

МІНІСТЕРСТВО ОСВІТИ І НАУКИ, МОЛОДІ ТА СПОРТУ УКРАЇНИ  
ХАРКІВСЬКА НАЦІОНАЛЬНА АКАДЕМІЯ  
МІСЬКОГО ГОСПОДАРСТВА

Методичні вказівки  
до проведення практичних занять  
з дисципліни

**«Іноземна мова професійного спрямування»**  
**(англійська мова)**

*(для студентів 1 курсу денної та заочної форм навчання  
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## INTRODUCTION

These educational materials are designed for the students of the 1st course of speciality “Management” to develop their knowledge and skills in English language according to their profession.

The manual is based on the authentic texts concerning tourism. It also has the tasks for reading, translating, lexical and grammar tasks, texts for self-study. It has 10 units. Each unit contains:

- activities on vocabulary;
- activities on grammar.

The manual can be also recommended for students’ self-study. It is expected to teach students working at English texts on their own, to increase the level of their knowledge and to form foreign communicative competence.

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## UNIT 1

### WHAT IS A MANAGER?

#### 1. Read and memorize the following words and word-combinations:

manager – менеджер

personnel manager – начальник відділу кадрів

financial manager – фінансовий менеджер

sales manager – завідувач відділом збуту

marketing manager – менеджер з маркетингу

responsible – відповідальний

decision – рішення

to supervise – завідувати

managerial – управлінський

efficiency – ефективність

training – навчання

hierarchy – ієрархія

authority – повноваження

initiative – ініціатива

employee – працівник

#### 2. Read and translate the text:

##### What is a manager?

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

So, whom do we call a “manager”?

In its broad meaning, the term “managers” applies to the people who are responsible for making and carrying out decisions within a certain system. A personnel manager directly supervises people in an organization. Financial manager is a person who is responsible for finance. Sales manager is responsible

for selling of goods. A marketing manager is responsible for promotion of products on the market.

Almost everything a manager does involves decision-making. When a problem exists a manager has to make a decision to solve it. In decision-making there is always some uncertainty and risk.

Management is a variety of specific activities. Management is a function of planning, organizing, coordinating, directing and controlling. Any managerial system, at any managerial level, is characterized in terms of these general functions.

Managing is a responsible and hard job. There is a lot to be done and relatively little time to do it. In all types of organizations managerial efficiency depends on manager's direct personal relationships, hard work on a variety of activities and preference for active tasks.

The characteristics of management often vary according to national culture, which can determine how managers are trained, how they lead people and how they approach their jobs.

The amount of responsibility of any individual in a company depends on the position that he or she occupies in its hierarchy. Managers, for example, are responsible for leading the people directly under them, who are called subordinates. To do this successfully, they must use their authority, which is the right to take decisions and give orders. Managers often delegate authority. This means that employees at lower levels in the company hierarchy can use their initiative that is make decisions without asking their manager.

### **3. Find in the text answers to these questions:**

1. When do we use the term “manager”?
2. Whom do we call a “manager”?
3. What concrete activities a production manager (financial manager, personnel manager, marketing manager) is responsible for?
4. Explain the definition of “management”.
5. What factors does managerial efficiency in all types of organizations depend on?
6. What work are managers responsible for?
7. What means to delegate authority?

**4. Fill in the blanks with appropriate words:**

*employee leadership manager initiative training responsible managerial hierarchy efficiency decision-making*

1. Good \_\_\_\_\_ know how to use the skills of the people who work under them.
2. He has a unique \_\_\_\_\_ style.
3. Good students expect to have \_\_\_\_\_ positions in industry as soon as they graduate.
4. Management excluded the union from \_\_\_\_\_.
5. The company needs strong \_\_\_\_\_ to get it through this difficult phase.
6. In addition to a competitive salary, the company offers attractive \_\_\_\_\_ benefits.
7. I was impressed by the speed and \_\_\_\_\_ with which my order was processed.
8. Several leading companies took the \_\_\_\_\_ to establish an independent business school.
9. She is quite high up in the management \_\_\_\_\_.
10. New employees do a month's intensive \_\_\_\_\_ before starting.

**5. Match the words from the left-side column with their definitions from the right-side column:**

1. manager	a. the different levels at which people or things are organized, depending on how much authority, responsibility or importance they have
2. responsible	b. the process of deciding about sth important, especially in a group of people or in an organization
3. decision-making	c. connected with the work of a manager
4. leadership	d. the ability to do sth well with no waste of time or money
5. managerial	e. a person who is in charge of running a business, a shop, a department of an organization, a project, etc.
6. efficiency	f. the state or position of being a leader
7. training	g. the power or opportunity to act and gain an advantage before other people do

8. hierarchy	h. having the job or duty of dealing with sb/sth, so that it is your fault if sth goes wrong
9. initiative	i. a person who is paid to work for sb
10. employee	j. the process of learning the skills that you need to do a job

**6. Fill in the gaps with the words and expressions from the text:**

1. A number of different terms are often used instead of the term “manager”, including \_\_\_\_\_.
2. In its broad meaning, the term “managers” applies to the people who are responsible for \_\_\_\_\_.
3. Almost everything a manager does \_\_\_\_\_.
4. Management is a function of \_\_\_\_\_.
5. The characteristics of management often vary according to national culture, which can determine \_\_\_\_\_.
6. Managers, for example, are responsible for \_\_\_\_\_.

**7. Find pairs of words as they occur in the text:**

1. profit-making	a. work agencies
2. social	b. a decision
3. personnel	c. system
4. to make	d. authority
5. specific	e. organizations
6. managerial	f. orders
7. personal	g. manager
8. national	h. activities
9. to give	i. relationships
10. to delegate	j. culture

**8. Word building:**

NOUN	VERB	ADJECTIVE
manager		
	to be responsible	
promotion		
	to supervise	
		decisive



## 9. Grammar .Underline the correct tense:

1. The plane **leaves/has left** at four o'clock. We must be at the airport by two o'clock.
2. It **gets/is getting** colder and colder every day.
3. Have you seen Linda? I **have been looking/am looking** for her for almost an hour.
4. Sam is a very interesting person. He **knows/has known** all kinds of unusual facts.
5. First, you **are heating/heat** the oven to a temperature of 180 C.
6. Have you heard the news? They **have just elected/have been electing** a new club chairman!
7. Martha **is finding/has found** a new job. She is starting next week.
8. The teacher **has been correcting/has corrected** essays for three hours.
9. Michael's car broke down last week, so he **uses/is using** his father's for the time being.
10. It rarely **gets/is getting** very hot in Britain.

## 10. Say it in English:

1. Організація – це група людей, що працюють разом для досягнення загальної мети.
2. Управління – це процес планування, організації, підбору кадрів і контролю для того, щоб досягти мети організації за допомогою людей, що працюють в ній.
3. Управління стосується як комерційних, так і неприбуткових організацій.
4. Менеджери наділені повноваженнями і відповідальністю робити кроки, які сприяють здійсненню цілей організації.
5. Всі особи, що працюють разом, прагнуть внести свій відчутний вклад до досягнення цілей.
6. Менеджери можуть досягти добрих результатів, якщо створять в колективі сприятливий морально-психологічний клімат.
7. Керівники вищої ланки відповідають за планування і організацію всієї роботи в цілому.
8. Повноваження керівників нижчої ланки значно варіюються в різних організаціях.
9. Операційні керівники здійснюють безпосереднє керівництво ресурсами.
10. Керівники займаються широким спектром проблем, але одним з найважливіших їх завдань є створення сприятливого внутрішнього середовища.

## UNIT 2

### MANAGERS

#### 1. Read and memorize the following words and word-combinations:

top manager – вищий виконавчий керівник

top management – вища адміністрація

resource – ресурс

middle manager – керівник середньої ланки

first-line manager – керівник нижчої ланки

project manager – керівник проекту

functional manager – функціональний керівник

product manager – керівник, відповідальний за конструювання

general manager – директор підприємства

staffing planning – планування кадрового забезпечення

goal – ціль

performance management – управління роботою

file system – система реєстрації документів

#### 2. Read and translate the text:

#### Managers

There is a classic definition that “Leaders do the right thing and managers do things right.” A more standard definition is usually something like “managers work toward the organization’s goals using its resources in an effective and efficient manner.” In a traditional sense, large organizations may have different levels of managers, including top managers, middle managers and first-line managers.

Top (or executive) managers are responsible for overseeing the whole organization and typically engage in more strategic and conceptual matters, with less attention to day-to-day detail. Top managers have middle managers working for them and who are in charge of a major function or department. Middle managers may have first-line managers working for them and who are responsible to manage the day-to-day activities of a group of workers.

Note that there are different types of managers across the same levels in the organization. A project manager is in charge of developing a certain project, e.g., development of a new building. A functional manager is in charge of a major

function, such as a department in the organization, e.g., marketing, sales, engineering, finance, etc. A product manager is in charge of a product or service. Similarly, a product line manager is in charge of a group of closely related products. General managers are in charge of numerous functions within an organization or department.

### **What do managers do?**

There are four functions of managers: planning, organizing, leading and coordinating. What managers do is the following:

#### ***1. Planning,***

including identifying goals, objectives, methods, resources needed to carry out methods, responsibilities and dates for completion of tasks. Examples of planning are strategic planning, business planning, project planning, staffing planning, advertising and promotions planning, etc.

#### ***2. Organizing resources***

to achieve the goals in an optimum fashion. Examples are organizing new departments, human resources, office and file systems, re-organizing businesses, etc.

#### ***3. Leading,***

including to set direction for the organization, groups and individuals and also influence people to follow that direction. Examples are establishing strategic direction (vision, values, and goals) and using methods to pursue that direction.

#### ***4. Controlling, or coordinating,***

the organization's system, processes and structures to reach effectively and efficiently goals and objectives. This includes constant monitoring and adjustment of systems, processes and structures accordingly. Examples include use of financial controls, policies and procedures, performance management processes, measures to avoid risks etc.

### **3. Find in the text answers to these questions:**

1. What are the four major functions of managers?
2. What is planning? What are the kinds of planning?
3. What are the examples of organizing the resources?
4. What is "leading"?

5. What is the function of “controlling”?

**4. Fill in the blanks with appropriate words:**

*leader goal executive resource effective completion planning organization department project*

1. Our \_\_\_\_ is to increase market share this year.
2. Promotions can be \_\_\_\_\_ in attracting new customers.
3. Several top \_\_\_\_\_ have left the company.
4. The keys will be handed over on \_\_\_\_\_.
5. Do people outside your \_\_\_\_\_ ask you to help on projects?
6. The company is a world \_\_\_\_\_ in electrical goods.
7. He’s the president of a large international \_\_\_\_\_.
8. Organizing a conference requires a lot of careful \_\_\_\_\_.
9. The company has invested a lot in the water \_\_\_\_\_.
10. We need to allocate available \_\_\_\_\_ more effectively.

