



**УКРАЇНСЬКА ДЕРЖАВНА АКАДЕМІЯ
ЗАЛІЗНИЧНОГО ТРАНСПОРТУ**

ГУМАНІТАРНИЙ ФАКУЛЬТЕТ

Кафедра «Іноземні мови»

МЕТОДИЧНІ ВКАЗІВКИ

**з розвитку навичок професійного спілкування
до розмовної теми**

“МІЙ ФАХ – МЕНЕДЖМЕНТ ОРГАНІЗАЦІЙ”

**для студентів 2 курсу
факультету економіки транспорту**

(англійська мова)

Харків 2012

Методичні вказівки розглянуто та рекомендовано до друку на засіданні кафедри «Іноземні мови» 29 квітня 2010 р., протокол № 9.

Видання підготовлено відповідно до програми навчальної дисципліни і є складовою частиною навчально-методичного комплексу дисципліни „Англійська мова”.

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Методичні вказівки містять у собі різноманітні передтекстові та післятекстові вправи, спрямовані на закріплення навичок усного мовлення, оволодіння новою лексикою. Ряд вправ творчого характеру рекомендовано виконувати в парі, у групах, усно без підготовки або з попередньою підготовкою. Кожний розділ супроводжується англо-українськими словниками та містить вправи на повторення граматичного матеріалу.

Рекомендуються для студентів 2 курсу факультету економіки транспорту.

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UNIT 1

Exercise 1. Do you know what management is and how it affects our lives? What is your understanding of the word *management*? Check your ideas with the text given below. Be ready to discuss it.

The problems of management are of great importance in all spheres of life - in business and teaching, in organizing production and in medicine, in state service and everyday life. Whatever you have as the sphere of your activity you always work with other people and must manage them, and those others in their turn manage you.

To some employees, *management* probably means the process of getting people together to accomplish desired goals and objectives. To others, it means the group of people (executives and other managers) who are primarily responsible for making decisions in the organization. The both are true. To understand how management can act in an organization, we need to define the *organization*. It is a social, administrative structure formed to pursue certain goals. The term organization includes a corporation, government, partnership, and any type of civil or political association of people. The size of management can range from one person in a small firm to hundreds or thousands of managers in multinational companies. There are two basic roles of management: decisional role (managers make decisions) and information role (they search for information from one company to another).

Exercise 2. Answer the questions according to the text.

- 1 What does the term *management* mean?
- 2 What is an organization?
- 3 What is the role of management?

Exercise 3. Give the English equivalents to the following word combinations from the text above:

Мати велике значення, повсякденне життя, можливо, керувати, у першу чергу, прийняття рішень, виконувати, цілі та задачі, може коливатись від...до, політичне об'єднання, шукати.

Vocabulary List:

to manage – керувати; управляти
management – керування; управління; менеджмент
management of organizations – менеджмент організацій
foundations of management – основи менеджменту
controlling – контроль, контролювання
planning – планування
organizing – організація, процес організації
leading – керування
to be in charge of (to be responsible for) – бути відповідальним за
to determine goals and objectives – визначати задачі та цілі
to establish relations – встановлювати відносини
to reach – досягати; здобувати
to set (to define) directions – визначати напрямки
day-to-day activities – щоденна діяльність
top (or executive) manager – керівник вищої ланки, топ менеджер
middle manager – керівник середньої ланки
first-line manager – керівник першого рівня (нижньої ланки)
project manager – керівник проекту
functional manager – функціональний керівник
product manager – керівник, відповідальний за виробництво
product line manager – менеджер по лінії продукції
General Manager – генеральний директор
to influence people – впливати на людей
to negotiate – вести переговори
to make decisions – приймати рішення
the sphere of activity – сфера діяльності
employee – службовець
partnership – партнерство

Exercise 4. Explain the meaning of the following terms in your own words in English:

manager
employee
partnership
goal
to negotiate

to influence smb

Exercise 5. Find synonyms in the two columns of the words and give their Ukrainian equivalents:

to negotiate	to affect
to reach	aims
to be in charge of	basis
goals	to consult
foundation	senior manager
to influence	to be responsible for
top manager	to achieve

Exercise 6. Look through the text. Be ready to discuss and retell it.

My Speciality

I study at Ukrainian State Academy of Railway Transport. I'm a second-year student of the Transport Economics Department, and I've chosen the speciality Management of Organizations. To be qualified specialists in this field we should have profound knowledge in different subjects. They are of special importance for a modern economist. We are delivered such courses as foundations of management, management of organizations, informational systems in management, marketing, foundations of enterprise, financial management, etc. Management of organizations is one of the most important and interesting fields of business. It's interesting to know that management functions are based on the four major principles: planning, organizing, leading, and controlling.

