

Unit 5: Management Styles and Qualities

Pages: 67-75

What is management?

Management is the art of knowing what you want to do and then seeing that it is done in the best and cheapest way.

Frederick Winslow Taylor

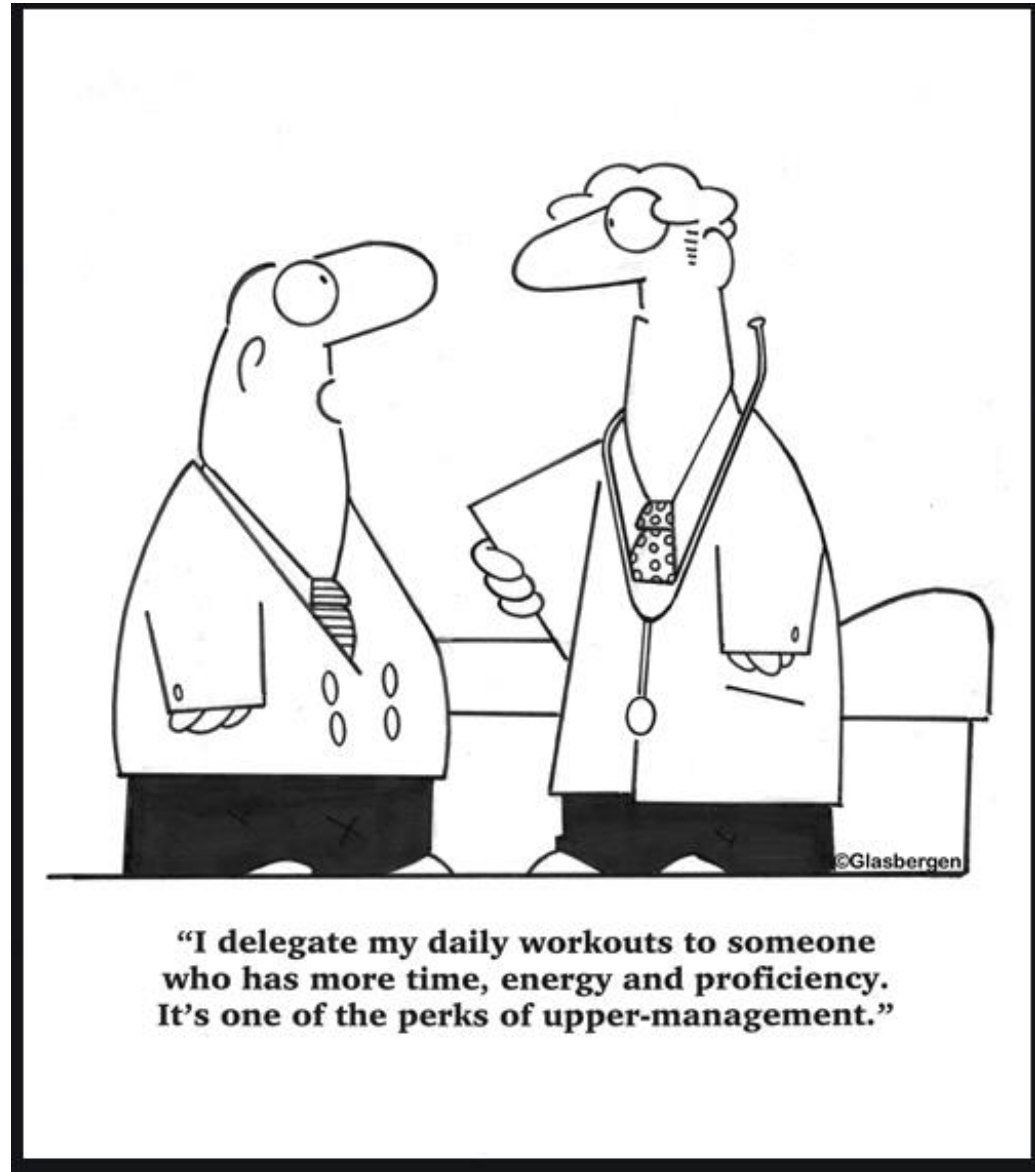
(1856 –1915) American mechanical engineer and management consultant

Define management in your own words.

