МІНІСТЕРСТВО ОСВІТИТА НАУКИ УКРАЇНИ

НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ «ОДЕСЬКА ЮРИДИЧНА АКАДЕМІЯ»

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MANAGEMENT

Практикум
для здобувачів вищої освіти
спеціальності D3 «Менеджмент» / 073 «Менеджмент»

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Т 56 **Management** : практикум для здобувачів вищої спеціальності D3 «Менеджмент» / 073 «Менеджмент» [Електронне вднння] / авт.: Ю. Томчаковська, Л. Строченко, О. Шевченко-Бітенська, К. Лесневська ; НУ «Одес. юрид. академія». – Одеса : Фенікс, 2025. – 57 с. – Режим доступу: …

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Мета практикуму – розвиток у здобувачів вищої освіти професійно орієнтованої граматичної та комунікативної компетенцій. Практикум містить широкий спектр навчальних матеріалів економічної тематики, що сприяють формуванню мовних і мовленнєвих умінь, а також дозволяють здійснювати контроль рівня засвоєння знань.

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Зміст

Вступ

В останнє десятиліття ділова англійська мова продовжує викликати великий інтерес. На сьогоднішній день цінність фахівців в галузі управління в основному визначається здатністю спілкуватися і вести ділові переговори з партнерами з інших країн, читати і перекладати спеціальну літературу. Для того, щоб бути грамотним партнером для своїх іноземних колег, необхідно вивчення специфіки офіційно-ділового стилю мовлення іноземною мовою. У цьому можуть допомогти конкретні зразки ділового стилю мови – резюме, ділові листи, повідомлення по електронній пошті, а також інструкції про їх складання.

Метою даних практикуму є формування і розвиток у здобувачів вищої освіти мовних компетенцій в контексті майбутньої діяльності, що дасть їм можливість добре орієнтуватися в реалістичних ситуаціях іншомовного професійного середовища.

Практикум складається з 10 тем, тематика яких охоплює основні поняття в галузі менеджменту, такі як, роль менеджера, планування і стратегія, мотивація. Тексти автентичні і професійно значущі.

У кожній темі представлені перед – текстові завдання, тематичні тексти і після – текстові вправи. У вправах ретельно відпрацьовується термінологічна лексика. Мовні вправи спрямовані на розвиток граматичних, лексичних знань і застосування їх в практичній діяльності. Такі завдання як аналіз ситуацій в компанії, ділові ігри, симулювання ситуації, ведення ділової кореспонденції спрямовані на формування умінь: слухання, говоріння, читання і письма та інтеграцію їх у мовній діяльності.

Практикум призначений для здобувачів вищої освіти першого року навчання, а також для самостійного вивчення особами, які володіють англійською мовою, але прагнуть вдосконалити її в області ділової іноземної мови.

Методичним підґрунтям даного практикуму є поєднання комунікативно-компетентнісного підходу та ситуаційного навчання. Навчальний процес структурований за чітким циклом: перед-текстові завдання активізують фонові знання; автентичні тексти забезпечують професійну значущість; а після-текстові вправи спрямовані на інтеграцію чотирьох мовних умінь (слухання, говоріння, читання і письма). Особливий акцент робиться на ретельному відпрацюванні термінологічної лексики та її застосуванні в практичній діяльності через аналіз ситуацій у компаніях, ділові ігри, симулювання професійних сценаріїв та ведення ділової кореспонденції. Така методика забезпечує не лише розвиток граматичних і лексичних знань, але й формує у здобувачів вищої освіти здатність ефективно працювати у реалістичних ситуаціях іншомовного професійного середовища.

Topic 1

What is “Management”?

1. Discuss the following questions.

1. What do you think of when you see the term management? Quickly write down words or ideas as they come into your mind.
2. Can you give a definition of the word “management” or explain this word?
a) Who is responsible for getting things done (for management)?
b) What do you think is the most important aspect, influencing management? Do you take into account human factor?
c) What kind of person should a manager be? What features of character, manner of behaviour must he possess?
3. What are some of the duties and responsibilities of a manager?
4. Have you ever worked under the supervision of a manager? Was this person effective manager? Why or why not?

2. Read the text using the dictionary.

There are a variety of views about this term. Traditionally, the term «management» refers to the set of activities, and often to the group of people, involved in four general functions, including planning, organizing, leading and coordinating activities. All these four functions are highly integrated and interrelated.

Some writers, teachers and practitioners say that the above view is rather out-of-date and that management needs to focus more on leadership skills, e.g., establishing vision and goals, communicating the vision and goals, and guiding others to accomplish them. They also say that leadership must be more facilitating, participative and empowering in how visions and goals are established and carried out. Some people say that this really isn›t a change in the management functions but a new look at certain aspects of management.

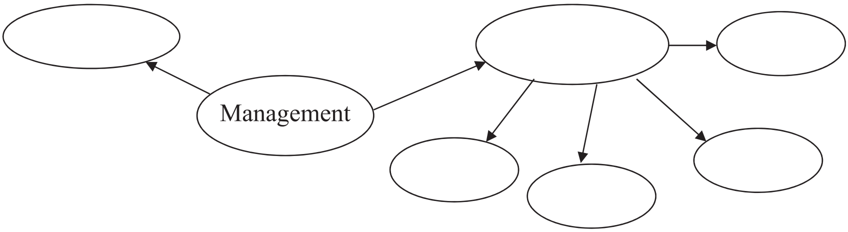
Another common view is that «management» is getting things done through others. Yet another view, quite apart from the traditional view, asserts that the job of management is to support employee›s efforts to be fully productive members of the organizations.

To most employees, the term «management» probably means the group of people (executives and other managers) who are primarily responsible for making decisions in the organization. In nonprofit organizations, the term «management» might refer to all or any of the activities of the board, executive director and/or program directors.

Glossary

variety of views – різноманітність поглядів
set of activities – сукупність дій
leading – керівництво
interrelated – взаємопов’язаний
out-of-date – застарілий
leadership skills – навички лідерства
establishing vision and goals – визначення бачення та цілей
communicating the vision and goals – донесення бачення та цілей
guiding others – спрямовування інших
accomplish – досягати, виконувати
facilitating – сприяючий
participative – участьовий, орієнтований на участь
empowering – наділяючий повноваженнями
carried out – реалізований, виконаний
getting things done through others – досягати результатів через інших
asserts – стверджувати
support employee›s efforts – підтримувати зусилля працівників
employees – працівники
executives – керівники, управлінці
responsible for making decisions – відповідальні за прийняття рішень
nonprofit organizations – неприбуткові організації
board – рада (керівна)
executive director – виконавчий директор

3. Fill in the word web "What does the term "management" refer to?"



4. Fill in the left column of the table "What are views on the term "management"?" Who can say so? Match the columns

1)	**a) employees**
2)	**b) writers and practitioners**
3)	**c) teachers**
4)	**d) nonprofit organizations**
5)	**e) modern scientists**

5. Read the text and fill in the table

The term «manager» is often used interchangeably with terms such as «manager», «director», «administrator» and «president».
In its general meaning the term «managers» applies to the people who are responsible for making and executing decisions within a certain system.
A central part of their job involves decision-making. When a problem occurs a manager has to make a decision to solve it. There is always some uncertainty and risk in decision-making.

