

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ЧІРНІГІВСЬКИЙ НАЦІОНАЛЬНИЙ ТЕХНОЛОГІЧНИЙ УНІВЕРСИТЕТ

Англійська мова за професійним спрямуванням
МЕТОДИЧНІ ВКАЗІВКИ
до практичних занять та самостійної роботи
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Англійська мова за професійним спрямуванням. Методичні вказівки до практичних занять та самостійної роботи для студентів першого курсу денної форми навчання напрямку підготовки 6.030601 «Менеджмент» / Укл.: Корець Т.В., Лепеха О.В. – Чернігів ЧНТУ, 2015 - 38 с.

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ВСТУП

Методичні вказівки до практичних занять та самостійної роботи з англійської мови для студентів I курсу напряму підготовки 6.030601 «Менеджмент», складені у відповідності до вимог Програми викладання англійської мови для професійного спілкування (2005р.).

Дані методичні рекомендації призначені для студентів, які володіють англійською мовою в межах нормативної граматики і соціально-побутової лексики. Їх мета – допомогти майбутнім менеджерам вдосконалити свої знання, які знадобляться їм під час професійного спілкування.

Методичні вказівки допоможуть студентам цілісно й послідовно засвоїти лексику та термінологію за спеціальністю, удосконалити вміння та навички роботи з фаховою літературою, а також розширити знання студентів у сфері менеджменту.

Мета збірника – навчити студентів працювати з оригінальною літературою з фаху, надати додаткові знання для професійно-орієнтованого спілкування та розвинути навички самостійної роботи.

Методичні вказівки складаються з двох частин. Перша частина містить фахові тексти, граматичні та лексичні вправи, фахову лексику, що дозволить студентам удосконалити знання з англійської мови. Друга частина містить додаткові фахові тексти, які дозволяють перевірити рівень сформованості граматичних та лексичних навичок після опрацювання навчального матеріалу. Робота із запропонованими текстами може проводитись як в аудиторії з викладачем, так і самостійно вдома.

1 UNIT №1. WHAT IS A MANAGER?

Vocabulary

Leadership	керівництво
Skills	навички
Vision	бачення, представлення
to assert	стверджувати, заявляти
employee	робітник, службовець
executive	адміністратор, керівник
efforts	зусилля
nonprofit organization	некомерційна організація
to refer to	мати відношення до
board	управління
executive director	виконавчий директор
program director	директор програми
personnel manager	начальник відділу кадрів
financial manager	фінансовий менеджер
sales manager	начальник відділу продаж
marketing manager	менеджер по маркетингу
to supervise	спостерігати (за чимось); завідувати
profit-making organization	комерційна організація
managerial	управлінський
hierarchy	ієрархія
subordinate	підлеглий
authority	влада, повноваження
to delegate authority	передавати повноваження

Exercises

1.1 Read and translate the text:

WHAT IS A MANAGER?

A number of different terms are often used instead of the term "manager", including "director", "administrator" and "president". The term "manager" is used more frequently in profit-making organizations, while the others are used more widely in government and non-profit organizations such as universities, hospitals and social work agencies.

So, whom do we call a "manager"?

In its broad meaning, the term "managers" applies to the people who are responsible for making and carrying out decisions within a certain system. A personnel manager directly supervises people in an organization. Financial manager is a person who is responsible for finance. Sales manager is responsible for selling of goods. A marketing manager is responsible for promotion of products on the market.

Almost everything a manager does involves decision-making. When a problem exists a manager has to make a decision to solve it. In decision-making there is always some uncertainty and risk.

Management is a variety of specific activities. Management is a function of planning, organizing, coordinating, directing and controlling. Any managerial system, at any managerial level, is characterized in terms of these general functions.

Managing is a responsible and hard job. There is a lot to be done and relatively little time to do it. In all types of organizations managerial efficiency depends on manager's direct personal relationships, hard work on a variety of activities and preference for active tasks.

The characteristics of management often vary according to national culture, which can determine how managers are trained, how they lead people and how they approach their jobs.

The amount of responsibility of any individual in a company depends on the position that he or she occupies in its hierarchy. Managers, for example, are responsible for leading the people directly under them, who are called subordinates. To do this successfully, they must use their authority, which is the right to take decisions and give orders. Managers often delegate authority. This means that employees at lower levels in the company hierarchy can use their initiative that is make decisions without asking their manager.

1.2 Answer the questions:

1. What is manager's role in an organization?
2. What concrete activities a production manager (financial manager, personnel manager, marketing manager) is responsible for?
3. What is the difference between sales management and marketing management?
4. What means to delegate authority?

1.3 Read the international words and guess their meanings:

Economic activity, economic system, macroeconomics, microeconomics, to produce, to operate, to protect, to analyze, to finance, to manufacture, to specialize, to focus, to affect, service, school, hospital, garage, fact, base, production, material, industry, radio, strategy, status, export, import, institution, distribution, division, investment, history, organization, period, spectrum, agriculture, essential, basic, industrialized, oriented (policy), national, financial, social, major, fact, base, total, primarily, public.

1.4 Read and memorize the following words and word combinations:

- in order to – щоб
- goods and services – товари та послуги
- to provide services – надавати послуги
- either ... or.... – або...або...
- both ... and ... – як... , так і ...
- to make up – складати
- commodity – товар (сировина)

1.5 Read and translate the text:

ECONOMIC ACTIVITY

Most people work in order to earn their living. They produce goods and services. Goods are either produced on farms, like maize and milk, or in factories, like cars and paper. Services are provided by such things as schools, hospitals and shops. Some people provide goods, some provide services. Other people provide both goods and services. For example, in the same garage, a man may buy a car or he may buy some service which helps him to maintain his car. The work which people do is called their economic activity. Economic activities make up the economic system. The economic system is the sum-total of what people do and what they want. The work which people undertake either provides what they need or provides them with money. People buy essential commodities with money.

Notes:

the sum-total – загальна сума

1.6 Give Ukrainian equivalents to the following:

To earn their living, goods like maize, services are provided by, to provide both goods and services, to maintain a car, the work which people undertake, to buy with money, essential commodities.

1.7 Complete these sentences with the words given below and translate them into Russian:

essential commodities, provide, undertake, maintain, the sum-total

1. People buy ... with money.
2. Some people ... , some ... services.
3. The work which people ... provides what they need.
4. Some service may help a man ... a car.
5. The economic system is ... of what people do and what they want.

1.8 Complete the sentences:

1. Most people work ...
2. Economic activities make up ...
3. Economic activity is ...
4. Economic system is ...
5. A man may buy some service which ...

1.9 Answer some questions on the text:

1. Why do most people work?
2. What do they produce?
3. Where are goods produced?
4. What do schools, hospitals and shops provide?
5. What two different things can a man buy in, for instance, a garage?
6. What do we call the work which people do?
7. What is an economic system the sum-total of?
8. What two things can work provide for the market?
9. What can people buy with money?

1.10 Read and memorize the following words and word combinations:

- to affect smth., smb. – впливати на щось, кого-небудь
- to describe - описувати
- to explain - пояснювати
- scientific - науковий
- to be concerned with – бути пов'язаним з, мати відношення

1.11 Read and translate the text:**THE SCIENCE OF ECONOMICS**

Economics is a science. This science is based upon the facts of our everyday lives. Economists study our everyday lives. They study the system which affects our lives. The

economist tries to describe the facts of the economy in which we live. He tries to explain how the system works. His methods should be objective and scientific. We need food, clothes and shelter. If we could get food, clothes and shelter without working, we probably would not work. But even when we have these essential things, we may want other things. If we had them, these other things (like radios, books and toys for children) might make life more enjoyable. The science of economics is concerned with all our material needs and wants. It is not just concerned with basic needs like food, clothes and shelter.

