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Пособие представляет собой первую часть учебно-методического комплекса по английскому языку для студентов специальности «Менеджмент». Оно включает 9 разделов (Units), предназначенных для аудиторной самостоятельной работы, а также грамматический практикум. Цель пособия – развитие всех видов речевой деятельности на основе профессионально ориентированного материала.

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# Unit 1

## Management – an Art or a Science?

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### Introduction

1. Why have you chosen the profession of a manager?
2. What skills do you need to become successful in business?

### Reading 1

1. *Before reading try to write your definition of **a manager**.*
2. *Use a dictionary to find out the meaning of the following words.*

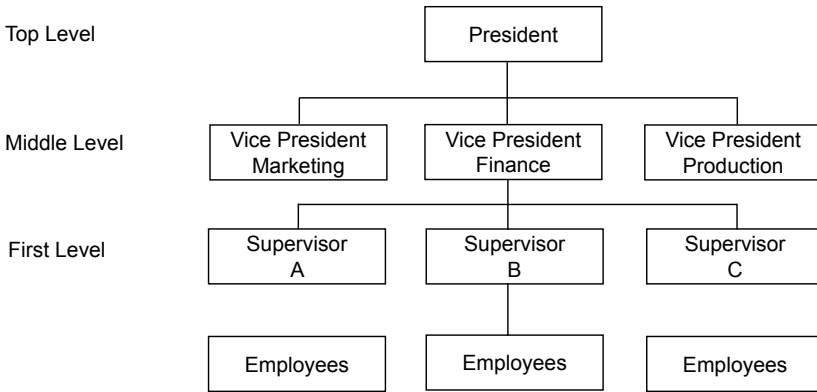
diverse	extent	hierarchy	be concerned with	perform	
conceptual	categorize	cost	intended	accomplish	supplies
equipment	creatively	facilities	effectively	resources	
efficiently	deal with	employee	design	loan officer	objective
integrate	assume	multiple	identify	managerial	specialty
skilled	essential	interact	cooperate	possess	chairman
proficiency	determine	manage	Chief executive officer (CEO)		
supervisor	supervision	accounting	concern	statement	

3. *Read the text and check your guesses.*

### Management. A Manager

A business can be viewed as a system: a group of related parts organized to work together for some purpose. Management is the function that integrates the parts of this system and makes sure that they work together toward a desired purpose.

Management is a set of activities designed to achieve an organization's objectives by using its resources effectively and efficiently in a changing



*Figure 1. Levels of management*

environment. Resources – such as people, jobs or positions, technology, facilities and equipment, materials and supplies, information, and money – are used to accomplish the manager’s intended purpose. Effectively means having the intended result; efficiently means accomplishing the objectives with a minimum of cost.

Managers are individuals who make decisions about the use the organization’s resources, and are concerned with planning, organizing, leading (or directing), and controlling the organization’s activities to reach its objectives. An important characteristic of managers is that they do their jobs by working with and through other people.

The extent to which managers perform the functions of management varies by level in the management hierarchy.

We commonly categorize managers as being in lower, middle or upper levels of management, as shown in Figure 1; however, these terms usually apply only in organizations large enough to have specialization. Small businesses usually have one or two managers who are responsible for the diverse management duties needed to keep the business running.

Upper managers spend most of their time planning, and leading because they make decisions about the overall performance and direction of the organization. Therefore, they are usually involved in the development of goals and strategies to achieve those goals. Chief executive officer (CEO), chief financial officer, chairman, president, and executive vice president are common titles at this level.

Middle managers are those managers who receive broad statements of strategy and policy from upper-level managers and develop specific objectives