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**Business Management**

Методические указания для студентов экономического  
факультета (для самостоятельной работы)

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# Business Management

## Part I

### **I. Read and remember words and word combinations:**

1. *to accomplish* – выполнять, добиваться;  
*to accomplish the goals* – добиваться целей, выполнять цели.
2. *business* –
  - дело, занятие, специальность;
  - работа, бизнес;
  - торговля, коммерческая деятельность;
  - сделка;
  - компания, предприятие.
3. *to identify* – устанавливать, определять.
4. *to be responsible (for)* – быть ответственным (за).
5. *to manage* – руководить, управлять, справляться, заведовать.  
*to manage for success* – успешно руководить.
6. *manager* – менеджер, управляющий, руководитель, администратор, директор, заведующий.
7. *management* – управление, руководство, администрация, дирекция, заведование.  
*business management* – руководства (управление) компанией (предприятием, бизнесом, коммерческой деятельностью).
8. *employee* (амер.) = *employe* (англ.) – служащий, работающий по найму, рабочий.  
*to employ* – нанимать на работу.
9. *to fit in (with)* – совпадать (с), соответствовать чему-либо.
10. *departmentalization* – подразделение на отделы.  
*to departmentalize* – подразделять на отделы.
11. *research and development department* – опытно-конструкторский отдел.
12. *sales department* – отдел по сбыту.
13. *shipping department* – отдел перевозки (доставки) товаров.
14. *organization chart* – организационный план.
15. *to fan out* – расходиться веером.
16. *formal organization* – официальная организация по установленной форме.
17. *responsibility* – ответственность, обязанность, обязательство.
18. *to assign* –

- назначать на пост, на должность, определять что-либо кому-либо;

- ассигновать;

- передавать.

*to assign resources and responsibilities* – распределять ресурсы и обязанности.

19. *specific unit* – определенная группа.

20. *customer* – заказчик, покупатель.

21. *flexible structure* – гибкая структура.

22. *to hire* – нанимать (рабочих), брать на прокат (вещь).

23. *to find out* – выяснить, обнаруживать.

## **II. Read the following international words and define their meanings:**

-business-	-activity-	-manager-
-plan-	-problem-	-department-
-form-	-person-	-resource-
-formal-	-type-	-specific-
-informal-	-company-	-coordination-
-formally-	-group-	-function-
-organization-	-structure-	-product-
-coordinate-	-centralization-	-geographic-
-coordination-	-focus-	-local-
-president-	-national-	-location-

## **III. Read and translate the following word combinations:**

successful business; unsuccessful business; the president's authority; the activity of the workers; to coordinate the activities of the workers; to focus authority in one place; business management; the national sales manager; centralized organization; flexible plan, the same kind of work; to replace each other; to hire workers; regardless of the structure; all forms of business organization; formal organization; geographic location; research and development department; sales department; shipping department; organization chart; to assign resources and responsibilities.

#### **IV. Choose the correct translation of Russian words:**

1. *компания* a) advantage, b) crowd, c) business;
2. *определять* a) to increase, b) to identify, c) to assemble;
3. *руководить* a) to manage, b) to extend, c) to rise;
4. *служащий* a) a scientist, b) a worker, c) an employe;
5. *управление* a) structure, b) management, c) region;
6. *ответственность* a) responsibility, b) research, c) development;
7. *назначать* a) to test, b) to maintain, c) to assign;
8. *перевозка* a) experience, b) shipping, c) railway;
9. *заказчик* a) escalator, b) accident, c) customer;
10. *нанимать* a) to hire, b) to research, c) to follow;
11. *официальный* a) advanced, b) formal, c) expensive;
12. *отдел* a) platform, b) influence, c) department

#### ***Text 1***

#### **Organizing for Management**

A successful business knows what it wants to accomplish and has a plan for meeting its goals. Such a business has some form of organization that identifies who is responsible for which tasks. Usually, a manager or managers direct and coordinate the activities of the workers and deal with any problems that arise.

Any business that employs more than one person needs some type of organization that lets employees know what their jobs are and how they fit in with company goals. Businesses usually have an organization that establishes which person or group has authority over other persons or groups. These businesses often show their structure on an organizational chart. The following scheme illustrates how one company is organized.

The organization shown on this chart is centralized. Centralization focuses authority in one place. In this company that place is the president. The president has authority over the national sales manager. From there authority fans out to the other parts of the organization.

