

Методичні вказівки до виконання контрольної роботи з англійської мови для студентів
IV курсу заочної форми навчання.
Напрямок підготовки – менеджмент
Спеціальність – менеджмент організацій

Укладачі: Куделіна О.Ю., Мінесва Т.В., Одеса - ОДЕКУ, 2008 р., 34 с.

Передмова

Практичне володіння англійською мовою при заочній формі навчання означає вміння самостійно за допомогою словника читати літературу за фахом англійською мовою, знаходити корисну для роботи інформацію, а також перекладати тексти за фахом рідною мовою.

Метою запропонованих методичних вказівок для самостійної роботи студентів (СРС) для студентів IV курсу заочної форми навчання, напрям підготовки – “менеджмент” є:

- виробити у студентів навички читання та перекладу науково-технічної літератури англійською мовою за фахом “менеджмент”;
- розвинути вміння розуміти зміст прочитаного;
- виробити навички постановки запитань до тексту англійською мовою;
- підготувати студентів до складання іспиту з англійської мови.

Після виконання контрольної роботи, студенти повинні вміти читати та перекладати науково-технічну літературу англійською мовою за фахом „менеджмент організацій”, розуміти зміст прочитаного, вміти ставити та відповідати на запитання до іншомовного тексту, брати участь в бесіді за ф. хом.

Навчальна програма для студентів IV курсу заочної форми навчання розрахована на 122 години СРС та на 16 години аудиторної роботи.

Програма з дисципліни англійська мова для студентів IV к. заочної форми навчання (напрямок – менеджмент)

Змістовні модулі	№ п.п.	Назва теми заняття	Кількість годин				Форми контролю
			загальна	лекцій	практичні заняття	самостійна робота	
ЗМ-П1	1	Особливості перекладу прикметників з прийменниками. Практика у перекладі. Розмовна тема „London” Самостійний переклад текстів за фахом – 5000 др.зн.	15	–	2	13	УО
	2	Особливості перекладу прикметників з прийменниками. Практика у перекладі. Розмовна тема „London” Самостійний переклад текстів за фахом – 5000 др.зн.	15	–	2	13	УО
	3	Найбільш вживані скорочення, прийняті в англо-американській технічній літературі (1). Самостійний переклад текстів за фахом – 5000 др.зн.	15	–	2	13	УО

ЗМ-П2	4	Різні значення слів: only, both...and, either...or, neither...nor, as. Самостійний переклад суспільно-політичного тексту – 5000 др.зн.	15	–	2	13	УО
	5	Різні значення слів: because of, for, since, due, provided Самостійний переклад текстів за фахом – 5000 др.зн.	16	–	2	14	УО
ЗМ-П3	6	Особливості перекладу прикметників з прийменниками. Практика у перекладі. Розмовна тема „The political system of Great Britain” Самостійний переклад суспільно-політичного тексту – 5000 др.зн.	15	–	2	13	УО
	7	Особливості перекладу інфінітивних зворотів. Особливості перекладу текстів за фахом. Самостійний переклад суспільно-політичного тексту – 5000 др.зн.	15	–	2	13	УО
	8	Найбільш вживані скорочення, прийняті в англо-американській технічній літературі (II). Самостійний переклад текстів за фахом – 5000 др.зн.	17	–	2	15	УО
Всього				–	16	106	

Контрольна робота №7 складається з 5 завдань. Варіант контрольної роботи визначається викладачем.

Критерії оцінки виконання контрольної роботи:

– **“зараховано”** – студент переклав не менш ніж 80% тексту без суттєвих граматичних помилок, склав запитання до змісту тексту та показав знання основних термінів щодо фаху “менеджмент організації”, які зустрічалися у контрольних роботах;

– **“незараховано”** – студент переклав менш ніж 80% тексту контрольної роботи, припустив більш 10 граматичних помилок при перекладі текстів та складанні запитань, та не показав знання основних термінів за фахом “менеджмент організації”, що зустрічалися у контрольних роботах.

При оцінці „незараховано” студент виконує варіант контрольної роботи повторно.

Для допуску до іспиту студент повинен одержати позитивну оцінку за контрольну роботу та виконати всі аудиторні практичні завдання.

VARIANT 1

Ex.1. Translate the text (in writing):

FUNDING ENVIRONMENTAL INVESTMENTS

Although a number of CEECs have now concluded the environmental chapter of the negotiations, it is fair to say that they have not fully established how these investments will be funded. Indeed, there are ongoing concerns in the front line CEEC countries about the availability of co-financing from the national budget to match the EU accession funds available under ISP A, PHARE, and SAPARD. Indeed, the slow rate of development of projects for such funding can be partly attributed to this factor (as well as to the lack of administrative capacity to implement the acquis).

The problem that many countries are having in meeting the local cost share of investments is unlikely to be solved merely by increasing the allocation from the public budget for the environment. Other solutions must also be found.

In most of the CEECs one source of public sector finance for the environment has been through a number of environmental funds. These funds receive their payments from pollution fees and charges, including payments for noncompliance. The funds are used to pay for environmental services (such as monitoring and research and development) as well as for some investment in pollution abatement at the enterprise and municipal level. While they have played an important role in some countries in the post-transition period, there have been some doubts as to the efficiency with which funds are allocated, and the future does not look promising for them as a vehicle for environmental finance. Principally, this is because their consistency with the EU institutions is not clear.

Poland, which has closed the environmental chapter in its negotiations, is looking into environmental funds carefully. The concern is that enterprises will seek legal exemption from payment of "pollution charges" if the same changes are not imposed on their competitors in the EU. If this challenge is successful, then the revenue source of the fund will disappear. Since earmarking of this kind is not favored as a means of financing public expenditures (with the exception of payments for specific services, such as monitoring) and is rarely used in the EU, further difficulties can be expected with its continued existence in the CEECs.

The scope for moving some items out of the public budget is also quite large. As far as investment in the manufacturing industry is concerned, the more of the sector that is privatized, the less will be the burden of the acquis on the public budget. In this regard, experience has shown that successful privatization of some of the larger and more polluting industries requires a clear understanding of the liability for past environmental damages, through an internationally acceptable audit, accompanied by a legal agreement with the government as to the new owner's responsibility for clean-up.

If internationally credible investors are to be attracted into bidding for such enterprises then these issues have to be addressed. Furthermore, the state's responsibilities have to be backed by a credible program of investment in remediation. Otherwise the uncertainty on the private party's side will result in a failure to bid, or in an offer that reflects the increased risk. This illustrates a situation in which it may pay for the state to undertake investment in remediation with a view to making the privatization effort more successful and generating higher revenues from the sale of state assets.

The same is true to a large extent of public utilities and infrastructure. A Czech study showed that as much as half the big-ticket items could be shifted out of the public budget under certain assumptions (Czech Republic, "Towards the Accession," Main Report, A World Bank Country Study, The World Bank, Washington, DC. 1999). To date, however, the detailed national plans for the adoption of the acquis paid limited attention to the role of the private sector, and there has been mixed progress on the ground. Hungary has totally transferred power generation to the private sector, while Poland moved 9 of its 27 generation stations into private hands, and other countries moved none. Fortunately, as noted in chapter 1, the movement is gathering pace.

Privatization is not, however, the only way of sharing the burden of upgrading environmental standards. Another is to commercialize the enterprises even when they are nominally state-owned, and to raise the finance for the investment through commercial loans. This strategy is being followed widely in all the CEEC countries. It was successfully adopted, for example, by Poland in the power generation sector. Even before the privatization of the nine units referred to above, the financing for investing in pollution control equipment came from commercial loans, backed by power purchasing agreements between the commercialized generating units and the state electricity authority. The same strategy has been adopted in municipalities dealing with water supply and wastewater in a number of countries, including the Baltic states.

