

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ**  
**ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ МІСЬКОГО**  
**ГОСПОДАРСТВА імені О. М. БЕКЕТОВА**

*ЗБІРНИК ТЕКСТІВ ТА ЗАВДАНЬ З ДИСЦИПЛІНИ*

*ДІЛОВА ІНОЗЕМНА МОВА*

*(для організації самостійної роботи студентів  
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## UNIT I. EDUCATION

### Text 1

#### **Learning foreign languages**

##### How to learn a foreign language?

I. Read the text and Put the following sentences into the correct order:

- Focus on words and phrases!
- Take responsibility for your own learning!
- Spend the time!
- Listen and read every day!

1) \_\_\_\_\_

By far the most important factor is how much time you are immersed in the language. The more time you spend with the language, the faster you will learn. This means listening, reading, writing, speaking, and studying words and phrases. This does not mean sitting in class looking out the window, nor listening to other students who do not speak well, nor getting explanations in your own language about how the language works. This means spending time enjoyably connected to the language you are learning.

2) \_\_\_\_\_

Listen wherever you are on your MP3 player. Read what you are listening to. Listen to and read things that you like, things that you can mostly understand, or even partly understand. If you keep listening and reading you will get used to the language. One hour of listening or reading is more effective than many hours of class time.

3) \_\_\_\_\_

Build up your vocabulary, you'll need lots. Start to notice words and how they come together as phrases. Learn these words and phrases through your listening and reading. Read online, using online dictionaries, and make your own vocabulary lists for review. Soon you will run into your new words and phrases elsewhere. Gradually you will be able to use them. Do not worry about how accurately you speak until you have accumulated a plenty of words through listening and reading.

4) \_\_\_\_\_

If you do not want to learn the language, you won't. If you do want to learn the language, take control. Choose content of interest, that you want to listen to and read.

Seek out the words and phrases that you need to understand your listening and reading. Do not wait for someone else to show you the language, nor to tell you what to do. Discover the language by yourself, like a child growing up. Talk when you feel like it. Write when you feel like it. A teacher cannot teach you to become fluent, but you can learn to become fluent if you want to.

**Note:** These guidelines should be rigorously followed, even if you are taking a language course.

## Text 2

### **5 Ways to Improve Your Business Language Skills Quickly**

Business language skills are critical needs in this modern era of globalization and cutthroat competition.

An employee that has competency in business language skills is likely to be able to climb up the career ladder with ease. And that applies to businesses as a whole, too: a recent study conducted by Bersin and Associates reveals that organizations that are able to communicate their strategies in a clear and precise manner are 113 times more likely to achieve higher levels of profitability and efficiency.

**Here are five simple ways that will allow you to improve your business language skills quickly:**

#### **1. Increase Your Vocabulary**

**Improving vocabulary is key in mastering the specialized words used in business language.**

You can easily improve your vocabulary through training software that offers a comprehensive range of exercises. Learning commonly-used business idioms and abbreviations can also enhance your vocabulary.

Furthermore, you can do research on the Internet in order to find the terminology used in the specific field that you are currently employed in. It is important that you adopt an inquisitive approach towards learning, and find the meaning of any business word that you are currently unfamiliar with. A business dictionary can prove to be particularly helpful, since you'll be able to find the complete meanings for new terms and their relevant usage within business communication.

#### **2. Read Business-Related Material**

**You can significantly enhance your vocabulary by reading a wide variety of material related to your field or business.**

Reading business information and current updates will not only allow you to remain abreast with the recent changes in the business environment but also allow you to keep up with any changes in terminology. This knowledge can prove to be essential when you are communicating with third parties or working on customer contracts.

### **3. Play Games**

**You can even learn business language by playing games like crosswords and word search games.**

These games can allow you to enhance your business vocabulary while ensuring that the learning process is fun and engaging. Business-themed language games include crosswords based on financial terms and important concepts, or word search games using terminology from banking or industry. You can use free word-search puzzle generators to create your own games, if you can't find one specific to your field.

### **4. Watch Business-Oriented Programs**

**Watching programs that focus on business is an excellent way to improve language skills, because the people in those programs will be using key terms frequently and correctly.**

These programs are often hosted by experts in the field and therefore can prove to be an important source of valuable information and knowledge as well as vocabulary terms. Business terminology is naturally used on these programs and merely watching them attentively can help you grasp terms that are part of business communications.

**Listening to or watching these programs will not only allow you to become familiar with new words but also learn their correct pronunciation and usage.**

Simple knowledge of business terminology cannot completely eliminate the chance of misunderstanding in organizations; rather, an employee must be able to correctly use the terms so that the underlying message is effectively communicated to the second party. Watching these programs will allow you to understand the current business scenario while also becoming familiar with a range of words and their proper uses.

### **5. Practice**

**Learning new business terminology will not impact your communication skills until and unless these terms are used correctly in your the daily communication.**

You must try to use as many relevant words as possible during your conversations with colleagues and peers. Furthermore, recently learned business terminology can and should be incorporated into the presentations you give, so that you are able to gain confidence in your ability to use the terminology.

**Finally, you can practice your business language skills by writing business letters and memos.**

An individual working in an organization is likely to need to communicate with stakeholders and peers through the medium of memos and letters. However, it must be remembered that letters and memos need to be to the point and precise. Your

business language skills are critical during this point, because short sentences must convey your instructions, terms, or requests. It is important to be familiar with the general writing pattern found in letter formats used in your industry. Use a formal tone where appropriate, and make sure the language you use helps to clearly convey the information.

### Text 3

## Differences between American English and British English

*"The Americans are identical to the British in all respects except, of course, language."* - Oscar Wilde

*"We (the British and Americans) are two countries separated by a common language."* - G.B. Shaw

There are many differences between British and American English. Generally, it doesn't matter which variety of English you speak or write, and most native English speakers will understand you – whichever type of English you use.

Here are some of the biggest differences between British and American English.

### Vocabulary

Some common vocabulary differences are:

pavement (GB) – sidewalk (US)

lift (GB) – elevator (US)

lorry (GB) – truck (US)

rubbish (GB) – garbage / trash (US)

holiday (GB) – vacation (US)

return ticket (GB) – round trip (US)

### Grammar

1. British speakers use "yet" with the present perfect tense, while American speakers tend to use the Past Simple:

Have you eaten dinner yet? (GB)

Did you eat dinner yet? (US)

2. "at the weekend" (GB) but "on the weekend" (US)

### Punctuation

In British English, the final comma before "and" (in a list) is omitted, but not in American English.

She bought cereal, coffee, sugar and tea. (GB)

She bought cereal, coffee, sugar, and tea. (US)

### Spelling

1. –or and –our

British English tends to use -our in adjectives, whereas American English uses -or:

For example: colour (GB) and color (US); neighbour (GB) and neighbor (US)

## 2. –er and –re

Some noun endings are -re in British English, but -er in American English:

For example: centre (GB) and center (US)

## 3. –ice and –ise

Some words have -ice ending for the noun and -ise ending for the verb in British English. For example: practice (noun) and to practise (verb). However, in American English both noun and verb are spelled practice.

## 4. –l and –ll

In British English, when a word ends in a single consonant, it is doubled when we add a suffix beginning with a vowel: For example: traveller; levelled

However, in American English the 'l' is not doubled: For example: traveler, leveled

British English and American English have different spellings for certain words:

For example: cheque (GB) – check (US); programme (GB) – program (US)

## Writing dates

In British English we follow the day – month – year format, although this is month – day – year format in American English.

1/7/2010 is July 1st in British English, but January 7th in American English.

## Text 4

### Education

- I. Put each of the following words or phrases in its correct space in the passage below.

*State, terms, seminar, degree, co-educational, private, primary, tutorial, graduate, nursery school, grant, secondary, lecture, break up, compulsory, fees, academic*

When children are two or three years old, they sometimes go to a 1. \_\_\_\_\_, where they learn simple games and songs. Their first real school is called a 2. \_\_\_\_\_ school. In Britain children start this school at the age of five. The 3. \_\_\_\_\_ year in Britain begins in September and is divided into three 4. \_\_\_\_\_. Schools 5. \_\_\_\_\_ for the summer holiday in July. 6. \_\_\_\_\_ education begins at the age of about eleven, and most schools at this level are 7. \_\_\_\_\_, which means boys and girls study together in the same classes. In Britain education is 8. \_\_\_\_\_ from five to 16 years of age, but many children choose to remain at school for another two or three years after 16 to take higher exams. Most children go to 9. \_\_\_\_\_ schools, which are maintained by the government or local education authorities, but some children go to 10. \_\_\_\_\_ schools, which can be very expensive. University courses normally last three years and then students 11. \_\_\_\_\_, which means they receive their 12. \_\_\_\_\_. At university, teaching is by 13. \_\_\_\_\_ (an individual lesson between a teacher and one or two students), 14. \_\_\_\_\_ (a class of students discussing a subject with a teacher), 15. \_\_\_\_\_ (when a teacher gives a prepared talk to a number of students) and of course



private study. Most people who receive a university place are given a 16. \_\_\_\_\_ by the government to help pay their 17. \_\_\_\_\_ and living expenses.

II. Explain the difference between:

- a) to sit an exam and to set an exam
- b) to take an exam and to pass an exam
- c) compulsory and voluntary
- d) to educate and to bring up
- e) a pupil and a student

III. Fill in the gaps with the following word expressions:

- consistently achieves high grades
- academically successful but not clever in the real world
- course that does not require much work to pass
- complete with a high grade
- teacher's favourite student
- study intensely
- stayed awake all night to study
- remember perfectly
- outside a university or college grounds
- one week holiday in the middle of the term

IV. 1. Bob is a clever boy who does really well in school. His grades are always very high. He always gets straight As

---

2. Naomi had to memorize the speech she wrote. She was entering a contest at her school. Students had to say their speeches without looking at their notes. She had to know it by heart

---

3. Many students at university take the Children's Literature course. They assume that it won't be difficult because all the books on the required reading list are children's books. They think it will be a bird course

---

4. Susan lived in residence for two years. In her third year of university she decided that she'd like to try living off campus

\_\_\_\_\_. She rented a place in the middle of town.

5. Peter didn't study that much for the math test. He knew he would get a high mark because he knew the material really well. He was sure he would pass with flying colours

---

6. Mrs. Fabio always gives Karen special tasks to do in the classroom. She likes Karen more than the other students. Everyone knows Karen is the teacher's pet

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7. Ian is book smart \_\_\_\_\_.  
He's a math genius, but he doesn't know how to use a debit card or how to read his credit card statement.

8. Students get a break in the middle of their studies. Some use the time to study. A lot of students go away on holiday during reading week \_\_\_\_\_ instead of studying.

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9. Meg has done almost no work this term. She's going to have to study really hard in the last few weeks of school if she wants to pass. She really has to hit the books \_\_\_\_\_.

10. George didn't go to bed last night. He had to finish his science project and study for a math exam. He didn't have time to sleep. He pulled an all nighter \_\_\_\_\_.

## Text 5

### Higher education in Ukraine

In Ukraine, as in other developed countries, higher education is considered to be one of the main human values. Ukraine has inherited from the past a well-developed and multifunctional system of higher education.

The higher education consists of higher educational establishments, scientific and methodological facilities under federal and municipal governments and self-governing bodies in charge of education. The higher education structure includes also the post-graduate and Ph. D. Programs and self-education. The higher education includes two major educational levels, namely basic higher education and full higher education.

The Ukraine's State Higher Education System includes 940 higher educational institutions (HEI), out of which 806 are public and 134 are of other forms of ownership property. Non-public HEIs are mandatory and legally acknowledged and controlled by the state through the educational activity's licensing mechanism and

accreditation. HEIs in Ukraine are comprised of vocational schools, colleges, institutes, conservatories, academies, universities.

According to the HEIs status the following 4 levels of accreditation are set:

Level I - vocational schools and other HEIs equaled to them which teach junior specialists by using educational and professional programs (EPPs);

Level II - colleges, other HEIs equaled to them which teach bachelors, and if need be junior specialists, by using EPPs;

Level III - institutes, conservatories, academies, universities which teach bachelors and specialists, as well as junior specialists by using EPPs;

Level IV - institutes, conservatories, academies, universities which teach bachelors, masters and specialists by using EPPs.

Currently, Ukrainian higher educational system comprises of 327 technical vocational schools, 216 vocational schools, 117 colleges, 149 institutes: 2 conservatories, 48 academies and 81 universities.

HEIs' graduates are given state standard diploma after they complete education under respective EPPs, based on the results of state attestation. The following educational and qualification levels granted to the experts exist in Ukrainian system of higher education: junior specialist, bachelor, specialist and master.

Normative periods of training under different educational and qualification levels are set listed bellow:

3 years for junior specialist (on the basis of full comprehensive secondary education );

4 years for bachelor (on the basis of full comprehensive secondary education);

1 year for specialist (on the basis of first degree);

1 year for master (on the basis of first degree).

One of the particular features of high school in the Soviet period was that priority was given to preparation of technical engineers and machine building complex specialists - first of all for military complex. Most of technical higher educational institutions were concentrated in districts with well-developed industry. Currently, the need of specialists of that kind decreased dramatically: from 54 per cent in 1990 to 42 per cent in 1996 at the expense of increasing of humanitarian, economic and management profile specialists' need. This process is expected to go on and set in for nearest future in Ukraine at the basis of analysis of job market employer's requirements and graduates competition. Preparation of engineers on the basis of old-dated standards leads to the fact that 40 per cent of graduates remain unemployed.

A lot of non-governmental higher educational institutions appeared recently which leads to increasing of economic and business profile students. Since 1997 students can study at higher educational institutions on contract basis.

Every fifth first year student in state higher education institutions of 1998 pays for his education on his own which makes approximately from 400 to 1000 USD for academic year of studies.

New Ukrainian educational laws and democratic state policy give certain autonomy to the higher educational institutions in their activities and classical academic liberties in self-government.

Ukraine's higher educational system fulfills important social functions creating intellectual potential of Ukraine.

Higher education supplies all spheres of national economy with qualified professionals and looks for the better ways of development and perfection.