#### **Centralized Organization.**

**President**

National Sales Manager

Eastern Region Manager	Southern Region Manager	Midwestern Region Manager	Western Region Manager

Formal organizations are usually departmentalized. Departmentalization is a way of organizing a company that involves assigning resources and responsibilities to a specific unit, or department in an organization. The manager has the responsibility for coordinating the department's assigned resources. The departments are organized in three ways: by function, by product or by geographic location.

The research and development department finds out what kinds of products need to be made. The production department makes the products. The sales department finds customers for the products. The shipping department gets the products to the customers. Finally, departments may be organized by their location or the areas they serve.

Smaller businesses may be organized in a less formal way. Companies organized informally usually have a flexible structure. People in this kind of business do not always do the same kind of work. They may replace each other and even hire outside people to help.

Regardless of the structure, however, all forms of business organization depend on good managers within the business.

**V. Insert suitable words into sentences:**

manager, managers, business, shipping, departments, sales, production, the national sales manager, centralization

1. The .... department finds customers for the products.
2. The .... are organized in three ways: by function, by product or by geographic location.
3. The...department makes the products.
4. The...department gets the products to the customers.
5. All forms of business organization depend on ....
6. The .... has the responsibility for coordinating the department's assigned resources.

7. Any .... that employs more than one person needs some type of organization that lets employees know what their jobs are and how they fit in with company goals.
8. .... focuses authority in one place.
9. The president has authority over....

**VI. Answer the following questions to the text:**

1. What is a successful business ?
2. What is the responsibility of a manager ?
3. Why does any business need some type of organization ?
4. What organization do businesses usually have ?
5. What does centralization in a business organization mean ?
6. What does departmentalization in a business organization mean ?
7. How are the departments of businesses organized?
8. What is the function of the research and development department ?
9. What is the function of the production department?
10. What is the function of the sales department ?
11. What is the function of the shipping department?
12. What can you say about structure of smaller businesses organized in a less formal way?
13. What do all forms of business organization depend on?

**VII. Give a short summary of the text in English**

**VIII. You are going to start your own business. How are you going to organize your business management?**

As for me, I'd like to ....

Here are a few words about ....

I have no idea (понятия не имею) ....

I want to ....

I can ....

Besides ....

First ....

Then ....

After that ....

Finally ....

Oh, I haven't mentioned (не упомянул, упустил) ....

I must confess I don't know (должен признаться что я не знаю) ....

## Part II

### Levels and functions of management.

#### I. Read and remember words and word combinations.

1. to meet the goals (requirements, needs)
  - отвечать задачам (требованиям, нуждам);
  - добиваться целей.
2. to guide – направлять, руководить.
3. top – level manager - главный управляющий.
4. middle – level manager – руководитель среднего звена.
5. national sales manager
  - коммерческий директор;
  - начальник отдела сбыта.
6. supervisor – инспектор, контролер.
7. to draw up the programs – составлять планы, графики.
8. to differ – отличаться, различаться.
9. to make decisions – принимать решения.
10. to follow the same decision making process – следовать одному и тому же порядку принятия решения.
11. to set objectives – определять, ставить цели.
12. setting standards – утверждение стандартов.
13. setting a realistic goal – определение реальной цели.
14. to set up new shipping procedures – определять новые способы доставки.
15. to spell out the basic steps – определять основные шаги.
16. flexible plan – гибкий план.
17. long – term strategy - долгосрочная стратегия.
18. short – term strategy – краткосрочная стратегия.
19. accessories – аксессуары (предметы женского или мужского туалета: перчатки, сумочка, галстук, ремень и прочее).
20. to discover the current trends – определять современные направления, тенденции.
21. analyzing the market study – анализ изучения рыночного спроса.



22. directing – руководство, управление.  
 23. to evaluate – оценивать, определять качество, устанавливать стоимость.  
 24. evaluating performance – оценка работы.

**II. Translate into Russian:**

to meet the goals; to draw up the programs; to follow the same decision making process; to spell out the basic steps; to discover the current trends; and analyzing the market study; to set up new shipping procedures; managers' responsibilities differ according to their management level; the greatest responsibility for planning, organizing, directing and controlling a company's resources .

