

Diagnosis Test



On this page students diagnose their initial knowledge:

S Before we start the unit, evaluate how much you know about the contents of Unit 1:

⬆ means "I know how to do this."

⬇ means "I don't know."

⊖ means "I am not certain or sure."



You can print the unit with the answer keys.

Getting ready to start?



We provide you with a short guide to help you to avoid some typical mistakes students make.

u n i t **1**

Types of Companies

UNIT CONTENT

- Organizational Models
- Departments and Functions
- Organization Charts

My initial diagnosis

Do you know how to...

1. Recognise organisational models?	⬆	⬇	⊖
2. Distinguish the different functions of personnel and departments?			
3. Identify different organisational charts?			

Resource Pack



In the Resource Pack you will find vocabulary tips for this unit, as well as other materials that will help you enhance your lessons.

Throughout the unit you will find links to access the materials.

VOCABULARY

Goods = bienes
 Cross-functional work teams
 = equipos transversales

1. Organisational Models

Organisational models provide an answer to questions such as these:

- Who reports to whom?
- What is the relationship between the managing director and the CEO (Chief Executive Officer)?
- What is the relationship between departments?

The choice of organisational model is dependent on many factors such as the size of the company, the complexity of the products or the services the company provides, the prevailing culture, how quickly a decision must be made, previous experiences...

 **Outcome = result**
To allot (reg.) =
 to assign
To give rise to =
 to cause
Goods = products,
 articles, items

1.. Read the following chart, showing different organisational models. Then read exercise 2 and fill in the name of the model next to the example.

Model	Characteristics	Advantages	Drawbacks
Linear Management	The manager of the organisation is in charge of distributing the work among the employees. This manager holds sole authority and he/she is ultimately responsible for the outcome of all operations.	Decisions are taken fast and objectives carried out without the need for concessions to be made.	Lack of autonomy for the worker. LM does not incentivate the employee's self-responsibility.
Taylorism	A task is divided into small segments. Each worker specialises in one of the sections of the task.	Employees need less time to become efficient at what they do.	Monotonous tasks become repetitive, which can lead to apathy. The worker does not see the complete result of his/her work.
Committee Structure	A specific temporary project is allotted to a group of employees. The group is provided with the necessary material resources to accomplish the task.	Solutions are objective and well planned.	It is sometimes difficult to reach an agreement.
Matrix	People with similar skills that are grouped together under a manager are given specific temporary assignments in other departments. Employees are part of cross-functional work teams.	Less pressure to conform to directives from one person. The need for consensus among the parts increases motivation.	The coexistence of two supervisors can give rise to conflict.
Toyota Production System	Employees are versatile and work in teams. Toyota perfected the Just-in-Time inventory system: Supplies are replaced exactly when they are needed, neither sooner nor later.	Resources are optimised and workers are more motivated.	As employees often change tasks, this may lead to lack of specialisation. Workers may compete with other workers and be unwilling to help each other.

TN1 See Resource Pack for a Hands-on Practice task: Departments and Functional Areas.

TN2 This text contains some difficult vocabulary.

1 Before students read the text, write these words on the board and ask your students to define these words:

1 Raw material = materia prima.  Note the pronunciation of raw /rɔ:/

2 Assembly of a product = montaje, ensamblaje

3 Primary sector of the economy = agricultura y pesca

4 Secondary sector of the economy = producción, fabricación

5 Tertiary sector of the economy = sector de servicios

 The answer is in the text and in the boxes around the text. In pairs, look for the answers.

2 Now write these words on the board and ask your students to define these words:

6 A "quotation" is the cost of a service. You ask for a quotation to know how much money you will pay for a service = presupuesto.

7 A "supplier" is a person or a company that sells products to our company. For example, a company that makes T-shirts needs a supplier of cotton = proveedor de productos. "Proveedor de servicios" is "service provider".

8 A "warehouse" is where goods or raw materials are kept while they are not sold or used = almacén.

9 "To chase up" a late payment is to find out what has happened with the person or the thing = hacer seguimiento, localizar.

10 "To recruit" /rɪ'kru:t/ a person for an organization is to give him/her a job in that organization = emplear, contratar.

 Now you are ready to read the text. Make sure you understand it. You will have to answer some questions in the next section of the unit. Try to remember as much information as you can. (Allow time and proceed to exercise 4.)

8



Raw materials are substances used to create manufactured goods (wood, cotton, steel,...).



2.0  Examples of organisational models. Use the information you have read about in exercise 1 to decide which model 1-5 refer to.

