

ЛЬВІВСЬКИЙ ДЕРЖАВНИЙ УНІВЕРСИТЕТ ФІЗИЧНОЇ КУЛЬТУРИ  
ІМЕНІ ІВАНА БОБЕРСЬКОГО

*До 75-річчя від заснування*



**Марія Воробель, Галина Гудима,  
Ірина Стифанишин**

# **АНГЛІЙСЬКА МОВА**

**НАВЧАЛЬНИЙ ПОСІБНИК**

**ДЛЯ СТУДЕНТІВ СПЕЦІАЛЬНОСТІ  
«МЕНЕДЖМЕНТ»**

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*для студентів спеціальності  
«Менеджмент»*

Львів • 2021  
Галицька Видавнича Спілка

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*Ухвалено до друку Вченою радою  
Львівського державного університету фізичної культури  
імені Івана Боберського (протокол № 2 від 12 жовтня 2021 р.)*

**В 75 Англійська мова** : навч. посіб. для студ. спеціальності «Менеджмент» / М. Воробель, Г. Гудима, І. Стифанишин. Львів : Галицька Видавнича Спілка, 2021. — 64 с.  
ISBN 978-617-8092-07-8

У навчальному посібнику представлено розмовні теми для самостійної та аудиторної роботи студентів денної та заочної форми навчання спеціальності «Менеджмент». Навчальний посібник спрямований на формування навичок усного та писемного професійного мовлення, удосконалення навчально-стратегічної, прагматичної, міжкультурної та фахової компетенції студентів спеціальності «Менеджмент» з метою одержання професійної інформації з іноземних джерел, а також для розвитку навичок професійної діяльності.

**УДК 811.111 (075.8)**

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# UNIT 1

## MANAGEMENT

### *Text A*

#### **1. Read the text.**

#### **MANAGEMENT**

Management is the people part of business. Although managers are also in charge of managing finance, information and various processes, their main responsibility is to the people who work for them. The managers are the people who run the organization. Management is the art of getting things done through people. Today that means that managers work with employees rather than just direct them. The new managerial style is more informal and people are more likely to work in teams. Management is attractive to people, because it symbolizes authority, money and prestige. There are various definitions of management as the process used to achieve organizational goals with the help of planning, organizing, directing, controlling people and organizational resources: 1) management means to delegate, empower and allow the decision-making process to go through the organization from top to bottom and bottom to top; 2) management is carrying out of the vision; 3) management means managing or being managed; 4) management is people engaged in management.

Management has four functions and is considered as a process of planning, organizing, motivating and controlling, which are required for formation and achievement of organizational goals and objectives.

Planning is the first management function. It contains setting the organizational vision, goals, and objectives. The trend today is to have planning groups, to help monitor the environment, to find business opportunities and to observe challenges. Managers construct a vision for their company. Vision is larger clarification of why the company exists and where it is trying to head.

Goals are the broad, long-term accomplishments an organization desires to attain. Thus, goal setting is often a team process, because goals should be agreed upon by workers and managers.

Objectives are detailed short-term statements specifying how to achieve the goals. Planning is a constant process. It answers three main issues of business: What is the situation now? Where do we want to go? How can we get there from here?

Strategic (long-range) planning defines the major goals of the organization as well as the policies and strategies for obtaining and using resources to achieve those goals. At this stage the corporation decides which customers to serve, what products or services to sell and the geographic region in which the firm will compete. The long-range goal should be flexible and responsive to the market. Strategic planning is done by the top management of the firm.

Tactical (short-range) planning is the process of developing complete, short-term strategies about what's to be done, who is to do it, and how it's to be done. Tactical planning is usually done by managers or teams of managers at lower levels of the organization. Contingency planning is the process of getting ready alternative courses of action that may be used if the primary plans don't achieve the organization's objectives. Because of rapid pace of economic and competitive changes there is a requirement in alternatives.

Organizing is the second management function, which means designing the organization structure, staffing and creating conditions and systems with the intention of completing organization goals and objectives. Today the idea is to design the firm so that everyone is working to satisfy the customer at profit. When organizing a manager develops an organization structure that takes into accounts all workers, tasks and resources. Usually the corporate hierarchy includes top, middle, and first line managers. Top management includes the chief executive, his deputies, the board of directors and managers in charge of the divisions or departments. Top management responsibilities are structuring, controlling and rewarding to ensure that people perform the leader's vision. Middle management consists of managers to whom top management delegates the day-to-day running of the organization. Middle managers execute tasks of tactical planning and controlling. Supervisory (first-line) managers give specific jobs to workers and evaluate their daily performance.

Directing is the third management function for guiding and motivating others to work successfully for accomplishing organization goals and objectives. The trend is to give employees as much freedom as possible to become self-managed and self-motivated. Often that means working in teams. Some up-to-date managers perform all of these tasks with the full cooperation and participation of workers. Directing involves giving assignments, explaining routines, clarifying policies and supplying feedback on performance. Empowering employees means allowing them to take part more fully in decision-making. Empowerment is a term that means giving employees the authority and responsibility to respond promptly to customer requests. Managers set up teams, which will work together. They are less that of "boss" and more that of "coach, assistant, counselor and team member".

Controlling is the fourth management function, which aim is testing the organization progress toward goals and objectives, and then taking corrective action. It consists of 5 steps: 1) setting clear performance standards; 2) monitoring plans and standards; 3) comparing results against plans and standards; 4) communicating results and deviations to the employees involved; 5) taking corrective action when needed. One means to make control systems work is the establishment of clear procedures of monitoring performance.

*(Originated from: N. Mukan, English for managers, Part I)*

## 2. Match the words with their definition.

- |                   |  |
|-------------------|--|
| 1. customer       | a) to succeed in doing smth, especially after trying very hard;  |
| 2. feedback       | b) to carry out successfully;  |
| 3. to direct      | c) smth. which tests a person's qualities, strength, skills or ability, especially in a way that is interesting; |
| 4. management     | d) a task;   |
| 5. competitive    | e) based on competition, able to compete;  |
| 6. challenge      | f) someone who buys from store or firm;  |
| 7. assignment     | g) to advise, to guide, to order, to instruct and supervise;   |
| 8. to achieve     | h) response following the action;  |
| 9. to control     | i) the art or skill of directing and organizing the work of a company or organization;                           |
| 10. to accomplish | j) to govern, to regulate, to test or verify.  |

## 3. Find in the text and write down corresponding equivalents.

1. to guide
2. to check
3. to complete
4. to attain
5. organize
6. to acquire
7. to put right
8. to get smth. that you want
9. quick
10. to react to smth.

**4. Complete the sentences with the appropriate word combinations from the box.**

a) <i>daily performance</i>	b) <i>empowerment</i>	c) <i>controlling</i>
d) <i>goals and objectives</i>	e) <i>flexible and responsive</i>	f) <i>the chief executive</i>
g) <i>managers</i>	h) <i>management</i>	i) <i>management function</i>
j) <i>top management</i>		

- \_\_\_\_\_ is attractive to people, because it symbolizes authority, money and prestige.
- Although \_\_\_\_\_ are also in charge of managing finance, information and various processes, their main responsibility is to the people who work for them.
- Management has four functions and is considered as a process of planning, organizing, motivating and controlling, which are required for formation and achievement of organizational \_\_\_\_\_.
- Organizing is the second \_\_\_\_\_, which means designing the organization structure, staffing and creating conditions and systems with the intention of completing organization goals and objectives.
- \_\_\_\_\_ is the fourth management function, which aim is testing the organization progress toward goals and objectives, and then taking corrective action.
- The long-range goal should be \_\_\_\_\_ to the market.
- \_\_\_\_\_ responsibilities are structuring, controlling and rewarding to ensure that people perform the leader's vision.
- \_\_\_\_\_ is a term that means giving employees the authority and responsibility to respond promptly to customer requests.
- Supervisory (first-line) managers give specific jobs to workers and evaluate their \_\_\_\_\_.
- Top management includes \_\_\_\_\_, his deputies, the board of directors and managers in charge of the divisions or departments.

**5. Match the antonyms from the both columns.**

- |                |              |
|----------------|--------------|
| 1. flexible    | a) vague     |
| 2. alternative | b) stiff     |
| 3. rapid       | c) unusually |
| 4. various     | d) external  |
| 5. engaged     | e) free      |
| 6. primary     | f) secondary |
| 7. specific    | g) identical |
| 8. subordinate | h) main      |
| 9. internal    | i) the same  |
| 10. ordinarily | j) slow      |

**6. Make up 10 questions to the text. Answer them.**

**7. Retell the text.**

## **Text B**

**1. Read the text.**

### **PLANNING**

For effective activity of individuals working together in groups or teams, a manager's basic task is to see that everybody understands the group's purposes, objectives, and the methods of attaining them. People must know what they are expected to accomplish. This is the function of planning.

Planning is a rationally demanding process; it requires that we consciously determine courses of action and base our decisions on purpose, knowledge, and considered estimates.

There are four major aspects, which highlight the character of planning:

1. Its contribution to purpose and objectives. All plans should contribute to the achievement of the purpose and objectives of the enterprise.

2. Its primacy among the manager's tasks. A manager must plan to know what kinds of organization relationships and personal qualifications are in need, along which course to lead subordinates, and what kind of control to apply.

3. Its pervasiveness. Planning is a function of all managers, although the character of planning will vary with each manager's authority and with the character of the policies and plans outlined by superiors.

4. The efficiency of resulting plans. The efficiency of a plan refers to its input to the purpose and objectives, offset by costs and other factors required to formulate and run it. Plans are efficient if they attain their purpose at a rational cost.

There are various types of plans: purposes or missions, objectives or goals, strategies, policies, procedures, rules, programs, budgets.

An enterprise has its purpose or mission. In every social system, enterprises have basic functions or tasks that society assigned to them. For example, the purpose of business in general is production and distribution of goods and services, satisfying the needs and wants of the society.

Objectives and goals are symbols of not only the end of planning but also the end toward which managers aim organizing, staffing, leading and controlling. While enterprise objectives are the essential plans of the firm, a department may also have its own objectives. Its goals logically contribute to the attainment of enterprise objectives.

We can define strategy as the determination of the basic long-term objectives of an enterprise and adoption of courses of action and allocation of resources necessary to realize these goals. The purpose of strategy is to determine and communicate through a system major objectives and policies, a picture of the kind of enterprise that managers envision. Strategies provide a framework for guiding thinking and action.

Policies define a sphere within which a decision is to be made and ensure that it will be reliable and contribute to an objective. Policies help to decide issues earlier than they become problems, make it unnecessary to analyze the same situation every time it comes up, and combine other plans thus permitting managers to delegate authority and still maintain control over their subordinates.

Procedures are chronological sequences of required actions. They are guides to action, rather than to thinking, and they give in details the exact manner in which certain activities should be accomplished. Rules interpret specific required actions or nonactions, allowing no discretion. They are generally the simplest type of plan. Programs are a complex of goals, policies, procedures, rules, tasks and assignments, steps to be taken, resources to be employed, and other elements necessary to carry out a given course of action; they are, as a rule, supported by budgets.

A budget is a statement of expected results expressed in numerical terms. Budgets are devices of controlling. They are the basic planning instrument in numerous companies. A budget is necessary for control, but it cannot supply a sensible standard of control unless it reflects the plans.