Although it is successful in taking the direct investment cost off the budget, this approach suffers from the problem that the borrowing is, invariably, guaranteed by the government and therefore forms part of the consolidated national debt. There is also the issue in such cases, however, of subsidies to these enterprises through working capital and loans from state-owned banks, given at below commercial rates. To the extent that these practices prevail (and they are still quite common), the institutional mechanism of commercialization for taking environmental costs off budget will still leave some budgetary burden.

The commercialization of utilities has, however, opened the door to raising charges for their services to a level at which at least the costs of the new investments are recovered. This will result in reduced levels of demand, thus saving the budget the cost of the subsidies they receive on ongoing operations. It will also reduce the size of the investment needed. Another way in which commercialization can save costs is through a rationalization of provision, as

many utilities are currently too small to make cost-effective investments or manage operations in an efficient manner.

Ex.2. Answer the following questions:

1. Is it possible for many countries to solve the problem of funding environmental investments by increasing the allocation from public budget ?
2. Where do environmental funds receive their payments from ?
3. What does a successful privatization mean ?

Ex.3. Give the Ukrainian equivalents to the following set-expressions from the text:

1. through an internationally acceptable audit
2. the acquis on the public budget
3. pollution fees and charges
4. the new owner's responsibility for clean-up
5. the revenue source of the fund
6. the efficiency with which funds are allocated
7. generating higher revenues from the sale of state assets

Ex.4. Make up 3 questions to the 7th paragraph of the text.

Ex.5. Translate the following sentences into English:

1. Багато банків видають кредити під дуже великі проценти
2. Існують характерні ризики при видачі кредитів

VARIANT 2

Ex.1. Translate the text:

BANKING

Many British bankers believe that their industry will always be characterized by booms and busts. Some, however, believe that they can smooth the ups and downs by being more prudent when times are good. This, they say, will help them to avoid the sort of sharp increase in provisions against bad loans that took place during the last recession (see chart). The latest round of half-year result has highlighted differences within the industry's ranks.

The results show, first, that British banks are rolling in cash again. On July 28th Lloyds Bank announced pretax profits of £735m (\$1.2 billion) for the first six months of the year, a fifth higher than in the same period of 1994. Both Abbey National, which announced its result on July 31st, and National Westminster

Bank, which reported its figures the next day, trumpeted a 14% rise in pretax profits and fat dividends for shareholders. Other banks are likely to produce equally good results in coming weeks.

When it comes to provisioning, the industry is less united. Lloyds and Barclays, Britain's largest banks, are relatively cautious. Lloyds has boosted its general provision against the risk of loans turning sour by a hefty £120m, partly because it is worried about the prospect of higher inflation, but also because it wants to avoid raising provisions sharply in future. "In the 1980s we were a touch naïve," says Alan Moore, Lloyds' deputy chief executive. "Now we realize lending is an art, not a science. We'll never get it all right."

Barclays' goal is similar, but it plans to use a different means to achieve it. Rather than increasing general provisions in one fell swoop, it is considering setting aside a small amount of cash against each corporate loan it makes. This should serve as an ever present reminder to employees of the inherent risks in lending. Martin Taylor, the bank's chief executive, hopes to implement this system, dubbed "default provisioning", over the next year.

Other banks are more sanguine about the future. National Westminster, for instance, has decided not to increase its general provisions. It says that the 32% growth in the amount it added to provisions in the first-half of the year is justifiable because new loan-vetting techniques have improved the quality of its lending. Derek Wanless, its chief executive, says that "no alarm bells are ringing yet."

They may do so before much longer. In retail financial services, a series of mergers and takeovers are intensifying competition, especially in the relatively stagnant mortgage market. On August 1st Lloyds Bank completed its takeover of Cheltenham & Gloucester, a building society. On the same day, Halifax, the largest building society, swallowed Leeds Permanent, a competitor. The merged group will convert to a bank.

Many banks are lending at suicidal rates because they are flush with cash. They might do better to return some of their money to shareholders. Both Lloyds and National Westminster raised their interim dividends by 15% this year. But the banks could go further, by buying back some of their shares. This is already happening in America. Citicorp, one of that country's biggest banks, plans to buy back up to \$3 billion worth of its own shares. In Britain, Barclays may follow suit. Less capital will not stop banks making mistakes, but it may be a more effective check on profligate lending than tinkering with provisions.

Ex.2. Answer the following questions:

1. What measures can be done to avoid the sort of sharp increase in provisions against bad loans ?
2. Is lending an art or a science ?
3. Is their inherent risk in lending ?

Ex.3. Give the Ukrainian equivalents to the following set-expressions:

1. a series of mergers and takeovers
2. lending at suicidal rates
3. mortgage market
4. characterized by booms and busts
5. new loan-vetting techniques
6. worried about the prospect of higher inflation
7. to use a different means
8. a more effective check on profligate lending

Ex.4. Make up 3 questions to the last paragraph of the text.

Ex.5. Translate the newspaper's article given below:

Ukraine changes CEOs in both state-run banks

The supervisory boards of OshchadBank and UkrEximBank held an important meeting on March 19. The shares of these two giants belong wholly to the state.

Danylo Volynets was elected Chairman of the Supervisory Board at OshchadBank. Up until February 2007 he was a member of the Aktyv Bank Supervisory Board, where he had replaced the former Head of the Presidential Secretariat Oleh Rybachuk. By virtue of other decisions OshchadBank Chairman of the Board Oleksandr Morozov was replaced by Anatoliy Huley, who served up until this appointment as the Chairman of the Board at Aktiv Bank.

Rybachuk and Morozov are considered to be close to President Viktor Yushchenko. In particular, in 2002 Morozov was a financial director of Yushchenko's election campaign Nasha Ukraina (Our Ukraine). After Yushchenko won the presidential elections Morozov was elected OshchadBank Chairman of the Board and a member of the Our Ukraine presidium. In March 2006 he was elected a deputy of the Kyiv Council.

Aktiv Bank is a part of Ukrpidshypnyk financial and industrial group. Its activity is traditionally connected with the interests of brothers Andriy and Serhiy Klyuyev, Vice Premier of Ukraine and a people's deputy from the Party of Regions respectively.

Morozov is appealing his dismissal in the courts as he believes that the decision to hold the meeting of the OshchadBank Supervisory Board was made without due quorum. Viktor Kapustin, UkrEximBank Chairman of the Board (member of the parliament of the previous convocation from the Our Ukraine bloc) retained his position and Ihor Sotulenko, General Director of Avto International, replaced Serhiy Prokhorov as Chairman of the Supervisory Board.

Sotulenko was delegated to the UkrEximBank Supervisory Board according to parliamentary quota and Prokhorov, First Vice President of the

Ukrainian Union of Industrialists and Entrepreneurs, according to a presidential quota.

According to the law the president of Ukraine, government and parliament delegate an equal number of members – five persons to the Supervisory Board of every bank.

According to the National Bank of Ukraine, for January 2007 UkrEximBank was ranked the fourth largest in the country in terms of total assets (UAH 18.65 bn) and OshchadBank – seventh (UAH 11.59 bn) among 169 banks that operate in Ukraine.