**5. Match the words from the left-side column with their definitions from the right-side column:**

1. goal	a. producing the result that is wants or intended
2. effective	b. a supply of sth such as money, labour, etc. that an organization or a person has and can use
3. executive	c. a company, a thing, a person, etc. that is the best, or in first place in a business, etc.
4. completion	d. a section of a large organization, store or government
5. department	e. something that you hope to achieve
6. leader	f. a planned piece of work, often involving many people, that is designed to produce sth new
7. organization	g. a person who has an important job as a manager of a company or an organization
8. planning	h. the process of making plans for sth
9. project	i. a group of people who form a business

	or other group together in order to achieve a particular aim
10. resource	j. the formal act of completing the sale of property

**6. Fill in the gaps with the words and expressions from the text:**

- There is a classic definition that “Leaders do the right thing and \_\_\_\_\_.”
- In a traditional sense, large organizations may have different levels of managers, including \_\_\_\_\_.
- Top managers have middle managers working for them and who \_\_\_\_\_.
- A project manager is in charge of developing a certain project, e.g., \_\_\_\_\_.
- There are four functions of managers: \_\_\_\_\_.
- Examples are organizing new departments, human resources, \_\_\_\_\_, etc.

**7. Find pairs of words as they occur in the text:**

1. organization’s	a. manager
2. effective	b. matter
3. top	c. resources
4. conceptual	d. monitoring
5. day-to-day	e. goal
6. major	f. fashion
7. strategic	g. manner
8. organizing	h. detail
9. optimum	i. function
10. constant	j. planning

**8. Word building:**

NOUN	VERB	ADJECTIVE
work		
	to include	
development		
	to coordinate	
		effective

**9. Grammar. Put the verbs in brackets into the *present simple* or the *present continuous*:**

1. A: Why \_\_\_\_\_ (*you/smell*) the soap?

B: It \_\_\_\_\_ (*smell*) lovely. It's like roses!

2. A: Why \_\_\_\_\_ (*you/taste*) the soup?

B: To see if it \_\_\_\_\_ (*taste*) good. I think it needs more salt.

3. A: I \_\_\_\_\_ (*feel*) very tired.

B: You should go to bed early.

4. A: I \_\_\_\_\_ (*see*) Andy this evening.

B: I \_\_\_\_\_ (*see*). So, you don't want to come to the cinema with me, do you?

5. A: How much \_\_\_\_\_ (*the bag of apples/weigh*)?

B: I don't know yet. The man \_\_\_\_\_ (*weigh*) the bag now.

6. A: I \_\_\_\_\_ (*think*) about buying a new car soon.

B: Why? I \_\_\_\_\_ (*think*) your car is fine. You don't need a new one.

7. A: What \_\_\_\_\_ (*you/look*) at?

B: The sky. It \_\_\_\_\_ (*look*) as if it's going to rain.

8. A: Why \_\_\_\_\_ (*you/feel*) the radiator?

B: It \_\_\_\_\_ (*feel*) cold in here. Is the heating on?

9. A: Chris \_\_\_\_\_ (*be*) a sensible person, isn't he?

B: Yes, but in this case he \_\_\_\_\_ (*be*) rather foolish.

10. A: My back \_\_\_\_\_ (*hurt*).

B: Why don't you lie down for a while?

**10. Say it in English:**

1. Планування є одним з основних елементів менеджменту.

2. Планування передбачає вибір цілей і дій з їх досягнення.

3. Ухвалення рішення - це вибір напряму діяльності з різних альтернатив.

4. Планування передбачає не лише введення нового, але також розумне і практичне його вживання.
5. Щоб працівники добре виконували свої обов'язки, потрібно створити таку атмосферу, яка сприяла б виконанню їх завдань.
6. Завдання менеджера полягає в тому, щоб давати вказівки, необхідні для виконання загальних завдань.
7. Працівники повинні знати, яким чином їх робота вписується в зусилля всього колективу.
8. Організація роботи полягає в створенні такої структури ролей, яка сприяє виконанню загальних цілей.
9. Одна з основних функцій керівника - це ухвалення зважених рішень.
10. Керівники нижчої ланки слідуєть вказівкам їх безпосередніх начальників.

## UNIT 3

### THE PURPOSE OF A BOARD DIRECTORS

#### 1. Read and memorize the following words and word-combinations:

objective – ціль

economic policy – економічна політика

chief executive – виконавчий директор

to ensure – забезпечувати

to dismiss – звільнювати

regulatory requirement – законна вимога

to monitor – контролювати

diversity – різноманітність

innovative – інноваційний

to acquire – отримувати

expenditures – витрати

to assess – оцінювати

to enhance – збільшувати

#### 2. Read and translate the text:

##### What is the purpose of a board of directors?

A company's board of directors helps management develop business plans, economic policy objectives, and business strategy. A board of directors often selects the chief executive of the business, supports him, reviews his performance, and may dismiss him.

Through regular meetings, the board helps ensure effective organizational planning and sees that company resources are managed effectively. The board of directors also sees that the company meets regulatory requirements that apply to that business. The board of directors also must assess overall performance of the corporation.

Directors monitor a company's financial performance and the success of its products, services and strategy. Directors are expected to follow developments that affect the business. They must set aside any potential conflict between their personal or individual business interests to support the well-being of the business which they serve.



The most effective board of directors will be a group of professionals who bring a breadth of skills, experience and diversity to a company.

### **What are major duties of a board of directors?**

1. Select and appoint a chief executive to whom a responsible person for the administration of the organization is delegated, including:

- to review and evaluate his/her performance regularly on the basis of a specific job description, including executive relations with the board, leadership in the organization, in program planning and implementation, and in management of the organization and its personnel;

- to offer administrative guidance and determine whether to retain or dismiss the executive.

2. Govern the organization by broad policies and objectives, formulated and agreed upon by the chief executive and employees, including assigning priorities and ensuring the organization's capacity to carry out programs by continually reviewing its work.

3. Acquire sufficient resources for the organization's operations and to finance the products and services adequately.

4. Account to the public for the products and services of the organization and expenditures of its funds, including:

- to approve the budget, and formulate policies related to contracts from public or private resources;

- to accept responsibility for all conditions and policies in new, innovative, or experimental programs.

### **Major responsibilities of a board of directors:**

1. Determine the organization's mission and purpose.

2. Select the executive.

3. Support the executive and review his or her performance.

4. Ensure effective organizational planning.

5. Ensure adequate resources.

6. Manage resources effectively.

7. Determine and monitor the organization's programs and services.

8. Enhance the organization's public image.

9. Assess organization's performance.

**3. Find in the text answers to these questions:**

1. What are the responsibilities of a board of directors in a corporation? Name them.
2. What are the major duties of a board of directors?
3. What can we call an effective board of directors?

**4. Fill in the blanks with appropriate words:**

*company board business executive requirement financial to monitor diversity expenditure to dismiss*

1. Valuing and managing \_\_\_\_\_ in an organization leads to more satisfied employees.
2. He was \_\_\_\_\_ for breach of contract.
3. Our \_\_\_\_\_ are judged on how well they manage people and look after the company's reputation.
4. The group has been aggressive in cutting \_\_\_\_\_.
5. She has a seat on the \_\_\_\_\_.
6. She has set up in \_\_\_\_\_ as a hairdresser.
7. This is a simpler system that requires fewer engineers \_\_\_\_\_ it.
8. They are a large insurance and investment \_\_\_\_\_.
9. There is no legal \_\_\_\_\_ to provide nutritional information on food packaging.
10. They offer independent \_\_\_\_\_ advice on all types of mortgages.

**5. Match the words from the left-side column with their definitions from the right-side column:**

1. company	a. used in the name of some organizations
2. board	b. the quality or fact of including a range of many people or things
3. business	c. something that is needed or asked for by an authority
4. executive	d. to officially remove an employee from their job
5. requirement	e. a business organization selling goods or services, especially one that has been officially created in a particular country

	and is owned by shareholders
6. financial	f. the activity of making, buying, selling or supplying goods or services for money
7. to monitor	g. the act of spending or using money
8. diversity	h. a person who has an important job as a manager of a company
9. expenditure	i. to watch and check a process over a period of time in order to see how it develops and make any necessary changes
10. to dismiss	j. connected with money and finance

**6. Fill in the gaps with the words and expressions from the text:**

1. A company's board of directors helps management develop business plans, \_\_\_\_\_.
2. Through regular meetings, the board helps ensure effective organizational planning \_\_\_\_\_.
3. Directors monitor a company's financial performance and \_\_\_\_\_.
4. Directors are expected to follow developments \_\_\_\_\_.
5. The most effective board of directors will be a group of professionals who \_\_\_\_\_.
6. One of the major duties of a board of directors is to select and appoint a chief executive \_\_\_\_\_.

**7. Find pairs of words as they occur in the text:**

1. board	a. requirement
2. economic policy	b. resources
3. regulatory	c. of directors
4. overall	d. executive
5. organizational	e. duties
6. company	f. guidance
7. chief	g. objectives
8. potential	h. performance
9. major	i. planning
10. administrative	j. conflict

## 8. Word building:

NOUN	VERB	ADJECTIVE
administration		
	to help	
success		
	to approve	
		regulatory

## 9. Grammar. Put the verbs in brackets into the correct *present* form:

1. A: Linda \_\_\_\_\_ (**learn**) to drive at the moment.

B: I know. She told me last week.

2. A: Has Alan got a job?

B: Oh yes. He \_\_\_\_\_ (**be**) the manager of a leisure centre.

3. A: Do you want to have a break now?

B: Not yet. I \_\_\_\_\_ (**write**) a report for tomorrow's meeting.

4. A: Is Jeff still in the garden?

B: Yes. He \_\_\_\_\_ (**plant**) flowers all afternoon.

5. A: That author is very well-known, isn't she?

B: Yes. She \_\_\_\_\_ (**write**) twenty novels so far.

6. A: You look very happy today.

B: I am. I \_\_\_\_\_ (**just/hear**) some good news.

7. A: What time \_\_\_\_\_ (**the play/start**) tonight?

B: Seven o'clock, I think.

8. A: Are you new to this company?

B: Not really. In fact, I \_\_\_\_\_ (**work**) here for almost two years.

9. A: Are you ready for the concert?

B: Yes. I \_\_\_\_\_ (**practice**) for weeks.

10. A: Do you do any exercise at all?

B: Yes. Actually, I \_\_\_\_\_ (**go**) swimming three times a week.

## 10. Say it in English:

1. Управління впливає на поведінку людей і сприяє їх ефективному виконанню своїх обов'язків.
2. Управління має на увазі мотивацію людей, оскільки люди схильні слідувати за тими, хто здатний задовольнити їх потреби.
3. Контроль - це процес забезпечення досягнення організацією своїх цілей.
4. Контроль складається з установки стандартів, вимірів фактично досягнутих результатів та проведення коректувань в тому випадку, якщо є негативні відхилення.
5. План направляє менеджерів у використанні ресурсів, але потім їх робота повинна перевірятися для того, щоб визначити, чи відповідає вона плану.
6. Щоб скоректувати відхилення, потрібно визначити людей, відповідальних за результат, і потім прийняти необхідні заходи.
7. Співробітники повинні знати, чого від них чекають.
8. Мета будь-якої організації - створити внутрішню атмосферу, яка сприяє ефективному виконанню всіма співробітниками своїх службових обов'язків.
9. Менеджери звикаються працювати в стресових ситуаціях.
10. Одна з основних функцій керівника - це ухвалення зважених рішень. Він ставить мету, розподіляє обов'язки, здійснює загальне керівництво, координує роботу, наймає і звільняє людей.