*(Originated from: N. Mukan, English for managers, Part I)*

**2. Title the text and write an abstract of it.**

**3. Pick 5 keywords out of the text and explain them in English.**

## **Text C**

**1. Read the text. Translate it in a written form.**

There can be no doubt that good people and those who want to cooperate will work together most effectively if they are acquainted with the parts they are to play in any team operation and the way their roles relate to one another. Designing and maintaining these systems of roles is the managerial function of organizing. An organizational role incorporates different objectives, which are the most important part of planning; a clear idea of the major duties or activities involved; and an understood area of discretion or

authority so that the person fulfilling the role knows what he/she can do to accomplish goals. Thus, we think of organizing as the identification and classification of required activities; the grouping of activities essential to attain objectives; the assignment of each grouping to a manager with the authority necessary to supervise it; and the provision for horizontal and vertical coordination in the organization structure. An organization structure should be designed to clarify who is to do what tasks and who is responsible for what results, to remove obstacles to performance caused by confusion and uncertainty of assignment, and to furnish decision-making and communications networks reflecting and supporting enterprise objectives. The word “organization” implies a formalized intended structure of roles or positions. Many authors on management distinguish between formal and informal organization. Formal organization means the intentional structure of roles in a formally organized enterprise. Formal organization must be flexible. There should be room for discretion, for advantageous utilization of creative talents and for recognition of individual likes and capacity in the most formal of organization. Informal organization is a network of personal and social relations not established or required by a formal organization but arising spontaneously as people associate with one another. The informal relationships established in a group of people playing ping-pong during time for dinner may help in the achievement of organizational goals. It is much easier to ask for help on an organization problem from someone you know personally. One of the aspects of organizing is the establishment of departments. A department as the term is usually used for production division, the sales unit, western/southern branch, the market research section, or accounts receivable unit. While the purpose of organizing is to make human cooperation effective, the reason for levels of organization is limitations of the span of management. Organization levels exist because there is a limit to the number of persons a manager can supervise effectively, even if this limit varies depending on situations.

**2. Divide the text into logic parts. Put headings to them.**

**3. Pick 6–8 key sentences out of the text.**

## UNIT 2

# EMPLOYMENT

### Text A

#### 1. Read the text.

### EMPLOYMENT

The measure of unemployment currently used is the number of persons 'registered as unemployed and claiming benefit'. It has been suggested that this figure understates the true number of persons wishing to be economically active, but unable to find a job.

There are several categories of unemployment. It is important to distinguish between them as they will require different treatment.

◆ *Frictional unemployment* (or search unemployment). Persons who are made redundant will need time to search for and start a new job. The time involved in such searching may be increased by recession and the consequent fall in the demand for labour.

◆ *Seasonal unemployment*. Fluctuations in demand for labour in certain industries will be linked either to the seasonal nature of production, e.g. agriculture, or to seasonal patterns of demand, e.g. children's toys at Christmas, or summer holidays.

◆ *Technological unemployment*. This may result from new technology causing a change in the pattern of demand, e.g. where a new product replaces one of inferior quality. It may also occur where an established industrial process is replaced by new machinery, requiring less labour. Skills may then become obsolete, as in steel making, leading to sudden and often very localized increases in unemployment. This sort of change may also be referred to as 'structural unemployment'.

◆ *Cyclical or demand deficiency unemployment*. Fluctuations of demand, caused by the pattern of the business cycle, may compound some of the above effects to produce sudden increases in unemployment.

◆ *Unemployment due to obstructions to the labour market*. Monetarists believe that this is the major cause of long term unemployment. They see the excessive national bargaining power of trade unions as being especially important. They believe that workers are then priced out of work by excessive increases in real wages. They also see excessively high unemployment benefits as a cause of longer search times, thus increasing the number of workers unemployed at a given time. Those economists who

adopt a supply side approach are likely to emphasise the importance in creating unemployment of excessive increases in real wages, obstructions to the labour market and high levels of welfare benefits. Those who adopt a Keynesian approach are likely to emphasise the importance of inadequate levels of aggregate demand. Their prescriptions for reducing unemployment will reflect these views. On the other hand, those who support the supply side approach will emphasise the importance in reducing unemployment of curbing the power of the unions, reducing the real value of benefits, and improving the sources of information about available vacancies. Keynesians, on the other hand, argue for increases in government spending, encouragement for investment in the private sector and a relaxation of credit to encourage consumer demand and reduce unemployment.

### RESPONSES TO UNEMPLOYMENT

Governments may respond in a number of ways to high or increasing levels of unemployment.

◆ If it is believed that a deficiency in aggregate demand is the cause of unemployment, it is possible to increase demand by use of a package of measures, fiscal and monetary. Thus the government might lower taxation and/or increase public spending. It might increase effective demand by removing restrictions on credit creation by the banking system and/or by lowering interest rates to induce both individuals and businesses to borrow for consumption or investment purposes.

◆ If it is believed that imperfections in the labour market are the cause of unemployment, the government might seek to break the power of the unions by legislation. More modest wage increases might then help to 'price' people back into work. Alternatively, the government might reduce the real value of benefits in order to make jobs on low wages more attractive.

◆ Where specific industries or regions are worst affected, it might use a policy of direct subsidy and regional aid measures in order to maintain existing jobs in the short term whilst encouraging the creation of new jobs.

*(Originated from: M. Buckley, Business Studies, Longman)*

## 2. Match the words with their definition.

- |                          |   |
|--------------------------|---|
| 1. unemployment benefits | a) to employ someone for a short time to do a job;  |
| 2. be made redundant     | b) the amount a company has borrowed compared to its share capital;   |
| 3. current account       | c) to show that something is very important or worth giving attention to;   |
| 4. to highlight          | d) a state of not having, or not having enough, of something that is needed;  |
| 5. emphasise             | e) to draw special structure which supports and gives shape;  |
| 6. gearing               | f) the act of putting money into a business to buy new stock, machines, etc., or a sum of money that is invested in a business in this way; |
| 7. deficiency in smth.   | g) a bank account that you can take money from at any time and that usually earns little or no interest;                                    |
| 8. encourage investment  | h) the fixed period of time that something lasts for;   |
| 9. in terms of           | i) a money that the government pays to unemployed people who are looking for a job;   |
| 10. to hire              | j) having lost your job because your employer no longer needs you.  |

## 3. Find in the text and write down corresponding equivalents.

1. to dismiss sb.
2. compensation received when out of work
3. major holdups (delays)
4. to make investment attractive
5. to employ
6. a fall in the amount of business done
7. lack of sth.
8. this makes loans easier to get
9. quality fitting a person for particular work
10. the price paid for smth.

**4. Complete the sentences with the appropriate word combinations from the box.**

a) <i>labour market</i>	b) <i>relaxation of credit</i>	c) <i>unemployment benefits</i>
d) <i>are made redundant</i>	e) <i>to emphasise</i>	f) <i>deficiency</i>
g) <i>economic variables</i>	h) <i>to find a job</i>	i) <i>to high or increasing</i>
j) <i>categories</i>		

- Monetarists see excessively high \_\_\_\_\_ as a cause of longer search times.
- In creating unemployment some economists \_\_\_\_\_ the importance of excessive increases in real wages and high levels of welfare benefits.
- To encourage consumer demand and reduce unemployment, some economists argue for encouragement for investment in the private sector and a \_\_\_\_\_.
- A \_\_\_\_\_ in aggregate demand is believed to be the cause of unemployment.
- Imperfections in the \_\_\_\_\_ are the cause of unemployment.
- Government must seek to manipulate the \_\_\_\_\_ to maintain low unemployment level.
- There are several \_\_\_\_\_ of unemployment.
- Persons who \_\_\_\_\_ will need time to search for and start a new job.
- Governments may respond in a number of ways \_\_\_\_\_ levels of unemployment.
- It has been suggested that this figure understates the true number of persons wishing to be economically active, but unable \_\_\_\_\_.

**5. Match the antonyms from the both columns**

- |                 |                |
|-----------------|----------------|
| 1. obsolescent  | a) illegal     |
| 2. legal        | b) causative   |
| 3. discreet     | c) planned     |
| 4. involved     | d) up-to-date  |
| 5. preventive   | e) reflexive   |
| 6. competitive  | f) cooperative |
| 7. coincidental | j) indiscreet  |
| 8. worthy       | h) past        |
| 9. brief        | i) worthless   |
| 10. future      | j) long        |

6. Make up 10 questions to the text. Answer them.

7. Retell the text.

## ***Text B***

1. Read the text.

### **HEADHUNTING**

The process of finding possible candidates for a job or function is usually called recruitment. Inside the organization which is looking for recruits human resource managers deal with this task. It may also be undertaken by an employment agency. Either way the process of finding an employee may involve advertising, commonly in the recruitment section of newspapers or in a newspaper dedicated to job advertisements. Employment agencies will often advertise jobs in their windows. Posts can also be advertised at a job centre if they are targeting the unemployed.

Headhunting on the other hand has a quite different approach towards the problem of vacant jobs. On the one hand it is more aggressive than the usual recruitment process, on the other hand much more discreet. Head-hunting is reserved to certain jobs and certain levels in the business world.

The main idea of headhunting is that there is already someone who perfectly fits into the position that is vacant. Most often this person has certain knowledge, specific contacts or highly wanted skills to fulfil the job. This makes standard recruitment obsolete, as the person or persons who are suitable are already known to the company, its human resources department or an external recruiter.

Why is this kind of recruitment reserved to certain jobs and levels in the business world then? Well, most often these people already have a job. Most likely their job involves employment at direct or indirect competitors of the company that is trying to fill their positions. Job positions where headhunting is used involve certain high skilled developers and several strategic positions in companies like management positions especially in the field of sales and marketing.

The reason for headhunting is that companies can save much time and money for certain projects if they hire the right person for the job. A person who already has the needed knowledge or has the needed contacts can mean the difference between a successful and an unsuccessful project.

But headhunting is not that easy as it may sound especially when you keep in mind that the person has a value to their company, either by knowledge, skill or his/her contact network. And the companies usually

know about the fact which persons are valuable and attractive to other companies and therefore to head-hunters.

Apart from several legal issues that may prevent employees to change their jobs, such as competitor restrictions in their work contract, which prevent someone to work for competitors for a certain time after they leave their current job, there are a lot of other difficulties.

On the one hand a company that employs someone who is highly attractive to other companies will make it hard for those companies to get in touch with this person, or if this is not possible, they will make it at least as hard as possible for them to hire their asset by granting special advantages to this person in their contracts. On the other hand the person who is headhunted, as well as the company that headhunts may get a reputation in their branch which can make future projects difficult for them.

That's why headhunting is rarely used and just in cases where the profit of a successful hunt is higher than the damage caused to the reputation and position of the person headhunted as well as.

How does headhunting work and where do head-hunters work? Well, depending on the person that is to be hunted there is a direct and indirect approach. The direct approach is to offer the person a new job directly and straight either by phone, e-mail, coincidental meeting, at an exhibition or on the golf course. Or indirectly as over friends, conferences, well placed recruitment posts, customers or project partners of the person that is to be headhunted.

Head-hunters tend to be specialists in a particular niche, with some recruiting firms also specializing in a geographical region as small as a city, and others recruiting worldwide. Niche head-hunters may specialize in a specific industry or type of employee such as medical specialists, information technology professionals, senior level executives or sales professionals.

Search firms generally commit to off-limits agreements. These agreements prevent a firm from approaching employees from their clients as candidates for other clients. Since they act as management consultants working in the best interests of the clients for whom they conduct searches, it would be counterproductive to simultaneously remove talented executives from the same companies. Search firms will decline assignments from certain companies, in order to preserve their ability to poach candidates from those companies. Very large search firms often insist on guarantees of certain amount of searches before they will put an entire company "off-limits".

