

University of Algiers 3  
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lessons and exercises directed to the first-year master students in Management

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**Specialised Foreign language 1**  
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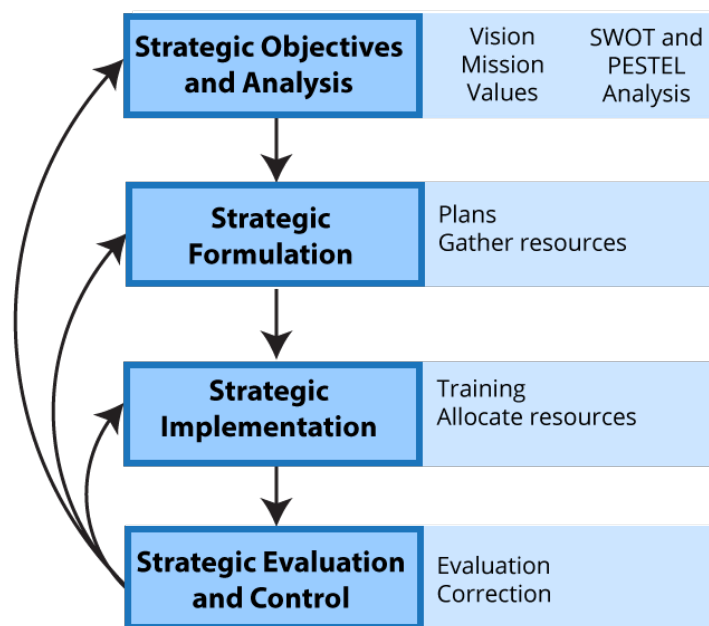
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## Lesson one: strategic management

1. **definition:** Strategic management is the concept of identification, implementation, and management of the strategies that managers carry out to achieve the goals and objectives of their organization. It can also be defined as a bundle of decisions that a manager has to undertake which directly contributes to the firm's performance. The manager responsible for Strategic management must have a thorough knowledge of the internal and external organizational environment to make the right decisions.



## 2. Components of Strategic Management

**Strategic Intent** of an organization clarifies the purpose of its existence and why it will continue to exist. It helps paint a picture of what an organization should immediately do to achieve the company's vision.

**Mission:** component of strategy management states the role by which an organization intends to serve its stakeholders. It describes why an organization is operating that helps provide a framework within which the strategies to achieve its goals are formulated.

**Vision** The visual component of strategy management helps identify where the organization intends to be in the future. It describes the stakeholder dreams and aspirations for the organization.

**Goals and Objectives** Goals help specify in particular what must be done in order to attain an organization's mission or vision. Goals make the mission component of strategy management more prominent.

### **3. The strategic management process includes 7 steps:**

**Setting the Goal** – The first and foremost stage in the process of strategic management requires the organization to set the short term and long-term goals it wants to achieve.

**Initial Assessment** – The second stage says to gathers as much data and information as possible to help state the mission and vision of the organization.

**Situation Analysis** – It refers to the process of collecting, scrutinizing and providing information for strategic purposes. It helps in analysing the internal and external environment that is influencing an organisation like SWOT Analysis – It helps in determining the Strengths, Weaknesses, Opportunities and Threats (SWOT) of an organization and taking remedial/corrective courses of actions to fight these weaknesses and threats.

**Strategy Formulation** –is the process of deciding the best course of action to be taken in order to achieve the goals and objectives of the organization.

**Strategy Implementation** – Executing the formulated strategy in such a way that it successfully creates a competitive advantage for the company. In simple words, putting the chosen plan into action.

**Strategy Monitoring** – Strategy Monitoring involves the key evaluation strategies like taking into account the internal and external factors that are the root of the present strategies and measuring the team performance.

**Read the text carefully and be ready to answer**

**1. Answer these questions:**

- a) What is the concept of strategic management?
- b) What is the manager responsible for?
- c) What are the strategic management components?
- d) What is the first and foremost stage in the process of strategic management?
- e) What is the last step for strategic management?
- f) What does SWAT help in strategic management?

**2. Match the terms with their definitions or expressions:**

1. External environment	a) Objectives, formulation, implementation, control
2. Internal environment	b) Mission
3. Strategic management steps	c) Vision
4. management states the role by which an organization intends to serve its stakeholders	d) Human R, cash flow, organisational culture
5. where the organization intends to be in the future	e) process of collecting, scrutinizing and providing information for strategic purposes
6. situation analysis	f) Markets, competitors ,,,,,,

**3. Fill in the gaps with the following words:**

**advantage - achieve - adapting - capabilities – competitive-strategies**

Normally, a firm can sustain a ..... advantage for only a certain period due to rival firms imitating and undermining that ..... Thus, it is not adequate to simply obtain competitive advantage. A firm must strive to ..... sustained competitive advantage by continually .....to changes in external trends and events and internal ....., competencies, and resources; and by effectively formulating, implementing, and evaluating ..... that capitalize upon those factors.



**4. Match the antonyms of the words in the left**

Achieve	Complicate
Performance	nonconformity
Knowledge	Inefficiency
Clarify	Following
Describe	Unhappy
Specify	Fail
Foremost	Harmful
Remedial	Generalise
Satisfied	Ignorance
Accordance	Obscure

**5. Are these statements true or false?**

- The worker responsible for Strategic M must have a thorough knowledge
- the strategic management starts with the implementation.
- Initial Assessment is one of the strategic M process steps.
- Strategy formulation is one of the strategic M components
- Strategy Monitoring is the process of deciding the best course of action to be taken
- Situation Analysis It refers to the process of collecting, scrutinizing and providing information.

**6. Give synonyms from the text to these words:**

- Survival = .....
- Instantly = .....
- Element = .....
- Ambition = .....
- Introductory = .....
- Investigating = .....
- Surroundings = .....
- Impact = .....
- Program = .....
- Examination = .....

## Lesson two: conflict management

**Conflict management:** is the practice of being able to identify and handle conflicts sensibly, fairly, and efficiently. Since conflicts in a business are a natural part of the workplace, it is important that there are people who understand conflicts and know how to resolve them. This is important in today's market more than ever. Everyone is striving to show how valuable they are to the company they work for and at times, this can lead to disputes with other members of the team.

### Conflict Management Styles:

Conflicts happen. How an employee responds and resolves conflict will limit or enable that employee's success. Here are five conflict styles that a manager will follow according to Kenneth W. Thomas and Ralph H. Kilmann:

**An accommodating** manager is one who cooperates to a high degree. This may be at the manager's own expense and actually work against that manager's own goals, objectives, and desired outcomes. This approach is effective when the other person is the expert or has a better solution.

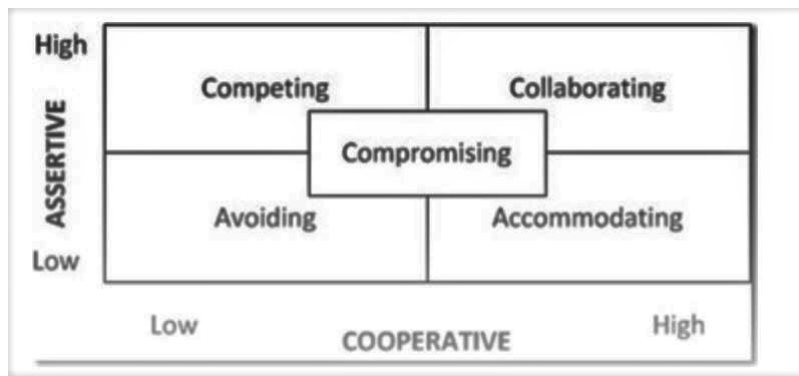
**Avoiding** an issue is one way a manager might attempt to resolve conflict. This type of conflict style does not help the other staff members reach their goals and does not help the manager who is avoiding the issue and cannot assertively pursue his or her own goals. However, this works well when the issue is trivial or when the manager has no chance of winning.

**Collaborating managers** become partners or pair up with each other to achieve both of their goals in this style. This is how managers break free of the win-lose paradigm and seek the win-win. This can be effective for complex scenarios where managers

need to find a novel solution.

**Competing:** This is the win-lose approach. A manager is acting in a very assertive way to achieve his or her own goals without seeking to cooperate with other employees, and it may be at the expense of those other employees. This approach may be appropriate for emergencies when time is of the essence.

**Compromising:** This is the lose-lose scenario where neither person nor manager really achieves what they want. This requires a moderate level of assertiveness and cooperation. It may be appropriate for scenarios where you need a temporary solution or where both sides have equally important goals.



Read the text carefully and be ready to answer

7. Answer these questions:

g) Why the company workers dispute?

.....

h) When the accommodating approach will be effective?

.....

i) Why the manager sometimes should use the avoiding approach?

.....

j) If managers need to find a novel solution which approach, should they use?

.....

**8. Match the terms with their definitions or expressions:**

7. resolve problems with sensibly, fairly, and efficiently	g) accommodating
8. Other has a better solution	h) Competing
9. no chance of winning	i) Conflict management
10. without seeking to cooperate	j) Avoiding

**9. Fill in the gaps with the following words:**

**conflict - situations - accommodate - consequences - strategies**

Even though you may prefer one of the .....resolution strategies discussed above over the others, all of these .....can be used effectively in certain ..... For example, if the issue is minor and won't have lasting ....., it may be in your best interest to ..... the other party rather than to try to serve your own needs. However, if the issue is more severe and will impact multiple people, it may make sense to choose a strategy with more assertiveness.

**10. Match the antonyms of the words in the left**

Conflict	Incapable
Able	Individual
Fairly	Hate
Natural	Apprentice
Team	Harmony
Desire	Servile
Expert	Unjustly
Assertive	Exceptional

**11. Are these statements true or false?**

- An accommodating manager is one who cooperates to a high degree,

- Avoiding can be effective for complex scenarios where managers need to find a novel solution,
- Compromising may be appropriate for emergencies when time is of the essence

**12. Give synonyms from the text to these words:**

- Interpret = .....
- Undertake = .....
- Looking for = .....
- Brawl = .....
- React = .....
- Grade = .....

