

Djilali Bounaama University  
Faculty of Economics,  
Management, and Commerce

**Level: Master 1**  
**Management**  
**First Semester**

2020-2021

---

## LECTURE 01: WORLD OF WORK



### A- My work is so rewarding:

I work in advertising. I love my work, which is really **rewarding** and **stimulating**. **Originality** and **creativity** are very important in this industry, of course.

**No two days are the same in my job:** I could be contacting film companies for new advertising campaigns one day and giving client presentations the next. I like the **client contact** and I am very much **hands-on** - being involved with the productive work of the agency rather than managing it.

When I joined the agency, I **hit it off with** my colleagues immediately and I still **get on well with** them. There is a very good **rapport** between us.

### B- I like the team work:

'I'm an aircraft engineer. I work on the research and development of new aircraft. I love **putting ideas into practice**. I like **working on my own**, but it's also great being part of a team. I like the **team work** and the **sense of achievement** when we do something new. And of course, the planes we produce are very beautiful.

Is there anything I don't like? I dislike days when I'm **chained to a desk**. I don't like **admin** and **paperwork** - sometimes I feel I'm **snowed under** with it. And in a large- organization like ours, there can be a lot of **red tape** and **bureaucracy - rigid procedures** that can slow things down.'

### C- I want to make a contribution:

'I'm a secondary school teacher. It's a low-paid job but I want to help people and **make a contribution to society**. That's what gives me **motivation**. My job gives me a lot of **satisfaction**. The work can be **stretching**, taking me to the limits of my skills and knowledge, but it's great to see kids developing and learning. Of course, they can be very difficult and **demanding**, but sometimes we even get **recognition** from parents that we are doing a good job! But I don't like unnecessary interference - I don't like people **breathing down my neck**.'

**1.1. Complete the sentences with expressions from A opposite.**

1. Work that is interesting and exciting is ..... and .....
2. If you spend time with customers, you have .....
3. If you have a good working relationship with your colleagues, you .....  
..... well with them.
4. If you do the actual work of the organization rather than being a manager, you are .....
5. If you want to say that work is not repetitious, you can say, ‘.....  
.....’
6. .... and ..... are when you have new and effective ideas that people  
have not had before.

**1.2. The aircraft engineer talks about his work. Complete his statements with expressions from B opposite.**

1. Sometimes I work late at the office when everyone has gone home. I like .....
2. It is great to see what I learnt during my engineering course at university being applied in actual design. I like .....
3. I hate it when there is a big stack of documents and letters on my desk that I have to deal with. I do not like  
..... and .....
4. I love the ..... involved when we all work together to create something new.
5. It is rare, but sometimes when I come into the office and see a huge pile of work waiting for me, I feel  
completely .....
6. When we see a new plane fly for the first time, we all feel a great .....
7. I get frustrated when you have to get permission to spend anything over £50. I do not like .....  
and .....

**1.3. Complete this table with words from C opposite and related forms. (the first has been done for you).**

<i>Verb</i>	<i>Noun</i>	<i>Adjective</i>
Contribute	<i>Contribution</i>	<i>Contributory</i>
Demand	.....	.....
Motivate	.....	.....
Recognize	.....	.....
Satisfy	.....	.....

**1.4. Over to you:**

Write a job description for your own job or one you would like, and say why you feel you are suitable for it.

## LECTURE 02: MANAGEMENT STYLES 1

### A- **Motivation 1:** Yolanda - senior manager, car rental firm

I believe that all our employees can find **satisfaction** in what they do. We give them **responsibility**, which means that the decisions they take have a direct impact on our success, and encourage them to **use their initiative**, so they don't have to ask me about every decision they make.

We hope this gives employees the feeling that they are **valued**, with management knowing the effort they make. We believe that all this leads to a higher sense of **motivation** among employees.



When everyone feels motivated, **morale** is good and there is a general feeling of **well-being** in the organization.

### B- **Motivation 2:** Xavier - factory manager

I don't believe in all this talk about motivation. My subordinates, the people working under me, are basically lazy and need constant supervision - we have to check what they are doing all the time. Some people think this is authoritarian, but I think it's the only way of managing.

Decisions must be imposed from above without consultation - we don't discuss decisions with workers, we just tell them what to do.



