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**TRANSLATION OF TEXTS FROM THE FIELD OF HUMAN RESOURCES
WITH A COMMENTARY AND GLOSSARY**

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Pízeň, duben 2018

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*Na tomto místě bych chtěla poděkovat vedoucí své bakalářské práce
Mgr. Lence Dejmalové za její spolupráci, profesionální přístup, ochotu
a cenné rady.*

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1 INTRODUCTION

This Bachelor thesis deals with the translation of texts from the field of human resources accompanied by a commentary and glossary of terminology and key terms. The aim of the work is the translation of two texts, their analysis and a short introduction to the theory of translation. The purpose of this bachelor thesis is to create a coherent text, which has a logical structure and reproduces the same information as the source text.

This thesis is divided into two main sections, particularly a theoretical and a practical part with translations, analysis and glossaries.

The first, theoretical part includes a brief overview of theory of translation, types of translation, translation methods, procedures of translation, tasks of a translator and functional styles in English. The aim of the theoretical part is to introduce the theory of translation and give information about important aspects of translation.

In the process of creating this part the literature concerning translation was used, primarily from the author Dagmar Knittlová *K teorii i praxi překlada*, from Ján Vilikovský *Preklad jako tvorba* and from Jiří Levý *Umění překlada*.

The practical part consists of the translation of two texts from the field of human resources. The first text gives information about services of a company KPMG, which offers assistance in an area of audit and tax. The text informs also about challenges, which could occur in the economic field, especially in the area of human resources. This text was selected, because it contains a great number of terminology and a large number of useful terms from the field of human resources. It is written in scientific style.

The second text informs about internships, which are offered by a company Marks & Spencer primarily to students of universities. This text was chosen, because it contains a different variety of vocabulary in comparison to the first text. It is written in publicistic style.

Each translated text is followed with a commentary and glossary. The commentary consists of two parts – macro approach, which analyses the source text and micro approach, which is related to the target text. After the commentary there are two glossaries, which contain chosen English expressions, i.e. terminology and key expressions, and their Czech equivalents.

The final part of this bachelor thesis, conclusion, gives a summary of the whole work and states the outcomes of the thesis.

At the end, there are included the endnotes, bibliography, abstract, resumé and appendices.

This topic was selected, because of the author's interest in translation from English language into Czech language and the desire to learn about the theory of translation and the potential possibility of further usage as well.

2 THEORETICAL PART

2.1 TRANSLATION

First of all, there is a need to define the term translation. Generally, it is rendering the meaning of a text into another language in the way the author intended.^[1]

The purpose of translation is to reproduce not only the language, but also the information, which the language expresses and its relation to objective reality, to the author and the recipient. Translation should reproduce the function of information, not only its elements.^[2]

Translation has been known for a long time. Its written proof is nearly as old as the script itself. In consideration of this long tradition, it is astonishing that theory of translation is being still developed primarily nowadays.^[3]

Nowadays, there is consideration that the fundamental principle of translation is functional equivalence, i.e. it is not important, whether the expressions used are identical or not; however, it is significant that they have the same function. Furthermore, not only in meaning is considered, but expressive and the associational function is important as well, i.e. the expression is supposed to be stylistically appropriate.^[4]

The basic task of a translator is to translate from one language into another language. At the beginning of the translating process, a translator has a text, which is being translated and it is called the source or the original text. The outcome is the target text, the translated text. The target text is supposed to correspond with the original text.

2.2 THE TYPES OF TRANSLATION

According to Roman Jakobson, there could be distinguished three types of translation:

- Intralingual translation – translation within the same language, it involves rewording and paraphrasing
- Interlingual translation – translation from one language into another
- Intersemiotic translation – translation of the verbal signs by non-verbal signs ^[5]

2.3 TRANSLATION METHODS

“The central problem of translation has always been whether to translate literally or freely” ^[6]

There is a need to distinguish the difference between translation methods and translation procedures. Translation methods relate to whole texts, on the contrary translation procedures are used for sentences and smaller units of the given language. ^[7]

The modern approaches are focused more on the process of translation. In the area of modern theory of translation, there is one unified manner, which concentrates firstly on macro approach. The macro approach focuses on cultural background, historical and local environment, literal hints, fact about the given country, relationship of the author to the topic and to the audience, type of audience, type of text and its function. On the contrary, the micro approach aims at particular components, grammatical structures and their function. ^[8]

There are distinguished eight translation methods:

1) Word-for-word translation

The order in the source language is preserved and the words are translated by their most used meaning, out of context. Cultural words are translated literally. The main function of this method is to understand the mechanics of the original language.

2) Literal translation

By this method the grammatical structure of the source language is transformed into their nearest equivalents in the target language, the lexical words are translated one by one, out of context as well.

3) Faithful translation

Faithful translation is an attempt to reproduce an accurate contextual meaning of the source text within the limitations of grammatical structure of the target language.

4) Semantic translation

This method differs from the previous method only in the degree, in which the aesthetic value of the source language must be considered, i.e. beautiful and natural sound.

5) Adaptation

Adaptation is regarded as the most 'free' form of translation, it is used primarily for plays (comedies) and poetry. The themes, characters

and plots are usually preserved, on the other hand culture of the source language is generally converted to the culture of the target language.

6) Free translation

The method free translation reproduces the content without the form of the original, it is generally a longer paraphrase than the original.

7) Idiomatic translation

Idiomatic translation reproduces accurately the original, however, problems with a translation of colloquialism and idioms are solved by explaining that these expressions do not exist in the original.

8) Communicative translation

This method is an attempt to capture the exact contextual meaning of the source text in a way that both the content and the language means are acceptable and comprehensible to the readership. ^[9]

2.4 TRANSLATION PROCEDURES

There are seven translation procedures, which are used for solving the lack of a direct equivalent in the target language: ^[10]

1) Transcription

Transcription is in form of a transcript, which is more or less adapted to the usage of the target language; it is necessary to take in consideration transliteration as well, i.e. transcript through an another alphabet, which causes a sound distortion. It is typical of transcription of Chinese and other names.

Example: Mao-tse-tung /mawdzung/ => /mawtsetung/

2) Calque

calque means a literal translation of a given expression or a phrase

Examples: human resources => lidské zdroje

skyscraper => mrakodrap

potflower => hrnková květina

3) Substitution

Substitution is a replacement of one expression with another, equivalent expression. For instance, nouns with personal pronouns and vice versa, etc.

Example: When he opened the door, John saw... => Když John otevřel dveře, uviděl...

4) Transposition

As transposition are meant necessary grammatical changes that are made due to different language system

Example: It is believed that . . . => Má se za to, že . . .

5) Modulation

Modulation consists in change of the point

Example: angle-joint of the pipe => koleno potrubí

6) Equivalency

Equivalency is considered not to be widely suitable term for the usage of stylistic and structural means, which are different from the original, for instance, in the area of expressivity

Example: my sweet girl => děvanka

7) Adaptation

As adaptation is meant a substitution of a situation described in the source text, by another means, e.g. if in the target language does not exist an equivalent of a proverb or a word-play

Examples: Look before you leap. => Dvakrát měř, jednou řež. ^[11]

A house is not a home.

Another day, another dollar.

2.5 TASKS OF A TRANSLATOR

The main task of a translator is to produce a comprehensible translation. Generally, the translator's intention is identical with the one of the author of the source text. ^[12]

A translator is supposed to have the knowledge of:

1. the language, from which he or she is translating
2. the language, into which he or she is translating
3. the content of the source text, for instance, local and historical facts ^[13]

The translator is supposed to know as accurately as possible the purpose of the target text. ^[14]

“There is no such thing as a perfect, ideal or ‘correct’ translation. A translator is always trying to extend his knowledge and improve his means of expression; he is always pursuing facts and words.” [15]

A translator adjusts the translated text to the addressee with a different environment and background, i.e. he or she has to solve problems associated with expressions describing objects or phenomena connected to history, culture, economy and the way of living, which do not have equivalents in the target language. [16]

At the present, the most challenging and high prioritised role of a translator is to overcome intercultural barriers. [17]

2.6 THE FUNCTIONAL STYLES

Firstly, there is a need to characterize stylistics. It is a study of style used in language. [18] In the English language, there are distinguished 5 common functional styles:

1) Style of science and technology

Style of science and technology is further divided into scientific and popular scientific style:

a) Scientific style

The main function of the scientific style is to express thoughts or ideas of a variety of different fields precisely, accurately and completely, generally in a written form. Primary, it is monologic as administrative style. Since there is no feedback from the addressee, the context of the situation is not helpful or the author cannot rely on his or her intonation of the voice, gestures and facial expressions, therefore the written form has to be stylistically and linguistically clear to make

communication comprehensible. The content generally includes a large number of technical terms. Syntax is quite poor. The alternation of the personal pronouns or verbal categories, the usage of non-usual or expressive constructions does not occur. The inseparable part of scientific style is strict objectivity, which require impersonal constructions and passive voice.

b) Popular scientific style

Popular scientific style has characteristics of informal style, alternatively publicistic style. The main function of this style is to inform the broadest range of people about scientific facts. Popular scientific style strives to explain in an interesting way complex issues, states characteristics of objects and phenomena. There is a complex structure of the text, which is more understandable, sentences are shorter and there is not a large number of terminology. Often, terms are explained in the texts and made comprehensible. ^[19]

2) Administrative style

Administrative style is linked with publicistic style, however, it is connected to scientific style. Typical features of this style are factuality, clarity, unambiguity and brevity. The language could be characterized as monotonous, lexically and syntactically poor and compositionally rather simple. It generally takes a written form, although it could be in a spoken form as well. ^[20]

3) Journalistic style

In English, journalistic style could be considered to be a separate functional style, because it has a large number of characteristics, and it

could be separated from publicistic style. Journalistic style informs and instructs the reader, it presents facts and data without commentary as well. The specific feature of this style consists in fast and clear transfer of information about current affairs to audience. ^[21]

4) Publicistic style

Publicistic style is used not only in newspaper and magazine, but on radio, television and film. The main function of this style is generally to inform and persuade the reader. Another important feature of publicistic style is its general accessibility and comprehensibility. It changes its form depending on the situation and it differentiates more and more. Terminology is expressed indirectly. ^[22]

5) Style of literary works

The style of literary works helps to create an author's view of the world and his or her perception of the reality through the narrator and characters of literary works. ^[23]

3 PRACTICAL PART

3.1 TRANSLATION OF THE FIRST TEXT

Lidské zdroje

Analytické služby zaměstnanců společnosti KPMG poskytují organizacím fakta, která jim pomáhají s rozhodováním v oblasti managementu lidských zdrojů.

