



ДОНСКОЙ ГОСУДАРСТВЕННЫЙ ТЕХНИЧЕСКИЙ УНИВЕРСИТЕТ
УПРАВЛЕНИЕ ДИСТАНЦИОННОГО ОБУЧЕНИЯ И ПОВЫШЕНИЯ
КВАЛИФИКАЦИИ

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Учебно-методическое пособие «The role of a manager in an organization»

по дисциплине

«Иностранный язык в профессиональной сфере»

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Аннотация

Учебное пособие представляет собой лексический практикум по развитию навыков устной и письменной речи на английском языке в пределах изучаемых тем по специальности 38.03.02 «Менеджмент».

Цель данного пособия – формирование навыков общения в ситуациях профессиональной коммуникации на английском языке.

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1. MANAGERIAL SKILLS

Task 1. Focus on the topical vocabulary.

- To facilitate - способствовать, содействовать, продвигать
To utilize - использовать, применить
Integrity - честность, добросовестность, неподкупность, принципиальность
Commitment - преданность, самоотдача, верность
Passion - энтузиазм, увлеченность, страстное увлечение
Determination - решимость, решительность, целеустремленность
Compassion - сострадание, сочувствие, милосердие, сопереживание
Sensitivity - чуткость, деликатность

TEXT 1.1.

Globalization and rapidly developing technology shows we are in a period of intense competition. Proper management is vital in these complex environments. The quality of managers and effective management styles can determine the culture of the organization, the productivity of its staff, and, ultimately, success or failure. A manager should have the ability to direct, supervise, encourage, inspire, and co-ordinate, and in doing so facilitate action and guide change. Managers develop their own leadership qualities and those of others. Management utilizes planning, organizational and communications skills. These skills are important in leadership also, but even more so are qualities such as integrity, honesty, courage, commitment, sincerity, passion, determination, compassion and sensitivity.

An effective manager should have the following skills:

1. Creative Problem Solving Skills:

- 1) Describing and analyzing a problem,
- 2) Identifying causes of a problem,
- 3) Developing creative options and choosing the best course of action,
- 4) Implementing and evaluating effectiveness and efficiency of the decision.

2. Communication Skills:

- 1) Listening skills,
- 2) Presentation skills,
- 3) Feedback Skills,
- 4) Report writing skills.

3. Conflict Management Skills:

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- 1) Identifying sources of conflict – functional and dysfunctional conflicts,
- 2) Understanding personal style of conflict resolution,
- 3) Choosing the best strategy for dealing with a conflict,
- 4) Developing skills in promoting constructive conflicts in organization and teams.

4. Negotiation Skills:

- 1) Identifying common mistakes in negotiation and ways to avoid them,
- 3) Developing rational thinking in negotiation,
- 4) Developing effective skills in negotiation that benefits all parties involved.

5. Self-Awareness and Improvement:

- 1) Understanding the concept of self-management,
- 2) Evaluating the effectiveness of self-management,
- 3) Developing creative and holistic thinking.

Task 2. Find synonyms in Lists A and B.

List A

Holistic
To implement
Sincerity
Compassion
To facilitate
Passion
To solve
Personnel
Commitment
To identify
To estimate

List B

To evaluate
To determine
To provide
Loyalty
Honesty
To decide
Staff
Enthusiasm
Mercy
To carry out
Global

ТЕКСТ 1.2.

To be an effective manager you must know yourself, your strengths and your weaknesses, and those of the people around you. You must know your objectives and have a plan of how to achieve them. You must build a team of people that share your commitment to achieve those objectives, and you must help each team member to achieve their best which will be able to attain a common goal.

There are certain qualities required for a good manager to manage his staff.

Planner. A Manager has to take a long-term view; while a team member will be working towards known and established goals, the manager must look further ahead so that these goals are selected wisely. By thinking about the eventual consequences of different plans, the manager selects the optimal plan for the team and implements it. The manager ensures that work is not repeated nor problems tackled too late, and that the necessary resources are allocated and arranged.

Provider. A Manager has access to information, which the team needs. The role of a manager is important because authority, which the manager holds uniquely within the team and the manager, must exercise the power for the benefit of the team for the effective productivity.

