

Text A

Management

Management in businesses and organizations is the function that coordinates the efforts of people to accomplish goals and objectives by using available resources efficiently and effectively.

Management involves identifying the mission, objective, procedures, rules and manipulation of the human capital of an enterprise to contribute to the success of the enterprise. This implies effective communication, human motivation and some sort of successful progress or system outcome. As such, management is not the manipulation of a mechanism (machine or automated program), not the herding of animals, and can occur either in a legal or in an illegal enterprise or environment. Management does not need to be seen from enterprise point of view alone, because management is an essential function to improve one's life and relationships. Management is therefore everywhere and it has a wider range of application. Based on this, management must have humans, communication, and a positive enterprise endeavor. Plans, measurements, motivational psychological tools, goals, and economic measures (profit, etc.) may or may not be necessary components for them to be management. At first, one views management functionally, such as measuring quantity, adjusting plans, meeting goals. This applies even in situations where planning does not take place. From this perspective, Henri Fayol (1841–1925) considers management to consist of six functions: forecasting, planning, organizing, commanding, coordinating and controlling.

However, in the present era the concept of management is identified in the wide areas and its frontiers have been pushed to a broader range. Apart from profitable organizations even Non-Profit Organization (NPO) apply management concepts. The concept and its uses are not constrained. Management on the whole is the process of planning, organizing, staffing, leading and controlling.

1. Managerial Roles

In addition to the broad categories of management functions, managers in different levels of the hierarchy fill different managerial roles. These roles were categorized by researcher Henry Mintzberg, and they can be grouped into three major types: decisional, interpersonal, and informational.

1.1 Decisional Roles

Decisional roles require managers to plan strategy and utilize resources. There are four specific roles that are decisional. The entrepreneur role requires the manager to assign resources to develop innovative goods and services, or to expand a business. Most of these roles will be held by top-level managers, although middle managers may be given some ability to make such decisions. The disturbance handler corrects unanticipated problems facing the organization from the internal or external environment. Managers at all levels may take this role. For example, first-line managers may correct a problem halting the assembly line or a middle level manager may attempt to address the aftermath of a store robbery. Top managers are more likely to deal with major crises, such as requiring a recall of defective products. The third decisional role, that of resource allocator, involves determining which work units will get which resources. Top managers are likely to make large, overall budget decisions, while middle managers may make more specific allocations. In some organizations, supervisory managers are responsible for determine allocation of salary raises to employees. Finally, the negotiator works with others, such as suppliers, distributors, or labor unions, to reach agreements regarding products and services. First-level managers may negotiate with employees on issues of salary increases or overtime hours, or they may work with other supervisory managers when needed resources must be shared. Middle managers also negotiate with other managers and are likely to work to secure preferred prices from suppliers and distributors. Top managers negotiate on larger issues, such as labor contracts, or even on mergers and acquisitions of other companies.

1.2 Interpersonal Roles

Interpersonal roles require managers to direct and supervise employees and the organization. The figurehead is typically a top or middle manager. This manager may communicate future organizational goals or ethical guidelines to employees at company meetings. A leader acts as an example for other employees to follow, gives commands and directions to subordinates, makes decisions, and mobilizes employee support. Managers must be leaders at all levels of the organization; often lower-level managers look to top management for this leadership example. In the role of liaison, a manager must coordinate the work of others in different work units, establish alliances between others, and work to share resources. This role is particularly critical for middle managers, who must often compete with other managers for important resources, yet must maintain successful working relationships with them for long time periods.

1.3 Informational Roles

Informational roles are those in which managers obtain and transmit information. These roles have changed dramatically as technology has improved. The monitor evaluates the performance

of others and takes corrective action to improve that performance. Monitors also watch for changes in the environment and within the company that may affect individual and organizational performance. Monitoring occurs at all levels of management, although managers at higher levels of the organization are more likely to monitor external threats to the environment than middle or first-line managers. The role of disseminator requires that managers inform employees of changes that affect them and the organization. They also communicate the company's vision and purpose.

Managers at each level disseminate information to those below them, and much information of this nature trickles from the top down. Finally, a spokesperson communicates with the external environment, from advertising the company's goods and services to informing the community about the direction of the organization. The spokesperson for major announcements, such as a change in strategic direction, is likely to be a top manager. But, other more routine information may be provided by a manager at any level of a company. For example, a middle manager may give a press release to a local newspaper, or a supervisory manager may give a presentation at a community meeting.