V současnosti organizace shromažďují velké množství údajů, které se týkají jejich zákazníků, obchodní výkonnosti a pracovní síly, s cílem zajistit lepší výsledky podniku. Zatímco byly podniknuty velké kroky v oblasti dostupnosti a využití údajů o zákaznících a jejich výkonnosti, většina organizací pokračuje v boji za získání těch nejkvalitnějších údajů o zaměstnancích způsobem přímo ovlivňujícím konkurenční výhodu.

Rozpočet na odměňování pracovní síly činí téměř 50% provozních nákladů většiny organizací, je proto klíčové, aby tato investice byla vysoce efektivní, například aby bylo zajištěno včasné zařazení lidí do správných pozic a ve správný čas. Dále je potřeba, aby bylo využito nasazení zaměstnanců jako ukazatel budoucího vývoje výkonu a také byla zajištěna odměna a ocenění iniciativnost posilující strategii podniku. V neposlední řadě je nezbytné, aby byly zveřejněny příslušné požadavky. Porovnáme-li příslušná data a uplatníme-li prospěšné analýzy, obvykle drahá subjektivní hodnota podniku může být výrazně vylepšena.

Některé všeobecné faktory, které přispívají k celistvosti analytiky lidských zdrojů, zahrnují:

Stabilizační výzvy

- Rozhodnutí zaměstnanců a sběr údajů obvykle hrají kvůli oddělení lidských zdrojů vedlejší roli, které tíhne v organizaci spíše k roli operativní než strategické.

- Analytika a řada dovedností obvykle nejsou rozvíjeny v rámci problematiky lidských zdrojů.
- Nesprávné určení strategie mezi podniky a zaměstnanci přetrvává v mnoha organizacích.

Problémy s údaji

- Velká část údajů lidských zdrojů je v nestrukturovaném formátu. Jedná se například o kvalitativní zpětnou vazbu, dokumenty o výkonu zaměstnanců, výstupní interview a každodenní postoj.
- Jedním z důvodů proč nízká kvalita údajů a administrativy poškozuje data lidských zdrojů je to, že jsou shromažďovány v různých okamžicích životního cyklu zaměstnance.
- Již existující zprávy ve většině podnikových informačních systémů jsou taktické a zaměřují se pouze na míru výkonu, která souvisí s ukazateli výkonnosti.

Technologické výzvy

- Údaje nemohou být snadno rozděleny na menší části do požadovaných náhledů.
- Struktura organizace komplikuje rozdělení údajů zaměstnanců do skupin, které zvýrazňují strukturu.
- Provedení úplné analýzy komplikují přetrvávající problémy se sjednocením nečleněných údajů, externích dat a údajů zaměstnanců.

Procesní výzvy

- Omezený přístup k provedení analýzy údajů lidských zdrojů, která se obvykle zaměřuje jen na výkon zaměstnanců.
- Zaměření pouze na vedení průzkumu, rozhovorů, zpětnou vazbu a analýzu, ale nikoliv na ucelená data, která jsou potřebná k identifikování struktury.
- Nedostatečné znalosti ohledně podávání zpráv a očekávání.
- Uplatňování reaktivního přístupu, ale nikoliv proaktivního, který pozitivně ovlivňuje organizaci lidských zdrojů.

Jak můžeme pomoci

Přistoupíme-li k problémům na základě důkazů a řídíme-li se intuicí, je možné spojit nesourodé vnitřní a vnější zdroje dat za pomoci analýzy zaměstnanců společnosti KPMG, která se zaměřuje na porozumění výkonnostní motivace.

Analytika zaměstnanců společnosti KPMG analyzuje údaje týkající se zaměstnanců, jako je například výplatní listina, příspěvky, úbytek pracovních sil, výkon, dovolená, identifikování dalších potenciálních hodnot a podpora na faktech založeného rozhodování managementu lidských zdrojů.

V KPMG se snažíme porozumět rozměrům konkurenční výhody, abychom lépe poradili našim klientům. Zkompletovali jsme důkladnou analýzu lidského kapitálu. Naše struktura 5C podporuje zásadu, že strategie podniku a konkurenční výhoda by měly mít vliv na zaměstnance. Jedině tehdy může organizace efektivně reinvestovat jedny ze svých nejvyšších operačních nákladů. Tato struktura pomáhá našim klientům rozpoznat příležitost ke snížení nákladů pracovní síly,

k potenciálním investicím, popřípadě zajištění investic bez narušení souladu, nasazení a vztahů k zákazníkům.

Vlivem naší struktury 5C jsou podniknuty takové kroky, které by měly ulehčit monitorování výkonu pracovní síly prostřednictvím grafů a tabulek. Nabízíme inovativní formuláře a vzory. Dále poskytujeme plně flexibilní a zakázkovou analýzu, která je upravena tak, aby vyhověla vašim požadavkům.

Lidské zdroje

Podniky v každém hospodářském odvětví bojují se sestavením struktury řízení, dovednostmi vedoucích týmů a s celkovou produktivitou, které jim mnohdy brání v tom, aby nejúčinněji využili proměnlivých podmínek a příležitostí. Často zaznamenají, že potřebují nové organizační modely, a také zaměstnance, kteří mohou vést a podílet se na těchto modelech. Dále organizace zjišťují, že je nezbytné poradenství během přechodu na nový způsob vedení podniku.

Poskytujeme služby, které pomáhají s osvojením změn v podniku a posílením výkonu, pomocí aktivního přístupu, který zvýší hodnotu organizace a také její nejhodnotnější majetek, své zaměstnance.

Pomůžeme vám identifikovat oblasti lidských zdrojů, ve kterých je potenciál na změnu, a přidat hodnotu rozšiřující se organizaci.

Naše služby zahrnují:

Transformace oddělení lidských zdrojů

Management zaměřený na vyhledávání talentů

Poskytování služeb lidských zdrojů

Technologie oddělení lidských zdrojů

Změna vedení

Design organizace

Nástroje motivující k nástupu a adaptace zaměstnanců

Znalosti a rozvoj

Zapojení zaměstnanců

Společnost KPMG přináší do podniků pozitivní změnu

Transformace lidských zdrojů

Je možné zlepšit účinnost funkce lidských zdrojů porovnáním služeb lidských zdrojů s potřebami podniku.

Společnost KPMG pomáhá lídrům podniku, aby se lépe soustředili na každý aspekt funkce lidských zdrojů. Dále napomáhá v podniku umožnit zásadní změnu, ale zároveň neomezuje rozčlenění strategie, proces přepracování, přestavění operačních modelů a rolí dodání služeb, aktualizace systému realizace, strategické plánování zaměstnanců a také analytiku pracovní síly.

Pomůžeme vám zvýšit hodnotu podniku od lidských zdrojů až po integrování transformačních služeb vedoucích od strategie až po uvedení do praxe. Naše holistická metodika zahrnuje všechny potřebné zaměstnance, postupy, technologie, dodání služeb a informační složky, včetně praktik, které ovládají trh a poskytují řešení. Zabýváme se i těmi nejkomplicovanějšími problémy našich klientů, a tímto napomáháme vedoucím pracovníkům lidských zdrojů a jejich vedoucích týmům se strategií, designem a uskutečněním transformace lidských zdrojů.

Provozovatelé společnosti KPMG mají značné zkušenosti a hlubokou znalost potenciálních problémů. Pomáháme klientům navrhnout inovativní organizační modely, procesy a technologie, které

přinášejí dlouhotrvající hodnotu celé organizaci. Mnoho organizací si také zvolilo společnost KPMG, aby jim pomohla vyřešit technologické výzvy lidských zdrojů, což je kritická složka programu transformace lidských zdrojů.

Usilujeme o to, abychom přinášeli našim klientům integrovaný a souvislý soubor služeb lidských zdrojů, který zahrnuje naše poradenské a daňové služby. Využíváme nástroje, které sahají od strategie, technologií a zkvalitnění výrobků a služeb, až po hloubku branže, což přináší našim klientům přidanou hodnotu.

KPMG vám může pomoci s:

- Strategií a vizí
- Dodáním služeb a realizací
- Mobilní pracovní sílou a rizikovými službami
- Technologickým designem a realizací
- Integrovanými službami podniku a technologiemi, včetně Oracle, SAP a Workday

Poskytování služeb lidských zdrojů

Funkce lidských zdrojů se rapidně rozvíjí jako odpověď na měnící se demografická data, dynamický hospodářský růst a rušivé technologie. Lídři lidských zdrojů hledají na trhu provozovatele služeb, kteří rozumí vztahu mezi podnikovými strategiemi lidských zdrojů a výkonem.

Inovace technologií lidských zdrojů vytvořily příležitosti pro mnoho organizací k tomu, aby přehodnotily stávající model poskytování služeb lidských zdrojů. Tento model by měl být nákladově účinnějším a efektivnějším z hlediska požadavků organizace. Pokud jsou využívány čelní technologie, jako jsou například systémy SaaS, závislost na podpoře IT je snížena. Zaměstnanci spolu s managementem tímto získají

lepší přístup k informacím. Některé unikátní výzvy, které se týkají jistoty a integrace, se mohou objevit. Velké množství lídrů podniků ale není na ně připraveno.

Jako poskytovatel komplexních služeb lidských zdrojů, pomáháme firmám vytvořit operační strategie, implementovat je a vést proces transformace. Tyto dovednosti – kombinované s našimi zkušenostmi v odvětví, našimi znalostmi o vedoucích technologiích, daních, o možném riziku a schopnost vedení kontroly podniku – mohou poskytnout přidanou hodnotu v procesu transformace.

Náš design poskytování služeb lidských zdrojů a realizace služeb zahrnuje:

- Harmonizace strategie
- Proces transformace a obohacení
- Vyhodnocení dodavatele, jeho výběr a změna
- Společný design služeb a realizace
- Design organizace a transformace
- Řízení a výkon (ukazatele výkonnosti, údaje týkající se zaměstnanců a systém ukazatelů výkonnosti podniku)

3.1.1 COMMENTARY ON THE FIRST TEXT

1 MACRO APPROACH

The original text is obtained from a website of the company KPMG, which offers audit, tax and advisory services. This source text is written in scientific style and informs about the services of the company. The type of audience of this text are organizations, which seek to help in the economic field.

The source text gives, as already mentioned above, information about services, which the company KPMG offers and challenges, which could occur in the field of human resources and finance in any company.

The function of this text is to persuade the reader about qualities of KPMG and to inform about the services of the company and the most common challenges in this area.