Protector. In any company, there are problems, which can deflect the work force. The manager should be there to guard against them and to protect the team. If someone in your team brings forward a good plan, you must ensure that it receives a fair hearing and that your team knows and understands the outcome. If someone is in your team has a problem at work, you have to deal with it.

Good Communicator. The ability to communicate with people is the most important skill by managers and team members. The Manager is also the team's link to the larger organization. He must have the ability to effectively negotiate and use persuasion when necessary to ensure the success of the team and project. Through effective communication, manager support individual and team achievements by creating guidelines for accomplishing tasks and for the career advancement of team members.

Enthusiasm. If Managers are negative - they bring staffs down. Many people tend to follow people with a can do attitude. Enthusiastic Managers are committed to their goals and express this commitment through optimism.

Competence. Managers will be chosen based on their ability to successfully lead others rather than on technical expertise, as in

the past. Having a winning track record is the surest way to be considered competent. Expertise in management skills is another dimension in competence. The ability to challenge, inspire, enable, model and encourage must be demonstrated if managers are to be seen as capable and competent.

Ability to Delegate Tasks. Trust is an essential element in the relationship of manager and his or her team. You demonstrate your trust in others through your actions - how much you check and control their work, how much you delegate and how much you allow people to participate.

Cool Under Pressure. In a perfect world, projects would be delivered on time, under budget and with no major problems or obstacles to overcome. When leaders encounter a stressful event, they consider it interesting, they feel they can influence the outcome and they see it as an opportunity.

Team-Building Skills. A team builder can best be defined as a strong person who provides the substance that holds the team together in common purpose toward the right objective. In order for a team to progress from a group of strangers to a single cohesive unit, the leader must understand the process and dynamics required for this transformation. He or she must also know the appropriate leadership style to use during each stage of team development. The leader must also have an understanding of the different team players styles.

Delegate work and responsibilities. Some employees, share their workload with them and assign the work according to people's strengths and weaknesses, and let employees develop their own good work habits and abilities.

Help employees set goals. Setting deadlines and goals helps keep employees focused, busy and motivates them to do their work. Talk to each of your employees about the company's goals, and work with them to set individual goals directly linked to your business's mission. Make sure employees understand their professional growth path in the company.

Recognize problems. It is impossible to know about personality conflicts, lagging productivity or other problems in the office if you have your head in the sand. If you notice a change in an employee's work habits or attitude, try to get to the root of the problem before it starts affecting the rest of your staff.

Effective dealing with Problems. The first step in dealing with a problem employee is to identify the trouble. Many times, a simple, honest talk with an employee will dissolve issues such as

occasional tardiness or minor attitude problems. Coaching requires a manager to work one-on-one with problem employees or to assign another employee to work with the employee to overcome their shortcomings. The mentor should provide the employee with feedback and solutions for improving their performance. Coaching requires patience and a substantial time investment, but it can help modify an employee's behavior. **Poor performance.** Poor performance is not always due to a lack of skills; the employee may simply be disorganized or sloppy. These habits can usually be corrected with proper guidance. If performance difficulties relate to a lack of skills, consider coaching or additional training.

Job incompatibility. In some cases an employee becomes a problem because their skills aren't compatible with their assigned tasks or regular duties. In this case, offering the employee additional training or assigning them a different set of tasks is usually the most appropriate course of action.

Sloppy work. When you notice that, an employee has made some errors, point out the mistakes to the employee and monitors their work more closely. If the problem persists, speak with the employee and detail the most serious examples of problems with their work. Remember to remain positive and focus on how important the employee's contribution is to the company.

Create an effective message. Consider the specific informational needs of executives, middle managers, supervisors and employees, and tailor your message to fit each audience. An effective message should also explain how your employees' day-to-day duties directly affect the company's performance and should touch on the values and pride of the employees. A direct, face-to-face interaction can help reinforce positive attitudes inspire employees and help them adapt to the change.

Listen to your employees. Employee feedback is critical in managing change. Holding focus groups with employees is a great way to gauge reaction and monitor the progress of change. You also can encourage employees to provide feedback through email or the company intranet. Communication is the cornerstone to successful change management. Talking to your employees is not a one-time event, and you need to reinforce your message by communicating early and often. Open communication helps foster loyalty and gives employees a sense of pride. It helps them understand how their work contributes to the company's success.

