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ВВЕДЕНИЕ

Учебно-методическое пособие разработано в соответствии с рабочей программой дисциплины «Иностранный язык» для студентов направления подготовки 38.03.02 Менеджмент.

Междисциплинарные связи играют особую роль в процессе обучения иностранному языку. Взаимосвязь между иностранным языком и дисциплиной по специальности обеспечивает благополучное освоение студентами профессиональной иноязычной лексики и способствует развитию коммуникативной компетенции при вовлечении студентов в дискуссии профессионального характера.

Пособие состоит из пяти тематических разделов, каждый из которых включает в себя учебные профессионально-ориентированные тексты, заимствованные из оригинальных источников, и комплекс упражнений: лексических, текстовых и коммуникативных. Задания на усвоение лексики включают упражнения на составление словосочетаний, выбор синонимов и антонимов, упражнения на словообразование. Задания для работы с текстом содержат вопросно-ответные упражнения, поиск информации в тексте для определения истинности или ложности утверждения, заполнение таблиц. Коммуникативные упражнения направлены на активизацию профессиональной лексики. Они имеют форму устного сообщения на основе прочитанного текста или дополнительной информации.

Пособие может быть использовано как для аудиторной, так и для самостоятельной работы, так как большинство упражнений построено на текстовом материале.

UNIT 1. MANAGEMENT

Text 1. Important characteristics of management

Management is a process of directing, coordinating and controlling the activities of an organization. Management is necessary for creating and maintaining such a business environment wherein the members of the organization can work together, and achieve business objectives efficiently and effectively. Management acts as a guide to a group of people working in the organization and coordinating their efforts towards the attainment of the common objective. It includes the personnel who have the right to make decisions that influence company's affairs.

Management is universal in nature. All organizations whether they are profit-making or non-profit-making require managers for conducting their activities and leading their staff toward accomplishing organizational goals.

Management is goal-oriented: every organization is set up with a predetermined objective and management helps in reaching this goal smoothly and in proper time.

It is a continuing process which tends to persist as long as the organization exists. It is required in every sphere of the organization whether it is production, human resources, finance or marketing.

Management is not confined to the administration of people only, but it also manages work, processes and operations, which makes it a multi-disciplinary activity.

An organization consists of various members who have different needs, expectations and beliefs. Every person joins the organization with a different motive, but after becoming a part of the organization they work for achieving the same goal. This requires supervision, teamwork and coordination and thus management appears on the scene.

An organization exists in a business environment that has various factors such as social, political, legal, technological and economic. A slight change in any of these factors will affect the organization's growth and performance. So, to adapt to changing circumstances management formulates strategies and implements them.

All the functions, activities and processes of the organization are interconnected to one another. And it is the task of the management to bring them together in such a way that they help in reaching the intended result.

1. Match the English words and expressions from A with the Russian equivalents from B.

A. Maintain; attainment; common objective; profit-making; require; goal-oriented; set up; predetermined; smoothly; in proper time; continuing; exist; persist; human resources; confine; multi-disciplinary; supervision; various; legal; slight; adapt to; circumstances; appear on the scene; implement; intended.

B. Целенаправленный; общая цель; нуждаться (в чём-либо); поддерживать (сохранять); существовать; осуществлять; продолжать существовать (оставаться); основывать; достижение; заранее установленный; прибыльный (рентабельный); беспрепятственно; своевременно; контроль; непрерывный; штат служащих; ограничивать; обстоятельства; многоплановый; различный; правовой; незначительный; намеченный; приспособливаться к; появляться на горизонте.

2. Make up phrases from the words of the right and left columns and translate them.

- | | |
|---------------|--------------------|
| 1) set up | a) efforts |
| 2) make | b) an organization |
| 3) achieve | c) affairs |
| 4) influence | d) strategies |
| 5) manage | e) decisions |
| 6) coordinate | f) the performance |
| 7) affect | g) objectives |
| 8) implement | h) processes |
| 9) adapt to | i) circumstances |

3. Complete the following tasks.

A. Find synonyms to these words in the text: achievement, come into the picture, uncommercial, ongoing, contain, need, goal, restrict, remain, diverse.

B. Form nouns from the given verbs and phrases: exist, implement, achieve, attain, vary, define, require, supervise, perform, make decisions.

4. Answer the following questions on the text "Important characteristics of management".

1. What is management?
2. What are the main characteristics of management?
3. What makes management a multi-disciplinary activity?
4. Is management a group activity? Prove your opinion.
5. Is management dynamic? Why do you think so?
6. What is the task of management?

