МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ

ЛУЦЬКИЙ НАЦІОНАЛЬНИЙ ТЕХНІЧНИЙ УНІВЕРСИТЕТ

ВІДОКРЕМЛЕНИЙ СТРУКТУРНИЙ ПІДРОЗДІЛ



**Іноземна мова за професійним спрямуванням**

Методичні вказівки до самостійних робіт

для здобувачів фахової передвищої освіти

освітньо-професійної програми «Менеджмент»

галузь знань 07 Управління та адміністрування

спеціальності 073 Менеджмент

денної форми навчання

Луцьк 2022

**MY SPECIALITY: MANAGER**

 1. **make decision** – приймати рішення

2. **assignment** – призначення

3. **choice** – вибір

4. **trust**– довiр’я, віра

5. **relationship** – зв’язок, відношення

6. **sales** – продаж, збут

7. **law** – закон, право, юриспруденція

**MANAGEMENT**

I am a student of management at Technical college of LNTU.

Management is the process of **making decisions** and issuing commands. The management function of decision-making is aimed at defining the work and behavior of the organization that is necessary to realize a given mission. Based on these decisions, managers exercise the command function to initiate action on various work **assignments**.

Managers are people who, collectively or individually, are responsible for running a business or organization.

What makes a good manager? First of all, the ability to communicate, to get your ideas across and to listen to other people. Secondly, a good sense of organization so that working practices are efficient and problems can be anticipated and avoided. Thirdly, managers work long hours and therefore a great deal of stamina is required to avoid stress. A good manager must also be confident in his/her own ability to deal with difficult situations and show qualities of leadership so that others will want to follow. Managers have to take the initiative and bring fresh creative ideas to old problems. But sound judgment is necessary when a **choice** of possible courses of action is difficult or risky.

Once decisions are taken, a manager has to make sure they are implemented and obeyed. For this, he or she must demonstrate integrity: this includes a sense of honesty, trust and loyalty to the organization and the personnel under his or her control. Managers should also be accountable to their own boss and be able to explain the reasons for making any decision.

New technology, new ideas, new values and new problems make up the decision agenda of today’s managers.

Management is usually broken down into specific parts, e.g. works management, personnel management, marketing management, etc.

Personnel management is concerned with people at work and with their **relationships** within an enterprise.

Marketing management includes all aspects of making a product available to the public: product development, pricing, advertising, **sales,** marketing research, transportation, consumer relations.

A given member of management must undergo a substantial education process in order to become aware of his (her) responsibilities and to become able to perform them adequately. He must receive training on the basis of practically every important area of marketing and business management, finance, production, sales, **law** plus much, much more.

A good manager is the one who can direct and control people effectively.

**Questions for comprehension check-up and discussion:**

1. What is management?

2. What are the management functions? What are they aimed at?

3. What makes a good manager?

4. What types of management do you know?

5. What is personnel management concerned with?

6. What aspects does marketing management include?

**Iнфiнiтивнi конструкцiї**

В англійській мові, особливо у письмовому мовленні, існує дуже багато різноманітних конструкцій, особливо з безособовими дієсловами. Інфінітив не є виключенням, тож зараз ми з вами розглянемо, які існують інфінітивні конструкції, як вони будуються і коли вживаються.

Інфінітив вживається в наступних синтаксичних конструкціях:

**1.Об’єктивна конструкція (Objective infinitive construction)**

**Об’єктивна конструкція будується за такою формулою:**

Підмет + Дієслово + Іменник/Займенник(об’єктивний відмінок) + інфінітив

**I** + **want** + **him** + **to come**

Об’єктивна конструкція і називається об’єктивною через те, що дія, виражена інфінітивом стосується об’єкта дії присудка, проще кажучи, дія підмета (В нашому прикладі – I, а дія наша – want) спрямована на об’єкт (him), а цього об’єкта стосується наш інфінітив(to come), і ми вживаємо займенник в об’єктивному відмінку (в більшості випадків, або ж іменник).

Вживається дана конструкція лише після певних дієслів, що виражають:

1. Думку, погляд, припущення, сподівання

expect, believe, think, consider, find, suppose, know

1. Бажання, намір

want, wish, would like, desire

1. Емоції

like, hate, love

1. Відчуття

see, watch, hear, feel, notice

1. Наказ, порада, прохання, примус, дозвіл

order, ask, allow, advice, request, recommend

**2.Суб’єктивна конструкція (Subjective infinitive construction)**

**Суб’єктивна конструкція будується за такою формулою:**

Підмет + Присудок + Інфінітив (виражає дію, яку виконує підмет)

**The girl** + **appeared** + **to be** + **very beautiful.**

В даному випадку акцент робиться на суб’єкт дії, інфінітив стосується суб’єкта, тобто того, хто виконує дію. Саме тому конструкція і називається суб’єктивною.

Вживаємо після дієслів в **пасивному стані**, що виражають:

1. Думку, сподівання

think, know, consider, expect, suppose

1. Відчуття

notice, see, watch

1. Прохання, дозвіл, наказ

order, allow, ask, permit

1. Після наступних дієслів

say, report, observe, feel

Вживаємо з дієсловами в **активному стані**

seem, happen, appear, turn out, prove

Вживаємо зі словосполученнями

to be certain/sure/likely

**3.Конструкція з for (For–to infinitive construction)**

Дана конструкція не дуже розповсюджена, але все таки існує та вживається у деяких випадках. Спочатку ми розглянемо як будується сама інфінітивна конструкція з for–to.

