

PROCEDURE TEXT

Course Objectives:

1. Students are able to comprehend the procedure text
2. Students are able to capture and develop the basic ideas of the management's challenge
3. Students are able to use and practise Modal part 2 (must, need to, have to, and should) as part of imperative sentence used in procedure text.

Pre-reading:

1. What are the challenges of management?
2. What kinds of challenges do managers usually face?

LET'S READ

THE CHALLENGE OF MANAGEMENT



Being an effective manager is demanding under the best **circumstances**, but today's managers face special challenges. One of the most pressing is competition from foreign companies—each of them **dedicated** to bringing quality products to **increasingly demanding** customers around the world. As a result, managers need to think **beyond** local or ever, national concerns and try to picture their place in the international economy.

The challenge of international competition has both managers and workers alike **scrambling** to find new ways of increasing productivity—the amount of quality work each employees creates. As a result, many managers are rethinking the manager-subordinate relationship and looking for new ways to **tap** the talent and resources of every employee.

Start with the vision. This means that we learn of management science tools—mathematical models that help managers analyse situations and make decisions. These tools are invaluable for helping managers make sense of data. For one thing, they tempt us to take the short view of problems that require long-term solutions. Thus effective managers need to put aside their spreadsheets and listen to those around them.

Recommend the need for Ethics. This concerns with who is—and should be—benefited or harmed by an action. Managers should know how to act and do things accordingly in regard to their surroundings, environment, people along with their custom. They can judge a business practice as ethically correct or incorrect.

Cultural diversity is also needed. Our ethical concern for the fair and **equitable** treatment of employees reflects our culture's strong commitment to equal opportunity. It also reflects good management, for as the international economy increase competitive pressures, organizations must draw on their most talented employees—without regard for racial, cultural, or sexual differences. As Avon Chairman and CEO Jam Preston puts it “Talent is color blind. Talent is gender blind. Talent has nothing to do with dialects, whether they're Hispanic or Irish or Polish or Chinese. And we need talent—all we can get.

Conducting the training. To a great extent, effective managers are made, not born. That is, management skills can be and are learned by people of all backgrounds. However, J. Sterling Livingston (in James F. Stoner & Edward Freeman, 1990: 18) suggests that successful managers tend to share the following three qualities: first, is the need to manage. Only people who want to affect the performance of others and derive satisfaction from doing this are likely to become effective managers. The need for power. Good managers have a healthy need to influence others. To do this, they rely on their superior knowledge and skill, rather than the authority of their positions. Finally, *the capacity for empathy*. Effective managers are also able to understand and cope with the often unexpressed emotional reactions of others in the organization in order to win cooperation.

Taken from: James F. Stoner & Edward Freeman, 1990.

Picture by: www.qateslab.com

Glossaries:

Demanding (adj): menuntut, meminta,

Circumstances (n): keadaan, situasi

Dedicated (verb passive): dipersembahkan, diperuntukan

Increasingly (adverb): makin bertambah

Beyond (preposition): melebihi

Scrambling (verb): berjuang, berusaha

Tap (verb): menarik, membuka jalan, memberi jalan.

Equitable (adj): adil, layak, pantas

Influence (v): memengaruhi

Affect (v): memberi pengaruh/dampak terhadap

Exercise 1

Answer these questions below based on the passage above

1. How do you describe the challenges?
2. Why does the challenges seem to be demanding?
3. What is the use of vision in the management's challenge?
4. How does it mean by management as a science tool?
5. Why does a manager need to think beyond local or ever?
6. How does a manager work to read the situation and make decision?
7. What is meant by ethics?
8. How do you define cultural diversity?
9. Why does a manager need to prepare for pressure and competition?
10. What is the use for training and why it—training—is needed?

Exercise 2

Read the passage above carefully then try to find out whether these statements are matched with the passage. Write T for TRUE statement or F or FALSE statement.

1. Being a manager needs to think beyond ordinary people. ____
2. The use for vision is to help our organization achieve its goals. ____
3. The need for training is conducted during the economic crisis. ____
4. Effective managers cannot deal with the unexpected events. ____
5. Ethics are the same as the cultural diversity. ____

6. Managers are able to look for good opportunities. _____
7. Effective managers are made, not born. _____
8. Good management can only be learned through university or campus. _____
9. Managers and workers have to find new ways to increase productivity. _____
10. A good decision can be made only by top managers. _____

LET'S SPEAK

A. Do you enjoy shopping? Do you shop online? Which of the following have you bought online? Why?

Books and magazines, designer clothes, CDs, perfume, holidays, groceries, jewelry, travel concert tickets,

B. Some people prefer not to buy goods and services online. Why?

C. Choose the correct word to complete each sentence.

1. We offer a to customers who buy in bulk.
a) refund b) discount c) delivery
2. We ask customers who are not fully satisfied to goods within seven days.
a) discount b) refund c) return
3. In order to get a full customers must send back goods in the original packaging.
a) discount b) refund c) return
4. Goods will be within 24 hours of your order.
a) dispatched b) purchased c) exchanged
5. Goods are kept in our until ready for delivery.
a) stock b) storage c) warehouse
6. Products and services offered at large discount are generally a(n)
a) sale b) bargain c) offer

LET'S READ AND WRITE

Guessing Words. Simon Murdoch set up the online bookshop Amazon.co.uk. Try to complete the extract below.



Before ordering

First, you must have a good website (1) and the website needs to be (2) and (3) to use. It needs to provide (4) about the items that you're buying. And the prices on there need to be, you know, (5), good prices.

After ordering

And then, once somebody's ordered something from your website, you need to provide a fast (6) which is reliable. And then, if anything should go wrong, it's important that you have an excellent (7) team dealing with enquiries on the phone or by e-mail.

customer service quick delivery service ~~good website~~
low prices information easy

Reading Text 1

Online Retailer

The other key thing for being a successful online retailer is that, in the long term, you must make profits. There have been a number of high profile companies that have built a great service but then never made profits and eventually run out of cash. A good example of that is e-toys, which had a great service for selling toys online in America and in Europe and eventually they ran out of money and had to go into liquidation. As long as people can get those two sides right, they can build a successful online business.

Try to answer these questions about the online company e-toys

1. What was good about e-toys?
2. What problems did e-toys have?

Reading Text 2

The Description of Online Retailer and High Street Retailer

There are differences between online selling and high street retailing. First of all, a lot of people have pointed out the parallels between the two. But it is supposed that when people are selling online, it is much more like a mail order company rather than a retailer. In online shop as well as mail order company, both of them must have warehouses with all the goods, and then they have to provide couriers and the difference when it deals with the high street retailer is it much more about having the right location and when people come into the shop. The high street retailer should present the items in an attractive way that can get people to buy.

Which of these statements below are true according to the text above.

1. Selling online is similar to selling by mail order in many ways.
2. Warehouses are not essential when selling online.
3. Location is more important for high street retailer than online retailer.
4. High street retailers need to present goods attractively to get people to buy.
5. Online Retailer and Mail Order Company do not have to provide couriers for delivery service.

Discuss these questions with your partner.

1. What other differences between online selling and high street retailing can you think of?
2. What are the similarities between the two types of businesses?