5. Fill in the gaps in the sentences with the words from the box.

implementation	existence	performance	various	ongoing	universal	decision-making
smooth	achieving a common goal	consists of	predetermined			

1. Effective supervision by managers requires _____ communication with employees.
2. Policies, procedures and rules provide the framework of decision-making, and the method for the _____ of these decisions.
3. Management is a _____ activity, applied to any form of activity.
4. The essential element of management is that it gets the work done by coordinating the _____ of those who actually carry out diverse and specific jobs.
5. The sequence of _____ functions cannot be determined due to complexity of processes.
6. The process of management is always associated with _____ and putting the decisions into practice.
7. Managers also correlate the employees' goals with the company's goal for _____ functioning of an organization.
8. Management is a systemized body of knowledge which _____ well-defined concepts, principles and techniques
9. Management involves the use of group efforts in the pursuit of _____ objectives.
10. An organization has a set of basic goals which is the basic reason for its _____.
11. Collaboration is a means for _____.

6. Insert the prepositions in the text.

Management is not an activity that exists ___ its own right. It is rather a description ___ a variety ___ activities carried out ___ those members ___ organizations whose role is that ___ a "manager", i.e. someone who either has formal responsibility ___ the work ___ one or more persons ___ the organization.

7. Agree or disagree with the statements below. Give your arguments to support your answer.

1. Management is a science as well as an art.
2. Coordination is the essence of management.
3. Management is a dynamic process.

Text 2. Main functions of management

There are four generally accepted functions of management: planning, organizing, leading and controlling. Effective implementation of these basic functions of management ensures the long-term survival of the company and its success.

The planning function focuses on considering the goals of the organization, the ways to achieve these goals, the resources required, and necessary steps to ensure effective implementation of plans. Managers need to determine the best course of action to achieve organizational goals. They usually conduct in-depth analysis of the organization's current state of affairs and evaluate internal and external factors that may affect the execution of the plan. Successful planning ensures the smooth management of the organizational activities and procedures.

The organizing function of management deals with the coordination of activities and resources as planned by the higher management. Managers define the job tasks and assign these tasks to people with relevant skills.

The leading function of management requires a manager to act as a leader throughout the management process. A leader is someone who directs and inspires people towards the achievement of the goals and motivates them. Becoming a successful manager requires one to be a good leader who helps employees in their professional growth. Leading is the most prominent function of management. A good leader has the ability to plan, organize and control the activities and resources of the company.

Controlling means monitoring events in order to achieve the predefined standards and goals of an organization. The controlling function of management deeply connects with the planning function. The planning function involves setting goals while controlling determines whether the organization is meeting those goals or not. The managers constantly monitor the performance of employees. They supervise the activities planned and identify any activities that need corrective actions. This function requires managers to give feedback to their subordinates and establish effective communication. Close monitoring as the plan progresses allows the organization to make changes and introduce state-of-the-art innovations that will result in a very successful operation of an organization.

These basic functions of management define everyone's role within the organization with clarity. Following these basic functions of management ensures that everyone in the organization is focusing upon the organizational goals and effectively allocating and controlling the resources.

1. Find in the text the English equivalents to the Russian words and expressions.

Гарантировать; продолжительное существование; образ действия; проводить углублённый анализ; текущий; положение дел; оценивать; внутренний; внешний; поручать; соответствующие навыки; вдохновлять; заметный (значительный); включать в себя; подчинённый; внедрять; самая современная технология; распределять.

2. Make up phrases from the words of the right and left columns and translate them.

- | | |
|--------------|---------------------|
| 1) implement | a) plans |
| 2) determine | b) course of action |
| 3) supervise | c) analysis |
| 4) conduct | d) factors |
| 5) evaluate | e) execution |
| 6) affect | f) tasks |
| 7) establish | g) people |
| 8) assign | h) events |
| 9) introduce | i) goals |
| 10) inspire | j) activities |
| 11) monitor | k) communication |
| 12) set | l) technologies |
| 13) allocate | m) resources |

3. Complete the following tasks.

A. Find synonyms in the text to the following words: fundamental, concentrate, prosperity, carry out, interior, present-day, untroubled, create, enable, clearness, latest, oversee, stimulate, obvious, assess, recognize.

B. Match the following words with their antonyms from the box: internal, basic, success, allow, current, state-of-the-art, smooth, inspire, long-term, constantly.

unessential disaster external out-of-date troublesome ban obsolete sometimes discourage short-term
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4. Read the statements and say if they are true or false. If they are wrong, make the necessary corrections.

