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FOREIGN LANGUAGE

Management

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FOREWORD

Dear students,

You are entering a world where borders are becoming increasingly transparent, ideas travel faster than ever, and leadership is inseparable from the ability to communicate clearly, confidently, and responsibly. In this dynamic global environment, English is no longer just a foreign language — it is a working tool, a bridge between cultures, and a key to professional growth in management.

This textbook, *Foreign Language (Management)*, was created with you in mind — future managers who will lead teams, make decisions, negotiate, innovate, and shape the business realities of tomorrow. Its purpose is not only to help you master professional English, but also to support the development of managerial thinking, strategic vision, and communicative confidence.

As you move through the units, you will encounter real-world topics, authentic business situations, and practical tasks that invite you to think, discuss, analyze, and act in English. Each unit is designed to gradually build your professional language competence while encouraging you to approach management challenges thoughtfully and creatively. Projects and presentations will help you learn to work independently and collaboratively, while expressing your ideas clearly and persuasively.

This course places special value on the human side of management — the ability to listen, negotiate, solve problems, and communicate across cultures. These skills are just as important as terminology or theory, and they will support you far beyond the classroom, in your future careers and professional relationships.

We hope this textbook becomes more than a study guide for you. Let it be a space where language and leadership grow together, where confidence replaces hesitation, and where learning prepares you for real professional life. May it inspire you to use English not only correctly, but meaningfully — as a tool for connection, responsibility, and positive change.

We wish you curiosity, determination, and success on this learning journey.

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UNIT 1. LEADERSHIP STYLES

💡 Presentation: Lead Like a Leader When You Present

When you present about *leadership*, your **own delivery** should reflect good leadership qualities — confidence, clarity, and respect for your audience.
A strong presenter doesn't just *inform* — they *inspire*, the same way an effective leader motivates a team.

Remember:

- *Maintain eye contact — it shows authority and trust.*
- *Use clear structure — beginning, main points, conclusion.*
- *Speak with varied tone and pace — avoid monotone delivery.*
- *Support your ideas with data, examples, and visuals.*
- *End with a call to action or reflective question:*
  "What kind of leader would you like to become?"

Follow-up Task
Prepare **presentation** titled
"The Leadership Style I Admire Most — and Why It Works."
Include:

1. Short definition of the chosen leadership style.
2. Example of a real leader who uses it.
3. Explanation of how their communication reflects their leadership.
4. One lesson you personally learned from that example.

1. Lead-in: Defining Leadership

Discussion (10–15 min)

1. What distinguishes a *leader* from a *manager*?
2. Can leadership exist without authority? Give real examples.
3. Think of a time when leadership failed in an organization — what were the causes?
4. Do you believe gender influences leadership style? Why or why not?
5. "Leadership is situational, not personal." Discuss.

Group Challenge:
In groups of three, create your own definition of *effective leadership* in no more than **25 words**. Write it on the board and compare with others. Then vote for the most balanced one.

2. Key Vocabulary: The Language of Leadership

A. Conceptual Vocabulary

Term	Definition	Example
leadership style	a consistent behavioral pattern guiding how a leader motivates and directs people	Transformational leadership inspires followers to exceed expectations.
authoritarian (autocratic)	centralized control, one-person decision-making	Autocratic leadership is often seen in the military or emergency response.
democratic (participative)	shared responsibility and decision-making	A democratic manager encourages open dialogue before reaching conclusions.
laissez-faire	minimal interference, maximum freedom	Start-ups often adopt laissez-faire leadership to boost creativity.
transformational	inspiring and visionary leadership that motivates change	Elon Musk is often described as a transformational leader.
transactional	leadership focused on performance, rewards, and penalties	Sales teams often operate under transactional leadership.
situational	adjusting style according to context and followers' maturity	A situational leader can be directive or supportive as needed.
emotional intelligence	ability to recognize and manage one's own and others' emotions	Leaders with high EQ resolve conflicts faster.

B. Practice

1. Match each quote to the correct leadership style:
   a) "Do exactly as I say."
   b) "Let's discuss our options together."
   c) "You know what to do — I trust your judgment."
   d) "Meet your targets, and you'll earn a bonus."

2. Replace the underlined words with vocabulary from the table:
    - The manager **controls everything alone** → _____ style.
    - He always **motivates employees through vision** → _____ style.
    - The director **adapts his behavior depending on context** → _____ style.
3. Write three sentences describing your personal leadership style using at least **three of the new terms**.

3. Academic Reading: The Psychology of Leadership

Text

Leadership is not simply about giving orders; it is about creating meaning, direction, and a sense of purpose. Research in organizational psychology identifies three dominant leadership styles — autocratic, democratic, and laissez-faire — each with distinctive strengths and limitations.

Autocratic leadership functions well in time-critical environments such as aviation, emergency medicine, or military operations. Decisions are centralized, and subordinates are expected to comply quickly. The advantage lies in clarity and control, but the drawback is the suppression of creativity and low morale in the long term.

Democratic leadership builds trust through participation. Team members are encouraged to express opinions, contribute ideas, and influence decisions. It enhances motivation and ownership but may slow down decision-making processes and create conflicts when consensus is hard to achieve.

Laissez-faire leadership allows maximum independence. This style thrives in highly skilled, creative teams where self-direction is possible. However, in less mature or inexperienced teams, it often leads to disorganization, confusion, and reduced accountability.

Contemporary studies emphasize **situational leadership** — the ability to adjust style depending on followers' competence, motivation, and context. A flexible leader blends elements of all styles to achieve optimal performance.

Comprehension Tasks

1. *Explain the term situational leadership in your own words.*
2. *Identify three contexts where autocratic leadership can be effective.*
3. *Why might laissez-faire leadership fail in a hospital setting?*
4. *Compare the motivational mechanisms of autocratic and democratic styles.*
5. *Which style do you believe encourages long-term loyalty? Support your view with reasoning.*

Critical Thinking Extension

Task: In 150–200 words, evaluate the statement:

"The best leaders are neither autocratic nor democratic but adaptive."

Include at least three connectors (e.g., *whereas, moreover, consequently, nevertheless*).

---

4. Language Focus: Analytical Comparisons and Hedging

A. Academic Comparison Structures

Use these structures to compare leadership styles:

- *X is more suitable for … than Y.*
- *While X emphasizes …, Y focuses on …*
- *In contrast to X, Y tends to …*
- *Both X and Y share the goal of … but differ in …*

B. Hedging Language

Hedging helps express academic caution:

- *It seems that…*
- *Research suggests…*
- *This may indicate that…*
- *To some extent…*

C. Practice

Transform these direct statements into hedged, academic ones:

1. Democratic leadership always produces better results.
2. Autocratic leaders destroy motivation.
3. Laissez-faire leadership is the best for innovation.

(*Model answer: "It may be argued that democratic leadership generally leads to improved outcomes in collaborative environments."*)

---

5. Case Study: Leadership in Real Organizations

Case 1: Tesla under Elon Musk
Musk's leadership is visionary but autocratic. His direct control and high expectations drive innovation yet cause employee burnout.

Case 2: Google's Management Philosophy
Google practices participative and creative leadership, promoting idea-sharing and autonomy through its "20% time" policy.

Case 3: Toyota's Kaizen Culture
Toyota combines structured decision-making with employee input — a blend of democratic and situational leadership.

Task:

1. Identify the dominant leadership style in each case.
2. Discuss the impact of this style on innovation, employee morale, and productivity.
3. Prepare a comparative table summarizing your analysis.
4. Present your findings orally to the class (5 minutes per group).

---

6. Listening & Analysis (Suggested Audio/Video Task)

Watch: **Simon Sinek's TED Talk "Why Good Leaders Make You Feel Safe"**

While Listening:

1. What does the speaker mean by "circle of safety"?
2. How does trust relate to leadership?
3. Give two examples of organizations where leadership created loyalty.

After Listening:
In groups, discuss how emotional intelligence differentiates a *leader* from a *boss*.

---

7. Speaking Simulation: Leadership in Crisis

Scenario:

You are senior managers in a company facing a sudden crisis — a data leak, a product failure, or a public relations scandal.

Task:

- Decide which leadership style to adopt for immediate response.
- Assign roles (CEO, PR Head, HR Director, Team Leader).
- Conduct a mock emergency meeting (10–15 minutes).
- Record and transcribe key decisions.

Follow-up:
Write a short *crisis management report* summarizing the leadership strategies used and evaluating their effectiveness. (180–200 words)

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8. Writing Task: Analytical Essay

Topic:

"Leadership effectiveness depends more on emotional intelligence than on authority."

Requirements:

- Length: 200–250 words
- Structure: Introduction – 2 Body Paragraphs – Conclusion
- Include at least 5 topic-related terms (leadership, authority, motivation, delegation, participation).
- Use linking devices: *however, whereas, consequently, moreover, in contrast.*

Checklist Before Submission:

- ☐ Clear thesis statement

- ☐ Academic tone (no personal pronouns)
- ☐ Proper paragraphing
- ☐ Accurate terminology

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9. Final Project: Comparative Research Presentation

Project Title: ***Leadership Styles in Different Organizational Contexts***

Objective:
Compare autocratic, democratic, and laissez-faire leadership styles. Analyze which works best in start-ups vs. large corporations.

Steps:

1. Select two real organizations (e.g., Tesla vs. Unilever).
2. Research leadership approaches using reliable sources (annual reports, interviews, articles).
3. Identify how leadership affects innovation, communication, and productivity.
4. Prepare a **10-slide PowerPoint** with visuals, charts, and examples.
5. Present your findings in class (8–10 minutes).

Evaluation Criteria (Total 100 points):

- *Content accuracy and depth – 30*
- *Use of professional vocabulary – 20*
- *Critical analysis and comparison – 25*
- *Presentation skills and visuals – 15*
- *Team cooperation and timing – 10*

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10. Reflection & Self-Assessment

Answer in writing (approx. 100 words each):

1. Which leadership style best fits your personality?
2. How would your style change in a crisis?
3. What new insights about leadership did you gain from this unit?

UNIT 2. CONFLICT MANAGEMENT

Presentation: The Art of Negotiation Language

Remember:
When presenting conflict-related topics, your *tone and phrasing* reflect your professionalism. Avoid emotional or judgmental language — use neutral, diplomatic expressions.

Useful Academic Phrases:

- *It appears that both sides had valid concerns.*
- *A more balanced approach might have prevented escalation.*
- *From a managerial perspective, mediation seems appropriate.*
- *This issue could have been avoided through clearer communication.*

Follow-up Task:
Prepare a **2–3 minute mini-presentation** on:

"How a great leader prevents small conflicts from becoming crises."

Include:

- One real example (from business, politics, or education);
- Explanation of what strategy was used;
- Your evaluation of its effectiveness.

1. Warm-up: Understanding Conflict

Discussion:

1. *Is conflict always negative? When can it be useful?*
2. *What types of conflicts can appear in organizations?*
3. *Who should take responsibility for resolving a conflict — a manager or the team?*
4. *Think of a real-life workplace conflict you've heard about. How was it handled?*

Brainstorm:

Write five words that you associate with *conflict*. Then, in pairs, explain whether each word has a *positive*, *negative*, or *neutral* meaning (e.g., challenge — neutral/positive).

2. Key Vocabulary: The Language of Conflict

Term	Definition	Example in Context
conflict resolution	process of solving disagreement between parties	The HR manager mediated the conflict resolution process.
escalation	increase in intensity or seriousness of a conflict	The conflict escalated when communication broke down.
mediation	involvement of a neutral person to help resolve a dispute	Mediation helped both teams reach an agreement.
compromise	solution where both sides give up something	A successful compromise saved the project.
assertive communication	expressing opinions confidently and respectfully	Assertive communication prevents many misunderstandings.
negotiation	discussion aimed at reaching agreement	Skilled negotiation requires empathy and logic.
grievance	official complaint about unfair treatment	Employees filed a grievance regarding overtime policy.
empathy	understanding another's feelings	Leaders use empathy to de-escalate tension.

Practice:

1. Fill in the blanks:
   a) When a disagreement grows worse, it is called _____.
   b) The HR department often uses _____ to settle disputes.
   c) Finding a _____ requires both sides to cooperate.
2. Work in pairs: use at least three new words in a short dialogue about a workplace disagreement.

---

3. Reading: The Dynamics of Conflict in Organizations

Text:
Conflict is an inevitable part of organizational life. Whenever people work together, differences in goals, opinions, and communication styles emerge. Yet,

conflict is not always destructive. When managed properly, it can lead to innovation, improved understanding, and stronger relationships.

There are several common types of workplace conflict:

- **Task conflict**, which focuses on ideas, strategies, and processes. It can be productive if handled respectfully.
- **Relationship conflict**, which arises from personality clashes or emotional tensions. It is usually harmful to team morale.
- **Process conflict**, which concerns how work should be done or responsibilities shared.

Effective managers use various **conflict management styles**, such as:

- **Avoiding** – ignoring the issue temporarily to reduce tension.
- **Accommodating** – giving in to maintain harmony.
- **Competing** – standing one's ground to defend a position.
- **Compromising** – finding a middle ground.
- **Collaborating** – working together to achieve a win-win solution.

According to modern leadership theory, the best leaders are not those who avoid conflict but those who **transform it** — turning tension into dialogue, and disagreement into understanding.

Comprehension Questions

1. What are the three main types of workplace conflict?
2. Which type of conflict can sometimes be beneficial?
3. What are the five conflict management styles mentioned?
4. How can conflict become a source of innovation?
5. What qualities must a leader have to transform conflict into cooperation?

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4. Speaking Practice: Conflict Scenarios

Work in groups of three. Read the following workplace situations and discuss:

1. **Scenario A:** Two employees disagree on how to allocate project resources.
2. **Scenario B:** A manager publicly criticizes a team member.

3. **Scenario C:** A conflict arises between departments over deadlines.

For each case:

- *Identify the type of conflict (task, relationship, or process).*
- *Suggest which conflict management style would be most effective and why.*
- *Prepare a short summary to present to the class.*

---

5. Language Focus: Talking About Conflict

Useful Verbs:
disagree, escalate, resolve, compromise, negotiate, intervene, mediate, settle, cooperate, confront

Useful Phrases for Discussion:

- *I understand your point, but I see it differently…*
- *Let's focus on finding a solution that works for both sides.*
- *Perhaps we could reach a compromise.*
- *The situation escalated when communication failed.*
- *We need to mediate before the issue affects productivity.*

Task:
In pairs, role-play a meeting between a manager and two team members in conflict. Use at least **five** of the phrases above.

---

6. Listening Practice (Suggested Video)

🎧 **Watch:** Harvard Business Review video "Managing Conflict at Work"

🎧 **Task 1 / Instructions:** Watch the video once.

Answer the questions in **2–3 full sentences**.

1. What does the video explain about **why conflict happens between people**?
2. According to the speaker, **why is conflict not always a bad thing**?
3. What is **one general principle** for dealing with conflict mentioned in the video?

👉 *Focus on ideas from the video, not personal work experience.*

🎧 **Task 2 — Listening to Apply (student situations)**

Instructions: Watch the video again.

A) Complete the ideas (based on the video)

Finish the sentences using your own words.

1. Conflict often becomes difficult because people focus on _____ instead of _____.
2. One helpful way to deal with conflict is to try to understand the other person's _____.
3. Asking open questions helps because it _____.

B) Apply to a student situation

Situation:
Two students are working on a group project. One student thinks the other is not contributing enough. A conflict starts.