Functions of Management

Planning:

Setting goals and deciding
how best to achieve them

Controlling:

Regulating activities
to reach goals

Organizing:

Allocating and
arranging resources

Leading:

Influencing others

to work toward goals

1) **Planning** is the process of determining the organization's goals and objectives and making the conditions for their achievements. The types of planning will depend on the level of managers who are engaged in the organization and on the size and type of the organization.

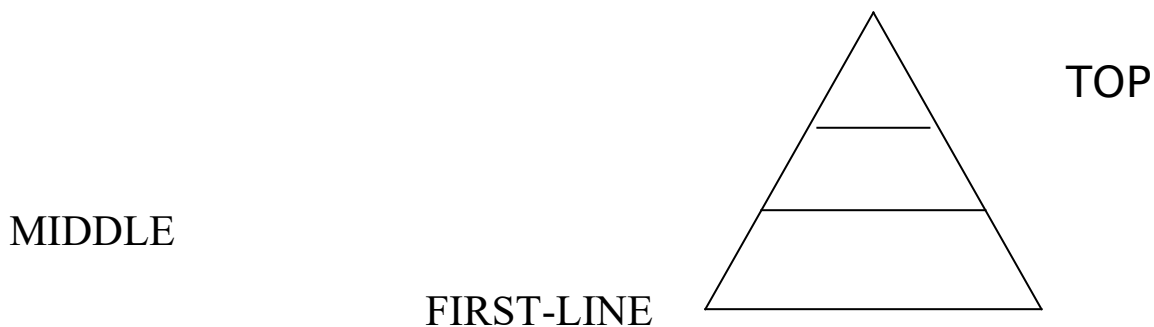
2) **Organizing** is the process of establishing formal relationships among people and resources in order to reach specific goals and objectives.

3) **Leading** is the process of setting direction for the organization, groups and individuals and it also influences people to follow that direction.

4) **Controlling** is the organization's systems, processes and structures that reach effectively and efficiently goals and objectives. It involves coordinating the various job roles and responsibilities of yourself and other staff.

As to the organization structure it may have different levels of managers, including top managers, middle managers and first-line managers.

Vertical Levels of Management



Top (or executive) managers are responsible for overseeing the whole organization and typically engage in more strategic and conceptual matters, with less attention to day-to-day details. Middle managers work for top managers and are in charge of a major function of the department. First-line managers work for middle managers and

are responsible for managing the day-to-day activities of a group of workers. Note that you can also have different types of managers across the same levels in the organization. A project manager is in charge of developing a certain project, e.g., development of a new building. A functional manager is in charge of a major function, such as a department in the organization, e.g., marketing, sales, engineering, finance, etc.) A product manager is in charge of a product or service. Similarly, a product line manager is in charge of a group of closely related products. General Managers are in charge of numerous functions within an organization or department.

To create an effective organization, managers also must be competent in making decisions, holding meetings, negotiating, motivating employees, etc.

Today the graduates of our department work as managers, leading specialists, directors (deputy directors) on economic and financial matters, commercial directors of the railway transport enterprises, commercial and non-commercial firms in different branches, etc.

Exercise 7. Single out the main points of the text and tell your neighbour what new facts you have learnt from it. Use the following opening phrases:

The title of the text is...

The text is devoted to ...

The text deals with ...

It is clear from the text ...

Among other things it is mentioned in the text about ...

I find the question of ... very important because ...

Exercise 8. Work in pairs. Answer the following questions:

1 What speciality have you chosen?

2 What subjects are you delivered?

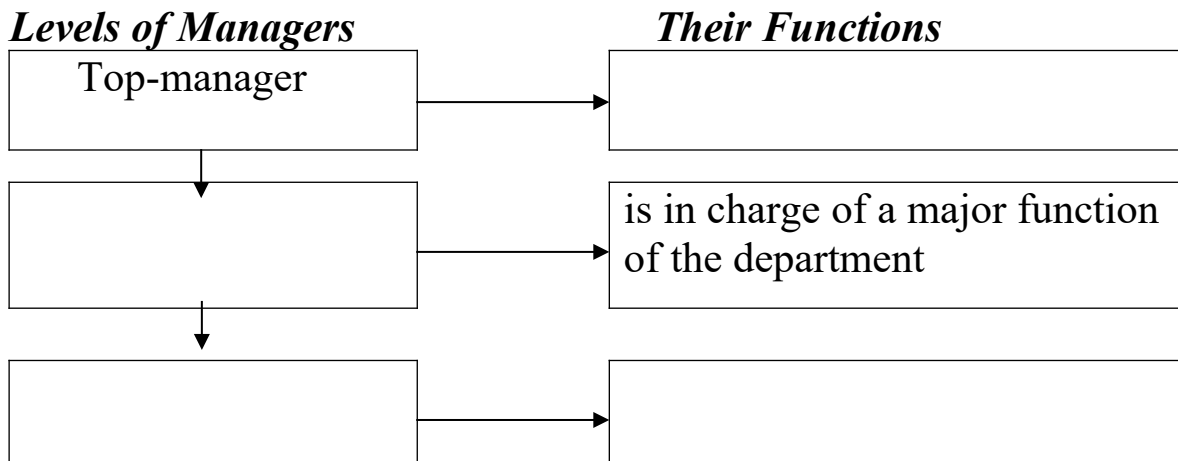
3 How many functions is management based on?