*(Originated from: N. Mukan, English for managers, Part I)*

**2. Title the text and write an abstract of it.**

**3. Pick 5 keywords out of the text and explain them in English.**

## **Text C**

**1. Read the text. Translate it in a written form.**

Job hunting is the act of looking for employment. It is also known as job seeking. The immediate goal of job seeking is usually to obtain a job interview with an employer which may lead to getting hired. The job hunter or seeker typically first looks for job vacancies or employment opportunities. Depending on the branch different methods of advertising and finding may be used. Traditional jobs such as mechanics or craftsman developed different ways than for example the IT branch. Common methods of job hunting are: using a job search engine (a website which facilitates job hunting); looking through the classifieds, i.e. classified advertisements, in newspapers; using an employment agency or recruiter; finding a job through a friend. Even if your friends have no influential connections or can't assist you in employment at the present moment, let them know that you are seeking a new job. A worthy position may turn up in a week's time. And during this week you are to conquer the net, newspapers and recruiting agencies. After finding a desirable job, one should then apply for the job by responding to the advertisement. This may mean e-mailing or mailing in a hard copy of your resume to a prospective employer or to a job consultant agency. Different employers have different ways and means of the application form. One can also go and hand out resume or Curriculum Vitae to prospective employers. Another recommended method of job hunting is to use the so called cold-calling to companies that one desires to work for and inquire whether there is any job vacancy. There is no one correct way to write a resume but it is generally recommended that it be brief, organized and concise. With certain occupations, such as for example graphic design portfolios of a job seeker's previous work are essential and are evaluated as much, if not more than the person's resume. Once an employer has received your and other resumes, they will make a short list of potential employees to be interviewed based on the resume and any other information contributed. During the interview process, interviewers generally look for people who they believe will be best for the job and work environment. The interview may occur in several rounds until the interviewer is satisfied and offers the job to the applicant of their choice. Nowadays job hunting includes applying to companies outside the home town and sometimes maybe even outside the

country. Flexibility is one of the main criteria for job applicants. Personal skills as well as personal appearance are more important than any time before. In earlier times jobs were static with certain duties and responsibilities without interconnection to other jobs, departments or companies. Nowadays this interconnection between different fields of work within a company or sometimes between different companies in different countries result in increasing requirements to every employee which are usually tested during the process of the job interviews and the noviciate. The time factor is also very important. Nowadays it is important to apply to the right job with the right application and at the right time as job applications analysis is a hard work for the companies. They have to review, sort out, invite, make arrangements upon and for a job applicant and his/her interview. Saving their time and respectively their money may be the first step into a successful job application.

**2. Divide the text into logic parts. Put headings to them.**

**3. Pick 6–8 key sentences out of the text.**

# UNIT 3

## PROFESSION OF A MANAGER

### *Text A*

#### 1. Read the text.

#### PROFESSION OF A MANAGER

The job of management is to help an organization make the best use of its resources to achieve its goals. Different managers emphasize different activities and exhibit different management styles; they do not manage using identical techniques. There are many reasons for these differences, including the managers' training, personalities and backgrounds. Besides, the organizational level at which a manager operates often influences his functions and skills.

Practically in every organization, there are three main types of managers, namely first-line managers, middle managers and top managers, organized in a hierarchy.

At the base of the managerial hierarchy, there are the first-line managers, often called supervisors. They are responsible for the daily supervision of the non-managerial employees who perform many of the specific activities necessary to produce goods and services. First line managers work in all departments of all organizations. Examples of first-line managers include the supervisor of a work team in the manufacturing department of a car plant, the head nurse in the obstetrics department of a hospital, and the chief mechanic overseeing a crew of mechanics in the service department. Middle managers are supervising the first-line managers. They are responsible for finding the best way to organize human and other resources to achieve organizational goals.

Middle managers find ways to help first-line managers and non-managerial employees better utilize resources to reduce manufacturing costs or improve customer service. They also evaluate whether the goals that the organization is pursuing are appropriate and suggest to top managers ways in which these goals should be changed. The major part of a middle manager's job is to develop and fine-tune skills and know-how, such as manufacturing or marketing expertise, that allow the organization to be effective and efficient.

Top managers in contrast to middle managers, are responsible for performance of all departments. They establish organizational goals, such as

which goods and services the company should produce; they decide how different departments should interact; and they monitor how well middle managers in each department utilize resources to achieve goals. Top managers are ultimately responsible for success or failure of an organization and their performance is continually scrutinized by other employees and investors.

The chief executive officer (CEO) is a company's most important manager to whom all the top managers report. A central concern of the CEO is the creation of the smoothly functioning top management team, a group composed of the CEO, COO (the chief operating officer), and the department heads most responsible for helping to achieve organizational goals.

In any organization, there; is a number of departments, such as manufacturing, accounting, financial or engineering ones, where a group of people work together and possess similar skills or use the same kind of knowledge, tools or techniques to perform their jobs. It is because a manager's responsibility is to acquire and develop critical resources. Each manager is typically a member of specific department. Inside department managers possess job-specific skills and are known as, for example, marketing, manufacturing, sales or financial managers. Within each department, there are all three levels of management, i.e. first-line, middle and top managers.

*(Originated from: N. Mukan, English for managers, Part I)*

## **2. Match the words with their definition**

- |                                  |  |
|----------------------------------|--|
| 1. chief executive officer (CEO) | a) going well and being free of problems and trouble;                  |
| 2. department                    | b) to become or make better, to ameliorate, to amend;                  |
| 3. to establish                  | c) in the end; finally;  |
| 4. skill                         | d) a division in an organization;                                      |
| 5. manufacturing                 | e) a feeling that something is important; interest in particular task; |
| 6. to be responsible for         | f) the production of something;  |
| 7. smoothly                      | j) to have the duty to deal with the situation and report about it;    |
| 8. to improve                    | h) to create or introduce something;                                   |
| 9. ultimately                    | i) the ability to do something well;                                   |
| 10. concern                      | j) the person who runs a company.                                      |

### 3. Find in the text and write down corresponding equivalents

1. going well
2. to own something
3. to create
4. to show or demonstrate
5. advanced
6. to obtain
7. in the end
8. to amend
9. to form something
10. to attain something

### 4. Complete the sentences with the appropriate word combinations from the box.

a) <i>the best way</i>	b) <i>performance</i>	c) <i>different activities</i>
d) <i>to be effective and efficient</i>	e) <i>a number of departments</i>	
f) <i>managers</i>	g) <i>the chief executive officer (CEO)</i>	
h) <i>responsible for</i>	i) <i>department managers</i>	j) <i>a central concern</i>

1. Different managers emphasize \_\_\_\_\_ and exhibit different management styles; they do not manage using identical techniques.
2. \_\_\_\_\_ are responsible for the daily supervision of the non-managerial employees who perform many of the specific activities necessary to produce goods and services.
3. They are responsible for finding \_\_\_\_\_ to organize human and other resources to achieve organizational goals.
4. The major part of a middle manager's job is to develop and fine-tune skills and know-how, such as manufacturing or marketing expertise, that allow the organization \_\_\_\_\_.
5. Top managers in contrast to middle managers, are \_\_\_\_\_ of all departments.
6. \_\_\_\_\_ is a company's most important manager to whom all the top managers report.
7. In any organization, there is \_\_\_\_\_, such as manufacturing, accounting, financial or engineering ones, where a group of people work together and possess similar skills or use the same kind of knowledge, tools or techniques to perform their jobs.
9. \_\_\_\_\_ of the CEO is the creation of the smoothly functioning top management team, a group composed of the CEO, COO (the chief operating officer), and the department heads most responsible for helping to achieve organizational goals.

10. Each manager is typically a member of specific department. Inside \_\_\_\_\_ possess job-specific skills and are known as, for example, marketing, manufacturing, sales or financial managers.

**5. Match the antonyms from the both columns.**

- |                 |                 |
|-----------------|-----------------|
| 1. appropriate  | a) to increase  |
| 2. creation     | b) to hide      |
| 3. failure      | c) to stagnate  |
| 4. to emphasize | d) to lose      |
| 5. to improve   | e) to improve   |
| 6. to reduce    | f) unacceptable |
| 7. to exhibit   | g) destruction  |
| 8. to develop   | h) success      |
| 9. to acquire   | i) to ignore    |
| 10. to worsen   | j) to worsen    |

**6. Make up 10 questions to the text. Answer them.**

**7. Retell the text.**

***Text B***

**1. Read the text.**

**PROFESSIONAL AND PERSONAL SKILLS OF A MANAGER**

Management is the process of working with people and resources to accomplish organizational goals. For this reason, each manager must possess a number of personal and professional skills. Good managers perform the tasks effectively and efficiently. To be effective is to achieve organization's goals; and to be efficient is to achieve goals with minimum waste of resources, that is, to make the best use of money, time, materials and people. The best managers are those who maintain a clear focus on both effectiveness and efficiency.

Education and experience enable managers to recognize and develop the skills they need to put organizational resources to their best use. Research has shown that managers acquire three principal types of skills: conceptual, human and technical. The level of skills, that managers need, depends on their level in their managerial hierarchy. Typically, planning and organizing require higher levels of conceptual skills, while leading and controlling require more human and technical skills.

Conceptual skills are demonstrated in the ability to analyze and diagnose a situation and to distinguish between cause and effect. Top managers

require the best conceptual skills because their primary responsibilities are planning and organizing. Formal education and training are very important in helping managers develop conceptual skills. The ability to focus on a large picture confronting the organization lets managers see beyond the present situation and consider the choices while keeping in mind the organization's long-term goals. Very often organization pays managers to attend specialized programs to develop conceptual skills.

Human skills include the ability to understand, alter, lead and control the behaviour of other individuals and groups. The ability to communicate, to coordinate and to motivate people, and to mould individuals into a cohesive team distinguishes effective managers from ineffective ones. Like conceptual skills, human skills can be learned through education and training, as well as developed through experience. To manage interpersonal interactions effectively, each person in an organization needs to learn how to understand viewpoints of other people and problems they face. One way to help managers understand their personal strengths and weaknesses is to have their superiors, peers and subordinates provide feedback about their performance. Thorough and direct feedback allows managers to develop their human skills.

Technical skills are the job-specific knowledge and techniques required to perform an organizational role. Examples include a manager's specific manufacturing, accounting, marketing, and increasingly IT skills. Managers need a range of technical skills to be effective. The array of technical skills managers need depends on their positions in organizations. The manager of a restaurant, for example, may need cooking skills to fill in for an absent cook, accounting and bookkeeping skills to keep track of receipts and costs and to administer the payroll, and aesthetic skills to keep the restaurant looking attractive for customers.

Effective managers need all three kinds of skills — conceptual, human and technical. The absence of even one managerial skill can lead to failure. One of the biggest problems that people who start small business confront is their lack of appropriate conceptual and human skills. Someone who has the technical skills to start a new business does not necessarily know how to manage the venture successfully. Similarly, one of the biggest problems that scientists or engineers who switch careers from research to management confront is their lack of effective human skills. Management skills, roles, and functions are closely related and wise prospective managers are constantly in search of the latest educational contributions to help them develop the conceptual, human, and technical skills they need to function in today's changing and increasingly competitive global environment.

**2. Title the text and write an abstract of it.**

**3. Pick 5 keywords out of the text and explain them in English.**

### ***Text C***

**1. Read the text. Translate it in a written form.**

An engineer by training, Bonini was named plant manager of Chrysler's big -van plant in Windsor. He was 33 years old. Within a year, The Wall Street Journal hailed him as the new breed of managers who are reshaping the US auto industry's manufacturing plants. The article also suggested he would be equally successful in other industries. At the same time, Forbes selected Chrysler as its Company of the Year. They selected Chrysler based on its results, its ways of operating, and its superb management, mentioning "We think Chrysler has superior management — not just at the very top but deep down an organization". Chrysler, like many other American companies, is teaching its foremen new ways of managing: giving more power to workers, rather than exercising top-down, management-by-intimidation. Previously, at some of Chrysler's manufacturing plants, managers were described as acting like drill sergeants, quality problems were abundant, and the people were demoralized. Dennis Pawley, who is in charge of Chrysler manufacturing worldwide, decided to change this dramatically and among other things appointed the young and inexperienced Bonini to the Windsor job. The plant was the least automated in the industry, with hundreds of manual jobs. Sales were stagnant and the plant was scheduled to launch a new van. Adding to the challenges was the resentment of other managers who were passed over for the promotion and the scepticism of many who thought Bonini was not up to the job. Looking back, he said, "I was scared. There were moments when I thought, "I'm in over my head". But he went to work, and within a year, productivity, sales, and morale were all up. You can learn elsewhere how he did it. But what would you do if you were in his shoes? After his success at the Windsor plant, Bonini was offered a position in Latin America, to run an engine plant that Chrysler is building with BMW in Germany. He was torn; he wanted to stay at Windsor to see the new van launched, and people were upset that he was leaving them. But he felt he couldn't turn down the offer. He took the job and he may now have the impact on car building in other parts of the world.

