have special conditions at work.

**A. harmful** B. harmless C. harm D. harmfully

# 10. The Cabinet shall determine the procedure for the performance of the mandatory health examination.

A. perform B. performing C. performer D. **performance**

**III. Matching**

**1-h 2-e 3-j 4-b 5-a 6-i 7-f 8-c 9-d 10-g**

## D. TRANSLATION

***I. Translate into Vietnamese***

# Mandatory Health Examination

1. An employer shall ensure mandatory health examination for those employees whose health conditions are affected or may be affected by the working environment factors harmful to health, and for those employees who have special conditions at work. The Cabinet shall determine the procedure for the performance of the mandatory health examination.

2. The employer shall cover the expenditures associated with the mandatory health examinations of employees.

3. Expenditures associated with mandatory health examinations prior to commencing the employment legal relationships or legal relations of the State civil service shall be covered by the relevant person from his or her own means or by the employer on the basis of a mutual agreement.

*Kiểm tra sức khỏe bắt buộc*

*1. Người sử dụng lao động bảo đảm kiểm tra sức khoẻ bắt buộc đối với người lao động có điều kiện sức khoẻ bị ảnh hưởng hoặc có thể bị ảnh hưởng bởi yếu tố môi trường lao động gây hại cho sức khoẻ và cho người lao động có điều kiện làm việc đặc biệt. Nội các sẽ xác định thủ tục thực hiện kiểm tra sức khoẻ bắt buộc.*

*2. Người sử dụng lao động chi trả các khoản chi liên quan đến việc khám sức khoẻ bắt buộc của người lao động.*

*3. Các khoản chi liên quan đến khám sức khoẻ bắt buộc trước khi bắt đầu quan hệ pháp lý việc làm hoặc quan hệ pháp lý của công chức nhà nước được người có liên quan bảo hiểm từ phương tiện của mình hoặc của người sử dụng lao động trên cơ sở thoả thuận.*

***II. Translate into English***

*Quyền của người lao động từ chối thực hiện công việc và tham gia vào các biện pháp bảo hộ lao động*

Một nhân viên có quyền từ chối thực hiện công việc nếu:

1) hiệu suất của các nguyên nhân làm việc có liên quan hoặc có thể gây ra rủi ro cho sự an toàn và sức khỏe của nhân viên hoặc người khác và những rủi ro này không thể được ngăn chặn theo cách khác;

2) thiết bị làm việc được sử dụng hoặc nơi làm việc không được cung cấp với các thiết bị an toàn cần thiết hoặc người lao động không được đưa ra khi sử dụng thiết bị bảo hộ cá nhân cần thiết của mình;

3) hiệu suất của công việc liên quan có liên quan đến việc sử dụng các thiết bị làm việc không phù hợp với sự chuẩn bị chuyên môn của nhân viên hoặc hướng dẫn và đào tạo trong lĩnh vực bảo hộ lao động do người sử dụng lao động; hoặc là

4) các cảnh báo, đơn đặt hàng hoặc quyết định của Thanh tra Lao động Nhà nước về tổ chức bảo hộ lao động tại nơi làm việc có liên quan chưa được quan sát.

# *Right of the Employee to Refuse to Perform Work and to Participate in Labour Protection Measures*

An employee has the right to refuse to perform work if:

*1) the performance of the relevant work causes or may cause risks to the safety and health of the employee or other persons and these risks cannot be prevented in another way;*

*2) the work equipment to be used or the workplace is not supplied with the necessary safety devices or the employee has not been given at his or her disposal the necessary personal protective equipment;*

*3) the performance of the relevant work is related to the use of such a work equipment that does not conform to the professional preparedness of the employee or the instruction and training in the field of labour protection given by the employer; or*

*4) the warnings, orders or decisions of the State Labour Inspectorate regarding the labour protection organisation in the relevant workplace have not been observed.*

**E. OVER TO YOU**

How to help employees obtain the best labour protection and safety? Discuss this issue.

## F. WORD-LIST

# UNIT 9THEORIES ON LABOUR RELATIONS

## Pre-reading

1. How important are theories on labour relations?
2. Is there only one theory on labour relations?

## A. READING COMPREHENSION

Unitarist, Pluralist and Marxist perspective have been described for understanding and analyzing employee relations. Each of them provides a different interpretation towards workplace conflict, the role of unions and job regulation (Edwards, 2003). In other words, those three perspectives hold different views against conflict in the employee relations. The following paragraphs will introduce three perspectives one by one. After that, it will summarize the differences among them.

## Unitarist perspective

Seeing from the Unitarist perspective, the organization is regarded as an integrated and harmonious group of people with one loyalty culture. Specified explanations are as follows. Such an organization attaches much importance to mutual cooperation. Moreover, all employees within the organization share a mutual purpose. In addition, this perspective similar to paternalism has a high requirement for the loyalty of all employees. The management of such an organization is outstanding due to its emphasis and application. For this reason, it has been concluded that trade unions are not necessary for the mutual exclusiveness of the loyalty between organizations and employees. However, the conflict on employee relations is considered pathological and disruptive outcome caused by interpersonal friction, communication breakdown, as well as agitators (Kaufman, 2004).

## Pluralist perspective

From the perspective of Pluralist, organization is made up of various sectional groups. Each group has its legal loyalties, goals and leaders. Particularly, management and trade unions are two remarkable sectional groups in the Pluralist perspective. As a result, the main job responsibility of management is not enforcement and control but persuasion and coordination. However, trade unions are acted as lawful delegates of employees. The conflict is inevitable here and the conflict in the Pluralistic perspective is solved by collective bargaining. Generally speaking, conflict is always associated with bad things. However, conflict if being managed well can also take place evolution and positive change from the perspective of Pluralism (Kaufman, 2004).

## Marxist perspective

Marxist perspective is also called radical perspective. This perspective is to reveal the nature of the capitalist society. It thinks that workplace relations are against the history. It recognizes inequalities in power in the employment relationship and in wider society as a whole. Consequently, conflict is perceived as an inevitable result. What is more, a natural response regarding workers against the capitalism exploitation is seen as trade unions. The management position would be improved by institutions of joint regulation from the view of Marxism if having the periods of acquiescence, because they suppose rather than challenge the proceeding of capitalism (Hyman, 1975).

## Differences among three perspectives

According to the descriptions toward three perspectives, it is obviously that they have different understandings against conflict. The Unitarist view perceives conflict as a word with derogatory sense and it puts forward three reasons of generating conflict such as agitators, interpersonal friction and communication breakdown. It employs a paternalistic approach, so it is short of the conflict between capital and labor which is the focus of Marxist perspective. Moreover, it does not refer to the solution. On the contrary, the Pluralist view indicates that collective bargaining is the way of tackling conflict. Another difference lies in that sometimes conflict can be positive. It implies the importance of conflict management. It can be seen that the Pluralist view pays much attention to conflict resolution and how to how to manage conflict. Moreover, it considers that the power between parties with different interests is equal, which is just opposite to the Marxist perspective. Actually, the Marxist view is very radical. From its point of view, the inevitability of conflict comes from the inequalities of powers caused by capitalism exploitation. That is to say, different from Unitarist perspective, the Marxist perspective gives different reasons of bringing about conflict.

*Essays, UK. (November 2013). Theories on Employee Relations. Retrieved from https://www.ukessays.com/essays/commerce/the-theoretical-perspectives-on-employee-relations-commerce-essay.php?vref=1*

***Answer the questions below.***

1. Seeing from the Unitarist perspective, what is the organization regarded as?

**The organization is regarded as an integrated and harmonious group of people with one loyalty culture.**

2. From the perspective of Pluralist, what is the organization regarded as?

**Organization is made up of various sectional groups. Each group has its legal loyalties, goals and leaders.**

**3. In Marxist perspective, what is thought about workplace relations?**

**It thinks that workplace relations are against the history. 4. What does the Unitarist view perceive conflict as?**

5. What does the Pluralist view regard collective bargaining as?

**The Pluralist view indicates that collective bargaining is the way of tackling conflict.**

## B. GRAMMAR

## C. WORD-STUDY

**I. Choose the best word to fill in each gap:**

1. **According** to the definition of collective bargaining by International Labor Organization, one party of collective bargaining is one employer, some employers or one or several employer organizations while the other party is one or several worker organization.

**A. According** B. In addition C. In the point D. In contrast

2. It is obviously that the collective bargaining is not feasible without the **union** of workers.

A. togetherness **B.** C. participation D. collection

3. In Medieval England, the **relationship** between employers and employees was equal but not class relations.

A. union B. closeness C. friendship **D. relationship**

4. As usual, most of competent employees would live in a **separate** house or married the daughter of employers.

A. isolated B. lonely **C. separate** D. alone

5. The sprout of the capitalist way of production provided possibility **for** the emergence of industrial relations.

**A. for** B. to C. with D. in

6. The distinction of manufacturing rights and power of management, the division of employers and employees, as well as the existence of a great many **permanent** labors provided soil for the generation of the trade union.

A. long term B. short term **C. permanent** D. temporary

7. At the early **stage** of capitalism, there was not law or system to guarantee the basic life of employees.

A. age B. period C. time  **D. stage**

8. In order to **make** a living, workers must negotiate with employers.

**A. make** B. do C. have D. get

9. Although a lot of **inequalities** existed between them, workers did not have enough countervailing power through individual negotiation or signing contract with each worker.

A. imbalance B. unjustice C. discrimination **D. inequalities**

10. In order to improve life and working conditions, labors gradually united and **struggled** with employers.

A. argued B. attacked **C. struggled** D. conflicted

**II.** **Circle the correct form of the word**

1. At the end of 1600s, **trade** union emerged as the times require.

**A. trade** B. trader C. trading D. trades

2. Because the **industrial** workers did not form strong hierarchy, the primary labor movement was only limited to the range of manual workers.

A. industrialize **B. industrial** C. industry D. industrialization

3. At the end of 1700s, the **collective** agreement between employment labor organizations and employers came to the UK, which is the earliest collective agreement in the world

**A. collective** B. collection C. collector D. collecting

4. The UK as the source origin of Industrial Revolution is also a country **developing** trade union movement earliest in the world.

A. developed B. undeveloped **C. developing** D. development

5. In the development history of British Labor Laws, collective bargaining is regarded as an **effective** way to resolve labor disputes.

A. effectiveness B. uneffective C. effect **D. effective**

6. Before the Second World War, the collective bargaining in the UK was mainly a national **negotiation**.

**A. negotiation** B. negotiate C. negotiating D. negotiable

7. Moreover, the government also supported **decentralized** collective bargaining and the regulatory institutions such as wages council were abolished.

A. centralized B. central C. centre **D. decentralized**

8. Companies that have good **sales** and therefore high profits tend to pay higher wages than those which are running at a loss or earning low profits because of the high cost of production or low sales.

A. sell B. sellers **C. sales** D. selling

9. Someone criticized that the collective bargaining was too disruptive, because the **breakdown** of collective bargaining brought about too frequently industrial actions so as to weaken domestic economic competitiveness.

**A. breakdown** B. breakthrough C. breaker D. broker

10. However, collective bargaining has begun to suffer multifarious **criticisms** since 1980s. A. critics **B. criticisms**  C. critical D. criticizers

**III. Matching**

**1- h, 2-c, 3-f, 4-e, 5- b, 6-a, 7-i, 8-g, 9-j, 10-d**

## D. TRANSLATION

***I. Translate into Vietnamese***

1. To sum up, different people have different minds. The Unitarism, Pluralism and Marxism have already expressed their views against the conflict on employee relations. However, there are some differences in their views. Three perspectives are from different angles and have different emphases. After discussing the differences among three perspectives, it has elaborated my own opinion that the Pluralist perspective is the most appropriate for the analysis of employee relations in the UK based on the development process of the British employee relations. It can be concluded from the analyses that collective bargaining with irreplaceable role is playing a less and less important role in the British employee relations with the various changes in employment and the labor force.

2. In addition, conflict management is extremely significant for the sustainable development of organizations. People should not only focus on the conflict resolution but also pay attention to the influences of other factors. As a result, it is very crucial and indispensable for every organization to establish positive employee relation so as to attract and retain high-quality staff, to improve employee productivity, to increase employee loyalty, to enhance working morale, to elevate business performance, as well as to reduce absence rate (Lewis and Saunders, 2003).