Write **5–6 sentences** explaining:

- how the conflict might develop
- how the ideas from the video could help resolve it

Start like this if needed:

According to the video, conflict can be handled better if…

7. Writing Task: Analytical Report

Topic:

"Conflict is a sign of engagement, not dysfunction."

Task:

Write an analytical report (200–250 words) discussing whether you agree or disagree.
Include:

- *Definition and types of conflict;*
- *Short example from business practice;*
- *Conclusion explaining what makes conflict productive.*

Use at least five academic connectors (e.g., *moreover, however, as a result, whereas, in contrast*).

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8. Case Study: The Airbus vs. Boeing Conflict

Background:
For decades, Airbus (Europe) and Boeing (USA) have competed for dominance in the global aircraft market. Both accuse each other of unfair government subsidies and trade violations. Their conflict has escalated into one of the longest economic disputes in aviation history.

Tasks:

1. Identify the type(s) of conflict present (economic, strategic, organizational).
2. Which conflict management strategies could be applied on an international level?
3. If you were a negotiator at the WTO (World Trade Organization), what steps would you take to reach compromise?

Extension:
Prepare a short written brief (150 words) proposing a **3-step negotiation plan** for de-escalation.

9. Project: Real-Life Conflict Analysis

Task:
Study a real workplace or corporate conflict (for example: Uber employee strikes, Apple vs. Samsung, or internal HR disputes).

Steps:

1. *Describe the background and key stakeholders.*
2. *Analyze the cause, type, and escalation process.*
3. *Identify which management strategies were applied and how effective they were.*
4. *Suggest an alternative approach based on conflict resolution theory.*
5. *Present your findings in a 7–8 minute presentation using PowerPoint or Prezi.*

Evaluation Criteria:

- Depth of research and accuracy (30%)
- Logical structure and clarity (25%)
- Professional vocabulary and academic tone (20%)
- Creativity and visuals (15%)
- Presentation delivery (10%)

UNIT 3. STRATEGIC PLANNING

Presentation : Using Visuals Effectively

When presenting a strategic plan, visuals communicate your thinking faster than words.

Remember:

- *Use **charts** for market trends, **SWOT tables** for analysis, **timelines** for goals.*
- *Keep text minimal: use keywords, not paragraphs.*
- *Introduce each visual verbally: "As we can see from this chart…"*
- *End with a slide titled **"Strategic Takeaways"** — three concise lessons from your plan.*

Follow-up Task:
Prepare one PowerPoint slide illustrating the SWOT analysis for your chosen business and present it in class.

1. Warm-up — Why Plan Strategically?

Discussion:

1. *Why do some companies succeed while others fail even with the same resources?*
2. *What is the difference between tactical and strategic decisions?*
3. *Can a small start-up have a strategic plan, or is it only for large corporations?*
4. *What happens when a company has no clear mission or long-term vision?*

Group Task:
List three organizations you admire. In one sentence each, describe what you think their long-term *strategy* is. Share with the class.

2. Key Vocabulary: Strategic Language

Term	Definition	Example in Context
mission statement	a brief explanation of an organization's purpose and core values	Tesla's mission is *to accelerate the world's transition to sustainable energy.*
vision statement	an aspirational description of long-term goals	Amazon's vision is *to be Earth's most customer-centric company.*

SWOT analysis	a strategic planning tool identifying Strengths, Weaknesses, Opportunities, Threats	A SWOT analysis helped the start-up redefine its market position.
strategic goal	measurable target aligned with company vision	Expanding into Asian markets is one of Samsung's strategic goals.
competitive advantage	a unique feature allowing a firm to outperform rivals	Apple's design quality is its key competitive advantage.
core competence	a fundamental capability or skill that differentiates a firm	Google's data analytics expertise is its core competence.
stakeholders	individuals or groups affected by company decisions	Shareholders, employees, and customers are all stakeholders.
long-term objectives	outcomes a company seeks over several years	Developing renewable energy solutions is a long-term objective for Shell.

Practice:
Fill in the blanks:

1. A clear _____ helps employees understand why the company exists.
2. Before entering a new market, firms should conduct a _____ analysis.
3. Consistent innovation has become Apple's _____ advantage.

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3. Reading:

Strategic Planning in Organizations

Strategic planning is a systematic and disciplined process that helps an organization define its long-term direction and determine the most effective way to achieve its objectives. It provides a clear framework for decision-making and ensures that daily activities are aligned with the organization's mission, vision, and core values. Without strategic planning, organizations risk reacting to events rather than shaping their future proactively.

One of the first stages of strategic planning is environmental analysis. At this stage, organizations examine both internal and external factors that may influence performance. Internal analysis focuses on resources, capabilities, strengths, and weaknesses, while external analysis considers economic, political, technological, and social forces.

Common analytical tools such as SWOT analysis and PESTEL analysis are widely used to identify opportunities and potential threats in the operating environment.

The next stage is goal setting, which involves translating the organization's vision into concrete and realistic objectives. Effective goals are usually formulated according to the SMART principle, meaning they are specific, measurable, achievable, relevant, and time-bound. Clearly defined goals provide direction for employees, support motivation, and serve as benchmarks for evaluating future performance.

After goals have been established, organizations move to strategy formulation. This stage focuses on selecting appropriate approaches for achieving the stated objectives. Typical strategic options include cost leadership, which emphasizes efficiency and cost control; differentiation, which focuses on offering unique products or services; and focus strategies, which target a specific market segment. The chosen strategy should reflect the organization's resources, competitive position, and long-term ambitions.

The fourth stage, implementation, is often considered the most challenging part of strategic planning. During this phase, strategic ideas are transformed into practical actions through budgets, operational plans, projects, and organizational policies. Successful implementation requires coordination across departments, effective communication, and strong leadership to ensure that employees understand their roles and responsibilities.

Finally, evaluation and control ensure that the strategic plan remains relevant and effective. Organizations regularly monitor performance, compare actual results with planned targets, and make adjustments when necessary. Since external conditions can change rapidly, strategic plans should be flexible rather than rigid.

Overall, effective strategic planning depends not only on analytical tools and formal procedures but also on human factors such as leadership, communication, and adaptability. In today's dynamic and unpredictable environment, the ability to respond to change quickly has become a strategic advantage in itself.

Comprehension Questions:

1. What are the five main stages of strategic planning?
2. How does a SWOT analysis help formulate strategy?
3. Why is flexibility important in modern strategic management?
4. Which stage do you think is most challenging, and why?

---

4. Language Focus: Expressing Strategy and Purpose

Useful Structures:

- *Our goal is to increase market share by 10% within two years.*
- *The strategy aims at improving customer retention.*
- *This approach is intended to reduce operational costs.*
- *In order to achieve sustainable growth, we must invest in R&D.*

Practice:
Transform the sentences into strategic statements using these structures.

1. The company wants to improve brand awareness.
2. They plan to expand into the Latin American market.
3. The aim is to reduce employee turnover.

---

5. Case Study: Starbucks Global Expansion

Background:
Starbucks began as a small coffee store in Seattle and grew into a global brand with over 30,000 locations. Its strategy combines consistent quality, local adaptation, and emotional branding.

Task:

1. *Identify Starbucks' mission and vision statements.*
2. *Conduct a SWOT analysis based on available information.*
3. *What strategic decisions helped the brand remain competitive despite rising global competition?*
4. *Present your findings in a concise report (180–200 words).*

6. Speaking Simulation: The Boardroom Strategy Meeting

Scenario:
You are the executive team of a company launching a new product in a foreign market.

Roles: CEO, Marketing Director, Financial Analyst, Operations Manager, HR Manager.

Task:

- *Define a mission and vision for the new project.*
- *Decide on three strategic goals for the next two years.*
- *Debate which strategy (best cost leadership, differentiation, or focus) fits your company.*
- *Conclude with a short presentation of your strategic plan to the class (5 minutes).*

Language Support:

- *Our mission is to provide…*

- *We intend to enter the market through…*
- *Our long-term goal is to achieve…*
- *We believe this strategy will enable us to…*

7. Writing Task: Strategic Plan Draft

Topic:

"Prepare a Strategic Plan for a Small Business Entering a New Market."

Instructions:

Write a short strategic plan (250–300 words) including:

1. *Mission and Vision Statements*
2. *SWOT Analysis (brief points)*
3. *Strategic Goals and Timeline*
4. *Implementation Steps*
5. *Evaluation Criteria*

Use formal language and academic linkers (*firstly, moreover, as a result, in order to, therefore*).

8. Listening & Analysis

🎧 **Watch:** Strategic Planning in Uncertainty

Task 1 — Listening for Core Ideas and Logic

Answer the questions in **complete sentences**

What does the speaker explain about **why traditional planning becomes difficult in times of uncertainty**?

1. According to the video, **why planning is still necessary**, even when the future is unpredictable?
2. What general approach does the speaker suggest instead of relying on one fixed plan?

🎧 **Task 2 — Listening to Apply the Concept (Scenario Thinking)**

Instructions: Watch the video **again**.

A) Extract the idea

Complete the sentence in your own words:

In uncertain conditions, strategic planning should focus less on _____ and more on _____.

B) Apply to a student situation

Write **5–6 sentences** explaining:

- how uncertainty can affect their planning
- how the approach described in the video could help them stay effective

Start if needed:

Based on the video, planning in uncertain situations should…

9. Project: Strategic Plan for a New Market

Task:

Prepare a group project titled:

"Market Entry Strategy for a Small Business."

Steps:

1. *Choose a small local company (e.g., café, clothing brand, IT start-up).*
2. *Research a new international market it could enter.*
3. *Conduct a SWOT and PESTEL analysis.*
4. *Develop a mission, vision, and three strategic goals.*
5. *Prepare a 5–7 minute presentation of your plan with visual slides.*

Assessment Criteria (100 points):

- Content depth and accuracy – 30
- Logical organization – 20
- Use of strategic terminology – 20
- Visual design and clarity – 15
- Presentation delivery – 15

UNIT 4. RISK MANAGEMENT

Presentation: Communicating Risk Clearly

When presenting risk data, clarity matters more than numbers.

- *Use **risk matrices** and **color coding** (red–yellow–green) to highlight severity.*
- *Define probability clearly: low (10%), medium (40%), high (70%+).*
- *Always present both risk and solution: never leave your audience worried without a plan.*
- *Conclude with "Next Steps" — 2–3 actionable recommendations.*

Follow-up Task:
Prepare a one-slide visual showing a **Risk Matrix** for your industry and explain it in class (2 minutes).

1. Warm-up: Understanding Risk

Discussion:

1. What comes to your mind when you hear the word *risk*?
2. Why can taking risks be both dangerous and necessary in business?
3. Which industries (aviation, banking, IT, medicine) are most exposed to risk? Why?
4. What risks do small start-ups face compared to multinational corporations?

Brainstorm:
In pairs, make a list of five possible business risks. Categorize them as **financial**, **operational**, **strategic**, or **reputational**.

2. Key Vocabulary: Language of Risk

Term	Definition	Example in Context
risk assessment	the process of identifying and analyzing potential risks	A full risk assessment is required before launching the product.
mitigation	actions taken to reduce the impact of risk	Installing backup systems is a key mitigation strategy.
contingency plan	plan prepared to respond to unexpected events	The company created a contingency plan for supply-chain disruption.
exposure	the extent to which a company is vulnerable to risk	Our financial exposure to currency fluctuation is high.
liability	legal responsibility for something	The firm accepted liability for the defective product.
insurance coverage	protection against loss from certain risks	The factory's insurance coverage included fire and flood.
risk tolerance	the level of risk an organization is willing to accept	Start-ups often have higher risk tolerance than banks.
compliance	adherence to laws and regulations	Non-compliance may lead to legal penalties.

Practice:

1. Fill in the blanks with the correct term.
   a) The company reviewed its _____ before investing abroad.
   b) Strong _____ procedures protect a company's reputation.
   c) Our _____ plan includes remote-work protocols during crises.
2. Make three sentences about your university or workplace using vocabulary above.

3. Reading

The Role of Risk Management in Modern Business

In today's increasingly complex and interconnected global economy, risk management has become a fundamental element of modern business strategy. Organizations operate in environments characterized by rapid technological change, economic volatility, regulatory pressure, and global competition. As a result, uncertainty is no longer an occasional challenge but a permanent feature of business decision-making. Effective risk management allows companies to anticipate potential threats and respond proactively rather than reactively.

Risk is present in nearly every managerial decision, including investment choices, market expansion, product development, and human resource management. Importantly, the goal of risk management is not to eliminate risk entirely, as risk is often linked to opportunity and innovation. Instead, managers aim to understand, evaluate, and control risk in a way that supports long-term organizational objectives and protects stakeholder interests.

The risk management process is typically structured around five interrelated stages. The first stage, risk identification, involves recognizing potential risks that may affect the organization. These risks can arise from financial factors such as market fluctuations, operational issues such as supply chain disruptions, or strategic challenges such as changes in consumer behavior or competitive dynamics. Comprehensive identification requires input from multiple departments and levels of management.

The second stage, risk assessment, focuses on evaluating both the likelihood of each risk and its potential impact on organizational performance. This analysis helps managers prioritize risks and allocate resources more effectively. Quantitative methods, such as statistical modeling, as well as qualitative judgments based on experience, are commonly used at this stage.

Once risks have been assessed, organizations move to risk mitigation. This stage involves developing strategies to reduce, transfer, or accept risk depending on its nature and significance. Common mitigation techniques include diversification, insurance coverage, contingency planning, and the implementation of internal controls. Effective mitigation balances cost with the expected benefit of risk reduction.

The fourth stage, risk monitoring, ensures that identified risks and mitigation strategies remain relevant over time. Business environments are dynamic, and new risks may emerge while existing risks evolve. Continuous monitoring allows organizations to adjust their responses and maintain resilience in the face of change.

Finally, risk reporting plays a critical role in supporting informed decision-making. Clear and timely communication of risk information to senior management, boards of directors, and other stakeholders promotes

transparency and accountability. Well-designed reporting systems also support strategic alignment and regulatory compliance.

In recent years, digital transformation has significantly expanded the scope of risk management. Organizations now face emerging risks related to cybersecurity, data privacy, artificial intelligence, and system reliability. Addressing these challenges requires integrated risk management frameworks that combine advanced analytics, technological expertise, and human judgment. Successful companies foster a culture of transparency, preparedness, and continuous learning, recognizing that effective risk management is a key driver of sustainable business performance.

Comprehension Questions:

1. What is the main purpose of risk management?
2. What are the five steps of the risk management process?
3. How does technology create new risks for organizations?
4. Why is transparency important in managing risks?
5. What industries are most vulnerable to digital risk?

4. Language Focus: Talking About Risk and Probability

Useful Phrases:

- *It is likely / unlikely that…*
- *There is a high / low probability of…*
- *We should minimize the impact of…*
- *To reduce the likelihood of failure…*
- *In case of an emergency, we will…*

Practice:

Complete the sentences with your own ideas:

1. It is highly likely that _____.
2. To minimize the risk of _____.
3. In case of _____, we will _____.

5. Case Study: Boeing 737 MAX Crisis

Background:

Between 2018 and 2019, two Boeing 737 MAX aircraft crashed due to software malfunctions. Investigations revealed failures in risk assessment and

communication. The company underestimated potential software hazards and over-relied on automated systems without sufficient pilot training.