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

Definition	
Synonyms	
Kinds of managers	
Responsibilities	

6. Fill in the table "What do managers do?"

	Planning	**Organizing**	**Leading**	**Controlling**
What should managers do				
Examples of activity				

7. Answer the following questions about management functions. Some questions cannot be answered directly from the text.

1. What did the duties of managers include?
2. What does planning involve?
3. Why is planning the first management function?
4. What do managers do in the organizing phase?
5. Can staffing be considered as part of the organizing function? Why or why not?

6. Why is ongoing communication necessary for effective direction?
7. What do managers evaluate in the controlling function? Why is evaluation essential at this phase of the project?
8. What types of problems could a manager discover in performing the controlling function?
9. Which skills do managers need to perform effectively? Why is each important?
10. Give examples of the qualities of an effective manager. Classify these as either interpersonal, organizational, or technical skills.

8. Answer the following questions, using the new terminology you've learned.

1. In which management phase are the overarching goals of an organization set?
2. What personal characteristics do you believe are necessary for successful managers?
3. Out of the four primary functions of management, which do you consider the most critical, and why?
4. Why are human relations skills crucial for managers to be effective?
5. Why is the staffing process an ongoing responsibility for a manager?

9. Additional activities

1. Interview a supervisor or manager (if possible) to find out how much time is spent performing each of the basic management functions. Compare the results of the interview with your classmates.
2. Ask a worker and a supervisor what kinds of skills they think an effective manager should have. Classify the responses as interpersonal, organizational, or technical skills. Compare the answers of the worker and the supervisor.

Topic 2

Manager's role

1. Look at the following list of positions and organizations and answer the questions below. Then, in groups of two or three, compare your answers.

POSITION	ORGANISATION
Manager	a famous pop music group
Head of Research and Development	an oil company
Supervisor (on an assembly line)	a car company
General Manager	a fashion business
Vice-chancellor	a university
Chairman	a multinational company

1. What common responsibilities do these roles share?
2. What qualities and skills are needed for each position?
3. Which of the positions would you choose and why? Are there any you would not like to hold? Why?

2. Read the text using the dictionary.

Our society is made up of all kinds of organizations, such as companies, government departments, unions, hospitals, schools, libraries, and the like. They are essential to our existence, helping to create our standard of living and our quality of life. In all these organizations, there are people carrying out the work of a manager although they do not have that title. The vice-chancellor of a university, the president of a students' union or a chief librarian are all managers. They have a responsibility to use the resources of their organization effectively and economically to achieve its objectives.

Are there certain activities common to all managers? Can we define the task of a manager? The classic definition from French industrialist Henri Fayol describes a manager's task as a five-part process: "to forecast and plan, to organize, to command, to coordinate and to control”. This definition is still widely used today, though some writers on management have modified Fayol’s description. Instead of talking about *command,* they say a manager must *motivate* or *direct* and *lead* other workers.

Henri Fayol’s definition of a manager’s role is useful. However, in most companies, the activities of a manager depend on the level at which he/she is working. Top managers, such as the chairman and directors, will be more involved in long range planning, policy making, and the relations of the company with the outside world. They will be making decisions on the future of the company, the sort of product lines it should develop, how it should face up to the competition, whether it should diversify etc. These strategic decisions are part of the planning function mentioned by Fayol.

Mid-level supervisors and managers, in contrast, typically focus on making the everyday decisions that ensure an organization works efficiently and smoothly. Their role involves reacting to immediate job pressures, such as handling a dissatisfied customer, following up on supply orders, fulfilling an urgent request, or resolving a technical issue. Consequently, managers at this level spend a significant amount of time communicating, coordinating, and making decisions that impact the daily operations of their organization.

An interesting modern view on managers is supplied by an American writer, Mr. Peter Drucker. He has spelled out what managers do. In his opinion, managers perform five basic operations. Firstly, managers set objectives. They decide what these should be and how the organization can achieve them. For this task, they need analytical ability. Secondly, managers organize. They must decide how the resources of the company are to be used, how the work is to be classified and divided. Furthermore, they must select people for the jobs to be done. For this, they not only need analytical ability but also understanding of human beings. Their third task is to motivate and communicate effectively. They must be able to get people to work as a team, and to be as productive as possible. To do this, they will be communicating effectively with all levels of the organization – their superiors, colleagues, and subordinates. To succeed in this task, managers need social skills. The fourth activity is measurement. Having set targets and standards, managers have to measure the performance of the organization, and of its staff, in relation to those targets. Measuring requires analytical ability. Finally, Peter Drucker says that managers develop people, including themselves. They help to make people more productive, and to grow as human beings. They make them bigger and richer people.

According to Peter Drucker's view, successful managers are not necessarily people who are liked or who get on well with others. They are people who command the respect of workers, and who set high standards. Good managers need not be geniuses but must bring *character* to the job. They are people of integrity who will look for that quality in others.

Glossary

society – суспільство
existence – існування
standard of living – рівень життя
quality of life – якість життя
manager – керівник, менеджер
title – посада, титул
vice-chancellor – проректор, віцеканцлер
responsibility – відповідальність
effectively – ефективно
objectives – цілі
forecast – прогнозувати
direct and lead – спрямовувати та вести
chairman – голова (правління)
long-range planning – довгострокове планування
diversify – урізноманітнювати
supervisor – керівник, наглядач
dissatisfied customer – незадоволений клієнт
urgent request – термінове прохання
impact – впливати
analytical ability – аналітичні здібності
subordinates – підлеглі
measurement – вимірювання
targets – цілі, завдання
performance – результативність, ефективність
integrity – чесність, порядність

3. Answer the following questions.

1. Based on the author's perspective, what is the primary duty of the head of any organization?
2.Why do some individuals disagree with Henry Fayol's definition of the role of management?
3.In what ways do the roles of a company director differ from those of a middle manager?

4. Find synonyms in the text which:

1. prudently, not wastefully (paragraph 1)
2. broaden the array of products (paragraph 3)
3. function (paragraph 4)
4. addressing (paragraph 4)
5. said clearly, detailed way (paragraph 5)

5. Complete the following sentences using suitable words or phrases below.

Colleagues, directors, managing director, staff, employees, senior executives, supervisor, superior, work-force, junior executive, middle managers, subordinates

1. I work under Mr Brown. He is my … .
2. Our team in the Research and Development Department is quite small. Fortunately, I get on well with all my … .
3. A team of executives operating directly under senior management are generally named ….
4. Our telephone operators work under the direction of a … .
5. I am responsible for … training and development.
6. Mike holds a significant role within our company…… He is a member of the ….
7. Steven joined the firm a year ago after completing his university studies. He is at present a … and is being trained for a manager position.
8. Our team in the Research and Development Department is quite small. Fortunately, I get on well with all my … .

9. Their … is expanding rapidly. The company currently employs more than 5,000 people. At least 50% of our … have been with the company over ten years.
10. Sheila and Mike are under my supervision. I am their boss and they are my … .
11. A … is an executive holding a senior position, typically second only to the Chairman.

6. Complete the sentences with the correct form of the words in italics.

1) produce
- Our production of washing-machines increased by 5% last year.
- We have recently put on the market two new ... .
- ... per worker will increase with the introduction of the new machines.
- Word processors have helped to make office workers more ... .

2) compete
- Coca Cola's main ... is the Pepsi Cola company.
- We are trying to stay ... by investing heavily in promotion and advertising.
- Our company's main goal is to maintain a competitive advantage... .

3) plan
- The meeting did not go as... .
- Some projects take years of ... .
- Before asking a bank manager for money, it is wise to show him a busines ... .