VARIANT 3

Ex.1. Translate the text:

SHADY OIL AND GAS DEALS

The theft of fossil fuel resources in Ukraine, reported by *The Day* (№148, Sept.5, 2007), continues. Volodymyr Pustovarov, the first deputy head of financial-economic questions at Ukrnafta, and Viacheslav Kartashov, the head of the company's legal department, recently spoke about improvements in this sphere and the main obstacles hindering the development of the state oil and gas industry.

According to Kartashov, after Ukrnafta's head Ihor Palytsia wrote an open letter to Ukraine's president, a decree halted the granting of licenses to exploit natural resources to the "required hands" for a mere song. At the same time, an appeal to the Prosecutor General's Office with a demand to investigate such criminal schemes has not brought any desired results. The prospects are depressing. At issue is the question of gas prices, a painful one for most Ukrainians.

The price of gas for consumers may rise by 180 to 200 dollars for 1,000 cubic meters, which will then be on par with industrial gas prices, Kartashov predicts. The forecast is anything but optimistic. What are the causes? Today's consumer gas price is much lower than the market one. Without a doubt, credit for this belongs to the legal norm, according to which companies with over 50 percent of the state-controlled authorized fund are obliged to transfer all the natural gas they extract at the regulated price of 318 hryvnias per 1,000 cubic meters. "We do not agree with this. We believe that the state has no right to use such non-market methods, but we are law-abiding with regard to this issue," says the head of Ukrnafta's legal department. Pustovarov echoes his words. "This year there are no facts pointing to the supply of gas by Ukrnafta to other consumer categories."

In the opinion of these two Ukrnafta representatives, the main cause of this

dismal forecast should be sought in the actions of the Ministry of Environmental Protection together with its profile companies. Kartashov noted that the situation is also complicated by the fact that the environmental ministry has changed the license for extracting gas at the Sakhalin oil-and-gas-condensate deposit from Nadra Ukrainy to the non-state commercial structure, Heolsoiuz Limited Company, which Nadra Ukrainy established after becoming a 50-percent owner of the authorized fund. "Another part of the fund is owned by people linked to the Infoks Company, Mykola Zlochevsky, and the heads of the Ministry of the Environment," Kartashov says.

According to the environmental ministry's normative acts, nothing is preventing the reduction of Nadra Ukrainy's share in the commercial structure's authorized fund and the scale of the license to any interested party. As proof of his statement, Kartashov noted that one month ago Ukrnafta received an offer from Heolsoiuz to purchase special permission to the tune of 100 million dollars.

In his opinion, the corrupt actions of officials from the Ministry of the Environment are obvious. Acting in their own interests and those of firms close to them, bypassing existing legislation that obliges them to obtain licenses exclusively by means of bidding, they are actually helping to embezzle state deposits. What will be the outcome? "This will allow them to hide 400 million cubic meters of gas earmarked for sale to the consumer and to pocket the difference. According to rough estimates, this is nearly 50 million dollars a year," Kartashov explained.

The head of Ukrnafta's legal department says that the result of these shady gas deals is a deficit of gas in Ukrnafta that is sold at a regulated price. Thus, Naftohaz Ukraina will have to buy gas for consumer needs at the market price.

Along with future problems one should keep in mind already existing ones, Pustovarov says. Rental fees are among the most painful. Ukrnafta extracts every fourth ton of oil at deposits that earlier belonged to the category of hard to extract and exhausted deposits, and therefore had preferential tax treatment. But after they were cancelled in March 2005, Ukrnafta received an additional burden in the form of many unprofitable deposits.

According to Pustovarov, they have frequently submitted suggestions to the Ministry of Finance to improve the mechanisms of rent charging and to restore preferential tax treatment for such deposits. The finance ministry responded by issuing numerous invitations to meetings and conferences. "Despite all the above arguments, the same ungrounded statements and this year's norms are contained in the draft law on the state budget for 2008," he explained. The manual control of rental rates must be replaced by a differentiated taxation of oil output. The best argument in favor of this proposal is many years of effective work in the international arena. The sooner our government officials find the true path the better, says Pustovarov. Ukrnafta's financial results for the first six months of 2007 may serve as an extra stimulus.

Its net profit was 405 million hryvnias, nearly three times less in

comparison with last year's indices. The company's monthly losses from the exploitation of western deposits total nearly 48 million hryvnias. The question is who wins because of this and what to do next? One thing is clear: the state must solve these problems.

The board of the company has already submitted to the Monitoring Council the question of suspending extraction in order to avoid the losses represented by such deposits. But state officials blocked the adoption of the necessary decision, and the message that was sent is hanging in mid-air. "In order not to impart a political tinge to the situation, the board of the company is going to re-submit this question to the Monitoring Council after the elections," Pustovarov said in conclusion. They are also planning to appeal to the courts to get the company's losses reimbursed.

Until the gas issue is legally regulated, another detail should be kept in mind. With its own resources Ukraine supplies the gas needs of only one-third of the population. The question of whose pockets will be hit by the next shady deals is a rhetorical one.

Ex.2. Answer the following questions:

1. What are the main obstacles hindering the development of the state oil and gas industry?
2. Is the issue of gas prices very painful for most Ukrainians?
3. Are the corrupt actions of officials from the Ministry of the Environment obvious?

Ex.3. Give the Ukrainian equivalents to the following set-expressions from the text:

1. rough estimates
2. obtain licenses
3. to embezzle state deposits
4. rental fees
5. to receive an additional burden
6. to exploit natural resources to the "required hands"
7. to restore preferential tax treatment
8. shady deals

Ex.4. Make up 3 questions to the two last paragraphs of the text.

VARIANT 4

Ex.1. Translate the text:

THE PRODUCTION AND USE OF ORGANIC FOOD

The production and use of organic food products has taken firm root today as a serious alternative for consumers and farmers. Particularly since the early 1990s, a growing number of North American farmers have taken steps to minimize the use of, and consumers' exposure to, toxic and persistent pesticides by establishing organic agricultural practices.

Organic farming is about building a sustainable, healthy and productive future for every aspect of our planet: the soil, water supply, animals and humans. Consumers who want to minimize – and the environment's – exposure to toxic and persistent chemicals can do so by buying organic foods and organic fiber products, and by choosing organic agricultural methods for home pest control and lawn care. It's simply putting nature to work while removing many potential health risks that exist from certain food production today, mainly the use of pesticides.

In March 2001, the Centers for Disease Control and Prevention (CDC) released findings showing measurable amounts residual organophosphate pesticides in a group of people who were studied. The National Academies of Sciences has indicated that one out of four developmental and behavioral problems in children may be linked to genetic and environmental factors, including exposure to lead, mercury and organophosphate pesticides. When you put these two studies together, the conclusions could be cause for concern. Still, it should be noted that there is still more scientists and doctors need to learn about the long-term health effects of the low-level presence of organophosphates in humans.

Interestingly, a separate study to assess preschool children's organophosphate exposure in the Seattle Metropolitan area showed that one child who showed no measurable pesticide residue lived in a family that buys exclusively organic produce and does not use any pesticides at home. While this does not conclude that there were any serious health risks to the remainder of the group, it does indicate that use of organic food and non-food products can reduce the presence of those products in humans.

Food Production Demands

With increasing demands for food supplies during the past 60 years, we saw the introduction of the use of harsh chemicals and synthetic fertilizers as a way for farmers to boost crop yields. This subsequently has been followed by the more recent adoption of planting genetically modified crops.

Even today, there are toxic and persistent pesticides still used in agriculture. CDC noted that organophosphate pesticides account for approximately half of the

insecticides used in the United States. An estimated 60 million pounds of organophosphate pesticides are applied to about 60 million acres of U.S. agricultural crops annually, and an additional 17 million pounds are used per year for non-agricultural uses, such as in household pest control products and in lawn and garden sprays.