For + N/Pr(об’єктивний відмінок) + infinitive

* For me to do
* For her to come
* For him to dance

Конструкції з For–to infinitive construction:

1. 1.

For–to infinitive construction + S + V

For me to do this is not hard.

1. S + V + For–to infinitive construction

It is not hard for me to do this.

Які існують інфінітивні кострукції?Абсолютна, дієслівнаАбсолютна, суб’єктивна, об’єктивнаCуб’єктивна, об’єктивна, for-to інфінітивна конструкціяОб’єктивна, дієслівна

**Exercise. 1. Fulfil the tasks using the Infinitive**

A. State the function of the Infinitive in the sentence.

1.To find clothes to your taste is a difficult thing nowadays.

2. She likes to wear beautiful outfits.

3. His intention was to become a designer.

4. She can choose fitting and fashionable clothes.

5. She is pleased to be wearing such comfortable shoes.

6. She is said to look very stylish.

7. I am not sorry to have ironed your suit.

8. It seems to fit you very much.

9. There is not a dress to be зачарований with.

10. Such jacket is said to be out of fashion already.

11. To wear pencil skirts is not in my character.

**B. Transform the sentences so as to use the Infinitive in them. Remember that it will make your speech sound more precise and English-like”.**

1.I have only two stylish outfits for the party between which I can choose.

2. This is not the coat you should wear.

3. This shop is the only one where you can choose proper accessories for your outfits.

4. I’ve got a lot of sweaters to match with these flares.

5. The trousers were very expensive. He couldn’t afford them.

6. The skirt is too loose. I can’t wear it.

7. The jeans are too tight. I can’t try them on.

8.You’re not tall enough. You can’t wear this long dress.

9. The beret is quite fashionable. You can buy it.

**C. Translate into English.**

Я зняла шовкову сукню в вішалки, щоб приміряти його. 2. Ми зупинилися. Щоб розгледіти красивий вязаний светр. 3. Щоб носити такі джинси, тобі треба трохи схуднути. 4. Мені так сподобалися рукавички і шарф, що я не могла не купити. 5. Було дуже жарко, щоб надягати пальто і бере. 6. Було досить тепло, щоб гуляти просто в джинсах і майці. 7. Їй доведеться сильно схуднути, щоб носити спідницю-стретч. 8. У мене не дуже багато часу, щоб міряти все піджаки в магазині. 9. Він надів модний галстук, щоб виглядати стильно. 10. Де Аня? – Вона пішла купувати капелюшок і рукавички.

Exercise. 2. Fulfil the tasks using the Objective-with-the-Infinitive Construction

**A. Transform the complex sentences into the sentences with the Objective-with-the-Infinitive Construction.**

I noticed that her figure-hugging dress suited her very much.

I like when my brother puts on his outgoing suit and a tie.

He didn’t see that she has put on her fur coat.

She watched how her friend tried to choose a proper outfit for the party.

She liked to watch how her mother sewed.

I understood that narrow-shouldered jackets suited me very much.

I can’t believe that she looks so in this stylish knitted dress.

**B. Complete the sentences.**

1. I saw … . 2. He hasn’t heard … . 3. They watched attentively … . 4. She felt … . 5. It was interesting to observe … . 6. Her mother noticed … . 7. I have always known … . 8. But I thought … 9. Do you consider … ? 10. I could never expect … ! 11. Can you imagine …? 12. I believe … 13. Her mother wishes … . 14. I want … . 15. She dislikes … .16.Her father intends … . 17. I hate … 18. I can’t bear … .

**С. Translate into English.**

1. Не змушуй мене носити це вовняне плаття! Воно вже давно вийшло з моди! 2. Я дуже люблю, коли вона одягає штани і светр! Я вважаю, що вона виглядає в них просто і елегантно. 3. Я наполягаю, щоб ти одягла пальто! На вулиці холодно. 4. Я не виношу, коли вона одягає фіолетову спідницю з помаранчевої сорочкою. 5. Вона дуже хотіла, щоб він подарував їй шубу. 6. Я не допущу, щоб ти виходив з будинку взимку без шапки і рукавиць.

**TRADITIONAL INTERPRETATION**

There are a variety of views about this term. Traditionally, the term “management” refers to the set of activities, and often to the group of people, involved in four general functions, including planning, organiz­ing, leading and coordinating activities. All these four functions are highly integrated and interrelated.

*Another Interpretation*

Some writers, teachers and practitioners say that the above view is rather out-of-date and that management needs to focus more on leader­ship skills, e.g., establishing vision and goals, communicating the vision and goals, and guiding others to accomplish them. They also say that leadership must be more facilitating, participative and empowering in how visions and goals are established and carried out. Some people say that this really isn't a change in the management functions but a new look at certain aspects of management.

Another common view is that “management” is getting things done through others. Yet another view, quite apart from the traditional view, asserts that the job of management is to support employee's ef­forts to be fully productive members of the organizations.

To most employees, the term “management” probably means the group of people (executives and other managers) who are primarily responsible for making decisions in the organization. In nonprofit organizations, the term “management” might refer to all or any of the activities of the board, executive director and/or program directors.