I. Read and translate the text:

II. Choose the right word in the correct form: *make* or *do*

1. How many mistakes did you \_\_\_\_\_ in the last dictation?
2. Who is the next to \_\_\_\_\_ a report?
3. She \_\_\_\_\_ the translation in half an hour.
4. It was Brian's upbringing that \_\_\_\_\_ him a coward.
5. The Dean \_\_\_\_\_ a speech at the meeting of the first-year students.
6. Can't you \_\_\_\_\_ anything to stop that noise?
7. What did he \_\_\_\_\_ to \_\_\_\_\_ you so angry?
8. Promise little, but \_\_\_\_\_ much.
9. He is used to \_\_\_\_\_ whatever he pleases.
10. Would you \_\_\_\_\_ me a favour and feed the cat while I'm away.
11. Have you \_\_\_\_\_ all the arrangements yet?
12. We normally \_\_\_\_\_ the shopping on Saturday mornings.

III. Choose the right word: *vocabulary* or *dictionary*

1. In this book the new \_\_\_\_\_ is given after the text.
2. A new Ukrainian-English \_\_\_\_\_ has recently been published.
3. First-year students usually have a limited \_\_\_\_\_.
4. Learn the \_\_\_\_\_ of Lesson 2 for tomorrow.
5. I could not find this word in Jones' \_\_\_\_\_.
6. You should buy a new \_\_\_\_\_, yours is too small.
7. You cannot enrich your \_\_\_\_\_ without looking up the words in the \_\_\_\_\_.

IV. Choose the best response:

1. Have you paid your \_\_\_\_\_ (=payment for studying at a university) for this semester? No, I haven't gotten around to that yet.  
a) tuition   b) tutoring   c) cost
2. How's your \_\_\_\_\_ = Do you have a lot of classes?  
a) course package   b) course load   c) course pack
3. I took that class last year. It was \_\_\_\_\_. (=very easy)  
a) gust   b) wind   c) breeze

4. I lived in the student residence last year. This year, I moved in to a place \_\_\_\_\_.  
a) of mine    b) of my own    c) of my proper
5. What does GPA stand for?  
a) grade point addition    b) grade percentage average    c) grade point average
6. Which college are you planning to \_\_\_\_\_?  
a) attend    b) ascent    c) atone
7. I applied to go to Yale, but I didn't \_\_\_\_\_. (=I wasn't accepted)  
a) get in    b) get on    c) get in
8. This is a very \_\_\_\_\_ school. (= It has a very good reputation)  
a) prevailing    b) prestigious    c) egregious
9. In the context of university life, what is a 'student body'?  
a) a student's torso    b) all the students at a university    c) professor
10. Most new college students go to \_\_\_\_\_, which is an information session designed to introduce them to their new university.  
a) orientation    b) show-and-tell    c) segmentation
11. A former student of a school/university= An \_\_\_\_\_  
a) alderman    b) alumni    c) alumnus
12. A \_\_\_\_\_ is an exam given during the middle of a semester.  
a) middle-term    b) mid-term    c) half-term
13. John finally got his \_\_\_\_\_ in Economics. (=he finished his 4 year program)  
a) decoration    b) degree    c) decree
14. My assignment is \_\_\_\_\_ on Thursday. (=it has to be finished by Thursday)  
a) due    b) deliverable    c) down
15. What are you \_\_\_\_\_ in? = What's your main subject of study?  
a) majoring    b) engaging    c) mainlining
16. You'd have to do something pretty bad to get \_\_\_\_\_ (=kicked out) from college.  
a) expelled    b) excelled    c) demoted
17. Q: Did he \_\_\_\_\_ his exam? A: No, he failed.  
a) miss    b) answer    c) pass
18. The opposite of a 'required course' is an \_\_\_\_\_.  
a) election    b) elective    c) choice
19. T.A., which stands for 'teaching \_\_\_\_\_', is someone who helps a professor run a class.  
a) asset    b) assistant    c) analyst
20. What do you plan to do after you \_\_\_\_\_? (=successfully finish college)  
a) drop out    b) take a leave of absence    c) graduate

V. Learn the following words and word expressions by heart:

диплом	diploma
дисертація	thesis
- докторська	doctorate, doctorate thesis
- магістерська	master's thesis
доцент	associate professor
захист магістерської дисертації	defence of master's thesis
письмовий екзамен	written examination
усний екзамен	oral examination
вступний екзамен	entrance examination
їдальня (студентська)	canteen
канікули	holidays, US vacation
кафедра	department
квиток студентський	student's card
книжка залікова	credit book
куратор групи	tutor
магістр	Master
заочне навчання	postal tuition, extension studies, extramural studies
гуманітарні науки	arts
точні науки	sciences
ректор	principal, chancellor
реферат	paper
семестр	term, semester
староста	monitor
стипендія	scholarship, grant
першокурсник	first year student
ступінь	degree
факультатив	optional classes
факультет	faculty
екзаменаційна комісія	board of examiners
закінчити університет	to graduate from the university
конспектувати	to make notes
мати заборгованість (з англійської)	to be behind (with English)
навчальний рік	academic year
наукові дослідження	research
студентське містечко	university campus
перенести іспит (на пізніше)	to postpone the exam

## Text 6

### **O. M. Beketov National University of Urban Economy in Kharkiv**

O. M. Beketov National University of Urban Economy in Kharkiv, *known locally as HNUMG*, is one of the top Universities in Ukraine. It has a well-established position as one of the country's leading universities training specialists for different fields of municipal economy. This makes University the most popular destination for students who want to get the top-quality education in a diverse range of fields such as municipal construction, electric transport, electric and energy supply, water and gas supply, municipal enterprises management, urban ecology, hospitality and tourism.

The students may come straight from school or college. They are enrolled for degree programmes (Bachelor Degree, Specialist Degree and Master Degree) and they get postgraduate diplomas. The doors are also open to undergraduates and mature students with different backgrounds. They choose from the selection of undergraduate and postgraduate programmes, complete the course of studies and get (receive) the degrees of Candidates and Doctors of Sciences.

More than 16,000 students study at the University. Some 650 international students from 42 countries choose our University.

The University's branches work successfully in Greece and Israel. The University also has close scientific and business contacts with higher education establishments, scientific and research institutions from 11 countries of the world, among them are France, Germany, Finland, the USA, Great Britain, Sweden, Netherlands, Israel, etc.

Established in 1922, the University now has the departments of Town Planning and Development, Economics and Entrepreneurship, Management, Urban Engineering Ecology, Power Supply and City Lighting, City Electric Transport as well as the Postgraduate Department where the scientific and academic personnel is being trained at.

There are also the Department of Upgrading Skills and Retraining, the Correspondence Department, the Department for Foreign Students and the Preparatory Department.

The learning and teaching standards of the University are rated among the best in Ukraine. The students have the access to a wide range of staff experience. The teaching staff includes 500 teachers, 70 Professors and Doctors of Sciences, more than 300 PhD lecturers. Eight world-standard schools, headed by Doctors of Sciences, Professors, Candidates of Sciences (assistant professors), and PhD lecturers, successfully function at the University.

The students pursue the academic programmes in a diversity of different subject areas coupled with extensive curricular activities. The students use a range of learning styles and techniques including lectures, seminars, tutorials, as well as undertake fieldwork and experience both individual study and group work. They

prepare essays, oral presentations, work on Department research projects, acquire necessary skills and knowledge.

Up-to-date facilities are available in well-equipped laboratories and lecture theatres. The eleven branch scientific and research laboratories, namely "Megapolis Centre", engineering centre of phyto-technologies, the Laboratory of Academic Scientific and Research Complex (ASRC), have gained the international reputation.

Many students leave home, so the University offers six hostels with communal living rooms and facilities for studies, living, cooking, recreation and holding various events. There is a lively Students' Union with numerable societies covering a wide range of interests.

The University possesses a great library both in terms of books with the stock of 882,000 volumes and online resources where the students can fulfil their every academic need or simply indulge their intellectual curiosity. As far as the on-line learning is concerned, there is an innovative development, which supports learning and teaching activities across the Internet according to special academic programmes. This on-line environment enables quick and easy provision of materials, the communication tools and support for collaborative project work.

There are also dining halls, cafes, self-service catering facilities and cash machines within an easy access from different buildings of the University.

I. Read and translate the text.

II. Answer the questions:

1. What is the abbreviation of O. M. Beketov National University of Urban Economy in Kharkiv?
2. How many students study in our University?
3. What facilities are available in the laboratories?
4. Where do students from other countries live?
5. What subjects can students choose?

III. Match the two columns:

1. train	a) recourses
2. group	b) specialists
3. online	c) development
4. innovative	d) work
5. self-service	e) catering

IV. What's the English for?

складати іспити, стипендія, записатися в бібліотеку, читати книги в оригіналі, загальноосвітня школа, пропускати заняття без поважної причини, склад викладачів, готуватися до іспиту, відстати від групи, зробити доповідь на науковій конференції, робити успіх, ступінь бакалавра, магістр гуманітарних наук, здібний учень, студентський гуртожиток, староста групи, кафедра.



## Text 7

### **Famous universities in the USA**

According to many polls, scholars consider MIT, Stanford and Harvard as some of the best universities in USA. Colleges and universities typically rise to the top of recommended lists based on a variety of criteria that includes peer reviews, freshman retention and rate of graduates per class.



#### **Massachusetts Institute of Technology**

The Massachusetts Institute of Technology, commonly referred to as MIT, is historically known as one of the best universities in USA. Many believe the facility features one of the best college programs revolving around engineering, science and technology. MIT was the location for the construction of the first computer in 1928. Students also have the option of acquiring undergraduate and graduate degrees in a variety of subjects that include the arts, philosophy and writing. The famed Nobel Laureate Professor, John Nash, taught mathematics at MIT from 1951 to 1959.



#### **Stanford University**

Tycoon John Stanford and his wife established the Leland Stanford Junior University in remembrance of their son who died before his 16th birthday. This institution of higher education in USA lies on over 8,000 acres of land, once used for raising horses. The university has its own lake and 49 megawatt power plant. Besides obtaining an MBA in USA, students may acquire degrees in earth science, education, or law and medicine. “Yahoo” was created by two Stanford PhD candidates and the word is actually an acronym for “yet another hierarchical officious oracle.”



**Harvard University**

Admitting students since 1638, Harvard is not only one of the best universities in USA; the institution is also the oldest. By 1650, Harvard became the first American corporation. The Puritans established the college as a means of training young male ministers. Educators held the first classes on the property, which initially consisted of a rural home on one acre of land that bordered a cattle feed lot. Though widely known as having a law school, Harvard actually developed a medical school over 35 years earlier. Harvard is second only to the Library of Congress for the number of volumes in the facility's library, which total over 13 million.



**University of California, Berkeley**

This institution is considered one of the best universities in USA related to science. The facility earned recognition as being one of the world leaders in research after adding 17 new chemical substances to the elemental table and discovering the virus that causes polio. The campus has 32 libraries that span over 12 acres of space. Gregory Peck and Steve Wozniak are some of the university's famous former students. Berkeley was also the location where J. Robert Oppenheimer developed the Manhattan Project and the first atomic bomb.



### **University of Texas, Austin**

This Texas institution is also a leader in research and boasts having or having had faculty awarded Nobel, Pulitzer, Wolf and other commendable prizes. Besides specific curriculum buildings and libraries, the campus contains seven museums. Many believe attending this university affords students an Ivy League quality education, though the cost of attendance lies more closely to mainstream public universities. Michael Dell attended school here, developing a small computer company before the world-renowned Dell franchise.

- I. Read the text.
- II. Fill in the gaps according to the text:
  1. “Yahoo” was created by two \_\_\_\_\_ PhD candidates and the word is actually an acronym for “yet another hierarchical officious oracle.”
  2. \_\_\_\_\_ is the oldest institution.
  3. \_\_\_\_\_ is considered one of the best universities in USA related to science.
  4. \_\_\_\_\_ a leader in research and boasts having or having had faculty awarded Nobel, Pulitzer, Wolf and other commendable prizes.
- III. Choose the correct variant:
  1. I try to \_\_\_\_ my homework before I have my evening meal.  
a) do    b) make    c) take
  2. I'm \_\_\_\_\_ my exams this month.  
a) having    b) making    c) sitting
  3. Nobody in my class has \_\_\_\_\_ a lesson so far this year.  
a) lost    b) missed    c) failed
  4. You should always check your work carefully in case you have \_\_\_\_\_ a mistake.  
a) gone    b) made    c) had
  5. My teacher thinks we're all \_\_\_\_\_ really good progress.  
a) doing    b) making    c) having
  6. I hope you are successful in the exam. You can only \_\_\_\_\_ your best.  
a) do    b) make    c) be

IV. Complete the text below by adding the missing verb in the correct form in each gap:

1. I could have got higher marks but I \_\_\_\_\_ a few silly mistakes.
2. I've been studying French for 6 months now but I don't feel like I'm \_\_\_\_\_ much progress.
3. I think I \_\_\_\_\_ my best in the test and I hope I'll get a good mark.
4. There was a great film on TV last night and I forgot to \_\_\_\_\_ my homework.
5. Steve feeling quite ill and might have to \_\_\_\_\_ the lesson.
6. I \_\_\_\_\_ two exams yesterday: Speaking in the morning and Listening after lunch.

### Text 8

#### Universities in the UK

Higher education in the UK varies depending on the constituent state (England, Wales, Scotland or Northern Ireland), though the systems are fairly similar. Undergraduate degrees at universities in the UK typically last three years, although courses in Scotland are usually a year longer. Some UK universities also offer fast-track undergraduate courses, which can be completed in as little as two years. You could also choose a vocational-based 'foundation degree', which typically lasts one or two years and is similar to the US associate's degree.

Students in the UK start their higher education with a bachelor's degree, although for some subjects you can enroll on an undergraduate degree that leads directly into a master's program – usually four years long. Master's programs last one or two years, and PhDs at least three. Courses are taught in English at most universities in the UK, with some Welsh-language programs offered in Wales and Scottish Gaelic-language programs in Scotland.

London, the UK's capital city, ranks among the world's top student cities, and has an impressive 18 universities in the QS World University Rankings. Home to 10 million people, this vast metropolis is the financial, cultural and political center of the country. London life is extremely fast-paced, so if you do not like crowds or noise, it might not be the place for you! It has a (deserved) reputation for being expensive, so may also not be the best choice for those on a tight budget – but those who do study in London all agree the city is worth every penny in the opportunities for culture, fun and networking it offers.