2. Management Levels

Most organizations have three management levels: first-level, middle-level, and top-level managers. These managers are classified in a hierarchy of authority, and perform different tasks. In many organizations, the number of managers in every level resembles a pyramid. Each level is explained below in specifications of their different responsibilities and likely job titles.

2.1 Top

The top consists of the board of directors (including non-executive directors and executive directors), president, vice-president, CEOs and other members of the C-level executives. They are responsible for controlling and overseeing the entire organization. They set a tone at the top and develop strategic plans, company policies, and make decisions on the direction of the business. In addition, top-level managers play a significant role in the mobilization of outside resources and are accountable to the shareholders and general public.

The board of directors is typically primarily composed of non-executives who owe a fiduciary duty to shareholders and are not closely involved in the day-to-day activities of the organization, although this varies depending on the type (e.g., public versus private), size and culture of the organization. These directors are theoretically liable for breaches of that duty and typically insured under directors and officers liability insurance. The board sets corporate strategy, makes major decisions such as major acquisitions, and hires, evaluates, and fires the top-level manager (Chief Executive Officer or CEO) and the CEO typically hires other positions. However, board involvement in the hiring of other positions such as the Chief Financial Officer (CFO) has increased. In 2013, a survey of over 160 CEOs and directors of public and private companies found that the top weaknesses of CEOs were "mentoring skills" and "board engagement", and 10% of companies never evaluated the CEO. The board may also have certain employees (e.g., internal auditors) report to them or directly hire independent contractors; for example, the board

(through the audit committee) typically selects the auditor.

Helpful skills of top management vary by the type of organization but typically include a broad understanding competition, world economies, and politics. In addition, the CEO is responsible for implementing and determining (within the board's framework) the broad policies of the organization. Executive management accomplishes the day-to-day details, including: instructions for preparation of department budgets, procedures, schedules; appointment of middle level executives such as department managers; coordination of departments; media and governmental relations; and shareholder communication.

2.2 Middle

It consists of general managers, branch managers and department managers. They are accountable to the top management for their department's function. They devote more time to organizational and directional functions. Their roles can be emphasized as executing organizational plans in conformance with the company's policies and the objectives of the top management, they define and discuss information and policies from top management to lower management, and most importantly they inspire and provide guidance to lower level managers towards better performance.

Middle management is the midway management of a categorized organization, being secondary to the senior management but above the deepest levels of operational members. An operational manager may be well-thought-out by middle management, or may be categorized as non-management operate, liable to the policy of the specific organization. Efficiency of the middle level is vital in any organization, since they bridge the gap between top level and bottom level staffs.

Their functions include:

- Design and implement effective group and inter-group work and information systems.
- Define and monitor group-level performance indicators.
- Diagnose and resolve problems within and among work groups.
- Design and implement reward systems that support cooperative behavior. They also make decision and share ideas with top managers.

2.3 Lower

It consists of supervisors, section leaders, foremen, etc. They focus on controlling and directing. They usually have the responsibility of assigning employees tasks, guiding and supervising employees on day-to-day activities, ensuring quality and quantity production, making recommendations, suggestions, and up channeling employee problems, etc. First-level managers are role models for employees that provide:

