МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ

ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ ІМЕНІ СЕМЕНА КУЗНЕЦЯ

ДІЛОВЕ СПІЛКУВАННЯ ІНОЗЕМНОЮ (АНГЛІЙСЬКОЮ) МОВОЮ

**Методичні рекомендації
до практичних завдань
та самостійної роботи**
здобувачів вищої освіти III курсу
всіх спеціальностей
першого (бакалаврського) рівня

**Харків
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Д46 тронний ресурс] : методичні рекомендації до практичних завдань та самостійної роботи здобувачів вищої освіти III курсу всіх спеціальностей першого (бакалаврського) рівня / уклад. І. О. Решетняк. – Харків : ХНЕУ ім. С. Кузнеця, 2024. – 32 с. (Укр. мов., англ. мов.)

Наведено тексти й завдання, які дають змогу поліпшити рівень володіння англійською мовою і набувати додаткових знань за темами "Корпоративна стратегія" та "Лідерство".
Рекомендовано для здобувачів вищої освіти III курсу всіх спеціальностей першого (бакалаврського) рівня.

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Вступ

Навчання іноземної мови в Харківському національному економічному університеті імені Семена Кузнеця має як комунікативно орієнтований, так і професійно спрямований характер. Його завдання визначено комунікативними й пізнавальними потребами фахівців відповідного профілю, а також мають за мету надати змогу набуття комунікативної компетентності, рівень якої на окремих етапах мовної підготовки дозволяє використовувати іноземну мову практично як у професійній діяльності, так і з метою самоосвіти. До роботи ввійшли дві важливі теми сучасного бізнесу: корпоративна стратегія та лідерство. Кожну тему подано за допомогою автентичних текстів з оригінальних англомовних джерел, які супроводжують великою кількістю різноманітних лексико-граматичних вправ, питань для дискусій та відео з подальшим обговорюванням. Основна мета роботи – надати здобувачам вищої освіти III курсу всіх спеціальностей матеріал для аудиторної та самостійної роботи.

Наведені мовленнєві зразки та вправи будуть сприяти усному закріпленню тематичної лексики та розвитку комунікативних компетентностей здобувачів вищої освіти.

Strategy
Warm-up

1. What is corporate strategy?
2. Why is outlining corporate strategy so important?
3. Who is responsible for outlining corporate strategy?
4. What should be taken into consideration when defining the corporate strategy?
5. What is SWOT analysis for?
6. Which are the crucial factors for any strategy to succeed?
7. Give examples of companies that employed successful strategies in order to survive.

What is Corporate Strategy

The formulation of corporate strategy is a subject which does not lend itself to a generic approach which can be copied and tailored to fit. The various examples are given as such, and are not put forward as best practice. Even some of the definitions and concepts are interpreted in different ways, and individual circumstances will dictate how a specific strategy should be developed and implemented, depending on the circumstances of the organisation in question.

Corporate strategy is based on knowing:

where your organisation is today;

where you want it to be;

how you want to get there.

The risk of not changing and improving can be as significant as the risks which may affect your plans to develop your business – your competition is almost certainly changing and moving ahead, and you are likely to be left behind in terms of efficiency, reputation and financial success if you do not learn lessons and appreciate what factors may influence your likely success in delivering your business goals.

These factors have an impact on your corporate strategy and business plan. If the purpose of the plan is business development rather than (just) a means of raising finance, it should be the basis for your management system – if the business plan is finalised on Friday afternoon, the management system is how you will implement it from next Monday morning.

Defining corporate strategy is a process. The objective of the process is to combine the activities of the various functional areas of a business in a way which will achieve its organisational objectives.

It is not always written down or explicit, but it should determine how the company:

• is organised;

• sets objectives, defines policies and allocates resources;

• operates on a day-to-day basis (i.e. its operational processes).

The output of the process is a strategic plan which will set the parameters for detailed operational and departmental plans.

Corporate strategy is concerned with deploying the available resources to achieve company's objectives whereas tactics are concerned with employing them. Strategy will affect the overall direction of the organisation and establish its future working environment.

Corporate strategy defines the markets and the businesses in which an organisation chooses to operate. Competitive or business strategy defines the basis on which it will compete. Corporate strategy is typically decided in the context of the organisation's mission and vision (what the organisation does, why it exists, and what it intends to become).

Competitive strategy depends on an organisation's capabilities, strengths, and weaknesses in relation to market characteristics and the corresponding capabilities, strengths, and weaknesses of its competitors. According to Porter, competition within an industry is driven by five basic factors:
- threat of new entrants;
- threat of substitute products or services;
- bargaining power of suppliers;
- bargaining power of buyers;
- rivalry amongst existing firms.

In Top Management Strategy, Benjamin Tregoe and John Zimmerman, of Kepner-Tregoe, Inc, define strategy as "the framework which guides those choices that determine the nature and direction of an organisation. Ultimately, this comes down to selecting products (or services) to offer and the markets in which to offer them."

They propose that executives base these decisions on a single "driving force" of the business. Although there are nine possible driving forces, they say that only one can serve as the basis for strategy for a given business. The nine possibilities are:
- products offered;
- production capability;
- natural resources;
- market needs;
- method of sale;
- size/growth;
- technology;
- method of distribution;
- return/profit.

When clearly defined, a corporate strategy will work to establish the overall value of business, set strategic goals and motivate employees to achieve them. It is a continuous process that should be carefully tailored to respond appropriately to changing conditions in the marketplace.

