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Czech Equivalents of the English Passive Structures in Academic Style

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Zásady pro vypracování:

Cílem práce je vyhodnotit využití pasiva v anglickém akademickém stylu ve srovnání s jejich českými protějšky. V teoretické části studentka shromáždí z odborné literatury obecné poznatky o struktuře a využití pasiva v angličtině a češtině. Zároveň shrne typické rysy akademického stylu. V praktické části vybere dostatečný vzorek anglických pasivních konstrukcí z několika typů materiálů napsaných tímto stylem a pokusí se najít jejich oficiální překlad. Analýzou shromážděných větných struktur dojde k závěrům o četnosti pasiva v obou jazycích a jiných možnostech ekvivalence v češtině.

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Abstract

The aim of this Bachelor paper is to investigate Czech equivalent structures of the English passive in Academic text. This work is divided into a theoretical part and a practical part. In the theoretical part the English passive structures and the Czech passive structures are introduced. Then, features of the academic style and relation between the style and passive voice with the passive voice are described. The typological differences between the two languages are mentioned and common ways of translating the English passive voice into Czech are discussed. In the practical part the corpus of examples for the analysis is presented, analyzed, discussed and compared with the Czech translation.

Key words

passive voice, academic style, Czech equivalents

Abstrakt

Cílem této bakalářské práce je zaměřit se na české ekvivalenty anglického trpného rodu v odborném textu. Tato práce je rozdělena na část teoretickou a část praktickou. V teoretické části jsou představeny struktury trpného rodu jak v angličtině, tak v češtině. Následně jsou popsány znaky akademického stylu a jeho spojitost s trpným rodem. Zmíněny jsou také rozdíly mezi oběma jazyky a také obvyklé způsoby překladu anglického trpného rodu do češtiny. V praktické části je představen, zanalyzován a probrán korpus s příklady a je porovnán s jeho českými protějšky.

Klíčová slova

trpný rod, odborný styl, české ekvivalenty

CONTENTS

1. INTRODUCTION

This bachelor paper is aimed to study the Czech equivalents of the English passive structures in academic style. It is also focused on the usage of passive voice in the particular style. The main hypothesis of this paper is to confirm that the usage of passive constructions is more common in the English language than in the Czech language.

The paper is basically divided into two major parts. The first, theoretical part, describes the English passive voice. Attention is paid especially to its function, formation and its structure. Then the same features of the passive voice in Czech are studied. With regard to typological differences between the two languages the differences in use of the passive voice are described and stereotypes of translation are provided.

Because this paper is focused on the passive voice in academic style, the basic description of this type of writing is defined. The first part gives the theoretical background for the practical part, analysis. The books of academic texts *Fundamentals of Logistics* and *Handbook of Human Resource Management* and their Czech translations serve as a source for the analysis. In this part the occurrence of the passive structures in both books is counted and analyzed following statistical findings provided from secondary sources. The results are represented in tables. Then their equivalent structures in the Czech translations are divided and counted. According to the features of the passive structures in both languages the equivalent structures are analyzed in detail. In order to demonstrate and explain, the analysis is provided with examples.

The final part of this thesis concludes the results with respect to the hypothesis and the theoretical background.

2. THEORETICAL PART

2.1 Passive voice in the English language

As defined by Quirk et al., voice is a grammatical category of verbs which enables us to see an action of the sentence in two different ways without change in the facts given. (1985:159) The following example from Huddleston et al provides the difference:

[1]   active voice: Oswald assassinated Kennedy.

passive voice: Kennedy was assassinated by Oswald.

(2002:1427)

Quirk et al. further explain that the formal difference between the two constructions is in the verb form − the auxiliary verb be is followed by the past participle of the main verb (-ed participle) in the passive verb phrase. Syntactically, changing an active sentence into passive involves more than changing the verb phrase. It requires structural reorganization of all the sentence elements. (1985:159)

Positions of the sentence elements may also be used for change of the information structure of the sentence. (Dušková, 1994:254)

According to Givón: "Passive is understood for the most part by the authors as a syntactic construction which performs the following functions":

- topicalizes the patient
- defocuses the agent
- stativizes the event

(Givón[1] in Fox et al, 1993: Xi)

2.1.2 Agent

According to Huddleston et al., "the terms active and passive are applied on the basis of the alignment of roles with functions in clauses that express an action."

In the previous example, the first clause is active because the subject is aligned with an active role. *Oswald* is the agent, performer of the action. The latter clause is called passive, because the role of the subject is associated with the passive role.

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[1] Givón, T. 1981. "Typology and functional domains." *Studies in language* 5: 163-193.

Kennedy is the patient of the action, he is the one on whom the action was performed. (2002:1427)

Quirk et al. state that when changing voice of a clause from the active to the passive, the subject of the active clause can become the agent of its passive counterpart. (1985:159) The example from Dušková et al. shows that the agent phrase can be personal or nonpersonal:

[2]   personal: *This violin was made by* my father.

        nonpersonal: *This conclusion is hardly justified by* the result.

Dušková et al. also adds that "The passive subject is the active object affected by the action directly (patiens) or indirectly (recipient)."(1994:366) According to this fact it follows that only verbs taking object(s) can be found in the passive voice. (Quirk et al., 1985:162)

Another fact stated in Quirk is that the agent *by*-phrase is generally optional. There is only one out of five English sentences with an expressed agent. The agent is usually not mentioned as it is shown in the following cases:

[3]   irrelevant or unknown agent: *The prime minister has often* been criticised

                                      recently.

        redundant agent: *Jack fought Michael last night and Jack* was beaten.

                                                              (1985:164-165)

Dušková also adds that the agent phrase can be formed with other preposition. If the agent is non-human those passive constructions are for example S – *interested in, surprised at* – O. The human agent can be preceded with other prepositions in sentences like *This fact wasn´t known to me*.

Moreover, a prepositional phrase including other preposition than *by* can be ambiguous with respect to its active counterpart:

[4]   passive: *The relative frequency of the two forms is shown in Table 1.*

        active 1: *The author shows the relative frequency of the two forms in Table 1.*

        active 2: *Table 1 shows the relative frequency of the two forms.*

In the first possible active counterpart the phrase is understood as the adverbial of place whether in the second as an agent phrase. Thus in the first active sentence its syntactic function remains the same but in the second it becomes the subject. (1994, 262)

2.1.3 Short and long passive

The short passive and the long passive are two principal forms defined by the occurrence of the agent. The prepositional *by*-phrase is referred to as the internalised complement and if it occurs in the passive it is internal to the verb phrase. (Huddleston et al., 2002:1428)[2]

Biber et al. state that the construction with an expressed *by*-phrase is called the long passive. As already stated above, the more common construction is agentless. Therefore, the long passive is not found very often. "The long passive preserves the information of the corresponding active clause". (Biber et al., 1999:940)

In contrast, the short passive is agentless, contains no internalised complement. The information expressed in the subject of the active is omitted. (Huddleston et al, 2002:1445) As for Biber et al., because a piece of information is left out in the short passive construction it can be viewed as a form of condensation. (1999:155)

As for Dušková et al., the agentless passives mostly imply general performers as in *Several systems have been devised and tested.* In the active counterpart the subject is usually *we or one*. So called "author passive", where the unexpressed agent is the author, is also commonly used. (1994:260,395)

2.1.4 Get-passive

As stated by Quirk et al., *get* is the only serious contender of passive auxiliary *be.* However, *get* is not, by most syntactic criteria, an auxiliary at all. *Get*-passive is much less common in English. (1985:160) Biber also claims that it is a recent innovation in English and it only occurs in informal conversation in 0.1% of all verbs. (1999:476, 477)

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[2] The preposition *by* has other numerous uses. For example as a means adjunct in *This result was achieved by dubious means.* It has the same function in the active *They achieved this result by dubious means.* (Huddleston, p. 1428)

Biber et al. further say that most of the verbs used in both *get* and *be* passives are used as stative passives. Thus, most of the constructions cannot take an agent. It is also said that "*be*-passive often simply describes a state, while the *get*-passive describes the process of getting into the state, with a resultant meaning similar to *become.* (1999:481) Also Huddleston et al. have noticed that *get*-passive is found only with dynamic verbs. (2002:1442)

In Huddleston et al those types of passive are called expanded, because they contain an auxiliary verb (*be* or *get*) and a non-finite complement. The presence of *be* and *get* distinguishes expanded passives from the bare passives:

[5]   *be*-passive: *Kim was mauled by our neighbour´s dog.*
       get-passive: *Kim got mauled by our neighbour´s dog.*
       bare passive: *He saw Kim mauled by our neighbour´s dog.*

(2002:1430)

There are more findings on the differences between *be-* and *get-* passives, but they are not necessary to be commented on in this paper.

2.1.5 Verbal and adjectival passive

A statement in Huddleston et al. says: "There is a large-scale overlap between adjectives and the past participle forms of verbs." It is further said that because of the resemblance there is often an "ambiguity between a verbal passive and a complex-intransitive clause containing an adjectival passive as predicative complement". To show the function of the past participle there is an example given by Huddleston et al.:

[6]   verbal *be*-passive: *The kitchen window was broken by the thieves*
       adjectival (complex intransitive): *They were very worried.*
       ambiguous: *They were married.* or *The vase was broken.*

The first clause can be called passive but the latter is more likely a complex intransitive construction. The term adjectival passive applies only to the predicative complement (here *very worried, married* and *broken*). The verbal passive clause in the example describes an event (dynamic interpretation) whereas the complex-intransitive clause a resulting state (stative interpretation). (2002:1431-1437)

Huddleston et al. further say that adjectival predicative complements are not only formed with *be* but also with lexical copular verbs such as *seem, look* and *remain.* Those verbs can substitute *be*. Also *get* may accept adjectival passive as complement but less readily than *be.* (2002:1441)

The possibility of modifying the participle (with *too, quite, rather, more* etc.) also helps to analyze the adjectival function of the past participle. It is, however, possible only with gradable adjectives. (Huddleston et al., 2002:1437) Moreover, "the adjectival past participle is rare to have a *by*-phrase expressing the agent." (Quirk et al., 1985:168)

There are more distinguishing factors between verbal and adjectival passives, but it is not necessary for this paper to mention them.

Biber et al. say that clearly adjectival forms of participle that are not treated as passive are for example *delighted* and *excited*. (1999:475)

2.1.6 Verb forms in the passive structure

As for various verb forms, Biber et al. mention that passive occurs both in finite and non-finite constructions, but in most cases in finite construction which contain the auxiliary verb and past participle. "The most basic pattern is short dynamic *be*-passive in finite clauses." (1999:938)

As for Quirk et al., passive non-finite forms - infinitives, *–ing* participles and *–ed* participles - usually function as noun postmodifiers. (1985:1263, 1267) Huddleston et al. provide an example that shows that passive gerund-participle contrast with the past-participile in aspectuality:

[7]   *...the amount* being earned by *Kim*   gerund-participle, progressive aspect

       ...the amount earned by *Kim*   past-participle, non-progressive aspect

                                            (2002:1265)

In the example the passive structure is combined with progressive aspect, which is used very occasionally, as stated in Biber. Combination with perfective aspect is also rare. (1999:483)

The example below shows that non-finite type of passive structures can be also used as an infinitival or *ed*-clause complement of a verb:

[8]   *That the windscreen wipers started to work can properly be said* to have been

caused by *a set of things...*   (infinitive)

...a feedback system has its inputs affected by *its outputs.*   (*ed*-clause)
                                                                    (Biber, 1999:936)

As it was already mentioned in the first chapter of the theoretical part, passive constructions are only possible with verbs taking object(s). Biber et al. say that most transitive verbs can form passive and also two-object prepositional verbs are common. The subject of passive sentence may also correspond to the active indirect object of a ditransitive verb, or the prepositional object of two-place prepositional verb. (1999:475)

Also, there are verbs that can be used both with the active and the passive voice, but they occur in more than 90 per cent cases in the passive voice. For example *be based on, be deemed, be positioned* and *be subjected to.* (1999:479)

Moreover, there are just a few verbs and verb constructions restricted only to the passive. For example *rumour, repute* and *say* in the *be*-passive. (Huddleston et al., 2002:1435) "Other examples are *be born* (with an irregular past participle), and *be drowned* (in cases where no agent is implied)." (Quirk et al., 1985:162)

On the other hand, a lot of verbs are found in the passive voice with less than 2 per cent frequency, e.g. *agree to/with, belong to, cope with, correspond to, have, hesitate, reply, talk about/to, thank, try, want etc.* (Biber et al., 1999:480)

2.2 Passive in the Czech language

In Contrast to English, passive voice is used less frequently in Czech, as it will be demonstrated in the practical part. This fact arises from the different characteristics of the two languages that will be discussed in the following chapter.