Organic Practices

The National Organic Standards Board defines organic agriculture as an ecological production management system that promotes and enhances biodiversity, biological cycles and soil biological activity. It is based on minimal use of off-farm inputs and on management practices that restore, maintain and enhance ecological harmony.

Despite the fact that less than 1 percent of U.S. agriculture research dollars are spent on organic practices, organic production has been shown to have yields comparable to, and sometimes higher than, conventional systems (American Journal of Alternative Agriculture, 1999; Organic Farming Research Foundation Information Bulletin, Summer 2001). In addition, because organic production improves soil quality as measured by soil structure, organic matter, biological activity, water infiltration and water-holding capacity, organic systems generally produce higher yields the crops grown using conventional high-input methods during drought, leading to production stability.

Organic agriculture is a collection of tested agricultural practices by diligent farmers intent on preserving the health of our planet. Organic agriculture is sustainable, keeping soils healthy and alive, and helping to minimize contamination of the earth's precious water supplies.

Organophosphates are not allowed in organic agriculture. Instead, organic growers use biological and cultural practices as their first line of defense against pests. Methods used include crop rotation, the selection of pest- and disease-resistant varieties, nutrient and water management, the provision of habitat for the natural enemies of pests, and release of beneficial organisms to protect crops from damage. The only pesticides allowed in organic agriculture must be on a USDA approved list, with restricted use.

In addition, organic practices prohibit the use of genetic engineering, irradiation, sewage sludge, antibiotics, and hormones. These practices are allowed in other forms of raising and producing our food, and other agricultural products.

Because organic agriculture respects the balance of microorganisms in the soil, organic producers use composted manure and other natural materials, as well as crop rotation, to help improve soil fertility, rather than synthetic fertilizers that can result in an overabundance of nitrogen and phosphorous in the ground. As a result, organic practices protect ground water supplies and avoid runoff of chemicals that can cause "dead zones" in larger bodies of water.

The Global Scene

Comparisons in Europe, for instance, have shown nitrate leaching rates on organic farms are 40-57 percent lower per hectare (roughly 2.5 acres or 12,000

square yards) and carbon dioxide emissions are 40-60 percent lower per hectare than conventional systems, according to the report *Environmental and Resource Use Impacts of Organic Farming in Europe*.

On the other hand, current conventional practices have led to some measurable problems, including a high level of toxic metals in commercial fertilizers (*Waste Lands: The Threat of Toxic Fertilizer*). An analysis of 29 fertilizers found that each contained 22 different heavy metals. In 20 of the products, levels exceeded the limits set on wastes sent to public landfills, with disturbing quantities of arsenic, lead, mercury, cadmium, chromium, and dioxin, among others.

Furthermore, polluted runoff from farms and cities went largely unabated and actually increased over the past 30 years according to a 2001 report from the Pew Oceans Commission. The report noted that many of the nation's coastal environments exhibit symptoms of over-enrichment from these run-offs. Symptoms include harmful algal blooms, loss of seagrasses and coral reefs, and serious oxygen depletion. Coastal regions, as a result, have suffered reduced production of valuable fisheries and threats to biodiversity and ecosystems less resilient to natural and human influences.

Species Diversity, Conservation & World Food Demands

Because organic practices help safeguard the environment and protect habitats, organic production conserves and promotes species diversity. In the United Kingdom, a study comparing biodiversity in organic farming and conventional farming systems found that organic farms had five times as many wild plants in arable (farmable) fields and 57 percent more species.

Ex.2. Answer the following questions:

1. Why should we use of organic products ?
2. What is the reason of the use of harsh chemicals and synthetic fertilizers ?
3. What does promote and enhance biodiversity, biological cycles and soil biological activity ?

Ex.3. Give the Ukrainian equivalents to the following set-expressions from the text:

1. to boost crop
2. exposure to lead, mercury, organophosphate pesticides
3. removing many potential health risks
4. account for approximately
5. restore ecological harmony
6. invent on preserving the health of our planet.
7. result in an overabundance of nitrogen and phosphorous

Ex.4. Make up 3 questions to the paragraphs 12,14,15 of the text.

VARIANT 5

Ex.1. Translate the text:

Modern managers use many of the practices, principles, and techniques developed from earlier concepts and experiences. The Industrial Revolution brought about the emergence of large-scale business and its need for professional managers. Early military and church organizations provided the leadership models.

In 1975 Raymond H. Miles wrote *Theories of Management: Implications for Organizational Behavior and Development*. In it, he popularized a useful model of the evolution of management theory in the United States. His model includes classical, human relations, and human resources management.

Classical School

The Classical school of thought began around 1900 and continued into the 1920s. Traditional or **classical management** focuses on efficiency and includes bureaucratic, scientific and administrative management. Bureaucratic management relies on a rational set of structuring guidelines, such as rules and procedures, hierarchy, and a clear division of labor. Scientific management focuses on the "one best way" to do a job. Administrative management emphasizes the flow of information in the operation of the organization.

Bureaucracy

Max Weber (1864-1920), known as the Father of Modern Sociology, analyzed **bureaucracy** as the most logical and rational structure for large organizations. Bureaucracies are founded on legal or **rational authority** which is based on law, procedures, rules and so on. **Positional authority** of a superior over a subordinate stems from legal authority. **Charismatic authority** stems from the personal qualities of an individual. Efficiency in bureaucracies comes from: 1) clearly defined and specialized functions; 2) use of legal authority; 3) hierarchical form; 4) written rules and procedures; 5) technically trained bureaucrats; 6) appointment to positions based on technical expertise; 7) promotions based on competence; 8) clearly defined career paths.

Scientific Management

Scientific management focuses on worker and machine relationships. Organizational productivity can be increased by increasing the efficiency of production processes. The efficiency perspective is concerned with creating jobs that economize on time, human energy and other productive resources. Jobs are designed so that each worker has a specified well controlled task that can be performed as instructed. Specific procedures and methods for each job must be followed with no exceptions.

Many of Frederick Taylor's definitive studies were performed at Bethlehem

Steel Company in Pittsburgh. To improve productivity, Taylor examined the lime and motion details of a job, developed a better method for performing that job and trained the worker. Furthermore, Taylor offered a piece rate that increased as workers produced more. In 1911 Frederick Taylor, known as the Father of Scientific Management, published *Principles of Scientific Management* in which he proposed work methods designed to increase worker productivity.

Frank and Lillian Gilbreth emphasized method by focusing on identifying the elemental methods whose times could be estimated in advance, rather than relying upon observation-based time studies. Frank Gilbreth, known as the Father of Time and Motion Studies, filmed individual physical labor movements. This enabled the manager to break down a job into its component parts and streamline the process. His wife, Lillian Gilbreth, was a psychologist and author of *The Psychology of Work*. One of Frank Gilbreth's first studies concerned bricklaying. (He had worked as an apprentice bricklayer.) He designed and patented special scaffolding to reduce the bending and reaching which increased output over 100 per cent. However, unions resisted his improvements, and most workers persisted in using the old, fatiguing methods.

Henry Gantt (1861-1919) developed the Gantt chart, which is used for scheduling multiple overlapping tasks over a time period. He focused on motivational schemes emphasizing the greater effectiveness of rewards for good work (rather than penalties for poor work). He developed a pay incentive system with a guaranteed minimum wage and bonus systems for people on fixed wages. Also, Gantt focused on the importance of the qualities of leadership and management skills in building effective industrial organizations.