1.12 Give Ukrainian equivalents to the following:

to be based upon, to affect our lives, to describe the facts, to explain how the system works, objective, probably, essential things, make life more enjoyable, to be concerned with, basic needs

1.13 Complete these sentences with the words given below in appropriate form and translate the sentences into Russian:

to be concerned with, to explain, to affect, enjoyable, method

1. Economists study the system which ... our lives.
2. The economist tries ... how the system work.
3. Economic ... should be objective and scientific.
4. Radios, books and toys for children make life more ...
5. It ... essential things.

1.14 Complete the sentences and translate them into Ukrainian:

1. The science of economics ...
2. Economists try ...
3. Even when we have ...
4. We need ...
5. Economics is based upon ...
6. If we could get food ...

1.15 Answer some questions on the text:

1. What is economics?
2. What is it based upon?
3. What two things do economists study?
4. What does the economist try to describe?
5. What should the economist's methods be?
6. What do we need?
7. What things might make life more enjoyable?
8. What is the science of economics concerned with?

2 UNIT №2. MANAGERS

Vocabulary

top (executive) manager	головний виконавчий директор
top management	вище керівництво, вища адміністрація
middle managers	менеджери середньої ланки
first-line managers	менеджери нижчої ланки
project manager	керівник проекту
functional manager	функціональний керівник
product manager	керівник, відповідальний за конструювання
product line manager	керівник предметно-виробничою спеціалізацією
general manager	генеральний керівник; директор підприємства
staffing planning	планування кадрового забезпечення (укомплектованості персоналу)
Goal	ціль
Completion	завершення
to oversee	наглядати, спостерігати, (за чимось)
to avoid	уникати
performance management	управління продуктивністю, працею
file system	система реєстрації документів

Exercises

2.1 Read and translate the text:

MANAGERS

There is a classic definition that "Leaders do the right thing and managers do things right." A more standard definition is usually something like "managers work toward the organization's goals using its resources in an effective and efficient manner." In a traditional sense, large organizations may have different levels of managers, including top managers, middle managers and first-line managers.

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 detail. Top managers have middle managers working for them and who are in charge of a major function or department. Middle managers may have first-line managers working for them and who are responsible to manage the day-to-day activities of a group of workers.

Note that there are 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.

What Do Managers Do?

There are four major functions of managers; planning, organizing, leading and coordinating. What managers do is the following:

1) Planning, including identifying goals, objectives, methods, resources needed to carry out methods, responsibilities and dates for completion of tasks. Examples of planning are

strategic planning, business planning, project planning, staffing planning, advertising and promotions planning, etc.

2) Organizing resources

to achieve the goals in an optimum fashion. Examples are organizing new departments, human resources, office and file systems, re-organizing businesses, etc.

3) Leading,

including to set direction for the organization, groups and individuals and also influence people to follow that direction. Examples are establishing strategic direction (vision, values, and goals) and using methods to pursue that direction.

4) Controlling, or coordinating,

the organization's systems, processes and structures to reach effectively and efficiently goals and objectives. This includes constant monitoring and adjustment of systems, processes and structures accordingly. Examples include use of financial controls, policies and procedures, performance management processes, measures to avoid risks etc.

2.2 Answer the questions:

1. What are the four major functions of managers?
2. What is planning? What are the kinds of planning?
3. What are the examples of organizing the resources?
4. What is "leading"?
5. What is the function of "controlling"?

2.3 Read the international words and guess their meanings:

To characterize, to determine, indifferently, differently, traditional, private, resources, to maximize, centralize, to act, manner, productive, planned economics, theory, epoch, culture, to contribute, technique, cultivation, Roman empire, bourgeois revolutions, socio-economic formations, primitive-communal system, period, nature, instruments, to separate, to lead (led), to control, to regulate, to expand, dominant, universal, prevailing form of production.

2.4 Read and memorize the following words and word combinations:

- private ownership – приватна власність
- to rely on – покладатися на
- to allocate – розподіляти, розміщувати
- value – цінність, вартість
- profit – прибуток
- income – дохід
- an entrepreneur – підприємець
- sufficient – істотний
- according to – згідно з, відповідно до
- equal (ant. unequal) – рівний, еквівалентний
- decision-making – прийняття рішень
- wage – заробітна плата
- rather than – скоріше ... чим, а не ...

2.5 Read and translate the text:

FIRST SOCIO-ECONOMIC FORMATIONS

The first socio-economic formation was the primitive-communal system, which covered the period of many hundred years. At first people were in a semi-savage state, powerless against nature. They gathered nuts, wild fruit and berries, roots and plants. Man's first instruments were roughly chipped stones and sticks. Later people learnt to make the simplest tools. The basis of production relations was communal ownership of the primitive labour instruments and production means. People lived together in communes. With the advance of cattle-breeding and agriculture there arose a social division of labour: animal husbandry (скотарництво) separated from agriculture. This led to higher productivity and productive forces growing. Productive forces continued to expand and man began to produce more. It became possible to use workmen obtained through warfare (в війнах). Captured prisoners became slaves. There followed the first division of society into classes known as slavery. Slave-owners possessed both the means of production and the people engaged in production. The ancient world achieved considerable progress in economy and culture. But time passed, and the necessity to replace the slave-owning relations arose: the new feudal mode of production began to take shape.

2.6 Give English equivalents to the following:

значний прогрес, засоби виробництва, основа виробничих відносин, соціальний розподіл праці, відокремитися від, стало можливим використовувати, захоплений полонений, рабовласник, стародавній світ.

2.7 Complete these sentences with the words given below and translate them into Ukrainian:

to cover, to possess, to gather, to achieve, to learn, to separate

1. The ancient world ... considerable progress in economy and culture.
2. Slave-owners ... both the means of production and the people engaged in production.
3. The primitive-communal system ... the period of many hundred years.
4. People ... nuts, wild fruit and berries.
5. Then people ... to make the simplest tools.
6. Animal husbandry ... from agriculture.

2.8 Complete the sentences and translate them into Ukrainian:

1. The basis of production relations was ...
2. Man's first instruments were ...
3. Social division of labour led to ...
4. Captured prisoners were ...
5. At first people were ...
6. People lived together in ...

2.9 Answer some questions on the text:

1. What was the first socio-economic formation?
2. What period did it cover?
3. What did people live on in a primitive society?
4. What was the first major social division of labour in history?
5. What did the first division of society into classes mean?
6. What were the relations in production based on?

3 UNIT №3. WHAT IS THE PURPOSE OF A BOARD OF DIRECTORS?

Vocabulary

Objectives economic policy	цїлі економічної політики
chief executive	виконавчий директор
to ensure	забезпечувати
to dismiss	звільняти з роботи, від зобов'язань
regulatory requirement to assess	нормативна вимога, щоб оцінити
overall performance	загальна продуктивність
financial performance	фінансові показники
to monitor	моніторити, спостерігати
to set aside	припинити, відкласти
well-being	благополуччя, розквіт
diversity	різноманїтність
innovative n	оваторський, інноваційний
to meet requirements (needs)	відповідати потребам
to acquire	придбати, отримати
to account	звітувати
expenditures	витрати
to assign	призначати, встановлювати
to enhance	підсилювати, покращувати

Exercises

3.1 Read and translate the text:

WHAT IS THE PURPOSE OF A BOARD OF DIRECTORS?

A company's board of directors helps management develop business plans, economic policy objectives, and business strategy. A board of directors often selects the chief executive of the business, supports him, reviews his performance, and may dismiss him.

Through regular meetings, the board helps ensure effective organizational planning and sees that company resources are managed effectively. The board of directors also sees that the company meets regulatory requirements that apply to that business. The board of directors also must assess overall performance of the corporation.