Comprehension

1. In your opinion, why is the formulation of corporate strategy not so easy and requires an individual approach in each definite case?

2. What should be borne in mind when formulating the corporate strategy?

3. What can influence the process of achieving the business goals?

4. What does the process of defining the corporate strategy include? And what is the outcome of this process?

5. What is the difference between a strategy and tactics?

6. How does the corporate strategy differ from business and competitive strategy?

7. What are the main factors that drive the competition within an industry?

8. What do you think why only one driving force can serve as the basis for strategy for a given business?

Four Key Components of Corporate Strategy

In the business world, from start-ups to industry leaders, developing a sound corporate strategy is crucial to consistently meeting goals and achieving long-term success. Corporate strategy at its core concerns itself with the entirety of a business, where decisions are made in regard to its overall growth and direction. Ultimately, corporate strategy strives to create value, develop a unique marketing advantage, and seize maximum market share.

Several components are involved in developing a comprehensive corporate strategy. The four most widely accepted key components of corporate strategy are visioning, objective setting, resource allocation, and prioritisation.

Visioning

Setting the high-level direction of the organisation – namely the vision, mission and potentially corporate values – is the overriding purpose of the visioning component. Visioning for your company's future has become an increasingly important element of corporate leadership. Companies should plan 3 to 5 years into the future and involve as many key personnel in the visioning process to foster a higher level of commitment and teamwork. In

creating a corporate vision statement, the primary goal should be to respond to how leadership sees the company evolving in the future.

Objective setting

Developing the visioning aspects created and turning them into a series of high-level objectives for the company, typically spanning 3 – 5 years in length, is the basis for objective setting. Strategic objectives are the big-picture goals for the company: they describe what the company will do to try to fulfill its mission. Having strategic objectives in place allows a company to measure its progress. Clearly communicating these objectives to personnel ensures that everyone is focused on the highest-priority tasks and is operating under the same assumptions about the company's future.

Resource allocation

This corporate strategy component refers to the decisions which concern the most efficient allocation of human and capital resources in the context of stated goals and objectives. Resource allocation involves planning, managing and assigning resources in a form that helps to reach a company's strategic goals. In an effort to maximize the value of the entire firm, leaders must determine how to allocate these resources to the various businesses or business units to make the whole greater than the sum of the parts.

Prioritisation or strategic tradeoffs

Prioritisation – or identifying strategic tradeoffs – is one of the most challenging aspects of corporate strategy at its core. Since it's not always possible to take advantage of all feasible opportunities, and because business decisions almost always entail a degree of risk, companies need to take these factors into account in arriving at the optimal strategic mix. It's important for companies to balance the strategic tradeoffs between risk and return and ensure that the desired levels of risk management and return generation are being pursued.

Comprehension

1. What are the main objectives of corporate strategy?

2. Name 4 key components of corporate strategy and define their role.

3. What is visioning about?

4. Why are strategic objectives so important and what is necessary to ensure that they are achieved.

5. What sort of resources does any company have and what should be done to use them efficiently?

6. What is meant by strategic tradeoffs and what sort of balance should be struck?

Exercises

Ex. 1. Read the text about SWOT analysis and fill the gaps with the words below.

SWOT, opportunities, problem, strategy, current, framework, strengths, weaknesses, information, spaces, future, square, dangers, criteria, threats.

All organisations need to have a (1) … to help them to analyse their (2) … position and then to use that (3) … to help them to prepare for the (4) … . There are many different ways that they can do this. Probably, the best known is what is called the (5) … analysis. This very neatly divides the (6) … into four areas. It is normally represented as a (7) … divided into four parts. At the top you have the S for (8) … and the W for (9) … . And then on the bottom line you have the O for (10) … and then T for (11) … . The idea is that if you analyse a business using these four (12) … , then you should have the basic information to allow you to map out what the best (13) … might be.

Under strengths, you would put the things that it does well, and then under weaknesses, the thing that it does not do quite so well. That leaves two (14) … : one for opportunities that the company is in a position to exploit, and one for threats – the (15) … that it will be exposed to in its markets in the future.

Ex. 2. The Quadrant corporation has prepared a SWOT analysis. Some of the different points that appear in the analysis are listed below. Under which heading would you put them?

1. Our prices are higher than the competition but our margins are lower.
2. Planned EU legislation will force us to invest in new equipment.
3. We have a highly-skilled young staff.
4. We have a strong internet presence.
5. We have discovered a new and potentially cheaper source of supply.
6. Our brands are not recognized internationally.
7. New companies are entering our industry.
8. Analysis shows our products could be successfully introduced in Asia.

Ex. 3. Complete the text with the following words.

Leaders, trends, threat, founder, opportunity, concept.

Mario Moretti Poligato is the (1) … of Geox footwear. In the early 1990s he created a new footwear (2) … : a special membrane that could be used in shoes to prevent perspiration. He approached Nike, Adidas, Timberland, the (3) … of the footwear market.

But nobody was interested. So, he decided to go it alone and set up his company with five employees. Today the company has 2,800 employees and sales of $350m. Mario thinks the company's next (4) … will come from the clothing market and he plans to produce a range of clothes incorporating the same patented material. The only (5) … that Geox faces is the same for all fashion businesses: a sudden shift in consumer (6) … .

Ex. 4. Replace the missing prepositions in the following sentences.