Home to many of the best libraries, museums, art galleries, nightclubs and theaters in the UK, and the hub of many of its most competitive professional sectors, London has more to see and do than you will have time to get to the end of – even if you stay long enough to complete a PhD. Indeed, there are few places in the world, which can guarantee as exciting and diverse an experience – both academically and otherwise.

Now the UK's second largest city, Birmingham came to prominence during the industrial revolution. Today it is a thriving commercial hub, and home to the UK's largest shopping area outside of London (which, in the local branch of Selfridges, boasts one of the most striking buildings in the country). Birmingham (or Brum, as it is known affectionately by locals) is also one of the most multicultural places in the UK, which means you will probably find few cities can offer as varied and colorful a cultural experience.

Birmingham's six universities also make it the largest center of higher education and academic research in the UK outside of the capital, while the 'Big City Plan' is currently underway to make Birmingham one of the top 20 most livable cities in the world within 20 years. Meanwhile, you can enjoy Birmingham's thriving art, music and literary scenes, including the prestigious City Of Birmingham Symphony Orchestra and a range of other cultural institutions.

The highest ranking of universities in Birmingham is the University of Birmingham, ranked 64th in the QS World University Rankings, along with Aston University (ranked within the global top 400) and four other universities including the Open University's West Midlands regional center.

Oxford and Cambridge are two separate cities each with a distinct history and character. However, these two cities are also bound together in the collective imagination as semi-mythical academic enclaves with a profound historic affinity, as well as an ever so slightly tongue-in-cheek rivalry. Both are old medieval towns, built on rivers and situated towards the south of England not far from London, both are relatively quiet and peaceful, and both are completely dominated by their universities – the two oldest in the Anglophone world.

Oxford and Cambridge are both collegiate universities, and their constituent colleges loom large over the city centers, which you will also notice are teeming with the bright young attendees (usually on bicycles when they are not relaxing on the river in a punting boat). While Cambridge is home to a large cluster of high-technology industries such as software and bioscience, earning it the name 'Silicon Fen' (a play on Silicon Valley), Oxford has a long history of brewing and has been an important center of motor-manufacturing for years, with the main production site for Mini cars, now owned by BMW, based there.

I. Read and translate the text.

II. Define whether sentences are true (T) or false (F):

1. Undergraduate degrees at universities in the UK typically last three years.
2. All UK universities also offer fast-track undergraduate courses.
3. 'Foundation degree' is the same as the US associate's degree.
4. Birmingham is the largest center of academic research in the UK.
5. Oxford and Cambridge are both collegiate universities

III. Find English equivalents for the following words and word combinations:

1. професійний;

2. центр секторів;
3. науковий ступінь;
4. середньовічне місто;
5. конкуренція;
6. записуватися (в організацію);
7. програмне забезпечення

## **Unit II. Business English**

### **Text 1**

#### **Managers and study of management**

Managers are responsible for achieving results through the specialized efforts of other people, individually, in groups, or in organizations. Management is the process undertaken by one or more individuals to coordinate the activities of others to achieve results not achievable by one individual acting alone.

Why study management? a. Because managers guide and direct the organizations that provide goods and services upon which society depends. In doing so, managers serve a critical function. b. Because many individuals who aren't trained as managers often find themselves in a managerial positions. Studying management better equips individuals to handle managerial responsibilities. c. Because new approaches and skills in management are needed in order to regain U.S. competitiveness internationally.

Contributors to the evolution of management are comprised of three groups: 1. Practicing managers who described their own experience and generalized principles from those experiences which they believed could be applied in similar situations. 2. Social and behavioral scientists who study management as a social phenomenon using scientific methods. 3. Engineers, sociologists, psychologists, lawyers, economists, accountants and etc who represent a middle ground between management as practice and management as science perspectives to studying management.

There is no single accepted management theory, and these three different perspectives can't be neatly classified. They provide different ways of approaching management tasks. Although they are discussed in order of their development in history, no one has superseded the other.

An interesting lesson in the timelessness of management history: Atilla the Hun, king of the Huns who invaded the Roman Empire. His management principles, that still apply today, include: 1. Committed leaders have wisdom, sincerity, authority and courage. 2. A leader must have followers' trust and respect. 3. Stupidity is avoided by listening. 4. Leaders should encourage creativity, and the freedom to act when consistent with a nation's goals. 5. Provide directions to subordinates. 6. Never delegate matters that require direct attention. 7. Never reward someone for doing less than expected. 8. Grant small rewards for light tasks, reserve big rewards for major tasks. 9. Honor all commitments made during negotiations.

There are 3 approaches to management thought: **1. Classical approach** was launched in the 1900s by engineers to study how to increase the efficiency and productivity of a rapid expanding work force. They develop extensive knowledge on plant and job design, work methods and other aspects of managing work. The effort expanded into studying problems of emerging large, complex organizations. Three activities were identified as functions which comprise the management process: a. planning – determining organizational objectives and how to meet them; b. organizing – designing and developing an organization objectives and how to meet them; c. controlling – ensuring that actual organizational performance conforms to planned performance. **2. Behavioral approach** focuses on the interrelationship between people and work helping managers become more effective in managing people. It was developed partly because the Classical sometimes failed to improve efficiency and harmony. It concentrates on motivation, leadership, communications and work groups. **3. Management Science approach** applied math and statistics to managing operations. The computer is the key tool. There are 2 attempts to integrate the 3 approaches. They are: 1. System approach – views organizations as a total system comprised of a group of interrelated departments contributing to a single purpose. 2. Contingency approach – argues that there is no one best way to manage. The best management approach depends on the situation.

All modern managers face 3 tasks: 1. Managing work and organization – managing to ensure the organization's work gets done and managing the overall organization. 2. Managing people – communications with, and motivating and leading employees; requires an understanding of interpersonal relations and group behavior. 3. Managing production and operations – managing the organization's production function but also focusing on wide class of problems.

### **Exercise 1**

**Read and translate the text.**

### **Exercise 2**

**Write T for the true and A for the false beside each of the following statements.**

- \_\_\_\_\_ 1. It is difficult to find anyone who is neither a manager nor affected by the decisions of a manager.
- \_\_\_\_\_ 2. Managers coordinate actions of others to obtain results which can't be obtained by one person acting along.
- \_\_\_\_\_ 3. As a field of study, management has evolved from the effort of three groups of contributors – practicing managers, social and behavioral scientists and engineers.
- \_\_\_\_\_ 4. The classical, behavioral and management science perspectives agree on what comprises management's tasks.
- \_\_\_\_\_ 5. The behavioral approach developed partly because the Classical approach sometimes failed to improve workplace harmony and efficiency.
- \_\_\_\_\_ 6. Planning, organizing and leading are the three functions of the management process identified by the classical theorists.

- \_\_\_\_ 7. In the author's opinion, the management of work involves managing people, production and operations and work and organizations.
- \_\_\_\_ 8. The management science approach draws much of its perspective on management from the behavioral approach.
- \_\_\_\_ 9. According to Attila the Hun, effective leaders are wise, sincere, authoritative and good listeners.
- \_\_\_\_ 10. To thrive in the 1990s, organizations must emphasize a behavioral Approach to management.

### Exercise 3

**Match each approach to management with the correct characteristics.**

- A. Systems Approach
- B. Behavioral Approach
- C. Management Scientific Approach
- D. Classical Approach
- E. Contingency Approach

- \_\_\_\_ 1. Uses math and statistics as aids in managing operations.
- \_\_\_\_ 2. Argues that managers must assume a broad perspective to their jobs.
- \_\_\_\_ 3. The first attempt to study modern management.
- \_\_\_\_ 4. Focuses on helping managers become more effective in managing people.
- \_\_\_\_ 5. The effectiveness of management methods depends on the situation.

### Exercise 4

**Select the best response for the each of the following questions.**

1. According to the text, we study management because
- a. as subordinates in organizations, understanding management tends to improve relationships with our supervisors.
  - b. managers depend on society to achieve organizational objectives.
  - c. many individuals who aren't trained in management skills find themselves in management positions.
  - d. all of the above.
2. Defining organizational objectives and strategy refers to the \_\_\_\_\_ managerial function.
- a. planning
  - b. controlling
  - c. organizing
  - d. leading
3. Which approach to management has enjoyed increasing popularity in the last two decades?
- a. Classical approach
  - b. Systems approach
  - c. Behavioral approach
  - d. Contingency approach
  - e. Management science approach
4. In the \_\_\_\_\_ managerial function, the manager works to ensure that actual organizational performance equals planned performance.
- a. planning
  - b. organizing
  - c. controlling
  - d. leading
  - e. staffing



5. Managing an organization's production function and a wide class of problems is the \_\_\_\_\_ task of management.

- a. managing operations
- b. managing organizational resources
- c. managing people
- d. none of the above

6. Designing and developing an organization refers to the \_\_\_\_\_ managerial function.

- a. managing work and organization
- b. managing people
- c. organizing
- d. planning
- e. controlling

7. Which approach to managing assumes that there is no one single best way to manage?

- a. classical
- b. behavioral
- c. contingency
- d. systems
- e. none of the above

### Exercise 5

#### Short answer questions

1. In what key way are the Systems approach and contingency approach similar? Dissimilar?
2. Briefly define the three tasks which comprise the work of management.
3. Why is there no "one best way" to manage organizations?

### Exercise 6

#### Discussion question

Provide a brief profile of each of the three approaches to management (Classical, Behavioral and Management science) and highlight the approaches' similarities and differences.

## Text 2

### Foundations of managing work and organizations

The classical approach emerged in the 1990s comprised of two schools: 1. **scientific management** – theorists focused on increasing the efficiency of work, sought the "best way" to perform each job via thorough analysis of the way the job is performed. They believed managers, not workers, should determine work methods. 2. **Classical organization theory** – theorists believed organizations could be effectively managed via practices and principles stressing productivity and efficiency.

Major contributions made by industrial engineers who analyzed data obtained from experiments involving blue-collar jobs. Proponents believed that labor-management conflict rose from inefficient use of organizational resources. Increasing work efficiency increases profits and management's goals and labor's goals would be satisfied and not at each other's expense. People are primarily motivated by money. Workers would accept scientific management principles if doing so would increase their income.

Work management – Frederick Taylor was the major contributor. As a foreman at Midvale Steel Company, he launched a series of studies of jobs to determine the

most efficient way to perform jobs and to set objective work standards. He developed the four principles of managing work: 1. Develop a science for each element of a man's work which replaces the old rule-of-thumb method. 2. Scientifically select, train and develop the workman. 3. Cooperate with the workers to ensure the job is done according to scientific management principles. 4. Equally divide work and responsibilities between management and workers.

Principles of work simplification – Taylor followers, Frank and Lillian Gilbert, increased the productivity of bricklayers by 200% by studying their movements, eliminating inefficient movements, combining others, and simplifying the work; reduced the number of motivations involved in laying a brick from 18 to 4-1/2.

Principles of work scheduling – Engineer Henry Gantt developed the Gantt chart which shows the relationship between work planned and completed on one axis and time elapsed on the other. The scheduling chart is still used in industry. He expanded scientific management analysis to include the work of managers.

Principles of efficiency – Harrington Emerson established principles for accomplishing the efficient use of resources. Managers should: a. use scientific, objective and factually-based analysis; b. define the aims of the undertaking; c. relate each part to the whole; d. provide standardized procedures and methods; e. reward individuals for successful task execution.

**Classical organizational theory** – the 2 lasting contributions by theorists. 1. Principles of management – Henry Fayol developed 5 management functions a. planning – all managerial activities that result in a course of action; b. organizing – activities that result in a structure of tasks and authority; c. commanding – directing subordinates' activities; d. coordinating – activities that bind all individual efforts together and direct them toward a common objective; e. controlling – activities ensuring that actual activities conform with planned activities; and 14 management principles. Fayol believed these and other yet undiscovered principles serve as guidelines for thinking to facilitate the “soundless and good working order” of the firm. Blind obedience to fixed rules was inappropriate. In contrast to Fayol, James D Mooney believed that natural laws of organizing existed which he sought to determine through logic. His principles of organization are: a. coordination – the primary rational for organizations and the reason for organizing; b. authority – defining each managerial job in terms of duties and responsibilities; c. leadership – the personification of authority which guides the delegation of authority; d. specialization – the process of defining tasks. So the contribution of the classical approach is that it identified management as a distinct element of organized society; it identified planning, organizing and controlling as managerial functions and as the basis for managerial training; it asserted that managers must perform these functions.

### Exercise 1

**Read and translate the text.**

### Exercise 2

**Write “T” for the true and “F” for false for each of the following statements.**

- \_\_\_\_\_ 1. According to Henri Fayol, managers should have direct, one-way communication with subordinates.
- \_\_\_\_\_ 2. James B Mooney’s belief that management principles were not natural laws but rather guidelines for thinking differed sharply from Henri Fayol’s view.
- \_\_\_\_\_ 3. Practicing engineers and behavioral scientists were the major contributors of scientific management.
- \_\_\_\_\_ 4. Scientific management assumed the traditional belief that managers should determine how workers should perform their jobs.
- \_\_\_\_\_ 5. Harrington Emerson’s major contribution to scientific management was his development of work simplification.
- \_\_\_\_\_ 6. Scientific management researchers applied SM principles to blue-and-white-collar jobs.
- \_\_\_\_\_ 7. James Mooney believed that leadership is the personification of authority.
- \_\_\_\_\_ 8. A chief contribution of SM was its identification of planning, organizing and leading as management’s primary functions.
- \_\_\_\_\_ 9. One reason why SM failed to be adopted by many organizations is because the approach failed to understand the sociological/psychological aspects of work.
- \_\_\_\_\_ 10. Taylor’s major contribution is in the management of organizations.

