

МИНИСТЕРСТВО ОБРАЗОВАНИЯ И НАУКИ РОССИЙСКОЙ ФЕДЕРАЦИИ

ФЕДЕРАЛЬНОЕ АГЕНТСТВО ПО ОБРАЗОВАНИЮ

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АНГЛИЙСКИЙ ЯЗЫК

МЕТОДИЧЕСКИЕ УКАЗАНИЯ ПО КОММУНИКАТИВНОЙ СИТУАЦИИ
«КАК СТАТЬ ХОРОШИМ МЕНЕДЖЕРОМ»

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Методические указания состоят из 6 уроков, каждый из которых содержит тексты и ряд упражнений. Цель методических указаний – научить студентов читать и понимать оригинальную литературу по специальности, создать основу для развития навыков говорения по изучаемой тематике.

Методические указания предназначены для студентов 2 курса факультета экономики и управления.

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Введение

Данные методические указания предназначены для обучения английскому языку студентов факультета экономики и управления. Они построены в соответствии с требованиями действующей программы по английскому языку для неязыковых специальностей высших учебных заведений.

Цель методических указаний – научить студентов читать и понимать англоязычную оригинальную литературу, развивать навыки профессионально – ориентированной речи.

Методические указания состоят из 6 уроков. Ведущее место в уроке занимают тексты, отвечающие всем требованиям и содержащие в себе лексику по соответствующей тематике.

Упражнения представляют собой систему заданий, направленных на расширение словарного запаса, корректировку навыков распознавания лексических единиц по их формальным признакам. Ряд заданий тренирует языковую догадку.

Лексические упражнения и пояснения к текстам снимают трудности при их чтении. Единая общая тематическая направленность текстов позволяет обеспечить на всем протяжении курса обучения высокую естественную повторяемость лексических явлений.

1Unit 1. How to be a great manager

1.1 Read and translate the following words into Russian without using a dictionary

- 1) characteristic;
- 2) morale;
- 3) effective;
- 4) real;
- 5) criticize;
- 6) personal;
- 7) discrimination;
- 8) really;
- 9) optimist;
- 10) situation;
- 11) select;
- 12) position;
- 13) comment;
- 14) idea;
- 15) action;
- 16) fatal;
- 17) information

1.2 Memorize the following words and word-groups from the text “How to be a great manager”

- 1) enormous - огромный;
- 2) pride - гордость;
- 3) cheerful - жизнерадостный;
- 4) to keep up - поддерживать;
- 5) morale - моральное состояние;
- 6) setback - препятствие, поражение;
- 7) to promise - обещать;
- 8) to arrive - прибывать;
- 9) to excel - превосходить, выделяться;
- 10) blame - ответственность;
- 11) to express - выражать;
- 12) displeasure - недовольство;
- 13) to be aware of - отдавать себе отчет в чем-либо, сознавать;
- 14) error - ошибка;
- 15) praise - похвала;
- 16) to reprimand - объявлять выговор;
- 17) poor performance - плохая работа;
- 18) straightforward - честный, откровенный, прямой;
- 19) to anticipate - предвидеть, предупреждать;

- 20) to distinguish - отличаться;
- 21) to annoy - надоедать, раздражать;
- 22) to divorce - отделять, разъединять;
- 23) suspicion - подозрение;
- 24) to exploit - использовать;
- 25) to revel - наслаждаться, веселиться;
- 26) to remedy - вылечивать, исправлять;
- 27) drastic - решительный;
- 28) perpetually - вечно, постоянно.

1.3 Read and translate the text

How to be a great manager

At the most general level, successful managers tend to have four characteristics:

- they take enormous pleasure and pride in the growth of their people;
- they are basically cheerful optimists - someone has to keep up morale when setbacks occur;
- they don't promise more than they can deliver;
- when they move on from a job, they always leave the situation a little better than it was when they arrived.

The following is a list of some essential tasks at which a manager must excel to be truly effective.

Great managers accept blame: When the big wheel from head office visits and expresses displeasure, the great manager immediately accepts full responsibility. In everyday working life, the best managers are constantly aware that they selected and should have developed their people. Errors made by team members are in a very real sense their responsibility.

Great managers give praise: Praise is probably the most under-used management tool. Great managers are forever trying to catch their people doing something right, and congratulating them on it. And when praise comes from outside, they are swift not merely to publicise the fact, but to make clear who has earned it. Managers who regularly give praise are in a much stronger position to criticise or reprimand poor performance. If you simply comment when you are dissatisfied with performance, it is all too common for your words to be taken as a straightforward expression of personal dislike.

Great managers make blue sky: Very few people are comfortable with the idea that they will be doing exactly what they are doing today in 10 years time. Great managers anticipate people's dissatisfaction.

Great managers put themselves about: Most managers now accept the need to find out not merely what their team is thinking, but what the rest of the world, including their customers, is saying. So MBWA (management by walking about) is an excellent thing, though it has to be distinguished from MBWAWP (management by walking about - without purpose), where senior management wander aimlessly, annoying customers, worrying staff and generally making a nuisance of themselves.

Great managers judge on merit: A great deal is more difficult than it sounds. It's virtually impossible to divorce your feelings about someone - whether you like or dislike them - from how you view their actions. But suspicions of discrimination or favouritism are fatal to the smooth running of any team, so the great manager accepts this as an aspect of the game that really needs to be worked on.

Great managers exploit strength, not weaknesses in themselves and in their people: Weak managers feel threatened by other people's strength. They also revel in the discovery of weakness and regard it as something to be exploited rather than remedied. Great managers have no truck with this destructive thinking. They see strengths, in themselves as well as in other people, as things to be built on and weakness as something to be accommodated, worked around and, if possible eliminated. Great managers make things happen: The old-fashioned approach to management was rather like the old-fashioned approach to child - learning. Go and see what the children are doing and tell them to stop it. Great managers have confidence that their people will be working in their interests and do everything they can, to create an environment in which people feel free to express themselves.

Great managers make themselves redundant. Not as drastic as it sounds! What great managers do is learn new skills and acquire useful information from the outside world, and then immediately pass them on, to ensure that if they were to be run down by bus, the team would still have the benefit of the new information. No one in an organization should be doing work that could be accomplished equally effectively by someone less well paid than themselves. So great managers are perpetually on the look-out for higher-level activities to occupy their own time while constantly passing on tasks that they have already mastered.