Discuss

1. What does it take to be a good manager?
2. “Managers are born, not made.” – Do you agree with this statement and why (not)?
3. What qualities and personal characteristics should a good manager have? Brainstorm your ideas.
4. What characteristics a manager **SHOULD NOT** have? Why?
(look at page 74 for ideas if you have to)

Managerial roles



“I delegate my daily workouts to someone who has more time, energy and proficiency. It’s one of the perks of upper-management.”

Brainstorming

- Think of some other words and expressions to complete the following sentence:

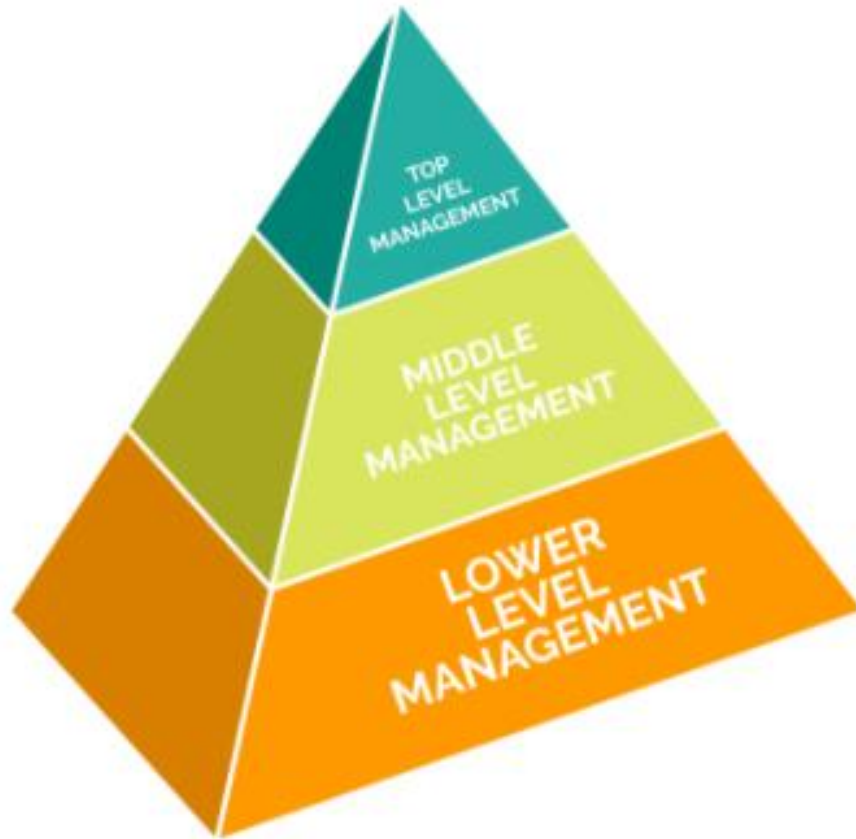
Managers _____.

(e.g. set objectives)

Suggested answers:

- **Managers...**
- allocate (human, financial, physical and informational) resources
 - delegate tasks / authority
 - plan the budget
 - organize human resources
 - lead
 - etc.