In the Czech language there are two possible passive constructions. The first type corresponds to the English passive and is called the participial (or periphrastic) construction. The second type is reflexive passive. (Dušková, 1999a:249) The choice between the two passives depends on the subject-object relation and correlative view perspective of the action. Sometimes it is possible to use both passives, at other times only one form is possible because of the perspective needed. (Karlík et al., 2002:379) As for Dušková, the two forms of passive are often interchangeable:

[9]   active: *Radio-wave impulses of two different frequencies are emitted vertically.*

participial passive: *Rádiové impulsy dvou různých kmitočtů jsou vysílány vertikálně.*

reflexive passive: *Vysílají se vertikálně rádiové impulsy dvou různých kmitočtů.*
(Dušková, 1999a:150)

Karlík et al. (2002:397) disprove what is stated in Dušková. It provides information that periphrastic passive rather describes state resulting from an action and reflexive passive expresses action (activity). The information that participial form of passive is found more frequently with perfective and reflexive form with imperfective verbs is also not agreed on. (Dušková, 1999a:157)

Similarly to the English passive, the main function of the passive voice in the Czech language is to defocus the agent. Thus the majority of the Czech passive clauses are agentless as well.

2.2.1 Participial passive

The participial construction is formed with the auxiliary verb *be* and past participle form of the main verb. The passive participle is formed from the root of the past tense verb form + affixes and endings. Verbal form of the auxiliary *be* expresses person, number, manner and tense of the whole verb phrase, whereas passive past participle expresses aspect, gender (animate or inanimate, masculine or feminine) and number (singular or plural). (Cvrček et al., 2010:243)

As stated in Bischofová et al., the agent can be either expressed by the Czech seventh case or the preposition *od*. Object of transitive verbs in an active clause becomes the subject in the passive clause. The agent is expressed in the seventh case form as shown in the example below:

[10] active: *Učitel vyvolal žáka.*

passive: *Žák byl vyvolán učitelem.*

As the second possibility, the agent is expressed by the preposition *od* +genitive case of noun phrase. This construction is preferred in sentences with two nouns in the seventh case and the agent could be mistaken as in *Pes byl bit od svého pána řemenem.*

When verbs with an object in other than in the fourth case are used, the object in the passive is in the same grammatical case as in its active counterpart. The sentence

becomes subjectless verbal clause with verb form denoting the third person, singular, inanimate:

[11]   active   passive

      Poděkovali mu za spolupráci.   *Bylo mu poděkováno za spolupráci.*

      Studenti diskutovali o současné próze.   *Bylo diskutováno o současné próze.*
(Bischofová et al., 2001:50)

According to Karlík et al., within the participial passive, verbs may occur both with perfective or imperfective aspect. The perfective present is the only form that is considered as stative passive as in *Kniha je rozprodána*, *Dveře jsou zavřeny*.

Participal passive may be divided into personal and non-personal. The clause with personal participial passive has the subject whereas the latter type does not. The following example shows the difference:

[12]   participial passive with subject: *Dům je stavěn.*
      subjectless participial passive: *O tom bylo rozhodnuto včera.*
(2002:379)

Bischofová et al. also claim that his type of passive is much more used than reflexive one. It is used especially in academic style. In spoken Czech the past participle is often replaced by adjective formed from the passive participle, e.g. *Ten román je napsaný anglicky.* (2001:50)

2.2.2 Reflexive passive

According to Cvrček et al., the main function of reflexive passive is to deagentize. (2010:244) Karlík et al. add that reflexive passive is used when an action is viewed in perspective of agent itself. (2002:379) It is formed by pronoun *se* and a verb. The verb form expresses person, number, tense, gender and aspect. (Cvrček et al., 2010:244) In contrast to participial passive it is virtually restricted to the 3rd person. In the 1st and 2nd person the reflexive particle operates as reflexive pronoun proper or has reciprocal meaning as in *známe se* or *hájím se.* (Dušková, 1999a:150)

In the reflexive passive *se* implies that the subject is not a performer of the action. Except for this function the free morpheme has different functions. As for Cvrček et al., with transitive verbs expressing activity such form functions as a reflexive

(meaning *sebe, sobě*) or reciprocal pronoun (meaning *vzájemně*, *navzájem*). Moreover, there are verb forms where *se* functions as the derivational morpheme and such verbs have also active meaning (e.g. *šířit se*).

It also has to be noted that some verbs have only reflexive form but they are used entirely in active voice. (e.g. *bát se, dívat se, domnívat se, dotknout se, dovědět se* etc.). Those verbs are called reflexives tantum. (2001:245)

The reflexive form of the verb is classified as passive when it is replaceable by the participial passive without any change in the semantic interpretation:

[13]   *Křivka se vždy uvažuje samostatně, nikoliv jako útvar na ploše.*
        Křivka je vždy uvažována samostatně...

(Dušková, part 1, p. 150-151)

Reflexive passive may be found with or without subject.

So far, the passive voice has been described focusing on the two languages separately and in the following chapter the attention will be paid to the passive voice in those languages as a contrastive study. Also, common ways of translating from English will be focused on.

2.3 Passive voice in academic style

Dušková says that functional style is an important factor that determines the choice of voice. (1999a:139) Biber states: "The passive is traditionally described as a formal and impersonal choice. The formality is consistent with the distribution among registers, with high frequencies in academic prose and with conversation at the opposite extreme." (Biber et al., 1999:943)

Also, the passive constructions used in academic text and spoken style differ. (Dušková et al., 1994:265) Reasons why passives are most commonly used in academic writing arise from the characteristics of the style itself.

Academic style is the basic style of non-fictional literature. It can be further divided into scientific and popular scientific style. The main function of academic writing is to communicate information and thoughts of different fields precisely, accurately and completely. (Knittlová, 2000:136, 137) Knittlová et al., state that the academic style is specific also for high level conceptuality, non-emotiveness,

explicitness, intertextuality and textual coherence. Academic texts are usually monologues, addressed to the public and full of technical terms. (2010:206, 210)

To transmit information quickly, passive voice is a perfect device for academic style. The author is usually unexpressed so that we can pay attention to the information communicated. Usually, passive is used when we want to imply indefinite generic agent (e.g. *Data collected in the present work may be applied to the problem)*, author, or a person who is not important. If the long passive is used, the focus is put on the agent *by*-phrase at the end of the clause because it is important. (Knittlová, 2000:139, 140)

As the author is put into the background, academic texts lack any individual stylistic features, and the text is focused on objective functional factors. It also brings stylistics stereotype. (Karlík et al., 2002:455) Gal´perin in Knittlová argues that English academic texts in different fields vary. Especially texts in the field of humanities differ from texts of exact science. As for terminology, the more it concerns humanities sciences, the less accurate and rather complex it is. In addition, the level of impersonality is lower in such texts. (Gal´perin[3] in Knittlová, 2000:138) Knittlová et al. add that texts of exact sciences, like medicine or mathematics, are highly schematized and respect internationally set style. Removing style particularities of languages makes academic style international. (2010:207)

Syntactically, the academic text is relatively complex because of the complexity of information communicated. Complex sentences, discourse markers, secondary prepositions and conjunctions are often used. On the other hand, there are devices to make the texts shorter and to reduce redundant items that do not contribute to the text clarity. For this purpose the authors use syntactic condensation. (Knittlová et al., 2010:210)

Karlík et al., say that as academic text must be accurate and intelligible, it is structured horizontally and also vertically. Horizontal structure is based on thematic text separation. Its graphical devices are chapters, paragraphs etc., usually highlighted by markers (e.g. numbers, letters) and thematically summarized into titles. As for vertical structure, basic coherent text is usually supplemented by notes. Those are comments usually placed at the bottom of pages. (2002:455)

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[3] Gal´perin, I.R.: Stylistics. Moscow 1971

As it was already mentioned, passive forms of verbs are most common in academic prose. According to Biber et al., verb forms such as *made, given, used, found, seen, considered, shown* and *required* are more frequently used in academic style than in other registers. Additionally, verbs occurring most commonly within academic style are *be + achieved, associated, defined, expressed, measured, obtained, performed* and *related*. Many verbs are more frequently used in passive than in active voice. Those are *be + aligned (with), based (on), born, coupled (with)* etc. Many of verbs refer to aspects of scientific methodology and analysis (*be + analyzed, calculated, measured, collected*), to report findings or to express logical relations (*be + associated with, believed, interpreted, regarded as*). (1999:477-481) Quirk et al., adds that *Get*-passive is avoided in formal style. (1985:161)

Regarding the distribution of passive constructions in academic style, short passive is much more widely used because of the tendency to omit the agent. As *get*-passive is usually used in conversation, it can be replaced by *become* in academic style. In combination with aspect, passive is used more with perfect than progressive aspect in academic style. Present perfect passive denotes continuing validity of earlier findings or practices. (Biber et al., 1999:463,465,483) Further data provided in Biber et al. summarize that the most commonly used passive in academic style is short dynamic *be*-passive in finite clauses. With non-finite verb constructions, passive occurs mainly as a postmodifier in a noun phrase. (1999:938)

Finally, a note on translating academic texts from English into Czech will be made. Translation of academic text is said to be easier than translating fiction. (Knittlová et al., 2010:203) As stated in Karlík et al., international terminology is preferred so that English terms and idioms are often adopted. Contrary to the fact, that academic style is somehow international, Karlík et al. also mention that subjective expressions in Czech academic texts are on the increase today. (2002:455) Apart from terminology, academic style adopts for example literal translation of certain prepositional phrases that are normally not accepted in the language. Also passive structures are increasingly used in the Czech language. (Knittlová et al., 2010:212)

2.4. Czech equivalents of the English passive structures

This chapter will deal with the common ways of translating various English passive structures into Czech. Firstly it has to be said why the passive is less frequently used in Czech.

In the Czech language word order is not as fixed as in English. The rule for creating a sentence in Czech depends more likely on the principle of the functional sentence perspective (FSP). This means that the old information (theme) is put at the beginning of a sentence and the new, important information (rheme) is put toward the end of the sentence. The principle of end-focus also governs word order in English. In order to achieve correspondence between FSP and the grammatical structure of a clause English uses other marking constructions such as the passive or highlighting structures. But in Czech it is not necessary as sentence elements can be arranged according to their importance. Because of noun declension it is not necessary to change voice in Czech. (Dušková, 1999b:281)

Generally, to translate passive into Czech equivalently it is crucial to preserve the rules of functional sentence perspective. Translators should be able to identify new, emphasised information and structure the Czech sentence in such a way that the information focus is the same in both languages. Otherwise, the succession and intelligibility get lost. (Knittlová, 2000:96,140)

As it was mentioned above, participial passive is more common in the Czech language. Havránek and Jedlička say that it is common especially in the academic style. (1996:105) It is an analogical structure to the English *be*-passive, which is also the most typical passive structure in English. But *be*-passives can be also translated by using the less common reflexive passive.

There are some conventions usually applied when translating English passive into Czech. The most important are described below.

According to objects in the active clause, Dušková et al. say that "the two languages behave in the same manner only if the passive is the transform of an active clause consisting of S − V − direct object." In such cases there are more equivalent passive structures in Czech. It usually matches verbs with noun phrases in the dative, genitive or instrumental case, or with prepositional case. (Dušková et al., 1994:250, 252) If the active clause contains an object other than direct, the passive constructions

differ. (Dušková, 1999a:152) Dušková et al. state that for an active clause with ditransitive verbs there are two possible passive counterparts in English because either direct or non-direct object can become the passive subject. In Czech only the direct object becomes the passive subject. For example sentences *Everyone is given the opportunity* and *An opportunity is given to everyone* have just one Czech equivalent sentence *Každému je dána příležitost* (or *Příležitost je dána každému).* (Dušková e al., 1994:252)

As it was already stated, thanks to declension of nouns in Czech, the subject does not necessarily have to be at the beginning of a sentence. Also, Czech sentences are possible with non-expressed subject but passive in English language does not constitute such sentence type. As for Dušková, the nearest English equivalent for the subjectless sentences are sentences with existential there or with particular subject that in Czech can be omitted. (1999a:153-154)

As for the agent, if expressed, the English passive sentence it is usually transformed into active in Czech, especially when the agent is animate. Moreover, the active sentence in Czech preserves the information flow of the English sentence and leaves the element with agentive function in the final position of the active sentence. Passive structures with inanimate agents are usually preserved in Czech. (1994:261)

The last note concerns tense and aspect. Dušková states that the same form of a particular English verb corresponds to both aspects in Czech, for example *is used* corresponds to *je použito* and *je používáno* or reflexive *se používá*. Also English perfect tense may correspond to imperfective aspect in Czech. It is also stated that to choose the form of Czech passive does not depend on the form of the verb in English (if it is a simple form) but rather on the individual verb. Dušková also says that a research has shown that all continuous passives correspond to the imperfective aspect in Czech (1999a:160-161)

2.5 Summary of the theoretical part

To sum up the theoretical part, there are basic differences between syntactic rules in the Czech and the English language. Passive, as a device of marking word order, is used to put emphasis on the final sentence element. In the long passive this important element is the agent and in the short passive the action. This is possible

because the agent can be omitted in constructions called short passive. In Czech passive voice is less common because active voice replaces the same function as the English passive. Both in Czech and English the passive is possible only with transitive verbs. English passive voice is only formed with *be* (*get*) + past participial form of a verb. In Czech there are two types of passive – participial and reflexive passive.