*1. Tóm lại, những người khác nhau có tâm trí khác nhau. Chủ nghĩa độc tài, đa nguyên và chủ nghĩa Mác đã bày tỏ quan điểm của họ chống lại xung đột về quan hệ nhân viên. Tuy nhiên, có một số khác biệt trong quan điểm của họ. Ba quan điểm là từ các góc độ khác nhau và có sự nhấn mạnh khác nhau. Sau khi thảo luận về sự khác biệt giữa ba quan điểm, nó đã xây dựng quan điểm của riêng tôi rằng quan điểm Pluralist là thích hợp nhất cho việc phân tích quan hệ nhân viên ở Anh dựa trên quá trình phát triển quan hệ nhân viên Anh. Có thể kết luận từ các phân tích rằng thương lượng tập thể với vai trò không thể thay thế đang đóng một vai trò ít quan trọng hơn trong quan hệ nhân viên Anh với những thay đổi khác nhau về việc làm và lực lượng lao động.*

*2. Ngoài ra, quản lý xung đột là cực kỳ quan trọng cho sự phát triển bền vững của các tổ chức. Mọi người không nên chỉ tập trung vào giải quyết xung đột mà còn chú ý đến những ảnh hưởng của các yếu tố khác. Kết quả là, rất quan trọng và không thể thiếu đối với mọi tổ chức để thiết lập mối quan hệ nhân viên tích cực để thu hút và giữ chân nhân viên chất lượng cao, nâng cao năng suất của nhân viên, tăng lòng trung thành của nhân viên, tăng cường tinh thần làm việc, nâng cao hiệu quả kinh doanh, cũng như giảm tỷ lệ vắng mặt (Lewis và Saunders, 2003).*

***II. Translate into English***

1. Theo định nghĩa về thương lượng tập thể của Tổ chức Lao động Quốc tế, một bên thương lượng tập thể là một chủ nhân, một số chủ lao động hoặc một hoặc nhiều tổ chức sử dụng lao động trong khi bên kia là một hoặc nhiều tổ chức công nhân (Herman, 1998). Rõ ràng là thương lượng tập thể không khả thi nếu không có sự kết hợp của công nhân. Ở Anh thời trung cổ, mối quan hệ giữa người sử dụng lao động và nhân viên là bình đẳng nhưng không phải mối quan hệ lớp.

2. Như thường lệ, hầu hết các nhân viên có thẩm quyền sẽ sống trong một ngôi nhà riêng biệt hoặc kết hôn với con gái của người sử dụng lao động. Sự nảy mầm của cách sản xuất tư bản cung cấp khả năng cho sự xuất hiện của các mối quan hệ công nghiệp. Sự khác biệt về quyền sản xuất và quyền lực quản lý, sự phân chia của người sử dụng lao động và nhân viên, cũng như sự tồn tại của nhiều lao động lâu dài đã cung cấp đất cho việc tạo ra công đoàn.

*1. According to the definition of collective bargaining by International Labor Organization, one party of collective bargaining is one employer, some employers or one or several employer organizations while the other party is one or several worker organization (Herman, 1998). It is obviously that the collective bargaining is not feasible without the union of workers. In Medieval England, the relationship between employers and employees was equal but not class relations.*

*2. As usual, most of competent employees would live in a separate house or married the daughter of employers. The sprout of the capitalist way of production provided possibility for the emergence of industrial relations. The distinction of manufacturing rights and power of management, the division of employers and employees, as well as the existence of a great many permanent labors provided soil for the generation of the trade union.*

**E. OVER TO YOU**

## Discuss the similarities and differences among three theories on labour relations of Unitarist perspective, Pluralist perspective and Marxist perspective.

## F. WORD-LIST

**UNIT 10: HUMAN RESOURCES**

## Pre-reading

1. E 2. D 3. B 4. A 5. C

## READING COMPREHENSION

As managers, before considering any human resource policy, it is important to pose a number of questions which have to be answered by the managers themselves because developing human resource policy to address specific areas of human resource management is an investment which, in principle should have positive returns in terms of facilitating decision making and creating a motivating environment for the employee. However, despite the fact that this topic is important for people management in organisations, a cursory review of the coverage of human resource policies as a distinct topic in the mainstream literature of human resource management studies show inadequacies in terms of scope and content. One of the reasons seems to be that policies, when defined as guidelines, are implicitly covered in separate topics such as strategic human resource management, human resource plans, performance and reward management and so on. However, where human resource policies are discussed, the best arguments for establishing human resource policies are:

First, human resource policies help managers to ensure that people management is in line with corporate values. It is not an easy task to solicit employees’ commitment to the organisation if what is contained in the corporate vision, mission, and values is not further developed and put across in such a way that both managers and employees feel that the organisation is not just paying lip service. Indeed, human resource policy is useful in judging the extent to which the consistency between the declared philosophy in people management at the strategic level and the day-to-day management of human resources in terms of decisions and activities at operational level is sustained.

Second, is about ensuring that human resource management decisions are made consistently. Managing employees is about decision-making and implementation of human resource intents in the whole spectrum of the terms and conditions of employment Human resource policies provide a reference and guidance for avoiding inconsistent decision making by substantive managers or **those** who make decisions in similar matters and thus affecting different employees over time. This builds confidence and trust between managers and staff.

Third, is to minimise inequality in the treatment of employees. Although the mere presence of human resource policies cannot guarantee equality in the treatment of employees in various areas such as training, employment benefits or gender, lack of specific policies can create even more **disparity** between employees. It becomes difficult for employees to demand equal treatment when there are anomalies and when there are no clear definitions and criteria for judging equality.

Fourth, human resource policies facilitate decentralisation, delegation and local empowerment. Staffing decision making can be delegated to lower levels of management without the risk of the wrong decisions being taken because the policy will provide guidance on how certain issues or problems on staffing should be handled. The human resource policy document becomes the source of power and authority for those entrusted with the execution of duties affecting employee’s work and welfare.

*(adapte*d *from* ***Fundamentals of human resource management by Josephat Stephen Itika****)*

***Exercise 1. Comprehension questions***

1. What can be the topics included in the human resource policies?

**They are strategic human resource management, human resource plans, performance and reward management and so on**

1. How many key arguments are mentioned by the writer for establishing human resource policies?

**4 key/main/best arguments**

1. What is the main idea of the passage?

**The importance of human resource policies**

1. What does the word “those” in the third paragraph refer to?

**Other managers**

1. What can lack of specific policies in the treatment of employees result in?

**It creates inequality in the treatment of employees, even more disparity between employees**

1. For whom does the human resource policy document become the source of power and authority

**Those who are entrusted with the execution of duties affecting employee’s work and welfare.**

## II. GRAMMAR REVIEW

( phần này mọi ng không phải làm nhé: sẽ lấy từ giáo trình cũ sang, đỡ mất công)

## III. WORD-STUDY

***Exercise 1:* Choose the best word to fill in each gap:**

1. There is a …………………..danger that the new regulations will be misunderstood by many staff.

A unnecessary B bad C unfortunate **D grave**

1. The consultants …………………the importance of managers involving staff in the issue of timekeeping.

**A emphasised** B recommended C motivated D related

1. Unfortunately the recent takeover will result in a number of ……………..at the plant.

A rationalisations B dealings **C redundancies** D exchanges

1. The management committee ………………….that flexitime should be limited to permanent members of staff.

**A stipulated** B required C asked D wanted

1. The management decided………………. to accept the proposals put forward by the committee.

**A unanimously** B altogether C completely D totally

1. Carol’s reliability and confidence make her an ………………employee.

A idealized **B ideal** C idyllic D idealistic

1. The interview panel’s ……………..impression was that Sam was the most suitable candidate.

A overdone **B overall** C overbearing D overblown

1. Unfortunately there is still a lot of …………………… against older people in the workplace.

A distraction **B discrimination** C discretion D distortion

1. The service engineer was……………. to guarantee the work for six months.

A granted B conceded C accepted **D prepared**

1. Although I am a very junior member of staff, my …………….. prospects are good.

A long-lived B long-standing C long-winded **D long-term**

***Exercise 2:* Circle the correct form of the word**

1. The Chartered Institute of Personnel and Development commissioned research to identify which HR practices appear to contribute most to improved ……………...

**A. productivity** B. product C. production D. produce

1. The function within each organisation needs to build its approach based on a deep and evidence based …………… of the mission and culture of their organisation.

**A**. understood **B. understanding** C. misunderstanding D. understandable

1. Human Resource Management (HRM, or sometimes …………………..to HR) is concerned with all aspects of how people are employed and managed in organisations.

A. abbreviate B. abbreviation **C. abbreviated** D. abbreviatingly

1. Perhaps the most signifcant feature of HRM is the importance attached to  
   strategic **…………………...**

A. integrating **B.integration** C. integrated D. integratingly

1. One of the original academic underpinnings of HRM is the notion that people and their collective skills, ……………….. and experiences should be regarded as a valuable asset and source of competitive advantage rather than a cost.

**A. abilities** B. disabled C. enable D. unable

1. The theory of HRM contends that employees share the same interests as employers and also emphasises the importance of the **…………………** between the organisation and the individual employee rather than any group or representative body.

A. relation **B. relationship** C. relating D. related

1. When the term HRM frst became popular there was **…………………** of it as it referred to people as resources, as if they were any other factor of production to be leveraged into economic value.

**A. criticism** B. critics C. critical D. critically

1. HRM has also been **………………….** criticised for reasons beyond its terminology.

A. wide B. width **C. widely** D. widing

1. Having a skilled, capable and ……………………. workforce is perceived as  
   fundamental to competitive advantage and strategic HRM is oriented towards recruiting, supporting and developing high quality employees.

A.motivate **B. motivated** C.motivation D.motivating

1. There is an ………………………shared philosophy underpinning people management, sometimes described as a‘big idea’, for example ‘alleviating world poverty’ for a third world agency or ‘serving the customer’ for a retail organization.

A.organisation B.organises C.organisational D. **organisationally**

***Exercise 3:* Matching**

|  |  |
| --- | --- |
| **A** | **B** |
| 1. to provide | a. to give someone work, especially for payment |
| 1. to spend | b. to give someone what they need, or to make sure they get it |
| 1. to run | c. to check that something is as it should be |
| 1. to employ | d. to say that you are willing to give someone something, or to give them it |
| 1. to invest | e. to increase in number, amount, or value |
| 1. to offer | f. to use your money to buy or pay for things |
| 1. to control | g. to sell goods to other countries |
| 1. to rise | h. to buy shares, bonds, property etc in order to make a profit |
| 1. to import | i. to control or be in charge of an organization, company, or system |
| 1. to export | j. to bring something into a country from abroad, usually in order to sell it |

## b. 2. f. 3. i. 4. a. 5. h. 6. d. 7. c. 8. e. 9. j. 10. g.

## IV. TRANSLATION

***Exercise 1:* Translate the following sentences into Vietnamese**

1. Training opportunities enhance staff commitment and, if based on an objective assessment of need, result in a more effcient and effective organisation. ………………………………………………………………………………………………………………………………………………………………………………………………

2. Human resource management is the process through which management builds the workforce and tries to create the human performances that the organisation needs.

………………………………………………………………………………………………………………………………………………………………………………………………

***Exercise 2:* Translate the following sentences into English**

1.Quản lý nguồn nhân lực là một khâu vô cùng quan trọng trong quản lý doanh nghiệp hiện đại.

………………………………………………………………………………………………………………………………………………………………………………………………

2.Sự tồn tại và phát triển của một doanh nghiệp phụ thuộc rất lớn vào việc khai thác và sử dụng có hiệu quả các nguồn lực, như: vốn, cơ sở vật chất, tiến bộ khoa học kỹ thuật, người lao động, các yếu tố này có mối quan hệ mật thiết với nhau và tác động lại với nhau.

………………………………………………………………………………………………………………………………………………………………………………………………

## WORD LIST :

|  |  |  |  |
| --- | --- | --- | --- |
| anomaly | /əˈnɒməli/ | (n) | sự không bình thường, sự dị thường |
| commitment | /kəˈmɪtmənt/ | (n) | cam kết |
| consistency | /kənˈsɪstənsi/ | (n) | kiên định, nhất quán |
| criteria | /kraɪˈtɪəriən/ | (n) | tiêu chuẩn |
| cursory | /ˈkɜː(r)səri/ | (adj.) | nhanh chóng, lướt qua |
| decentralisation | /ˌdiːsentrəlaɪˈzeɪʃ(ə)n/ | (n) | sự phân quyền |
| disparity | /dɪˈspærəti/ | (n) | sự chênh lệch, sự không bằng nhau, sự không bình đẳng |
| empower | /ɪmˈpaʊə(r)/ | (v) | trao quyền, cho phép |
| execution | /ˌeksɪˈkjuːʃ(ə)n/ | (n) | sự thực hiện, sự thi hành |
| facilitate | /fəˈsɪləteɪt/ | (v) | làm cho dễ dàng; làm cho thuận tiện |
| implicit | /ɪmˈplɪsɪt/ | (adj.) | ngấm ngầm |
| inadequacy | /ɪnˈædɪkwəsi/ | (n) | sự không tương xứng |
| inequality | /ˌɪnɪˈkwɒləti/ | (n) | sự không bình đẳng |
| solicit | /səˈlɪsɪt/ | (v) | thu hút; khẩn khoản, nài xin |
| spectrum | /ˈspektrəm/ | (n) | hình ảnh, phổ |
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**UNIT : HUMAN RESOURCES**

## Pre-reading

1. E 2. D 3. B 4. A 5. C

## READING COMPREHENSION

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Second, is about ensuring that human resource management decisions are made consistently. Managing employees is about decision-making and implementation of human resource intents in the whole spectrum of the terms and conditions of employment Human resource policies provide a reference and guidance for avoiding inconsistent decision making by substantive managers or **those** who make decisions in similar matters and thus affecting different employees over time. This builds confidence and trust between managers and staff.

Third, is to minimise inequality in the treatment of employees. Although the mere presence of human resource policies cannot guarantee equality in the treatment of employees in various areas such as training, employment benefits or gender, lack of specific policies can create even more **disparity** between employees. It becomes difficult for employees to demand equal treatment when there are anomalies and when there are no clear definitions and criteria for judging equality.