*Note: Subordinate is very formal and can be negative.*

### C- **Theory X and Theory Y:**

Xavier has conservative views and believes in what the US management thinker Douglas McGregor <sup>1</sup> called Theory X, the idea that people dislike work and will do everything they can to avoid it.

Yolanda is more **humanitarian** and believes in **Theory Y**, the more advanced view that, given the right conditions, everyone has the potential to find satisfaction in work.

Others have suggested **Theory W** (for 'whiplash'), the idea that most work since the beginning of human society has been done under systems of slavery.

---

<sup>1</sup> - The Human Side of Enterprise (McGraw Hill 1985)

**2.1. Yolanda's employees are talking about her management style - see A opposite. Replace the underlined phrases with appropriate forms of expressions from A. (Pay attention to the grammatical context. The first one has been done for you.)**

1. She knows exactly what's involved in our jobs. She makes us feel she understands the effort we make.  
*She makes us valued.*
2. She encourages us to do things without asking her first.  
 .....
3. The feeling among employees here is very good. We feel really involved and want to work towards the company's goals.  
 .....
4. We have a real sense of the idea that our efforts are important for the success of the company.  
 .....
5. We have a real sense of liking what we do and feeling good when we achieve specific goals in our work.  
 .....

**2.2. Look at the expressions in B opposite and say if these statements are true or false.**

1. Authoritarian managers like listening nr the opinions of their employees. ....
2. If people need constant supervision, you have to watch them all the time. ....
3. Authoritarian managers like the idea of consultation with their employees. ....
4. If decisions arc imposed from above, employees have no influence over them. ....
5. Someone's subordinates are the people working above them. ....

**2.3. Managers from different companies are talking about their employees. Look at C opposite and say whether each manager believes in Theory X or Theory Y.**

1. You have to keep an eye on employees the whole time. I don't allow them to work at home. ....
2. It's important to let people work without constant supervision. They feel they're being treated like children otherwise. ....
3. I encourage employees to use their own initiative. That way you can see the potential future managers among them. ....
4. They must be here by S.30 am and they can't leave before 5.30 pm. That way I can be sure they are doing the work we are paying them to do. ....
5. We encourage the workers at the plant to make suggestions for improvements in the processes they are involved with. ....
6. All they're interested in is getting to the weekend, doing as little as possible. ....

**2.4. Over to you:**

Write a memo to the head of your organization or one you would like to work for, suggesting ways to encourage initiative among employees.

## LECTURE 03: MANAGEMENT STYLES 2

### A- Hygiene factors:

Yolanda, the car rental manager we met in lecture 2. went on a management course. She looked at the work of Frederick Herzberg<sup>1</sup>, who studied what motivates employees, and took these notes.

There are aspects of work that are not in themselves enough to make employees satisfied, but that can cause dissatisfaction if they are not right. These are hygiene factors:

- Supervision - the way you are managed;
- Policy - the overall purpose and goals of the organization;
- Working conditions - the place where you work - hours worked, etc.;
- Salary;
- Peer relationships - how you relate to and work with others at the same level in the organization;
- Security - level of confidence about the future of your job.



### B- Motivator factors:

Other aspects of work can give positive satisfaction. These are the motivator factors:

- Achievement - the feeling that you have been successful in reaching your goals;
- Recognition - the feeling that your employers understand and value what you do by giving positive feedback;
- The work itself - the nature and interest of the job;
- Responsibility - when you are in charge of something and its success or failure;
- Advancement - how far you will be promoted in the organization, how far you will go up the career ladder;
- Personal growth - how you develop personally in your work and your opportunities to do this.

### C- Empowerment:

On the course, Yolanda also looked at a related but more recent idea.

Empowerment - the idea that decisions, where possible, should be made by employees who are close to the issues or problems to be solved, without having to consult their managers further up in the hierarchy. In other words, managers have to delegate as much as possible.

---

<sup>1</sup> - Work and the Nature of Man (Staples Press 1968)

**3.1. Look at the job advertisement. Match the circled items 1- 6 to the hygiene factors in A opposite.**

<b>Duval and Smith</b>	
<b>Legal Translator English-French, Paris (€50, 000)</b> <span style="font-size: small;">1</span>	
Large Anglo-French law firm seeks legal translator to translate and correct French and English legal documents. Legal qualifications and experience essential.	
Based in the firm's busy translation department, you will work <u>under the head of translation</u> , <sup>2</sup> <u>as part of a team of five translators</u> <sup>3</sup> <u>in line with the overall policies of the firm</u> , <sup>4</sup> <u>you will work a 35-hour week</u> , <sup>5</sup> with a <u>one-year contract in the first instance</u> . <sup>6</sup>	

Email CV to [jmartin@duvalandsmith.fr](mailto:jmartin@duvalandsmith.fr)

1- .....	2- .....	3- .....
4- .....	5- .....	6- .....

