

МИНИСТЕРСТВО ОБРАЗОВАНИЯ И НАУКИ РОССИЙСКОЙ ФЕДЕРАЦИИ
Нижегородский государственный университет им. Н.И. Лобачевского

**Сборник текстов для чтения и заданий по английскому языку
для магистров Института экономики и предпринимательства,
обучающихся по направлению подготовки
«Менеджмент»**

Практикум

Рекомендовано методической комиссией филологического факультета
для магистров Института экономики и предпринимательства
ННГУ им. Н.И. Лобачевского,
обучающихся по направлению подготовки
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С 23 Сборник текстов для чтения и заданий по английскому языку для магистров Института экономики и предпринимательства, обучающихся по направлению подготовки «Менеджмент»: практикум / сост.: Ю.М. Борщевская, Ю.А. Канунова – Нижний Новгород : Нижегородский госуниверситет, 2015 – 25 с.

Настоящий практикум предназначен для магистров Института экономики и предпринимательства, изучающих английский язык. Цель данного пособия – совершенствование навыков просмотрового и поискового чтения, навыков работы с научными текстами по специальности, расширение терминологического запаса, развитие устной речи.

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Exercise1. Read the text and do exercises after it.

What is management?

You want me to explain what management is?

Well, I guess I can manage that! Actually, management as we understand it today is a fairly recent idea.

Most economists in the eighteenth and nineteenth centuries, for example, wrote about factors of **production** such as land, labour and capital, and about supply and demand, as if these were **impersonal** and objective economic forces which left no room for human action. An exception was Jean-Baptiste, who invented the term ‘entrepreneur’, the person who seesto use resources in more productive ways.

Entrepreneurs are people who are alert to so-far undiscovered profit **opportunities**. They perceive opportunities to commercialize new technologies and products that will serve the market better than it is currently being served by their **competitors**. They are happy to risk their own or other people’s capital. They are frequently un**conventional**, innovative people. But entrepreneurship isn’t the same as management, and most managers aren’t entrepreneurs.

So, what’s management?

Well, it’s essentially a matter of organizing people. Managers, especially senior managers, have to set **objectives** for their organization, and then work out how to achieve them. This is true of the managers of business enterprises, government departments, educational institutions, and sports teams, although for government services, universities and so on we usually talk about administrators and administration rather than managers and management. Managers analyse the activities of the organization and the **relations** among them. They divide the work into distinct activities and then into individual jobs. They select people to manage these activities and perform the jobs. And they often need to make the people **responsible** for performing individual jobs which form effective teams. Managers have to be good at communication and motivation. They need to communicate the organization’s objectives to the people responsible for **attaining** them. They have to motivate their staff to work well, to be productive, and to contribute something to the organization. They make decisions about pay and promotion. Managers also have to measure the performance of their staff, and to ensure that the **objectives** and performance targets set for the whole organization and for individual **employees** are reached. Furthermore, they have to train and develop their staff, so that their performance continues to improve. Some managers obviously perform these tasks better than others.

Most achievements and failures in business are the **achievements** or failures of individual managers.

Exercise2. Answer the questions:

1. Management as a term was known long ago, wasn’t it?
2. Who invented the term “entrepreneur”?
3. Who are entrepreneurs? What do they do?
4. Is entrepreneurship the same as management?

5. What are manager's duties?
6. Manager's duties differ depending on the type of organisation, don't they?
7. What personal qualities should a good manager possess?
8. Who should motivate staff a manager or CEO?
9. Why should managers train their staff?
10. Who are responsible in most cases for failures of a business?

Exercise3. Guess the meaning of highlighted words, first match them with the definitions and then put them into the sentences:

Definitions:

1. Something important that you succeed in doing by your own efforts.
2. Official connections between countries, companies, organisations etc.
3. Someone who is paid to work for someone else.
4. A chance to do something or an occasion to do something.
5. Method, product, practice etc. has been use for a long time and is considered the usual type.
6. The process of making or growing things to be sold, especially in large quantities.
7. To succeed in achieving something after trying for a long time.
8. Something that you trying hard to achieve, especially in business or politics.
9. A person, team, company etc. that is competing with another.
10. Not showing any feelings of sympathy, friendliness etc.
11. Having a duty to be in charge of or to look after someone or something.