4 What is leading (planning, controlling, organizing)?

5 Which levels of managers can you name?

- 6 What qualities do managers have to possess in order to create an effective organization?
 7 Where do the graduates of your department work after graduating?

Exercise 9. Fill in the table according to the text.



Exercise 10. Complete the sentences.

- A project manager is someone who is in charge of
 General Manager is someone who
 A product line manager is someone
 A functional manager is
 A product manager

Exercise 11. Match the verbs in column A with the nouns in column B. Then make up sentences using the completed collocations.

- | | |
|--------------|---------------|
| A | B |
| to reach | decisions |
| to set | speciality |
| to make | relationships |
| to influence | meetings |

to choose	projects
to establish	people
to develop	direction
to hold	goals

Exercise 12. Think it over and write an essay on the following topic:

“The variation of managerial jobs in the organization structure”.

Exercise 13. Decide whether the following statements are true or false and then correct the false statements:

- 1 To be qualified specialists we should have profound knowledge in the field of management.
- 2 Organization is a social, administrative structure formed to pursue certain goals.
- 3 Planning is the process of setting direction for the organization, groups and individuals and it also influences people to follow that direction.
- 4 There exists one level of managers in organization structure.
- 5 Top managers pay much attention to day-to-day activities.
- 6 General Managers are in charge of developing a certain project.
- 7 The graduates of our department work as managers, leading specialists and directors at different enterprises.

Exercise 14. In each line choose one word that doesn't belong to the group and explain why you think so.

- 1 To control, to organize, to manage, to incur, to arrange.
- 2 Project, plan, scheme, staff, design.
- 3 Business, organization, company, enterprise, subject.
- 4 Employee, economist, job, manager, director.

5 Level, goal, objective, task, aim, purpose.

Exercise 15. Express the same in English.

- 1 Я – студент другого курсу факультету економіки транспорту. Моя спеціальність – менеджмент організацій.
- 2 Функції менеджменту базуються на чотирьох основних принципах: контроль, планування, процес організації, керування.
- 3 Менеджмент – це група людей, які головним чином є відповідальними за прийняття рішень в організації.
- 4 Організація – це соціальна, адміністративна структура, яка створена виконувати певні цілі.
- 5 Менеджмент виконує дві головні ролі: роль приймаючого рішення та інформаційну роль.
- 6 Організаційна структура включає в себе різні рівні менеджерів: керівник вищої ланки, керівник середньої ланки та
- 7 керівник першого рівня.
- 8 Щоб створити ефективну організацію, менеджери повинні компетентно приймати рішення, вести переговори, проводити зібрання, заохочувати працівників та інше.
- 9 Випускники нашого факультету працюють менеджерами, директорами, провідними спеціалістами в комерційних та некомерційних установах.

Exercise 16. Try to remember the following phrases (conversational formulas):

I would like to ask ... – Я хотів би запитати ...

I see. – Розумію.

To my mind ... – На мою думку ...

Yes, indeed. – Так, дійсно.

I agree with you. – Погоджуюсь з вами.

What do you mean? – Що ти маєш на увазі?

If I understand you right ... – Якщо я вас вірно розумію ...

Yes, it happened. – Так, це трапляється.

I'm interested ... – Мене цікавить ...

Correctly. – Вірно.

As far as I know ... – Наскільки я знаю ...

It seems to me ... – Мені здається ...

Do you really think so? – Ви дійсно так вважаєте?

Certainly! – Звичайно! Авжеж!

Will you explain me please ... – Поясни мені, будь ласка ...

By the way (by the by) ... – До речі ...

What's the matter? – У чому справа?

Really? – Дійсно?

I think that ... – Я гадаю, що ...

Read the dialogues given below and try to reproduce them.

Dialogue 1

- *I would like to ask* what managers need in order to manage people well.

- They need to understand that there are things that motivate everyone and these are some very familiar, common themes like, people care about their families, everybody needs to be respected, etc.

- *I see.* Have you ever faced with the difficulties? What are they?

- *Yes, it happened.* The most difficult thing is to understand how everybody is unique and different, and different to the way you, as a manager, are.

