

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
НАЦІОНАЛЬНИЙ ТЕХНІЧНИЙ УНІВЕРСИТЕТ УКРАЇНИ
«КИЇВСЬКИЙ ПОЛІТЕХНІЧНИЙ ІНСТИТУТ ІМЕНІ ІГОРЯ СІКОРСЬКОГО»

АНГЛІЙСЬКА МОВА ПРОФЕСІЙНОГО СПРЯМУВАННЯ

у сфері економіки та бізнесу

Навчальний посібник

Рекомендовано Методичною радою КПІ ім. Ігоря Сікорського
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спеціальностей 051 «Економіка», 073 «Менеджмент», 075 «Маркетинг»

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У навчальному посібнику викладено комплекс матеріалів для формування та розвитку навичок професійно орієнтованої комунікації англійською мовою. Посібник містить актуальні тематичні тексти та систему вправ, спрямованих на удосконалення комунікативних і мовленнєвих компетентностей здобувачів вищої освіти. Особливу увагу приділено розвитку навичок аудіювання, усного та писемного мовлення в межах професійного іншомовного спілкування, а також закріпленню фахової лексики. Структура посібника охоплює 8 розділів, кожен з яких містить навчальний текст, вправи до нього, завдання на опрацювання лексичного матеріалу та вправи комунікативного спрямування. У додатку наведено транскрипти відеозавдань. Навчальний посібник призначений для здобувачів ступеня бакалавра за спеціальностями 051 «Економіка», 073 «Менеджмент», 075 «Маркетинг», які вивчають англійську мову професійного спрямування, та може використовуватися як під час аудиторних занять, так і для самостійної роботи та закріплення матеріалу.

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ПЕРЕДМОВА

Навчальний посібник розроблено для студентів спеціальностей «Економіка», «Менеджмент» та «Маркетинг» вищих навчальних закладів, які вивчають англійську мову професійного спрямування. Основна мета посібника — формування мовних, аналітичних і критичних компетенцій, необхідних для ефективного ситуативного та професійного спілкування в бізнес-середовищі.

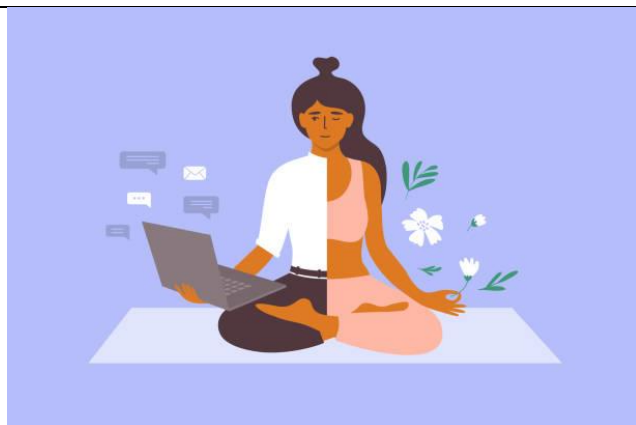
Матеріал посібника охоплює широкий спектр актуальної професійної лексики, термінології та тем, що відповідають навчальним потребам і майбутній професійній діяльності студентів у сферах економіки, менеджменту та маркетингу.

Посібник складається з восьми тематичних розділів, кожен із яких містить текстові матеріали, вправи на опанування термінології, розвиток мовленнєвих, аналітичних і критичних навичок, а також удосконалення аудіювання. До комплекту входять також транскрипти відеоматеріалів, які сприяють глибшому засвоєнню змісту. Матеріали посібника підібрані з урахуванням розвитку міжкультурної комунікативної компетентності та навичок роботи з сучасними інформаційними технологіями, що підвищує готовність студентів до ефективної професійної діяльності в глобалізованому бізнес-середовищі.

Посібник рекомендовано для використання як на аудиторних заняттях, так і для самостійної роботи студентів. Виконання завдань і вправ допоможе покращити всі види мовленнєвої діяльності, розвинути критичне мислення і аналіз, а також підвищити здатність до професійно орієнтованої комунікації.

UNIT 1

Character of a person



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BRANSTORM and DISCUSS

Task 1.

In pairs or small groups, create a mind map with the word “Character” in the centre. Around it, create branches showing how different aspects of a person’s life and well-being influence their character and personality in a work environment. Focus on professional behaviour and personal qualities in the workplace (e.g., resilience related to mental health, empathy related to social health).

Use the following prompts to help you:

- Physical health
- Mental health
- Social health
- Work environment
- Work-life balance
- Corporate culture

Task 2.

Work in pairs or small teams. Look at these three groups:

- Individual habits and character traits
- Work environment and behaviour
- Company culture and values

For each group, discuss:

1. How does this area influence a person’s character and professional behaviour at work?
2. How does character affect performance, teamwork, and relationships in the workplace?

Use ideas from the mind map and your background knowledge.

VOCABULARY LAB

Task 3.

In each sentence below, the word(s) in bold are part of a collocation. Use the correct word from the box to make a full collocation and complete the sentence meaningfully.

<i>burnout risk</i>	<i>supportive environment</i>	<i>psychological resilience</i>	
<i>well-being</i>	<i>long-term growth</i>	<i>preventive</i>	<i>work culture</i>
<i>work practices</i>	<i>chronic stress</i>	<i>wellness</i>	

1. Companies that **promote employee** _____ see better long-term results.
2. **Implementing a** _____ **initiative** is a smart investment, not just a trend.
3. _____ is often ignored in the workplace until it's too late.
4. _____ is just as important as technical skills in today's workforce.
5. A **toxic** _____ does more damage than most employers realize.
6. **Fostering a** _____ should be a key leadership goal.
7. Organizations that fail **to mitigate** _____ lose their most valuable people.
8. **Healthy** _____ should be part of every company's core values.
9. Focusing only on short-term productivity can **undermine** _____.
10. Investing in _____ **health measures** reduces absenteeism and boosts morale.

Task 4.

Read the completed sentences from Task 3. Which of these statements do you agree with? Why?

Task 5. Look at the situations below. Which situation do you think is most detrimental to employees' character development and professional behaviour? Which one(s) appear positive but may be misleading or ineffective in practice? Discuss in pairs. Be ready to explain your choices, considering how each situation might influence employees' character traits (e.g., resilience, integrity), professional behaviour, and personality growth at work.

1. Employees are often overloaded with work, resulting in long hours and little time to rest.
2. The office has uncomfortable and distracting conditions, like poor lighting and excessive noise.
3. There is a health program available, but employees decide for themselves whether to join, and most don't.

4. The company offers a good amount of paid time off, but employees feel pressured not to use it.
5. Managers take time to check in regularly with their teams about their well-being.
6. There are professional services and support available to help employees with their mental health.
7. Workers receive so many messages and alerts during and after work that they struggle to disconnect.
8. The company encourages healthier lifestyles through organised activities and resources.

Task 6.

A. Match a word from Box A with a word from Box B to create meaningful collocations.

Box A	Box B
● excessive ● supportive ● paid ● workplace ● wellness ● mental ● low ● constant	● leave ● notifications ● leadership ● participation ● leadership ● workloads ● program ● environment

B. Now match the collocations with the situations (1-8) from Task 5. Each collocation describes the main issue or focus of the situation.

VIDEO LAB

Task 7.

Before you watch.

For each group of three statements, find the false one. Discuss your choice with a partner or in a small team and be ready to explain why. These false statements reflect common misconceptions about mental health. How might believing them reveal or hinder key character traits in employees?

a) Mental well-being improves when employees have time to relax and recharge.

-
- b)** Mental well-being only matters when employees are diagnosed with a mental illness.
-
- c)** Focusing on mental well-being can reduce workplace stress and boost productivity.
-
- a)** Psychological resilience helps employees recover quickly from setbacks at work.
- b)** Psychological resilience means never feeling anxious or stressed.
-
- c)** Training programs can help develop psychological resilience in teams.
-
- a)** Workplace demands refer to the workload and responsibilities employees face daily.
- b)** High workplace demands always lead to burnout without exception.
-
- c)** Managing workplace demands effectively can improve job satisfaction.
-
- a)** Emotional overload occurs when workplace pressures overwhelm an employee's feelings.
- b)** Emotional overload can make focusing on tasks more difficult.
-
- c)** Emotional overload helps employees make better decisions under pressure.
-
- a)** A supportive environment encourages collaboration and open communication.
- b)** A supportive environment means employees never receive any criticism.
-
- c)** Creating a supportive environment can lower stress levels among staff.
-
- a)** Professional boundaries help maintain a healthy balance between work and personal life.
- b)** Professional boundaries mean employees should avoid teamwork to protect privacy.
-
- c)** Respecting professional boundaries reduces workplace conflicts and stress.
-

Task 8.

Before you watch.

Answer the questions below. Be ready to reason and discuss your ideas.

- Why do you think mental health and personal development are bigger challenges today compared to the past?
- How important is it for managers to openly talk about mental health and personality growth with their teams?

Task 9. While you watch.

Watch the video carefully and jot down examples Mike gives related to:

1. Factors that have reduced natural supports for good mental health and personal development.
2. External stresses that contribute to poor mental health today.
3. Ways technology has affected mental demands at work.

Be prepared to share your notes and discuss which examples surprised you or made you think differently. How do these examples test employees' character traits?

	
	<u>link</u>

Task 10.

After you watch.

Create a simple infographic that briefly explains these three topics:

1. Factors that supported good mental health in the past
2. Modern challenges that increase mental health risks
3. Effective ways managers can support mental health at work

Connect each section to character traits from your Task 1 mind map (e.g., resilience, empathy).

Guidelines:

- *Use keywords, short phrases, and simple icons or drawings*
- *Organise your infographic into three sections*
- *Keep it concise and visually clear to communicate key ideas quickly*

Task 11.

In pairs or small teams, read the seven situations below. Identify what is wrong in each case. Explain why it is **unhealthy** or toxic in a professional environment and how it might affect employees' character, professional behaviour, and personality development. After analysing, connect back: Which red flags from these situations would appear in your Task 10 infographic?

Case 1: Team members are often expected to respond to work messages after regular office hours, including evenings and weekends.

Case 2: During meetings, managers regularly point out mistakes or weaknesses in front of the whole team, often without asking for the employee's input.

Case 3: Employees tend to work individually and are encouraged to highlight their personal achievements, while teamwork is rarely discussed.

Case 4: When issues arise, most people stay silent in group discussions. Feedback is usually given privately or not at all.

Case 5: Certain employees consistently receive recognition and praise, while others doing similar work receive little or no feedback.