Administrative Management

Administrative management emphasizes the manager and the functions of management. Henri Fayol (1841-1925), known as the Father of Modern Management, was a French industrialist who developed a framework for studying management. He wrote *General and Industrial Management*. His five functions of managers were plan, organize, command, coordinate, and control. His fourteen principles of management included division of work, authority and responsibility, discipline, unity of command, unity of direction, subordination of individual interests to general interests, remuneration of personnel, centralization, scalar chain, order, equity, stability of tenure of personnel, initiative, and esprit de corps (union is strength).

Mary Parker Pollett's concepts included the universal goal, the universal principle, and the Law of the Situation. The universal goal of organizations is an integration of individual effort into a synergistic whole. The universal principle is a circular or reciprocal response emphasizing feedback to the sender (the concept of two-way communications). Law of the Situation emphasizes that there is no one best way to do anything, but that it all depends on the situation.

Human Relations School

Behavioral or human relations management emerged in the 1920s and dealt

with the human aspects of organizations. It has been referred to as the neoclassical school because it was initially a reaction to the shortcomings of the classical approaches to management. The human relations movement began with the Hawthorne Studies which were conducted from 1924 to 1933 at the Hawthorne Plant of the Western Electric Company in Cicero, Illinois.

The Hawthorne Studies

Harvard Business School researchers T.N. Whitehead, Elton Mayo, and George Homans were led by Fritz Roethlisberger. Elton Mayo, known as the Father of the Hawthorne Studies, identified the Hawthorne Effect or the bias that occurs when people know that they are being studied. The Hawthorne Studies are significant because they demonstrated the important influence of human factors on worker productivity.

There were four major phases to the Hawthorne Studies: the illumination experiments, the relay assembly group experiments, the interviewing program, and the bank wiring group studies. The intent of these studies was to determine the effect of working conditions on productivity. The illumination experiments tried to determine whether better lighting would lead to increased productivity. Both the control group and the experimental group of female employees produced more whether the lights were turned up or down. It was discovered that this increased productivity was a result of the attention received by the group. In the relay assembly group experiments, six female employees worked in a special, separate area: were given breaks and had the freedom to talk and were continuously observed by a researcher who served as the supervisor. The supervisor consulted the employees prior to any change. The bank wiring group studies were analyzed thoroughly by Homans and were included in his classic book *The Human Group*. The bank wiring groups involved fourteen male employees and were similar to the relay assembly group experiments, except that there was no change of supervision.

Again, in the relay and bank wiring phases, productivity increased and was attributed to group dynamics. The conclusion was that there was no cause-and-effect relationship between working conditions and productivity. Worker attitude was found to be important. An extensive employee interviewing program of 21,000 interviews was conducted to determine employee attitudes toward the company and their jobs. As a major outcome of these interviews, supervisors learned that an employee's complaint frequently is a symptom of some underlying problem on the job, at home, or in the person's past.

When Chester Barnard retired as the CEO of New Jersey Bell Telephone, he recorded his insights about management in his book *Functions of the Executive*. It outlined the legitimacy of the supervisor's directives and the extent of the subordinates' acceptance. He developed the concepts of strategic planning and the acceptance theory of authority. Strategic planning is the formulation of major plans or strategies, which guide the organization in pursuit of major objectives. Barnard taught that the three top functions of the executive were to establish and

maintain an effective communication system, to hire and to retain effective personnel and to motivate those personnel. His **Acceptance Theory of Authority** states that managers only have as much authority as employees allow them to have. The acceptance theory of authority suggests that authority flows downward but depends on acceptance by the subordinate. The acceptance of authority depends on four conditions: 1) Employees must understand what the manager wants them to do. 2) Employees must be able to comply with the directive. 3) Employees must think that the directive is in keeping with organizational objectives. 4) Employees must think that the directive is not contrary to their personal goals. Barnard believed that each person has a zone of indifference or a range within each individual in which he or she would willingly accept orders without consciously questioning authority. It was up to the organization to provide sufficient inducements to broaden each employee's zone of indifference so that the manager's orders would be obeyed.

Human Resources School

Beginning in the early 1950s, the human resources school represented a substantial progression from human relations. The behavioral approach did not always increase productivity. Thus, motivation and leadership techniques became a topic of great interest. The human resources school understands that employees are very creative and competent, and that much of their talent is largely untapped by their employers. Employees want meaningful work: they want to contribute; they want to participate in decision making and leadership functions.

Integrating the Management Theories

During the 1940s and World War II systems analysis emerged. This viewpoint uses systems concepts and quantitative approaches from mathematics, statistics, engineering, and other related fields to solve problems. Managers find optimal solutions to management problems by using scientific analysis which is closely associated with the systems approach to management. A system is an interrelated and interdependent set of elements functioning as a whole. It is an open system that interacts with its environment. It is composed of inputs from the environment (material or human resources), transformation processes of inputs to finished goods (technological and managerial processes), outputs of those finished goods into the environment (products or services), and feedback (reactions from the environment). Subsystems are systems within a broader system. Interdependent subsystems (such as production, finance, and human resources) work toward synergy in an attempt to accomplish an organizational goal that could not otherwise be accomplished by a single subsystem. Systems develop synergy. This is a condition in which the combined and coordinated actions of the parts of a system achieve more than all the parts could have achieved acting independently. Entropy is the process that leads to decline.

Contingency View

In the mid-1960s, the contingency view of management or situational

approach emerged. This view emphasizes the fit between organization processes and the characteristics of the situation. It calls for fitting the structure of the organization to various possible or chance events. It questions the use of universal management practices and advocates using traditional, behavioral, and systems viewpoints independently or in combination to deal with various circumstances. The contingency approach assumes that managerial behavior is dependent on a wide variety of elements. Thus, it provides a framework for integrating the knowledge of management thought.

Emerging Management Positions

New management viewpoints are emerging. Quality management emphasizes achieving customer satisfaction by providing high quality goods and services. Reengineering the organization redesigns the processes that are crucial to customer satisfaction.

Chaos models the corporation as a complex adaptive system that interacts and evolves with its surroundings. Many seemingly random movements in nature exhibit structured patterns. Living systems operate at their most robust and efficient level in the narrow space between stability and disorder -poised at "the edge of chaos." It is here that the agents within a system conduct the fullest range of productive interactions and exchange the greatest amount of useful information.

Ex.2. Answer the following questions:

1. What does classical management focus on?
2. What is one of Taylor's famous experiments?
3. What are Henri Fayol's five functions of managers?
4. What are the Hawthorne Studies?
5. What does the contingency approach mean?

Ex.3. Give the Ukrainian equivalents to the following set-expressions and words:

1. to provide sufficient inducements
2. to break down a job into its component parts
3. a pay incentive system
4. to determine whether better lighting would lead to increased productivity
5. cause-and-effect relationship
6. the acceptance theory of authority
7. It was up to the organization
8. finished goods
9. Entropy
10. management thought

Ex.4. Make up 5 questions to this text and answer them.

VARIANT 6

Ex.1. Translate the text:

EFFECTIVE LEADERSHIP

According to Napoleon «*there were never bad soldiers, only bad officers*»
Again, Dwight Eisenhower, said "*Leadership is the art of getting someone to do, what you want done because they want to do it*".

These reference show that the ultimate success of the organisation depends not only on workers' efficiency but it mainly depends on whatever worker is doing he should do because he wants to do it. Now the question arises that how the worker will want to do those all things which the organization requires. Here comes the role of effective leader.