- And what is the secret to solve this problem?

- *To my mind* the secret here, therefore, is to try to know what the world looks like through the eyes of another person who reports to you.

- *I agree with you.* But what is the best way to do that?

- In order to do that, you need to perfect the art of asking questions and listening to people.

- *What do you mean?*

- I mean asking not just any questions but questions that really tell you about what a person's drivers, unique motivators are, and what a person's concerns are in this situation that you share.

Dialogue 2

- *I'm interested* in what are some of the problems facing new businesses, in your experience?

- *I think that* some of the problems facing new businesses are really to do with management skills.

- *Correctly*. So how is a new business formed?

- Often a new business is formed out of somebody who has a really good idea, has a really good hobby, has a really good knowledge of a certain thing, such as anything from biology to carpentry, and they form a business out of that core knowledge.

- *Yes, indeed*. But what is the main real problem of the modern new businesses?

- *As far as I know* the problem is they don't have enough business knowledge such as knowledge of finance and book-keeping, of marketing and human issues and these need to be integrated in a small business.

- *If I understand you right* there is a lack of business and management skills in the new businesses.

- Yes, it is really the main problem with 90 per cent of that I work with.

Exercise 17. Complete the notes according to the dialogues.

- 1 Being a good manager, you need to understand that there are themes which, such as families, or the fact that everyone wants to make a difference and needs to be respected.
- 2 In addition, you also need to understand how everyone is to the way you, as a manager, are.
- 3 The secret is to try to know what the world looks like of another person.
- 4 In order to do that, you need to be very good at asking questions and
- 5 The main real problem of the modern new businesses is

UNIT 2

Exercise 18. Make up your own dialogue on the topic “*Management is nothing more than motivating other people*” using the conversational formulas from exercise 16.

Exercise 19. Read and translate the text into Ukrainian. Supply it with the title.

1 Each company, firm, joint venture, stock-holding company, concern, bank, fund has its own complicated business structure and the staff which is necessary for the work. But still there are some general principles how to organize the work at the enterprise.

2 The Managing Director or the Chief Executive or the President is the head of the company. The company is usually run by a Board of Directors - each Director is in charge of a department. The Chairman of the Board is in overall control and may not be the head of any department. The Vice-President or Vice-Chairman is at the head of the company if the President or the Chairman is absent or ill.

3 Most Companies have Finance, Sales, Marketing, Production, Research and Development, Personnel, Tax, Logistics Departments. These are the most common departments, but some companies have others as well. Most departments have a Manager, who is in charge of its day-to-day running, and who reports to the Director. The Director is responsible for strategic planning and for making decisions.

4 Let's dwell on¹ some positions in details. General Manager has to supervise and lead the company's employees, maintain relations with customers, execute sales contracts and represent the company at fairs and conferences. Sales Manager supervises sales activity, maintains a positive relationship between the company and its clients; he must have extensive sales experience. Excellent communication and management skills are required.

5 Finance Manager must have strong accounting² experience including maintenance of budgeting, forecasting³ and costing⁴. The marketing department is headed by a Marketing Manager. He plans, directs and executes all marketing activity, initiates and implements advertising strategy and promotional⁵ programs. Besides, he must have commercial experience, manage a team and lead personnel.

¹ dwell on – докладно зупинятися на

² accounting – бухгалтерська справа

³ forecasting – прогнозування

⁴ costing – калькуляція собівартості

⁵ promotional – стимулюючий

Exercise 20. Answer the questions to the text.

- 1 What does each company, concern or bank have?
- 2 What is necessary for the work of organizations?
- 3 Who is the head of the company?
- 4 In what cases is the Vice-President at the head of the company?
- 5 What does General Manager supervise and lead?
- 6 Why must Sales Manager have experience?
- 7 Are there any principles how to organize the work?
- 8 What does Finance Manager maintain?

Exercise 21. Complete the sentences and translate them.

- 1 Each Company has its complicated ...
- 2 Each Director is...
- 3 The Chairman of the Board is...
- 4 The Vice-President is at the head of the company if ...
- 5 There are the most common ...
- 6 The Director is responsible for...
- 7 General Manager has to supervise and lead...
- 8 The marketing department is ...
- 9 Finance Manager must have strong...
- 10 The marketing manager must have commercial ...

Exercise 22. Find in the text English equivalents to the following words and word combinations.

Сумісне підприємство, акціонерна компанія, загальні принципи, керівник компанії, необхідний для роботи, голова правління, відсутній чи хворий, персонал, податковий відділ, відповідальний, стратегічне планування, службовці, відділ дослідження та розвитку, спостерігати за службовцями фірми, менеджер по збуту.

Exercise 23. Rewrite sentences using Passive Voice.

- 1 They organized the work on some general principles.
- 2 The President heads the company.