- Basic supervision
- Motivation
- Career planning
- Performance feedback



New Words

management ['mænidʒmənt] *n.* 管理, 处理, 经营

coordinate [kəu'ɔ:dɪnɪt] *vt.* 调整, 整理

efficiently [i'fiʃəntli] *adv.* 有效率地, 有效地

effectively [i'fektɪvli] *adv.* 有效地, 有力地

mission ['mɪʃən] *n.* 使命, 任务

rule [ru:l] *n.* 规则, 准则, 标准

manipulation [mæ'nɪpju'leɪʃən] *n.* 处理, 操作, 操纵

enterprise ['entəpraɪz] *n.* 企业, 事业, 计划, 事业心, 进取心

imply [ɪm'plai] *vt.* 暗示, 意味

progress ['prəʊɡres] *n.* 前进, 进步

outcome ['aʊtkʌm] *n.* 结果, 成果

essential [i'senʃəl] *adj.* 本质的, 实质的, 基本的

relationship [ri'leɪʃənʃɪp] *n.* 关系, 关联

communication [kə'mju:ni'keɪʃn] *n.* 沟通, 传达

endeavor [ɪn'devə] *n. & vi.* 尽力, 努力

measurement ['meʒəmənt] *n.* 测量, 度量

measure ['meʒə] *n.* 方法, 测量, 措施

profit ['prɒfɪt] *n.* 利润, 益处, 得益 *vi.* 得益, 利用 *vt.* 有益于, 有利于

adjusting [ə'dʒʌstɪŋ] *n.* 调整, 调制

situation [ˌsɪtʃu'eɪʃən] *n.* 情形, 境遇

perspective [pə'spektɪv] *n.* 远景, 前途, 观点, 看法, 观察

control [kən'trɒl] *n. & vt.* 控制, 支配, 管理

concept ['kɒnsept] *n.* 观念, 概念

frontier ['frʌntjə] *n.* 国境, 边疆, 边境

constrained [kən'streɪnd] *adj.* 被强迫的, 拘泥的

staff [stɑ:f] *vt.* 在……工作; 为……配备职员; 任职于

hierarchy ['haɪərə:ki] *n.* 层次, 层级

role [rəʊl] *n.* 角色, 任务

decision [dɪ'sɪʒən] *n.* 决策, 决定

interpersonal [ˌɪntə'pɜ:sən] *adj.* 人与人之间的; 人际的; 涉及人与人之间的关系的

strategy ['strætɪdʒi] *n.* 策略, 战略

assign [ə'saɪn] *vt.* 分配, 指派

handler ['hændlə] *n.* 处理者, 管理者

unapparent [ˌʌnə'pærənt] *adj.* 不明显的, 不清楚的, 模糊的, 不曾预料的

aftermath ['ɑ:ftəmæθ] *n.* 结果, 后果

robbery ['rɒbəri] *n.* 抢掠, 抢夺

supervisory [ˌsju:pə'vaɪzəri] *adj.* 管理的, 监督的

responsible [rɪs'pɒnsəbl] *adj.* 有责任的, 可靠的, 可依赖的, 负责的

determine [dɪ'tə:mɪn] *v.* 决定, 确定

negotiator [ni'gəʊʃieɪtə] *n.* 磋商者, 交涉者, 出售者, 交易者

supplier [sə'plaɪə] *n.* 供应商, 厂商

negotiate [ni'gəʊʃieɪt] *v.* (与某人) 商议, 谈判, 磋商

share [ʃeə] *n.* 共享, 参与, 份额, 参股 *vt.* 分享, 均分, 共有, 分配

preferred [pri'fə:d] *v.* 提出, 提升, 建议; 选择某事物

contract ['kɒntrækt] *n.* 合同 *v.* 订约

merger ['mɜ:dʒə] *n.* 合并, 归并

figurehead ['fɪgəhed] *n.* 名头, 有名无实的领导

liaison [li(:)'eɪzə:n] *n.* 联络

alliance [ə'laɪəns] *n.* 联盟, 联合
 compete [kəm'pi:t] *vi.* 比赛, 竞争
 dramatically [drə'mætɪkəli] *adv.* 戏剧地, 引人注目地
 improve [im'pru:v] *v.* 改善, 改进
 monitor ['mɒnɪtə] *n.* 监管人员 *vt.* 监控
 performance [pə'fɔ:məns] *n.* 履行, 执行, 成绩
 threat [θret] *n.* 威胁
 disseminator [di'semineɪtə] *n.* 传播者
 vision ['vɪʒən] *n.* 愿景
 disseminate [di'semineɪt] *v.* 散布, 传播, 宣传
 trickle ['trɪkl] *v.* 滴流, 使滴下; 慢慢地移动
 spokesperson ['spəʊkspə:sn] *n.* 发言人, 代言人
 announcement [ə'naʊnsmənt] *n.* 宣告, 发表, 一项公告
 strategic [strə'ti:dʒɪk] *adj.* 战略的
 routine [ru:'ti:n] *n.* 例行公事, 常规, 日常事务
 presentation [ˌprezən'teɪʃən] *n.* 报告, 介绍, 陈述
 classify ['klæsɪfaɪ] *v.* 分类
 authority [ɔ:'θɔ:ɪti] *n.* 权力, 职权
 pyramid ['pɪrəmid] *n.* 金字塔 *v.*(使)成金字塔状, (使)渐增, (使)上涨
 responsibility [rɪs,pɒnsə'bɪlɪti] *n.* 责任, 职责
 significant [sɪg'nɪfɪkənt] *adj.* 重大的, 重要的
 mobilization [ˌməʊbɪlaɪ'zeɪʃən] *n.* 动员