**WHAT IS A MANAGER?**

A number of different terms are often used instead of the term “manager”, including “director”, “administrator” and “president”. The term “manager” is used more frequently in profit-making orga­nizations, while the others are used more widely in government and non-profit organizations such as universities, hospitals and social work agencies.

So, whom do we call a “manager”?

In its broad meaning the term “managers” applies to the people who are responsible for making and carrying out decisions within a certain system. A **personnel manager**directly supervises people in an organi­zation.**Financial manager**is a person who is responsible for finance.

**Sales manager**is responsible for selling of goods. A**marketing manager**is responsible for promotion of products on the market.

Almost everything a manager does involves decision-making. When a problem exists a manager has to make a decision to solve it. In decision-making there is always some uncertainty and risk.

Management is a variety of specific activities. Management is a function of planning, organizing, coordinating, directing and control­ling. Any managerial system, at any managerial level, is characterized in terms of these general functions.

Managing is a responsible and hard job. There is a lot to be done and relatively little time to do it. In all types of organizations managerial ef­ficiency depends on manager's direct personal relationships, hard work on a variety of activities and preference for active tasks.

The characteristics of management often vary according to na­tional culture, which can determine how managers are trained, how they lead people and how they approach their jobs.

The amount of responsibility of any individual in a company de­pends on the position that he or she occupies in its hierarchy. Man­agers, for example, are responsible for leading the people directly under them, who are called subordinates. To do this successfully, they must use their authority, which is the right to take decisions and give orders. Managers often delegate authority. This means that employees at lower levels in the company hierarchy can use their initiative, that is make decisions without asking their manager.

**WHAT MANAGERS DO?**

There are four major functions of managers: planning, organizing, leading and coordinating. What managers do is the following:

1. **Planning,**

including identifying goals, objectives, methods, resources needed to carry out methods, responsibilities and dates for completion of tasks. Examples of planning are strategic planning, business planning, project planning, staffing planning, advertising and promotions planning, etc.

1. **Organizing resources**

to achieve the goals in an optimum fashion. Examples are organiz­ing new departments, human resources, office and file systems, re-orga­nizing businesses, etc.

1. **Leading,**

including to set direction for the organization, groups and individ­uals and also influence people to follow that direction. Examples are es­tablishing strategic direction (vision, values, and goals) and using methods to pursue that direction

1. **Controlling, or coordinating,**

the organization's systems, processes and structures to reach effectively and efficiently goals and objectives. This includes constant monitoring and adjustment of systems, processes and structures accordingly. Examples include use of financial controls, policies and procedures, performance management processes, measures to avoid risks etc.

**Assignment.**Answer the questions:

1. What are the four major functions of managers?
2. What is planning? What are the kinds of planning?
3. What are the examples of organizing the resources?
4. What is “leading”?
5. What is the function of “controlling”?

**CHOOSING AN OCCUPATION**

Occupation

Employer - employee

vocational training-

higher educational establishment-

experience-

physical stamina-

career perspectives-

earnings-

In choosing an occupation you should decide on what kind of job you want and the kind you are qualified for.

Employers want to select employees who have or can learn the skills necessary to do the job. That’s why education and training requirements are the first to be mentioned. They may be divided into three levels:

* Secondary school (or less) – the basics of the job can be learned in a few months on the job training.
* Vocational training – post-secondary education such as junior college or many years of experience are required to be fully qualified.
* University degree – five or more years of a higher educational establishment are usually required.

Skills which are needed for a job

* Leadership **–** the ability to stimulate others to think or act in a certain way. The skills include organising people and groups, supervising, directing, taking initiative, councelling, speechmaking, negotiating and meditating. Managers, workers supervisors are examples.
* Problem-solving (creativity) – the development of new ideas or programs, designs, inventing. Engineers who design machinery is an example of occupation that requires creativity.
* Frequent public contacts – ability to meet or deal with the public on a regular. For example, an office manager must meet and deal easily with a lot of different people.
* Physical stamina **–** ability to endure stress on the job, including heavy lifting, standing, or being uncomfortably confined for long periods.

The list may also include: helping (instructs), work as a part of a team, being dependable and others.

Knowing something about the work environment of the job is also important.

Work environment may be**:**

* Hazardous – conditions that could present danger because of use of dangerous materials or working in dangerous surroundings where accidents are common.
* Outdoor – work in which major portion of time is spent outdoors, usually without regard to weather conditions.
* Generally confined/ indoor – work which requires staying in a specific place (office, shop, hospital, etc. ) for most of the workday.

In most cases earnings and knowing one’s career perspectives, that is how fast you will advance, are the things to be considered. Earnings within an occupation may vary widely, but in general they are classed as of lower, middle and highest level. Career perspectives are connected with new job openings.

**I. Find whether the following statements are true or false, correct the false statements:**

1. Earnings are never considered when choosing an occupation.
2. It is important to know about the work environment of the job.
3. At present education is not necessary for professors.
4. You should not only decide on what kind of job you want but the kind you are qualified for.
5. Hazardous conditions present danger because of working outdoors.
6. Leadership is the ability to make, build, fix and do things.
7. Vocational training is provided by junior colleges.