Fourth, human resource policies facilitate decentralisation, delegation and local empowerment. Staffing decision making can be delegated to lower levels of management without the risk of the wrong decisions being taken because the policy will provide guidance on how certain issues or problems on staffing should be handled. The human resource policy document becomes the source of power and authority for those entrusted with the execution of duties affecting employee’s work and welfare.

*(adapte*d *from* ***Fundamentals of human resource management by Josephat Stephen Itika****)*

***Exercise 1. Comprehension questions***

1. What can be the topics included in the human resource policies?

**They are strategic human resource management, human resource plans, performance and reward management and so on**

1. How many key arguments are mentioned by the writer for establishing human resource policies?

**4 key/main/best arguments**

1. What is the main idea of the passage?

**The importance of human resource policies**

1. What does the word “those” in the third paragraph refer to?

**Other managers**

1. What can lack of specific policies in the treatment of employees result in?

**It creates inequality in the treatment of employees, even more disparity between employees**

1. For whom does the human resource policy document become the source of power and authority

**Those who are entrusted with the execution of duties affecting employee’s work and welfare.**

## II. GRAMMAR REVIEW

( phần này mọi ng không phải làm nhé: sẽ lấy từ giáo trình cũ sang, đỡ mất công)

## III. WORD-STUDY

***Exercise 1:* Choose the best word to fill in each gap:**

1. There is a …………………..danger that the new regulations will be misunderstood by many staff.

A unnecessary B bad C unfortunate **D grave**

1. The consultants …………………the importance of managers involving staff in the issue of timekeeping.

**A emphasised** B recommended C motivated D related

1. Unfortunately the recent takeover will result in a number of ……………..at the plant.

A rationalisations B dealings **C redundancies** D exchanges

1. The management committee ………………….that flexitime should be limited to permanent members of staff.

**A stipulated** B required C asked D wanted

1. The management decided………………. to accept the proposals put forward by the committee.

**A unanimously** B altogether C completely D totally

1. Carol’s reliability and confidence make her an ………………employee.

A idealized **B ideal** C idyllic D idealistic

1. The interview panel’s ……………..impression was that Sam was the most suitable candidate.

A overdone **B overall** C overbearing D overblown

1. Unfortunately there is still a lot of …………………… against older people in the workplace.

A distraction **B discrimination** C discretion D distortion

1. The service engineer was……………. to guarantee the work for six months.

A granted B conceded C accepted **D prepared**

1. Although I am a very junior member of staff, my …………….. prospects are good.

A long-lived B long-standing C long-winded **D long-term**

***Exercise 2:* Circle the correct form of the word**

1. The Chartered Institute of Personnel and Development commissioned research to identify which HR practices appear to contribute most to improved ……………...

**A. productivity** B. product C. production D. produce

1. The function within each organisation needs to build its approach based on a deep and evidence based …………… of the mission and culture of their organisation.

**A**. understood **B. understanding** C. misunderstanding D. understandable

1. Human Resource Management (HRM, or sometimes …………………..to HR) is concerned with all aspects of how people are employed and managed in organisations.

A. abbreviate B. abbreviation **C. abbreviated** D. abbreviatingly

1. Perhaps the most signifcant feature of HRM is the importance attached to  
   strategic **…………………...**

A. integrating **B.integration** C. integrated D. integratingly

1. One of the original academic underpinnings of HRM is the notion that people and their collective skills, ……………….. and experiences should be regarded as a valuable asset and source of competitive advantage rather than a cost.

**A. abilities** B. disabled C. enable D. unable

1. The theory of HRM contends that employees share the same interests as employers and also emphasises the importance of the **…………………** between the organisation and the individual employee rather than any group or representative body.

A. relation **B. relationship** C. relating D. related

1. When the term HRM frst became popular there was **…………………** of it as it referred to people as resources, as if they were any other factor of production to be leveraged into economic value.

**A. criticism** B. critics C. critical D. critically

1. HRM has also been **………………….** criticised for reasons beyond its terminology.

A. wide B. width **C. widely** D. widing

1. Having a skilled, capable and ……………………. workforce is perceived as  
   fundamental to competitive advantage and strategic HRM is oriented towards recruiting, supporting and developing high quality employees.

A.motivate **B. motivated** C.motivation D.motivating

1. There is an ………………………shared philosophy underpinning people management, sometimes described as a‘big idea’, for example ‘alleviating world poverty’ for a third world agency or ‘serving the customer’ for a retail organization.

A.organisation B.organises C.organisational D. **organisationally**

***Exercise 3:* Matching**

|  |  |
| --- | --- |
| **A** | **B** |
| 1. to provide | a. to give someone work, especially for payment |
| 1. to spend | b. to give someone what they need, or to make sure they get it |
| 1. to run | c. to check that something is as it should be |
| 1. to employ | d. to say that you are willing to give someone something, or to give them it |
| 1. to invest | e. to increase in number, amount, or value |
| 1. to offer | f. to use your money to buy or pay for things |
| 1. to control | g. to sell goods to other countries |
| 1. to rise | h. to buy shares, bonds, property etc in order to make a profit |
| 1. to import | i. to control or be in charge of an organization, company, or system |
| 1. to export | j. to bring something into a country from abroad, usually in order to sell it |

## b. 2. f. 3. i. 4. a. 5. h. 6. d. 7. c. 8. e. 9. j. 10. g.

## IV. TRANSLATION

***Exercise 1:* Translate the following sentences into Vietnamese**

1. Training opportunities enhance staff commitment and, if based on an objective assessment of need, result in a more effcient and effective organisation. ………………………………………………………………………………………………………………………………………………………………………………………………

2. Human resource management is the process through which management builds the workforce and tries to create the human performances that the organisation needs.

………………………………………………………………………………………………………………………………………………………………………………………………

***Exercise 2:* Translate the following sentences into English**

1.Quản lý nguồn nhân lực là một khâu vô cùng quan trọng trong quản lý doanh nghiệp hiện đại.

………………………………………………………………………………………………………………………………………………………………………………………………

2.Sự tồn tại và phát triển của một doanh nghiệp phụ thuộc rất lớn vào việc khai thác và sử dụng có hiệu quả các nguồn lực, như: vốn, cơ sở vật chất, tiến bộ khoa học kỹ thuật, người lao động, các yếu tố này có mối quan hệ mật thiết với nhau và tác động lại với nhau.

………………………………………………………………………………………………………………………………………………………………………………………………

## WORD LIST :

|  |  |  |  |
| --- | --- | --- | --- |
| anomaly | /əˈnɒməli/ | (n) | sự không bình thường, sự dị thường |
| commitment | /kəˈmɪtmənt/ | (n) | cam kết |
| consistency | /kənˈsɪstənsi/ | (n) | kiên định, nhất quán |
| criteria | /kraɪˈtɪəriən/ | (n) | tiêu chuẩn |
| cursory | /ˈkɜː(r)səri/ | (adj.) | nhanh chóng, lướt qua |
| decentralisation | /ˌdiːsentrəlaɪˈzeɪʃ(ə)n/ | (n) | sự phân quyền |
| disparity | /dɪˈspærəti/ | (n) | sự chênh lệch, sự không bằng nhau, sự không bình đẳng |
| empower | /ɪmˈpaʊə(r)/ | (v) | trao quyền, cho phép |
| execution | /ˌeksɪˈkjuːʃ(ə)n/ | (n) | sự thực hiện, sự thi hành |
| facilitate | /fəˈsɪləteɪt/ | (v) | làm cho dễ dàng; làm cho thuận tiện |
| implicit | /ɪmˈplɪsɪt/ | (adj.) | ngấm ngầm |
| inadequacy | /ɪnˈædɪkwəsi/ | (n) | sự không tương xứng |
| inequality | /ˌɪnɪˈkwɒləti/ | (n) | sự không bình đẳng |
| solicit | /səˈlɪsɪt/ | (v) | thu hút; khẩn khoản, nài xin |
| spectrum | /ˈspektrəm/ | (n) | hình ảnh, phổ |
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# UNIT 13

# HUMAN RESOURCE STRATEGIES

## A. READING COMPREHENSION

# HUMAN RESOURCE STRATEGIES

Human resource strategies are the plans that lead to implementing different functions in the human resources department of an organization. Typically, these strategies are guided by the overall strategies of the business and serve to help the business attain its long-term goals via its staff. These strategies can be divided into four key areas: Talent; Leadership; Planning; Performance Culture

### Talent

Talent represents the human capital of an organization and is crucial to the success of that business. It is an important asset that the business should strive to maintain. How does the human resources management system help with these? By having a comprehensive staffing blueprint. The human resources department should forecast the staffing needs of the business in the future while also recruiting, hiring, and keeping the best talent in the organization. The most successful businesses in the world pride themselves in hiring the best talent in the world.

In order to do this effectively, the HR department needs to identify the various competencies required for each job, such as the skills, abilities, and knowledge required to perform various tasks effectively. This will allow them to draw detailed job descriptions that will ultimately guide them to find the best people for the job.

### Leadership

The leadership of the organization is likened to what the head is to a body. It is through leadership that a business succeeds or fails in its endeavors. The HR department plays a key role in the leadership of the organization because it is tasked with finding the best executives to steer the business in the right direction.

An HR department that can boast past success in choosing the right executives will generally find it easier to convince the board of its recruits the next time an executive is required. In order to do this job effectively, HR managers need to be active in an advisory capacity when engaging with other organizational leaders so as to give their input on what is best for the company’s future.

### Planning

The HR department plays an important role in helping the business to plan for the future. Take employees, for example: by conducting regular surveys of the employees to determine employee satisfaction, the HR department can give important insights to business leaders on what needs to be done in the future to contribute to a happier workplace.

### Performance Culture

An organization with well-defined performance metrics is an organization with high potential for success. The HR department plays a role in this, as well. Through developing well-defined performance metrics, regular performance evaluations, and schemes to reward employees for high performance and creativity in accomplishing their tasks, the HR department will create a high-performance culture where the interests of the employees are aligned with those of the business, and they are genuinely motivated to do their best. Employees who feel appreciated by their companies and receive recognition for their achievements in the workplace are likely to want to do more.

***Answer the questions below.***

1. What are human resource strategies guided by?

*They are guided by the overall strategies of the business*

2. What is an important asset that the business should strive to maintain?

*Talent*

3. What does the HR department need to do to help the business find the best people for the job?

*The HR department needs to identify the various competencies required for each job, such as the skills, abilities, and knowledge required to perform various tasks effectively.*

4. Why does the HR department play a key role in the leadership of the organization?

*Because it is tasked with finding the best executives to steer the business in the right direction.*

5. When are employees likely to want to do more?

*When they feel appreciated by their companies and receive recognition for their achievements in the workplace.*

## B. GRAMMAR

## C. WORD-STUDY

**I. Choose the best word to fill in each gap:**

1. Human Resource strategy **focuses** on the performance of the organization. By taking a holistic view of the whole, human resource strategy gives sight to systemic issues impeding the accomplishment of organizational goals.

A. bases B. depends C. focuses D. relies

2. Companies sometimes have **difficulties** measuring the effectiveness of human resource strategy.

A. advantages B. difficulties C. opportunities D. abilities

3. Recruitment is a part of an overall career management strategy **which** is driven by the business strategy, getting the right staff for a specific job and retention.

A. which B. who C. why D. what

4. Human resource strategy in itself may not be effective. Integrating corporate strategy and HR matters into an 'organisation and people strategy' may **prove** more successful.

A. evolve B. prove C. focus D. rely

5. Training helps in organizational development, increasing returns on investment, **improving** the market share and increasing the levels of product innovation.

A. basing B. depending C. decreasing D. improving

6. Appraising employee is a significant factor that **identifies** the loose end of an employee & to re-adjust its stand.

7. Human resource planning is the ongoing **process** of systematic planning to achieve the best use of an organisation's most valuable asset – its human resources.

A. process B. progress C. recess D. success

8. The planning processes of most [best practice](https://en.wikipedia.org/wiki/Best_practice) organizations not only define what will be **accomplished** within a given time-frame, but also the numbers and types of human resources that will be needed to achieve the defined business goals (e.g., number of human resources; the required competencies; when the resources will be needed; etc.).

A. established B. accomplished C. done D. made

9. Workforce planning is a process in which an organization attempts to estimate the demand for labour and evaluate the size, nature and sources of supply which will be required to **meet** the demand.

A. make B. give C. meet D. get

10. The three key elements of the HR planning process are forecasting labour demand, analysing present labour supply, and balancing projected labour **demand** and supply.

A. protection B. command C. relation D. demand

**II.** **Circle the correct form of the word**

1. Competitive **advantage** becomes an output of consistently focusing on human resource strategy. This is possible only when companies work alongside human resources and implement systems and practices together.

A. disadvantage B. disadvantages C. advantages D. advantage

2. Through the **successful** implementation of key methods that improve the company’s financial position, a HR activity will attain the designation of strategic.

A. success B. successful C. unsuccessful D. succeed

3. A HRM strategy sets out what the organization intends to do about its resources management policies and practices and how they should be **integrated** with the business strategies and each other.

A. integrated B. integrates C. integrate D. integrating

4. By having the right people in an organization, the company has an advantage over others with a less **productive** workforce.