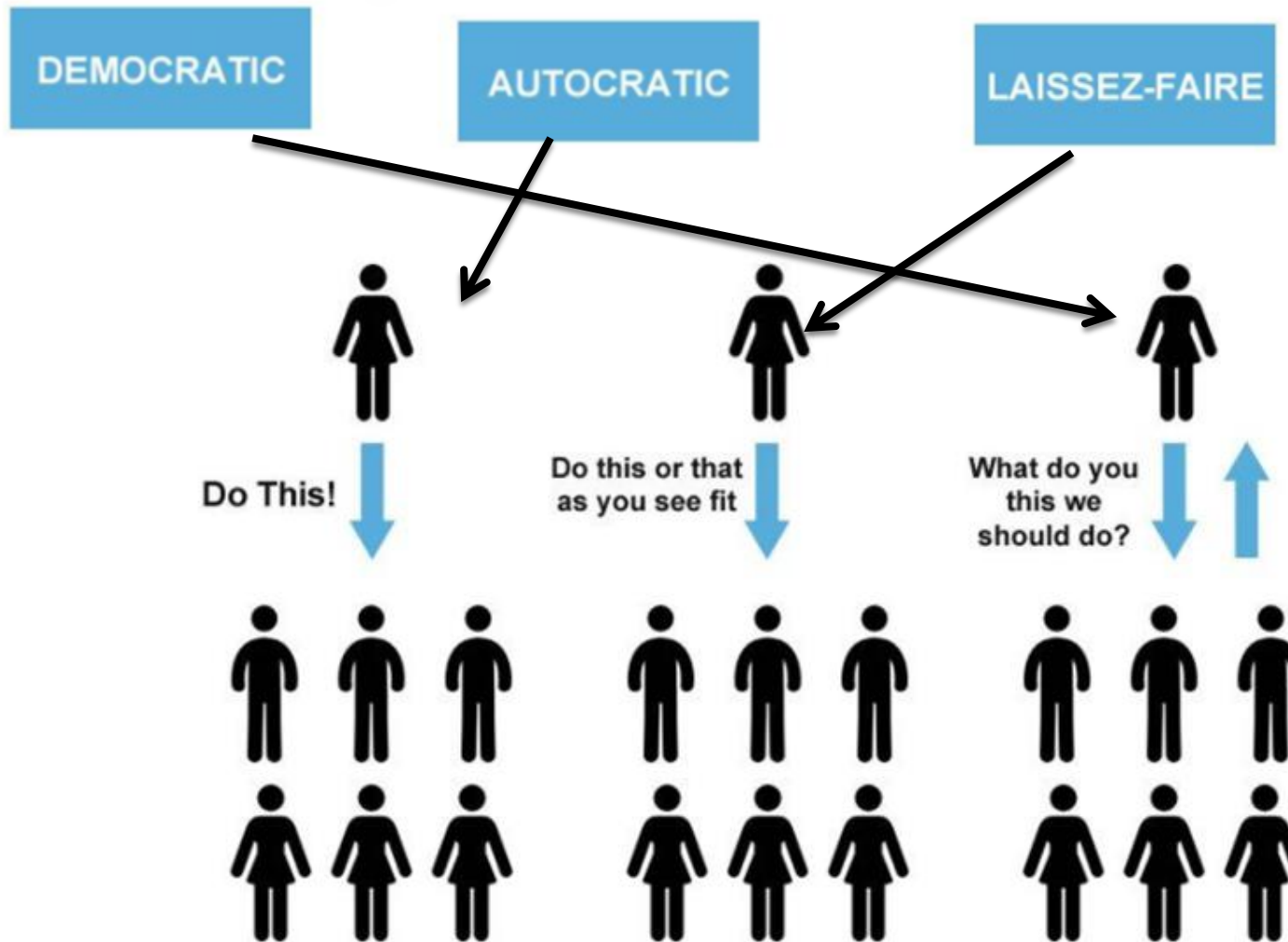
Describe the pyramid. Match the roles to a management level.



- a) Supervise employees
- b) Set objectives
- c) Oversee first line managers
- d) Coordinate activities
- e) Involved in day-to day operations
- f) Report to top management
- g) Plan and make decisions
- h) Develop and implement activities
- i) Report to middle managers
- j) Scan environment
- k) Allocate resources

Key





Match the management / leadership style with the right picture. Explain.

Skim the text on page 68 and decide if these statements are true or false:

- The text is about the qualities of a good manager. **F**
- The text gives advice on what management style a manager should choose. **F**
- The text gives the advantages and disadvantages of each management function. **F**
- Being a consultative manager is the best option. **F**
- Management styles can be culture-dependant. **T**
- Women make better managers because of their people skills. **T**

Read the text in detail and find synonyms for the following words:

● **Paragraphs 1, 2, 3, 4:**

- to deal with = *to handle*
- general (adj.) = *overall*
- tolerant, permissive = *hands-off*
- to hand over power to sb. = *to delegate authority*
- authorisation/ authority = *empowerment*

● **Paragraphs 5, 6:**

- lower ranking workers = *subordinates*
- control, overseeing (n.) = *supervision*
- never-ending, continuous (adj.) = *constant*
- eventually, in the end (adv.) = *ultimately*

Paragraphs 7, 8:

- lazy (adj.)= *idle*
- to help (v.)= *to aid*
- instructions, advice (n.)= *guidance*
- to be likely to, to be liable to = *to be inclined*

EXERCISES

Page 69 – 71

Reading comprehension (KEY)

p.69, ex.1

1. **F**
2. **T**
3. **F**
4. **T**
5. **F**

• P.69, ex.2

1. overall
2. to delegate
3. to fail
4. x*
5. ultimately
6. democratic
7. consensus
8. to aid
9. appropriate
10. x*

*U najnovijem izdanju knjige četvrta i deseta reč imaju svoje sinonime.

