

The full series consists of:

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1 Job titles

Match the job title with the best definition on the right.

- | | |
|---------------------------------|--|
| 1 Chief Executive Officer (CEO) | a Manager responsible for buying. |
| 2 Information Systems Director | b Person who designs computer networks. |
| 3 Purchasing Director | c British English term for senior manager of a company. |
| 4 Human Resources Director | d Manager responsible for the process of creating goods or services for sale to customers. |
| 5 Systems Analyst | e American English term for the top manager of a company. |
| 6 Managing Director | f Person responsible for setting up training opportunities for employees. |
| 7 Marketing Director | g The person responsible for computer operations in a company. |
| 8 Production Director | h Person responsible for managing product development, promotion, customer service, and selling. |
| 9 Customer Service Manager | i Person responsible for markets in other countries. |
| 10 Staff Development Officer | j Manager responsible for personnel issues. |
| 11 Finance Director | k Person responsible for relationships with customers. |
| 12 Exports Manager | l Person responsible for presentation and control of profit and loss. |



Customer Service Manager is a noun compound. The word *manager* is qualified by *service* and the word *service* is qualified by *customer*. *Customer Service Manager* means a manager of service(s) for customers. Noun compounds (also called compound nouns) are common in English. Look at the other examples above.

2 The role of managers

SECTION 1

The table shows four main roles of managers: planning, organizing, leading and controlling. Below the table is a list of management functions. Write each function under the correct heading.

Planning <u>taking on new staff</u> 	Organizing
Leading 	Controlling

Management functions

communicating with staff comparing results with targets
 deciding strategy empowering staff to take decisions
 identifying change identifying needs managing resources
 monitoring quality standards motivation
 putting systems in place setting objectives ~~taking on new staff~~
 team-building supervision time management



Peters and Waterman (1982) say that planning, organizing, influencing and controlling are critical **management functions** that should be characterized by a bias for action.

3 Defining management

SECTION 1

Here are some definitions of management and the role of managers. Complete the sentences with words from the box.

assembling controlling financial (x2) goals human (x2) information
 innovation (x2) leadership leading marketing material (x2)
 organization (x2) organizing planning (x2) process (x2) resources (x2)

- Managers are responsible for 'the **process** of p _____, o _____, l _____ and c _____ the efforts of o _____ members and of using all organizational r _____ to achieve stated organizational g _____'.
 (Mescon, Albert and Khedourie, 1985, quoted in Hannagan, 1998, p.4)
- '(Management is) getting things done by other people'.
 (Mary Parker Follett, 1941, quoted in Hannagan, 1998, p.4)
- '(Management is) the process of optimizing h _____, m _____ and f _____ contributions for the achievement of organizational goals'.
 (Pearce and Robinson, 1989, quoted in Hannagan, 1998, p.4)
- A modern view of management, expressed by Sir Roland Smith, is that 'Management should be based on i _____, m _____ and risk'.
 (quoted in Hannagan 1998, p.5)
- 'All managers may be involved with the operational aspects of management but as they are promoted and develop, their role becomes increasingly one of p _____, i _____ and l _____'.
 (Hannagan, 1998, p.5)
- Management is 'the _____ of a _____ and using r _____ - h _____, f _____ and m _____, and i _____ in a goal-directed manner to accomplish tasks in an o _____'.
 (Black and Porter, 2000, p.19)

6 Marketing

SECTION 1

Marketing is in many ways the central activity in business management. In commercial organizations, marketing is 'everybody's business'.

A Complete the definitions of marketing using words from the box.

demand everything people promoting services ~~things~~

- 1 Selling things that don't come back to _____ who do.
- 2 _____ a company does to influence _____ for its products and services.
- 3 _____ and selling goods and _____.



- A key concept in marketing is **Unique Selling Proposition (USP)**, the special qualities of a product or service. These qualities make the product different from competitor products and give it special appeal to consumers. Marketers aim to create a USP in their products.
- See also: Test 39 SWOT analysis.