### Exercise 3

**Select the best response for each of the following questions.**

- 1. One important assumption of SM is that the one best way to do a job could be determined through:
  - a. effective use of scarce resources.
  - b. analysis of data.
  - c. positive worker attitudes toward management
  - d. both B and C
- 2. Henri Fayol’s principle that calls for reinforcing rules with a sense of justice is:
  - a. order
  - b. remuneration
  - c. spirit de corps
  - d. equity
  - e. discipline
- 3. All but one of the following is Taylor’s principles of work management. Which one is not a principle?
  - a. Develop a science for each element of a man’s work.
  - b. Involve the worker in decision making about work procedures.
  - c. Scientifically select and train workers.
  - d. Cooperate with workers.
  - e. Divide work and responsibility between management and labor.
- 4. The Gantt chart is used in industry today as a \_\_\_\_\_ tool.
  - a. job classification
  - b. work simplification
  - c. work scheduling
  - d. departmental organizing

5. Who first asserted that the scope of SM should be broadened to include analysis of managerial work?
- a. Frederick Taylor                      c. Henry Gantt              e. James B Mooney  
b. Frank and Lillian Gilbreth      d. Henri Fayol
6. Who is noted primarily for developing principles of work simplification?
- a. James Mooney                      c. Lyndall Urwick      e. Franck Gilbert  
b. Harrington Emerson      d. Henry Fayol              f. Frederick Taylor
7. Who was the 1<sup>st</sup> to study work seriously?
- a. James Mooney                      c. Lyndall Urwick      e. Franck Gilbert  
b. Harrington Emerson      d. Henry Fayol              f. Frederick Taylor
8. Mooney's 4 principles of organization are:
- a. coordination, leadership, commanding and specialization.  
b. planning, organizing, commanding and coordinating.  
c. planning, organizing, coordinating and controlling.  
d. coordination, authority, leadership and specialization.
9. According to Fayol, \_\_\_\_\_ is the managerial function which binds all individual activities together and directs them towards a common objective.
- a. organizing              c. profits                      e. society's welfare  
b. coordinating      d. commanding
10. According to Mooney, \_\_\_\_\_ is the organization's reason for being.
- a. organizing              c. profits                      e. society's welfare  
b. coordinating      d. commanding

#### Exercise 4

**Match each of Fayol's management principles with the correct description.**

- |   |   |
|---|---|
| A. Centralization                         | H. Equity   |
| B. Unity of direction                     | I. Order  |
| C. Division of labor                      | J. Stability of personnel                           |
| D. Discipline                             | K. Initiative                                       |
| E. Scalar chain                           | L. Espirit de corps                                 |
| F. Parity of authority and responsibility | M. Subordination of individual to general interests |
| G. Unity of command                       | N. Fair remuneration                                |

- \_\_\_\_ 1. Hold employees accountable to only one supervisor.
- \_\_\_\_ 2. Establish one unbroken chain of command in the organization.
- \_\_\_\_ 3. Encourage employees to establish loyalty to the organization.
- \_\_\_\_ 4. Base pay on achievement of assigned job objectives.
- \_\_\_\_ 5. Delegate authority in proportion to responsibility.
- \_\_\_\_ 6. Define each job so the jobholder clearly understands it and its relationship to other jobs.
- \_\_\_\_ 7. Enforce established rules and procedures fairly.
- \_\_\_\_ 8. Group together activities which have the same purpose.
- \_\_\_\_ 9. Encourage employees to exercise independent judgment within the bounds of

their defined jobs and delegated authority.

\_\_\_\_ 10. Encourage employees define their interests with those of the organization.

### **Exercise 5**

#### **Answer the questions.**

1. Briefly summarize Frederick Taylor's principles of managing work.
2. What are Harrington Emerson's principles of efficiency?

### **Exercise 6**

#### **Discussion question**

Scientific management has been severely criticized for its proponents' failure to recognize the worker's psychological and sociological dimensions and their needs in this respect. How serious is this shortcoming? Explain

### **Text 3**

#### **The quality of working life**

Over the last thirty years, a new approach to management has been developed. Those favoring it say that the way to increase workers' efficiency is to improve their job satisfaction and motivation. Followers of the quality of working life movement (QWL) have been trying out various methods of making work more interesting. These include job enlargement, job enrichment and new forms of group work.

With job enlargement, the worker is given additional task to perform. Thus, the operator of a word-processor may be asked to do filing duties as well. Job enrichment involves giving extra responsibilities to workers such as production planning, quality control and technical development of equipment. In some organizations, special types of work groups have been formed where workers share responsibility for certain tasks. For example, at the Volvo car plant in Kolmar, Sweden, assembly workers do not work on a moving production line. They are organized into thirty teams of fifteen to twenty members. They have their own tasks like assembling heating and electrical systems and they work in their own part of the factory.

As can be seen, the basic idea of QWL is that a worker should have an interesting, even challenging job. QWL encourages managers, therefore, to be sensitive to the needs of employees.

The root of the QWL movement can be traced back to the 1920s and 1930s. It was at this time that the famous Hawthorne Studies were carried out. These were held at the Hawthorne plant of the Western Electric Company in Chicago, USA, from 1927-32. Most of the studies were directed by Professor Elton Mayo, a Harvard University psychologist. Their aim, initially, was to evaluate the factors influencing productivity. However, the researchers soon directed their attention towards studying people, especially their social relationship at work.

It all began when the Hawthorne Company investigated the effect of factory lighting on production and workers' morale. They found out that the groups of workers who were studied increased their output whether the lighting was improved or not. This led them to look at the human factor influencing efficiency. To help them

in their search, they brought in Professor Elton Mayo and his colleagues.

He directed a series of experiments on how working conditions affected output. In the early experiments, his subjects were a group of girls who assembled telephone equipment. Such things as lighting, lunch time, rest periods, wall colors, pay and temperature were varied to see how they affected productivity. The researchers generally discussed the changes with the girls before putting them into effect. Once again, it was found that there was an increase in productivity whether conditions were made better or worse.

The researchers began looking for other factors which would explain the increased productivity. They realized that their study was also about workers' attitude and values. It was clear that the girls had developed a high moral during the experiment and had been motivated to work hard. This high moral was put down to several factors. First, the girls had enjoyed feeling they were especially selected for the study and were receiving a lot of attention from management. Secondly, they had developed good relationships with each other and with their superior during the experiment. This was because they had been fairly free to work at their own pace and to divide their work up amongst themselves. Lastly, the good relationships and social contacts had made their work more enjoyable.

This experiment was followed by many others. The researchers came to the conclusion that social relations among workers and between workers and their bosses affect output, the quality of work and motivation. Another important finding was that a worker needs more than money and good working conditions to be productive. The feeling of belonging to a group, and his/her status within that group, strongly affect his/her behavior – even if the group is an unofficial or informal one.

It is said that Elton Mayo founded the human relations school whose offspring is the Quality of Working Life movement. He directed and publicized the Hawthorne experiments which have been so influential to this day. The conclusions of the study challenged the theory of Scientific Management put forward by Frederick W. Taylor. Both men, however, changed the course of management thinking.

## Exercise 1

**Read and translate the text.**

## Exercise 2

**Decide whether the following statements *true* or *false*.**

Statements	True	False
1. Managers who believe in QWL are experimenting with new ways of organizing work.		
2. The idea of work enlargement is to make work more satisfying for an employee.		
3. Job enrichment involves giving workers more tasks of the same level of difficulty.		
4. The Kolmar car plant is efficient because workers specialize in one task.		
5. The QWL approach makes managers more aware of their workers' interests.		

### Exercise 3

**Answer the following questions.**

1. In what way did the Hawthorne experiments change direction?
2. In Mayo's experiments how changes in working conditions did affected the workers he studied?
3. Why did the group of girls become more efficient?
4. According to the researchers, what other factors, besides money, affect a worker's productivity?
5. Why have Mayo's experiments been so influential?

### Exercise 4

**Explain the meaning of the following words and phrases.**

1. motivation	7. morale
2. assembly workers	8. brought in
3. production line	9. putting them into effect
4. challenging	10. at their own pace
5. carried out	11. status
6. evaluate	12. challenged

### Exercise 5

**Complete the sentences with the correct word or phrase.**

1. People work harder if they know that someone is \_\_\_\_\_ in their progress.  
a. enthusiastic                      b. interesting                      c. interested
2. Nothing has been announced but we have heard \_\_\_\_\_ that the company secretary has resigned.  
a. formally                      b. officiously                      c. unofficially
3. Friendly \_\_\_\_\_ no longer exist between members of the sales department because some got bonuses and others did not.  
a. relations                      b. contacts                      c. connections
4. \_\_\_\_\_ in the Production Department is low because the workers have heard about the plans to reduce the work force.  
a. morale                      b. feeling                      c. moral
5. This is a useful \_\_\_\_\_.  
a. equipment                      b. machine                      c. machinery
6. We have carried out \_\_\_\_\_ into the effect of lighting on our workers' productivity.  
a. a research                      b. some research                      c. researches
7. Strikes can be avoided if managers are \_\_\_\_\_ to the feelings of their employees.  
a. aware                      b. sensible                      c. sensitive
8. Some people like to work at their own \_\_\_\_\_.  
a. beat                      b. motion                      c. pace

9. We have several proposals for increasing sales. We must \_\_\_\_\_ the merits of each of them.

a. cost

b. value

c. evaluate

10. Has the change in exchange rates had any \_\_\_\_\_ on the cost of your raw materials?

a. result

b. affect

c. effect

#### Text 4

### **Motivation**

The work of managers is to ensure that staff works efficiently in an organization. To achieve this, it is clear that managers must know what motivates people. By understanding the factors influencing motivation, they can create the conditions in which employees will perform to their maximum potential.

One of the best known theories of motivation was put forward by an American psychologist, Abraham Maslow, in a book entitled *Motivation and Personality*. In his theory, he presented a hierarchy of needs. He identified certain basic human needs and classified them in an ascending order of importance. Basic needs were at the bottom of the hierarchy, higher needs at the top. His classification is shown below:

Physiological needs – these were things required to sustain life like food, water, air, sleep etc. Until these needs are satisfied, Maslow believed, other needs will not motivate people.

Security needs – they are the needs to be free from danger, physical pain and loss of job. They include the need for clothing and shelter.

Social needs – A human being needs to belong to a group, to be liked and loved, to feel accepted by others and to develop affiliations.

Esteem needs – after people have satisfied their social needs, they want to have self-respect and to be esteemed by others. They have a need for power, status, respect and self-confidence.

Self-actualization needs - these are the highest needs, according to Maslow. They are the desire to develop, to maximize potential and to achieve one's goals.

Maslow said that people satisfied their needs in a systematic way. When a need had been met, it stopped being a motivating factor. For example, if a person was starving, he would not be too concerned about security and social needs. But once he had enough food, he would start thinking about those other needs.

Research into Maslow's theory has not been very conclusive. Studies have tended to show that needs vary greatly among individuals. At the levels in a company, self-actualizing needs may be very strong whereas at lower levels, social and security needs may be dominant.

Another theory of motivation, which has been very popular with managers, is Frederick Herzberg's "two-factor" theory. Herzberg conducted a number of studies in the region of Pittsburgh, USA, in the late 1950s. He concluded that at work there are certain factors which cause job satisfaction while others lead to dissatisfaction.



The group of factors bringing about satisfaction were called “motivators”. They include things like a challenging job, responsibility, advancement, recognition etc. These factors give rise to positive satisfaction. Herzberg called the other group of factors “hygiene” or “maintenance” factors. These include company policy and administration, salary and fringe benefits, job security, status and personal life. These factors are considered to be only “dissatisfiers”, not motivators. If they do not exist, they cause dissatisfaction. If they do exist in quality, they do not give increased satisfaction.

Hertzberg’s two-factor theory is shown in the following diagram. It is worth noting that the hygiene factors refer to the context of the job – the conditions of work – while the motivators refer to job content.

### Exercise 1

**Read and translate the text.**

### Exercise 2

**Decide whether the following statements *true* or *false*.**

Statements	True	False
1. According to Maslow people are not concerned about achieving their personal goals in life unless they have satisfied their physiological needs.		
2. Senior managers who want to become company directors have self-actualization needs which they wish to satisfy.		
3. Herzberg, like Maslow, believes that people satisfy their needs systematically.		
4. Herzberg believed that workers would not necessarily work harder if they earned more money.		
5. Job security is one of the most important factors which motivate employees.		
6. The purpose of job enrichment programmes is to increase worker motivation.		

### Exercise 3

**Find words or phrases in the text which mean the same as the following:**

1. the most somebody or something is capable of
2. system of lower and higher ranks
3. respected, admired
4. a person’s position in relation to others
5. final; putting an end to uncertainty
6. feeling
7. becoming popular or fashionable

#### Exercise 4

Complete the following sentences with words opposite in meaning to the words in *italics*.

e.g. *interesting* He does not like his job because it is *uninteresting*.

- |                       |  |
|-----------------------|--|
| 1. <i>satisfied</i>   | Workers become _____ if their jobs offer no challenge.                                       |
| 2. <i>conclusive</i>  | Since the report was so _____, no recommendations were made.                                 |
| 3. <i>responsible</i> | _____ behaviour by staff can be costly to an organization.                                   |
| 4. <i>popular</i>     | Managements become _____ if they fail to pay bonuses.  |
| 5. <i>respect</i>     | No manager likes a subordinate to be _____.  |
| 6. <i>secure</i>      | A worker who feels _____ in his job will probably not be committed to the firm he works for. |
| 7. <i>social</i>      | People who work _____ hours, for example at night-time, generally receive extra pay.         |
| 8. <i>efficient</i>   | Nowadays, it is not easy to get rid of an employee who is _____.                             |

#### Exercise 5

Match the following with the correct definitions.

- |                              |  |
|------------------------------|--|
| 1. Catch sight of (v.)       | a. attract attention                         |
| 2. Catch on (v.)             | b. pleasant and easily remembered            |
| 3. Catch out (v.)            | c. draw level with                           |
| 4. Catch up with (v.)        | d. start to burn                             |
| 5. Catch one's eye (v.)      | e. notice suddenly                           |
| 6. Catch (n.)                | f. a hidden or unexpected difficulty         |
| 7. Catch-phase (n.)          | g. become popular or fashionable             |
| 8. Catchy (adj.)             | h. trap someone in an error;                 |
| 9. Catch fire (v.)           | i. become involved in                        |
| 10. Become caught up in (v.) | j. a phase which becomes popular for a while |

#### Exercise 6

Complete the following sentences with suitable words and phrases with catch from the list above.