4) analyse
- Managers need to have an ... mind.
- Our ... showed that we needed to put more emphasis on marketing.
- We must look at the problem ... .

7. Fill in the blanks with phrasal verbs in a correct form.
gave up
turn down

take off
ran out
look forward to
make up
carried on
come across
put off
look after

1. She ……her little brother every evening.
2. We ……of sugar, so I went to the shop.
3. He ……smoking last year.
4. They are ……the holidays.
5. Can you ……the music, please?
6. I ……an interesting article yesterday.
7. She …… an excuse for being late.
8. Don't ……your homework until tomorrow.
9. The plane …… on time.
10. He …… working despite the noise.

Topic 3

Successful leaders

1. Read and translate the words which can help you to characterize personality. What traits of character should a manager have to be successful?

1. **Virtuous** (good) characteristics: affable, amiable, genial, cordial, good-natured, gregarious, outgoing, and extroverted, sociable, friendly, modest, discreet, generous, considerate, attentive, thoughtful, earnest, sincere, enthusiastic, calm, quiet, composed, self-possessed, honest, merciful, impartial, patient, forbearing, sympathetic, humble, unassuming, broad-minded, witty, intelligent, dignified, capable, philanthropic, consistent, easy-going, affectionate, devoted, loyal, courageous, persevering, industrious, hard-working, sweet, gentle, proud, benevolent, altruistic, charitable, fervent, heartfelt, tranquil, placid, serene, upright, equitable.

2. **Evil** (bad) characteristics: ill-natured, unkind, hard-hearted, uncommunicative, unsociable, hostile, arrogant, showy, indiscreet, unscrupulous, greedy, inconsistent, insincere, false, vulgar, indifferent, dispassionate, unrestrained, dishonest, partial, intolerant, conceited, willful, perverse, insensible, servile, presumptuous, harsh, sulky, sullen, obstinate, coarse, rude, vain, impertinent, impudent, revengeful, spiteful, malicious, distant, antagonistic, pompous, conceited, unprincipled, avaricious, erratic.

2. Create a personal list of leaders and analyze the specific qualities of successful leader.

1. ....

....

2. ....

....

3. ....

....

4. ....

....

5. ....

....

3. Translate "The seven Dimensions of motivation to manage." Do you agree that motivation can be measured in any way? Or maybe you have a different point of view?

In the mid 1960s a management researcher named John B. Miner developed a psychometric instrument to measure objectively an individual's motivation to manage. Miner's test, in effect, measures one's desire to be a manager – motivation to manage among business students.

The seven Dimensions of Motivation to Manage

1. Favorable attitude towards those in positions of authority, such as superiors.
2. Desire to engage in games or sport competition with peers.
3. Desire to engage in occupational or work-related competition with peers.
4. Desire to assert oneself and take charge.
5. Desire to exercise power and authority over others.
6. Desire to behave in a distinctive way, which includes standing out from the crowd.
7. Sense of responsibility in carrying out the routine duties associated with managerial work.

4. Questions for discussion

1. Drawing on your own experience can you recall any specific examples of effective management and mismanagement?
2. In your opinion, what is the single most important aspect of the definition of management? Why?

5. Name common and different features between management and leadership:

Management	Leadership

Topic 4

Forms of business organization

1. Read the text using the dictionary.

There are three main types of business structures: **sole proprietorship, partnership, and corporation**.

The **sole proprietorship** is the most basic form, owned and operated by a single individual. Many small enterprises begin this way. The proprietor enjoys almost complete authority over business operations and retains all earnings. Since the owner is solely responsible for managing daily activities, they also assume full liability for debts and obligations. If a contract is violated, both the business property and the owner's personal assets can be claimed to cover court-ordered damages.

This type of business is the most common because it requires no official charter, license, or complex legal procedures. Often, sole proprietorships are started from the owner's home, garage, or vehicle. Inventories are usually small and may frequently be acquired on credit.

A **partnership** involves two or more individuals jointly owning a business. Similar to proprietorships, the law treats the owners and the business as one. Partners typically sign a legal agreement outlining how decisions will be made, how profits and losses are divided, how disputes will be settled, the procedure for admitting new partners, options for buying out a partner, and steps for dissolving the partnership if necessary.

A **corporation**, on the other hand, is created under state law and recognized as a separate legal entity, distinct from its owners. Corporations can be taxed, enter into contracts, and face lawsuits. Ownership lies with the shareholders, who elect a board of directors responsible for setting key policies and making major decisions. Unlike proprietorships and partnerships, corporations continue to exist regardless of changes in ownership.

The **board of directors** plays a crucial role by helping management design business plans, set economic objectives, and shape strategic direction. Through regular meetings, the board ensures effective organizational planning, monitors the use of resources, and verifies cyompliance with regulatory standards. Additionally, the board evaluates the overall performance of the company.

Directors are tasked with overseeing financial outcomes, product and service success, and strategic results. They are also expected to stay informed about trends and developments that may influence the business.

Glossary

sole proprietorship – одноосібне володіння (бізнес, що належить одній особі)
partnership – партнерство (бізнес, що належить двом або більше особам)
corporation – корпорація (юридична особа, окрема від власників)
proprietor – власник
shareholders – акціонери (власники корпорації)
board of directors – рада директорів
liability – відповідальність (за борги та зобов'язання)
debts and obligations – борги та зобов'язання
to violate a contract – порушити договір
personal assets – особисте майно
to be claimed – бути стягнутим (про майно)
legal procedures – юридичні процедури
legal agreement – юридична угода
to face lawsuits – стикатися з судовими позовами
legal entity – юридична особа
regulatory standards – нормативні стандарти
compliance – відповідність (нормам)
to operate – керувати, оперувати
business operations – бізнес-операції
daily activities – щоденна діяльність
to retain earnings – утримувати прибуток
charter – статут
inventories – товарно-матеріальні запаси
on credit – в кредит
to dissolve a partnership – розірвати партнерство
to design business plans – розробляти бізнес-плани
economic objectives – економічні цілі
strategic direction – стратегічний напрямок

to monitor the use of resources – контролювати використання ресурсів
to evaluate performance – оцінювати продуктивність
financial outcomes – фінансові результати
to stay informed – залишатися в курсі (подій)
trends and developments – тенденції та зміни

2. Fill in the table "Forms of business organization"

	Sole Proprietorship	Partnership	Corporation	Board of Directors
Definition				
Owner of an organization				
What is needed to start an organization				

3. Using the table speak about one of the form of business organization. If you had enough money, what form you would choose to start your business?

Topic 5

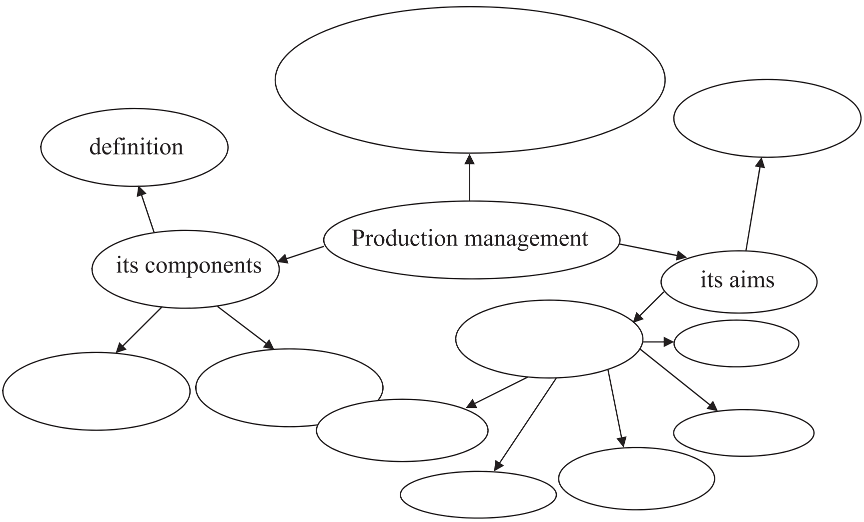
Production management

1. Read the text and fill in the word web "Production Management".

Production management, often referred to as operations management, involves planning, coordinating, and controlling industrial activities. Its main goal is to ensure that products are manufactured efficiently, meeting customer expectations in terms of price, quality, quantity, cost, and timely delivery.