**3.2. Vanessa Holt got the job advertised above. Three months later, she writes an email to an employment agency. Complete the email with expressions from B opposite.**

To	<a href="mailto:susan.rivers@comptrans.co.uk">susan.rivers@comptrans.co.uk</a>
From	<a href="mailto:vanessa.holt@duvalandsmlth.fr">vanessa.holt@duvalandsmlth.fr</a>
Subject	Enquiry

Dear Ms. Rivers

As you can see from my CV. I'm a qualified translator, and I've been at Duval and Smith, an Anglo-French law firm in Paris, for three months now I've had experience of translating a lot of different documents, so .....<sup>1</sup> is interesting enough but I do not get any .....<sup>2</sup> for the work I do - my boss never comments at all. He never gives us any .....<sup>3</sup> either, for example by letting us deal with clients directly. I never get a sense of .....<sup>4</sup> because my boss takes all the credit for the work we do. There are quite good opportunities for promotion and .....<sup>5</sup> at Duval and Smith, but I'm not sure I want to stay. I think there must be better opportunities elsewhere for me to develop, and as .....<sup>6</sup> is important to me. I've decided to move back to the UK and look for a job there.

I'd be grateful if you could let me know of any openings you may have with your clients in the area of legal translation, I look forward to hearing from you.

Kind regards  
Vanessa Holt

**3.3. Complete the table with words from C opposite and related forms. (The first one has been done for you.)**

<i>Verb</i>	<i>Noun</i>	<i>Adjective</i>
Consult	Consultation, consultancy, consultant	Consultative, consulting
Delegate	.....	.....
Empower	.....	.....
//	.....	Hierarchal

**3.4. Over to you:**

Talk or write to a new employee about your own organization or one you would like to work for, in relation to Herzberg's motivator factors.

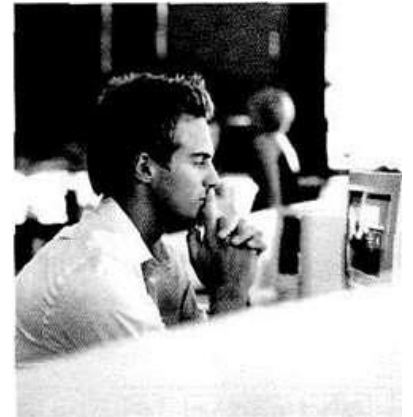
## LECTURE 04: EMPLOYMENT AND EMPLOYABILITY

### A- Outsourcing:

*Nigel: a 30-year-old information technology IT specialist, talks about his career so far:*

'I used to work in the IT department of a bank. All the IT work was done **in-house**. I thought I had a job for life. But then one day the bank decided to cut costs by outsourcing the work to a specialist IT company called IT Services (ITS).

Luckily, the bank didn't make me **redundant**, so I didn't lose my job, and after a while I decided to work for ITS instead. At first, I didn't know what to expect, but now I'm very happy. We work with a lot of different **clients** - I'm a **consultant** and I give them advice.'



### B- Employability:

'ITS put a lot of emphasis on **professional development** and we often go on training courses so we can keep up with current trends in the industry.

ITS tell us that although we may not have a job for life with the company, our up-to-date skills will mean that we will always be **employable**. Companies and governments talk about the importance of **lifelong learning** - continuing to develop our knowledge by going on courses and reading journals, for example.

I really enjoy my work but in the next year or two, I may make a **career move** and join another company.'

### C- Freelancers and portfolio workers:

'When I'm about 40, I want to **set up on my own** as a **freelancer** offering **consultancy services** to different companies. The idea of working freelance on different projects for different clients attracts me.'

The management thinker Charles Handy<sup>1</sup> calls freelancers **portfolio workers** because they have a **portfolio** or range of **different clients**. Some experts say that increasing numbers of people will work this way in the future, as companies outsource more and more of their work because they want to concentrate on their **core functions**.