Task:

1. *Identify what types of risk were involved (technical, operational, reputational).*
2. *What risk management steps were neglected?*
3. *Suggest at least three preventive actions Boeing could have taken.*
4. *Write a short analytical summary (180–200 words).*

6. Speaking Simulation: Risk Committee Meeting

Scenario:
Your company is preparing to launch a new online banking service.

Task:

- *Identify the top five potential risks.*
- *Assess each risk as **High**, **Medium**, or **Low** probability.*
- *Decide which risks to **accept**, **avoid**, **transfer**, or **mitigate**.*
- *Present your findings as a Risk Matrix to the class.*

Useful Language:

- *We assess the likelihood as moderate but the impact as severe.*
- *This risk should be transferred through insurance.*
- *It's better to accept this minor risk and focus on major threats.*

7. Writing Task: Risk Assessment Report

Topic:

"Identify three major risks in an industry of your choice and propose a mitigation plan."

Instructions:
Write a professional risk assessment report (250–300 words) including:

1. *Brief introduction to the industry;*
2. *Three key risks with explanation of causes;*
3. *Evaluation of likelihood and impact;*
4. *Risk mitigation strategies;*
5. *Short conclusion on long-term sustainability.*

Language Tip:
Use formal expressions: *It is essential to ensure that… / The findings indicate that… / Preventive measures should include…*

8. Listening Practice

🎧 **Watch:** Fundamentals of ERM - Enterprise Risk Management

🎧 **Listening Task 1 — Key Concepts & Definitions**

Instructions: Watch the video and then complete the sentences using **exact vocabulary or short phrases from the video.**

1. Enterprise Risk Management (ERM) is a methodology that integrates traditional risk management strategies with _____.
2. ERM provides a _____ approach to identifying, assessing, and managing risk across an entire organization.
3. The goal of ERM is to help organizations protect value while also aligning risk management with _____.
4. A key benefit of ERM is that it looks at risk _____ rather than in individual silos.
5. ERM involves both _____ and external sources of risk.

🎧 **Listening Task 2 — Summary & Application**

Instructions:
Watch the video again, then **write a short paragraph (5–7 sentences)** that includes the following:

A. One definition of ERM (what ERM is).
B. One difference between traditional risk management and ERM.
C. Two types of risk or risk activities that ERM helps manage.
D. Why ERM is important for modern organizations.

9. Project: Industry Risk Analysis

Task:
In small groups, choose one industry (banking, aviation, IT, healthcare, or energy). Conduct an in-depth **Risk Audit**.

Your project should include:

Assessment Criteria (100 points):

- *Research and analysis depth – 30*
- *Logical structure and clarity – 25*
- *Use of academic and professional language – 20*
- *Visual design and presentation – 15*
- *Teamwork and timing – 10*

UNIT 5. HUMAN RESOURCE MANAGEMENT

Presentation: Speaking Like an HR Professional

An HR presentation should sound **empathetic, structured, and people-centered**. Avoid dry statistics — focus on values, stories, and motivation.

Tips:

- *Use phrases like "Our people are our strength."*
- *Support data with human examples ("employee success stories").*
- *Maintain warm, inclusive language (use we instead of the company).*
- *End your presentation with a motivational message such as:*
  "When we invest in people, we invest in the future."

Follow-up Task:
Prepare **presentation** on the topic:

"How to Keep Employees Motivated in a Remote Work Environment."

1. Warm-up: The People Behind the Business

Discussion:

1. What does "Human Resource Management" mean to you?
2. Why are people often called *"the most valuable asset"* of a company?
3. Which HR tasks do you think are the most important — recruitment, training, motivation, or evaluation? Why?
4. How has technology changed the role of HR managers?

Brainstorm:
In pairs, list five responsibilities of HR departments. Then rank them from most to least important for company success.

2. Key Vocabulary: The Language of HR

Term	Definition	Example in Context
recruitment	process of finding and hiring suitable candidates	Recruitment for the new project will begin next month.
selection process	choosing the best candidate from applicants	The selection process included interviews and skill tests.
training and development	activities that improve employee performance	Regular training helps staff adapt to new technologies.

performance appraisal	formal evaluation of employee work	Annual performance appraisals determine promotion eligibility.
employee retention	keeping skilled workers in the company	Flexible hours help improve employee retention.
talent acquisition	strategic approach to attracting top talent	Global companies invest heavily in talent acquisition.
onboarding	integrating new employees into the organization	A structured onboarding program boosts productivity.
AI-based recruitment	use of artificial intelligence for hiring	AI-based recruitment helps filter thousands of resumes efficiently.

Practice:

1. Match each HR term with its correct example.
2. Use three of these terms in sentences describing HR practices at your university or workplace.

3. Reading

The Evolution of Human Resource Management

Human Resource Management (HRM) has undergone a significant transformation over the past decades, evolving from a primarily administrative function into a strategic component of organizational success. In its early stages, HRM was largely concerned with routine tasks such as recruitment paperwork, payroll administration, record keeping, and ensuring compliance with labor laws and regulations. These activities, while essential, positioned HR as a support function rather than a driver of organizational strategy.

In modern organizations, HRM plays a central role in aligning human capital with business objectives. Human resource professionals are increasingly involved in strategic planning, organizational development, and change management. They contribute to shaping corporate culture, promoting ethical behavior, and building leadership capacity at all levels of the organization. By focusing on employee engagement and development, HR departments help create work environments that encourage innovation, collaboration, and long-term performance.

Contemporary HRM is commonly structured around three core principles: attracting, developing, and retaining talent. Attracting talent involves employer branding, effective recruitment strategies, and selection processes that identify candidates whose skills and values align with organizational needs. Developing talent includes training programs, performance management systems, and career development opportunities that support continuous learning. Retaining talent requires creating motivating work conditions, offering competitive rewards, and supporting employee well-being. Organizations that successfully invest in these areas gain a sustainable competitive advantage, as engaged and committed employees are more productive, adaptable, and loyal.

Technological advancements have further reshaped the HR function. Digital recruitment platforms, artificial intelligence–based screening tools, and human resource information systems (HRIS) have increased efficiency and improved decision-making. Data analytics now allows HR professionals to monitor performance trends, predict workforce needs, and assess the effectiveness of HR policies. Despite these innovations, technology has not replaced the human dimension of HRM. Interpersonal skills such as empathy, communication, and trust remain essential for managing people effectively and resolving workplace challenges.

As organizations operate in an increasingly globalized and digital environment, HR managers face new challenges related to remote work, cultural diversity, and workforce flexibility. They must balance efficiency and productivity with inclusivity, fairness, and employee well-being. Ensuring equal opportunities, supporting mental health, and maintaining strong organizational connections across geographical boundaries have become key responsibilities of modern HRM.

In conclusion, the evolution of Human Resource Management reflects a broader shift in how organizations view their workforce. Employees are no longer seen merely as operational resources but as strategic partners whose knowledge, creativity, and commitment are critical to achieving long-term organizational success.

Task 1. Reading for Understanding and Structure

Answer the questions:

1. How did the role of HR departments differ in the past compared to today?
2. Why is Human Resource Management now considered a strategic function?
3. What are the three core principles of modern HRM, and why are they important for organizations?
4. According to the text, why can technology not fully replace the human element in HRM?

Task 2. Vocabulary and Concept Application

A) Vocabulary in context

Match the words from the text with their meanings.

1. administrative
2. compliance
3. employee engagement
4. competitive advantage
5. inclusivity

a. involvement and emotional commitment of employees
b. following laws, rules, and standards
c. activities related to office management and routine tasks
d. an organizational benefit over competitors
e. ensuring equal access and fair treatment for all

B) Concept application

Write a short paragraph (**5–6 sentences**) answering the question:

Why is the balance between efficiency and inclusivity especially important in modern Human Resource Management?

Use **at least two terms** from the reading text.

4. Language Focus: Describing HR Processes

Useful Verbs: *hire, recruit, promote, motivate, retain, evaluate, supervise, develop, reward, compensate*

Useful Expressions:

- *The HR department is responsible for…*
- *Candidates are selected based on…*
- *This policy aims to improve employee satisfaction.*
- *We implemented a new system to evaluate performance.*
- *Training sessions are conducted every quarter.*

Practice:
Describe the HR policy of an imaginary company using at least **five of the verbs or phrases above.**

5. Case Study: Google's HR Philosophy ("People Operations")

Background:
Google rebranded its HR department as *People Operations* to emphasize employee-centered culture. The company uses data-driven management but maintains a focus on creativity and well-being. Its HR strategy combines flexibility, innovation, and career development opportunities.

Tasks:

1. Identify the HR strategies that make Google successful.
2. What methods does Google use to attract and retain talent?
3. Which elements of Google's HR approach could be applied in your context?
4. Summarize your analysis in 180–200 words.

6. Speaking Simulation: Recruitment Panel Interview

Scenario:
You are part of an HR team hiring a new *Marketing Specialist*.

Roles:

- HR Manager (leads the interview)
- Candidate 1
- Candidate 2
- Observer (evaluates the process)

Task:

- Prepare 5–6 interview questions focusing on skills, motivation, and teamwork.
- Conduct the interview in front of the class.
- Observers give feedback on clarity, fairness, and professionalism.

Example Questions:

- *What motivated you to apply for this position?*
- *Describe a time when you had to work under pressure.*
- *How do you handle feedback from supervisors?*

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7. Writing Task: Comparative Essay

Topic:

"Traditional vs. AI-Based Recruitment: Which Is More Effective for Young Professionals?"

Instructions:
Write a 250–300-word essay comparing traditional recruitment methods with AI-based systems.
Include:

1. Introduction with context;
2. Comparison of advantages and disadvantages;
3. Discussion of ethical issues (e.g., bias in algorithms);
4. Your conclusion with justified opinion.

Language Tip:
Use comparative structures: *whereas, in contrast, however, on the other hand, similarly.*

8. Listening Practice

🎧 **Watch:** Human Resource Management (HRM)

🎧 Task 1 — Listening for Information

Watch the video once. Then answer the questions in complete sentences:

1. What is **Human Resource Management (HRM)** and why is it important for a business?
2. List at least **three key responsibilities** of the HR department mentioned in the video.
3. How does the video describe the role of HR managers in relation to employees and the organization?

🎧 Task 2 — Listening for Vocabulary & Application

Watch the video again. Then complete the tasks below:

A) Fill in the blanks

Complete the sentences using **words or short phrases from the video:**

1. HRM involves recruiting, hiring, and _____ employees.
2. A major function of HR is ensuring _____ with labor laws and workplace standards.
3. HR professionals work to manage _____ and support employees' needs.
4. HR helps align employee goals with the _____ objectives of the company.

B) Short Written Response

Write **4–5 sentences** explaining:

How might effective HRM contribute to better performance and success in an organization?

Use at least **two terms** from the video (e.g., recruiting, performance management, compliance).

9. Project: HR Strategy Design

Task:
Work in groups to design a **Human Resource Strategy** for a medium-sized company (choose the industry yourself).

Your plan should include:

1. Company background (sector, size, challenges);
2. Recruitment and selection policy;
3. Employee development and motivation plan;
4. Retention and reward system;
5. Diversity and inclusion initiative.

Prepare a **7–8 minute presentation** summarizing your HR strategy.

Assessment Criteria (100 points):

- Quality of analysis and logic – 30
- Use of HR terminology – 25
- Creativity and realism – 20
- Visual quality – 15
- Oral delivery – 10

UNIT 6. TEAMWORK AND COLLABORATION

Presentation: Show Team Spirit When You Speak

Remember:
Your teamwork presentation should *look* like teamwork.

- *Divide speaking roles equally.*
- *Support your partners verbally ("That's a good point, I'd like to add…").*
- *Avoid interrupting; listen actively.*
- *Use inclusive language (we, our team, together).*

Follow-up Task:
Record a **2-minute group video** summarizing one teamwork principle your group values most (e.g., trust, communication, diversity). Each member must say one line.

1. Warm-up: The Power of Teams

Discussion:

1. What is the difference between a *group* and a *team*?
2. Have you ever worked in a team that succeeded (or failed)? Why?
3. What are the advantages and disadvantages of teamwork in business?
4. Do you think cultural diversity makes teams stronger or more complicated?

Brainstorm (Pair Work):
Think of three famous teams (sports, business, science, or healthcare). What made them successful? Write three key factors (e.g., trust, communication, leadership).

2. Key Vocabulary: Language of Teamwork

Term	Definition	Example in Context
collaboration	working together to achieve a common goal	Collaboration between departments improves innovation.
synergy	the combined effect greater than the sum of parts	Effective teamwork creates synergy.
team dynamics	the patterns of interaction within a team	Poor team dynamics often cause project delays.

role allocation	dividing responsibilities among members	Clear role allocation prevents confusion.
consensus	general agreement among all participants	The team reached a consensus after a long discussion.
conflict resolution	settling disagreements constructively	Strong leaders use empathy for conflict resolution.
cross-functional team	a team with members from different departments	Cross-functional teams enhance creativity.
accountability	responsibility for one's actions or results	Accountability ensures commitment and trust.

Practice:

1. Fill in the blanks:
   a) Our success depends on open _____ between departments.
   b) Effective _____ is essential for innovation.
   c) The manager encouraged _____ by sharing responsibility equally.
2. In pairs, use at least three of the new words in a short dialogue about team collaboration.

3. Reading:

What Makes Teams Effective?

In modern organizations, teamwork is no longer an optional management practice but a fundamental requirement for success. As businesses operate in increasingly complex, fast-changing, and competitive environments, many challenges exceed the capacity of any single individual. Innovation, problem-solving, and strategic decision-making now depend on collective intelligence, diverse perspectives, and coordinated effort. However, simply bringing people together in a group does not automatically result in effective teamwork or high performance.

Successful teams are built on several interrelated foundations. Among the most critical are **trust, clear goals, and open communication**. Trust enables team members to share ideas, express concerns, and admit mistakes without fear of negative consequences. When trust is present, individuals are more willing to take initiative and contribute actively. Clear goals provide direction and purpose, ensuring that individual efforts are aligned with a shared vision and organizational objectives. Without well-defined goals, teams risk confusion, duplication of effort, and reduced motivation. Open communication allows teams to exchange information efficiently, address misunderstandings early, and resolve conflicts constructively.

Empirical research strongly supports the importance of these factors. One of the most influential studies in this area, **Google's Project Aristotle**, examined hundreds of teams to identify the characteristics of high performance. The research concluded that the most successful teams demonstrate **psychological safety —** a shared belief that the team environment is safe for interpersonal risk-taking. In psychologically safe teams, members feel comfortable asking questions, challenging ideas, and proposing innovative solutions without fear of embarrassment or punishment.

Real-world organizations have applied these principles with notable success. Pixar Animation Studios, for instance, attributes much of its creative achievement to structured collaboration practices known as **"Braintrust meetings."** During these sessions, team members openly critique ideas and provide feedback in a respectful and constructive manner. The emphasis is placed on improving ideas rather than protecting individual ego, which fosters continuous learning and creative excellence.

Leadership plays a decisive role in shaping effective teamwork. Rather than controlling every decision, effective team leaders act as facilitators who create the conditions for collaboration. They listen actively, coordinate tasks, encourage participation, and empower team members to take responsibility. In global and multicultural organizations, leaders must also demonstrate **intercultural sensitivity and adaptability**, as differences in communication styles, values, and expectations can influence team dynamics. By promoting inclusivity and mutual respect, leaders help maintain harmony and enhance overall team performance.