In a manufacturing setting, the production manager oversees both product and process design, deals with issues of capacity and quality, and manages the organization and supervision of employees.

The scope of a production manager's role varies depending on the type of production system, such as job production, mass production, process production, or batch production. Since many businesses use a combination of these methods, the responsibilities of a production manager can become quite complex.



2. Read the text and fill in the word web "Responsibilities of Production Manager".

The specific duties of a production manager depend on the size of the company but often include:

preparing production schedules;

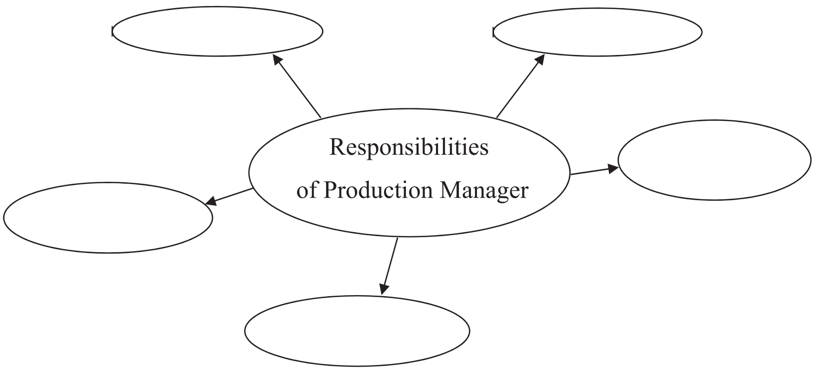
determining the resources required;

estimating time, costs, and quality standards;

supervising production processes and making adjustments to schedules when necessary.

Before production begins, the manager is responsible for selecting and designing equipment, arranging the plant layout, handling materials, and planning production (which covers demand forecasting, scheduling, and ordering supplies).

During the actual production process, their tasks involve controlling workflow (deciding the order of jobs and updating schedules), managing stock levels, monitoring quality, and ensuring equipment is properly maintained or replaced when needed. Production managers are also engaged in product design and purchasing activities.



Glossary

controlling industrial activities – контроль промислових процесів

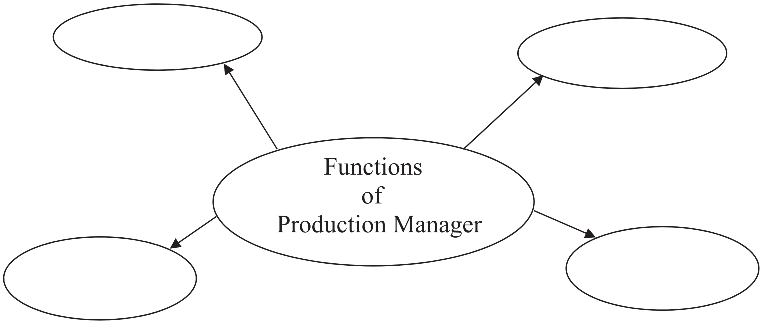
to ensure – забезпечувати

to be manufactured efficiently – вироблятися ефективно

customer expectations – очікування клієнтів

price – ціна
quality – якість
quantity – кількість
cost – вартість
timely delivery – своєчасна доставка
manufacturing setting – виробниче середовище
production manager – менеджер з виробництва
to oversee – контролювати, наглядати
product and process design – проєктування продукту та процесу
capacity – потужність
organization and supervision of employees – організація та нагляд за працівниками
scope of a role – коло обов'язків
production system – виробнича система
batch production – серійне виробництво
specific duties – конкретні обов'язки
to prepare production schedules – готувати виробничі графіки
to determine the resources required – визначати необхідні ресурси
to estimate time, costs, and quality standards – оцінювати час, витрати та стандарти якості
to supervise production processes – наглядати за виробничими процесами
to make adjustments to schedules – вносити корективи в графіки
to select and design equipment – вибирати та проєктувати обладнання
to arrange the plant layout – організовувати розташування заводу/цеху
to handle materials – працювати з матеріалами
demand forecasting – прогнозування попиту
scheduling – складання графіків
ordering supplies – замовлення постачання
to control workflow – контролювати робочий процес
to manage stock levels – управляти рівнями запасів
to monitor quality – контролювати якість
to maintain equipment – обслуговувати обладнання
purchasing activities – закупівельна діяльність

3. Fill in the word web "Functions of Production Manager".



4. Fill in the table "Responsibilities of production manager at different production stages".

Pre-production stage	Production stage
1.	1. ....
....	....
2.	a) ....
....	b) ....
3.	2. ....
....	....
4.	3. ....
....	....
5.	4. ....
....	....
6.	5. ....
....	....
	6. ....
	....
	7. ....
	....

Topic 6

Personnel management

1. Read the text and fill in the table "What is personnel management?"

Personnel management is concerned with the effective use of the skills of people.

Some of the responsibilities of a personnel manager are:

1. To classify jobs and prepare wage and salary scales.
2. To counsel employees.
3. To deal with disciplinary problems.
4. To develop safety standards and to put them into practice.
5. To manage fringe benefit programs, such as group insurance, health, and retirement plans.
6. To provide for periodic reviews of the performance of each individual employee, and for recognition of his or her strengths and needs for further development.
7. To assist individuals in their efforts to develop and qualify for more advanced jobs.
8. To plan and supervise training programs.
9. To be informed of developments in personnel management.

One function of personnel management is to hire and train the right people. The effective personnel system is:

– Assessing personnel needs.
– Recruiting personnel.
– Screening personnel.
– Selecting and hiring personnel.
– Orienting new employees to the business.
– Deciding compensation issues.

The second function of human resource management is the training and development of employees.

A third function is raising employee trust and productivity. These three functions stress the importance of a good human resource management climate and provide specific guidelines for creating such a climate.

Definition	
Where can one work?	
Responsibilities of personnel manager	
Functions of personnel manager	

Glossary

personnel management – управління персоналом
effective use – ефективне використання
skills – навички
responsibilities – обов’язки
wage and salary scales – шкали заробітної плати та окладів
disciplinary problems – дисциплінарні проблеми
to develop safety standards – розробляти стандарти безпеки
to put them into practice – застосовувати їх на практиці
fringe benefit programs – програми додаткових пільг (соцпакет)
group insurance – групове страхування
retirement plans – пенсійні плани
periodic reviews of the performance – періодичні оцінки (огляди) ефективності
to assist individuals – допомагати окремим особам
to qualify for more advanced jobs – отримати кваліфікацію для більш просунутих посад
to supervise training programs – контролювати навчальні програми
assessing personnel needs – оцінка потреб у персоналі
recruiting personnel – набір персоналу
screening personnel – відбір/перевірка персоналу
selecting and hiring personnel – відбір та наймання персоналу
human resource management – управління людськими ресурсами
training and development – навчання та розвиток
raising employee trust and productivity – підвищення довіри та продуктивності працівників
guidelines – керівні принципи/вказівки

2. Answer the question:

What will you do if :

- one of the most qualified firm's employee get better job with other employers?
- you make a mistake in hiring?