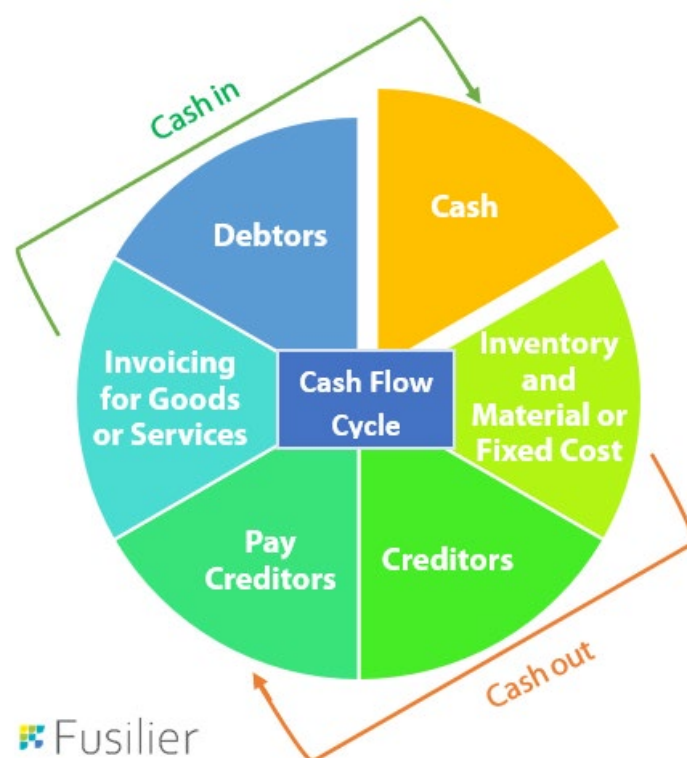
## Lesson three: cash flow management

### What is cash flow?

Cash flow is a measurement of the amount of cash that comes into and out of your business in a particular period of time. When you have positive cash flow, you have more cash coming into your business than you have leaving it—so you can pay your bills, and cover other expenses. When you have negative cash flow, you can't afford to make those payments. The concept of having “enough money to meet your financial obligations” is also known as working capital.

### Cash flow vs. revenue

Revenue measures how much money is coming into your business, while cash flow measures both how much is coming in and how much is going out. Cash flow takes also takes into account things like financing activities: did the bank just deposit a \$10,000 loan into your account? It's cash, so it counts!



### **Why does cash flow matter?**

Cash is the lifeblood of your business. A wise person once said “revenue is vanity, profit is sanity, cash is reality.”

If you don't actually have cash on hand, your business will stop working. Managing your cash flow is all about figuring out when you're going to have cash in your hands, figuring out how to get more of it in your hands faster, and how to manage your spending so you don't run into cash flow problems.

Cash management is one of the most important aspects of operating a business and can dictate success in any industry. Poor cash management or a lack of free cash flow can lead to excess debt and even bankruptcy. The [recent corporate bankruptcies](#), brought on by the COVID-19 pandemic, have evidenced the need for businesses to maintain sufficient cash reserves. On the other hand, being too conservative and stockpiling cash reduces the efficiency of that cash and can take away from potential investment and growth.

### **Small business cash management can be challenging.**

A strict focus on profits can sometimes take away from the importance of being cash flow positive, especially for small or growing businesses. In many cases, small businesses do not fail because they stop making profits, they fail because they run out of cash.

Analysing cash flows on a monthly or even weekly basis is important to stay on top of changing cash trends. Effective cash flow management means an organization must determine the optimal level of cash reserves to keep on-hand, so they can always meet their obligations. As a smaller organization, the challenge of maintaining enough cash to operate effectively can be even greater – mainly because smaller revenue streams leave less room for error.

**Read the text carefully and be ready to answer**

### **13. Answer these questions:**



k) What does cash flow measure?

.....

l) What is the different between revenue and cash flow?

.....

m) What will happen if the company be too conservative and stockpiling cash?

.....

n) Where does poor cash management or a lack of free cash flow led to?

.....

o) How can the companies stay on top of changing cash trends.?

.....

**14.Match the terms with their definitions or expressions:**

11.financial obligations	k) more cash coming
12.cash flow	l) maintaining enough cash
13.Positive cash flow	m) Lifeblood of business
14.Cash reserves	n) Bills and expenses

**15. Fill in the gaps with the following words:**

- owners – lifeblood - management – leaders - failure - causing -

Several industries .....and associations have all found that cash flow problems can be one of the leading causes of .....for businesses,82% of businesses fail due to poor cash flow ..... / poor understanding of cash flow, Despite the fact that cash is the ..... of a business, the fuel that keeps the engine running, most business .....don't truly have a handle on their cash flow. Poor cash flow management is ..... more business failures today than ever before.

**16.Match the antonyms of the words in the left**

particular	Insufficient
Flow	Defeat
Spending	Wealthy
Success	Generality

---

Enough	Bill
Poor	Save
Lack	Dripping
Invoice	Excess

**17. Are these statements true or false?**

- Cash flow measures how much money is coming into your business
- Bad cash management can lead to excess debt and even bankruptcy,
- When you have positive cash flow, you can't afford to make those payments
- being too conservative and stockpiling cash led to efficiency and growth
- If you don't actually have cash on hand, your business will success

**18. Give synonyms from the text to these words:**

- Dominate = .....
- Executing = .....
- Insolvency = .....
- Savings = .....
- Excellent = .....

## Lesson four: Feasibility study

The growth and recognition of project management during the last few years has raised the need for feasibility studies. Quickly stated, a feasibility study is the initial design stage to any project or plan. As the name implies, a feasibility study is an analysis into the viability of an idea. Feasibility studies help answer the essential question, “should we proceed with the proposed idea?” The objective study may be completed in conjunction with a SWOT planning process, which looks at the strengths, weaknesses, opportunities, and threats that may be present externally (the environment) or internally (resources). Feasibility studies help determine:

- a) does the company possess the required resources or technologies; and
- b) does the proposal offer a reasonable return vs. risk from the investment.

Feasibility studies can be used in many ways but primarily focus on proposed business ventures. Farmers and others with a business idea should conduct a feasibility study to determine the viability of their idea before proceeding with the development of a business. Determining early that a business idea will not work saves time, money and heartache later.

A feasible operating change or business restructure is one where the business will generate adequate cash-flow and profits to withstand the short-term risks it will encounter, and remain viable in the long-term to meet the goals of the owner/founders. The venture might be an investment start-up or the purchase/expansion of an existing business, beyond its present business footprint or enterprise.

### Contents of a Feasibility Study

The most-common feasibility study should include the following sections:

- An Executive Summary
- Description of Product or Service
- Technology Considerations

- Product or Service Marketplace
- Identification of Specific Market
- Marketing Strategy
- Organization Structure
- Schedule
- Financial Projections

Companies should be careful to NOT blindly follow feasibility templates. A well-designed feasibility study is one that is focused upon and centred on the business organization.

#### Types of Feasibility Studies

- Technical – hardware and software; existing or new; staffing skills
- Financial – initial and future stakeholder investors; ROI benchmarks
- Market- industry type; marketing characteristics; market growth; competition environment; sales projections
- Organization- structure; legal; management team's competency

#### Typical Steps to a Feasibility Study:

1. Preliminary Analysis
2. Market Assessment
3. Organizational Structures
4. Financial Controls
5. Points of Vulnerability
6. Results and Conclusions
7. Go/No-Go Decision

**Read the text carefully and be ready to answer**

#### **19. Answer these questions:**

- p) What is the feasibility study?
- q) Why the need of feasibility study has raised?
- r) What does the feasibility study help to determine?

- s) What are the contents of a feasibility study?
- t) What are the types of feasibility study?
- u) How many steps are there in feasibility study?

**20. Match the terms with their definitions or expressions:**

15. analysis into the viability	o) last step of feasibility study
16. strengths, weaknesses, opportunities, threats	p) first step of feasibility study
17. Go/No-Go Decision	q) where the business will generate adequate cash-flow
18. Preliminary Analysis	r) Feasibility study
19. business restructure	s)
20.	t) SWOT

**21. Fill in the gaps with the following words:**

**models - companies - failure - risks - value - feasibility -**

The practice of .....blindly following available templates comes with enormous ..... Whether companies design or copy certain business models, it is necessary to conduct a .....study, using ....., to reduce the risk of ..... A feasibility study of the business model should be centred on the organization's ..... creation processes.

**22. Match the antonyms of the words in the left**

Quantitative	Similarity
Solving	Local
Diversity	Ambiguous
Knowledge	Unmeasurable
Fixed	Unimportant
Limited	Simple
Complex	Complicate
Global	Limitless
paramount	Ignorance
Explicit	Unstable

**23. Are these statements true or false?**

- A feasibility study is the initial design stage to any project or plan.
- A feasibility study is an analysis into the viability of a product
- The objective study may be completed in conjunction with a SWOT planning process.
- feasibility studies can be used in one way and focus on proposed business ventures.
- A feasible operating change or business restructure is one where the business will generate adequate cash-flow and profits.
- Companies should be careful to blindly follow feasibility templates.

**24. Give synonyms from the text to these words:**

- Workability = .....
- Drawing = .....
- surroundings = .....
- Growth = .....
- Association = .....
- Menace = .....
- Own = .....
- Principally = .....
- Command = .....
- Appropriate = .....

## **Lesson five: introduction to Islamic banking**

What Is Islamic Banking?

Islamic banking, also referred to as Islamic finance or shariah-compliant finance, refers to financial activities that adhere to shariah (Islamic law). Two fundamental principles of Islamic banking are the sharing of profit and loss, and the prohibition of the collection and payment of interest by lenders and investors.

### **KEY TAKEAWAYS**

- Islamic banking, also referred to as Islamic finance or shariah-compliant finance, refers to finance or banking activities that adhere to shariah (Islamic law).
- Two fundamental principles of Islamic banking are the sharing of profit and loss, and the prohibition of the collection and payment of interest by lenders and investors.
- Islamic banks make a profit through equity participation, which requires a borrower to give the bank a share in their profits rather than paying interest.
- Some conventional banks have windows or sections that provide designated Islamic banking services to their customers.

### **Understanding Islamic Banking**

There are approximately 520 banks and 1700 mutual funds around the world that comply with Islamic principles. Between 2012 and 2019, Islamic financial assets grew from \$1.7 trillion to \$2.8 trillion and are projected to grow to nearly \$3.7 trillion by 2024, according to a 2020 report by the Islamic Corporation for the Development .

This growth is largely due to the rising economies of Muslim countries (especially those that have benefited from the increases in the price of oil).

Islamic banking is grounded in the tenets of the Islamic faith as they relate to



commercial transactions. The principles of Islamic banking are derived from the Qur'an—the central religious text of Islam. In Islamic banking, all transactions must be compliant with shariah, the legal code of Islam (based on the teachings of the Qur'an). The rules that govern commercial transactions in Islamic banking are referred to as Fiqh al-muamalat.