1.4 Suggest the Russian equivalents

- 1) successful managers;
- 2) enormous pleasure;
- 3) basically cheerful;
- 4) setbacks occur;
- 5) to move on from a job;
- 6) to leave the situation a little better;
- 7) truly effective;
- 8) to express displeasure;
- 9) full responsibility;
- 10) personal dislike;
- 11) people's dissatisfaction;
- 12) the rest of the world;
- 13) old – fashioned approach;
- 14) to create an environment;
- 15) to pass on tasks;
- 16) to give praise;
- 17) in a much stronger position

1.5 Find English equivalents in the text “How to be a great manager”

- 1) не обещай больше, чем можешь сделать;
- 2) важные задачи;
- 3) принимать полную ответственность;
- 4) признавать вину;
- 5) неудовлетворенный работой;
- 6) овладевать, владеть;
- 7) плавная работа;
- 8) настороже;
- 9) быть уверенным;
- 10) создать обстановку;
- 11) получать полезную информацию;
- 12) преимущества и недостатки;
- 13) выразить себя.

1.6 Finish the list of adverbs. Then, using each adverb once only, complete the sentences that follow

Adjective	Adverb
basic	-basically
common	-
constant	-
full	-
true	-
virtual	-

- 1 There are.....no women in top positions at our company.
- 2a good manager is someone who knows how to handle staff well.
- 3 It is.....believed that leaders are born not made.
- 4 In business, you need to be.....aware of what your competitors are doing.
- 5 We have quite a reputation for our innovative approach to product design - we are.....on the lookout for new ideas.
- 6 I am.....delighted to hear of your promotion - it is well deserved.

1.7 Read and translate the following dialogue. Learn it by heart

What makes a good manager?

Reporter: One hears over and over again that what a modern enterprise needs is a good manager. What do you think of the problem?

Manager: The importance of a good manager can't be overestimated.

Reporter: What do you think makes a good manager?

Manager: First of all high standards of professional knowledge and personal conduct.

Reporter: What personal traits must a good manager have?

Manager: A good manager must be flexible, must have confidence in himself and others, and keep a sense of proportion. Besides, he must have leading ability.

Reporter: I see, and what professional skills should managers have?

Manager: Managers must know how to set goals and how to achieve them, how to divide work and how to coordinate the activities of individuals. They must know how to take corrective action if the organization is not progressing towards its goals.

Reporter: Management is often called the art of getting things done through people. What's your point of view on the essence of management?

Manager: The essence of management is to create an environment where individuals, working together, can perform effectively and efficiently. Nowadays managers must be more skilled in handling people.

Reporter: Yes, managers must understand that human resources are a very important part of any business. The manager's job is very interesting, isn't it?

Manager: Yes, and given the opportunity I would choose the same career again.

1.8 Do you have what it takes to be a top boss? Complete the sentences. Choose the option (a, b or c) you most agree with

1 As the boss, do you believe that...

- a) you can arrive and leave work at any time?
- b) you should work the same hours as everybody else?
- c) you should be the first to arrive and the last to leave?

2 If you see someone with a problem, do you ...

- a) watch to see if he/she can resolve the problem?
- b) resolve the problem for him/her?
- c) give hints or tips in resolving the problem?

3 After an argument with someone, do you...

- a) apologise, admitting you were both at fault?
- b) wait for him/her to apologise - you're the boss?
- c) wait until the employee cools down and then try to resolve the situation?

4 An employee is clearly being distracted at work with personal problems. Do you ...

- a) tell him/her to keep their home issues out of the office?
- b) talk to his/her closest co-workers to see if there is anything you or the company can do to help?
- c) offer to spend extra time with him/her on a personal level to discuss the problems?

5 When you take on a new employee, do you ...

a) meet with him/her at least once a week for the first two months to make sure everything is OK?

b) aim to learn his/her name within a week or so?

c) take him/her out to lunch and give an overview of the company?

6 One of your employees requests a day off with little advance notice. Do you ...

a) allow it as a personal favour?

b) tell him/her it's impossible and remind him/her of company policy?

c) allow the day off if there's a good reason, but ask for more notice next time?

7 An assistant is late in submitting a report for the second time this week. Do you ...

a) tell him/her you are more upset about the lack of communication than the uncompleted work?

b) tell him/her to have it ready by the end of the day?

c) arrange for him/her to be transferred to another department?

8 When faced with a difficult problem, do you ...

a) try your best to solve the problem?

b) seek help and advice from others?

c) pass the problem on to someone else?

9 There is a party for a junior member of staff who is leaving. Do you ...

a) shake his/her hand at the end of their last day and wish him/her luck?

b) spend the evening with the group and pay for the drinks?

c) make an appearance at the party but don't stay too long?

10 What is the main driving force in your life?

a) being liked and respected

b) principles and ethics

c) fame and money

1.9 Work out your score. Then read the analysis. Do you agree with it?

1 a 3	b 2	c 1	Over 25 points: Dictators don't last long. You should think about changing your approach. You may be in danger of abusing your position. You need to learn to feel comfortable with a certain level of familiarity with your employees. If not, you will be seen as uncaring. 15 to 25 points: You lead by example and tend to deal with problems on a case-by-case basis. Your approach is similar to that of a schoolteacher or coach - you are both leader and nurturer. You should continue striving to find the right balance of keeping employees happy, motivated and focused. You are a top boss in the making.
2 a 3	b 1	c 2	
3 a 1	b 3	c 2	
4 a 3	b 2	c 1	
5 a 2	b 3	c 1	
6 a 1	b 3	c 2	
7 a 1	b 2	c 3	
8 a 2	b 1	c 3	
9 a 3	b 1	c 2	
10 a 1	b 2	c 3	

			<p>Under 15 points: You probably feel uncomfortable telling others what to do. You need to realize that to gain your employees' respect you will sometimes have to be firm and make unpopular decisions. One of the biggest dilemmas for a boss is balancing being friendly and carrying out your duties as the decision maker. It's a task which requires great skill.</p>
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2 Unit 2. The Manager's Role

2.1 Read and translate the following words into Russian without using a dictionary

manager;
 role;
 organisation;
 company;
 department;
 hospital;
 title;
 resources;
 effectively;
 economically;
 activity;
 industrialist;
 classic;
 definition;
 command;
 coordinate;
 control;

motivate;
 director;
 policy;
 strategy;
 operation;
 interesting;
 modern;
 classify;
 select;
 communicate;
 productive;
 standard;
 social;
 analytical;
 genius;
 character;
 popular.