In conclusion, effective teamwork is the result of deliberate effort, supportive leadership, and a culture that values trust, communication, and shared purpose. Organizations that invest in building strong teams are better positioned to adapt to change, innovate, and achieve sustainable success.

Comprehension Questions

1. *What three factors define an effective team?*
2. *What is "psychological safety," and why is it important?*
3. *How does leadership influence teamwork?*
4. *How do cultural differences affect team collaboration?*
5. *Which real company example illustrates teamwork best, and why?*

4. Language Focus: Talking About Teamwork

Useful Expressions:

- *Our team achieved excellent results through effective coordination.*
- *We need to improve communication channels between departments.*
- *Building trust takes time but creates stronger collaboration.*
- *Let's divide roles according to everyone's strengths.*
- *We should establish clear goals and shared accountability.*

Grammar Practice – Cause and Effect:

Combine the ideas using *because, due to, as a result of, therefore.*

1. The team had poor communication. The project was delayed.
2. Everyone shared responsibility. Productivity increased.
3. The leader encouraged feedback. Conflicts were resolved quickly

5. Case Study: NASA Apollo Teamwork

Background:
The Apollo 13 mission in 1970 faced a life-threatening crisis when an oxygen tank exploded. The NASA ground team worked non-stop to develop an emergency plan using only the equipment available on the spacecraft. Their collaboration and problem-solving under pressure saved the astronauts' lives — a historical example of teamwork, trust, and creativity.

Task:

1. *Identify what teamwork qualities were essential to this success.*
2. *Which communication and leadership strategies helped resolve the crisis?*
3. *What lessons can modern managers learn from the Apollo team?*
4. *Summarize your analysis in 200–250 words using at least five vocabulary terms from the unit.*

6. Speaking Simulation: Team Decision Challenge

Scenario:
Your company's product failed in the market due to poor design. You must decide whether to improve it, rebrand it, or discontinue it.

Roles:
CEO – Marketing Head – Production Manager – Finance Officer – HR Specialist.

Task:

- Discuss the problem as a team for 10 minutes.
- Present a joint decision (not individual opinions).
- Explain your reasoning, showing consensus and compromise.

Language Support:

- *Let's hear everyone's perspective before deciding.*
- *I see your point, but maybe we should consider…*
- *We all seem to agree that…*
- *To reach consensus, I suggest…*

7. Writing Task: Reflective Report

Topic:

"Analyze the success factors of one famous team (e.g., Pixar, WHO, Red Cross, Apple design team)."

Instructions:
Write a 250–300-word report including:

1. Short introduction of the team;
2. Description of team structure and roles;
3. Analysis of success factors (communication, trust, leadership, innovation);
4. Lessons that managers can apply in their own organizations.

Use academic connectors (*furthermore, in addition, as a result, on the contrary, overall*).

8. Listening

🎧 **Watch:** What Sets Genius Teams Apart — Harvard Business Review

🎧 Listening Task 1 — Key Ideas & Team Characteristics

Watch the video and complete the sentences with short phrases from the video (1–4 words):

1. Genius teams understand the art of a good _____ and know how to recover from it.
2. The most successful teams are not just ambitious — they are ruthlessly focused on _____ and teamwork.
3. Genius teams can handle more _____ than their peers.
4. One reason these teams work well is because they embrace _____ rather than avoiding it.

Use words or short phrases that reflect the main concepts in the video.

🎧 **Listening Task 2 — Summary + Application**

Instructions: Watch the video again. Then write a **5–7 sentence summary** that includes all of the following:

A) One **main quality** that sets genius teams apart.
B) One **challenge** that genius teams face.
C) Why *healthy conflict* or *constructive disagreement* can be beneficial for team success.
D) One example (from your own understanding) of how a team could use these ideas to improve teamwork.

👉 Try to use at least **three specific terms** from the video in your summary (e.g., "focus", "innovation", "conflict handling", "recovery").

9. Project: Designing the Perfect Team

Task:
In groups, design a project called:

"Building the Perfect Team for a Global Company."

Steps:

1. *Choose a company or sector (e.g., healthcare, IT, education).*
2. *Define the goal and type of project your team will handle.*
3. *Describe ideal team composition (roles, skills, diversity).*
4. *Develop a plan for communication, motivation, and feedback.*
5. *Present your "Perfect Team Model" in a 7–8 minute presentation.*

Evaluation Criteria (100 points):

- Clarity and organization – 25
- Use of teamwork terminology – 20
- Creativity and realism – 20
- Collaboration in delivery – 20
- Visual presentation – 15

UNIT 7. INNOVATION MANAGEMENT

Presentation Tip: Be Persuasive and Visionary

When presenting an innovation project, speak like an *entrepreneur*, not just a student.

Tips:

- Use strong, positive language (*revolutionize, transform, empower*).
- Make your audience *imagine the impact* — "Picture a world where…"
- Use visuals: mock-ups, product sketches, infographics.
- End with a memorable statement such as:
  "Innovation isn't about predicting the future — it's about creating it."

Follow-up Task:
Prepare **"vision speech"** where you describe how innovation will change your chosen industry in the next 10 years.

1. Warm-up: The Meaning of Innovation

Discussion:

1. What does *innovation* mean to you personally?
2. Can a company survive without innovation? Why or why not?
3. What's the difference between *innovation* and *invention*?
4. Which companies or products do you consider the most innovative?

Brainstorm:
In groups, list five products or services that changed people's lives (e.g., smartphones, online banking, vaccines, electric cars).
Discuss: What made these innovations successful — technology, timing, leadership, or marketing?

2. Key Vocabulary: The Language of Innovation

Term	Definition	Example in Context
innovation pipeline	system for generating and managing new ideas	Tesla has a continuous innovation pipeline in renewable energy.
disruptive innovation	innovation that fundamentally changes an industry	Netflix was a disruptive innovation for traditional TV.
incremental innovation	small, continuous improvements to existing products	Apple uses incremental innovation in every iPhone generation.
R&D (Research & Development)	department responsible for creating new products	The company invested 10% of its budget in R&D.
prototype	an early model built to test a concept	Engineers created a prototype before mass production.
intellectual property (IP)	ownership of inventions, patents, or designs	Protecting intellectual property encourages further innovation.
ideation	process of generating and refining new ideas	Brainstorming sessions help stimulate ideation.
commercialization	process of bringing an idea to the market	Many great inventions fail at the commercialization stage.

Practice:

1. Fill in the blanks:
   a) Without investment in _____, companies cannot remain competitive.
   b) The team developed a _____ to test their concept before launch.
   c) Netflix represents a classic example of _____ innovation.
2. Pair work: Discuss a product that was revolutionary when first launched. Which stage of innovation was most critical for its success?

3. Reading

Managing Innovation in Modern Companies

In today's highly competitive and rapidly changing business environment, innovation is no longer the responsibility of a small group of creative individuals. Instead, it has become a structured and systematic process that involves multiple departments and levels of an organization. Companies that manage innovation effectively are better equipped to respond to market changes, technological advances, and evolving customer expectations. However, successful innovation requires a careful balance between creativity, risk management, and commercial viability.

The innovation management process is commonly described as a sequence of interconnected stages. The first stage, idea generation (ideation), focuses on collecting creative input from a wide range of sources. Ideas may come from employees across different functions, customer feedback, partnerships, and ongoing market research. Encouraging diverse perspectives at this stage increases the likelihood of identifying valuable and original solutions.

The second stage, selection and evaluation, involves assessing which ideas are worth pursuing. Not all ideas are feasible or aligned with organizational strategy. Therefore, companies evaluate ideas based on criteria such as strategic fit, available resources, potential market demand, and associated risks. This stage ensures that innovation efforts remain focused and efficient rather than scattered.

Once an idea has been selected, it moves into development and prototyping. During this stage, concepts are transformed into tangible products, services, or processes that can be tested and refined. Prototyping allows organizations to identify weaknesses, gather user feedback, and reduce uncertainty before making large-scale investments. Iterative testing is particularly important in minimizing costly failures at later stages.

The final stage, commercialization, involves launching the innovation into the market and scaling it successfully. This includes production planning, marketing strategies, distribution, and ongoing performance evaluation. Effective commercialization ensures that innovative ideas generate real value rather than remaining theoretical concepts.

Leadership plays a critical role throughout the innovation process. An effective innovation culture is characterized by curiosity, open communication, and a willingness to experiment. Leaders who support innovation create environments where employees feel safe to share unconventional ideas and learn from failure. Companies such as Apple, Dyson, and 3M are often cited as examples of organizations that encourage experimentation and reward learning, even when individual projects do not achieve immediate success.

In the modern business landscape, innovation extends far beyond the development of new products. It also includes business model innovation, improvements in customer experience, digital transformation, and sustainable practices. As organizations face global challenges such as climate change and social responsibility, innovation increasingly focuses on creating long-term value for both business and society.

In conclusion, managing innovation is not about pursuing change for its own sake, but about building systems and cultures that enable meaningful progress. Companies that approach innovation strategically are more likely to achieve sustainable growth, resilience, and a lasting competitive advantage.

Comprehension Questions

1. What are the four stages of innovation management?
2. Why is leadership important for an innovation culture?
3. How do companies like Apple and Dyson encourage innovation?
4. What is the difference between product innovation and business model innovation?
5. Why is failure often considered a part of innovation?

4. Language Focus: Discussing Innovation and Change

Useful Verbs:
develop, launch, design, implement, experiment, improve, modify, adapt, invest, transform, commercialize, patent

Useful Expressions:

- *Our company aims to foster a culture of innovation.*
- *The new product was launched after several rounds of testing.*
- *This technology has completely transformed the market.*
- *We are currently implementing an idea management system.*
- *Innovation requires both creativity and discipline.*

Grammar Focus — The Passive Voice in Business Contexts:
Examples:

- *The prototype was developed in collaboration with engineers.*
- *New technologies are tested before they are introduced to the market.*
- *Ideas are collected from all departments through an online platform.*

Practice:
Transform these sentences into the passive voice:

1. Engineers created a new battery system for electric cars.
2. The marketing department launched a campaign to promote innovation.
3. The company will implement a new idea evaluation system next year.

5. Case Study: Tesla — The Engine of Disruption

Background:
Tesla, founded by Elon Musk, has revolutionized the automotive and energy industries through bold innovation. Its strategy combines risk-taking, vertical integration, and constant product improvement. Tesla invests heavily in R&D, uses

real-time data from vehicles to improve performance, and challenges traditional car manufacturing models.

Task:

1. Identify which types of innovation Tesla uses (disruptive, incremental, or both).
2. How does Tesla's leadership style influence its innovation culture?
3. What risks accompany rapid innovation?
4. Write a 200–250-word case summary using at least five vocabulary terms from the unit.

6. Speaking Simulation: Innovation Pitch

Scenario:
You are part of a company's R&D team. Your task is to pitch a new innovative product or service idea to potential investors.

Steps:

1. Define your idea clearly — what problem does it solve?
2. Explain what makes it *innovative* (technology, design, business model).
3. Describe your target market and commercialization plan.
4. Present as a 3-minute business pitch to your classmates.

Language Support:

- *Our innovation addresses the growing need for…*
- *Unlike existing solutions, our product offers…*
- *We expect to achieve profitability within…*
- *This idea could transform the way people…*

7. Writing Task: Analytical Essay

Topic:

"Innovation is 10% inspiration and 90% implementation."

Task:
Write an analytical essay (250–300 words) discussing whether you agree or disagree.
Include:

1. Introduction with a clear thesis statement;
2. Body paragraphs with examples (Apple, 3M, Tesla, etc.);
3. Conclusion emphasizing the balance between creativity and management.

Use Academic Connectors:
furthermore, in addition, consequently, on the other hand, in conclusion.

8. Listening

🎧 **Watch:** Innovation Management: Controlling The Development of New Products & Services!

🎧 **Task 1 — Key Ideas**

Watch the video once. Then answer briefly in your own words:

1. According to the video, what does **innovation management help organizations do**?
2. What are **two main things** that innovation management must balance (e.g., creativity vs _____)?
3. Why is **innovation important for companies** (not just idea generation)?

(Answers should be short, 1–2 sentences each, based on what you heard.)

9. Project: Managing an Innovation Pipeline

Task:
In small groups, design an **Innovation Management Plan** for a company of your choice.

Steps:
1. Describe the company and its current market position.
2. Identify potential areas for innovation (product, service, or process).
3. Outline an innovation pipeline — from idea generation to commercialization.
4. Propose methods to motivate employees to share ideas.
5. Present your plan in a **7–8 minute PowerPoint presentation**.

Assessment Criteria (100 points):

- Depth and logic of analysis – 30
- Integration of innovation vocabulary – 25
- Creativity and originality – 20
- Clarity and visual appeal – 15
- Oral presentation skills – 10

UNIT 8. DECISION-MAKING

Presentation Tip: Convince with Evidence

In decision-making presentations, persuasion is key. You must sound both analytical and confident.

Tips:

- Begin with a clear problem statement.
- Support every argument with **data** or **real examples**.
- Acknowledge risks but propose solutions.
- Use visual aids — graphs, comparisons, or decision trees.
- End with a decisive statement:
  "After considering all alternatives, we recommend this course of action."

Follow-up Task:
Prepare a **3-minute mini-presentation** comparing two leadership decisions: one data-based, one intuitive. Conclude which was more successful and why.

1. Warm-up: The Art and Science of Decisions

Discussion:

1. What makes some people better decision-makers than others?
2. Do you believe decisions should be based more on data or intuition?
3. Why do organizations sometimes make poor decisions despite having full information?
4. Think of one bad and one good decision you've made — what did you learn from each?

Mini Task:
In pairs, list 3 major business decisions (e.g., launching a new product, expanding abroad, changing suppliers). For each, discuss what information is needed before making the decision.

2. Key Vocabulary: The Language of Decision-Making

Term	Definition	Example in Context
data-driven decision	decision based on factual analysis and metrics	Amazon relies on data-driven decisions for pricing strategies.
intuition	instinctive understanding without rational process	Experienced managers sometimes use intuition in crises.
bias	tendency to favor one perspective over others	Confirmation bias can distort logical thinking.
rational model	systematic step-by-step decision process	The rational model begins with defining the problem.

bounded rationality	limited ability to make fully rational decisions due to constraints	Time pressure often leads to bounded rationality.
alternative evaluation	comparing possible courses of action	The team conducted an alternative evaluation before investing.
decision matrix	tool to assess and rank different options	A decision matrix helps managers compare multiple variables.
risk tolerance	acceptable level of uncertainty in decisions	Entrepreneurs usually have higher risk tolerance.

Practice:

1. Complete the sentences:
   a) In situations with incomplete information, managers rely on _____.
   b) A _____ helps weigh pros and cons objectively.
   c) Time and stress often cause _____, reducing logical clarity.
2. Pair work: Think of a real company that made a famous *good* or *bad* decision. Identify which of the above concepts apply.

3. Reading: How Leaders Make Decisions

Every decision combines **rational analysis** and **human psychology**. According to Herbert Simon, managers practice *bounded rationality*: they make satisfactory decisions, not always optimal ones, due to limited time, information, and attention.

The **decision-making process** typically includes six stages:

1. Defining the problem
2. Gathering information
3. Developing alternatives
4. Evaluating alternatives
5. Choosing the best option
6. Implementing and reviewing the outcome

Modern companies increasingly rely on **data-driven decisions**, integrating business analytics and artificial intelligence. Yet data alone cannot replace judgment. Some of the most successful innovations — from Apple's iPhone to SpaceX — emerged from intuitive decisions backed by strong vision.

