

Management

Learning Objectives

In this unit, you will learn

- to understand the definition and the functions of management;
- to get basic information about true leadership and teamwork;
- to master the new words and expressions about management;
- to practice reading skill—interpreting texts by going outside it;
- to grasp job skill—reading and understanding internal communication texts.

Section A / Lead-in

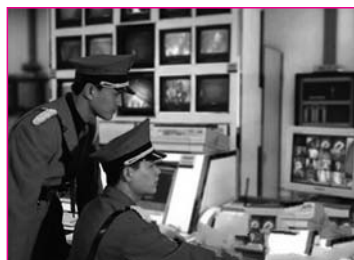
I. Match the words or expressions in the box with the pictures below.



(1)



(2)



(3)



(4)



(5)



(6)

A. Transportation Management
D. Business Management

B. Property Management
E. Brand Management

C. Finance Management
F. Resource Management

II. Work in pairs or groups and describe one of the above pictures.

Section B / Embracing English

Text A

Pre-reading Task: Answer the following questions before reading the text.

1. Do you want to be a CEO? And why?
2. What does management include?

3. What should a manager know to control a company?

What Is Management?

Management is like investment: its goal is to get the most out of **resources**, add the most value or get the best return. Management can be defined as: achieving goals in a way that makes the best use of all resources.

This **definition** covers self-management as well as managing people, being a manager. Whenever you prioritize, you are managing your time.¹ You manage yourself and all other resources at your disposal in order to do a good job.

Leadership, by contrast, is about influencing people to change **direction**. When senior executives decide to change direction, this is seen as leadership. But because it is a decision, it is a management act—not leadership. Decisions flow from authority, leadership is an act of influence. Leadership is an **attempt** to influence followers. It's never a decision of any sort. All decisions made by executives are managerial actions.²

This is not the **conventional** view of leadership and management but, if leadership is an influence process, one implication is that there can be no such thing as autocratic leadership.³ Decisions can be made autocratically, but deciding for people is not a type of influence so it shouldn't be classed as leadership.

The Meaning of Management. We need to understand the meaning of management in order to know what management skills to develop. Think of what it means to be an investor—someone with money to invest and wanting the best return. Such a person **shifts** his or her money around regularly to improve return.

Similarly, managers have resources at their disposal to invest—people, material and a budget, **in addition to** their own time and energy. Smart managers think carefully on a regular basis about how to get the best return on these resources. When managing people, it is not just a matter of having the right employee in the right place at the right time, it is also about developing and improving that resource.

Effective managers are **catalysts**, brokers, facilitators, coaches and people developers. Because thinking is the most important work we do today, managers need to ask stimulating questions to draw new solutions out of people, to get **mental** work done through them. This makes managers facilitators more than decision makers as they were thought of in the old days.

Certainly they still make decisions, but **ineffective** managers do too much of their own thinking, **hence** not reaping the fullest possible return of all resources at their disposal. They are poor investors as a result.

Effective managers know that **delegation** is not enough in today's knowledge driven world to get work done through people. This is because most of the critical work we do today is to make decisions, solve problems and think creatively.⁴ This is mental work. Smart managers get this kind of work done through people by asking them the sorts of questions that stimulate people to think, to draw solutions out of people.

Ineffective managers may delegate a lot but this is so they can be free to do most of their own thinking and problem solving. They fail to work with and through people when it comes to this mental work. Skilled managers know how to get the best out of people by asking them the right questions—those that make them think differently, not simply fact-gathering questions.

Management needs to be upgraded for the 21st century. It needs to cast off its negative image as **mechanistic**, controlling and task **oriented**. We need a **concept** of management that makes it nurturing, supportive, coaching and developmental.⁵ This is essential to divide the load between leadership and management more equally.