Topic 7

Business Letter

1. There are many different professional letters that you may have to write from time to time. Business-to-Business types of letters include:

Instant Sale Letter	Invitation letter
Business Letter	Letter of credit
Debt Collection Letter	Letter of interest
Sample Thank You	Business memorandum
Referral Letters	Business introduction
CV Cover Letter	Donation letter
Business Template	Termination letter
Appreciation letter	Welcome letter
Business thank you	Letter of appreciation
Congratulations	Apology letter
Letter of recognition	Collection letter
Letter of reference	Invoice letter template
Recommendation	Letter of invitation
Sympathy letter	Marketing letter
	Rejection letter

Letter Requesting Information – How to ask somebody to send you information.

Letter Sending Information – What to say when you send information.

Letter Changing Information – When a person or company changes important information, such as an address, price, or date, it is necessary to send valued customers a letter with the new information. This letter informs customers of a change in price.

Resume or CV – A resume (AmE) or CV (BrE) is usually requested by a prospective employer as a record of your qualifications and professional experience. CV stands for the Latin words «curriculum vitae», meaning «the course of one's life».

Covering Letter for Resume or CV – It is usual to send a covering letter (BrE) or cover letter (AmE) with your resume/CV when applying for a job.

Letter of Reference – Companies and other organizations often ask for a letter of reference. This is a character reference written by someone such as an ex-employer who knows the subject personally.

Letter of Resignation – Though it is not necessary to give a reason, it is standard business procedure to send written notice informing your employer that you are planning to quit your job.
Lay-off Notice – Companies and other organizations are usually required by law to present a written notice to employees informing them of a lay-off. This letter usually cites reasons for the lay-off, and acts as a formal apology. Employee rights may be included.

Letter of Invitation – It is often necessary in business to send an invitation to a person or group requesting their attendance at a special event.
Letter of Request for Payment – Sometimes it is necessary to remind customers that they owe you money!

Internal Memo or Memorandum – Memos are sometimes used internally to inform an entire company or department of something. This is an example of a memo referring to a staff Christmas party.

Welcome Email – It is a common business practice to welcome new staff members to a company. This is usually an informal note expressing best wishes and may contain contact information. Companies may also send welcome letters to other companies that move into a shared office building, or to visiting guest speakers and business travelers.

Glossary

Letter Requesting Information – Лист із запитом інформації
Letter Sending Information – Лист, що надсилає інформацію

Letter Changing Information – Лист про зміну інформації
Resume (AmE) / CV (BrE) – Резюме / CV
Prospective employer – Потенційний роботодавець
Qualifications – Кваліфікації
Professional experience – Професійний досвід
Covering Letter (BrE) / Cover Letter (AmE) – Супровідний лист
Letter of Reference – Рекомендаційний лист
Letter of Resignation – Заява про звільнення
Written notice – Письмове повідомлення
To quit a job – Звільнитися з роботи
Lay-off Notice – Повідомлення про звільнення (скорочення)
To present a written notice – Надати письмове повідомлення
To cite reasons – Назвати причини
Formal apology – Офіційне вибачення
Employee rights – Права працівників
Letter of Invitation – Лист-запрошення
Attendance – Присутність, відвідування
Letter of Request for Payment – Лист-вимога про оплату (наприклад, про оплату рахунку)
Internal Memo / Memorandum – Внутрішня службова записка / Меморандум
Welcome Email – Привітальне електронне повідомлення
To express best wishes – Висловлювати найкращі побажання
Guest speakers – Запрошені спікери
Business travelers – Відряджені працівники

2. Using Internet, Business correspondence books write a letter you like most.

Use appropriate tone in your letters, depending on your audience. For example, if you know the recipient well and are not sending a formal thank you letter, you can use more casual tone. Most business letters call for a formal style. In general, it is best to keep letters as short and concise as possible while still communicating the necessary information.

Feel free to customize and modify any of these letters according to your individual needs. If possible, send thank you letters promptly and in a timely fashion. For example, if you are thanking someone for a gift, send the letter as soon as possible after receiving the gift.

NOTE: In all letters, brackets indicate information that you should fill in. Remove the brackets when you have modified the text to your liking.

Do not forget about the Business Letter Format (see Appendix 1 for more detailed information).

The format of business letters has slowly changed over time with the culture of business getting less and less formal.

Here are the components of a traditional full block business letters – shown in picture form and with explanations.

The format shown here is just a guide – variations and customizations are common – and not all elements are needed in every type of letter such as job application cover letters or thank-you letters.

Topic 8

The quality of working life

1. Read the extract and then answer the questions below.

The American author Studs Terkel wrote a book titled Working, in which he portrays the experiences and emotions of ordinary working people across the United States. In one passage, he shares the story of a spot welder employed at a Ford assembly plant in Chicago.

The worker explains:
"I stay in the same small space, maybe two or three feet wide, for the entire night. The only break I get is when the production line comes to a halt. For each car, we perform around thirty-two welds, and the line moves forty-eight cars an hour, for eight hours straight. Thirty-two times forty-eight times eight—work it out. That's how often I press the button in a single shift.

The noise is overwhelming. If you open your mouth, sparks can fly in. (shows his arms) Here are some burns—this is what happens. Competing with the noise is pointless. You try to shout, but at the same time you're forcing the welding gun into position.

Some men here are tense and keep to themselves; it's too harsh to be social. You end up staying inside your own head, daydreaming, replaying childhood memories, thinking about your brothers and the things you once did together.

The assembly line never stops—it just keeps rolling. I swear some men spend their whole lives here and never see the end of it. It's endless, like a giant snake with no tail. It affects you deeply … (laughs)

I honestly don't know why more workers don't break down. You feel reduced to nothing but a machine. And machines, honestly, are treated better than we are. They get more care, more attention, more respect. And you're left with the impression that the machine has more value than you do." (laughs)

1. How does the man feel about his job?
2. Do you think that many workers today feel as he does? Explain your answer.
3. What examples can you find in the text of non-standard English?

Read the text using the dictionary.

Over the last thirty years, a new approach to management has been developing. Those favouring 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 tasks 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 organisations, 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 roots of the QWL movement can be traced back to the 1920s and 1930s. It was at this time that the famous 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 relationships 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 for 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 times, rest periods, wall colours, 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' attitudes and values. It was clear that the girls had developed a high morale during the experiment and had been motivated to work hard. This high morale 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 behaviour – 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.