2.2 Memorize the following words and word-groups from the text of the Unit II

- 1) the like - подобное;
- 2) common - общий;
- 3) to define - определить, давать определение;
- 4) definition - определение;
- 5) to forecast - предсказывать;
- 6) decision - решение;
- 7) to make decision - принимать решение;
- 8) aim, goal, target, objective - цель;

- 9) to direct, to lead - управлять, руководить;
- 10) to involve in - вовлекать в;
- 11) to supply - предлагать;
- 12) work as a team - работать как одна команда;
- 13) measurement - оценка;
- 14) performance - исполнение, работа;
- 15) to measure - оценивать;
- 16) in relation to - относительно к;
- 17) to succeed - иметь успех, преуспевать в чем-либо;
- 18) analytical abilities - аналитические способности;
- 19) character - характер;
- 20) integrity - цельность, честность;
- 21) skill - умение;
- 22) keen - страстно желающий;
- 23) to admire - восхищаться.

2.3 Read the text, try to understand it to be able to do the assignments that follow

The Manager's Role

Our society is made up of all kinds of organisations, such as companies, government departments, unions, hospitals, schools, libraries, and the like. In all these organisations, there are people carrying out the work of a manager although they do not have that title. The main duty of the head of any organisation is to use the resources of the organisation effectively and economically to achieve its objectives.

Are there certain activities common to all managers? Can we define the task of a manager? A French industrialist, Henry Fayol, wrote in 1916 a classic definition of the manager's role. He said that to manage is "to forecast and plan, to organise, to command, to coordinate and to control". This definition is useful today, though some people disagree with Henry Fayol's definition of the role of management. They think that a manager should motivate or direct and lead instead of commanding.

However, in most companies, the activities of a manager depend on the level at which he/she is working. Top managers, such as the chairmen and directors, are more involved in planning, policy-making and company strategy. On the other hand, middle managers and supervisors are more involved in the day-to-day decisions affecting the daily operation of their organisations.

An interesting modern view on managers is supplied by an American writer, Mr. Peter Drucker. In his opinion, managers perform five basic operations. Firstly, managers set objectives. They decide what these should be and how the organisation can achieve them. Secondly, managers organise! They must decide how the resources of the company are to be used, how the work is to be classified and divided. Furthermore, they must select people for the jobs to be done. Their third task is to motivate and communicate effectively. They must be able to get people to work as a team, and to be as productive as possible. The fourth activity is measurement. Having

set targets and standards, managers have to measure the performance of the organisation, and of its staff, in relation to those targets. Finally, managers develop people including themselves. They "help people to grow and become bigger and richer persons". To succeed in these tasks, managers need social skills, analytical abilities, understanding of human beings.

In Peter Drucker's opinion, good managers need not be geniuses but must bring character to the job. They are people of integrity, who will look for that quality in others.

2.4 Answer the following questions

- 1 What is the main duty of the head of any organisation?
- 2 Who wrote a classic definition of the manager's role?
- 3 Why do some people disagree with Henry Fayol's definition of the role of management?
- 4 In what ways are the functions of a company director, for example, different from those of a middle manager?
- 5 In Peter Drucker's opinion, what basic operations do managers perform?
- 6 What skills and abilities do the managers need to succeed in these tasks?
- 7 In Peter Drucker's opinion, which of the following things should a manager be?

- a) exceptionally intelligent;
- b) keen to improve people's lives;
- c) interested in other people;
- d) popular;
- e) able to give clear orders;
- f) honest;
- g) admired by others.

2.5 Memorize the phrases expressing agreements and disagreements

- | | |
|---------------------------------|-----------------------------------|
| A 1) I suppose (I guess) ... | - Я полагаю ... |
| 2) I think ... | - Я думаю (считаю, полагаю) ... |
| 3) As far as I remember ... | - Насколько я помню ... |
| 4) As far as I know ... | - Насколько я знаю ... |
| 5) If I'm not mistaken ... | - Если не ошибаюсь ... |
| 6) If my memory doesn't fail me | - Если память мне не изменяет ... |
|
 | |
| B 1) You are right | - Вы правы |
| 2) Right you are | - Вы правы |
| 3) That's right | - Верно |
| 4) Quite so | - Совершенно верно |
| 5) Quite agree with you | - Совершенно согласен с вами |
| 6) I think so | - Считаю, что так |

7) I'm of the same opinion	- И я того же мнения, считаю так же
C 1) You are wrong	- Вы не правы
2) You are mistaken	- Вы ошибаетесь
3) That's not so	- Это не так
4) I don't think so	- Не думаю
5) I don't agree with you	- Не согласен с вами
5) Far from it	- Отнюдь нет, ничуть
6) Nothing of the kind	- Ничего подобного
7) (It is) far from true	- Далеко не так
8) (It is) that is not true	Это не правда

2.6 Say whether the following statements are true or false

- 1 The vice-chancellor of a university, the president of the students' union or a chief librarian are all managers.
- 2 Henry Fayol wrote a classic definition of the manager's role in 1920.
- 3 Everybody agrees with Henry Fayol definition of the manager's role.
- 4 The functions of top managers are similar to those of middle managers.
- 5 To succeed in their work, managers need only analytical abilities.
- 6 Good managers need be geniuses.
- 7 A manager should be keen to improve people's lives, interested in other people, able to give clear orders, honest, admired by others; and able to examine carefully and make judgments.

2.7 Find the Russian equivalents

- | | |
|-----------------------------|----------------------------|
| 1) intelligent; | 1) улучшать; |
| 2) to improve; | 2) экономный; |
| 3) to agree; | 3) экономический; |
| 4) to succeed; | 4) умный; |
| 5) to achieve an objective; | 5) преуспевать в чем-либо; |
| 6) to set an objective; | 6) соглашаться; |
| 7) economical; | 7) политика компании; |
| 8) economic; | 8) ставить цель; |
| 9) company strategy; | 9) достигать цели; |
| 10) company policy. | 10) стратегия компании. |

2.8 Match the synonyms

- | | |
|---------------------|--------------------------|
| 1) the like | 1) to be a great success |
| 2) duty | 2) to apply |
| 3) to use | 3) so on |
| 4) in one's opinion | 4) responsibility |

- | | |
|----------------|-------------------|
| 5) objective | 5) to search |
| 6) to measure | 6) to evaluate |
| 7) to look for | 7) target |
| 8) to work | 8) to lead |
| 9) to direct | 9) to operate |
| 10) to succeed | 10) in one's view |

2.9 Retell the text “The Manager’s Role”

2.10 Read and translate the text

What is a Manager?