- Everyone liked the \_\_\_\_\_ tune of that TV commercial.
- Do you think such an extraordinary style of dress will \_\_\_\_\_? I can't believe it will.
- At the car exhibition, that ultra-modern car – like something from outer-space – really \_\_\_\_\_ everyone's \_\_\_\_\_.
- In the field of high-technology electrical goods, the Koreans are rapidly \_\_\_\_\_ with the Japanese.
- This business is being sold far too cheaply. I smell a rat somewhere. There must be a \_\_\_\_\_.
- “Put a tiger in your tank” was a popular \_\_\_\_\_ a few years ago.

7. We were \_\_\_\_\_ a few weeks ago when our main competitor suddenly lowered the prices of their products by 10%.
8. Management buy-outs are becoming more and more common these days. Obviously, the habit is \_\_\_\_\_.
9. While I was going round the factory, I \_\_\_\_\_ a worker who was smoking in a non-smoking area.
10. During one of our tests the prototype of our new hair-drier overheated, causing it to \_\_\_\_\_.

#### Text 5

### Strategic planning

An organization is guided by larger plan or blue print developed for the entire organization. The plan's objectives and strategies determine the context of planning by divisions and department managers. Since World War II, the external environment has become unstable, uncertain, and fast changing. Luck, wisdom and intuition alone are no longer sufficient to guide organizations. As a rule more organizations are using strategic planning. It involves taking information from the external environment and establishing an organizational mission, objectives, strategies and portfolio plan; considers an organization's relationship with its environment; focuses on the total organization, depending on inputs from many functional areas.

The Strategic planning process produces a written plan composed of four components. **1 Mission statement** which states the organization's long-run vision of what it is trying to become, the unique aim of distinguishing it from other similar organizations; provides for the entire organization, that should be periodically revised because the present mission may become irrelevant because the organization has expanded into new products, markets and industries. The present mission remains relevant, but loses management's interest, become inappropriate due to environmental change. In developing the statement, management must ask (and answer) "What is our business?", consider three elements such as the organization's history, the organization's distinctive competencies and the organization's external environment. An effective mission statement focuses on markets not products – focusing on client and customer needs rather than products or services offered; is achievable and realistic; motivates employees by providing a shared sense of purpose outside the activities performed within the organizations; is specific, providing clear direction and guidelines for management. A key point – every mission statement eventually becomes obsolete.

**2 Organizational objectives** – the end points of the organization's mission, i.e. what the organization seeks through ongoing long-run operations. Effective organizational objectives must be capable of being converted into specific action; provide direction, serving as the starting point for more specific, detailed objectives at the organization's lower levels; establish the organization's long-run priorities; serve as standards, facilitating management control.

**3 Organizational strategies** – the organization’s grand design, i.e., its action plan for achieving its organizational objectives; involves determining whether to concentrate on present customers or create new ones. Four strategies are commonly used; they are market penetration, market development, product development and diversification. Strategies should be chosen which are consistent with the organization’s mission and exploit distinctive competencies.

**4 Organizational portfolio plans** – the final stage of strategic planning process wherein top management decides which of its businesses to build, maintain or eliminate and which business to add to its operations; a popular method for developing the plan is the BCG business portfolio matrix created by the Boston Consulting Group. The approach involves 4 steps: 1) identify organization activities which meet the requirements of strategic business unit (SBU): have a distinct mission, its own competitors and stand as a single business or collection of related business which can be planned for independently from the organization’s other business. 2) Classify each SBU as a star, cash flow, question mark and cash trap. Relation between the Strategic planning and operational plans is derived from and contribute to the accomplishment of the strategic plan.

### Exercise 1

**Read and translate the text.**

### Exercise 2

**Answer the questions:**

1. Briefly define the four requirements which organizational objectives must meet to be effective.
2. Why should a mission statement be externally rather than internally focused?
3. In what ways do diversification and product development strategies differ?  
Provide an example of each type of strategy.
4. Briefly summarize the steps in the strategic process.
5. What two “rules” should be used in selecting organizational strategies?

### Exercise 3

**Write “T” for true and “F” for false.**

Statements	True	False
1. An organization’s mission statement is fully determined by asking “What are our distinctive competences?”		
2. When Procter and Gamble changed its advertising from promoting Ivory Soap as baby soap to soap for adults, it pursued a market development strategy.		
3. A cash trap is an SBU with a large market share in a low growth market.		
4. An SBU’s position in the BCG matrix depends on its relative market share and the market’s annual growth rate.		

5. Distinctive competence provides an organization with a competitive edge. 6. The mission statement is a short-term organizational objective. 7. Defining the business by product rather than market tends to increase the organization's flexibility. 8. Cash cows typically require substantial cash investment. 9. The strategic planning process consists of the following steps, in chronological order: establish mission, objectives, organizational strategies and organizational portfolio plan. 10. The mission statement of exceptionally successful firms remains relevant over time. 11. Management should develop strategies that exploit the organization's distinctive competence and are consistent with its mission statement.		
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#### Exercise 4

**Select the best response for each of the following questions:**

1. An effective mission statement:
  - a. will be focused on customers/markets.
  - b. will be focused on products.
  - c. will have an internal focus.
  - d. is defined by the company's Articles of incorporation.
2. Using the BCG matrix, Electrodynamics, an electronics firm with a low market share in a high-growth market is classified as a:
  - a. star.
  - b. question mark.
  - c. cash cow.
  - d. cash trap.
3. An effective organizational objective should meet all but one of the following requirements. Which statement is not a requirement?
  - a. The objective must be capable of being converted into specific action.
  - b. The objective must provide direction.
  - c. The objective must establish an organization's long-run priorities.
  - d. The objective must be approved by everyone who is to work toward its accomplishment.
  - e. All of the above are requirements.
4. Phillip Morris decides to provide free samples of its Marlboro brand of cigarettes in grocery stores to attract non-users to try its product. Which strategy is Phillip Morris implementing?
  - a. market penetration strategy

- b. product development strategy
  - c. market development strategy
  - d. diversification
5. The end result of the strategic planning process is:
- a. organizational objectives
  - b. organizational strategies
  - c. strategic plan
  - d. mission statement
6. If you are focusing on your business' markets in developing a mission statement, you're assuming an \_\_\_\_\_ focus.
- a. internal
  - b. external
  - c. environmental
  - d. all of the above
7. The end points of an organization's mission are its:
- a. strategies
  - b. objectives
  - c. policies
  - d. action plan
  - e. all of the above
8. To qualify as a strategic business unit, a business must meet all of the following requirements but one. Which one isn't necessary?
- a. have a distinct mission
  - b. be capable of being planned for independently from the organization's other business
  - c. have its own competitors
  - d. be a single business or collection of related business
  - e. all of the above are required
9. In time a star usually becomes a:
- a. cash cow
  - b. question mark
  - c. cash trap
  - d. all of the above
10. The primary advantage of a cash cow is that it:
- a. is a source of organizational stability
  - b. enjoys long-term future growth because of its entrenched position in its market
  - c. provides extra cash for the organization
  - d. all of the above

## Exercise 5

### Discussion question

1. One strategic planner recently commented, "Rarely does the strategic planning process occur in a step-by-step fashion. It's a very dynamic process with

changes occurring in just about all the phases.” What does the planner mean? Explain.

2. Explain the interrelationship between an organization’s organizational objectives and strategies and operational objectives and strategies. Provide a situation example that illustrates the relationships.

## Text 6

### **Social responsibilities of business**

What is the purpose of business? Is it just to make as much profit as possible for its shareholders? Or does a business have a wider responsibility to help solve society’s problems? This is the controversial topic we shall now examine.

Thirty or so years ago, discussions of social responsibility were of three types. Firstly, there was a lot of talk about how business people should behave in their work. Should they have the same ethical standards – the same principles – as they had in their private life? A question which was often discussed was: should an executive offer a bribe to secure a contract, when he knew that his competitors were likely to do so? Secondly, the people discussed the social responsibility of business towards its employees. They were interested in how organizations could improve the working conditions of their employees. Finally, social responsibility included the idea that business people should contribute to cultural activities. They should support activities like music festivals and art exhibitions. Executives were also expected to serve on educational committees, hospital boards and so on. In other words, they had to take an active part in the life of their community.

These days, there is a new approach to social responsibility. Many people say that a business should try to meet the needs and interests of society. It has an obligation to help solve the problems of society. Because of this new concept, society expects more from its business organizations. For example, pressure is put on businesses to provide a safer environment. A chemical company, therefore, is not only expected to meet government standards regarding pollution. It must take steps to reduce pollution to as low a level as possible – even if this means reduced profits.

These days, businesses are expected to show social responsibility in all kinds of ways. They are urged to provide safer products; to protect and respect the environment; to hire more people from minority groups; to offer work opportunities to unemployed youngsters; to oppose racial discrimination and at all times to behave with integrity. The list is endless.

An example of the new approach can be found in banking. Some well-known British banks have had pressure put on them to stop doing business in South Africa. This is because many of their customers are opposed to South Africa’s policy of Apartheid. For example, in 1986 Barclays Bank withdrew its business from South Africa. Similarly, a few years ago, some Swedish companies were criticized for taking part in an electrical power project in Africa. The project was located in a

country which was then a Portuguese colony. Some Swedish newspapers accused the companies of “supporting imperialism”.

The new concept of social responsibility means that businesses and business people must have integrity. They must deal honestly with their employees and with the outside world. Successful companies are very sensitive if their integrity is attacked. They usually respond sharply. Some time ago, an English health inspector found fault with the standards of hygiene in a Trust house Forte hotel. Lord Forte was most upset by the inspector’s accusations. Making no attempt to plead guilty and by doing so avoid publicity, the Trust house Forte Group fought the case in the courts. It also advertised in several national newspapers to give its side of the case. The integrity of the shoe-making firm, Clark’s, was recently questioned. To make its shoes, Clark’s were using leather cured by sperm-whale oil. Conservation groups heard about this and put pressure on the company to stop using such leather. They even talked of boycotting the company’s shoes. At first, Clark’s said that it had no control over leather provided by its suppliers. However, a little later, the Chairman gave a direct order that the company should only buy leather cured without sperm whale oil. He also invested in testing equipment to ensure that suppliers of leather were free from this type of oil.

### **Exercise 1**

**Rea and translate the text.**

### **Exercise 2**

**Decide whether the following statements are *true* or *false*.**

- \_\_\_\_1. Nowadays business organizations are expected to have more social responsibilities than they used to.
- \_\_\_\_2. It is accepted that a company should not lose profits in order to become socially responsible.
- \_\_\_\_3. Some Swedish companies were criticized because they expressed unpopular political opinions.
- \_\_\_\_4. Trust house Forte took legal action in order to protect the reputation of its hotels.

### **Exercise 3**

**Find words or phrases in the text which mean the same as the following:**

- 1. standards of moral behaviour (paragraph 2)
- 2. something offered or given to persuade somebody, usually to do something wrong (paragraph 2)
- 3. the natural conditions (air, water and land) in which we live (paragraph 3)
- 4. strongly against (paragraph 5)
- 5. refusing to buy or persuading people not to buy (paragraph 8)



#### Exercise 4

Match the following verbs with the correct nouns. E.g. 7-f

Verbs	Nouns
1. offer	a. the cost
2. pull	b. a contract
3. solve	c. strings
4. bear	d. a point
5. secure	e. a problem
6. take	f. a blind eye to
7. turn	g. a need
8. put	h. pressure on
9. meet	i. a bribe
10. make	j. steps to

#### Exercise 5

Now choose four of the above phrases and make your own sentences to show their meaning.

E.g.: The government turned a blind eye to the pollution of the river caused by the factory.

#### Text 7

##### Foundations of managing people

**The Human relation approach** In the 1930s, the fundamentals of managing people evolved with a heavy behavioral and humanistic orientation. Two schools emerged: 1. Human relations – became popular in the 1940s and early 1950s; 2. Behavioral science – emerged in the early 1950s and today is emphasized in much management literature. “People skills” are greatly stressed by business and industry today. Effective managers must have more than technical and analytical skills. Human Relations writers brought to management’s attention the important role of the individual in determining organizational success or failure. Accepted the Classical approach’s major premises but believed they should be modified due to differences in individual behavior and influence of work groups on individuals and vice versa. It is focused on the job’s social environment. The Hawthorne studies were conducted by Harvard University industrial psychologists at the Chicago Hawthorne plant of Western Electric in 1924. Findings were a major force in awakening management to the importance of the individual’s psychological dimensions in work. Researchers originally sought to study the relationship between productivity and physical working conditions. It consisted of 4 phases: **1. Illumination experiments** – conducted to determine the effects of changes in illumination on productivity. **2. Relay assembly test room experiment** – conducted to determine effects of changes in hours and working conditions on productivity. **3. Employee interviews** – workers were interviewed throughout the plant to determine attitudes. At that point, the then-puzzled researchers premised that human element more significantly influenced productivity than the job’s technical/physical aspects. **4. Bank wiring observation**

**room experiment** – conducted to test the conclusion reached at the end of the employee interview project. Critiques of the studies were the following: major contribution – generated much interest in human problems in the workplace, human behavior and needs and were a major catalyst for future research of human behavior in organizations. The studies have been criticized for a lack of scientific objectivity and research bias. Subsequent work claims that the researchers’ conclusions are almost totally unsupported. The studies triggered revised assumptions about human nature and attacks on the “dehumanizing” aspects of the Scientific Management Approach and bureaucratic organization.

**The Behavioral Science Approach** emerged in the early 1950s with the establishment of the Foundation for Research on Human Behavior; defined as the study of observable and verifiable human behavior in organizations, focusing on human behavior, and drawing primarily from psychology, sociology and anthropology. Behavioral scientists believed that: conceptualizing management as planning, organizing and controlling emphasized describing not analyzing and understanding what managers do; the Classical Approach’s “economic man” and Human relationists’ “social man” were oversimplifications; much management theory had been accepted without scientific validation, behavioral scientists wanted to scientifically test the theories. The behavioral sciences are interdisciplinary, comprised of: psychology, sociology, anthropology. Contributions of the Behavioral Approach are: it emphasized that because managers must “get work done through others”, management is essentially applied behavior science; its key assumption is valid: managers must know how to deal with people; people are the key to economic growth and development and organizational performance. The effective management of people is a high management priority for the 1990s.