Directors monitor a company's financial performance and the success of its products, services and strategy. Directors are expected to follow developments that affect the business. They must set aside any potential conflict between their personal or individual business interests to support the well-being of the business which they serve.

The most effective board of directors will be a group of professionals who bring a breadth of skills, experience and diversity to a company.

What are Major Duties of Board of Directors?

1. Select and appoint a chief executive to whom responsible-ii v for the administration of the organization is delegated, including:
 - to review and evaluate his/her performance regularly on the basis of a specific job description, including executive relations with the board, leadership in the organization, in program planning and implementation, and in management of the organization and its personnel
 - to offer administrative guidance and determine whether to retain or dismiss the executive

2. Govern the organization by broad policies and objectives, formulated and agreed upon by the chief executive and employees, including to assign priorities and ensure the organization's capacity to carry out programs by continually reviewing its work.

3. Acquire sufficient resources for the organization's operations and to finance the products and services adequately

4. Account to the public for the products and services of the organization and expenditures of its funds, including:

- to approve the budget, and formulate policies related to contracts from public or private resources
- to accept responsibility for all conditions and policies in new, innovative, or experimental programs.

Major Responsibilities of Board of Directors

1. Determine the Organization's Mission and Purpose
2. Select the Executive
3. Support the Executive and Review His or Her Performance
4. Ensure Effective Organizational Planning
5. Ensure Adequate Resources
6. Manage Resources Effectively
7. Determine and Monitor the Organization's Programs and Services
8. Enhance the Organization's Public Image
9. Assess Organization's Performance

3.2 Answer the questions:

1. What are the responsibilities of a board of directors in a corporation? Name them.
2. What are major duties of a Board of Directors?
3. What can we call an effective board of directors?

3.3 Read the international words and guess their meanings:

Rating, utility, complex, medicine, characteristic, to confuse, a submarine, national, a vegetarian, geography, a bomb, a piano, production, special, priorities, tendency, ordinary, to select, to reflect, automobile, brand, reputation, situation, to lead, combination, equilibrium, determinants, to regulate, to fix.

3.4 Read and memorize the following words and word combinations:

- utility – корисність
- to be related to – бути пов'язаним з quantity – кількість
- to be available – бути в наявності, бути доступним
- excess – надлишок
- to decrease – зменшуватися, спадати
- to increase – зростати, збільшуватися
- to diminish – зменшувати
- to reduce – знижувати, скорочувати
- to rate – оцінювати, визначати

3.5 Read and translate the text:

UTILITY AND PRICES

Our basic needs are simple, but our additional individual wants are often very complex. Commodities of different kinds satisfy our wants in different ways. A banana, a bottle of medicine and a Textbook satisfy very different wants. The banana cannot satisfy the same wants as the Textbook. This characteristic of satisfying a want is known in economics as its utility. Utility, however, should not be confused with usefulness. For example, a submarine may or may not be useful in time of peace, but it satisfies a want. Many nations want submarines. Economists say that utility determines "the relationship between a consumer and a commodity,\ Utility varies between different people and between different nations. A vegetarian does not want meat, but may rate the utility of bananas very highly, while a meat-eater may prefer steak. A mountain-republic like Switzerland has little interest in submarines, while marine nations rate them highly. Utility varies not only in relation to individual tastes and to geography, but also in relation to time. In wartime, the utility of bombs is high, and the utility of pianos is low. Utility is therefore related to our decisions about priorities in production - particularly in a centrally-planned economy. The production of pianos falls sharply in wartime. The utility of a commodity is also related to the quantity which is available to the consumer. If paper is freely available, people will not be so interested in buying too much of it. If there is an excess of paper, the relative demand for paper will go down. We can say that the utility of a commodity therefore decreases as the consumer's stock of that commodity increases. A special relationship exists between goods and services on the one hand, and a consumer and his money, on the other. The consumer's desire for a commodity tends to diminish as he buys more units of that commodity. Economists call this tendency the Law of Diminishing Marginal Utility (закон спадної граничної корисності).

3.6 Give English equivalents to the following:

задовольняти чиїсь бажання, не слід плутати з, відношення між, зростати, існувати, різнитися, корисність, оцінювати, особливо, різко спадати, мати тенденцію, цікавитися чимось, відносний попит на.

3.7 Complete these sentences with the words given below and translate them into Ukrainian:

economical, economic, available, productive, to increase, basis, to decrease, to be concerned with

1. This technique is very ... : you won't need much money and personnel.
2. This is a purely ... approach, we must consider other aspects of the problem.
3. Unfortunately, there is little information ... on this interesting subject.
4. Why is this organization more ... than that one?
5. ... productivity you should introduce new methods of financial management.
6. Let's take this concept as ... of our further research.
7. This chapter ... the most important processes within an organization.
8. The member of jobs in industry ... and unemployment rate consequently ...

3.8 Find the synonyms to the underlined words among the words given below:

to supply, to affect, to possess, to diminish, a customer, complex

We are going to provide all necessary equipment and personnel. I think none of us can influence the situation. He has a rare quality of a good conversationalist: he is a good listener. Every person studying marketing knows the famous statement: "The client is always right. Technological breakthroughs in automation, robotics and computer assisted manufacturing have reduced industrial jobs. I am afraid this theory is too complicated for me to understand.

3.9 Summarize the contents of the Text using these questions as an outline:

1. What are people's basic needs?
2. What do you understand by individual wants?
3. What is utility?
4. In what way does "utility" differ from "usefulness"?
5. What factors does utility depend on? Give examples.

3.10 Read and memorize the following words and word combinations:

- competitive – конкурентний
- to be aware – знати, освідомлювати
- to gauge – оцінювати, заміряти, градувати
- to evaluate – оцінювати
- to gain – отримати
- share – частина, пай, акція

3.11 Read and translate the text:

PRICE

The second marketing-mix element is price. Ordinarily companies determine a price by gauging the quality or performance level of the offer and then selecting a price that reflects how the market values its level of quality.

However, marketers also are aware that price can send a message to a customer about the product's presumed quality level. A Mercedes-Benz vehicle is generally considered to be a high-quality automobile, and it therefore can command a high price in the marketplace. But, even if the manufacturer could price its cars competitively with economy cars, it might not do so, knowing that the lower price might communicate lower quality.

On the other hand, in order to gain market share, some companies have moved to "more for the same" or "the same for less" pricing, which means offering prices that are consistently lower than those of their competitors. This kind of discount pricing has caused firms in such industries as airlines and pharmaceuticals (which used to charge a price premium based on their past brand strength and reputation) to significantly reevaluate their marketing strategies.

3.12 Complete the sentences and translate them into Ukrainian:

1. A price sends a message to a customer ...
2. Some Companies had to reevaluate ...
3. In order to gain market share ...
4. Generally companies determine a price by ...
5. A Mercedes-Benz vehicle is considered ...

3.13 *Substitute the underlined words with their synonyms from the list below:*

especially, more and more, demand, to estimate, to set up, to appear, to emerge

1. Nowadays we are becoming increasingly aware of the importance of this problem.
2. I am particularly interested in selling the products.
3. It will be very difficult to meet this particular requirement.
4. When these processes do not function well, unfortunate problems can arise.
5. It is difficult to evaluate all the factors influencing performance efficiency.
6. It would be desirable to establish a special commission to deal with this conflict.

4 №4. WHAT IS PRODUCTION MANAGEMENT?