SECTION 1

B The Four Ps of marketing are now the Seven Ps, because of the increasing importance of services and customer service. Fill in the spaces below to match the seven Ps to the best definition.

People Physical evidence Place Price
Process ~~Product~~ Promotion

The traditional Four Ps are:

- 1 Product The goods or services a company provides.
- 2 P _____ Decisions about what customers pay for the product.
- 3 P _____ Things concerned with location and distribution.
- 4 P _____ Ways to make the company and its products well known and ways to sell products.

And here are three more:

- 5 P _____ Everyone involved with the company and its products, especially the customers.
- 6 P _____ All the ways in which the company and its customers interact.
- 7 P _____ Anything that shows or mentions the name and image of the company and its products.

7 Management style

SECTION 1

The table below contrasts two styles of behaviour, Culture A and Culture B. Study the table, then answer the True/False questions below.

Culture A	Managerial activity	Culture B
Plan for every situation. Develop plan <i>with</i> boss.	PLANNING	Accept surprises. Develop a plan, then ask boss to agree.
Create a department hierarchy. Communicate frequently face-to-face, rarely by e-mail.	ORGANIZING	Organize department into teams. Communicate infrequently face-to-face, often by e-mail.
Inform subordinates of decisions. Get involved in disputes between subordinates.	LEADING	Involve subordinates in decision-making. Allow subordinates to solve their own problems.
Monitor activities, guide behaviour. Emphasize financial results in evaluating performance.	CONTROLLING	Evaluate then reward – based on results. Focus on customer satisfaction in evaluation.

(Adapted from: Black and Porter, 2000, p.102)

- 1 Culture A is more modern. True/False
- 2 Culture A is more flexible. True/False
- 3 In Culture A, the manager is more 'hands on' and directive. True/False
- 4 Hierarchical companies have a top-down way of working. True/False
- 5 Subordinates help in decision-making in less traditional, modern companies. True/False
- 6 If finance is the main factor in decision-making, staff are happy. True/False



See also: Test 9 Theory X and Theory Y

8 Modern management theory

SECTION 1

Complete the text below with the correct headings from the box.

Corporate downsizing Empowerment Just-In-Time
Learning organizations Outsourcing Re-engineering
Teamworking Total Quality Management

- 1 Just-In-Time
This system was introduced from Japan in the 1980s. It means ordering components exactly when you need them, and supplying goods exactly when the customer needs them. It eliminates storage time and reduces costs.
- 2 _____
Many large corporations and multi-nationals had grown too complex by the 1990s. Some sectors of the organization were less profitable. Many of these companies sold off or closed the under-performing sectors.
- 3 _____
Management increasingly understands the value of sharing power with others throughout the organization. This leads to more participation in decision-making.
- 4 _____
This is closely related to (3). By encouraging employees to work in very fluid teams, responsibility is shared. Employees and managers at all levels develop a better self-identity and work becomes more interesting. This system is seen as much more efficient than linear or hierarchical structures.
- 5 _____
This is a total revision and restructuring of an entire company. It involves asking fundamental questions about the objectives of the business and how it operates. It aims to create big improvements in cost, quality, service and product.
- 6 _____
This management approach focuses on measuring the quality of service in all aspects. The idea is to develop systems that are more efficient and more economical, but which are also more able to meet the needs of customers.
- 7 _____
This approach recognizes that companies cannot do everything. It can be better to use external suppliers for some specialist operations, or particular components in manufacturing. This decision can create quality improvements and cost savings.
- 8 _____
Many companies have developed internal training programmes to help with staff development. This is an important investment in the workforce. It not only makes people better at their job, but it also makes them happier. It may also help companies to keep their best managers and staff.



A key management function described by Peters and Waterman (1982) involves going around looking, listening and thinking about what is going on. They call it **Managing By Walking Around (MBWA)**.

9 Theory X and Theory Y

SECTION 2

What do managers think of their staff? McGregor (1960) said there were two opposing views, Theory X and Theory Y.