Islamic finance encourages entrepreneurship, mutual cooperation, generosity, and spirit of partnership which connect the capital owner with the real economic activities that may actually contribute to the welfare of society via commerce, manufacturing, construction and related areas. This of course is not only limited to modes of financing but also covers all business and financial transactions and rulings.

All of us are required to seek lawful wealth for our needs, attain self-sufficiency, and provide shelter and so on. There is a high demand from the Muslim community for Shariah compliant alternatives to conventional finance.

Shariah lays down rules that promote fair dealing and business ethics based on universal principles. These universal principles also consider the community needs that contribute to a healthy society.

**Read the text carefully and be ready to answer**

**25. Answer these questions:**

- v) What are fundamental principles of Islamic banking?
- w) How do Islamic banks make profit?
- x) are the Islamic finance services found only in Islamic banks?
- y) How many Islamic banks are there in the world?
- z) Why Islamic financial assets had a largely growth?
- aa) From where the principles of Islamic banking are derived?

**26. Match the terms with their definitions or expressions:**

21. Islamic banking	u) The investor
22. Lenders	v) Prohibited
23. paying interest.	w) Shariah compliant finance
24. the capital owner	x) ethical transactions
25. Shariah	y) Banks
26. fair dealing	z) Islamic law

**27. Fill in the gaps with the following words:**

**money - importance - Shariah - more - people - account**

Muslims are becoming .....and more aware of the .....of following life according to .....and especially in terms of their approach to finance, business and other dealings.

We see from the research that more and more .....want to have an Islamic bank....., finance their home, or invest .....in Islamic way.

**28. Match the antonyms of the words in the left**

Advantage	unskilful
Improvement	inaccessible
Available	output
Effective	disadvantage
Advancement	deterioration
Input	unavailable
Accessible	recession
Skilful	ineffective
Compliant	Loss
Profit	Recalcitrant

**29. Are these statements true or false?**

- One of the principles of Islamic banking is the sharing interest.
- Some conventional banks have windows or sections that provide designated Islamic banking services.
- There are approximately 1700 Islamic banks.
- Between 2012 and 2019, Islamic financial assets grew from \$1.7 trillion to \$3.7 trillion.
- Islamic finance encourages entrepreneurship, mutual cooperation, generosity, and spirit of partnership.
- Shariah lays down rules that promote unfair dealing and business ethics.

**30. Give synonyms from the text to these words:**

- Indicated = .....
- Comply = .....
- Essential = .....
- Distributing = .....
- Benefit = .....
- Interdiction = .....
- Loan companies = .....
- Venture capitalists = .....
- Almost = .....
- Investment fund = .....

## Lesson six: international management

International management is the management of business operations in an organisation serving markets and operating in more than one country. It requires knowledge and skills beyond normal business expectations, such as familiarity with local market and competitive conditions, the legal and financial environment, the capability to do multicurrency transactions and managing across borders. This definition stresses the need for a much more advanced set of skills than managing within national borders. It demands extensive knowledge of local conditions and adaptability.



International management can mean a number of things: exporting sporadically to other countries; having a more established export strategy; having international agents, partners, or perhaps a direct sales force in a number of countries; even having supply and/or production facilities overseas; businesses can also make

acquisitions abroad, which is a whole new ball game and one in which risks may well compound.

**Read the text carefully and be ready to answer**

**31. Answer these questions:**

bb) What is the difference between management and international management?

.....

cc) What are the skills required to practise international management?

.....

dd) What are the activities that engage you in international business?

.....

ee) What are the risks of engaging in international business?

.....

**32. Match the terms with their definitions or expressions:**

27. Managing in national borders	aa) International business
28. familiarity with local market	bb) international finance
29. multicurrency transactions	cc) Adaptability
30. operating in more than one country	dd) management

**33. Fill in the gaps with the following words:**

- easier - international - agenda - age -

Borders and cultures still exist, but in the internet..... and the spread of a common language - we are lucky it is English - they are .....and easier to cross. This is so much so that it is sad not to think about what your ..... marketplace is - that would be such a good .....for an away-day for any board!

**34. Match the antonyms of the words in the left**

more	Unfamiliarity
------	---------------

---

Knowledge	Inability
Familiarity	Less
Local	Limited
Capability	Global
Extensive	Ignorance

**35. Are these statements false or true?**

- International management is the managing of many factories
- International management requires the capability of multicurrency transactions,
- Make acquisitions abroad mean international management,
- International management requires adaptability in inside borders finance and environment

**36. Give synonyms from the text to these words:**

- Conformability = .....
- Transshipping = .....
- Stable = .....
- In foreign land = .....

**37. Glossary :**

**absolute advantage**

A country has an absolute advantage when it is more efficient than any other country at producing a product.

**bill of lading**

A document issued to an exporter by a common carrier transporting merchandise.

**exchange rate**

The rate at which one currency is converted into another.

**expatriate manager**

A national of one country appointed to a management position in another country.

**free trade**

The absence of barriers to the free flow of goods and services between countries.

**international strategy**

Trying to create value by transferring core competencies to foreign markets where indigenous competitors lack those competencies.

**multinational enterprise (MNE)**

A firm that owns business operations in more than one country.



## Lesson seven: HRM functions

Human Resource Management is a management function concerned with hiring, motivating, and maintaining the workforce in an organization. HRM deals with issues related to employees such as hiring, training, development, compensation, motivation, communication, and administration. HRM ensures the satisfaction of employees and a maximum contribution of employees to the achievement of organizational objectives.

According to Armstrong (1997), HRM can be defined as “a strategic approach to acquiring, developing, managing, motivating and gaining the commitment of the organisation’s key resource – the people who work in and for it.”

HRM functions can be classified into the following three categories: Managerial Functions, Operative Functions, and Advisory Functions

The Managerial Functions of HRM are as follows:

**1. HR Planning** - In this function of HRM, the number and type of employees needed to accomplish organizational goals is determined. Research is an important part of this function, information is collected and analysed to identify current and future human resource needs and to forecast changing values, attitude, and behaviour of employees and their impact on the company.

**2. Organizing** - In organization tasks are allocated among its members, relationships are identified, and activities are integrated towards a common objective.

Relationships are established among the employees so that they can collectively contribute to the attainment of the organization's goal.

**3. Directing** - Activating employees at different levels and making them contribute maximum to the organization is possible through proper direction and motivation.

Tapping the maximum potentialities of the employees is possible through motivation and command.

**4. Controlling** After planning, organizing, and directing, employees' actual performance is checked, verified, and compared with the plans. If the actual performance is found deviated from the plan, control measures are required to be taken.

The Operative Functions of HRM are as follows:

**1. Recruitment and Selection** - Recruitment of candidates is the function preceding the selection, which brings the pool of prospective candidates for the company so that the management can select the right candidate from this pool.

**2. Job Analysis and Design** - Job analysis is the process of describing the nature of a job and specifying the human requirements like qualification, skills, and work experience to perform that job. Job design aims at outlining and organizing tasks, duties, and responsibilities into a single unit of work for the achievement of certain objectives.

**3. Performance Appraisal** - HR professionals are required to perform this function to ensure that the performance of employees is at an acceptable level.

**4. Training and Development** - This function of HRM helps employees acquire skills and knowledge to perform their jobs effectively. Training and development programs are organized for both new and existing employees. Employees are prepared for higher-level responsibilities through training and development.

**5. Wage and Salary Administration** - HRM determines what is to be paid for different types of jobs. HRM decides employee's compensation which includes - wage administration, salary administration, incentives, bonuses, fringe benefits,

**6. Employee Welfare** - This function refers to various services, benefits, and facilities that are provided to employees for their well-being.

**7. Maintenance** - HR is considered an asset for the organization. Employee turnover is not considered good for the organization. HRM always tries to keep their best performing employees.

**8. Labour Relations** - This function refers to HRM interaction with employees represented by a trade union. Employees come together and form a union to obtain more voice in decisions affecting wage, benefits, working conditions, etc,

**9. Personnel Research** - Personnel researches are done by HRM to gather employees' opinions on wages and salaries, promotions, working conditions, welfare activities, leadership, etc, such researches help in understanding employee satisfaction, employee turnover, employee termination,

**10. Personnel Record** - This function involves recording, maintaining, and retrieving employee-related information like - application forms, employment history, working hours, earnings, employee absents and presents, employee turnover, and other data related to employees.

**Read the text carefully and be ready to answer**

**38. Answer these questions:**

ff) What does HRM ensure?

gg) How many function categories of HRM?

hh) In which function employee's performance will be checked?

ii) Who comes first recruiting or selection?

jj) In which function Employees are prepared for higher-level responsibilities?

kk) How can employees defend their rights and working conditions?

**39. Match the terms with their definitions or expressions:**

31.a strategic approach	ee) controlling
32. Managerial, operative, advisory	ff) Job analysis
33. Planning, organising, directing, controlling	gg) Recruitment, job analysis, salaries wages, performance appraisal .....
34. actual performance is checked	hh) Human resource M
35. Describing a nature of a job	ii) Managerial HRM functions
36. Operative HRM functions	jj) HRM functions categories

**40. Fill in the gaps with the following words:**

**beginning - measure - improvement - effectiveness - influence - administrative**

How can.....happen without the right tools to measure HR.....? As with many other areas of business, this profession also needs to be able to ..... results in terms of transaction management, as well as in terms of the positive .....on business. “Utilizing metrics to determine effectiveness is the ..... of a shift from perceiving HR’s role as purely an .....function to viewing the HR team as a true strategic partner within the organization.

**41. Match the antonyms of the words in the left**

Disinterested	Penalty
Hiring	Irresponsibility
motivating	Liberate
Development	Failure
Compensation	Concerned
Satisfaction	Misguide
Commitment	Decline
Directing	Disappointment
Command	Dismiss
Performance	Discourage

**42. Are these statements true or false?**

- Trade union ensures the satisfaction of employees and a maximum contribution of employees to the achievement of organizational objectives.
- planning can be classified into the following three categories: Managerial Functions, Operative Functions, and Advisory Functions.
- Controlling is activating employees at different levels and making them contribute maximum to the organization.
- Job analysis is the process of describing the nature of a job and specifying the human requirements like qualification.
- Training and development programs are organized just for new employees.
- Employee Welfare - This function refers to various services, benefits, and facilities.

**43. Give synonyms from the text to these words:**

- Persuade = .....
- Kipping = .....
- negotiate = .....
- indemnity = .....
- coaching = .....
- evolution = .....
- contentment = .....
- Achieve = .....
- Anticipate = .....
- Attitude = .....