A. produce B. productively C. production D. productive

5. The high performance work system is a type of human resource strategy, which focuses on **effectiveness** of workforce staffing principles and training.

A. effect B. effective C. effectiveness D. effectively

6. The objective of human resource (HR) planning is to ensure the best fit between **employees** and jobs, while avoiding workforce shortages or spares.

A. employees B. employers C. employment D. employ

7. Managers play an important role in **measuring** human resource strategy through providing necessary feedback on systems and program implementations.

A. measures B. measuring C. measure D. measurable

8. Human resource planning **includes** creating an employer brand, retention strategy, absence management strategy, flexibility strategy, talent management strategy, recruitment and selection strategy.

A. includes B. included C. to include D. including

9. [Competency-based management](https://en.wikipedia.org/wiki/Competency-based_management) supports the **integration** of human resources planning with business planning by allowing organizations to assess the current human resource capacity based on their competencies against the capacity needed to achieve the vision, mission and business goals of the organization.

A. integrate B. integrator C. integrating D. integration

10. High-performance management strategy **basically** aims to make an impact on performance of the organisation in the following areas: productivity, growth and profits, levels of customer service, quality.

A. base B. basic C. basically D. basis

**III. Matching**

**1. d 2. e 3. j 4. a 5. b 6. h 7. i 8. f 9. g 10. c**

## D. TRANSLATION

***I. Translate into Vietnamese***

1. Within the past twenty years, the focus on human resource strategy has increased significantly. The importance of human resource strategy becomes evident when organizations acknowledge the most important asset of their companies- the employees.

*Trong vòng hai mươi năm qua, trọng tâm vào chiến lược nguồn nhân lực đã tăng lên đáng kể. Tầm quan trọng của chiến lược nguồn nhân lực trở nên rõ ràng khi các tổ chức thừa nhận tài sản quan trọng nhất của công ty họ là nhân viên.*

2. Human resource strategy affects the performance of the workforce, which affects the organization. The strategy determines which programs and systems the company will utilize. These systems can either help or hinder the productiveness and engagement level of the workforce. By increasing productivity and engagement, a human resource strategy can significantly increase the performance and profitability of the company.

*Chiến lược nguồn nhân lực ảnh hưởng đến hiệu suất của lực lượng lao động, điều này ảnh hưởng đến tổ chức. Chiến lược quyết định chương trình và hệ thống nào công ty sẽ sử dụng. Các hệ thống này có thể giúp hoặc cản trở mức độ hiệu quả và mức độ tham gia của lực lượng lao động. Bằng cách tăng năng suất và sự tham gia, một chiến lược nguồn nhân lực có thể làm tăng đáng kể hiệu suất và lợi nhuận của công ty.*

***II. Translate into English***

1. Lập kế hoạch nguồn nhân lực là một quá trình xác định nhu cầu nguồn nhân lực hiện tại và tương lai cho một tổ chức để đạt được mục tiêu của mình. Lập kế hoạch nguồn nhân lực nên đóng vai trò như một liên kết giữa quản lý nguồn nhân lực và kế hoạch chiến lược tổng thể của một tổ chức.

*Human resource planning is a process that identifies current and future*[*human resources*](https://en.wikipedia.org/wiki/Human_resources)*needs for an organization to achieve its goals. Human resource planning should serve as a link between human resource management and the overall strategic plan of an organization.*

2. . Nguồn nhân lực là một bộ phận trong một công ty có trách nhiệm bao gồm việc tìm kiếm nhân viên và đào tạo họ, giúp giải quyết xung đột và tổ chức và trợ giúp các lợi ích. Nói cách khác, bộ phận nhân sự làm việc với nhân viên, các vấn đề của họ và nhu cầu của họ.

*Human resource is a department within a company whose responsibilities include searching for employees and training them, helping with conflict resolution, and organizing and helping with benefits. In other words, the HR department works with employees, their issues and their needs.*

## E. WORD-LIST

# UNIT 14

# SOCIAL LABOR ANALYSIS

## A. READING COMPREHENSION

## SOCIAL DIVISION OF LABOR

Social division of labor, one of the two aspects of the division of labor, is the social structural foundation of the specialized commodity production divided between industries, firms, and occupations of workers, or the technical division of tasks. Prior to centralized manufacturing, individuals specialized in the production of one product, trading their final product for final products made by other individuals. This can refer to specialized trades within a community, such as master sewers, blacksmiths, farmers, etc., or also the specializations of whole communities in contact with each other, such as one community making clothes, one making tools, and another producing food, which they exchange. Social division of labor greatly increases productivity, because individuals can produce the product in which they have a comparative advantage, and trade it to the individuals who cannot efficiently produce it for the products they need. The social division of labor creates exchange market and prices, by comparing the cost and time of making each product.

Social division of labor can be advantageous; however, too much specialization can be disadvantageous due to three main reasons. If a community specializes on a product too much, the community will become dependent on the success of their product and will endure an economic disaster if their product becomes replaced or goes extinct. For example, if bananas go extinct or grow under bad seasonal conditions in a country such as Ecuador, the economy will suffer along with the whole community. Another case in which too much specialization could backfire is if all communities relied on one community to produce a certain product, because then the community would have a monopoly on that product and would have the ability to withhold production for their own greater benefit. A final problem is that individual workers who specialize in highly specific occupational skill-sets are vulnerable to economic reorganization associated with volatile 'product cycles' and developments of new industries where representation in union constituencies may change (e.g., financial services) over older, outsourced or automated ones (e.g., weaving). Marxists argue that capitalism, and modes of production in general, change through revolutions in the means of production, which produce unemployed workers over-specializing in niche occupations, and hence, cannot enter the labour force to solve spiraling unemployment problems when these disappear.

***Answer the questions below.***

1. How many aspects are there in the labor division?

*There are two.*

2. What is the benefit of social division of labor?

*Social division of labor greatly increases productivity, because individuals can produce the product in which they have a comparative advantage, and trade it to the individuals who cannot efficiently produce it for the products they need.*

3. How does the social division of labor create exchange market and prices?

*by comparing the cost and time of making each product.*

4. Are there any disadvantages of labor division?

*Yes, there are.*

5. What happens if a community specializes on a product too much?

*The community will become dependent on the success of their product and will endure an economic disaster if their product becomes replaced or goes extinct.*

## B. GRAMMAR

## C. WORD-STUDY

**I. Choose the best word to fill in each gap:**

1. Social labor is a human **activity** that directed toward the satisfaction of the economic needs of society.

A. situation B. activity C. role D. behavior

2. Within the concept of social labor, separete treatment is given to the category of **socially** organized labor, that is, activity included in the social division of labor.

A. socially B. locally C. nationally D. officially

3. Socially organized labor is the foundation of social production and the **national** economy. Its result is the aggregate social product.

A. social B. international C. national D. local

4. The main spheres of application of social labor are material production, the nonproduction sector, and the household **economy**.

A. standard B. rule C. economy D. management

5. Social labor **describes** one of the essential attributes of labor: the inseparable link between purposeful human activity and the social form of human existence.

A. consists B. has C. establishes D. describes

6. Labor is always social, because individual workers or producers’ collectives can only set goals that reflect their position in society and can only engage in **production** by using accumulated social resources, for example, means of production and labor power.

A. production B. operation C. participation D. promotion

7. In the primitive-communal stage, the social nature of labor and its results were manifested **directly** in the form of joint labor, which subsequently became typical of the patriarchal economy also.

A. equally B. directly C. entirely D. commonly

8. In slaveholding and feudal societies the social character of labor was expressed in other forms, but as a rule these were still directly **collective** forms of labor.

A. effective B. common C. collective D. productive

9. In an economy **based** on commodity production, the social character of labor is masked because the various types of labor are so differentiated from each other that they appear at first hand to be private forms of labor, and their social interconnection is expressed only directly, through the sale and purchase of commodities.

A. focused B. based C. conc ownwership entrated D. decided

10. Advances in production make the private capitalist form of appropriation (exploitation of wage labor) an unacceptable form of social labor and objectively create a demand for the replacement of private **ownership** with social ownwership.

A. company B. sector C. ownership D. enterprise

**II.** **Circle the correct form of the word**

1. Vietnam is well-known for a disciplined, hard-working, and fast-learning population. Traditions emphasizing learning and respect for authority as well as low wages and a high adult literacy rate are often cited by investors as among one of the most **attractive** aspects of the country’s investment environment.

A. attract B. attractive C. attraction D. attracting

2. Social ownwership imparts a planned character to money-commodity relations, and this predetermines the fundamental qualitative **difference** between social labor under socialism and social labor under capitalism

A. differ B. different C. difference D. differing

3. Although the adult literacy rate is high- estimated at 93%, the number of professionally **trained** workers ( including university, junior college and vocational school graduates) is still small.

A. trained B. training C. trains D. train

4. Many provincial authorities now provide basic training for local workers before **introducing** them to foreign employers and the government is reforming the education and training system to train more skilled workers.

A. introduction B. introduce C. introduces D. introducing

5. There are considerable differences in **remuneration** levels within Vietnam. According to the data from VHLSS, the average monthly wage in Hochiminh City was higher than Hanoi.

A. remunerate B. remunerating C. remuneration D. remunerated

6. Wages in foreign invested companies are often higher than in domestic enterprises **operating** in the same sectors.

A. operating B. to operate C. operation D. operator

7. The Labor Code **stipulates** that foreign invested companies, branches and representative offices must give priority to the employment of Vietnamese labor.

A. stipulate B. stipulating C. stipulated D. stipulates

8. Foreign invested companies are allowed to employ expatriates to work in Vietnam only when and where there are not **qualified** Vietnamese staff members or workers.

A. qualifies B. qualified C. qualification D. qualifying

9. The current labor law limits the number of expatriates **employed** by an enterprise (including foreign invested companies) in Vietnam to 3% of its total employees.

A. employed B. employing C. to employ D. employment

10. The new law does not require **foreigners** working in Vietnam to obtain a working visa as previously required, if they work for less than three months.

A. foreign B. foreigners C. foreigner D. foreigness

**III. Matching**

**1. f 2. i 3. g 4. j 5. h 6. a 7. c 8. e 9. b 10. d**

## D. TRANSLATION

***I. Translate into Vietnamese***

1. By law, labor contracts may be terminated in cases of failure to carry out their tasks, breach of discipline (for example, absence from work for five days a month or 20 days a year without valid reasons) or other misconduct, or serious injury or illness. Companies may also dismiss employees because of financial problems at the company or the addition of technology that makes workers’ jobs obsolete.

The length of notice for termination is specified in the individual labor contract. The minimum length is 30 days for definite labor contracts, 45 days for indefinite labor contracts and 3 days for project-based or seasonal contracts. A dismissed worker may appeal to the local labor agency for reinstatement. A retrenchment allowance must be paid.

2. Labor laws give workers the right to establish and join trade unions as well as the right to strike. However, strikes are set forth as being a last resort after negotiations to settle grievances through established councils of arbitration have failed, although in practice this appears unlikely to be fruitful.

When labor disputes arise, the two parties should first arbitrate either through a conciliation council composed of equal numbers of representatives from both sides and presided over by the Minister of Labor, War Invalids and Social Affairs, or through a council appointed and presided over by the same Minister. If the arbitration fails to reach settlement or the arbitration award is regarded as unsatisfactory, the employee has the right to sue in front of the court for settlement or to go on strike.

*1. Theo quy định của pháp luật, hợp đồng lao động có thể chấm dứt trong trường hợp không thực hiện được nhiệm vụ, vi phạm kỷ luật (ví dụ, vắng mặt trong năm ngày một tháng hoặc 20 ngày mỗi năm mà không có lý do chính đáng) hoặc hành vi sai trái khác, hoặc chấn thương nghiêm trọng hoặc bệnh tật. Các công ty cũng có thể sa thải nhân viên vì các vấn đề tài chính tại công ty hoặc việc bổ sung công nghệ làm cho công việc của người lao động trở nên lỗi thời.*

*Thời hạn thông báo chấm dứt được quy định cụ thể trong hợp đồng lao động cá nhân. Thời hạn tối thiểu là 30 ngày đối với hợp đồng lao động xác định thời hạn, 45 ngày đối với hợp đồng lao động không xác định thời hạn và 3 ngày đối với hợp đồng theo dự án hoặc theo mùa. Một nhân viên bị sa thải có thể khiếu nại với cơ quan lao động địa phương để phục hồi. Trợ cấp thôi việc phải được thanh toán.*

*2. Luật lao động cho người lao động quyền thành lập và tham gia công đoàn cũng như quyền đình công. Tuy nhiên, các cuộc đình công được đặt ra như là một phương sách cuối cùng sau khi các cuộc đàm phán giải quyết các khiếu nại thông qua các hội đồng thành lập trọng tài đã thất bại, mặc dù trong thực tế điều này dường như không có hiệu quả.*

*Khi xảy ra tranh chấp về lao động, hai bên cần phân xử đầu tiên thông qua một hội đồng hòa giải gồm có số đại diện ngang nhau của hai bên và do Bộ trưởng Bộ Lao động - Thương binh và Xã hội chủ trì hoặc thông qua một hội đồng được bổ nhiệm và chủ trì bởi cùng một bộ trưởng. Nếu trọng tài không đạt được giải quyết hoặc phán quyết trọng tài được coi là không đạt yêu cầu, nhân viên có quyền khởi kiện trước tòa án để giải quyết hoặc đình công.*

***II. Translate into English***

1. Luật mới không yêu cầu người nước ngoài làm việc tại Việt Nam xin thị thực làm việc như yêu cầu trước đây, nếu họ làm việc dưới ba tháng.