1. Implementation of three basic functions of management ensures the success of a company.
2. The planning function concentrates on setting goals and ways to achieve them.
3. Managers assess factors that may influence the execution of the plan.
4. The controlling function deals with the coordination of activities and allocation of resources in an organization.
5. Leading is the most obvious function of management.
6. Monitoring means controlling.
7. Managers supervise the activities in order to identify any events that need improvement.
8. Directing function allows a company to introduce innovations.

5. Fill in the gaps in the sentences with the words from the box.

assignment management defining allocation performance subordinates ensure resources attain execution
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1. Planning is a _____ function concerned with _____ goals for future organizational _____ and deciding on the tasks and _____ to be used to _____ goals.
2. Organizing is a management function that involves the _____ of tasks, the grouping of tasks into departments and _____ of resources across the organization.
3. Leading consists of influencing the behaviour and performance of _____ to achieve organizational goals.
4. Controlling is the process of evaluating the _____ of the plan and making corrective actions to _____ attainment of objectives.

6. Describe four functions of management. Find out more information about other functions of management such as staffing, coordinating, reporting, budgeting etc.

Text 3. Construction management

Management is the science and art of planning, organizing, leading and controlling the work of organization members. Management goals when used consistently and achieved successfully can create positive, stable and organized work environments. Managers use all available organization resources to reach organizational goals.

Construction management deals with economical consumption of the resources available in the least possible time for successful completion of construction project within the budget. “Men”, “materials”, “machinery” and “money” are known as resources in construction management.

Construction management provides necessary leadership, motivates employees to complete the difficult tasks in time, determine their strengths and brings out their potential talents. Application of the most effective forms of communication and technological tools to organize projects can lead to higher productivity levels. It is beneficial to a society as the efficient management of construction projects will help avoid a rapid increase of costs, time delay, wastage of resources, unlawful exploitation of labour and pollution of environment.

Construction management determines the best possible sequence of actions and operations to achieve the best result possible in current circumstances, with a developed budget plan, a detailed schedule, while working on risk management and safety concerns at the same time.

Construction planning is essential in managing and executing construction projects as it involves selecting the technology, defining the work tasks, estimating the required resources, and identifying possible interactions and workflows among different activities.

Budgeting is another essential function of construction management. Keeping a realistic budget helps to avoid inaccurate estimates and error-prone forecasts.

One of the main rules that are commonly known in the construction sphere is that more time spent on a project means more expenses, which is an unwanted outcome. This is why time management is also extremely important since efficient time management can also lead to decrease in total amount of money spent.

Construction industry is a highly dangerous industry that’s why safety is another major concern for construction managers. They have to prevent potential hazards and implement safeguards.

Maintaining quality is one of the most important functions of construction management. Construction managers implement quality management in order to improve an organization’s ability to deliver quality to its customers on a consistent and constantly improving basis.

Managers have to have a clear understanding of the requirements for each project. Requirements might differ from one project to the next, or they might remain the same. Either way, it’s management’s job to meet them.

Meeting the deadline, accurate timekeeping and realistic project schedules are important for managers as these show that a company is credible and reliable.

Management focuses on employee development and performance. It is important to help employees grow by delegating more challenging and purposeful work to them. Managers try to improve communication with their employees which leads to greater job satisfaction and a boost in employee retention and enhances work performance.

1. Find in the text the English equivalents to the Russian words and expressions.

Последовательно; доступный; расходование; руководство; сотрудник; достоинства (сильные стороны); выявлять способности; инструменты (средства); выгодный (полезный); общество; быстрый; запаздывание по времени; противозаконный; использование; последовательность; обстоятельства; вопросы безопасности; важнейший; приблизительно подсчитывать (оценивать); последовательность операций; неточные сметные предположения; подверженные ошибкам прогнозы; затраты; результат; риски; меры безопасности; заказчик; укладываться в срок; заслуживающий доверия; трудный (требующий усилий); сохранение (удерживание); повышать (улучшать).