A number of different terms are used for "manager", including "director", "administrator" and "president". The term "manager" is used more frequently in profit-making organisations, while the others are used more widely in government and non-profit organisations such as universities, hospitals and social work agencies.

What, then, is a manager?

When used collectively the term "management" refers to those people who are responsible for making and carrying out decisions within the system.

An individual manager is a person who directly supervises people in an organisation.

Some basic characteristics seem to apply to managers in all types of organisations; they include hard work on a variety of activities, preference for active tasks, direct personal relationships.

Almost everything a manager does involve decisions.

The reason for making a decision is that a problem exists. In decision-making there is always some uncertainty and risk.

Managing is a hard work. There is a lot to be done and relatively little time to do it. The engineer can finish a design on a particular day, and the lawyer can win or lose a case at a certain time. But the manager's job like «Old Man River» - it just keeps going.

Notes:

- 1) collectively - в собирательном значении
- 2) preference - предпочтение
- 3) uncertainty - неопределенность
- 4) lawyer - адвокат
- 5) case - зд. дело
- 6) "Old Man River" - the name of a song

2.11 Choose the sentence expressing the main point of the text

- 1 The text is about different words, which mean "manager".

- 2 The text gives the meanings of the words "management" and "manager".
- 3 The text reflects characteristic features common to all managers.
- 4 The text says about the job of a manager.

2.12 Retell the text “What is a Manager?”

3 Unit 3. Management Functions

3.1 Read and translate the following words into Russian without using a dictionary

- 1) management;
- 2) company;
- 3) business;
- 4) specific;
- 5) basic;
- 6) function;
- 7) motivate;
- 8) communication;
- 9) structure;
- 10) plan;
- 11) organize;
- 12) situation;
- 13) control;
- 14) action;
- 15) alternative;
- 16) process;
- 17) resources;
- 18) phase;
- 19) person;
- 20) potential;
- 21) problem;
- 22) technical;
- 23) combination.

3.2 Check if you remember the meaning of the following words

- 1) to compose of;
- 2) to include;
- 3) to operate;
- 4) to perform;
- 5) to direct;
- 6) to depend on;
- 7) to guide;
- 8) to complete;

- 9) to recognize;
- 10) to determine;
- 11) to achieve;
- 12) to evaluate;
- 13) to choose;
- 14) to establish;
- 15) to involve;
- 16) to reach;
- 17) to replan;
- 18) to redirect.

3.3 Find the words close in meaning

- | | |
|-----------------|--------------------|
| 1) objective; | 1) to finish; |
| 2) to operate; | 2) goal; |
| 3) to direct; | 3) to guide; |
| 4) to evaluate; | 4) to attain; |
| 5) to achieve; | 5) responsibility; |
| 6) to complete; | 6) to work; |
| 7) duty; | 7) to measure. |

3.4 Read and translate the following text in written form. Give Russian equivalents to the underlined words and word combinations

Management functions

Management plays a vital role in any business or organized activity. Management is composed of a team of managers who have charge of the organization at all levels. Their duties include making sure company objectives are met and seeing that the business operates efficiently. Regardless of the specific job, most managers perform four basic functions. These management functions are **planning, organising, directing, and controlling**.

Planning involves determining overall company objectives and deciding how these goals can best be achieved. Managers evaluate alternative plans before choosing a specific course of action and then check to see that the chosen plan fits into the objectives established at higher organizational levels. Planning is listed as the first management function because the others depend on it. However, even as managers move on to perform other managerial functions, planning continues as goals and alternatives are further evaluated and revised.

Organizing, the second management function, is the process of putting the plan into action. This involves allocating resources, especially human resources, so that the overall objectives can be attained. In this phase managers decide on the positions to be created and determine the associated duties and responsibilities. Staffing, choosing the right person for the right job, may also be included as part of the organizing function.

Third is the day-to-day **direction and supervision** of employees. In directing, managers guide, teach, and motivate workers so that they reach their potential abilities and at the same time achieve the company goals that were established in the planning process. Effective direction, or supervision, by managers requires ongoing communication with employees.

In the last management function, **controlling**, managers evaluate how well company objectives are being met. In order to complete this evaluation, managers must look at the objectives established in the planning phase and at how well the tasks assigned in the directing phase are being completed. If major problems exist and goals are not being achieved, then changes need to be made in the company's organizational or managerial structure. In making changes, managers might have to go back and replan, reorganize, and redirect.

In order to adequately and efficiently perform these management functions, managers need interpersonal, organizational and technical skills. Although all four functions are managerial duties, the importance of each may vary depending on the situation. Effective managers meet the objectives of the company through a successful combination of planning, organizing, directing, and controlling.

3.5 Answer the following questions

- 1 What role does management play in any business?
- 2 How many functions do most managers perform?
- 3 What are they?
- 4 Why planning is listed as the first management function?
- 5 What does organizing involve?
- 6 What does effective direction by managers require?
- 7 What skills and abilities do managers need to succeed in their tasks?

3.6 Retell the text “Management Functions”

3.7 Read and translate the text

Decision making

One of the most important tasks, a manager performs is decision making. This may be defined as the process of choosing a course of action (when alternatives are available) to solve a problem. The steps listed below provide a simplified framework of the ideal decision-making process.

The ability to implement the decision-making process is often determined by environmental factors rather than the steps in some 'ideal' model. Decisions are frequently influenced more by the environment and structure of the organization than by the method itself. The process of decision making may, therefore, be examined in light of environmental factors.

A number of factors may change the ideal decision-making process. The amount of flexibility within an organization and the available resources are often limiting

factors. Another organizational factor is the importance of the decision being made in relation to other problems and responsibilities of management.

Three other factors also influence the decision-making process. They are: time, creativity, and risk. The amount of time available to make a decision for a given problem is often determined by the environment, not the management. The risk associated with a particular course of action may be lessened by use of a group rather than an individual. As a rule, groups make better solutions than individuals.

3.8 Say whether the following statements are true or false

- 1) One of the most important tasks, a manager performs is director controlling.
- 2) As a rule, groups make better solutions than individuals.
- 3) Time, creativity, and risk are the three factors that influence the decision-making process.
- 4) The process of decision making may, therefore, be examined in light of environmental factors.
- 5) The risk associated with a particular course of action may be lessened by use of an individual.