As already mentioned above, the functional style of this text is scientific style. The structure is logically ordered. This text is divided into many paragraphs. In the text, there is a large number of long sentences, although some parts of the text are divided into points for a better comprehensibility.

As far as the language is concerned, there is a great number of compounds in the text, e.g. decision-making, workforce or skillset.

The text is written in formal language and there is a large number of terminology, which could cause problems while translating. In the glossary, there is stated a large number of them. There are no expressive words in the text.

2 MICRO APPROACH

There are two basic levels in micro approach – grammatical and lexical. The grammatical level is composed of morphology and syntax, and the lexical level is related to words and vocabulary.

a) Grammatical level

The passive voice is used when the receiver of the action is more important than the performer of the action or when the performer of the action is not someone specific.

Another usage of passive voice would be when avoiding placing responsibility for a particular action on any specific person or organization. ^[24]

The passive voice is used for reasons of style and clarity. ^[25]

All of these usages of passive voice mentioned above are used in the chosen text from the field of human resources.

It is formed in all tenses by using the verb *be* in the appropriate tense plus the past participle of the main verb. ^[26]

In the text, there are some examples of passive voice:

In the first example, there is passive formed in a present simple:

*Key measures **are organised** under our 5C framework to allow easy monitoring of workforce performance via an interactive dashboard.*

Another example is formed in the present perfect tense:

*Whilst great strides **have been made** in the accessibility and use of customer and performance data, most organizations continue to struggle*

to leverage workforce data in a way that directly impacts competitive advantage.

In the text, there occurs infinitive of purpose, which is used to indicate why somebody does something. ^[27] This phenomenon could be generally translated into Czech language as “aby + verb”.

There are some examples from the text:

*Organizations today gather huge amount of data on their customers, business performance and workforce **to** drive better business outcomes.*

*Continued difficulty with the integration of unstructured data, external data and workforce data **to** conduct a comprehensive analysis.*

*Traditional focus on conducting surveys, interviews and feedback, and segregated analysis, but not on integrating data **to** identify patterns.*

b) Lexical level

1) Compound nouns

A compound noun is an expression consisted of more than one word, which functions as a noun in a sentence. ^[28]

Examples:

Fact-based, decision-making, workforce, skillset, feedback, lifecycle, highlight, interview, evidence-based, hypothesis-driven, seamless etc.

2) Gerund

This text contains a large number of gerunds. A gerund is a verb form, which is used in a place of subject, subject or it stands after preposition. It is formed by adding “-ing” to a verb. ^[29] This structure is used more in written English than in spoken English. ^[30]

Some examples from the text:

***Bringing** disparate data sets together and applying meaningful analysis can dramatically improve a traditionally expensive and subjective component of business.*

***Utilizing** HR analysis as a reactive rather proactive method to assist the HR organization.*

***Using** an evidence-based, hypothesis-driven approach, KPMG’s Workforce Analytics combines disparate internal and external data sources to help you understand how your people drive business performance.*

In all of the three examples, there are gerunds in a place of a subject.

3.1.2 GLOSSARY TO THE FIRST TEXT

English	Definition ¹	Translated into Czech
to assemble the management structure	to bring the way in which the management of a company is organized together in a single group	1. sestavit strukturu řízení 2. sestavit strukturu vedení
business strategy	a detailed plan for achieving success in one part or all parts of a business	obchodní strategie
customer and performance data	information, especially facts or numbers, collected to be examined, considered and used to help with making decisions relating to people or organizations that buy a product or service or relating to how well someone does their job or their duties	1. údaje o zákaznících a jejich výkonnosti
data collection	the activity of collecting information that can be used to find out about a particular subject	1. sběr údajů 2. shromažďování údajů
disparate data	information, especially facts or numbers, collected to be examined and considered	nesourodá data

¹ All of the definitions were obtained from: *Cambridge Dictionary*. Accessible from: <https://dictionary.cambridge.org/>

	and used to help with making decisions that are different in every way	
decision-making	the process of making choices, esp. important choices	rozhodování
employee engagement	the fact of employing someone who is paid to work for an organization	1. zapojení zaměstnanců 2. nasazení zaměstnanců
HR data	information, especially facts or numbers, collected to be examined, considered and used to help with making decisions in the area of HR	1. údaje lidských zdrojů 2. data lidských zdrojů
HR department	one part of an organization that deals with finding new employees etc.	1. oddělení lidských zdrojů 2. úsek lidských zdrojů
HR improvement	a situation in HR that is better than it was before, or a change that makes a situation better	1. zvýšení kvality lidských zdrojů 2. zkvalitnění lidských zdrojů
HR executives	a person or a group of people who run the HR department	vedoucí pracovníci lidských zdrojů
HR leader	a person who is in charge of a group, situation, etc. in the HR department	1. lídr lidských zdrojů 2. vedoucí představitel lidských zdrojů

		3. vůdce lidských zdrojů
HR services	business activity that involves doing things for customers rather than producing goods, or a single act of doing something for a customer relating to HR	služby lidských zdrojů
to improve the efficiency and effectiveness of the HR function	to make the HR function better	1. vylepšit účinnost funkce lidských zdrojů 2. zlepšit účinnost funkce lidských zdrojů
internal and external data sources	supplying of information that comes from within an organization and outside of it	vnitřní a vnější zdroje dat
KPMG's practitioners	people of the company KPMG who work in a job that involves long training and high levels of skill	1. provozovatelé KPMG 2. provozovatelé společnosti KPMG
KPMG's workforce analytics	the information that results from the process of analysing people who work for the company KPMG	1. analytika pracovní síly společnosti KPMG 2. analytika zaměstnanců společnosti KPMG
operational strategy	the way in which a company organizes its production and selling goods or services	operativní strategie

poor data quality	not a high standard of information, especially facts or numbers, collected to be examined, considered and used to help with making decisions	špatná kvalita údajů
predictor of performance	something such as an event or fact that enables to say how well will someone do their job or their duties in the future	ukazatel výkonnosti
reengineering	the process of changing and improving the way a company works, the way a job is done, etc.	1. přepracování 2. reingeneering
strategic workforce planning	a process in which a company's executives decide what they want to achieve and the best actions and use of resources for doing this action using people who work in a company	1. strategické plánování pracovní síly 2. strategické plánování zaměstnanců
workforce analytics	the information that results from a process of analysing all the people who work for a company or organization	1. analytika pracovní síly 2. analytika zaměstnanců
workforce cost reduction	the process of reducing the amount of money that a company spends on wages,	1. snižování nákladů pracovní síly 2. snižování nákladů

	etc. in order to make it more profitable	zaměstnanců 3. snížení nákladů pracovní síly 4. snížení nákladů zaměstnanců
workforce data	information, especially facts or numbers, collected to be examined, considered and used to help with making decisions relating to all the people who work for a company or an organization	1. údaje zaměstnanců 2. údaje pracovní síly 3. data zaměstnanců 4. data pracovní síly
workforce decision	a choice that sb. makes about something after thinking about several possibilities relating to all the people who work for a company or organization	1. rozhodování pracovní síly 2. rozhodování zaměstnanců
workforce performance	how well all the people who work for a company or an organization do their job or their duties	1. výkonnost pracovní síly 2. výkonnost zaměstnanců

3.2 TRANSLATION OF THE SECOND TEXT

Lidské zdroje

Našich 85 000 kolegů je srdcem a duší M&S a náš tým lidských zdrojů má jasný plán podpořit naši firmu a zaměstnance, aby využili svého plného potenciálu. Chceme rozvíjet a přitáhnout skvělé talenty, také rozmanitou a kompletní pracovní sílu, která pomáhá našim lidem osobnostně růst. Jako stážisté oddělení lidských zdrojů se naučíte dovednostem a získáte vlastnosti, potřebné k tomu být součástí našeho týmu.

Tento program je určený pro ambiciózní lidi, kteří právě dokončují první nebo druhý ročník svého studia. Jak jinak strávit léto než získáním nových přátel a zážitků, které mohou obohatit vaši kariéru ještě předtím, než začala? Jedná se o 6-8 týdenní stáž, ze které budete mít radost a budete mít šanci vidět, jak odlišně fungují různé části kolektivu lidských zdrojů. Pokud budete působit buď v naší hlavní kanceláři v Londýně, Manchesteru nebo regionálně v našich maloobchodech, otevřou se vám příležitosti na celý život.

Měli byste být nadšeni z dynamického maloobchodu a dělat pro naše zákazníky to nejlepší. Pokud jste společensky orientovaní lidé s excelentními analytickými dovednostmi, tak je pro vás tato stáž perfektní. Studium na příslušné vysoké škole je velké plus, ale v každém případě vás podpoříme, abyste odvedli skvělou práci a získali další vyhlídky na skvělou kariéru.

Vzdělání a rozvoj

Zkušenost je nejlepším učitelem, a to je důvodem proč v M&S vás s radostí „do toho hodíme“. Skutečná odpovědnost za skutečné projekty

již od prvního dne (ne, doopravdy to tak není). Ale znalosti nejsou jen jednosměrné: těšíme se, až uslyšíme vaše nové nápady, abychom začali pochybovat o tom, jak náš podnik vedeme a také uvažovat, jak můžeme podpořit jeho růst. Samozřejmě, vše začíná úplným přijetím do M&S. S námi na to nikdy nejste sami. Během tohoto období získáte základní přehled o našem podniku společně se všemi informacemi, které budete potřebovat ke své nové roli a životu s jednou z největších britských značek.

Učení „za pochodu“

Poskytujeme mnoho příležitostí k učení, jak v našem obchodě, tak v naší hlavní kanceláři, které se mění podle vašeho programu. Ať už vedete lidi v obchodě nebo jste významnými členy týmu hlavní kanceláře, vydělávání peněz a učení jsou propojeny. Převzmete opravdovou odpovědnost a budete pomáhat se „vypořádat“ s proměnlivými problémy během dne. Dostanete určitou část odpovědnosti nebo budete mít hned zpočátku na starosti řízení projektu – ano, je to skvělá příležitost zazářit.

Učení řízené sebou samým

Poskytujeme vám prostředky při školení a příležitosti a je jen na vás, jak je využijete. Bude od vás očekávána vaše iniciativa, a také abyste sami identifikovali oblasti, ve kterých se potřebujete zlepšit – a mít motivaci ke zlepšení.

Dočasné přidělení do obchodu

Teorie může znít dobře, ale jen málo plánů přežije kontakt se zákazníkem. Pokud budete působit v hlavní kanceláři, získáte zkušenosti

v obchodě pomocí našeho programu dočasného přidělení do obchodu. Přidělení může trvat 1 týden až 3 měsíce, záleží na vašem studiu.