Case 6: Deadlines are frequently adjusted at the last minute, requiring employees to change their plans or stay late without prior notice.

Case 7: New ideas or alternative viewpoints are often dismissed quickly in meetings, and decisions are typically made by the same small group of senior staff.

Task 12.

For each case listed below, suggest at least one solution that could improve the situation. Be ready to explain:

How could your chosen solution help?

Who should take responsibility (e.g. managers, HR, team members)?

- poor work-life balance • public humiliation
- toxic competition • fear culture • unequal treatment
- unrealistic expectations • lack of inclusion

READING LAB

Task 13.

Before you read.

Brainstorm and list as many reasons as you can think of for why employees might value work-life balance in today's world. Consider what might motivate companies or individuals to prioritise work-life balance.

To guide your brainstorming, consider these areas:

- Social reasons
- Economic reasons
- Technological reasons
- Health-related reasons

Write your list in clear points. Aim for a wide range of ideas.

Task 14.

While you read.

Now read the text carefully. As you read the article, look for sentences, facts, statistics, or quotes that support the reasons you brainstormed before reading.

Use colours to highlight or underline each piece of evidence according to the reason category it fits:

- **Social reasons**: highlight in *blue*
- **Economic reasons**: highlight in *green*
- **Technological reasons**: highlight in *yellow*
- **Health-related reasons**: highlight in *pink*.

Work-life balance more important than pay for employees worldwide

Work-life balance has soared in importance for workers around the world, becoming their top motivator and pushing pay into second place.

It is the first time that finding or keeping a job that fits in with the rest of their lives has outranked salary in the 22-year history of the international recruitment company Randstad's annual review of the world of work.

Work-life balance was the highest-ranking factor for staff for their current or future jobs for 83% of the 26,000 workers surveyed across 35 countries, in line with job security (83%), and slightly ahead of pay (82%).

Almost half (45%) of respondents said they had campaigned for better conditions at work, while almost a third (31%) reported having left a job because it did not offer enough flexible working.

"Work today is about more than just a pay cheque. Talent globally is looking for workplaces that align with their personal values, aspirations and circumstances," said Sander Noordende, the chief executive of Randstad.

"Compensation is still important, but talent today has multifaceted expectations."

Almost five years since Covid lockdowns sent office-based workers to their kitchen tables, spare rooms and sofas, the world of work has undergone a seismic shift.

Shifting workplace demands and expectations are more common among younger workers, who value balancing their professional and private lives most highly, emphasising generational differences among colleagues.

Workers belonging to Gen Z – born between 1997 and 2012 – were most likely to rank work-life balance far above pay. Three-quarters (74%) of workers surveyed in this age group said work-life balance was their top priority, compared with pay (68%).

However, the significance of work-life balance and pay increased for older respondents; 85% of baby boomers ranked work-life balance highly, compared with 87% for pay, suggesting that income becomes more important as workers near the end of their professional lives.

Flexibility in when and where employees carry out their roles also appears to have become entrenched in organisations across the globe, Randstad found. The proportion of workers who said their jobs offer flexibility has risen significantly year on year, in terms of their working hours, which rose from 57% in the 2024 report to 65%, a relative increase of 14%, and their location, which climbed from 51% to 60%, a relative increase of nearly 18%.

Almost two-thirds of workers (64%) reported they were able to choose the intensity of their work, an increase from the previous year, suggesting that workplace flexibility has normalised, Randstad said, as employers have given their staff more freedom to fit their jobs into their lives.

Even in a time of greater flexibility and home working, the vast majority (83%) of employees said they wanted their workplace to provide them with a sense of community. Workers are also not willing to remain loyal to their employer if they feel they do not belong in an organisation, and more than half (55%) said they would be prepared to quit for this reason, a substantial rise from a year earlier (37%).

Workers in the UK were found to broadly agree with their global counterparts on what they value in an employer.

[By Joanna Partridge © 2025 Guardian ..](#)

Task 15.

After you read.

Answer the following questions using information from the text:

1. How has the importance of work-life balance changed according to the survey, and what factors have contributed to this shift?
2. Compare how younger workers (Gen Z) and older workers (baby boomers) prioritise work-life balance and pay. What might explain these differences?
3. What role does workplace flexibility play in the current world of work, and how has it evolved since the pandemic?
4. Why do you think belonging and community have become important factors for employees' loyalty to their employers?
5. Identify and explain two challenges employers might face when trying to meet these new employee expectations around work-life balance and flexibility.

Task 16.

In your own words, write a short paragraph (4–5 sentences) in which you identify and explain two challenges employers might face when trying to meet employees' new expectations for work-life balance and flexibility.

Task 17.

Imagine you are a department manager in a company where rigid working hours and fixed office attendance are still the norm. Using information and arguments from the article, write a persuasive message to your company's leadership team suggesting the implementation of greater workplace flexibility. Write between 180 and 220 words.

Organise your response with: a brief introduction, the three reasons with explanations connecting each to positive business effects, and a short conclusion. Use your own words and clearly show cause-and-effect links between the reasons and their impact on the company.

Writing Support:

Scan the QR code below to access an **editable persuasive writing cheat sheet and organiser**, which will help you plan your essay and structure your arguments effectively.



Task 18.

Imagine you are pitching to your company's leadership team. Your goal is to convince them to adopt one specific work-life balance initiative (such as flexible working hours, remote work options, or creating a stronger workplace community).

Prepare a short pitch (about 1 minute) where you:

- Briefly describe the initiative you are proposing.
- Explain how it will benefit the company (e.g., reduce costs, improve reputation).
- Explain the wider positive impact, such as enhancing employee well-being or fostering loyalty.

Focus on making your pitch:

- ✓ Clear and concise
- ✓ Persuasive and focused on business benefits
- ✓ Structured with a quick introduction, main points, and a strong conclusion

REFLECT and CREATE

Task 19.

You are part of a global HR development team at a major multinational organisation. Company leaders are increasingly concerned about employee well-being as the industry

reports show high rates of burnout and staff turnover, threatening productivity and reputation. Your team has been asked to analyse warning signs that indicate a workplace is at risk of high burnout, using the information from the “7 red flags of high burnout workplaces” poster.

Write an analytical report (180–220 words) evaluating how certain workplace practices can lead to employee burnout and negatively impact business performance, drawing on red flags presented in the poster. Your report should also propose actionable strategies for companies to prevent burnout and create healthier work environments.



[link](#)

<u>Structure & Instructions</u>	
<i>Introduction</i>	Define workplace burnout in your own words. Briefly state why addressing burnout is essential for business success and company image.
<i>Discussion</i>	Identify at least two red flags from the poster (e.g. “Chronic overtime & weekend work expectations” and “Micromanagement and lack of autonomy”). Explain with your own examples how these practices can affect employees’ motivation, mental health, and work performance. Analyse the broader impact on organisational outcomes, such as staff turnover or productivity.
<i>Solutions and Recommendations</i>	Suggest two to three tangible solutions organisations should take to minimise burnout, referencing tips from the poster (for example, providing mental health support, encouraging clear work-life boundaries, or offering professional growth opportunities).
<i>Conclusion</i>	Summarise why investing in employee well-being is crucial for sustainable business growth and a positive workplace reputation.
<i>Be sure to use the points from the poster, but express ideas in your own words.</i>	

Task 20.

FINAL PROJECT

Design a workplace strategy to support character development and professional growth for a small business

Project Title: “Character at work: creating a supportive environment for success”

You will work individually or in pairs to design a workplace strategy for a small business. Your goal is to create a healthy, supportive work environment that promotes employee wellness and professional growth, revealing and building positive character traits.

You will present your final project in two parts:

1. A character & well-being report (written)
2. A visual campaign presentation (infographic or pitch)

Part 1: Health & well-being report (100-150 words)

1. Choose a fictional small business (specify its industry, size, and work environment).
2. Research and consider potential employee well-being risks that challenge character traits and challenges to professional behaviour relevant to this type of business.
3. Write a structured report (100-150 words) including:
 - Introduction: Briefly introduce your fictional business and its work environment.
 - Analysis:
 - ✓ Identify two potential risks or challenges employees might face (physical, mental, social or related to professional behaviour and character traits).
 - ✓ Propose three practical initiatives or policies that support employee well-being, personal development and character growth, and help prevent these risks and challenges (e.g., “no after-hours emails,” “monthly wellness workshops,” “confidential counselling access”).
 - ✓ Explain how investing in employee well-being shapes character development and benefits both workers and business success (use key vocabulary from the unit).
 - Conclusion & Recommendations: Suggest at least two practical steps the company could take to improve its health, well-being strategy, and character-building approach (Use ideas from Tasks 12, 15, 18, or your own creativity).

Part 2: Visual campaign presentation

Create a 1-page infographic or visual pitch to communicate your redesigned campaign clearly.

Your infographic should include:

- ✓ A slogan or message
- ✓ Three blocks representing each initiative (use vocabulary from Tasks 1, 3, 6, 10)
- ✓ Include visuals or messages that also reflect character traits, personal development, professional behaviour, or character-building initiatives
- ✓ Simple icons, visuals, or drawings

Self-Reflection Checklist

CAN YOU....

Vocabulary & Concepts

- ✓ identify and explain at least five key terms or collocations related to character, professional behaviour, and workplace well-being from the unit?

- ✓ describe how companies can create supportive work environments and promote positive professional behaviour, personal growth, and character development through policies and culture?
- ✓ match workplace collocations to specific situations that affect character, personality, or professional behaviour in the workplace discussed in the unit?

Analysis & Critical Thinking

- ✓ compare the effects of individual habits, work environment, and company culture on employee character, personality, and professional performance?
- ✓ evaluate workplace practices that contribute to burnout or poor professional behaviour, or hinder personal development, and explain why they are harmful?
- ✓ assess a company's health, well-being, and professional growth initiatives and identify areas for improvement or potential risks and challenges to employees?

Application & Personal Insight

- ✓ outline practical strategies a company can implement to improve employee well-being, foster professional growth, and strengthen positive character traits?
- ✓ propose a workplace initiative for a real or fictional company and justify its benefits for both employees' personal development and business success?
- ✓ express your opinion on the importance of awareness of professional behaviour, character, and personality development in today's workplace?

UNIT 2

Personal priorities



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BRAINSTORM and DISCUSS

Task 1.

Create a word web with the phrase "Work and life priorities" in the centre.