Sentences:

1. Managers should set specific for their teams.
2. More women are positions of power in public life.
3. Business letters don't have to be and formal.
4. His great is to make all the players into a united team.
5. When the for a promotion come I want to be ready.
6. Internet connections through phone lines are fairly slow.
7. between workers and management are generally good.
8. The new model will go into next year.
9. The shoe factory has the largest number of in this area.
10. Last year they sold twice as many computers as their
11. He is for recruiting and training new staff.

Exercise4. Find the English equivalents for the following word combinations:

1. достаточно недавний
2. спрос и предложение
3. действия человека
4. нераскрытая выгода
5. рисковать своим капиталом
6. выработать способ достижения (целей)

7. образовательные учреждения
8. деятельность организации
9. выполнять работу
10. вносить вклад в организацию
11. обеспечивать/гарантировать, что цели достигнуты
12. продолжать улучшаться

Exercise5. Match the words from the text (column A) with their synonyms (column B) and their antonyms (column C)

column A	column B	column C
recent	apparently	customary
objective	creative	doubtfully
opportunity	separate	misfortune
commercialize	impartial	block
innovative	examine	buy
analyse	chance	silence
individual	current	neglect
communication	advance	old
promotion	advertise	together
obviously	conversation	subjective

Exercise6. Find the following pronouns in the text. What nouns do they refer to?

1. Well, I guess I can manage that!
2. ... as if these were...
3. ... who are alert...
4. They perceive opportunities...
5. Well, it's essentially...
6. ... for their organization ...
7. relations among them.
8. They select people...
9. ... responsible for attaining them.
10. ... develop their staff, so that their performance...

Exercise7. Speak about functions a good manager should perform.

Who do you think are better managers men or women? Why? Give your reasons. Compare your opinion with other students' opinions.

Exercise1. Read the text and do exercises after it.

How to Promote a New Product & Marketing Activities

Getting a new product out for **customers** to see and try out is the first step in selling that product successfully. Even the best product will do little good for the public if they do not know it exists. Therefore, business owners or marketing professionals must **utilize** various marketing techniques to guarantee that the right audience knows about the product and that they receive the knowledge as effectively as possible. Fortunately, there are a number of fairly simple marketing opportunities for spreading the word and **ensuring** sales.

Step 1

Offer promotional products. The majority of people love freebies, and creating an event at which you give away products is more likely to draw customers that might not otherwise have been interested. In addition, a **promotional** event creates an opportunity for you to send out a press release about the event - as well as the product - and thus utilize the local media outlets, such as newspapers and news programs, for getting the word to the public.

Step 2

Order printed promotional material that **share**s information about the products. Printed promotional material can range from simple flyers to more elaborate pamphlets that detail product **specifications**. In addition, business cards can be an excellent marketing tool. If the company features one product **in particular**, the business card can note that the company is home of the _____ product; or something along those lines, to keep the connection in mind for customers. And be sure to hand out as many of these printed promotional items as possible, to reach the widest desired audience.

Step 3

Create **sample** sizes of products and offer them to those who can review the products and offer **feedback** or a positive response. Focus on sending the samples to those with credibility in the industry, such as professionals or experts whose feedback will have more effect on convincing customers to try the product.

Step 4

Collect testimonials from customers who have used and enjoyed the product. Testimonials can be a powerful tool for **convincing** potential customers to take the plunge, because they create the link between customers who trust the opinions of others like themselves. Suppose, for instance, that you have designed and are marketing a new range of hand lotion. Testimonials from customers can be powerful for **persuading** others to pass by more familiar names to use your product. What is more, testimonials that speak to specific cases such as reduced psoriasis or elimination of chapping on hands can help to convince others with similar concerns.

by Kristie Lorette, Demand Media

Exercise2. Answer the questions:

1. What are the reasons for getting a new product for customers to see and try?
2. What are the steps of promoting a new product?
3. What opportunities do promotional events create?
4. What types of promotional materials are mentioned in the text?
5. What is the main principle concerning the informational items?
6. What audience is preferable when sending the samples?
7. Why testimonials can be a powerful tool in the product promotion? Give three reasons.