- 3 The Chairman of the Board controls the work of the departments.
- 4 He represents the company at fairs and conferences.
- 5 Sales Manger supervises sales activity.
- 6 The state created the corporation.
- 7 Somebody determines the prices in the markets.

Exercise 24. Join the sentences using *if, when, until, as soon as*:

Example: The President of the company will be ill.

The Vice-President will be in charge instead of him. – If the President of the company is ill, the Vice-President will be in charge instead of him.

- 1 He will organize the work at the enterprise.
He will study all the details.
- 2 He will work at the stock-holding company.
He will get an international certificate.
- 3 He will have success.
The Finance manager will have strong experience.
- 4 They will sign a contract.
The partners will meet.
- 5 Our friends will wait for us at the fair.
We will come.

Exercise 25. Find modal verbs in the sentences and translate them into Ukrainian.

- 1 A marketing director must have commercial experience.
- 2 You should work harder to achieve good results in business.
- 3 Our bank can cooperate with the business structures of the city.
- 4 You may address your friends for the help.
- 5 I had to be in charge of our department because my boss was ill.

Exercise 26. Make up sentences using the Gerund or the Infinitive.

- 1 My brother would like _____ this department (head).
- 2 Do you like _____ his reports? (listen to).
- 3 We enjoyed _____ the international fair (visit).

- 4 The Vice-President of the Company hates _____ these problems (discuss).
- 5 I dislike _____ my future (plan).

Exercise 27. Find Complex Object or Complex Subject in the following sentences and translate them into Ukrainian.

- 1 Each company is known to have its own business structure.
- 2 This young man is thought to be a good specialist in this business.
- 3 My parents want me to become the head of the company.
- 4 Any firms are considered to have some departments.
- 5 I would like you to assist these young specialists in creating their own business.

UNIT 3

Exercise 28. Learn economic and management active vocabulary.

Then read and translate the text.

factors of production – фактори виробництва

productivity – продуктивність

to combine – поєднувати

to acquire capital – набувати, здобувати капітал

to hire and train – наймати і навчати

labour force – робоча сила

to complete the task – завершити операцію; виконати завдання

to fire – звільняти (з роботи)

stake – частка капіталу у фірмі

an assembly line – складальний конвеєр

profit sharing – участь у розподілі прибутку

stock ownership – акціонерна власність

profit sharing – участь у розподілі прибутку

Using Our Resources Effectively

The factors of production can be combined in any number of ways, some, more efficient than others. When they are combined efficiently productivity will be relatively high. When they are

combined inefficiently, productivity will be relatively low. Decisions about combining the factors of production rest with management.

In the production process, for example, it is management's responsibility to acquire the necessary capital (in the form of machinery, tools and equipment). Similarly, management must hire and train the firm's labour force and motivate the workers to do the job. In other words, managers must employ both capital and labour to maximize productivity.

How do managers achieve this goal? One way was developed by Henry Ford who introduced a new way to manufacture his Model T Ford back in 1913. Prior to that time, workers and their tools moved from station to station to complete their tasks in building each automobile. One slow-worker slowed everyone else. Ford introduced an assembly line that brought the car to the worker on a conveyor belt. As a result, each worker had to complete his task before the car passed his work station. If a worker could not finish his task in that time, the task was modified or he was retrained or fired.

Another way to increase productivity is to let workers participate in designing and improving the production process. Profit sharing and stock ownership also motivate workers. This is exactly what many companies now do. It has been found that workers with a stake in a firm's welfare work smarter because they get part of the profit when productivity increases.

Exercise 29. Match the English words and expressions in the left column with their Ukrainian equivalents in the right one.

1 to acquire the necessary capital	А видозмінити завдання
2 to train the labour force	В запровадити
3 to maximize productivity	С участь у розподілі прибутку
4 to achieve the goal	Д завершити завдання
5 to manufacture	Е відносно низький
6. to complete the task	Ф здобути необхідний капітал
7 to introduce	Г досягти мети
8 to modify the task	Н виробляти
9 relatively low	І навчати робітників
10 profit sharing	Ж підвищити продуктивність

Exercise 30. Find out the word in each group that does not match with the other three words.

- 1 benefit; gain; loss; profit;
- 2 economic; activity; productive; responsible;
- 3 drug; information; innovation; application;
- 4 inflation; unemployment; high prices; high wages;
- 5 allocate; conclude; achieve; transaction.

Exercise 31. Fill in the blanks with the appropriate words and expressions below. There is one choice you don't need to use.

(productivity increase; standard of living; product; production; output; population; resource)

- 1 A nation's _____ is measured by the amount of goods and services available to its citizens.
- 2 If the _____ is increasing faster than the _____, living standards are likely to improve.
- 3 When you produce more or better products with the same time and resources, you have achieved a _____.
- 4 Input can be any _____ that goes into the production process.
- 5 Productivity is usually measured in terms of _____ per worker per hour.