A Read the text below, then answer the True/False questions.

Theory X managers believe that people dislike work. Work is necessary because if you do not work you cannot live. People are naturally lazy. They prefer to be directed. So managers have to tell their subordinates what to do. Managers have to organize the workers and pressure them to do things. The manager's job is to think about the goals of the organization then make workers realize the goals. Subordinates want security. They want managers to organize and control everything. So Theory X managers are authoritarian. Managers are the bosses. They decide the goals and give orders. They direct everything, from the top down.

Theory Y is more or less opposite to Theory X.

Theory Y managers believe that people like work. Work is necessary because people want to work to feel happy. People are naturally industrious. They prefer to participate in decision-making. Managers discuss with their subordinates what to do. Managers organize communication channels with the workers and listen to their opinions. The manager's job is to establish the goals of the organization with the workers, so that together they can realize the goals. Subordinates want managers to involve them, to delegate decision-making, to allow them autonomy. Theory Y managers are team-oriented. They trust their subordinates. The organization is less hierarchical and more creative.

- 1 Theory X and Theory Y are theories of leadership. True/False
- 2 Theory X is a more traditional description of management/worker relations. True/False
- 3 Theory Y is typical in hierarchical top-down organizations. True/False

SECTION 2

- 4 Theory Y managers tell workers what they want. Workers do it. True/False
- 5 Theory X managers are authoritarian. True/False
- 6 Theory Y workers are lazy and don't want to work. True/False
- 7 For Theory X workers, work is natural. True/False
- 8 Theory Y working relationships are open, communicative and creative. True/False

B Put the words and phrases below into the correct column.

~~communication~~ control co-operation creativity
 direction modern orders participation security
 traditional work is a necessity work is natural

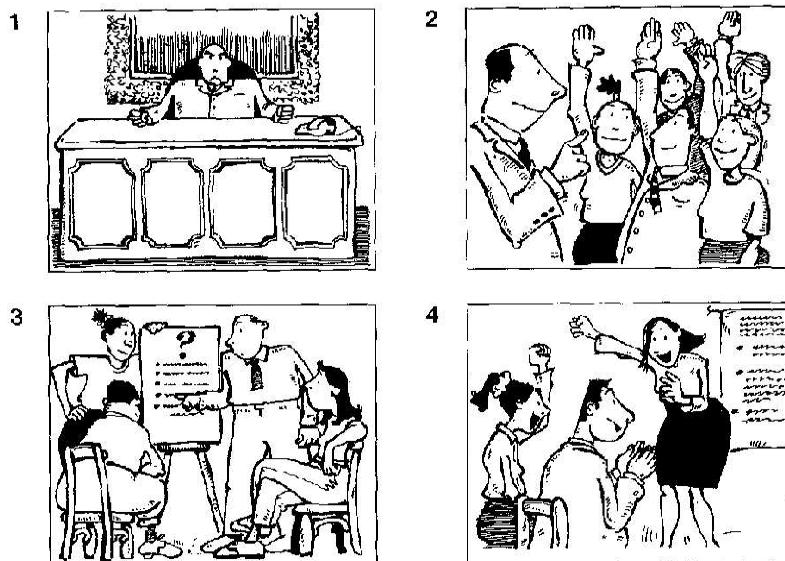
Theory X	Theory Y
	<i>communication</i>



- Leadership is one aspect of management. Good managers often have some of the characteristics of good leaders.
- See also: Test 7 Management style

10 Leadership styles

SECTION 2



Tick the *three* words or phrases that match each style of leadership.