Vocabulary

updating	коректування, оновлення
Stock control	контроль над станом товарних запасів
maintenance	утримання та технічне обслуговування
In be concerned with	займатися чимось
product design	проектування виробів
production engineer	технолог
purchasing	постачання
production supervisor	контролер виробництва
Engineering staff	інженерно-технічні кадри
hit-lorry manager	керівник, директор підприємства
Output	обсяг виробництва
logistics	матеріально-технічне забезпечення
unit trial efficiency	ефективність використання матеріалів
To report to	звітувати
To lay down	встановлювати, стверджувати
shift manager	начальник зміни
Waste	відходи
Yield	розмір виробництва, вихід
Safety and overtime costs	витрати на безпеку та понаднормові роботи
In reallocate	перерозподілити
in reschedule	перепланувати

Exercises

4.1 Read and translate the text:

WHAT IS PRODUCTION MANAGEMENT?

Production management is also called operations management: It includes planning, co-ordination and control of industrial processes. The aim of production management is to ensure that goods are produced efficiently to the satisfaction of the customer at the right price, of the right quality, in the right quantity, at the right cost and on time.

In manufacturing production manager is responsible for product and process design, planning and control issues involving capacity and quality, and organization and supervision of the workforce.

The scope of the job of production manager depends on the nature of the production system: jobbing production; mass production; process production; and batch production. Many companies have several types of production, so the job of production manager becomes more complex.

Typical work activities of production manager

Depending on the size of the organization the functions of production manager are:

- to draw up a production schedule;
- to work out the needed resources;
- to estimate how long a job will take, to estimate the cost of it, and to set the quality standards;

- to monitor the production processes and adjust schedules as needed.

At the pre-production stage the production manager has responsibility for the selection and design of equipment, the plant layout and materials handling, and production planning (including demand forecasting, production scheduling and the ordering of material).

During the production stage the responsibilities of the production manager include production control (the sequencing of jobs, updating time schedules, etc), stock control, quality control and the maintenance and replacement of production equipment. Production managers are also concerned with product design and purchasing.

In a small firm production manager makes many of the decisions himself, but in a larger organization there are planners, controllers, production engineers and production supervisors who assist him. In a very large firm senior production manager plays a more strategic role estimating future capacity, coordinating the work of planners and supervisors and working with buyers, sales and engineering staff.

In progressive firms the production manager's role is tending to be more closely integrated with other functions, such as marketing and finance.

Typical work activities of factory (or operations) manager

Much of the work involves full operational control over what happens at the plant/works including engineering, output, personnel and often logistics and other commercial activity (sales and marketing).

Typical work activities of factory manager are:

- to review and approve plans for the control of planned output, budget spending, material efficiency, engineering effectiveness, and human resources;
- to supervise employees;
- to establish strong working relations with other functional managers;
- to report regularly to the production manager.

Typical work activities of production supervisor

A production supervisor is sometimes known as a shift manager or team leader. He reports to the production manager or plant manager and is responsible for achieving immediate and short-term objectives laid down by the production manager, for example output, quality, waste, yield, safety and overtime costs. In particular, the supervisor can have a significant effect on how effectively their production staff perform as a team. Much of the work requires the ability to make immediate decisions.

Typical activities of production supervisor include:

- at the beginning of each shift, checking on absences (eg through sickness);
- reallocating tasks or rescheduling production, where necessary; Supervisors are responsible for production plant or equipment, too.

The responsibility they carry again varies with the situation. In some cases they may have to take technical decisions on a regular basis, whereas in others they may call upon maintenance or other technical staff for backup when necessary.

4.2 Answer the questions:

1. What is the aim of production management?
2. What is production manager responsible for?
3. What kinds of production systems there exist?
4. What are typical work activities of production manager?
5. What are the responsibilities of a production manager at the pre-production stage?

4.3 Read and memorize the following words and word combinations:

- to undertake – брати на себе певні зобов'язання
- in return – в обмін, у відповідь
- to render service – надати послугу
- reward – нагорода
- to judge – судити, оцінювати
- an employer – роботодавець
- an employee – робітник
- surplus – надлишок, залишок

4.4 Read and translate the text:

LABOUR

Money is not only a means of exchange but is also a means of measuring the value of men's labour. In economic theory, "labour" is any work undertaken in return for a fixed payment. The work undertaken by a mother in caring for her children may be hard, but it receives no fixed payment. It is not therefore labour in the strict economic sense. As a scientist, the economist is interested in measuring the services which people render to each other.

Although he is aware of the services which people provide for no financial reward, he is not concerned with these services. He is interested essentially in services which are measurable in terms of money payments for a fixed and / or regular nature. In economics, money is the standard by which the value of things is judged. This standard is an objective and scientific one.

Human labour produces both goods and services. The activities of a formwork and a nurse are very different, but both are measurable in terms of payments received. Labour in this sense is not concerned with distinctions of social class, but simply with the payment of wages in return for work.

The national labour forces are those people who are available for work within the nation, i. e. the working population. It should be noted that any person engaged in private business is self-employed and his activities are partly those of an employer and partly those of an employee. If however he employs an assistant, to whom he pays a fixed wage, his new employee provides labour in return for payment. The employer receives the surplus (large or small) from the whole business. This surplus is the reward of private enterprise and is known as profit.

4.5 Give Ukrainian equivalents to the following:

a means of exchange, a means of measuring, in return for a fixed payment, in the strict economic sense, financial reward, in terms of money, human labour, distinctions of social class, payment of wages, national labour force, it should be noted, self-employed, fixed wage, to receive surplus, reward of private enterprise.

4.6 Make sentences by adding a suitable beginning to the following:

1. ... but with the payment of wages in return of work.
2. ... is not labour in the strict economic sense.
3. ... is known as profit.
4. ... in return for a fixed payment.
5. ... the working population.
6. ... also a means of measuring the value of men's labour.

4.7 Complete the following sentences in any way you like:

1. In economic theory ...
2. It should be noted that ...
3. As a scientist, the economist ...
4. In economics, money ...
5. Human labour ...
6. The national labour force ...

4.8 Answer some questions on the Text:

1. What is money, in addition to being a means of exchange?
2. What, in economic theory, is "labour"?
3. Why is a mother's work not "labour"?
4. What does the economist measure?
5. What two words are used to describe the money standard?
6. What common factor relates to the work of the nurse and the farmworker?
7. What is labour (in the economic sense) not concerned with?
8. What does the employer receive instead of money?
9. What is the reward of private enterprise called?

4.9 Read the international words and guess their meanings:

productive, to accumulate, element, risk, start, invest, capital, personal, factor, idea, distance, special, geographical, to prevail, fluctuation, communication, real, to indicate, limit, situation, practice, action, to examine, monopoly

4.10 Read and memorize the following words and word combinations:

- negotiate – домовлятися, обговорювати умови
- to justify – виправдовувати, пояснювати
- to deliberate – обмірковувати, зважувати assets - майно, активи
- expense – витрати

4.11 Read and translate the Text:

CAPITAL

Labour is any work performed for an employer at a negotiated rate while profit is the surplus which accumulates as a result of productive work. The employer obtains this surplus after he pays the necessary expense of his business and the wages of his employees. He may be required to share the surplus with others who have provided the capital with which he started his business. Most businesses need capital in order to start productive work, and the capital pays for the accommodation, machinery and other items which the business needs. There is always an element of risk in providing capital and starting a business. The business may not be successful. The employees of the business do not bear this risk, but the employers and the providers of capital do bear it. If the business is successful, the risk has been justified and the invested capital earns part of the profits as a return on the investment. The capital which people provide to help new business is an accumulation of previous surpluses on previous business activities. In this way the past is used to finance the future. Such capital is accumulated by a deliberate policy of saving surpluses. This policy may be personal, or it may be collective. As such, it is common to many economic systems. A certain part of the profit is "ploughed back" into the system in order to create capital. In general, capital can be defined as (1) a factor of production (for example,

machinery or cash); (2) the assets possessed by a person, a company or a nation. Land, houses and shares in a business are capital. All railways, docks, airports and state funds of money are part of the nation's capital.