**Note:** People are called freelancers or freelances. The corresponding adjective is freelance, as in 'freelance work'.

---

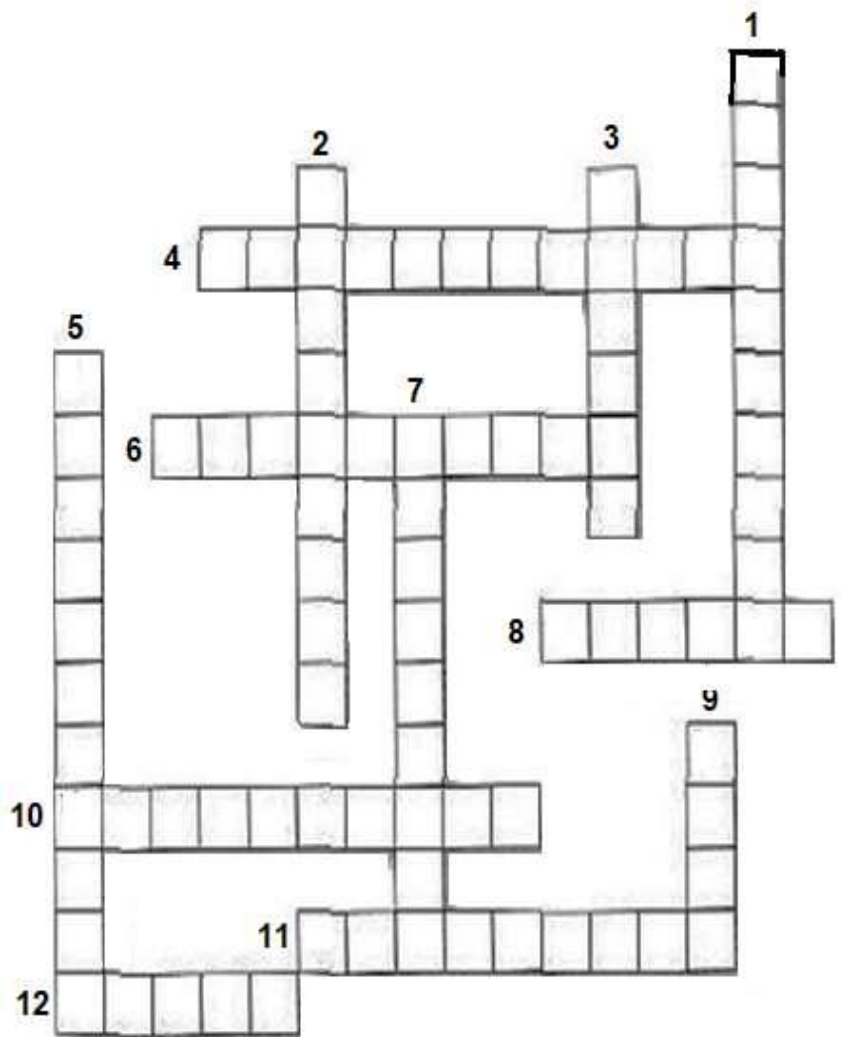
<sup>1</sup> - The Age of Unreason (Random House 2001)



**4.1. Complete the crossword with appropriate forms of expressions from A, B and C opposite.**

**Across:**

- 4- Training courses etc. related to work:  
..... development.
- 6- What many companies no longer offer.
- 8-across and 9-down: When you get a better job, you make a .....
- 10- Someone who offers professional advice etc. to companies.
- 11- Companies that buy in services from outside suppliers ..... these services.
- 12- If you start work as a freelancer, you ..... on your own.



**Down:**

- 2- Having the skills needed to get a job.
- 3- and 3 - Someone who does work for a number of different companies.
- 5- The people in 2 and 3 down are also called .....
- 7- If you lose your job, for example because it has been outsourced, you are made .....
- 9- See 8 across.

**4.2. Complete the sentences with appropriate forms of expressions from A, B and C opposite. (There are two possibilities for one of the gaps.)**

- 1. There's a lot to be said for ..... I would encourage more working men and women to refresh their skills on university short courses tailored to their needs. That way they can keep up with ..... and make sure they are always aware of the latest thinking in their area.
- 2. I love my new job. This is definitely the best ..... I could have made.
- 3. The company fired 11,000 employees and sold several business units. Non-core ..... were outsourced.
- 4. Some former advertising executives offer ..... road agencies, bringing expertise the agencies do not have themselves.
- 5. Some 'creative' businesses, like design services, have hardly any permanent staff and rely on work done by .....
- 6. Of course, there are advantages to doing some things ..... - .....: you don't have to explain to outsiders what you want them to do.