Podnikový program vzdělávání

Naše špičkové semináře zdokonalí vaše dovednosti v podniku sahající od základních dovedností a tréninku odborné způsobilosti až po plně nasazené řízení projektu.

Odborný trénink

Investujeme do chytrých technologií, abychom dosáhli naší vize stát se nejúspěšnějším vícekanálovým maloobchodníkem na světě. To je důvodem, proč do vás investujeme spoustu času, abychom se ujistili, že dostanete to správné odborné školení.

Specifické úlohy

Podpoříme vás po celou dobu vaší kariéry v M&S a pomocí školení specifických úloh, vám pomůžeme dosáhnout vašich cílů.

Přehled rozvoje

Na rozdíl od většiny společností, řízení výkonnosti společnosti M&S není jen případ, kdy říkáme, abyste podávali větší výkony. Zajišťujeme, aby byly vaše úspěchy uznávány a vaše zpětná vazba vyslyšena a samozřejmě, že se vaše kariéra rozvíjí. Vždyť M&S prosperuje, jen pokud se nám všem daří.

Odborné předpoklady

Záleží na oblasti odvětví, ke kterému se připojíte, ale můžete mít příležitost vybudovat odborné předpoklady, abyste s M&S obohatili vývoj vaší kariéry.

Lidské zdroje

Díky našim lidem jsme tím, kým jsme. To je důvodem, proč má oddělení lidských zdrojů mimořádnou úlohu, abychom se ujistili, že jsou dobře vedeni, motivováni a podpořeni k dosažení svého plného potenciálu. Zaměstnáváme okolo 85 000 lidí po celém světě. Starat se o ně je výzva, kterou náš tým lidských zdrojů každý den přijímá.

V M&S chceme získat ty nejnadanější talenty a od našich stávajících zaměstnanců dostat to nejlepší. To je důvodem proč můžete očekávat rychlé a povzbuzující prostředí a kolegy, kteří dodávají služby lidských zdrojů. Toto prostředí má opravdový a hmotný dopad – na podnik a lidi, kteří v něm pracují.

Budete také vytvářet naši kulturu – a to hraje nedílnou úlohu v tom, jaký jako podnik podáváme výkon, a také to, jak naši lidé přemýšlejí a jednají, abychom byli stále o krok napřed ve velmi konkurenčním trhu. To vše znamená, že vám můžeme poskytnout ohromnou příležitost k uspokojující kariéře.

Koho hledáme

Relevantní kvalifikace a zkušenosti jsou samozřejmě důležité, ale v M&S, klademe důraz na personalistiku. Chceme zaměstnance, kterým záleží na dobrém jménu značky M&S, a kteří využijí svých dovedností jednat s lidmi, aby je inspirovali, a také aby dávali a dosahovali toho nejlepšího. Poznáte také důležitost obchodního partnerství a stanete se

odborně zdatnými ve vysvětlování komplexních problémů lidských zdrojů jednoduchým způsobem s důrazem na porozumění a realizaci.

Práce v hlavní kanceláři

Naše hlavní kancelář působí v londýnské centrále M&S, naše kanceláře jsou ve Stockley Park, Chesteru a Manchesteru. Vstupte do samého centra M&S a dostaňte se do středu dění, které řídí srdce našeho rychle se rozvíjejícího podniku a světově známé značky.

Odměny a výhody

V M&S si myslíme, že je nezbytné, aby naši zaměstnanci byli dobře odměněni. Pokud budete pracovat v M&S, získáte vysoce konkurenční balíček odměn, který přitahuje, motivuje a udržuje ty nejlepší zaměstnance. Neustále kontrolujeme tento balíček, abychom se ujistili, že obsahuje všechno, co naši zaměstnanci od těchto výhod očekávají. Výhody, které si můžete aktuálně užít, zahrnují:

- Mzdy – oproti ostatním společnostem pravidelně kontrolujeme mzdy, abychom se ujistili, že jsme konkurenceschopní a držíme krok se změnami na trhu. Také každý rok posuzujeme základní mzdu, navíc nabízíme odměny za mimořádný výkon, abychom ocenili individuální úspěchy.
- Zaměstnanecká sleva – dostanete 20% slevu na všechny nákupy, v obchodě i online. Výjimky jsou vyhrazeny, ale není omezeno množství zboží, které můžete zakoupit se slevou. A navíc poskytneme také slevu partnerovi/partnerce nebo členovi rodiny, který s vámi žije ve společné domácnosti.

- Dovolená – máte právo na minimálně 28 dní zákonem dané dovolené ročně. Očividně, pokud budete pracovat na půl úvazku, bude tato sazba přepočtena.
- Bonusy – když my jako podnik vyděláváme, chceme, aby to naši zaměstnanci také pocítili. Proto nabízíme mnoho bonusových programů ponechaných volnému uvážení, pomocí kterých odměňujeme naše zaměstnance za pomoc při dosažení našich cílů.
- Penze – jsme si vědomi, jak je v dnešní době důležité spoření na důchod. V M&S chceme vám v tomto pomoci. To je důvodem, proč nabízíme jasně vymezený plán příspěvků na penzi, který spočívá v tom, že pokud přispějete 3% z vaší mzdy, M&S přispěje 6%. Více na www.yourmandspension.com.
- Životní pojištění – již od prvního dne budete mít hrazeno životní pojištění v hodnotě dvojnásobného platu vašeho ročního příjmu v důchodu.
- Sharesave – pomocí programu Sharesave můžete jednoduše šetřit. Pokud dáte každý měsíc stranou jakoukoliv částku mezi 5 a 250 librami po dobu 3 let, po třech letech budete moci použít tyto úspory na koupi akcií M&S s 20% slevou – nebo jednoduše dostanete své úspory nazpět. Posíláme v říjnu každému, kdo u nás pracuje minimálně 3 měsíce, pozvánku na připojení se k Sharesave, a proto se mějte se na pozoru.
- Sharebuy – náš program Sharebuy vám pomůže s měsíční koupí akcií společnosti M&S, které se odvádějí přímo z vaší hrubé mzdy. Můžete investovat i jen 10 liber a maximální množství je 150 liber – nebo do 10% vaší hrubé mzdy, podle toho co je nižší. Pokud toto uděláte, budete platit měsíčně menší daň z příjmu a státní sociální zabezpečení a zároveň podpoříte investici. Jakmile budete s námi tři měsíce, budete mít nárok na to, se připojit a zašleme vám pozvánku přímo k vám domů. Budete se moci hned přidat nebo později - jak se vám to bude hodit.

- Shares Solidarity - připojte se k našemu programu Shares Solidarity, který zahrnuje vouchery na péči o dítě, nakupování o dovolené, leasing na auto a jízdu na kole do práce, a tím můžete ušetřit na dani a státním sociálním zabezpečení.
- Slevy – není to jen v obchodě, kde můžete získat pořádné slevy. Pokud se přidáte, můžete využít přes 1 500 speciálních slev, které zahrnují produkty používané během dovolené, volného času a mnohé další služby.
- Zdraví a duševní pohoda – v M&S je vaše duševní pohoda naší velkou prioritou a chceme, abyste byli tou vaší nejlepší verzí. To je důvodem proč vám nabízíme se slevou výrobky z oblasti péče o zdraví a máme k dispozici webovou stránku zaměřenou na duševní pohodu, kde poskytujeme ty nejlepší tipy a rady, abyste byli fit.
- Charitativní den dobrovolnictví – pokud se přidáte, budete mít možnost stát se na jeden den dobrovolníkem u charity dle vlastního výběru.

3.2.1 COMMENTARY ON THE SECOND TEXT

1 MACRO APPROACH

The original text is obtained from a website www.careers.marksandspencer.com of the company Marks & Spencer, which specializes in selling high-quality products, primarily clothing, cosmetics and food. The author of this text is unknown. The article is aimed at people, who have an interest to apply for an internship offered by the company Marks & Spencer. The text is written in publicistic style.

As mentioned above, the text gives information about internships offered by Marks & Spencer. It introduces the company and its aims in the area of human resources. The text presents different ways, of giving the potential applicants the opportunities to have a thriving career in Marks & Spencer.

The function of this text is to inform and persuade potential applicants about the internship, which M&S offers.

The text is written in informal language. There is a small number of terminology and there are no difficult incomprehensible expressions, besides perhaps several phrases could cause problems with understanding, e.g. phrasal verbs, which will be mentioned in the micro approach.

There are a great number of subheadings, which serve to facilitate the reader's understanding. The text is logically structured. It is divided into smaller paragraphs. There is a small number of longer sentences in the text, but simple shorter sentences predominate and they will be analysed in the micro approach.

2 MICRO APPROACH

a) Grammatical level

In the English language, there is a large number of verb tenses. In the text mainly present simple and future simple tense occur. For example:

*While we'll **provide** the training tools and opportunities, it's up to you to take advantage of them.*

This sentence contains both of these tenses. Present simple tense (the verb *is*) is mainly used for stating truths, describing permanent situations or characterizing matters that happen on a regular basis. ^[31] The usage of future simple tense (*will provide*) is to talk about predictions, which are based on guesswork, analysis or judgement. ^[32]

Other than future simple tense, there are other forms of future tense in the text, e.g. future continuous tense and future simple tense in passive voice.

In this example, there occurs the future continuous tense, which is used for temporary actions in progress at a particular point in the future: ^[33]

*Whether you're managing people in store, or a valued member of a Head Office team, you'll **be learning** while you earn, shouldering real responsibilities and helping to tackle the ever-changing issues of the day.*

In the second example, there is a passive form of future simple tense:

*You **will be given** a specific area of responsibility or a project to manage yourself fairly early on - say yes, it's a great chance to shine.*

Phrasal verbs

‘One of the most common characteristics of the English verb is that it can combine with prepositions and adverb particles. Broadly speaking, we call these combinations phrasal verbs.’^[34] Some examples from the text:

take on – nabýt

*What better way to spend your summer than making friends and **taking on** experience that can enhance your career before it's even begun?*

throw in – hodit (co/koho kam)

*Experience is the best teacher, which is why M&S likes to **throw you in** at the deep end.*

depend on – záviset, záležet (na čem/kom)

***Depending on** your graduate programme the attachment could be anything from one week to three months.*

invest in – vložit, investovat (co do čeho)

*We're **investing** heavily **in** smarter technology to achieve our vision of becoming the world's most successful multi-channel retailer.*

b) Lexical level

In the text, there occurs a great number of simple, compound and complex sentences.