Around this central idea, branch out into different categories such as:

- Career goals (e.g., promotion, entrepreneurship)
- Personal life (e.g., family, relationships)
- Health & well-being (e.g., fitness, mental health)
- Financial security (e.g., savings, investments)
- Self-development (e.g., learning new skills, hobbies)

For each category, list at least 3 words/phrases.

Task 2.

In small groups, choose three different priorities from the word web.

For each, discuss:

1. What kind of job or career path aligns with this priority?
2. What trade-offs might someone face when choosing this path?
3. How can someone balance this priority with business or career success?

Use ideas from the word web and your background knowledge. Be ready to share one idea with the class and explain your reasoning.

VOCABULARY LAB

Task 3.

In each sentence below, the word(s) in bold are part of a collocation. Use the correct word from the box to make a full collocation and complete the sentence meaningfully.

<i>corporate ladder</i>	<i>pursuing</i>	<i>leverage,</i>	<i>core values</i>	<i>Fast-tracking</i>
<i>navigate</i>	<i>make</i>	<i>balance</i>	<i>redefine over</i>	<i>productivity</i>

1. In many industries, the pressure to **climb** the _____ leads to toxic work cultures and poor personal decisions.
2. **Striking** a _____ between personal ambition and team responsibility is one of the biggest challenges for young professionals.
3. Professionals who fail to **align** their **work with** their _____ are more likely to feel disengaged or burnt out. To turn a hobby into a profitable business, you need to _____ **a clear business model**, not just rely on passion.
4. Learning to _____ **conflicting priorities** is a more valuable skill than technical expertise in many leadership roles.
5. The trend of _____ **purpose-driven work** is idealistic and often financially unsustainable. Businesses that _____ **consumer trends** like mindfulness or outdoor experiences are more likely to grow.
6. If professionals **prioritized well-being** _____, the entire business ecosystem would suffer.
7. _____-_____ **one's career** often comes at the cost of meaningful learning and sustainable growth.
8. We constantly _____ **trade-offs between** personal freedom and professional obligations. _____ based on their interests, such as handmade goods or digital downloads.
9. In uncertain job markets, those who can _____ **transferable skills** are more resilient and employable.
10. More professionals are choosing to _____ **success** on their own terms rather than follow traditional models.

Task 4.

Read the completed sentences from Task 3. Which of these statements do you agree with? Why?

Task 5.

A. Match a word from Box A with a word from Box B to create meaningful collocations.

Box A	Box B
• delegate • shift • develop • long-term • foster • embrace • set • cultivate	• discipline • change • responsibilities • vision • mindset • boundaries • resilience • habits

B. Work in pairs. Choose 3–4 collocations and create a short, spontaneous mini-story, statement, or question using your chosen collocations. Try to connect them naturally in 2–4 sentences. Be ready to present your story to the class.

Task 6.

Complete the sentences below by using each collocation from Task 5 once. Choose the most appropriate collocation for each gap based on context.

In today's fast-paced work environment, it is essential to (1) _____ and prioritize personal goals while also meeting professional demands. To achieve this, individuals should (2) _____ when possible, allowing them to focus on tasks that align with their (3) _____. By learning to (4) _____, professionals can maintain a healthy work-life balance, which is crucial for overall well-being. Moreover, cultivating the right habits is vital; one must (5) _____ that promote productivity and encourage efficiency. As challenges arise, it's important to (6) _____ and (7) _____, adapting to new situations with a positive attitude. Ultimately, to succeed in both personal and professional realms, one must (8) _____ to stay committed to their goals and values.

VIDEO LAB

Task 7.

Before you watch.

In each sentence below, replace the phrase in bold with the most appropriate collocation from the box.

adopt a growth mindset build social connections satisfy basic needs
encourage personal development provide meaningful feedback
implement safety measures focus on fundamental levels
seek external validation

1. To live a healthy life, it's important to **fulfil your essential requirements**.
2. The company plans to **put security protocols in place** to protect its employees.
3. Joining clubs and groups is a great way to **create friendships and networks**.
4. Some people always **look for approval from others** rather than trusting themselves.
5. Teachers should **support** students' **self-improvement** both academically and personally.
6. In early education, it's crucial to **concentrate on the basic stages** of learning.
7. Successful learners often **embrace the idea that abilities can improve with effort**.
8. After each project, managers should **give constructive comments** to help the team grow.

Task 8.

Before you watch.

Discuss the questions below.

- Which needs do you think are most important to feel motivated and satisfied at work? Why?
- Can you think of a time when meeting your basic needs helped you perform better in your job or studies? What happened?

Task 9.

While you watch.

As you watch the video about Maslow's Hierarchy of Needs and its application in the workplace, listen carefully for examples and strategies mentioned. In the chart below, write down at least 2 ideas or examples for each category based on the video.

<i>Basic needs</i>	<i>Safety & security</i>	<i>Social connections</i>	<i>Esteem & recognition</i>	<i>Self-actualization</i>



[link](#)

Task 10.

After you watch.

Work in teams. Create a simple infographic that illustrates how organisations can meet employees' needs based on Maslow's Hierarchy.

Your infographic should:

1. Outline the main levels of Maslow's Hierarchy as they relate to the workplace (e.g., basic needs, safety, social connections, esteem & self-actualisation).
2. Highlight common challenges employees might face at each level (e.g., unmet basic needs, lack of job security, feeling isolated, low recognition).
3. Suggest solutions or strategies from the video that organisations can use to overcome these challenges (e.g., fair pay, security measures, team activities, praise and opportunities for growth).

Guidelines:

- Use keywords, short phrases, and simple visuals/icons.
- Organise your infographic clearly (e.g., a flowchart or segmented sections).
- Be concise and focus on communicating process + problem-solving.

Task 11.

Work in pairs or small teams. Read the five cases and discuss:

- Which level of *Maslow's Hierarchy of Needs* is reflected?

- *How could a company or individual address this need in a professional context?*

Case 1: Due to tight deadlines, Maria often neglects basic self-care, skipping meals and working late into the night, which affects her concentration and energy levels.

Case 2: John recently joined a new company and feels uncertain about his role and job security, as expectations and long-term plans have not been clearly communicated.

Case 3: Although Sara enjoys her tasks, she feels socially disconnected at work and finds it difficult to integrate into the team or build meaningful relationships.

Case 4: After leading a high-impact project, Alex received public recognition from senior management, which significantly boosted his confidence and motivation.

Case 5: Nina has been given the freedom to explore creative solutions in her role, attend advanced training, and take ownership of new initiatives that align with her personal goals.

Task 12.

Work in pairs or small teams. For each level of Maslow's Hierarchy of Needs, discuss and create a list of practical measures or initiatives that individuals or employers in Ukraine could take to support these needs — both at work and in personal life.

- physiological needs
- safety & security
- belonging
- esteem
- self-actualization

Consider:

- *Neglected needs*
- *Local context*

READING LAB

Task 13.

Before you read.

Read each statement below. Decide if it is a fact (something that can be proven true) or an opinion (a personal belief or judgment). Discuss your answers with a partner and explain why.

1. r/Antiwork is a forum where members regularly question the value of traditional work.

2. The stories posted on r/Antiwork reflect growing dissatisfaction with modern workplace conditions.
3. “Quiet quitting” is a new trend that encourages employees to do only what is required and not more.
4. Capitalism only benefits a small portion of people, not the majority.
5. Labour unions are becoming more important as defenders of workers’ rights.
6. The sentiment of r/Antiwork has influenced discussions on other mainstream social media.
7. The pandemic has led more people to reconsider the role of work in their lives.
8. The shift in power between employers and employees may be a permanent change this time.

Task 14.

While you read.

Now read the text carefully. For each statement above (Task 13), find a **sentence or phrase** in the text that supports your decision. Use **blue** to highlight or underline evidence that supports **facts**, and **yellow** for evidence that supports **opinions**.

Is antiwork a movement or a moment?

When was the last time you questioned how work fits into your life? Or whether you should work at all?

On the social networking site Reddit, there is a forum (a subreddit) with 2.2 million members called r/Antiwork, where users question the very nature of work as we know it. On this forum, members post stories about work conditions that make them wish they could quit their jobs or have already resulted in them leaving their positions.

A popular genre of posts is text message screenshots between the employee and an overbearing manager, where the employee finally tells the manager they’re done. Manager infractions include everything from careless scheduling gaffes to denying time off for bereavement. Other users share memes about how capitalism isn’t designed to benefit most people and only works for a select few. (The subreddit’s motto is “Unemployment for all, not just the rich!”) And for those not ready to fully embrace the anti-work lifestyle, some posts celebrate labour unions as defenders of workers’ rights.

This subreddit has grown from 80,000 members over the last two years as people have reevaluated the role work plays in their lives as a response to the shakeup from the pandemic. While the sentiment of ending work altogether on r/Antiwork is an extreme manifestation of this trend, it’s easy to find more moderate displays of

the same sentiment on mainstream social media networks. In 2022, we saw a wave of conversation on TikTok around the concept of “quiet quitting.” In short-form videos, creators explained to their audiences that their jobs shouldn’t be the centre of their lives, and it’s totally okay to do the bare minimum — as in, do the least without handing in your resignation letter.

While ideas such as the ones found on r/ Antiwork originate from small corners of the internet, they seep into the mainstream for two reasons — for one, because journalists are scouring the depths of the internet where the most interesting stories are found. Second, while the conversations may start on a niche platform like Reddit, they make their way to mainstream platforms such as LinkedIn and Twitter as users debate the merits of the provocative ideas. These conversations gain more momentum as they merge with complementary trends, such as the rise in labour union activity that we have seen this past year.

In 2022, we’re seeing the Federal Reserve attempt to curtail inflation through quantitative tightening, but workers aren’t ready to give up their leverage. Perhaps this new leverage doesn’t exclusively come from a tight labour market — maybe it comes from the ability to organise at scale and call out workplace practices that are designed to put power in the hands of the employer.

And one may argue that the power dynamic between employers and employees shifts as economic conditions change — employees may be enjoying more power now, but they will lose it as soon as the unemployment rate rises. But what if it is different this time?

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Task 15.

After you read.

Answer the following questions using information from the text:

1. What underlying reasons do people in the r/Antiwork subreddit give for their dissatisfaction with traditional work?
Analyse how these reasons challenge conventional views about employment.
2. How does the anti-work movement differ from simply promoting laziness or refusing to work?
3. Consider the role of the COVID-19 pandemic mentioned in the text. How did it influence attitudes toward work, and why might this shift have given new energy to the anti-work movement?
4. What are the potential societal implications if the ideas promoted by the anti-work movement become more widespread?
Discuss both positive and negative outcomes based on the information in the text.