3.9 Find the synonyms

- | | |
|--------------|-------------------|
| 1) to supply | 1) to determine |
| 2) duty | 2) to perform |
| 3) to test | 3) solution |
| 4) amount | 4) to provide |
| 5) to define | 5) to examine |
| 6) decision | 6) number |
| 7) to fulfil | 7) responsibility |

3.10 Complete the sentences according to the text “Decision making”

- 1) The amount of time available to make a decision for a given problem is often determined by...
- 2) The ability to implement the decision-making process is often determined by environmental factors rather than...
- 3) The steps listed below provide a simplified framework of...
- 4) Another organizational factor is the importance of the decision being made in relation to...
- 5) Decision making may be defined as the process of...

4 Unit 4. Management and Human Resources Development

4.1 Read and translate the following words into Russian without using a dictionary

- | | |
|-----------------|---------------------|
| 1) motivation; | 9) stimulus; |
| 2) factor; | 10) organizational; |
| 3) morale; | 11) material; |
| 4) technical; | 12) result; |
| 5) realization; | 13) professional; |
| 6) effectively; | 14) individual; |
| 7) aspect; | 15) personal; |
| 8) component; | 16) fundamental. |

4.2 Check if you remember the meaning of the following verbs

- | | |
|-----------------|--------------------|
| 1) to relate; | 8) to be aware of; |
| 2) to refer to; | 9) to result; |
| 3) to respond; | 10) to increase; |
| 4) to adopt; | 11) to assume; |
| 5) to check; | 12) to assemble; |
| 6) to improve; | 13) to direct; |
| 7) to satisfy; | 14) to provide. |

4.3 Put five types of questions to each sentence (general, special, alternative, disjunctive, to the subject of the sentence)

Managers perform various functions.

Managers must be aware of the workers' needs in order to motivate them.

These needs include a good salary, safe working conditions, and job security.

Job enlargement increases the number of tasks workers perform.

Managers attempt to direct the behavior of workers toward the company goals.

4.4 Memorize the following words and word – groups from the text below

- 1) least understood - наименее понятный;
- 2) utilization - использование;
- 3) to reveal - показывать, обнаруживать;
- 4) closely - тесно, близко;
- 5) behavior - поведение;
- 6) to be aware of - сознавать;
- 7) to satisfy - удовлетворять;
- 8) survival - выживание;
- 9) to result in - кончаться чем-либо, иметь результатом;
- 10) to occur - случаться, происходить;

- 11) to meet the needs - удовлетворять запросы;
- 12) consequently - следовательно, поэтому;
- 13) to appeal - обращаться, привлекать;
- 14) to assume - брать на себя ответственность;
- 15) deadline - крайний срок;
- 16) to assemble - собирать, монтировать;
- 17) responsibility - ответственность;
- 18) to improve - улучшать.

4.5 Read and discuss the text

Management and human resources development

Managers perform various functions, but one of the most important and least understood aspects of their job is proper utilization of people. Research reveals that worker performance is closely related to motivation; thus keeping employees motivated is an essential component of good management. In a business context, motivation refers to the stimulus that directs the behavior of workers toward the company goals. In order to motivate workers to achieve company goals, managers must be aware of their needs.

Many managers believe workers will be motivated to achieve organizational goals by satisfying their fundamental needs for material survival. These needs include a good salary, safe working conditions, and job security. While absence of these factors results in poor morale and dissatisfaction, studies have shown that their presence results only in maintenance of existing attitudes and work performance. Although important, salary, working conditions, and job security do not provide the primary motivation for many workers in highly industrialized societies, especially at the professional or technical levels.

Increased motivation is more likely to occur when work meets the needs of individuals for learning, self-realization, and personal growth. By responding to personal needs - the desire for responsibility, recognition, growth, promotion, and more interesting work managers have altered conditions in the workplace and, consequently, many employees are motivated to perform more effectively.

In an attempt to appeal to both the fundamental and personal needs of workers, innovative management approaches, such as job enrichment and job enlargement, have been adopted in many organizations. Job enrichment gives workers more authority in making decisions related to planning and doing their work. A worker might assume responsibility for scheduling work-flow, checking quality of work produced, or making sure deadlines are met. Job enlargement increases the number of tasks workers perform by allowing them to rotate positions or by giving them responsibility for doing several jobs. Rather than assembling just one component of an automobile, factory workers might be grouped together and given responsibility for assembling the entire fuel system. By improving the quality of work life through satisfaction of fundamental and personal employee needs, managers attempt to direct the behavior of workers toward the company goals.

4.6 Answer the following questions

What is the most important and least understood function of the manager?

What are workers' fundamental needs?

What are workers' personal needs?

Innovate management approaches, such as job enrichment and job enlargement have been adopted in many organisations, haven't they?

4.7 Read the following dialogue. Give Russian equivalents to the underlined word combinations. Learn the dialogue by heart

Sam: Hi, Anne. How are you getting on?

Anne: Fine, as usual, thanks, Sam. What about you?

Sam: I'm O. K. It's nice to see you.

Anne: Me too. I'm glad you are not in a hurry and we have time to talk today.

Sam: Sure.

Anne: Can you give me a piece of advice?

Sam: Well, I'll try if I can.

Anne: You know I've been always good at cooking. I am thinking of starting my own business-cafe.

Sam: It might be a good idea.

Anne: I guess I must learn about the responsibilities of going into business. Are you

Sam: going into this business by yourself?

Anne: Exactly. I'd like to have a cafe with my name on it where I make the decisions and where I control the profits.

Sam: You seem to be resolute so I'll try to help you. If you go into business alone, it is called a sole proprietorship. In such case you needn't consult a lawyer to form the business. You can start or you can stop your business whenever you

Anne: like.

Sam: It sounds encouraging. What else can you tell me?

There is no need to consult partners or a board of directors. So you can put your policies into effect quickly. You decide on your vacation, hours, salary,

Anne: hiring and firing.

Sam: Well, that's not bad.

Anne: Wait a moment. I believe I have to tell you about the risk involved.

Sam: What do you mean?

First of all, the most important risk is that you have unlimited liability. It

Anne: means that you are responsible for all your business debts.

Sam: So if the business fails, I have to declare personal bankruptcy, don't I?