Simple sentence is the smallest sentence-unit. It has a subject and a predicate. ^[35]

Examples of a simple sentence from the text:

*Of course, **it all starts** with a comprehensive introduction to M&S.*

***You're** never on your own with us.*

In a compound sentence, all the clauses are equal and can stand on their own, there is no main clause with subordinate clauses depending on it. ^[36]

Examples from the text:

Studying a relevant degree is a big plus, but you will receive all the support you need to do a great job and further your career prospects.

We will support you throughout your career at M&S and, with role-specific training, help you reach your goals.

Complex sentence is a sentence that contains a main part and one or more other parts. ^[37]

As already mentioned, there is a large number of complex sentences in the text, especially relative clauses, which describe and determine nouns in more detail, to which they are referring. ^[38] There are stated some examples from the text:

*We want to develop and attract great talent, as well as being a diverse and inclusive workforce **that** allows our people to flourish.*

*This programme is for ambitious people **who** are finishing their first or second year.*

*This is a six to eight-week internship **in which** you'll thrive and have a chance to see how different parts of the HR group work.*

In the text, there occurs an expression *workshop*, which could be analysed from the morphological point of view:

workshop – noun, singular, common noun, it gender, concrete noun, compound noun, countable

structure of the word: *work* + *shop*

type of morphemes: both are free morphemes

This expression would be, as stated in the glossary to the second text, translated as *seminář*, *workshop*, *pracovní seminář*, *vzdělávací dílna*.

3.2.2 GLOSSARY TO THE SECOND TEXT

English	Definition ²	Translated into Czech
benefits	something such as a pension or health insurance that an employee receives in addition to their salary(= money)	1. výhody 2. příspěvky
Bonus	an extra amount of money that is given to sb. as a reward for good work	1. bonus 2. prémie 3. příplatek
competitive marketplace	a place where a particular product or service is bought or sold and it involves competition	konkurenční trh
development review	a report that contains important information about a particular subject or activity, especially of an improvement of a skill, ability, quality, etc.:	přehled rozvoje
diverse and inclusive workforce	all the people who work for a company or an organization including many different types of people and containing or including a particular thing	rozmanitá a kompletní pracovní síla
employee discount	a reduction in the usual price of a product or service that is given	zaměstnanecká sleva

² All of the definitions were obtained from: *Cambridge Dictionary*. Accessible from: <https://dictionary.cambridge.org/>

	by a company or an organization to someone who is paid to work for them	
to enhance <i>sb.</i> 's career	to improve the quality of <i>sb.</i> 's career	obohatit <i>něčí</i> kariéru
excellent analytical skills	an extremely good ability to do an activity well that relates to the careful or scientific examination of facts and information	excelentní analytické dovednosti
fast-moving business	business that is developing or changing very quickly	rychle se rozvíjející podnik
fast-paced and stimulating environment	the conditions which people work in changing very quickly and encouraging interest or new ideas	prostředí, které je rychlé a stimulující
full-on project management	the activity of organizing and controlling a project to the greatest degree	1. plně nasazené řízení projektu 2. plně nasazený management projektu 3. plně nasazené vedení projektu
Head Office	the most important office of an organization or company	hlavní kancelář
holidays	a time when someone does not go to work but is free to do what they want, such as travel or relax	Dovolená
HR	abbreviation for human resources - the department of an	lidské zdroje

	organization that deals with finding new employees, keeping records about all the organization's employees, and helping them with any problems	
HR group	a number of people working in the HR department that are put together or considered as a single thing	1. kolektiv lidských zdrojů 2. tým lidských zdrojů
HR intern	to work for a company or organization in a HR department for a short period of time, sometimes without being paid, in order to get experience of a particular type of work	1. stážista lidských zdrojů 2. praktikant lidských zdrojů
HR team	a group of people who work together on a particular activity, project, etc.	1. tým lidských zdrojů 2. kolektiv lidských zdrojů
life assurance	life insurance	životní pojištění
performance management	a system for judging how well employees do their job, their needs for training, etc.	řízení výkonnosti
on-the-job learning	the process of getting an understanding of something happening where someone works and while they do their job	učení za pochodu
pay	to give money to someone for something they want to buy or	1. mzda 2. plat

	for services provided	3. výplata
pension	an amount of money paid regularly by the government to a person who does not work anymore because they are too old or have become ill	1. důchod 2. penze
people skills	the ability to communicate with people in a friendly way and therefore deal with them effectively, especially in business	dovednost jednat s lidmi
to perform	to do a job, task, or duty	1. podávat výkon 2. vykonávat 3. konat
performance rewards	an advantage, for example more money or a better job, that someone receives if they are successful, work hard, etc. given for if someone does well their job or their duties	odměna za výkon
professional qualifications	an official record showing that sb. has successfully finished a course of training or study, has the skills necessary to do something, etc. that is related to work that needs a high level of education or special training	1. odborná způsobilost 2. odborná kvalifikace 3. odborné předpoklady
relevant qualifications	an official record showing that a person has successfully	1. relevantní kvalifikace a

and experience	finished a course of training or study, has the skills necessary to do something, etc. and has knowledge or a skill suitable for a particular purpose	zkušenost 2. příslušná kvalifikace a zkušenosti 3. příslušná způsobilost a praxe 4. příslušná odborná způsobilost a zkušenost 5. příslušné odborné předpoklady a zkušenosti
rewards	money or other advantages given to sb. because they have been successful	odměna odměňování
workshop	a meeting in which people learn about a subject by discussing it or doing activities relating to it	1. seminář 2. pracovní seminář 3. workshop 4. vzdělávací dílna
world-famous brand	a brand that is known about by many people from most parts of the world	světově známá značka

4 CONCLUSION

The main aim of this bachelor thesis was to translate two different texts from the field of human resources and to present a theory of translation as well.

The purpose of this bachelor thesis was to create a coherent text, which would have a logical structure and would reproduce the same information as the source text.

The whole thesis was divided into two main categories, particularly the theoretical and the practical part. As far as the theoretical part is concerned, the intention of the author was to provide a brief and clear introduction to the theory of translation and also to inform about functional styles in English.

The main function of the practical part was to produce two texts, which correspond with the original text and are understandable for the reader. Both of the texts were translated from English into Czech language and there are included commentaries that analyse texts from the lexical and grammatical level. The author attempted to analyse each text differently, i.e. each commentary focuses on different grammatical or lexical phenomena. In glossaries, there is terminology, key terms and expressions, which could be slightly incomprehensible to understand by the reader. Both translated texts are from the field of human resources, on the other hand, each of them is different in the used language, i.e. the second text uses more common vocabulary than the first text, which contains more technical expressions.

In the process of creating this bachelor thesis, the author gained a general knowledge of the theory of translation. For the author, the biggest benefit of the theoretical part was the gained knowledge of translation methods and procedures, because they were very useful when

creating the practical part, mainly when translating the two English texts into the Czech language.

While creating the practical part, the author gained experience with translation from the English language into Czech, finding proper equivalents and being confronted by challenges due to different language systems of both languages.

In the process of creating this bachelor thesis, the author had problems finding proper Czech equivalents of certain English phrases, which were successfully solved with the help of dictionaries and the author gained knowledge of phrases, which are used mainly in the field of human resources.

5 ENDNOTES

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- 3) Vilikovský, J. Preklad ako tvorba, p. 9
- 4) Knittlová, D. K teorii i praxi překlada, p. 6
- 5) Vilikovský, J. Preklad ako tvorba, p. 26
- 6) Newmark, P. Textbook of translation, p. 45
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- 37) Cambridge Dictionary. [online]. [quot. 2018-02-06] Accessible from: <https://dictionary.cambridge.org/dictionary/english/complex-sentence>
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7 ABSTRACT

This bachelor thesis deals with translation of two texts from the field of human resources. The translated texts were chosen from websites of companies KPMG and Marks & Spencer. The whole bachelor thesis is divided into two main parts, the theoretical and practical part.

The theoretical part consists of general definition of translation and its purpose, translation methods and procedures, the main tasks of a translator and lastly there are mentioned functional styles of English language.

The practical part contains translation of two English texts into Czech language. Each translation is followed with a commentary containing two parts, macro approach that is related to the source text and micro approach that analyses the target text. Both of the translations are accompanied by glossaries that contain English expressions and their Czech equivalents.

8 RESUMÉ

Tato bakalářská práce se zabývá překladem dvou textů z oblasti lidských zdrojů. Překládané texty byly získány z internetových stránek společností KPMG a Marks & Spencer. Celá práce je rozdělena na dvě hlavní části, teoretickou a praktickou část.

Teoretická část se skládá z obecné definice překladu a jeho účelu, typy překladu, překladatelské metody a postupy, hlavní úkoly překladatele a také jsou zmíněny funkční styly, které se vyskytují v anglickém jazyce.

Praktická část se skládá z překladu dvou anglických textů do českého jazyka. Překlad následuje komentář, který zahrnuje dvě části, makroanalýzu, která souvisí s originálním textem a mikroanalýzu, která analyzuje cílový text. Oba překlady jsou doplněny dvěma glosáři, které obsahují anglické výrazy a jejich české ekvivalenty.

9 APPENDICES

9.1 APPENDIX 1

Human Resource

KPMG's workforce analytics helps organizations with fact-based HR management decision-making.

Organizations today gather huge amount of data on their customers, business performance and workforce to drive better business outcomes. Whilst great strides have been made in the accessibility and use of customer and performance data, most organizations continue to struggle to leverage workforce data in a way that directly impacts competitive advantage.

With workforce accounting for close to 50% of most organisation's operating expenses, it is critical this investment is working effectively for you – ensuring placement of people in the right roles and at the right time, using employee engagement as a predictor of performance, ensuring rewards & recognition initiatives continue to reinforce business strategy, accurate disclosure of regulatory requirements etc. Bringing disparate data sets together and applying meaningful analysis can dramatically improve a traditionally expensive and subjective component of business.

Some common factors that contribute to the complexity of analytics for HR include:

Maturity Challenges

- Workforce decisions and data collection typically driven out and through HR departments who have tended to play a more operational than strategic role in organisations
- Analytics & insight skillsets not traditionally developed within HR

- Misalignment between business & people strategy remains in many organisations.