5. The text presents contrasting viewpoints about the movement's accessibility and legitimacy. How might economic inequality affect who can participate in or benefit from the anti-work philosophy?

Use evidence from the text to support your answer.

Task 16.

In your own words, write a short paragraph explaining why the anti-work movement is about more than simply rejecting work itself.

Think about how the movement critiques traditional employment and its effects on workers' well-being and autonomy. Use your own words and include at least two key ideas from the text, such as exploitative workplace conditions, meaningful work, and changing attitudes toward the role of work in life.

Task 17.

You are a member of the HR communications team at a growing tech company. Recently, some employees have voiced concerns about work-life balance and job satisfaction, referring to discussions in online communities like r/Antiwork. Company leadership is considering ways to respond.

Write a formal email (180–220 words) to your HR director summarising the core issues raised by the anti-work movement, as described in the article you read. Recommend one key initiative your company should adopt to address these concerns. Support your suggestion with three well-developed arguments based on trends and ideas from the text.

Your email should include:

- ✓ A clear subject line and professional greeting
- ✓ A short introduction summarising the issue
- ✓ Your recommended initiative and three cause-and-effect arguments drawing on the text's key points (e.g., work-life balance expectations, attitudes toward traditional work, importance of meaningful jobs)
- ✓ A courteous closing statement

Writing Support:

Scan the QR code below to access an **editable persuasive writing cheat sheet and organiser**, which will help you plan your essay and structure your arguments effectively.



Task 18.

Imagine you are a member of your company's employee advisory committee. Your goal is to persuade the HR team to implement one innovative workplace policy inspired by trends in the anti-work movement.

You should base your pitch on the trends and data from the text you have read.

Prepare a short pitch (about 1 minute) where you:

- Briefly describe the idea or policy
- Explain how it will benefit the company (e.g. increased satisfaction, reduced stress, better work-life balance, and more time for personal priorities)
- Highlight the positive results for the team and overall work environment (like stronger morale, lower turnover, or improved collaboration). *Focus on making your pitch:*
 - ✓ Clear and concise
 - ✓ Persuasive and centred on the benefits for employees, especially how the policy supports personal priorities and better integrates work with life
 - ✓ Well-structured with a succinct introduction, clear main points, and a confident conclusion

REFLECT and CREATE

Task 19.

You are part of a human resources development team at a multinational company. Management has noticed that employees from different generations seem to have conflicting priorities at work, leading to miscommunication and inconsistent engagement. Your team is asked to analyse the main differences in career and personal priorities among Baby Boomers, Gen X, Millennials, and Gen Z, as shown in the “What Each Generation Wants at Work” poster.

Write an analytical report (180–220 words) for the leadership team.

Your report should:

- ✓ Identify and discuss at least three major differences in generational priorities at work (for example: core values, communication preferences, and preferred benefits).
- ✓ Evaluate why it is important for companies to recognise and adapt to these differences (consider effects on employee satisfaction, retention, and teamwork).
- ✓ Recommend practical human resource strategies or policies that foster an inclusive culture and support the diverse needs of all generational groups

(such as flexible scheduling, tailored wellness programs, or diverse communication channels).

- ✓ Conclude by explaining how these adaptation strategies promote a more productive, positive workplace and help attract and retain talent.

WHAT EACH GENERATION WANTS AT WORK



To lead a multi-generational team, you need to understand each generation's values and drivers. Use this guide for quick insights. But remember — each person is unique. Tailor your approach to meet individual needs.

	BABY BOOMERS (1946 – 1964)	GEN X (1965 – 1980)	MILLENNIALS (1981 – 1996)	GEN Z (1997 – 2012)
DEFINING TRAITS	Optimistic, mentor-focused, resilient	Independent, resourceful, strong communicators	Tech-savvy, collaborative, socially conscious	Digitally native, entrepreneurial, embrace diversity
CORE VALUES	Hard work, loyalty, financial security, achievement	Autonomy, balance, efficiency, pragmatism	Purpose, growth, teamwork, continuous learning	Individuality, authenticity, recognition, mental health
WORK STYLE	Goal-oriented, prefer clear hierarchy	Self-reliant, focused on results, value flexibility	Collaborative, tech-enabled, thrive on feedback	Adaptable, tech-centric, thrive in flexible settings
COMMUNICATION PREFERENCES	In-person, phone calls	Email, direct communication	Instant messaging, collaborative platforms	Digital-first, prefer texting & messaging apps
PREFERRED BENEFITS	Retirement plans, healthcare	Flexible schedules, remote work	Career development, wellness programs	Hybrid work, mental health support
HOW TO LEAD	Encourage mentorship, recognize experience	Provide autonomy, focus on outcomes	Offer feedback, clear paths for growth	Prioritize mental health, offer flexible schedules

Get PDFs of my 70 best cheat sheets free at [BrillianceBrief.com](https://brilliancebrief.com) **Justin Wright** 

[link](#)

Task 20.

FINAL PROJECT

Designing a people-centred organisation

Project Title: “Redefining work for well-being and success”

In teams, you will develop a written proposal and a visual campaign for an innovative workplace or organisational policy. Your proposal will show how your company or policy supports personal priorities, reflects Maslow's Hierarchy of Needs in the workplace, and responds to insights from the anti-work movement.

The goal: demonstrate how new ways of working can improve both individual well-being and organisational results.

You will present your final project in two parts:

1. A proposal (written)
2. A visual campaign presentation (infographic or pitch)

Part 1: Proposal (written, 150–200 words)

Your proposal should include:

1. Introduction:
 - Introduce your company/organisation or policy, explaining its mission and the type of workplace culture you aim to create.
 - Identify the group(s) this policy or environment will serve.
2. Analysis and Trends:
 - Briefly outline current trends in work (e.g., flexible schedules, remote options, focus on mental health, transparent communication).
 - Name at least one challenge workers face and an opportunity for positive change related to personal priorities or well-being.
3. Policy/Model Description:
 - Explain the key features of your workplace or policy (for example: hybrid work models, autonomy over schedules, mental health days, fair pay structures).
 - Describe how these approaches address both employee needs and organisational goals.
4. Conclusion and Next Steps:
 - Summarise why your idea is realistic and beneficial for both people and the organisation.
 - Suggest one or two actionable next steps to implement or pilot your plan.

Part 2: Visual campaign presentation

Create a 1-page infographic or visual pitch to communicate your redesigned campaign clearly. Use vocabulary from Tasks 1, 3, 6, 10

Your infographic should include:

- ✓ A memorable slogan or brand message that highlights your unique approach (e.g., “Personal Priorities, Shared Success,” “Flexible. Human. Inspired.”).

- ✓ Three main features or benefits of your workplace/policy (e.g., customizable career paths, wellness programs, peer support networks).
- ✓ Suggest one or two actionable next steps to implement or pilot your plan.
- ✓ A catchy slogan or brand message that communicates your unique selling point.
- ✓ Simple visuals/icons (people-centred, balance symbols, growth arrows, etc.).
- ✓ Optional: Add a “Workplace Promise” section summarising your organisation’s core values (e.g., respect, flexibility, growth).

Self-Reflection Checklist

CAN YOU...

Vocabulary & Concepts

- ✓ use at least five key terms related to personal and work priorities (e.g., career goals, self-development, core values, work-life balance) in your own explanations?
- ✓ clearly explain what Maslow’s Hierarchy of Needs is and how it can apply to the workplace?
- ✓ use unit vocabulary to explain and summarise what the anti-work movement is and how its ideas influence discussions about work today?

Analysis & Critical Thinking

- ✓ explain how different personal priorities can impact job choices and workplace satisfaction?
- ✓ evaluate which workplace trends (like flexible scheduling or mental health support)?
- ✓ compare and contrast various organisational strategies in terms of how well they address both individual and organisational goals?

Application & Personal Insight

- ✓ design or suggest a workplace policy that supports both employee well-being and organisational success?
- ✓ connect your own values and priorities to features you’d want in a real-life job or company?
- ✓ reflect on how your thinking about work, personal priorities, and fulfilment has changed during this unit?

UNIT 3

Environment



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BRANSTORM and DISCUSS

Task 1.

Think of as many words and phrases as you can related to the environment. Create a word cloud.

Use the following prompts to help you:

- Types of pollution (e.g. water, noise)
- Natural resources (e.g. rainforests, water)
- Energy use (e.g. solar power, fuel)
- Climate change (e.g. greenhouse gases, carbon footprint)
- Corporate responsibility (e.g. sustainability, green policies)
- Environmental law and policy (e.g. emissions regulations, climate agreements)

Task 2.

Work in pairs or small teams. Look at these three groups:

- Individuals
- Corporations (Businesses)
- Governments

For each group, discuss:

1. How they might harm the environment.
2. How they might help protect the environment.

Use ideas from the word cloud and your background knowledge.

VOCABULARY LAB

Task 3.

In each sentence below, the word(s) in bold are part of a collocation. Use the correct word from the box to make a full collocation and complete the sentence meaningfully.

<i>reduce</i>	<i>single-use plastics</i>	<i>invest in renewable energy</i>	<i>overexploit</i>
<i>environmental awareness</i>	<i>damage</i>	<i>green policies</i>	<i>efficiency</i>
<i>industrial waste, and responsibility</i>			

1. Governments should spend more money to **invest in** _____ like solar and wind power.
2. Many corporations harm the environment because they _____ **natural resources** to increase profits.
3. Factories that **dump** _____ into rivers should be heavily fined or shut down.
4. Individuals have a big responsibility to **raise** _____ about climate change.
5. Companies that **implement** _____ are doing enough to fight climate change.
6. Some industries cause more _____ **to ecosystems** than economic benefits.
7. **Banning** _____ is the best way to protect the oceans.
8. All businesses should be legally required to **take environmental** _____ for their environmental impact.
9. Using energy-efficient appliances is the easiest way for people to **improve energy**_____.
10. Carbon taxes and policies to _____ **emissions** are necessary, even if they make things more expensive for people.

Task 4.

Read the completed sentences from Task 3. Which of these statements do you agree with? Why?

Task 5.

Look at the situations below. Which do you think are the most harmful, most misleading, or most responsible from a business perspective? Discuss in pairs. Be ready to explain your choices.

1. A company advertises eco-friendly products but continues to use unsustainable packaging.
2. A corporation reduces plastic waste but increases its CO₂ emissions.
3. A fashion brand promotes sustainability while underpaying factory workers.
4. A supermarket chain installs solar panels but throws away unsold food.
5. A tech company offsets its carbon emissions but avoids paying environmental taxes.
6. A start-up uses local suppliers, recycled materials, and pays fair wages.
7. A government-owned oil company launches a “Go Green” campaign during a climate summit.
8. A car manufacturer invests in electric vehicles and improves energy efficiency across all operations.