**2. Divide the text into logic parts. Put headings to them.**

**3. Pick 6–8 key sentences out of the text.**

## UNIT 4

# ORGANIZATION OF EXTERNAL ENVIRONMENT

### Text A

#### 1. Read the text.

#### EXTERNAL ENVIRONMENT

The external environment comprises the **task environment**, also called market environment, and the **general environment**, also called the macro-environment.

##### **Task environment / market environment**

- The elements of this environment directly affect the club and whether it achieves its organizational goals.
- Elements of the task environment are:

##### **Customers or members**

- ⌚ Customers and members purchase products and tickets, and without customers, organizations can not exist.
- ⌚ To succeed, teams need loyal fans who consistently attend games.
- ⌚ Sport club managers are compelled to measure the service quality they provide in order to attract and retain customers and fans.

##### **Competitors**

- ⌚ Competitors' strategic moves can affect the performance of the organization.
- ⌚ An important aspect of competition is pricing, when a competitor lowers prices, other clubs often have to match these prices to keep customers.

##### **Suppliers**

- ⌚ Organizations buy land, buildings, machines, equipment, natural resources, and merchandise from suppliers.
- ⌚ Poor quality and out-of-stock items can result in loss of revenue for organizations.
- ⌚ Effective managers recognize that suppliers are a key factor in their success and develop close working relationships with them.
- ⌚ Managers need to ensure that the suppliers are trustworthy and that the quality of their products is up to standard.

##### **General environment/macro-environment**

- The general environment is those sectors that may not have a direct impact on the operations of the sport organization but can influence decisions made by the organization.

- The sport organization has no control over this environment.
- Elements of this environment are:

### ***Technology***

- ⊗ The internet, e-mail databases, scheduling software, and operating systems have become standards, and leaders must keep abreast of changes in these technologies.

### ***Economy***

- ⊗ Organizations have no control over economic growth, inflation, interest rates, or international exchange rates, yet these factors have a direct impact on performance.
- ⊗ During periods of inflation, organizations experience increased costs, which results in decreased profits.
- ⊗ When the Rand is weak, goods from other countries are more expensive in South Africa, and South African goods are less expensive in other countries.

### ***Politics***

- ⊗ The political environment consists of laws, government agencies, and pressure groups that influence or limit organisations and individuals in a given society.

### ***Legal***

- ⊗ A club must know laws, statutes, and standards established by governments and sport governing bodies, and must adhere to them.

## **2. Match the words with their definitions.**

- |                   |  |
|-------------------|--|
| 1. competitor     | a) if someone is given permission to do something, they are allowed to do it;                                |
| 2. permission     | b) the process of giving things out to several people, or spreading or supplying something;                  |
| 3. distribution   | c) to form the total of something;   |
| 4. deal with      | d) the money coming into a company from a particular activity over a period of time, or the activity itself; |
| 5. revenue stream | e) to talk to someone;   |
| 6. significantly  | f) in a way that is easy to see or by a large amount;  |
| 7. account for    | g) a person who takes part in an contest;  |
| 8. tend to        | h) to deal with the problems or needs of person or thing;  |
| 9. promotion      | i) a person who buys goods or services for their own use;  |
| 10. consumer      | j) activities to advertise something.  |

**3. Find in the text and write down corresponding equivalents.**

1. unavailable
2. foreign exchange
3. the macro-environment
4. administrator
5. immediate influence
6. regularly
7. realize
8. keep informed of
9. satisfactory
10. market environment

**4. Complete the sentences with the appropriate word combinations from the box.**

a) <i>internal and external</i>	b) <i>sport marketing</i>	c) <i>to provide</i>
d) <i>promotion</i>	e) <i>uncontrollable</i>	f) <i>external</i>
g) <i>the distribution</i>	h) <i>financial environment</i>	
i) <i>the sport marketing business</i>	j) <i>the optimal combination</i>	

1. \_\_\_\_\_ is the engine that drives the business of sport.
2. The goal is \_\_\_\_\_ the client with strategies to promote the sport or to promote something other than sport through sports.
3. \_\_\_\_\_ of a sports product can be changed.
4. External factors affecting a business environment also are referred to \_\_\_\_\_ factors.
5. A company is affected by two broad set of factors are \_\_\_\_\_.
6. \_\_\_\_\_ environment sets the basis for developmental activity of the business system.
7. Reaching \_\_\_\_\_ depends on manipulating each of these variables until they are right for a product.
8. Television commercials, print ads, direct-mail, giveaways are forms of \_\_\_\_\_.
9. \_\_\_\_\_ environment is beyond the control of the business.
10. The product is what \_\_\_\_\_ is trying to well.

## 5. Match antonyms from the both columns.

- |                  |                   |
|------------------|-------------------|
| 1. unavailable   | a) doubtful       |
| 2. promote       | b) unsatisfactory |
| 3. trustworthy   | c) loose          |
| 4. regularly     | d) increase       |
| 5. constant      | e) accessible     |
| 6. satisfactory  | f) fail           |
| 7. decrease      | g) little         |
| 8. ensure        | h) variable       |
| 9. significantly | i) block          |
| 10. success      | j) uncommonly     |

## 6. Make up 10 questions to the text. Answer them.

## 7. Retell the text.

### *Text B*

#### 1. Read the text.

Ethics refers to the standards of right and wrong that influence behavior. Today, ethics is a major concern in businesses themselves and among the public; thus ethical understanding.

An organization's ethics are the collective behavior of its employees. If each employee acts ethically, the actions of the organization will be ethical too. Unfortunately, there is no shortage of unethical behavior in sports. Some unethical behavior can be attributed to the players themselves and a lack of judgment.

The list of athletes who have had trouble with the law is lengthy. Athletes need to realize that young people look up to them as role models. Because of a number of scandals, ethics have received much attention in business and sport journals, and colleges are being held responsible for developing ethical leaders. Many academics believe that teaching ethics can help improve ethical behavior decisions, although this view is controversial.

Recent years have seen an increased awareness of ethics, or the lack of it, in the sport industry. Not many days go by without the media reporting on some scandal involving unethical behavior. Laws and regulations exist to govern business behavior, but ethics go beyond legal requirements. Although unethical behavior may result in short-term gains, in the long run people often get caught and pay the price. Unethical behavior is often very

costly to business. Ethics scandals hurt the company's performance, access to important resources, and reputation. Thus, recruiters are seeking ethical job candidates, and graduates are applying to organizations that have ethical products, ethical practices, and reputations for being ethical.

It is important to understand that ethical behavior in the workplace can stimulate positive employee behaviors that lead to organizational growth, just as unethical behavior in the workplace can inspire damaging headlines that lead to organizational demise. A decision to act unethically, by the organization or a stakeholder, can strain the relationship and damage the reputation of the organization. The increased risk of reputational damage and harm from negative headlines is often the catalyst for organizations to promote and encourage ethical behavior and prevent and report unethical behavior. Furthermore, where many individuals are connected to social media with mobile technology, the risk that unethical behavior will cause reputational damage to an organization is arguably much greater than in decades past, as behavior is more easily recorded on video, captured in photos, shared online and propelled into headlines.

However, there are benefits of ethical behavior in the workplace beyond the avoidance of reputational harm. An organization that is perceived to act ethically by employees can realize positive benefits and improved business outcomes. The perception of ethical behavior can increase employee performance, job satisfaction, organizational commitment, trust and organizational citizenship behaviors. Organizational citizenship behaviors include altruism, conscientiousness, civic virtue, sportsmanship and courtesy.

Unfortunately, it is not always easy to distinguish between ethical and unethical behavior. A gift in one country is a bribe in another, and in some countries bribes are standard business practice. So when in doubt, ask. On the other side, people sometimes act in their own interest and do whatever it takes to get what they want. Four important factors contribute to a person's electing to use ethical or unethical behavior: personality, moral development, the situation, and justification.

*(Originated from: Applied sport management skills.  
Second edition. Lussier, Robert N.)*

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### **Key Terms**

- **Ethical behavior:** business ethics (*also corporate ethics*) is a form of applied ethics or professional ethics that examines ethical principles and moral or ethical problems that arise in a business environment. It applies to all aspects of business conduct and is relevant to the conduct of individuals and entire organizations.

- *Normative ethics*: a branch of ethics concerned with classifying actions as right and wrong, attempting to develop a set of rules governing human conduct, or a set of norms for action.
- *Ethics*: the study of principles relating to right and wrong conduct.

**2. Title the text and write an abstract of it.**

**3. Pick 5 keywords out of the text and explain them in English.**

## **Text C**

**1. Read the text. Translate it in a written form.**

Sport managers do lots of things, as you can well imagine, but the things they do can be classified into the four functions of management and 10 management roles. Managers get the job done through others. They also plan, organize, lead, and control to achieve organizational objectives — these are the four management functions. These four functions together compose a system; they are interrelated and are often performed simultaneously. Planning is typically the starting point in the management process. To succeed, organizations need to plan. The people, who work for organizations, need goals and objectives as well as plans by which they will achieve their goals and objectives. Planning is the process of setting objectives and determining in advance exactly how the objectives will be met. Managers schedule the work that employees perform and also develop budgets. At Sports Authority, managers schedule employees' work rotations so that high-volume times in stores are well covered, and these managers also select the merchandise. Performing the planning function well requires strong conceptual and decision-making skills. Successful managers also design and develop systems to implement plans. Organizing is the process of delegating and coordinating tasks and resources to achieve objectives. Managers allocate and arrange resources. An important part of allocating human resources is assigning people to various jobs and tasks. An important part of organizing, sometimes listed as a separate function, is staffing, which is the process of selecting, training, and evaluating employees. Effective organizing requires both conceptual and decision-making skills as well as people skills and communication skills. Leading Managers work with employees daily as they perform their tasks. Leading is the process of influencing employees to work toward achieving objectives. Managers not only must communicate their objectives to employees but also must motivate employees to achieve the objectives. Effective leaders have strong

people skills and strong communication skills. The way we know if we are achieving our objective is to monitor our progress through controlling. Controlling is the process of establishing and implementing mechanisms to ensure that objectives are achieved. An important part of controlling is measuring progress and taking corrective action when necessary. The coaches monitor the progress of each team and make adjustments in the team rosters. Effective controlling requires technical skills as well as conceptual and decision-making skills.

*(Originated from: Applied sport management skills.  
Second edition. Lussier, Robert N.)*

**2. Divide the text into logic parts. Put headings to them.**

**3. Pick 6–8 key sentences out of the text.**

## UNIT 5

# PROBLEMS OF CULTURAL DIFFERENCES

### *Text A*

#### **1. Read the text.**

#### **PROBLEMS OF CULTURAL DIFFERENCES**

Technological advances in communication, travel, and transportation have made business increasingly global. This trend is expected to continue in the foreseeable future. Thus, the chances are good that you will have to communicate with people from other cultures.

Both large and small businesses want you to be able to communicate clearly with those from other cultures for several reasons. Many businesses sell their products and services both domestically and internationally. Being able to communicate with others helps you be more successful in understanding customers' needs, communicating how your company can meet these needs, and winning their business. In addition to being a more productive worker you will be more efficient both within and outside your company. You will be able to work harmoniously with those from other cultures creating a comfortable workplace. With cultural barriers broken down, you will be able to hire good people despite their differences. Also, you will avoid problems stemming solely from misinterpretations. Your attention to communicating clearly with people from other cultures will enrich both your business and your personal lives.

A study of the role of culture in international communication properly begins with two qualifying statements. First, culture is often improperly assumed to be the cause of miscommunication. Often it is confused with the other human elements involved. We must remember that communication between people of different cultures involves the same problems of human behaviour that are involved when people of the same culture communicate. In either case, people can be belligerent, arrogant, prejudiced, insensitive, or biased.