Task 3. Make up a summary of the text using the speech models:

- 1/ This article deals with...
- 2/ Special attention is given to...
- 3/ It is stressed that...
- 4/ It should be noted that...
- 5/ In conclusion the concepts of ... are considered.

2. LEADERSHIP VS. MANAGEMENT

Task 1. Focus on the topical vocabulary.

- Vs. (versus) - в сравнении с...
- Aloofness - отчужденность, отстраненность, отрешенность;
равнодушие
- To enthuse - приходить в восторг, восторгаться
- To encounter - столкнуться; встречать; обнаруживать
- Overlap – совпадать
- Come up – предлагать

TEXT 2.1.

What is the difference between management and leadership?
The biggest difference between managers and leaders is the way they motivate the people who work or follow them.

By definition, managers have subordinates. Management style is transactional, that is the manager tells the subordinates what to do, and the subordinates do this because they have been promised a reward (at minimum their salary) for doing so.

Managers are paid to get things done (they are subordinates too), often within tight constraints of time and money. They thus naturally pass on this work focus to their subordinates.

Managers are relatively risk-averse and they will seek to avoid conflict where possible.

Leaders do not have subordinates - at least not when they are leading. Many organizational leaders do have subordinates, but only because they are also managers. But when they want to lead, they have to give up formal authoritarian control, because to lead is to have followers, and following is always a voluntary activity.

Telling people what to do does not inspire them to follow you. You have to appeal to them, showing how following you will lead them to their hearts' desire. They must want to follow you enough to

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stop what they are doing and perhaps walk into dangerous situations.

Leaders with a stronger charisma find it easier to attract people. Many leaders have a charismatic style to some extent. Although leaders are good with people, this does not mean they are friendly with them. In order to keep the mystique of leadership, they often retain a degree of separation and aloofness.

This does not mean that leaders do not pay attention to tasks - in fact they are often very achievement-focused. What they do realize, however, is the importance of enthusing others to work towards their vision.

Leaders are risk-seeking, although they are not blind thrill-seekers. When pursuing their vision, they consider it natural to encounter problems. They are thus comfortable with risk and will see routes that others avoid as potential opportunities for advantage and will happily break rules in order to get things done.

A surprising number of these leaders had some form of handicap in their lives which they had to overcome. Some had traumatic childhoods, some had problems such as dyslexia, others were shorter than average. This perhaps taught them the independence of mind that is needed to go out on a limb and not worry about what others are thinking about you.

This table shows the differences between being a leader and being a manager. But many people lead and manage at the same time, and so may display a combination of behaviors.

Subject	Leader	Manager
Essence	Change	Stability
Focus	Leading people	Managing work
Have	Followers	Subordinates
Horizon	Long-term	Short-term
Seeks	Vision	Objectives
Approach	Sets direction	Plans detail
Decision	Facilitates	Makes
Power	Personal charisma	Formal authority
Appeal to	Heart	Head
Energy	Passion	Control

Culture	Shapes	Enacts
Dynamic	Proactive	Reactive
Persuasion	Sell	Tell
Style	<u>Transformational</u>	<u>Transactional</u>
Exchange	Excitement for work	Money for work
Likes	Striving	Action
Wants	Achievement	Results
Risk	Takes	Minimizes
Rules	Breaks	Makes
Conflict	Uses	Avoids
Direction	New roads	Existing roads
Truth	Seeks	Establishes
Concern	What is right	Being right
Credit	Gives	Takes
Blame	Takes	Blames

TEXT 2.2

Leadership and [management](#) are both different types of ways that a person can be in charge of others. Sometimes they will overlap, as managers can lead and leaders can manage, but the two concepts are not always synonymous.

Management can mean taking control of something or using it with more care, as in 'time management'. It can also be a collective noun for managers or administrators.

Managers are people who are paid to manage something – manage meaning to be in charge of or handle with skill. This can mean other people, finances, press, a group of other managers, or any other thing. In short, managers are paid to make sure everything is running smoothly with whatever they are in put in charge of.

