

Unit 2

MANAGEMENT STYLES

PAGES 13 - 20

Topics

- Managerial types and roles
- Adjectives to describe managers
- Negative prefixes + adjectives
- Reading comprehension: Management styles
- Case study: choosing the best manager for a job

MANAGERIAL ROLES

Which of these statements do you agree with? Explain your reasons. (p.13)

A manager should:

- 1 know when your birthday is.
- 2 know where you are and what you're doing at all times during working hours.
- 3 not criticise or praise.
- 4 not interfere in disagreements between members of staff.
- 5 not ask people to do things they're not prepared to do themselves.
- 6 be available at all times to give staff advice and support.
- 7 keep their distance from staff and not get involved in socialising outside work.
- 8 use polite language at all times.
- 9 work longer hours than their staff.
- 10 comment on the personal appearance of their staff.

What is the role of a manager? Choose your top three roles (p.13):

- coach/motivator
- mediator
- problem-solver
- instigator
- dictator
- organiser
- facilitator
- leader
- mentor
- decision-maker

To instigate: to initiate, set in motion, bring about

To mediate: to intervene, arbitrate, moderate

To facilitate: to ease, assist in progress of sth

Opposites

Use the prefixes -IN, -IR, -UN, -IL, -DIS to get the opposite meaning:

considerate
creative
decisive
diplomatic
efficient
flexible
inspiring
interested
logical
organised
rational
responsible
sociable
supportive

inconsiderate
uncreative
indecisive
undiplomatic
inefficient
inflexible
uninspiring
uninterested / disinterested
illogical
unorganized / disorganized
irrational
irresponsible
unsociable
unsupportive

**Choose THE 4
BEST AND THE
FOUR WORST
QUALITIES of a
manager and rank
them in order of
importance.**

Note

- uninterested / disinterested
- **uninterested** (person) = bored, unconcerned, or indifferent
- **disinterested** person = impartial, unbiased, has no stake in the outcome

- unorganized / disorganized
- Unorganized = not orderly, in a mess
- Disorganized = not organized anymore, but it has been once. The prefix "dis-" indicates a change of situation

Make nouns out of the adjectives:

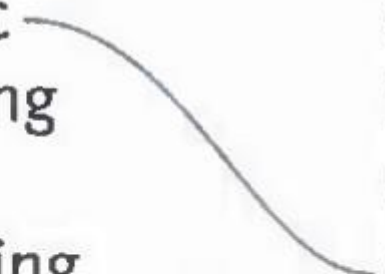
considerate
creative
decisive
diplomatic
efficient
flexible
inspiring
interested
logical
organised
rational
responsible
sociable
supportive

consideration
creativity
decisiveness, decision
diplomacy
efficiency
flexibility
inspiration
interest
logic, logicity
organisation
rationality
responsibility
sociability
support

Complete each space in the text with a word formed from the words in capitals.

Ask any adult over forty to make a (1) *comparison* between COMPARE
the past and the present and most will tell you that things have
been getting steadily worse for as long as they can remember.
Take the weather for example. Everyone remembers that in their
(2) *youth* the summers were considerably hotter, YOUNG
and that winter always included (3) *abundant* ABOUND
falls of snow just when the school holidays had started.
Of course, the food in those days was far superior too, as nothing
was imported and everything was fresh. (4) *Unemployment* EMPLOY
was negligible, the money in your pocket really was worth
something, and you could buy a (5) *sizeable* SIZE
house even if your means were limited. And above all, people were somehow
nicer in those days, and spent their free time on innocent
(6) *pursuits* PURSUE
stamp (7) *collection* COLLECT
rather than gazing at the television
screen for hours on end. As we know, this figure of the past simply
cannot be true, and there are plenty of statistics dealing with health
and (8) *prosperity* PROSPER
which prove that it is not true. So, why
is it that we all have a (9) *tendency* TEND
to idealise the past
and to be so (10) *critical* CRITICISE
of the present?

Match the pairs of contrasting management styles (p.14)

- | | |
|-------------------|----------------------|
| 1 autocratic | a) collaborative |
| 2 centralising | b) controlling |
| 3 directive | c) delegating |
| 4 empowering | d) democratic |
| 5 hands on | e) people-orientated |
| 6 task-orientated | f) laissez-faire |
- 

- 1.d,
- 2.c,
- 3.a,
- 4.b,
- 5.f,
- 6.e.