1. Some companies expect too much … an alliance.

2. Firms which start by co-operating … each other sometimes end up competing … each other.

3. At certain times, the wisest strategy for a company may be to focus … its main activities.

4. It is never a good idea to concentrate too much … research and development at the expense of marketing.

5. The Coca-Cola company, which is based … the US, depends greatly… marketing.

6. If strict controls are imposed … a company, its profitability can often be improved.

7. Multinational companies spread their financial risks … many markets.

8. When faced … recession, companies adopt various tactics to survive.

Ex. 5. Read the questions from shareholders at the annual meeting of Topaz, a car company. Complete the chief executive's answers with the words and expressions below.

Strategies, resources, strategic move, planning, resource allocation

1. – Why has the company bought its rival, Rivera?

– This was a … to broaden our customer base.

2. – Some of Topaz's plants have very low productivity. What are you doing about this?

– We have taken steps to ensure that our … are used more effectively. This is an important part of our strategic … process.

3. – Why are you closing one of the plants?

– This is an issue of … . We don't have infinite financial resources and we want to concentrate investment on the most productive plants.

4. – Was this the only goal that was considered? Did you also look at the possibility of being a mass producer of vehicles?

– We looked at a number of different … and decided that the high-tech option was the best one to follow.

How would you answer these questions?

Ex. 6. Match the italicised phrases (1 – 5) to the expressions below that refer to the same idea.

Withdraws from, dominates, defends, attacks, establishes a foothold.

Coffeeway (CW) is a successful American chain of coffee shops. It wanted to (1) *aggressively enter* the Chinese coffee shop market, with shops all over China. CW signed an agreement with a partner, Dragon Enterprises (DE). CW and DE decided to (2) *start by opening just one coffee shop* in Shanghai in order to test the market. This was very successful, so CW and DE decided to open shops all over China. It took CW and DE five years to (3) *be the biggest in* the market, with a 70 per cent market share among coffee shop chains in China. One of their competitors, California Coffee, tried to (4) *protect* its market share by cutting prices. But this strategy did not work, and California Coffee later sold its outlets to CW/DE and decided to (5) *leave the market*.

Discussion

A. Which of the following factors do you think a company considers when it undergoes the strategic planning process? Put them in order of importance.

Product development, economic forecasts, competitors, technology, human and financial resources, fashion and trends, current sales.

B. Read the following definitions of corporate strategy and comment upon them.

According to Alfred Chandler, corporate strategy is the determination of the basic long-term goals and the objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals.

Andrews amended and amplified this definition by saying that corporate strategy is the pattern of major objectives, purposes or goals and essential policies or plans for achieving those goals, stated in such a way as to define what business the company is in or is to be in and the kind of company it is or is to be.

Both definitions define strategy in terms of intentions. Still some authors argue that organisations may sometimes pursue strategies they never intended.

Watching and discussing

Ex. 1. Follow the weblink, watch the video "What is Strategy" and answer the questions below [11]**.**

1. Why is it rather difficult to say what strategy is?

2. Which question may help in defining strategy?

3. What does the process of developing strategy involve?

4. What are the 3 levels of strategy development? Describe each of them.

5. Why is each level important?

Leadership

Warm-up

1. Which modern or historical leaders do you most admire? Which do you admire the least? Why?

2. What makes a great leader? Give a list of characteristics.

3. Are there differences between men and women as leaders?

4. Do you think great leaders are born or made?

5. Do you think first-born children make the best leaders?

6. What is the difference between a manager and a leader?

7. Which leadership styles do you know? Which appeals to you most and why?

Leadership Styles

A leadership style is a leader's way of providing direction, implementing plans, and motivating people. It is the result of the philosophy, personality, and experience of the leader. Rhetoric specialists have also developed models for understanding leadership.

Different situations call for different leadership styles. In an emergency when there is little time to converge on an agreement and where a designated authority has significantly more experience or expertise than the rest of the team, an autocratic leadership style may be most effective; however, in a highly motivated and aligned team with a homogeneous level of expertise, a more democratic or laissez-faire style may be more effective. The best style is one that most effectively achieves the objectives of the group while balancing the interests of its individual members.

Autocratic or authoritarian. Under the autocratic leadership style, all decision-making powers are centralized in the leader, as with dictators. Autocratic leaders do not ask for or entertain any suggestions or initiatives from subordinates. Autocratic management can be successful as it provides strong motivation to the manager. It permits quick decision-making, as only one person decides for the whole group and keeps each decision to him/herself until he/she feels it needs to be shared with the rest of the group.

Participative or democratic. The democratic leadership style consists of the leader sharing decision-making abilities with group members by promoting the interests of the group members and by practicing social equality. This has also been called shared leadership.

Laissez-faire or free-rein leadership. In laissez-faire or free-rein leadership, decision-making is passed on to the subordinates. (The phrase *laissez-faire* is French and literally means "let them do"). Subordinates are given the right and power to make decisions to establish goals and work out the problems or hurdles, and are given a high degree of independence and freedom to formulate their own objectives and ways to achieve them.

Task-oriented. Task-oriented leadership is a style characterised by a leader's concentration on the necessary tasks to achieve specific production objectives. Leaders following this approach emphasise the creation of systematic solutions for given problems or goals, ensuring strict adherence to deadlines, and achieving targeted outcomes. Unlike leaders who prioritise accommodating group members, those with a task-oriented approach concentrate on obtaining precise solutions to fulfill production aims. Consequently, they are skilled at ensuring timely goal attainment, although the well-being of their group members might be compromised. These leaders maintain an unwavering focus on both the overall goal and the assigned tasks for each team member.