4.12 Give Ukrainian equivalents to the following:

a negotiated rate, a result of productive work, to share the surplus, to pay for, other items, to bear risk, the risk has been justified, as a return on the investment, previous business activities, a deliberate policy of saving surpluses, to create capital, the assets possessed by a person

4.13 Agree or disagree with the following statements:

1. There is always an element of risk in starting a business.
2. If the business is not successful, the risk has been justified.
3. All railways, houses, land, airports shares are capital.
4. Profit is the surplus which accumulates as a result of productive work.
5. The employees, the employers and the providers of capital bear the risk.
6. A deliberate policy of saving surpluses may be only collective.
7. The employer obtains the surplus after he pays the wages of his employees.

4.14 Answer some questions on the Text:

1. What is profit?
2. What is necessary to start productive work?
3. Why is there always an element of risk in providing capital?
4. Who bears this risk?
5. How is capital created?
6. What is the nation's capital?

5 UNIT №5. "FIVE M'S" IN PRODUCTION MANAGEMENT

Exercises

5.1 Read and translate the text:

"FIVE M'S" IN PRODUCTION MANAGEMENT

Production management's responsibilities are summarized by the "five M's": men, machines, methods, materials, and money.

"Men" refers to the human element in operating systems. Since the majority of manufacturing personnel work in the physical production of goods, "people management" is one of the production manager's most important responsibilities.

Production managers must also choose the machines and methods of the company, first selecting the equipment and technology to be used in the manufacture of the product or service and then planning and controlling the methods and procedures for their use. The flexibility of the production process and the ability of workers to adapt to equipment and schedules are important issues in this phase of production management.

The production manager's responsibility for materials includes the management of flow processes-both physical (raw materials) and information (paperwork). The smoothness of resource movement and data flow is determined largely by the fundamental choices made in the design of the product and in the process to be used.

The manager's concern for money is explained by the importance of financing and asset utilization to most manufacturing organizations. A manager who allows excessive inventories to build up or who achieves production level and steady operation by sacrificing good customer service and timely delivery runs the risk that overinvestment or high current costs will wipe out any temporary competitive advantage that might have been obtained.

Planning and control.

The production manager must plan and control the process of production so that it moves smoothly at the required level of output while meeting cost and quality objectives. Process control has two purposes:

1. to ensure that operations are performed according to plan, and
2. to continuously monitor and evaluate the production plan to see if modifications can be made to better meet cost, quality, delivery, flexibility, or other objectives.

For example, when demand for a product is high enough to justify constitutions production, the production level might need to be adjusted.

From time to time to address fluctuating demand or changes in a company's market share. When more than one product is involved, complex industrial engineering or operations research procedures are necessary.

Inventory control is another important phase of production management. Inventories include raw materials, component parts; work in processes, finished goods, packing and packaging materials, and general supplies. Although the effective use of financial resources is generally not carded as beyond the responsibility of production management, many manufacturing firms with large inventories (more than 50 percent of total assets) usually hold production managers responsible for Inventories. Successful inventory management, which involves the solution of the problem of which items to carry in inventory in various locations is critical to a company's competitive success. Not carrying an Item can result in delays in getting needed parts or supplies, but carrying every item at every location can tie up huge amounts of capital and result in an accumulation of obsolete, unusable stock. Managers generally rely on mathematical

models and computer systems developed by industrial engineers to handle the problems of inventory control.

To control labour costs, managers must first measure the amount and type of work required to produce a product and then specify well-designed, efficient methods for accomplishing the necessary manufacturing tasks. In new operations particularly, it is important to anticipate human resource requirements and to translate them into recruiting and training programs so that a nucleus of appropriately skilled operators is available as production machinery and equipment are installed. Specialized groups responsible for support activities (such as equipment maintenance, plant services and production scheduling, and control activities) also need to be hired, trained, and properly equipped. This type of careful personnel planning reduces the chance that expensive capital equipment will stand idle and that effort, time, and materials will be wasted during start-up and regular operations.

The effective use and control of materials often involves investigations of the causes of scrap and waste; this, in turn, can lead to alternative materials and handling methods to improve the production process. The effective control of machinery and equipment depends on each machine's suitability to its specific task, the degree of its utilization, the extent to which it is kept in optimum running condition.

5.2 Answer the questions:

1. What are the main responsibilities of production manager? Name them.
2. What does "five M's" mean?
3. What are the purposes of process control?
4. What is inventory control?
5. What is considered to be a successful inventory management?
6. What does labour costs control deal with?
7. What does control of machinery and equipment depend on?

5.3 Read and memorize the following words and word combinations:

- a coin – монета
- a transaction – угода
- to be regarded – варто розглянути
- legal tender – законний платіжний засіб
- substitute – замітник
- medium of exchange – засіб обміну
- to purchase – придбати, купувати

5.4 Read the international words and guess their meanings:

Function, adequate, originally, constant, universally, standard, legal, a creditor, a chance, a check, circulation, inflation, to co-operate, to stabilize, primary, a reservoir, liquidity (of money), transnational, to assist, massive, campaign.

5.5 Read the text below to answer the questions:

1. What methods have been developed to solve production management problems?
2. What problems characterize most of today's production operations?
3. What is necessary to run many mass production operations?

5.6 Read and translate the text:

FUNCTIONS OF MONEY

All values in the economic system are measured in terms of money. Our goods and services are sold for money, and that money is in turn exchanged for other goods and services. Coins are adequate for small transactions, while paper notes are used for general business.

There is additionally a wider sense of the word money, covering anything which is used as a means of exchange, whatever form it may take. Originally, a valuable metal (gold, silver or copper) served as a constant store of value, and today the American dollar is technically "backed" by the store of gold which the US government maintains. Because gold has been universally regarded as a very valuable metal, national currencies were for many years judged in terms of the so-called gold standard. Valuable metals have generally been replaced by paper notes.

These notes are used by governments and authorized banks, and are known as legal tender. Other arrangements such as checks and money orders are not legal tender. They perform the function of substitute money and are known as instruments of credit. Credit is offered only when creditors believe that they get a good chance of obtaining legal tender when they present such instruments at a bank or other authorized institution. If a man's assets are known to be considerable, then the credit will be good.

The value of money is basically its value as a medium of exchange, or, as economists put it, its purchasing power. This purchasing power is dependent on supply and demand. The demand for money is the quantity needed to effect business transactions. An increase in business requires an increase in the amount of money coming into general circulation. But the demand for Money is related not only to the quantity of business but also to the rapidity with which the business is done. The supply of money, on the other hand, is the actual amount in notes and coins available for business purposes. If too much money is available, its value decreases, and it does not buy as much as it did, say, five years earlier. This condition is known as inflation.

5.7 Give English equivalents to the following:

обмінювати на, більш широкий зміст, засіб обміну, первісно, національна валюта, замінити чимось, виконувати функцію, викликати сумнів, заплатити за товар чеком, залежати від, попит і пропозиція, загальний оборот, пов'язаний з, з іншого боку, умови.

5.8 Make sentences by adding a suitable beginning to the following:

1. ... replaced by paper notes.
2. ... is dependent on supply and demand.
3. ... are known as instrument of credit.
4. ... as a constant store of value.
5. ... are used for general business.
6. ... are sold for money.
7. ... requires an increase in the amount of money coming into general circulation.

5.9 Complete the following sentences in any way you like:

1. The value of money is ...
2. The demand for money is ...
3. The demand for money is related ...
4. Credit is offered ...
5. If a man's assets are considerable ...
6. The purchasing power is dependent on ...

7. Checks and money perform the function of ...

5.10 Answer some questions on the Text:

1. What was the earliest form of trade? What is money?
2. What are the main functions of money? What is the demand for money?
3. What is the supply for money?