## UNIT 4.

### WHAT IS PRODUCTION MANAGEMENT?

#### 1. Read and memorize the following words and word-combinations:

updating – коректування

stock control – контроль над станом товарних запасів

maintenance – вміст і технічне обслуговування

product design – проектування виробу

production engineer – технолог

purchasing – постачання

production supervisor – контролер виробництва

engineering staff – інженерно-технічні кадри

output – обсяг виробництва

workforce – робоча сила

cost – вартість

shift manager – змінний майстер

logistics – логістика

waste – відходи

yield – розмір вироблення

#### 2. Read and translate the text:

##### What is production management?

Production management is also called operations management. It includes planning, coordination and control of industrial processes. The aim of production management is to ensure that goods are produced efficiently to the satisfaction of the customer at the right price, of the right quality, in the right quantity, at the right cost and on time.

In manufacturing production manager is responsible for product and process design, planning and control issues involving capacity and quality, and organization and supervision of the workforce.

The scope of the job of production manager depends on the nature of the production system: jobbing production, mass production, process production and

batch production. Many companies have several types of production, so the job of production manager becomes more complex.

### **Typical work activities of a production manager:**

Depending on the size of the organization the functions of a production manager are:

- to draw up a production schedule;
- to work out the needed resources;
- to estimate how long a job will take, to estimate the cost of it, and to set the quality standards;
- to monitor the production processes and to adjust schedules as needed.

At the pre-production stage the production manager has responsibility for the selection and design of equipment, the plant layout and materials handling, and production planning (including demand forecasting, production scheduling and the ordering of material).

During the production stage the responsibilities of the production manager include production control (the sequencing of jobs, updating time schedules, etc), stock control, quality control and the maintenance and replacement of production equipment. Production managers are also concerned with product design and purchasing.

In a small firm the production manager makes many of the decisions, but in a larger organization there are planners, controllers, production engineers and production supervisors who assist him. In a very large firm senior production manager plays a more strategic role estimating future capacity, coordinating the work of planners and supervisors and working with buyers, sales and engineering staff.

In progressive firms the production manager's role is tending to be more closely integrated with other functions, such as marketing and finance.

### **3. Find in the text answers to these questions:**

1. What is the aim of a production manager?
2. What is a production manager responsible for?
3. What kinds of production systems there exist?
4. What are typical work activities of a production manager?

### **4. Fill in the blanks with appropriate words:**

*to update control maintenance product purchasing supervisor logistics workforce cost to waste*

1. We don't want to \_\_\_\_\_ money on equipment that we won't use much.
2. If you need to leave work early, speak to your \_\_\_\_\_ first.
3. We are responsible for the cleaning and \_\_\_\_\_ of the building.
4. A \_\_\_\_\_ firm was hired to organize deliveries.
5. The factory will have to lose half of its 1000-strong \_\_\_\_\_.
6. It's about time we \_\_\_\_\_ our logo.
7. The airport was built at a \_\_\_\_\_ of \$5.3 billion.
8. She has taken over responsibility for \_\_\_\_\_ worldwide.
9. The family has sold most of its shares and will lose \_\_\_\_\_ of the company.
10. We need new \_\_\_\_\_ to sell.

**5. Match the words from the left-side column with their definitions from the right-side column:**

1. to update	a. the act of keeping sth in good condition by checking or repairing it regularly
2. control	b. the amount of money that you need in order to buy, make or do sth
3. maintenance	c. to use more of sth than is necessary or useful
4. product	d. all the people who work for a particular company
5. purchasing	e. the power to make decisions about how an organization, an area, a country, etc. is run
6. supervisor	f. the activity of buying things that a company needs, such as materials, parts, equipment, services, etc.
7. logistics	g. a thing that is manufactured, developed, produced or grown, usually for sale
8. workforce	h. the work of planning and organizing the supply of materials, goods and staff
9. cost	i. to make sth more modern by adding new parts, etc.
10. to waste	j. a person who is in charge of sb/sth and makes sure that everything is done correctly



**6. Fill in the gaps with the words and expressions from the text:**

1. Production management is also called \_\_\_\_\_.
2. In manufacturing production manager is responsible for \_\_\_\_\_.
3. The scope of the job of production manager depends on \_\_\_\_\_.
4. Depending on the size of the organization the functions of a production manager are \_\_\_\_\_ etc.
5. During the production stage the responsibilities of the production manager include  
\_\_\_\_\_  
\_\_\_\_\_.
6. In a very large firm senior production manager \_\_\_\_\_.

**7. Find pairs of words as they occur in the text:**

1. production	a. production
2. industrial	b. schedules
3. process	c. handling
4. jobbing	d. process
5. to adjust	e. control
6. plant	f. management
7. materials	g. manager
8. stock	h. design
9. engineering	i. layout
10. shift	j. staff

**8. Word building:**

NOUN	VERB	ADJECTIVE
production		
	to operate	
industry		
	to qualify	
		selective

**9. Grammar. Choose the correct answer.**

1. 'Were you expecting James and Paul to stay for dinner?'

'No, but I \_\_\_\_ a lot of food, so it didn't matter.

- A** had prepared    **B** was preparing    **C** had been preparing

2. 'Tony has been singing for years, hasn't he?'

'Yes. He \_\_\_\_\_ his first record when he was sixteen.'

**A** made    **B** was making    **C** had made

3. 'There was a power cut last night.'

'I know. I \_\_\_\_\_ some paperwork when the lights went out.'

**A** had been doing    **B** was doing    **C** had done

4. 'Did you see Paul Simon in concert?'

'No, I was hoping to get tickets, but they \_\_\_\_\_.'

**A** had sold out    **B** sold out    **C** were selling out

5. 'The restaurant was packed last night.'

'Yes. Luckily, I \_\_\_\_\_ a table in advance.'

**A** was booking    **B** had booked    **C** had been booking

6. 'Did you watch the film yesterday?'

'No. It \_\_\_\_\_ by the time we got home.'

**A** finished    **B** was finishing    **C** had finished

7. 'Did you stay up late last night?'

'No. I \_\_\_\_\_ all day, so I went to bed early.'

**A** had been working    **B** worked    **C** was working

8. 'Did you enjoy your holiday?'

'Yes. We \_\_\_\_\_ most of our time on the beach.'

**A** had spent    **B** were spending    **C** spent

9. 'Kim looked tired this morning.'

'I know. She \_\_\_\_\_ all night long.'

**A** studied    **B** had studied    **C** had been studying

10. 'So what happened?'

'We \_\_\_\_\_ through the woods when we heard a gunshot.'

**A** had walked    **B** walked    **C** were walking

**10. Say it in English:**

1. Для успішного виконання своїх функцій менеджер повинен володіти основними управлінськими навиками: технічними, концептуальними, а також навиками спілкування з людьми.
2. Окрім навиків, менеджер повинен володіти і базовими знаннями в тій області, де він працює. Ці знання включають інформацію про технології, про компанію і про людей, що працюють в цій компанії.
3. Технічні навика означають знання технологічних процесів і уміння їх використовувати найефективніше. Навики спілкування з людьми допомагають менеджерів успішно взаємодіяти з людьми, розуміти їх і мотивувати їх роботу з метою досягнення поставлених цілей.
4. Концептуальні навика мають відношення до ідей і здатності управлінця бачити організацію як єдине ціле.
5. Управлінцеві необхідно мати концептуальні навика для того, щоб уявити, як окремі частини організації взаємодіють і залежать один від одного.
6. Окрім цього, концептуальні навика допомагають менеджерів зрозуміти інтеграцію і координацію всіх процесів і систем усередині організації і поза нею.
7. Робота менеджера оцінюється з точки зору двох параметрів: ефективності і продуктивності.
8. Ефективність роботи менеджера оцінюється з точки зору правильно вибраних цілей та їх здійснення.
9. Продуктивність означає мінімальні витрати засобів і часу на виконання поставлених завдань.
10. У роботі менеджера важливі обидві ці складові.

## UNIT 5

### “FIVE M’S” IN PRODUCTION MANAGEMENT

#### 1. Read and memorize the following words and word-combinations:

responsibility – відповідальність

method – засіб

personnel – персонал

equipment – устаткування

technology – технологія

flexibility – гнучкість

to adapt – адаптувати

raw materials – сирі матеріали

data flow – потік даних

asset – актив

utilization – утилізація

inventory – інвентаризація

to evaluate – оцінювати

demand – попит

labour costs – вартість роботи

#### 2. Read and translate the text:

##### “Five M’s” in production management

Production management’s responsibilities are summarized by the “five M’s”: men, machines, methods, materials and money.

“Men” refers to the human element in operating systems. Since the majority of manufacturing personnel work in the physical production of goods, “people management” is one of the production manager’s most important responsibilities.

Production managers must also choose the machine and methods of the company, first selecting the equipment and technology to be used in the manufacture of the product or service and then planning and controlling the methods and procedures for their use. The flexibility of the production process and the ability of workers to adapt to equipment and schedules are important issues in this phase of production management.

The production manager's responsibility for materials includes the management of flow processes-both physical (raw materials) and information (paperwork). The smoothness of resource movement and data flow is determined largely by the fundamental choices made in the design of the product and in the process to be used.

The manager's concern for money is explained by the importance of financing and asset utilization to most manufacturing organizations. A manager who allows excessive inventories to build up or who achieves production level and steady operation by sacrificing good customer service and timely delivery runs the risk that overinvestment or high current costs will wipe out any temporary competitive advantage that might have been obtained.

### **Planning and control**

The production manager must plan and control the process of production so that it moves smoothly at the required level of output while meeting cost and quality objectives. Process control has two purposes:

1. to ensure that operations are performed according to plan;
2. to continuously monitor and evaluate the production plan to see if modifications can be made to better meet cost, quality, delivery, flexibility or other objectives.

For example, when demand for a product is high enough to justify constitutions production, the production level might need to be adjusted.

From time to time to address fluctuating demand or changes in a company's market share. When more than one product is involved, complex industrial engineering or operations research procedures are necessary.

**Inventory control** is another important phase of production management. Inventories include raw materials, component parts, and work in processes, finished goods, packing and packaging materials and general supplies. Although the effective use of financial resources is generally determined beyond the responsibility of production management, many manufacturing firms with large inventories (more than 50 percent of total assets) usually hold production managers responsible for inventories. Successful inventory management, which involves the solution of the problem of which items to carry in inventory in various locations is critical to a company's competitive success. Not carrying an item can result in delays in getting needed parts or supplies, but carrying every item at every location can tie huge amounts of capital and result in an accumulation of obsolete, unusable stock. Managers generally rely on mathematical models and computer systems developed by industrial engineers to handle the problems of inventory control.

To control labour costs, managers must first measure the amount and type of work required to produce a product and then specify well-designed, efficient

methods for accomplishing the necessary manufacturing tasks. In new operations particularly, it is important to anticipate human resource requirements and to translate them into recruiting and training programs so that a nucleus of appropriately skilled operators is available as production machinery and equipment are installed. Specialized groups responsible for support activities also need to be hired, trained and properly equipped. This type of careful personnel planning reduces the chance that expensive capital equipment will stand idle and that effort, time and materials will be wasted during start-up and regular operations.

**3. Find in the text answers to these questions:**

1. What are the main responsibilities of production manager? Name them.
2. What does “five M’s” mean?
3. What are the purposes of process control?
4. What is inventory control?
5. What is considered to be a successful inventory management?
6. What does labour costs control deal with?