Exercise3. Mark the statements as true or false. Correct the false ones.

1. It's necessary to combine different marketing techniques to succeed in product promotion.
2. Customers are usually not interested in promotional events.
3. Media resources are not really effective for getting the word to the public.
4. There is a variety of printed promotional materials.
5. A business card is one of the effective promotional tools.
6. Product samples should be sent to the widest audience, no matter the response.
7. Positive testimonials may convince consumers to buy the product.
8. The testimonials that speak to specific cases usually arouse suspicion.

Exercise4. Guess the meaning of highlighted words, first match them with the definitions and then put them into the sentences:

Definitions:

- to make someone feel certain that something is true
- to have or use something with other people
- advice, criticism etc about how successful or useful something is
- someone who buys goods or services from a shop, company etc.
- to make someone decide to do something, especially by giving them reasons why they should do it, or asking them many times to do it
- a detailed instruction about how a car, building, piece of equipment etc should be made
- to make certain that something will happen properly
- especially
- a small amount of a product that people can try in order to find out what it is like
- to use something for a particular purpose
- films, events etc advertise something

Sentences:

1. We don't have enough books so you'll have to
2. of a new shampoo were distributed at the fair.
3. I finally managed to her to go out for a drink with me.

4. The airport building had been constructed to FAA
5. Try to give each student some..... on the task.
6. We aim to offer good value and service to all our
7. It was a good concert - I enjoyed the last song
8. We must consider how best to what resources we have.
9. Her arguments didn'teveryone, but changes were made.
10. The hospital tries to that people are seen quickly.
11. We should organise a event if we want our product to be sold well.

Exercise5. Find the English equivalents for the following word combinations:

1. продавать успешно
2. получать знания
3. достаточно простой
4. в другом случае не заинтересованы
5. сказать слово публике
6. варьироваться от ... до
7. отличный инструмент
8. самая широкая аудитория
9. доверие в промышленности
10. собирать отзывы
11. похожие проблемы

Exercise6. Match the words from the text (column A) with their synonyms (column B) and their antonyms (column C)

column A	column B	column C
owner	obtain	stop
guarantee	believe	gap
receive	great number	despised
spread	imposing	give
majority	specialist	strange
elaborate	proprietor	amateur
connection	wanted	doubt
desired	recognizable	break
expert	promise	usual

trust

link

renter

familiar

advance

minority

Exercise7. Find the following pronouns in the text. What nouns do they refer to?

- ... ifthey do not know...
- ... thatthey receive....
- ...that shares information...
- ... that detail product specifications.
- ... and offer them to those ...
- ...who have used and enjoyed...
- ... becausethey create the link...
- ... that speak to specific cases...

Exercise8. Speak about the ways to promote a new product. Is it an easy thing on a competitive market?

Exercise1. Read the text and do exercises after it.

