

seria **akademicka**



management matters

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Unit 1

Management and leadership

*Everyone is an idiot, not just the people with low SAT scores.
The only differences among us is that we're idiots
about different things at different times.
No matter how smart you are,
you spend much of your day being an idiot.*

Scott Adams, *The Dilbert Principle*

Point of View

1. What do you think about the motto above? Do you agree with it?
2. Give your opinion on the statement below.

Management is more of "an art" than "a science."

Vocabulary

acquire – obtain something by buying it or being given it

aim – something you hope to achieve by doing something

allocation – the process of deciding to give an amount or share of something to someone

anticipation – when you are expecting something to happen

array – a large group of people or things that are related in some way

assign – give someone a job to do

board – a group of people who have been elected to manage a company by its owners

breakdown – when something fails or stops working properly

- commercial** – relating to business and the buying and selling of goods and services
- comply (with)** – obey a rule or law; do what someone asks you to do
- concession** – something that you allow someone to have in order to end an argument
- conscious** – noticing or realizing something
- dismissal** – an act of making someone leave their job
- disseminator** – someone who spreads information or ideas to as many people as possible
- encounter** – meet something or someone
- enforce** – make sure that a rule or law is obeyed by people
- entail** – involve having or doing a thing
- entirely** – completely and in every possible way
- entrepreneur** – someone who starts a company, arranges business deals, and takes risk in order to make a profit
- entrust** – give someone responsibility for an important job or activity
- extraordinary** – very unusual, surprising
- facilitate** – make something easier
- figurehead** – somebody who represents an organization on official occasions
- foresight** – the good judgment to think and plan before an event, so that you are prepared for whatever may happen
- foster** – help something to develop over a period of time
- guarantor** – someone who promises to pay a debt, if the person who should pay it does not
- guidelines** – official instructions or advice how to do something
- immediate subordinate** – someone who reports directly to his/her superior
- in accordance with** – according to a rule, system, etc.
- incorporate** – include something as part of a group, system, plan, etc.
- indispensable** – difficult or impossible to exist without or to do something without
- initiate** – start, begin something
- interfere (with)** – deliberately become involved in a situation and try to influence the way it develops
- intertwine** – be closely related to something
- liaison** – the exchange of information between people or organizations
- perceive** – understand or think about something in a particular way
- perception** – a particular way of understanding or thinking
- primary** – most important
- pursue** – follow a course of activity
- reconcile** – if you reconcile two ideas, situations, or facts, you find a way in which they can both be true or acceptable
- remuneration** – total payment or other rewards you get for work

resources – money, property, skill, labor, etc. that a company has available
scope – the things that a particular activity organization, subject, etc. deals with
stardom – the state of being very famous, especially as a film star or entertainer
store – put things away and keep them until you need them
subordinate – having less power or authority than someone else
superior – greater in size or power
temporary – continuing for only a limited period of time
undertaking – an important job, piece of work, or activity that you are responsible for
venture – a new business activity that involves taking risk

Reading Section I

The roles of managers

Management is present at many levels and in many fields. Management is needed in **commercial undertakings** run by a few people, small firms, and in international corporations. Professional managers are needed everywhere and the more of them have leadership skills and qualities, the better for their organizations. Managers manage organizations. Their **primary aim** is to make sure that an organization can fulfill its mission, achieve its goals, and maintain unity, which will enable it to continue into the future. In this sense, management points the organization in the right direction and makes sure it remains on track.

Managers act on behalf of the owners or other principals. This means, on the one hand, responsibility for the **entrusted** property and **assigned** missions and tasks, and on the other hand, the need to **comply with** the instructions and **guidelines** of the principals. Managers are appointed, evaluated, rewarded and dismissed by their principals. The principals also define the criteria and conditions that managers must meet, as the role of a manager has to be defined according to the character and size of the organization, as well as its range of operation, the culture of the society in which it operates as well as the particular situation in which the organization finds itself. These instructions and guidelines can sometimes **interfere with** the job of a manager.

The key role of each manager is to fulfill the function of management which includes the following elements:

1. **Planning** – preparing programs for future activities that will be carried out by the organization (or a part of it) entrusted to the manager.

management matters



Management Matters is addressed to learners who want to improve their communication skills in English within the field of management. It was inspired by *Podstawy zarządzania*, a handbook written by Andrzej K. Koźmiński and Dariusz Jemielniak for management students.

The book is an attempt to use content-and-language integrated learning (CLIL) which allows working professionals and university students to improve their language competence and to concentrate on professional issues. It contains sections aiming at developing both the form and the use of the language in a meaningful management-related context. The book helps to:

- develop communication skills vital for success in business careers,
- enrich professional vocabulary,
- revise grammar.

The authors of the book work at Kozminski University in Warsaw, which has received the most prestigious academic accreditations and is ranked highly by the *Financial Times*.

Prof. Andrzej K. Koźmiński is a leading figure in the field of management. He is the founder and President of the University.

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