Passive voice is used especially in formal styles such as academic writing.

3. PRACTICAL PART

The second, practical part of this thesis is focused on the analysis of the passive voice in selected texts. In particular, the distribution of various passive structures in English and Czech will be counted so that the hypothesis stated at the beginning of this paper will be confirmed or disproved. Also Czech equivalents for English structures will be analyzed and examples of the selected corpus will be provided

For the purpose of this paper, 150 examples of the English passive structures and their Czech translations were chosen. The corpus was chosen from two academic publications and their Czech translations. The examples were selected from continuous text of middle chapters. *Fundamentals of Logistics* and *Handbook of Human Resource Management* served as a source for the English passive structures. Their Czech translations – *Logistika*, translated by Eva Nevrlá, and *Řízení lidských zdrojů*, translated by Ivan Koubek, provided corresponding translations in Czech language. In the corpus the examples are divided into two halves according to the book where they were found, and marked with page where they were found. In the text, analyzed passive constructions are labelled with two Arabic numerals in brackets. The first number refers to the source book and is followed by the number of the example according to the order in which it have been found. Examples taken from *Fundamentals of Logistics* will be marked with "1" and its Czech translation will be marked with "2". The second book, *Handbook of Human Resource Management,* will be marked with "3" and its Czech translation with "4". For example, the final reference from *Řízení lidských zdrojů* will be (4:75) because there were 75 examples in each book found. According to length of sentences, the examples will constitute of the whole or its part, also depending on cohesion of the sentence. Passive structures will be underlined.

Firstly, the books *Fundamentals of Logistics* and its translation will be analyzed. The frequency of use of the passive structures will be counted. Also distribution of particular structures will be shown in tables. The same analysis will be made with the second book called *Handbook of Human Resource Management* and its Czech version.

Later the overall frequencies of the passive structures in both English and Czech books will be evaluated on basis of the theoretical part. After considering the theoretical background it can be expected that the most typical passive occurring in the English texts will be *be*-passive including a finite verb form. Also, according to what linguists

such as Biber, Quirk, Dušková, Huddleston and Pullum, it can be al assumed that the short passive structure will be more commonly used than the long passive. Presumably the most frequent passive structure in the Czech texts will be the participial passive. Also in Czech the passive structures are expected without an expressed agent.

Finally, the ways of translation will be studied. Those will be the preservation of the passive voice by using participial or reflexive passive, replacement of the passive voice and other possible ways of translation.

3.1 Analysis of *Fundamentals of logistics management* and its translation

For the purpose of this analysis the book *Fundamentals of Logistics* has been chosen. This book was translated into Czech as *Základy Logistiky.* The number of examples chosen from this book is one half of the corpus, in particular 75, all of them being found in a continuous text. The middle part of the book has been selected from the *Introduction* (*Úvod*) of Chapter 6 which is called *Managing Material Flow* (*Řízení toku materiálů*). In the English book the part of which the corpus was selected includes 13 pages. It is possible to say that the frequency of occurrence is on average 5.8 passive structures per page. On the other hand it is also important to mention that the book is provided with tables, figures and pictures. It follows that the frequency of occurrence is lower, approximately 8.3 passive structures per page of the total amount of about 9 pages. The Czech book is organized in accordance with its English original so that the numbers of pages are almost the same.

3.1.1 The use of the passive structures

Firstly, the English passive structures and their occurrences will be counted and then the Czech ones.

The following table shows the frequency of particular English passive constructions according to whether they have an expressed agent and according to whether they are verbal or adjectival. The passives are also divided according to the verb phrase they are formed with:

		Occurrence	Ratio (%)	Total
Short passive		58	82.7	75
Long passive		17	17.3	
Verbal passive	Finite	45		75
	Non-finite	20	26.7	
Adjectival passive	Finite	4		
	Nonfinite	6	8	

Table n. 1 Frequency of the English passive constructions I

As stated in the theoretical part, the subject of the active sentence is usually omitted because of several reasons in academic style. There were 17 examples of the long passive found with agentive *by*-phrase such as the following: *Production control decisions <u>are</u> often jointly <u>shared by manufacturing and logistics</u>.* (1:26) The by-phrase is equivalent to the active subject: *Manufacturing and logistics often jointly share production control decisions*. (Further examples: 1:6, 9, 16 ,26, 40, 49, 53, 54, 55, 59) Five agent phrases were found with the preposition *in*. The following example proves ambiguous function of such agent phrase: *As <u>defined</u> in this book…* (1:1) can be transformed as *As the author/we defined in this book…* or *As this book defined...* Here, the prepositional phrase can function as the adverbial of place where the subject of the active counterpart is the author, or, as it is understood in this thesis, as the subject of their active counterpart. (Further examples: 1:20, 44, 73) The other 58 sentences were found with non-expressed agent.

Concerning forms of verbs, the majority of the verbal passives were found with the verb in finite passive form all of them being formed with *be.* As for non-finite constructions, *–ed* participles occurred in 18 of them (Examples 1:1, 3, 6, 9, 10, 14, 16, 22, 25, 39, 40, 42, 44, 45, 48, 49, 50, 53, 65) and 2 examples were infinitival (1:15, 56) Also, 10 structures were identified as having adjectival function. Such constructions were formed with verb phrases *be concerned with* (Examples 1:2, 27, 28, 38), *be based on* (Examples 1:51, 63), *be associated with* (Examples 1:18, 50), *be related to* (Example 1:19) and *be comprised* of (Example 1:8).

Constructions corresponding to the English passive structures in *Základy logistiky* occurred with the following patterns:

	Occurrence	Ratio (%)	Total
Participial passive	17	22.7	
Reflexive passive	12	16	75
Other constructions	46	61.3	

Table n. 2 Forms of the Czech equivalent sentences I

It can be seen in the table that the most of the English passive structures were not preserved in the Czech translation. From the amount of 29 sentences, in which the passive voice occurred, the more frequently used was the participial passive. The second, reflexive passive, was used in 12 of all 75 sentences. The following table shows how many of the passive constructions were with or without agent and subject:

	Participial passive		Reflexive passive		
	Occurrence	Ratio (%)	Occurrence	Ratio (%)	Total
With agent	3	10.3	0	0	29
Agentless	14	48.3	12	41.4	
With subject	17	58.6	10	34.5	29
Subjectless	0	0	2	6.9	

Table no. 3 Patterns of the Czech passive sentences I

The above table shows that most of the passive sentences included subject. Only two sentences out of 29 were subjectless, both of them in the reflexive passive. Those were: *Odhaduje se, že roční objem prodeje tohoto typu materiálů dosahuje v USA řádově miliard dolarů.* (2:47) and *Provádějí se pro širší rozsah ukazatelů...* (2:61) The proportion of the sentences with agent is much lower than in the English book. As for the agent, only 3 participial passives were found with an expressed agent such as: *Každá oblast logistiky je prognostickým procesem nějakým způsobem ovlivněna...* (2:55). (Further examples: 2:26, 55)

Considering passives that were translated using other than the passive construction they consist of five types – active clause, relative clause, attribute, noun and omission. Those are shown in the following table:

	Occurrence	Ratio (%)	Total
Active clause	28	60.9	
Relative clause	9	19.6	
Attribute	6	10	46
Omission	2	4.3	
Noun	1	2.2	

Table n. 4 Other structures of the Czech equivalent sentences I

First are sentences where the passive voice was replaced by the active. Those account for 28 (Examples: 2:1, 2, 5, 8, 13, 15, 16, 21, 27, 28, 31, 34, 36, 37, 38, 41, 45, 46, 52, 53, 54, 62, 66, 69, 74, 75). The other passive constructions are formed with other substitutions namely a relative clause (e.g. *...položky, které jsou předmětem řízení materiálů jsou...* (2:14) (Further examples: 2:6, 9, 10 22, 40, 42, 44, 49, 56, 59)), with an attribute (e.g. *Rozhodnutí přijatá v této části logistického procesu...* (2:3) (Further examples: 2:19, 25, 39, 63, 65)), a noun (*... lze při charakteristice současných podmínek řízení oblastí materiálu pozorovat některé moderní trendy a priority.* (2:7)) or the passive construction is somehow omitted. (Examples: 2:48, 50) All of those types will be studied later.

3.2 Analysis of *A handbook of human resource management practice* and its translation

The second primary source for this analysis *A handbook of human resource management practice*s has been chosen. As a source for the corpus part VII called *Performance management* (*Řízení pracovního výkonu*) has been selected. The chapters involved in the sampling were Chapter 32, *The basis of performance management* (*Základy řízení pracovního výkonu)* and also beginning of Chapter 33, *The process of performance management* (*Proces řízení pracovního výkonu)* The number of examples chosen is also 75. In the English book those chapters consist of 12 pages. Because this book also includes tables and pictures and there are two pages almost blank the real frequency of occurrence is not 6.25 but about 9.3 passive structures per page of the total amount of pages with continuous text 8 in the English book. In the Czech translation the number of pages is lower because the pages contain more words than the original book.

Number of pages included in the analysis is 10 but number of pages with continuous text about 6 pages.

3.2.1 The use of the passive structures

The second book contained the following proportion of the passive structures:

		Occurrence	Ratio (%)	Total
Short passive		55	73.3	75
Long passive		20	26.7	
Verbal passive	Finite	48	64	75
	Non-finite	16	21.3	
Adjectival passive	Finite	11	14.7	
	Non-finite	0	0	

Table n. 5 Frequency of the English passive constructions II

The table describes that short passives were found in three quarters of all 75 examples. The agent phrases of the long passive were usually formed with *by* (Examples 3:1, 11, 15, 29, 33, 47, 55, 56, 57, 59, 60, 63, 67) but in 6 cases the prepositions *in* ; (Examples 3:3, 4, 5,58, 65, 69) and *at* were also taken as having agentive function. All of the prepositions had reference to a chapter, a table or a figure. The example of agentive phrase starting with *at* is the following: *Approaches to introducing performance management are considered at the end of the chapter.* (3:72)

According to verb forms there were 64 verbal passives out of 75 examples. The majority of them was formed with *be* + past participle in the finite verb form. The non-finite verbal passives occurred in 16 passive structures. The *–ed* participle occurred in 10 cases (Examples 3:15. 37, 47, 48, 55, 59, 60, 63, 69, 73, 74) and the infinitive in 8 cases (Examples 3:9, 12, 13, 25, 28, 49). One non-finite example included *get: Most employees want direction, freedom for their work to get done...* (3:49) There were 11 passives with rather adjectival properties in finite form found. Similarly to the first book, 5 of them included *be concerned with* (Examples 3:14, 16, 18, 22, 46), 4 were found with *be based on* (Examples 3: 2, 17, 21, 64) and 2 examples included *be associated with* (Examples 3:24, 34).

In the Czech translation the passive was preserved in 30 examples. The table below shows in what types of passive they occurred:

	Participial passive		Reflexive passive		
	Occurrence	Ratio (%)	Occurrence	Ratio (%)	Total
With agent	0	0	0	0	30
Agentless	22	73.3	8	26.7	
With subject	17	56.7	4	13.3	30
Subjectless	5	16.7	4	13.3	

Table n. 6 Patterns of the Czech passive sentences II

As the table shows the participial passive was used more than the reflexive. There were 22 participial structures where all had a non-expressed agent. In the 8 reflexive passives the agent was not expressed either. The majority of the passive structures had their subject expressed. 5 participial passive sentences occurred without an expressed subject such as *Je založeno na dohodě o požadavcích...* (4:47). (Further examples: 4:9, 21, 24, 61) In sentences with the reflexive passive such pattern was found in 4 sentences such as *Řízení pracovního výkonu musí prozkoumat, jakým způsobem se dosahuje výsledků...* (3:27) (Further examples: 4:45, 52, 75)

Besides preserving the passive voice by the reflexive or the participial passive there were other ways of translation found:

	Occurrence	Ratio (%)	Total
Active clause	34	75.55	45
Attribute	7	15,55	
Noun	3	6.7	
Omission	1	2.2	

Table n. 6 Other structures of the Czech equivalent sentences II

We can see that the passive structures which were replaced did not occur in the same forms of replacement as in the first text. In three quarters of 45 the active voice was used. Sentences where the substituting structure was an attribute and a noun account for 7 (Examples: 4:15, 48, 60, 63, 67, 73, 74) and (Examples: 4:11, 12, 13) . The lowest number of sentences occurred when the passive structure was totally omitted.