2. Choose the meaning in which the word is used in the text.

- | | |
|----------------|--|
| 1) economical | a) of or relating to an economy
b) using the minimum required |
| 2) resource | a) source of economic wealth
b) means of doing something |
| 3) labour | a) productive work
b) workers of an industry considered as a group |
| 4) application | a) act of applying to a particular use
b) act of asking for something |
| 5) current | a) commonly known
b) most recent, up-to-date |
| 6) accurate | a) without error, precise
b) successful in reaching the target |
| 7) performance | a) mode of behavior
b) quality of functioning |

3. Make up phrases from the words of the right and left columns and translate them.

- | | |
|---------------|---------------------|
| 1) motivates | a) hazards |
| 2) complete | b) requirements |
| 3) determine | c) job satisfaction |
| 4) brings out | d) tasks |
| 5) prevent | e) communication |
| 6) implement | f) performance |
| 7) meet | g) strengths |
| 8) improve | h) employees |
| 9) lead to | i) safeguards |
| 10) enhance | j) talents |

4. Find synonyms in the text to the following words.

Vital, result, rise, useful, quick, finishing, instrument, improve, dependable, contentment, accessible, strong point.

5. Form antonyms of the following words with negative affixes.

Reliable, satisfaction, accurate, essential, ability, consistent, purposeful, available, efficient.

6. Answer the following questions on the text "Construction management".

1. What does construction management deal with?
2. What resources are available for construction managers?
3. What can lead to high productivity levels in construction industry?
- 4) Why is the effective management of construction beneficial to a society?
5. What does construction management do to achieve the best results in accomplishing goals?
6. What does construction planning involve?
7. What helps construction managers avoid inaccurate estimates?
8. Why is time management important in construction field?
9. Why is it necessary for construction managers to implement safeguards?
10. What can lead to employee development?
11. Why is improved communication with employees important for managers?

7. Fill in the gaps in the text with the words from the box.

develop confidence skills tools responsibilities assign work strengths time management motivates delegate tasks
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Managers _____ effectively. They demonstrate faith in their employees' ability to perform delegated tasks and allow them to learn new _____ and develop _____ that they might not otherwise know they have. Managers don't delegate tasks randomly; they identify potential within their teams and _____ to the right people using appropriate methods and _____.

Managers split _____ according to the potential and talent within teams. This helps to significantly improve overall organizational efficiency as well as _____. Assigning important tasks also helps team members _____ in their abilities, which _____ them further to put in their best efforts.

8. Describe the main functions of construction management. Find some information on construction management software that helps companies in the processes such as budget management, communication, decision-making etc.

UNIT 2. ROLES AND SKILLS OF MANAGERS

Text 1. Managerial Roles

Managers work toward the organization's goals using its resources in an effective and efficient manner. They are most often responsible for a particular function or department within the organization. A manager leads a team or a group of supervisors who oversee the teams of employees.

Difference between managerial functions and managerial roles is that managerial functions involve the key duties and responsibilities of a manager while managerial roles imply the actions that have to be taken in order to carry out the business operations.

A manager plays different roles within an organization. Manager's roles can be primarily divided into three categories:

- Interpersonal;
- Informational;
- Decisional.

Interpersonal roles are related to human interaction. There are three roles within this category: figurehead, leader and liaison. Managers have to act as figureheads because of their formal authority. When managers are acting as leaders, they are involved in hiring, training and monitoring the employees' performances. The third interpersonal role, that of liaison, includes serving as a coordinator or maintaining a network of relationships among the people.

Managers collect and disseminate information so they have three corresponding informational roles, namely monitor, disseminator and spokesperson. As a monitor, a manager receives information about internal and external events and transmits it to others. This process of transmission of factual and valuable information is the dissemination role that a manager plays in an organization. A manager has to relay information concerning the organization and its goals to people outside the organization taking on a role of a spokesperson.

The crucial part of managerial activity is decision-making. In performing decisional roles, managers act as entrepreneur, disturbance handler, resource allocator, and negotiator. As entrepreneurs, managers initiate changes within the organization. It involves some improvements. This role is very different from the role of a disturbance handler who has to handle difficult problems which arise from events beyond their control. As a resource allocator, a manager decides how the resources such as money, people, and equipment need to be distributed. The fourth decisional role is that of a negotiator. Managers negotiate with suppliers, customers, the government, and other groups.

These roles are substantially reconcilable with the four managerial functions. It is through the interpersonal, informational, and decisional roles that managers execute the planning, organizing, leading and controlling functions.

1. Find in the text the English equivalents to the Russian words and expressions.

Ответственный; отдел; руководитель; осуществлять контроль; подразумевать (включать в себя); межличностные роли; глава (главный руководитель); связующее звено; официальные полномочия; наем, распространять; информационные роли; аналитик; информатор; представитель; ценный (полезный); брать на себя роль; решающий (ключевой); роли по принятию решений; предприниматель; разрешающий проблемы; распределитель; ведущий переговоры; поставщик; совместимый.

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