A successful leader in an organisation is always extremely focused; whether they are discussing with their superiors, co-workers, subordinates, customers or shareholders. They believe in "inspect what you expect", and always realize that hope is not a strategy.

There are behavioral differences between being a boss and being a leader. There is a common misperception that the leader of a company is the topmost man in that organization. But the fact is that each and every employee should feel that he is the leader. Every employee can be a leader by being a role-model or serve as a mentor for the new or younger employees. Sales people can be leaders by helping customers to increase their revenues by giving information about lower cost of products. Marketing people can be leaders with their customers by helping them enter a new vertical market or establishing a new image for their company.

There is a big difference between a boss and a leader. Boss always gives an order while the leader first convinces and then takes out his work. A boss talks while leader listens. A boss keeps control while a leader shares control. A boss gives direction while a leader looks for suitability. A boss judges afterward while a leader helps throughout. A boss takes credit while a leader gives credit. A boss punishes failure; a leader rewards efforts and risks.

We can deduce that the effective leadership should include the following characteristics for producing successful leaders:

- They are well organized.
- They take interest and do the investment in the development of human resource.
- They keep patience and tolerance.
- They are able to recover quickly from difficult conditions.
- They are flexible.
- They always believe in self-improvement.

- They always lead with a vision.
- They always focus on organisational goals.
- They consistently monitor performance.

To be a good leader one always has to be good supervisor. One cannot be a competent leader without being a competent supervisor. Some people may think that these two (leader and supervisor) are having separate role. But this is not so, they are intricately.

The secret of effective leadership is to develop human capital by investment, motivation, encouragement and training. Successful leader always encourages the employee or subordinates for their success. Leaders do not come in the way but empower employees or subordinates to do the job they were hired to do.

The Seven Deadly Sins of Management

Pride. Envy. Gluttony. Lust. Anger. Greed. Sloth. You either recognize these as the seven deadly sins or as themes for prime-time television. Nonetheless, you were probably taught as a child that these are bad and you shouldn't do them. For purposes of this article, do as you were taught and think bad when you commit these similar sins in the workplace.

As leaders, we are continually being introduced to new techniques and theories. Hammer & Champy's Business Process Re-engineering Model, McKinsey's 7-S Framework, and Kenichi Ohmae's 3C's Strategic Triangle are all examples of strategic models designed to help leaders think about their business in different and innovative ways. What sits on top of all of the models and frameworks, though, are a series of foundational attributes that every leader should possess if he or she is going to have demonstrated, sustained success as a leader.

In my career as a leader, I've been fortunate enough to experience a broad array of leadership situations where sometimes I enjoyed fantastic success, and at other times experienced dismal failure. In looking back at my failures, many of them had nothing to do with a theory, framework, or technology that was utilized. The failures had to do with cracks in my own foundational attributes which left me vulnerable as a leader. I've boiled these down to seven key sins which this article will focus on to help you become a more effective leader.

Sin 1 - Arrogance

Ever known a manager that consistently claimed to know more than the rest of the team? How about one that was unwilling to listen to opposing views? Isn't this just a sign of confidence? What's wrong with that?

Confidence as a manager is crucial as people will look to you particularly when things get tough. When it runs amok and turns to arrogance, the manager disrespects the team. Show respect and have confidence and you'll do fine. Subtract out respect and you're just an arrogant doofus.

Sin 2 – Indecisiveness

So you have a meeting on Monday and the management agrees on a course of action. On Tuesday, the manager decides to take a completely different course of action. Thursday the manager goes back to Monday's course of action. The following Monday you're back rehashing through the same problem from last Monday.

Decisiveness means the manager listens to those around him or her and then makes the best decision for the project that the rest of the team can understand, and sticks to it. While team members may not agree with the decision, they should be able to see the rationale. Decisions without rationale or without listening will ultimately frustrate the team and put a target on your back.

Sin 3 - Disorganization

We've all known the manager that asks for the same information multiple times, keeps the plan in their head versus writing things down, or is so frantic that they're on the verge of spontaneously combusting. Their disorganization creates unneeded stress and frustration for the project team.

The manager needs to have a clear pathway paved for the staff to get from start to completion, and make sure the ball moves forward every day of the project. Disorganization leads to frustration, which leads to either empathy or anarchy.

Sin 4 - Stubbornness

On one of my early project management jobs I was a month behind schedule on a three-month project. I refused to alter the project schedule insisting that I could "make up schedule" by cutting corners and eliminating tasks. Despite the entire project team telling me we were in deep yogurt, I stubbornly forged ahead. I ended up never seeing the end of the project because my stubbornness got me removed as the project manager.

The manager may believe his or her view of reality is the right way to go, but it's imperative that he or she balances their own perspective with that of the rest of the project team. Decisiveness without listening to the team leads to stubbornness.

Sin 5 - Negativism

Years back, one of my peer managers, in their zeal to "manage expectations" would consistently discuss the project in a negative light. Either the focus was on what work didn't get done, who wasn't doing their job. Their negative attitude about the work, people, and purpose of the project sapped the energy, enthusiasm, and passion out of the work. It was a self-fulfilling prophecy; the project failed because the project manager willed it to fail.

This one's simple; a glass-is-half-empty project manager is going to be a horrible motivator and will sap the energy from a team. This doesn't mean that you have to be a shiny-happy person all the time; but that the project manager has to truly believe in what he or she is doing and needs to positively

motivate the team to get there.

Sin 6 - Cowardice

Imagine this: the manager who, when pressed on a budget or schedule over-run, will blame team members, stakeholders, or anyone else that could possibly have contributed to their non-performance. Much easier to play the blame game and implicate others because everything didn't go perfectly as planned. What a weenie.

It's perfectly OK to be self-critical and aware of your own weaknesses and mistakes. For a leader to truly continue to grow in their leadership capabilities they need to be the first to admit their mistakes and learn from them as opposed to being the last one to admit their mistakes.

Sin 7 - Untrustworthiness

Simply put, managers that don't display necessary skills, show wisdom in their decisions, or demonstrate integrity aren't going to be trusted. For the team to truly have trust in their leader, they need to believe that the manager has the skills to manage the project, the wisdom to make sound business decisions, and the integrity to put the team's interests ahead of their own. Take any one of these attributes away, and it's just a matter of time before the manager gets voted off the island.

Ex.2. Answer the following questions:

1. What does the ultimate success of the organisation depend on ?
2. What is an effective leader?
3. What are behavioral differences between being a boss and being a leader?
4. What should each and every employee feel?
5. What is a big difference between a boss and a leader?

Ex.3. Give the Ukrainian equivalents to the following set-expressions and words:

1. prime-time television
2. on top of all
3. experienced dismal failure
4. to boil smth down
5. three-month project
6. a self-fulfilling prophecy
7. schedule over-run
8. sound business decisions
9. behavioral differences

Ex.4. Make up 5 questions to these texts and answer them.

VARIANT 7

Ex.1. Translate the text:

Business Management

In response of the quickening pace of technological and competitive change, companies in the 1990s are giving up the traditional model of the boss as someone who gives orders from some distant and front office. They are adopting a more decentralized style of management, one that puts decision-making closer to the customer, nearer the market place. This concept turns the "boss" into something of a team leader.

Management theory today holds that the best way to operate in a competitive environment is to "empower" employees. Empower is a fancy word nowadays, but all it means is delegation of authority or sharing power. Akio Morita, chief executive of Sony, the Japanese consumer-electronics and entertainment giant, says the "secret formula" underlying his company's considerable world-wide growth is nothing more than its employees. He places decision-making in the hands of people working together in small groups or teams. Each team is given latitude to accomplish company goals in its own way, emphasizing personal and group initiative and responsibility. Managers also have to accept that mistakes will be made.

