

# Management

## Present simple

**Form** The present simple has the following forms.

We **use** consultants.

She **doesn't authorise** payments.

Who **do** you **report** to?

Who **reports** to you? (no auxiliary in questions asking for the subject)

**Use** The present simple is used in the following ways.

- to describe facts and permanent situations  
*All our contracts **comply** with EU law.*
- to describe routines  
*We **negotiate** salaries every autumn.*

## Present continuous

**Form** The present continuous has the following forms.

*They're **cutting** jobs in middle management.*

*I'm **not attending** the conference.*

*What **are** you **planning** to do about it?*

**Use** The present continuous is used in the following ways.

- to describe actions happening at the time of speaking  
*We're **restructuring** our sales operation at the moment.*
- to describe temporary situations  
*A consultant **is working** with us for a few weeks.*
- to refer to future arrangements  
*We're **relocating** to offices in Helsinki next year.*

**Note!** We do not use the present continuous to express the following.

routines (*usually, normally* etc.)

emotions (*like, love, hate*)

ownership (*own, have, need*)

opinions (*think, believe*)

senses (*see, hear, feel*)

## Auxiliary verbs

**Use** Auxiliary verbs (*do, have, be* and modals) are used in the following ways.

- to form questions and negatives  
*We **don't** have any subsidiaries.*
- to show surprise or ask follow-up questions  
*He **doesn't have** any formal qualifications.*  
***Doesn't** he?*
- to form question tags  
*He **doesn't speak** French, **does** he?* (negative sentence + positive tag)  
*They're **working** today, **aren't** they?* (positive sentence + negative tag)  
*We **can't** attend the meeting tomorrow, **can** we?*

## Grammar practice

### Present simple 1 Complete the sentences with the correct present simple forms.

- 1 Our manager (*like*) likes good team players.
- 2 We always (*do*) \_\_\_\_\_ a lot of on-the-job training.
- 3 Who (*you / report*) \_\_\_\_\_ to?
- 4 Why (*she / not / like*) \_\_\_\_\_ the new manager?
- 5 Who (*authorise*) \_\_\_\_\_ pay rises?
- 6 The assistant (*not / have*) \_\_\_\_\_ much responsibility.
- 7 They (*not / have*) \_\_\_\_\_ production meetings every week.
- 8 Who (*supervise*) \_\_\_\_\_ all the assistants and secretaries?

### Present continuous 2 Complete the sentences with the correct present continuous forms.

- 1 We (*recruit*) 're recruiting some extra people for this project.
- 2 I (*try*) \_\_\_\_\_ to reduce our costs at the moment.
- 3 The company (*restructure*) \_\_\_\_\_ its management right now.
- 4 The team (*not / perform*) \_\_\_\_\_ very well this year.
- 5 Why (*you / schedule*) \_\_\_\_\_ a meeting for Monday?
- 6 Who (*take*) \_\_\_\_\_ care of the administration work while Sue's away?
- 7 We (*not / go*) \_\_\_\_\_ on the teamwork seminar next month.
- 8 They (*find*) \_\_\_\_\_ it hard to overcome the language problems in the team.

### Present simple and continuous 3 Complete the email with correct present simple or present continuous forms.

email RE: Team-building

From : Jason O'Connell [joconnell@eurobrands.com]  
 Sent: Tuesday, September 10, 1.43 pm  
 To: Karen Majors  
 Subject: RE: Team-building

Thanks for your email, Karen. We (<sup>1</sup>go) 're going ahead with the team-building weekend next month so you (<sup>2</sup>need) \_\_\_\_\_ to think about who you (<sup>3</sup>want) \_\_\_\_\_ to send on it from your team. Claudia (<sup>4</sup>organise) \_\_\_\_\_ the weekend. I (<sup>5</sup>believe) \_\_\_\_\_ she (<sup>6</sup>negotiate) \_\_\_\_\_ with a company in Scotland – one of those outdoor survival weekend-type things. It (<sup>7</sup>not / sound) \_\_\_\_\_ very cheap but I'm sure it'll be well worth the money – these things always (<sup>8</sup>make) \_\_\_\_\_ a huge difference to team spirit. Who usually (<sup>9</sup>authorise) \_\_\_\_\_ budgets for this kind of thing at your end? I (<sup>10</sup>think) \_\_\_\_\_ we should send as many people as possible this year. Let me know your numbers as soon as possible.

### Question tags 4 Complete the sentences with the correct question tags.

- 1 You are going to the meeting on 25 May, aren't you?
- 2 He doesn't like working in large teams, \_\_\_\_\_
- 3 We won't meet the target, \_\_\_\_\_
- 4 They need to recruit more people, \_\_\_\_\_
- 5 Janice is organising the training, \_\_\_\_\_
- 6 We're not having a seminar this year, \_\_\_\_\_

## Vocabulary practice

**Meetings 1** Use the following words to complete the extract from an email below.

chief executive (CEO)   points of view   minutes   unanimous   casting vote  
counter-productive   summary   brainstorming   decision-making   objective

< > email
RE: How's it going?