Glossary

a new approach to management – новий підхід до управління
motivation – мотивація
quality of working life (qwl) – якість трудового життя
job enlargement – розширення робочих обов'язків
groupwork – групова робота
additional tasks – додаткові завдання
to perform – виконувати
production planning – планування виробництва
technical development – технічний розвиток
to share responsibility – розділяти відповідальність
to be sensitive to the needs of employees – бути чутливим до потреб працівників
the roots of the movement – витоки руху
to trace back to – починатися, брати початок
productivity – продуктивність
workers' morale – моральний дух працівників
to increase output – збільшувати обсяги виробництва
human factor – людський фактор
to affect productivity – впливати на продуктивність
working conditions – умови праці
rest periods – періоди відпочинку
to be a part of the study – бути учасником дослідження
to receive attention from management – отримувати увагу від керівництва
to develop good relationships – розвивати хороші стосунки
social relationships – соціальні відносини
to work at their own pace – працювати у власному темпі
the human relations school – школа людських відносин
to challenge a theory – ставити теорію під сумнів
scientific management – науковий менеджмент
to change the course of thinking – змінити хід думок

2. Are the statements true or false?

1) Managers who believe in QWL are experimenting with new ways or organizing work.

2) The idea of job 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.

3. Answer the following questions.

1) In what way did the Hawthorne experiments change direction?
2) In Mayo's experiments how did changes in working conditions affect 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?

4. Match the words and phrases to their meanings.

1. motivation	a) assess, study
2. assembly workers	b) asked somebody to come and help
3. production line	c) desire or incentive to do something
4. challenging	d) state of mind
5. carried out	e) causing them to operate
6. evaluate	f) factory workers who each have a particular job to do in the production of a vehicle, machine etc.
7. morale	g) arrangement of workers and machines in a factory whereby each worker is responsible for one stage of assembly, and the article being assembled is passed from one worker to the other (usually on a moving conveyor belt)
8. brought in	h) at their own speed
9. putting them into effect	i) questioned
10. at their own pace	j) interesting, difficult, stimulating
11. status	k) conducted, held
12. challenged	l) position in relation to others

5. **Phrasal verbs and idiomatic expressions with put.**

put down to	attribute, e.g. I put his mistake down to inexperience.
put forward	suggest, propose (an idea, scheme)
put across	explain or communicate clearly
put back	move to a later date
put off	postpone or delay
put on	give someone information about, e.g. You need expert advice about this. I can put you on to a very good lawyer
put through	contact by telephone
put up	invest, provide money for, e.g. They have put up $50,000 for the project.
put out	(a) put someone out – inconvenience him or her (b) put oneself out – make a special effort
put up with	tolerate, endure
put one's finger on	find the cause of the trouble
put one's foot in	say the wrong thing or make an awkward mistake put paid to destroy, ruin completely, e. g. His accident put paid to his chances of being promoted.
put in a good word for	recommend someone

A. Rewrite the following sentences, replacing the words in italics with phrasal verbs or idiomatic expressions from the list above. Make any other necessary changes.

1. I think we'd better *hold* the meeting a week *later.*

....

2. Apparently a foreign investor has *provided* $1 m to finance the project.

....

3. At such short notice, I can't *postpone* my visit.

....

4. My boss won't *accept* any inefficiency from his staff.

....

5. She knows a lot about the use of computers but she can't seem to *express* her ideas *clearly* to the rest of us.

....

6. Our chairman has *presented* a proposal for a profit-sharing scheme.

....

7. I'm not surprised by our poor financial performance. I *think it was caused by* ineffective leadership.

....

8. I've been trying to discover why the morale of the sales department is so low but I just can't *understand what the problem is.*

....

B. ***Complete the following sentences with phrasal verbs and idiomatic expressions from the list above. Make any other necessary changes.***

1. Our sales have been low this quarter. That's to my chances of a bonus.
2. (on the phone) Hello … yes, it is … Mr Smith? Certainly. Hold on a second. I'll ……………….. you ……………….. .
3. It's very kind of you to ask me to dinner. I hope I'm not ……………….. you ……………….. .
4. When senior managers from head office come to visit us we really ……………….. ourselves to make their stay enjoyable.
5. You want to know the prices of houses in the United States? Sorry, I can't help, but I can ……………….. you to someone who can.
6. I it when I asked Mr Johnston how his wife was. Apparently, she's just left him!
7. You'd like to transfer to the Personnel Department, would you? Perhaps I canfor you when I see the Personnel Manager.

Topic 9

Decision-making

1. Read the following case study. Then, working in groups of two or three, answer the questions below. Finally, compare your answers with those of the other groups.

The time is almost midnight. Sheldon, Chief Executive of Reprox, a photocopying equipment firm, sits in an armchair, looking shocked. He has just had a phone call from Donald, his Marketing Manager, and what Donald has told him is very worrying. Sheldon pours himself out a stiff whisky and considers the facts.

Apparently, the previous night, Donald had gone to a local restaurant with his wife. There, he had seen the firm's top salesman, Melvin, having dinner with a woman. Donald had been amazed at Melvin's choice of a dining companion, for the woman was Lois Markham, an executive from Hitex, one of their main competitors.

The next day, Donald called Melvin to his office, intending to give the top salesman a quiet warning about mixing with the enemy. However, the conversation did not go as planned.

"If you must know, I've been living with Lois for about a year now. And I might very well marry her," Melvin said, "but I don't see that it's any business of this company's".

"Come on now, don't be so naïve," Don answered. "Think of the security aspect. We're in a competitive business – its dog eat dog".

"I haven't done anything wrong. You've got no right to interfere in my private life. And if you start doing so, maybe I'll have to look for another job".

Sheldon considered the problem. Should he turn a blind eye to what was going on? Or was some sort of action needed on his part?

1. Summarise briefly the problem that Sheldon must solve.
2. What factors should he take into account before taking a decision?
3. How should he deal with the situation?
4. Can firms do anything to avoid this type of problem?

1. Read the text using the dictionary.

When performing managerial functions such as planning, organizing, motivating, and controlling, a manager is constantly making decisions. Decision-making is a key responsibility of a manager.

Some decisions are routine. These are decisions that are made quite quickly and are based on experience. Since the manager is experienced, he knows what to do in certain situations. He does not need to think long before acting. For example, a supermarket supervisor may decide on the spot to refund money to a customer who has returned a product. The manager does not need to collect a lot of additional information before making such a decision.

Other decisions are often intuitive. They are not entirely rational. A manager may have a hunch or a gut feeling that a certain course of action is the right one. He will follow this intuition and act accordingly. For instance, when looking for an agent in a foreign market, a sales manager may have several companies to choose from. However, he may select one organization simply because he feels it will be the most suitable agent. He may believe that there is the right "chemistry" between the two firms. Such a decision is based on intuition rather than rational thinking.

Many decisions are more difficult to make because they involve solving problems. Very often these are strategic decisions concerning important courses of action that will affect the company's future development. To make good decisions, a manager must be able to rationally choose a course of action. In practice, decisions are usually made under circumstances that are less than ideal. They have to be made quickly, with insufficient information. It is unlikely that a manager can ever make a completely rational decision.

When a complex problem arises, such as where to locate a plant or which new products to develop, the manager must gather facts and weigh the alternatives. He must be systematic in solving the problem. A useful approach to this kind of decision-making is the following: the process consists of four phases: i) problem identification; ii) analysis and information gathering; iii) development of alternatives; and iv) making a decision about the best solution.

In the first stage, the manager must define the problem. It is important that he does not confuse the symptoms of the problem with the real problem he has to solve. Consider the case of a department store where profits are falling and sales are rapidly declining. Falling profits and sales are symptoms of the problem. The manager must ask himself what the store's real problem is. Does the store have the wrong image? Does it sell the wrong products? Or the right products at the wrong prices? Are its costs higher than they should be?