3.3 Overall use of the passive structures in the English books

This chapter discusses the frequencies of all passive structures from both English academic texts. Generally, the passive appeared quite frequently in both academic texts. There were on average 8.8 passive structures per page. The examples of various passive structures were counted and put into the following table:

		Occurrence	Ratio (%)	Total
Short passive		113	75.3	150
Long passive		37	24.7	
Verbal passive	Finite	93	62	150
	Non-finite	36	24.7	
Adjectival passive	Finite	15	10	
	Non-finite	6	4	

Table n. 7 Frequency of the English passive constructions III

Firstly, it must be said that proportions of occurrences of the short passive structure and the long passive structures almost correspond to Quirk´s statement that 1 out of five English sentences with an expressed agent (1985:164-165). Almost all 37 agent phrases were found with *by* but *in* and *at* were also used.

As for the verbal passives, the highest frequency of occurrence was discovered with finite verb forms. Those are instances like *…trade-offs among the objectives <u>must be made</u> using a broad perspective of materials flow…* (1:13) or *Performance <u>is often defined</u> simply in output terms…* (3:26). Together the non-finite structures included 28 – *ed* participles and 8 infinitives. But in both texts the non-finite *–ed* participial structure was mostly used as a postmodifying condensed relative clause such as *Decissions <u>made</u> in this portion of the logistics process…* (1:3) Such example can be rewritten with full relative clause as *that are/were/have been made*. Other condensed forms funcioned as verbal complements and could be also rewritten as a whole clause. Such example is the following: *As <u>defined</u> in this book…* (1:1) → *As it has been/was defined.* (Further examples 1:16; 3:4759,69) There were two examples of verbal non-finite passive structure were found with the progressive form, which had functions of a verbal complement as in *…before <u>being recieved by the final customer</u>* (1:16) → *before they*

are recieved and in *…But it should also be a bottom-up process, individuals and teams being given the opportunity to formulate their own goals within the framework... (3:37)* → *when individuals and teams are given*. To + infinitive passive structures usually functioned in 5 examples as a noun postmodifier that could be fully rewritten as *that should be + verb* (e.g. *...subassemblies to be further processed or sorted... (1:15), It provides for expectations to be defined... (3:12))* and in 4 examples as a verb complement (e.g. *Processes exist for establishing shared understanding about what is to be achieved... (3:9), ...this needs to be seen as a partnership... (3:40))*

Our English primary sources also included passives that are considered as having adjectival function. Such decision is based on the fact, that there is hardly an equivalent active counterpart of the sentences. Also, they don´t have agent. The adjectival participle can then be considered to be the predicative complement of the subject which is linked with the complement by a copulative verb. All of them denote a resulting state, which is another adjectival property. From 21 adjectival passives 6 are formed with *based on,* 9 with *be concerned with,* 4 with *be associated with* and one with *be related to* and *be comprised of.* There are 6 non-finite adjectival passives from which 5 function as a noun postmodifier (e.g. *...techniques, ranging from those based on general market information... (1:63), In addition to the normal packaging materials associated with products...(1:50))* and one funcitons as a verb complement (*The material manager is more likely to be concerned with... (1:28))*

3.4 Overall use of the passive structures in the Czech books

The table below shows in which proportion the equivalents of all 150 English passive structures were found:

	Occurrence	Ratio (%)	Total
Participial passive	39	26	
Reflexive passive	20	13.3	150
Other constructions	91	60.6	

Table n. 8 Forms of the Czech equivalent sentences III

It has been said in the theoretical part, that the passive is not a necessary device to emphasize other sentence element than that in the active sentence. (Chapter 2.4) Consequently, the English passives were rather replaced by other than passive constructions. There were 59 passives found which accounts for 39.3%. The fact that the participial passive was used more than the reflexive passive follows what has been stated in the theoretical part by Bischofová and Havránek with Jehlička. They stated that the participial passive exceeds the reflexive passive, especially in academic writing.

In the Table n. 9 we can see that the most frequent pattern within the passive sentences was not expressing the agent. Also, 10 passive sentences occurred as subjectless, which is a phenomenon that is not possible in English, as it has been discussed in Chapter 2.4.

	Participial passive		Reflexive passive		
	Occurrence	Ratio (%)	Occurrence	Ratio (%)	Total
With agent	3	5.1	0	0	59
Agentless	36	61	20	33.9	
With subject	34	57.6	14	23.7	59
Subjectless	5	8.5	6	10.2	

Table n. 9 Patterns of the Czech passive sentences III

Sentences where the passive voice was substituted by the active voice, relative clauses, attributes, nouns, or they were left out, were found in this proportion:

	Occurrence	Ratio (%)	Total
Active clause	62	68.1	91
Relative clause	9	9.9	
Attribute	13	14.3	
Omission	3	3.3	
Noun	4	4.4	

Table n. 9 Other structures of the Czech equivalent sentences III

Translation of the majority of all examples was based on change in voice. In the rest of the Czech equivalents the passive voice was not preserved but not replaced by an active verb form. Such examples were mostly replaced by an attribute or a relative

clause. There were also 4 cases when the passive construction was substituted by a noun. In 3 examples the passive construction was totally omitted.

3.5 Czech equivalents of the English passive structures

In this chapter the ways of translation of the English passive voice are studied in detail. As it has been foreshadowed in the previous chapters, the passive structures were either preserved ore replaced. Firstly, the preservation by the participial passive will be studied following by the other Czech passive. Then the replacement by an attribute and less common relative clause will be discussed. Finally the sentences where the author chose another device of expressing, which is nominalization and omission, will be studied.

3.5.1 Passive voice preserved by participial passive

The most of the passive constructions translated in such a way were short finite passives (inclucing both verbal and adjectival passives). From the amount of 39 there were 26 sentences with such pattern. Those were for example *The specific objectives of materials management <u>are</u> closely <u>tied</u> to…* (1:11) translated as (→) *Konkrétní cíle řízení oblasti materiálů <u>jsou</u> těsně <u>spojeny</u> se…* (2:11) or *…team or individual objectives <u>are defined</u> in the light of higher-level goals.* (3:36) → *…individuální nebo týmové cíle na každé úrovni řízení aby <u>byly definovány</u> s ohledem na cíle vyšší úrovně.* (4:36). (Further examples: 1:4, 12, 24, 33, 35, 43, 57, 70; 3:7, 10, 17, 20, 21, 24, 26, 30, 34, 38, 42, 61, 62, 64, 65, 66)

Finite sentences in the long passive were found in the amount of 10. The agent phrase initiated with *by* in 4 instances, all of them being from the first book. In the Czech participial passive the agent was omitted in one sentence: *Raw materials, component parts and subassemblies are placed in storage until they <u>are required by the production process</u>.* (1:32) Translator omitted the agent and used verb that covers both the meaning of the English verb and also the agent: *Dokud <u>nejsou</u> suroviny, díly a součástky <u>použity</u>, je nutné je nějak uskladnit.* (2:32) The agents that were preserved were inanimate which follows what Dušková said. She stated that sentences with an animate agent are translated in active voice. On the other hand in 1 of the 4 examples it does´nt follow her the other statement that where the agent is inanimate, the translation

leaves its original position. (1994, 261) In this sentence the agent precedes the verb phrase: *Každá oblast logistiky je prognostickým procesem nějakým způsobem ovlivněna.* (2:55) In these sentence the structure follows the English one: *Rozhodnutí v oblasti řízení výroby jsou často společně sdílena jak výrobou, tak logistikou.* (2:26) and *...řízení oblasti materiálu je dále nepřímo ovlivněno prognózami...* (2:58) Also, the agent phrase was also formed with *in* and *at*. None of the examples was translated with the agent phrase, thus the agent became the adverbial of place at the beginning of the sentence: *V jejím závěru jsou zvažovány přístupy k zavádění řízení pracovního výkonu.* (4:72) or at the end of the sentence: *Rozdíly mezi nimi jsou uvedeny v tabulce 32.1.* (4:58). (Further examples: 1:1, 20, 73; 3:3, 5, 58, 66, 72)

The research has revealed that only 3 non-finite passive constructions were preserved by the participial passive. They were found with two *–ed* participles and one infinitive and all were found without an expressed agent. Those were the following: *...refers to those activities associated with the buying process.* (1:18) → *...se týká těch činností, které jsou s nákupním procesem spojeny. (2:18), The basic tasks of the disposal function include a disposal classification based on whether...* (1:51) → *Mezi základní úkoly v oblasti likvidace materiálů, která je založena na tom zda...* (2:51) and *Processes exist for establishing shared understanding about what is to be achieved...* (3:9) →*Jsou to procesy pro vytvoření sdílného, společného chápání toho, čeho má být dosaženo...* (4:9).

As for the verbal aspect in Czech we can say that in 26 cases the participial passive was formed with a perfective verb, in 7 cases with imperfective verb and in 6 cases either perfective or imperfective verbs like *definovat (define)* (2:16; 4:26, 36, 42)*, distribuovat (distribute)* (2:24)*, realizovat (perform)* (2:43) occurred and it was impossible to define aspect. The imperfective verbs included *sdílet (share)* (2:26)*, zkoumat (examie)* (2:73)*, dosahovat (achieve)* (4:20)*, posuzovat (judge)* (4:30)*, považovat (regard)* (4:66)*, zvažovat (consider)* (4:72) and *požadovat (require)* (2:4) Such result brought us to disagree with what has been stated in the theoretical part. There are different opinions on the occurrence of perfective and imperfective verbs stated by Karlík et al. (2002:397) and Dušková (1999a:157). This analysis concurs with Dušková´s statement that the participial passive more frequently occurs with perfective verbs.

Sentences in which temporal categorization was clearly distinguishable (mostly finite verb phrases) were in overall majority used in the present tense. Some were found with the future and other with the past tense. In the sentence *...extent to which the expected levels of performance have been achieved through the effective use of knowledge and...* (3:20) → *...míry, v jaké byla očekávaná úroveň výkonu dosahována efektivním využíváním znalostí...* (4:20) the translator decided to use the past tense. Moreover, according to what has been stated in Dušková about aspect, such transformation with the imperfective aspect is also used apart from the use of the perfective aspect. Finally, one example has been recorded with shift from the present to the future: *These topics are discussed in detail later...* (1:20) →*Tato problematika bude podrobně rozebrána později...*(2:20).

3.5.2 Passive voice translated by Czech reflexive passive

The second, less frequent form of Czech passive, was chosen as the best alternative of translation in 20 cases. The research has shown that all but one original English structures occured with non-progressive finite verb form. None of them were so called adjectival passives. Because all of the English structures didn´t include an agent, the Czech passives, obviously, neither.

17 Czech sentences included imperfective verbs in the present tense. Those were for example: *...production activity determines the quantity and type of finished goods that are produced.* (1:23) →*...výrobní činnost určuje množství a typ hotových výrobků, které se vyrábějí.* (2:23), *Performance management must examine how results are attained...* (3:27) →*Řízení pracovního výkonu musí prozkoumat, jakým způsobem se dosahuje výsledků...* (4:27). Two sentences occurred in the present perfect and its equivalents were found with both imperfective and perfective aspect, which Dušková mentioned as possible phenomenon. (1999a:160) In the first possibility the present tense was used: *Traditional concepts about quality have been modified and enhanced to...* (1:67) →*Tradiční pohledy na kvalitu se tak postupně mění a zdokonalují do...* (2:67). The second sentence preferred the past tense: *Performance appraisal has been discredited...* (3:53) →*Hodnocení pracovního výkonu se již zdiskreditovalo...* (4:53). Also, one translation involved the change from the future to the reflexive passive of imperfective verb in the present tense: *These will be performed in broad terms...* (1:61)

→*Provádějí se pro širší rozsah ukazatelů...* (2:61). Only one sentence included non-finite verb form: *...that is...providing information to be used in forecasting* (1:56) →*...jedná se o...poskytování informací, které se při prognózování používají...* (2:56).