### **Lesson eight: The financial and accounting system in Algeria**

The accounting and financial system was adopted by legislation on November 25, 2007. A first implementation decree was issued in July 2008.

In July-end 2008, authorities postponed the implementation date for the new system, which came into force on 1st January 2010, when the National Accounting Plan 1975 was repealed. The detailed text defining the new system was published in March 2009. First application conditions were specified in a publication issued in October 2009. As of the date of this update (December 2009), the transitional arrangement is fully recognized and companies now have all the elements to proceed.

#### **Required financial statements**

Unlike “NAP 75,” FAS cites the preparation of “financial statements” (F/S) according to international rules and standards. These financial statements (F/S), which form a whole, include the following components:

The 5 components of the F/S of FAS
1. Balance sheet
2. Income statement
3. Cash flow statement
4. Statement of changes in shareholders' equity
5. Appendix mentioning the accounting rules and methods, the details of the accounts

The contents and presentation of the charts are not strictly imposed provided that they are based on standard format. Provisions are succinctly stated in their briefest version (e.g. the list of minimal information to be included in the income statement, the balance sheet etc.).

The project contains provisions making comparative data necessary.

The income statement may be presented “by nature” (see previously) or “by allocation”

(sales costs, commercial cost etc.), exactly as in international financial reporting standards IFRS.

With regard to the cash flow statement, an option is possible between the “direct” model (based on operating and financial cash flows) and the “indirect” model (which starts from accounting income and cash flow).

Finally, FAS contains a provision for a real appendix, very much like IFRS recommendations, including the presentation of the main accounting rules in application, information on the commitments and details about important items accompanied with explanations.

**Read the text carefully and be ready to answer**

**44. Answer these questions:**

- ll) When did the Algerian companies start using the FAS?
- mm) What was the Algerian companies using before implementing the FAS?
- nn) What are required financial statements for the FAS?
- oo) How the FAS is compliant with international financial reporting standards?

**45. Match the terms with their definitions or expressions:**

37. came into force	kk) balance sheet, cash flow sta, income statement .....
38. The new system	ll) Income statement
39. Financial statements	mm) Start using
40. presented “by nature or by allocation	nn) Financial and accounting system

**46. Fill in the gaps with the following words:**

**legislation - framework - operations - governed - liberal - credit -**



Banking activities are .....by the Ordinance No. 03-11 of August 26, 2003 pertaining to money and....., modified and completed by Ordinance No. 10-04 of August 26, 201057. The 2003 Ordinance, follows the wake of the 1990 .....(Law No. 90-10 of April 14, 1990 pertaining to money and crédit)58 and offers a new legal .....for conducting banking .....comparable to that of countries with .....economies.

**47.Match the antonyms of the words in the left**

Quantitative	Similarity
Solving	Local
Diversity	Ambiguous
Knowledge	Unmeasurable
Fixed	Unimportant
Limited	Simple
Complex	Complicate
Global	Limitless
paramount	Ignorance
Explicit	Unstable

**48.Are these statements true or false?**

- The accounting and financial system was adopted by legislation on July 2008
- In July-end 2008, authorities postponed the implementation date for the new system.

- there are 4 components of the F/S of FAS.
- The contents and presentation of the charts are not strictly imposed provided that they are based on standard format.
- the income statement may be only presented “by nature”.

**49. Give synonyms from the text to these words:**

- Employment = .....
- Delayed = .....
- Instruction = .....
- Operating = .....
- Calculating = .....
- Abrogated = .....
- Delivered = .....
- Renovate = .....
- Regulation = .....
- Criteria = .....

## Lesson nine: financial diagnosis

Financial diagnosis consists of a number of instruments and methods which help to evaluate a company's financial situation and performances. The financial diagnosis identifies the favourable and unfavourable factors which will affect the company's future activity. The purpose of financial diagnosis is to draw a comparison with similar companies, in order to establish risk, profitability, and value parameters, by estimating the cost of capital (discount rate). The financial diagnosis helps to appreciate the past and present financial situation, and based on them to make projections for the future.

**The aim of financial diagnosis:** is to appreciate the company's financial situation. The new strategies to maintain and develop the company in the environment specific to local economy will be based on this diagnosis.

In a general sense, the objective of financial diagnosis is to give financial information to those inside the company, but also to those outside it, with certain interests in the company.

The information needed for the financial diagnosis is taken from the developed financial situations (balance sheet, profit and loss account, treasury flow situation, changes in the ownership equity situation, annotations on financial situations) or simplified ones (balance sheet, profit and loss account, annotations on financial situations).

The users of the internal financial diagnosis can be the managers, shareholders or employees. The aim in this case is to detect possible situations of financial disequilibrium and to adopt new decisions to manage the company. These decisions are based on identifying the origin and cause of the disequilibrium, which will have to be solved.

The users of external financial diagnosis are: financial analysts, potential shareholders, banking or financial organisms or even the state. The objective is to follow the company's financial capacity to generate profit, its capacity to honour long and short-term obligations (the company's liquidity and solvency), and also its value.

Most of the time external users need a financial diagnosis either to give credits to the companies (especially banks), or to take decisions about entering in a company's capital. Unfortunately, the diagnosis is done only during great difficulties or when someone asks

for such a report. We believe that a financial diagnosis should be done periodically.

A financial diagnosis can have the following components:

- 1) Diagnosis of financial position;
- 2) Profitability analysis;
- 3) Analysis of intermediary management balance and of self-financing capacity;
- 4) Analysis of cash flow indicators;
- 5) Risk and bankruptcy indicators;
- 6) Conclusions regarding the company's general diagnosis.

**Read the text carefully and be ready to answer**

**50. Answer these questions:**

- pp) In what does the financial diagnoses help the company?
- qq) What is the purpose of financial diagnosis?
- rr) From where does the financial diagnosis take in the information needed?
- ss) Who are the users of the internal financial diagnosis?
- tt) Who are the users of external financial diagnosis?
- uu) Why do the external users need a financial diagnosis?

**51. Match the terms with their definitions or expressions:**

41. future activity	oo) give financial information
42. to establish risk, profitability, and value parameters	pp) balance sheet, profit and loss account, treasury flow situation
43. objective of financial diagnosis	qq) adopt new decisions
44. developed financial situations	rr) balance S, profit and loss account
45. Simplified financial situations	ss) The users of the internal FD
46. the managers,	tt) Financial diagnosis

shareholders or employees	
------------------------------	--

**52. Fill in the gaps with the following words:**

**strength - linked - records - income - model – statements- liquidity**

Financial statements are the .....of a company's financial condition and activities during a period of time. Financial .....show the financial performance and .....of a company. The three core financial statements are the .....statement, balance sheet, and cash flow statement. These three statements are .....together to create the three-statement financial.....  
Analysing financial statements can help an analyst assess the profitability and .....of a company.

**53. Match the antonyms of the words in the left**

Performance	Destroy
Different	Maintain
Establish	Hide
Appreciate	Complicated
Waste	Failure
Internal	Safety
Detect	Similar
Solved	External
Capacity	depreciate
Risk	Inability

**54. Are these statements true or false?**

- The purpose of financial diagnosis is to draw a comparison with different companies.
- The financial diagnosis helps to appreciate the future and present financial situation.
- The information needed for the financial diagnosis is taken from the developed financial situations.
- In a general sense, the objective of financial diagnosis is to give financial information to those inside the company.
- The users of external financial diagnosis are: managers, shareholders or employees.
- Most of the time internal users need a financial diagnosis either to give credits to the companies (especially banks),.

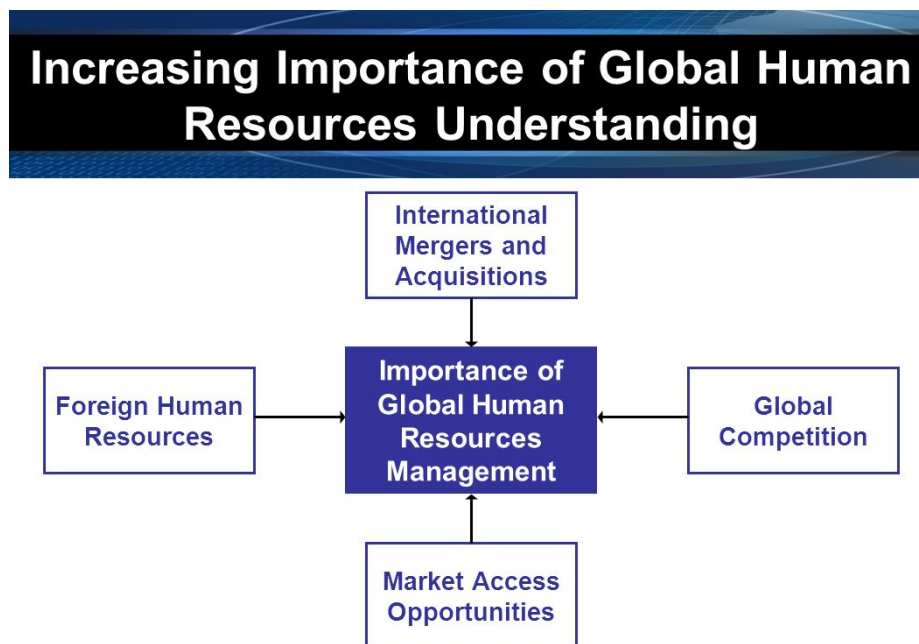
**55. Give synonyms from the text to these words:**

- Examination = .....

- Appliance = .....
- Appraise = .....
- Describe = .....
- Objective = .....
- Benefit = .....
- Coffe = .....
- Commentary = .....
- Shareowner = .....
- Richness = .....

## Lesson ten: international HRM

With the advent of globalization, organizations - big or small have ceased to be local, they have become global! This has increased the workforce diversity and cultural sensitivities have emerged like never before. All this led to the development of Global Human Resource Management.



Even those organizations who consider themselves immune to transactions across geographical boundaries are connected to the wider network globally. They are in one way or the other dependent upon organizations that may even not have heard about. There is interdependence between organisations in various areas and functions.

The preliminary function of global Human Resource Management is that the organisation carries a local appeal in the host country despite maintaining an international feel. To exemplify, any multinational / international company would not like to be called as local, however the same wants a domestic touch in the host country and there lies the challenge.



We may therefore, enumerate the objectives of global HRM as follows:

1. Create a local appeal without compromising upon the global identity.
2. Generating awareness of cross-cultural sensitivities among managers globally and hiring of staff across geographic boundaries.
3. Training upon cultures and sensitivities of the host country.