The kinds of managers that people are most familiar with – and who are most comparable to leaders – are the ones who manage other employees. Anyone who's been employed by a company has likely had a [manager](#) at some point. These managers are expected to coordinate their employees, make sure that everyone is performing

well and deal with it if they aren't, and to make sure that their employees get paid and get any other benefits that they should receive. Sometimes, managers don't do all of this, but the title refers more to their position in their company than it does their skills.

Leadership is either the qualities that allow someone to lead, or a collective noun for leaders. This brings us to the word leader, and what it can mean. In short, a leader is a thing or a person who gains followers. Sometimes, this can mean being the first at something. For instance, in the entertainment industry, someone who makes a successful game, book, or movie will often have other people make similar products in order to cash in on the first one's success. The first one is often called an industry leader, and the others are followers, or also known as clones.

A leader can also be someone who is the foremost of anything. For example, the company considered to have the best customer service would be the leader of customer service.

Leadership, however, is more specifically the qualities that allow a person to be able to lead other people, or how they attract other people to their cause. Leadership is, for the most part, about inspiring other people. A good leader is someone who is able to win over others and get them to want to [join](#) their cause. Once the other people have joined, a leader will ensure that those people are taken care of, that they perform any tasks well, and that they continue to want to follow the cause.

A good leader might be someone who comes up with good ideas, and can articulate them in a way that makes other people excited about them. The leader might be someone who can understand other people well, and appeal to them in a way that resonates with them. Charisma – or the ability to attract people – can also be a valuable trait, but a leader will also have to be able to follow through on their promises and to assume responsibility for the people under them.

Leadership is about inspiring other people to follow them, but it is also about caring for their followers and often trying to make people's lives better in some way.

Management is a job title, while leadership is a description of qualities. Because of this, it's entirely possible to be both at the same time. If a [manager](#) is good at inspiring other people to do their best and to follow their company's ideals, then that manager is also a leader.

Task 2. Make up a summary of the text 2.2.

TEXT 2.3

While the words manager and leader may appear to mean they same thing, they do not. A manager is someone who manages and is responsible for the important aspects of a job, project, or team. A leader is someone who is influential, takes charge, and is an example for others. Managers and leaders usually obtain their title in a work, educational, or team environment through a demonstration of their [management](#) and leadership skills. In an ideal situation, a manager should possess leadership qualities, and similarly a leader should possess managerial qualities.

Managers have different responsibilities based on what they do and who they are managing. They have the ability to delegate and implement plans for a business or team. Managers are necessary to keep a consistent understanding of who is in charge in a group. A leader is a person who takes the lead in a group and chooses to perform to the best of his ability and helps others do the same. In a team, school, or professional setting, a successful manager should have both managerial and leadership qualities.

Some look at leaders and managers as different because a leader tends to deal with the personal issues of a group, whereas a manager manages tasks and projects, not people. Additionally it is believed that a manager, because they are considered superior, has subordinates. Subordinates are people who should follow and do what they are instructed to by their manager. A leader does not have subordinates, a leader has followers. Followers are people who believe in what the leader teaches or does because they have earned a certain amount of reverence. A follower is not forced to follow the leader, unlike a manager and his subordinates.

There are also different responses to certain situations which are typical of a manager and a leader. A manager strives to obtain results by making rules, remaining in control, and reacting to situations they may encounter. A leader chooses to achieve goals through passion, heart, and charisma. The leader is said to have better people skills than a manager, so they tend to focus on human [emotion](#) and desires. Managers do not incorporate human emotion or desire into their decisions; they prefer to use concise, scientific methods of managing a group.

While a manager and leader have very different characteristics which help them succeed, it is those leadership and managerial qualities which come together to make a good manager, who should also be a leader.

Task 2. Say if it is true or false.

1. A manager manages and takes responsibility of a situation.
2. A leader takes charge, is influential, and sets an example.
3. The manager is an example for others and is someone who doesn't necessarily have a large responsibility.
4. A leader has responsibilities and is able to delegate and implement plans.
5. Managers have subordinates who follow their rules.
6. Leaders don't focus on human emotion and charisma to lead.
7. Managers focus on concise, scientifically proven methods to lead.