With respect to what have been revealed we may conclude that because the predominant occurrence of imerfective verbs it is necessary to refuse what have been stated by Karlík et al. (chapter 2.2) as well. On the other hand such statement is hardly competent to compete with Dušková´s claim, because our corpus involved only 19 examples.

3.5.3 Passive voice replaced by active voice

The replacement of the passive by the active voice was the most commonly used way of translating. This follows the fact, that in Czech the active and passive voice can be used interchangeably whereas in English the passive has to be used necessarily. This has been already discussed in chapter 2.4. The translators replaced the passive verb phrase into the active in 62 examples out of 150, which is 41.3%. Except for 49 short passives there were also 14 long passives found (Examples 1:1, 16, 53, 54; 3:1, 4, 29, 33, 47, 55, 56, 57, 59, 69)

Firstly, it is important to say that the basic rule saying that the agent of the English passive sentence becomes the subject of the Czech active counterpart is not always valid. Agents of almost all English *by*-phrases became subjects of their Czech counterparts. But in those examples this wasn´t applied: *... before being recieved by the final customer* (1:16) →*…předtím než se dostanou k zákazníkovi* (2:16) Here the author let the subject from the original sentence to become the performer of the action. Also two agents where the phrase included *in* became subjects: *...and the part is completed in Chapter 34* (3:4) → *...a celou část uzavírá kapitola* 34 (4:4), *...as illustrated in Figure 33.1.* (3:69) →*…jak to ukazuje obrázek 33.1.* (4:69). We can also see, that the functional sentence perspective is kept. Only in one example the translator decided to translate the phrase not as the agent, but as the adverbial of place. In this example he applied general subject: *As defined in this book...* (1:1) →*Jak jsme definovali na počátku této knihy...* (2:1). General agent was also used in this example: *These topics will not be examined here.* (1:21) *...a nebudeme se jí dále na tomto místě zabývat.* (2:21). To come back to the functional sentence prespective, the subjects that were

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originally the agents are mostly put after the copular verb in the verb phrase. Only in one sentence the verb phrase was preceded, which doesn´t support what has been stated by Dušková: *It has been perceived by many commentators such as Townley* (3:56) →*Množí autoři, jako například Townley, je vnímali…* (4:56). At the same time our research agrees with the fact, that usually passive sentences with an animate agent are translated into active Czech sentences. (1994:261)

As for the tense there is always a tendency to keep it. Passives in the present tense became active sentences in the present tense etc. It has been noticed that one example out of five passives in the present perfect tense became present simple: *TQM has been defined as: …* (1:64) →*TQM lze definovat jako…* (2:64). The other 4 examples were translated with past simple tense as in *The concept of performance has been expressed by Brumbrach…* (3:29) →*Pojetí výkonu vyjádřil Brumbach…* (4:29). (Further examples: 1:41, 64; 3:54)

There was only one example of continuous passive. As for Dušková, all continuous passives correspond to imperfective aspect in Czech (1999a:160-161). This statement is validated by the following example: *…is being recognized by firms…* (1:54) →*… se podniky seznamují s tím…* (2:54).

Because 29 passive structures were not preserved in Czech translation neither replaced by the active voice, they were put into their own places here.

3.5.4 Passive voice replaced by relative clause

The most commonly used substitutions were a relative clause and an attribute. In all cases they were replacing non-finite verb forms that followed a noun. In other words relative clauses and attributes replace condensed relative clauses. Relative clauses were only used in the first text, so that we can assume that the choice between the relative clause and the attribute depends clearly on the translator.

All non-finite verb forms replaced by a relative clause included *–ed* participle. From 29 passives there were 7 with an expressed agent. Agentive *by*-phrases became subjects and were in most instances put after a verb phrase in case of preserving the information flow, e.g. *Functions performed by materials managers include…* (1:9) →*Funkce, které vykonávají materiáloví manažeři zahrnují…* (2:9), *…the forecasts*

developed by others. (1:59) →*...prognózami, které produkují jiné útvary podniků* (2:59). (Further examples: 1:6, 40, 59) In one sentence the subject preceded the verb: *The separator machine purchased by the company paid for itself in less than two years.* (1:49) →*Zmíněné zařízení, které firma zakoupila, se tak za necelé dva roky zaplatilo.* (2:49). Where the agent phrase occured with preposition *in* the translator didn´t understood such phoenomenon as it is in this thesis and implied general subject. The agent phrase here become the adverbial of place: *The definiton of materials management used in this chatper wieves the activity as...* (1:10) →*Definice řízení oblasti materiálů, ze které vycházíme v této kapitole pohlíží na tuto aktivitu jako...* (2:10), *Many of the concepts discussed in Chapter...* (1:44) →*Mnohé z koncepcí řízení zásob, se kterými jsme se seznámili v předchozí kapitole...* (2:44).

3.5.5 Passive voice replaced by attribute

In this chapter passive constructions replaced by attributes are discussed. Attributes are used because of economy. They can be easily substituted by relative clauses such as: *...zlepšení materiálových služeb dodávaných do organizace.* (1:65) → *...zlepšení materiálových služeb, které se dodávají/jsou dodávány/jsou dodávané do organizace...* Attribute was mostly placed after noun but also in 2 cases in front of noun: *The types of information needed include...* (1:39) →*Mezi nezbytné informace patří...* (2:39), *...provides the basis for methods of measuring performance and asserting the level of competency reached.* (3:74) → *...poskytuje základnu pro dohodu o metodách měření výkonu a o posuzování úrovně dosažených schopností.* (4:74) As it can be seen it always depend on what follows in the sentence. In contrast to replacement by relative clause, the attribute was also used in two translations where the original passive construction included full relative clause, thus finite: …*process that is applied by managers...* (3:67) → *...Procesu používaného manažery...* (4:67). All the non-finite verb forms included –*ed* participle as well. There were four long passives in which the role of the passive agent kept its final position in Czech: *...the aims of performance management expressed by a variety of organizations.* (3:15) → *...cíle řízení pracovního výkonu zmiňované různými organizacemi.* (4:15), *The research conducted by the CIPD in 2003* (3:60) → *Výzkum prováděný britským Chartered Institute of Personnel and Development* (4:60). (Further examples: 3:63, 67)

3.5.6 Passive voice replaced by noun

This device was used in 4 translations in order to simplify complexity of those sentences. Those were: *...while materials management will <u>be characterized</u> by a changing set of priorities and issues...* (1:7) → *...při <u>charakteristice</u> současného řízení oblastí materiálu pomocí některých moderních trendů a priorit* (2:7), *It <u>is owned and driven</u> by line management.* (3:11) → *Je to <u>záležitost</u> liniových manažerů.* (4:11) and *It provides for expectations <u>to be defined</u> and <u>agreed</u>...* (3:13, 3:14) → *Slouží to <u>definování</u> očekávání a <u>dohodě</u> o těchto očekáváních...* (4:13, 4:14).

3.5.7 Passive voice omitted

In 3 examples with non-finite verb forms the authors have chosen another device of expressing, or rather not expressing: *One of the residues <u>produced</u> was silver...* (1:48) → *Jednou z těchto složek bylo totiž stříbro...* (2:48), *In addition to the normal packaging materials <u>associated with</u> products...* (1:50) → *Kromě obvyklého obalového materiálu může tento materiál vznikat na základě…* (2:50) and *...In other words, this needs <u>to be seen</u> as a partnership...* (3:40) → *...Jinými slovy, vyžaduje to partnerství, v jehož rámci...* (4:40). In those cases the author omitted information that was not necessary because it was known from the context.

4. CONCLUSION

To conclude the whole paper, the theoretical part and analytical part are going to be summarized. The hypothesis stated in the introduction will also be commented on. The aim of this paper was to analyze and compare equivalent structures of the English passives in Czech and English academic texts. Therefore, the books of academic style were studied to compile the corpus. Then, the material was compared to its Czech equivalents in order to present the translation of the phenomenon studied. There were 150 examples of passive voice in two English academic texts found.

This paper was divided into two main parts. The theoretical part presented the term passive voice. Firstly, semantic roles in the passive sentences and their relation to the active sentences were studied, especially the role of agent. Then, English structures of the passive voice were studied and verbs forms occurring in the passive. Also close relation of –ed participle and adjectives was described. Also the use of the passive in Czech, its forms, and connection to the passive forms in English were discussed. As this part gives the theoretical background for the analytical part, the basic features of the academic writing were provided. In the introduction of the practical part the examples from the books of academic writing and their Czech translations were. Also, methodology of their ordering in the corpus (Appendix) and referencing to those examples was explained. Then the analysis itself follows.

Firstly, the occurrence of the English passive in the first book and the occurrence of the equivalent structures in Czech were analyzed. The same was done with the second book. The research has shown that the most frequent passive structure in English is short, finite *be*-passive passive. There were 113 short passives and 93 passives with finite verb form found. In the Czech translations the passive voice was kept in 59 examples. The hypotheses set in the introduction of this paper presumed that occurrence of passive voice in Czech will be much lower than in English. The hypothesis could be declared confirmed because the most common way of translating the passive voice was not its maintaining. From the 59 examples in which the voice was kept were 39 participial passives and 20 reflexive passives used. Majority was, however, transformed into the active voice. Such a way of translating follows the fact that in Czech it is possible to place sentence elements in sentences in various places thanks to noun

declination. When the English passive voice was replaced by the same structure in Czech, the participial passive, there was a tendency to keep strict English word order, especially with the long passive structures where the agent is expressed.

5. RESUMÉ

Předmětem této práce bylo najít překladové protějšky pasívních struktur použitých v anglickém odborném stylu. Pro tento účel bylo nutné zajistit korpus příkladů z akademických publikací, příklady rozdělit, analyzovat a následně okomentovat varianty překladů. Pro účel této práce byla stanovena hypotéza, která zní: „Analýza překladových ekvivalentů anglického trpného rodu v odborném stylu by měla potvrdit, že trpný rod se v jazyce českém používá méně než v jazyce anglickém." Aby byla tato hypotéza buď potvrzena, nebo vyvrácena, byl proveden výzkum podpořený teoretickou přípravou.

Jak vyplývá z úvodu, tato práce byla rozdělena na dvě hlavní části. První část je věnována trpnému rodu v angličtině. Je kladen důraz na vysvětlení vztahů rolí, které větné členy hrají ve větách v rodě činném a trpném. Další kapitoly popisují formy pasívních struktur vzhledem k vyjádření konatele a slovesných struktur v pasívu použitých. V části zaměřené na český jazyk jsou popsány oba dva druhy pasívních struktur. Jelikož se tato práce zabývá studií trpného rodu v odborném stylu, bylo nutné se mu také věnovat. Odborný styl se vyznačuje především svojí formálností a objektivitou. Protože je také jeho hlavním cílem podat odbornou informaci, je nutné, aby jeho sdělnost byla srozumitelná. Díky tomu, že pasívní struktury umožňují vypustit z větné konstrukce konatele, nejčastěji neurčitého všeobecného konatele či autora, používá se jich v tomto formálním stylu hojně. Z vlastností anglického jazyka ale také vyplývá další důvod, proč se autoři přiklání k této gramatické kategorii v tom případě, kdy je konatel podstatný. Protože je v anglických větách zachováván informační tok od informace známé, která je na začátku věty, k informaci nové a důležité, která se umisťuje na konec věty, je trpný rod nejúčinnější prostředkem, aby byl tento konatel zdůrazněn. V češtině tato změna není díky skloňování podstatných jmen nutná. Dalším podstatným rozdílem mezi těmito jazyky je také možnost věty s nevyjádřeným podmětem v češtině.

Dále je pozornost věnována vztahu mezi anglickým a českým pasívem a jsou popsány běžné způsoby překladu, který spíš než na slovesné vazbě záleží na samotném slovese použitém v angličtině. Vzhledem typologickým rozdílům obou jazyků se

předpokládá, že čeština se v překladu raději uchýlí k rodu činnému, měla by však zachovat informační tok anglické věty.

Druhá, praktická část je od části teoretické oddělena jejím úvodem, ve kterém jsou představeny odborné knihy, z nichž byl vybrán korpus příkladů. Těmito publikacemi jsou *Fundamentals of logistics management* (*Logistika*, přeložila Eva nevrlá) a *A handbook of human resource management practice* (*Řízení lidských zdrojů*: *nejnovější trendy a postupy*, přeložil Josef Koubek). V každé knize bylo nalezeno stejné množství příkladů, tj. 75, které byly vybrány z plynulého textu přibližně prostředních kapitol. K těmto anglickým příkladům byly nalezeny překladové protějšky v odpovídající literatuře české. Korpus všech 150 příkladů je rozdělen na 75 + 75 příkladů podle toho, z jaké knihy byly vybrány. Příklady jsou zde také označeny číslem jejich původu, tj. číslem označujícím publikaci a stranu. V analytické části jsou za uvedenými příklady uvedeny odkazy na tyto příklady v závorkách, v nichž je číslo od 1 do 75 následované číslem publikace. První publikace je označena číslem 1, její překlad číslem 2, druhá publikace má označení 3 a její překlad 4.