Relationship-oriented. Relationship-oriented leadership is a style in which the leader focuses on the relationships amongst the group and is generally more concerned with the overall well-being and satisfaction of group members. Relationship-oriented leaders emphasise communication within the group, show trust and confidence in group members, and show appreciation for work done. Relationship-oriented leaders are focused on developing the team and the relationships in it. The positives to having this kind of environment are that team members are more motivated and have support. However, the emphasis on relations as opposed to getting a job done might make productivity suffer.

Paternalism. Paternalism leadership style often reflects a father-figure mindset. The structure of team is organised hierarchically where the leader is viewed above the followers. The leader also provides both professional and personal direction in the lives of the members. Members' choices are limited due to the rigid direction given by the leader. The term paternalism is from the Latin *pater* meaning "father". The leader is most often a male. This leadership style is often found in Russia, Africa, and Pacific Asian Societies.

Servant leadership. With the transformation into a knowledge society, the concept of servant leadership has become more popular, notably through modern technology management styles such as Agile. In this style, the leadership is externalised from the leader who serves as a guardian of the methodology and a "servant" or service provider to the team they lead. The cohesion and common direction of the team is dictated by a common culture, common goals and sometimes a specific methodology. This style is different from the laissez-faire in that the leader constantly works towards reaching the common goals as a team, but without giving explicit directions on tasks.

Transactional and transformational leadership. Transactional leadership refers to an exchange relationship between a leader and followers in which they both strive to meet their own self-interests. The term transactional leadership was introduced by Weber in 1947. There are several forms of transactional leadership, the first being contingent reward, in which the leader outlines what the follower must do to be rewarded for the effort. The second form of transactional leadership is management-by-exception, in which the leader monitors performance of the follower and takes corrective action if standards are not met. Finally transactional leaders may be laissez-faire, avoiding taking any action at all.

Comprehension

1. What does the choice of the leadership style depend on?

2. Can one and the same leadership style be employed in different periods of company life?

3. Which is the best leadership style?

4. In your opinion, what are the advantages and disadvantages of each leadership style?

Styles of Execution

A study comparing British and German approaches to management has revealed the deep gulf which separates managerial behaviour in many German and British companies. The gap is so fundamental, especially among middle managers, that it can pose severe problems for companies from the two countries which either merge or collaborate. The findings are from a study called "Managing in Britain and Germany" carried out by a team of German and British academics from Mannheim University and Templeton College, Oxford.

The differences are shown most clearly in the contrasting attitudes of many Germans and Britons to managerial expertise and authority, according to the academics. This schism results, in turn, from the very different levels of qualification, and sorts of career paths, which are typical in the two countries.

German managers – both top and middle – consider technical skill to be the most important aspect of their jobs, according to the study. It adds that German managers consider they earn their authority with colleagues and subordinates from this "expert knowledge" rather than from their position in the organisational hierarchy.

In sharp contrast, British middle managers see themselves as executives first and technicians second. As a result, German middle managers may find that the only people within their British partner companies who are capable of helping them solve routine problems are technical specialists who do not have management rank. Such an approach is bound to raise status problems in due course.

Other practical results of these differences include a greater tendency of British middle managers to regard the design of their departments as their own responsibility, and to reorganise them more frequently than happens in

Germany. German middle managers can have "major problems in dealing with this", the academics point out, since British middle managers also change their jobs more often. As a result, UK organisations often undergo "more or less constant change".

Of the thirty British middle managers in the study, thirteen had held their current job for less than two years, compared with only three in Germany. Many of the Britons had also moved between unrelated departments or functional areas, for example from marketing to human resources. In contrast, all but one of the Germans had stayed in the same functional area. Twenty of them had occupied their current position for five years or more, compared with only five of the Britons.

The researchers almost certainly exaggerate the strengths of the German pattern, its very stability helps to create the rigid attitudes which stop many German companies from adjusting to external change. But the authors of the report are correct about the drawbacks of the more unstable and less technically oriented British pattern. And they are right in concluding that the two countries do not merely have different career systems but also, in effect, different ways of doing business.

Comprehension

1. How do British and German approaches to management differ?

2. What does this difference result from?

3. What are the consequences of these differences for companies who are going to merge?

4. How would you describe the British managers? The German managers?

Cross-Cultural Management

Managing a truly global multinational company would obviously be much simpler if it required only one set of corporate objectives, goals, policies, practices, products and services. But local differences often make this impossible. The conflict between globalization and localization has led to the invention of the word "glocalization". Companies that want to be successful in foreign markets have to be aware of the local cultural characteristics that affect the way business is done.

A fairly obvious cultural divide that has been much studied is the one between, on the one hand, the countries of North America and north-west Europe, where management is largely based on analysis, rationality, logic and systems, and, on the other, the Latin cultures of southern Europe and South America, where personal relations, intuition, emotion and sensitivity are of much greater importance.