Why people become great at managing

1. **Enjoy helping people grow.** Few things feel better than helping someone who is new to a role, or who has been struggling, into becoming a productive, **confident** person. There's a kind of satisfaction in helping someone figure out how to be successful that doesn't come from many other living experiences. Great managers love seeing this happen on their teams.
2. **Love creating positive environments.** A great manager creates a team and office environment that makes it easy for smart people to do good things. They love that moment when they wander the halls and see all sorts of amazing things happening all on their own, with **passionate**, motivated people doing good work without much involvement from the manager.
3. **Care deeply about the success and well being of their team.** Thoroughbred horses get well cared for. Their owners see them as an expensive asset and do whatever they can to **optimize** their health, performance, and longevity, even if their motivations are largely selfish. A great manager cares deeply about their staff, and goes out of his way to protect, train, care for, and reward their own team, even if their primary motivation is their own success.
4. **Succession mentality.** A successful manager **eventually** realizes their own leadership will end one day, but if they teach and instill the right things into people who work for them, that philosophy can live on for a long time, long after the manager is gone. This can go horribly wrong but the desire to have a lasting **impact** generally helps people think on longer term cycles and pay attention to wider trends short term managers do not notice.
5. **Long term sense of reward.** Many of the mistakes managers make involve **reaping** short term rewards at the expense of long term loyalty and morale. Any leader who inverts this philosophy, and makes short term sacrifices to provide long term gains, will generally be a much better manager. They recognize the value of taking the time to explain things, to build trust, to provide training, and to build relationships, all of which results in a kind of team performance and **loyalty** the short term manager never believes is possible.
6. **Practice of the golden rule.** Anyone in power who treats all of their employees the same way they truly would want to be treated, or even better, will always be a decent, above average manager. A deeply moral person can't help but do better than most people, as treating people with respect, honesty and trust are the 3 things most people wish they could get from their bosses.
7. **Self aware, including weaknesses.** Great leaders know what they suck at, and either work on those skills or hire people they know make up for their own weaknesses, and **empower** them to do so. This tiny little bit of self-awareness makes them open to feedback and criticism to new areas they need to work on, and creates an example for movement in how people should be growing and learning about new things.

8. **Sets tone of healthy debate and criticism.** If the boss gives and takes feedback well, everyone else will too. If the boss is defensive, passive-aggressive, plays favorites, or does other things that work against the best idea winning, everyone else will play these **destructive** games. Only a boss who sees their own behavior as a model the rest of the organization will tend to follow can ever become a truly great manager. Without this, they will always wonder why the team behaves in certain unproductive ways that are strangely familiar.

9. **Willing to fight, but picks their battles.** Great managers are not cowards. They are willing to stake their reputation and make big bets now and then. However they are not crazy either. They are good at doing political math and seeing which battle is worth the fight at a given time. A manager that never fights can never be great – they will never have enough skin in the game to earn the deepest level of respect of the people that work for them. But a manager that always fights is much worse. They continually put their own ego ahead of what their team is **capable** of.

Exercise2. Answer the questions:

1. Why is it great to help other people?
2. Why does the author mention horses?
3. What desire can help managers think in the long run?
4. Which is better short term or long term rewards?
5. How do employees want to be treated by their bosses?
6. Are good managers open to criticism?
7. What will happen if the boss is defensive, passive-aggressive, plays favorites?
8. Is it good for a manager to be willing to fight?

Exercise3. Mark the statements as true or false. Correct the false ones.

1. A person never feels fully satisfied if he doesn't help anyone.
2. Positive environment motivates people.
3. A good manager is always with his team to motivate them.
4. A great manager cares of his team even though he cares more of himself.
5. If a manager is great, his philosophy will continue after his leaving.
6. Good managers take time to build a team which will get benefits in the long run.
7. A good manager respects more those who perform better.
8. If a manager doesn't have enough skills in something no one should know about it.
9. People in a team usually behave like their boss.
10. A good manager will never fight if he hasn't evaluated risks.

Exercise4. Guess the meaning of highlighted words, first match them with the definitions and then put them into the sentences:

Definitions:

1. finally; ultimately; at some later time
2. having power and ability; efficient; competent

3. tending to destroy; causing much damage
4. having or ruled by intense emotion or strong feeling
5. faithfulness to commitments or obligations
6. to make as effective, perfect, or useful as possible
7. to enable or permit
8. to get as a return, recompense, or result
9. having strong belief or full assurance; sure
10. the force exerted by a new idea, concept, technology, or ideology

Sentences:

1. Wealth him to live a comfortable life.
2. She inspires great among her staff.
3. She dropped out of high school when she was 15, though she earned her degree at another school.
4. Authorities discussed the effect of unemployment on individuals.
5. He has a interest in music.
6. Once you get sufficiently large, you can great efficiencies and thus boost profits.
7. Seau certainly had an on Barbara Cousins Trageser, an editor with the North County Times newspaper in San Diego County.
8. I, automate, and outsource everything in life in order to be more effective.
9. They are quietly..... confident that the business is progressing as it should.
10. I was impressed by his handling of the situation.