The strategic role of Human resources Management in such a scenario is to ensure that HRM policies are in tandem with and in support of the firm's strategy, structure and controls. Specifically,

an organization can choose to hire according to any of the staffing policies mentioned below:

- **Ethnocentric:** Here the Key management positions are filled by the parent country individuals.
- **Polycentric:** In polycentric staffing policy the host country nationals manage subsidiaries whereas the headquarter positions are held by the parent company nationals.
- **Geocentric:** In this staffing policy the best and the most competent individuals hold key positions irrespective of the nationalities.

Geocentric staffing policy it seems is the best when it comes to Global HRM. The human resources are deployed productively and it also helps build a strong cultural and informal management network. The flip side is that human resources become a bit expensive when hired on a geocentric basis. Besides the national immigration policies may limit implementation.

Read the text carefully and be ready to answer

**56. Answer these questions:**

vv) Why international human resource management is developed or created?

.....

ww) Are there organisations can be immune from globalisation?

.....

xx) The preliminary function of global Human Resource Management?

.....

yy) How can multinational companies avoid across-cultural sensitivities?

.....

zz) What are the main staffing policies used by international companies?

**57. Match the terms with their definitions or expressions:**

47. Geocentric	uu) the workforce diversity and cultural sensitivities
48. ethnocentric	vv) irrespective of the nationalities
49. Globalisation	ww) Work out of home country
50. Expatriation	xx) parent country individuals

**58. Fill in the gaps with the following words:**

- employs - relations – development - functional– complex - qualifications - requires

In International human resource management, there are five .....areas that include recruitment and selection, .....and training, performance evaluation, remuneration and labour..... In the first function of IHRM, Recruitment and selection, company ..... new qualified candidates for international operations.

Selection .....choosing from this pool the candidate whose  
.....most closely match the job requirements. Staffing is a  
.....function of international human resource management.

**59.Match the antonyms of the words in the left**

Advent	Decline
Global	Disappear
Increase	Narrow
Diversity	Departure
Emerge	Unprotected
Immune	Local
Wider	Uniformity

**60.Are these statements true or false?**

- increased the workforce diversity and cultural sensitivities led to international HRM,
- any multinational / international company would like to be called as local
- there is no relationship between IHRM and the firm's strategy
- Polycentric: Here the Key management positions are filled by the parent country individuals
- ethnocentric staffing policy it seems is the best when it comes to Global HRM

**61.Give synonyms from the text to these words:**

- Reliant = .....
- Interrelationship = .....
- Even with = .....
- Defiance = .....
- Calculate = .....

## 62. Glossary:

**Performance Appraisal** – Also known as a “performance review”, an appraisal is a review of an employee’s job performance, and is usually given on a regular basis. It’s a good time to assess an employee’s skills, growth and achievements, as well as identify development and learning needs.

**Performance management** – involves the management of employees’ performance for the benefit of the business and the employee. It includes formal assessment or performance appraisal as well as managing poor performance through the disciplinary process.

**Employee lifecycle** – The employee lifecycle is an HR term that refers to an employee’s journey within a company. It’s generally broken into a number of stages starting with recruitment and ending with an employee’s exit, and is a crucial aspect of HR in ensuring employees enjoy a long and successful career within an organisation.

**Learning and development** – Within an HR context, learning and development techniques are aimed at improving employee performance and increasing their skills. Typically, learning and development will be delivered through what’s referred to as interventions, which can include training exercises that will align an employee’s goals to that of their organisation, and enable them to use their newfound skills to further that goal.

**Performance reward** – Performance rewards are distributed to employees with based on their individual and sometimes team performance, and are designed to motivate employees to excel within their roles.

**Redundancy** – An employee is made redundant when an employer decides that job is no longer needed. For instance, this can occur when a business changes what they do, decides to do what they do in a different way, changes location or closes down altogether.

**Sustainability** – In a business context, sustainability refers to a company's viability on a long-term basis. To ensure a company's sustainability requires the coordination of social, financial and environmental demands.

**Talent management** – Talent management refers to the strategic process of seeking out, managing and developing the talent of their employees for an organisation, as well as an organisation's commitment to developing and retaining those talented employees.

## **Lesson eleven: Labour Market**

The labour market is the place where the supply and the demand for jobs meet, with the workers or labour providing the services that employers demand. The worker may be anyone who wishes to offer his services for compensation, while the employer may be a single entity or an organization that is in need of an individual to do a specific job or to complete a task. The worker is then comparable to a seller while the employer is the buyer.

A common factor that connects the two entities is the salary or wage that is agreed to be received by the worker from the employer. In short, this is where workers can find work that suits their skills and qualifications and where both agree on the wages, benefits, and other forms of compensation for the worker.

In the labour market, it is assumed that workers move to where there is a demand for their skills, whether this is in their local region or abroad. Moreover, they are also replaceable, which means that a person who can do the job better can be tapped to take over the other worker's job. Furthermore, salaries are not fixed, meaning they can go up or down, depending on the worker's performance. Wages or compensation is the highest motivating factor in the labour market.

### **Understanding Labour Market Analysis**

Labour market analysis is an integral part of an organization's recruitment process because it not only helps it find the most qualified workers for the jobs that it offers but also ensures that it provides a competitive compensation package to its workers. This is important in order for an organization to be able to keep its competent workers and, thus, continue its productivity.

**Generally speaking, labour market analysis involves the following processes:**

1. Identifying the various labour markets for a given type of position. It involves looking at the appropriate labour market based on a specific position.
2. Checking the market for salaries for a common position. The process involves checking similar positions in the labour market in order to determine if an organization's salary rates are at about the same level.
3. Determining market trends. This step answers questions as to how other organizations are compensating their workers, including their pay practices.
4. Adjusting salary packages or structure of positions. After checking the salary rates of other organizations and finding out if there is any need for adjustments, the department then makes recommendations for such adjustments and restructuring of positions in the company.
5. Making consultations with management. This process involves sitting down with management to determine their workforce needs.

**Read the text carefully and be ready to answer**

**63. Answer these questions:**

- aaa) Who is the worker?
- bbb) What is the common factor that connects the employer and the employee?
- ccc) Where do workers move in the labour market?
- ddd) Why the salaries are not fixed?
- eee) Why should the company check the market for salaries for a common position?
- fff) What comes after checking the salary rates of other organizations?

**64. Match the terms with their definitions or expressions:**

51. supply and the demand for jobs	yy) salaries
52. received by the worker from the employer	zz) Labour market analysis
53. part of an organization's recruitment process	aaa) stop turnover
54. to keep its competent workers	bbb) Determining market trends
55. how other organizations are compensating their workers,	ccc) After checking the salary rates
56.4. Adjusting salary packages	ddd) Labour market

**65. Fill in the gaps with the following words:**

**increased - challenges - improved - unemployment - impacted - crisis**

The labour market in Algeria has .....in the last decade. Compared to the 2000s, the .....rate declined significantly and the number of economically active people in the country .....in recent years.

Nevertheless, there are still several .....related to the high levels of labour market segmentation. Moreover, in 2020, the local economy was hit by the coronavirus (COVID-19) ....., political instability, and the drop in oil prices. This negatively ..... the Algerian job market.



**66. Match the antonyms of the words in the left**

Achieve	Complicate
Performance	nonconformity
Knowledge	Inefficiency
Clarify	Following
Describe	Unhappy
Specify	Fail
Foremost	Harmful
Remedial	Generalise
Satisfied	Ignorance
Accordance	Obscure

**67. Are these statements true or false?**

- the labour market is the place where the supply and the demand for goods meet.
- The worker may be anyone who wishes to offer his services for compensation.
- In the labour market, it is assumed that workers move to where there is a supply for their skills.
- salaries are not fixed, meaning they can go up or down, depending on the worker's inability.
- Labour market analysis involves looking at the appropriate labour market based on a specific position.
- Determining market trends. This step answers questions as to how other organizations are compensating their workers, including their pay practices.

**68. Give synonyms from the text to these words:**

- Remuneration = .....
- Boss = .....
- Existence = .....
- Income = .....
- Profession = .....
- Employee = .....
- Competence = .....
- Out of the country = .....
- Encouraging = .....
- Hiring = .....

## Lesson twelve: financial management functions

Financial Management means planning, organizing, directing and controlling the financial activities such as procurement and utilization of funds of the enterprise. It means applying general management principles to financial resources of the enterprise.

### Objectives of Financial Management

The financial management is generally concerned with procurement, allocation and control of financial resources of a concern. The objectives can be-

1. To ensure regular and adequate supply of funds to the concern.
2. To ensure adequate returns to the shareholders which will depend upon the earning capacity, market price of the share, expectations of the shareholders.
3. To ensure optimum funds utilization. Once the funds are procured, they should be utilized in maximum possible way at least cost.
4. To ensure safety on investment, or funds should be invested in safe ventures so that adequate rate of return can be achieved.
5. To plan a sound capital structure-There should be sound and fair composition of capital so that a balance is maintained between debt and equity capital.

### Functions of Financial Management

1. **Estimation of capital requirements:** A finance manager has to make estimation with regards to capital requirements of the company. This will depend upon expected costs and profits and future programmes and policies of a concern. Estimations have to be made in an adequate manner which increases earning capacity of enterprise.
2. **Determination of capital composition:** Once the estimation has been made, the capital structure has to be decided. This involves short- term and long- term debt equity analysis. This will depend upon the proportion of equity capital a company is possessing and additional funds which have to be raised from outside parties.

3. **Choice of sources of funds:** For additional funds to be procured, a company has many choices like-
- Issue of shares and debentures
  - Loans to be taken from banks and financial institutions
  - Public deposits to be drawn like in form of bonds.
- Choice of factor will depend on relative merits and demerits of each source and period of financing.
4. **Investment of funds:** The finance manager has to decide to allocate funds into profitable ventures so that there is safety on investment and regular returns is possible.
5. **Disposal of surplus:** The net profits decision has to be made by the finance manager. This can be done in two ways:
- Dividend declaration - It includes identifying the rate of dividends and other benefits like bonus.
  - Retained profits - The volume has to be decided which will depend upon expansional, innovation, diversification plans of the company.
6. **Management of cash:** Finance manager has to make decisions with regards to cash management. Cash is required for many purposes like payment of wages and salaries, payment of electricity and water bills, payment to creditors, meeting current liabilities, maintenance of enough stock, purchase of raw materials, etc.
7. **Financial controls:** The finance manager has not only to plan, procure and utilize the funds but he also has to exercise control over finances. This can be done through many techniques like ratio analysis, financial forecasting, cost and profit control, etc.