In the United States, impetus for management change got a big boost in 1984, when the giant Bell Telephone System, a private monopoly regulated by government ceased to exist. It was forced to give up its local business to seven new, investor-owned companies. It reduced long distance telephone rates by nearly half. As a result, it is far cheaper today to call Europe from the United States than to call to the U. S. from Europe, where governments still run the phones as monopolies.

Bell Atlantic, for example, was created with nothing more than a charter to provide local telephone service within its region. But today's Bell Atlantic rapidly introduces new products and services, starts up ventures and forms alliances around the world. Raymond Smith, at 55 years of age, heads Bell Atlantic. What he has told the editor of Harvard Business Review about how the firm helped its staff make this transformation. "We needed a new culture," Smith said, "to support our business strategies". First, a series of seminars were conducted with 1,400 managers to articulate the new corporation's values. "Ultimately, we agreed on five values: integrity, respect and trust, excellence, individual fulfillment, and profitable growth, with a paragraph of description explaining each".

The Bell Atlantic creates individual accountability for work performance by basing pay on corporate and team results as well as on individual results. Rather than "having a larger number of low-paid employees who

will be subject to layoffs", Smith says, they chose to be part of "a smaller group of well-paid, efficient employees with security obtained through hard work and providing customers with more value than they can get elsewhere".

It is a painful sort of challenge that many employees and managers of government-owned and government-subsidized enterprises in central and eastern Europe and across the former Soviet Union are now experiencing or may well experience in the near future. But it is a necessary transformation to make if these societies are to learn to compete in a global market that bears little resemblance to the dismantled Soviet-led Comecon trading system. It is a market in which demand — and not command — determines what is produced and what the price will be of the produced goods. So there is a need to rebuild manager's views of themselves and their relation to the firm, subordinates, superiors and to society itself.

Micro-Economics — the Close-Up

Besides a broad and horizontal look at the economy economists also take a narrow and vertical perspective to see what kinds of goods and services are being produced, why they are being produced, and who is producing them, sector by sector. This is the perspective of micro-economics, so-called anatomy of the market system.

The central points of micro-economics are demand and supply, their elasticity, also the price system. Each of us, in brief, has a multiply economic personality. We are producers, taxpayers, consumers. The policies we advocate depend on the particular aspect under which we think of ourselves at the moment. As producers we want inflation (thinking of our own services or product), as consumers we want price ceilings. As consumers we may advocate subsidies, as taxpayers we may resent paying them.

Micro-economics looks at how prices affect specific suppliers and focus on how individual prices are to be set. Let us take, for example, of compact discs (CD). People tend to buy more as their prices fall, since they can afford it. Similarly, they tend to buy less when prices rise. At the same time, producers tend to supply more CDs (or whatever) as prices rise, assuring them of larger profits. In short, the forces of supply and demand, in any given market place for any given good, are opposite. They intersect at quantity and a price where they come into equilibrium, that is the price satisfies both suppliers and customers. Equilibrium in a market exists whenever the separate plans of buyers mesh exactly with the separate plans of sellers, so that quantity demanded equals quantity supplied at the market clearing price.

The market system has an almost uncanny ability to shift resources to where they are needed in order to provide the goods and services that people want to buy. All customers willing and able to pay the price will get as many of goods or services as they want. But the market is excluding certain people from economic activity, namely customers with too little money or with too weak desires. Fairness is not an economic question. It is a social question, one addressed in the political arena, not in the market place. Then what happens if any forces try to break the equilibrium?

When the government intervenes to lower the CD price below the equilibrium one, there will be a shortage of them in some time. So there will be more demand for CDs than suppliers are willing (or able) to provide at the artificially set lower price. If, in the other hand, the government intervenes to quote the price above the equilibrium one—in order, say, to provide a subsidy for producers—a surplus will surely develop. Supply would exceed demand. But in our case the CDs they might be substituted by cassette tapes, because though both of them are different from one another, but serving the same purpose. So people will be substituting too expensive CDs for cassette tapes and we will see a substitution effect.

So the fundamental theory of demand is that there is an inverse relationship between prices and quantity demanded, holding other things constant. If you are a decision-maker in a top-management position, you can predict the direction of change in quantity demanded if you raise or lower price, but you will not be able to tell by how much quantity demanded will change. In other words, some measure of the responsiveness of consumers to changes in price is necessary to estimate the effects of changes in price. Economists have given a special name to price-responsiveness—price elasticity. Not only management in private firms, but decision-makers within government must have an idea of how responsive people in the real world will be to changes in price.

The Government's Role in Economics

Even in an idealized capitalistic system there is still a role of government, for someone has to define and enforce private property rights. The government protects the rights of individuals and entrepreneurs to keep private property private and to keep the control of that property vested with the owners. Even Adam Smith, the so-called father of free enterprise, described in detail the role of government in a purely capitalistic system. He suggested the need for government in providing national defense and in eliminating monopolies that would restrict trade. Smith further suggested that the functions of government might include issuing money, prescribing standards of weights and measures, raising funds by taxation and assorted other means for public works, and settling disputes judicially. So government is essential to the existence of even purely capitalist system, not only the mixed

one that we can see now all over the world; but it operates in a restrained way.

But let us talk about the typical fallacies connected with the government function in a market economy. Maybe, the most persistent faith today is the faith in governmental spending presented as a panacea for all our economic ills. Is private industry partially stagnant? Is there unemployment? One can fix it all by government spending. But all government expenditures must eventually be paid out by taxes. Of course, a certain amount of public spending is necessary to perform essential public services. But we consider the idea of the public works as a means of "providing employment" or of adding wealth to the community that it would not otherwise have had. Unfortunately, the wealth created by government spending will fully compensate for the wealth destroyed by the taxes imposed to pay for that spending.

A certain amount of taxes is, of course, indispensable to carry on essential government functions. Reasonable taxes would not hurt production much. Some kinds of government services may safeguard production itself. But the larger the percentage of the national income taken by taxes the greater it deters private production and employment.

Another problem concerns government's "encouragement" to business that often take the form of direct grant of government credit or a guarantee of private loans. There is a decisive difference between the loans supplied by private lenders and the loans supplied by government agency. Each private lender risks his own funds. He is cautious. He wants to take it back. The banker is not giving something for nothing. He is merely exchanging a more liquid form of asset or credit for a less liquid form. Moreover he was selected by a cruel market test. Most lenders, therefore, investigate any proposal carefully against the chances of loss. They may sometimes make mistakes. But for several reasons they make fewer mistakes than government lenders. In the first place, the money is either their own or has been voluntarily entrusted to them. In the case of government-lending the money is that of other people, and it has been taken from them, regardless of their personal wish, in taxes.

The above said applies as much to government subsidies as to its loans. The government never lends or gives to business that it does not take away from it. And when it makes loans or subsidies to business, what it does is to tax successful private business in order to support unsuccessful private business. The question of government credit often is complicated, because it involves the possibility of inflation.

Ex.2. Answer the following questions:

1. What does a more decentralized style of management mean?

2. Who places decision-making in the hands of people working together in small groups or teams?
3. What does each of us, in brief, have?
4. Whom is the market excluding from economic activity?
5. What is the role of government in economics?

Ex.3. Give the Ukrainian equivalents to the following set-expressions and words:

1. a competitive environment
2. to give up
3. long distance telephone rates
4. a market clearing price
5. a top-management position
6. a free enterprise
7. to maintain the balance
8. current account
9. to be available
10. proper steps

Ex.4. Make up 5 questions to these texts and answer them.