- 1 A group of engineers report to the senior Engineering Manager, who is the head of the Engineering Department. Each engineer is then assigned to a different project. Each project has its own Project Manager, which means an engineer may have to report to two managers. Matrix.
- 2 The owner of an important hardware store has 7 employees. He/she decides who performs the different tasks and the best strategies to carry out the task. Linear Management.
- 3 Henry Ford applied this model in his car factory. Each employee was given a specific task. The task was part of a bigger commission. The level of performance of the task was observed in order to increase efficiency. An example of this was the adaptation of tools to the task: screwdrivers and shovels were designed so that the worker could complete the task more quickly and efficiently. Taylorism.
- 4 A company has created different independent groups to manage different sections of the company. These groups are: Audit and Finance, Human Development, Governance. Each group has a leader who is called the Chair Committee Structure.
- 5 A corporation that specialises in renovating and designing big buildings and has trained workers to specialise in various construction disciplines. This way there is less need for supervision and problems are solved more quickly and efficiently. Toyota Production System (applied to real case: Hon Industries).

2. Departments and Functional Areas 

Traditionally the four main functions of a company have been production, purchase & sales, finances and human resources. There might be a difference between the departments a company needs and the departments a company can afford. Multinationals and bigger businesses have very complex structures but regardless of the size of a company, all companies need to cover the four areas mentioned below.

3.0  Read the information in the table carefully. 

Functional Area	Department	Responsibilities and Duties
Production	Production	Processing raw materials to create products that are ready for consumption. Production also includes the assembly of goods. This department exists in companies in the secondary sector. In general the primary sector (agricultural and fishing) and the tertiary sector (services) do not have this functional area.
Purchase & Sales	Purchasing	Obtaining and analysing quotes from suppliers, buying at the right time by coordinating with the warehouse supervisors.
	Sales	Organising sales promotions, looking for new customers, preparing quotes. Some companies have a combined sales and marketing department; others have a separate marketing department.
Financial	Finances	Obtaining money for specific aims such as updating machinery or expanding the business.
	Accounting	Keeping records of financial transactions, chasing up late payments of purchased items...
Human Resources	Human Resources	Recruiting new employees, ensuring they are properly trained.

Audio



Listening Script



4.0 Ms. Clark is the CEO of GiftStar, a company that specialises in on-line sales. Although GiftStar offers a wide range of products, it is best known for its cosmetics and corporate gifts, which are globally famous.

Charles Johnson, a journalist for the magazine *Current Business*, has interviewed Ms. Clark. Listen to the interview and answer the questions.

- 1 What two reasons best explain the success of GiftStar?
They produce their products in the UK, although many times the raw materials come from abroad.
They provide jobs to European citizens, mainly in the UK.
- 2 What sort of organisational model does the production department use?
Committee structure.
- 3 For their sale of beauty treatments, GiftStar applies a sales model that differs from the method used for corporate gifts. What are the characteristics of this model?
Sales representatives are women (housewives) who promote and sell the beauty treatments in their communities. They do not have an office as they work from home. This means that GiftStar saves a lot of money because they do not have to buy or rent office space. Their representatives for cosmetic products are mainly married women who don't have a fixed salary, they make money according to their sales.
- 4 What is the sales model that GiftStar has applied to their line of corporate gifts?
They have a call centre in Leeds where the representatives help customers make their decisions. They also send samples and establish marketing campaigns from Leeds. They also take part in important trade fairs.
- 5 Regarding corporate gifts, what countries represent the biggest share?
China, India and South Africa, in that order, but South Africa may become second if the sales continue growing.

VOCABULARY

Share = cuota de mercado

VOCABULARY

Organisational charts = organigramas

3. Organisational Charts

Organisational charts are a graphic representation of the structure of a company and of the relationships between the different departments within that company. There are different ways of illustrating the relationships within an organisation. Choosing one type of organisational chart or another will depend on the company model and the relationships that need to be illustrated.

5.00 Read the text about organisational charts. Write the sentences below in the correct space.

- 1 There might be several levels of authority on the same horizontal line.
- 2 This model is used by the Catholic Church.
- 3 The focus is on the task and how it gets done.