**II Translate**

Роботодавці віддають перевагу працівникам, які мають необхідні навички. Ось чому висуваються вимоги до освіти та стажу роботи. є 3 рівні освіти: рівень середньої школи (і нижче), середня спеціальна освіта та вища освіта. Також важливими є загальні вимоги до професії: організаторські чи творчі здібності, уміння працювати з людьми, золоті руки, фізична витривалість, колективізм, надійність. Умови роботи поділяють на небезпечні, поза приміщенням, у приміщенні. Часто заробітки та можливості кар'єрного зростання також мають значення при виборі професії.

**CV( curriculum vitae)**

**1. Check your understanding: multiple choice Circle the best answer or answers to complete these sentences.**

1. Where does Natasha live?

a. Liverpool b. London c. Leeds

2. How many of her exams did Natasha pass at school?

a. none b. two c. nine

3. Natasha doesn't have an email address.

a. true b. false c. answer not given

4. Are all the advertised jobs for weekend work?

a. yes b. no c. answer not given

5. Which two jobs are for weekday evenings?

a. babysitter b waitresses c. computer shop assistant d. lifeguard

6. Which three jobs could Natasha apply for?

a. babysitter b. waitress c. computer shop assistant d. lifeguard

**2. Check your writing: gap fill – completing a CV Use the headings in the box to complete the CV.**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Languages | References | Education | Adress | Skills and interests | Email | Date of birth | Mobile | Work experience |

CV – MARTIN LUKE MOORE

1 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_: 26 August 1997

2 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_: 94 Albion Street, Birmingham, B23 2TF

3 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_: [Mooro@myworld.com](mailto:Mooro@myworld.com)