### Exercise 1

**Read and translate the text.**

### Exercise 2

**Decide whether the following statements are *true* or *false*.**

Statements	True	False
1. The Human Relation approach was stimulated by the Hawthorne Studies.		
2. The original purpose of the Hawthorne studies was to study the relationship between productivity and working conditions.		
3. Human relationists disagreed with the premises of the Classical Approach.		
4. Behavioral science draws more upon psychology than anthropology.		
5. By and large, critics have accepted the conclusions about the Hawthorne studies drawn by the Hawthorne researchers.		

6. In the illumination experiment, productivity declined in both groups once the lighting level decreased.		
7. The Behavioral Approach contributes to the human aspects of the organizing and controlling functions.		
8. Variables are manipulated in control groups.		
9. Behavioral scientists believe that the Classical advocates and human relationists draw too simple a picture of the characteristics of people.		

### Exercise 3

#### Answer the questions.

1. Briefly summarize the makeup of the Behavioral Science Approach.
2. Identify the major contributions and shortcomings of the Hawthorne Studies.
3. Compare and contrast the Human Relations Approach and the behavioral Science Approach.

### Exercise 4

#### Match each of the following words or phrases with the correct description.

- A. Employee interviews
- B. Illumination experiment
- C. Bank wiring observation room experiment
- D. Experiment
- E. Human Relations Approach
- F. Relay assembly test room experiment
- G. Hawthorne studies

- \_\_\_\_ 1. An investigation where variables are manipulated.
- \_\_\_\_ 2. The work group produced no more than what it determined to be a fair day's work.
- \_\_\_\_ 3. The third phase of the Hawthorne Studies.
- \_\_\_\_ 4. Concerned with individual dignity, developing human potential, and the organization's social environment
- \_\_\_\_ 5. Changes in hours and other working conditions had effect on productivity.

### Exercise 5

#### Multiple choice: select the best response for each of the following questions.

1. Which statement isn't a noted criticism of the Hawthorne studies?
  - A. Researchers were biased.
  - B. The studies lacked scientific objectivity.
  - C. Researchers applied a Classical Approach perspective to their observations.
  - D. Conclusions are largely unsupported.
2. \_\_\_\_\_ focused on the social environment surrounding the job.
  - A. Human relationists
  - B. Behavioral scientists

C. Classicists

D. Social psychologists

3. In the illumination experiment, lighting levels were changed in the \_\_\_\_\_ group and unchanged in the \_\_\_\_\_ group.

A. control; experimental

B. observation; study

C. experimental; control

D. study; observation

4. \_\_\_\_\_ focuses on the study of human behavior in groups.

A. Psychology

B. Sociology

D. Organizational psychology

D. Social psychology

5. Which statement is not a criticism offered by behavioral scientists?

A. The classical perspective of management doesn't emphasize analyzing and understanding what managers do.

B. Classicists and human relationists accept management theory without testing it.

C. Human relationists tend to be too specific in their description of the characteristics of individuals.

D. The classicists' "economic man" is inadequate.

E. All of the above are criticisms.

6. \_\_\_\_\_ is the study of learned behavior.

A. Psychology

B. Anthropology

C. Social psychology

D. Sociology

7. An experimental group and a control group were used in the:

A. Relay assembly test room experiment

B. Employee interviews

C. Illumination experiments

D. Bank wiring observation room experiment

8. \_\_\_\_\_ attempts to isolate, define and describe human behavior in groups.

A. Anthropology

B. Psychology

C. Sociology

D. Organizational psychology

9. \_\_\_\_\_ deals with behavior and attitudes within an organizational setting.

A. Psychology

B. Organizational psychology

C. Sociology

D. Anthropology

10. The behavioral sciences are interdisciplinary and are comprised of all but one of the following areas. Which area does not contribute to the behavioral sciences?

- A. Labor relations
- B. Psychology
- C. Anthropology
- D. Sociology

### **Exercise 6**

#### **Discussion question**

A plant manager recently commented, «I don't understand all this concern about the people side of management. I believe that if you pay people well and show them how to do the job, that's all there is to it. All this "touchy-feely" study about workers' psychology needs and aspects just doesn't effects how the job gets done or organizational performance. » Do you agree? In your opinion, how important are the psychological dimensions of people in determining organizational performance? Can you present any evidence (or personal experiences) that support your position?

### **Text 8**

#### **Foundations of managing production and operations**

Managing production and operations involves applying the mathematical and statistical tools of management science. The central function of management science is to provide managers with quantitative bases for decisions regarding operations under their control. The field has 4 major characteristics, they are: 1. a primary focus decision making – principal end results must have direct implications for management action; 2. appraisal rests on economic effectiveness criteria – worth of feasible actions is based on financial measures (for example, costs, rates of return); 3. Reliance on formal mathematical models. 4. Dependence on a computer – due to the model's complexity, volume of data and number of computations necessary to implement the model. Computers have fostered most of the advances made by the management science approach.

Production and operations management encompasses managing production – the manufacturing technology and flow of materials in a manufacturing plant; and operations – refers to the goods or services – producing activity in any organization. Similar to production management but focuses on a wider class of problems and includes organizations with technologies quite different from manufacturing. Production and operation management's (P/OM) foundation is management science, but it more slowly emphasizes applying and using math and statistical tools and techniques. However, understanding P/OM requires understanding its management science foundations.

The role of mathematical Models – managers can't conduct bona fide scientific experiments to; for instance, determine the inventory level that minimizes carrying and ordering costs. Such is not feasible due to real world practicalities. However, mathematical models enable mangers to experiment with possible solutions without

interrupting the ongoing system. With models, managers can simulate the behavior of the real system. A mathematical model is a simplified representation of the relevant aspects of an actual system or process. Its value depends on how it represents the system or process under consideration. Instead of studying the system, managers can study a mathematical model of the system.

Here are some models used to address production and operations problems. **1. Allocation models** – focus on determining the most effective allocation of limited resources to achieve a given objective. **2. Network models** – useful for planning and controlling simple and complex projects. Program Evaluation and Review Technique model is a method for planning and controlling no repetitive projects. Network models are normative with probabilistic models. **3. Inventory models** – determine how to balance inventory carrying costs and ordering costs. Enable the manager to determine the economic order quantity and the optimum reorder point. The models are normative with deterministic variables.

Contributions of the Management Science Approach to the Practice of management are: management science has provided mathematical models which are especially useful as aids for planning, organizing and controlling production and operations. However, the models are only aids; several types of decisions can't be based solely on manipulation of quantitative data.

### Exercise 1

**Read and translate the text.**

### Exercise 2

**Decide whether the following statements are *true* or *false*.**

Statements	True	False
1. Management science is an extension of scientific management.		
2. The foundation of management science is based on production and operations management.		
3. Management science is the foundation of production and operations management.		
4. The primary focus of management science is operations and production profit.		
5. Inventory models attempt to balance inventory carrying costs and ordering costs.		

### Exercise 3

**Multiple choice: select the best response for each of the following questions.**

1. \_\_\_\_\_ focuses on a wider class of problems than does \_\_\_\_\_ because it includes organizations with technologies which are quite different from those found in a manufacturing plant.

A. Operations; production

- B. Management science; production and operations management
  - C. Production and operations management; management science
  - D. Operations; operations research
  - E. Probabilistic models; deterministic models
2. Two \_\_\_\_\_ models are \_\_\_\_\_ and \_\_\_\_\_.
- A. inventory; economy order quantity; program evaluation and review technique
  - B. network; program evaluation and review technique; allocation
  - C. production; deterministic; probabilistic
  - D. none of the above
3. \_\_\_\_\_ focus on determining the most effective assignments of resources to achieve a specific goal.
- A. Network models
  - B. Allocation models
  - C. Inventory models
  - D. Waiting line models
  - E. Normative models
4. \_\_\_\_\_ is a simplified representation of an actual system or process.
- A. Operations management
  - B. Game theory
  - C. Mathematical models
  - D. None of the above
5. All but one of the following are characteristics of management science. Which one isn't a characteristic?
- A. Primary focus on decision making
  - B. Relies on computers
  - C. Uses formal mathematical models
  - D. Focuses exclusively on production problems
  - E. All of the above are characteristics

#### **Exercise 4**

**Match each term or phrase with the correct description.**

- A. Network models
- B. Variables
- C. Production
- D. Operations
- E. Economy Order Quantity
- F. Linear programming
- G. Network model
- H. Program Evaluation and Review Technique

\_\_\_\_\_ 1. The manufacturing technology and flow of materials in a manufacturing plant

\_\_\_\_\_ 2. An allocation model

- \_\_\_\_\_ 3. Used for planning and controlling no repetitive projects
- \_\_\_\_\_ 4. An inventory model
- \_\_\_\_\_ 5. The Gantt chart is one

### Exercise 5

#### Short answer questions

1. Briefly describe the characteristics of the management science process.
2. How does managing production differ from managing operations?

### Exercise 6

#### Discussion question

In your opinion, what are the shortcomings of the management science approach to management?

### Text 9

#### Decision support system

The need for decision support system results from three factors: 1. the importance in decision making – managers convert information into action through decision making. The effectiveness of a manager's actions depends on the quality of information used in reaching decisions. The quality of information is a key factor. 2. Mismanagement of current information – information is often mismanaged frequently resulting in: a. too much of the wrong and too little of the right kind of information; b. information scattered throughout an organization so that it's difficult to locate answers to simple questions; c. vital information is sometimes suppressed by subordinates of managers in other functional areas; d. vital information often arrives too late. 3. Increased use of personal computers – most managers will soon have a pc at their desks providing easy, fast access to information. The increased and quick access to volumes of information requires management of information.

A **decision support system** (DSS) provides the manager with the necessary information for making intelligent decisions, converting raw data into information which managers can use. A **management information system** (MIS) provides personnel with information. However, an MIS is a DSS only if it is designed with the primary objective of managerial decision support. An MIS provides information; A DSS shapes that information to meet management's needs.

The type of information needed is classified by types of decision being made: 1. **planning decisions** – made by top management (for example, formulating organizational objectives, determining amounts and kinds of resources needed to meet the objectives.) 2. **Control decisions** – made by middle management and can be programmed or nonprogrammer. Information comes mostly from internal sources. 3. **Operations decisions** – made primarily by first-line managers and focus on an organization's day-to-day activities.

Designing a DSS requires: 1. Understanding information flow – an organization deals with two broad types of information flows. a. **External**



**information flows** – information flows from the organization to the external environment and vice versa. **Intelligence information** – the inward information flow, includes data on various elements of the organization’s operating environment. Also includes long-run strategic planning information on the economic, social and cultural environments. b. **Intraorganizational flows** – flows within the organization, vertically and horizontally. All info flows must become part of the DSS master plan. A DSS has 4 functions: 1. Determination of info needs – individual managers first determine what info they will need by asking and answering questions about the types of decisions they make, the types of info they need on different time bases. 2-3. Information gathering and processing – this activity improves the information’s overall quality, includes 5 components: **Evaluation** – determining how much confidence can be placed in a particular piece of info; **abstraction** – editing and reducing incoming info to provide managers with relevant info; **indexing** – classifying info for storage and retrieval; **dissemination** – getting the right info to the right manager at the right time; **storage** – storing info (typically in a computer). 4. Information utilization – how info is used by managers depends on its quality, form and timeliness. Effective usage is possible only if the system is planned and the right questions are asked in the beginning.

Organizing DSS requires a system perspective, which involves developing a **central data bank and info center** – and by viewing info as an important organizational resource. **Central data bank** – the core of the DSS where all organizational info is stored. Enables decision maker in one functional area to have speedy access to info in other areas, increases the quality and timeliness of decisions. **Info center** – oversees central data bank operations. Its staff acts as consultant, coordinator and controller for DSS functions. Info center development requires: identifying dispersed info activities throughout the organization; viewing these activities as part of a whole; managing these activities via the separate. Info as an organizational resource – in developing and managing a DSS, info must be viewed as a resource to be effectively utilized. As a basic resource, info: is vital to organizational survival; can only be used at a cost; must be at the right place at the right time; must be used effectively for optimal return on its costs to the organization; the design maker should evaluate information’s cost relative to its utility in decision making.

## Exercise 1

**Read and translate the text**

## Exercise 2

**Write “T” for true and “F” for false.**

Statement	True	False
1. Information used always incurs a cost.		
2. A management info system and decision support system are equivalent.		

3. Typically, the more information a manager has, the better his or her decision will be. 4. Information mismanagement can produce too much wrong info and too little of the right kind of info. 5. The first step in developing a decision support system is classifying by the organizational level where it will be used. 6. The info center is the core of the decision support system. 7. Operations decisions are typically made by middle managers. 8. Intelligence info includes data on the organization's activities. 9. The need for decision support system has increased partly because of managers' increasing use of personal computers. 10. Of the communication flows, organizational communications flow is the one most controlled by the organization.		
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### Exercise 3

**Select the best response for each of the following questions.**

1. The need for decision support system is due to info mismanagement, increasing use of personal computers, and:

- A. the impact of info on organizational survival
- B. the importance of info in decision making
- C. the importance of info to adapting to changes in the external environment
- D. the need to reduce the info deluge

2. Managers convert \_\_\_\_\_ into \_\_\_\_\_ through \_\_\_\_\_.

- A. plans; success; action
- B. objectives; action; decision making
- C. info; action; decision making
- D. ideas; info; decision making

3. Info for \_\_\_\_\_ made by \_\_\_\_\_ usually comes from \_\_\_\_\_ sources.

- A. control decision; middle management; internal
- B. planning decisions; top management; internal
- C. planning decisions; top and middle management; external
- D. operating decision; first-line managers; external

4. What type of info flow occurs from the organization to the external environment?

- A. intraorganizational flow
- B. External info flow
- C. intelligence info flow
- D. organizational communications flow

5. Getting the right info to the right manager at the right time refers to which element of info gathering and processing?
- A. Indexing
  - B. Abstraction
  - C. Evaluation
  - D. Coordination
  - E. None of the above
6. How manager uses info depends on its quality, timeliness, and:
- A. substance
  - B. relevance
  - C. form
  - D. accuracy
7. Above all, \_\_\_\_\_ are intended to provide managers with necessary info to make intelligent decisions.
- A. info centers
  - B. DSS
  - C. central data bank
  - D. MIS
8. What type of info often comes primarily from external sources?
- A. planning info
  - B. organizing info
  - C. controlling info
  - D. operations info
9. All but one of the following is functions of a decision support system. Which one isn't a function?
- A. determination of info needs
  - B. decision evaluation
  - C. info gathering
  - D. info utilization
  - E. info processing
10. Eliminating irrelevant info refers to which aspect of info gathering and processing?
- A. storage
  - B. dissemination
  - C. abstraction
  - D. evaluation

#### **Exercise 4**

**Match each term or phrase with the correct description.**

- A. central data bank
- B. intraorganizational flows
- C. external info flows
- D. controlling info

- E. planning info
- F. info center
- G. intelligence info
- H. decision support system

- \_\_\_1. Flows from the external environment to the organization
- \_\_\_2. A specialized management info system
- \_\_\_3. Info flowing within the organization
- \_\_\_4. Forms input for nonprogrammer decision made by top management
- \_\_\_5. The organizing unit for a decision support system

### Exercise 5

#### Short answer questions:

1. Discuss the factors which have increased the demand for decision support system.
2. Briefly summarize the function of the central data bank and info center in the operation of a decision support system.
3. Describe the 4 function of a decision support system.