**4. Fill in the blanks with appropriate words:**

*responsibility method personnel equipment flexible raw material asset utilization inventory to evaluate*

1. The vehicle is recorded as an \_\_\_\_\_ in the company accounts.
2. They supply \_\_\_\_\_ for the food industry.
3. We use written tests and interviews \_\_\_\_\_ job candidates.
4. The new sales manager will have \_\_\_\_\_ for the European market.
5. Industrial production fell 0.2 percent and capacity \_\_\_\_\_ fell to 75.4 percent.
6. We devised a new \_\_\_\_\_ for measuring unemployment.
7. We will carry a large \_\_\_\_\_ of candy.
8. Our plans need to be \_\_\_\_\_ enough to cater for the needs of everyone.
9. We have had problems with the supply of \_\_\_\_\_ to the factory.
10. The group is trying to cut \_\_\_\_\_ costs for low-margin products.

**5. Match the words from the left-side column with their definitions from the right-side column:**

1. responsibility	a. the machines, tools, etc. that are needed for a particular purpose or activity
2. method	b. a natural or basic substance that is used to make sth in an industrial process
3. personnel	c. the goods that a business has for sale at a particular time
4. equipment	d. the duty of being in charge of a particular activity, area, department, etc.
5. flexible	e. a thing of value that a person or a company owns, such as money or property or the right to receive payment of a debt
6. raw material	f. the relationship between the amount that a factory, etc. produces and the amount that it is designed to produce
7. asset	g. a particular way of doing sth
8. utilization	h. to study all the available information about sb/sth and then form an opinion about them/it
9. inventory	i. the people who work for an organization
10. to evaluate	j. able to change or be changed to suit new conditions or situations

**6. Fill in the gaps with the words and expressions from the text:**

1. Production management's responsibilities are summarized by the \_\_\_\_\_.
2. The flexibility of the production process and the ability of workers to adapt to equipment and schedules \_\_\_\_\_.
3. The production manager's responsibility for materials includes \_\_\_\_\_.
4. The manager's concern for money is explained by the importance of \_\_\_\_\_.
5. When more than one product is involved, complex industrial engineering \_\_\_\_\_.
6. Inventory control is \_\_\_\_\_.

**7. Find pairs of words as they occur in the text:**

1. production	a. materials
2. operating	b. utilization
3. personnel	c. flow
4. raw	d. service
5. data	e. demand
6. asset	f. management
7. excessive	g. control
8. customer	h. system
9. process	i. work
10. fluctuating	j. inventories

**8. Word building:**

NOUN	VERB	ADJECTIVE
equipment		
	to control	
flexibility		
	to move	
		evaluative

**9. Grammar. Choose the correct answer.**

1. 'Sharon looks different now, doesn't she?'

'Yes. She \_\_\_ to have long dark hair, didn't she?'

**A** is used    **B** used    **C** would

2. 'I have never driven an automatic car before.'

'You will soon \_\_\_ to it.'

**A** get used    **B** be used    **C** used

3. 'How is Sarah?'

'She's fine. She \_\_\_\_\_ to life in the countryside.'

**A** got used    **B** used    **C** used to be

4. 'Have you always worked as a nurse?'

'No. I \_\_\_ a child minder.'

**A** was used to being    **B** used to be    **C** am used to being



5. 'Do you remember when we were little?'

'Yes. Dad \_\_\_\_ always read us a bedtime story.'

**A** was used to    **B** would    **C** got used to

6. 'Aren't you tired?'

'No. I \_\_\_\_ to walking long distances.'

**A** am used    **B** got used    **C** used

7. 'Jane had trouble with her job at first.'

'Yes. She \_\_\_\_ to working on her own.'

**A** used    **B** got used    **C** wasn't used

8. 'Did you find your degree course difficult?'

'Yes, but I soon \_\_\_\_ to it.'

**A** used    **B** got used    **C** was used

9. 'Do you remember Uncle Danny?'

'Yes. He \_\_\_\_ always bring us presents.'

**A** would    **B** was used    **C** used

10. 'Have you ever lived in a flat before?'

'No, but I will \_\_\_\_ to it.'

**A** be used    **B** get used    **C** used

### **10. Say it in English:**

1. Робота менеджера дуже складна і багатогранна.

2. Вона має на увазі лідерство, владу і вплив, які повинні ґрунтуватися в першу чергу на пошані підлеглих.

3. Люди схильні слідувати за тими, хто пропонує їм засіб для задоволення їх насущних потреб, тому менеджери повинні добре усвідомлювати рушійні мотиви своїх підлеглих.

4. Існують різні підходи до аспектів роботи менеджерів.

5. Одні з них додають особливу увагу підприємництву в управлінні, інші концентрують увагу на поведінці менеджерів в різних ситуаціях.

6. Але не дивлячись на відмінності, підходи до природи управлінських завдань можуть бути зведені до п'яти основних груп.
7. Управлінська робота передбачає стресові ситуації, тому ті, хто хоче зайняти керівний пост, повинні оцінити всі переваги і недоліки цієї роботи.
8. Не існує певного співвідношення між кількістю тих, що управляють і працюють, проте, структура будь-якої організації може бути модифікована так, що кількість управлінців може збільшитися або стати менше.
9. Потреба в управлінцях залежить від багатьох чинників, таких як складність структури організації, її розміри, перспективи її розвитку і обумовлені ними темпи змінюваності управлінської ланки.
10. Набор керівних кадрів може бути на основі як зовнішніх, так і внутрішніх джерел.

## UNIT 6

### THE CONCEPT OF STRATEGIC MANAGEMENT

#### 1. Read and memorize the following words and word-combinations:

concept – концепція

strategic management – стратегічне керівництво

large-scale action – великомасштабна акція

environment – довкілля

strategic goals – стратегічні цілі

competitive situation – конкуруюча обстановка

external environment – зовнішнє оточення

strategy implementation – здійснення стратегії

competition – конкуренція

competitor – конкурент

product line – асортимент

compatibility – сумісність

overall strategy – загальна стратегія

achievement – досягнення

approach – підхід

mission – завдання

#### 2. Read and translate the text:

##### The concept of strategic management

Most well-run organizations attempt to develop and follow strategies, large-scale action plans for interacting with the environment in order to achieve long-term goals. A comprehensive statement of an organization's strategies, along with its mission and goals, constitutes an organization's strategic plan. To learn where such strategies originate and how they are put into action, we need to examine carefully an aspect of the planning function called strategic management. Strategic management is a process through which managers formulate and implement strategies geared to optimizing strategic goal achievement, given available environmental and internal conditions. This definition recognizes that strategic management is oriented toward reaching long-term goals, weighs important

environmental elements, considers major internal characteristics of the organization, and involves developing specific strategies.

### **The strategic management process**

The strategic management process is made up of several major components. The process begins with identifying the organization's mission and strategic goals. The process also includes analyzing the competitive situation, taking into consideration both the external environment and relevant organizational factors. Once the situation has been carefully analyzed, managers can begin to develop, or formulate various strategies that can be used to reach strategic goals. The part of the strategic management process that includes identifying the mission and strategic goals, conducting competitive analysis, and developing specific strategies is often referred to as strategy formulation. In contrast, the part of the strategic management process that focuses on carrying out strategic plans and maintaining control over how those plans are carried out is known as strategy implementation. Strategy implementation is increasingly highlighted as a distinct part of the strategic management process because even the most brilliantly formulated strategies must be implemented effectively in order to reach strategic goals.

#### **3. Find in the text answers to these questions:**

1. What is a strategic management?
2. What do we need to learn where such strategies originate and how they are put into action?
3. What does this definition recognize?
4. Name the components of the strategic management process.
5. What does this process include?
6. What is strategic implementation?

#### **4. Fill in the blanks with appropriate words:**

*concept strategy environment competitive strategy to implement competition competitor product line achievement mission*

1. We need to win market share from our \_\_\_\_\_.
2. To keep within the budget was a great \_\_\_\_\_.
3. Our \_\_\_\_\_ is to become the country's leading supplier of business software.
4. He has experience in bringing high-tech equipment from \_\_\_\_\_ to market.
5. The company is trying to widen its \_\_\_\_\_.
6. He really wants the job, but he will be facing stiff \_\_\_\_\_.

7. We need to develop a global marketing \_\_\_\_\_.
8. The banks have agreed to \_\_\_\_\_ measures to improve customer information.
9. We need to respond quickly to the changing business \_\_\_\_\_.
10. Research and development is a key element of their \_\_\_\_\_.

**5. Match the words from the left-side column with their definitions from the right-side column:**

1. concept	a. a plan that is intended to gain and advantage for a company over its competitors
2. strategy	b. a particular purpose or aim that a company or an organization has
3. environment	c. an idea for a new product or to help sell a product
4. competitive strategy	d. a business, person, product, etc. that competes against others
5. to implement	e. a thing that sb has done successfully, especially using their own effort and skill
6. competition	f. a plan that is intended to achieve a particular purpose
7. competitor	g. a set of products of a particular type that are made or sold by a company
8. product line	h. a situation in which people or organizations compete with each other for sth that not everyone can have
9. achievement	i. to make sth that has been officially decided start to happen or be used
10. mission	j. the conditions that affect the behavior and development of sb/sth

**6. Fill in the gaps with the words and expressions from the text:**

1. Most well-run organizations attempt to develop and follow strategies, large-scale action plans \_\_\_\_\_.
2. Strategic management is a process through which managers formulate and \_\_\_\_\_.
3. The strategic management process is made up \_\_\_\_\_.

4. The process begins with identifying the organization's mission

\_\_\_\_\_.

5. The process also includes analyzing the competitive situation,

\_\_\_\_\_.

6. The part of the strategic management process that includes

\_\_\_\_\_.

**7. Find pairs of words as they occur in the text:**

1. strategic	a. strategy
2. large-scale	b. goals
3. long-term	c. conditions
4. internal	d. implementation
5. competitive	e. management
6. external	f. line
7. strategy	g. situation
8. product	h. action
9. overall	i. packaging
10. outdated	j. environment

**8. Word building:**

NOUN	VERB	ADJECTIVE
process		
	to attempt	
maintenance		
	to formulate	
		specific

**9. Grammar. Put the verbs in brackets into the correct tense.**

1. A: What \_\_\_\_\_ (you/do) at ten o'clock this morning?

B: I \_\_\_\_\_ (read) some important documents in my office.

2. A: Why are you so disappointed?

B: Because I \_\_\_\_\_ (hope) that I would pass the test, but I didn't.

3. A: Have you found your bag yet?

B: No, but I \_\_\_\_\_ (report) it stolen to the police yesterday.

4. A: Did you enjoy the play last night?

B: No, even though I \_\_\_\_\_ (read) good reviews of it before I bought the

tickets.

5. A: Have you written your report yet?

B: I \_\_\_\_\_ (**just/start**) when you came in, actually.

6. A: Sorry, I'm late.

B: Where have you been? I \_\_\_\_\_ (**expect**) you an hour ago.

7. A: We \_\_\_\_\_ (**go**) to an antique market yesterday.

B: \_\_\_\_\_ (**you/buy**) anything?