Người nước ngoài làm việc tại Việt Nam trên ba tháng phải nộp đơn xin giấy phép lao động do Bộ Lao động hoặc sở lao động cấp tỉnh cấp phép.

2. Tất cả người lao động được nghỉ phép ít nhất 12 ngày mỗi năm và một ngày nghỉ mỗi tuần.

Người lao động trong các công việc nặng nhọc hoặc nguy hiểm hoặc những người ở những khu vực có điều kiện sống khắc nghiệt có thể được nghỉ làm thêm từ 2 đến 4 ngày phụ thuộc vào tính chất của công việc. Người lao động được hưởng thêm một ngày nghỉ cho mỗi năm năm làm việc với công ty.

*1. The new law does not require foreigners working in Vietnam to obtain a working visa as previously required, if they work for less than three months.*

*Those foreigners who work in Vietnam longer than three months must apply for a work permit which is licensed by the Ministry of Labor or provincial departments of labor.*

*2. All workers are entitled to at least 12 days of fully paid vacation leave each year and one day off each week.*

*Workers in heavy or dangerous jobs or those in areas with harsh living conditions can take up to two to four extra days off, depending on the nature of the job. Workers are entitled to an extra day of vacation for each five years of service with the company.*

# UNIT 15

# LABOR STATE MANAGEMENT

## A. READING COMPREHENSION

## REFORMING LABOR RELATIONS IN VIETNAM

The Vietnam General Confederation of Labour (VGCL), the peak organisation overseeing trade unions and industrial relations in Vietnam, established the Committee of Labour Relations. This reflects an ongoing process of legal and regulatory reforms to deal with labour disputes — mostly in the form of workers’ strikes — that have hampered production activities in Vietnam.

The establishment of the committee supports other programs conducted by the VGCL and it continues moving to ‘care’, ‘support’ and ‘commend’ factory workers in their contribution to the overall industrial output. It’s also supposed to reassure them that harmonising industrial relations is one of the key concerns in the government’s internal restructuring in order to resolve social and economic tensions in [Vietnam’s socialist market economy](http://www.eastasiaforum.org/2013/12/04/time-to-rethink-vietnams-socialist-principles/).

The committee claims to have a list of objectives to serve workers’ interests and enhance the standing of unions across the nation, including continuing to build harmonious and stable labour relations, with an aim to pre-empt future labour disputes; instructing unions at all levels to facilitate the resolution of collective disputes and work stoppages; and monitoring the legal compliance of enterprises, especially in the social and work-related insurance schemes.

Although workers are granted the right to strike under the second amendment of the Labour Law in 2006, in reality strikes have broken out beyond the stipulated process, and most strikes have been met with a certain level of tolerance by local authorities. As trade unions have proved to be unrepresentative of workers at the enterprise level, taking their grievances to the streets would appear to be a good strategy for workers to assert their rights and interests.

The decrease in the number of strikes over the past years seems to suggest that [industrial relations in Vietnam](http://www.eastasiaforum.org/2014/04/16/reforms-vital-for-vietnamese-economy-to-stay-on-track/) have improved. The government has increasingly acknowledged the need for open dialogue between employers and workers and the importance of having collective agreements in the workplace.

This concern reflects the entrenched shortcomings in the management of labour conditions in Vietnam. The loose enforcement of legal obligations regarding the standard wage and working conditions in the foreign-funded sector, as well as the inefficiency of workplace unions, are just a few examples of these shortcomings.

Mediation and arbitration committees, which are set up by local authorities, have been rarely reliable channels for workers to voice their grievances. The guidelines for dispute resolution set out in Vietnam’s Labour Law have seen the relegation of tasks and responsibilities go to a range of mediating and arbitrating agencies at provincial levels or the so-called ‘referees’ at municipal levels. Local officials have the power to observe and facilitate the process of resolution, and consult with its outcome. This effectively constitutes a restructuring of the current mechanisms dealing with challenges in labour relations through indirect control, rather than a retreating presence of the state in such affairs.

Since 2012, the wage scales/tables of enterprises no longer require approval from authorities before being put in place. Local authorities currently only monitor the implementation of the wage scales/tables, which must conform to minimum wage standards. Given the large number of wage-related strikes, the government is now tightening its inspection and supervision of the managers’ wage policies, especially for foreign-funded factories. This, alongside its monitoring of working conditions and social support, has revealed a range of violations. While workers may benefit from further regulation, implementing stricter labour laws might risk scaring off current and potential foreign investors, most of which come from Taiwan, Japan and South Korea.

Recent changes to Vietnam’s labour institutions have been twofold: fostering legal compliance and awareness of workers’ rights and strengthening dispute resolution mechanisms. [Reforming trade unions](http://www.eastasiaforum.org/2013/12/13/vietnam-plays-catch-up-with-chinas-successful-reforms/), especially at the enterprise level, is also essential — but it cannot be achieved without allowing workers to exercise their bargaining power. The state’s continuing grip over unions, coupled with new regulatory measures, has helped decrease the number of disorderly strikes without engendering the rise of labour activism, which could be harmful to political stability. Assessing ongoing reforms in labour relations in Vietnam provides a useful dimension to see how internal state restructuring is instrumental in resolving social and economic tensions.

***I. Answer the questions below.***

1. Who established the Committee of Labour Relations.?

*The Vietnam General Confederation of Labour (VGCL).*

2. What is a good strategy for workers to assert their rights and interests when trade unions have proved to be unrepresentative of workers at the enterprise level?

*Taking their grievances to the streets*

3. What is the signal that [industrial relations in Vietnam](http://www.eastasiaforum.org/2014/04/16/reforms-vital-for-vietnamese-economy-to-stay-on-track/) have improved?

*The decrease in the number of strikes over the past years.*

4. List some examples of shortcomings in the management of labour conditions in Vietnam mentioned in the article?

*The loose enforcement of legal obligations regarding the standard wage and working conditions in the foreign-funded sector, as well as the inefficiency of workplace unions.*

5. What have been rarely reliable channels for workers to voice their grievances?

*Mediation and arbitration committees*

***II. Read the text and say whether these statements are true (T) or false (F).***

1. The government has decreasingly acknowledged the need for open dialogue between employers and workers and the importance of having collective agreements in the workplace. **F**

2. The loose enforcement of legal obligations regarding the standard wage and working conditions in the foreign-funded sector, as well as the inefficiency of workplace unions, are the only examples of these shortcomings**. F**

3. Local authorities set mediation and arbitration committees. **T**

4. Local offices have the power to observe and facilitate the process of resolution, and consult with its outcome. **F**

## B. GRAMMAR

## C. WORD-STUDY

**I. Choose the best word to fill in each gap:**  
  
1. The employer has the **right** to suspend the work of the employee when the violation has complicated circumstances, seeing that if letting the employee continue working, which shall cause the difficulty for the verification.

A. responsibility B. ability C. right D. duty

2. In case the employee does not cause serious damage due to negligence with a value not **exceeding** the regional minimal salary of 10 month announced by the Government applied at the employee’s workplace, the employee shall make a compensation of 03 months' salary at most and be deducted from the monthly salary as prescribed in Clause 3, Article 101 of the Labor Code.

A. having B. making C. exceeding D. following   
3. Where the employee loses the tools, equipment and property of the employer or other property assigned by the **employer** or consumes the materials over the permitted norm, he shall be liable for making the compensation of damages partially or entirely according to current market price; in case of a liability contract, he shall make the compensation under the liability contract; in case of natural disasters, fire, *enemy*-inflictes destruction, epidemics, disasters and occurrence of unforeseeable and unsurmountable objective events despite taking all necessary measures and allowable ability, he shall not make the compensation.

A. employer B. employee C. director D. producer   
4. The consideration and decision on the **rate** of compensation must be based on the fault, the actual extent of damage and the actual family situation, personal record and property of the employee.

A. value B. rate C. reason D. result   
5. The order, procedure and limitation of the handling of the damage compensation apply in **accordance** with the Article 123 and 124 of the Labor Code

A. connection B. association C. accordance D. operation   
6. The person subjected to the handling of labor discipline, work suspension or damage compensation under the material regime, if thinking unsatisfactory, he may lodge a **complaint** with the employer, the competent authorities in accordance with regulation of the law or request to settle the labor disputes in the order prescribed by law.

A. promotion B. satisfacton C. comfort D. complaint

7. Labour discipline is the regulations **concerning** the compliance with the time, technology, and business and production management in the labour rule.

A. concerning B. relating C. having D. surrounding

8. The employer who **employs** from ten (10) or more employees must have the labour rule in writing.

A. consists B. employs D. dismisses D. takes

9. The contents of the labour rule must not be contrary to the law on labor and other **regulations** of the relevant law.

A. duties B. responsibilities D. regulations D. goals

10. While there are a number of issues with the current workforce in Vietnam, many foreign firms say that **local** laborers are capable of becoming very efficient workers once they have completed training courses at their companies.

A. foreign B. external C. local D. internal

**II.** **Circle the correct form of the word**

1. If the employee causes damage to the tools or equipment or has other acts that cause damage to the employer’s property, he shall make a **compensation** as prescribed by the law.

A. compensate B. compensatory C. compensating D. compensation   
2. The suspension of the employee's work is done only after **consultation** with the representative organizations of the labor collective at the grassroots level.

A. consult B. consultancy C. consultant D. consultation   
3. The temporary suspension shall not exceed 15 days and not exceed 90 days in special cases. During the time of work suspension, the employee shall be **advanced** 50% of the salary before being suspended from work.

A. advance B. advanced C. to advance D. advancing   
4. Where the employee receives the labor **discipline**, the employee does not have to pay back the salary already advanced.

A. discipline B. disciplinary C. disciplining D. disciplinable   
5. Where the employee does not receive the labor discipline, the **employer** shall make the salary payment for the period of work suspension.

A. employee B. employer C. employment D. unemployment

6. The employee is reprimanded after 03 months, or is disciplined by the prolongation of salary increase period after 06 months from the date of being handled, if the violation is not repeated, the discipline shall be **automatically** deleted. In case of labor discipline in the form of dissmissal, after a period of 03 years, if violation of labor discipline is repeated, it shall not be considered recidivism.

A. automatic B. automation C. automatical D. automatically   
7. The employee is disciplined by the prolongation of salary increase period, after **having** executed half the period, if making progress in discipline execution, he may be considered by the employer for a remission.

A. have B. to have C. having D. had   
8. A key reason for Vietnam’s lack of high-skilled workers lies in the country’s education system – education traditionally focuses on pure theory rather than **practical** skills.

A. practical B. practice C. practicality D. practically

9. if Vietnam wants to attract more foreign investors, an education reform is **definitely** necessary.

A. definite B. definitely C. definition D. define

10. The limitation of labor discipline is up to 06 months from the date the occurrence of violation; in case the act of violation is **directly** related to the finance, property, disclosure of business and technology secret of the employer, the limitation of the labor discipline is up to 12 months

A. directed B. direct C. directly D. direction

**III. Matching**

**1. c 2. h 3. a 4. g 5. j 6. i 7. d 8. b 9. f 10. e**

## D. TRANSLATION

***I. Translate into Vietnamese***

**State management of labor**

The labor state management includes the following contents:  
1. Issuing and organizing the implementation of the legal normative documents on labor;  
2. Monitoring, making statistics and providing information about supply and demand and labor supply and demand volatility; making decision on policies, planning, human resource planning, job training, skills development, distribution and use of social employees. Specifying the list of the trades that only employ the employees who have been trained the trade or have the certificate of national vocational skills;  
3. Organizing and conducting scientific research on labor, statistics, information on labor and labor market, living standards and incomes of the employees;  
4. Developing the mechanisms and institutions to support the development of the harmonious, stable and progressive labor relations;  
5. Inspecting, examining and settling complaints and denunciations and handling legal violations on labor; settling labor disputes in accordance with the law;  
6. Implementing the international cooperation on labor

***Quản lý nhà nước về lao động***

*Việc quản lý nhà nước về lao động bao gồm các nội dung sau:*

*1. Ban hành và tổ chức thực hiện các văn bản quy phạm pháp luật về lao động;*

*2. Theo dõi, thống kê và cung cấp thông tin về cung cầu, biến động cung cầu lao động; quyết định chính sách, quy hoạch, lập kế hoạch nguồn nhân lực, đào tạo nghề, phát triển kỹ năng, phân phối và sử dụng cán bộ xã hội. Chỉ định danh mục ngành nghề chỉ sử dụng lao động đã được đào tạo nghề hoặc có chứng chỉ kỹ năng nghề quốc gia;*

*3. Tổ chức và nghiên cứu khoa học về lao động, thống kê, thông tin về lao động, thị trường lao động, mức sống và thu nhập của người lao động;*

*4. Xây dựng cơ chế, thể chế hỗ trợ phát triển quan hệ lao động hài hoà, ổn định và tiến bộ;*

*5. Thanh tra, kiểm tra, giải quyết khiếu nại, tố cáo và xử lý vi phạm pháp luật về lao động; giải quyết tranh chấp lao động theo quy định của pháp luật;*

*6. Thực hiện hợp tác quốc tế về lao động*

***II. Translate into English***

Hình thức sa thải kỷ luật do người sử dụng lao động áp dụng trong trường hợp sau:

Người lao động có hành vi trộm cắp, tham ô, đánh bạc, cố tình gây thương tích, sử dụng ma túy tại nơi làm việc, tiết lộ công nghệ và bí mật kinh doanh, xâm phạm quyền sở hữu trí tuệ của người sử dụng lao động, có hành vi gây thiệt hại nghiêm trọng hoặc đe doạ gây ra thiệt hại cực kỳ nghiêm trọng đối với tài sản và quyền lợi của người sử dụng lao động.