The largely Protestant cultures on both sides of the North Atlantic (Canada, the USA, Britain, the Netherlands, Germany, Scandinavia) are essentially individualist. In such cultures, status has to be achieved. You don't automatically respect people just because they've been in a company for 30 years. A young, dynamic, aggressive manager with an MBA (a Master in Business Administration degree) can quickly rise in the hierarchy. In most Latin and Asian cultures, on the contrary, status is automatically accorded to the boss, who is more likely to be in his fifties or sixties than in his thirties. This is particularly true in Japan, where companies traditionally have a policy of promotion by seniority. A 50-year-old Japanese manager, or a Greek or Italian or Chilean one, would quite simply be offended by having to negotiate with an aggressive, well-educated, but inexperienced American or German 20 years his junior. A Japanese would also want to take the time to get to know the person with whom he was negotiating, and would not appreciate an assertive American who wanted to sign a deal immediately and take the next plane home.

In northern cultures, the principle of pay-for-performance often successfully motivates sales people. The more you sell, the more you get paid. But the principle might well be resisted in more collectivist cultures, and in countries where rewards and promotion are expected to come with age and experience. Trompenaars gives the example of a sales rep in an Italian subsidiary of a US multinational company who was given a huge quarterly bonus under a new policy imposed by head office. His sales – which had been high for years – declined dramatically during the following three months. It was later discovered that he was deliberately trying not to sell more than any of his colleagues, so as not to reveal their inadequacies. He was also desperate not to earn more than his boss, which he thought would be an unthinkable humiliation that would force the boss to resign immediately.

Trompenaars also reports that Singaporean and Indonesian managers objected that pay-for-performance caused salesmen to pressure customers

into buying products they didn't really need, which was not only bad for long term business relations, but quite simply unfair and ethically wrong.

Another example of an American idea that doesn't work well in Latin countries is matrix management. The task-oriented logic of matrix management conflicts with the principle of loyalty to the all-important line superior, the functional boss. You can't have two bosses any more than you can have two fathers. Andre Laurent, a French researcher, has said that in his experience, French managers would rather see an organization die than tolerate a system in which a few subordinates have to report to two bosses.

In discussing people's relationships with their boss and their colleagues and friends Trompenaars distinguishes between universalists and particularists. The former believe that rules are extremely important, the latter believe that personal relationships and friendships should take precedence. Consequently, each group thinks that the other is corrupt. Universalists say that particularists "cannot be trusted because they will always help their friends", while the second group says of the first "you cannot trust them, they would not even help a friend". According to Trompenaars' data, there are many more particularists in Latin and Asian countries than in Australia, the USA, Canada, or north-west Europe.

Comprehension

1. How would you explain the concept of glocalisation?

2. Why was the American concept of pay-for-performance unpopular in Italy, and in Asia, in Trompenaars' example?

3. Why do universalists disapprove of particularists, and vice versa?

4. If you have experience of working with managers from countries such as Japan, Sweden, USA or France, how would you describe their approach to management and organization?

Who Would You Rather Work For?

Women are more efficient and trustworthy, have a better understanding of their workforce and more generous with their praise. In short, they make the best managers, and if men are to keep up, they will have to start learning from their female counterparts.

The survey of 1000 male and female middle and senior managers from across the UK is an indictment of an ability of men to function as leaders in modern workplace.

A majority of those questioned believed women had a more modern outlook on their profession and were more open-minded and considerate. By way of contrast, a similar number believe male managers are egocentric and more likely to steal for work done by others.

Management Today magazine, which conducted the research, said that after years of having to adopt a masculine identity and hide their emotions and natural behaviour in the workplace, women have become role-models for managers.

The findings tally with a survey of female bosses carried out in the US. A five-year study of 2500 managers from 450 firms found that many male bosses were rated by their staff of both sexes to be self-obsessed and autocratic. Women on the other hand, leave men in the starting blocks when it comes to teamwork and communicating with staff.

In Britain, more than 61 % of those surveyed said men did not make better bosses than women. Femail managers use time more effectively, with many of those surveyed commenting that juggling commitments is a familiar practice for women with a home and a family.

Femail managers also appear to make good financial sense for penny-pinching companies: most people of either sex would rather ask for a rise from a man.

"If men want to be successful at work, they must behave more like women," said the magazine's editor, Rufus Olis. "Businesses need to wake up to the fact that so-called feminine skills are vital for attracting and keeping right people. In the past women who aspired to management were encouraged to be more manly. It looks now as if the boot is on the other foot."

Comprehension

1. How has the attitude towards female bosses changed over time?

2. Which qualities of women make them more preferable when choosing a boss today?

3. Which qualities of men make them much critised today?

4. How do you understand the last sentence of the text?

Which Bosses Are Best?

How do you like your boss? Sympathetic, empowering and not too busy, probably. They will be aware of the pressures of your job, but delegate responsibility where appropriate. They will be interested in your career development. Oh, and, preferably, they will be male.

In a survey for Royal Mail special delivery, a quarter of secretaries polled expressed a preference for a male boss. Only 7 % said they would prefer a woman. The future of management may be female, but Ms. High-Flier, it seems, can expect little support from her secretary.

One should not, of course, assume that all secretaries are female, but women still make up the overwhelming majority. So, it makes uncomfortable reading for those who like to believe that a soft and cuddy sisterhood exists in the previously macho office environment, where women look out for their own. The findings also raise questions about neat predictions of a feminised future for management, where "womanly" traits such as listening skills, flexibility and a more empathetic manner will become normal office currency.

Business psychologist John Nicholson is surprised by the survey's findings, asserting that "the qualities valued today in a successful boss are feminine, not masculine". He is emphatic that women make better bosses. "They listen more, are less status-conscious, conduct crisper meetings, are much more effective negotiators and display greater flexibility."