8. A: Were you surprised that the factory closed down?

B: Not really. In fact, I \_\_\_\_\_ (**know**) it was going to happen.

9. A: Julia did well in the test, didn't she?

B: Yes. She \_\_\_\_\_ (**study**) very hard for it.

### 10. Say it in English:

1. Керівник повинен встановити хороші стосунки зі своїми заступниками.

2. Він повинен усвідомлювати важливість таких стосунків для створення сприятливого внутрішнього середовища в організації.

3. Робота заступника багато в чому аналогічна роботі керівника.

4. Він також знаходиться під тиском знизу і зверху.

5. Керівник повинен повідомляти заступникові ту інформацію, яка необхідна для успішного виконання роботи.

6. Краще повідомити більше інформації, чим дати недостатню інформацію, і керівникові потрібно визначити, яка саме інформація необхідна його заступникові.

7. Заступник повинен відчувати, що керівник йому повністю довіряє.

8. Це дозволить йому обговорювати всі аспекти роботи, висловлювати свою думку і передбачати хід подій.

9. Деякі керівники не визнають важливості передачі необхідної інформації і намагаються підвищити свій авторитет, оточуючи себе секретністю.

10. Так або інакше, якщо керівник зацікавлений в продуктивній роботі, він повинен прагнути до взаєморозуміння, він повинен прагнути обговорювати зі своїм заступником все, що належить зробити в певний період часу.

## UNIT 7

### DEFINING OPERATIONS MANAGEMENT

#### 1. Read and memorize the following words and word-combinations:

operations management – управління виробництвами

to convert – перетворювати

goods – товари

services – послуги

function – функція

assurance – гарантія

line supervisor – інспектор лінії

corporate level – корпоративний рівень

vice president – віце-президент

facility – засіб

beverage – напій

ratio – співвідношення

progress – прогрес

productivity – продуктивність

industry – індустрія

association - асоціація

#### 2. Read and translate the text:

##### Defining operation management

Operations management is the management of the productive processes that convert input into goods and services. Because of its close association with manufacturing, operations management is sometimes called production-operations management. Recently, though, the term “production” is increasingly being dropped in favor of simply “operations management”, a term that has less of a manufacturing connotation. The operations management function is that part of the organization directly involved in producing the primary goods and services.

In the case of a manufacturing organization such as Fanuc, the operations management function would include plan managers and all the other managers who work in the factories (e.g., production managers, inventory control managers,



quality assurance managers, and line supervisors). If an organization's structure had corporate level, operations would also encompass any manufacturing or operations vice presidents that exist at the corporate level, as well as related corporate operations staff (such as those primarily concerned with production, inventory, quality, facilities, and equipment).

In a services industry such as the hotel business, the operations management function would include hotel managers and the various managers who work in the hotels (e.g., housekeeping managers, food and beverage managers, and convention managers). Again, if there were a corporate level, operation would also comprise managers and staff at the corporate level who are directly involved in actually running the hotels (as opposed to managers who are involved in other related functions, such as marketing and finance). Regardless of whether an organization produces a service, a product, or both, operations managers need to be acutely concerned about productivity.

### **The productivity-operations management linkage**

Productivity is an efficiency concept that gauges the ratio of outputs relative to input into a productive process. Effectiveness relates to the extent to which performance reaches organizational goals. In contrast, efficiency addresses the resource usage (inputs) involved in achieving outcomes (outputs). Productivity is aimed at assessing the efficiency aspect of organizational performance – the ratio of outputs relative to inputs. As such, productivity can be a useful tool for managers because it helps them track progress toward the more efficient use of resources in producing goods and services.

#### **3. Find in the text answers to these questions:**

1. What is operations management?
2. What is the operations management function?
3. What does the operations management include in a service industry?
4. What is productivity?
5. What is the aim of productivity?

#### **4. Fill in the blanks with appropriate words:**

*goods service function to assure line supervisor corporate vice president facilities industry productivity*

1. The president resigned and handed control to his \_\_\_\_\_.
2. You can \_\_\_\_\_ your life for 10, 15 or 20 years.
3. Customers feel more confident about buying \_\_\_\_\_ on the Internet.

4. They raised import duties to protect local \_\_\_\_\_.
5. Wage rates depend on levels of \_\_\_\_\_.
6. How much does the basic phone \_\_\_\_\_ cost?
7. Does the hotel have conference \_\_\_\_\_?
8. Your \_\_\_\_\_ is to run your department efficiently.
9. I have regular one-to-one meetings with my \_\_\_\_\_.
10. \_\_\_\_\_ profits have grown less than analysis expected.

**5. Match the words from the left-side column with their definitions from the right-side column:**

1. goods	a. to insure sb/sth, so that money will be paid out
2. service	b. a special activity or purpose of a person or thing
3. function	c. the production of goods from raw materials, especially in factories
4. to assure	d. a business whose work involves doing sth for customers but not producing goods
5. line supervisor	e. physical things that are produced to be sold, including things that are manufactured or prepared and raw materials
6. corporate	f. a person in charge of a particular part of a company
7. vice president	g. connected with a company or a group, or with business in general
8. facilities	h. the rate at which a worker, a company or a country produces goods, and the amount produced, compared with how much time, work and money is needed to produce them
9. industry	i. buildings, services, equipment, etc. that are provided for a particular purpose
10. productivity	j. a person who has a number of employees working under them and who is responsible for giving them work and checking how they develop

**6. Fill in the gaps with the words and expressions from the text:**

1. Operations management is the management \_\_\_\_\_.
2. Recently, though, the term “production” is increasingly being dropped in favor of simply “operations management”, \_\_\_\_\_.
3. The operations management function is that part of the organization \_\_\_\_\_.
4. In a services industry such as the hotel business, the operations management function would include \_\_\_\_\_.
5. Regardless of whether an organization produces a service, a product, or both, \_\_\_\_\_.
6. Productivity is an efficiency concept that gauges the ratio of outputs \_\_\_\_\_.

**7. Find pairs of words as they occur in the text:**

1. operations	a. supervisor
2. manufacturing	b. president
3. plan	c. management
4. line	d. industry
5. corporate	e. goals
6. vice	f. connotation
7. service	g. managers
8. hotel	h. level
9. productive	i. business
10. organizational	j. process

**8. Word building:**

NOUN	VERB	ADJECTIVE
connotation		
	to manage	
association		
	to exist	
		productive

**9. Grammar. Put the verbs in brackets into the correct tense:**

A When Simon 1) \_\_\_\_\_ (arrive) at the cinema, dozens of people 2) \_\_\_\_\_ (queue) outside. They 3) \_\_\_\_\_ (wait) to see the same film as Simon. Simon,

however, 4) \_\_\_\_\_ (**buy**) a ticket in advance, so he 5) \_\_\_\_\_ (**walk**) straight to the front of the queue and 6) \_\_\_\_\_ (**enter**) the cinema. He 7) \_\_\_\_\_ (**feel**) relieved that he didn't have to queue. He 8) \_\_\_\_\_ (**reach**) his seat just as the lights 9) \_\_\_\_\_ (**go down**) for the start of the film.

**B** Last weekend Cathy 1) \_\_\_\_\_ (**hire**) a car and 2) \_\_\_\_\_ (**drive**) to the seaside. When she 3) \_\_\_\_\_ (**arrive**) the wind 4) \_\_\_\_\_ (**blow**) and the sky 5) \_\_\_\_\_ (**be**) cloudy. She 6) \_\_\_\_\_ (**get out**) of the car and 7) \_\_\_\_\_ (**take**) a walk along the seafront. Then she 8) \_\_\_\_\_ (**decide**) to go for fish and chips at a nearby restaurant that she 9) \_\_\_\_\_ (**see**) earlier and liked the look of. By the time she 10) \_\_\_\_\_ (**leave**) the restaurant, it 11) \_\_\_\_\_ (**already/grow**) dark. As she 12) \_\_\_\_\_ (**walk**) to her car it 13) \_\_\_\_\_ (**begin**) to rain. However, Cathy 14) \_\_\_\_\_ (**not/mind**) because she 15) \_\_\_\_\_ (**have**) a wonderful day.

### 10. Say it in English:

1. Щоб успішно виконувати свої функції, менеджер повинен виступати в різних ролях. Роллю, у такому разі, є один з типів поведінки в певній ситуації.
2. Наприклад, йому доводиться займатися відвідувачами, розподіляти ресурси, залагоджувати конфлікти і зриви на роботі, налагоджувати зв'язки з іншими підрозділами і партнерами, виступати в ролі підприємця, вести переговори і так далі.
3. У кожній своїй ролі менеджер повинен відповідати чеканням своїх начальників, підлеглих і колег. Його поведінка повинна відповідати його статусу і посадовим інструкціям.
4. Виступаючи в ролі представника своєї команди і організації, менеджер сприяє формуванню громадської думки і образу своєї компанії.
5. Він повідомляє інформацію про людей і їх роботу не лише своєму керівництву, але і громадськості.
6. Оскільки кожен керівник має бути лідером в своєму колективі, він повинен створювати відповідний робочий клімат.
7. В ролі лідера менеджер прагне стимулювати своїх підлеглих працювати краще, забезпечуючи їх всім необхідним і знижуючи вірогідність конфліктних ситуацій.
8. В разі виникнення яких-небудь збоїв в роботі, менеджер повинен їх врегулювати.
9. Йому часто доводиться вести переговори як з членами свого колективу, так і із зовнішніми партнерами, постачальниками, представниками громадськості.
10. Для ведення переговорів менеджер наділений необхідними повноваженнями і володіє потрібною інформацією.

## UNIT 8

### STRATEGIC HUMAN RESOURCE MANAGEMENT

#### 1. Read and memorize the following words and word-combinations:

innovation – інновація

human resource – людський ресурс

trend – тенденція

crucial – критичний

to participate – брати участь

aspect – аспект

need – потреба

ability – здатність

effort – зусилля

evaluation – оцінка

to motivate – мотивувати

store – магазин

reputation – репутація

utilization – використання

#### 2. Read and translate the text:

##### Strategic human resource management

At 3M, a company famous for fostering employee innovation, human resource issues are increasingly an integral part of strategic management. Thus 3M is at the forefront of a trend toward recognizing human resources as a crucial element in the strategic success of organizations. In a growing number of organizations, such as 3M and CARE, high-level managers within the human resource management function participate directly in strategy implementation. They also help coordinate human resource aspects of strategy implementation. In this section, we review major aspects of the human resource management process before exploring in greater depth the main reasons for the growing strategic role of human resource management.

## **The HRM Process: An Overview**

Human resource management encompasses a number of important activities. One critical aspect of the process, human resource planning, assesses the human resource needs associated with strategic management and helps identify staffing needs. The staffing component of the process includes attracting and selecting individuals for appropriate positions. Once individuals become part of the organization, their ability to contribute effectively is usually enhanced by various development and evaluation efforts, such as training and periodic performance evaluations. Compensating employees for their efforts is another important factor in the HRM process, because adequate rewards are critical not only to attracting but also to motivating and retaining valuable employees. Finally, managers must respond to various issues that influence workforce perceptions of the organization and its treatment of employees.