Exercise 5. Match the words from the text (column A) with their synonyms (column B) and their antonyms (column C)

column A	column B	column C
confident	gather	weaken
passionate	finally	faithlessness
optimize	brunt	modest
eventually	gifted	lose
impact	positive	incompetent
reap	grant	cool
loyalty	develop	advantageous

empower	harmful	avoidance
destructive	impulsive	never
capable	devotion	disallow

Exercise6. Find the English equivalents for the following word combinations:

1. выяснить, как стать успешным
2. первичная мотивация
3. думать о долгосрочных циклах
4. строить доверие
5. человек с глубокими моральными качествами
6. нанимать людей
7. открыт критике
8. в какую битву стоит ввязываться
9. глубочайшее уважение
10. команда способна на

Exercise7. Match adjectives and nouns to make the phrases from the text:

office	asset
lasting	rewards
team	things
confident	games
expensive	manager
destructive	ways
amazing	environment
unproductive	impact
short term	person
successful	performance

Exercise8. Complete the sentences with the right prepositions:

1. There's a kind satisfaction in helping someone figure out how to be successful.

2. A great manager creates a team and office environment that makes it easy smart people to do good things.
3. Motivated people do good work much involvement from the manager.
4. A great manager cares deeply their staff.
5. This can go horribly wrong but the desire to have a lasting impact generally helps people think longer term cycles and pay attention wider trends short term managers do not notice.
6. It results team performance and loyalty.
7. Treating people with respect, honesty and trust are the 3 things most people wish they could get their bosses.
8. Great leaders know what they suck
9. Self-awareness makes them open feedback and criticism.
10. If the boss is defensive, passive-aggressive, plays favorites, or does other things that work the best idea winning, everyone else will play these destructive games.

Exercise9. Speak about the ways to be a great manager. Are there many great managers in the companies you know?

Exercise1. Read the text and do exercises after it.

Organizations

Organizations need to be understood and intelligently managed because they are an ever-present feature of modern life. When people gather together and formally agree to combine their efforts for a common purpose, an organization is the result. All organizations, whatever their purpose, have four characteristics: coordination of effort, common goal or purpose, division of labor, and hierarchy of authority. If one of these characteristics is absent, an organization does not exist. Coordination of efforts multiplies individual contributions. A common goal or purpose gives organization members a rallying point. By systematically dividing complex tasks into specialized jobs, an organization can efficiently use its human resources. Division of labor permits organization member to become more proficient by repeatedly doing the same specialized task. Organization theorists have defined authority as the right to direct the action of others. Without a recognized hierarchy of authority, coordination of effort is difficult, if not impossible, to achieve.

Organizational classifications aid systematic analysis and study of organizations. There is no universally accepted classification scheme among organization theorists. Two useful ways of classifying organizations are by purpose (by carrying out a wide range of purposes, they enable society as a whole to function) and technology. In regard to purpose, organizations can be classified as business, not-for-profit service, mutual benefit, or commonweal. In regard to technology, there are long-linked (assembly lines), mediating (commercial banks, insurance companies, telephone companies, etc), and intensive technologies (hospitals). Each of these technologies has characteristic strengths and weaknesses.

There are both traditional and modern views of organizations. Traditionalists such as Fayol, Taylor, and Weber subscribed to closed-system thinking by ignoring the impact of environmental forces. Modern organization theorists prefer open-system thinking because it realistically includes organizations' environmental dependency. Early management writers proposed tightly controlled authoritarian organizations. Max Weber, a German sociologist, applied the label bureaucracy to his formula for the most rationally efficient type of organization. Bureaucracies are characterized by their division of labor, hierarchy of authority, framework of rules, and impersonality. Unfortunately, in actual practice, bureaucracy has become a synonym for a red tape and inefficiency. The answer to this bureaucratic paradox is to understand that bureaucracy is a matter of degree. When bureaucratic characteristics, which are present in all organizations, are carried to an extreme, efficiency gives way to inefficiency.