4 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_: 0778 445 288

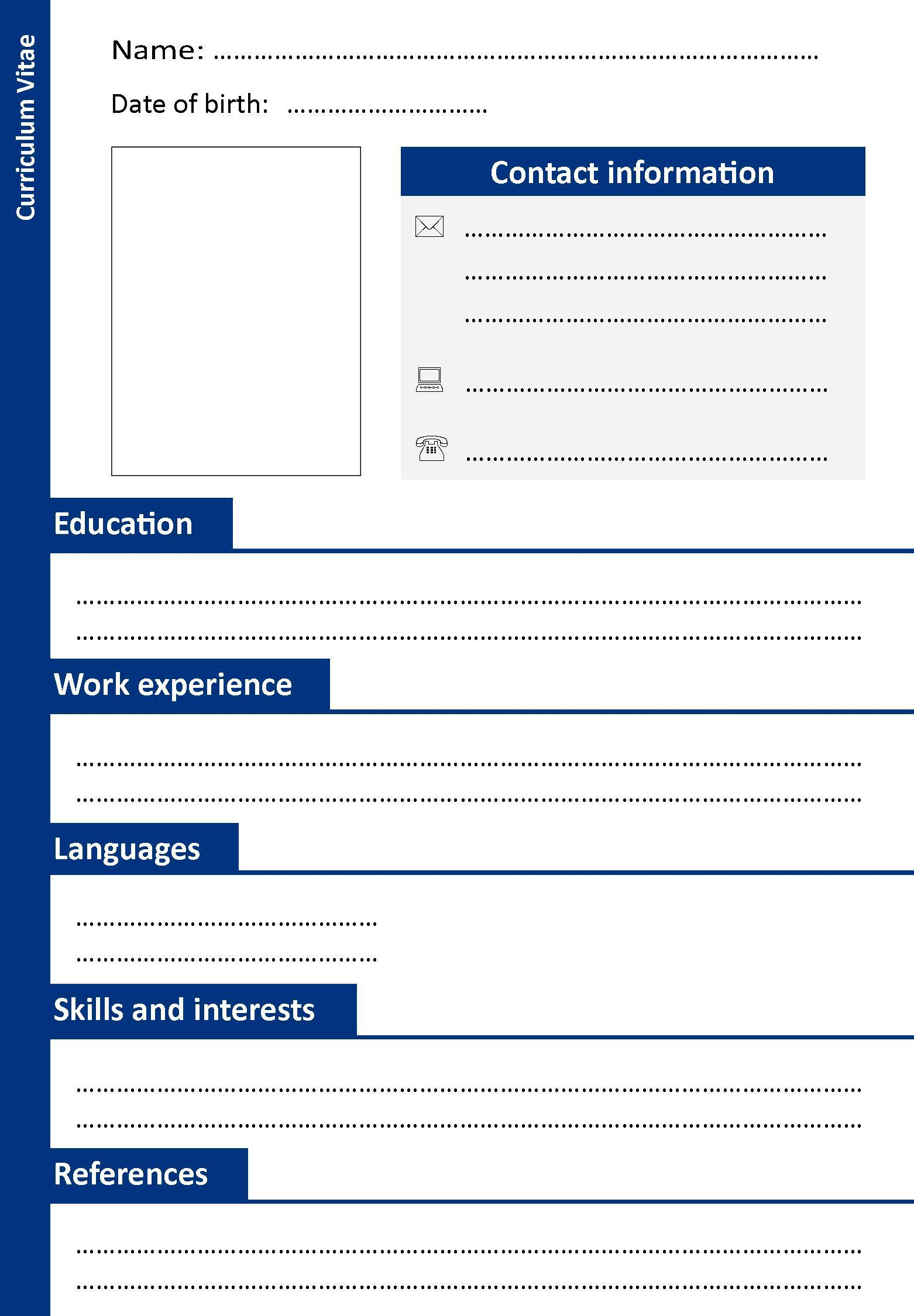
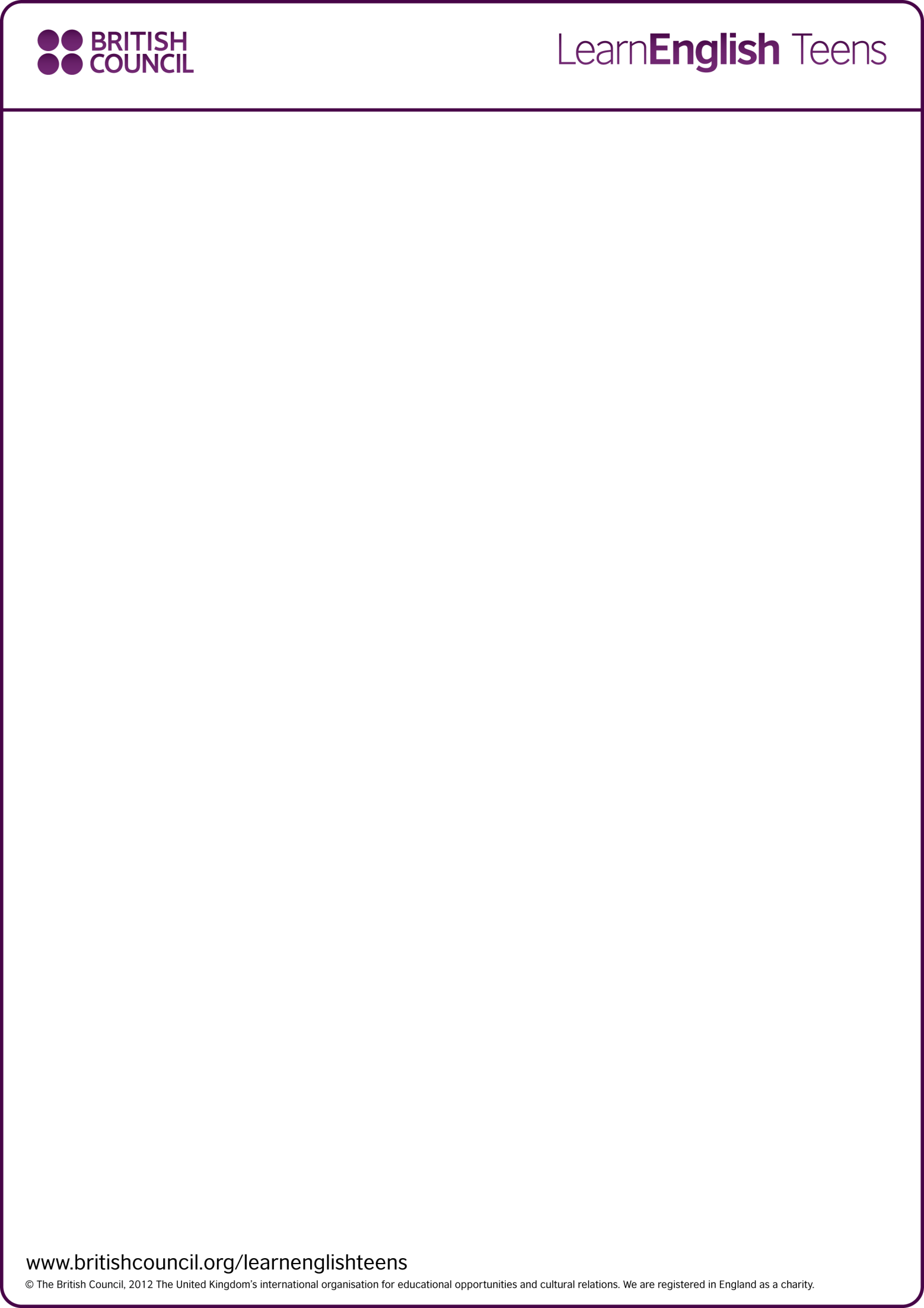
5 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_: 7 GCSEs including English, maths and science

6 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_: Cashier at a large supermarket

7 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_: French – A2, German – A2

8 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_: Mountain biking, drawing and computer programming

9 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_: Mr Williams, Albion High School, Park Drive, Birmingham



**Gerund ( Герундій)**

Герундій — особлива форма дієслова з суфіксом -ing, яка поєднує в собі риси іменника і дієслова. А відрізняє його від звичайного іменника легкий відтінок значення будь-якого процесу. Наприклад:

* painting - малювання;
* singing - спів;
* playing - гра.
* **1**. Поставте дієслово в дужках у форму герундія:

1. She likes (paint)  .
2. I can’t bear (listen) to classic music  .
3. He enjoys (play) football  .
4. Leila dreams of (set) up her own business  .
5. He is interested in (emigrate) to USA .
6. Are you good at (dance) ?
7. She is crazy about (read) romantic poems  .
8. I can’t help (laugh) when I watch Mr Bean  .
9. I can’t imagine (be) anywhere else but here  .
10. You should give up (smoke)   every day.