**Read the text carefully and be ready to answer**

**69. Answer these questions:**

ggg) What the financial management is concerned with?

hhh) How can the financial manager make estimation of capital requirements?

iii) When the capital structure has to be decided?

jjj) How many ways can the finance manager make a net profits decision?

kkk) What are the purposes that cash is required for?

lll) How can the financial controls be made?

**70. Match the terms with their definitions or expressions:**

57. applying general management principles	eee) capital composition
58. rate of return can be achieved	fff) sources of funds
59. the capital structure	ggg) payment of wages and salaries
60. Issue of shares, loans, public deposits	hhh) planning, organizing, directing and controlling
61. Dividend declaration, Retained profits	iii) Safe investment
62. Cash purposes	jjj) Disposal of surplus

**71. Fill in the gaps with the following words:**

**similar - profit - company - Investment - reports - cost**

Return on Investment / Return on Capital Employed (ROI / ROCE):

Return on ..... and Return on Capital Employed (ROI & ROCE) are very..... They are calculations showing how much .....is being made by a company in comparison to the ..... of the investment. If you pay a lot of money for a....., then you want it to make a lot of profit. You see this calculation used a lot in .....about the Stock Market.

**72. Match the antonyms of the words in the left**

Advantage	unskilful
Improvement	inaccessible
Available	output
Effective	disadvantage
Advancement	deterioration
Input	unavailable
Accessible	recession
Skilful	ineffective
Compliant	Loss
Profit	Recalcitrant

**73. Are these statements true or false?**

- Financial Management means planning, organizing, directing and controlling the human resource activities.
- The financial management is generally concerned with procurement, allocation and control of financial resources of a concern.
- Financial MNG aim to ensure irregular and inadequate supply of funds to the concern.
- Determination of capital composition: a finance manager has to make estimation with regards to capital requirements.

- Disposal of surplus: The net profits decision has to be made by the finance manager. This can be done in one way.
- Financial controls: The finance manager has to plan, procure and utilize the funds.

**74. Give synonyms from the text to these words:**

- Acquisition = .....
- Capitals = .....
- Appropriation = .....
- Target = .....
- Confirm = .....
- Sufficient = .....
- Shareowner = .....
- Perfect = .....
- Projects = .....
- Liability = .....

### **Lesson thirteen: Quantitative techniques in Management**

Quantitative techniques are needed to process the information needed for effective planning, leading organizing and controlling. Qualitative and quantitative methods are productive tools in solving organizational problems. They are behavioural and mathematical techniques respectively that can provide a diversity of knowledge. Quantitative analysis concentrates on facts, data and numerical aspects associated with the problem.

The emphasis is on the development of mathematical expression to describe the objectives and constraints connected with the problem. Thus, the administrator's quantitative knowledge can help enhance the decision-making process. In this approach, past data is used in determining decisions that would prove most valuable in the future. The use of past data in a systematic manner and constructing it into a suitable model for future use comprises a major part of scientific management.

For example, consider a person investing in fixed deposit in a bank, or in shares of a company, or mutual funds, or in Life Insurance Corporation. The expected return on investments will vary depending upon the interest and time period. We can use the scientific management analysis to find out how much the investments made will be worth in the future. There are many scientific method software packages that have been developed to determine and analyse the problems.

In case of non-availability of past data where quantitative data is limited, qualitative factors play a major role in making decisions. Qualitative factors are important in situations like the introduction of breakthrough technologies.



In today's complex and competitive global market, use of quantitative techniques with support of qualitative factors is paramount.

Application of scientific management and Analysis is more appropriate when there is not much of variation in problems due to external factors, and where input values are steady. In such cases, a model can be developed to suit the problem which helps us to take decisions faster. In today's complex and competitive global marketplace, use of Quantitative Techniques with support of qualitative factors is necessary.

Today, several quantitative techniques are available to solve managerial problems and use of these techniques helps managers to become explicit about their objectives and provides additional information to select on optimal decision. This approach starts with data like raw material for a factory which is manipulated or processed into information that is valuable to people making decision. This processing and manipulating of raw data into meaningful information is the heart of scientific management analysis.

**Read the text carefully and be ready to answer**

**75. Answer these questions:**

mmm) What do quantitative techniques produce?

nnn) For what the quantitative techniques is used?

ooo) Why Quantitative Techniques with support of qualitative factors is necessary?

ppp) ?

qqq) ?

rrr) ?

**76. Match the terms with their definitions or expressions:**

63. Decision making	kkk) planning, leading organizing and controlling
64. scientific method software packages	lll) solving organizational problems
65. processing and manipulating of raw data	mmm) mathematical techniques
66. external factors	nnn) suitable model for future
67. Management	ooo) heart of scientific management analysis
68. Quantitative techniques	ppp) complex and competitive global market

**77. Fill in the gaps with the following words:**

**minimising - time - resources - analysis - solutions - buy**

The major roles of quantitative technique are as follows:

- It provides a tool for scientific .....
- It offers .....for various business problems.
- It enables proper deployment of.....
- It supports in .....waiting and servicing costs.
- It helps the management to decide when to .....and what is the procedure of buying.
- It helps in reducing the total processing .....necessary for performing a set of jobs.

**78. Match the antonyms of the words in the left**

Quantitative	Similarity
Solving	Local
Diversity	Ambiguous
Knowledge	Unmeasurable
Fixed	Unimportant
Limited	Simple
Complex	Complicate
Global	Limitless
paramount	Ignorance
Explicit	Unstable

**79. Are these statements true or false?**

- Qualitative and quantitative methods are productive tools in solving organizational problems.

- The use of future data in a systematic manner and constructing it into a suitable model for future
- The expected return on investments will vary depending upon the interest and time period.
- We can use the scientific management analysis to find out how much the investments made will be worth in the past
- There are many scientific method software packages that have been developed to determine and analyse the solutions.
- Qualitative factors are important in situations like the introduction of breakthrough technologies.

**80. Give synonyms from the text to these words:**

- Supervising = .....
- Manner = .....
- Profitable = .....
- Intensity = .....
- Boost = .....
- Reasonable = .....
- Dominant = .....
- Collective = .....
- Guarantee = .....
- Discovery = .....

## Lesson fourteen: introduction to social security

### 1. Purpose

The social security law defines the principles, rules and provisions for the organisation, implementation, management, monitoring and inspection of social security affairs with a view to make it systematic, strengthened and effective for better protecting rights and interests of employers and employees who contribute to the Social Security Fund, and receive social security benefits, as well as to assure livelihood improvement, social solidarity and national socio-economic development.

### Social Security

Social Security is a set of assistance-based arrangements guaranteed by the National Social Security Fund in case of health care, child-birth or abortion, working capacity losses, human organ losses, sick-leave, old age, death, family allowances and unemployment.

### Interpretation of terms

- 1. National Social Security Fund:** means the pooled funds provided by the Government, employers and employees to jointly finance various social security benefits;
- 2. Employer:** means organizations and companies, social organizations and labour units employing people as employees by paying them a wage or salary;
- 3. Labour Units:** means an establishment running a business, including manufacturing and/or services;

- 4. Employee:** means a state employee, civil servant, soldier, police officer, old-age and invalid pensioner, or employee working in a labour unit and being paid by his/her employer;
- 5. Self-employed:** means a person, who engages in agricultural, industrial and service sector without having an employer;
- 6. Voluntary insured person:** means a person, who voluntarily joins the social security fund;
- 7. Insured Person:** means a person, who pays contributions to National Social Security Fund;
- 8. Family members:** means depending spouse, child and/or parent of insured person;
- 9. Insurable Earnings:** means total salary of insured civil servant, soldier, police or the wage of an employee or self-employed person to be used as basis for monthly calculating contribution to National Social Security Fund.
- 10. Total salary:** means firstly salary or wage, which is based on class and step and also includes seniority and position allowance and another.
- 11. Contribution:** means monthly cash payment by the Government, employer, employee, self-employed and voluntary insured person to the Social Security Fund, according to the contribution rate, as determined for the respective party.
- 12. Working capacity loss:** means loss of working capacity or mental health, caused by any work accident or occupational diseases;
- 13. Human-organ loss:** means loss of any human body limb (not work-related) ;
- 14. Pension points:** gained by dividing the average monthly contribution in the last twelve months by the average contribution of all insured persons.

**Read the text carefully and be ready to answer**

**81. Answer these questions:**

sss) What is the main purpose of social security?

ttt) What are the services provided by the social security?

uuu) By whom the national S S found is financed?

vvv) Who are the family members of an insured person?

www) Who can be insured by the national S S found?

**82. Match the terms with their definitions or expressions:**

69. the principles, rules and provisions of social security affairs	qqq) employer
70. assure livelihood improvement, social solidarity	rrr) social security benefits
71. of health care, child-birth or abortion, working capacity losses	sss) insured person
72. Government, employers and employees	ttt) Social security law
73. organizations and companies	uuu) Social security financers
74. who pays contributions	vvv) protecting rights and interests of employers and employees

**83. Fill in the gaps with the following words:**

**employing - affiliation - physical - own behalf - jurisdiction - Agency**

Any employer, whether they are .....or legal persons (including individuals..... people on their own behalf, as well as non-salaried workers exercising on their.....) are required to submit an .....application with the Social Security ..... of the wilaya with territorial....., within ten (10) days after beginning operations.

**84. Match the antonyms of the words in the left**

Security	Sickness
Protect	Obligatory
Contribute	Unprotected
Improvement	Uncertainty
Solidarity	Hurt
Health	Chaotic
Capacity	Decline
Voluntary	Inability
Insured	Subtract
Systematic	Antagonism

**85. Are these statements true or false?**

- The social security affairs aim to protect rights and interests of employers.
- National Social Security Fund: means the pooled funds provided by the Government, employers and employees.
- Employer: means a state employee, civil servant, soldier, police officer, old-age and invalid pensioner.



- Self-employed means a person, who voluntarily joins the social security fund.
- Family members: means depending spouse, child and/or parent or brothers of insured person.
- Working capacity loss: means loss of working capacity or mental health, caused by any work accident or occupational diseases.

**86. Give synonyms from the text to these words:**

- Legislation = .....
- Decree = .....
- Supervise = .....
- Defend = .....
- Favours = .....
- Health protection = .....
- Excused absence = .....
- Retired = .....
- Covered = .....
- Partner = .....