5.11 Read the following sayings about money and say whether you agree with them or not. Give your reasons:

1. Money may not bring happiness, but it is nice to find out for yourself.
2. Money talks and it's nearly always saying "good-bye".
3. Money makes money.
4. Money does not smell.

5.12 Read and memorize the following words and word combinations:

- effort – зусилля
- to prevent – запобігати
- in addition to – на додаток до
- current account – поточний рахунок
- to issue – випускати, пускати в обіг
- to lend – давати в борг
- an intermediary – посередник
- loan – позика
- streams of money – грошові потоки
- a borrower – позичальник, одержувач позики
- consequently – отже, тому

5.13 Read and translate the Text:

BANKS AND BANKING

Banks are closely concerned with the flow of money into and out of the economy. They often co-operate with governments in efforts to stabilize economies and to prevent inflation. They are specialists in the business of providing capital, and in allocating funds on credit. Banks originated as places to which people took their valuables for safe-keeping, but today the great banks of the world have many functions in addition to acting as guardians of valuable private possessions.

Banks normally receive money from their customers in two distinct forms: on current account, and on deposit account. With a current account, a customer can issue personal checks. No interest is paid by the bank on this type of account. With a deposit account, however, the customer undertakes to leave his money in the bank for a minimum specified period of time. Interest is paid on this money.

The bank in turn lends the deposited money to customers who need capital. This activity earns interest for the bank, and this interest is almost always at a higher rate than any interest which the bank pays to its depositors. In this way the bank makes its main profits.

The primary function of a bank today is to act as an intermediary between depositors who wish to make interest on their savings, and borrowers who wish to obtain capital. The bank is a reservoir of loanable money, with streams of money flowing in and out. For this reason,

economists and financiers often talk of money being liquid, or of the liquidity of money. Many small sums which might otherwise be used as capital are rendered useful simply because the bank acts as a reservoir.

The system of banks rests upon a basis of trust. Innumerable acts of trust built up the system of which bankers, depositors and borrowers are part. They all agree to behave in certain predictable ways in relation to each other, and in relation to the rapid fluctuations of credit and debit. Consequently, business can be done and checks can be written without any legal tender visibly changing hands.

5.14 Give English equivalents to the following:

тісно пов'язано, зусилля по стабілізації, запобігти інфляції, розподіл фондів, безпечне зберігання, відсоток не виплачується, заробляти, більш висока процентна ставка, вкладники, ліквідність грошей, основний прибуток, сховище, спиратися на, вагатися.

5.15 Complete these sentences with appropriate words or word combinations and translate the sentences into Ukrainian:

1. Banks cooperate with ... in efforts to stabilize economies.
2. Banks originated as places to which people took their ... for safekeeping.
3. No interest is paid by the bank on
4. Banks lend the deposited money to ... who need capital.
5. The bank is ... of loanable money.
6. The system of banks ... a basis of trust.
7. Bankers, depositors and borrowers agree to behave ... in relation to each other.
8. The primary function of a bank is to act as ... between depositors and borrowers.

5.16 Complete the following sentences in any way you like:

1. Banks receive money ...
2. Borrowers are ...
3. Depositors are ...
4. Customers who need capital ...
5. Today the great banks of the world ...
6. Interest is paid on ...
7. A bank makes its main profits ...
8. The system of banks rests upon ...

5.17 Summarize the contents of the Text using these questions as an outline:

1. What are banks concerned with?
2. Why do banks cooperate with government?
3. In what form do banks receive money?
4. How does a bank make its main profit?
5. What is the primary function of a bank today?
6. How do you understand the term liquidity of money?

ADDITIONAL TEXTS

TEXT №1

Telephone: Connecting

Useful Phrases

How can I help?
Can I speak to .. please?
Who's calling, please?
Please hold
I'll just put you through
Could I speak to ... please?
Who shall I say is calling?
Just a second
I'll see if he's in
I've got ... on the phone for you
Hang on a moment

Transcripts

Michelle: Hello, you've reached the marketing department. How can I help?
Male: Yes, can I speak to Rosalind Wilson, please?
Michelle: Who's calling, please?
Male: It's Richard Davies here.
Michelle: Certainly. Please hold and I'll put you through.
Male: Thank you.
Michelle: Hello, marketing. How can I help?
Male: Could I speak to Jason Roberts, please?
Michelle: Certainly. Who shall I say is calling?
Male: My name's Mike Andrews.
Michelle: Just a second - I'll see if he's in. Hello, Jason, I've got Mike Andrews on the phone for you ... Okay - I'll put him through. Hang on a moment, I'm just putting you through.

TEXT №2

Telephone: Messages

Useful Phrases

Can I speak to... , please?
I'm afraid he's in a meeting
Can I help?
Can you call back later?
Can I take a message?
Could you tell him that ...
Can I take your number, please?
OK, I'll make sure he gets the message

Transcripts

Claire: Hello, finance department.

Jennifer: Hello, can I speak to Adrian Hopwood, please? **Claire:** I'm afraid he's in a meeting at the moment. Can I help?

Jennifer: No, I need to talk to Mr Hopwood, I think. What time will he be out of the meeting?

Claire: In about an hour. Can you call back later?

Jennifer: Okay, I'll do that.

Claire: Or can I take a message?

Jennifer: Actually, would you mind? Could you tell him that Jennifer McAndrews called and that I'm in the office all day if he could call me back.

Claire: Can I take your number, please?

Jennifer: Yes, it's 5556872

Claire: 5556872. Okay, I'll make sure he gets the message.

Jennifer: Thanks very much for your help, bye!

Claire: Goodbye!

TEXT №3

Telephone: wrong number

Useful Phrases

You must have the wrong number

Is that not 556 8790?

No, it's 555 8790

Sorry about that

I must have dialled the wrong number

Can I help you?

I'm sorry, you've got the wrong number

I'll try and put you through

His direct number is ...

Sorry to have troubled you

Transcripts

Male: Hello, this is the press office.

Michelle: Rachel Allsop please.

Male: I'm sorry, You must have the wrong number. There's no-one of that name here.

Michelle: Oh. Can I check the number I've got.... is that not 5568790? **Male:** No, it's 5558790.

Michelle: Oh sorry about that. I must have dialled the wrong number. **Male:** No problem! Bye!

Male: Hello, press office, can I help you? **Ruth:**

Hello. Paul Richards, please.

Male: I'm sorry, you've got the wrong number, but he does work here. I'll try and put you through. In future his direct number is 5558770.

Ruth: Did I not dial that? **Male:**

No you rang 5558790.

Ruth: Oh, sorry to have troubled you.

Male: No problem. Hang on a moment and I'll put you through to Paul's extension.

Ruth: Thanks.

TEXT №4
Telephone: Appointments

Useful Phrases

Can I speak to Brian Hibberd, please?
I'm afraid he's in a meeting
I'd like to arrange an appointment
I'll just look in the diary
When's convenient for you?
Would next Wednesday be OK?
He's free in the afternoon after about three
I could make it after four
So shall we say 4.15 next Wednesday?

Transcripts

Michelle: Mr Hibberd's office!
Peter: Hello, can I speak to Brian Hibberd, please?
Michelle: I'm afraid he's in a meeting until lunchtime. Can I take a message?
Peter: Well, I'd like to arrange an appointment to see him, please. It's Peter Jefferson here.
Michelle: Could you hold on for a minute, Mr Jefferson. I'll just look in the diary. So when's convenient for you?
Peter: Some time next week if possible. I gather he's away the following week.
Michelle: Yes, that's right, he's on holiday for a fortnight.
Peter: Well, I need to see him before he goes away. So would next Wednesday be okay?
Michelle: Wednesday ...let me see ... he's out of the office all morning. But he's free in the afternoon, after about three.
Peter: Three o'clock is difficult. But I could make it after four. **Michelle:** So shall we say 4.15 next Wednesday, in Mr Hibberd's office?
Peter: Yes, that sounds fine. Thanks very much.
Michelle: Okay, then. Bye.