fiduciary [fi'dju:ʃəri] *adj.* 基于信用的, 信托的, 受信托的 *n.* 被信托者, 受托人
 duty ['dju:ti] *n.* 义务, 责任, 职责, 职务
 activity [æk'tɪvɪti] *n.* 行动, 行为
 liable ['laɪəbl] *adj.* 有责任的, 有义务的
 breach [bri:tʃ] *n.* 违背, 破坏 *vt.* 打破, 突破
 auditor ['ɔ:ditə] *n.* 审计员, 查账员
 framework ['freɪmwɜ:k] *n.* 构架, 框架, 结构
 accomplish [ə'kɒmplɪʃ] *vt.* 完成, 达到, 实现
 budget ['bʌdʒɪt] *n.* 预算 *vi.* 做预算, 编入预算
 schedule ['ʃedju:l; 'skedʒjul] *n.* 时间表, 进度表 *v.* 确定时间
 coordination [kəʊ,ɔ:di'neɪʃən] *n.* 协调, 调和
 emphasize ['emfəsaɪz] *vt.* 强调, 着重
 define [di'faɪn] *vt.* 定义, 详细说明
 spire [ɪn'spaɪə] *vt.* 鼓舞, 激发
 guidance ['gɑɪdəns] *n.* 指导, 领导
 operate [ɒpəreɪt] *v.* 运营, 运转, 起作用
 indicator ['ɪndɪkeɪtə] *n.* 指标
 diagnose ['daɪəgnəʊz] *v.* 诊断
 behavior [bi'heɪvjə] *n.* 举止, 行为
 supervisor ['sju:pəvaɪzə] *n.* 主管, 监督人, 管理人
 recommendation [ˌrekəmen'deɪʃən] *n.* 劝告, 建议
 suggestion [sə'dʒestʃən] *n.* 提议, 意见, 暗示
 career [kə'riə] *n.* 事业, 生涯
 diagnostic [ˌdaɪəg'nɒstɪk] *adj.* 诊断的



Phrases and Expressions

human capital 人力资本
 contribute to 有助于, 导致
 from... point of view 从……的角度
 view... as 把……看作
 from this perspective 从这个角度看
 be pushed to 被推到
 be grouped into... 被分成……
 disturbance handler 干扰处理者
 first-line manager 初级管理者
 middle level manager 中层经理
 top manager 高层管理者, 高管人员
 resource allocator 资源分配者
 be likely to 可能
 inform sb. of 告知某人
 board of directors 董事会
 non-executive directors 非执行董事
 be responsible for 负责
 set a tone 定调子
 develop strategic plans 制定战略计划

executive directors 执行董事
 be accountable to sb. 对某人负责
 fiduciary duty 受托责任, 受信义务, 信托义务
 outside resource 外部资源
 be involved in 涉及, 参与
 depending on 根据, 依据
 be liable for 负责, 承担责任, 对……有责任
 directors and officers liability insurance 公司董事及高级职员责任保险
 internal auditors 内审员
 audit committee 审核委员会
 branch manager 分公司经理
 department manager 部门经理
 in conformance with 与……一致
 provide guidance to 指导
 reward system 奖励制度
 section leader 部门领导



Abbreviations

NPO (Non-Profit Organization) 非营利组织
 CEO (Chief Executive Officer) 执行总裁, 首席执行官
 CFO (Chief Financial Officer) 首席财务官

Notes

- 1 Management in businesses and organizations is the function that coordinates the efforts of people to accomplish goals and objectives by using available resources efficiently and effectively.

本句中, that coordinates the efforts of people to accomplish goals and objectives by using

available resources efficiently and effectively 是一个定语从句，修饰和限定 function。在该从句中，to accomplish goals and objectives 是一个动词不定式短语，作目的状语，by using available resources efficiently and effectively 是介词短语，作方式状语。

- 2 This role is particularly critical for middle managers, who must often compete with other managers for important resources, yet must maintain successful working relationships with them for long time periods.

本句中，who must often compete with other managers for important resources, yet must maintain successful working relationships with them for long time periods 是一个非限定性定语从句，对 middle managers 进行补充说明。在该从句中，compete with 的意思是“与……竞争”。

- 3 Monitoring occurs at all levels of management, although managers at higher levels of the organization are more likely to monitor external threats to the environment than middle or first-line managers.