Data Challenges

- Much of the HR data is in unstructured formats like qualitative feedback, performance review documentations, exit interviews and daily sentiments
- The HR data typically suffers from poor data quality and governance due to the way it is collected at various points in the employee lifecycle
- Existing reports in most ERP systems are tactical in nature and only focus on the measurement of performance related KPIs

Technology Challenges

- Limited capability to easily “slice and dice” data into preferred views
- Organisation structures make it difficult to easily to segment workforce data into meaningful grouping that highlight patterns
- Continued difficulty with the integration of unstructured data, external data and workforce data to conduct a comprehensive analysis

Process Challenges

- Narrow approach to HR data analysis, typically focused on workforce performance
- Traditional focus on conducting surveys, interviews and feedback, and segregated analysis, but not on integrating data to identify patterns
- Lack of consistent understanding of reporting needs and expectations
- Utilizing HR analysis as a reactive rather proactive method to assist the HR organization

How we can help

Using an evidence-based, hypothesis-driven approach, KPMG's Workforce Analytics combines disparate internal and external data sources to help you understand how your people drive business performance.

KPMG's Workforce Analytics allow analyses of people metrics such as payroll, benefits, attrition, performance, leave, identifying further value potential and supporting fact-based HR management decision-making.

At KPMG, we are interested in understanding dimensions of competitive advantage to better advise our clients. Having completed an in-depth Human Capital Analysis, our 5C Framework underpins the principle that business strategy and competitive advantage needs to be translated into the impact on people. Only then can an organization effectively leverage one of its largest operating costs. The Framework helps our clients identify opportunities for workforce cost reduction, investment and/or investment assurance without impacting compliance, engagement and customer relationships.

Key measures are organised under our 5C framework to allow easy monitoring of workforce performance via an interactive dashboard. While offering out-of-the-box, pre-configured reports, we also provide fully flexible and bespoke analysis to meet your requirements.

Human Resources

Businesses in every industry struggle to assemble the management structure, leadership skills and overall workforce productivity to capitalize on rapidly shifting conditions and opportunities. Often they find they need new organizational models, people who can lead and contribute within those models, and guidance in making the transition to new ways of doing business.

We provide services to help your business embrace change and strengthen performance through proactive approaches to improving the organization and its most valuable asset, its people.

We can help you identify areas of HR improvement and add value to the broader organization.

Our services include:

HR Transformation

Talent Management

HR Service Delivery

HR Technology

Change Management

Organization Design

Employee Onboarding Tools

Learning and Development

Employee Engagement

KPMG Powered Enterprise

HR Transformation

Improve the efficiency and effectiveness of the HR function by aligning HR services with the needs of the business.

KPMG helps business leaders with a holistic and thorough focus on each aspect of the HR function to enable fundamental change including but not limited to strategy articulation, process reengineering, redesign of operating models and service delivery roles, system implementation upgrades, strategic workforce planning, and workforce analytics.

We can help you create greater business value from HR through integrated transformation services that extend from strategy through execution. Our holistic methodology incorporates all the necessary people, process, technology, service delivery, and information components, including market-leading practices and solutions. Cutting through the complexity of our clients' biggest challenges, we will assist HR executives and their leadership teams with strategy, design, and execution across the full HR Transformation life cycle.

KPMG's practitioners have extensive experience and deep understanding of people issues. We help clients design innovative organizational models, processes, and technologies that drive lasting value across the organization. Combined with deep HR technology skills, many organizations have also selected KPMG to help implement HR technology solutions, a critical component of their HR transformation program.

We strive to bring our clients an integrated and seamless set of HR services that span our Advisory and Tax businesses. Our ability to collaborate across functions with skills ranging from strategy, process excellence and technology, along with industry depth, delivers significant value to our clients.

KPMG can help you with:

- Strategy and vision
- Service delivery design and implementation
- Mobility tax and risk services
- Technology design and implementation
- Business and technology integration services, including Oracle, SAP, and Workday solutions.

HR Service Delivery

The human resources function (HR) is evolving rapidly in response to changing demographics, economic pressures, and disruptive technologies. Across the marketplace, HR leaders are looking for service providers who understand the linkage between HR business strategies and performance.

Innovations in HR technology have created opportunities for many organizations to rethink the HR service delivery model with the goal of becoming more cost-efficient and effective in terms of meeting the demands of the organization. In utilizing leading technologies, like SaaS-based systems, the dependency on IT support is reduced and employees and management gain better access to information; yet, some unique challenges with security and integration can arise that many business leaders may not be prepared to address.

As a full-service provider for HR, we take a collaborative approach to help firms craft operational strategies, manage implementation, and lead the transition process. These skills—combined with our deep industry point of view, our experiences with leading technologies, and the broader tax, risk, and audit businesses—can be valuable on a transformation journey.

Our HR Service Delivery Design and Implementation services include:

- Policy harmonization
- Process transformation and enhancement
- Vendor evaluation, selection, and transition
- Shared services design and implementation
- Organizational design and transition
- Governance and performance (KPIs, metrics, and scorecards)

Talent Management

KPMG can assist you in achieving a high return on your talent investment.

Smart decisions on hiring, promoting and retaining talent can make the difference between a brand that draws high-caliber talent and a company with jobs to be had.

Companies dedicate considerable resources to finding, deploying and cultivating their people, with good reason. After all, how well an organization manages its talent can make or break its business.

What can Strategic Talent Management do for your organization?

Position your organization to win in the future. We work with clients to identify the **skills and capabilities** their organizations will need in the future so they can begin building them into their workforces today. The process starts by understanding where the organization wants to succeed in the future – and the people, processes and tools they will need to accomplish those successes.

Tune into the needs of future talent. Strategic workforce planning provides a forward-looking focus on the supply and demand of your talent pools so you can be proactive, versus reactive, when addressing talent needs.

Mitigate talent-related risks. It is important to embed talent risks such as **succession, skills availability, key person dependencies and retirement cliffs** firmly into an organization's enterprise risk management. Talent-related decisions must be evaluated for their return on investment – and this intelligence should then be recycled to inform future talent decisions. Most importantly, strategic talent assessment and planning should be part of ongoing business planning – not an isolated HR exercise.

How can KPMG's framework help?

KPMG's "Tune in to Talent" is an approach for strategic talent management. The individual icons from left to right on the picture below outline each step, creating a path for addressing your organization's talent-related challenges. The early parts of this talent planning framework are particularly crucial. Let us help you think through the future requirements of your business, the risks, and the investment trade-offs.

Change Management

Changes in processes, systems and technology require that jobs be structured and performed differently. To enable and sustain lasting change, rigorous attention to a formal change management effort is integral to any significant project a company undertakes.

KPMG can help equip your company to drive and sustain change through these key services:

Organization Risk and Readiness – A holistic diagnosis is conducted that assesses an organization's risks in dealing with large-scale change. The diagnosis incorporates key elements of a sound change management strategy, including culture transformation, executive sponsorship, organization design factors and workforce implications.

Stakeholder Management and Strategic Communication – Identification of key influences and the design and execution of a systemic approach to communication that increases awareness, buy-in and ownership of the desired change.

Workforce Transition – Job impact analyses are conducted, and targeted workforce transition programs designed, so that the full life cycle

of the change process is supported. We help you equip people significantly affected by change for new roles, implement processes to support them, and coordinate integration of talent management and training to prepare them for success in the new environment.

We also can help you address change issues with these enabling services:

e-Brainstorming®

e-Brainstorming® is a KPMG trademarked platform that allows for real-time data collection across multiple geographies through the use of a simultaneous telephone and web interface. e-Brainstorming® has helped our clients conduct strategic planning, generate and evaluate ideas, solicit real-time feedback and assess risk. It also supports other collaborative objectives such as data gathering, market assessment, problem identification and resolution, project evaluation and employee feedback collection.

KPMG's e-Brainstorming® platform is a unique approach to quickly and efficiently collect input, ideas, feedback and hard data on key questions confronting an organization. Internal and/or external audiences can participate in a simultaneous phone and web platform with a professional moderator guiding the discussion. All participants—up to 100 (including observers) in a single session of 60–90 minutes in length—are anonymous, and can simultaneously view answers from all other participants as they are submitted. This creates a powerful synergistic effect that enables participants to react to and build on other comments and ideas instantaneously.

e-Brainstorming® can help you reduce the cost and accelerate the time required to collect critical and timely feedback from selected audiences. It can reduce the risk of missing critical data and valued perspectives

across a diverse population, and can serve as a robust vehicle for generating new insights and ways of thinking. This platform can help you tackle:

- Business issues that could benefit from new information from the marketplace
- The need for accelerated decision-making
- A program/project/initiative that needs data across a diverse population quickly
- The need to gather a set of information or opinions from internal and/or external audiences

U-Collaborate

U-Collaborate is KPMG's facilitation approach that differs from traditional client-facing workshops in three main dimensions:

(1) Need to make critical decisions to advance the work

(2) Scale (25 or more participants)

(3) Complexity (addressing mission-critical business issues that span geographies, business functions or lines of business)

U-Collaborate, which is embedded within a KPMG engagement, can help you tackle critical business issues such as creating a new target operating model or defining a new business process, through a facilitation approach that is a powerful enabler of alignment and decision making.

After a rigorous planning and preparation process, U-Collaborate gathers the right people together (usually off-site for two to three days) and provides them with the focus, facts and facilitation required to rapidly make decisions and significantly advance a strategic initiative. For example, U-Collaborate events enable diverse stakeholders to define the problem, rapidly learn and review/iterative solution prototypes and create

actionable implementation plans. KPMG subject matter experts are present as appropriate and help to contribute to the facilitated discussions.

Our U-Collaborate methodology can help you accelerate development of key project deliverables by promoting alignment and streamlining decision making. U-Collaborate helps avoid problems or delays that often arise in project environments due to communication gaps, reducing - or eliminating - the need for rework.

With U-Collaborate, KPMG can help you:

- Accelerate development of key project deliverables
- Reduce/eliminate rework
- Ensure sign-off of project deliverables through decision making and alignment
- Leverage contributions of KPMG thought leaders in focused, highly visible way

Learning and Development

KPMG's People and Change organization has an established Learning & Development (L&D) team focused on assisting clients in designing customized, leading practice L&D functions, corporate training strategies, content design and development and learning measurement programs.

Our Learning & Development methodology includes a proven roadmap of activities, work products, accelerators and deliverables that can be scaled or tailored for any organization. Coupled with our strong focus on value creation, our approach assists organizations in meeting Human Capital risks head on to overcome challenges and drive tangible business results.

KPMG is a recognized leader in Learning & Development

We have been inducted into the Training Magazine Hall of Fame in recognition of our consistent ranking in the top ten of its celebrated Training Top 125 list.

KPMG's Business School was recognized in CLO Magazine's 2015 list of Learning Elite: KPMG placed #6, a higher ranking than any other professional services firm.