TEXT №5
Telephone: Flights

Useful Phrases

I'd like to enquire about flights
Could you tell me about the flight availability?
Do you want to go economy, business or first class?
How many of you will be travelling?
Does that include airport tax?
No, tax is another \$70 on top of that
Can I book that, then?
I'd like to book a hotel room
Could you check if the hotel has any rooms free?
Is there a discount rate?
Do you mind if I book it provisionally?
I'll call you back later to confirm

Transcripts

Dolores: Hello! Dolores speaking...

Tim: Ah yes, hello. I'd like to enquire about flights to Hong Kong from Kennedy Airport in New York, please. I'm off to a conference at the end of the month - Thursday 22nd until Tuesday 27th. Could you tell me about the flight availability and prices?

Dolores: Certainly. Do you want to go economy, business or first class?

Tim: Well, I'd like to go first class, but unfortunately I'll have to go economy - company rules, you see.

Dolores: Yes, sure, I understand. How many of you will be travelling?

Tim: Ah, it's just me.

Dolores: Okay, so that's one seat ... economy ... New York - Kennedy to Hong Kong Airport.

Tim: And how much will that be?

Dolores: Let me see ... to qualify for the discount rate, you need to stay over a Saturday, which you are doing ... Yes, that'll be \$830.

Tim: Right, and does that include airport tax?

Dolores: No, tax is another \$70 on top of that.

Tim: Okay. Can I book that, then?

Dolores: Certainly.

Dolores: Can I help you with anything else?

Tim: Yes, I'd like to book a hotel room too, for the full five nights. Could you check if the Regency Hotel has any rooms free?

Dolores: Yes, they do.

Tim: And is there a discount rate for conference delegates? **Dolores:** Yes, there is. I think it's 10% but I can check that for you.

Tim: Okay, do you mind if I book it provisionally for now and I'll call you back later to confirm? I just need to check one or two details.

Dolores: That's fine, sir. Can I help you with anything else?

Tim: No, that's all for now. As I said, I'll call you back.

TEXT №6

Meetings: Agenda setting

Useful Phrases

On the agenda today

Okay everybody, thanks for coming

Just a couple of things on the agenda

If we could go through them in order

Right then... let's get down to business

First of all

Secondly

And finally

Let's keep this meeting fairly brief

Any other business

Transcripts

Clip 1

Sarah: Right then, Alex, let's get down to business. On the agenda today for our public relations meeting are the research project, the launch of the website, the timeline for press releases, and the secretary of the year award. Are you quite happy with those points?

Alex: Yeah, that's fine. If you could go through them in order, that'd be great.

Clip 2

Alex: Okay everybody, thanks for coming. Let's keep this meeting fairly brief, really just a couple of things on the agenda. First of all, as you can see, the news on the book re-launch; and secondly, the office move; and finally, we will have a little bit of time for any other business.

TEXT №7

Meetings: Interruptions

Useful Phrases

First of all

Can I just ask you?

Sorry to hold the meeting up

I do feel quite strongly that...

I don't think we've got any choice at all

Any other thoughts?

Transcripts

Sean: First of all, the book re-launch. I just wanted to remind everybody that we will be re-launching the fairy-tales range with new modern covers, and that this is going to happen at the beginning of next month. It's important that we get this right and there have been quite a few...

John: Actually Sean, can I just ask you - sorry to hold the meeting up - can I ask you about those dates, because I thought that this was going to be published the month after next, and I understand that everybody has got their dates, but I do feel quite strongly that we're bringing this out too soon.

Sean: Well, any other thoughts before I comment on that?

Carrie: I don't think we've got any choice at all about it. If the radio programmes are going out at the beginning of next month, we've got to launch the book at the same time if we're going to have any sales impact.

TEXT №8

Meetings: agreeing and disagreeing

Useful Phrases

I just wanted to see what kind of feedback you've got

I really strongly disagree

Actually, I think Sean is right

I'd be much happier

Speaking as an editor...

I think Sean's floor plan is right

Transcripts

Sean: The office move, as you know, the plans have been up by the main exit for a week now. I just wanted to see what kind of feedback you've got.

Tim: Yeah, Sean, I'm sorry, but I really strongly disagree with the new floor plan. I think it's divisive to separate the secretaries and the assistants out from the editors and managers. I'd be much happier if we could be located in teams.

Carrie: Actually, I think Sean is right. I've been chatting to some of the secretaries and they're quite keen to all be sitting in the same area, and, speaking as an editor, I think I'd like to be with

other editors so that we can bounce ideas off each other and things. So I think Sean's floor plan is right.

TEXT №9

Meetings: Any other business

Useful Phrases

Any other business

I would like to say something If that's all right

That sounds good That's probably about it

Anybody got anything else they want to raise before we wrap up? There are a couple of conflicts in the diary

Transcripts

Sean: Okay - any other business?

Will: Yes, I would like to say something. An illustrator came in last week, and I think she's very good and it would be wise to put her on our books.

Sean: ... okay ...

Will: I would like to be able to show her drawings and her portfolio in the next couple of days. If that's all right...

All: That sounds good...

Sean: Yes, I'll look forward to seeing those. Right, I think that's probably about it, but anybody got anything else that they desperately want to raise before we wrap up?

All: Nope.

Sean: No? Okay. We'll be having another meeting, but there are a couple of conflicts in the diary so I think the best thing is if I email the date of the next meeting.

TEXT №10

Presentations: opening

Useful Phrases

Ladies and gentlemen, thank you very much for coming along here today

The purpose of today's presentation is to discuss how we can...

I've invited you here today to have a look at my findings

Now let me begin by...

Secondly...

...and finally...

I'd be happy to invite you to ask questions at the end of the session

At the end I'd be very happy to answer any of your questions

Transcripts

"Ladies and gentlemen, thank you very much for coming along here today. I hope my presentation isn't going to take too long and that you will find it interesting. The purpose of today's presentation is to discuss how we can improve internal communications within our company. Now let me begin by explaining that I'd like to talk about the business case for better communication; secondly, I want to cover different styles and methods; and finally I wouldT like to finish off by talking about some of the basics we need to have in place to deliver good quality, consistent communications across the company. I'd be very happy to invite you to ask questions at the end of the session and I'm sure there'll be plenty of time for us to discuss some of the points that have been raised." "Good afternoon, ladies and gentlemen. Thank you for finding the

time to come and join me for this presentation this afternoon. My name is Tim Mason, I'm a retail consultant, and many of you will have seen me shadowing you in your jobs and looking through the accounts and so on in the company over the last week. I've invited you here today to have a look at my findings. First, I'd like to have a look at the performance of the company, the sales of the company over the last three years; then I'd like to have a look at our market share in the womenswear market and look at our competitors; and thirdly, I'd like to suggest some improvements in our range of womenswear. At the end I'd be happy to answer any of your questions."

TEXT №11
Presentations: body

Useful Phrases

If you look at this first graph
As you can see...
Now let's look at...
.. a good example of...
a key factor
If you look at this slide
a good illustration of...

Transcripts

"If you have a look at this first graph, you can see that our sales topped 50 million the year before last. Then last year sales dropped to 40 million, with a slight recovery at the end of the financial year. However, this year sales have continued to drop to an all time low of 30 million. Now let's look at our market share. As you can see, we have 25% of the market share, 10% down on last year." "A good example of how important internal communications are is shown by some findings from research that we have recently undertaken. Good communications is a very key factor in staff motivation. If you look at this slide, you will see how important it is to get the basics in place. You need to identify your communication requirement, agree your objectives and success criteria, identify your target audiences, define the content of your message and determine the style of delivery. A good illustration of the communication process is when all those basics fall into place naturally."