Task 2. Make up a summary of the text 2.3

3. AREAS OF MANAGEMENT

TEXT 3.1. Human Resource Management vs Personnel management

Some say that there are no basic differences between Human Resource Management and Personnel management. These experts say that the two terms – HRM and Personnel management – have no difference in their meaning, and can be used interchangeably. But there are many experts who have come up with many differences between the two.

Personnel management is regarded to be more administrative in nature. Personnel management basically deals with the employees, their payroll and employment laws. On the other hand, Human Resources Management deals with the management of the work force, and contributes to an organization's success.

Human Resources Management is spoken about in a much broader sense than Personnel Management. It has been said that HRM incorporates and develops personnel management skills. It is Human Resources Management that develops a team of employees for an organization.

Personnel management can be considered as reactive, in the sense that it provides concerns and demands as they are presented. On the contrary, Human resources Management can be stated to be proactive, as it pertains to the continuous development of policies and functions for improving a company's workforce.

Whereas personnel management is independent from an

organization, the Human Resources Management is an integral part of a company or an organization.

One can also come across differences in motivational aspects. While Personnel [management](#) tends to motivate the employees with compensations, rewards and bonuses, Human Resources Management tends to provide motivation through human resources, effective [strategies](#) for facing challenges, work groups, and job creativity.

Personnel management focuses on administrating people. On the contrary, the prime focus of Human Resources Development is to build a dynamic culture.

Task 1. Match the synonyms.

Payroll	Relate
Challenge	Contain
Pertain	Salary
Incorporate	Essential
Integral	Difficulty

Task 2. Say if it is true or false.

1. Personnel management deals with the management of the work force, and contributes to an organization's success.
2. HRM basically deals with developing personnel management skills.
3. Personnel management is considered to be proactive.
4. Human Resources Development focuses on administrating people or employees.
5. Personnel management is independent from an organization.
6. It is Human Resources Management that develops a team of employees for an organization.
7. The prime focus of Personnel management is to build a dynamic culture.
8. Human Resources Management forms an integral part of a company or an organization.

Task 3. Make up a summary of the text.

TEXT 3.2. Management vs Administration

Task 1. Focus on the topical vocabulary.

Entirety – полнота, целостность

Confine - ограничение, предел

Framework – структура, система

Leverage – усиливать

Crucial - ключевой, критический, важный

Management and administration may seem the same, but there are differences between the two. Administration has to do with the setting up of objectives and crucial policies of every organization. What is understood by management, however, is the act or function of putting into practice the policies and plans decided upon by the administration.

Administration is a determinative function, while [management](#) is an executive function. Administration makes the [important](#) decisions of an enterprise in its entirety, whereas management makes the decisions within the confines of the framework, which is set up by the administration.

Administration is the top level, whereas management is a middle level activity. If one were to decide the status, or position of administration, one would find that it consists of owners who invest the capital, and receive profits from an organization. Management consists of a group of managerial persons, who leverage their specialist skills to fulfill the objectives of an organization.

Administrators are usually found in government, military, religious and educational organizations. Management is used by business enterprises. The decisions of an administration are shaped by public opinion, government policies, and social and religious factors, whereas management decisions are shaped by the values, opinions and [beliefs](#) of the managers.

In administration, the planning and organizing of functions are the key factors, whereas, so far as management is concerned, it involves motivating and controlling functions. When it comes to the type of abilities required by an administrator, one needs administrative qualities, rather than technical qualities. In management, technical abilities and human relation management abilities are crucial.

Administration usually handles the business aspects, such as [finance](#). It may be defined as a system of efficiently organizing people

and resources, so as to make them successfully achieve common goals and objectives. Administration is perhaps both an art and a science. This is because administrators are ultimately judged by their performance. Administration must incorporate both leadership and vision.

Management is really a subset of administration, which has to do with the technical and mundane facets of an organization's operation. It is different from executive or strategic work. Management deals with the employees. Administration is above management, and exercises control over the finance and licensing of an organization.

Therefore, we can see that these two terms are distinct from one another, each with their own set of functions. Both these functions are crucial, in their own ways, to the growth of an organization.