They are also considerably more common than they used to be. According to information group Experian, women are no longer scarce in the boardroom – they occupy a third of the seats round the conference table. Women directors are still relatively uncommon in older age groups, but among young directors the proportion is growing.

Anecdotal evidence suggests that a reluctance to work for a woman may be more a question of management style than substance. "It's just women bosses' attitude", says Martha, a PA for 25 years who has worked predominantly for women, including a high-profile politician. "It's something women have that men don't. When they are critical, they are much more personal, whereas men sail though not taking a blind bit of notice."

Sonia Neil, a former secretary at Marks and Spencer, has experienced power struggles between women even where there was a significant disparity in status. "Women either find it awkward to give you work or they try to assert themselves by giving you really menial tasks. Men never do that."

Comprehension

1. Why do the majority of female secretaries still prefer working for men, not for women bosses?

2. Why do women make better bosses?

3. Who would you prefer to work for and why?

Focus on Douglas Ivester, CEO of Coca-Cola

Ivester, a factory foreman's son and former accountant, stepped in smoothly to run Coca-Cola as CEO following the death of champion wealth creator Roberto Goizueta. Early in his job as Coke's chief, Goizueta had recognized Ivester's drive, commenting that he was the hardest-working man he had ever met. Together the two changed the company's operations and capital structure to maximize shareholder value.

Both of Ivester's parents were factory workers from a tiny mill town in Georgia. His parents were children of the depression, he recalls, "strong savers, very strong religious values," and had very high expectations for their only son. If he got an A, his father would say, "They give A pluses, don't they?"

Doug Ivester is the guy who for nearly two years worked constantly to provide essential support to Roberto Goizueta as he not only turned Coca-Cola around but made it into a powerhouse. If you want to know how driven Ivester is, know that more than a decade ago he set himself a goal of becoming the CEO and chairman of Coca-Cola. Then he put on paper the dates by which he intended to do that.

By comparison with Goizueta, Ivester is an accountant by training, an introvert by nature. He worked systematically to obtain the breadth needed to be a modern chief executive – getting media coaching and spending three years' worth of Saturdays, six hours at a time, being tutored in marketing. He is a straight arrow, constantly encouraging his employees to "do the right thing", yet he is fascinated with Las Vegas, which he visits once a year, gambling and people-watching a lot.

He is big on discipline, which to him means: be where you are supposed to be. Dress the part (he is opposed to casual Fridays). Return phone calls promptly (employees know never to get too far away from their

office voice-mail, even on weekends). Still, when directing his troops, he asks them to set "aspirations" (difficult targets).

Hierarchy is out – it slows everything down; he communicates freely with people at all levels. The "conventional" desk job is also out. Ivester prefers that employees think of themselves as knowledge workers – their office is the information they carry around with them, supported by technology that allows them to work anywhere. This really matters when your business is as large as Coke's, which gets 80 % of its profits from overseas.

At Coke, business planning is no longer an annual ritual but a continual discussion – sometimes via voice-mail – among top executives. Technology is not just nice; it's crucial. Huge volumes of information don't frighten Ivester; he insists that they are necessary for "real-time" decision-making. With past-generation executives, their style was more "don't bring me your problems, bring me your solutions" says Tim Haas, Senior Vice President and Head of Latin America. "Doug thrives on finding the solutions." "In a world this complicated and fast-moving, a CEO can't afford to sit in the executive suite and guess," Ivester says. He believes that many of America's executives "are getting terribly isolated."

Comprehension

1. What made Ivester noticed by his boss and what did they do together?

2. How did Ivester's parents stimulate him when he was young?

3. How did he motivate himself?

4. How did he prepare himself for the big role?

5. In your opinion, is Douglas Ivester an approachable or remote leader? Give your reasons.

6. Why is technology so important for Ivester and his company?

7. How does he differ from the executives of the past?

8. Would you like to work for such a leader? Why? Why not?

Business Leaders Need Neuroscience

Excitement about neuroscience is high among business experts. Neuroleadership, which is based on research into the brain activity of leaders and potential leaders, is a fast-growing area. For decades experts saw

managers as interchangeable. Then researchers started to identify the different types and mindsets of executives and what impact their behaviour had on their companies.

Now, "I'm reading everything I can about neuroscience," says Abbie Smith of Chicago Booth business school, who has looked at the benefits for companies that appoint "frugal" executives. "We take as a given that these behaviours indicate mindset. But the question is: what can change?"

Brains can. Dr. Tania Singer recently presented research which shows intensive exercises in empathy can break selfish habits and change "the brain's hardware", so people become more altruistic. If we can work out how to change executives from one "type" (selfish, say) to another (altruistic), it could open up whole new possibilities for training and development.

Caution is essential. As neuroscientist Molly Crockett pointed out, more people agree with the findings of a scientific article with a picture of the brain than the same article unillustrated. Neuroscience that is reliable can teach us more about leadership. However, there are also ethical concerns. An unscrupulous boss could use brain-training techniques to make his team better at pursuing bad or short-term ends.

Despite this, leaders should pursue positive, thorough scientific methods to improve how the brain performs. Barbara Sahakian of Cambridge University found entrepreneurs were better adapted to taking "hot" decisions, such as making a risky investment, than their managerial counterparts.