The best leaders combine evidence-based reasoning with emotional intelligence. They listen, analyze, decide — and take responsibility.

Comprehension Questions

1. What are the six stages of decision-making?
2. What does "bounded rationality" mean in management?
3. Why is it important to balance data and intuition?

4. What role does emotional intelligence play in decisions?
5. How can poor decision-making affect company performance?

4. Language Focus: Expressing Choices and Consequences

Useful Verbs:
analyze, evaluate, determine, conclude, recommend, prioritize, reconsider, implement, justify, assess

Useful Phrases:

- *After analyzing the alternatives, we decided to…*
- *The data suggests that option A is more effective than option B.*
- *We must reconsider our initial assumptions.*
- *If this decision fails, the consequences could be severe.*
- *Based on our evaluation, we recommend…*

Grammar Focus – Conditionals for Decision Outcomes:

- *If we invest early, we will gain market advantage.*
- *If we had waited longer, we might have lost the opportunity.*
- *If this trend continues, we could face financial risk.*

Practice:
Complete the sentences:

1. If we _____, our costs will decrease.
2. If the company had analyzed the data properly, it _____.
3. If employees were involved in the process, the outcome _____.

5. Case Study: Nokia's Strategic Missteps

Background:

In the early 2000s, Nokia dominated the global mobile phone market. However, it failed to adapt to the smartphone revolution and underestimated Apple's iPhone strategy. Poor internal communication and slow decision-making led to the company's rapid decline.

Tasks:

1. *Identify key decision-making errors Nokia made.*
2. *How did organizational culture affect those decisions?*
3. *What could have been done differently?*
4. *Write a 200-word analytical summary, using at least five vocabulary terms from this unit.*

6. Speaking Simulation: The Executive Board Meeting

Scenario:
Your company must decide whether to enter a new international market.

Roles:
CEO – Marketing Director – Financial Analyst – Risk Manager – Operations Head.

Task:

- Discuss advantages, risks, and required investments.
- Use data (real or hypothetical) to support your arguments.
- Make a final collective decision and justify it to shareholders.

Language Support:

- *From a financial perspective, this option seems feasible.*
- *Market research indicates growing demand in that region.*
- *However, the political risk cannot be ignored.*
- *On balance, we recommend proceeding / postponing / canceling.*

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7. Writing Task: Argumentative Essay

Topic:

"Intuition or Data: Which Makes a Better Decision-Maker?"

Instructions:
Write a 250–300-word argumentative essay including:

1. *Introduction explaining both perspectives;*
2. *Two body paragraphs comparing advantages and risks;*
3. *Real examples (e.g., Apple, Google, Amazon, Tesla);*
4. *A conclusion expressing your reasoned opinion.*

8. Listening

🎧 **Watch:** "Decision-Making in Organizations"- California Management Review

🎧 Task 1 — Key Ideas (while and after listening)

Watch the video once. Then answer the questions in full sentences (3–5 sentences total):

1. What does the video suggest about **how the best managers make decisions** in organizations?
2. According to the video, what role do **biases and cognitive errors** play in organizational decision-making?
3. What is the "diligence-based strategy" and why does it help improve decisions?

(Your answers should reflect the ideas in the video, not your personal opinion.)

🎧 Task 2 — Listening for Evidence and Application

Watch the video again. Then complete the tasks below:

A) Quote extraction

From the video, write **one short phrase** (2–6 words) that relates to each of these:

1. A **challenge** managers face when making decisions
   → _____
2. A suggestion or practice that helps improve decision quality
   → _____

(Use wording you actually hear in the video.)

B) Short application response

Write **4–6 sentences** explaining:

How could the idea of overcoming biases and using careful decision practices help a team in your university (e.g., group projects, leadership teams)?

Use at least **one specific term or phrase from the video** in your answer.

9. Project: Decision-Making in Practice

Task:
In small groups, research and analyze a **real business decision** that changed a company's future (positive or negative). Examples:

- Coca-Cola's "New Coke" failure (1985)
- Netflix's streaming shift (2007)
- Toyota's recall crisis (2010)
- Amazon's expansion into cloud computing (AWS)

Steps:

1. Describe the context and challenge.
2. Explain the decision-making process (data, intuition, leadership).
3. Analyze consequences and lessons learned.
4. Present findings in a **7–8 minute group presentation**.

Assessment Criteria (100 points):

- Depth of analysis – 30
- Logic and coherence – 25
- Use of terminology – 20
- Creativity and presentation skills – 15
- Teamwork and timing – 10

UNIT 9. GLOBALIZATION AND MANAGEMENT

Presentation Tip: Speak as a Global Leader

Remember:
Global presentations require clarity, respect, and cultural sensitivity.
Tips:

- Avoid idioms or jokes that may not translate culturally.
- Use global English — simple, precise, and inclusive.
- Acknowledge cultural diversity in your audience.
- End with a message that unites, not divides:
  "Success in the global market depends not on where we come from, but on how we work together."

Follow-up Task:
Prepare **presentation** on:

"How Cultural Intelligence Shapes Modern Leadership."

1. Warm-up: The Global Workplace

Discussion:

1. What does *globalization* mean in your own words?
2. How has globalization changed the way companies operate?
3. What advantages and challenges do managers face in international environments?
4. What makes managing multicultural teams more difficult — language, values, or leadership style?

Mini Task:
List three international companies you admire (e.g., Unilever, Toyota, Google). What makes them *global* — products, workforce, or culture?

2. Key Vocabulary: The Language of Global Management

Term	Definition	Example in Context
globalization	the increasing interconnection of economies, people, and ideas worldwide	Globalization has made international trade faster and more efficient.
outsourcing	contracting work to an external company, often abroad	Many IT companies outsource customer support to India.

offshoring	relocating business processes to another country	Manufacturing was offshored to reduce labor costs.
cross-cultural management	leading teams with members from different cultural backgrounds	Cross-cultural management requires cultural intelligence and empathy.
multinational corporation (MNC)	a company operating in multiple countries	Coca-Cola is one of the largest multinational corporations.
cultural intelligence (CQ)	ability to function effectively across cultures	Managers with high CQ adapt their communication style easily.
global supply chain	network of international suppliers and manufacturers	The global supply chain was disrupted during the pandemic.
glocalization	adapting global products to local markets	McDonald's uses glocalization by customizing menus in different countries.

Practice:

1. Fill in the blanks:
   a) _____ allows firms to cut costs but may create ethical issues.
   b) Managers need _____ to succeed in multicultural environments.
   c) Adapting products to local cultures is an example of _____.
2. Pair Work: Use five of these words in a short dialogue between two international managers discussing expansion plans.

3. Reading

Managing in a Globalized World

Globalization has fundamentally reshaped the nature of management, transforming it from a primarily local function into a complex global responsibility. Contemporary managers operate in an interconnected environment where markets, supply chains, capital flows, and workforces extend across national borders. As a result, managerial success is no longer determined solely by technical expertise or financial performance, but also by the ability to navigate cultural, legal, and social differences on a global scale.

One of the most significant challenges in global management is cultural diversity. Differences in communication styles, attitudes toward hierarchy, time orientation, and decision-making can strongly influence

workplace dynamics. For example, leadership approaches that emphasize consensus and long-term relationships may be effective in East Asian cultures, while more individualistic and performance-driven models often prevail in North America or Western Europe. To manage such diversity successfully, global leaders must develop cultural intelligence (CQ) — the capability to recognize unfamiliar cultural patterns, interpret behavior accurately, and adjust managerial responses accordingly. High CQ enables managers to reduce misunderstandings, build trust, and foster inclusive international teams.

Another critical dimension of managing in a globalized world is the strategic use of outsourcing and offshoring. By relocating production or services to countries with lower labor or operational costs, companies can increase efficiency and competitiveness. However, these practices also introduce managerial challenges, including quality assurance, coordination across time zones, and compliance with international labor and environmental standards. Ethical considerations have become particularly important, as global firms are increasingly held accountable for working conditions and sustainability practices throughout their supply chains.

Globalization has also exposed organizations to systemic risks. Events such as global pandemics, geopolitical tensions, trade disputes, and financial crises have demonstrated the fragility of highly interconnected supply networks. Managers must therefore engage in proactive risk management, including diversification of suppliers, investment in digital infrastructure, and the development of crisis-response strategies to ensure organizational resilience.

To succeed in this complex environment, companies must balance two competing demands: global integration and local responsiveness. Global integration focuses on standardization, efficiency, and consistency across international operations, while local responsiveness emphasizes flexibility and adaptation to local market conditions and cultural expectations. The ability to combine these approaches is known as the transnational approach, which allows organizations to remain competitive globally while maintaining sensitivity to regional differences.

In conclusion, effective management in a globalized world requires a multidimensional skill set that includes cultural awareness, ethical responsibility, strategic adaptability, and risk preparedness. Managers who can integrate global perspectives with local understanding are better positioned to lead organizations successfully in an increasingly interconnected and uncertain world.

Comprehension Questions

1. Why is globalization important for modern management?
2. What is the difference between *outsourcing* and *offshoring*?
3. How does cultural intelligence help managers?
4. Why is balancing global integration and local responsiveness challenging?
5. How do global crises influence management strategies?

4. Language Focus: Describing Global Trends

Useful Verbs:
expand, operate, adapt, relocate, negotiate, invest, compete, collaborate, integrate

Useful Phrases:

- *Our company operates in more than 50 countries.*
- *We aim to adapt our business model for local markets.*
- *The firm decided to relocate part of its production to Vietnam.*
- *Global competition drives continuous innovation.*
- *Effective collaboration requires cultural awareness.*

Grammar Focus – Comparative and Superlative Structures:

- *Managing local teams is easier than managing international ones.*
- *This strategy is the most effective in emerging markets.*
- *Working across cultures can be more rewarding than challenging.*

Practice:
Complete the sentences:

1. Cross-cultural negotiation is _____ (difficult) than domestic negotiation.
2. Of all management skills, cultural intelligence is _____ (important).
3. Our new global strategy is _____ (innovative) than last year's plan.

5. Case Study: McDonald's Global Expansion

Background:
McDonald's operates in more than 100 countries, offering a unique combination of global branding and local adaptation. While its "Golden Arches" logo is recognized everywhere, menu items reflect local tastes — from *McPaneer* in India to *Teriyaki Burger* in Japan. The company's success lies in its ability to combine **global efficiency** with **local customization** — the essence of glocalization.

Tasks:

1. Identify how McDonald's applies global and local strategies.
2. What management challenges might arise from operating in so many countries?
3. How does cultural sensitivity contribute to McDonald's success?

4. Write a 200-word analysis using at least five vocabulary terms from the unit.

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6. Speaking Simulation: Global Management Dilemma

Scenario:
You are the management team of a multinational corporation facing a decision:

Should the company outsource production to a developing country to cut costs, or keep jobs in its home country to protect local employment?

Roles:
CEO – HR Director – Financial Analyst – CSR Manager – Communications Officer.

Task:

- Discuss the pros and cons of outsourcing.
- Consider financial, ethical, and social factors.
- Present your group's final decision and justify it.

Language Support:

- *From an ethical standpoint, we should consider the impact on employees.*
- *Financially, outsourcing could improve our competitiveness.*
- *We must maintain our corporate social responsibility.*
- *In conclusion, our recommendation is to…*

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7. Writing Task: Analytical Report

Topic:

"Globalization: Opportunity or Threat for Modern Managers?"

Instructions:
Write a 250–300-word analytical report including:

1. Definition of globalization and its key dimensions;
2. Discussion of benefits (market access, innovation, cultural exchange);

3. Discussion of challenges (outsourcing ethics, cultural barriers, economic dependency);
4. Your conclusion on how managers can turn globalization into opportunity.

Language Tip:
Use academic connectors: *however, moreover, on the other hand, consequently, as a result, to conclude.*

🎧 8. Listening

Watch: Managing Across Cultures

🎧 Listening Task 1: Deep Comprehension & Analysis

Before listening
Look at the phrase *"managing across cultures"*. What difficulties do you expect managers to face when working with people from different countries?

While listening
Watch the video and answer the questions **in full sentences**.

1. What is the main idea Erin Meyer communicates about cross-cultural management?
2. According to the speaker, why do good managers sometimes fail in international teams?
3. Which cultural dimensions (for example, communication style, decision-making, hierarchy) are highlighted in the video?
4. Identify one concrete example Erin Meyer uses to illustrate cultural misunderstanding. Explain what went wrong.

After listening
In 3–4 sentences, explain why cultural differences are *not* a minor issue but a strategic management challenge.

🎧 Listening Task 2: Critical Thinking & Application

While listening (second viewing)
Focus on *how* Erin Meyer speaks, not only on *what* she says.

1. How does the speaker simplify complex cultural concepts for the audience?
2. What tone does she use (e.g. analytical, practical, persuasive)? Give one example.

3. Which idea from the video do you consider the most useful for real managers? Why?

Post-listening task (spoken or written)
Imagine you are a manager leading an international team.

- Choose **one cultural challenge** mentioned in the video.
- Explain how misunderstanding this aspect could harm teamwork.
- Propose **one practical solution**, using ideas from the video.

(150–180 words or 2–3 minutes speaking)

9. Project: Cross-Cultural Management Strategy

Task:
In groups, develop a **Cross-Cultural Management Plan** for a company entering a new international market.

Steps:

1. Choose a company and target country.
2. Analyze cultural differences using Hofstede's dimensions (power distance, individualism, etc.).
3. Identify possible communication and management challenges.
4. Propose leadership, HR, and marketing adaptations.
5. Present your plan in a **7–8 minute PowerPoint presentation**.

Assessment Criteria (100 points):

- Cultural analysis depth – 25
- Logic and structure – 25
- Professional vocabulary – 20
- Creativity and presentation – 15
- Teamwork and delivery – 15

UNIT 10. CORPORATE GOVERNANCE

Presentation Tip: Speak with Integrity

When presenting governance topics, your **tone and body language** must reflect professionalism and ethics.

Tips:

- Speak slowly and clearly — ethical communication values clarity over persuasion.
- Avoid exaggerations; use facts and verified data.
- Maintain confident but calm posture — you represent integrity.
- End with a strong statement of values:
  "Transparency is not a strategy — it is our identity."

Follow-up Task:
Prepare a **presentation** on:

"Why Ethical Leadership Is the Foundation of Corporate Governance."

1. Warm-up: What Is Corporate Governance?

Discussion:

1. What do you understand by the term *corporate governance*?
2. Why is transparency important in business management?
3. What are the risks of poor governance for a company and its stakeholders?
4. Can ethics and profit always coexist?

Mini Task:
In small groups, brainstorm examples of famous corporate scandals (e.g., Enron, Wirecard, Volkswagen). What do they have in common?

2. Key Vocabulary: The Language of Corporate Ethics

Term	Definition	Example in Context
corporate governance	the system of rules, practices, and processes by which a company is directed and controlled	Effective corporate governance ensures accountability and transparency.

stakeholder	anyone affected by the company's actions (e.g., employees, shareholders, customers)	Stakeholder interests must be considered in board decisions.
board of directors	group of individuals responsible for overseeing a company's management	The board of directors approved a new sustainability policy.
transparency	openness in sharing information and decisions	Transparency builds investor confidence.
accountability	responsibility for actions and decisions	Managers must demonstrate accountability to shareholders.
compliance	following laws, regulations, and ethical standards	The company improved compliance with international tax laws.
conflict of interest	situation where personal interest interferes with professional duty	A conflict of interest may occur when executives trade company stock.
whistleblower	employee who reports illegal or unethical practices	The whistleblower exposed accounting fraud within the firm.