Exercise 32. Translate the following expressions into English and make up sentences of your own with them.

Ефективне використання ресурсів, відносно висока продуктивність праці, приймати на роботу, у результаті, покращувати процес виробництва, отримати частину прибутку.

Exercise 33. Answer the following questions and have a discussion on the topic.

- 1 Why is it essential for management to combine factors of production efficiently?
- 2 How is it possible to do?
- 3 What is management's responsibility in the production process?
- 4 How can managers train labour force?
- 5 Why should workers participate in profit sharing?
- 6 Can you suggest other ways of increasing productivity?

UNIT 4

Exercise 34. Read and translate the text into Ukrainian.

Sole Proprietorship, Partnership, Corporation

1 The sole proprietorship is the most common form of ownership. It is a business owned and managed by one individual who has complete control of the business and acquires all profits and suffers all losses. While it is relatively easy to start a sole proprietorship, a major consideration is that the owner is fully and personally liable for all business debts and actions. It also can be difficult for one individual to raise the financial capital necessary to operate the business. For these reasons, sole proprietorships tend to be small, primarily service and retail businesses.

2 A partnership is an association of two or more people who operate a business as co-owners. There are different types of partners. A general partner is active in the operation of a business and is liable for all of its debts. In small businesses with only two or three owners, all will be general partners. A limited partner, by contrast, invests in a business but is not involved in its daily operations.

3 Partnerships, like sole proprietorships, are relatively easy to establish and to expand since the partners usually can raise a larger pool¹ of financial capital. There are also disadvantages of a partnership. Obviously, the profits must be shared. Also, liability² is still unlimited, so partners are personally liable for all business actions

and debts. A major problem is that the partners frequently have difficulty agreeing on decisions. Dissolving a partnership also can be difficult.

4 A corporation is a company which is chartered by the state and is owned by stockholders. The stockholders are represented by a board of directors and are liable for company actions and debts only up to the amount each stockholder has invested. This feature is called limited liability. Another advantage of the corporation is that it is relatively easy to raise financial capital.

¹pool – спільний фонд

²liability – відповідальність

Exercise 35. Answer the questions to the text.

- 1 What is the most common form of ownership?
- 2 Who is fully and personally liable for all business debts in the sole proprietorship?
- 3 How many people are there in a partnership?
- 4 What kind of partner invests in a business but is not involved in daily operations?
- 5 Why are partnerships easy to establish and expand?
- 6 What are the disadvantages of a partnership?
- 7 What is a major problem of the partnership?
- 8 What is a corporation?
- 9 What is limited liability?

Exercise 36. Complete the sentences and translate them.

- 1 The sole proprietorship is...
- 2 It also can be difficult for one...
- 3 For these reasons sole proprietorships ...
- 4 Partnerships are relatively easy ...
- 5 Liability is still unlimited, so ...
- 6 A major problem is that...
- 7 Dissolving a partnership ...
- 8 A corporation is a company which is...
- 9 The stockholders are represented by ...
- 10 Another advantage of the corporation is ...

Exercise 37. Find in the text English equivalents to the following words and word-combinations.

Особа, пожинати всі прибутки, головна увага, фінансовий капітал, роздрібно-торговельне підприємство, інвестувати в, розподіляти прибутки, засновувати, рада директорів, акціонер, підняти фінансовий капітал, співвласники, відповідальний за всі борги, навпаки, очевидно, ліквідувати товариство, перевага.

Exercise 38. Rewrite sentences using Passive Voice.

- 1 Our partners achieved high revenues last month.
- 2 They controlled the process of distribution.
- 3 The stockholders share the profits.
- 4 The president heads the financial group.
- 5 They took the responsibility.

Exercise 39. Join the sentences using *if, when, until, as soon as*:

Example: You will get an accounting experience.

You will work in a big firm. – As soon as you get an accounting experience, you will work in a big firm.

- 1 All business actions will be successful.
We will help each other.
- 2 He will organize the work at the enterprise.
He will study all the details.
- 3 We will fulfill the terms of contract.
We will inform you.
- 4 They won't succeed.
They will change the assortment of their goods.
- 5 This manager will be successful.
He will have good ideas.

Exercise 40. Find modal verbs in the sentences and translate them into Ukrainian.

- 1 A good manager should know his duties perfectly well.
- 2 Merchandisers have to work hard to promote their goods.
- 3 The shareholders can lose their investments.

- 4 I think that Marketing Director must have commercial experience.
- 5 You may operate a business as co-owners.

Exercise 41. Make up sentences using the Gerund or the Infinitive.

