

DESCRIPTIVE TEXT

Course Objectives:

1. Students are able to understand the types of managers.
2. Students are able to capture, to comprehend, and to develop the basic ideas of the types of managers.
3. Students are able to use and practise present simple and present continuous.

Pre-reading:

1. How many types of managers do you know
2. What do they do or how do you describe their job description?

LET'S READ

Types of Managers



We have been using the term manager to mean anyone who is responsible for **carrying out** the four main activities of management. However, managers can be classified in two ways: by their level in the organization (the so-called first-line, middle, and top managers) and by the range of the organizational activities for which they are responsible (so-called functional and general managers)

First line managers. The lowest level in an organization at which individuals are responsible for the work others is called first-line or first-level management. First-line managers direct operating employees only; they do not **supervise** other managers. Examples of first line managers are like foreman or production supervisor in a manufacturing plant, the technical supervisor in a research department, and the **clerical supervisor** in a large office. First-level managers are often called supervisors.

Middle managers. The term middle management can include more than one level in an organization. Middle managers direct the activities of lower-level managers and sometimes those of operating employees as well. Middle managers' principal responsibilities are to direct the activities that implement their organizations' policies and to balance the demands of their supervisor with the capacities of their subordinates.

Top managers. Composed of a comparatively small group of executives, top management is responsible for the overall management of the organization. It establishes operating policies and guides the organization's interactions with its environment. Typical titles of top managers are "**chief executive officer**". "President" and "senior vice president." Actual titles vary from one organization to another are not always a **reliable** guide to membership in the highest management classification.

Functional and general managers. The other major classification of managers depends on the **scope** of the activities they manage. Functional managers are responsible for only one organizational activity such as production, marketing, or finance. The people and activities **headed** by a functional manager are **engaged** in a common set of activities. General manager, on the other hand, **oversees** or supervises a complex unit such as a company, a **subsidiary**, or an independent operating division. He or she is responsible for all activities of that unit, such as its production,

marketing, and finance. A small company may have only one general manager—its president or executive vice president—but large organization may have several, each heading a relatively independent division. In a large food company, for example, there may be a grocery-products division, refrigerated-products division, and a frozen-food-products division, with a different general manager responsible for each. Like chief executive of a small company, each of these divisional heads is responsible for all the activities of the unit.

Taken from: James F. Stoner & Edward Freeman, 1990, in *Management 5th edition*
Picture by: www.google.com//images//openencrypt.com

Glossaries:

Carry out (verb): melaksanakan, menjalankan

Supervise (verb): mengawasi

Clerical supervisor (noun): pengawas administrasi

Scope (noun): cakupan

Reliable (adj): dapat dipercaya dihandalkan

CEO (noun): direktur

Engage (verb): berhubungan

Headed (verb passive): dipimpin, dikepalai

Subsidiary (n): cabang, divisi

Oversee (verb): mengawasi, menjaga, mengatur

Answer these questions below based on the passage above.

1. How many types of managers do you know from the passage?
2. How do you describe their role—name one job description?
3. What kind of responsibility does the first-line manager have?
4. How do you describe the first-line manager's role?
5. How do you explain CEO?
6. What does middle manager do?
7. How do you explain the role of functional manager?
8. Why does the title of top manager vary from each organization?

LET'S SPEAK

Companies

'Corporations are not things. They are the people who run them.'
Charles Handy, Irish management guru



Picture taken from Market Leader 3rd edition

A. Which of these companies do you or would you like to work for?

1. A family-owned company
2. A multinational company
3. Your own company (be self-employed)

B. Can you name a company in each of these business sectors? Is there one that you would like to work for?

✓ Telecommunications/Media	✓ Banking and finance	✓ Food and drink
✓ Engineering	✓ Transport	✓ Retailing
✓ Pharmaceuticals/Chemicals	✓ Manufacturing	✓ Another service industry
✓ Construction	✓ IT /Electronics	✓ Tourism

C. Complete the sentences below with the words and phrases in the box.

head office market share net profit parent company
share price subsidiary ~~turnover~~ workforce

1. The amount of money a company receives from sales in a particular period is called its: turnover.
2. The money a company makes after taking away its costs and tax is its
3. A company which owns another company is called a
4. The employees in a particular country or business are called the
5. The percentage of sales a company has in a particular market is its
6. The main building or location of a large organisation is its
7. The cost of a company's shares is its
8. A company which is more than 50% owned by another company is called a

D. Complete this extract from a company report with appropriate words or phrases from the box in Exercise C.

Financial performance

I am pleased to say the parent company¹ has continued its excellent performance. We are changing, growing and doing well at a difficult time for the industry,² was €57.2 million, an increase of 15% on last year, and³ rose by 5% to €6.4 million.