**III. Translate into English:**

главный управляющий, руководитель среднего звена; коммерческий директор; контролер; принимать решения; определять цели; определение реальной цели; гибкий план; долгосрочная стратегия; краткосрочная стратегия; руководство; оценка работы.

**IV. Choose synonyms in the second column:**

1. to spell out the basic steps	1. to determine aims
2. to discover the current trends	2. commercial director
3. to set objectives	3. to define the main stages
4. national sales manager	4. business management
5. supervisor	5. to find out the modern tendencies
6. business directing	6. inspector

**V. Choose antonyms in the second column:**

1. long-term strategy	1. inflexible plan
2. flexible plan	2. informal structure
3. top-level manager	3. short-term strategy

4. formal structure	4. long-term goals
5. short-term goals	5. supervisor

## **VI. Complete sentences**

1. ... .. has to teach a new employee the same kind of job he is doing.
2. The process of reaching a business's goals through the use of its human and material resources is...
3. ... at all levels perform the same kinds of functions.
4. ... .. think far into the company's future and set the goals and objectives of the company.
5. ... .. carry out the decisions of top-level management.
6. ... directly assign work duties and oversee workers on the job.
7. A small group of workers who do not have much experience has to be overseen by a...
8. The plan indicates ... and ... strategies for using company resources to meet the goal.
9. Controlling involves ... .. for work ... performance and solving problems that prevent the completion of a required task.

## **Text 2**

### **Levels and Functions of Management.**

Management is the process of reaching a business's goals through the use of its human and material resources. Most businesses have three basic levels of managers:

1. Top-level managers,
2. Middle-level managers,
3. Supervisor.

Managers at all levels perform the same kinds of functions. However, managers' responsibilities differ according to their management level.

People with the greatest responsibility for planning, organizing, directing and controlling a company's resources are the top-level managers. They think far

into the company's future and set the goals and objectives of the company. To meet these goals and objectives, top-level managers guide managers on lower levels while allowing them the freedom to do the best job they can.

Those who carry out the decision of top-level management are known as middle-level managers. If you took a job in middle management, you would serve as the link with lower levels of management. That is you would take the long-range goals of top-level manager and would draw up the programs for supervisors.

Those who directly assign work duties and oversee workers on the job are supervisors. They carry out the decisions of their managers and teach a new employee the same kind of job he is doing himself. A supervisor has to oversee a small group of workers who do not have much experience.

Management Functions. Managers at all three levels carry out four types of functions. They are planning, organizing, directing, controlling. All these management functions involve making decision: Managers at every level follow the same decision-making process.

Planning. A business must set objectives and make plans for meeting them. Good planning involves setting a realistic goal. The plan for meeting that goal spells out the basic steps to be followed. At the same time, the plan is flexible and allows for change. The plan indicates long-term and short-term strategies for using company resources to meet the goal.

Suppose a company that produces accessories has decided that it should expand. As a long-term goal, the firm decides to produce clothing as well. The firm will need to study the market to discover the current trends in clothing.

Then the company will have to develop a marketing strategy to introduce the new line of clothing to the people who already buy the company's products. The firm's management will ask what resources are needed to accomplish these goals.

Short-term goals of the company include analyzing the market study and hiring new employees.

*Organizing* involves obtaining and coordinating resources so that a business's objectives can be met. If the resources are not available, the manager finds out where the resources can be obtained.

*Directing* means influencing and guiding people under one's management to carry out their assigned tasks.

*Controlling* involves setting standards for work, evaluating performance and solving problems that prevent the completion of a required task.

**VII. Answer the following questions:**

1. What is management?
2. What levels of managers do most businesses have?
3. Do managers' functions at all levels differ?
4. What are the top-level managers?
5. What are the middle-level managers?
6. What are supervisors?
7. What management functions do managers at all three levels carry out?
8. What decision-making process do managers at every level follow?
9. What is good planning for a business?
10. What does a long-term strategy mean?
11. What does a short-term strategy mean?
12. What is organizing for a business?
13. What does directing mean for a business?
14. What does controlling involve in a business?