Practice:

1. Fill in the blanks:
   a) The company strengthened its _____ policy to prevent corruption.
   b) A _____ revealed the misuse of company funds.
   c) Regular audits ensure _____ and compliance with regulations.
2. In pairs, use five of the new terms in a short role-play conversation between a manager and an ethics officer.

3. Reading:

Principles of Good Corporate Governance

Corporate governance refers to the system of rules, practices, and processes through which a company is directed and controlled. It defines how power, authority, and responsibility are distributed among shareholders, boards of directors, management, and other stakeholders. Effective corporate governance ensures that strategic decisions align not only with financial objectives but also with the long-term interests of employees, customers, investors, and society as a whole.

Internationally recognized frameworks, such as the OECD Principles of Corporate Governance, emphasize that sound governance systems are built on several core principles. Accountability requires managers and board members to be answerable for their decisions and the overall performance of the company. This principle helps prevent abuse of power and encourages responsible leadership. Transparency ensures that accurate, timely, and relevant financial and operational information is disclosed to stakeholders, enabling informed decision-making and increasing investor confidence. Fairness involves the equal and respectful treatment of shareholders, employees, and business partners, regardless of their position or influence within the organization. Responsibility refers to compliance with legal regulations, ethical standards, and corporate values, as well as a commitment to sustainable and socially responsible business practices.

When these principles are ignored, the consequences can be severe. Poor corporate governance often leads to weak internal controls, unethical behavior, and strategic mismanagement. High-profile corporate scandals, such as Enron in the United States and Wirecard in Germany, demonstrated how fraudulent accounting practices, lack of board oversight, and conflicts of interest can result in financial collapse, legal prosecution, and irreversible damage to corporate reputation. These cases highlight the systemic risks associated with governance failures in an increasingly interconnected global economy.

In contrast, companies that prioritize ethical governance have shown that strong corporate values can coexist with long-term profitability. Organizations such as Unilever and Patagonia integrate environmental sustainability, social responsibility, and stakeholder engagement into their governance structures. By doing so, they build trust, enhance brand loyalty, and reduce reputational and regulatory risks, while maintaining competitive performance in global markets.

In the 21st century, corporate governance extends beyond control and compliance. It has become a strategic tool for building organizational resilience, ensuring transparency, and fostering trust through ethical leadership. As global expectations for corporate behavior continue to rise, effective governance is increasingly viewed as a key factor in sustainable business success.

Comprehension Questions

1. What are the four key principles of corporate governance?
2. Why is transparency considered vital for organizations?
3. What caused the collapse of Enron and Wirecard?
4. What makes Unilever and Patagonia examples of ethical governance?
5. How does good governance build long-term corporate reputation?

4. Language Focus: Talking About Ethics and Responsibility

Useful Verbs:

comply, disclose, monitor, regulate, report, investigate, evaluate, audit, govern, oversee

Useful Phrases:

- *The board must comply with international standards.*
- *All financial data should be disclosed to shareholders.*
- *The company established an internal audit committee.*

- *Our management team takes full responsibility for…*
- *Ethical governance strengthens investor confidence.*

Grammar Focus – Passive Voice for Formal Reporting:

- *The company was investigated for accounting irregularities.*
- *A new ethics policy was implemented last year.*
- *Quarterly reports are reviewed by the audit committee.*

Practice:
Transform these sentences into formal passive voice:

1. The CEO signed the new corporate code of ethics.
2. The auditors found several financial irregularities.
3. The board will approve the compliance report next week.

5. Case Study: The Enron Scandal

Background:
Enron Corporation was once one of America's largest energy companies. It collapsed in 2001 after it was discovered that executives had hidden billions of dollars in debt through accounting fraud. Thousands of employees lost their jobs and pensions, while investors suffered enormous losses.

Tasks:

1. Identify which principles of corporate governance were violated.
2. What management and ethical failures caused the scandal?
3. How did it change U.S. corporate law (e.g., Sarbanes–Oxley Act)?
4. Write a 200–250-word analytical summary using at least five terms from this unit.

6. Speaking Simulation: The Boardroom Crisis

Scenario:
You are the board of directors of a multinational company accused of environmental violations. The media is demanding answers, and your stock value is falling.

Roles:
CEO – Ethics Officer – PR Director – Legal Advisor – Environmental Specialist.

Task:

- Discuss how to respond to the crisis (public statement, internal investigation, resignation, reforms).
- Prepare a 5-minute press conference statement explaining your plan of action.

Language Support:

- *We take full responsibility for the incident.*
- *An internal investigation has been launched.*
- *We are committed to transparency and accountability.*
- *Immediate steps are being taken to prevent future occurrences.*

7. Writing Task: Analytical Essay

Topic:

"Corporate Ethics: Profit and Integrity Can Coexist."

Instructions:

Write a 250–300-word essay discussing how companies can balance profitability with ethical responsibility.

Include:

1. Introduction with thesis statement;
2. Two analytical paragraphs (with examples);
3. Conclusion with your personal or managerial perspective.

Use Connectors:

on the one hand, however, in addition, as a result, to sum up.

8. Project: Corporate Governance Audit

Task:

In small groups, conduct a **Corporate Governance Audit** of a real or hypothetical company.

Your report should include:

1. Company background and ownership structure;
2. Governance framework (board, committees, code of ethics);
3. Potential risks and compliance gaps;
4. Recommendations for improvement;
5. A 7–8 minute presentation summarizing your findings.

Assessment Criteria (100 points):

- Analytical depth – 30
- Application of key principles – 25
- Clarity and structure – 20
- Professional terminology – 15
- Presentation delivery – 10

UNIT 11. TIME MANAGEMENT

Presentation: Make Every Minute Count

When presenting on time management, your delivery should reflect discipline and organization.

Tips:

- Keep your slides clean — one key idea per slide.
- Use timing effectively: 1 minute for introduction, 3 for content, 1 for conclusion.
- Start and finish *on time* — it's your credibility test.
- Include a clear takeaway:
  "Time is the only resource we can't replace — but we can always manage it better."

Follow-up Task:
Prepare a **presentation** on:

"My Strategy for Balancing Productivity and Well-being."

Include at least one method (Pomodoro, SMART, or Eisenhower) and personal reflection.

1. Warm-up: Why Time Is the Manager's Most Valuable Resource

Discussion:

1. Why is time management essential for successful leaders and managers?
2. What are the main reasons people lose time at work?
3. How does poor time management affect team productivity and stress levels?
4. Which tools or apps help you organize your daily routine?

Mini Task:
In pairs, describe one day from your professional or academic life. Identify when you were most productive and what caused distractions.

2. Key Vocabulary: The Language of Productivity

Term	Definition	Example in Context
time management	planning and controlling how time is spent to increase efficiency	Good time management helps reduce stress and improve results.
prioritization	deciding which tasks are most important	Effective prioritization helps avoid burnout.
deadline	a fixed date or time by which something must be completed	Missing deadlines can damage a company's reputation.
procrastination	delaying or postponing important tasks	Procrastination is often caused by lack of motivation or clarity.
multitasking	handling more than one task at the same time	Research shows multitasking can reduce productivity.
workload	the amount of work that must be done by someone	The manager delegated tasks to balance the workload.
Eisenhower Matrix	tool for categorizing tasks by urgency and importance	The Eisenhower Matrix helps managers focus on what truly matters.
Pomodoro Technique	method using 25-minute focused intervals followed by short breaks	The Pomodoro Technique helps maintain concentration.

Practice:

1. Fill in the blanks:
   a) _____ is key to completing high-priority projects on time.
   b) Many people confuse being busy with being _____.
   c) The _____ Technique trains your brain to focus in short bursts.
2. Pair Work: Create 3 sentences using new words in real workplace contexts.

3. Reading

The Science of Effective Time Management

Effective time management is not simply a matter of filling calendars or meeting deadlines; it is a strategic skill that involves aligning daily activities with long-term goals and organizational priorities. In modern managerial environments characterized by constant interruptions, information overload, and high performance expectations, the ability to manage time effectively has become a critical leadership competency. Managers who master this skill are better able to focus on strategic thinking, decision-making, and value creation rather than reacting impulsively to short-term pressures.

One of the most widely used frameworks in time management is the Eisenhower Matrix, which helps individuals prioritize tasks based on urgency and importance. Tasks that are both urgent and important require immediate attention, as they directly affect performance or outcomes. Activities that are important but not urgent are often associated with planning, professional development, and long-term strategy; successful managers deliberately schedule time for these tasks to prevent future crises. Urgent but less important tasks highlight the need for delegation, allowing managers to focus on higher-level responsibilities. Finally, tasks that are neither urgent nor important tend to distract from productivity and should be minimized or eliminated altogether.

Another scientifically grounded approach to time management is the Pomodoro Technique, which is based on cognitive research into attention and mental fatigue. By working in short, focused intervals—typically 25 minutes—followed by brief breaks, individuals can maintain high levels of concentration while reducing stress and burnout. This method is particularly effective for complex tasks that require sustained mental effort, as it encourages disciplined focus and regular recovery periods.

In addition to task prioritization and focus techniques, effective time management depends on goal clarity. Many managers apply the SMART principle when setting objectives, ensuring that goals are Specific, Measurable, Achievable, Relevant, and Time-bound. Clearly defined goals reduce uncertainty, improve motivation, and make it easier to allocate time and resources efficiently.

Ultimately, effective time management is not about doing more tasks in less time. Rather, it is about making conscious choices, focusing on activities that generate the greatest impact, and using time as a strategic resource. Managers who manage their time well are not only more productive but also more resilient, reflective, and capable of leading others in a fast-paced professional environment.

Comprehension Questions

1. What is the main goal of time management?
2. How does the Eisenhower Matrix help managers?
3. What are the benefits of the Pomodoro Technique?
4. What does the SMART principle stand for?
5. Why is "doing the right things" more important than "doing more things"?

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4. Language Focus: Talking About Time and Priorities

Useful Verbs:
plan, schedule, organize, delegate, complete, prioritize, allocate, postpone, optimize, achieve

Useful Phrases:

- *We need to prioritize long-term objectives over short-term tasks.*
- *Let's schedule a follow-up meeting for next week.*
- *The team must delegate routine duties to save time.*
- *Our workload needs to be balanced across departments.*
- *We aim to optimize our daily operations through better planning.*

Grammar Focus – Modals for Obligation and Advice:

- *Managers should allocate their time wisely.*
- *You must avoid multitasking when focus is essential.*
- *We could improve efficiency by automating routine work.*
- *Deadlines must be met to maintain client trust.*

Practice:
Complete the sentences:

1. We _____ (should / must) review our time allocation weekly.
2. The project _____ (could / must) be postponed if data is incomplete.
3. Managers _____ (should / might) learn to delegate low-priority tasks.

---

5. Case Study: Google's "20 Percent Time" Policy

Background:
Google introduced a unique policy allowing employees to spend 20% of their work time on projects they personally find valuable. This led to innovations like Gmail and Google News.
The idea proved that *time autonomy* — not just control — can improve motivation and creativity.

Tasks:

1. *What principles of time management does this policy promote?*
2. *How does autonomy influence productivity?*
3. *Would this policy work in every organization? Why or why not?*
4. *Write a 200-word analysis using at least five key terms from this unit.*

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6. Speaking Simulation: The Productivity Workshop

Scenario:
You are consultants leading a **"Time Efficiency Workshop"** for a company where employees constantly miss deadlines.

Roles:
Project Manager – HR Trainer – Time Management Expert – Employee Representative.

Task:

- Discuss causes of time waste (e.g., poor planning, meetings, multitasking).
- Suggest realistic solutions using known frameworks (Eisenhower Matrix, Pomodoro, SMART).
- Present your team's final recommendations.

Language Support:

- *We've identified poor prioritization as the key issue.*
- *To improve focus, we suggest using the Pomodoro Technique.*

- *Employees must learn to say "no" to unnecessary meetings.*
- *Implementing SMART goals will increase accountability.*

7. Writing Task: Reflective Essay

Topic:

"Why Time Management Is a Core Leadership Skill."

Instructions:
Write a 250–300-word essay including:

1. The connection between leadership and time discipline;
2. The effects of poor time management on teams;
3. Real examples of companies with strong time culture (e.g., Toyota, Amazon);
4. Your personal strategy for managing time effectively.

Language Tip:
Use connectors: *therefore, moreover, consequently, whereas, in contrast, to conclude.*

8. Listening

🎧 **Watch:** *"How to gain control of your free time | Laura Vanderkam | TED*

🎧 Listening Task 1: Understanding Key Ideas

Watch the video and answer the questions **in full sentences**.

1. What main problem about time management does the speaker challenge?
2. Why does Laura Vanderkam say that people often *misuse* their time?
3. What example does she give to show that people actually have more free time than they think?
4. According to the speaker, what should people do instead of trying to "find" time?

🎧 Listening Task 2: Critical Reflection & Application

Watch the video again and complete the task.

1. Identify one idea from the video that you strongly agree or disagree with. Explain why.
2. How can this idea be applied to the work of a manager or a student?
3. Give one practical change you would make in your daily schedule based on the speaker's advice.

9. Project: Time Management Plan for Young Managers

Task:
In small groups, design a **"Personal Productivity Plan"** for junior managers.

Your report should include:

1. Common challenges (distractions, multitasking, unclear priorities);
2. Suggested tools (Google Calendar, Trello, Focus To-Do, Notion);
3. Weekly schedule model using Eisenhower Matrix or SMART goals;
4. One-page summary with strategies to balance work-life productivity.

Assessment Criteria (100 points):

- Practicality and clarity – 25
- Use of frameworks – 25
- Professional vocabulary – 20
- Design and creativity – 15
- Team collaboration – 15

UNIT 12. CHANGE MANAGEMENT

Presentation Tip: Inspire, Don't Instruct

During change, people follow **leaders**, not just instructions.
When presenting a change strategy:

Tips:

- Focus on *why* the change matters — tell a story that connects emotionally.
- Speak with empathy — acknowledge fears and show understanding.
- Use visuals to simplify complex processes.
- End with a motivational message:
  "Change is never easy — but it's the only path to progress."

Follow-up Task:
Prepare a **3-minute motivational speech** titled:

"Leading People Through Change: My Personal Strategy."

1. Warm-up: The Challenge of Change

Discussion:

1. Why do people often resist change at work?
2. Can every change be positive? Give examples.
3. What kind of changes have recently affected your university or workplace?
4. What skills help managers guide teams through transformation?

Mini Task:
In small groups, describe a real example of change (e.g., new software, hybrid work, restructuring). How did people react? What helped them adapt?

2. Key Vocabulary: The Language of Organizational Change

Term	Definition	Example in Context
change management	structured approach to transitioning individuals, teams, and organizations	Effective change management minimizes employee resistance.
resistance to change	opposition to new processes or systems	Fear of job loss can cause resistance to change.

transformation	major, long-term change in strategy, structure, or culture	The company underwent a digital transformation.
stakeholders	individuals or groups affected by organizational change	Stakeholder engagement is crucial during transformation.
communication strategy	plan for informing and motivating employees	A clear communication strategy prevents confusion and rumors.
organizational culture	shared values and beliefs influencing behavior	A flexible culture supports innovation and change.
implementation	the act of putting a new plan or system into operation	The implementation phase requires strong leadership.
continuous improvement	ongoing efforts to enhance efficiency and quality	Change should be seen as part of continuous improvement.