We are a highly competitive business. We have increased our⁴ to 20%. Consequently, our⁵ has risen and is now at an all-time high of €9.6.

Increased production and strong demand have had a positive effect on our cashflow, so we are able to finance a number of new projects. We have successfully moved to our new⁶ in central London. We are now planning to start full production at the recently opened Spanish⁷ in October.

Finally, thanks once again to our loyal and dedicated⁸. Our employees will always be our most valuable asset.

LET'S READ AND WRITE

Discuss this question in pairs.

Would you like to run your own company? Why? I Why not?

- A. Companies should be owned by their employees. Try to discuss
- B. Work in pairs. As you read, make a note of the key points about your company in the chart below.

India: Tata's search for a new CEO

by Joe Leahy in Mumbai

Mr Tata, Chairman of India's biggest company, is expected to retire – yet again – in two years. But this time things look different. The group appears ready to move on, formally announcing last month that it has set up a special committee to look for a new CEO.

Instead of simply choosing the most obvious successor, the group has said it will consider all candidates for India's biggest corporate job. In a country where companies are often controlled by influential families, the idea of an outsider, particularly a foreigner, controlling a group of Tata's size and reputation is revolutionary.

At risk is more than the future of the Tata Group, though this is very important to the national economy. With its 100 subsidiaries – including India's biggest private-sector steel company, its biggest information-technology outsourcing company and its biggest automotive producer – it is also the country's first true multinational, with 65 per cent of its \$71 bn in revenue generated overseas.

Analysts question whether Tata can create an example for corporate India of orderly transition from family leadership to professional management. "There's a feeling if an outsider, especially a foreigner, took

over a group as complex as Tata, it would be disastrous," says a banker who knows the company.

However, some critics argue that introducing professionals would help to break down a reputation for weak management in large, family-run companies.



Article 2

Is John Lewis the best company in Britain to work for?

by Jon Henley

It is owned by its employees – or partners – who have a say in how it is run and receive a share of the profits. Surely this is the way every organisation should be run?

It's just before opening time on bonus day at John Lewis and, boy, are we excited. Up and down the country, the 69,000 people who work for the nation's favourite retailer are gathered, impatient. A specially chosen staff member opens an envelope and reads out a number. Fifteen per cent. It's the percentage of their salary that each John Lewis employee takes home as that year's bonus.

If a product is on sale in a John Lewis store, you know you can trust it. Plus you can be sure you'll be served

by someone who really knows what they're talking about and, most unusually of all, is eager to help.

Unlike other high-street names, John Lewis is owned by its employees, each of whom has a say in its running and a share in its profits. This is Britain's largest example of worker co-ownership. Its purpose is "the happiness of all its members, through their worthwhile and satisfying employment in a successful business".

"It's a good company to work for," says Pedro, a Waitrose[®] chef. "I didn't realise how good until I joined." Employer-employee relations at John Lewis, says Nicola McRoberts, "are completely different. They want you to be happy."



A veteran of five years, Kirsty Reilly, in womenswear, speaks of the "passion and commitment" that come from "being engaged, because you have a shared interest in making sure it works, for you and for the people you work with."

* A supermarket chain, part of the John Lewis group

adapted from the *Guardian*

C. After reading, ask your partner what they have learned about Tata/John Lewis. Add the new information to your chart in Exercise B.

D. Compare and contrast the two companies.

EXAMPLE: Tata is an Indian Company, but John Lewis is a British Company.

E. Discuss these questions.

1. What are the good and bad points of bringing in someone from outside to run a family-owned business?
2. Do you know of any company like John Lewis in your country? If so, how successful is it?

LANGUAGE REVIEW

Present Simple and Present Continuous

Complete the rules below with these phrases.

- a) ~~factual information~~
- b) future arrangements
- c) routine activities and habits
- d) temporary situations

We use the present simple to:

- give factual information¹
Tata produces cars.
- talk about.....²
I usually arrive at the office at eight o'clock.

Some verbs are almost always used in the present simple rather than the present continuous, for example *like, want, know, need*.

We use the present continuous to:

- describe.....³
She's staying in Mumbai till the end of the week.
- talk about.....⁴
What are you doing on Tuesday afternoon?

Complete these sentences with either the present simple or the present continuous form of the verbs in brackets.