Second, one must take care not to over-generalize the practices within a culture. We say this even though some of the statements we make in the following paragraphs are over-generalized. But we have little choice. In covering the subject, it is necessary to make generalizations such as "Latin Americans do this" or "Arabs do that" in order to emphasize a point. But the truth of the matter is that in all cultures, subcultures are present; and what may be the practice in one segment of a culture may be unheard of by other

segments. Within a culture towns people differ from country dwellers, the rich differ from the poor, and the educated differ from the uneducated. Clearly, the subject of culture is highly complex and should not be reduced to simple generalizations. Keep this point in mind as you read the following material.

Culture has been defined in many ways. The classic definition is derived from anthropology: culture is a way of life of a group of people, the stereotyped patterns of learning behaviour which are handed down from one generation to the next through the means of language and imitation. A more contemporary definition is that “Culture is an agreed-upon set of rules that consists of components ranging from seemingly inconsequential edicts about how to shake hands or dress on a date to more cosmic ideas about the existence of God or the nature of man”. In other words, people living in different geographic areas have developed different ways of life. They have developed different habits, different values and different ways of relating to one another.

These differences are a major source of problems when people of different cultures try to communicate. Unfortunately, people tend to view the ways of their culture as normal and the ways of other cultures as bad, wrong, peculiar, or such. Specifically, communication between people of different cultures is affected by two major kinds of differences:

- differences in body positions and movements and
- differences in attitudes toward various factors of human relationships (time, space, intimacy and so on).

*(Originated from: Hariis, Phillip R. and Robert T. Moral. Managing Cultural Differences. Gulf Publishing Co.)*

**2. Match the words with their definition.**

- |                 |  |
|-----------------|--|
| 1. movement     | a) the opinion or feelings that you usually have about smth.;  |
| 2. to derive    | b) the importance and usefulness of smth.;   |
| 3. prejudiced   | c) a thing, place, person or document that supplies you with information;  |
| 4. source       | d) having an unreasonable dislike of a particular group of people who are different in some way, because they belong to a different race, sex, religion; |
| 5. dweller      | e) to give or to leave smth. to people who are younger than you or live after you;   |
| 6. to enrich    | f) smth. that you do regularly, often without thinking about it, because you have done it so many times before;  |
| 7. habit        | g) to improve the quality of smth.; to make someone richer;  |
| 8. to hand down | h) a person who lives in a particular place;   |
| 9. value        | i) to develop or come from smth. else;   |
| 10. attitude    | j) an act of moving your body.   |

**3. Find in the text and write down corresponding equivalents**

1. proficient
2. to puzzle
3. to influence
4. component
5. extraordinary
6. biased
7. to employ
8. to suppose
9. to design
10. custom

**4. Complete the sentences with the appropriate word combinations from the box.**

a) <i>international communication</i>		b) <i>technological advances</i>	
c) <i>of human behaviour</i>	d) <i>businesses</i>	e) <i>country dwellers</i>	
f) <i>cultural barriers</i>	g) <i>a major source</i>	h) <i>to communicate</i>	
i) <i>kinds of differences</i>		j) <i>productive worker</i>	

1. \_\_\_\_\_ in communication, travel, and transportation have made business increasingly global.
2. Many \_\_\_\_\_ sell their products and services both domestically and internationally.
3. With \_\_\_\_\_ broken down, you will be able to hire good people despite their differences.
4. Both large and small businesses want you to be able \_\_\_\_\_ clearly with those from other cultures for several reasons.
5. In addition to being a more \_\_\_\_\_ you will be more efficient both within and outside your company.
6. A study of the role of culture in \_\_\_\_\_ properly begins with two qualifying statements. First, culture is often improperly assumed to be the cause of miscommunication.
7. We must remember that communication between people of different cultures involves the same problems \_\_\_\_\_ that are involved when people of the same culture communicate.
8. Within a culture towns people differ from \_\_\_\_\_, the rich differ from the poor, and the educated differ from the uneducated.
9. These differences are \_\_\_\_\_ of problems when people of different cultures try to communicate.
10. Specifically, communication between people of different cultures is affected by two major \_\_\_\_\_.

**5. Match the antonyms from the both columns**

- |                 |                  |
|-----------------|------------------|
| 1. obvious      | a) indefinite    |
| 2. advanced     | b) tiny          |
| 3. vital        | c) strong        |
| 4. definite     | d) backward      |
| 5. weak         | e) polite        |
| 6. vastly       | f) imperceptible |
| 7. insulting    | g) unimportant   |
| 8. rude         | h) compliment    |
| 9. to exist     | i) peaceful      |
| 10. belligerent | j) to die        |

**6. Make up 10 questions to the text. Answer them.**

**7. Retell the text.**

**1. Read the text.****NONVERBAL COMMUNICATION:  
BODY POSITIONS AND MOVEMENTS**

Nonverbal or non-word communication means all communication that occurs without words. This subject is a broad one and because it is so broad, nonverbal communication is quite vague and imprecise. For example, a frown on someone's forehead is sometimes interpreted to mean worry. But could it be that the person has a headache? Or is the person in deep thought? No doubt, there could be numerous meanings given to the facial expressions.

The number of possible meanings is multiplied even more when we consider the cross-cultural side of communication. Culture teaches us about body positions, movements and various factors that affect human relationship. Thus, the meanings we give to nonverbal symbols will vary depending on how our culture has conditioned us.

Because of these numerous meanings, you need to be sensitive to what others intend with nonverbal communication. And you need to make some allowance for error in the meanings you receive from nonverbal symbols. As a listener, you need to go beyond the obvious to determine what nonverbal symbols mean. Perhaps one good way to grasp the intent of this suggestion is to look at the intended meanings you have for the nonverbal symbols you use.

Only if you look at nonverbal symbols through the prism of self-analysis and realize their multiple meaning potential you can get some idea of how differently they might be interpreted. And when you become aware of the many differences, you then can become sensitive to the meaning intended by the nonverbal communication.

At first thought, one might think that the positions and movements of the body are much the same for all people. But such is not the case. These positions and movements differ by culture, and the differences can affect communication. For example, in American culture most people sit when they wish to remain in one place for some time, but in much of the world people hunker (squat). Because Americans do not hunker, they tend to view hunkering as primitive. This view obviously affects their communication with people who hunker, for what they see when they communicate is a part of the message. But how correct is this view? Actually, hunkering is a very normal body position. Children hunker quite naturally — until their elders teach them to sit. Who is to say that sitting is more advanced or better?

For another example, people from American culture who visit certain Asian countries are likely to view the fast, short steps taken by the inhabitants as peculiar or funny and to view their longer strides as normal. And when people from American culture see the inhabitants of these countries bow on meeting and leaving each other, they are likely to interpret the bowing as a sign of subservience or weakness. Similarly, people from South American culture see standing up as the appropriate things to do on certain occasions whereas people from some other cultures do not. As you know, movements of certain body parts (especially the hands) are a vital form of human communication. Some of these movements have no definite meaning even within a culture. But some have clear meanings, and these meanings may differ by culture. To us an up-and-down movement of the head means yes and a side-to-side movement of the head means no. These movements may mean nothing at all or something quite different to people from cultures in which thrusting the head forward, raising the eyebrows, jerking the head to one side, or lifting the chin are used to convey similar meanings. For another example, the two-fingered "victory" sign is as clear to us as any of our hand signs. To an Australian, whose culture is not vastly different from ours, the sign has the most vulgar meaning. The "OK" sign is terribly rude and insulting in such diverse places as Russia, Germany and Brazil. In Japan, a similar sign represents money. If a businessperson completing a contract gave this sign, the Japanese might think they needed to give more money, perhaps even a bribe. Even the widely used "thumbs up" sign for "things are going well" could get you into trouble in countries from Nigeria to Australia. And so it is with many of our other body movements. They differ widely, even within cultures.

The movements of our eyes also vary by culture. In North America people are taught to look their audience in the eye in formal speechmaking. In informal talking, however, they are encouraged to look but not stare. Although not everyone in their culture conforms to these standards, they regard them as desirable. In cultures such as Indonesia looking at people, especially those older or in higher positions is considered to be disrespectful. On the other hand, our practices of eye contact are not so rigorous as with the British and Germans. Unless one understands these cultural differences, how one looks or does not look can be interpreted as being impolite on the one hand and being shy on the other. Touching and particularly handshaking differences are important to understand. This is made difficult by others adopting Western greetings. However, some cultures, like the Chinese, do not like touching much and will give a handshake you might perceive as weak while other cultures like touching and will give you greetings ranging from full embraces and kisses to nose rubbing. If you can avoid judging

others from different cultures on their greeting based on your standards, you can seize the opportunity to access the cultural style of the worker. In our culture, smiles are viewed positively in most situations. But in some other cultures (notably African cultures), a smile is regarded as a sign of weakness in certain situations (such as bargaining). Receiving a gift or touching with the left hand is a serious breach of etiquette among Muslims, for they view the left hand as unclean. We attach no such meaning to the left hand. And so it is with other body movements such as arching the eyebrows, positioning the fingers, raising the arms, and many more. All cultures use body movements in communicating, but in different ways.

*(Originated from: Hariis, Phillip R. and Robert T. Moral. Managing Cultural Differences. Gulf Publishing Co)*

**2. Title the text and write an abstract of it.**

**3. Pick 5 keywords out of the text and explain them in English.**

## **Text C**

**1. Read the text. Translate it in a written form.**

It is increasingly common for multinational businesses to send employees on international assignments, but without the right cross-cultural skills, staff will often struggle. Wayne Mullen, Head of Learning and Development at Standard Bank, discusses the impact that cultural challenges can have on employees relocating to another country. In order to be successfully transferred, employees must understand the host-country culture, he argues. Colleagues from different countries might share similar professional knowledge and skills within a single international organisation, but their ways of working, social skills, body language and ways of doing business are likely to be completely different. They may have different patterns of behaviour which need to be understood and appreciated in order for everyone to work together successfully. For example, while it may be acceptable for Chinese office workers in Hong Kong to use the doordose button on a lift no matter how many people are also getting in, doing such a thing in London would make people extremely angry. It is common for South Africans to ask personal questions of their counterparts shortly after being introduced, while a British colleague may perceive this as impolite and inappropriate. Latin Americans' need for personal space is much less than that of their British colleagues. Global companies should never underestimate the effect that culture can have on international assignments.

Cultural awareness is much more than simply knowing about a country's history and geography. It is about understanding how and why cultures work differently. It is also important to understand your own cultural make-up in order to work more effectively, maximise teamwork and strengthen global competence. The Standard Bank group operates in 38 different countries, and its London office alone has 56 nationalities. This wide range of nationalities needs to communicate effectively in order to work as one team. The bank recognised that in order to harmonise working practices within its culturally diverse office, it needed to provide foreign workers with a meaningful understanding of British business culture and communication styles. It also needed to offer practical support which allowed employees to cope with the challenges of living and working in an unfamiliar environment; their reactions to day-to-day issues such as the weather, public transport and social etiquette are often the most visible manifestations of culture shock. Standard Bank has engaged Communicaid, a European culture and communication skills consultancy, to design a tailored training solution which introduces delegates to some of the key cultural differences that they are likely to face in the UK.

*(Originated from: Market Leader: Business English Course Book.  
3rd Edition. David Cotton David Falvey Simon Kent)*

**2. Divide the text into logic parts. Put headings to them.**

**3. Pick 6–8 key sentences out of the text.**

# UNIT 6

## SPORT MANAGEMENT

### Text A

#### 1. Read the text.

#### SCOPE OF SPORTS MANAGEMENT

Sport management involves any combination of skills related to planning, organizing, directing, controlling, budgeting, leading, and evaluating within the context of an organization or department whose primary product or service is related to sport or physical activity.