- 1 He loves _____ money (account).
- 2 We enjoyed _____ the international conference (visit).
- 3 My children like _____ animated cartoons (watch).
- 4 This sole proprietor wants _____ tax benefits from the state (get).
- 5 I would like _____ this problem (solve).

Exercise 42. Find Complex Object or Complex Subject in the following sentences and translate them into Ukrainian.

- 1 They want their friends to be their co-owners.
- 2 The managing director knows his employees to have a good education.
- 3 Some people don't think the economics to be very interesting.
- 4 This young specialist is thought to be talented.
- 5 The head of our department is known to be very strict.

UNIT 5

Exercise 43. Learn economic and management active vocabulary, then read and translate the text.

unemployment benefits – допомога по безробіттю
be made redundant – бути звільненим з роботи
emphasize sth – наголошуватись щось
obstruct, v – перешкоджати, турбувати
adopt sb' s idea – схвалити, сприйняти чиясь ідею
encourage investment – сприяти, заохочувати інвестування
relaxation of credit – спрощені умови кредитування
deficiency in sth – дефіцит, недостача чого-небудь
current account – поточний рахунок
downturn in the economy – спад в економіці
overhead costs – накладні втрати
gearing, – співвідношення боргу до активів

bottleneck, – затримка; відставання
in terms of – стосовно; відносно
recruit labour – працевлаштовувати

Unemployment

The measure of unemployment currently used is the number of persons registered as unemployed and claiming benefit. It has been suggested that this figure understates the true number of persons wishing to be economically active, but unable to find a job.

Causes of Unemployment

There are several categories of unemployment. It is important to distinguish between them as they will require different treatment.

- **Search unemployment.** Persons who are made redundant will need time to search for and start a new job. The time involved in such searching may be increased by recession and the consequent fall in the demand for labour.
- **Seasonal unemployment.** Fluctuations in demand for labour in certain industries will be linked either to the seasonal nature of production, e.g. agriculture, or to seasonal patterns of demand, e.g. children's toys at Christmas, or summer holidays.
- **Technological unemployment.** This may result from new technology causing a change in the pattern of demand, e.g. where a new product replaces one of inferior quality. It may also occur where an established industrial process is replaced by new machinery, requiring less labour. Skills may then become obsolete, as in steel making, leading to sudden and often very localized increases in unemployment. This sort of change may also be referred to as 'structural unemployment'.
- **Cyclical or demand deficiency unemployment.** Fluctuations of demand, caused by the pattern of the business cycle, may compound some of the above effects to produce sudden increases in unemployment.
- Unemployment due to obstructions to the labour market. Monetarists believe that this is the major cause of long term unemployment. They see the excessive national bargaining power of trade unions as being

especially important. They believe that workers are then priced out of work by excessive increases in real wages. They also see excessively high unemployment benefits as a cause of longer search times, thus increasing the number of workers unemployed at a given time.

Those economists who adopt a supply side approach are likely to emphasize the importance in creating unemployment of excessive increases in real wages, obstructions to the labour market and high levels of welfare benefits. Those who adopt a Keynesian approach¹ are likely to emphasize the importance of inadequate levels of aggregate demand. Their prescriptions for reducing unemployment will reflect these views. On the other hand, those who support the supply side approach will emphasize the importance in reducing unemployment of restraining the power of the unions, reducing the real value of benefits, and improving the sources of information about available vacancies. Keynesians, on the other hand, argue for increases in government spending, encouragement for investment in the private sector and a relaxation of credit to encourage consumer demand and reduce unemployment.

Responses to Unemployment

Governments may respond in a number of ways to high or increasing levels of unemployment.

- If it is believed that a deficiency in aggregate demand is the cause of unemployment, it is possible to increase demand by use of a package of measures, fiscal and monetary. Thus the government might lower taxation and/or increase public spending. It might increase effective demand by removing restrictions on credit creation by the banking system and/or by lowering interest rates to induce both individuals and businesses to borrow for consumption or investment purposes.
- If it is believed that imperfections in the labour market are the cause of unemployment, the government might seek to break the power of the unions by legislation. More modest wage increases might then help to “price” people back into work. Alternatively, the government might reduce the real value of benefits in order to make jobs on low wages more attractive.
- Where specific industries or regions are worst affected, it might use a policy of direct subsidy and regional aid measures in order to

maintain existing jobs in the short term whilst encouraging the creation of new jobs.

¹Keynesian [keɪnzjən] approach – the economic theories and programs ascribed by John M. Keynes.

Exercise 44. Answer the following questions.

- 1 How can unemployment influence upon the economy?
- 2 What are the causes of unemployment?
- 3 How is it possible to reduce the level of unemployment?
- 4 What are economists' perceptions for reducing unemployment?
- 5 What is the role of trade unions in restraining unemployment?