Barnard's acceptance theory of authority and growing environmental complexity and uncertainty questioned traditional organization theory. Open-system thinking became a promising alternative because it was useful in explaining the necessity of creating flexible and adaptable rather than rigid organizations. Although the analogy between natural systems and human social systems (organizations) is an imperfect one, there are important parallels. Organizations, like all open systems, are unique because of

their interaction with the environment, equifinality (reaching the same result by different means), synergy, and dynamic equilibrium.

Exercise2. Match the words with the definitions:

1) Hierarchy	a) Help or assistance
2) Contribution	b) Achieving maximum productivity with minimum wasted effort
3) Rallying	c) A
4) Efficient	system in which members of an organization or society are ranked according to relative status
5) Proficient	d) Not able to be changed or adapted
6) Aid	e) Competent or skilled in doing or using something
7) Mutual	f) Held in common by two or more sides
8) Bureaucracy	g) A system of government in which most of the important decisions are taken by state officials rather than by elected representatives
9) Paradox	h) Having the effect of calling people to action
10) Rigid	i) Participation in smth
	j) A seemingly absurd statement which may prove to be well founded or true

Exercise3. Decide if the statements are true (T) or false (F):

1. Organizations should be managed carefully in order to be profitable.
2. All organizations have five main characteristics.
3. Division of labor helps to use organization's human resources efficiently.
4. It is hard to achieve coordination of effort without a recognized hierarchy of authority.
5. There is a clear universally accepted classification scheme among organization theorists.
6. Organizations can be classified by purpose and technology.
7. Fayol, Taylor, and Weber are the representatives of modern views of organizations.
8. Bureaucracies are characterized by their division of labor, hierarchy of authority, framework of rules, and impersonality.
9. When bureaucratic characteristics are carried to an extreme, organization's efficiency increases.
10. Organizations, like all open systems, may be called unique.

Exercise4. Answer the questions:

1. What factors result in the organization?
2. What are the two ways of classifying organizations?

3. What is the essence of traditional and modern views of organizations?
Which seems more sensible?

Exercise5. Complete the sentences with the verbs from the box. Use the right form.

manage combine divide use become permit recognize
achieve ignore create

1. We have designed a new product which _____ the benefits of a hairspray and a gel.
2. While these tasks can be _____, it is difficult to do so effectively and in a timely manner.
3. Divorce _____ only problems for children.
4. Write a poem _____ key words in the story and read it out to others.
5. The edges of the job are beginning to _____ clear, and it's all terribly exciting.
6. They both were dressed like fashion models and wore so much makeup you hardly _____ them.
7. The law _____ councils to monitor any factory emitting smoke.
8. We _____ significant results in reducing crime and the fear of crime.
9. Sadly, despite complaints, Tesco takes no notice and continues _____ the public.
10. Consumer magazines can be _____ into a number of categories.

Exercise6. Ask questions to the given answers:

1. _____ ?

Answer: Organizations need to be understood and intelligently managed because they are an ever-present feature of modern life.

2. _____ ?

Answer: Open-system thinking became a promising alternative because it was useful in explaining the necessity of creating flexible and adaptable organizations.

3. _____ ?

Answer: Organizations are unique because of their interaction with the environment, equifinality, synergy, and dynamic equilibrium.

4. _____ ?

Answer: Modern organization theorists prefer open-system thinking.

5. _____ ?

Answer: Early management writers proposed tightly controlled authoritarian organizations.

6. _____?

Answer: Bureaucracies are characterized by their division of labor, hierarchy of authority, framework of rules, and impersonality.

7. _____?

Answer: There is no universally accepted classification scheme among organization theorists.

8. _____?

Answer: In regard to purpose, organizations can be classified as business, not-for-profit service, mutual benefit, or commonweal

9. _____?

Answer: Division of labor permits organization member to become more proficient.

10. _____?

Answer: Organization theorists have defined authority as the right to direct the action of others.