VARIANT 8

Ex.1. Translate the text:

DECISION MAKING

Recent studies have shown that industrial supervisors are working 30 less than 60 % of their potential. Basic management skills training is guaranteed to change all this and at such little cost.

Introduction

One of the world's most memorable quotes is from Shakespeare's Hamlet - to be or not to be is all about a decision. It is a dramatic example of someone dealing with a critical decision. Freely making and executing a decision is at the very essence of human life.

Only human beings have the developed capacity of assessing situations and making considered decisions, which includes evaluating the consequences of decisions before going ahead and executing them. It has been said that

decision making is central to good management and is one of the key functions of all managers at all levels.

The 3 basic approaches

There are three basic approaches for decision making, which are:

1. Delay

This is the approach of inaction. It is amazing that many people will work so hard to avoid a decision. For example, you can keep keeping the decision under constant review, passing it back and forth to your boss or simply leave it until it becomes forgotten or results in a crisis.)

Managers that use this approach often survive but they are never respected. This type of manager is a costly liability to the organization.

2. Instant decisions

This is the intuition or John Wayne / Sylvester Stallone style and it can be impressive and certainly gets results. Of course, there are times in emergencies that you need to make very fast decisions but they should *never* be instant. Instant decisions will:

- Use best hunches instead of rational thought powers
- Ignore potentially damaging side effects and consequences
- Give the impression that all decisions have the same importance

3. The professional approach

The professional approach is based on sound decision making processes using logical steps and an effective thinking process.

You may need you to reevaluate your current methods and to change your habits but it is the only way to consistently succeed in making valid decisions and performing as an effective.

Of course, this approach will not guarantee that you make the right decision every time but your success rate will go up dramatically.

So I hope that you agree that we should reject approaches 1 and 2 and commit ourselves to the professional approach which is also known as the rational analysis decision method making.

Attitude

Take a positive approach to decision making

Don't scowl or look disinterested when you are asked for a decision as that will hardly inspire confidence.

Don't avoid decisions

If you demonstrate a negative approach to your team they may stop asking you for decisions and the results will be chaos. Always respond positively even if you are unable to give a final decision there and then.

Make decisions!

Your team has the right to expect you to make decisions or they may stop asking you for them and this will result in chaos.

Sometimes you have to make the decision not to make a decision. At least you have made a decision and people will respect you if you have valid

reasons. Do use this as an effective opportunity for involving people and getting their understanding. You need to explain "why" because the decision may affect him much more than it does you.

*** Types of decisions**

There are three types of decisions that you will need to manage, which. These are:

- Autocratic - you make the decision alone and accept full responsibility
- Consultative - you request help usually from your boss
- Group - you allow your group to fully participate in the decision

The majority of your decisions will be autocratic but on occasions you will have need to consult someone else.

However, it is important to think about how to use the three types of decision. For example, if you consult too much your superiors will begin to wonder why they need you. On the other hand it would be foolish to make important decisions that are outside your level of expertise or have consequences that affect others outside your own group without some consultation.

Group decisions have more limited use but it can be useful to have the input of everyone sometimes. However, the final decision must be yours so be careful that you don't overuse this type of decision as you must not delegate your authority to the group.

Decision before the decision

The first step is to understand what is involved in the decision and why it needs to be taken. This is often called the decision before the decision. For example, you may find that someone has over reacted and that a decision is not really necessary. So you decide not to make a decision. Sounds obvious but so many managers miss this first step and get themselves into all sorts of unnecessary messes.

The Difference between Managers and Leaders

It is often difficult to understand the difference between managers and leaders. Do managers lead? Do leaders manage? To understand how these two concepts are distinct yet different, here are 7 ways to understand them.

1. Course and Steering. The word "leadership" comes from the Old English word "lad" for a "course". A "lode" is a vein that leads or guides to ore; a lodestone is a magnetic stone that guides; the lode-star is the name for the star that guides sailors, the Pole star. The word "management" comes from the Latin word "manus", the hand, from which we also get "maintenance" and "mainstay". Leadership guides by setting a ship's course. Management keeps a hand on the tiller.

2. Growth and Survival. Organisations are not different from any other living organism: they need both to survive and grow. Survival is necessary in

order to meet the basic requirements of life: in individuals, food, water and shelter; in organisations, a profit, customers, premises, and work. Growth is also necessary so that, like the individual person, an organisation can make the most of what it is capable of. The maintenance of the organisation is essentially a management function: measuring, looking back, assessing, taking stock, taking careful decisions. Taking the organisation into areas of growth, change and development, to make the most of it, is what leadership is all about.

3. Resources and Potential. Management measures what it can count and see. A person in the enterprise is described by their name and title, measured by their output, listed in the database according to their skills and added in the accounts under the heading "manpower resources". Management deals with the past and how people performed to date. Leadership, on the other hand, sees people as capable of things you cannot measure and doing things they never thought possible. It deals with the future and how people could perform if their potential were realized.

4. Left and Right Brains. The left hemisphere of the brain is the seat of our logical and rational thinking. The right brain is the seat of our imaginative, creative and emotional thinking. While these two sides are distinct, they also work best when whole. The left brain is an analogy for management. It deals with what can be counted; detail; control; domination; worldly interests; action; analysis; measurement; and order. The right brain is an analogy for leadership. It deals with what cannot be counted; seeing things as a whole; synthesis; possibilities; belief; vision; artistry; intuition; and imagination.

5. The Seven S's. Richard Pascale says that the processes that take place in organisations fall under seven "3" headings: strategy, structure, systems, shared values, staff, skills and style. The functions of strategy, structure, and systems are the hard S's and the proper concern of managers because they deal with things or technology. The functions of staff, skills, style, and shared values are the soft S's and the proper concern of leaders because they deal with people.

6. Art and Science. John Adair in his book "Leadership" compares management and leadership to the old dichotomy of Art and Science. Managers are of the mind, accurate, calculated, routine, statistical, methodical. Management is a science. Leaders are of the spirit, compounded of personality and vision. Leadership is an art. Managers are necessary; leaders are essential.

7. Short-Term and Long. When an organisation thinks about now and the near-future, it thinks of itself as a production unit. It sees the problems it might face as technical problems needing technical answers. When an organisation thinks about the distant future, it thinks about building, learning and growing. It seeks to identify and develop its opportunities. It defines itself by what it is, not by what it does. The difference between short-term and long-term thinking is the difference between an organisation that holds on tight to what it has and an organisation that stays loose and lets things grow.

Organisations that need quick fixes rely on managers. Organisations that want to grow rely on leaders.

The difference between management and leadership is like the difference between male and female, sun and moon, night and day, fat and thin, hot and cold, coming and going, and so on. They are two sides to the same coin. In being the one, we see the other. While different and distinct, they are parts of the whole: essential contrasts that in contrasting make clearer the other.

Ex.2. Answer the following questions:

1. What is management?
2. Are organisations not different from any other living organism?
3. Why is it necessary to make decisions?
4. What do organisations that want to grow rely on?
5. What is the difference between management and leadership?

Ex.3. Give the Ukrainian equivalents to the following set-expressions and words:

1. under constant review
2. a costly liability
3. sound decision making processes
4. a success rate
5. the rational analysis decision method making
6. short-term and long-term thinking
7. on the other hand
8. two sides to the same coin
9. as a whole
10. to hold on tight

Ex.4. Make up 5 questions to this text and answer them.

Список літератури

1. Матеріали зарубіжних газет та журналів.