**2**. Розкрийте слова у дужках, ставлячи їх у форму герундія чи інфінітива:

1. I am keen on (work)  in the computer industry.
2. Amy decided (see)   a doctor.
3. Leila enjoys (read)  love stories.
4. Do you intend (learn)  French or German?
5. Do you mind (help)  me wash the dishes?
6. Alan asked (talk)  to the boss.
7. I can’t help (laugh)  when I watch Mr Been.
8. If Sara keeps (come)  to work late, she’ll have problems with the boss.
9. Liza hates (study)  Mathematics.
10. Are you interested in (live)  in Asia?

**STRATEGIC MANAGEMENT THINKING**

**To be effective as a leader, you**

must develop skills in strategic thinking. Strategic thinking is a process whereby you learn how to make your business vision a re­ality by developing your abilities in team work, problem solving, and critical thinking. It is also a tool to help you confront change, plan for and make transi­tions, and envision new possibili­ties and opportunities.

**Strategic thinking**is like making a movie. Every movie has a con­text (or story), which it uses to get you to experience a certain outcome (an emotion, in this case) at the end of the movie. Strategic thinking is much the same in that it requires you

In order to become a leader, you must educate yourself have skills of strategic thinking. Strategic thinking is a process by which you learn to realize your commercial vision in lifeж developing their ability to team workа problem solving and critical thinking. To allо it is a tool to help you deal with changing circumstances and plan the necessary transformation to implement themи as well as to foresee new directions and opportunities. Strategic thinking is akin to create a movie. Each film has the content иthe plotже with which he brings you in the end to a particular result аin this case, you are experiencing the emotionsм.

to envision what you want your ideal outcome to be for your busi­ness and then works backwards by focusing on the story of HOW you will be able to reach your vi­sion.

As you develop a strategic vision for your business, there are five different criteria that you should be guided by. They will help you define your ideal outcome. In ad­dition, they will help you deter­mine the steps necessary to make your business vision a reality.

The following is a list of these five criteria:

1. **Organization.**The organiza­tion of your business involves the people you will have working for you, the organizational structure of your business, and the re­sources necessary to make it all work. What will your organiza­tion look like? What type of structure will support your vi­sion? How will you combine peo­ple, resources, and structure to­gether to achieve your ideal out­come?

Think in your work has largely similar mechanism because it requires you first imagine WHAT you want to get the ideal of your business activity and then go back and create a script AS you can realize his ideas in life. Developing strategic thinking for your business you should be guided by five different criteria. They will help you to clearly outline your imaginary result. In addition they will help you determine the number of steps needed for the transformation of your business vision into reality. Below is a list of these five criteria:

1. 1. Organization. Organization of your enterprise, it is the people who will work for you the organizational structure of your company and resources necessary to make all this economy to function. How will your organization The structure of any type will support your vision How you combine together people resources structure and achieve the desired result **Observation.**When you are looking down at the world from an airplane, you can see much more than when you are on the ground. Strategic thinking is much the same in that it allows you to see things from “higher up.” By increasing your powers of observation, you will begin to be­come more aware of what moti­vates people, how to solve prob­lems more effectively, and how to distinguish between alternatives.
2. **Views.**Views are simply differ­ent ways of thinking about some­thing. In strategic thinking, there are four viewpoints to take into consideration when forming your business strategy: the environ­mental view; the marketplace view; the project view; and the measurement view. Views can be used as tools to help you think about outcomes, identify critical elements and adjust your actions to achieve your ideal position.
3. 2. The observation. When you look at the world from above from a window of the plane you see much more than when you stand on the earth. Strategic thinking is largely the same. In the sense that it allows you to see things from the tope. Thanks to your high Supervisory capabilities you begin to better understand the motives of human behavior will be able to solve problems more effectively and to find the differences between the alternatives. 3. Point of view. Point of view - it's just different views on anything. In strategic thinking there are four points of view which should be taken into account in the formation of the business-strategy namely the point of view of the environment the point of view of the market the point of view of the project and the point of view of the importance of the moment. You can use them as tools to help you in the process of achieving aims to present the possible results identify the critical elements and carefully check all your actions to achieve the perfect position. **Driving Forces.**What are the driving forces that will make your ideal outcome a reality? What is your company's vision and mis­sion? Driving forces usually lay the foundation for what you want people to focus on in your busi­ness (i.e., what you will use to mo­tivate others to perform).

Examples of driving forces might include: individual and organiza­tional incentives; empowerment and alignment; qualitative factors such as a defined vision, values, and goals; productive factors like a mission or function; quantita­tive factors such as results or ex­perience; and others such as com­mitment, coherent action, effec­tiveness, productivity, and value.

1. **Ideal Position.**After working through the first four phases of the strategic thinking process, you should be able to define your ideal position. Your ideal position outline should include:
2. 3. Driving forces. What are the driving forces that make your imaginary result in reality What is the vision and goal of your company Usually the driving forces are the basis of what in your opinion the workers of your enterprise should pay particular attention to in other words it means that you use to encourage other people properly perform their functional duties. To the category of the driving forces include individual and collective incentives the provision of powers and balance good quality formulated vision values and objectives production task or appointment and qualitative factors results or work experience as well as commitment concerted action efficiency productivity and cost. An ideal position. Having passed the first four phases of the strategic thinking process, you should learn to determine their ideal position. A description of your ideal position should include: the conditions you have found to be necessary if your business is to be productive;
3. the niche in the marketplace that your business will fill;
4. any opportunities that may exist either currently or in the fu­ture for your business;
5. the core competencies or skills required in your business;
6. the strategies and tactics you will use to pull it all together.