Extrapolating from those results, companies could design courses to retrain managers' brains to make the risk-averse become more entrepreneurial. One obstacle is time. A new book *Neuroscience for Leadership* points out that to develop some of these skills still "depends on tremendous motivation and will, and years of practice, reflection and feedback". Most chief executives do not have years. But their successors do.

Comprehension

1. What does the text say about the reaction of business experts to neuroscience?

2. What was the assumption about managers when studying organisations in the past?

3. How can neuroscience potentially help companies and managers?

4. What six types of executives are mentioned in the text?

5. Why should companies be cautious about brain training?

6. What five key elements are required to develop neuro-leadership skills?

7. What is your personal attitude to the problems raised in the text?

Exercises

Ex. 1. Match the sentence beginnings (1 – 7) with the correct endings (a – g).

1. We are looking for a new CEO, someone with strong leadership … .

2. Richard has real managerial flair … .

3. In the police, leaders are held responsible … .

4. The study concludes that a charismatic visionary leader is absolutely not required for a visionary company … .

5. She is an extraordinary leader ... .

6. Thatcher had a drive, energy and vision … .

7. He was a born leader. When everyone else was discussing … :

a) but many thought it was the wrong vision;

b) and, in fact, can be bad for a company's long-term prospects;

c) and has won the respect of colleagues and employees;

d) for the actions of their subordinates;

e) skills and experience with financial institutions;

f) what to do, he knew exactly what to do;

g) who will bring dynamism and energy to the job.

Ex. 2. Read this information about two very different companies and answer the questions.

The Associated Box Company (ABC) and the Superior Box Corporation (SBC) both make cardboard boxes.

At ABC there are three levels of management between the CEO and the people who actually make the boxes. At SBC, there is only one level.

Managers at ABC are very distant. They rarely leave their offices, they have their own executive restaurant and the employees hardly ever see them. Employees are never consulted in decision-making. At SBC, managers share the same canteen with employees. Managers have long meetings with employees before taking important decisions.

Managers and the CEO of SBC have an open-door policy where employees can come to see them about any complaint they might have. At ABC, employees must sort out problems with the manager immediately above them.

At ABC, employees call their managers "sir". At SBC, everyone uses first names.

1. Which company:

a) is more hierarchical?

b) is more informal in the way people talk to each other?

2. In which company are managers:

a) more approachable?

b) more remote?

3. In which company are employees:

a) more deferential?

b) on more equal terms with their bosses?

Ex. 3. Match the adjectives below to make pairs of contrasting ideas.

A. Cautious, casual, idealistic, assertive, encouraging, diffident, formal, critical, decisive, realistic.

Complete the sentences with some of these adjectives. Make your own sentences with the rest.

1. She doesn't like to rush into things. She's careful and … .

2. He's very good at pointing out problems with people and systems in the company. He's often … , but this helps make improvements.

3. He's a serious, … person, both in the way he dresses and in his dealings with people. Everyone knows he's the boss.

4. She has a very clear vision for long-term future of the company, but many people think she is too … .

B. Dynamic, radical, ruthless, distant, conservative, approachable, principled, laid-back.

Complete the sentences with some of these adjectives. Make your own sentences with the rest.

1. He is a very … man. He sacked anyone who got in his way.

2. Our boss is friendly and … . She's very easy to talk to.

3. He's very … . He doesn't like to try anything new now he's running the company.

4. She's very … . She would never approve any policies that were remotely unethical.

Ex. 4. Read the following passage and choose the correct word from A, B or C to fill each gap.

Recent research at business schools in the USA has shown that traditional management styles are rapidly becoming obsolete. In the traditional model, senior management exercises its (1) … to ensure that decisions are carried out by (2) … at lower levels of the company (3) … . However, in today's rapidly evolving business environment, it has become clear that (4) … is something that all managers will have to live with and adapt to. In the modern digital organisation (5) … is no longer restricted to senior managers, and employees are not expected to blindly (6) … orders from above. Because of the increasing complexity of business, managers have had to (7) … tasks to people at lower levels and to (8) … them to take the necessary decisions. It has become a system where what you achieve, in other words your (9) … , is what determines not only the respect that other people in the organisation have for you but also how you are (10) … for the work that you accomplish. As one manager puts it, "Today you have to be very careful about what you say to someone who works for you because tomorrow that same person could be your boss!"

1.	A custom	B gesture	C authority
2.	A bosses	B subordinates	C partners
3.	A culture	B hierarchy	C headquarters
4.	A initiative	B change	C etiquette
5.	A knowledge	B communication	C decision-making
6.	A obey	B operate	C value
7.	A reward	B signal	C delegate
8.	A empower	B infer	C familiarise
9.	A relationship	B education	C performance
10.	A rewarded	B scheduled	C measured

Ex. 5. Fill in the gaps with the following words and phrases.

Charisma, consensus, authoritarian, empowerment, leadership, visionary, subordinates, consultation, bureaucratic, motivated and committed, coaching and mentoring, top-down approach, delegation, ownership.

Traditionally, the model for (1) … in business has been the army. Managers and army officers give orders, and their (2) … carry them out. Managers, like army officers, may be sent on leadership courses to develop their leadership skills. But some would say that leaders are born, not made, and no amount of training can change this. The greatest leaders have (3) … , a powerful, attractive quality that makes other people admire them and want to follow them. A leader like this may be seen as (4) … . Leaders are often described as having drive, dynamism and energy to inspire the people under them, and we recognise these qualities in many business and political leaders. The leadership style of a company's boss can influence the management styles of all the managers in the organisation.