From : Suzanna Gudinski [sgudinski@archetype.com]

Sent: Tuesday 3 April 11.36am

To: Alex Drummond

Subject: **RE: How's it going?**

Alex

Thanks for your email yesterday – great to hear from you. My first month with the new sales team has been good and I'm slowly getting used to how they work. You asked what's different here – well meetings for a start! They seem to have no definite <sup>1</sup> objective or agenda to begin with and Michael Freed, the <sup>2</sup> \_\_\_\_\_, calls meetings without any notice at all. He suddenly decides to have a <sup>3</sup> \_\_\_\_\_ session to come up with new ideas and calls an instant meeting. No-one is prepared or anything so we sit around, drink coffee and can't think of anything, which seems a bit <sup>4</sup> \_\_\_\_\_ to me. And the <sup>5</sup> \_\_\_\_\_ process is a bit strange too. Everyone puts forward their <sup>6</sup> \_\_\_\_\_ and then if there isn't <sup>7</sup> \_\_\_\_\_ agreement, it gets put to a vote. Michael has the <sup>8</sup> \_\_\_\_\_, of course, so he usually gets what he wants at the end of the day and you wonder what the point of voting on it was. And there's no <sup>9</sup> \_\_\_\_\_ at the end of the meeting of what was agreed and I've never seen any formal written <sup>10</sup> \_\_\_\_\_ distributed to anyone after the meeting either. It's certainly all very different to how we used to do things but the department is very profitable so I guess Michael must know what he's doing. It's going to take a while for me to get ...

**Management 2** Match the verbs with the nouns then use them to complete the sentences below.

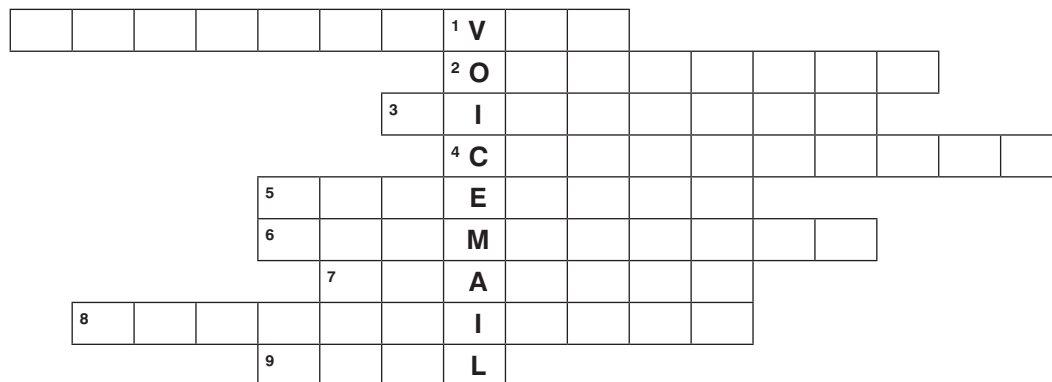
allocate	the company structure
authorise	resources
delegate	a vote
negotiate	a report
reorganise	a payment
submit	a task
cast	costs
control	a deal

- We're reviewing how we allocate resources in order to maximise productivity.
- Every year she meets with the suppliers to \_\_\_\_\_ to save us a lot of money.
- I'm afraid only the Head of Department is able to \_\_\_\_\_ over \$500.
- We're hoping to \_\_\_\_\_ in time for people to read it before the meeting.
- They're trying to \_\_\_\_\_, which will probably mean no pay rise this year.
- Any directors not attending the board meeting can \_\_\_\_\_ by email.
- They've hired a consultant to \_\_\_\_\_ and improve our processes.
- He's a very 'hands-on' manager – he doesn't know how to \_\_\_\_\_.

**Abbreviations 3 Match the abbreviations with the definitions.**

- |        |   |
|--------|---|
| 1 asap | a) enclosed documents                   |
| 2 AOB  | b) very quickly                         |
| 3 enc. | c) with reference to                    |
| 4 etc. | d) copy sent to                         |
| 5 SAE  | e) miscellaneous items on an agenda     |
| 6 c/o  | f) sent care of someone else            |
| 7 cc   | g) and so on                            |
| 8 re.  | h) enclosed pre-paid addressed envelope |

**Teamwork 4 Use the clues below to complete the puzzle.**



- 1 something you are trying to achieve
- 2 training carried out while the employee works
- 3 diagram of a circle divided into segments
- 4 someone who is paid to advise management
- 5 programme of events / actions and times when they happen
- 6 person who is part of a team
- 7 person being taught how to do a job
- 8 someone who takes part in something
- 9 something you hope to achieve in the future

**Word formation 5 Complete the table then use the words to complete the sentences below.**

verb	noun	person	adjective
manage	<u>management</u>	manager	<u>managerial</u>
_____	administration	_____	_____
_____	_____	assistant	assistant
organise	_____	organiser	_____
_____	_____	partner	partner
represent	_____	representative	representative
_____	analysis	_____	_____
_____	_____	supervisor	_____

- 1 She's got great managerial skills. She always gets the best out of her staff.
- 2 The figures aren't very \_\_\_\_\_ of our performance last year.
- 3 He's retired but keeps a \_\_\_\_\_ role as a non-executive director.
- 4 She's really good at understanding figures – she's got a very \_\_\_\_\_ mind.
- 5 All the \_\_\_\_\_ in the department is done by our support staff.
- 6 We formed a \_\_\_\_\_ with one of our overseas agents.
- 7 I'd like you to \_\_\_\_\_ Ingrid with getting the project off the ground.
- 8 Peter can arrange the conference – he's got excellent \_\_\_\_\_ skills.