Task 6. A. Match a word from Box A with a word from Box B to create meaningful collocations.

Box A	Box B
● social ● green ● corporate ● environmental ● ethical ● carbon ● sustainable ● green	● initiative ● responsibility ● greenwashing ● footprint ● practices ● governance ● washing ● impact

B. Now match the collocations with the situations (1-8) from Task 5. Each collocation describes the main issue or focus of the situation.

VIDEO LAB

Task 7.

Before you watch.

For each group of three statements, find the one that is false. Discuss your choice with a partner or in a small team and be ready to explain why.

-
- a) Sustainable practices aim to protect the environment for future generations.
 - b) A product is sustainable if it's made cheaply and in large quantities.
 - c) Sustainability includes social and economic aspects, not just environmental.
-

- a) Eco-conscious people try to reduce waste and conserve resources.
 - b) Being eco-conscious means avoiding all technology.
 - c) An eco-conscious company considers its environmental impact in decision-making.
-

- a) Greenwashing is when companies exaggerate their environmental efforts.
 - b) Greenwashing is a way for companies to reduce their real emissions.
 - c) A company using green-colored packaging isn't always eco-friendly.
-

- a) Carbon emissions come mainly from burning fossil fuels.
 - b) Carbon emissions have no impact on global temperatures.
 - c) Cars, factories, and power plants are major sources of carbon emissions.
-

- a) Carbon offsets are used to cancel out emissions by supporting eco-projects.
 - b) Carbon offsets completely erase all past emissions.
 - c) Planting trees is one common type of carbon offset.
-

- a) ESG stands for Environmental, Social, and Governance.
 - b) ESG funds only invest in charities.
 - c) ESG funds aim to support ethical and sustainable businesses.
-

Task 8.

Before you watch.

Answer the questions below. Be ready to reason and discuss your ideas.

- Why do many companies use flashy buzzwords such as ‘eco-friendly’, ‘green’, and ‘lower carbon footprint’?
- How can these be misleading?

Task 9.

While you watch.

Watch and jot down any examples of companies or policies mentioned that relate to sustainability or greenwashing.



Task 10.

After you watch.

Work in teams. Create a simple infographic that briefly explains these three topics:

1. Greenwashing – What it is and why it matters
2. Carbon Offsets – How they work and common critiques
3. Government Regulation – What’s being done to control greenwashing

Guidelines:

- *Use keywords, short phrases, and simple icons or drawings*
- *Organise your infographic clearly (e.g., 3 sections or bubbles)*

Be clear and concise — the goal is to communicate the main ideas fast and visually

Task 11.

Look at the five cases of greenwashing. Match each case to a real-world company based on your knowledge or educated guesses. Rank the cases from most to least deceitful in terms of misleading environmental messaging (1 = most deceptive, 5 = least deceptive). Justify your ranking in pairs or small groups.

Consider:

- Scale of impact
- Intent to mislead
- Environmental consequences
- Public response or media coverage

Case 1: A global fast-food franchisor transitions from recyclable plastic straws to non-recyclable paper alternatives.

Case 2: A low-cost airline markets itself as Europe's lowest-emissions airline, though it does not present evidence to support this claim.

Case 3: A major oil company allocates substantial capital to gas investments while classifying the expenditure under 'Renewables and Energy Solutions'.

Case 4: An automotive company alters emissions data to present a greener image, despite producing emissions 40 times above the legal threshold.

Case 5: A major beverage company introduces recycled plastic in its packaging but does not disclose its ongoing status as one of the leading global contributors to plastic pollution.

Task 12.

For each company, think of a way they could reduce their environmental impact instead of greenwashing their products.

- fast-food chain • car manufacturer • budget airline
- soft drink company • oil giant

READING LAB

Task 13.

Before you read.

Read each statement below. Decide if it is a fact (something that can be proven true) or an opinion (a personal belief or judgment). Discuss your answers with a partner and explain why.

1. Sustainable business practices save companies money.
2. Going green is the most important thing a company can do today.
3. Consumers prefer brands that care about the environment.
4. Companies that ignore sustainability will fail in the future.
5. Investing in renewable energy reduces costs for businesses.
6. Sustainability is just a marketing trend.
7. Businesses that adopt eco-friendly methods attract better employees.
8. Environmental regulations are becoming stricter worldwide.

Task 14. While you read.

Now read the text carefully. For each statement above (Task 13), find a **sentence or phrase** in the text that supports your decision. Use **blue** to highlight or underline evidence that supports **facts**, and **yellow** for evidence that supports **opinions**.

Sustainable Business Practices: Going Green to Boost Profits and Reputation

Sustainable business practices have become increasingly popular and essential. Going green has become more than a trend. The consistent reports of climate change and its effects have made it necessary for businesses to take action towards creating a sustainable future. Implementing eco-friendly practices is not only beneficial for the environment but also a smart business decision.

The Economic Case

Implementing sustainable practices can lead to significant cost savings. For instance, energy-efficient technologies reduce utility bills, while waste reduction initiatives lower disposal costs. Companies like Tesco have saved millions through energy-efficient store designs and improved logistics. Additionally, lean manufacturing processes minimise resource use, further cutting costs.

Sustainability drives innovation, and through seeking eco-friendly solutions, companies often develop new products and services that open up new markets or enhance their competitive edge. Dyson, for example, has revolutionised the domestic appliance market with its energy-efficient vacuum cleaners and hand dryers, capitalising on the growing demand for sustainable household products.

Environmental regulations are becoming stricter worldwide. Companies that proactively adopt sustainable practices are better positioned to comply with these regulations, avoiding fines and sanctions. Moreover, sustainable businesses are less vulnerable to supply chain disruptions caused by environmental factors such as climate change.

Increasingly, investors are factoring environmental, social, and governance (ESG) criteria into their decisions. Sustainable businesses are often viewed as lower-risk, long-term investments. ESG-focused investment funds have seen substantial growth, indicating a shift in investor priorities towards sustainability.

Enhancing Reputation

Consumers today are more environmentally conscious than ever. Brands that demonstrate a genuine commitment to sustainability tend to build stronger customer loyalty. The Body Shop, renowned for its environmental activism and sustainable products, has cultivated a fiercely loyal customer base that values the company's principles as much as its products.

A company's sustainability efforts can also enhance its reputation as an employer. Many job seekers, particularly Millennials and Generation Z, prefer to work for organisations that align with their values, including a commitment to sustainability.

Google, for instance, is known not only for its innovative technology but also for its ambitious sustainability goals, making it a top choice for talent.

Sustainable practices provide a wealth of opportunities for positive media coverage. Companies that lead in sustainability can garner favourable press, participate in prestigious sustainability rankings, and earn awards, all of which boost their public image. Unilever's commitment to sustainable living has earned it accolades and enhanced its brand reputation globally.

Businesses that invest in their communities and prioritise sustainable practices often enjoy better relationships with stakeholders. These companies are seen as responsible and ethical, which can lead to stronger partnerships and increased support from local communities, NGOs, and governmental bodies.

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Task 15.

After you read.

Answer the following questions using information from the text:

1. How do sustainable business practices create both economic value and environmental benefits? Explain the connection using examples from the text.
2. In what ways can focusing on sustainability influence a company's innovation and competitive advantage? Provide reasoning based on the text.
3. Analyse how investor priorities around ESG criteria might change the way companies operate in the future.
4. Why is stakeholder engagement important for successful sustainability initiatives?
5. Reflect on why sustainability requires ongoing commitment rather than one-time actions. What challenges might companies face in maintaining this approach?

Task 16.

In your own words, write a short paragraph explaining why sustainable business practices are considered a “win-win” for companies and the environment.

Task 17.

Imagine you are a manager at a company that has not yet adopted sustainable practices. Based on the text, identify three reasons why your company should start implementing sustainability soon. For each reason, explain how it could affect your business positively. Write between 180 and 220 words.

Organise your response with a brief introduction, the three reasons with explanations, and a short conclusion.

Use your own words and connect ideas from the text to your company's situation.

Focus on clear cause-and-effect links to show the business impact of each reason.

Writing Support:

Scan the QR code below to access an **editable persuasive writing cheat sheet and organiser**, which will help you plan your essay and structure your arguments effectively.



Task 18.

Imagine you are pitching to your company's leadership. Your goal is to convince them to adopt one innovative idea or technology to make your company more sustainable. You can rely on the information from the text you have read, such as ideas about lean manufacturing and energy-efficient technologies, or suggest your own creative solution.

Prepare a short pitch (about 1 minute) where you:

- Briefly describe the idea or technology (you can mention lean manufacturing, energy-efficient tech, or a new concept).
- Explain how it will benefit the company (e.g., reduce costs, improve reputation, and increase efficiency).
- Explain the positive impact on the environment.

Focus on making your pitch:

- ✓ Clear and concise
- ✓ Persuasive and focused on benefits
- ✓ Structured with a quick introduction, main points, and a strong conclusion

REFLECT and CREATE

Task 19.

You are part of a research team at a global consumer goods company. Your team has noticed increasing competition from brands claiming to be "green" or "sustainable." Management now wants to know how to identify genuinely sustainable companies versus those using greenwashing tactics.

Write an analytical report (180-220 words) evaluating how brands can either contribute to or combat the problem of greenwashing, drawing on information from the “How to Spot Greenwashing” poster.

Discuss why misdirection in sustainability messaging is a problem for both businesses and consumers, and propose practical steps that companies should take to promote transparency and accountability in their marketing.

www.thesustainableagency.com 

How to Spot green washing

There are a few common tricks that you can watch out for to make it easy to spot greenwashing and dubious sustainability claims:

VAGUE ‘GREEN-SOUNDING’ LANGUAGE:
Look out for words that sound good at first but have no concrete meaning legally, like ‘farm fresh’ or ‘conscious’.

IRRELEVANT CLAIMS:
Making a big noise about one tiny green attribute on an otherwise totally anti-green product.

BADLY THOUGHT-OUT BIG GESTURES:
A classic one when an idea has come from a marketing team instead of experts.

MISLEADING NUMBERS AND PERCENTAGES

REBRANDING TO INCLUDE ‘natural’ PACKAGING
Products that change their look to apply the veneer of sustainability, but without actually changing anything.

MAKING THE PRODUCT PACKAGING GREEN

At its core, greenwashing is all about misdirection.