In order to explore human resource management in an orderly fashion, the various activities that make up the HRM process are discussed sequentially in this part. The components, though, are actually highly interrelated. For example, when a group of British financiers took over the British arm of F. W. Woolworth from its American parent in 1982, the chain of 1000 stores had a tarnished image and 30 thousand employees with a reputation for poor service. Investigation revealed many interrelated problems, such as poor employment interviewing practices, little training for both sales staff managers, and components of the HRM process collectively reinforced the service problems.

Human resource professionals operating within human resource departments typically play a major role in designing the various elements in the HRM process and in supporting their use by line managers. Nevertheless, line managers ultimately are responsible for the effective utilization of human resources within their units and, thus, carry out many aspects of the HRM process, particularly as they relate to implementing strategic plans.

### **3. Find in the text answers to these questions:**

1. What are human resource issues?
2. Where do high-level managers in a number of organizations participate in?
3. Name the critical aspect of the process of HRM.
4. What does the staffing component of the process include?
5. Name the problems of the chain of 1000 stores in American company in 1982.

### **4. Fill in the blanks with appropriate words:**

*human resources trend strategy to participate to implement stage need  
accountable evaluation to motivate*

1. The \_\_\_\_\_ manager is an important employee in the company.
2. Ongoing training and \_\_\_\_\_ of employees should be a priority.
3. The banks have agreed \_\_\_\_\_ measures to improve customer information.
4. We need to balance the \_\_\_\_\_ of investors with those of the company.
5. There is a growing \_\_\_\_\_ towards shorter contracts.
6. She is very good at \_\_\_\_\_ her staff.
7. Employees are encouraged \_\_\_\_\_ in the running of the company.
8. We need to develop a global marketing \_\_\_\_\_.
9. This technology is still in its early \_\_\_\_\_.
10. I am directly \_\_\_\_\_ to management for the work of my team.

**5. Match the words from the left-side column with their definitions from the right-side column:**

1. human resource	a. to make sth that has been officially decided start to happen or be used
2. trend	b. to make sb want to do sth, especially to work hard or try hard
3. strategy	c. to take part in sth
4. to participate	d. a plan that is intended to achieve a particular purpose
5. to implement	e. the things that sb requires in order to live in a comfortable way or achieve what they want
6. stage	f. the process of studying all the available information about sb/sth and forming an opinion about them/it
7. need	g. the people who work for a particular organization
8. accountable	h. a general direction in which a situation is changing or developing
9. evaluation	i. expected to explain your decisions or actions
10. to motivate	j. a period or state that sth passes through as it develops

**6. Fill in the gaps with the words and expressions from the text:**

1. At 3M, a company famous for fostering employee innovation,  
\_\_\_\_\_.
2. High-level managers within the human resource management function  
\_\_\_\_\_.
3. Human resource management encompasses \_\_\_\_\_.
4. The staffing component of the process includes  
\_\_\_\_\_.
5. Finally, managers must respond to various issues that influence  
\_\_\_\_\_.
6. Nevertheless, line managers ultimately are responsible  
\_\_\_\_\_.

**7. Find pairs of words as they occur in the text:**

1. human resource	a. part
2. employee	b. effort
3. integral	c. success
4. crucial	d. implementation
5. strategic	e. perception
6. high-level	f. management
7. strategy	g. aspect
8. critical	h. element
9. evaluation	i. innovation
10. workforce	j. manager

**8. Word building:**

NOUN	VERB	ADJECTIVE
strategy		
	to motivate	
implementation		
	to evaluate	
		attracting

**9. Grammar. Underline the correct tense:**

1. Lynne **was singing/had sung** as she was cleaning the windows.
2. Mr. Todd **was teaching/had been teaching** for thirty years when he retired.



3. I phoned Jack because I **wanted/had wanted** to ask him a question.
4. They **had walked/had been walking** for hours when they stopped for a rest.
5. The shop **had been selling/had sold** the table by the time I got there.
6. Joe was happy. He **was winning/had won** first prize in the competition.
7. It **was raining/had rained** while they were playing the football match.
8. Rob **was opening/opened** the box and looked inside.
9. People **used to work/were working** very long hours in those days.
10. I was running when I **slipped/was slipping** on the ice.

### **10. Say it in English:**

1. Необхідно розрізняти терміни "лідерство" і "керівництво".
2. Лідери діють і в неорганізованих групах, а керівники бувають лише там, де є організаційні структури.
3. Лідерство і керівництво взаємозв'язані: здатність вести за собою є основною якістю хорошого керівника.
4. Виконання управлінської роботи вимагає від керівника уміння вести за собою.
5. Керівники повинні володіти такою мірою авторитету, яка забезпечує ним підтримку їх дій.
6. Суть лідерства полягає в прихильності прибічників.
7. Люди слідуєть за тими, хто розуміє їх бажання і потреби і допомагає їм в їх здійсненні.
8. Тому лідерство тісно пов'язане з мотивацією.
9. Лише розуміючи мотиви людей, лідер може краще зрозуміти, чому вони діють так, а не інакше.
10. Лідери повинні відгукуватися на запити людей.

## UNIT 9.

### HOW LEADERS INFLUENCE OTHERS

#### 1. Read and memorize the following words and word-combinations:

leader power – керівна влада

legitimate power – законодавча влада

reward power – заохочувальна влада

coercive power – примусова влада

expert power – експертна влада

information power – інформаційна влада

referent power – влада еталону

promotion – просування

to train – вчити

to gain – отримувати

deterioration – погіршення

revenue – річний дохід

#### 2. Read and translate the text:

##### How leaders influence others

Why do people accept the influence of a leader? One major reason is that leaders have power. In this section, we examine the major sources of power and the ways that leaders can effectively use the power they potentially have available.

##### Sources of Leader Power

**Power** is the capacity to affect the behavior of others. Leaders in organizations typically rely on some or all six major types of power: legitimate, reward, coercive, expert, information, and referent.

**Legitimate Power.** Legitimate power stems from a position's placement in the managerial hierarchy and the authority vested in the position. When we accept a job with an organization, we usually are aware that we will be receiving directions related to our work from our immediate boss and others in the hierarchy. Normally, we accept such directions as legitimate because these persons hold positions of authority. Hence legitimate power relates to the position, rather than to the person per se.

**Reward Power.** **Reward power** is based on the capacity to control and provide valued rewards to others. Most organizations offer an array of rewards, including pay raises, bonuses, interesting projects, promotion recommendations, a better office, support for training programs, assignments with high visibility in the organization, recognition, positive feedback, and time off. The greater a manager's control over valued rewards, the greater that manager's reward power.

**Coercive Power.** **Coercive power** depends on the ability to punish others when they do not engage in desired behaviors. Forms of coercion or punishment include criticisms, terminations, reprimands, suspensions, warning letters that go into an individual's personnel file, negative performance appraisals, demotions, and withheld pay raises. The greater the freedom to punish others, the greater a manager's coercive power.

**Expert Power.** **Expert power** is based on the possession of expertise that is valued by others. Managers often have considerable knowledge, technical skills, and experience that can be critical to subordinates' success. To the extent that a leader possesses expertise and information that is needed or desired by others, the leader has expert power.

**Information Power.** **Information power** results from access to and control over the distribution of important information about organizational operations and future plans. Managers usually have better access to such information than do subordinates and have some discretion over how much is disseminated to work-unit members. The greater the control over important information, the greater the information power.

**Referent Power.** **Referent power** results from being admired, personally identified with, or liked by others. When we admire people, want to be like them, or feel friendship toward them, we more willingly follow their directions and exhibit loyalty toward them. Some observers argue that Lee Iacocca's initial success in turning around the Chrysler Corporation was based partially on the fact that he possessed referent power in relation to the work force. The more that a leader is able to cultivate the liking, identification, and admiration of others, the greater the referent power.

### **3. Find in the text answers to these questions:**

1. What are the sources of leader power?
2. What does legitimate power stem from?
3. What is reward power based on?
4. What does coercive power depend on?
5. What is expert power based on?

**4. Fill in the blanks with appropriate words:**

*bonus to train slowdown assignment promotion appraisal to gain competitive power revenue*

1. The staff is fully \_\_\_\_\_ to handle almost any situation.
2. I have \_\_\_\_\_ a lot of experience in the job.
3. The report said that banks had too much \_\_\_\_\_ over small businesses.
4. Her \_\_\_\_\_ to sales manager took everyone by surprise.
5. Productivity \_\_\_\_\_ are paid to staff meeting agreed targets.
6. A sharp consumer \_\_\_\_\_ may hit new car sales in the UK.
7. We have a wide range of electrical goods at \_\_\_\_\_ prices.
8. \_\_\_\_\_ from local advertisers fell by 6 %.
9. The company introduced its staff \_\_\_\_\_ scheme ten years ago.
10. The project started out as a fairly routine \_\_\_\_\_.

**5. Match the words from the left-side column with their definitions from the right-side column:**

1. to train	a. a move to a more important job in a company or organization
2. to gain	b. as good as or better than others
3. power	c. an extra amount of money that is added to a payment, especially to sb's wages as a reward
4. promotion	d. to teach a person the skills for a particular job or activity
5. bonus	e. a meeting between an employee and their manager to discuss the quality of the employee's work and to plan future tasks
6. slowdown	f. a piece of work that sb is given to do, usually as part of their job
7. competitive	g. a reduction in speed or activity
8. revenue	h. to gradually get more of sth
9. appraisal	i. the money that is received by a business usually from selling goods or services
10. assignment	j. the ability to control or influence people things, events, etc.

**6. Fill in the gaps with the words and expressions from the text:**

1. One major reason is that \_\_\_\_\_.
2. Power is the capacity to \_\_\_\_\_.
3. Legitimate power stems from a position's placement \_\_\_\_\_.
4. Reward power is based on the capacity \_\_\_\_\_.
5. Coercive power depends on the ability to punish others \_\_\_\_\_.
6. Referent power results from being admired, \_\_\_\_\_.

**7. Find pairs of words as they occur in the text:**

1. leader	a. power
2. legitimate	b. sources
3. reward	c. hierarchy
4. coercive	d. power
5. expert	e. power
6. major	f. power
7. managerial	g. knowledge
8. promotion	h. operations
9. considerable	i. recommendations
10. organizational	j. power

**8. Word building:**

NOUN	VERB	ADJECTIVE
power		
	to train	
promotion		
	to gain	
		competitive

**9. Grammar. Choose the correct answer.**

1. He went to bed \_\_\_\_ he had brushed his teeth.  
A before    B after    C while
2. I was watching television \_\_\_\_\_ the doorbell rang.  
A when    B as soon as    C while

3. She \_\_\_\_\_ hadn't finished the washing-up when the guests arrived.

A yet B just C still

4. We had been walking for hours \_\_\_\_\_ we reached the campsite.

A since B for C before

5. John was repairing the car \_\_\_\_\_ Steve was tidying the garage.

A while B before C after

6. We went to Spain on holiday \_\_\_\_\_.

A tomorrow B next year C last year

7. I fell asleep \_\_\_\_\_ I closed my eyes.

A just B as soon as C already

8. \_\_\_\_\_ did Jane and Ted get married?

A How long B How long ago C While

9. She hasn't seen Jim \_\_\_\_\_ she left school.

A for B just C since

10. He won't go home \_\_\_\_\_ he has finished his work.

A how long B until C yet

### 10. Say it in English:

1. Мета кожного керівника полягає в створенні умов для роботи людей з повною віддачею.