Management Today. We can't live without good management.⁶ Nothing would get done without it. On a personal level, how could you make best use of your time and your life if you didn't set priorities and invest your time wisely?⁷

Similarly, the world is so complex that nothing is possible without the coordination of large numbers of people.⁸ This takes good management. Management today, is about facilitation, enabling others to act, being a catalyst and coach. (683 words)

New Words and Expressions

resource /rɪ'zɔ:s, -'sɔ:s/	<i>n.</i>	something such as useful land, or minerals such as oil or coal, that exists in a country and can be used to increase its wealth 资源
definition /defɪ'nɪʃən/	<i>n.</i>	a phrase or sentence that says exactly what a word, phrase, or idea means 定义; 释义
direction /dɪ'rekʃən, daɪ-/	<i>n.</i>	the way something or someone moves, faces, or is aimed 方向
attempt /ə'tempt/	<i>n.</i>	an act of trying to do something, especially something difficult 尝试; 努力; 试图
conventional /kən'venʃənəl/	<i>adj.</i>	based on what is generally done or believed 依照惯例的; 约定俗成的; 因循守旧的
shift /ʃɪft/	<i>v.</i>	to move from one place or position to another, or make something do this (使某事物 / 某人 / 自己) 改变位置或方向
catalyst /'kætɪl-ɪst/	<i>n.</i>	technical a substance that makes a chemical reaction happen more quickly without being changed itself 催化剂; 触媒剂
mental /'mentl/	<i>adj.</i>	relating to the health or state of someone's mind 精神的; 心理的; 智力的
ineffective /ɪnɪ'fektɪv/	<i>adj.</i>	something that is ineffective does not achieve what it is intended to achieve 不起作用的; 无效果的; 效果不佳的
hence /hens/	<i>adv.</i>	for this reason 从此时起
delegation /delɪ'geɪʃən/	<i>n.</i>	the action or process of giving power or work to someone else so that they are responsible for part of what you normally do 授权, 委托, 委派 (某人做某项工作)

mechanistic /ˈmekəˈnɪstɪk/	<i>adj.</i>	tending to explain the behavior of things in the natural world as if they were machines 机械论的
oriented /ˈɔːrientɪd/	<i>adj.</i>	giving a lot of time, effort, or attention to one particular thing 导向的；以……为方向的
concept /ˈkɒnsept/	<i>n.</i>	an idea of how something is, or how something should be done 观念；概念
in addition to		除……之外

Notes

1. *Whenever you prioritize, you are managing your time.* 每当你把事情按优先顺序排好，都是在更好地利用时间。

此复合句中 *whenever* 引导的状语从句解释为“无论何时；无论什么时候，在任何……的情况下”，相当于隐含的条件，也可以换成 *no matter when...*。

2. *All decisions made by executives are managerial actions.* 所有来自管理层的决策都属于管理行为。

此句中 *made by executives* 是过去分词短语作后置定语，对 *all decisions* 的范围进行了限定。在英语中后置定语使用得非常普遍。

3. *...one implication is that there can be no such thing as autocratic leadership.* 可能的结果是根本没有独裁式的领导。

此句中 *that* 引导的表语从句用来说明主语 *one implication* 的具体情况和内容。

4. *This is because most of the critical work we do today is to make decisions, solve problems and think creatively.* 这是因为我们今天所做的大多数重要工作就是进行决策、解决问题和进行创造性思维。

此句中 *we do today* 是一个省略了关系代词 *that* 的定语从句，修饰限定了 *the critical work*。之所以省略关系代词，是因为它是从句里谓语动词 *do* 的宾语。

5. *We need a concept of management that makes it nurturing, supportive, coaching and developmental.* 我们需要一种管理理念，此种理念培养、扶植、指导和发展我们的管理工作。

此句中 *that* 引导的定语从句修饰限定了 *a concept of management*。

6. *We can't live without good management.* 没有良好的经营管理，企业就无法生存。

此句是一个 *can not* 和 *without* 构成的双重否定句。这类句子形式虽为否定，实则表示强烈的肯定语气。

7. *On a personal level, how could you make best use of your time and your life if you didn't set priorities and invest your time wisely?* 在个人层面上，如果你没有明智地优先设置和利用时间，你怎么能更充分地利用时间，让你自己生活得更好？

if 引导的将来时虚拟语气，是表示对将来实现的可能性很小或不确定的假设。从句的谓语形式用一般过去式或用 *were to/should+* 动词原形，主句用 *would/should/could/might+* 动词原形。