SO WHAT SHOULD WE BE LOOKING OUT FOR TO KNOW IF A BRAND IS FOR REAL

Accountability
Ironically, truly sustainable brands are transparent about how they’re affecting the environment.

Accreditation
Don’t just take brands’ words for it. Look for companies that are audited or accredited by third parties.

Clear labeling
Sustainable products should include simple language labels about exactly what’s in a product.

Traceability
Some forward-thinking brands have been helping buyers track their products’ sustainability using helpful tech.

[link](#)

<u>Structure & Instructions</u>	
<i>Introduction</i>	Define greenwashing in your own words. State why accurate sustainability claims matter for modern businesses and their reputation.
<i>Discussion</i>	Describe at least two common greenwashing tactics identified in the poster; explain with your own examples how these tactics can confuse or mislead customers in the business environment. Analyse the impact of such tactics on customer trust and brand value.
<i>Solutions and Recommendations</i>	Present two to three actionable measures companies should adopt to ensure transparent communication about their environmental practices, referencing the poster's tips (e.g., clear labelling, third-party accreditation).
<i>Conclusion</i>	Summarise the importance of genuine sustainability for long-term business success.

Task 20.

FINAL PROJECT

Create a sustainability report & campaign for a company

Project Title: “Green or greenwashed? evaluating and redesigning a company’s sustainability strategy”

You will work in teams to research a real company and critically assess its environmental claims and practices. Based on your findings, you are to design a sustainability campaign that improves or replaces its current strategy.

You will present your final project in two parts:

1. A sustainability report (written)
2. A visual campaign presentation (infographic or pitch)

Part 1: Sustainability report (100-150 words)

1. Choose a company (real-world; local or global).
2. Research the company’s environmental messaging and actual practices.
3. Write a structured report including:
 - Introduction: Briefly introduce the company and its sustainability claims.
 - Analysis:
 - ✓ Identify two examples of genuine sustainable practices (if any).

- ✓ Identify two examples that may be considered greenwashing. Use key terms from the unit (e.g., green policies, carbon footprint, greenwashing, corporate responsibility).
- ✓ Explain how these practices impact customer trust and the brand's reputation.
- **Conclusion & Recommendations:** Suggest at least two practical steps the company could take to improve (Use ideas from Tasks 12, 15, 18, or your own creativity).

Part 2: Visual campaign presentation

Create a 1-page infographic or visual pitch to communicate your redesigned campaign clearly.

Your infographic should include:

- ✓ A slogan or message
- ✓ Three actionable steps your company will take (use vocabulary from Tasks 1, 3, 6, 10)
- ✓ Simple icons, visuals, or drawings
- ✓ Optional: a section called “We Promise...” listing real improvements that align with corporate responsibility or ESG values

Self-Reflection Checklist

CAN YOU...

Vocabulary & Concepts

- ✓ identify and explain at least five key environmental terms or collocations from the unit (e.g. carbon footprint, greenwashing)?
- ✓ describe how companies use sustainability-related language in branding and marketing?
- ✓ match common environmental collocations to real-world business practices or campaigns?

Analysis & Critical Thinking

- ✓ compare how individuals, corporations, and governments impact the environment both positively and negatively?
- ✓ evaluate greenwashing examples and explain why they are misleading or harmful?
- ✓ assess a company's sustainability strategy and identify gaps between messaging and action?

Application & Personal Insight

- ✓ outline practical ways businesses can reduce their environmental impact without misleading customers?
- ✓ propose a sustainability improvement for a real or fictional company and justify your choices?
- ✓ express your opinion on what makes environmental claims credible and support it with examples?

UNIT 4

The world of hobbies



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BRAINSTORM and DISCUSS

Task 1.

Create a word web with the phrase "Leisure and Hobbies" in the centre.

Around this central idea, branch out into different categories such as:

- Physical activities (e.g., hiking, yoga)
- Creative hobbies (e.g., painting, photography)
- Social activities (e.g., gaming, cooking with friends)
- Solo/indoor hobbies (e.g., reading, knitting)
- Digital hobbies (e.g., content creation, streaming)

For each category, list at least 3 words/phrases.

Task 2.

Work in pairs or small teams. Decide on the Top 5 hobbies or leisure activities that can be turned into profitable businesses.

For each one, discuss:

1. What kind of business model could work? (e.g. online platform, physical service, subscription)
2. Who is the target customer?
3. What are the main costs or challenges involved in starting this business?

Use ideas from the word web and your background knowledge. Be ready to share one idea with the class and explain your reasoning.

VOCABULARY LAB

Task 3.

In each sentence below, the word(s) in bold are part of a collocation. Use the correct word from the box to make a full collocation and complete the sentence meaningfully.

*product line content brand loyalty leverage attract
tap into niche market scale generate develop*

1. Leisure platforms like fitness apps and streaming services are becoming key ways to _____ **revenue** from people's free time.
2. Hobby-based businesses succeed when they **create a** _____ and target a specific type of customer.
3. To turn a hobby into a profitable business, you need to _____ **a clear business model**, not just rely on passion.
4. Innovative leisure startups can _____ **investment** if they show high growth potential and strong branding.
5. Businesses that _____ **consumer trends** like mindfulness or outdoor experiences are more likely to grow.
6. Subscription platforms often make money by offering **premium** _____ to loyal users.
7. Turning a hobby into a startup is one thing, but being able to _____ **the business** is what really determines long-term success.
8. Many hobbyists turn professional when they **launch a** _____ based on their interests, such as handmade goods or digital downloads.
9. Successful influencers often _____ **social media** to promote their hobbies and build personal brands.
10. Experiential businesses, like travel or fitness brands, succeed when they **build strong** _____.

Task 4. Read the completed sentences from Task 3. Which of these statements do you agree with? Why?

Task 5. A. Match a word from Box A with a word from Box B to create meaningful collocations.

Box A	Box B
• identify • manage • provide • run • build • target • charge • diversify	• a specific audience • income streams • online presence • a side business • customer feedback • a subscription fee • customer needs • added value

B. Work in pairs. Choose 3–4 collocations and create a short, spontaneous mini-story, statement, or question using your chosen collocations. Try to connect them naturally in 2–4 sentences. Be ready to present your story to the class.

Task 6. Complete the sentences below by using each collocation from Task 5 once. Choose the most appropriate collocation for each gap based on context.

Many people are now turning their personal interests into income by building businesses around their hobbies. The first step is to (1) _____ and understand what people are willing to pay for. Then, it's important to (2) _____ through social media or a personal website.

A growing number of individuals (3) _____ while still working full-time. They often create digital content like tutorials, blog posts, or videos that promote their skills. To reach the right clients, it's necessary to (4) _____ and launch a marketing campaign tailored to their interests.

Many creators (5) _____ for exclusive content or (6) _____ through bonuses or personal support. To grow sustainably, they must (7) _____ and consistently (8) _____ to improve their offer.

VIDEO LAB

Task 7.

Before you watch.

In each sentence below, replace the underlined phrase with the most appropriate collocation from the box.

word-of-mouth referrals client satisfaction low investment start-up
market demand develop a client portfolio risk management
build a professional reputation negotiate favourable terms

1. Many entrepreneurs start their businesses with a **minimal amount of capital** to reduce financial risk.
2. It takes consistent effort to **establish yourself as a trustworthy expert** within the event planning industry.
3. Skilled negotiators know how to **secure advantageous agreements** with their vendors.
4. A strong business grows by **accumulating a diverse client base** over time.
5. Achieving high levels of **customer contentment** is crucial for repeat business.
6. Generating new business often relies on **recommendations from satisfied customers**.
7. Effective event managers practice **proactive problem-solving to minimise potential issues** during the event.
8. Understanding the **level of consumer interest** helps businesses tailor their offerings successfully.

Task 8.

Before you watch.

Discuss the questions below.

- In your opinion, why might event planning be a good business idea for someone with limited resources or experience?
- What skills or qualities do you think are important for success in this field?

Task 9.

While you watch.

As you watch the video, listen for practical advice and strategies for becoming an event planner. In the chart below, take notes in each category with words or short phrases mentioned in the video. Try to write at least 2 ideas per section.

<i>How to Get Started</i>	<i>Skills You Need</i>	<i>Building a Network</i>	<i>Tips for Success</i>



[link](#)

Task 10.

After you watch.

Work in teams. Create a simple infographic: The steps and challenges of event planning

Your infographic should:

1. Outline the main steps involved in organising a local event (e.g., identifying needs, planning details, building a network, promoting the event).
2. Highlight common challenges an event planner might face at each step.
3. Suggest solutions or strategies from the video that help overcome these challenges.

Guidelines:

- *Use keywords, short phrases, and simple visuals/icons.*
- *Organise your infographic clearly (e.g., a flowchart or segmented sections).*
- *Be concise and focus on communicating process + problem-solving.*

Task 11.

Work in pairs or small teams. Read the five event concepts below — each based on a creative business idea in the lifestyle and leisure industry. These ideas were implemented in different settings and had mixed outcomes.

For each case, outline:

- *What worked well or shows potential in this idea?*
- *What weak points, risks, or blind spots do you notice?*

- *What business model could help make it sustainable?*

Case 1: A group of food and film enthusiasts launched a rooftop cinema experience with dishes prepared by different local chefs each week. The atmosphere was stylish, and ticket prices were high. Bookings dropped after the first month despite strong early interest.

Case 2: A student-led wellness club offered a weekend retreat for university students with no phones, no internet, and no digital devices. The program included games, nature walks, and discussion circles. Attendance was lower than expected, but those who joined gave strong feedback.

Case 3: An open-air Saturday market invited creatives to offer mini-sessions (20–30 mins) on any hobby or skill — from hand lettering to bike repair or DJ basics. It was free to attend, and teachers earned from tips or product sales. The model was informal and depended heavily on weather and volunteer energy.

Case 4: A fitness trainer launched a 6-week challenge combining physical workouts with mobile app tasks, point scoring, and real-life prizes. Participants paid a fee and competed as teams. While highly engaging for some, others found it difficult to stay committed past Week 3.

Case 5: Artists and collectors were invited to exhibit personal archives — such as ticket stubs, fan letters, old diaries, or vintage tech — in an immersive gallery format. The event attracted a niche but passionate crowd. Some visitors found it confusing or too introspective.

Task 12.

Work in pairs or small teams. For each event idea, think of a way it could be adapted to the local context in Ukraine.