1. **Autocratic leadership**
open modern directive ✓ hierarchical ✓ creative traditional ✓
2. **Democratic leadership**
group-oriented Communist team-based communicative
simple charismatic
3. **Laissez-faire leadership**
open non-existent co-operative creative strong modern
4. **Charismatic leadership**
political personality-driven goal-oriented inspirational
bureaucratic reward-based



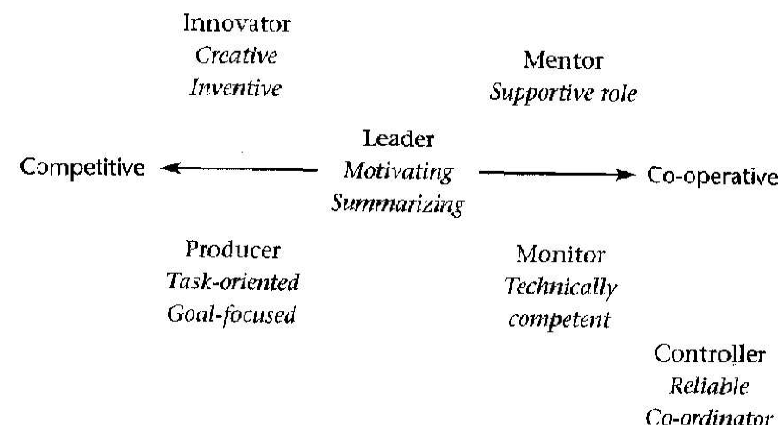
Notice the terms *group-oriented*, *team-based*, *personality-driven*, *goal-oriented*, *reward-based*. These mean 'oriented towards the group', 'based on teams', 'driven by personality', 'oriented towards goals' and 'based on rewards'.

11 Team-building

SECTION 2

Look at the diagram below. It shows that an effective team contains different people with different roles and different qualities. Study the diagram, then read the text that follows and fill in the spaces.

Balancing roles in an effective team



Team-building: getting the balance right

The whole point of teamwork is that people work together. The most effective teams contain a balance of different people with different skills. For example, a team needs (1) innovators. These are creative, ideas-oriented people. They look for new solutions and explore alternatives. The team also needs (2) producers, people who get results. These are task-oriented and understand the objectives of the team. Both these types tend to be competitive.

Balancing these are more co-operative individuals. These may include (3) mentors, who support team members and make sure good relationships are maintained. Others are (4) monitors, with technical expertise and the ability to check progress, measure performance and ensure that things are both possible and desirable.

Another important role is the (5) _____, who works on all levels of co-ordination and organization of the team.

At the heart of the team is the (6) _____. His/her role is to make sure that all parts of the team work well together. He/she must motivate team members to achieve the agreed objectives. He/she is also responsible for summarizing and reporting the work of the team.

Team building in the workplace creates a sense of *collective responsibility*. Everyone shares in success, everyone learns from mistakes, everyone works together to help everyone else. The result is – in theory – more harmony, less competition; more support, less isolation; more job satisfaction and lower turnover of staff. The combined result is more success.



12 Conflict management

A Conflict, like change, happens. There are different types of conflict in management contexts. Look at the table below and match the type of conflict (1–5) with the best definition (a–e).

Conflict type	Definition
1 Inter-group conflict	a Personality or inter-personal differences within a group.
2 Intra-group conflict	b Conflict between groups.
3 Relationship conflict	c Disagreement on ideas or what to do.
4 Inertia	d Conflict within a group.
5 Substantive conflict	e Failure to act or produce results.

B Below are five possible solutions to conflict. Complete the phrases using words from the box.

communication skills leader mediator methods options

- 1 Redefine goals or working _____
- 2 Compare and evaluate _____
- 3 Appoint a _____
- 4 Improve _____
- 5 The _____ should intervene (or resign to allow a new leader to take over).



Notice the meaning of:

inter- between

intra- within

So the **Internet** is a network between different computers; an **intranet** is a network within one organization.