For most of us, sport implies having fun, but it can also be work, a means of employment, or a business. Many people who are employee in business endeavors associated with sports are engaged in a career field known as sport management. Sport management can be defined as: “The study and practice of all people, activities, businesses, or organizations involved in producing, facilitating, promoting, or organizing any sport-related business or product”.

The practice of sport management is not limited to large sport clubs only, but effective and efficient sport management practice is equally important in smaller sport organizations as well as in non-profit organizations such as government departments, universities, schools etc. Good sport management practice is applicable to every organization where one, two or more people work together to achieve a set of goals.

It is important to examine different settings in which sporting activities occur, such as:

➤ **Single sports**

- ⌚ Professional leagues, teams

➤ **Multi sports**

- ⌚ Athletic foundations
- ⌚ High school sports
- ⌚ Sport organization

➤ **College sports**

- ⌚ College associations
- ⌚ College athletic departments
- ⌚ Sport management degree programs

➤ **Events**

- ⌚ Meetings
- ⌚ Trade shows

➤ **Media**

- ⌚ Newspapers
- ⌚ Sports magazines
- ⌚ Sports television

➤ **Sports sponsors**

➤ **Professional services**

- ⌚ Event planning and services
- ⌚ Financial services
- ⌚ Marketing services
- ⌚ Sports agents

➤ **Facilities**

- ⌚ Arenas and stadiums
- ⌚ Auto racetracks
- ⌚ Facility management

➤ **Manufacturers and retailers**

- ⌚ Equipment and product manufacturers
- ⌚ Retailers

Summing up, sport management has to do with any and every business aspect of sports and recreation. The field is vast. Sport managers can be found working for professional teams, their parent programs (such as the NFL, NBA, MLB or NHL), colleges and universities, recreational departments and sports marketing firms. They can be event managers, facility managers, sports economists, financial, promotion or information experts.

*(Originated from: Sport Management: Manual for Sport Management.  
1<sup>st</sup> edition. E. Eksteen)*

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### **Key Terms**

- **NFL** — *the National Football League (NFL)* is a professional American football league consisting of 32 teams, divided equally between *the National Football Conference (NFC)* and *the American Football Conference (AFC)*.
- **NBA** — *the National Basketball Association (NBA)* is a professional basketball league in North America. The league is composed of 30 teams (29 in the United States and 1 in Canada) and is one of the four major professional sports leagues in the United States and Canada. It is the premier men's professional basketball league in the world.
- **MLB** — *the Major League Baseball (MLB)* is a professional baseball organization and the oldest major professional sports league in the world.

- **NHL** — *the National Hockey League (NHL; French: Ligue nationale de hockey — LNH)* is a professional ice hockey league in North America comprising 32 teams — 25 in the United States and 7 in Canada.

## 2. Match the words with their definitions.

- |                  |  |
|------------------|--|
| 1. management    | a) one of the groups of people who work together in a particular part of a large organization; 2) section of organization; |
| 2. employment    | b) a group of sportsteams or players who play games against each other to see who is best; 2) association, federation;     |
| 3. career        | c) a set of instructions given to a computer to make it perform an operation;  |
| 4. club          | d) things that people do, especially in order to achieve a particular aim;   |
| 5. foundation    | e) a company that makes large quantities of goods;   |
| 6. department    | f) the activity of controlling and organizing the work that a company or organization does;                                |
| 7. league        | g) the condition of having a paid job;   |
| 8. program       | h) a job or profession that you have been trained for, and which you do for a long period of your life;                    |
| 9. activity      | i) a professional organization including the players, managers, and owners of a sports team;                               |
| 10. manufacturer | j) the establishment of an organization, business, school.   |

## 3. One out of the words doesn't fit. Which one is it?

- |                    |                   |                |              |
|--------------------|-------------------|----------------|--------------|
| 1. A. management   | B. administration | C. employees   | D. directors |
| 2. A. business     | B. job            | C. contracting | D. fun       |
| 3. A. career       | B. course         | C. race        | D. amusement |
| 4. A. organization | B. disunion       | C. group       | D. company   |
| 5. A. movement     | B. inactivity     | C. action      | D. life      |
| 6. A. arena        | B. stadium        | C. field       | D. track     |

7. A. track                      B. path                      C. trail                      D. road
8. A. specialist                B. amateur                C. professional            D. master
9. A. group                      B. team                      C. set                      D. band
10. A. recreation                B. entertainment            C. pleasure                D. job

**4. Complete the sentences with the appropriate word combinations from the box.**

a) <i>individual sport</i>	b) <i>multi sports</i>	c) <i>college athletics</i>
d) <i>amateur sports</i>	e) <i>professional sports</i>	f) <i>sport sponsorship</i>
g) <i>sports managers</i>		h) <i>indoor and outdoor sports</i>
i) <i>sports managers</i>		j) <i>professional sports teams</i>

1. An \_\_\_\_\_ is a sport in which participants compete as individuals.
2. \_\_\_\_\_ is a fun way to stay fit and socialize in a not so serious environment.
3. \_\_\_\_\_ encompasses non-professional, collegiate and university-level competitive sports and games.
4. \_\_\_\_\_, as opposed to amateur sports, are sports in which athletes receive payment for their performance.
5. \_\_\_\_\_ are sports in which participants engage largely or entirely without remuneration.
6. \_\_\_\_\_ is when a company decides to associate its brand to a sport event or club.
7. \_\_\_\_\_ are skilled in sports management and sports administration; they help oversee the business dealings of athletes or sports teams.
8. \_\_\_\_\_ are athletic organizations comprising talented, expert players hired by club owners.
9. Sports are widely divided into two categories based on where they are played, \_\_\_\_\_.
10. \_\_\_\_\_ are professionals who may work a wide range of jobs.

### 5. Match antonyms from the both columns.

- |                |                  |
|----------------|------------------|
| 1. management  | a) separation    |
| 2. business    | b) individual    |
| 3. career      | c) reunion       |
| 4. league      | d) employees     |
| 5. activity    | e) entertainment |
| 6. expert      | f) amusement     |
| 7. foundation  | g) disunion      |
| 8. league      | h) inaction      |
| 9. team        | i) amateur       |
| 10. department | j) dissolution   |

### 6. Make up 10 questions to the text. Answer them.

### 7. Retell the text.

## **Text B**

### 1. Read and translate the text.

The management of sport organizations has undergone a relatively rapid period of professionalization over the last 30 years. The general expansion of the global sports industry and commercialization of sport events and competitions, combined with the introduction of paid staff into voluntary governance structures and the growing number of people who now earn a living managing sport organizations or playing sport, has forced sport organizations and their managers to become more professional. This is reflected in the increased number of university sport management courses, the requirement to have business skills as well as industry specific knowledge or experience to be successful in sport management, the growth of professional and academic associations devoted to sport management and the variety of professionals and specialists that sport managers must deal with in the course of their careers. Sport managers will work with accountants, lawyers, taxation specialists, government policy advisors, project management personnel, architects, market researchers and media specialists, not to mention sports agents, sports scientists, coaches, officials and volunteers. The ensuing chapters of the book will highlight the ongoing professionalization of sport management as an academic discipline and a career.

Managing sport organizations at the start of the twenty-first century involves the application of techniques and strategies evident in the majority of modern business, government and nonprofit organizations. Sport managers engage in strategic planning, manage large numbers of paid and voluntary human resources, deal with broadcasting contracts worth billions of dollars, manage the welfare of elite athletes who sometimes earn 100 times the average working wage, and work within highly integrated global networks of international sports federations, national sport organizations, government agencies, media corporations, sponsors and community organizations. Students seeking a career as a sport manager need to develop an understanding of the special features of sport and its allied industries, the environment in which sport organizations operate, and the types of sport organizations that operate in the public, nonprofit and professional sectors of the sport industry.

Smith and Stewart (2010) provide a list of ten unique features of sport which can assist us to understand why the management of sport organizations requires the application of specific management techniques. A unique feature of sport is the phenomenon of people developing irrational passions for sporting teams, competitions, or athletes. Sport has a symbolic significance in relation to performance outcomes, success and celebrating achievement that does not occur in other areas of economic and social activity. Sport managers must learn to harness these passions by appealing to people's desire to buy tickets for events, become a member of a club, donate time to help run a voluntary association, or purchase sporting merchandise. They must also learn to apply clear business logic and management techniques to the maintenance of traditions and connections to the nostalgic aspects of sport consumption and engagement. There are also marked differences between sport organizations and other businesses in how they evaluate performance. Private or publicly listed companies exist to make profits and increase the wealth of shareholders or owners, whereas in sport, other imperatives such as winning championships, delivering services to stakeholders and members, or meeting community service obligations may take precedence over financial outcomes.

*(Originated from: Principles and applications (4th edition) Russell Hoye, Aaron C. T. Smith, Matthew Nicholson and Bob Stewart)*

**2. Title the text and write an abstract of it.**

**3. Pick 5 keywords out of the text and explain them in English.**

**1. Read the text. Translate it in a written form.****WHAT IS SPORTS MANAGEMENT?**

Sport management is the field of business that focuses directly on sports and recreation. Many different subjects are incorporated into sport management such as administration, finance, law and ethics. A degree in sport management can lead to career opportunities in the world of sports and recreation. Depending on what kind of sport management career interests you, possibilities include working directly with athletes, coaches and organizations or working behind the scenes as a promoter, marketing manager or sports economist. There are many different aspects of sport management. Sports finance is a billion dollar industry. Individuals who are interested in the financial and economic aspects of the world of sports might consider focusing their studies on finance and related subjects. Similarly, sport managers who want to work for international sports organizations should take courses like international marketing. There are many career opportunities associated with sport management. The most popular areas include working for secondary and postsecondary academic institutions, professional sports teams, sports associations and government parks and recreation departments. Some other fields that are open to sport management professionals include: *fundraising, broadcasting, sporting goods sales, sports agencies, promotional and marketing agencies, interscholastic athletic administration, public relations, facilities management*. Sport employs many millions of people around the globe, is played or watched by the majority of the world's population, and, at the elite or professional level, has moved from being an amateur pastime to a significant industry. The growth and professionalization of sport has driven changes in the consumption, production and management of sporting events and organizations at all levels of sport. Countries with emerging economies such as Brazil, hosts of the 2014 World Cup for football and the 2016 Olympic Games, increasingly see sport as a vehicle for driving investment in infrastructure, for promoting their country to the world to stimulate trade, tourism and investment, and for stimulating national pride amongst their citizens. Sport management is the field of business dealing with sports and recreation. Some examples of sport managers include the front office system in professional sports, college sports managers, recreational sport managers, sports marketing, event management, facility management, sports economics, sport finance, and sports information. They can run the front office, work behind the scenes or act as the interface between players,

coaches and the media. In all of these sports management roles, energy, motivation, good sportsmanship and teamwork are considered strong assets. Sports management focuses on the business side of sports and recreation, including facility management, promotions and marketing, and event management. Those interested in sports management need to have skills in areas like financial management, sports administration, public relations, and accounting. Sports managers are professionals who may work a wide range of jobs; all of them aim to help a sports organization by promoting its interests and ensuring profitability. These managers are needed at every level of sport, from amateur leagues and high schools to professional teams. Sports managers usually work in an office setting, but may need to travel for events and/or work extended hours or 7-day work weeks during an athletic season.

*(Originated from: What is Sport Management?  
<https://online.campbellsville.edu/program-resources/sport-management/>)*

**2. Divide the text into logic parts. Put headings to them.**

**3. Pick 6–8 key sentences out of the text.**

# UNIT 7

## SPORTS MANAGER JOB DUTIES

### Text A

#### 1. Read the text.

#### SPORTS MANAGER RESPONSIBILITIES

Sport management has to do with any and every business aspect of sports and recreation. The field is vast. Sport managers can be found working for professional teams, their parent programs, colleges and universities, recreational departments and sports marketing firms. They can be event managers, facility managers, sports economists, financial, promotion or information experts.