Practice:

1. Fill in the blanks:
   a) The key to successful _____ is communication and trust.
   b) Employees often show _____ when change threatens stability.
   c) _____ plays a major role in how teams adapt to new systems.
2. Pair Work: Write three sentences using new words to describe a real company's change process (e.g., Netflix, Microsoft, Toyota).

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3. Reading

Managing Change in the 21st-Century Workplace

In today's rapidly evolving economic and technological environment, organizational change is no longer an occasional event but a permanent condition of business life. Companies are required to adapt continuously in response to digital transformation, globalization, market volatility, and shifting employee expectations. Whether change involves the introduction of new technologies, organizational restructuring, mergers and acquisitions, or transformations in leadership style, the ability to manage change effectively has become a critical managerial competence.

The success of change management largely depends on three interrelated factors: leadership, communication, and organizational culture. Effective leaders play a central role in guiding change by clearly explaining why transformation is necessary and how it aligns with the organization's long-term goals. Transparent and consistent communication reduces uncertainty, addresses resistance, and helps employees understand their role in the change

process. At the same time, a supportive organizational culture—one that values learning, flexibility, and trust—creates an environment in which change is more likely to be accepted rather than resisted.

One of the most influential theoretical frameworks in change management is Kurt Lewin's Change Model, which conceptualizes change as a three-stage process. The unfreezing stage involves preparing individuals and groups for change by challenging existing mindsets, highlighting the limitations of current practices, and creating awareness of the need for transformation. The changing stage focuses on the actual implementation of new processes, behaviors, technologies, or organizational structures. During this phase, employees require guidance, training, and ongoing support. Finally, the refreezing stage aims to stabilize the organization by reinforcing new behaviors, embedding them into daily routines, and ensuring that the change becomes part of the organizational culture.

Complementing Lewin's model, John Kotter's 8-Step Process for Leading Change offers a more detailed, action-oriented approach. Kotter emphasizes the importance of creating a sense of urgency, developing a clear and compelling vision, communicating that vision effectively, empowering employees to act, and generating short-term wins to maintain momentum. This model highlights the role of leadership at every stage and underscores the need for sustained commitment throughout the change process.

Importantly, organizational change is never purely technical or structural—it is deeply psychological. Employees often experience uncertainty, fear, and resistance when confronted with change, particularly if they feel excluded from decision-making. Successful change management therefore requires empathy, emotional intelligence, and opportunities for employee participation. When individuals feel heard and supported, they are more likely to engage actively in the transformation process.

In the 21st century, the most successful organizations are those that view change not as a disruption or threat, but as a continuous opportunity for learning, innovation, and growth. By combining clear leadership, effective communication, and a people-centered approach, organizations can navigate change more successfully and build long-term resilience.

Comprehension Questions

1. What are the three stages of Lewin's model?
2. Why is communication vital in change management?
3. What role does leadership play during transformation?
4. How do emotions affect organizational change?
5. Why should change be seen as continuous improvement?

4. Language Focus: Talking About Change and Adaptation

Useful Verbs:

adapt, implement, modify, transform, overcome, initiate, anticipate, communicate, motivate, sustain

Useful Phrases:

- *We are implementing a new digital management system.*

- *Our goal is to transform the company culture to encourage innovation.*
- *Leaders must anticipate resistance and address it early.*
- *The team has successfully adapted to remote work.*
- *We are sustaining improvement through regular training.*

Grammar Focus – Gerunds and Infinitives in Business Context:

- *We decided **to implement** the new system next quarter.*
- *Avoid **delaying** communication during the transition.*
- *Leaders should focus on **encouraging** participation.*

Practice:
Complete the sentences:

1. Managers must avoid _____ (ignore) employees' feedback.
2. The company plans _____ (launch) a new HR system next month.
3. Successful leaders focus on _____ (build) trust during transitions.

5. Case Study: Microsoft's Cultural Transformation

Background:
When Satya Nadella became CEO of Microsoft in 2014, he transformed the company's culture from competition to collaboration. Instead of the old "know-it-all" mindset, he introduced a "learn-it-all" culture, emphasizing empathy, curiosity, and innovation. As a result, Microsoft regained its creative energy and became one of the world's most valuable companies.

Tasks:

1. What was the main cultural change introduced by Nadella?
2. How did this transformation affect innovation and teamwork?
3. What communication and leadership strategies supported the change?
4. Write a 200–250-word reflection describing lessons learned from this case.

6. Speaking Simulation: Managing Digital Transformation

Scenario:
Your company is shifting from traditional operations to a fully digital system. Many employees are anxious about automation and job security.

Roles:
CEO – HR Director – IT Manager – Employee Representative – Change Consultant.

Task:

- Discuss the challenges of implementing digital tools.
- Propose communication and training strategies to reduce resistance.
- Present your final action plan for successful transition.

Language Support:

- *We must communicate the purpose of this change clearly.*
- *Training programs will help employees feel confident using new systems.*
- *Short-term wins will demonstrate progress and build trust.*
- *This transformation will position our company for long-term success.*

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7. Writing Task: Analytical Essay

Topic:

"Resistance to Change: A Barrier or a Learning Opportunity?"

Instructions:

Write a 250–300-word essay including:

1. Introduction explaining what resistance to change is;
2. Two analytical paragraphs (causes and solutions);
3. Real examples of successful change management;
4. A concluding reflection on the value of adaptability in leadership.

Language Tip:

Use transitions: *firstly, consequently, in contrast, as a result, ultimately, to conclude.*

8. Project: Leading Organizational Change

Task:

In small groups, design a **Change Management Plan** for a real or imaginary company.

Steps:

1. Identify the need for change (problem or opportunity).
2. Describe key stakeholders and potential resistance.
3. Apply a change model (Lewin or Kotter).
4. Develop a communication and training plan.
5. Present your proposal in a **7–8 minute PowerPoint presentation.**
6.

Assessment Criteria (100 points):

- Understanding of theory – 25
- Practical implementation plan – 25
- Clarity and organization – 20
- Use of ESP vocabulary – 15
- Presentation skills – 15

UNIT 13. BUSINESS ETHICS

Presentation: Persuade with Integrity

Ethical topics require **credibility, empathy, and evidence** — not exaggeration.

Tips:

- Present facts, not emotions — use data to support moral claims.
- Speak sincerely; your tone should convey respect, not judgment.
- End your talk with a call to action, for example:
  "Every decision we make shapes the kind of world we live in."

Follow-up Task:
Prepare a **2–3 minute presentation** on:

"An Ethical Dilemma I Would Face as a Manager — and How I Would Resolve It."

1. Warm-up: Morality in the Marketplace

Discussion:

1. What does *business ethics* mean to you personally?
2. Can a company be both highly profitable and socially responsible?
3. Why do ethical scandals attract more attention than success stories?
4. Who should be responsible for ethical behavior — individuals or the organization as a whole?

Mini Task:
Think of one recent case of unethical behavior in business (e.g., environmental pollution, tax evasion, false advertising).
Describe what happened and how the public reacted.

2. Key Vocabulary: The Language of Corporate Ethics

Term	Definition	Example in Context
business ethics	moral principles that guide corporate behavior	Business ethics define how companies act toward customers and society.
corporate social responsibility (CSR)	company's commitment to sustainable and ethical practices	CSR initiatives improve a company's reputation.
code of conduct	written set of rules for ethical behavior	Employees must follow the corporate code of conduct.
ethical dilemma	situation requiring a choice between conflicting moral principles	Choosing between profit and environmental protection is a common ethical dilemma.
whistleblowing	reporting illegal or immoral practices within a company	Whistleblowing often protects public interest.
corruption	dishonest or illegal behavior by people in power	The company introduced anti-corruption training programs.
sustainability	operating in a way that protects the environment and future generations	Sustainability has become a strategic business priority.
transparency	openness and honesty in communication and actions	Transparency helps build long-term trust with customers.

Practice:

1. Fill in the blanks:
   a) Promoting _____ and honesty improves customer loyalty.
   b) The company's _____ policy includes recycling and energy efficiency.
   c) Ethical _____ often involve conflicting interests.
2. Pair Work:
   Use at least five of the above words in a short dialogue between a CEO and a PR manager discussing a corporate scandal.

3. Reading

The Balance Between Profit and Principle

In the contemporary business environment, ethics is no longer a secondary concern or a matter of corporate image; it has become a fundamental requirement for long-term sustainability and competitive advantage. In a globalized and digitally connected world, companies operate under constant public scrutiny, where information spreads rapidly and unethical behavior can result in immediate reputational damage, legal consequences, and loss of stakeholder trust.

Ethical business practices extend far beyond mere compliance with laws and regulations. While legal frameworks define minimum standards of acceptable behavior, ethical responsibility demands higher principles, including honesty in communication, fairness in pricing and contracting, respect for employees' rights and well-being, and accountability for environmental impact. Increasingly, corporations are expected to consider the social and ecological consequences of their decisions, reflecting a broader understanding of corporate responsibility.

Many modern organizations have integrated ethics into their core business strategies. Companies such as Unilever and Patagonia provide prominent examples of how ethical values can coexist with profitability. Through sustainability initiatives, transparent supply chains, responsible sourcing, and community engagement programs, these corporations demonstrate that ethical commitments can enhance brand loyalty, attract socially conscious consumers, and reduce long-term operational risks. In this context, ethics functions not as a constraint on business, but as a driver of innovation and resilience.

Despite these advances, ethical challenges remain a persistent reality for managers and executives. Business leaders frequently encounter ethical dilemmas—situations in which moral values conflict with financial incentives or competitive pressures. Decisions such as whether to reduce costs by using environmentally harmful materials, outsource labor to regions with weak worker protections, or prioritize short-term profits over employee well-being require careful ethical judgment. These dilemmas are rarely clear-cut and often involve complex trade-offs between economic performance and social responsibility.

Effective leadership in such situations depends on ethical awareness, moral courage, and a long-term perspective. Leaders who prioritize ethical integrity understand that trust, credibility, and reputation are strategic assets that cannot be easily restored once lost. As Warren Buffett famously noted, "It takes 20 years to build a reputation and five minutes to ruin it." This observation underscores the idea that ethical decision-making is not only a moral obligation but also a critical element of sustainable business success.

Ultimately, the balance between profit and principle defines the character of an organization. Companies that embed ethical values into their decision-making processes are better positioned to navigate uncertainty, build enduring relationships with stakeholders, and contribute positively to society while achieving financial goals.

Comprehension Questions

1. Why are business ethics essential in the modern global economy?
2. What are examples of ethical practices mentioned in the text?
3. What makes ethical dilemmas difficult to solve?
4. Why is long-term reputation more important than short-term profit?
5. How can corporate ethics affect public trust?

4. Language Focus: Expressing Opinions and Ethical Judgments

Useful Verbs:
argue, justify, evaluate, criticize, defend, maintain, claim, acknowledge, oppose

Useful Phrases:

- *In my opinion, this decision was ethically unacceptable.*
- *From a managerial perspective, we must consider the social consequences.*
- *It could be argued that profit should not outweigh public responsibility.*
- *On the other hand, companies need to survive financially.*
- *Ethical leadership requires courage and consistency.*

Grammar Focus – Expressing Hypothetical Ethics (Conditionals):

- *If the company had been transparent, the scandal could have been avoided.*
- *If managers always prioritized ethics, trust would increase.*
- *If we reduce corruption, investors will show greater confidence.*

Practice:
Complete the sentences:

1. If the CEO _____ (admit) the mistake earlier, the company's image _____ (improve).
2. If employees _____ (follow) the code of conduct, there _____ (be) fewer legal issues.
3. If the company _____ (ignore) sustainability, customers _____ (lose) respect.

5. Case Study: The Volkswagen Emissions Scandal

Background:
In 2015, Volkswagen admitted to installing software that allowed cars to cheat

emissions tests, making them appear environmentally friendly. The scandal damaged the brand's reputation and cost billions in fines.

Tasks:

1. What ethical principles were violated?
2. Who were the stakeholders affected?
3. How could transparency have prevented the scandal?
4. Write a 200–250-word report evaluating VW's crisis management strategy.

6. Speaking Simulation: The Ethics Debate

Scenario:
Your class is divided into two sides for a corporate ethics debate:

"Should companies prioritize profit or sustainability?"

Roles:

- Team A: Defend *profit maximization* as a necessary goal.
- Team B: Argue for *sustainability and social responsibility* as long-term priorities.

Task:
Prepare arguments, rebuttals, and concluding statements. Use professional language of persuasion and negotiation.

Language Support:

- *We strongly believe that profit ensures stability and innovation.*
- *However, without ethical practices, financial growth is meaningless.*
- *Let's not forget that public trust is the foundation of success.*
- *In conclusion, sustainability is not charity — it's strategy.*

7. Writing Task: Argumentative Essay

Topic:

"Is Ethical Business a Competitive Advantage?"

Instructions:
Write a 250–300-word essay including:

1. Introduction defining ethical business;
2. Two contrasting viewpoints;
3. Real examples (e.g., Patagonia, Starbucks, Nike);
4. Conclusion with your personal evaluation.

8. Project: Corporate Ethics Code

Task:
In small groups, design a **Code of Ethics** for a fictional company in one of the following industries:

- Fashion
- Technology
- Food and Beverage
- Banking

Your document should include:

1. Mission statement and ethical principles;
2. Guidelines for employee conduct;
3. Policy on environmental sustainability;
4. Whistleblower protection measures;
5. 5–7 minute PowerPoint presentation of your Code.

Assessment Criteria (100 points):

- Originality and clarity – 25
- Practicality and logic – 25
- Use of ESP vocabulary – 20
- Format and organization – 15
- Presentation delivery – 15

UNIT 14. CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

Presentation Tip: Speak with Empathy, Not Just Data

A successful CRM presentation must connect both **emotionally** and **analytically**.

Tips:

- Begin with a real customer story or testimonial.
- Use clear visuals (charts, timelines, or feedback scores).
- Avoid jargon — focus on benefits for the *customer*, not the *system*.
- End with a value statement:
  "CRM is not about managing customers — it's about building trust that lasts."

Follow-up Task:
Prepare a **2–3 minute presentation** on:

"How I Would Build Customer Loyalty in a Competitive Market."

1. Warm-up: Understanding Customer Loyalty

Discussion:

1. Why do some customers stay loyal to a brand for years?
2. What are the main differences between *customer satisfaction* and *customer loyalty*?
3. How does technology change the way companies interact with their clients?
4. Can strong customer relationships be more valuable than advertising? Why?

Mini Task:
In pairs, name three companies with excellent customer service (e.g., Apple, Amazon, Emirates).
What specific actions make their customer relationships effective?