Exercise 45. Make up and write down sentences of your own using the following words and expressions.

- * to encourage investments
- * high levels of welfare benefits
- * to make redundant
- * labour market
- * the cause of unemployment
- * a relaxation of credit
- * public spending

Exercise 46. Put questions to the words in italics.

- 1 The major cause of long term unemployment is *obstructions* to the labour market.
- 2 Fluctuations of demand may produce *sudden increases* in *unemployment*.
- 3 Persons *who are made redundant* will need time to search for and start a new job.
- 4 Governments may respond *in a number of ways* to high or increasing levels of unemployment.
- 5 It is possible to increase demand by use of a package of measures, both *fiscal* and *monetary*.
- 6 The government might reduce the real value of benefits *in order to make jobs on low wages more attractive*.

Exercise 47. Open the brackets in the following sentences using, the given words in the correct form.

- 1 The government _____ (to understate) the true number of people who _____ (to wish) to be economically active, but unable _____ (to find) a job.
- 2 It is important _____ (to distinguish) between several categories of unemployment and _____ (to give) them different treatment.
- 3 Changes in technology may _____ (to lead) to sudden increases in unemployment.
- 4 Improving the sources of information about available vacancies will _____ (to reduce) unemployment.
- 5 Imperfections in the labour market _____ (to be believed) to be the cause of unemployment.
- 6 _____ (to make) jobs more attractive, the government _____ (to reduce) the real value of unemployment benefits.

Exercise 48. Have a discussion on the topic «Unemployment». Use the following questions as a plan.

- 1 1 What is the measure of unemployment currently used?
- 2 Why does this figure understate the true number of people wishing to be economically active, but unable to find a job?
- 3 What categories of unemployment are there?
- 4 Why is it important to distinguish between different categories of unemployment?
- 5 What do the economists who adopt a supply side approach to unemployment emphasize?
- 6 What is a Keynesian approach to unemployment?
- 7 How can governments respond to high or increasing levels of unemployment?
- 8 What is the unemployment rate in Ukraine now?
- 9 What does the Ukrainian government do to reduce the level of unemployment?
- 10 Are unemployment benefits in Ukraine excessively high?

Exercise 49. Using active vocabulary, write a short summary of the text (not more than 150 words).

Supplementary Texts for Reading and Discussion

Text 1

What Makes a Good Manager?

There isn't a magic formula for good management, of course, but if you're a manager perhaps these tips will help you be more effective.

1 Choose a field thoughtfully. It's hard to be productive without genuine enthusiasm. This is true whether you're a manager or employee.

2 Hire carefully and be willing to fire. You need a strong team, because a mediocre team gives mediocre results, no matter how well managed it is.

3 Create a productive environment. This is a particular challenge because it requires different approaches depending on the context.

Sometimes you maximize productivity by giving everybody his or her own office. Sometimes you achieve it by moving everybody into open space. Sometimes you use financial incentives to stimulate productivity. A combination of approaches is usually required.

4 Define success. Make it clear to your employees what constitutes success and how they should measure their achievements.

Goals must be realistic. Project schedules, for example, must be set by the people who do the work.

5 To be a good manager, you have to like people and be good at communicating. If you don't genuinely enjoy interacting with people, it'll be hard to manage them well.

You must have a wide range of personal contacts within your organization. You must encourage these people to tell you what's going on (good or bad) and give you feedback about what people are thinking about the company and your role in it.

6 Develop your people to do their jobs better than you can. Transfer your skills to them.

7 Build morale. Give people a sense of the importance of what they're working on — importance to the company, importance to customers.

8 Take on projects yourself. You need to do more than communicate. The last thing people want is a boss who just doles out stuff.

9 Don't make the same decision twice. Spend the time to make a solid decision the first time so that you don't revisit the issue unnecessarily. However that doesn't mean you have to decide everything the moment it comes to your attention. Nor that you can't ever reconsider a decision.

10 Let people know whom to please. Maybe it's you, maybe it's your boss and maybe it's somebody who works for you.

It doesn't mean that these are the only 10 approaches a manager should keep in mind, or even that they're the most important ones. There are lots of others. But these 10 ideas may help you manage well.

Exercise 1. Find in the text English equivalents for the following words and phrases and use them in the sentences of your own:

уважно; посередній; наймати; звільняти; неважливо; підхід; досягнення; заохочувати; бойовий дух; складати успіх; зворотній зв'язок; приймати рішення; тверде рішення; змінити рішення; мати на увазі.

Exercise 2. Topics for discussion.

1. Can you contradict to any of these tips?
2. What attributes should a good manager possess?
3. Do you think you could be a manager?

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з розвитку навичок професійного спілкування
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