2. Для цього він повинен уміти майстерно керувати. Майстерність керівника складається з чотирьох основних компонентів.

3. Кожен елемент в мистецтві керівництва важливий сам по собі, і всі вони тісно взаємозв'язані.

4. Здатність надихнути своїх прибічників на роботу з повною віддачею є ключовим в мистецтві керівництва.

5. Керівник повинен володіти привабливістю і вмінням розташовувати до себе людей.

6. Ці якості будять в людях вірність, відданість і бажання досягнути того, до чого прагне вибраний ними лідер.

7. Лідер повинен дуже добре розуміти людей, які йдуть за ним.

8. Йому недостатньо розуміти теорію мотивації, він повинен уміти застосувати знання основних положень цієї теорії до конкретних людей і ситуацій.
9. Керівник повинен усвідомлювати природу і силу людських потреб і уміти визначити шляхи їх задоволення.
10. Важливим компонентом керівництва є влада і те, як керівник користується цією владою, впливає на клімат в колективі.

## UNIT 10

### CONTROL AS A MANAGEMENT PROCESS

#### 1. Read and memorize the following words and word-combinations:

counterpart – колега

to regulate – регулювати

goal – ціль

to ensure – забезпечувати

human behavior – поведінка людей

to gear – направляти по певному плану

training – стажування

trainee – стажист

franchisee – тримач ліцензії

outlet – ринок збуту

to monitor – контролювати

shortage – недолік

profit margin – межа прибутковості

inflation – інфляція

to expend – витрачати

#### 2. Read and translate the text:

##### Control as a management process

Like their McDonald's counterparts, managers in other organizations also face important issues related to the function of controlling. Controlling is the process of regulating organizational activities so that actual performance conforms to expected organizational standards and goals. As the definition suggests, controlling means that managers develop appropriate standards, compare ongoing performance against those standards, and take steps to ensure that corrective actions are taken when necessary. Since most aspects of organizations ultimately depend on human behavior, controlling is largely geared toward ensuring that organization members behave in ways that facilitate their reaching of organizational goals. Thus controls both highlight needed behaviors and discourage unwanted behaviors. For instance, during their 2-year training program, management trainees preparing to become McDonald's franchisees work their way



through a thick guide that spells out various aspects of what to do and not do in properly running a McDonald's outlet.

### **Significance of the control process**

As you might expect, the controlling function is closely allied to the other, three major functions of management: planning, organizing, and leading. It builds most directly on the planning function by providing the means for monitoring and making adjustments in performance so that plans can be realized. Still, controlling also supports the organizing and leading functions by helping ensure that resources are channeled toward organizational objectives. For example, feedback from the control process might signal the need to reorganize, provide more training to workers, clarify communications, increase leadership organizing and leading functions. For instance, after detecting a shortage of workers who could assume some supervisory responsibilities, six McDonald's restaurants in Fairfax Virginia, have been experimenting with a training program to teach English to workers who have management potential but speak little English.

As part of the control process, managers set up control systems. A control system is a set of mechanisms that are designed to increase the probability of meeting organizational standards and goals. Control systems can be developed to regulate any area that a manager considers important, such as quantity produced, resources expended, profit margins, quality of products or services, client satisfaction, timelessness of deliveries, or specific activities that are performed in producing a product or service.

For example, McDonald's has a 19-step procedure that workers have rigidly to follow when they are cooking and bagging French fries. Local managers are expected to ensure that employees prepare and bag French fries in accordance with these steps so that the French fries will conform to McDonald's standards. This procedure also is one of the operations that corporate evaluation teams check during their unannounced inspections of outlets. Thus the local managers, the corporate evaluation teams, and the standards embodied in the procedure form part of a control system aimed at achieving consistently good French fries at all McDonald's outlets.

### **3. Find in the text answers to these questions:**

1. What is controlling?
2. What does the controlling mean from the management point of view?
3. How are controls related to behaviors?
4. What are the major functions controlling is closely allied to?
5. What is control system used for?
6. What is the role of controls?

**4. Fill in the blanks with appropriate words:**

*to run inflation counterpart franchise outlet client goal trainee margin to gear*

1. Our engineering teams called their \_\_\_\_\_ at IBM to help resolve the problem.
2. The company has set itself some long-term organizational \_\_\_\_\_.
3. The magazine is \_\_\_\_\_ towards women over 35.
4. They have plans to recruit up to 800 new \_\_\_\_\_.
5. The restaurant chain has 257 \_\_\_\_\_ across Europe.
6. He has no idea how \_\_\_\_\_ a business.
7. The business has 34 retail \_\_\_\_\_ in this state alone.
8. They make an 18% \_\_\_\_\_ on the sale of each phone.
9. She advises \_\_\_\_\_ on their investments.
10. \_\_\_\_\_ rose again this year.

**5. Match the words from the left-side column with their definitions from the right-side column:**

1. counterpart	a. to make, change or prepare sth so that it is suitable for a particular purpose or for particular people
2. goal	b. a person who is being taught how to do a particular job
3. to gear	c. to be in charge of a business, etc
4. trainee	d. the difference between the cost of buying or producing sth and the price that it is sold for, calculated as a percentage of the selling price
5. franchise	e. a shop or an organization that sells goods made by a particular company
6. to run	f. a person or thing that has a similar position or function in a different country or organization
7. outlet	g. a person who uses the services or advice of a professional person or organization
8. margin	h. a rise in the general prices of goods and services in a particular country over

	a period of time, resulting in a fall in the value of money
9. client	i. a business or service run under franchise
10. inflation	j. something that you hope to achieve

**6. Fill in the gaps with the words and expressions from the text:**

- Like their McDonald's counterparts, managers in other organizations also \_\_\_\_\_.
- As the definition suggests, controlling means that managers develop appropriate standards, \_\_\_\_\_.
- Thus controls both highlight needed behaviors and \_\_\_\_\_.
- As you might expect, the controlling function is closely allied to the other, \_\_\_\_\_.
- As part of the control process, \_\_\_\_\_.
- For example, McDonald's has a 19-step procedure that workers \_\_\_\_\_.

**7. Find pairs of words as they occur in the text:**

1. important	a. goals
2. organizational	b. adjustment
3. to conform	c. responsibility
4. human	d. margin
5. training	e. computer
6. to make	f. issues
7. to assume	g. program
8. portable	h. behavior
9. client	i. standards
10. profit	j. satisfaction

**8. Word building:**

NOUN	VERB	ADJECTIVE
control		
	to regulate	
satisfaction		
	to monitor	
		corporate

### 9. Grammar. Complete the sentences using any appropriate past forms:

1. While Joanne \_\_\_\_\_ her hair, Carl was cleaning the house.
2. I have no idea where I \_\_\_\_\_ my wallet.
3. He \_\_\_\_\_ his leg when he fell off his skateboard.
4. We \_\_\_\_\_ in the classroom for ten minutes before the teacher arrived.
5. She \_\_\_\_\_ to the theatre last night.
6. My tooth \_\_\_\_\_ for a week before I went to the dentist's.
7. She cried when she \_\_\_\_\_ her driving test.
8. What \_\_\_\_\_ when the alarm went off?
9. They got into the car and \_\_\_\_\_ away.
10. I could tell she \_\_\_\_\_ the competition because she couldn't stop smiling.

### 10. Say it in English:

1. Стиль керівництва багато в чому визначає атмосферу в колективі.
2. Існує три основні стилі керівництва: диктаторський, демократичний і незалежний.
3. Кожен з цих стилів має свої переваги і недоліки, але вибір стилю керівництва залежить більшою мірою від особи керівника.
4. Деякі керівники використовують свою владу для того, щоб давати вказівки і строго контролювати їх виконання.
5. Система заохочення і покарання при такому стилі керівництва націлена на досягнення повного підпорядкування бажанням керівника.
6. Демократичний керівник, навпаки, стимулює активну участь підпорядкованих в прийнятті рішень.
7. Він радиться з працівниками перед тим, як зробити які-небудь кроки і чекає від своїх підлеглих розуміння і підтримки.
8. Вільний тип управління передбачає повну незалежність дій підлеглих.
9. Роль керівника зводиться до того, що він є сполучною ланкою між колективом і зовнішнім світом, і поставляє всю необхідну інформацію.
10. При такому стилі керівництва, керівник у величезній мірі залежить від відданості і відповідальності людей, що працюють на нього.

## **Supplementary texts for reading and discussion**

### **Text # 1. Definition of management. Its nature and purpose**

We define management as the process of designing and maintaining an environment in which individuals working together in groups, accomplish efficiently selected aims. This basic definition needs to be expanded.

1. As managers, people carry out the managerial functions of planning, organizing, staffing, leading and controlling.

2. Management applies to any kind of organization.

3. It applies to managers at all organizational levels. Management applies to small and large organizations, to profit and non-profit enterprises, to manufacturing as well as service industries.

The term “enterprise” refers to business, government agencies, hospitals, universities, and other organizations. Effective managing is the concern of the corporation president, the hospital administrator, the government first line supervisor and the like.

Managers are charged with responsibility of taking actions that will make it possible for individuals to make their best contributions to group objectives.

The scope of authority held may vary and the types of problems dealt with may be considerably different. But all managers obtain results by establishing an environment for effective group endeavour. Top-level managers spend more time on planning and organizing than lower-level managers.

Leading takes a great deal of time for first-line supervisors.

#### **The aim of all managers.**

In a very real sense, in all kinds of organizations, whether business or nonbusiness, the logical and most desirable aim of all managers should be a surplus – managers must establish an environment in which people can accomplish group goals with the least amount of time, money, materials and personal dissatisfaction, or where they can achieve as much as possible of a desired goal with available resources. In a nonbusiness enterprise, such as a police department or hospital, that are not responsible for total business profits, managers still have goals and should strive to accomplish as much as possible with available resources.

### **Text # 2. The purpose of an organization**

It always tickles me when the managers of an organization describe its purpose. They are correct, of course, when they state the obvious contribution that

it makes. But they miss the point – that is why most organizations are not well managed as they could be.

The point is that the purpose of organization is to help people have lives.

Lives come from the challenges and support that people derive from being responsible, being supplied or being cared for.

There are an incredible number of organizations in our lives: some we work for, others we belong to, and most of them do something for us.

Our employer involves us with several groups that are significant: insurance companies, pension fund, industry associations. We have to deal with a few more in order to help manage the material aspects of our lives: banks, life insurance companies, plumbers, garbage collectors, etc...

There are dozens of organizations that affect us, and probably no two people have identical lists.

The difference between a well-managed organization and one that just bumps along is multidimensional leadership. Success is the result of usefulness which comes from an understanding of what is necessary to make things happen.

The useful organization can be constructed and managed in an atmosphere of joy and satisfaction.

The first part of causing success is to remember that the purpose of an organization is to help people have lives.

People band together to accomplish something: that is why we have families, nations, companies, and such.

Often the purpose of that banding is forgotten after the basic needs are achieved.

“Giving people lives” refers to a great many characteristics. Lives are the result of education, support, work and relationships. Leadership provides the definition and opportunities for the members. If it does not do that, the members get off on the wrong track and the organization becomes inoperative.

### **Text # 3. Planning and organizing**

The main functions are planning, organizing, staffing, leading and controlling.

Planning involves selecting objectives and the actions to achieve them, it requires decision making.