13 Motivation

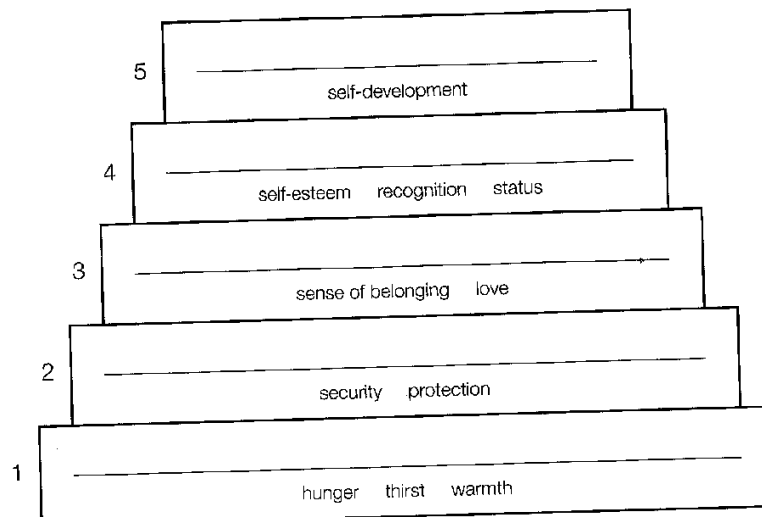
SECTION 2

A Complete the three definitions of motivation with words from the box.

behaves ~~drives~~ effort outcomes reach willingness

- Motivation is what (1) drives us to try to (2) _____ certain goals.
- Motivation is a decision-making process through which a person chooses desired (3) _____ and (4) _____ in ways that will lead to acquiring them.
- Motivation is the (5) _____ to make the (6) _____ to achieve certain goals.

B An important theory of motivation in management is Maslow's Hierarchy of Needs. Maslow (1942) described five levels of need. Look at the pyramid below which shows these needs. Read the text on page 19 and write the names for each level (1–5) in the pyramid. Use the words in the box opposite.



SECTION 2

Esteem needs Physiological needs Safety needs
Self-actualization Social needs

Maslow's theory suggests that people treat each level as a motivating factor, but once a level is achieved it is no longer motivating. Instead, the next level up becomes the new motivator. This tells us that in the workplace, esteem needs are important, but once achieved, they are no longer significant. Self-actualization, or self-development, is much more important. Managers therefore have to make sure that their staff continually feel that they are improving and achieving more in terms of self-actualization.

Maslow also states that it is not possible to move up a step without first fulfilling the lower needs.



Need is a verb. *Need* is also used as a singular noun, but most frequently it is used in the plural, *needs*.

Notice the prepositions in these phrases: *the need for (something)*, *in need of (something)*, *the needs of (someone)*.

Notice also the noun phrases *customer needs*, *financial needs*, *research needs*, *training needs*.

15 Project management

SECTION 2

A The following are typical stages in project management. Key words have been scrambled. Unscramble them.

- 1 Set jobseyteic objectives
- 2 Establish sonnifitide
- 3 Appoint project reelad and smeat
- 4 Estimate stocs and provide a dubteg
- 5 Put work out to redent
- 6 Discuss sopalrops
- 7 atetongie with tendering companies
- 8 Sign tontscrac
- 9 nalp and ledushec the work
- 10 Provide necessary trupsop
- 11 romiton the work in progress
- 12 Evaluate lessrut

B Match each of the words you have unscrambled with a word or phrase below that has a similar meaning.

For example: 1 objectives | aims

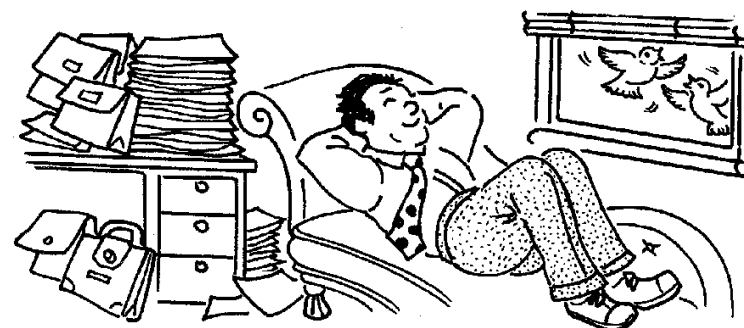
- | | | |
|--------------------|---------------|------------------|
| a discuss | f offers | k assistance |
| b terms | g submissions | l aims |
| c organize | h check | m outcomes |
| d co-ordinator | i groups | n expenses |
| e set time targets | j agreements | o financial plan |

16 Time management

SECTION 2

Good time management is very important in an efficient workplace. Most people could improve their time management skills. Match an action (1–5) with its meaning (A–E) and an example (v–z).