TEXT №12
Presentations: questions

Useful Phrases

If you have any questions, I would be happy to answer them now Can I just ask...?
Are there any questions about any of that?
Yes, a very good question
Can you explain to me...?

Transcripts

Tim: Ladies and gentlemen, if you have any questions, I'd be happy to answer them now.
Carrie: Yeah, can I just ask, graph number 3, that last one you showed us, can you explain to me where you're intending to find the extra income to increase the designer range in the maternity wear?
Tim: Yes, a very good question. I've looked at the office wear range and it's quite heavy on

material, holiday wear tends to be much lighter, much smaller amounts of material involved and I...

TEXT №13

Presentations: tips

Useful Phrases

The aims and the structure need to be clear

Wait until the end of the presentation before people feed back on what you've said Make sure you are entertaining, engaging and interesting

Don't make it too long

Be short, precise and to the point

Make sure you're relevant - make sure you're talking to the right audience

Transcripts

Male: With a presentation, I think the aims and the structure need to be clear.

Male 2: I like to wait until the end of the presentation before people feed back on what I've just said, rather than interruptions throughout the presentation.

Male 3: I think of a presentation ... If you're standing up in front of a group of people, you need to make sure you're entertaining, make sure you're engaging, make sure you're interesting, make sure you're relevant, make sure you're talking to the right audience.

Female: Don't make it too long, otherwise people fall asleep! Be short, precise and to the point, definitely.

TEXT №14

Tricky conversations

Useful Phrases

I'm not going to get into a discussion about...

Clearly...

What you need to do...

But bearing in mind...

I expect you to...

It's important that you...

I'm not happy with the effort that you've made

I really want to see some improvement

You've got to snap out of it

I know it's difficult...

Transcripts

Sean: Okay, well, I'm not going to get into a discussion about who deserved to get the job. Clearly, the person who was appointed was the right person for the job. What you need to do is look at your work and what you're doing and where

that's taking you in your career. But bearing in mind that you are still employed to do a job and I expect you to do that job with a certain attitude. You're meeting members of the public quite regularly - it's important that you aren't unhappy, or at least that you don't show it. This meeting is really just to let you know I'm not happy with the effort that you've made...

Michelle: Okay ...

Sean: ... and I really want to see some improvement. I know it's difficult. I know that it's depressing not to get a job, but you've got to snap out of it, you've got to get on with the job that you're doing now.

TEXT №15
Resolving difficulties

Useful Phrases

I'll come straight to the point
I wasn't particularly happy with...
Frankly...
Well...
I've seen very little change
I'm afraid that...
Despite what you say...
I don't want to jump to any conclusions

Transcripts

Sean: Michelle, can I have a word please, in my office? Now then. I won't take long about this, I'll come straight to the point. We had a chat...

Michelle: Yeah.

Sean: At that point, I wasn't particularly happy with the way that you were behaving in the office, the way that you were being uncooperative, a little bit surly with people. And since then, frankly, I've seen very little change.

Michelle: Well, I mean, I think I've made an effort, trying to be helpful like I normally am with people, and I feel that I'm still doing my job - not that the job's very interesting . I think it's become less interesting since Sarah got the promotion. I think she's getting some more of the interesting work.

Sean: Okay, well I'm afraid that, despite what you say, it hasn't come across. I don't want to jump to any conclusions, but you have taken quite a bit of time off.. .and ...

Michelle: Yeah, but you're allowed to take leave, aren't you? Talking Business

Sean: You are allowed to take leave. Hopefully you come back from leave refreshed and you leave your problems at home.

TEXT №16
Asking for a pay rise

Useful Phrases

It's a bit difficult, but...
I really feel it's about time
I have made good progress
I really feel that I've grown in the job
I've taken on a lot more responsibility
It's time that it was recognised
It's time my efforts were rewarded I
do believe that...
.. .isn't too much to ask
Should I put this request in writing?

Transcripts

Abigail: Hi, are you free for a quick chat?

Mark: Sure, come in, come in. Sit down. What can I do for you?

Abigail: Okay. Well, it's a bit difficult, but... I really feel that it's about time that I had a pay rise.

Mark: Okay and why do you feel like that?

Abigail: Well, I have been here now for three years and in that time I have made good progress. I really feel that I've grown in the job and I've taken on a lot more responsibility. I just think it's time that it was recognised and that my efforts were rewarded.

Mark: Right. So you feel that you're on a low salary for your current position and current responsibilities, do you?

Abigail: Yeah, I do believe that what I've contributed to the department over recent months means that I should be paid more.

Mark: Okay, well, what kind of rise would you be looking for?

Abigail: Well, you know, I think that 3% on top of the usual annual rise with inflation isn't too much to ask.

Mark: Three per cent... Hmm. Right, well, as you know, I can't just give you a pay rise immediately, just like that. I'll have to discuss it with the other managers here And, as you can imagine, there aren't unlimited funds available for things like this.

But you might be pleased to hear that we are having a pay review meeting very soon and I'll make sure we discuss your request then.

Abigail: Okay, fine. Should I put this request in writing as well? So we all have a record

TEXT №17 **Difficult clients**

Useful Phrases

You can explain to me what actually is the problem...

Can I take your name?

I understand you are having a few problems

Would you like to just explain from the beginning what's happened? I'm sorry for that wait

I don't know what the problem was

As you can imagine...

I'm sorry about this, Mr Anderson

I can actually look into that for you ...

I'm sorry for the inconvenience

I can assure you

Let me check for you

Transcripts

Angela: Hello, I'm Angela, I'm the customer services manager. Would you like to come with me and come and take a seat and you can explain to me what actually is the problem?

Alison: Okay, okay, fine.

Angela: Can I take your name? Alison: Yes, my name's Alison.

Angela: Okay. Alison, if you'd like to make yourself comfortable. As I said, I am the customer services manager and I'd like to help you. I understand you are having a few problems. Would you like to just explain from the beginning what's happened?

Alison: Well, yes. I've just come back from one of your holidays. I went to Crete, in Greece, got back last week and the whole thing was a disaster.

Angela: Would you like to just explain from the beginning what's happened? Alison: Well, yes. To start with, when we got to the airport in, in Crete, we had a twohour wait on the coach, I think there was a delayed flight or something, and...and...

Angela: ...Right, that's quite possible...

Alison: ...Yes... And I just can't work out why you didn't take us to our hotel and then come back to the airport to pick up the people from the delayed flight.

Angela: Right, I'm sorry for that wait. I don't know what the problem was. You mentioned a delayed flight there. As you can imagine, you probably weren't the only family on the coach waiting, and to ferry people to and from resort to the airport would have been a lot of extra work and they like to try and keep everybody together who are going on the same flight. I can actually look into that for you ...

Karen: Hello!

Mark: Hello, can I speak to despatch, please? **Karen:** You're through to despatch.

Mark: Right. Well, I phoned two days ago to say that I hadn't received delivery of my order and I'm ringing again to say it still hasn't arrived.

Karen: Can I just take your name please? **Mark:** Yes, it's Mark Anderson.

Karen: Ah! I think there's been a problem with that order, Mr Anderson. **Mark:** What kind of problem?

Karen: Oh, I don't know offhand. Let me check for you. Yes, part of the order didn't arrive here at the depot, so I couldn't send it out until we'd received everything.

Mark: Well, surely that was your problem to sort out without my having to call you back - again. I did phone and draw your attention to this a couple of days ago. Look, I placed this order weeks ago. I'm sorry, it's just not good enough.

Karen: Yeah, I'm sorry about this, Mr Anderson. I'm sorry for the inconvenience, but I can assure you we'll do everything we can to send it out to you today.

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