Task 2. Match the synonyms.

List A

Confine
Leverage
Objective
Facet
Work

List B

Aspect
Purpose
Performance
Enhance
Limit

Task 3. Say if it is true or false.

1. Management is the act or function of putting into practice the policies and plans decided upon by the administration.

2. Administration is an executive function, while management is a determinative function.

3. Management makes the important decisions of an enterprise in its entirety.

4. Administrators are mainly found in business enterprises.

5. Management is used by government, military, religious and educational organizations.

Task 4. Make up a summary of the text 3.2.

TEXT 3.3. Tourism Management vs Hospitality Management

Task 1. Focus on the topical vocabulary.

Hospitality – гостеприимство, гостиничный бизнес

Attraction - достопримечательность

Distinction – различие

Accommodation - жилье, размещение, проживание

Destination – направление, место назначения

Anticipate - предвидеть, предугадывать

A lot of people enjoy traveling to different places just to see the most astonishing parts of the world. Due to this attraction, tourism and hospital [management](#) surfaced from the industry. Experts have predicted that industries such as IT, telecommunications, and tourism will dominate the 21st century. Tourism management and hospitality management are two programs which are often thought of as under the same roof. But these two management programs have some distinctions from each other.

Generally, tourism management involves a wide range of activities which begins from ticketing to guidance of tourists in popular attractions. This also involves the arrangement of comfortable stays and [entertainment](#) for the tourists. Hospitality management deals with the tourists' accommodation needs in resorts, hotels, restaurants, pubs, and bars.

When you choose to enter the world of tourism management, you will learn about the [marketing](#) and managing of different tourist facilities including destinations. Tourist facilities and destinations include: hotels, resorts, theme parks, [government](#) tourism divisions, cruises, and even airlines. Other areas you will learn are about are: transportation, [food](#) and lodging, and travel brokers. There are several opportunities when you choose tourism management. You will have the chance to practice your profession internationally because the program offers the students overseas trips which are very important to their learning. Prior to graduation, the students can develop an area of interest when they participate in international courses. If you are successful in this career, you can have the title of a marketing director, hotel manager, event planner, or even a researcher for the tourism department.

Hospitality management refers to the management of restaurants, travel agencies, hotels, and other institutions

which deal with the hospitality industry. When people travel, eat out, stay in a hotel, go out to watch movies, and other similar activities, they are patronizing the [services](#) of the hospitality establishment. Managing such activities in an establishment requires a manager to be flexible and be able to anticipate the needs of his clients. The manager also has the [task](#) of handling staff, training employees, and setting standards and guidelines. If you want to choose this career, you need to have excellent customer service relations skills. You also need to think quickly because you are doing a lot of anticipation upon the arrival of your guests and visitors. You also need to have good managerial skills like being tough but fair with your employees.

Those who attend tourism and hospitality management training courses can choose an associate's degree, [certification](#) program, or a bachelor's degree. Every course is designed to prepare the students for a managerial position and relating with people. When you graduate in these careers, you will obtain good salaries and benefits in the near future.

Task 2. Match the synonyms.

List A

Hospitality
 Broker
 Guidance
 Benefit
 Attraction
 Accommodation
 Destination
 Distinction
 Obtain
[Entertainment](#)
 Facility
 Anticipate

List B

Difference
 Object
 Advantage
 Sight
 Amusement
 Direction
 Instruction
 Welcome
 Foresee
 Housing
 Intermediary
 Get

Task 3. Say if it is true or false.

1. Tourism management and hospitality management are two programs which are often thought of as under the same roof.
2. Tourism management involves the tourists' accommodation needs in resorts, hotels, restaurants, pubs, and bars.

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3. Hospitality management deals with a wide range of activities which begins from ticketing to guidance of tourists in popular attractions.

4. When you choose to enter the world of tourism management, you will learn about handling staff, training employees, and setting standards and guidelines.

5. You can have the title of a marketing director, hotel manager, event planner, or even a researcher for the tourism department.

6. A hospitality manager has the task of marketing and managing different tourist facilities including destinations.

Task 4. Make up a summary of the text 3.3.