## Lesson fifteen: career management

1. **DEFINITIONS** Career management consists of the process of career planning & career succession. Career planning shapes the progression of individuals within an organization in accordance with assessments of organizational needs & the performance, potential and preferences of individual members of the enterprise. According to Sonnenfeld, Peiperl and Kotter (1992), It is the set of policies & practices an organization uses to provide for its human resource requirements. Management succession planning takes place to ensure that, as far as possible, the organization has the managers it requires to meet future business needs.

### 2. OVERALL AIMS

1. To ensure that the organization's needs for management succession are satisfied.
2. To provide men and women of promise with a sequence of training and experience that will equip them for whatever level of responsibility they have the ability to reach.
3. To give individuals with potential the guidance and encouragement they need if they are to fulfil their potential & achieve a successful career with the organization in tune with their talents & aspirations.

### 3. PROCESS OF CAREER MANAGEMENT

- 1 Career dynamics
- 2 Career management policies
- 3 Demand/ supply forecasts
- 4 Succession planning
- 5 Performance & potential assessment
- 6 Recruitment Self-assessment
- 7 Career planning
- 8 Induction training & initial experience
- 9 Career counselling
- 10 Mentoring
- 11 training Management
- 12 Career progression

#### 4. OBJECTIVES OF CAREER PLANNING

1. Identifying and making clear opportunities available. 2. To reduce employee turnover.
3. To Increase productivity. 4. To identify the career stages and enhance the motivational level.
5. To achieve the organization's goal by providing the employees paths to reach higher order needs.

#### 5. SCOPE OF CAREER PLANNING • Human Resource forecasting and planning

- Career Information • Career Counselling • Career Pathing • Skill Assessment training
- Succession Planning

**Read the text carefully and be ready to answer**

#### 87. Answer these questions:

- xxx) What is the relation between career management and career planning?
- yyy) What are the overall aims of the CM?
- zzz) What is the employee turnover?
- aaaa) What is the scope of career planning?
- bbbb) Which department is responsible on the CM?

**88. Match the terms with their definitions or expressions:**

75. career planning & career succession.	www) Succession
76. future business needs	xxx) professional orientation
77. Reach other level or responsibility	yyy) Career management
78. the progression of individuals	zzz) career progression
79. career counselling	aaaa) Demand/ supply forecasts
80. Succession planning	bbbb) identifying and developing future leaders

**89. Fill in the gaps with the following words:**

**people - careers - important - productivity - aspirations - employees**

Why career management is .....in the organization?

Career management helps move .....into roles where their skills are most suited and their .....are best met. By helping employees manage their .....and providing opportunities for career development, the organisation can ensure higher engagement &..... Attracting and retaining good.....

**90. Match the antonyms of the words in the left**

accordance	Interruption
potential	Rejection
Satisfied	Final
Sequence	Misguide
Ability	Decline
Induction	nonconformity
Initial	Incompetence
Counselling	Incapacity
Progression	Threat
Opportunity	Unhappy

**91. Are these statements true or false?**

- CM aims to ensure that the organization's needs for management succession are unsatisfied
- Career management consists of the process of career planning & career succession.
- objectives of career planning: to reduce employee recruitment.
- objectives of career planning: to decrease productivity.

**92. Give synonyms from the text to these words:**

- Demand = .....
- Furnish = .....
- Conditions = .....
- Assure = .....
- Coaching = .....
- Instruction = .....

- Effectuate = .....
- genius= .....
- anticipate = .....
- guidance = .....

## Lesson sixteen: E COMMERCE

### What is ecommerce?

"Ecommerce" or "electronic commerce" is the trading of goods and services on the internet. It is your bustling city center or brick-and-mortar shop translated into zeroes and ones on the internet superhighway. An estimated [2.14 billion people worldwide](#) buy goods and services online, and the number of Prime members shopping Amazon stores globally now tops [200 million](#).

Ecommerce is one way people buy and sell things in retail. Some companies [sell products online](#) only, while other sellers use ecommerce as a part of a broader strategy that includes physical stores and other distribution channels. Either way, ecommerce allows startups, small businesses, and large companies to sell products at scale and reach customers across the world.

### What is an ecommerce website?

An ecommerce website is your digital storefront on the internet. It facilitates the transaction between a buyer and seller. It is the virtual space where you showcase products, and online customers make selections. Your website acts as the product shelves, sales staff, and cash register of your online business channel.

Businesses might create a branded store experience on a store like Amazon, build their own commerce site on a dedicated domain, or do it all for a multi-channel approach.

### **What is an ecommerce business?**

An ecommerce business is a company that generates revenue from selling products or services online. For example, an ecommerce company might sell software, apparel, housewares, or web design services. You can run an ecommerce business from a single website or through multiple online channels like social media and email.

### **How does ecommerce work?**

Ecommerce works by connecting buyers and sellers using various electronic channels. For example, you need a channel, such as a website or social media, so customers can find products and services to purchase. Then a payment processor enables the exchange of the goods or services. Once the transaction succeeds, the customer receives a confirmation email or SMS, and a printable receipt.

If the transaction is for goods, then the seller ships the items and sends the customer a tracking number via email or SMS. If the transaction is for a service, then the service provider can reach out to schedule and complete the service.

### **Steps to starting an ecommerce business**

The steps to starting an ecommerce business can vary depending on factors like what you want to sell. For example, if you're selling services, then there's no need to [manage inventory](#) or [fulfillment](#). However, if you want to [sell products online](#), then inventory and fulfillment will likely play a critical part in your operations.



Here are some steps you can follow to get started:

1. Research business ideas
2. Make sure there's demand for the products you want to sell
3. Determine how you'll sell and ship products to customers
4. Find suppliers and manufacturers
5. Choose which online channels you'll sell through (e.g., an Amazon store)
6. Create a website or [online storefront](#) and upload products
7. Create a plan for your fulfillment strategy
8. Begin attracting customers with promotions

.

**Read the text carefully and be ready to answer**

**93. Answer these questions:**

cccc) What is the E commerce ?

dddd) For what the E-COMMERCE is used?

eeee) Why Quantitative Techniques with support of qualitative factors is necessary?

ffff) What is the storefront of an E-COMMERCE ?

**94. Match the terms with their definitions or expressions:**

81. Ecommerce	cccc) physical stores
82. commerce	dddd) a confirmation email or SMS
83. virtual space	eeee) social media and email
84. branded store	ffff) Trading on the internet
85. Electronic channels	gggg) Amazon
86. the transaction succeeds	hhhh) online

**95. Fill in the gaps with the following words:**

**computers - ecommerce - pages - shopping - overview - virtual**

Online ..... evolves and shifts daily. People shop from their....., phones, tablets, and other devices. They patronize websites, visit social media....., and participate in thriving ..... channels. Here's an ..... of three distinct methods of conducting ..... today.

**96. Match the antonyms of the words in the left**

accordance	Interruption
potential	Rejection
Satisfied	Final
Sequence	Misguide
Ability	Decline
Induction	nonconformity
Initial	Incompetence
Counselling	Incapacity
Progression	Threat
Opportunity	Unhappy

**97. Are these statements true or false?**

- Ecommerce" or "electronic commerce" is the trading of goods and services.
- An estimated [2.14 Million people worldwide](#) buy goods and services online.
- Ecommerce is one way people buy and sell things in retail.
- Ecommerce facilitates the transaction between a buyer and the bank .
- usinesses might create a branded store experience on a store like Amazon.

**98. Give synonyms from the text to these words:**

- Dealings = .....
- The web = .....
- Alive = .....
- Predicted = .....
- Large = .....

- Materialistic = .....
- Client = .....
- Buy = .....

## Lesson seventeen: E-Marketing

What is E-Marketing?

E-Marketing (Electronic Marketing), also known as Internet Marketing, Web Marketing, Digital Marketing, or Online Marketing, is marketing done through the internet on online channels. E-marketing is the process of marketing a product or service offering using the Internet to reach the target audience on smartphones, devices, social media etc. E-marketing not only includes marketing on the Internet, but also includes marketing done via e-mail and wireless media. It uses a range of technologies to help connect businesses to their customers.

Like many other media channels, e-marketing is also a part of integrated marketing communications (IMC), which helps a brand grow across different channels. E-marketing has become a pivotal tactic in the marketing strategy adopted by companies using several digital media channels.

Importance of E-marketing

In modern times where most of the work and transactions are happening through online channels, it becomes very important for marketers to reach out to customers through right channels. Smartphones, tablets, smart TVs, laptops are being used globally to run businesses and buy and sell goods. E-marketing helps in reaching out to your audience on these channels along with traditional offline channels as well.

Sometimes for some offerings, e-marketing is the only viable option.

E-marketing is very transparent in terms of its effectiveness as compared to offline marketing. One thing which makes e-marketing stand out is the ability to measure the impact in real time. Marketers can see the performance and tweak the messaging accordingly which can be very effective when compared to offline marketing.

### Advantages of E-marketing

Certain advantages of e-marketing are discussed as below

1. Much better return on investment from than that of traditional marketing as it helps increasing sales revenue.
2. E-marketing means reduced marketing campaign cost as the marketing is done through the internet
3. Fast result of the campaign as it helps to target the right customers.
4. Easy monitoring through the web tracking capabilities help make e-marketing highly efficient
5. Using e-marketing, viral content can be made, which helps in viral marketing.

### Types of e-marketing

There are several ways in which companies can use internet for marketing.

Some ways of e-marketing are:

1. Article marketing
2. Affiliate marketing
3. Video marketing
4. Email marketing/Newsletters
5. Blogging
6. Content marketing
7. Podcasts
8. Webinars

## E-Marketing Examples

A good example would be a 360-degree campaign run by companies which include direct and indirect marketing channels for putting across the message. e-Marketing is used in form of newsletters, videos, podcasts and webinars which are directly positioned to the potential customers. Along with that customers also get to know about the company and products through social media connects, content marketing, thought leadership which are indirect marketing channels. All these channels are completely online.

These campaigns might also have offline counterparts which also deliver the same message or may be the entire campaign can be driven by e-marketing. Many companies are now using online channels extensively for marketing their products.

Apple, Samsung and other major phone manufacturers stream their new product launches across the globe showing the new features and pricing of the upcoming phones and other devices. Even gaming industry have many online events where upcoming games are presented to the audience.

Hence, this concludes the definition of E-Marketing along with its overview.

**Read the text carefully and be ready to answer**

**99. Answer these questions:**

gggg) What are the tools used in E-marketing ?

hhhh) What is the different between E-marketing and offline-marketing ?

iiii) Which is the best marketing ( electronic or offline) in return on investment?