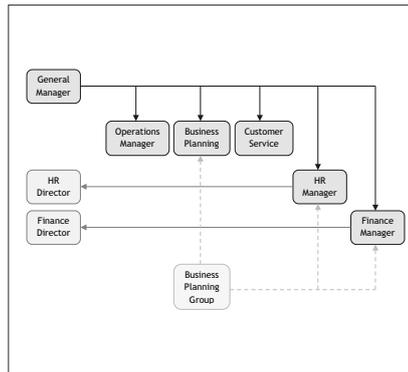
The most common types of chart are:

Hierarchical charts, also called vertical charts. The visible head of the organisation appears at the top and the line of command follows downwards from top to bottom. The select group of power at the top dominates the rest. There are very few lines of communication between the different bubbles in the chart. 2. This is the model used by the Catholic Church.

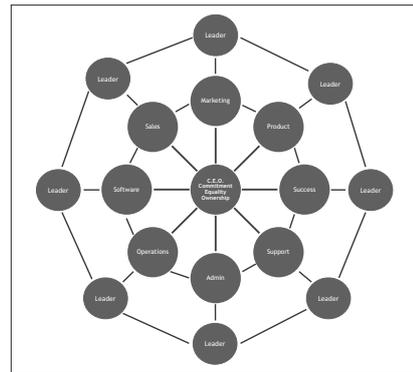
Matrix charts are used in organisations where workers with related skills are grouped together. 1. There might be several levels of authority on the same horizontal line. This kind of chart illustrates lines of communication rather than authority.

Flat charts or horizontal charts are used for companies in which hierarchy is not important. 3. The focus is on the task and how it gets done. With this type of chart it might not be clear who reports to whom.

6.00 What type of chart are these?



Matrix



Flat

TN3 See Resource Pack for a Hands-on Practice task: Organisational Charts.



verbs vocabulary

Unit revision

REGULAR VERBS

Past Tenses of Regular Verbs

- Remember that regular verbs add -ed for both the "past tense" and the "past participle".
 - The last consonant is only doubled if these three conditions meet:
 - The verb ends in consonant + vowel + consonant. Compare: Connect - connected, Download - downloaded, Log - logged.
 - The last syllable is stressed. Compare: Enter - entered, Visit - visited, Spot - spotted.
 - The last consonant is NOT: w, y, x. These three never double. Display - displayed, Allow - allowed, Fix - fixed.
- Remember that the letter (y) becomes (i) only if the word ends in consonant + y.
Compare: Study - studied, Carry - carried, Display - displayed.

These are the verbs that you have used throughout the unit. Can you remember what they mean?

Verbs Accomplish / Allot / Compete / Conform to / Cover / Depend on / Mention / Provide / Reach an agreement / Recruit / Replace / Report to / Solve / Specialise in Lograr, llevar a cabo / Asignar / Competir / Ajustarse a, cumplir con / Cubrir / Dependier de / Mencionar / Suministrar / Llegar o alcanzar un acuerdo / Contratar trabajadores / Sustituir / Dar parte, informar / Solucionar / Especializarse en

IRREGULAR VERBS

Complete the table with the past tense and past participle of these verbs, as well as their meaning.

Infinitive	Past Tense	Past Participle	Meaning
Give rise to	gave rise to	given rise to	dar lugar a
Hold authority	held authority	held authority	estar en posesión de
Keep	kept	kept	mantener / guardar
Lead to	led to	led to	llevar a
Take decisions	took decision	taken decisions	tomar decisiones

VOCABULARY >> Can you remember what these are?

- Work individually. Your teacher will tell you how many minutes you have to write down as many answers as you can.
 - Taylorism is an organisational model in which a task is divided into smaller assignments so that workers can specialize in a segment of the total task.
 - In order to reduce costs, companies need to keep their inventory levels low by ordering products only when strictly necessary. This is called a just-in-time inventory system.
 - Can you name 3 out of the 4 functional areas that are common to most corporations? Human Resources, Production, Financial Services, Purchase & Sales.
 - What does CEO stand for? Chief Executive Officer.
 - What department is in charge of asking for, accepting or rejecting quotes from suppliers? Purchase and Sales.
- Hand your book to your partner. He/she will correct your exercise.
- Write your score at the end of the exercise.



TN4 Allow two to four minutes, depending on the level of your students. Give students the answers to all the questions after they have compared their answers.

Depending on the level of your students, say this:

S You can (cannot) look at the unit.

Also say:

S Each answer is worth 1 point. Question 3 is worth 3 points.

(At the end of the exercise)

S Count your points. How many points did you get?

TEST To finish, there is a test to see if your students have learnt the material. Click on Test to print the test for this unit.

End of Unit Diagnosis Test

When the students have finished the contents of the unit, you can refer them to the initial diagnosis test.

S Now that you have finished the unit, go back to the first page of the unit and see what you have learnt.