Po této úvodní části následuje samotné analyzování pasívních struktur jak v angličtině, tak v češtině. Nejprve se zkoumá výskyt pasívních struktur v obou knížkách zvlášť, poté dohromady. Co do četnosti anglického pasíva, obě knížky obsahovaly především pasívní struktury obsahující určité tvary slovesné v pasívní vazbě s modálním slovesem být, přičemž konatel byl ve většině případů nevyjádřený. V případech, kde se objevily slovesné tvary neurčité, se většinou jednalo o kondenzované větné celky fungující většinou jako věta přívlastková. Někdy se stává, že se participium stavového pasíva blíží k adjektivu a někdy v něj dokonce přechází. Takovýchto případů bylo nalezeno dokonce 21. Při analýze českých knih bylo zjištěno, že pasívum bylo zachováno pouze u 65 z celkových 150 příkladů. Touto informací můžeme tedy stanovenou hypotézu považovat za potvrzenou. Všechny údaje o četnosti jak pasívních struktur v angličtině, tak jejich českých ekvivalentů jsou přehledně shrnuty v tabulce, která je dále komentována.

Pro zachování anglické pasívní struktury se v češtině dají zaměnitelně použít oba dva druhy pasíva, tj. složené a zvratné. Anglickému trpnému rodu odpovídá první zmíněné pasívum, přičemž tento způsob překladu byl z obou možností využit více. Z faktu, že 30 pasívních ekvivalentů bylo 22 pasív složených, lze vyvodit větší četnost

využití tohoto typu pasíva v češtině. Hlavním rozdílem mezi českými pasívy bylo, že u pasíva složeného bylo použité sloveso ve vidu dokonavém, kdežto u pasíva zvratného ve vidu nedokonavém. Dále je důležité zmínit, že trpný rod se u pasív s vyjádřeným konatelem zachoval hlavně v případech, kdy se jednalo o konatele neživotného.

Jak už bylo řečeno, nejčastějšími ekvivalenty v češtině nebyly pasívní struktury, nýbrž struktury, ve kterých byl trpný rod nahrazen rodem činným. Takových příkladů bylo 62. V případech, kdy byl konatel v anglické i české větě vyjádřen (a byl především životný), se většinou stal podmětem české věty. Navíc byl zachován tok informací, kdy jeho umístění bylo za hlavním slovesem, což platí i u jiných způsobů překladu.

Když autoři nezvolili ani zachování trpného rodu, ani slovesnou vazbu nepřevedli do rodu činného, zvolili způsoby následující. Ve 13 případech se jednalo o nahrazení pasívní struktury přívlastkem, v 9 případech vztažnou větou, ve 3 případech byla pasívní trpná vazba zaměněna podstatným jménem a v jednom případě se autor rozhodl pasívní vazbu nijak nepřeložit a vynechat ji pro její nepotřebnost. Překlad pomocí vztažné věty a přívlastku byl zvolen především tehdy, když pasívní věty obsahovaly kondenzované věty vztažné v neurčité slovesné vazbě nebo celé věty vztažné. Přívlastek rozvíjející podstatné jméno měl především formu adjektivní. Tato forma překladu se používá hlavně z ekonomických důvodů, kdy se ze složitého souvětí vypustí věta vedlejší. Protože se k překladu pomocí vět vztažných uchýlil pouze autor první knihy, lze předpokládat, že výběr mezi větou vztažnou a přívlastkem záleží právě na autorově volbě.

Závěrem celé práce tedy je, že trpný rod se v odborném stylu vyskytuje poměrně hojně, avšak v češtině daleko méně než v angličtině

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7. APPENDIX

LIST OF ABREVIATIONS

F – finite verb form in the passive structure

NF – non-finite verb form in the passive structure

L – long passive structure

S – short passive structure

AP – adjectival passive

GP – *get*-passive

PR – progressive aspect

PP – Czech participial passive

RP – Czech reflexive passive

AV – active voice

RC – relative clause

A – attribute

N – noun

O – omission

WS – with subject

SL – subjectless

WA – with agent

AL – agentless

P – perfective verb

IP – imperfective verb

P-IP – verb both perfective and imperfective

1. (1:182) As <u>defined</u> in this book…
        NF-ED, CV, L
    (2:182) Jak <u>jsme definovali</u> na počátku této knihy…
        AV, WS
2. (1:182) Logistics management <u>is concerned with…</u>
        AP, F, S
    (2:182) Logistické řízení <u>se zabývá</u>…
        AV, WS
3. (1:182) Decissions <u>made</u> in this portion of the logistics process…
        NF-ED, NP, S

(2:182) Rozhodnutí <u>přijatá</u> v této části logistického procesu...
 A

4. (1:182) Produce products…at the time they <u>are required</u> for distribution.
 F, S

 (2:182) …v době kdy <u>jsou</u> tyto produkty <u>požadovány</u> pro distribuci zákazníkům.
 PP, WS, AL,IP

5. (1:182) In manufacturing setting, not having the proper material when it <u>is needed</u>…
 F, S

 (2:182) Ve výrobním prostředí může nedostatek správných materiálů v době, kdy <u>je</u> jich <u>zapotřebí</u>, vést k…
 AV, WS

6. (1:182) …identifies some of the differences between the traditional role <u>played by materials management</u> within firms and the contemporary environment.
 NF-ED, NP, L

 (2:182) …jsou uvedeny některé základní rozdíly mezi tradiční rolí, kterou v podnicích <u>hrálo</u> řízení oblasti materiálů, a mezi současnými podmínkami.
 RC

7. (1:182) …while materials management will <u>be characterized</u> by a changing set of priorities and issues…
 F, S

 (2:182) …při charakteristice současného řízení oblastí materiálu pomocí některých moderních trendů a priorit
 N

8. (1:183) Material management <u>is</u> typically <u>comprised</u> of…
 AP, F, S

 (2:183) Řízení oblasti materiálů obvykle <u>zahrnuje</u>…
 AV, WS

9. (1:183) Functions <u>performed by materials managers</u> include…
 NF-ED, NP, L

 (2:183) Funkce, <u>které vykonávají</u> materiáloví manažeři zahrnují…
 RC

10. (1:183) The definiton of materials management <u>used</u> in this chatper wieves the activity as…
 NF-ED, NP, L

 (2:183) Definice řízení oblasti materiálů, <u>ze které vycházíme</u> v této kapitole pohlíží na tuto aktivitu jako…
 RC

11. (1:183) The specific objectives of materials management <u>are</u> closely <u>tied</u> to…
 F, S

 (2:183) Konkrétní cíle řízení oblasti materiálů <u>jsou</u> těsně <u>spojeny</u> se…
 PP, WS, AL, P

12. (1:184) Each objective <u>is</u> clearly <u>linked</u> to…

    F, S

(2:184) Každý z těchto cílů <u>je spojen</u> s…

    PP, AL, WS,P

13. (1:184) …trade-offs among the objectives <u>must be made</u> using a broad perspective of materials flow…

    F, S

(2:184) …<u>je</u> proto <u>nutné</u> na tok materiálů <u>pohlížet</u> z širší perspektivy

    AV, WS

14. (1:184) …the items <u>handled</u> in materials management are …

    NF-ED, NP, S

(2:184) …položky, <u>které jsou předmětem</u> řízení materiálů jsou…

    RC

15. (1:184) …subassemblies <u>to be</u> further <u>processed or sorted</u>…

    NF-I, NP, S

(2:184) …díly <u>je potřeba</u> dále <u>zpracovat nebo uspořádat</u>.

    AV, WS

16. (1:184) … before <u>being recieved by the final customer</u>

    NF-ED, CV, L, PR

(2:184) …předtím než <u>se dostanou</u> k zákazníkovi (díly)

    AV, WS

17. (1:185) The terms purchasing and procurement <u>are</u> often <u>used interchangeably</u>…

    F, S

(2:185) Pojmy nákup a obstarávání <u>se</u> často navzájem <u>zaměňují</u>…

    RP, WS, AL

18. (1:185) …refers to those activities <u>associated with</u> the buying process.

    AP, NF-ED, NP, S

(2:185) …se týká těch činností, které <u>jsou</u> s nákupním procesem <u>spojeny</u>.

    PP, AL, WS, P

19. (1:185) …includes all activities <u>related to</u>…

    AP, NF-ED, NP, S

(2:185) …zahrnuje další činnosti <u>spojené s</u> …

    A

20. (1:185) These topics <u>are discussed</u> in detail later…

    F, L

(2:185) Tato problematika <u>bude</u> podrobně <u>rozebrána</u> později…

    PP, AL, WS, P

21. (1:185) These topics <u>will not be examined</u> here.

    F, S

(2:185)..a <u>nebudeme se</u> jí dále na tomto místě <u>zabývat</u>.

    AV, WS

22. (1:185) …is an activity traditionally <u>positioned</u> under manufacturing…

NF-ED, NP, S

(2:185) … je činnost, <u>která tradičně spadá</u> pod úsek výroby…

RC

23. (1:185) …production activity determines the quantity and type of finished goods <u>that are produced.</u>

F, S

(2:185) …výrobní činnost určuje množství a typ hotových výrobků, které <u>se vyrábějí.</u>

RP, AL, WS

24. (1:185) …influences when and how the products <u>are distributed…</u>

F, S

(2:185) …ovlivňuje kdy a jak <u>jsou</u> výrobky <u>distribuovány</u> zákazníkům firmy.

PP, AL, WS, P-IP

25. (1:185) …component parts <u>used </u>in the manufacturing process.

NF-ED, NP, S

(2:185) … součástek a dílů <u>používaných</u> ve výrobním procesu

A

26. (1:185) Production control decisions <u>are</u> often jointly <u>shared by manufacturing and logistics.</u>

F, L

(2:185) Rozhodnutí v oblasti řízení výroby <u>jsou</u> často společně <u>sdílena jak výrobou, tak logistikou.</u>

PP, WA, WS, P-IP

27. (1:185) Materials management <u>is concerned with</u>…

AP, F, S

(2:185) Řízení oblasti materiálů <u>se zabývá</u>…

AV, WS

28. (1:186) The material manager <u>is</u> more likely <u>to be concerned with</u>…

AP, NF-I, S

(2:185) Materiáloví manažeři <u>se</u> mnohem častěji <u>zabývají</u>…

AV, WS

29. (1:186) …where the transportation cost <u>is not </u>separately <u>identified.</u>

F, S

(2:185) …náklady na dopravu <u>se nesledují</u> odděleně. (185)

RP, AL, WS

30. (1:186) Thus, a separate analysis of inbound costs <u>is not performed</u> as often…

F, S

(2:185) Zvláštní analýza nákladů na přesun materiálů <u>se</u> proto <u>neprovádí</u> tak často…

RP, AL, WS

31. (1:186) Raw materials, component parts and subassemblies <u>are placed</u> in storage…

F, S

(2:186) Dokud nejsou suroviny, díly a součástky použity, <u>je nutné</u> je nějak <u>uskladnit</u>.

   AV, WS

32. (1:186)..until they <u>are required by the production process</u>.

   F, L

(2:186) Dokud <u>nejsou</u> suroviny, díly a součástky <u>použity</u>…

   PP, AL, WS, P

33. (1:186) …items awaiting use in production <u>are</u> usually <u>stored</u>…

   F, S

(2:186) …položky určené pro výrobu <u>jsou</u> obvykle <u>uskladněny</u> …

   PP, AL, WS, P

34. (1:186) If a JIT delivery system <u>is utilized</u>…

   F, S

(2:186) Pokud podnik <u>využívá</u> systém just-in-time..

   AV, WS

35. (1:186) …need for inbound warehousing <u>is</u> greatly <u>minimized or eliminated</u> altogether.

   F, S

(2:186) …požadavky na skladování v rámci výrobního zařízení podniku <u>jsou</u> do velké míry <u>minimalizovány</u> nebo zcela <u>eliminovány</u>.

   PP, AL, WS, P

36. (1:186) If the JIT system <u>is not used</u> …

   F, S

(2:186) Pokud však podnik <u>nevyužívá</u> systém just-in-time…

   AV, WS

37. (1:186) …warehouses <u>are used</u> for the storage…

   F, S

(2:186) …pro uskladnění vstupních materiálů podnik <u>potřebuje</u> sklady…

   AV, WS

38. (1:186-7) …the materials manager <u>is</u> usually much more <u>concerned with</u>…

   AP, F, S

(2:186) …materiálové manažery <u>budou</u> náklady na skladování a na udržování zásob <u>zajímat</u> mnohem více.