A sport manager is responsible for achieving the sport organisation's objectives through efficient and effective use of resources. **Efficient** means getting the maximum out of your available resources. **Effective** means doing the right thing to attain your objective; it also describes how well you achieve the objectives.

The **manager's resources** include human, financial, physical, and informational resources.

#### *Human resources*

- ⌚ People are a manager's most valuable resource.
- ⌚ If you don't take care of your people, your organisation will not be successful.
- ⌚ As a manager, you will endeavor to recruit and hire the best people available.
- ⌚ These people must then be trained to use the organisation's other resources to maximize productivity.

#### *Financial resources*

- ⌚ Most managers have budgets that state how much it should cost to operate their department, team, or store for a set period of time.
- ⌚ The budget tells you what financial resources you have available to achieve the objectives.
- ⌚ A manager will be responsible for seeing the department does not waste resources.

#### *Physical resources*

- ⌚ Physical resources for a sport club can include facilities, playing fields, score boards, equipment, and computers.

- ⌚ Managers are responsible for keeping equipment in working condition and for making sure that materials and supplies are readily available.

### ***Informational resources***

- ⌚ Managers need all kinds of information. For example in a sport club, the manager needs to know how many members the club have, the age and gender of the members, their medical history, as well as the contact details of their parents if they are underaged.

So, sport management has to do with any and every business aspect of sports and recreation. They can run the front office, work behind the scenes or act as the interface between players, coaches and the media. In all of these sports management roles, energy, motivation, good sportsmanship and teamwork are considered strong assets. There's more to a job in the sports management than first meets the eye. Getting these coveted jobs takes hustle, of course, but also demands excellent analytical thinking, communication skills and stand-out business savvy.

The most serious players in the field start with a degree in sports management at an established, accredited university. There are several tracks to take. Start your career off with a bachelor's degree or choose a master's degree, a concentration in athletic administration or international sports management or an MBA. To help decide which is right for you, it's better to look at what sports management is all about and how to choose the program to best matches your goals.

*(Originated from: Sport Management: Manual for Sport Management.  
1<sup>st</sup> edition. E. Eksteen)*

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### ***Key Terms***

- **MBA** — ***The Master of Business Administration (MBA)*** is an internationally-recognized degree designed to develop the skills required for careers in business and management. The value of the MBA, however, is not limited strictly to the business world. An MBA can also be useful for those pursuing a managerial career in the public sector, government, private industry, and other areas.

## 2. Match the words with their definitions.

- |                 |  |
|-----------------|--|
| 1. resource     | a) the amount of money you have available to spend;                            |
| 2. productivity | b) a person having a high level of knowledge or skill in a particular subject; |
| 3. responsible  | c) past events considered together;  |
| 4. equipment    | d) at the speed of one's choice;   |
| 5. gender       | e) facts about a situation, person, event, etc.;                               |
| 6. budget       | f) something resorted to for aid or support;                                   |
| 7. expert       | g) the quality of being productive or having the power to produce;             |
| 8. history      | h) having control or authority over;   |
| 9. time         | i) a set of tools or devices used for a particular purpose;                    |
| 10. information | j) the physical and/or social condition of being male or female.               |

## 3. One out of the words doesn't fit. Which one is it?

- |                    |                  |               |                 |
|--------------------|------------------|---------------|-----------------|
| 1. A. specialist   | B. professional  | C. amateur    | D. master       |
| 2. A. history      | B. the past      | C. yesterday  | D. future       |
| 3. A. accounts     | B. debt          | C. bill       | D. balance      |
| 4. A. period       | B. moment        | C. finish     | D. term         |
| 5. A. silence      | B. facts         | C. details    | D. information  |
| 6. A. resource     | B. funds         | C. capital    | D. lack         |
| 7. A. idleness     | B. production    | C. capacity   | D. efficiency   |
| 8. A. lucky        | B. fortunate     | C. happy      | D. unsuccessful |
| 9. A. equipment    | B. material      | C. disruption | D. supplies     |
| 10. A. substantial | B. environmental | C. mental     | D. natural      |

## 4. Complete the sentences with the appropriate word combinations from the box.

a) <i>experience</i>	b) <i>multitasking</i>	c) <i>skills</i>	d) <i>equipment</i>
e) <i>leadership</i>	f) <i>managers</i>	g) <i>recreation</i>	h) <i>resources</i>
i) <i>sports management</i>		j) <i>leadership abilities</i>	

1. \_\_\_\_\_ professionals need excellent verbal and written communication skills.
2. \_\_\_\_\_ is a key skill for someone involved in sports management.
3. Education and \_\_\_\_\_ count for a lot when it comes to preparing for sports management.
4. Sport provides countless opportunities to use and develop \_\_\_\_\_.
5. \_\_\_\_\_ must be provided in any situation in order to make things happen.
6. Key management \_\_\_\_\_ are required to manage and administer a sport organization.
7. \_\_\_\_\_ are responsible for keeping equipment in working condition.
8. Physical \_\_\_\_\_ for a sport club can include facilities, playing fields, etc.
9. \_\_\_\_\_ need all kinds of information.
10. Sport management has to do with every business aspect of sports and \_\_\_\_\_.

**5. Match antonyms from the both columns.**

- |                 |                |
|-----------------|----------------|
| 1. resource     | a) finish      |
| 2. history      | b) silence     |
| 3. budget       | c) failure     |
| 4. expert       | d) mental      |
| 5. productivity | e) idleness    |
| 6. time         | f) lack        |
| 7. information  | g) future      |
| 8. successful   | h) unfortunate |
| 9. physical     | i) amateur     |
| 10. achievement | j) debt        |

**6. Make up 10 questions to the text. Answer them.**

**7. Retell the text.**

**1. Read the text.**

Sport managers utilize management techniques and theories that are similar to managers of other organizations, such as hospitals, government departments, banks, mining companies, car manufacturers, and welfare agencies. However, there are some aspects of strategic management, organizational structure, human resource management, leadership, organizational culture, financial management, marketing, governance and performance management that are unique to the management of sport organizations.

Sport managers need to be cognizant of multiple organizational outcomes, while at the same time being responsible financial managers to ensure they have the requisite resources to support their organization's strategic objectives. Competitive balance is also a unique feature of the interdependent nature of relationships between sporting organizations that compete on the field but cooperate off the field to ensure the long-term viability of both clubs and their league. In most business environments the aim is to secure the largest market share, defeat all competitors and secure a monopoly. In sport leagues, clubs and teams need the opposition to remain in business, so they must cooperate to share revenues and playing talent, and regulate themselves to maximize the level of uncertainty in the outcome of games between them, so that fans' interest will be maintained. In some ways such behaviour could be construed as anti-competitive but governments support such actions due to the unique aspects of sport. The sport product, when it takes the form of a game or contest, is also of variable quality. Game outcomes are generally uncertain, one team might dominate, which will diminish the attractiveness of the game. The perception of those watching the game might be that the quality has also diminished as a result, particularly if it is your team that loses! The variable quality of sport therefore makes it hard to guarantee quality in the marketplace relative to providers of other consumer products such as mobile phones, cars or other general household goods.

A sports manager must have excellent networking skills, as well as relevant experience and education in order to succeed in the position. They may work for a team, individual athlete or organization, making sure that the client can focus on training and competition rather than contracts, promotions or other activities. A sports manager organizes and schedules a client's commitments and ensures that all of the client's needs are met.

Sometimes, he or she might promote a client through the media and attempt to gain endorsements and business deals.

*(Originated from: Principles and applications (4th edition) Russell Hoye, Aaron C. T. Smith, Matthew Nicholson and Bob Stewart)*

**2. Title the text and write an abstract of it.**

**3. Pick 5 keywords out of the text and explain them in English.**

## **Text C**

**1. Read the text. Translate it in a written form.**

Sport management is an occupation that requires excellence in leadership in order to perform the job successfully. There are several aspects involved in being a good sports manager that demand motivation, direction, organization, planning, patience, flexibility, vision, energy, integrity and people skills. These traits are absolutely essential in becoming one of the best in the industry of sport management. Sports managers deal with many different people from diverse backgrounds including agents, athletes, scouts, media, and medical professionals. They work in both casual and professional settings that consist of college sports, amateur sports, professional sports, community sport organizations, private sports clubs, sports marketing and management firms, media and communications, arenas and civic centers, social service organizations, and military sports. Working with so many different people in different setting demands excellent people skills and communication skills. Being able to not only talk with clients but being an effective listener is immensely important. Finding the balance between being the boss and being a friend is a large part of successful management. A sports manager should be able to communicate well through writing contracts as well as understanding legal documents. This profession involves plenty of negotiating with many organizations and athletes making good communication a top priority. Excellent people skills are a trait that great sport managers possess. Interacting and speaking to a large group of people, as well as to individuals is required quite frequently in this profession. Being tactful, considerate, and making people feel comfortable is necessary and certainly plays a large part in success in management. Creating teamwork among athletes, organizations, and clients are something that a leader should be able to do well. Sports managers must be leaders, motivators, and organizers. They should be able to inspire people to work together to reach shared goals and experience success as a team. Boosting

morale and encouraging teamwork by approaching tasks with confidence, passion, and enthusiasm is the way to set an example as a leader and a team to work together at a level of excellence. Building relationships, empowering team members, creating a common vision, and having fun are all important aspects that nurture teamwork. Be visible and open with your team. Create clear and common goals that can be focused on by all. Interaction and meetings should occur frequently. Listen to concerns and feedback from the team members. Encourage cooperation and regular team building activities and events. Being an excellent leader comes more naturally to some personalities than others, but can be learned over time by practicing and implementing these leadership skills. Problem-solving, decision making, and critical thinking are necessary skills in the field of sport management. These are highly valued qualities that contribute to the success of a manager and his team. Decisions often need to be made quickly and wisely. The information must be critically analyzed to determine the advantages or disadvantages of different situations and the actions to be taken. A sports manager should be very knowledgeable about the sports industry, general management, sports law, sales, promotion, negotiation, and planning. Multitasking is a requirement for a person working in this career field. There are often many things to do and keep track of. The job is often unpredictable, making good time management skills, quick thinking, and organization extremely important. A sports manager should have the ability to work under stress and be confident with the ability to work well independently.

*(Originated from:*

*<https://onlinemasters.ohio.edu/blog/effective-leadership-of-sports-programs>)*

**2. Divide the text into logic parts. Put headings to them.**

**3. Pick 6–8 key sentences out of the text.**

# UNIT 8

## SPORT BUSINESS INDUSTRY

### *Text A*

#### 1. Read the text.

#### SPORT BUSINESS ENVIRONMENT

The sport business industry is large and diverse. There are numerous kinds and types of businesses and organizations. The career in the sport industry will be greatly enhanced if you understand why the industry is so large and diverse and what drives its growth. The sport business professional must constantly analyze what is affecting the industry because such influences may affect the success or failure of a product or business.

The sport business industry consists of several different segments including sports tourism, sporting goods, sports apparel, amateur participant sports, professional sports, recreation, high school and college athletics, outdoor sports, sports businesses such as sport marketing firms, the sport sponsorship industry, and sport governing bodies. Jobs and careers in the industry are seemingly endless and are as varied as the segments and businesses. It is an industry in which a person can often find success by linking an interest in sports with an interest in something else. For example, a person interested in shoe engineering and sports can design sports shoes as a career. A person who writes computer programs and likes sports can design programs for exercise equipment, for use in athletic training, or for gauging the air drag on race cars, speed-skating suits, or bobsleds.

With its size, variety, and flexibility, it is no wonder that sport management is one of the fastest growing, most popular college degree programs today. Because so many students want a career in the sport business industry, many colleges and universities are adding degree programs in sport management, also called sport administration and sport business. Despite recent sport program additions, there are still too few programs and students in sport management to support the constantly growing industry. Until employers in the industry begin to demand employees with the appropriate sport management education, people without a sport management background or a college education will fill the positions in the sport industry.