Decision making is choosing future courses of action from many alternatives. No real plan exists until a decision has been made. Before a decision is made, all we have is a planning study, an analysis, or a proposal, but not a real plan.

Planning bridges a gap from where we are to where we want to be in a desired future. It strongly implies not only the introduction of new things but also sensible and workable implementation.

There is no more important and basic element in establishing an environment for performance than enabling people to know their purposes and objectives, the tasks to be performed, and the guidelines to be followed in performing them. If group effort is to be effective, people must know what they are expected to accomplish.

Organizing. People working together in groups to achieve some goals must have roles to play, much like the parts actors fill in a drama.

The concept of a “role” implies that what people do has a definite purpose or objective; they know how their job objective fits into group effort, and they have the necessary authority, tools and information to accomplish the task.

Organizing is the part of managing that involves establishing an intentional structure of roles for people to fill in an organization. It is intentional in the sense of making sure that all the tasks necessary to accomplish goals are assigned to people who can do them best. The purpose of an organization structure is to help in creating an environment for human performance.

To design an effective organization structure is not an easy managerial task. Many problems are involved in making structures fit situations, including both defining the kind of jobs that must be done and finding the people to do them.

#### **Text # 4. Staffing, leading and controlling**

Staffing involves filling and keeping the positions in the organization structure.

This is done by defining workforce requirements, inventorying the people available, recruiting, selecting, placing, promoting, planning the career, compensating and training.

Leading is influencing people so that they will contribute to organization and group goals; it has to do with the interpersonal aspect of managing.

All managers would agree that their most important problems arise from people – their desires and attitudes, their behaviors as individuals and in groups.

Effective managers also need to be effective leaders.

Since leadership implies followership and people tend to follow those who offer a means of satisfying their own needs, wishes and desires, it is understandable that leading involves motivation, leadership styles and approaches, and communication.

Controlling is the measuring and correcting of activities of subordinates to ensure that events conform to plans.

It measures performance against goals and plans, shows where negative deviations exist and by correcting deviations helps ensure accomplishment of plans.

Although planning must precede controlling, plans are not self-achieving. The plan guides managers in the use of resources to accomplish specific goals.

Then activities are checked to determine whether they conform to plans.

Control activities generally relate to the measurement of achievement. Each means of controlling shows whether plans are working out.

If deviations persist correction is indicated. But what is corrected?

Nothing can be done unless one knows who is responsible for these functions. Making events to conform to plans means locating the persons who are responsible for results that differ from planned action and then taking the necessary steps to improve performance. Thus, outcomes are controlled by controlling what people do.

### **Text # 5. Key management skills**

Management is the process of achieving organizational goals through engaging in the major functions of planning, organizing, leading and controlling.

Although these functions form the basis of the managerial process, several other elements contribute to an understanding of how managers actually operate.

For managers to develop work agendas, act out roles and engage in planning, organizing, leading and controlling, they also need a knowledge base and key management skills.

A knowledge base can include information about an industry and its technology, company policies and practices, company goals and plans, company culture, the personalities of key organization members, and important suppliers and customers. In addition to having a knowledge base, managers need three key types of skills to carry out the various functions of management.



A skill is the ability to engage in a set of behaviours that are functionally related to one another and that lead to a desired performance level in a given area.

For managers, the three skill types are technical, human and conceptual.

Technical skills are skills that reflect both an understanding of and a proficiency in a specialized field.

For example, a manager may have technical skills in accounting, finance, engineering, manufacturing or computer science.

Human skills are skills associated with a manager's ability to work well with others both as a member of group and as a leader who gets things done through others.

Managers with effective human skills are very good at communicating with others and motivating them to develop themselves and perform well in pursuit of organizational goals.

Conceptual skills are skills related to the ability to visualize the organization as a whole and understand how the organization fits into the wider context of the industry, community and world. Managers need to recognize these various elements and understand the complex relationships among them so that they can take actions that advance the goals of the organization.

Conceptual skills, coupled with technical skills, human skills, and a knowledge base, are important ingredients in organizational performance.

### **Text # 6. Performance**

Performance is made up of two dimensions: effectiveness and efficiency.

Effectiveness is the ability to choose appropriate goals and achieve them. In contrast, efficiency is the ability to make the best use of available resources in the process of achieving goals.

In essence, organizations need to exhibit both effectiveness (doing the right things) and efficiency (doing things right) in order to be good performers.

Effectiveness means that a manager has the responsibility for selecting the right goal and the appropriate means for achieving that goal. Thus, a manager needs to be able to select the right decision from among all alternatives and then to select the right method from many methods for implementing that decision. Efficiency is measuring the cost of attaining a given goal. Efficiency is concerned with how resources (money, time, equipment, personnel) are used to get the desired results. If the minimum cost is spent to obtain the desired goal, the manager is being efficient.

## **Evaluation of management performance**

The manager's responsibilities require that she or he be both effective and efficient.

From an evaluation viewpoint, efficiency is important but effectiveness is vital. A manager who does the wrong things (ineffectiveness) with minimum use of resources (efficiency) is not helping the organization.

On the other hand, the manager who makes the right choices but may not have a completely smooth operation is assisting the organization, despite partial inefficiency.

### **Text # 7. The managerial job**

There are many aspects to the job of a manager and there is no complete agreement as to what exactly constitutes the job of a manager.

Some focus on the entrepreneurial aspects of managing and their main concern is innovation, risk taking and similar activities.

Others emphasize decision making, especially the kind of decisions that cannot be easily programmed.

An additional view of the managerial job draws attention to leadership with an emphasis on particular traits and managerial styles. Closely related to this approach is the discussion about power and influence, that is, the leader's control of the environment and subordinates.

Others focus their attention on the behavior of leaders by examining the content of the manager's job.

But despite different approaches to the nature of managerial tasks, the key tasks of managers can be organized into the five functions of planning, organizing, staffing, leading and controlling which constitute the framework of managerial activities. Managers are different: they have different needs, desires and motives.

Managing offers rewards but also involves stress.

An individual aspiring to a managerial position should evaluate both the advantages and the disadvantages of managing before pursuing this career.

### **Text # 8. Delegating authority**

The manager must depend, to a greater or lesser extent, on one or more of the staff to take supervisory roles, and oversee the day-to-day working of the

section.

Clearly, there must be very good relationships between the manager and supervisor. This can be an excellent opportunity to create and maintain effective environment, but there are sometimes problems. The supervisor is sometimes known as an assistant manager, or junior-manager, and has an area of responsibility which in many ways parallels that of the manager. Like the manager he or she is often under pressure from above and from below, and has to keep contact with other supervisors, perhaps in other departments, and thus has a 'sideways' pressure also. More than anything else, the supervisor has to have such information as will enable him to carry out the duties effectively. He needs to feel that he is in the manager's confidence, and that he has been given all the relevant information, together with an opportunity to discuss aspects of the work with the manager. In addition to the delegation of duties, the manager has the problem of having to assess just how much of the information he possesses should be passed on to the supervisor.

There are managers who fail to recognize fully the importance of information sharing. Some managers do not always take the trouble to explain fully what is required of the supervisor.

Others try to bolster up their own position by a secrecy which they suppose adds to their status.

Also there are managers who rely on a telephone conversation, or at best a memo, which they naively believe will be fully understood. It is not always easy for the manager to decide what information is essential to the supervisor; on the whole it may be better to give too much information than too little.

But the manager also has to ensure that what is passed on is understood: Somehow or other, the manager must try to find an opportunity to discuss with the supervisors just what is required for a particular day or week. Some organizations have set up a daily or weekly 'briefing session', during which up-to-the-minute information can be given as it affects the supervisor. The supervisor also has the opportunity to question or comment, so that the manager has a better idea of the difficulties which any individual may feel or anticipate.

### **Text # 9. Management roles**

All managers, regardless of level in the organization or job title – vice-president of marketing, director of accounting services, machine shop foreman, or supervisor of clerical support, perform the major functions of planning, organizing, staffing, directing and controlling.

Now we need to know: What does the manager do to carry out these functions? The answer is that she or he must fill various roles.

A role is any one of several behaviours a manager displays as he or she functions in the organization. As a manager attempts to perform the management job, he or she must “wear different hats” in interactions with various members of the organization. These role requirements are influenced by a manager’s formal job description and also arise from the values and expectations of the manager’s superiors, subordinates and peers.

### 1. Figurehead Role.

A manager is the head of his or her unit – division, department, section.

A manager is the head of his or her unit – division, department, section. Because of this “lead person” position, the manager must routinely perform certain ceremonial duties. For example, the manager may be required to entertain visitors, attend a subordinate’s wedding, or participate in a group luncheon.

### 2. Leadership Role.

The manager is the environment creator. She or he plays this role by working to improve employees’ performance, reducing conflict, providing feedback on performances, and encouraging growth.

### 3. Liaison Role.

Managers interact with others besides superiors and subordinates; they work with peer level managers in other departments, staff specialists, other departments’ employees, and outside contacts (suppliers, clients). In this role the manager is building contacts through which to gather information.

### 4. Monitor Role.

The manager is constantly monitoring the environment to determine what is going on. This information is collected directly, by asking questions, and indirectly, through unsolicited information.

### 5. Spokesperson or Representative Role.

The manager is the person who speaks for his or her work unit to people outside the work unit.

One part of this role is to keep superiors well informed and a second aspect is to communicate outside the organization.

### 6. Entrepreneur Role.

As the manager is exposed to new ideas or methods that may improve the work unit’s operations, she or he assumes the entrepreneur role. In this role the manager initiates activities that will allow and encourage the work unit to use the ideas or methods most advantageously.

### 7. Disturbance Handler Role.

What happens when parts of the work environment – schedules, equipment, contracts get out of control?

The manager must handle these crises as they develop.

### 8. Resource Allocator Role.

The manager is responsible for determining who in the work unit gets the resources, and how much each person gets.

These resources include money, facilities, equipment, and access to the manager's time.

### 9. Negotiator Role.

Managers are required to spend a good portion of their time in the negotiator role. Negotiating may be required on contracts with suppliers or simply on trading off resources inside the organization. The manager must play this role because he or she is the only one in the work unit with both the information and authority negotiators need to have. These multiple roles are what managers actually do as they are completing their managerial functions.

## **Text # 10. Factors influencing work agendas**

Job demands are the activities a manager must do in a job. For example, managers usually have responsibilities related to the major goals and plans of the organization that are difficult to ignore.

Job constraints are the factors, both inside and outside the organization that limit what a manager holding a certain job can do.

Constraints include such variables as resource limitations, legal restrictions, union contract provisions, technological limitations and the degree to which the work of a manager's unit is defined.

Job choices are work activities that the managerial jobholder can do but does not have to do.

Even given the demands and constraints imposed upon them, managers usually have at least some choices.

For one thing, managers often have some latitude in regard to how the work is done.

For another, they usually have at least some options about which work is done.

For example, a manager may be able to emphasize some parts of the job and downplay others, delegate some parts of the job to subordinates, take on additional work in new areas of responsibility, volunteer for committees or participate in public activities on behalf of the organization. Thus, in some cases there is at least some latitude in setting one's work agenda. One implication is that work agendas tend to reflect to some extent the personal preferences and career objectives of individual managers, as well as the demands and constraints of the job.

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