In some Asian cultures, there is management by (5) … : decisions are not imposed from above in a (6) … , but arrived at in a process of (7) … , asking all employees to contribute to decision-making, and many western companies have tried to adopt these ideas. Some commentators say that women will become more important as managers, because they have the power to build consensus in a way that the traditional (8) … male manager does not.

One recent development in consensual management has been (9) … . Future senior managers are "groomed" by existing managers, in regular one-to-one sessions, where they discuss the skills and qualities required in their particular organisational culture.

Another recent trend has been to encourage employees to use their own initiative: the right to make decisions and act on their own without asking managers first. This is (10) … . Decision making becomes more decentralised and less (11) … , less dependent on managers and complex formal management systems. This has often been necessary where the number of management levels is reduced. This is related to the ability of managers to delegate, to give other people responsibility for work rather than doing it all themselves. Of course, with empowerment and (12) … the problem is keeping control of your operations, and keeping the operations profitable and on course. This is one of the key issues of modern management style.

Empowerment is related to the wider issue of company (13) … . Managers and employees increasingly have shares in the firms they work for. This of course makes them more (14) … to the firm, and encourages new patterns of more responsible behaviour.

Ex. 6. Complete the following sentences with the best linking word (a, b or c).

1. Our manager never shows any understanding if we let the work get on top of us and never encourages us. … we don't rate him very high as a manager:
   a) In addition;
   b) Since;
   c) Consequently.

2. Sales have been going down for over a year, … a new policy is urgently required:
   a) as;
   b) although;
   c) so.

3. Many staff were unhappy with the way they were being managed. … , they were sent a questionnaire inviting them to assess their managers:
   a) As a result;
   b) Owing to;
   c) Besides.

4. The different management styles within the team blended really well. … , the project was completed to everybody's satisfaction:
   a) Therefore;
   b) Due to;
   c) Whereas.

5. … the project manager was off sick, there was little chance of achieving much that week:
   a) Consequently;
   b) As;
   c) In addition.

6. The staff's high morale is … the manager's empowering style:
   a) therefore;
   b) due to;
   c) owing to.

Ex. 7. Choose the best leadership style from the list below to complete descriptions 1 – 6.

The democratic style, the coaching style, the authoritative style, the pacesetting style, the coercive style, the affiliative style.

1. This "Do what I say" approach can be very effective in a turnaround situation, a natural disaster, or when working with problem employees. But in most situations such leadership inhibits the organisation's flexibility and dampens employees' motivation.

2. These leaders take "Come with me" approach: they state the overall goal but give people the freedom to choose their own means of achieving it. This style works especially well when a business is adrift. It is less effective when the leader is working with a team of experts who are more experienced than they are.

3. The hallmark of this leader is a "People come first" attitude. This style is particularly useful for building team harmony or increasing morale. But its exclusive focus on praise can allow poor performance to go uncorrected. Also, these leaders rarely offer advice, which often leaves employees in a quandary.

4. This style's impact on organizational climate is not as high as one might imagine. By giving workers a voice in decisions, these leaders build organisational flexibility and responsibility and help generate fresh ideas. But sometimes the price is endless meetings and confused employees who feel leaderless.

5. A leader who sets high performance standards and exemplifies them has a very positive impact on employees who are self-motivated and highly competent. But other employees tend to feel overwhelmed by such a leader's demands for excellence – and to resent their tendency to take over the situation.

6. This style focuses more on personal development than on immediate work-related tasks. It works well when employees are already aware of their weaknesses and want to improve, but not when they are resistant to changing their ways.

The more styles a leader has mastered, the better. In particular, being able to switch among authoritative, affiliative, democratic, and coaching styles as conditions dictate creates the best organisational climate and optimises business performance.

Discussion

1. Can you think of any leaders who were not up to the job?

2. When was the last time you took on responsibility for something?

3. What sort of problems do business leaders have to deal with? Give two examples.

4. Why do leaders hand in their resignations? Can you give any examples?

5. Has any leader (business, political or other) come in for criticism recently in your country? Why? What was your opinion?

6. What kind of leader would you like to work for?

7. Who is the worst leader you have come across?

8. Mothers and fathers often have different ways of managing their families. How would you describe the management style of your parents? If you have children, what about your own style?

Watching and discussing

Ex. 1. Follow the weblink, watch the video "Leadership vs Management" and answer the questions below [5].

1. Which experience does the tutor have that gives him better understanding of the difference between leadership and management?

2. What does the role of a leader suggest?

3. What does the role of a manager involve?

4. What is the principal difference between leadership and management?

5. What do people need to succeed in any senior position?

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Contents

НАВЧАЛЬНЕ ВИДАННЯ

ДІЛОВЕ СПІЛКУВАННЯ ІНОЗЕМНОЮ (АНГЛІЙСЬКОЮ) МОВОЮ

**Методичні рекомендації
до практичних завдань
та самостійної роботи
здобувачів вищої освіти III курсу
всіх спеціальностей
першого (бакалаврського) рівня**

(укр., англ. мовами)

Самостійне електронне текстове мережеве видання

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Texts and tasks are presented to give an opportunity to improve the level of the English language proficiency and gain additional knowledge on the topics "Strategy" and "Leadership".

For Bachelor's (first) degree 3rd-year students of all specialities.