Anne: That's what I mean. You can lose your personal assets.

Sam: Well, it's rather disappointing. What other things should I know?

Anne: You won't get tax benefits which partnerships or corporations can get.

Sam: I know about it. By the way do you know of a good accountant to do my taxes?

Anne: Of course. You'll also have to hire a good bookkeeper if you can't do your

books yourself.

Sam: I can't say anything definite about that. I have to think it over. What else, Sam?

Anne: Well, I am a bit hungry, why don't we have a snack together and discuss the things in the cafe.

You are right as usual. Let's go.

4.8 Translate the text “Business men and Managers” in written form using a dictionary

Business men and managers

The difference between the salaried* managers and the individual capitalist who owns the company of which he is chairman is clear enough. The distinction is between men who understand the strategy of business and those who are only concerned with their own functions. The salaried company official in middle management, whose highest ambition is to be head of his department and retire on the firm's pension scheme just like his suburban neighbour, a civil servant, will not think of himself as a business man as he thinks of one of his directors as a business man, or the tough owners of firms with whom he deals, or the proprietors of the garage that services his car. Plenty of men in middle management have, of course, business strategy in the blood, and are determined to rise, whether in their own company or another, to a position where they will have scope to make business decisions. These are, in our sense, potential business men.

It is significant that some people would like to drop the word «business man» altogether. Young men who do not care to admit that they are going into business can nowadays say that they are going into management. Some directors like to speak of their companies as «organizations» serving the public rather than as businesses making profits, and refer to themselves as simply senior members of the management team. Many businessmen prefer to be described as directors, industrialists, executives, etc. But directors do not as a rule like to be called managers. On the contrary, there are directors of small firms who have refused better-paid jobs in larger firms because they would there lose the status and title of «director».

The frontier between business men and managers is thus for many reasons hard to define.

Notes: Salaried: paid salary, usually monthly; not owning shares in firm.

Workmen are usually paid a weekly wage (weekly wages).

4.9 Read and act out the dialogue. Discuss the problem raised in the dialogue. Make a story on the basis of the dialogue paying special attention to the Reported Speech

- Good afternoon, Mr. Smith. My name is Susan Brown, "Economics" magazine. I would like to ask you some questions.

- Good afternoon, Miss Brown.
- Mr. Smith, you are the president of "New Equipment Corporation" producing computer equipment. Your company is on the top nowadays, though it appeared on the market not so long ago. Please, tell our readers how you started.
- You know, it was not easy. The thing is that our company has a form of corporation, and organizing a corporation is more complicated and costly than other forms of business. So, my partners and I prepared all the necessary documents and, having got the permission of authorities, started to run the business. Of course, the beginning was difficult because of high competition. Yes, we took some risk. But you know, running a corporation has some advantages.
- What are they?
- First of all, corporation combines funds of more than one person for a start up or expansion, and it can continue operations indefinitely.
- I see, but I suppose that there are some disadvantages, aren't they?
- Yes, of course, there are, and the main is double taxation.
- What does it mean?
- It means that corporations pay income tax and corporate tax.
- But in spite of all these difficulties you started your business. I think that you put your creativity to work into the corporation. And what qualities should a person possess to start and develop business?
- He or she should be creative, get on with other people well, to be a leader and motivate other people.
- Thank you very much for the interview, Mr. Smith. I hope we'll meet soon. Good bye.
- Good bye, Miss Brown.

Notes:

permission of authorities — разрешение властей

double taxation - двойное налогообложение

income tax - подоходный налог

corporate tax- корпоративный налог

4.10 Have you got what it takes to run the business? Use your answers to the following questions as the guiding lines when speaking about entrepreneurship

- 1 Are you a self – starter?
- 2 How do you get on with other people?
- 3 Can you lead and motivate others?
- 4 Can you take responsibility?
- 5 Are you a good organiser?
- 6 How good a worker are you?
- 7 Can you make decisions?
- 8 Do you enjoy taking risks?
- 9 Can you stay the course?
- 10 Are you motivated by money?
- 11 How do you react to criticism?

- 12 Can people believe what you say?
- 13 Do you delegate?
- 14 Can you cope with stress?
- 15 How do you view your chances of a success?
- 16 If the business was not making profit after 5 years what would you do?

5 Unit 5. Directors and managers

5.1 Memorize the following words and word – groups from the text below

- 1) upper – верхний;
- 2) upper limit - верхний предел;
- 3) to head – возглавлять;
- 4) board - совет, правление;
- 5) board of directors - совет директоров;
- 6) to appoint – назначать;
- 7) to be in charge of smth - заведовать чем-либо, отвечать за что-либо;
- 8) to run the company - управлять компанией;
- 9) to assist – помогать;
- 10) deputy - заместитель;
- 11) deputy director - заместитель директора;
- 12) deputy minister - заместитель министра;
- 13) affair - дело;
- 14) to be subject to smth - подпадать под действие чего-либо;
- 15) restriction - ограничение;
- 16) responsible - ответственный;
- 17) to be responsible to - быть ответственным перед кем-либо;
- 18) for smth - за что-либо;
- 19) responsibility - ответственность;
- 20) sale / sales – продажа / продажи;
- 21) seller - продавец;
- 22) personnel - персонал;
- 23) buyer - покупатель;
- 24) representative - представитель;
- 25) business card - визитная карточка;
- 26) drive - проезд, дорога;
- 27) managing director - директор-распорядитель;
- 28) finance - финансы;
- 29) financial - финансовый;
- 30) financier - финансист.

5.2 Read and translate the text

Directors and managers

As a rule a private company has only one director.

A public company must have at least two directors. Usually there is no upper limit on the number of directors a public company may have. The company's note-paper must list either all or none of the names of its directors.

A limited liability company or a corporation is headed by the board of directors elected by shareholders. The directors appoint one of their number to the position of managing director to be in charge of the day-to-day running of the company. In large organizations the managing director is often assisted by a general manager. Some companies also have assistant general managers. Many directors have deputies who are named deputy directors.

Directors need not be shareholders. They are responsible for the management of a company's affairs. They are not subject to any residence or nationality restrictions.

Big companies have many managers heading departments. They are all responsible to the managing director. Among various departmental managers (directors) the following can be mentioned:

- sales manager
- personnel manager
- chief manager
- district manager
- sales and marketing manager
- industrial engineering manager etc.