Reading comprehension (KEY)

- P.69, ex.3

1. A
2. H
3. H
4. D
5. D
6. H/A
7. D

Focus on vocabulary, p. 70, ex. 1

1. C

2. B

3. F

4. D

5. A

6. G

7. E

8. I

9. J

10. H

1) utilize resources

2) assign duties

3) perform activities

4) delegate authority

5) handle problems

6) meet deadlines

7) accomplish a goal

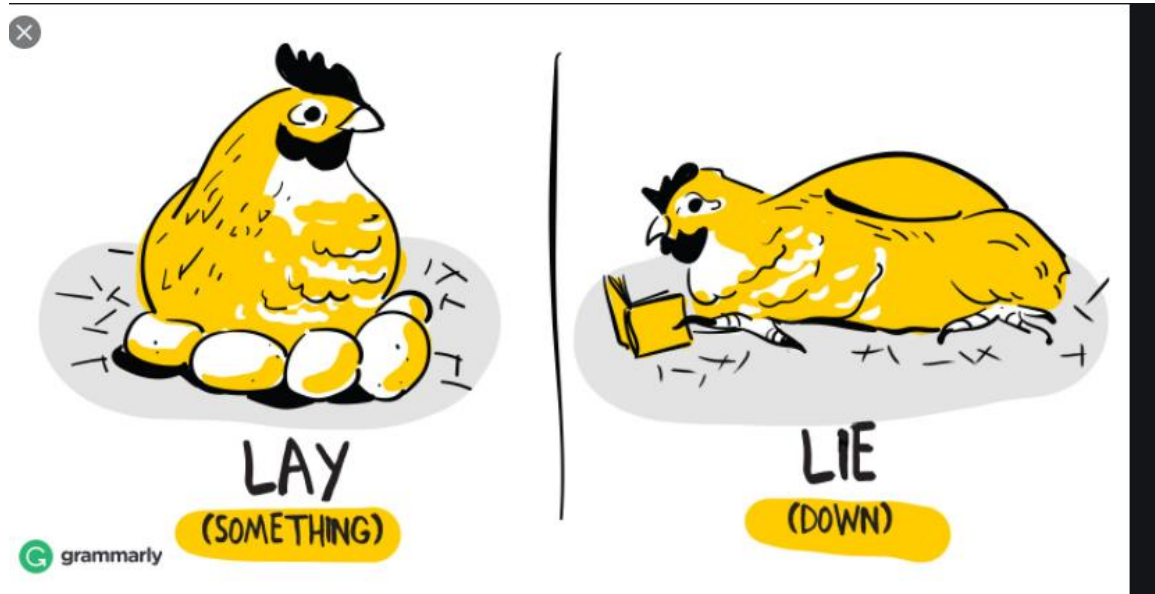
8) show leadership

9) supervise employees

10) make decisions

p.71. ex. 2

- had laid / laid
- laid
- lay
- lying
- laying



p. 71. ex. 3 (KEY)

1. hands-on
2. supportive
3. natural leader
4. goal-oriented
5. proactive
6. pragmatic
7. reliable
8. flexible
9. team player
10. punctual

Additional exercise – adjectives with opposite meaning

1. tidy
2. intelligent
3. polite
4. loyal
5. reliable
6. honest
7. literate
8. predictable
9. acceptable
10. touched
11. interested
12. selfish
13. accurate

1. untidy
2. unintelligent
3. impolite
4. disloyal
5. unreliable
6. dishonest
7. illiterate
8. unpredictable
9. unacceptable
10. untouched
11. disinterested / uninterested
12. unselfish
13. inaccurate