   AV, WS

39. (1:187) The types of information <u>needed</u> include…

   NF-ED, NP, S

(2:187) Mezi <u>nezbytné</u> informace patří…

   A

40. (1:187) …are a few of the imputs <u>provided by materials management</u>.

   NF-ED, NP, L

(2:187) …to je několik příkladů vstupních informací, které poskytuje řízení oblasti materiálů.
RC

41. (1:187) Numerous software packages…have been developed during the last few years.
F, S
(2:187) Během několika posledních let se objevila celá řada softwarových řešení…
AV, WS

42. (1:187) These are packages tailored for particular branches of industry.
NF-ED, NP, S
(2:187) Většinou se jedná o software, který je „ušitý na míru" určitému průmyslovému odvětví.
RC

43. (1:187) …opportunities for…that hitherto were performed independently
F, S
(2:187) …široké možnosti….které byly až doposud realizovány převážně nezávisle na sobě.
PP, AL, WS, P-IP

44. (1:187) Many of the concepts discussed in Chapter…
NF-ED, NP, L
(2:187) Mnohé z koncepcí řízení zásob, se kterými jsme se seznámili v předchozí kapitole…
RC

45. (1:188) This area, referred to as reverse logistics…
NF-ED, NP, S
(2:187) Zpětná logistika, jak se tato oblast souhrnně nazývá…
AV, WS

46. (1:188) Many materials can be salvaged and sold to…
F, S
(2:188) Mnohé z odpadových a přebytečných materiálů lze zachránit…
AV, WS

47. (1:188) It is estimated that annual sales of scrap and waste in the United States total billions of dollars.
F, S
(2:188) Odhaduje se, že roční objem prodeje tohoto typu materiálů dosahuje v USA řádově miliard dolarů.
RP, AL, SL

48. (1:188) One of the residues produced was silver…
NF-ED, NP, S
(2:188) Jednou z těchto složek bylo totiž stříbro…

O

49. (1:188) The separator machine <u>purchased by the company</u> paid for itself in less than two years.

NF-ED, NP, L

(2:188) Zmíněné zařízení, <u>které firma zakoupila</u>, se tak za necelé dva roky zaplatilo.

RC

50. (1:188) In addition to the normal packaging materials <u>associated with</u> products…

AP, NF-ED, NP, S

(2:188) Kromě obvyklého obalového materiálu může tento materiál vznikat na základě   …

O

51. (1:188) The basic tasks of the disposal function include a disposal classification <u>based on</u> whether…

AP, NF-ED, NP, S

(2:188) Mezi základní úkoly v oblasti likvidace materiálů, <u>která je založena</u> na tom zda…

PP, AL, WS, P

52. (1:188) …whether something <u>can be reused</u>

F, S

(2:188) …zda určitý materiál <u>lze znovu použít</u>…

AV, SL

53. (1:188) …the hazard <u>represented by some waste products…</u>

NF-ED, NP, L

(2:188) …jaká rizika <u>obnášejí</u> některé odpadové materiály…

AV, WS

54. (1:188) …<u>is being recognized by firms</u>…

F, L

(2:188) … <u>se</u> podniky <u>seznamují</u> s tím…

AV, WS

55. (1:188-9) Every area of logistics <u>is affected</u> in some way <u>by the forecasting process</u>…

F, L

(2:188) Každá oblast logistiky <u>je prognostickým procesem</u> nějakým způsobem <u>ovlivněna</u>…

PP, WA, WS, P

56. (1:189) …that is…providing information <u>to be used</u> in forecasting

NF-I, NP, S

(2:189) …jedná se o…poskytování informací, <u>které se při prognózování používají</u>…

RC

57. (1:189) While other activities of logistics <u>are</u> more actively <u>involved</u> in…

F, S

(2:189) Zatímco jiné logistické činnosti <u>jsou</u> i samy <u>zapojeny</u> do…

PP, AL, WS, P

58. (1:189) …material management <u>is</u> directly <u>affected by the forecasts</u>…

F, L

(2:189) …řízení oblasti materiálu <u>je</u> dále nepřímo <u>ovlivněno prognózami…</u>

PP, AL, WS, P

59. (1:189) The forecasts <u>developed by others</u>.

NF-ED, NP, L

(2:189) Prognózami, <u>které produkují</u> jiné útvary podniků.

RC

60. (1:189) competing current and projected demands by industry and product end use are also <u>considered</u>.

F, S

(2:190) Rovněž <u>se</u> zde <u>zkoumá</u> běžná konkurenční a plánovaná poptávka podle odvětví a podle koncového použití.

RP, AL, WS

61. (1:190) These <u>will be performed</u> in broad terms…

F, S

(2:190) <u>Provádějí se</u> pro širší rozsah ukazatelů…

RP, AL, SL

62. (1:190) These <u>are needed</u> in units…

F, S

(2:190) Tyto prognózy <u>je již třeba provádět</u> v jednotkách…

AV, WS

63. (1:190) ….techniques, ranging from those <u>based on</u> general market information…

AP, NF-ED, NP, S

(2:190) …metody, od metod <u>založených</u> na obecných informacích o trhu…

A

64. (1:191) TQM <u>has been defined</u> as: …

F, S

(2:190) TQM <u>lze definovat</u> jako…

AV, SL

65. (1:191) …to improve the material service s<u>upplied</u> to an organization.

NF-ED, NP, S

(2:190) …zlepšení materiálových služeb <u>dodávaných</u> do organizace.

A

66. (1:191) …the degree to which the needs of the customer <u>are met</u>

F, S

(2:191) …výsledkem je <u>zlepšení</u> míry uspokojování zákaznických potřeb.

AV, WS

67. (1:192) Traditional concepts about quality <u>have been modified and enhanced</u> to…

    F, S

(2:191) Tradiční pohledy na kvalitu <u>se</u> tak postupně <u>mění a zdokonalují</u> do…

    RP, AL, WS

68. (1:192) A stricted, disciplined operating methodology <u>is used</u> …

    F, S

(2:192) …<u>se využívají</u> strukturované, disciplinované operační postupy…

    RP, AL, WS

69. (1:192) …significant changes <u>are required</u> to bring about system improvements…

    F, S

(2:192) …<u>je potřeba</u> v zájmu zdokonalení systému <u>přikročit</u> k zásadním změnám..

    AV, WS

70. (1:193) …TQM and logistics <u>are interrelated</u>.

    F, S

(2:194) …TQM a logistika <u>jsou</u> vzájemně úzce <u>spjaty</u>.

    PP, AL, WS, P

71. (1:194) …materials management activities <u>must be</u> properly <u>administrated and controlled</u>.

    F, S

(2:194) …aktivity spojené s řízením oblasti materiálů <u>je nutno</u> správným způsobem <u>spravovat a řídit.</u>

    AV, WS

72. (1:194) Service levels <u>can be measured</u> using several methods.

    F, S

(2:194) Úroveň servisu <u>se měří</u> pomocí různých metod.

    RP, AL, WS

73. (1:194) These topics <u>were examined</u> in Chapter 2.

    F, L

(2:194) Tato problematika <u>byla</u> podrobně <u>zkoumána</u> v kapitole 2.

    PP, AL, WS, I

74. (1:194) It <u>can be controlled</u> by considering the amount of slow-moving inventory…

    F, S

(2:194) Při řízení zásob <u>lze využít</u> například sledování zásob s pomalým obratem…

    AV, SL

75. (1:194) Measures that <u>can be used</u> in the area of quality control are…

F, S

(2:194) Mezi ukazatele, které <u>lze využít</u> v oblasti řízení kvality patří...
   AV, SL

1. (3:493) Performance management processes have become prominent in recent years as means of providing a more integrated and continuous approach to the management of performance than <u>was provided by previous isolated and often inadequate merit rating or performance appraisal schemes</u>
      F, L
   (4:411) Řízení pracovního výkonu se v posledních letech dostalo do popředí jako nástroj zabezpečování integrovanějšího a soustavnějšího přístupu k zařízení výkonu, než jaký <u>nabízely předcházející izolované a často neadekvátní systémy hodnocení zásluh nebo systémy hodnocení pracovníků.</u>
      AV, WS

2. (3:493) Performance management <u>is based on </u>the principle of management by agreement or contract rather than management by command.
      AP, F, S
   (4:411) Řízení pracovního výkonu <u>vychází spíše z principu řízení</u> založeného na dohodě nebo smlouvě než z řízení založeného na nařizování.
      AV, WS

3. (3:493) The practice of performance management <u>is described in Chapter 33</u>…
      F, L
   (4:411) Praktická podoba řízení pracovního výkonu <u>je popsána </u>v kapitole 33…
      PP, AL, WS, P

4. (3:493) …and the part <u>is completed in Chapter 34</u>
      F, L
   (4:411) ...a celou část <u>uzavírá</u> kapitola 34
      AV, WS

5. (3:495) <u>In this chapter</u> the nature, aims, characteristics, concerns and guiding principles of performance management <u>are described</u>.
      F, L
   (4:413) V této kapitole <u>jsou popsány</u> povaha, cíle, charakteristiky, zaměření a hlavní zásady řízení pracovního výkonu.
      PP, AL, WS, P

6. (3:495) In addition, the differences between performance appraisal and performance management <u>are examined</u>…
      F, S
   (4:413) Kromě toho <u>se zkoumají</u> rozdíly mezi hodnocením pracovního výkonu a řízením pracovního výkonu...
      RP, AL, WS

7. (3:495) ...and reference <u>is made</u> to the views of a selection of practitioners on performance management.

F, S

(4:413) ...a <u>jsou uvedeny</u> i názory vybraných praktiků na řízení pracovního výkonu.

     PP, AL, WS, P

8.   (3:495) Performance management <u>can be defined</u> as…

     F, S

(4:413) Řízení pracovního výkonu <u>lze definovat</u> jako…

     AV, SL

9.   (3:495) Processes exist for establishing shared understanding about what is <u>to be achieved</u>...

     NF-I, NP, S

(4:413) Jsou to procesy pro vytvoření sdílného, společného chápání toho, čeho <u>má být dosaženo</u>...

     PP, AL, SL, P

10.   (3:495) and for managing and developing people in a way that increases the probability that it <u>will be achieved</u> in the short and longer term.

     F, S

(4:413) ...a pro řízení a rozvíjení lidí způsobem zvyšujícím pravděpodobnost, že toho v kratší či delší perspektivě <u>bude dosaženo</u>.

     PP, AL, WS, P

11.   (3:495) It <u>is owned and driven</u> by line management.

     F, L

(4:413) Je to <u>záležitost</u> liniových manažerů.

     N

12.   (3:495) It provides for expectations <u>to be defined</u>…

     NF-I, NP, S

(4:413) Slouží to <u>definování</u> očekávání

     N

13.   (3:495) It provides for expectations <u>to be</u> defined and <u>agreed</u> ...

     NF-I, NP, S

(4:413) Slouží to <u>definování</u> očekávání a <u>dohodě</u> o těchto očekáváních...

     N

14.   (3:496) Importantly, performance management <u>is concerned with</u> ensuring…

     AP, F, S

(4:413) Důležité je, že řízení pracovního výkonu <u>se týká</u> zabezpečování podpory…

     AV, WS

15.   (3:496) …the aims of performance management <u>expressed by a variety of organizations.</u>

     NF-ED, NP, L

(4:413) …cíle řízení pracovního výkonu zmiňované různými organizacemi.

     A

16.   (3:496) It is <u>concerned with</u> measuring outputs in the shape of delivered performance compared with expectations expressed as objectives.

         AP, F, S

     (4:414) <u>Týká se</u> měření či zkoumání výstupů v podobě porovnávání odváděného výkonu s očekáváními vyjádřenými jako cíle.

         AV, SL

17.   (3:496) It <u>is based on</u> the agreement of role requirements...

         AP, F, S

     (4:414) <u>Je založeno</u> na dohodě o požadavcích...

         PP, AL, SL, P

18.   (3:497) But it <u>is</u> also <u>concerned with</u> inputs and values.

         AP, F, S

     (4:414) Ale řízení pracovního výkonu <u>se týká</u> také vstupů a hodnot.

         AV, WS

19.   (3:497) Developmental needs <u>are identified</u> by defining these requirements and assessing the extent…

         F, S

     (4:414) Pomocí definování těchto požadavků a posuzování míry, v jaké byla očekávaná úroveň výkonu dosahována efektivním využíváním znalostí a dovedností a vhodným chováním respektujícím základní hodnoty organizace, <u>se rozpoznávají</u> potřeby rozvoje pracovníků.