8. *Similarly, the world is so complex that nothing is possible without the coordination of large numbers of people.* 同理，这个世界错综复杂，没有大量的管理人员我们没法做任何事情。

此句中 so...that... 结构表示“如此……以至于”，so 后跟形容词或者副词，that 后引出结果状语从句。

Reading Comprehension

I. Answer the following questions according to the text.

1. What is the definition of management?
2. What is the goal of the management?
3. What do the effective managers need to know?
4. What method does the Japanese business use in early 1980's?
5. Why can't we live without good management in this society?

II. Choose the best answer to each of the following questions according to the text.

1. Which of the following is not true?
 - A. The goal of management is to get the most out of resource.
 - B. Management covers self-management and managing people.
 - C. Management refers to add the most value or get the best return.
 - D. The function of management and leadership is different.
2. What can we know from paragraph 3?
 - A. All decisions made by executive can be seen leadership.
 - B. The aim of leadership is influence followers.
 - C. The senior executive's decision to change direction is a way of leadership.
 - D. There is no similarity between leadership and management.
3. What should the managers invest according to the author?
 - A. People.
 - B. Material and a budget.
 - C. Their own time and energy.
 - D. All above include.
4. What should an effective manager know?
 - A. Delegation is enough in today's knowledge driven world to get work.
 - B. Manager's facilitators are making decision.
 - C. Most of the work we do today is mental work.
 - D. Ineffective managers do much of their own thinking.

5. Who is supposed to be the writer of the passage?
- A. A leader.
 - B. A student.
 - C. A journalist.
 - D. A professor.

Vocabulary and Structures

Match the definition in Column B with the words in Column A.

Column A	Column B
1. attempt	A. giving a lot of time, effort, or attention to one particular thing
2. oriented	B. to encourage or help an activity to begin or develop further
3. concept	C. a possible future effect or result of an action, event, decision etc.
4. stimulate	D. the action of giving work to someone else so that they are responsible for part of what you normally do
5. implication	E. based on what is generally done or believed
6. delegation	F. harmful, unpleasant, or not wanted
7. conventional	G. an idea of how something is, or how something should be done
8. negative	H. an act of trying to do something, especially something difficult

Text B

Pre-reading Task: Answer the following questions before reading the text.

1. What should you do to be a leader?
2. Which skill do you think is most important to be a leader?
3. Why is it important to work with a team?

True Leadership and Teamwork

Essential to the modern manager are skills that include the ability to work with other **functional** talents in teams and to lead, not by the authority of command, but that of expertise. Team leadership, **paradoxically**, includes knowing when to hand over leadership responsibilities to others therefore allowing their

functional *adj.* 功能的

paradoxically *adv.* 自相矛盾地

expertise to move to the forefront.¹

A further crucial point is that project leadership changed hands as different stages stressed different needs. Some managers now spend half their time in **ad hoc** task forces, **tackling** specific problems or projects, whose success depends on deferring to the right expert at the right moment. Some experts play no greater part than the player who enters the Super Bowl only to kick at goal: but like his, the limited role may be vital.

All managers recognize the need to form small, self-managed, focused teams when a specific task must be completed. To take just one of **countless** examples, let us look at a project from **Ciba**, the Swiss chemical giant. The project at Ciba was designed to save millions on purchasing and warehousing costs. The project demanded a core of a dozen full-time executives who would be taken away from their former jobs for four years while also being aided by many part-timers. But why should the principle of **horizontal, multi-disciplinary, cross-functional** teams apply only to **one-off** projects?² What about the continuing work of the business?³

The guru-blessed **tendency** favors reorganizing businesses into smaller sub-units, where each is given the fullest possible decentralized authority via a small, strategic headquarters. The favored tendency goes hand-in-hand with **removal** of unnecessary layers of management. The “de-layering” is the main cause of the new curse of executive unemployment. De-layering sounds like an excellent idea provided that the management processes, as opposed to the structure, are reorganized around fewer layers. If processes stay unchanged, the layers may **vanish**, but the duties do not. According to a report from Exeter University’s Centre for Management Studies:

“...the removal of a layer of management which many companies have undertaken has meant that **responsibilities** from the moved tier have been reallocated to the levels above and below...the staff **remaining** have more responsibility, in some cases too much, which can lead to stress and **inefficiency**.”