Therefore, it is important that colleges and universities continue to promote sport management education. It is important for all students in sport management to know and understand everything about their chosen career

and industry. For example, it is vital that every sport management student has an understanding of sport marketing. The student must understand sport marketing fundamentals and how they can be used in every segment of the sport industry. The application of sport marketing fundamentals to the sport industry is best accomplished when the student has full knowledge and understanding of the sport business industry and its segments. It is important to understand what this industry is, how it develops, how it grows, what feeds its growth, who its consumers are, and the nature of its linkages with society and culture.

The products and businesses focus on sports, fitness, recreation, or leisure products. There are many different groups of consumers for these products, and they can be largely categorized as either end consumers or business consumers.

Based on the research and the definitions of sport and industry, the definition of sport industry follows:

The sport industry is the market in which the products offered to its buyers are sport, fitness, recreation, or leisure related and may be activities, goods, services, people, places, or ideas. Here are some examples of the types of products offered in the sport industry:

- *Sports* are products and can be offered as a participation product such as participation in a women's recreational basketball league;

- *Sports* can be offered as a spectatorial product (entertainment) such as the offer to watch a field hockey game, a snow-boarding competition, or the X-Games;

- *Equipment and apparel* are sport products needed or desired to participate in sports and fitness activities such as softball uniforms, ice-hockey pads, bodybuilding apparel, in-line skates, and bicycle helmets;

- *Promotional merchandise* is a sport product used to promote a sport business, a sports league, a sports event, or fitness activity such as logo caps and shirts, fitness club shirts or towels, stadium cushions and blankets with the company logo;

- *Sports facilities* are sport products needed or desired for producing sport such as the construction of a new sport stadium or the remodeling of racquetball courts to accommodate wall ball; the design and the construction company for the facility are also products;

- *Service businesses* offer such sport products as sport marketing research, tennis racket stringing, or golf course care;

- *Recreational activities* are sport products sold as participation products such as mountain bicycling, hiking, camping, horseback riding, boating, cross-country skiing, sailing, and mountain climbing;

• *Complete management and marketing professional services* are sport products offered for a variety of markets such as the management of a large marathon, the promotion and management of a sports tourism package, or the management and marketing for an athlete;

• *Sport media businesses* offer such products as magazines about specific sports and trade magazines targeted to industry business.

So, we may conclude, sport industry is the market in which the businesses and products offered to its buyers are sport related and may be goods, services, people, places, or ideas. A sport is the leading spending industry for corporate sponsorship.

*(Originated from:*

*www.bellerophonproductions.com/fosm//The sport business industry)*

## 2. Match the words with their definitions.

- |                  |  |
|------------------|--|
| 1. industry      | a) the activity of staying in a tent on holiday;   |
| 2. sponsorship   | b) the sport or activity of using boats with sails;  |
| 3. goods         | c) the act of taking part in an event or activity;   |
| 4. marathon      | d) a design or symbol used by a company to advertise its products;                           |
| 5. athlete       | e) the condition of being physically strong and healthy;                                     |
| 6. camping       | f) the organized action of making of goods and services for sale;                            |
| 7. sailing       | g) money that is given, usually by a company, to support a person, organization or activity; |
| 8. participation | h) items for sale, or possessions that can be moved;   |
| 9. logo          | i) any long-distance race;   |
| 10. fitness      | j) a person trained to compete in sports.  |

## 3. One out of the words doesn't fit. Which one is it?

- |                   |                 |                      |               |
|-------------------|-----------------|----------------------|---------------|
| 1. A. idleness    | B. business     | C. corporation       | D. commerce   |
| 2. A. merchandise | B. stock        | C. products          | D. capital    |
| 3. A. race        | B. walking      | C. endurance contest | D. speeding   |
| 4. A. spectator   | B. competitor   | C. contestant        | D. player     |
| 5. A. fundamental | B. unimportant  | C. insignificant     | D. incidental |
| 6. A. amateur     | B. professional | C. volunteer         | D. inexpert   |

7. A. background    B. foreground    C. spotlight    D. highlight  
 8. A. endless    B. bounded    C. ceaseless    D. constant  
 9. A. important    B. dull    C. inessential    D. insignificant  
 10. A. professional    B. amateur    C. recreational    D. competitive

**4. Complete the sentences with the appropriate word combinations from the box.**

a) <i>facilities</i>	b) <i>media</i>	c) <i>outdoor</i>	d) <i>health</i>
e) <i>centre</i>	f) <i>student</i>	g) <i>management</i>	h) <i>recreational</i>
i) <i>equipment and apparel</i>		j) <i>indoor facilities</i>	

- Sports \_\_\_\_\_ implies only managing sports activities.
- A sports \_\_\_\_\_ is a distinct facility where sports take place within an enclosed area.
- Sports \_\_\_\_\_ are sport products needed or desired for producing sport.
- \_\_\_\_\_ activities are sport products sold as participation products.
- Sport \_\_\_\_\_ businesses offer such products as magazines about specific sports.
- \_\_\_\_\_ are sport products needed or desired to participate in sports.
- Every sport management \_\_\_\_\_ has an understanding of sport marketing.
- \_\_\_\_\_ include courts for various ballgames, shooting ranges, tennis courts, gymnasiums, a golf driving range, and a dance hall.
- \_\_\_\_\_ sports facilities are a wide-ranging category of open space which includes both natural and artificial surfaces for sport and recreation.
- Sports also have a huge impact on your \_\_\_\_\_.

### 5. Match antonyms from the both columns.

- |                      |                       |
|----------------------|-----------------------|
| 1. recreational      | a) major              |
| 2. indoor facilities | b) expert             |
| 3. amateur           | c) basic              |
| 4. unimportant       | d) standing still     |
| 5. competitive       | e) industry           |
| 6. incidental        | f) weariness          |
| 7. walking           | g) qualified          |
| 8. inexpert          | h) passive            |
| 9. idleness          | i) sickness           |
| 10. fitness          | j) outdoor facilities |

### 6. Make up 10 questions to the text. Answer them.

### 7. Retell the text.

## **Text B**

### 1. Read the text.

In order to make sense of the many organizations that are involved in sport management, and how these organizations may form partnerships, influence each others' operations and conduct business, it is useful to see sport as comprising three distinct sectors. The first is the state or public sector, which includes national, state/provincial, regional and local governments, and specialist agencies that develop sport policy, provide funding to other sectors, and support specialist roles such as elite athlete development or drug control. The second is the nonprofit or voluntary sector, made up of community based clubs, governing associations and international sport organizations that provide competition and participation opportunities, regulate and manage sporting codes, and organize major championship events. The third sector is professional or commercial sport organizations, comprising professional leagues and their member teams, as well as allied organizations such as sporting apparel and equipment manufacturers, media companies, major stadium operators and event managers. These three sectors do not operate in isolation, and in many cases there is significant overlap. For example, the state is intimately involved in providing funding to nonprofit sport organizations for sport development and elite athlete programs, and in return nonprofit sport organizations provide the general community with sporting opportunities and as well as

developing athletes, coaches, officials and administrators to sustain sporting participation. The state is also involved in commercial sport, supporting the building of major stadiums and other sporting venues to provide spaces for professional sport to be played, providing a regulatory and legal framework for professional sport to take place and supporting manufacturing and event organizations to do business. The nonprofit sport sector supports professional sport by providing playing talent for leagues, as well as developing the coaches, officials and administrators to facilitate elite competitions. Indeed, in some cases the sport league itself will consist of member teams which are technically nonprofit entities, even though they support a pool of professional managers and players. In return, the professional sport sector markets sport for spectators and participants and in some cases provides substantial funds from TV broadcast rights revenue.

**2. Title the text and write an abstract of it.**

**3. Pick 5 keywords out of the text and explain them in English.**

### ***Text C***

**1. Read the text. Translate it in a written form.**

Management is the art of accomplishing tasks through others by directing their efforts toward the achievement of predetermined goals. It involves a process of coordinating and integrating resources to effectively and efficiently attain organizational objectives. In order to achieve organizational success, sports and recreation managers ought to use the resources at their disposal in an effective and efficient manner. These resources may include human resources (players, coaches, and volunteers), financial resources (revenues from merchandise, sponsors, and television rights), physical resources (training facilities, equipment, and stadiums), and technological resources (websites and databases). An effective manager possesses the right combination of competencies, which can help him/her satisfactorily perform the required management functions, roles and at the level required by the organization. For example, an experienced and motivated NFL commissioner possesses much more superior management competencies as compared to a new intern. The role of the modern recreation and sports managers continues to evolve. The common roles include supervision of programs and operational services, as well as the development of organizational goals, objectives, policies, operating

procedures, and assessments. Other responsibilities may include promotion of sports activities and facilitation of a positive work environment. The role of the coach is to train and motivate players to win. To do so, the coach may first begin by focusing on main responsibilities, such as analyzing players' performances, conducting drills, and providing encouragement. Minor responsibilities could include mentoring, motivating, organizing, facilitating, and supporting the athlete in off-field issues. Examples of decision making roles include being a negotiator, allocating resources, and handling conflicts. Informational roles include monitoring, disseminating information, and being a spokesperson of the team. Moreover, the interpersonal roles of a coach may include being a leader, liaison and figurehead. The role of the NBA or NFL commissioner is to enforce league rules and run a successful league through implementing winning business strategies. However, team owners may be largely focused on acquiring stadiums, financing the team, and produce a profitable franchise. Top level managers include the commissioner of the National League (NL), and the board members, since these are the leaders of the organization. NL managers at the middle level of management include the director of marketing and/or operations. Lastly, the bottom or operational level of managers in the NL encompasses the front-desk staff, security personnel, and cleaners. Pay, qualifications, and experience greatly vary by level. Skills are sometimes matched based on the division of labor that occurs when jobs are organized by specialty. For example, an accounting manager works in the accounting department, and a marketing manager works in the marketing/ ticketing department. Furthermore, managers usually perform less specialized functions as they move up the management ladder. However, various departments often work in a coordinated manner to accomplish strategic and operational objectives, requiring sharp conceptual skills. A competent sports manager is one who is well rounded and possesses the following or more skills in equal measure: technical skills, people skills, communication skills, conceptual skills, and decision-making skills.

*(Originated from: <https://tophat.com/marketplace/business/management/textbooks/sports-management-peter-omondi-ochieng>)*

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### **Key Terms**

- **NFL** — *the National Football League (NFL)* is a professional American football league consisting of 32 teams, divided equally between *the National Football Conference (NFC)* and *the American Football Conference (AFC)*.

- **NBA** — *the National Basketball Association (NBA)* is a professional basketball league in North America. The league is composed of 30 teams (29 in the United States and 1 in Canada) and is one of the four major professional sports leagues in the United States and Canada. It is the premier men's professional basketball league in the world.
- **NL** — *the National League (NL)*, is the older of two leagues constituting Major League Baseball (MLB) in the United States and Canada, and the world's oldest extant professional team sports league.

**2. Divide the text into logic parts. Put headings to them.**

**3. Pick 6–8 key sentences out of the text.**

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Навчальне видання

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# **АНГЛІЙСЬКА МОВА**

**НАВЧАЛЬНИЙ ПОСІБНИК**

***для студентів спеціальності «Менеджмент»***

Підписано до друку 23.11.2021 р.  
Формат 60x84/16. Гарнітура Times New Roman.  
Папір офсетний. Друк цифровий. Ум. друк. арк. 3,72.  
Зам. № 2845

ТзОВ «Галицька видавнича спілка»  
вул. Тугана-Барановського, 24, м. Львів, 79005,  
тел.: (032) 276-37-99.

Свідоцтво суб'єкта видавничої справи ДК № 7408 від 27.07.2021 р.

Друк: «Компанія "Манускрипт"»  
вул. Руська, 16/3, м. Львів, 79008,  
тел.: (032) 235-52-20.

Свідоцтво суб'єкта видавничої справи ДК № 3628 від 19.11.2009 р.



ISBN 978-617-8092-07-8



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