5.3 Find the answers to the following questions in the text:

- 1) How many directors can a private company have? And what about a public company?
- 2) Who heads a limited liability company?
- 3) How is a managing director appointed? What are his duties?
- 4) Who is a general manager?
- 5) What is the status of a director?
- 6) What managers do many companies have?
- 7) Whose business cards were quoted? What information did they give?

5.4 Complete the sentences with the following words:

Shareholders, directors, management, nationality restrictions, board, assistant, public company

- 1) The company's note-paper must list either all or none of the names of its...
- 2) Directors need not be ...

- 3) They are responsible for the ... of a company's affairs.
- 4) They are not subject to any residence or ...
- 5) A... must have at least two directors.
- 6) The shareholders are to elect...of directors.
- 7) Some companies also have... general managers.

5.5 Sum up what the text says about:

directors of private companies
directors of public companies
directors of limited liability companies, their assistants and deputies
managers

5.6 Retell the text in short

5.7 Have a look at the chart showing some qualities making a good manager:

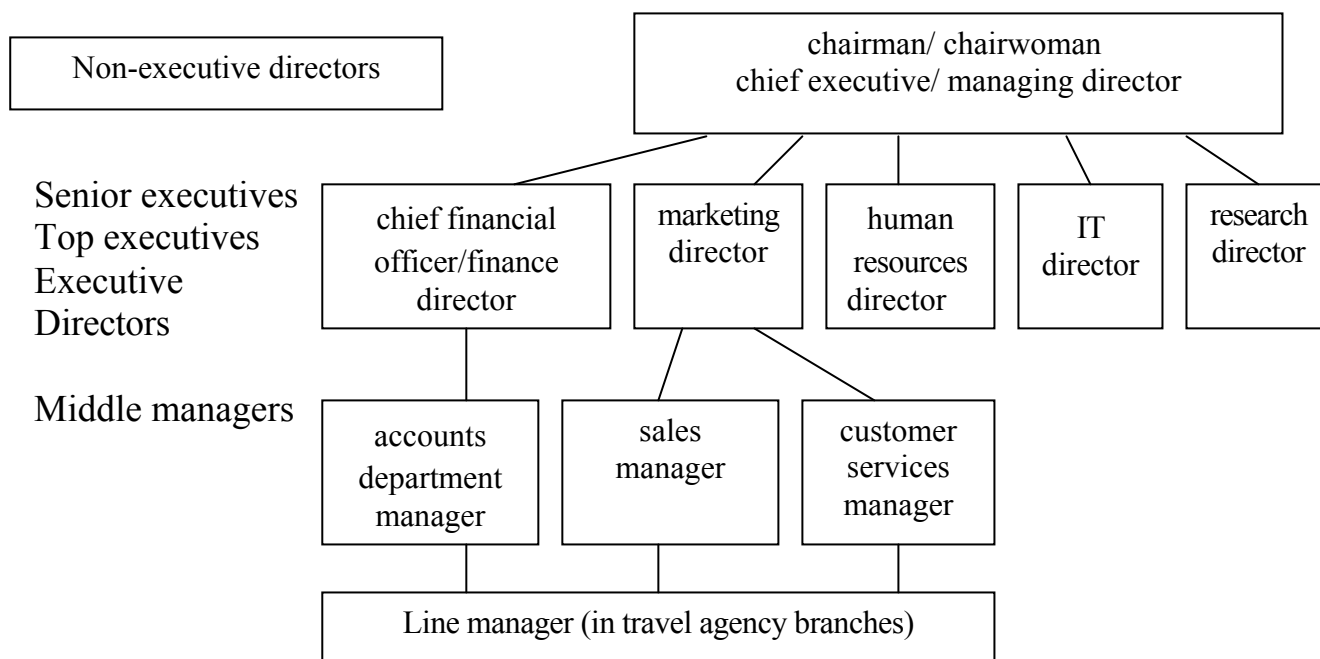
- Being decisive: able to make quick decisions;
- Being friendly and sociable;
- Being able to communicate with people;
- Being authoritative: able to give orders;
- Being persuasive: able to convince people to do things;
- Being efficient: doing things quickly, not leaving tasks unfinished;
- Being logical, rational and analytical;
- Being able to motivate, inspire and lead people;
- Being competent: knowing his job perfectly as well as the work of his subordinates;
- Having good ideas.

Say:

which of these qualities seem most important to you
which of these qualities can be taught
where they can be taught, to your mind.

5.8 Remember the following titles

Managers, executives and directors



5.9 Job descriptions. Match the jobs with their descriptions

1 Managing Director	A. He makes the product, which the company sells.
2 Secretary	B. He buys all the things that the company needs.
3 Finance Director	C. His job is to make sure that the company has a good image.
4 Chief Accountant	D. His job is to find and test new products.
5 Human Resources	E. He is responsible for everything when the boss or Director is away.
6 Purchasing Manager	F. She types letters, files papers, makes appointments for the boss.
7 Assistant General Manager	G. He has general responsibility for the whole company.
8 Director of Research and Development	H. His job is to make sure that the company produces the goods, which people want to buy.
9 Production Manager	I. He does the books and prepares the balance sheets.
10 Marketing Director	J. He is the company's people manager.

11 Sales Director	K. He is in charge of people who sell the products.
12 Public Relations Manager	L. He looks after the company's money.

5.10 Guess what responsibilities each person may have

Nick:

Every six months we produce a report showing how the company is doing. This past week, we've been busy with our accountants preparing the results that will be included in our next report.

James:

I'm a member of a team of engineers and we've just finalised the design of our new portable computer. This model will be more powerful and more adaptable than our previous one. We're constantly looking for new ideas and experimenting with new products.

Peter:

Before selling our latest product, our department must decide in which regions it will be the most successful and what types of consumer we want to reach.

Amanda:

Communication is key aspect of my department's work. We answer enquiries made by our customers and are also in contact with the press to inform them of our new products and changes within the company.

Bill:

We've been having problems with the quality of certain electronic parts made in our factories. So several members of the department have got together to talk about ways of improving some of our manufacturing techniques.

Kate:

Our company is going through a difficult period and we have to reduce the number of employees in several departments and review salaries throughout the organisation.

Sam:

In today's changing work environment, computer systems play an essential role in how the company is run. In our department we not only ensure that all systems are working properly but we also design and develop new applications to make it easier for our employees to exchange and share information.