Much of this “**restructuring**” is done in haste in order to cut costs and with no thought for either team-building or the long-term future of the business. Top managements react much like unthinking sports selectors (of which England’s **rugby** choosers, in the pre-Cooke era, and Test **cricket** selectors, more often than

ad hoc *adj./adv.* 临时安排的(地); 特别(专门)安排的(地)

tackle *v.* 应付, 处理(工作等)

countless *adj.* 无数的; 多得数不清的

Ciba 汽巴(瑞士汽巴化学公司)

horizontal *adj.* 地平线的; 水平的

multi-disciplinary *adj.* 跨学科的

cross-functional *adj.* 跨职能的; 多功能的

one-off *adj.* 一次性的

tendency *n.* 趋向, 倾向

removal *n.* 移动; 搬迁

vanish *v.* 突然完全消失

responsibility *n.* 责任; 负责

remain *v.* 剩下; 剩余; 遗留

inefficiency *n.* 无效率, 无效果

restructure *v.* 重建; 重组; 重新安排(某事物)

rugby *n.* 英式橄榄球(运动)

cricket *n.* 板球运动

not, are **notoriously** bad examples). The team loses, so heads roll (but not those of the selectors of course).

Managers agree on the need to break down barriers between departments by forming horizontal teams. Managers are less eager to contemplate the **radical** solution of breaking down the departments themselves.⁴ The concept of the “strategic business unit”—the decentralized sub-unit mentioned above—is the **antithesis** of departmental management. What justifies the latter’s continued strength? Why retain large central functions, from marketing and sales to finance, if the organization is subdivided into discrete businesses?

Some sub-units, of course, are so vast that they can readily breed **bureaucracies** of their own. **Centralizing** tendencies are always at work because top management likes to manage—and requires human **machinery** to help. However, there is an extreme alternative. A few companies, like Sherwood Computer Services, have developed the task force idea into an organizing principle. The business teams organize themselves—and substantially take charge of their own destinies.⁵

What is lost in **tidiness**, the company gains in flexible speed and shared experience. Nonetheless, the tidiness can be **illusory**. In 1993 Volkswagen, under extreme economic pressure, was making rapid, though **belated**, progress on raising productivity and quality by better teamwork in manufacturing. However all its other functions remained **resolutely** immobile. The other functions simply were not playing on the same team, or even, sometimes, playing the same game.

In other words, if the Cabinet acts as a team, it is unfair to single out one member of that team, even the leader of the failed department, for the blame.⁶ In theory, such a poor excuse applies equally in business—for the board, or management committee, is just as much or little of a team as the Cabinet. In practice, however, such a consideration is **myth**. Many such teams do not function as teams: they are dominated by one or two figures and the rest go along for the ride. In such **circumstances**, it is only right that, when the vehicle leaves the road, so should the driver.

But the object of managing, of course, is to win—not only to stay on the road, but to drive powerfully ahead. If the teams had truly functioned as effective working groups, far better results would have flowed and **executions** would thus have been

notoriously *adv.* 臭名昭著地；声名狼藉地

radical *adj.* 根本的；基本的

antithesis *n.* 正相反；对立

bureaucracy *n.* 官僚制度；官僚体制

centralize *v.* 使集中；成为……中心

machinery *n.* 机器；机关组织；机械装置

tidiness *n.* 整齐

illusory *adj.* 虚幻的

belated *adj.* 来得很迟的；来得太迟的

resolutely *adv.* 坚决地；坚定地

myth *n.* 神话

circumstance *n.* 环境；情形

execution *n.* 执行；实行；履行；完成