1. We normally ... hold. ... (hold) our sales conference in Mumbai, but this year we (hold) it in Delhi.
2. Although we (use) our own sales representative at the moment, we generally (use) agents in China.
3. Tatsuo (work) for a financial magazine. At the moment, he (write) an article on insider trading.
4. Usually our Sales Director (deal) with important customers, but I (deal) with all enquiries while she is on holiday.
5. I (come) from Poland, but at the moment I (live) in Germany.
6. John Lewis (want) to continue with expansion this year.

GRAMMAR SESSION

Present Continuous and Present Simple

Present continuous (I am doing)			Present simple (I do)		
Use the continuous for something that is happening at or around the time of speaking. The action is not finished.			Use the simple for things in general or things that happen repeatedly		
I am doing			I do		
Past	now	future	Past	now	future
<ul style="list-style-type: none"> • The water is boiling, can you turn it off? • Listen to those people. What language are they speaking? • I'm going to bed now, Goodnight everybody! • Mahfudz is in Britain at the moment. He's learning English 			<ul style="list-style-type: none"> • Water boils at 100 degrees Celsius • Excuse me, do you speak English? • It doesn't rain very much in summer. • I always go to bed before midnight • Most people learn to swim when they are children 		
Use the continuous for a temporary situation:			Use for a permanent situation		
<ul style="list-style-type: none"> • I'm living with some friends until I can find a flat • You're working hard today. "Yes, I've got a lot to do." 			<ul style="list-style-type: none"> • My parents live in London. They have lived there all their lives • John is not lazy. He works very hard most of the time. 		

Taken from Raymond Murphy's "The Essential of English Grammar in Use"

Exercise 1

Put the verb in the correct form, present continuous or present simple.

1. Let's go out. It isn't raining (not/ rain) now.
2. Dyanna is very good at languages. She _____ (speak) four languages very well.
3. Hurry up! Everybody _____ (wait) for you.
4. _____ (you/ listen) to the radio? 'No, you can just turn it off.'
5. _____ (you/ listen) to the radio every day? 'No, just occasionally.'
6. The River Nile _____ (flow) into the Mediterranean.
7. Look at the river. It _____ (flow) very fast today—much faster than usual.
8. We usually _____ (grow) vegetables in our own garden, but this year we _____ (not/ grow) any.
9. 'How is your English?' 'Not bad. It _____ (improve) slowly.'
10. Peter is in London at the moment. He _____ (stay) at the Park Hotel. He _____ (always/ stay) there when he is in London.
11. Can we stop walking soon? I _____ (start) to feel tired.

12. 'Can you drive?' 'I _____ (learn). My father _____ (teach) me.'
13. Normally I _____ (finish) work at 5, but this week, I _____ (work) until 6 pm to earn a bit more money.
14. My parents _____ (live) in Bristol. They were born there and have never lived anywhere else. Where _____ (your parents/ live)?
15. Rita _____ (look) for a place to live. She _____ (stay) with her sister until she finds somewhere.
16. 'What _____ (your father/ do)? 'He's an architect but he _____ (not/ work) at the moment.'
17. (at the party) Usually I _____ (enjoy) parties but I _____ (not/ enjoy) this one very much.
18. The train is never late. It _____ (always/ leave) on time.
19. Peter is very untidy. He _____ (always/ leave) his things all over the place.
20. The water _____ (boil). Can you turn it off?

Exercise 2

Fill in the blanks below by using the appropriate form and tenses of words in parentheses.

Aceh _____ (to be) the most western province in Indonesia which often ____ (get) earthquake in these recent years. This disaster _____ (give) a very significant effect to all aspects of the citizens' life included economy. There _____ (to be) many centers of trade and market out of their activities. This condition ____ (to be) predicted will cause lower circulation of industrial and raw material product in the whole ex-tsunami and earthquake area. At few months to go, all of government institution together with private and NGO are _____ (work) together to recover this condition as soon as possible.

Exercise 3

Try to arrange the scrambled words below into the correct sentences

1. Work – always – she – hard → She always works hard
2. Patrick – not – weather – like – does – hot.
3. My father – tea – hot – drinks.
4. is – at – Chasey – working – this – moment.
5. Pamela – still – with – living – is – her sister – she – until – finds – to live – apartment – an.
6. Toronto – Mrs. Styles – in – lives.
7. Patricia – a lot – goes – movies – to – the.
8. Election – Commission – General – to endorse – fails – results – Poll.
9. Mike – milk – delivers – the milkman – our – to – daily – home.
10. breakfast – Mr. North – always – eggs – with – has – a cup of tea