By working through these five ar­eas, you will begin to get a clearer picture of exactly how your busi­ness vision can be accomplished. As your vision becomes more fo­cused, your ideas will appear stronger and more credible. Not only will it be easier to convince others that your idea is a good one, but it will also be easier to maintain your own conviction and motivation when you reach any obstacles on the road.

1) the conditions which, in your opinion, are necessary in order to make your entrepreneurial activity was effective; 2) the market niche, which will fill your business; 3) any opportunities for your company, existing at the moment and are able to arise in the future; 4) the basic knowledge and skills, which are necessary for successful running of your business; 5) strategic and tactical directions, which will help you combine all of this into a coherent whole.

Thoroughly after working all five of these criteria, you are much more clearly see the path of the possible implementation of their business plans. To the extent that, as your vision will become more focused, your ideas will seem all the more significant and credible. You not only will be easier to convince others that your idea is good, but it will be easier to maintain its own conviction and motivation, when on your way to meet obstacles.

**Assignment.**Write a short essay on:

1. The role of CEO in an organization.
2. The importance of strategic thinking for the success of business.

**The traits of an effective leader include the following:**

1. **Emotional stability.**Good leaders must be able to tolerate frustration and stress. Overall, they must be well-adjusted and have the psychological maturity to deal with any arising problem.
2. **Dominance.**Leaders are often times competitive and decisive and usually enjoy overcoming ob­stacles. Overall, they are assertive in their thinking style as well as their attitude in dealing with oth­ers.
3. **Enthusiasm.**Leaders are usu­ally seen as active, expressive, and energetic. They are often very op­timistic and open to change. Overall, they are generally quick and alert and tend to be uninhib­ited.
4. **Conscientiousness.**Leaders are often dominated by a sense of duty and tend to be very exacting in character. They usually have a very high standard of excellence and an inward desire to do one's best. They also have a need for or­der and tend to be very self-disci- plined.
5. The features inherent to a successful Manager include the following: **2. The balance**. Good leaders must deal with feelings of frustration and stress. In General, they should be able to adapt and be sufficiently psychologically Mature to cope with any problem which arises. **3. The predominance**. Leaders - most of the people are decisive, they love to leave competitors behind and overcome the obstacles. In General, they think positively and so relate to others. **4. The enthusiasm**. The leaders of the usually active, emotional and energetic. Often they are too optimistic and not afraid of changes. In General, they are fast, nimble and seek to unlimited freedom. **5. Integrity**. The leaders are usually very developed visionaries. They both students, and teachers. They are able to foresee significant changes in the society shall be of high moral character and try to instill in their organizations spirit of honesty and decency. **Social boldness.**Leaders tend to be spontaneous risk-takers. They are usually socially aggres­sive and generally thick-skinned. Nevertheless, they are responsive to others and have high emotional stamina.
6. **Practicality.**Good leaders are practical, logical, and to-the- point. They tend to be low in sen­timental attachments, and com­fortable with criticism. They are usually insensitive to hardship and are very poised.
7. **Self-assurance.**Self-confi- dence and resilience are common traits among leaders. They tend to be free of guilt and have little or no need for approval. They are generally secure and free from guilt and are usually unaffected by prior mistakes or failures.
8. **Prudence.**Leaders were found to be controlled and very precisethe sense of duty and high requirements to others. Usually their criteria of perfection is very high, which is why they feel the necessity to do everything the best way. They love the order and accustom ourselves to self-discipline.

**4. The public activity.** The risk lies with the leaders in the blood. Usually they are socially aggressive and emotionally not - wending. Nevertheless, they are responsive in relation to others and have a high emotional restraint. **5. Practicality**. Good leaders are practical, logical and specific. They are alien to the sentimental attachment, and they are not afraid of criticism. Usually they are indifferent to the difficulties and have excellent self-control. **6. Self-confidence.** Self-confidence and flexibility - the typical features of the leaders. They tend not to cultivate a sense of guilt and do not need (or almost don't need) in someone else's approval. Usually they are kept confident and feel no remorse. As a rule, they do not affect past mistakes and failures. **7. Foresight** (foresight). As it turned out, in their social interactions. Overall, they are very protective of their integrity and reputation and consequently tend to be aware of what happens. They are careful and abundant in foresight. They make decisions and come to specific actions only after considering everything. Beyond aforesaid basic traits, leaders of today have to be able to motivate others and lead them in new directions. Leaders of the fu­ture must be able to envision the future and convince others that their vision is worth following. To do this, they must have the fol­lowing personality traits:

1. **High energy.**Long hours and some travel are usually a prerequi­site for leadership positions, espe­cially as your company grows. Re­maining alert and staying focused are two of the greatest obstacles you will have to face as a leader.
2. **Intuitiveness.**Rapid changes in the world today combined with information overload result in an inability to “know” everything.