本句中，although managers at higher levels of the organization are more likely to monitor external threats to the environment than middle or first-line managers 是一个让步状语从句。在该从句中，be likely to do sth. 的意思是“可能做某事，很有可能做某事”。

例如：He is likely to take over the company. 他可能要接管这家公司。

- 4 The board of directors is typically primarily composed of non-executives who owe a fiduciary duty to shareholders and are not closely involved in the day-to-day activities of the organization, although this varies depending on the type (e.g., public versus private), size and culture of the organization.

本句中，who owe a fiduciary duty to shareholders and are not closely involved in the day-to-day activities of the organization 是一个定语从句，修饰和限定 non-executives。although this varies depending on the type (e.g., public versus private), size and culture of the organization 是一个让步状语从句。



Exercises

EX. 1 根据课文内容，回答以下问题。

1. What does management involve?
2. What does management consist of according to Henri Fayol?
3. What are the three major types of management roles categorized by researcher Henry Mintzberg?
4. How many specific roles that are decisional? What are they?
5. How many management levels do most organizations have? What are they?
6. What does top level consist of?
7. What is the board of directors typically primarily composed of?

8. What does middle level consist of?
9. What are the functions of middle management?
10. What does lower management consist of? What are they usually responsible for?

EX. 2 把下列中文单词和词组译成英文，英文单词和词组译成中文。

1. 调整，整理 _____
2. 关系，关联 _____
3. 处理，操作，操纵 _____
4. 为……配备职员；任职于 _____
5. 决策，决定 _____
6. strategy _____
7. contract _____
8. supervisory _____
9. performance _____
10. profit _____
11. executive directors _____
12. top manager _____
13. human capital _____
14. internal auditors _____
15. branch manager _____

EX. 3 把下列句子翻译为中文。

1. A manager's job is complex and multidimensional, and requires a range of skills.
2. Conceptual skills are needed by all managers but are especially important for managers at the top.
3. One of the most important goals that organizations and their members try to achieve is to provide some kind of good or service that customers desire.
4. The outcome of leadership is highly motivated and committed organizational members.
5. The controlling function allows managers to evaluate how well they themselves are performing the other three functions of management and to take corrective action.
6. In reality, being a manager often involves acting emotionally and relying on gut feelings.
7. Organizations increase their efficiency when they reduce the quantity of resources they use to produce goods or services.
8. Today, companies can win or lose the competitive race depending on their speed—how fast they can bring new products to market—or their flexibility—how easily they can change the way they perform their activities to respond to the actions of their competitors.
9. Managers use conceptual, human, and technical skills to perform the four management

functions of planning, organizing, leading, and controlling in all organizations.

10. Quick, immediate reactions to situations rather than deliberate thought and reflection are an important aspect of managerial action.

EX. 4 把下面的短文翻译成中文。

Organization performance is a measure of how efficiently and effectively managers use resources to satisfy customers and achieve organizational goals. Organizational performance increases in direct proportion to increases in efficiency and effectiveness. Efficiency is a measure of how well or how productively resources are used to achieve a goal. Effectiveness is a measure of the appropriateness of the goals that managers have selected for the organization to pursue, and of the degree to which the organization achieves those goals.

Text B

Managerial Skills

Both education and experience enable managers to recognize and develop the skills they need to put organizational resources to their best use. Michael Dell realized from the start that he lacked enough experience and technical expertise in marketing, finance, and planning to guide his company alone. Thus, he recruited experienced managers from other information technology companies, such as IBM and Hewlett-Packard, to help him build his company. Research has shown that education and experience help managers acquire three principal types of skills: conceptual, human, and technical. As you might expect, the level of these skills that managers need depends on their level in the managerial hierarchy. Typically planning and organizing require higher levels of conceptual skills, and leading and controlling require more human and technical skills.

1. Conceptual Skill

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. By all accounts, Jack Welch was chosen for his demanding job because of his ability to identify new opportunities and mobilize managers and other resources to take advantage of those opportunities.

Formal education and training are very important in helping managers develop conceptual skills. Business training at the undergraduate and graduate (MBA) levels provides many of the conceptual tools (theories and techniques in marketing, finance, and other areas) that managers need to perform their roles effectively. The study of management helps develop the skills that