6 Unit 6. Scientific Management

6.1 Memorize the following words and word-groups from the text

- 1) influence - влияние;
- 2) to influence - оказывать влияние, влиять;

- 3) manager - управляющий, менеджер;
- 4) to manage - руководить, управлять;
- 5) to set a pattern for - разработать модель;
- 6) to follow - следовать, идти за, придерживаться;
- 7) approach - подход;
- 8) to criticize - критиковать;
- 9) criticism - критика;
- 10) to be of practical importance - иметь практическое значение;
- 11) scientific Management - научный менеджмент;
- 12) to argue - спорить, убеждать, доказывать, обсуждать;
- 13) argument - спор, дискуссия, аргумент;
- 14) to analyse - анализировать;
- 15) analysis - анализ;
- 16) analyses - анализ (мн. ч)
- 17) to arrange in a logical - расположить в логической последовательности;
- 18) sequence - возрастать, увеличиваться;
- 19) to increase - рост, увеличение, возрастание;
- 20) increase - уменьшать (ся);
- 21) *ant.*- decrease - уменьшение;
- 22) wages *syn.* Salary - заработная плата;
- 23) output *syn.* productivity - производительность;
- 24) to be in full swing - быть в полном разгаре;
- 25) heavy investment - крупные инвестиции;
- 26) machinery - машины, агрегаты,
- 27) efficiency - эффективность;
- 28) to adopt a new approach - принимать новый подход;
- 29) amount of work - объем работ;
- 30) to make a lasting contribution to - сделать большой вклад;
- 31) to focus - сосредоточивать внимание;
- 32) de-skilling - деквалификация;
- 33) to conduct (to do) an experiment - проводить опыт (эксперимент);
- 34) solution to a problem - решение проблемы.

6.2 Read and translate the following words:

Superintendent, effectiveness, efficiency, sequence, method, guesswork, practice, machinery, labour, consultant, company, operation, solution, experience, experiment, effort, procedure, colleagues, productivity, contribution, weakness, standards, scientific, industrial, systematically, plentiful, annual, revolutionary, necessary, repetitive, to determine, to prescribe, to collect, to analyse, to emphasize, to simplify, to introduce.

6.3 Read and translate the text

Scientific Management

No one has had more influence on managers in the twentieth century than Frederick W. Taylor, an American engineer. He set a pattern for industrial work which many others have followed, and although his approach to management has been criticized, his ideas are still of practical importance.

Taylor founded the school of Scientific Management just before the 1914 - 18 war. He argued that work should be studied and analyzed systematically. The operations required to perform a particular job could be identified, then arranged in a logical sequence. After this was done, a worker's productivity would increase and so would his wages. The new method was scientific. The way of doing a job would no longer be determined by guesswork. Instead, management would work out scientifically the method for producing the best results. If the worker followed the prescribed approach his output would increase.

When Taylor started work the industrial revolution was in full swing. Factories were being set up all over the USA. There was heavy investment in plant and machinery. He worked for twenty years with the Midvale Steel Company, first as a laborer, then as a Shop Superintendent. After that, he was a consultant with the Bethlehem Steel Company. Taylor studied how to improve the efficiency of workers. He conducted many experiments to find out how to improve their productivity. His solution to these problems was therefore based on his own experience.

When Taylor was with Bethlehem Steel, he criticized management and workers. He wanted both groups to adopt a new approach which would change their thinking completely.

Observing, analyzing, measuring, specifying the work method, organizing and choosing the right person for the job these were the tasks of management.

Taylor made a lasting contribution to management thinking. His main insight that work can be systematically studied in order to improve working methods and productivity was revolutionary.

The weakness of his approach was that it focused on the system of work rather than on the worker. With this system the worker becomes a tool in the hands of management. It is assumed that he will do the same boring, repetitive job hour after hour while maintaining a high level of productivity. Another criticism is that it leads to de-skilling. Because the tasks are simplified workers become frustrated. Finally, some people think that it is wrong to separate doing from planning. The two tasks can and should be done by the same person. A worker will be more productive if he is engaged in planning, decision-making, controlling and organizing. For all these reasons, a reaction has set in against the ideas of Frederick W. Taylor.

6.4 Answer the following questions

1 Who made the largest contribution to management thinking in the XX-th century?

- 2 What is the essence of Taylor's approach?
- 3 What economic environment did Taylor start his scientific work in?
- 4 Why did Taylor use to criticize management and workers with Bethlehem Steel?
- 5 What were the tasks of management according to Taylor?
- 6 How did Taylor's approach influence productivity?
- 7 Why has a reaction against the ideas of Frederick Taylor set in?

6.5 Complete the sentences according to the text

- 1 When Taylor was with Bethlehem Steel
- 2 The weakness of his approach was
- 3 He conducted many experiments
- 4 A worker will be more productive if
- 5 He set a pattern for industrial work
- 6 He wanted both groups

6.6 Say whether the following statements are true or false

- 1 Frederick Taylor is famous for having founded the school of Scientific Management.
- 2 Taylor worked out his approach just on the eve of industrial revolution.
- 3 Taylor was against separating doing and planning.
- 4 Taylor's approach was focused on the system of work rather than on the worker.
- 5 Taylor's solutions were based on his own experience.
- 6 The economic environment for the implementation of Taylor's ideas was rather unfriendly.
- 7 The simplification of tasks according to Taylor frustrated workers.

6.7 Find the equivalents

- | | |
|-------------------------|-------------------------------------|
| 1) repetitive | 1) разработать модель |
| 2) to improve | 2) практическое значение |
| 3) to argue | 3) экономический |
| 4) to set pattern | 4) возрасть |
| 5) economic | 5) оборудование |
| 6) deficiency | 6) придерживаться, следовать модели |
| 7) to increase | 7) повторяющийся |
| 8) machinery | 8) улучшать (ся) |
| 9) practical importance | 9) спорить, доказывать |
| 10) to follow a model | 10) недостаток, дефицит. |

6.8 Match the synonyms

- | | |
|-----------------|--------------------|
| 1) work | 1) routine |
| 2) wages | 2) to go after |
| 3) equipment | 3) output |
| 4) influence | 4) to be a success |
| 5) to follow | 5) succession |
| 6) productivity | 6) machinery |
| 7) to succeed | 7) salaries |
| 8) efficiency | 8) impact |
| 9) sequence | 9) job |
| 10) repetitive | 10) effectiveness |

6.9 Retell the text “Scientific Management”

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