*The form of disciplinary dismissal is applied by the employer in the following cases:  
The employee has the act of theft, embezzlement, gambling, intentionally causing injury, using drug within the workplace, disclosing the technology and business secrets, intellectual property infringement of the employer, having the act of causing serious damage or threatening to cause extremely serious damage to the property and interests of the employer.*

**Word list**

## E. WORD-LIST

**Unit 16: WAGES IN STATE SECTORS**

**PRE- READING TASK.**

1. What do companies need to do to have satisfied workers?

2. in your opinion about the minimum wages of sate sectors in Viet Nam.

**I. READING COMPREHENSION**

***Minimum Wages for Public Sector Workers***

In some countries, the legal minimum wage laws clearly state that public sector workers are included in the in laws regarding minimum wages. For example, the minimum wage legislation applies to public workers in the Bahamas. Act No. 1 of 2002 on Minimum Wages in Commonwealth of the Bahamas states that application of the Act includes “… any such employment by or under the Crown in right of the Government of The Bahamas. Most frequently, however, the public sector is excluded, in whole or in part, from the general labour legislation, and consequently from its provisions on minimum wage fixing. When the public sector is excluded, wage setting for the public sector is often based on administrative law, which sets out how wages should be determined for these workers. These laws can set wages for public sector workers from national level down to provincial and local levels. While many countries have laws with provisions that set public sector wages higher, some countries do use the national minimum wage set in the private sector as a basis for wage setting for government workers. These minimum wages can be applied to some categories of public sector workers or to all public sector workers in the country.

In some countries minimum wage laws may apply to some categories of public sector workers, but not to others. Public workers that are not included in these laws in many countries often include the military, security services, and police whose wage levels. In Zambia, for example, the employment law excludes the military, the police and the prison services. In Uganda, only the military is excluded from minimum wage coverage in the law. In countries that exclude some categories of workers, other laws and regulations will set base pay levels for the specific group of public sector workers not covered by other labour laws.

A major influence on wage levels for public sector workers is the impact that these levels may have on public spending. For this reason, national legislative bodies (e.g. parliament, congress, etc.) will have some level of influence on decisions regarding wages paid to public workers, usually by providing final approval on any wage setting exercise. Of course, not all public sector workers are paid the same, and minimum wages directly only apply to a fraction of public sector workers. Wages in the public sector differ across workers depending on the grade level of the worker, such as managers who may be on different pay grades or levels than workers. There also may be pay differences based on the level of government in question (e.g. local, provincial/state, national). However, changes in minimum wages can have large impacts on the public sector wage bill. Indeed, the minimum wage can act as a base upon which public sector wages can be set at higher levels. In this case some categories of public workers will earn the minimum wage, and higher rank public sector workers will be paid for example two or three times the minimum wage. In such a case, the minimum wage acts as a baseline for the wages of many or all public sector workers, and increases in minimum wages can have large “spill-over” or “domino” effects on the entire public sector wage bill. Hence the effects of minimum wages on the public sector wage bill, will depend on how public sector wages are set. One method of wage setting in the public sector is collective bargaining between government and public sector unions. Collective agreements between public sector workers and the government can be done centrally, or can be decentralized. Collective bargaining is commonly found in the public sector in Northern European countries, such as Sweden and Finland . In Sweden and Finland wages are negotiated in a two tiered collective bargaining system, in which the central collective agreement specifies an average salary for all public workers, but allows ministry directors to use comparable wages outside of the agency to setwage levels above the collectively bargained minimum level.

*( Adapted from “Act No. 1 of 2002 on Minimum Wages, Application of Act, Section 3” This is also in line with Part IV, Article 7, of the ILO Labour Relations (Public Service) Convention, 1978 (No. 151) which encourages the full development and utilisation of the machinery to negotiate working conditions for employees. Both Sweden and Finland have ratified ILO Convention No. 151. )*

***Exercise 1. Comprehension questions***.

1. How do the the legal minimum wage laws clearly state in some countries?

***In some countries, the legal minimum wage laws clearly state that public sector workers are included in the in laws regarding minimum wages***

2.What is wage setting for the public sector is often based on?

***wage setting for the public sector is often based on administrative law***

3. Which sate workers may not apply the minimum wage in many countries?

***the military, security services, and police whose wage levels***

4. How does the minimum wage affect public sector wage scales?

***these levels may have on public spending***

5. What happen does the government change the minimum wages?

***changes in minimum wages can have large impacts on the public sector wage bill. Indeed, the minimum wage can act as a base upon which public sector wages can be set at higher levels***

6. What way do the managers of the state sectors pay for the employees?

***directors to use comparable wages outside of the agency to setwage levels above the collectively bargained minimum level.***

***Exercise 2. Read the article again and say whether these statements are true (T) or false (F). Correct the false ones.***

1. A major influence on wage levels for public sector workers impacts on that these levels may have on public spending. T

2. These minimum wages can not be applied to some categories of public sector workers or to all public sector workers in the country. F

3. The way of wage setting in the public sector is collective bargaining between government and public sector unions. T

4. Sweden and Finland do not have the collective bargaining in the public sector. F

**II. GRAMMAR REVIEW.**

**III. WORD STUDY**

**Exercise 1: Choose the best word to fill in each gap.**

1. We have data on the distribution of firm **sizes** in the population of employed workers in the private sector.

A. sizes B. scale C. widening D. the open

2. Government budget constraints as a consequence of the financial crisis, public sector wages have become a **growing** concern for taxpayers.

A. increase B. growing C. large D. big

3. State sector workers are defined as **individuals** who work as white-collar employees or manual workers in that sector, excluding members of the armed forces.

A. person B. employees C. individuals D. employers

4. Public-sector employees are characterized by mostly being women, having higher education, paying in to social **security**, and working in larger productive units.

A. policy B. security C. method D. way

5. **Public** sector workers also display a longer time of service, more months employed and fewer months unemployed then private-sector wage-earners.

A. public B. society C. community D. organization

6. The present study takes advantage of the panel structure of the data to estimate the average wage gap in Chile between wage-earners in the public and private sectors, and to characterize mobility between **sectors.**

A. area B. field C. sectors D. party

7. A largre proportion of the **labour force** throughout the world is employed in the public sector.

A. labour force B. workers C. employing D. labour

8. The **method** applied consists firstly of estimating the probability of switching employment from the private sector to the public sector.

A. step B. way C. method D. road

9. We shall try to demonstrate that the **wage** setting for these civil servants is associated to the conditions of local markets, in addition to being determined by political factors that are more relevant at state level.

A. money B. finance C. pay D. wage

10. The wage setting for state civil servants must be associated to the conditions of the local labour markets, whether by political or economic **factors.**

A. factors B. element C. problems D. things

***Exercise 2:* Circle the correct form of the word.**

1 . Public sector employment occurs at different levels: the central government, state (Länder) and local authorities (Gemeinden), and **financial** and non-financial public enterprises.

A. finance B. financed C. financially D. financial

2. The number of part-time **occupations** in the public sector in West Germany increased quite substantially during the 1980s.

A. occupations B. occupate C. occupately D. occupated

3 . The pay system for all public sector employees in Germany is **uniform** and centralised.

A. uinforms B. uniform C. uinformed D. uniforming

4. Recruitment for public sector occupations in Germany is decentralised. Recruitment **procedure**s are often based on examinations.

A. procedures B.procedured C. proceduring D. proceduritive

5 . The large wage advantage of females in the public sector in Germany seems so far to have gone **unnoticed.**

A. unnotice B. unnotive C. unnoticed unnotive

6. all education groups earn higher wages in the public sector, with the largest advantage for those individuals with a university or **polytechnic** degree.

A. polytechnical B. polytechnic C. polytechnication D. polytechniced

7. For male employees in all education categories, wages are almost always **significantly** lower in the public sector than in the private sector. Thus there seems to be a wage premium to private sector employment.

A. significant B. significantion C. signification D. significantly

8. Public sector **employment** in Germany has risen from 2.2 million in 1950 to 2.9 million in 1960 to 4.6 million in the early 1980s to 4.97 million in 1992 for West Germany and to 6.7 million for Germany as a whole.

A. employer B. employ C. employment D. employees

9. The remaining 23 per cent of all public employees **occupied** jobs in the railway and mail services (80 per cent) and in state-dependent public enterprises and charity organisations.

A. occupied B. occupy C. occupation D.occupative

10. **Pay** scales of other public sector employees are the same as those of civil servants (see below).

A. paying B. paid C. payments D. paytive

***Exercise 3:* Matching**

|  |  |
| --- | --- |
| **A** | **B** |
| 1. Adjusting pay rates | a. Money paid for employees receive for doing their job, especially professional or people working in an office before it has been done. |
| 2. Pay grades | b**.** money that employees receive for doing their job especially professional employees or people begin working in an office. |
| 3. Time payment | c. The size or extent of paying the wage for the employees in each company |
| 4. Incentive payment | d. Changing the fixed amount of money that is asked or paid for workers to make it more suitable for the conditions or to make the employees work better. |
| 5. Pay scale | e. a sum of money that encourages the people to do the work. |
| 6. Seniority | f. The manager will base on the amount of time available to work of each employee to pay the wage. |
| 7. Salary advances | g. pay grade is associated with a pay range that is defined by a minimum and maximum pay rate**.** |
| **8.** Starting salary | h. The rank you have in a company because of the length of time the person has work there. |
|  | i. The day on which you get your salary. |
|  | k. An official who pays the wages in the factory. |

## 1. d 2. g 3. f 4.e 5.c 6.h 7.a 8.b

## IV. TRANSLATION

***Exercise 1:* Translate the following sentences into Vietnamese**

1. Government will choose an optimal combination of employment and wages that will determine the extent of its political support and maximize its return in terms of votes, whether by means of the criterion of efficiency — increasing welfare starting from a given level of production of services — or by means of meeting the demands of voters who look for employment opportunities or good wages in the public sector.

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2. In the State sector, annual remuneration adjustments are made through a combination of collective bargaining and internal organisational remuneration processes. These are influenced by Government’s expectations for pay and conditions in the State sector, the organisation’s delivery needs, wider labour market conditions and the department’s budget.

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***Exercise 2:* Translate the following sentences into English**

1. Nhân viên trong các doanh nghiệp nhà nước được sử dụng trong nhiều hoạt động bao gồm tư vấn chính sách, chăm sóc khách hàng về phúc lợi xã hội, y tế, giáo dục, việc làm, điều tiết thị trường, tăng trưởng kinh tế, an ninh, thuế, quản lý luật, hạ tầng giao thông, nhập cư, quốc tịch, quản lý tài nguyên thiên nhiên và nhiều hơn nữa.

Public Service staff are employed in a wide range of activities including policy advice and customer services for social welfare, health, education, employment, market regulation, economic growth, security, taxation, administration of the law, transport infrastructure, immigration, citizenship, public records, natural resources management and much more.

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2. Bình quân người lao động làm việc cho các doanh nghiệp nhà nước có mức lương cao hơn người lao động làm việc trong các doanh nghiệp tư nhân. Hơn thế nữa nếu người lao động mà có rời khỏi doanh nghiệp nhà nước, thì mức lương của họ không có sự thay đổi đáng kể .

The average worker who joins the federal government appears to experience greater wage gains than the average worker who remains in the private sector, while at the same time workers who leave the federal government do not have a statistically significant change in their wages.

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**WORD LIST.**

|  |  |  |  |
| --- | --- | --- | --- |
| legislation | n | /ledʒis'lei∫n/ | Luật ban hành |
| provision | n | /prə'viʒn/ | Sự cung cấp, sự chu cấp |
| federal | adj | 'fedərəl/ | Chính quyền trung ương |
| baseline | adj | 'beislain | Hướng chung |
| provincial | adj | /prə'vin∫l/ | Tỉnh |
| decentralized | adj | /di:'sentrəlaiz/ | Phân quyền |
| constraint | n | /kən'streint/ | Sự ép buộc, sự gò bó |
| remuneration | n | rimju:nə'rei∫n/ | Tiền công, tiềng thù lao |
| welfare | n | /'welfeə[r]/ | Hạnh phúc, phúc lợi |
| budget. | n | 'bʌdʒit | Ngân sách |

**UNIT 17: SOCIAL COMMUNICATION IN LABOUR RELATION**

## Pre-reading.

1. In your opinion, How is effective communication in organisations?

## READING COMPREHENSION.

As effective communication is one of the important tools for ensuring sound labour relations, much effort should be put into ensuring the effectiveness of the communication process. Amoseal lists various guidelines for the improvement of communication (2004, 104):

1. As the message encoded by the sender is often not the message decoded by the receiver, the message should be communicated in a clear, logical and understandable manner. Feedback must be part of the process, to ensure that the message sent is the message received.