2. Key Vocabulary: The Language of Customer Relationship Management

Term	Definition	Example in Context
CRM (Customer Relationship Management)	strategy and system for managing customer interactions	CRM helps companies track customer data and preferences.

customer retention	ability to keep customers over time	High customer retention leads to long-term profitability.
customer loyalty	emotional or habitual attachment to a brand	Loyal customers are more likely to recommend the brand.
customer feedback	information provided by clients about products or services	Regular feedback helps improve service quality.
personalization	tailoring products or messages to individual needs	Personalization increases customer engagement.
touchpoint	any interaction between a company and its customer	Every touchpoint influences the overall customer experience.
customer lifecycle	the process a customer goes through with a company (from awareness to loyalty)	Understanding the customer lifecycle helps optimize marketing.
customer satisfaction index (CSI)	measure of how satisfied customers are with a company's services	The CSI improved after implementing a new CRM system.

Practice:

1. Fill in the blanks:
   a) _____ is essential for understanding customer needs.
   b) A single negative _____ can damage brand reputation.
   c) _____ allows companies to build stronger emotional connections.
2. Pair Work: Write 3 sentences using new terms in the context of your favorite brand.

3. Reading

The Power of CRM in Modern Business

In today's highly competitive and customer-driven market environment, clients are widely recognized as one of a company's most valuable strategic assets. As products and prices become increasingly similar across industries, long-term success depends less on one-time sales and more on the ability to build and sustain strong customer relationships. Modern businesses therefore focus not only on selling products or services, but on creating meaningful, personalized, and consistent customer experiences.

Customer Relationship Management (CRM) represents an integrated approach that combines technology, marketing strategy, and insights from behavioral psychology to manage interactions with customers throughout the entire relationship lifecycle. Rather than functioning as a simple database, CRM systems support a customer-centric business model by enabling organizations to understand customer needs, preferences, and expectations more deeply.

A typical CRM system stores and analyzes a wide range of customer data, including contact information, purchase history, communication records, service requests, and feedback. Advanced CRM platforms can also track customer engagement across multiple channels, such as email, social media, websites, and mobile applications. By analyzing this data, managers are able to predict customer behavior, identify patterns, and design personalized offers and communication strategies that increase customer satisfaction and loyalty.

Among the most widely used CRM platforms today are Salesforce, HubSpot, and Zoho CRM. These systems automate routine communication, support sales and marketing campaigns, monitor customer interactions in real time, and provide detailed analytics for informed decision-making. As a result, organizations can respond more quickly to customer needs, improve service quality, and optimize internal coordination between sales, marketing, and customer support teams.

However, while technology plays a central role, it is not sufficient on its own. The true power of CRM lies in the human dimension—empathy, trust, and relationship-building. Effective CRM requires an organizational culture that values customers, encourages active listening, and prioritizes long-term relationships over short-term gains. Companies that successfully implement CRM treat each customer not as a single transaction, but as a partner whose loyalty is earned through consistent value delivery, transparency, and respect.

In conclusion, CRM is not merely a technological tool, but a strategic philosophy that places the customer at the center of business operations. Organizations that combine advanced CRM systems with ethical practices and customer-oriented leadership are better positioned to achieve sustainable growth and competitive advantage in the modern business landscape.

Comprehension Questions

1. What is the main goal of CRM?
2. How does CRM technology improve customer experience?
3. Why are empathy and trust essential for CRM success?
4. What are examples of CRM systems mentioned in the text?
5. How can data analytics help companies predict customer needs?

4. Language Focus: Describing Customer Experience

Useful Verbs:

retain, attract, satisfy, personalize, respond, engage, collect, analyze, implement, improve

Useful Phrases:

- *Our company aims to retain loyal customers through personalized service.*
- *Customer feedback was analyzed to improve future campaigns.*
- *We implemented a new CRM platform to track customer interactions.*
- *The marketing team engages clients through social media touchpoints.*
- *Building trust requires consistency and empathy in every communication.*

Grammar Focus – Present Perfect for Ongoing Customer Relations:

- *We have developed strong customer relationships over the past decade.*
- *The company has implemented three CRM systems since 2020.*
- *Customer satisfaction has increased by 15% since the new policy.*

Practice:
Complete the sentences:

1. Our company _____ (use) CRM tools for five years to manage client data.
2. Customer retention _____ (improve) significantly since we introduced feedback surveys.
3. We _____ (analyze) customer satisfaction trends since last quarter.

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5. Case Study: Amazon's Customer-Centric Model

Background:
Amazon's success is built on a simple principle — *"Start with the customer and work backward."*
Every service, from 1-click ordering to AI-based product recommendations, is designed to make customers feel understood and valued. Amazon's data-driven personalization and 24/7 customer support have made it one of the world's most trusted brands.

Tasks:

1. Identify how Amazon uses CRM strategies in its operations.
2. What makes its approach customer-centric rather than sales-focused?
3. What ethical challenges could arise from using customer data?
4. Write a 200–250-word analysis using at least five vocabulary terms from this unit.

6. Speaking Simulation: The CRM Meeting

Scenario:
You are part of a marketing team planning to introduce a new CRM system in your company.

Roles:
Marketing Director – IT Manager – Customer Support Lead – Sales Manager – CEO.

Task:

- Discuss goals and expected outcomes of implementing CRM.
- Identify possible challenges (training, costs, privacy).
- Prepare a short **boardroom presentation** outlining your CRM strategy.

Language Support:

- *The new system will centralize all customer data.*
- *We expect higher customer engagement and retention.*
- *Privacy and data protection must be our top priorities.*
- *We recommend phased implementation with staff training sessions.*

7. Writing Task: Analytical Report

Topic:

"How CRM Systems Transform Customer Experience."

Instructions:
Write a 250–300-word analytical report including:

1. Overview of CRM purpose and benefits;
2. Discussion of data-driven personalization;
3. Evaluation of ethical issues (data privacy, over-targeting);
4. Conclusion with recommendations for responsible CRM use.

Language Tip:
Use connectors: *therefore, in addition, however, as a result, on the other hand, to conclude.*

8. Project: Designing a CRM Strategy

Task:
In small groups, design a **CRM Strategy Plan** for a new company entering the market.

Steps:

1. Define the company's target audience and customer goals.
2. Choose appropriate CRM tools or software.
3. Develop communication strategies across touchpoints (email, chat, social media).
4. Propose ways to measure customer satisfaction (CSI, NPS).
5. Present your plan in a **7–8 minute PowerPoint presentation.**

Assessment Criteria (100 points):

- Logic and structure – 25
- Use of CRM principles – 25
- Practicality and creativity – 20
- ESP vocabulary accuracy – 15
- Presentation skills – 15

UNIT 15. THE FUTURE OF MANAGEMENT

Presentation: Lead with Vision, Not Fear

In discussions about the future, your language should inspire, not intimidate.

Tips:

- Use visionary expressions: *"Imagine a world where…"* or *"In the next decade, we will…"*
- Balance optimism with realism — avoid utopian promises.
- Use visuals (graphs, AI icons, futuristic images) to make abstract ideas concrete.
- End with a forward-looking statement:
  "The future of management is not about replacing humans — it's about redefining what being human means in leadership."

Follow-up Task:
Prepare **TED-style presentation** on:

"How I See the Role of a Manager in 2045."

1. Warm-up: Imagining Tomorrow's Workplace

Discussion:

1. How do you imagine the company of the future?
2. Will robots and AI replace managers, or will they assist them?
3. What new leadership qualities will be most valuable in the next 20 years?
4. How can human creativity stay relevant in a world of automation?

Mini Task:
In pairs, brainstorm a list of management roles that might *disappear*, *change*, or *emerge* by 2045.
For example: "AI Ethics Officer," "Remote Team Psychologist," or "Virtual Project Coordinator."

2. Key Vocabulary: The Language of the Future Workplace

Term	Definition	Example in Context
digital transformation	integration of digital technologies into all business areas	Digital transformation is reshaping customer experience.
automation	use of technology to perform tasks with minimal human input	Automation reduces errors and increases efficiency.
artificial intelligence (AI)	technology that mimics human cognition and learning	AI tools now assist in recruitment and data analysis.
machine learning	process where computers improve through data and experience	Machine learning helps predict consumer behavior.
digital leadership	ability to lead organizations through technology-driven change	Digital leaders combine vision with technical knowledge.
remote management	coordinating teams working from different locations	Remote management requires trust and communication tools.
emotional intelligence (EQ)	ability to understand and manage emotions effectively	High EQ will remain vital even in digital environments.
human-centric approach	management philosophy prioritizing people over processes	The future of management will depend on human-centric thinking.

Practice:

1. Fill in the blanks:

a) _____ helps companies adapt to technological disruption.
b) Managers with high _____ can motivate teams during change.
c) The future of leadership will combine AI expertise with a _____ approach.

2. Pair Work: Write 3 sentences using at least five vocabulary terms about future management trends.

3. Reading

Redefining Management in the Age of AI

The rapid advancement of artificial intelligence is fundamentally reshaping the nature of management and leadership in the 21st century. As organizations increasingly rely on intelligent systems to process information, optimize operations, and support decision-making, the role of managers is evolving from direct control toward strategic coordination. The future of management will therefore be defined not by technological dominance alone, but by the ability to balance technological capabilities with distinctly human values.

Artificial intelligence is already transforming business operations across industries. Automated systems now handle routine administrative tasks, forecast market trends, personalize customer interactions, and analyze vast amounts of data in real time. These capabilities enable organizations to operate more efficiently and respond more quickly to changing conditions. However, while AI excels at pattern recognition and optimization, it lacks the human capacity for empathy, creativity, ethical reasoning, and contextual understanding—qualities that remain central to effective leadership.

In the emerging managerial landscape, leaders will increasingly oversee **hybrid teams** that combine human employees with AI-driven tools and digital agents. Rather than issuing traditional top-down instructions, managers will act as facilitators who design workflows, allocate responsibilities, and ensure effective collaboration between human and machine intelligence. This shift requires a redefinition of managerial competence, in which technical fluency is complemented by strong interpersonal and ethical skills.

As a result, **emotional intelligence (EQ)** is becoming as important as data literacy and technological competence. Managers must be able to understand employee concerns, manage change-related anxiety, and foster trust in environments where automation may be perceived as a threat. At the same time, they must interpret AI-generated insights critically, recognizing both their value and their limitations. Research increasingly suggests that organizations led by managers who are digitally fluent yet emotionally aware demonstrate higher levels of innovation, adaptability, and employee engagement.

Ethical governance of AI represents another critical responsibility for future leaders. Managers must ensure that AI systems are used transparently, fairly, and responsibly, avoiding biases, protecting data privacy, and safeguarding human dignity. This includes setting clear ethical guidelines, maintaining human oversight in high-stakes decisions, and aligning technological use with organizational values and social expectations.

Ultimately, the central question of AI-driven management is not whether intelligent systems will replace managers, but how managerial roles will be transformed. Those leaders who can integrate technological intelligence with ethical judgment, emotional awareness, and strategic vision will be best positioned to thrive in the age of AI. In this sense, the future of management is not less human—but more human than ever before.

Comprehension Questions

1. What is the main challenge for future managers in the age of AI?
2. Why can't technology replace human leadership qualities?
3. What is the meaning of a hybrid team?
4. How do emotional intelligence and digital literacy complement each other?
5. What ethical issues arise with the use of AI in management?

4. Language Focus: Talking About the Future of Work

Useful Verbs:
innovate, automate, integrate, adapt, predict, analyze, transform, evolve, empower, inspire

Useful Phrases:

- *AI will revolutionize how managers make decisions.*
- *The workplace of the future will rely heavily on automation.*
- *Managers will need to adapt their skills to remain relevant.*
- *Digital leadership involves both technological and emotional intelligence.*
- *Innovation and ethics must evolve together in the next era of management.*

Grammar Focus – Future Perfect & Future Continuous:

- *By 2040, most organizations will have fully integrated AI systems.*
- *In ten years, managers will be working alongside intelligent assistants.*
- *By the time automation becomes universal, new ethical frameworks will have been established.*
-

Practice:
Complete the sentences:

1. By 2035, our company _____ (use) AI to manage global operations.
2. Future leaders _____ (need) to combine analytical and interpersonal skills.
3. By 2050, emotional intelligence _____ (become) a top leadership criterion.

5. Case Study: Tesla and the Automation Revolution

Background:
Tesla has redefined the global car industry through automation, data-driven production, and AI-based quality control. However, its success also raises questions about worker displacement and machine ethics. Elon Musk's leadership style — visionary yet demanding — represents the tension between innovation and human well-being in modern management.

Tasks:

1. What management lessons can be learned from Tesla's model?
2. How does Tesla balance innovation with ethical responsibility?
3. Should future managers rely more on technology or people?
4. Write a 200–250-word essay analyzing Tesla's digital leadership style.

6. Speaking Simulation: The Future Leadership Summit

Scenario:
You are panelists at an international business summit discussing the topic:

"Will AI Replace Managers or Redefine Management?"

Roles:
Digital Transformation Expert – HR Director – AI Developer – CEO – Sociologist.

Task:

- Present your opinions and predictions about the future of management.
- Discuss advantages, risks, and ethical boundaries of AI integration.
- Conclude with a shared vision statement for the future of leadership.

Language Support:

- *AI can assist managers but cannot replace emotional intelligence.*
- *Ethical frameworks must evolve faster than technology itself.*
- *We must prepare future leaders to work with technology, not against it.*
- *Our vision is a future where innovation serves humanity, not the opposite.*

7. Writing Task: Opinion Essay

Topic:

"The Manager of the Future: Human, Digital, or Both?"

Instructions:
Write a 250–300-word opinion essay including:

1. Introduction explaining key technological trends;
2. Arguments for and against automation in management;
3. Examples of hybrid leadership (e.g., Tesla, IBM, Google);

4. Conclusion predicting the ideal balance between human and digital intelligence.

Language Tip:
Use transitions: *moreover, whereas, in contrast, therefore, consequently, to conclude.*

8. Project: Vision 2045 – The Future Manager

Task:
In small groups, develop a creative project titled **"Vision 2045: The Manager of the Future."**

Steps:

1. Predict major trends in business management (AI, sustainability, global collaboration).
2. Create a profile of the "Manager of 2045" — key skills, values, and tools.
3. Design a digital poster or PowerPoint summarizing your vision.
4. Present it in a **7–8 minute presentation** to the class or board.

Assessment Criteria (100 points):

- Creativity and originality – 25
- Realistic and logical forecasting – 25
- Integration of ESP vocabulary – 20
- Presentation and design quality – 15
- Teamwork and delivery – 15

AFTERWORD

Dear students,

As you reach the final pages of this coursebook, it is worth taking a moment to look back at how far you have come. Throughout this journey, you have not only expanded your knowledge of professional English, but also learned to approach management topics with greater confidence, clarity, and awareness. Each unit you completed, each discussion you joined, and each project you presented has been a step toward becoming a more competent and thoughtful future manager.

This book was designed to accompany you at an important stage of your professional development. By working with real managerial situations, authentic language, and practical tasks, you have practiced using English as it is truly used in the professional world — to explain ideas, solve problems, negotiate, make decisions, and work with others. These skills do not end with this course; they will continue to grow with experience and practice.

Remember that learning a professional language is not about memorizing words alone. It is about learning to think, to communicate responsibly, and to act with confidence in diverse and changing environments. The abilities you have developed here — critical thinking, collaboration, intercultural awareness, and clear communication — will support you in your studies, your careers, and your future leadership roles.

We hope this textbook has helped you feel more prepared for the challenges ahead and more confident in your own voice. Take what you have learned here and continue to build on it, using English as a tool for connection, leadership, and meaningful professional action.

May your path forward be guided by curiosity, integrity, and a willingness to keep learning. Your journey in management and communication does not end here — it is only beginning.

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Educational manual

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