- rooftop cinema with local chefs
- campus retreat
- flash skillshare market
- personal archive festival
- gamified fitness challenge

Consider:

- *Modifications (venue, pricing, audience, etc.)*
- *Local opportunities and limitations (preferences, infrastructure, etc.)*

READING LAB

Task 13. Before you read.

Work in pairs or small groups. Below is a set of 8 key concepts from the article you're about to read. Draw a concept map on a blank sheet of paper or a digital tool:

- Place the main theme (“The economics of Christmas”) in the centre.
- Connect the other terms around it with lines and short explanations.
- Try to predict how these ideas relate in the context of global holiday shopping.
- Be ready to present your map to another group.

Task 14. While you read.

Now read the text carefully. Then, review and revise your concept map using the colour key below:

- Green** – Concepts or connections you *predicted accurately*
- Blue** – *New information* you learned from the text
- Yellow** – Ideas you *partially predicted* but needed to revise
- Red** – *Misconceptions* or incorrect assumptions you made

Be ready to briefly share your updated map and insights in a group discussion.

The Economics of Christmas

The Christmas season has long been synonymous with economic activity. As consumer spending peaks, both online and traditional retail channels vie for a share of the festive pie. But the dynamics of Christmas shopping have shifted dramatically in recent years, shaped by changing consumer behaviours, technological innovation, and regional variations. This analysis delves into the trends, challenges, and opportunities shaping the global Christmas shopping landscape, examining both e-commerce and high street performance in major economies.

The Shift to Online: A Digital Christmas

Online shopping continues to revolutionise festive retail. According to Statista, online holiday sales are projected to surpass \$1.1 trillion in 2024, reflecting significant year-on-year growth. Key factors include mobile commerce, AI-driven recommendations, and global platforms like Amazon, Alibaba, and Flipkart.

Regional Insights: Online Shopping Hotspots

North America: Over 60% of festive sales are now online, driven by giants like Walmart and Target. Europe: The UK and Germany lead e-commerce adoption, while Southern Europe favours traditional stores. Asia-Pacific: Platforms like JD.com and Taobao dominate, supported by integrated payment systems.

High Street Resilience: Traditional Retail in a Digital Age

The In-Store Experience

Despite e-commerce dominance, the high street retains its appeal. Festive markets in Germany and Austria, for example, attract millions of visitors annually,

contributing to local economies and tourism. Meanwhile, department stores like Macy's in the US continue to draw customers with exclusive in-store promotions.

Regional Variations in High Street Shopping

United Kingdom: Cities like London and Manchester thrive on traditional Christmas markets and retail pop-ups. Asia-Pacific: Japan prioritises immersive customer service, while India's bazaars see festive footfall surges.

Trends Shaping Christmas Shopping

Hybrid Shopping Models

Omnichannel retail blends online and offline experiences. Services like click-and-collect and virtual store tours enable greater convenience for modern shoppers.

Sustainability and Conscious Spending

Consumers are prioritising sustainable purchases, such as eco-friendly packaging, carbon-neutral delivery, and second-hand gifts. This trend, led by Millennials and Gen Z, signals a shift toward more conscious consumerism.

Inflation and Cost-of-Living Pressures

Rising costs are impacting discretionary spending. Events like Black Friday see increased engagement as shoppers seek out deals to manage budgets effectively.

The Global Economic Impact of Christmas

The festive season drives 10-15% of annual retail revenue in major economies. In the US alone, the National Retail Federation estimates holiday spending contributes over \$900bn annually, supporting millions of jobs across retail, logistics, and hospitality sectors.

A Season of Adaptation

The economics of Christmas highlight a rapidly evolving consumer landscape. While e-commerce dominates, the high street remains vital for delivering traditional and immersive experiences. Sustainability, hybrid shopping models, and inflation pressures will continue to shape the season's outlook. For businesses, success lies in adaptability and innovation to meet consumer expectations during this critical retail period.

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Task 15. After you read.

Answer the following questions using information from the text:

1. How do regional differences in consumer behaviour shape the way companies approach Christmas marketing and sales strategies globally?

Consider online vs. in-store preferences and provide at least one comparison.

2. The text highlights both e-commerce and high street retail as vital to the Christmas economy. In your view, what makes these two channels complementary rather than competing?

Support your answer with examples from the text.

3. Which of the three major trends (sustainability, hybrid models, or inflation) do you think will have the most long-term impact on Christmas shopping habits?

Base your answer on the information given and your own judgment.

4. How do the economic opportunities of Christmas differ between large international retailers and local small businesses, according to the text? What challenges might each face?

Think about reach, customer experience, and adaptability.

5. If you were advising a retail company preparing for the next holiday season, what two key insights from this article would you emphasise in your strategy? Explain your choices based on the trends or data discussed.

Task 16.

In your own words, write a short paragraph explaining why adapting to both online and traditional retail models is seen as a “strategic advantage” for companies during the Christmas season.

Think about how omnichannel approaches, consumer behaviour, and festive trends are shaping success in today’s market. Use your own words and include at least two key ideas from the text.

Task 17.

You work in the marketing team of a mid-sized retail company, preparing for the next holiday season. Your manager is unsure whether to focus more on online platforms, traditional in-store experiences, or adopt a hybrid model.

Write a formal email (180-220 words) to your manager proposing the best strategic approach based on the trends discussed in the article The economics of Christmas. Support your suggestion with three arguments, explaining the benefits and potential risks.

Your email should include:

- ✓ A clear subject line and professional salutation
- ✓ A brief introduction to the issue
- ✓ Your recommendation and three well-reasoned points
- ✓ A polite closing statement

Focus:

Use cause-and-effect reasoning, paraphrase the article's main ideas, and structure your email logically. Avoid copying directly from the text.

Writing Support:

Scan the QR code below to access an **editable persuasive writing cheat sheet and organiser**, which will help you plan your essay and structure your arguments effectively.



Task 18.

Imagine you are pitching to your company's leadership. Your goal is to convince them to adopt one strategic idea or approach to improve holiday season performance.

You should base your pitch on the trends and data from the text you have read - such as the rise of online shopping, the value of in-store experiences, hybrid models, or changing consumer behaviours.

Prepare a short pitch (about 1 minute) where you:

- Briefly describe the idea or approach (e.g. introducing click-and-collect, investing in festive markets, tailoring offers by region)
- Explain how it will benefit the company (e.g. attract more customers, increase flexibility, respond to market shifts)
- Explain how it meets current consumer expectations (based on facts and trends from the article).

Focus on making your pitch:

- ✓ Clear and concise
- ✓ Support your ideas with examples or facts from the text.
- ✓ Present your argument clearly and confidently, using appropriate business vocabulary.

REFLECT and CREATE

Task 19.

You are part of a compliance team at an international tax consultancy firm. Your firm has noticed that more clients are unsure whether their side activities should be considered a business or a hobby for tax purposes.

Write an analytical report (180–220 words) evaluating how to reliably distinguish between a business and a hobby, using key criteria from the “Business Versus Hobby Test” poster.

Your report should:

- ✓ Identify and evaluate at least three main differences between a business and a hobby (such as profit motive, customer base, professional practices, etc.).
- ✓ Discuss why accurately classifying activities is important for tax authorities, entrepreneurs, and consumers.
- ✓ Recommend practical actions or documentation that clients should use to demonstrate their activity is a genuine business.
- ✓ Conclude with why these distinctions help promote transparency and prevent legal or financial problems.

The Business Versus Hobby Test		
Why does it matter? If your activity is a business, your income can be reduced by all your qualified business expenses, even if it results in a loss. If your activity is deemed a hobby, no losses are allowed on your tax return. By keeping proper records and proactively knowing the pitfalls, you can avoid most problems.		
Business	VS.	Hobby
You have a reasonable expectation of making a profit.	PROFIT MOTIVE	You may sell occasionally, but making money is not your main goal.
You invest significant personal time and effort. You depend on the resulting income.	EFFORT & INCOME	It's something you do in your free time; you make the bulk of your money elsewhere.
Your expenses are ordinary and necessary to run your business.	REASONABLE EXPENSES	Your expenses are driven by your personal preferences and not strictly necessary.
You have a track record in this industry, and/or a history of making profits.	BACKGROUND	You don't have professional training in the field and have rarely or never turned a profit.
You have multiple customers or professional clients.	CUSTOMERS	You have few customers, mainly relatives and friends.
You keep professional records, including a separate checkbook and balance sheet; you have business cards, stationery and a branded business website.	PROFESSIONAL	You don't keep strict professional records of your activities; you don't have a formal business website or business cards.
		
AlloySilverstein.com in   		

[link](#)

Task 20.

FINAL PROJECT

Develop a business plan and marketing campaign for a hobby-based startup

Project Title: “From passion to profit: launching a successful hobby business”

In teams, you will create a business plan and marketing campaign for a startup based on turning a popular hobby into a profitable business. You will research, analyse market opportunities, and present practical strategies to launch and promote your business.

You will present your final project in two parts:

1. A Business plan (written)
2. A visual campaign presentation (infographic or pitch)

Part 1: Business plan (Written, 150–200 words)

Your business plan should include:

1. Introduction:
 - Introduce the chosen hobby and explain why it has profit potential.
 - Identify your target market (who will buy your product or service).
2. Market Analysis and Trends:
 - Briefly describe current trends in the hobby-based business sector (e.g., online sales growth, sustainability concerns, hybrid shopping).
 - Mention one or two challenges and opportunities related to this hobby business.
3. Business Model:
 - Explain how your business will make money (e.g., selling handmade crafts online, offering workshops, providing services).
 - Highlight key strategies to stand out from competitors (e.g., use of social media, eco-friendly products).
4. Conclusion and Next Steps:
 - Summarise why your business idea is viable.
 - Suggest one or two practical next steps to start or grow the business.

Part 2: Visual campaign presentation

Create a 1-page infographic or visual pitch to communicate your redesigned campaign clearly. Use vocabulary from Tasks 1, 3, 6, 10

✓ Your infographic should include:

- ✓ A catchy slogan or brand message that communicates your unique selling point.
- ✓ Three key marketing actions (e.g., social media promotion, collaborations, customer engagement strategies).
- ✓ Simple icons or visuals supporting your message (e.g., product images, eco-friendly symbols).
- ✓ Optional: A “Customer Promise” section that highlights your business values (e.g., quality, sustainability, innovation).

Self-Reflection Checklist

CAN YOU...

Vocabulary & Concepts

- ✓ describe at least four categories of hobbies and give three examples for each?
- ✓ list and explain 5 key terms or collocations related to hobby-based entrepreneurship?
- ✓ use unit vocabulary to explain business strategies, such as targeting a niche market or building customer loyalty?