2. Use language that all parties are familiar with and that is not unique to only one of the groups involved in the communication process.

3. The correct formulated message should be sent to avoid any misunderstanding or misinterpretation.

4. The culture, gender, values, beliefs etc of all parties should be taken into consideration in the communication process.

5. The communication should always be objective and not personal, and only relevant facts should be communicated.

6. Both parties’ words and actions should be familiar and consistent.

7. Communication should as far as possible be direct, to ensure through direct feedback that the correct message has been received.

8. Keep the communication as brief and as direct as possible.

6. Effective communicationin organisations: An atmosphere of trust has to be established in any institution to ensure the best possible communication. The organisation in the institution refers to the grouping of the workforce to reach the goals of the institution (Fielding 2006, 31). Fielding (2006, 31) lists four types of messages used in the communication process in an institution, namely messages to maintain good relationships; describle tasks, give instructions, communicate the goals and philosophy the institution. This article is mainly about messages aimed at maintaining good labour relationships within the organisation. Effective communication ensures the establishment of an atmosphere of trust, as a precursor for sound labour relations (Fielding 2006, 35). Employees should feel free to insist on their rights, but not at the expense of others. If aggression and the manipulation of other workers can be avoided, the atmosphere should be conducive to people listening to each other and understanding each other. Labour relations is concerned with the worker, not only as a factor of production but also as an individual who brings needs, expectations and goals to the workplace (Tustin and Geldenhuys 2002, 36). Information is transmitted differently in different organisations. Information may be communicated through oral and written instructions, policy manuals, memoranda, reports, notices, in-house magazines, specifications, inserts in pay packets and personnel meetings (Fielding 2006, 52). Downward communication normally takes place through these types of messages. Upward communication takes place through oral and written reports, memoranda, proposals and spoken and written suggestions. These are the formal ways of transmitting information in an institution. Informal and effective communication takes place on a daily basis, through face-to-face discussions. Communication is therefore an important instrument in creating the right atmosphere for negotiations and bargaining to take place. Labour relations in the public sector focuses mostly on remunerations and conditions of service. However, in practice this relationship includes negotiations and bargaining on issues such as involvement in policy making in terms of issues such as transformation and affirmative action. These issues create new winners and losers, new collectivities and alliances, all of which call for new labour relations and communication processes. Collective bargaining in the public sector refers to the continuous process in which representatives of the government as the employer and the employees (and unions) meet jointly to establish the terms and conditions of employment for workers in a bargaining unit (Kearney 2001, 86). The Labour Relations Act, 66 of 1995 (LRA), brought about new labour relations processes in the public sector. Workers were allowed to organise and bargain freely with managers about the establishment of the Public Service Co-ordinating Bargaining Council (PSCBC), the right to join unions and the right to strike. Union membership increased rapidly and a number of agreements were struck (Adler 2000, 15). The PSCBC strives to further good communication between the state as the employer and public servants as the employees. It is a formal communication channel and has the value of maintaining the authority structure. Proceedings can be substantiated and official feedback is ensured. The employer and the employee can share information on an official basis. As communication is the means by which employees and management interact. Communicationin the labour relationship participation by both sides should be promoted to facilitate good labour relations. In the labour relationship there is a commonality of interest and this should be honoured through collective bargaining. Communication in the labour relation manifests through worker participation.

(*Adapted from G. M.Ferreira Department of Public Administration and Management University of South Africa ferregm @ unisa.ac.za).*

***Exercise 1. Comprehension questions.***

1. What is the communication?

***Communication is therefore an important instrument in creating the right atmosphere for negotiations and bargaining to take place***

2. Who encoded the message? ***the sender***

3. How should the message be communicated?

***the message should be communicated in a clear, logical and understandable manner.***

4. Who is the labour relations concerned with?

5. What does the collective bargaining in the publc sector refer to?

***Collective bargaining in the public sector refers to the continuous process in which representatives of the government as the employer and the employees***

6. What is this article mainly aimed?

***Communication in the labour relation manifests through worker participation***

***Exercise 2: Read the article again and say whether these satements are true (T) or false (F). Correct the false ones.***

1. Information may be communicated through oral and written instructions, policy manuals, memoranda, reports, notices, in-house magazines, specifications, inserts in pay packets and personnel meetings. T

2. Effective communication seldom ensures the establishment of an atmosphere of trust, as a precursor for sound labour relations.F

3. The communication should always be objective and personal, and only relevant facts should be communicated. F

4. Informal and effective communication takes place on a daily basis, through face-to-face discussions. T

5. It is a formal communication channel and does not have the value of maintaining the authority structure. F

## II. GRAMMAR REVIEW

## III. WORD-STUDY

***Exercise 1:* Choose the best word to fill in each gap:**

1. The correct f**ormulated** message should be sent to avoid any misunderstanding or misinterpretation.

A. make B. builded C. set out D. formulated

2. Communication is an essential aspect of **survival** and no institution can exist without it.

A. survival B. castaway C. survivor D. exist

3. Methods of **consultation** and discussion and of cooperation between management and its representatives and between workers and their representatives.

A. advice B. asking C. consultation D. taking advice

4. There are two different **forms** of worker participation through the communication process, namely direct and indirect worker participation.

A. sample B. form C. specimen D. way

5. Communication covers all activities that an individual does when he wants to make a **transformation** in someone else’s mind.

A. giving B. movement C. trasformation D. changing

6. The rise of globalization **developments** in political, social, economic, technological areas crucially affects communal and organizational lives of individuals in the society.

A. development B. going up C. undevelopment D. increasing

7. Communication is a many-sided phenomenon that **means** different things to different people. It is a process of a means of access to the mind or thought of another.

A. way B. method C. means D. road

8. Communication is the human activity that links people together and create relationship. This means that individuals **relate** with each other by means of communication.

A. relate B. base C. rely D. talk

9. The basic **functions** of management (Planning, Organizing, Staffing, Directing and Controlling) cannot be performed well without effective communication.

A. functions B. meaning C. containing D. holding

10. Setting and clearly communicating performance standards and expectations, observing and providing **feedback**.

A. information B. feedback C. turning back D. discussing

***Exercise 2:* Circle the correct form of the word.**

1. Based on the findings of the research, the study has been able to reveal that effective communication creates mutual understanding between management and workers which helps in building genuine relationship among both parties in the organizations.

A. revealable B. reveal C. revealation D. revealablely

2. Feedback exchanges can be viewed as a process of interpersonal negotiation whereby through effective communication, workers are committed to work.

A. interpersonally B. interpersonal C. interperson D. interpersoned

3. A negotiator may ignore a message (or an event) because he or she finds the behaviour insensitive or offensive to his or her convictions.

A. negotiation B. negotiator C. negotiate D. negotiable

4. It functions within the **broader** environment, with a view to determining the conditions under which work is done in such a way that the needs of both parties are addressed.

A. broader B. broad C. broaden D. broading

5. To prevent **negativity** between employer and employee, who may regard the working situation as an unfair deal brought about by an unfair system, communication is instrumental and very important.

A. negativity B. negativist C. negatively D. negative

6. Employers and employees should learn the art of effective communication to ensure a working relationship that promotes an environment **conducive** to sound labour relations.

A. conduciveness B.conducive C. conducer D.conduce

7. If effective i**nteraction** has to take place, there must be understanding between the different parties involved.

A. interaction B. interact C. interactant D. interactive

8. Negotiation in the workplace, as a means of conflict resolution, is the best way to resolve differences between groups. Negotiation is **fundamental** to labour relations in any place of work.

A. fundament B. fundamental C.fundamentality D.fundamentally

9. Participation and communication may be used to increase levels of job satisfaction and consequently to improve motivation and **enhance** productivity.

A. enhance B. enhacement C. enhancive D. enhanced

10. Steps should be taken ‘to train those concerned in the use of communication methods and to make them as far as possible **conversant** with all the subjects in respect of which communication takes place.

A. conversant B. conversantly C conversance D conversancy

***Exercise 3:* Matching *.***

|  |  |
| --- | --- |
| 1. Conflict tolerance | a. The quality of sth , such as an excuse or a lie, that allows sb to see the truth easily. |
| 2. Peers | b. A judgement of the value, performance or nature of sth or sb. |
| 3. Coumunicative approach | c. To behave or feel toward sb in the same way as they behave or feel toward you. |
| 4. Communicative competence | d. having less power or authority than sb in a group or an organization. |
| 5. Transparency | e. A person who is the same age or who has the same social status. |
| 6. Appraisals | f. A person’ability to communicate information and ideas in a foreign language. |
| 7. Reciprocate | g. A method of teaching a foreign language which stresses the importance of learning to communicate information and ideas in the language. |
| 8. Subordinates | h. A situtation in which people, groups or countries are involved in a seriuos disagreement or agreement. |
|  | i. Something that is disappionting because it not as good as you expected it. |
|  | k. The state of not having any energy or enthusiasm for doing things. |

1. h 2. d 3. f 4. g 5. a 6. b 7. c 8.d

## IV. TRANSLATION

***Exercise 1:* Translate the following sentences into Vietnamese.**

1. Worker participation and democracy emphasise the need for the involvement of employees in the decision-making process and in a self-management process. The worker must therefore be involved in as many aspects of his or her work life as possible. Management promotes communication, and therefore worker participation, to obtain greater commitmentand cooperation from employees.

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2. Worker participation refers to the ownership and management of the institutions by workers and the state defines worker participation as ‘ . . . a styleof management which allows employees, either individually or collectively, to meaningfully participate in and contribute to the decision making and running of the organisation’. Employees participate in the workplace because they want more influence and control over their own work situation.

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***Exercise 2:* Translate the following sentences into English**

1. Sự tham gia của người lao động và vấn đề giao tiếp có thể xuất phát từ việc chia sẻ thông tin không chính thống, tư vấn để ra quyết định chung và chia sẻ quyền sở hữu chung một vấn đề. Việc tham gia diễn ra ở các cấp độ khác nhau trong tổ chức, tùy thuộc vào nó là nhiệm vụ hay quyền lực làm trung tâm (Bendix 2004, 657). Sự tham gia tập trung vào nhiệm vụ liên quan đến việc ra quyết định ở các cấp thấp hơn của quy trình làm việc.

**Worker participation and communication can range from informal information sharing and consultation to formal joint decision making and shared ownership. Participation takes place at different levels in the organisation, depending on whether it is task-centred or power-centred (Bendix 2004, 657). Task-centred participation involves decision - making on lower levels of the work process.**

2. Việc ra quyết định tập trung vào quyền lực diễn ra ở các cấp cao hơn và có liên quan đến bộ phận của nhân viên, hoặc toàn thể tổ chức. Việc tham gia và giao tiếp có thể được sử dụng để tăng mức độ hài lòng công việc, do đó cải thiện động lực và nâng cao năng suất (Venter 2003, 443). Có hai hình thức tham gia công nhân khác nhau thông qua quá trình giao tiếp, đó là sự tham gia của nhân viên trực tiếp và gián tiếp.

**Power-centred decision making takes place on higher levels and is related to the worker’s department, the section or the entire institution. Participation and communication may be used to increase levels of job satisfaction and consequently to improve motivation and enhance productivity (Venter 2003, 443). There are two different forms of worker participation through the communication process, namely direct and indirect worker participation**.

IV. OVER TO YOU.

Discuss with your partner about the advantages and disadvantages of “ the social comunication in the organization”.