Exercise7. Match adjectives and nouns to make the phrases from the text:

1) modern	a) organizations
2) common	a) complexity
3) individual	b) life
4) specialized	c) purpose
5) mutual	d) task
6) traditional	e) theory
7) rigid	f) benefit
8) social	g) systems
9) dynamic	h) contributions
10) environmental	i) equilibrium

Exercise8. Complete the sentences with the right prepositions if necessary:

1. Organizations are an ever-present feature ____ modern life.
2. Organization member become more proficient ____ repeatedly doing the same specialized task.
3. There is no universally accepted classification scheme ____ organization theorists.
4. Max Weber applied the label bureaucracy ____ his formula ____ the most rationally efficient type of organization.
5. Each of these technologies has characteristic ____ strengths and weaknesses.
6. When bureaucratic characteristics are carried ____ an extreme, efficiency gives way to inefficiency.
7. The analogy _____ natural systems and human social systems is an imperfect one.

Exercise1. Read the text and do exercises after it.

Motivation

Motivation refers to psychological process that gives behavior purpose and direction. It is an important area of study for managers because it helps them better understand our most valuable resource, people. (Realistically, motivation is just one of many explanations of work behavior, such as one's knowledge and emotional state and organizational factors.) Even though the employees in one study ranked "interesting work" the highest among the things they wanted from their jobs, their supervisors believed that they wanted "good wages" above all else. This type of misperception of employees' needs can cripple a motivation program. Pollster D.Yankelovich contends that traditional motivation tools such as fear, money, strict supervision, and the work ethic are inappropriate for nearly half of today's labor force in the USA.

Among alternative motivation theories, Maslow's needs hierarchy theory, Herzberg's two-factor theory, and expectancy theory stand out as particularly relevant for managers. According to Maslow's message, people always have needs, and when one need is relatively fulfilled, others emerge in a predictable sequence to take its place. His five-level needs hierarchy, although empirically criticized, makes it clear to managers that people are motivated by emerging rather than fulfilled needs. Assuming that job satisfaction and performance are positively related, Herzberg believes that the most that wages and working conditions can do is eliminate sources of dissatisfaction. According to Herzberg, the key to true satisfaction and motivation is an enriched job that provides an opportunity for achievement, responsibility, and personal growth. Expectancy theory is based on the idea that the strength of one's motivation to work is the product of perceived probabilities of acquiring personally valued rewards. Both effort-performance ("What are my chances of getting the job done if I put out the necessary effort?") and performance-reward ("What are my chances of getting the rewards I value if I satisfactorily complete the job?") probabilities are important to expectancy theory.

Depending on how it is designed, a job can either hamper or promote personal growth and satisfaction. Although historically a key to higher productivity, specialization of labor has been associated with costly human problems in recent years. Managers have the options of fitting people to jobs or fitting jobs to people when attempting to counter the specialization-of-labor dilemma. The first option includes realistic job previews (honest explanations of what a job actually involves), job rotation(periodically moving people from one specialized job to another), and limited exposure (establishing a challenging but fair daily performance standard, and letting employees go home when it is reached). Managers who pursue the second option, fitting jobs to people, can either enlarge (combine two or more tasks into a single job) or enrich (redesign a job to increase its motivating potential)jobs. Job enrichment vertically loads jobs

to meet individual needs for responsibility and knowledge of results. Personal desire for growth and a supportive climate are required for successful job enrichment.

Both extrinsic (externally granted) and intrinsic (self-granted) rewards, when properly administered, can have a positive impact on performance and satisfaction.