Our approach to Learning & Development spans the spectrum of **Strategy, Content, and Technology & Support.**

Strategy:

Establishing a centralized Learning & Development strategy and function can help you mitigate risk, achieve efficiencies, improve impact and reduce costs.

Strategy services include:

Learning & Development maturity assessment and planning, Learning & Development target operating model design, Learning effectiveness and measurement, business strategy alignment, corporate university strategy, learning technology assessment and strategy, curriculum and content design.

Content:

Focusing content solutions on design, course production, and delivery methods can foster a mature training program and learning environment.

Content services include:

Systems/ERP, Cloud applications, regulatory compliance, leadership development course production (Instructor-Led Training, eLearning, Virtual Classroom, Training assets), Train the Trainer, Evaluation and post-implementation support.

Technology & Support:

Finding the right L&C technology is crucial for an organization to effectively maintain a competitive advantage realize efficiencies and keep employees engaged.

Technology & Support services include:

Learning Management System (LMS): Selection and Implementations, hosted / Outsourced LMS, LMS Administration support, content enabling technology (e.g., mobile platforms and gamification)

Organizational Design

An organization that wants different results must change the way it does things because all organizations are perfectly designed to get the results they get.

Lack of organizational clarity can debilitate a company. It can derail efforts to achieve business goals because people aren't able to focus on the right work within the right structure. Well-defined responsibilities, properly empowered people and a sound decision-making framework are the keys to establishing and sustaining a high performance environment.

KPMG can help you discover a new organizational model that fosters increased productivity, clear alignment to business strategies and fit-for-purpose organizational structures.

Strategy articulation – Based on business strategy, a set of objectives and priorities dictate the design principles of the future-state

organizational model, making possible the alignment of strategy and structure.

Conceptual design – After analysis of design principles and future-state alternatives, the planned organizational model is reconciled with current operations to facilitate gap analysis of key structural elements, including organizational capabilities, role descriptions and spans of control.

Organizational assessment – Based on business strategy and conceptual design, we look across several organizational dimensions (e.g., capabilities, talent, culture, leadership) to define current challenges and identify specific changes that will likely improve performance and meet organizational objectives.

Organizational governance – With an operational, detailed design of the organizational structure, roles, responsibilities and ownership of decision rights are established to strengthen operational efficiency.

Employee Engagement

The Employee as a Customer

Creating consistency, reducing friction, and enabling employees with seamless intuitive technology not only impacts employee engagement, but also drives business value. By understanding the “why” behind user interactions, companies can closely align behaviors with business objectives to create effective user experiences.

- Employees are more vocal about the systems they must interact with – their needs have changed due to modern technology and software they use in their home life.
- Employees expect consistency in design and functionality with the systems they interact with and an ease of getting work done.

- The line between home and work is blurred creating a difficult environment for enterprises to adapt quickly enough to keep employees engaged in their jobs.

While most business leaders agree that employee engagement has real business impact, few actually have a strategy.

KPMG can help you utilize digital and mobile technologies to drive business transformation across the enterprise to increase sales and reduce costs. Specifically, we help you:

- Motivate workforce & increase productivity
- Enable truly mobilized teams
- Increase ROI on legacy applications
- Make quicker decisions with increased confidence
- Increase sales through improved processes

ALM Intelligence has named KPMG a global "leader" in employee experience consulting

Leaders are at the top of the market in terms of their capabilities to create client impact through their depth of expertise and ability to deploy it across a range of engagement models.

KPMG has been recognized as a global leader in the area of employee experience consulting, according to an August 2017 report from ALM Intelligence. The recognition underscores KPMG's leadership position in human capital management and HR transformation.

Liz DeVito, Associate Director and Lead for HR Consulting Research with ALM Intelligence said "KPMG provides a full range of services across the employee experience consulting value chain, standing out for the most human-centered and empathetic approach among its peers. The firm's evidence-based consulting approach combines a mix of advanced

analytics and behavioral science tools and techniques to help clients understand how the experience modulates across the employee lifecycle over time.”

According to the ALM report, “leaders” are at the top of the market in terms of their capabilities to create client impact through their depth of expertise and ability to deploy it across a range of engagement models.

KPMG's holistic approach based on design-thinking and people-centered design looks at the employee experience from both the organization and individual perspective. Our end-to-end approach uses industry-leading technology to map the behaviors and motivations of high-performing talent. Armed with this insight, we partner with clients to shape a customized plan to sustain a differentiated employee experience.

Report Highlights

- KPMG integrates an exceptionally strong change management capability into employee experience consulting, supported by a robust library of tools and methodologies for cultural and behavior analysis.
- KPMG expertly uses workshops, interviews, and Ignition centers to research and solve the very real human problems behind the employee experience in collaboration with clients.
- KPMG also earned the prestigious “legend” rating from ALM for its internal client insight and client capability development, as well as for the depth and client impact of its work in employee experience consulting.

Explore Real Insights for the People Agenda for insights on employee experience and managing talent in a digital world.

Strategic Human Resources Management

Creating a competitive advantage through the development of your employees.

Attracting and keeping the talented and skilled employees is one of the most important challenges organizations face in today's dynamic business world. No strategy, no matter how well designed, will work unless you have the right people, with the right skills and behaviors, in the right roles, motivated in the right way and supported by the right leaders. Companies can develop a competitive advantage through the skills and competencies of its people.

So in order to be successful even more value must be given to people. The job doesn't stop with attracting talented and skilled employees. In order to keep this competitive advantage an organization has to work structurally on the development of employee competencies and behaviors in order to increase the performance of your organization. KPMG's Strategic Human Resources Management (HRM) focuses on the optimal design of the HR function within the organization and the transformation into a strategic function. Our services vary from advice on rewarding structures to organizational design, change management, corporate ideology assessment and adapting HRM management.

Issues we help address:

- Developing a flexible, responsive and efficient organization structure that meets the demands of an ever-changing marketplace.
- Aligning the goals and objectives of functions and individuals with business strategy and the direction of the organization.
- Developing the workforce so that it has the required skills, competencies and behaviors to be competitive.
- Positioning the Human Resource function as a key role in helping an organization achieve its strategy.

Human Resources Training & Development

KPMG supports companies in accurately identifying their executives' potentiality and in developing them in order to ensure increased performance

Accurately identifying your executives' abilities and potentiality is a necessary step before any training or developmental activity commences, in order to objectively identify improvement areas.

We can also assist define your executive's training and development needs, determine suitable group or individual training and leadership programs, draw up realistic career development plans and help improve your people's productivity and loyalty.

As a result, KPMG's People Services is able to plan appropriate training programs and individual career development plans for executives, so that their capabilities are fully developed and their output and engagement towards the company is maximized.

Leadership /Talent Development

People Services offers a specialized approach to the development of leadership skills.

We cover a range of leadership development and executive coaching programmes:

- Talent management
- Career planning
- Succession planning
- Assessment & development centers
- Leadership / Management Development
- Executive Coaching

Training Programs

We plan and implement two kinds of training programmes:

- Open seminars on a variety of subjects.
- In-house seminars tailored to the needs of every client.

Our in-house seminars are developed based on:

- 5 thematic units: Management, Finance & Tax, Human Resources, IT and Customer Management.
- Development tools for Sales and Customer Management skills, based on the renowned Sandler Training Method.
- Leading "events of excellence" providing knowledge on subjects such as Management, HR, Finance, IT, Sales etc.

Outsourcing

Outsourcing done well delivers results. It can help your business succeed in an increasingly complex and changing world by reducing costs, enhancing value, improving services, and instilling innovation.

The journey begins with a vision that's closely linked with your company's core mission and strategy. It continues with a carefully constructed change strategy that considers these design principles:

- **One size doesn't fit all:** A single outsourcing or offshoring solution likely won't address your diverse needs. Different providers and solutions may be required to support different parts of your business.
- **Align expectations:** Ensure that the expectations of the sourcing model you select align with the operational characteristics of the delivery teams and the objectives of each party.

- **Redesign your processes:** Realign your retained organization's processes to operate efficiently. Redesign the touch points between the service provider, the functional area, and the functional users.
- **Use flexible agreements:** Technology and business needs can evolve quickly. Your outsourcing contracts should be flexible enough to adjust quickly to new capabilities so you can benefit from long-term value.
- **Digital labor is the new labor arbitrage:** Think of digital labor – robotic process automation, enhanced RPA and cognitive automation – as a service delivery tool for IT and business optimization.

The hardest part of outsourcing occurs after the deal is done. Outsourcing governance can be ambiguous. The attention to detail required to effectively manage and govern agreements can seem daunting. Addressing these issues early in the outsourcing process can protect the value, integrity, and intent of the deal and can enable business transformation.

KPMG's experienced, trusted advisors can help you validate outsourcing strategies, understand costs, build the business case, align stakeholders, evaluate options, and guide you through vendor selection and negotiation. We also have services and tools to help companies with existing outsourcing contracts manage that work more effectively.

9.2 APPENDIX 2

HUMAN RESOURCES

Our 85,000 colleagues are the heart and soul of M&S, and the HR team have a clear plan to support our business and people to reach their full potential. We want to develop and attract great talent, as well as being a diverse and inclusive workforce that allows our people to flourish. As a HR intern you'll learn the skills and characteristics needed to be part of this team.

This programme is for ambitious people who are finishing their first or second year. What better way to spend your summer than making friends and taking on experience that can enhance your career before it's even begun? This is a six to eight-week internship in which you'll thrive and have a chance to see how different parts of the HR group work. Based in either our Head Office in London, Manchester or regionally in our retail stores it will open up a life time of opportunity.

You'll need to be passionate about fast-moving retail and doing the right thing for our customers. If you are people focused with excellent analytical skills, then this internship could be perfect for you. Studying a relevant degree is a big plus, but you will receive all the support you need to do a great job and further your career prospects.

Learning and Development

Experience is the best teacher, which is why M&S likes to throw you in at the deep end. Real responsibilities on real projects, from day one (no, really). But the learnings aren't just one way: we're eager to hear your fresh ideas, to have our ways challenged, in order to grow the business.

Of course, it all starts with a comprehensive introduction to M&S. You're never on your own with us. During this time, you'll get a basic overview of

our business, along with all the information you need about your new role and life with one of the nation's brightest brands.

On-the-job learning

We've plenty of learning opportunities both in store and at our Head Office, which vary according to your scheme. Whether you're managing people

in store, or a valued member of a Head Office team, you'll be learning while you earn, shouldering real responsibilities and helping to tackle the ever-changing issues of the day. You will be given a specific area of responsibility or a project to manage yourself fairly early on - say yes, it's a great chance to shine.