Action	Meaning	Example
1 plan	A improve your abilities	v A colleague asks you to go to a meeting – but it is not absolutely necessary. You make an excuse and do not go.
2 delegate	B organize	w You write appointments, deadlines and actions in your diary. You know what you have to do for the week.
3 upgrade skills	C order things according to importance	x A new project has to be carried out. You do not have time to run it. You ask someone else to do it.
4 prioritize	D say no	y You decide that writing a report for your boss is the most important job today. Do that, then do something else that is urgent, but less important.
5 turn down requests	E get somebody else to do something	z You sign up for an in-service training seminar on Time Management.



How is your time management? Here are eight tips on time management: keep a diary; write weekly (or daily) *To Do* lists; prioritize; set objectives; make deadlines; act or delegate; build in relaxation time; and get enough sleep!

17 Defining organizational culture

SECTION 3

A Every organization, every business, has its particular culture. Organizational culture combines aspects of an organization with its particular culture. Label each of the following as part of 'organization' (O) or as part of 'culture' (C).

- | | | |
|----|---|----------|
| 1 | Values | <u>C</u> |
| 2 | Having a clear structure | _____ |
| 3 | Beliefs | _____ |
| 4 | Formal sources of authority | _____ |
| 5 | Assumptions and attitudes | _____ |
| 6 | Norms | _____ |
| 7 | Objectives/Common purpose | _____ |
| 8 | Relationship between centre and periphery | _____ |
| 9 | Shared experience | _____ |
| 10 | The system | _____ |

B Complete the dialogue below using words in part A.

- A: How is organizational culture created? What is it?
- B: Organizational culture is a set of basic a _____, or what people think, in a company or organization.
- A: So it's based on common v _____?
- B: That's right. Everyone learns these over time. They learn the way of doing things, the n _____.
- A: And everyone agrees that they are right?
- B: Generally, yes.
- A: And where do they come from?
- B: From shared experience. From history, tradition and common b _____.
- A: And new employees usually learn the same things? They learn the s _____.
- B: Exactly. Everyone learns the same organizational culture.

18 Characteristics of organizational culture

SECTION 3

Company A and Company B have broadly **opposite** organizational cultures. For characteristics 1-6, fill in the spaces with a word which contrasts with the underlined word in the opposite column. For 7-10, complete the phrase so that it contrasts with the idea in the opposite column.

Company A

Company B

- | | | |
|----|--|--|
| 1 | A <u>modern</u> manufacturing company. | A <u>traditional</u> manufacturing company. |
| 2 | A f _____ company structure. | A <u>hierarchical</u> company structure. |
| 3 | An <u>open</u> company with fluid communication channels. | A c _____ company with clearly defined communication channels. |
| 4 | There are i _____ meetings to decide policy. | There are <u>formal</u> meetings to explain policy. |
| 5 | There are <u>general guidelines</u> for employees to follow. | There are a lot of r _____ and r _____ for employees to follow. |
| 6 | The business is m _____-driven. | The business is <u>product-driven</u> . |
| 7 | Communication channels work in all directions, including sideways. | Communication channels are t _____ d _____. |
| 8 | Work is organized through a f _____ system of teams, with a lot of exchange between teams. | Work is organized through a <u>rigid</u> system of d _____, with little exchange between them. |
| 9 | C _____, and innovative and dynamic work are highly valued. | Productivity and financial success are highly valued. |
| 10 | People are valued above s _____. | Systems are valued above p _____. |