**100. Match the terms with their definitions or expressions:**

87.through the internet	iiii) smartphones devices
88.range of technologies	jjjj) traditional
89.audience	kkkk)
90.Offline	llll) Digital
91.	mmmm)
92.	nnnn)Customers

**101. Fill in the gaps with the following words:**

**marketing - data - preferred - investment - - marketer**

The return on .....(ROI) from E-Marketing can far exceed that of traditional .....strategies. Also, the transparency of the internet allows the marketer to have access to analytics and .....in a near real-time fashion which will allow the .....to make changes to align with the market's reaction thus making E-Marketing a .....solution for Marketing Professionals.

**102. Match the antonyms of the words in the left**

Disinterested	Penalty
Hiring	Irresponsibility
motivating	Liberate
Development	Failure
Compensation	Concerned
Satisfaction	Misguide
Commitment	Decline
Directing	Disappointment
Command	Dismiss
Performance	Discourage



**103. Are these statements true or false?**

- marketing is the process of marketing a product or service offering using the Internet.
- E-marketing has become a pivotal tactic in the marketing strategy adopted by companies using several digital media channels.
- . E-marketing means decreased marketing campaign cost as the marketing is done through the internet.
- Fast result of the campaign as it helps to target the right customers.
- .
- .

**104. Give synonyms from the text to these words:**

- Computerized = .....
- Mechanism = .....
- Goal = .....
- Attach = .....
- Consumer = .....
- Expand = .....

## Lesson eighteen: communication skills and conditional

The format of a formal email in English:

- Introduction
- Body of the text
- Conclusion

Introduction :

Depending on the type of relationship you have with the person you're writing to, there are different ways of starting an email, but any email should always start with a greeting. In our specific case being formal, the most appropriate options are:

- Dear Mr/Mrs/Ms (surname of the recipient, e.g. Mr Black)
- Dear Sir/Madam (if you don't know the name of the recipient) or more generally 'To whom it may concern'

After the initial greeting you need an introductory sentence that indicates clearly the reason for writing and is consistent with the subject of the email.

Introduce yourself briefly (long texts often discourage people from reading them), then follow on with:

- I am writing with regard to... (email subject)
- I am writing in connection with... (email subject)
- I am writing in reference to...

If you're writing an email to send information, you can start with one of the following sentences:

- I am writing to let you know...
- I am delighted to tell you... (if you're communicating good news)
- I regret to inform you that... (if you're communicating bad news)

If instead you're replying to an email you received, you can say:

- I am writing in response to...
- I am writing in reply to...
- I am writing to thank you for... (if you need to thank the recipient)

Body of the text:

There are no conventional formulas for writing the body of the text because this varies according to the function of what you need to communicate. It's useful to prepare an initial draft and then proceed with any corrections.

The general rules are that the text should be divided into short paragraphs that avoid abbreviations and acronyms, both of which you can use, on the contrary, when you write an informal email to family and friends.

Based on the type of message you're sending, there are various ways to write a final invitation before ending the email, such as:

- I look forward to hearing from you soon
- Thank you in advance
- For further information, please do not hesitate to contact me
- Please let me know if you have any questions
- Thanks for your attention

Conclusion :

The most common way to end an email are:

- Best regards
- Kind regards
- Yours faithfully (if you began the email with 'Dear Sir/Madam' because you don't know the name of the recipient)
- Yours sincerely (if you began the email with 'Dear Mr/Mrs/Ms + surname)
- Regards

Example of a formal email in English

Replying to a job advertisement

Subject: Web Content Editor position

Dear Sir/Madam,

With reference to your job ad in xxx, I would like to submit my application for the position of Web Content Editor in your company.

I graduated in Communication Sciences at the University of xxx and worked for several years in a Digital Agency as Content Specialist. I believe my skills and experience are in line with the requirements for the job position. I will be glad to introduce myself in an interview, that will allow you to better evaluate my possible recruitment.

Please find attached a copy of my resume. I look forward to hearing from you.

Yours faithfully,

### Conditional:

A conditional sentence is based on the word 'if'. There are always two parts to a conditional sentence – one part beginning with 'if' to describe a possible situation, and the second part which describes the consequence. For example:

If it rains, we'll get wet.

We can also invert the two parts of a conditional sentence so that the 'if' part comes second, and this is especially common in questions. For example:

What will you do if you miss the train?

How can you finish the project if you don't have a computer?

What happens if the students don't pass an exam?

There are four types of conditional sentences:

The Zero Conditional:

We use the zero conditional to talk about permanent truths, such as scientific facts, and general habits. The structure is simple:

If + present simple = present simple

Here are some examples:

If you heat water to 100°, it boils.

If you eat a lot, you put on weight.

If it doesn't rain for a long time, the earth gets very dry.

The First Conditional:

We use the first conditional to talk about a realistic situation in the present or future. The structure of the first conditional is as follows:

If + present simple = will + verb (infinitive)

= can + verb (infinitive)

= must + verb (infinitive)

= imperative form

Here are some examples:

If you're free later, we can go for a walk.  
some sandwiches.

If they're hungry, I'll make

If you're not back by 5pm, give me a ring.  
in the exam.

If he studies hard, he'll do well

If we arrive late, we must get a taxi.

He'll call if he needs help.

The Second Conditional:

We use the second conditional to talk about improbable or impossible situations in the present or future. Here is the structure:

If + past simple = would + verb (infinitive)

= could + verb (infinitive)

For example:

If I had more time, I'd exercise more. (But I don't have more time so I don't.)

If I were rich, I'd spend all my time travelling. (But I'm not rich so I can't.)

If she saw a snake, she'd be terrified.

If he didn't have to work late, he could go out with his girlfriend.

What would you do if you were offered a job in Canada?

You wouldn't have to walk everywhere if you bought a bike.

A common expression used to give advice has the second conditional structure.

The expression is 'If I were you, I'd..', meaning 'in your situation, this is what I would do'. For example:

A: I've got a headache.

B: If I were you, I'd take an aspirin.

A: I don't understand this.

B: If I were you, I'd ask your teacher for help.

A: This order won't be delivered on time.

B: If I were you, I'd phone the customer to let them know.

The Third Conditional:

We use the third conditional to talk about impossible situations, as in the second conditional, in the past. We often use the third conditional to describe regrets. The structure is:

If + past perfect = would have + past participle

= could have + past participle

Here are some examples:

If we had left earlier, we would have arrived on time.

If you hadn't forgotten her birthday, she wouldn't have been upset.

If I hadn't learnt English, I wouldn't have got this job.

What would you have studied if you hadn't done engineering?

They wouldn't have hired you if you hadn't had some experience abroad.

Conditional exercise (first / second / third conditionals)

1. (First conditional) If we \_\_\_\_\_ (not / work) harder, we \_\_\_\_\_ (not pass) the exam.
2. (Third conditional) If the students \_\_\_\_\_ (not be) late for the exam, they \_\_\_\_\_ (pass).
3. (Third conditional) If the weather \_\_\_\_\_ (not be) so cold, we \_\_\_\_\_ (go) to the beach.
4. (Second conditional) If she \_\_\_\_\_ (have) her laptop with her, she \_\_\_\_\_ (email) me.
5. (First conditional) If she \_\_\_\_\_ (not go) to the meeting, I \_\_\_\_\_ (not go) either.
6. (Third conditional) If the baby \_\_\_\_\_ (sleep) better last night, I \_\_\_\_\_ (not be) so tired.
7. (First conditional) If the teacher \_\_\_\_\_ (give) us lots of homework this weekend, I \_\_\_\_\_ (not be) happy.
8. (Second conditional) If Lucy \_\_\_\_\_ (have) enough time, she \_\_\_\_\_ (travel) more.
9. (First conditional) If the children \_\_\_\_\_ (not eat) soon, they \_\_\_\_\_ (be) grumpy.
10. (First conditional) If I \_\_\_\_\_ (not go) to bed soon, I \_\_\_\_\_ (be) tired in the morning.
11. (Second conditional) If I \_\_\_\_\_ (want) a new car, I \_\_\_\_\_ (buy) one.
12. (Second conditional) If José \_\_\_\_\_ (not speak) good French, he \_\_\_\_\_ (not move) to Paris.
13. (First conditional) If John \_\_\_\_\_ (drink) too much coffee, he \_\_\_\_\_ (get) ill.



14. (Third conditional) If we \_\_\_\_\_ (tidy) our flat, we \_\_\_\_\_ (not lose) our keys.
15. (Third conditional) If Luke \_\_\_\_\_ (not send) flowers to his mother, she \_\_\_\_\_ (not be) happy.
16. (Second conditional) If the children \_\_\_\_\_ (be) in bed, I \_\_\_\_\_ (be able to) have a bath.
17. (Second conditional) If you \_\_\_\_\_ (not be) so stubborn, we \_\_\_\_\_ (not have) so many arguments!
18. (Third conditional) If Julie \_\_\_\_\_ (not go) to Sweden, she \_\_\_\_\_ (go) to Germany.
19. (First conditional) If she \_\_\_\_\_ (go) to the library, she \_\_\_\_\_ (study) more.
20. (Third conditional) If we \_\_\_\_\_ (not have) an argument, we \_\_\_\_\_ (not be) late.

Conditional exercise (first / second / third conditionals)

1. (First conditional) If we \_\_\_\_\_ (not / work) harder, we \_\_\_\_\_ (not pass) the exam.
2. (Third conditional) If the students \_\_\_\_\_ (not be) late for the exam, they \_\_\_\_\_ (pass).
3. (Third conditional) If the weather \_\_\_\_\_ (not be) so cold, we \_\_\_\_\_ (go) to the beach.
4. (Second conditional) If she \_\_\_\_\_ (have) her laptop with her, she \_\_\_\_\_ (email) me.
5. (First conditional) If she \_\_\_\_\_ (not go) to the meeting, I \_\_\_\_\_ (not go) either.
6. (Third conditional) If the baby \_\_\_\_\_ (sleep) better last night, I \_\_\_\_\_ (not be) so tired.

7. (First conditional) If the teacher \_\_\_\_\_ (give) us lots of homework this weekend, I \_\_\_\_\_ (not be) happy.
8. (Second conditional) If Lucy \_\_\_\_\_ (have) enough time, she \_\_\_\_\_ (travel) more.
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12. (Second conditional) If José \_\_\_\_\_ (not speak) good French, he \_\_\_\_\_ (not move) to Paris.
13. (First conditional) If John \_\_\_\_\_ (drink) too much coffee, he \_\_\_\_\_ (get) ill.

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