### Exercise 6

#### Discussion question

In your opinion, how does a decision support system impact the manager's job? Does it influence other factors such as the manager's perspective on his or her job and organization? Explain.

## Text 10

### Entrepreneurship

Small business substantially contributes to the economic well being of the U.S. The 14 million-plus small businesses provide over 80% of the new jobs in the U.S. U.S. small business community is the world's 4-th greatest economic power. The entrepreneurship establishes that differ from those of the large-company CEO. The entrepreneur is deeply involved in every aspect of the business; copes with greater personal and professional risk, usually his or her personal financial resources will be lost if the business fails; is singularly accountable for the business' performance. Each year, about 1.3 million individuals become entrepreneurs in the U.S. Though many definitions of entrepreneur exist, we define the entrepreneur as the creator and manager of a business. Initially the entrepreneur manages a small business. According to the SBA and Committee for Economic Development, the small business is privately owned (usually by top management); maintains local operations; employs less than 500 people. The entrepreneur faces several risks: **business risk** – from 25 to 33% of all independent small businesses fail during the first 2 years of operation; 8 of every 10 fail within 10 years, primarily due to poor management. **Financial risk** – the entrepreneur invests most if not all of his or her financial

resources in the business. **Career risk** – leaving a secure job for an uncertain future; **family and social risk** – a new business leaves little time for family and friends; **psychological risk** – the risk of personal failure if the business does not succeed. Entrepreneurs create businesses for independence, personal and professional growth, a better alternative to a dissatisfying job, income and security. According to research, entrepreneurs have a greater need for independence and autonomy compared to managers; have a high tolerance of ambiguity; have high energy, endurance, self-esteem and need to take charge. Entrepreneurial success requires effectively applying the management functions and before doing so, taking the first step – deciding whether to become an entrepreneur. Making the right decision requires a clear understanding of entrepreneurship and the requirements for success; an accurate self-appraisal of skills and shortcomings. **Planning** – likely contributes the most to new venture performance, provides a blueprint for action for the first critical months of the business. The entrepreneur performs **ongoing planning** – for the established business and **start-up planning** – done before the new venture opens for business; start-up planning involves answering 5 questions: what product or service will the new business provide? What market will be served? How will the business be established? How will the business be operated? How will the business be financed? **Buyout** – via buying an existing company; **start-up** – creating the business from scratch; **franchise** – the entrepreneur provides a product/service under a legal contract with the franchise owner.

**Organizing** – this function is often neglected in the early start-up stages. When established job descriptions and the organizational chart are often kept flexible many entrepreneurs avoid developing written job descriptions in the early stages of the business so employee potential and growth isn't constrained when the company is small. The organizational chart is often viewed as a dynamic, continually changing picture of the company structure. It is tool for continually assessing and re-evaluating the company. **Controlling** activities are especially important in the new business. Mistakes are bound to be made given the newness of every operation and resources are limited. Errors must be identified and quickly corrected. Initially control systems are basic and collect info on sales, production rates, inventory, accounts receivable and payable and cash flow. Many new companies are installing computerized control info system to monitor aspects of company performance and conduct financial and production analysis. **Growth of the enterprise** – the company's transition from small shop to a larger, complex company requires changes in the entrepreneur's tasks and management style. **Entrepreneurial stress:** entrepreneurs of small business experience much stress given the risks of entrepreneurship and singular accountability for the business. According to one study, entrepreneurial stress is also caused by loneliness, total immersion in the business, frustration with employee problems, and an overly high need for achievement that results in frustration when unreasonably high goals aren't met. To alleviate stress, some entrepreneurs make changes in their business routine, set time aside for social activities and interact more with employees and other entrepreneurs. **Selling the company:** many entrepreneurs

eventually sell their companies and approach the sale with three objectives: 1. locate the right buyer – one with objectives for the firm that are compatible with those of the entrepreneur; 2. secure satisfactory terms of the sale – e.g. the right price, terms of payment and special conditions; 3. obtain satisfactory autonomy – if the entrepreneur stays on to run the company, he or she wants as much autonomy as possible. Many entrepreneurs who remain as head of the acquired firm have problems coping with the changes, many ends up leaving sooner than intended.

### Exercise 1

**Read and translate the text.**

### Exercise 2

**Write “T” for true and “F” for false beside each of the following statements.**

Statements	True	False
1. Small businesses provide about 30% of the new jobs in the U.S.		
2. A buyout provides an entrepreneur with speedy entry into a market, but freedom to craft the business as he/she prefers, is often limited.		
3. Of the different strategies for establishing a business, the risk is highest with a franchise.		
4. The business plan is viewed by many entrepreneur experts to be of limited value in obtaining new venture funding.		
5. Typically, the higher the entrepreneur’s need for achievement, the more dissatisfied he or she will be with the sale of his or her company.		
6. America’s small businesses are the world’s fourth greatest economic power.		
7. Each year, less than one million people start businesses in the U.S.		
8. New businesses fail primarily due to the lack of funding.		
9. According to the SBA and the Committee for Economic Development, a small business employs less than 500 people.		
10. According to research, entrepreneurs have a greater need for achievement than do managers.		
11. Franchisees pay the franchisor an initial fee and percentage royalty on profits.		
12. An effective market analysis involves assessing the market’s size, customers, competition and the share of market that the new business can reasonably achieve.		
13. A start-up affords speedier entry into a market than does a franchise.		
14. The entrepreneur has more freedom to define and build a business via start-up than via franchise.		
15. Many entrepreneurs avoid developing written job descriptions in the early phases of the new business because they don’t want to restrict employees’ growth and potential.		

### Exercise 3

Select the best answer to each of the following questions.

1. \_\_\_\_\_ is incurred when an entrepreneur leaves a secure job for an uncertain future.
  - A. Career risk
  - B. Family risk
  - C. Business risk
  - D. Psychological risk
  - E. None of the above
2. Up to 33% of all independent small businesses fail during the first \_\_\_\_ years of operation.
  - A. one
  - B. two
  - C. three
  - D. four
  - E. five
3. The \_\_\_\_\_ is a tool for continually assessing and re-evaluating the company.
  - A. control system
  - B. planning system
  - C. organizational system
  - D. financial reporting system
  - E. financial statements
4. Concerning managing people in the small business, the entrepreneur's major disadvantage is that:
  - A. he/she completely responsible for effective leadership
  - B. he/she lacks the time to effectively manage all employees
  - C. he/she usually can't offer the salary and benefits that larger companies can provide
  - D. he/she lacks the flexibility to manage many different types of people
5. Many entrepreneurs strive to achieve three objectives in selling the company: obtaining satisfactory autonomy, securing satisfactory terms of the sale, and \_\_\_\_\_.
  - A. finding the right buyer
  - B. protecting employees
  - C. receiving the right price for the firm
  - D. making sure the sale goes through
6. All but one of the following is reasons why people start new businesses. Which one isn't a reason?
  - A. independence
  - B. need for power
  - C. personal and professional growth
  - D. money
  - E. security
  - F. all of the above are reasons

7. Financial planning involves estimating the business' projected income and expenses, locating sources of funding and estimating \_\_\_\_\_.
- A. ongoing costs
  - B. the initial investment
  - C. cash flow
  - D. business taxes
  - E. none of the above
8. All but one of the following is elements of the definition of a small business, according to the SBA and Committee for Economic Development. Which one is not a part of the definition?
- A. is usually publicly owned
  - B. maintains local operations
  - C. employs less than 500 people
  - D. all of the above are part of the definition
9. According to research, the primarily motivator for starting a new business, among the Inc 500 CEOs was frustration with:
- A. low salaries
  - B. not being listened to
  - C. working for a large company
  - D. lack of autonomy
  - E. all of the above
10. All but one of the following is characteristics of entrepreneurs, according to your text. Which one is not a characteristic?
- A. high need for autonomy
  - B. high need for power
  - C. high self-esteem
  - D. high needs to take charge
  - E. all of the above are characteristics
11. According to a survey of small business owners, \_\_\_\_\_ was most frequently cited as their most important problem.
- A. controlling costs
  - B. getting insurance
  - C. getting start-up funding
  - D. managing cash flow
  - E. finding good people
12. Start-up planning involves answering all but one of the following questions. Which one doesn't apply?
- A. what product/service will be provided?
  - B. what market will be served?
  - C. how will the business be financed?
  - D. how will the business be staffed?
  - E. how will the business be operated?



13. In a business plan, the \_\_\_\_\_ profiles the overall company, location and goals.

- A. executive summary
- B. operational plan
- C. financial plan
- D. management plan
- E. none of the above

14. The \_\_\_\_\_ explains how the company will be structured.

- A. executive summary
- B. operational plan
- C. financial plan
- D. management plan
- E. none of the above

15. The “5-15” report concerns:

- A. effective employee communication
- B. providing employees with support to do their jobs
- C. finding ways to improve the business
- D. providing effective employee development
- E. all of the above

#### **Exercise 4**

**Match each of word or phrase with the correct description.**

- A. financial risk
- B. independence
- C. start-up planning
- D. franchise
- E. about 20 million
- F. 80%
- G. organizing
- H. loneliness
- I. 60%
- J. about 14 million
- K. controlling
- L. high tolerance for ambiguity
- M. buyout
- N. market analysis
- O. external loss of control

- \_\_\_\_ 1. Company may have hidden problems with this strategy
- \_\_\_\_ 2. Has a lower failure rate than do start-ups
- \_\_\_\_ 3. The number of small businesses in the U.S.
- \_\_\_\_ 4. One reason why people launch new businesses
- \_\_\_\_ 5. A characteristic of entrepreneurs

- \_\_\_\_\_6. The percentage of business failures within the first ten years of operation
- \_\_\_\_\_7. Done before the company opens for business
- \_\_\_\_\_8. Often neglected during the early phases of the new business
- \_\_\_\_\_9. Incurred when the entrepreneur uses personal savings to launch a business
- \_\_\_\_\_10. A cause of entrepreneurial stress

## **Exercise 5**

### **Short answer questions**

1. Briefly summarize the different risks an entrepreneur incurs when starting a business.
2. Provide an overview of the different elements of planning a new business.
3. What are the different ways to establish a business? What is each strategy's strengths and weaknesses?
4. Why the organizing function is often neglected during the early phases of a new business?
5. Briefly summarize the reasons why the levels of stress experienced by entrepreneurs are often quite high.

## **Exercise 6**

### **Discussion questions**

1. Drawing from the entrepreneur quiz in the unit, assess your potential for becoming an entrepreneur.
2. Do you believe that entrepreneurs are born, not made? Explain.

## **Text 11**

### **Functions of the executive**

Based on his organizational theory (essentially cooperation), Barnard discusses the functions of the executive. He believes that the executive functions serve to maintain a system of cooperative effort. It is not quite correct to say that the executive functions are to manage the system of cooperative efforts because as a whole, it is managed by itself, not by the executive, which is part of it. He argues that control relates directly to the work of the organization as a whole rather than to the work of executives as such. The fact that practically the control is over executives for the most part is only due to the heavy dependence of the cooperation success upon the functioning of the executive. Barnard proposes three executive functions:

1) Develop and maintain a system of communication. This involves jointly a scheme of organization (organization charts, specifications of duties etc.) and executive personnel (the selection of personnel and the offering of incentives etc.).

2) Promote the securing of the personal services that constitute the materials of organizations. The work divides into two main divisions: (1) the bringing of persons into cooperative relationship with the organization; (2) the eliciting of the services after such persons have been brought into that relationship. 3) Formulate and define the purposes, objectives, ends, of the organizations. First, in the communication

function, Barnard has mentioned both formal and informal communication channels. But he does not address communication from the information point of view. Since he has put too much weight on cooperation, he does not give enough attention to the decision right and information extraction problem. Because everyone is working for the same common organization purpose, there is no incentive to hide information. Thus the executive can collect all information and make decision accordingly. This is certainly not true given the agency theory. Second, in the securing of personal services function, Barnard plays down the importance of economic incentives. Again, the reason might be the existence of common organization purpose—the workers do not need incentives to get to work. He does mention the balance between “inducements and contributions”, but this is against his cooperative view—why would the employees have to make elaborate calculations of inducements and contributions if the crux of the matter were cooperation in a common purpose? This contradiction can be easily solved by turning to the contract theory. Third, in the organization purpose formation function, Barnard deliberates on the importance of moral purpose and indoctrination. Since the organization purpose has to be common, it must be moral. And for people to work toward this common goal, the executive must use propaganda and indoctrination to solve the possible conflicts. Barnard admits that sometimes the ends of the person and the ends of the organization are not the same. He could have proceeded from here and arrived at conclusions much more similar to those of contract theory. Instead, he indicates that such opposition is most likely to occur among the lower-ranking participants in an organization and can be removed by educating the workers. Actually, he is so obsessed with the idea of common purposes that he claims that when they do not exist, the executive need to manufacture them in order to maintain the cooperative system.