Discuss

- Different business situations call for different management styles. Which kinds of situation need to be TIGHTLY MANAGED and which LOOSELY MANAGED?
- If you were a manager, what sort of style would you think you would have?

The Big Three Management Styles

Reading comprehension, pages 15-16

Introductory paragraph - match synonym pairs

- Assertive
 - Coaching
 - Country club
 - Teaching, tutoring
 - Confident, decisive
 - Restricted, exclusive, conservative
-
- The diagram consists of three arrows connecting the left column to the right column. The first arrow points from 'Assertive' to 'Confident, decisive'. The second arrow points from 'Coaching' to 'Teaching, tutoring'. The third arrow points from 'Country club' to 'Restricted, exclusive, conservative'.

• NOTE: oriented = orientated

Choose a paragraph from text on page 16 to read.
After reading, do exercise B on p.15.

- 1 It is up to employees to keep the manager up to date on progress.
- 2 Managers set strict time limits.
- 3 Managers encourage staff to put forward their ideas.
- 4 Managers and employees decide together what needs to be achieved.
- 5 Decisions are made by managers and their staff.
- 6 Employees get precise instructions.
- 7 Managers do not want employees to avoid making decisions which employees should make.
- 8 Managers have tight control of employees' movements and work schedules.
- 9 When employees are given tasks, they decide how to complete them.

1. Deleg
2. Direct
3. Discuss
4. Discuss
5. Discuss
6. Direct
7. Deleg
8. Direct
9. Deleg

Discuss (ex. C & D, page 15)

1. Summarize the main features of the style you read about.
2. Which of the three management styles would you prefer to:
 - a) Use as a manager?
 - b) Experience as an employee?

Match (ex. E, p.15)

Group 1

1.b
2.d
3.a
4.f
5.c
6.e

Group 2

1.c
2.e
3.b
4.a
5.d

Odd one out (ex. F, p.15)

1. look
2. make
3. do
4. get
5. make
6. deliver
7. make
8. achieve

More new vocabulary from the text, p. 16

- critical, adj. (line 15) = crucial, very important
- time bounded, adj. (line 23) = restricted, limited by time
- to set up (a room, line 29) = to prepare
- to get back to someone (line 41) = respond, reply
- to brief someone (line 42) = inform in a concise way
- assumption, n. (line 8) = belief, suspicion
- adjustment, n. (line 53) = adaptation
- reverse, adj. (45) = opposite, contradictory, backwards

Perspectives on management

Pages 17-18

Ex.1.1.

1. allocate resources
2. cover costs
3. identify needs
4. make a profit
5. measure performance / success
6. meet targets
7. pay attention to detail
8. report on results
9. set prices
10. spot opportunities

Ex.1.2

- Figurehead
- Monitor
- Liaiser
- Entrepreneur
- Disturbance handler
- Negotiator
- Spokesperson
- Resource allocator
- Disseminator
- Leader

Page 18, ex. 3

- profit , interacting, collaboration, assumption, develop, thinking
- managerial, integrate, discussion, complex, issues, identifying, needs, communicator
- setting, meeting, responsibilities, budget, indicators
- player, leadership, communicator, figurehead, sectors, industry, mentor

Note about p. 17

- **effective vs efficient**
- effective = achieves a result in an adequate or satisfactory way
- efficient = accomplishes a result in the best possible way while saving time and effort.
- **allocate vs delegate**
- allocate work / resources = assign, give out, distribute
- delegate duties / responsibilities / power = entrust sb with duties etc. on your behalf
- **collaborative vs cooperative**
- **collaborate**= to work together with somebody in order to achieve a single shared goal.
- **cooperate**=1. to work with other people by achieving one's own goals as part of a common goal.

Case study: ZENOVA (page 19-20)

- Read the background and answer the questions:
 1. What does Zenova produce?
 2. What is its project team working on?
 3. Is their current approach successful? How do you know?

Case study: ZENOVA

Read the information on the four candidates for the new Project Manager.

Discuss the task on page 19 as a group

Homework

Exercises on pages 111-112