4. WAYS MAKING AVERAGE MANAGERS INTO OUTSTANDING ONES

Task 1. Read; translate and retell the text 4.1.

Thoughtful - заботливый, внимательный, чуткий

Morale - боевой дух, моральное состояние, моральный дух, моральный климат

Bottom-line - практический результат; чистая прибыль

TEXT 4.1

Do you want to be the best manager around and earn the respect you deserve?

Do you want to motivate your staff, increase their productivity and be a super-successful manager?

Top successful managers never overlook this fact: loyal, productive employees are one of your biggest assets. Thus, mastering the art of employee motivation techniques is crucial to maintaining a work environment that is good for both the company and the employees.

You can easily set the right tone in the workplace by learning to respond to a basic need we all share... which is to be respected and valued.

Respect

Everyone wants to be treated with respect. And as a company owner or manager, your words, body language, even your facial expressions can make a huge difference in how employees perceive your opinion of them. The demonstrations of respect could

include asking employees for suggestions to improve operations and/or management. It's another way of saying, "I respect and value your opinions." Even offering constructive criticism, in private, to a worker says, "I respect you enough not to embarrass you in front of your co-workers..."

Recognition

Two powerful words are important in employee motivation... "Great Job!". By recognizing the work of others, you motivate them to keep working. You'll find that regularly giving verbal or written praise for a job well done goes a long way in making employees feel appreciated. If workers feel that they play an important part in the company by the work they provide, then they are much more likely to seek ways to improve their performance.

Reward

While cash incentives are a sure way to put a smile on an employee's face, there are other creative ways to motivate employees through "thoughtful" gestures. For individual rewards, how about gift certificates for DVD rentals, music CD purchases, theme park tickets or "Dinner for 2"? For group or departmental appreciations, consider a "Leave Work 30 Minutes Early Next Friday" reward. Or once-a-month, provide treats in honour of those celebrating birthdays in that calendar month. You are limited only by your imagination and budget.

Placing respect, recognition and reward at the heart of your employee motivation efforts will serve to boost morale, increase productivity and positively affect the company's bottom-line.

TEXT 4.2. Difference between Efficiency and Effectiveness

Efficiency and effectiveness are both commonly used management terms. Yet, while they sound similar and start with the same letters, they both mean different things.

Efficiency refers to doing things in a right manner. Scientifically, it is defined as the output to input ratio and focuses on getting the maximum output with minimum resources. Effectiveness, on the other hand, refers to doing the right things. It constantly measures if the actual output meets the desired output.

Since efficiency is all about focusing on the process, importance is given to the 'means' of doing things whereas effectiveness focuses on achieving the 'end' goal.

Efficiency is concerned with the present state or the 'status quo'. Thinking about the future and adding or eliminating any

resources might disturb the current state of efficiency. Effectiveness, on the other hand, believes in meeting the end goal and therefore takes into consideration any variables that may change in the future.

In order to be efficient time and again, discipline and rigor is required. This can build inflexibility into the system. Effectiveness, on the other hand, keeps the long term strategy in mind and is thus more adaptable to the changing environment.

Since efficiency is about doing things right, it demands documentation and repetition of the same steps. Doing the same thing again and again in the same manner will certainly discourage innovation. On the other hand, effectiveness encourages innovation as it demands people to think, the different ways they can meet the desired goal.

Efficiency will look at avoiding mistakes or errors whereas effectiveness is about gaining success.

In the earlier days of mass production, efficiency was the most important performance indicator for any organization. However, with consumers facing an increasing number of choices, effectiveness of an organization is always questioned. In order to be a successful organization, there needs to be a balance between effectiveness and efficiency. Only being efficient and not meeting the requirements of the stakeholders of the organization is of little use to anybody. And effectiveness may result in success but at what cost?

Task 1. Agree or disagree with the following statements:

1. Efficiency means doing the things right.
2. Effectiveness focuses on the end.
3. Efficiency is restricted to the present state.
4. Organizations have to be both effective and efficient in order to be successful.
5. Effectiveness involves thinking long term.
6. Effectiveness focuses on the process or 'means'.

Task 2. Make up a summary of the text.