At this early stage, the manager must also consider the company's rules and policies that may affect the final decision. These factors will limit the possible solutions to the problem. One company may have a policy of buying goods only from domestic suppliers; another firm may be fundamentally opposed to making special payments to secure contracts; many businesses have a rule that managerial positions must be filled from within their own staff rather than by hiring outsiders. Such rules and policies act as constraints, limiting the actions of the decision-maker.

The second step is to analyze the problem and decide what additional information is necessary before making a decision. Obtaining facts is crucial in decision-making. However, as already mentioned, the manager rarely has all the necessary knowledge. This is one of the reasons why decision-making involves a certain degree of risk. The manager's task is to minimize this risk.

Once the problem has been identified and the facts collected, the manager must consider the available alternatives for solving it. This is necessary because there are usually several ways to deal with a problem. In the case of the department store, management may decide that the store has the wrong image. To change this image, several actions are possible. New products could be introduced while existing lines are dropped; advertising could be increased; the store could be modernized and refurbished, or customer service could be improved.

It should be noted that in some situations one of the alternatives may be to take no action at all. This is just as much a decision as choosing a more positive course of action. Peter Drucker in his book The Practice of Management gives a good example of the "do-nothing" alternative. He writes about a shipping company that had a problem for twenty years filling a senior position. Every person appointed had difficulties doing the job. In the twenty-first year, the new president asked: "What would happen if we did not fill the position?" The answer was "Nothing." It turned out that the position had been created to do work that had long since become unnecessary.

Before making a decision, the manager will carefully evaluate the alternatives, weighing the advantages and disadvantages of each. After that, he will have to make a decision. He may compromise by using several alternatives. Thus, the department store manager may solve his problem by making changes to the product range, increasing advertising, and improving the store's interior.

Glossary

managerial functions – управлінські функції
decision-making – прийняття рішень
routine decisions – рутинні рішення
on the spot – на місці, негайно
intuitive decisions – інтуїтивні рішення
hunch / gut feeling – передчуття / внутрішнє відчуття
strategic decisions – стратегічні рішення
to gather facts – збирати факти
to weigh the alternatives – зважувати альтернативи
problem identification – визначення проблеми
information gathering – збір інформації
development of alternatives – розробка альтернатив
symptoms of a problem – симптоми проблеми
rules and policies – правила та політики
constraints – обмеження
to modernize and refurbish – модернізувати та оновити
customer service – обслуговування клієнтів
to take no action – не вчиняти жодних дій
advantages and disadvantages – переваги та недоліки
to compromise – іти на компроміс
product range – асортимент продукції
to increase advertising – посилити рекламу
store's interior – інтер'єр магазину

3. Are the following statements true or false?

1. Managers do not need to gather large amounts of information before making routine decisions.
2. Most managers depend on their intuition when selecting a foreign agent.
3. The dismissal of a junior manager is considered a strategic decision by a company.
4. It is not always possible for managers to wait for complete information before making key decisions.

5. The first step in problem-solving for managers is gathering all the relevant facts.
6. Once the necessary information is collected, managers must determine the possible courses of action to resolve the problem.
7. To make major decisions, managers should follow a structured decision-making process.

4. Use phrasal verbs in the sentences in correct form.

figure out
came up
hand in
dropped off
call off
come across
carry out
look into
give away
set up

1. She ………… an old photo album while cleaning the attic.
2. The teacher asked the students to ……… their essays by Friday.
3. After a long meeting, they finally ……… with a solution to the problem.
4. I need to ……… how to fix this software issue before tomorrow.
5. He promised to ……… the matter and give us an answer soon.
6. We had to ……… the trip because of the bad weather.
7. She didn’t want to ……… her secret, but we guessed it anyway.
8. The manager asked everyone to ……… the instructions carefully.
9. They decided to ……… a new business together.
10. I was so tired that I ……… in the middle of the movie.

Topic 10

Top Management – planning and strategy

1. Read the following case study and then answer the questions below.

Richard Thomas, a brilliant electronics engineer, left the company he had worked with for ten years in order to set up his own business. He felt there was a gap in the market for low-priced computer components.

Richard's bank manager was impressed by his experience and by the business plan he presented. An overdraft facility of $25,000 was quickly arranged. This, together with Richard's savings of $15,000, provided the start-up capital for the firm, Computex.

He began by hiring another person to help him develop the components. The two of them spent the next six month producing the type of products they felt the market needed. When they had built up a good supply of components, they set about trying to sell them. To Richard's surprise, however, this proved very difficult. Many potential customers seemed to be suspicious of the low prices of the products. Why were they so much cheaper than those of more famous, well-established competitors, they wanted to know. Other customers clearly saw Richard's company as a newcomer not to be trusted – a cowboy outfit who would be here today and gone tomorrow.

It was over a year before Richard got his first order. By that time, he had an overdraft of $40,000 and no more money to make further supplies of components. He was spending all his time advertising the products, running round to meet customers and trying to persuade them to buy.

Three month later, a few large orders were received, but Richard realized that he would have to wait two months or so before being paid.

At that point, the bank manager lost confidence in the business. He informed Richard that he was calling in the overdraft. "Give me some time to look around for more capital," Richard said. "All right, I'll give you a month, but no more," was the bank manager's reply.

After rushing around and talking to a lot of people, Richard received firm offers from two venture capital companies. The first was prepared to invest

$200,000 in return for an 80% share of Richard's business; the second was willing to put up $250,000 for a 90% share.

This was the situation facing Richard Thomas fifteen months after he had set up his high-technology enterprise.

1. Could Richard have avoided the situation he now finds himself in? If so, how?
2. What should he do now?
3. What advice would you give him about how to run the company in the future?
4. What problems can arise when someone starts up a high-technology enterprise?

2. Read the text using the dictionary.

The top management of a company have certain unique responsibilities. One of their key tasks is to make major decisions affecting the future of the organization. These strategic decisions determine where the company is going and how it will get there. For example, top managers must decide which markets to enter and which to pull out of; how expansion is to be financed; whether new products will be developed within the organization or acquired by buying other companies. These and other such decisions shape a company's future.

Before doing any kind of strategic planning, the management must be sure of one thing. They must decide what is the mission and purpose of their business. They also need to decide what it should be in the future. In other words, they must know why the business exists and what its main purpose is. Deciding the mission and purpose is the foundation of any planning exercise.

Two examples will make this point clear – one British, the other American. Most people have heard of Marks and Spencer, one of the biggest and most successful retailers in the world. Michael Marks opened his first penny bazaar in 1884, in Leeds, England. Ten years later there were nine market stores, and Marks had taken into partnership Tom Spencer, the cashier of one of his suppliers. In 1926 Marks and Spencer became a public company. At that point, they could have rested on their laurels! However, around that time, they developed a clear idea of Marks and Spencer's mission and purpose.

Their later success was founded on this idea. They decided that the company was in business to provide goods of excellent quality, at reasonable prices, to customers from the working and middle classes. Providing value for money was their mission and purpose. One of the strategies they used was to concentrate on selling clothing and textiles. Later on, food products were added as a major line of business.

The second example concerns the American Telephone and Telegraph Company. They decided on their mission some sixty or so years ago. The head of the organization at that time, Theodore Vail, realized that a privately-owned telephone and telegraphic company might easily be nationalized. If the company didn't perform well, the public would call for its nationalization. To avoid this fate, it had to give efficient service to its customers. Vail and his colleagues decided that giving service would be the mission and purpose of the organization. This became the overall objective of the company, and has remained so ever since.