**WORD LIST.**

|  |  |  |  |
| --- | --- | --- | --- |
| judgement | ˈdʒʌdʒmənt/ | n | đánh giá |
| productivity | ˌprɒdʌkˈtɪvəti | n | năng xuất |
| promote | prəˈməʊt | n | thúc đấy, thăng chức |
| participate | /pɑːˈtɪsɪpeɪt | v | tham gia |
| descriptive | dɪˈskrɪptɪv | adj | mô tả |
| philosophy | /fəˈlɒsəfi | n | triết học, triết lý |
| enable | /ɪˈneɪbl | adj | có khả năng |
| affirmative | əˈfɜːmətɪv/ | adj | khẳng định, quả quyết |
| enhance | ɪnˈhɑːns | v | nâng cao |
| reveal | rɪˈviːl | v | để lộ ra. |

**UNIT 18: LABOUR EXPORT MANAGEMENT**

Pre-reading:

1. How does the labour export management affect for the companies in Viet Nam?

**I. READING COMPREHENSION.**

***Current Policy Debate in the Philippines on the Labor Export Process***

Within the Philippines, there has been a lot of speculation about the costs of migration: the problems borne by migrants, anxieties about the destabilizing impacts of migration on families, apprehensions about materialism, and so forth. Although it is acknowledged that migrants and their families have benefited from labor migration, mostly because of remittances, the economic impacts beyond the family level are less tangible. And while it is acknowledged that remittances have buoyed the country's economy, the development impacts have not been clearly felt. Some question what the country has to show for more than three decades of overseas employment. In a strange twist, the Philippines have become as successful as a labor exporter that it has failed to develop and strengthen development processes. The target to send a million workers every year is a telling indicator that migration will be an important part of the country's future development plans and prospects. Even without government involvement, labor migration from the Philippines is likely to persist thanks to social networks, social capital, and social remittances that have flourished. *Filipino society has become migration-savvy, having developed the ability to respond and adjust to the changing demands of the global labor market.* Anticipation of future demand for nurses, for example, has resulted in the proliferation of nursing schools and a remarkable increase in student enrolment in nursing programs in recent years. Even doctors are studying to be nurses to have better chances of working abroad. This is a concrete example of how perceptions of the international labor market have also woven their way into the educational and work aspirations of Filipinos. Individuals make decisions based on perceptions of what would be beneficial for them. But those decisions can have a cumulative effect on communities and the country. In the nursing example, the proliferation of nursing programs (which puts into question the quality of training), the spectre of an oversupply of nurses, and the potential mismatch between skills needed and available human resources are some societal-wide concerns that must be considered and must be weighed vis-à-vis individual aspirations. While the Philippines cannot stop people from leaving, the country will need to explore how migration can be an instrument for development. Export of labor has to be balanced with strong development planning in the source country to maximize the development dividend of remittances**.** Export of labor is not a substitute for strong development planning and reforms to build local productive capacity, competitiveness and expansion of employment opportunities in the source country. Policies have to be developed to make labor export through temporary migration an effective instrument of development. Women are a key labor resource that needs to be harnessed through labor export. Most labor export opportunities tend to be more suitable for women particularly in the areas of home care and other caring professions as well as in entertainment. However, these sectors tend to be less protected and domestic regulations with regard to the safety and well-being of the women placed abroad have to be put in place. There is need to balance labor export promotion with protection. In this regard, the government of origin needs to create mechanisms for promoting as well as safeguarding the welfare of its overseas workers. Reducing the cost of remittances is an essential element of labor export policy. For instance, the remittance cost in Uganda presently at slightly more than 1% through the regulated channels is quite high yet in the Philippines, following some innovative interventions by the Philippine central Bank, the cost reduced to less than 0.5%. Reducing the average remittance cost acts as an additional incentive not only for overseas employment but also for workers employed abroad to increase their remittances through the regulated channels. Deliberate efforts with clear targets premised on structures tailor-made to identify employment opportunities abroad, recruit workers, deploy workers, respond to specific needs in the foreign employment market, and direct and track inflows, maintain records of their workers abroad, offer welfare support workers while abroad, and reintegration when workers return are critical to successful labor export. The above activities, also diagrammatically represented below, together represent best practice in the management of the labor export process. At each stage of the process, careful supervision and regulation are essential. In terms of management of the labor export process, the Philippine experience provides key insights for intending countries.

First is the effective regulation of private recruitment agencies to ensure that nationals preparing to depart the country as temporary migrant workers are not charged exorbitant recruitment and placement fees nor issued with false contracts. Establishing a dedicated office within the Ministry responsible for Labor tasked to review overseas‘ labor contracts prior to migrant workers‘ departure. The Foreign Affairs Ministry through a country‘s missions and consulates in destination countries can monitor the treatment of the expatriate workers; provide services for filing complaints about false contracts and labor disputes.

Secondly, is the need for Pre-Departure Seminars to brief migrating temporary workers on

expectations in the destination country including; information on prospective employers, contacts of migrant community organizations, available savings instruments, the remitting process and how to plan for eventual repatriation and reintegration upon conclusion of contracts.

Third, is the setting up Protection Mechanisms for overseas migrant workers through migrant welfare systems, managed by the source country government. Such mechanisms could provide several support services for overseas workers .

Fourth is the importance of Developing an Identification and Reporting Mechanism for overseas migrant workers. This would provide for the guarantee of return requirements of destination countries in addition to backstopping the protection mechanism adopted in above.

Fifth, is the need to minimize remittance costs by promoting competition in the remittances

industry to maximize the development impact of remittances?

Central banks in countries of origin can help lower remittance costs by requiring banks and other RSPs to transparently post all costs related to a particular transaction, thereby ensuring that remitters and their recipients are fully aware of the costs of various products. Governments can also inform migrants about the options available in host countries for remitting money home.

Some additional observations can be made from the foregoing review. Firstly, labor export as a source of foreign exchange and poverty reducing income has a strong justification because of its consistence with the economic principle of comparative advantage. Developing countries gain from unskilled labor export through remittances that more than offset the exported labor‘s original (low) contribution to home output as the welfare of those who remain behind also rises. For the developed (labor importing) regions, higher imports of unskilled labor are more beneficial in terms of reduced unskilled wages and stimulation of most sectors especially agriculture, manufactures and some services.

( Adapted from Geoffrey Bakunda 1 and George F. Walusimbi Mpanga Private Sector Foundation Uganda (PSFU) Kampala, Uganda ICBE-RF Research Report No. 12/11).

***Exercise 1. Comprehension question:***

1. Who have benefited from labour migration?

***migrants and their families***

2. How is the migration roled in the Phippines?

***migration will be an important part of the country's future development plans and prospects***.

3. Why will the women be suitable for labour export?

***Most labor export opportunities tend to be more suitable for women particularly in the areas of home care and other caring professions as well as in entertainment***

4. What must the policies be developed to make labour export through?

***Policies have to be developed to make labor export through temporary migration an effective instrument of development*.**

5. How has Filipino society done to respond and adjust to the changing demands of the global labor market?

***Filipino society has become migration-savvy, having developed the ability to respond and adjust to the changing demands of the global labor market.***

6. What does the Philippine experience provide for the labour export process?

***In terms of management of the labor export process, the Philippine experience provides key insights for intending countries****.*

***Exercise 2: Read the text and say whether these statements are true (T) or false (F).***

1. At each stage of the process, careful supervision and regulation are necessary. T

2. Women are a main labor resource that needs to be harnessed through labor export. T

3. Export of labor is a substitute for strong development planning. F

4. Even doctors are studying to be nurses to have better chances of working abroad. T

5. These sectors tend to be more protected and domestic regulations with regard to the safety and well-being of the women placed abroad have to be put in place. F

## II. GRAMMAR REVIEW.

## III. WORD-STUDY

***Exercise 1:* Choose the best word to fill in each gap:**

1. The absence of the Steering Committee has exacerbated the limited **combination**

between the unit and other government agencies and stakeholders particularly with regard to

promotion of labor exports.

A. combine B. association **C. combination** D. intergration

2. A number of policy implications seem to **emerge** from the study that require government

attention and action.

A. emerge B. come from C. turn out D. look at

3. Labor export should be treated as an economic **policy** and trade issue and not just as a labor and social issue.

A. method B. policy C. way D. field

4. Establishing a dedicated officer within the Ministry responsible for Labor tasked to review overseas‘ labor contracts prior to migrant workers‘ departure will be **essential.**

A. needed B. necessary C. essential D. wanted

5. These concerns in practice are **barriers** to labor export which would be addressed by such a mechanism.

A. barriers B.obstacle C. obstruction D. impedition

6. There is need to **strengthen** data collection mechanisms with regard to outputs from education, job creation and employment/unemployment levels on an annual basis.

A. strengthen B. powerful C. important C. main

7. The Philippine government’s policy to **promote** overseas employment began with President Marcos’s Presidential Decree (PD) 442, known as the Labor Code of 1974.

A. fostered B. promote C. speed in C. encourage

8. Labor export cannot be relied upon as a policy for reducing poverty, redressing income **inequality** and, for that matter, fostering the country’s long-run development.

A. justment B. fair C. inequality C. partial

9. It seems obvious that continued reliance on labor export is bound to further **compromise** the country’s human capital requirements for long-term development.

A. meeting B. barganing C. compromise D. discuss

10. It seems obvious that continued **reliance** on labor export is bound to further compromise the country’s human capital requirements for long-term development.

A. reliance B. trusted C. confidence D. believe

***Exercise 2:* Circle the correct form of the word.**

1.Labor **allocation** plays a key role in how international trade affects worker earnings and for understanding the distributional impacts of international trade.

A. allocation B. allocational C. allocative D. allocated

2. These shifts in the structure of industry employment toward industries facing new export opportunities are more **pronounced** in provinces closer to major seaports and among formal employers.

A. pronounced B. pronounceable C. pronounced D. pronouncetive

3. If export market opening increases the relative demand for apparel, the expansion of the apparel sector will increase the **aggregate** share of “formal” jobs in the economy.

A. aggregately B. aggregation C. aggregative D. aggregate

4. Expanded export opportunities thus shift the industry **composition** of employment away from smaller, less productive employers, such as household businesses, toward more productive employers.

A. compositional B.compositional C. composition D. compositor

5. In over 50 years **of massive** deployment of workers the Philippine political framework has

deeply changed, oscillating between promotion and regulation of labor export.

A. massively B.massiveness C.massive D. massless

6. The recruitment and **placement** of overseas workers was opened to the private sector and in 1978 the Bureau of Employment Services (BES) was established to regulate the services of the private agencies.

A. place B. placement C. placed D. placing

7. The aim of the new law was to institute national policies for overseas employment and establish a higher standard of protection and **promotion** of the welfare of migrant workers and their families.

A.promote B. promotion C. promoter D. promotional  
8. Moreover, most of the jobs offered in the Philippine labor export experience have been of the contract work kind, **entailing** a few years temporary migration.

A. entailing B. entail C. entailment D. entailed

9. They have to promote the signing of bilateral and **regional** agreements aiming at assuring human rights and labor standards for all migrant workers.

A.regionlaise B.regionalism C.regionalist D.regionality

10. Labor export was generally intended to be a stopgap measure while governments were trying to **implement** policy reforms to whip their economies into shape.

A. implemental B.implement C. implementary D. implentation

***Exercise 3:* Matching.**

|  |  |
| --- | --- |
| 1. Interventions | A. Connected with the lungs |
| 2. Welfare | B. The movement of large numbers of people |
| 3. Mechanism | C. A person who moves from one place to another, especially in order to find work. |
| 4. Protection | D. All people who work for a company or in a country |
| 5. Remittances | E. A business or an organization that provides a particular service especially on behalf of other business to find new people to joint a company. |
| 6. Recruitment agencies. | F. A sum of money that is sent to somebody in order to pay for something |
| 7. Labor force | G. The act of protecting somebody/something; the state of being protected |
| 8. Migrant | H. A method or a system for achieving something |
|  | I. Practical or financial help that is provided, often by the government, for people or animals that need it |
|  | K. The action taken to improve or help a situation |

1. H 2.I 3. K 4. G 5. F 6.E 7. D 8. C

## IV. TRANSLATION

***Exercise 1:* Translate the following sentences into Vietnamese.**

1. There are other relatively tiny or controversial benefits of exporting labour; to provide training and skills for migrant workers that may prove useful after they return; to strengthen bilateral relations, which might in turn help with national development; and to alleviate disparate development in regions.

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2. Although the government provides overarching guidance and legislation, the private labour export industry, comprising middlemen like recruiters, agencies, and lawyers, plays a crucial role in delivering and operating government policies.

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***Exercise 2:* Translate the following sentences into English.**

1. Xuất khẩu lao động là một lối tắt để giải quyết vấn đề thất nghiệp, dễ dàng hơn nhiều so với việc cải thiện đáng kể nền kinh tế. Mối quan tâm đó là tìm ra cách để ngăn chặn những thay đổi căn bản đang được thực hiện cho chiến lược.

***Exporting labour is a shortcut to addressing the unemployment problem, which is much easier to do than making substantial improvements to the economy. The short-sighted concern of pursuing re-election contributes to the prevention of radical changes being made to the strategy***.

2. Chiến lược xuất khẩu lao động được đẩy mạnh bởi quá trình toàn cầu hoá. Vấn đề di cư hiện nay có từ những năm 1970, khi nhu cầu lao động ở các nước vùng Vịnh phát triển mạnh. Là một quốc gia có tỷ lệ di cư hàng đầu, sự đa dạng và quy mô của người nhập cư Philippines là ấn tượng đáng kể.

***The labour export strategy is stimulated by the process of globalization. The current tide of migration dates back to the 1970s, when demand for labour in the Gulf countries thrived. Being a leading emigration country, the variety and scale of Filipino migrants is impressive.***

**V. DISCUSSION PROMPTS**.

What do you think the Labour export management in Viet Nam? Discuss in groups and give your opinion.

**WORD LIST.**

|  |  |  |  |
| --- | --- | --- | --- |
| composition | n | /,kɒmpə'zi∫n/ | kết cấu; cấu tạo |
| migrant | adj | maigrənt | di trú |
| justification | n | /dʒʌstifi'kei∫n/ | sự bào chữa, sự biện bạch |
| repatriation | n | /ri:pætri'ei∫n/ | sự cho hồi hương |
| materialism | n | /mə'tiəriəlizəm/ | chủ nghĩa duy vật |
| remittances | n | /ri'mitns/ | sự gửi tiền qua bưu điện |
| expatriate | v | /eks'pætriət/ | trục xuất khỏi xứ sở |
| alleviate | v | /ə'li:vieit/ | làm nhẹ bớt |

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