**VIII. Describe three levels of management.**

**IX. Identify and give examples of four functions of management.**

**Part III**

## What does it take to be a manager?

### I. Read and remember words and word combinations:

1. *to promote* – продвигать по службе;  
promoter – покровитель, патрон.
2. *to gain experience* – приобретать опыт.
3. *to be aware of others' feelings and concerns* – знать о чувствах и интересах (заботах) других.
4. *to work under pressure* – работать напряженно; быть чрезмерно загруженным работой.
5. *ability* – способность, умение.
6. *skimming industry publications* – просмотр промышленных публикаций.
7. *effective communication* – эффективное общение, коммуникация.
8. *interpersonal skills* – искусство поддерживать межличностные отношения.
9. *human relations* – межличностные отношения.
10. *concern* – беспокойство, тревога, забота.
11. *to share an office* – делить одно помещение офиса (т.е. работать в одном помещении, комнате офиса).
12. *noise level* – уровень шума.
13. *to solve* – решать.  
*solution* - решение
14. *to resolve conflicts* – разрешать конфликты.
15. *to rearrange the office space* – реорганизовать площадь (помещение) офиса.
16. *privacy* – уединение, уединенность, интимность.

### II. Translate into Russian:

To work under pressure; to gain experience; human relations; interpersonal skills; to share an office; noise level; effective communication; to be aware of others' feelings and concerns; to resolve conflicts; to rearrange the office space.

### III. Translate into English:

Продвигать по службе; разрешать конфликты; уровень шума; делить одно помещение или комнату в офисе; межличностные отношения; искусство поддерживать межличностные отношения; эффективное

общение; быть чрезмерно загруженным работой; знать о самочувствии и заботах других; приобретать опыт; просмотр промышленных публикаций.

**IV. Choose synonyms in the second column:**

1. to solve	1. to obtain
2. concern	2. to visit
3. to be aware of smth	3. to settle
4. to gain	4. to know smth
5. to arrange	5. trouble
6. to perform	6. to work hard
7. to attend	7. to organize
8. interacting	8. to carry out
9. to gather	9. communication
10. to work under pressure	10. to collect

**Text 3**

**What does it take to be a manager?**

Most managers begin their careers as company employees who are promoted after they have gained experience and have shown certain qualities.

*Ability to perform varied activities.* Managers usually have many tasks to perform at one time. Managers have to plan their time and decide which tasks are the most important at any one time.

*Ability to work under pressure.* A manager often has to solve many small problems in a fairly short time. For example, a supervisor may have to organize next week's work schedule, solve a production problem, and train two new employees – all in the same work day. Also included might be attending one meeting, writing seven letters, and skimming four industry publications.

*Effective communication.* Every manager has to communicate well. Communicating might be done on the telephone, through electronic mail, in individual or group meetings, or in a written report or a letter. Listening is also an important part of communication. Most of a manager's day is spent interacting with other people. Managers should like working with others and must be aware of others' feelings and concerns.

*Interpersonal skills.* Managers work with people and need human relations skills, or skills in dealing with people. For example, a manager may be asked to

resolve employees conflicts. If two employees who share an office have a conflict over noise levels, the manager may help them communicate their concerns to each other and, as a solution, may rearrange the office space so each employee has more privacy.

*Ability to gather and use information.* Managers must be aware of the events and forces that affect their business. They must share this information with others. For example, some managers read the local newspaper and a national newspaper and a national newspaper daily. They also read several magazines that report on news relating to their company's markets or products. When managers find information that could be useful to other people in the company, they pass it along. Managers may also use the information to plan for the future.

#### **V. Complete sentences choosing suitable words**

1. Company employees ... .. after they have gained experience and have shown certain qualities. (are promoted, are appointed, left).
2. Managers usually have many tasks ... .. at one time. (to carry out, to perform, to do).
3. Every manager has ... .. well. (to live, to communicate, to sleep).
4. Managers must ... .. of others' feelings and concerns. (be interested in, to be glad, be aware).
5. A manager may be asked to resolve ... .... (employees conflicts, international problems, noise level).
6. Most managers begin their careers as ... .... (top-level managers, company employees, middle-level managers).
7. A manager often has ... .. many problems in a short time. (to solve, to include, to increase).

#### **VII. Answer the following questions to the text.**

1. What personal qualities are necessary to be a good manager?
2. When are employees promoted as company managers?
3. How do managers manage to perform varied activities at one time?
4. What does it mean for a manager to work under pressure?
5. What are the ways of managers' effective communication?
6. What is important for managers in interacting with other people?
7. How do managers gather and use information?

#### **VII. List qualities that are essential for all managers.**

**VIII. Describe the advantages and disadvantages of being a manager.**