Self-directed learning

While we'll provide the training tools and opportunities, it's up to you to take advantage of them. You'll be expected to use your initiative to identify learning needs specific to you – and have the motivation to meet these needs.

Store attachments

Theory's all well and good, but few plans survive contact with the customer. If you're based in Head Office, you'll get hands-on, in-store experience through our store attachment programme. Depending on your graduate programme the attachment could be anything from one week to three months.

Corporate Learning Programme

Our cutting-edge workshops will hone your business abilities, ranging from skills foundation and competency training to full-on project management.

Technical training

We're investing heavily in smarter technology to achieve our vision of becoming the world's most successful multi-channel retailer. So we'll

invest plenty of time with you to ensure you receive all the right technical training.

Role-specific training

We will support you throughout your career at M&S and, with role-specific training, help you reach your goals.

Development reviews

Unlike many companies, M&S performance management isn't just a case of us saying jump higher. We ensure your achievements are recognised, your feedback is heard and, of course, that your career is progressing. After all, M&S only performs well when we all do.

Professional qualifications

Depending on the area of the business you join, you could have the opportunity to work towards professional qualifications to enhance your career progression with M&S.

HR

Our people make us who we are. That's why we have an outstanding HR function to make sure they're well managed, motivated and encouraged to reach their full potential. We employ around 85,000 people worldwide. Looking after them all is the challenge our HR team rises to every day.

Sourcing the very brightest talent and getting the best from our existing employees is what HR at M&S is all about. So you can expect a fast-paced and stimulating environment, with colleagues who deliver an HR service that has a real, tangible impact – both on the business and the people that work here.

You'll be shaping our culture too – and doing so plays an integral role in how we perform as a business. It's about influencing the way our people think and act to keep us ahead in a fiercely competitive marketplace. All of which means we can promise you enormous scope for a hugely rewarding career.

Who we look for

Relevant qualifications and experience will obviously be important. But being M&S, we place a premium on the personal too. We want people who care about the M&S brand and can use their people skills to inspire people to give, and achieve, their best. You'll know all about the importance of business partnering too and be adept at explaining complex HR issues in a way that's simple to understand and implement.

Working in Head Office

Our Head Office functions operate out of our London headquarters, our offices in Stockley Park, Chester and Manchester. Step into the nerve centre of M&S and get amongst the action that steers the heart of our fast-moving business and world-famous brand.

WHY WORK FOR US?

Joining M&S means so much more than working for one of the nation's largest retailers. We've built our business on a passion for excellence, a flexible approach in all that we do and by collaborating with one another to put customers first. There's a sense of camaraderie here; a feeling of belonging – probably because we go out of our way to listen to and involve all of our people. And because we want to be the best, we want you to be your best. The size and scope of our business means that the opportunities on offer are as diverse as the people that work here. If you're ready to play your part, you'll be richly rewarded too. From

competitive salaries, bonus schemes and flexible working options to opportunities to volunteer in the community, there really is something for everyone.

REWARDS AND BENEFITS

At M&S we feel it's vital that our people are well rewarded. So when you say yes to M&S, we'll give you access to a highly competitive total reward package that's proven to attract, motivate and retain the best people. We're constantly reviewing the details of the package to make sure it's got everything our people want in a benefits scheme, but the things you'll be able to enjoy currently include:

-
- Pay – We regularly check our salaries against other companies to make sure we're competitive and keeping up with changes in the market. We'll also review your basic pay every year, plus we offer extra performance rewards to recognise individual achievements.
 - Employee discount – You'll get 20% discount on all in-store and online purchases. Some exclusions do apply but there's no limit on the amount of goods you can buy with discount. What's more, we'll give a partner or family member who permanently lives with you the discount too!
 - Holidays – You are entitled to a minimum of 28 days' statutory holiday per year. Obviously, if you work part-time this will be pro-rated.
 - Bonus – When we do well financially, we want our people to feel the benefit too. So we have a number of discretionary bonus schemes on offer that reward our employees for helping us to reach our goals.
 - Pension – Nowadays, we're all aware of how important it is to save for our retirement. At M&S, we want to help you along the way. This is why we offer an excellent Defined Contribution pension plan, where if you

contribute 3% of your pay M&S will contribute 6%. For full details visit www.yourmandspension.com.

- Life Assurance – From day one, you'll receive life assurance cover to the value of two times your annual pensionable salary.
- Sharesave – Sharesave is a simple way to save. You put aside any amount between £5 and £250 each month for three years. At the end of three years you can use your savings to buy M&S shares at a 20% discount – or simply get your savings back. We'll be sending everyone who has been with us for at least three months an invitation to join Sharesave in October, so watch out for it.
- Sharebuy – Sharebuy helps you buy M&S shares on a monthly basis direct from your gross salary. You can invest as little as £10 and as much as £150 – or up to 10% of your gross monthly salary, whichever is the lower. By doing this, you'll pay less Income Tax and National Insurance each month as well as building up an investment. Once you have been with us for three months you'll be eligible to join and we'll send you an invite to your home address. You can join then, or at a later date that suits you.
- Salary Sacrifice – Join one of our Salary Sacrifice schemes, covering childcare vouchers, holiday buying, car leasing and cycle to work and you could save money on tax and National Insurance.
- Discounts – It's not just in-store where you can benefit from generous discounts. When you join, you can take advantage of over 1,500 special discounts covering holidays, leisure attractions and many more products and services.
- Health & Wellbeing – At M&S your wellbeing is a big priority, and we want you to be the best you can be. That's why we'll offer you discounted

healthcare products and a wellbeing website with top tips and health guides, to keep you fighting fit.

- Charity Volunteer Day – When you join, you'll have the opportunity to volunteer for one day at a charity of your choice.

Diversity

We have a diverse range of employees and are committed to an active Equal Opportunities Policy. This doesn't just cover our recruitment and selection procedures, but runs right through learning and development, appraisal, promotion opportunities and eventually to retirement.

We promote an environment free from discrimination, harassment and victimisation and work hard to ensure everyone is offered equality of opportunity to achieve their full potential. All the decisions we make relating to employment practices are objective, free from bias and based solely upon work criteria and individual merit.

Not only are we responsive to the needs of our employees and customers but we also take pride in the role we play in the community at large. Because of this we value diversity very highly and it's important to us that we recognise and make full use of the wealth of talent we have within our organisation.

We place a lot of emphasis on developing initiatives and procedures that ensure equality of opportunity for every member of the Marks & Spencer team.

It is our policy to:

- Promote a working environment free from discrimination, harassment and victimisation on the basis of;

- gender, sexual orientation, marital or civil partnership status, gender reassignment
 - race, colour, nationality, ethnic or national origin,
 - hours of work
 - religious or political beliefs
 - disability
 - age
- Ensure that our workers are not disadvantaged in any aspect of our employment policies or working practices unless justified as necessary for operational reasons.
 - Ensure that all decisions relating to employment practices are objective, free from bias, and based solely on work criteria and individual merit. In every set of circumstances we aim to find a solution which takes account of an individual's personal circumstances and the needs of the business.
 - Employ a workforce that reflects the diverse community we serve and maximises personal and commercial opportunities.
 - Review changes in attitude and application of internal policy.
 - Raise staff awareness by designing and delivering training programmes that support the Equal Opportunities aims.
 - Comply with the law and communicate to our stakeholders the responsibility to protect both individuals and the company.
 - We also recognise that it may be necessary to make reasonable adjustments to ensure that disabled workers or applicants are not placed at a substantial disadvantage by a practice or policy that exists at M&S.

Learning and development

To improve your confidence at work and equip you with all the skills you need, we offer a comprehensive training and performance coaching programme. Whatever your role, wherever your ambition lies, we'll tailor your training to meet your needs, giving you all the support you need to do your job well. So however far you want to go, we'll get behind you all the way.

As well as training, we offer an induction programme for all our new starters. This will last between one and two weeks, depending on your experience. This induction will give you a basic overview of our business, along with all you'll need to feel passionate, inspired and excited about your new role with us.

Lifestyle Options

We recognise that, whatever job you do or whatever level you're at, you need to strike a balance between your work life and your home life.

- Flexible working - We offer a range of options for flexible working, be it part-time work, job sharing or term-time working. We also offer support for staff wishing to study or to take a complete break with our career break scheme of up to nine months' unpaid leave.
- Supporting working parents - M&S recognises the importance of the family and the need to support working parents in ways that help them balance their work and family lives. We want to ensure that both current and new mums and dads get all the help and support they need. We give time off for antenatal, midwife, health visitor and parent craft classes as well as maternity pay and leave.

M&S believes that adoptive parents should have the same support as biological parents. We offer comparable adoption leave and pay within a policy specially designed for adoptive parents,

including extra support leading up to the adoption.

We also offer paid time off for staff undergoing IVF treatment and for staff undergoing assessment as prospective foster parents. When the baby arrives, we offer two weeks paid paternity leave to all dads/partners. Parents can then take parental leave of up to 18 weeks' unpaid leave per child up to the age of five years.

- Supporting carers - With one in 6 people in the UK now having some form of caring responsibility, Marks & Spencer understands the need to support staff who need to balance their caring and working commitments. Employees with 2 years' continuous service may request up to 9 months' unpaid career leave, for example to travel, carry out voluntary work, or cope with caring responsibilities.

Any decision is at the discretion of the line manager, and will be based on operational needs as well as the employee's performance, attendance and conduct record. An employee wishing to take 3 months or more career leave should request this type of leave 3 months prior to the desired start date. Employment will be regarded as continuous for the purposes of this leave and benefits.

- Supporting the community - Supporting the community plays a big part in most of our lives, whether we are supporting schools, health services, charities or local action groups. Marks & Spencer has always had a good relationship with the wider community from where we draw our staff and our customers.
- The company supports its employees in lots of ways, including when they are on jury service or acting as a school governor or Justice of the Peace. For ex-service men or women and those who belong to the Armed Forces Volunteer Service we offer a week's paid leave to go on annual training exercises, and for staff wishing to become candidates for any UK

or European parliament or assembly, we offer a break of up to 5 years. We're always happy to discuss individual requirements for other types of public duties such as local authority, prison or other custodial duties. We want to help staff play their part.

- Supporting you - We know there may be times when our staff would appreciate advice or support in dealing with a personal situation either at home or at work. Should you require help, the business use the services of an independent 24 hour confidential helpline staffed by advisors who are trained to listen and respond. The helpline can offer assistance in a range of circumstances including general counselling, advice on debt or financial problems, legal problems, abuse, relationship difficulties and state benefits.