         RP, AAAL, WS

20.   (3:497) ...extent to which the expected levels of performance <u>have been achieved</u> through the effective use of knowledge and skills and through appropriate behaviour that upholds core values...

         F, S

     (4:414) ...míry, v jaké <u>byla</u> očekávaná úroveň výkonu <u>dosahována</u> efektivním využíváním znalostí...

         PP, AL, WS, IP

21.   (3:497) It <u>is based on</u> the principle of management by contract and agreement rather than management by command.

         AP, F, S

     (4:414) <u>Je založeno</u> spíše na principu řízení na základě smlouvy nebo dohody než na principu rozkazování.

         PP, AL, SL, P

22.   (3:497) It is mainly <u>concerned with</u> individual performance   ...

         AP, F, S

     (4:414) <u>Týká se</u> hlavně individuálního výkonu…

         AV, SL

23.   (3:497) …but it <u>can also be applied</u> to teams.

         F, S

(4:414) ale lze jej použít i pro týmy.

       AV, SL

24.   (3:497) It <u>is associated with</u> performance or contribution-related pay, but its developmental aspects are much more important.

       AP, F, S

(4:414)

<u>Je spojeno</u> s odměňováním podle výkonu nebo podle přínosu, ale mnohem důležitější je jeho rozvojové hledisko.

       PP, AL, SL, P

25.   (3:497) There are five issues <u>to be considered</u> to obtain a full understanding of performance management.

       NF-I, NP, S

(4:414) Existuje pět záležitostí, které <u>je třeba zvážit</u>, abychom plně pochopili, co je řízení pracovního výkonu.

       AV, SL

26.   (3:497) Performance <u>is</u> often <u>defined</u> simply in output terms…

       F, S

(4:414) Výkon <u>je</u> často <u>definován</u> pouze v podobě výstupů...

       PP, AL, WS, P-IP

27.   (3:497) Performance management must examine how results <u>are attained</u>…

       F, S

(4:415) Řízení pracovního výkonu musí prozkoumat, jakým způsobem <u>se dosahuje</u> výsledků...

       RP, AL, SL

28.   (3:498) ...because this provides the information necessary to consider what <u>needs to be done</u> to improve those results.

       F, S

(4:415) ... protože to poskytuje informaci která je potřebná pro to, aby se zvážilo co <u>je třeba udělat</u> pro zlepšení těchto výsledků.

       AV, SL

29.   (3:498) The concept of performance <u>has been expressed by Brumbrach</u>…

       F, L

(4:415) Pojetí výkonu <u>vyjádřil</u> Brumbach…

       AV, WS

30.   (3:498) ...and <u>can be judged</u> apart from results.

       F, S

(4:415) ... Chování…a <u>může být posuzováno</u> odděleně od výsledků.

       PP, AL, WS, IP

31.   (3:498) ...the conclusion that when managing performance both inputs (behaviour) and outputs (results) need <u>to be considered</u>.

       F, S   (4:415) …k závěru, že v případě řízení výkonu <u>je třeba zvažovat</u> jak vstupy (chování), tak výstupy (výsledky).

AV, SL

32. (3:498)…an approach to which much importance <u>is attached</u>
    F, S
    (4:415) ... přístup, jemuž <u>se</u> <u>připisuje</u> značný význam.
    RP, AL, WS

33. (3:498) This purpose <u>was</u> well <u>expressed by Fletcher</u> (1993)...
    F, L
    (4:415) Tento důvod dobře <u>vyjádřil</u> Fletcher (1993)...
    AV, WS

34. (3:499) The real concept of performance management <u>is associated with</u> an approach...
    AP, F, S
    (4:415) Reálné pojetí řízení pracovního výkonu <u>je spojeno</u> s přístupem k…
    PP, AL, WS, P

35. (3:499) Alignment <u>can be attained</u> by a cascading process so that...
    F, S
    (4:415) Propojení <u>lze dosáhnout</u> pomocí kaskádového procesu tak, aby…
    AV, SL

36. (3:499) ...team or individual objectives <u>are defined</u> in the light of higher-level goals.
    F, S
    (4:415) ...individuální nebo týmové cíle na každé úrovni řízení aby <u>byly definovány</u> s ohledem na cíle vyšší úrovně.
    PP, AL, WS, P-IP

37. (3:499) But it should also be a bottom-up process, individuals and teams <u>being given</u> the opportunity to formulate their own goals within the framework…
    NF-ED, NP, S, PR
    (4:415) Avšak může jít také o proces plynoucí zdola nahoru, kdy jednotlivci a týmy <u>mají</u> příležitost v rámci daném celkovým účelem…
    AV, WS

38. (3:499) Objectives <u>should be agreed not set</u>...
    F, S
    (4:415) Cíle <u>by měly</u> <u>být dohodnuty</u>, a nikoliv jednostranně <u>stanoveny</u>
    PP, AL, WS, P (2x)

39. (3:499) …and this agreement <u>should be reached</u> through the open dialogues…
    F, S
    (4:415) ...a k dohodě <u>by mělo dojít</u> na základě otevřeného dialogu...
    AV, SL

40. (3:499) In other words, this needs <u>to be seen</u> as a partnership in which…
    F, S
    (4:415) Jinými slovy, vyžaduje to partnerství, v jehož rámci…
    AV, SL

41.   (3:499) ...partnership in which responsibility is shared…
            F, S
        (4:415) ...partnerství, v jehož rámci existuje sdílení odpovědnosti…
            N

42.   (3:499) ...partnership in which responsibility is shared and mutual expectations
        are defined
            F, S
        (4:415) ...a jsou definována vzájemná očekávání.
            PP, AL, WS, P-IP

43.   (3:499) It creates a shared understanding of what is required to improve
        performance…
            F, S
        (4:415) Vytváří společné, sdílené chápání toho, co je třeba udělat ke zlepšení
        výkonu…
            AV, SL

44.   (3:499) ...and how this will be achieved by clarifying and agreeing…
            F, S
        (4:415) …a také jak to udělat, a to pomocí vyjasňování a dohodnutí …
            AV, SL

45.   (3:499) ...what people are expected to do and how they are expected to behave.
            F, S
        (4:415) …co se od lidí očekává, že budou dělat a jak se přitom budou chovat.
            RP, AL, SL

46.   (3:499) Performance management is concerned with the encouragement of
        productive
        discretionary behaviour.
            AP, F, S
        (4:415) Řízení pracovního výkonu se týká povzbuzování produktivního chování
        založeného na vlastním úsudku.
            AV, WS

47.   (3:499) As defined by Purcell and his team at Bath University...
            NF-ED, CV, L
        (4:415) Definovali to Purcell a jeho tým...
            AV, WS

48.   (3:499) ...the experience of success seen in performance outcomes…
            NF-ED, NP, S
        (4:415) …"zažívání úspěšnosti v podobě výsledků výkonu…
            A

49.   (3:500) Most employees want direction, freedom for their work to get done...
            GP, NF-I, NP, S
        (4:415) Většina pracovníků chce určité řízení udávající směr, svobodu, aby
        mohli udělat svou práci…

AV, WS
50. (3:500) It <u>is</u> sometimes <u>assumed</u> that…

F, S

(4:416) Někdy <u>se</u> lidé <u>domnívají</u>, že…

AV, WS
51. (3:500) Performance appraisal <u>can be defined</u> as...

F, S

(4:416) Hodnocení pracovního výkonu lze definovat jako…

AV, WS
52. (3:500) ...role of managers who <u>are expected</u> to act as coaches rather than judges…

F, S

(4:416)...roli manažerů, od nichž <u>se očekává</u>, že budou působit spíše jako koučové než jako soudci...

RP, AL, SL
53. (3:500) Performance appraisal <u>has been discredited</u>...

F, S

(4:416) Hodnocení pracovního výkonu <u>se již zdiskreditovalo</u>…

RP, AL, WS
54. (3:500) ...too often it <u>has been operated</u> as a top-down and largely bureaucratic system…

F, S

(4:416) Příliš často <u>fungovalo</u> jako shora dolů směřující a značně byrokratický systém….

AV, SL
55. (3:500) ...bureaucratic system <u>owned by the HR department rather than by line managers</u>.

NF-ED, NP, L

(4:416) …byrokratický systém, v němž <u>hrál</u> rozhodující <u>roli</u> spíše personální útvar než limitovaní manažeři.

AV, WS
56. (3:500) It <u>has been perceived by many commentators</u> such as Townley

F, L

(4:416) Mnozí autoři, jako například Townley, je <u>vnímali</u>…

AV, WS
57. (3:500)...superficial nature with which appraisals <u>have been conducted by managers</u>…

F, L

(4:417) Povrchnost, s jakou toto hodnocení <u>prováděli</u> manažeři…

AV, WS
58. (3:500) The differences between them <u>are set out in Table 32.1.</u>

F, L

(4:417) Rozdíly mezi nimi <u>jsou uvedeny</u> v tabulce 32.1.
       PP, AL, WS, P

59.   (3:500) …<u>as summed up by Armstrong and Baron</u>
       NF-ED, CV, L

    (4:417) ..jak je <u>shrnuli</u> Armstrong a Baron
       AV, WS

60.   (3:500) The research <u>conducted by the CIPD</u> in 2003
       NF-ED, NP, L

    (4:417) Výzkum <u>prováděný</u> britským Chartered Institute of Personnel and Development
       A

61.   (3:501) Where it works well it <u>is built</u> on excellent leadership…
       F, S

    (4:417) Tam, kde dobře funguje, <u>je vybudováno</u> na vynikajícím stylu vedení…
       PP, AL, SL, P

62.   (3:501) Performance management <u>is designed</u> to ensure that…
       F, S

    (4:417) Řízení pracovního výkonu <u>je určeno</u> k zabezpečení toho…
       PP, AL, WS, P

63.   (3:501) The research <u>conducted by the CIPD</u> in 1997…
       NF-ED, NP, L

    (4:417) Výzkum <u>prováděný</u> stejnou institucí v roce 1997…
       A

64.   (3:502) Performance management <u>is based on</u> accepted principles
       AP, F, S

    (4:418) Řízení <u>je založeno</u> na přijatých a akceptovaných zásadách
       PP, AL, WS, P

65.   (3:502) The processes of performance management <u>are described in the next chapter</u>.
       F, L

    (4:418) Procesy řízení pracovního výkonu <u>jsou popsány</u> v následující kapitole.
       PP, AL, WS, P

66.   (3:503) Performance management <u>should be regarded</u> as a flexible process.
       F, S

    (4:42) Řízení pracovního výkonu <u>by mělo být považováno</u> za flexibilní proces.
       PP, AL, WS, IP

67.   (3:503) ...process that <u>is applied by managers</u>…
       F, L

    (4:419) ...Procesu <u>používaného</u> manažery…
       A

68.   (3:503) Performance management <u>can be described</u> as…
       F, S

(4:419) Řízení pracovního výkonu <u>lze charakterizovat</u> jako…
     AV, SL

69.   (3:503) <u>…as illustrated in Figure 33.1.</u>
     NF-ED, CV, L

(4:419) … jak to ukazuje obrázek 33.1.
     AV, WS

70.   (3:504) …so that action plans <u>can be prepared and agreed</u>.
     F, S

(4:419) …aby <u>bylo možné připravit</u> a dohodnout plány akcí…
     AV, SL

71.   (3:504) Consideration <u>is</u> also <u>given</u> to managing under-performers
     F, S

(4:419) Kapitola se také zabývá řízením pracovníků s nedostatečným výkonem
     AV, WS

72.   (3:504) Approaches to introducing performance management <u>are considered at the end of the chapter.</u>
     F, L

(4:419) V jejím závěru <u>jsou zvažovány</u> přístupy k zavádění řízení pracovního výkonu.
     PP, AL, WS, IP

73.   (3:504) …in terms of key result areas and the competencies <u>required</u> for effective performance.
     NF-ED, NP, S

(4:420) ...v podobě hlavních oblastí výsledků a v podobě schopností <u>potřebných</u> k efektivnímu výkonu.
     A

74.   (3:504) …provides the basis for methods of measuring performance and asserting the level of competency <u>reached</u>.
     NF-ED, NP, S

(4:420) ...poskytuje základnu pro dohodu o metodách měření výkonu a o posuzování úrovně <u>dosažených</u> schopností.
     A

75.   (3:504) It describes what individuals <u>are expected</u> to do…
     F, S

(4:420) Dohoda popisuje, co <u>se</u> od pracovníka <u>očekává</u>, že bude dělat...
     RP, AL, SL