Leaders are exposed to other people's influence and is not in communion with others. In General, they are very concerned on his honor and reputation, and therefore tend to always be aware of what is happening. They are cautious and circumspect. They make decisions, and move to concrete action only after all weighed. In addition to the above basic qualities, modern leaders must also be able to convince other people and be able to lead the way in a new direction. Leaders must be able to foresee the future and to convince others that their forecast is credible. To this end, they should possess the following traits: **6. Vigor**. Irregular working day and frequent trips are included in the duties of the leader, especially when the company is expanding. Always be alert and focused - here are two of the biggest challenges that you will face in a leadership position. **7. The intuition**. The rapid changes taking place in the modern world, in combination with information overload. In other words, reasoning and logic will not get you through all situations. In fact, more and more leaders are using their intuition and trusting it when making deci­sions.

1. **Maturity.**To be a good leader, personal power and recog­nition must be secondary to the development of your employees. In other words, maturity is based on recognizing that more can be accomplished by empowering others than can be by ruling oth­ers.
2. **Team orientation.**Business leaders today put a strong empha­sis on team work. Instead of pro­moting an adult/child relation­ship with their employees, leaders create an adult/adult relationship, which fosters team cohesive­ness.
3. **Empathy.**Being able to “put yourself in the other person's shoes” is a key trait of leaders to­day.
4. **The maturity**. In order to become a good leader, you should understand that your personal power and universal recognition should be the second placeе and improving the qualification of your personnel on the ground. In other wordsи the maturity is based on the understanding that more could be doneо if you abandon the undivided control subordinates and instead give them authority.
5. **Orientation to the command**. Currently, employers shall make a lot of effort to ensure that the collective worked As a team. Relations with subordinates in the style of “adult-child” leaders prefer to relations “adult-adult”that stimulates the cohesion of the team.
6. **Empathy**. The ability to “put yourself in the place of the other” - this is the main feature of contemporary leaders. If you are not can't build trust. And without trust, you will never be able to get the best effort from your employees.
7. **Charisma.**People usually perceive leaders as special people. Charisma plays a large part in this perception. Leaders who have charisma are able to arouse strong emotions in their employees. Such leaders motivate employees to reach toward a future goal by tying the goal to substantial personal rewards and values.

Overall, leaders are larger than life in many ways. Personal traits play a ma­jor role in determining who will and who will not be able to lead others. However, it's important to remember that people are forever learning and changing.

Leaders are rarely (if ever) born. Circumstances and persistence are major components in the de­velopmental process of any leader. So if your goal is to become a leader, work on developing know how to empathize, you may not be able to achieve mutual trust. And without trust, you will never achieve the maximum dedication to the work of your staff.

**10 Charisma** ( the charm, the ability to become a leader, to gain popularity). The surrounding usually perceive the leaders of the people special. In this perception plays a large role personal charm (charisma) leader. Leaders with such charm, to be able to make their subordinates strong emotions. Such leaders are finding the necessary motivation for the employees in achieving the goals set, using a system of benefits, and appealing to the civil duty. In General, the leaders of the " people of the special warehouse. And only personal qualities determine whether or not the person has successfully lead the other. Nevertheless, one should not forget that the people in the course of life are able to learn and change. Leaders rarely are born. Favorable circumstances and persistence are the basic components of education of any leader. Therefore, if your goal is to break out.those areas of your personality to the leaders, develop those that you feel are not up to the “ leader of quality, which, in your opinion, standard”. still not correspond to the “standard of the leader”

**Assignment.**Give definitions to the following personal traits of successful leaders (in written):

Emotional stability.

Self-assurance.

Prudence.

High energy.

Intuitiveness.

Maturity.

Charisma.

Dominance.

Enthusiasm.

Conscientiousness.

Social boldness.

Practicality.

**THEORY OF THE CONSUMER**

The individual consumer or household is assumed to possess a utility function, which specifies the satisfaction, which is gained from the consumption of alternative bundles of goods. The consumer’s income or income- earning power determines which bundles are available to the consumer. The consumer then selects a bundle that gives the highest possible level **of**utility. With few exceptions, the consumer is treated as a price taker — that is, the consumer is free to choose whatever quantities **income allows**but has no **influence**over prevailing market prices. In order **to maximize**utility the consumer purchases goods so that the subjective rate of substitution **for**each pair of goods as indicated by the consumer’s utility function equals the objective rate of substitution given by the ratio of their market prices. This basic utility- maximization analysis has been modified and expanded **in**many different ways.

**THEORY OF THE PRODUCER**

The individual producer or firm is assumed to possess a production function, which specifies the quantity of- output produced as a function of the quantities of the inputs used in production. The producer’s revenue equals the quantity of output produced and sold times its price, and the cost to the producer equals the sum of the quantities of inputs purchased and used times their prices. Profit is the difference between revenue and cost. The producer is assumed to maximize profits subject to the technology given by the production function. Profit maximization requires that the producer use each factor to a point at which its marginal contribution to revenue equals its marginal contribution to cost.

Under pure competition, the producer is a price taker who may sell at the going market price whatever has been produced. Under monopoly (one seller) the producer recognizes that price declines as sales are expanded, and under monopsony (one buyer) the producer recognizes that the price paid for an input increases as purchases are increased.

A producer’s cost functien gives production cost as a function of output level on the assumption that the producer combines inputs to minimize production cost. Profit maximization using revenue and cost functions requires that the producer equate the decrement in revenue from producing one less unit (called marginal revenue) to the corresponding decrement in cost (called marginal cost). Under pure competition, marginal revenue equals price. Consequently, the producer equates marginal cost of production to the going market price.