#### **Exercise 1**

**Read and translate the text.**

#### **Exercise 2**

**Make five questions to the text.**

#### **Exercise 3**

**Translate the following sentences**

1. Іванов — менеджер. Він працює в компанії “Кока-кола”.
2. Його компанія продає товари по всьому світу.
3. Іванов часто зустрічається з представниками іноземних компаній.
4. Вони обговорюють ціни, умови оплати та доставки.
5. Іванов починає свій робочий день о дев’ятій ранку і закінчує о шостій вечора.

### **Text 12**

#### **Line and-staff organizations**

Organizational structure involves, in addition to task organizational boundary considerations, the designation of jobs within an organization and the relationships among those jobs. There are numerous ways to structure jobs within an organization,

but two of the most basic forms include simple line structures and line-and-staff structures.

In a line organization, top management has complete control, and the chain of command is clear and simple. Examples of line organizations are small businesses in which the top manager, often the owner, is positioned at the top of the organizational structure and has clear "lines" of distinction between him and his subordinates. The line-and-staff organization combines the line organization with staff departments that support and advise line departments.

Most medium and large-sized firms exhibit line-and-staff organizational structures. The distinguishing characteristic between simple line organizations and line and-staff organizations is the multiple layers of management within line and-staff organizations. The following sections refer primarily to line-and-staff structures, although the advantages and disadvantages discussed apply to both types of organizational structures. Several advantages and disadvantages are present within a line-and-staff organization. An advantage of a line-and-staff organization is the availability of technical specialists. Staff experts in specific areas are incorporated into the formal chain of command. A disadvantage of a line-and-staff organization is conflict between line and staff personnel. A wide variety of positions exist within a line-and-staff organization. Some positions are primary to the company's mission, whereas others are secondary—in the form of support and indirect contribution. Although positions within a line-and-staff organization can be differentiated in several ways, the simplest approach classifies them as being either line or staff. A line position is directly involved in the day-to-day operations of the organization, such as producing or selling a product or service. Line positions are occupied by line personnel and line managers. Line personnel carry out the primary activities of a business and are considered essential to the basic functioning of the organization. Line managers make the majority of the decisions and direct line personnel to achieve company goals. An example of a line manager is a marketing executive.

#### **Exercise 1**

**Read and translate the text.**

#### **Exercise 2**

**Make five questions to the text.**

#### **Exercise 3**

**Translate the following sentences**

1. Добрий ранок! Моє прізвище Браун. Я — представник фірми "Сміт енд Ко".
2. У мене ділова зустріч з Петровим о десятій.
3. Петров працює у фірмі "Автоекспорт". Ця фірма продає автомобілі.
4. Автомобілі фірми "Автоекспорт" високої якості і відповідають вимогам замовників.
5. Учора фірма "Автоекспорт" отримала замовлення на 5 автомо- білів від фірми "Сміт енд Ко".

## ADDITIONAL TEXTS FOR READING

### #1

#### American transportation fact

Transportation systems in the USA unite all corners of the country, whether it's for commerce or recreation. The main transportation systems in the USA are road, air, rail, and water networks. The vast majority of passenger travel occurs by automobile for shorter distances, and airplane for longer distances. Most cargo travels by air (mostly perishables and premium express shipments), boat, pipeline, truck or railroad. The main transportation systems in the US are outlined below.

**Road:** Roads in the US serve the needs of both commercial and personal transit. Car ownership is widespread except in a few of the largest cities where extensive mass transit systems provide a convenient alternative. The Eisenhower Interstate Highway System's creation in the 1950s inspired the usage of private automobiles for both long-distance trips as well as daily commutes. The system is the largest expressway system in the world, spanning a total of 75,376 km. The Interstate system, which serves almost all major US cities, is part of a larger National Highway System, which includes approximately 256,000 kilometers of roadway, a fraction of the total mileage of roads. In addition to road transportation by car, there are long-distance passenger buses that travel between major cities and stop in smaller towns along the way. Greyhound Lines is the largest intercity bus company in the United States, with routes to all parts of the continental US. There are also many smaller regional bus companies. Bus travel is often used by students, since it's one of the least expensive ways to travel long distances.

**Air:** Air travel passes through the 14,893 airports in the US, 5,174 of which have paved runways. Unlike many countries around the world, the US does not have one single national airline; passenger airlines in the United States are completely privatized. The US has over 200 domestic passenger and cargo airlines and a number of international carriers. 17 out of the world's 30 busiest airports for passenger travel are located in the United States, as well as 12 of the world's 30 busiest airports for cargo. In addition to using air transport for passengers and cargo, private aircraft are also used for medical emergencies, government agencies, large businesses, and some individual use.

**Rail:** Up until the mid-twentieth century, passenger trains were a popular mode of transportation. Now, however, railways are predominantly used for freight, especially in the US, where rail systems are used extensively for this purpose. The US is home to States-the world's longest national railroad network: approximately 240,000 kilometres of mainline rail routes.

**Water Transport:** Water transport is used for moving freight, but passenger service also connects many of the nation's islands and remote coastal areas. Fishing and pleasure boats are also numerous. Touching two oceans means a lot of coastline, and the US's numerous lakes and rivers also need to be accessible. Several major American seaports include New York to the east, Houston and New Orleans on the gulf coast and Los Angeles to the west. Aside from the Great Lakes, the United States

has 41,009 km of navigable inland channels (rivers and canals), and the interior of the US has major shipping channels, via the St. Lawrence Seaway and the Mississippi River. The Erie Canal was the first water link between the Great Lakes and the Atlantic Ocean, thereby allowing rapid development in agriculture and industry in the Midwest, which made New York City the economic center of the country.

**Public Transit:** Public transit in US cities and regions may include bus, train, heavy and/or light rail, and underground subway systems. Hours of operation and cost vary, and a schedule (timetable) for exact times is usually available on the Internet or in the local telephone book. Taxis are also readily available in most urban areas.

US transportation facts may surprise you! Or, they may inspire you to explore this big country during your ESL study. Whether you hop on a bus, train, boat or plane, these transportation facts will give you a quick look at how people get around in the USA.

The US has 14,893 airports (2005).

The US has 118 heliports.

There are approximately 240,000 kilometres of mainline rail routes in the United States.

Juneau, the state capital of Alaska, is not accessible by road. Most cities and villages in the Alaska are accessible only by sea or air.

Because of its remoteness, Alaska has the highest number of pilots per capita of any US state: 8,550 out of the estimated 663,661 residents are pilots, or about one in every 78.

Another Alaskan transportation method is the dogsled. In modern times, dog mushing is more of a sport than a true means of transportation. Various races are held around the state, but the best known is the Iditarod Trail Sled Dog Race, a 1,850 km trail from Anchorage to Nome.

In areas of Alaska not served by road or rail, primary summer transportation is by all-terrain vehicle and primary winter transportation is by snowmobile, or "snow machine," as it is commonly referred to.

Boston is known to travel agents as "America's Walking City".

Except for the Back Bay and part of South Boston, Boston has no street grid, which is confusing for nonresident drivers. Roads change names and lose and add lanes seemingly at random, and many drivers are flummoxed by rotaries. Though the streets seem unplanned--a common fiction is that they evolved from old cowpaths – in the 17th century they were designed to avoid swamps and marshes and followed shorelines.

New York City is distinguished from other cities in the United States by its significant use of public transportation. New York City has, by far, the highest rate of public transportation use of any American city, with 54.2% of workers commuting to work by this means in 2006.

New York is the only city in the United States where over half of all households do not own a car. Manhattan's non-ownership is even higher - around 75%; nationally, the rate is 8%.

New York City's uniquely high rate of public transit use makes it one of the most energy-efficient cities in the United States. It saved 1.8 billion gallons of oil in 2006 and \$4.6 billion in gasoline costs. The reduction in oil consumption meant 11.8 million metric tons of carbon dioxide pollution was kept out of the air.

The New York City Subway is the largest rapid transit system in the world when measured by track mileage 1,056 km of mainline track.

The busiest ferry in the US is the Staten Island Ferry, which annually carries over 19 million passengers on the 8.4 km run between Staten Island and Lower Manhattan. Service is provided 24 hours a day, 365 days a year, and takes approximately 25 minutes each way. The Ferry has remained free of charge since 1997.

There are 13,087 taxis operating in New York City, not including over 40,000 other for-hire vehicles.

In the Los Angeles metropolitan area there are six commercial airports and many more general-aviation airports.

In Seattle, State Route 520's Evergreen Point Floating Bridge is the longest floating bridge in the world at 7,578 feet (2,310 meters).

Washington State Ferries is the largest ferry system in the United States and the third largest in the world.

At the turn of the century, the streets of Seattle were so bad that a boy named Joseph Bufonchio drowned in a sink-hole at the corner of Third and Jackson.

Seattle set its first speed limit in the 1880s, in the days of horse-drawn vehicles. At that time, traffic was limited to 6 miles per hour (9.7 km/h).

## #2

### Canadian Transportation Facts

Transportation systems are essential for both commerce and recreation. Canada's main transportation systems are:

**Air:** Canada has one national airline and several private airlines. There are 10 international airports plus about 300 smaller airports, and the busiest are Toronto, Vancouver, Calgary and Montreal.

**Rail:** Canada has more than 72,000 kilometers of railroad track, used mostly for freight. VIA Rail operates a nation-wide passenger rail service, and several of Canada's larger cities have commuter rail to the suburbs.

**Road:** Canada has more than 1.4 million kilometres of roads and the Trans Canada Highway spans 7,821 kilometers (4,860 mi.) from Newfoundland to Vancouver Island. Long-distance passenger buses travel between major cities and stop in smaller towns along the way, offering comfortable seating and luggage space.

**Sea:** Canada has over 300 commercial ports and harbours on the Pacific, Atlantic and

Arctic oceans, as well as the Great Lakes and St. Lawrence Seaway. Large ferry boats take foot passengers and cars to islands like Newfoundland or Vancouver Island, and smaller passenger-only ferries service smaller islands.

**Public Transit:** City and regional public transit may include bus, train, light rail and underground subway. Hours of operation and cost vary, and a schedule (timetable) for exact times is usually available on the Internet or in the local telephone book. Taxis are also readily available in most urban areas.

### **Transportation Fast Facts**

The Trans-Canada Highway between Victoria, British Columbia and St. John's Newfoundland is one of the world's three longest national highways.

The first successful crossing of Canada by car was in 1912.

In 2006, 11% of Canadians used public transportation to get to work; 72.3% got to work by car, 6.4% walked and 1.3% rode a bike.

Animals like grizzly bears and wolves have a "learning curve" of up to five years before they feel secure using specially-built highway crossings.

In 2007, 94.5 million passengers traveled through Canada's ten largest airports. Toronto's Pearson International Airport was the only Canadian airport ranked in the top 30 airports in the world by number of passengers in 2006.

Vancouver Harbour Water Airport is the only water-based airport in Canada to have a control tower, and with 63,713 movements is the 33rd busiest airport overall in Canada.

BC Ferries operates one of the largest ferry systems in the world: 38 vessels serve 47 ports of call on the BC coast, including the islands. In 2006/07, BC Ferries carried more than 21 million passengers and over 8.5 million vehicles.

The Confederation Bridge, linking New Brunswick and Prince Edward Island, is Canada's largest bridge at 12.9km (8 miles) in length, and takes 10 - 12 minutes to cross.

Built in 1920 on Vancouver Island in British Columbia, the Kinsol Trestle (also known as the Koksilah River Trestle) is the largest wooden trestle in the Commonwealth of Nations and one of the highest railway trestles in the world.

The Great Lakes/ St. Lawrence Seaway System extends 3,700 km (2,340 miles) from the Atlantic Ocean to the head of the Great Lakes. The St. Lawrence Seaway portion--which includes 13 Canadian and 2 U.S. locks--extends from Montreal to mid-Lake Erie and is ranked as one of the outstanding engineering feats of the twentieth century.

The number of cyclists varies from province to province, with the highest percentage in British Columbia and Yukon Territories (2.0%), and the lowest (0.1%) in Newfoundland and Labrador. Of Canada's three most populous provinces, people in British Columbia cycle to work twice as much as people in Ontario.

Air Canada, along with its regional partner, serves over 32 million customers annually and provides direct passenger service to over 170 destinations on five continents.



Nicknamed "Workhorse of the North," the DHC2-Beaver aircraft, built by de Havilland Canada between 1947 and 1967, made history as an essential part of aircraft fleets in Canada and the world. The bush planes were purchased by countries as far away as New Zealand, the Philippines and Finland, and in 1999, the Royal Canadian Mint commemorated the DHC2-Beaver's place in Canadian history with a coin entitled, "The Airplane Opens the North."

For ten months in the late 1840's, Canada had its own fast horse courier service that ran between Halifax, Nova Scotia, and Saint John, New Brunswick. First called the Halifax Express, it was later known as the Nova Scotia Pony Express.

On November 28, 2008, the Canadian Coast Guard confirmed the first commercial ship sailed through the Northwest Passage -- although it was first navigated back in 1903 -1906 by Roald Amundsen. Sought by explorers for centuries, the Northwest Passage is a sea route through the Arctic Ocean that connects the Atlantic and Pacific Oceans. The Northwest Passage runs along the northern coast of North America, and the Canadian Government considers it part of Canadian Internal Waters; however, various countries maintain that it is an international transit passage.

In the 17th and early 18th centuries, the *coureur des bois* (runner of the woods), later to be known as a "voyageurs," were the crews hired by companies like the Hudson's Bay Company to trade goods and supplies between Montreal (in what is now Quebec) and Lake Athabasca, in the northeast corner of what is now Alberta. This meant paddling canoes for between 1,000 and 2,000 miles. The voyageurs each had to be able to carry two 90-pound bundles of fur over portages and were expected to work 14 hours per day and paddle at a rate of 55 strokes per minute. Few could swim, and many drowned in rapids or in storms while crossing lakes.

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*Навчальне видання*

**ЗБІРНИК ТЕКСТІВ ТА ЗАВДАНЬ З ДИСЦИПЛІНИ**

## ***ДІЛОВА ІНОЗЕМНА МОВА***

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