**4.3. Over to you:**

- Would it be possible to do your job or one you would like as a freelancer? Why/Why not?
- What are the advantages and disadvantages of being a freelancer?

## LECTURE 05: FLEXIBILITY AND INFLEXIBILITY

### A- Ways of working:

Nordland is an advanced industrialized country. In addition to outsourcing some functions to freelancers (see lecture 4), many organizations there are looking for ways of having more flexible working, for example:

- temporary workers who only work for short periods when they are needed, either on a temporary contract with a company, or through a temp agency
- part-time workers who work less than a full working week
- job sharing, where two people share a particular job, each of them working part-time.



### B- Job flexibility:

The government of Nordland is trying to encourage this kind of job flexibility, and it has passed laws that allow companies to hire and fire employees easily. When letting people go, companies only have to give them two weeks' notice and relatively small redundancy- payments; one week's salary for every year worked is the norm.

The government has also reduced unemployment benefits, the money paid to people without jobs. They say that all these measures make for a flexible job market and encourage job creation. Critics say that this approach leads to job insecurity, with employers able to get rid of employees too easily.

### C- Job protection:

Sudonia is an advanced industrialized country with a very different approach. Companies in trouble are only allowed to **make employees redundant** after a long period of **consultation**. If employees are made redundant, they receive generous redundancy payments and then unemployment benefits. The government says people need this sort of **job protection**, and **trade unions** are fighting hard to keep it.

Payments to employees such as **sick pay**, and **parental leave** when they have time off following the birth of children, are also very generous. Mothers get 18 months' paid **maternity leave** and fathers get six months' paternity leave. But the **social charges** which employers and employees have to pay the government are very high.

Critics say that this contributes to a **rigid labour market**, one with too much job protection. They say that this sort of **inflexibility** discourages job creation and leads in the long run to higher **unemployment** and slower **economic growth**. As a consequence, companies may look abroad for cheaper bases and workforces.

Note: BrE: trade unions; AmE: labor unions

**5.1. Look at A opposite. Which type of work is each of these people referring to?**

- 1- I work at the local council for two days a week, and my friend works in the same job on the other three days.  
= .....
- 2- I work in a petrol station 20 hours a week. = .....
- 3- I'm on a job at Clarkson's until the end of next week. Then I'll try and find something else. = .....

**5.2. Melinda and Nigel, two managers from Sudonia, are talking about the issues in B and C opposite. Replace the underlined phrases with expressions with items from those sections, pay attention to the grammatical context. (The first one has been done for you.)**

- Melinda: It's ridiculous! We can't get rid of employees without a lot of meetings and discussion with employee organizations, government officials and so on. We have to keep even the laziest, most incompetent people.  
*we can't make employees redundant without a lot of consultation with trade unions, government officials and so on.*  
*We have to keep even the laziest, most incompetent people.*
- Nigel: I know what you mean. I don't have the opportunity to recruit and get rid of people as I want! This sort of rigidity must be bad for the job market. The number of people without jobs in this country is very high.  
.....
- Melinda: It's a nightmare! If you do want to get rid of people, you have to tell them three months in advance.  
.....
- Nigel: Yes, and you should see the amount of tax I have to pay for each of my employees just so they can get money when they fall ill, and so on.  
.....
- Melinda: We should move to Nordland, where they have a job market that gives employers a lot of freedom. The level of new jobs being created there is incredible. Sudonia should copy Nordland.  
.....
- Nigel: I agree, but it never will, until it's too late!

**5.3. Look at the expressions in B and C opposite and say if these statements are true or false.**

- 1. When companies let employees go, they make them redundant. ....
- 2. One person's job flexibility might be another's job insecurity. ....
- 3. In flexible job markets, hiring and firing is complex. ....
- 4. Employee benefits are paid for through social charges. ....
- 5. 'Rigidity' is another word for 'inflexibility'. ....
- 6. When fathers take parental leave, this is called 'fatherly leave'. ....
- 7. The cost of job protection might be higher unemployment. ....

**5.4. Over to you:**

- Is your country more like Nordland? What are the advantages and disadvantages of flexible working?