Having decided on its mission and purpose, an organization will have worked out certain more specific objectives. For example, a car firm may have the objective of producing and marketing new models of cars in the medium-price range. Another objective may be to increase its market share by 10% in the next five years. As soon as it has established its more specific, medium-term objectives, the company can draw up a corporate plan. Its purpose is to indicate the strategies the management will use to achieve its objectives.

However, before deciding strategies, the planners have to look at the company's present performance, and at any external factors which might affect its future. To do this, it carries out an analysis, sometimes called a SWOT analysis (strengths, weaknesses, opportunities and threats). First, the organization examines its current performance, assessing its strengths and weaknesses. It looks at performance indicators like market share, sales revenue, output and productivity. It also examines its resources – financial, human, products and facilities. For example, a department store chain may have stores in good locations – a strength – but sales revenue per employee may be low – a weakness. Next, the company looks at external factors, from the point of view of opportunities and threats. It is trying to assess technological, social, economic and political trends in the markets where it is competing. It also examines the activities of competitors. The department store chain, for example, may see the opportunity to increase profit by providing financial services to customers. On the other hand, increasing competition may be a threat to its very existence.

Having completed the SWOT analysis, the company can now evaluate its objectives and perhaps work out new ones. They will ask themselves questions such as: Are we producing the right products? What growth rate should we aim at in the next five years? Which new markets should we break into? The remaining task is to develop appropriate strategies to achieve the objectives. The organization decides what actions it will take and how it will provide the resources to support those actions. One strategy may be to build a new factory to increase production capacity. To finance this, the company may develop another strategy, the issuing of new shares to the public.

Company planning and strategic decision-making are key activities of top management. Once they have been carried out, objectives and targets can be set at lower levels in the organization.

Glossary

top management – вище керівництво
unique responsibilities – унікальні обов'язки
to enter a market – вийти на ринок
to pull out of a market – вийти з ринку
mission and purpose – місія та призначення
planning exercise – планувальний захід
to rest on one's laurels – спочивати на лаврах (переносно: заспокоїтися на досягнутому)
to provide goods – надавати товари
reasonable prices – розумні ціни
value for money – співвідношення ціна-якість
to be nationalized – бути націоналізованим
overall objective – загальна мета
specific objectives – конкретні цілі
to increase market share – збільшити частку ринку
external factors – зовнішні чинники
strengths and weaknesses – сильні та слабкі сторони
performance indicators – показники ефективності
sales revenue – дохід від продажів
output and productivity – обсяг виробництва та продуктивність

competitors – конкуренти
to increase profit – збільшити прибуток
threat to its very existence – загроза самому її існуванню
to break into new markets – виходити на нові ринки
to develop appropriate strategies – розробляти відповідні стратегії
to build a new factory – побудувати новий завод
production capacity – виробнича потужність
issuing of new shares – випуск нових акцій
targets – цілі, завдання

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

1. The top management have to make strategic decisions which determine the future of the company.
2. Marks and Spencer's mission and purpose was to provide money and goods of excellent quality to customers.
3. The American Telephone and Telegraph Company decided to perform well because it wanted to be nationalized.
4. Objectives are the results or targets that management thinks are desirable.
5. Before deciding strategies, the planners have to look at the company's internal and external factors which might affect its future.

4. Complete the following sentences with the correct form of suitable phrasal verb:

put off
cut down on
pick up
bring up
fill in
look for

1. He had to …… the meeting until next week.
2. The company is trying to …… unnecessary expenses.
3. She quickly …… the basics of French during her trip.

4. We were asked to …… a form before the interview.
5. The police are …… witnesses to the accident.
6. He didn't want to …… that sensitive topic at dinner.

5. Complete the following passage with the correct form of the words below.

strategy	skill	delegate	right
planning	innovative	venture	drawback
trust	personnel	expertise	segment
finance	set up		

The problems of small high-tech firms have attracted a lot of attention recently. Research shows that many of these firms are … (1) by talented, creative scientists. Their owners have no trouble coming up with … (2) products but they often can't build on their early success.
One reason for this is that they don't have much management … (3).
Therefore, they are unable to develop the … (4) which are necessary for their company's growth. They are in a rush to develop products, and don't think enough about how to market them. When they do try to sell their products, they spend too much time trying to gain the … (5) of potential customers. Another mistake they make is to underprice their products so that they have no … (6) for future development.
Once the firms begin to grow, their owners underestimate the future costs of developing and marketing new products. Lack of financial … (7) is a major weakness of such companies. It is difficult for the high-tech firm to attract the right … (8) because it cannot offer the same job security as a large organization.
The high-tech firm can get round some of these problems by developing a specialist image. It can aim at a particular … (9) of the market. Customers then start seeking out the firm, so its marketing costs are reduced. The only … (10) is that it may take some time before customers accept the firm's new technology.
As soon as the high-tech business has reached a certain size, it will be a good idea to bring in professional management. The founder of the firm can then …

(11) responsibility for activities like marketing and finance. If a high-tech firm needs money very badly, it may arrange a link-up with a larger company. It will offer that company exclusive … (12) to its technology.
Enthusiasm, bright ideas, … (13) capital and technology are not enough to ensure success. Basic management … (14) – especially financial and marketing ones – are also vital.

6. Rewrite the following sentences without changing their meaning. Use the verbs or phrases in italics followed by the correct prepositions and make any other necessary changes.

e.g. We think you ought to change your pricing policy. s*uggest*

<table>
<tr><td rowspan="3">We suggest</td><td>changing</td><td>your pricing policy</td></tr>
<tr><td>(that) you change</td><td></td></tr>
<tr><td>(that) you should change</td><td></td></tr>
</table>

1. We always try to give good service to our customers.
make a point

....

2. “I’m delighted you have kept within your budget,” said the Chairman to our Advertising Manager.
congratulate

....

3. The Managing Director said, ”The new product must be launched by January”.
insist

....

4. Marks and Spencer are making a special effort to sell fashionable clothes for young people.
concentrate

....

5. We are pleased when our customers are satisfied.
take pleasure

....

6. The owner doesn't want to sell the business at the moment.
interested

....

7. I don't agree with our Chief Executive when he says we should expand the range of our products.
wrong

....

8. We are considering breaking into new markets.
think

....

9. He is sure that the bank will lend him the money for future development.
depend

....

10. Marks and Spencer have always been able to forecast accurately what their customers want.
succeed

....

7. Look at the mission statements of three companies:

To make sports cars for discerning enthusiasts with good technical knowledge.
1. To sell clothing more cheaply than the department stores.
2. To sell electrical goods with a high level of after-sales service.

Which strategy from the list below does each company correspond to?

a) **cost leadership:** offering products or services at the lowest cost; this is one strategy to adopt in volume industries where competitors produce large numbers of similar products.
b) **differentiation:** offering products or services that give added value in terms of quality or service compared to competitors
c) **focus:** using one of the above two strategies to concentrate on a niche, a specific part of the market with particular needs

8. Choose some companies or service organizations that you know well. Then, in each case, discuss:

a) what the objectives of each business are;
b) what strategies the management are using to achieve their objectives.

Are all the businesses using the right strategies? If not, what changes should they make?

9. Work individually or in groups of two or three. Give a short oral presentation of any organization you are familiar with. Try to point out its strengths, weaknesses, opportunities and threats (SWOT). Talk about its objectives and strategies, and say what you think its future Prospects are.

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MANAGEMENT

Практикум
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