Exercise2. Match the words or phrases with the definitions:

<ul style="list-style-type: none"> 1) cripple 2) sequence 3) misperception 4) supervision 5) inappropriate 6) achievement 7) personal growth 8) to hamper 9) exposure 	<ul style="list-style-type: none"> a) Not suitable or proper in the circumstances b) A particular order in which related things follow each other c) The process of developing physically, mentally, or spiritually d) Causes severe and disabling damage e) A wrong or incorrect understanding f) Administration g) The action of placing oneself at risk of financial losses h) A thing done successfully with effort, skill, or courage i) To slow down
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Exercise3. Decide if the statements are true (T) or false (F):

1. Motivation is an important area of study for managers because it helps them to climb the career ladder.
2. Employees value ‘an interesting work’ the most among the things they want from their job.
3. Fear, money, strict supervision, and the work ethic are the traditional motivation tools.
4. Maslow is the author of the expectancy theory.
5. According to Herzberg, wages and working conditions are the key to true satisfaction and motivation.
6. Motivation involves two performance-related components: effort-performance and performance-reward probabilities.
7. Successful job enrichment needs high productivity and positive mindset.
8. Historically specialization of labor has been responsible for productivity increase.
9. Managers have no options when face the specialization-of-labor problem.

Exercise4. Complete the sentences with the verbs from the box. Use the right form.

rank believe fulfil eliminate enrich provide reward include fit require

1. Maintaining clarity of thought and affirmation of purpose _____ constant effort.
2. Because of the increased usage of the Internet for transacting business, students were asked _____ their understanding of e-commerce.
3. By destroying trees and killing animals man may be able _____ his short-term desires, but he was causing a few irreversible problems in the long run.
4. Some 23 per cent _____ that smoking keeps down weight.
5. You share your wisdom and experience with others and _____ the quality of your work and relationships.
6. The FBI's documents _____ no hint as to how someone mistakenly put on can get himself removed.
7. The only way to defeat terrorism as a threat to our way of life is to stop it, _____ it and destroy it where it grows.
8. The group is active in repairing schools and _____ educational supplies.
9. The engineer who supervised the work _____ with the MBE.
10. We have a large range of picture frames of all shapes and sizes _____ any photo.

Exercise5. Give the English equivalents for the following combinations:

1. ценный ресурс
2. неверное понимание
3. нужд сотрудников
4. инструменты мотивации
5. рынок труда
6. предсказуемая последовательность
7. искоренять источники недовольства
8. необходимые усилия
9. выполнять работу
10. ускорять личностный рос,
11. стандарт производительности

Exercise6. Ask questions to the given answers:

1. _____ ?
Answer: Motivation refers to psychological process.
2. _____ ?
Answer: It is an important area of study for managers because it helps them better understand our most valuable resource.
3. _____ ?
Answer: The supervisors believed that the employees wanted “good wages” above all.
4. _____ ?

Answer: Maslow's needs hierarchy theory, Herzberg's two-factor theory, and expectancy theory stand out as particularly relevant for managers.

5. _____?

Answer: The key to true satisfaction and motivation is an enriched job that provides an opportunity for achievement, responsibility, and personal growth.

6. _____?

Answer: Both effort-performance and performance-reward probabilities are important to expectancy theory.

7. _____?

Answer: A job can either hamper or promote personal growth and satisfaction.

8. _____?

Answer: Managers have the options of fitting people to jobs or fitting jobs to people.

9. _____?

Answer: Personal desire for growth and a supportive climate are required for successful job enrichment.

10. _____?

Answer: Intrinsic rewards can have a positive impact on performance and satisfaction.

Exercise7. Complete the sentences with the right prepositions if necessary:

1. Both types of rewards can have a positive impact ____ performance.
2. Job enrichment vertically loads jobs to meet individual needs ____ responsibility and knowledge ____ results.
3. You should be able to combine two or more tasks ____ a single job.
4. Managers are likely to pursue ____ the second option.
5. They have an opportunity of moving people ____ one specialized job _____ another.
6. Both types are important _____ expectancy theory.
7. People are motivated ____ emerging rather than fulfilled needs.

Exercise8. Match adjectives and nouns to make the phrases from the text:

- 1) emotional
- 2) good
- 3) motivation
- 4) working
- 5) personal
- 6) recent
- 7) limited
- 8) motivating
- 9) supportive
- 10) positive

- a) state
- b) years
- c) exposure
- d) impact
- e) growth
- f) program
- g) wages
- h) potential
- i) conditions
- j) climate

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