Analysis & Critical Thinking

- ✓ explain why some hobbies are more profitable than others?
- ✓ evaluate a real or fictional event idea and suggest improvements based on market fit or business model?
- ✓ analyse how global trends (e.g. hybrid shopping, sustainability) affect hobby-based businesses?

Application & Personal Insight

- ✓ outline the main steps for turning a hobby into a small business?
- ✓ adapt a business idea to fit your local market (e.g. pricing, audience, infrastructure)?
- ✓ reflect on what makes a hobby-based business sustainable and support your opinion with examples from the unit?

UNIT 5

Culture and art



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BRANSTORM and DISCUSS

Task 1.

In pairs or small groups, create a mind map with the word “Culture” in the centre. Around it, create branches for different aspects that make up or influence a culture.

Use the following prompts to help you:

- Historical events
- Religion and beliefs
- Language and communication
- Traditions and customs
- Art, music, and literature
- Social norms and etiquette

Task 2.

Work in pairs or small teams. Look at these three groups:

- Individual values and behaviours
- Workplace environment
- Company culture

For each group, discuss:

1. Which elements from your mind map can influence this area?
2. What challenges might happen when people from different cultures work together?

Use ideas from the mind map and your background knowledge.

Task 3.

sensitivities bridge cultural stereotypes intercultural training
, diversity insights cultural awareness
, and embrace across cultural norms

1. Companies that **promote** _____ can reduce misunderstandings in global teams.
2. Professionals who **adapt to** different _____ tend to build better client relationships.
3. It's important to **avoid** _____ s when working across borders.
4. Multinational companies need **to manage cultural** _____ effectively to ensure collaboration.
5. Successful leaders know how to _____ **cultural gaps** within international teams.
6. Understanding how to interpret body language _____ **cultures** is key in face-to-face business.
7. Teams that **recognise cultural** _____ often communicate more effectively.
8. Businesses that _____ **cultural differences** are more innovative and flexible.
9. HR departments should **provide** _____ to prepare staff for international roles.
10. Companies that integrate **cultural** _____ into their strategies gain a competitive advantage.

Task 4.

Read the completed sentences from Task 3. Which of these statements do you agree with? Why?

Task 5.

Look at the situations below. Which do you think are the most: damaging (with serious negative consequences), inappropriate (showing poor judgement or cultural

insensitivity), or effective (showing good cultural awareness)? Discuss in pairs. Be ready to explain your choices and give reasons.

1. A manager assumes all team members will feel comfortable giving direct feedback, regardless of their cultural background.
2. A company launches an international ad campaign without researching local customs, and it causes offence.
3. A job candidate is rejected because their communication style is seen as “too indirect.”
4. A business deal falls through because one party interprets silence during a negotiation as disagreement.
5. An employee relocates abroad but receives no intercultural training or support.
6. A team celebrates success with an event involving alcohol, unaware that some colleagues are uncomfortable due to religious beliefs.
7. A manager praises “individual initiative” in a culture that values group harmony and consensus.
8. A company actively adapts its onboarding process for new hires from different cultural backgrounds

Task 6.

A. Match a word from Box A with a word from Box B to create meaningful collocations.

Box A	Box B
● cultural ● communication ● cross-cultural ● unconscious ● religious ● onboarding ● interpersonal ● business	● norms ● expectations ● competence ● etiquette ● assumptions ● training ● misunderstanding ● sensitivity

B. Now match the collocations with the situations (1-8) from Task 5. Each collocation describes the main issue or focus of the situation.

VIDEO LAB

Task 7.

Before you watch.

In each sentence below, replace the phrase in bold with the most appropriate collocation from the box.

<i>respect differences</i>	<i>build common ground</i>	<i>cultural empathy</i>
<i>not-invented-here syndrome</i>	<i>reconcile differences</i>	<i>recognise differences</i>
<i>cross-cultural communication</i>	<i>shared understanding</i>	

1. The meeting improved after they managed to **find mutual agreement** about their goals.
2. Success in international business depends heavily on **communication between people from different cultures**.
3. The first step in effective teamwork is to **notice how people's backgrounds differ**.
4. It's important to **appreciate and value cultural diversity** in global companies.
5. To solve conflicts, teams need to **bring differing views into harmony**.
6. Leaders who show **the ability to understand others' cultural feelings and perspectives** tend to succeed more.
7. Common **knowledge or agreement** within the group helps avoid misunderstandings.
8. The **resistance to ideas coming from outside the group** can harm innovation

Task 8.

Before you watch.

Answer the questions below. Be ready to reason and discuss your ideas.

- What kinds of challenges might someone face when doing business in a country with a very different cultural background?
- What strategies do you think help people overcome cultural misunderstandings in international workplaces?

Task 9.

While you watch.

Watch and jot down any examples of cultural misunderstandings or conflicts described.

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Task 10.

After you watch.

Work in teams. Create a simple infographic that briefly explains these three topics:

1. Cultural misunderstandings – Give an example and explain what caused it
2. Three steps to cultural understanding – recognise, respect, reconcile
3. Business impact – Why cross-cultural awareness matters in global work

Guidelines:

- Use keywords, short phrases, and simple icons or drawings
- Organise your infographic clearly (e.g., 3 sections or bubbles)

Be clear and concise — the goal is to communicate the main ideas fast and visually

Task 11.

Look at the five cases of cross-cultural challenges below. Match each case to a real-world company or situation based on your knowledge or educated guesses. Then rank the cases from most to least serious in terms of their impact on international business (1 = most serious, 5 = least serious). Justify your ranking in pairs or small groups.

Consider:

- Scale of business impact
- Potential for misunderstanding or conflict
- Consequences for brand reputation or operations

Case 1: A company launches an ad campaign in a new country without researching local taboos, causing public backlash.

Case 2: A global team struggles with collaboration due to different communication styles (e.g., direct vs. indirect).

Case 3: A contract negotiation fails because one side prioritises relationships, while the other focuses on price and speed.

Case 4: A manager unintentionally offends local staff by disregarding hierarchy and formalities.

Case 5: A company insists on using its home-country work culture in all branches, leading to high staff turnover abroad.

Task 12.

For each case from Task 11, suggest a way the company or individuals involved could improve their cross-cultural communication or prevent similar issues in the future.

You might consider:

- investing in cultural training
- involving local experts or teams
- adapting communication styles
- redesigning negotiation strategies
- localising leadership practices

READING LAB

Task 13.

Before you read.

Brainstorm and list as many reasons as you can think of why businesses need to be aware of cultural risks when expanding into new countries or regions. Consider what challenges and benefits cultural awareness might bring for companies.

To guide your brainstorming, think about these areas:

- Language and communication differences
- Social and cultural norms
- Consumer preferences and behaviours
- Legal and ethical expectations

Write your list in clear points. Aim for a wide range of ideas.

Task 14.

While you read.

Now read the text carefully. As you read the article, look for sentences, facts, statistics, or quotes that support the reasons you brainstormed before reading.

Use colours to highlight or underline each piece of evidence according to the reason category it fits:

- **Language and communication differences**: highlight in *blue*
- **Social and cultural norms**: highlight in *green*
- **Consumer preferences and behaviours**: highlight in *yellow*
- **Legal and ethical expectations**: highlight in *pink*

After reading, compare your colour-coded evidence with a partner or small group and discuss which cultural risks seem the most critical for businesses to manage.

Expansion and Cultural Risks: What Businesses Need to Know

Risk culture is a term that refers to the potential difficulties a business may face when operating in a specific country or region due to differences in language, norms, culture, and consumer preferences. Both global and local companies need to pay attention to cultural differences between one region and another. The term “culture” refers to a set of standards that a particular group of people collectively holds.

Ignoring cultural differences can result in a poor market share, low ROI (Return on Investment), missed opportunities, damaged brand reputation, and other negative impacts that can lead to business failure.

Here are 3 cultural risks that businesses often face when expanding:

Failing to adapt global business models to the local market

It is important to understand that consumer behaviour and attitudes are greatly influenced by culture. When businesses enter a new market, the business model used previously must be modified and adapted to local preferences, habits, and customs.

Businesses need to integrate local features and global ideas, products, or processes. This adaptation usually involves product and service offerings, pricing, and marketing strategies.

Failing to understand local business practices

To achieve success in expanding to new areas, businesses must have a deep understanding of local business customs and practices.

The inability to understand how politics, regulations, economics, and cultural influences operate in the region can make it difficult for a business to succeed for a long time.

Failing to understand local legal and ethical issues

Failing to understand local legal and ethical issues can significantly damage a business's reputation and finances in a specific area. For example, the French fashion brand Hermes lost its trademark name after a 15-year struggle against the local Chinese company Foshan. The reason was that in 1995, Foshan had registered a trademark for a Chinese character with a similar pronunciation but a slightly different written form from the name Hermès in Chinese.

As mentioned above, offering products or services in a specific area requires a deep understanding and comprehensive research on various cultural components in the region. The importance of awareness of cultural differences can be seen in the case of the world's largest computer software vendor, Microsoft. At that time, Microsoft coloured 8 out of 800,000 pixels on a map of India with a different shade of green to present the disputed region of Kashmir. This difference in green colour indicated that Kashmir was shown as not being a part of India, and ultimately, the product was banned in India.

Another example is the case of the large Japanese car company Honda, which in 2001 decided to continue using the name "Fitta" when introducing a car to Sweden. However, Fitta' is an old word with an offensive meaning in Swedish, Norwegian, and Danish.

The success rate of expansion can be increased by understanding local cultures and identifying behaviour patterns and attitudes influenced by them. LOKASI has various data, such as demographic, religious, socio-economic status, and income data that can help businesses reduce the likelihood of cultural risk when adding new branches.

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Task 15.

After you read.

Answer the following questions using information from the text:

1. How do cultural differences influence a company's success when entering a new market? Explain using at least two examples from the text.
2. Analyse the consequences for businesses that fail to adapt their products or practices to local cultures. What risks are involved?
3. Discuss the role of understanding legal and ethical differences in international business expansion. How can neglecting these lead to serious problems?

4. Examine the examples of Microsoft and Honda presented in the text. What do these cases teach us about the importance of cultural awareness?
5. How can companies use data (like LOKASI intelligence) to reduce cultural risks? Why is this an important strategy?

Task 16.

In your own words, write a short paragraph (100–120 words) explaining why understanding local culture is an essential part of successful business expansion. Include how ignoring cultural risks can affect a company's reputation and financial success.

Task 17.

Imagine you are a business consultant advising a company planning to expand internationally. Write a report (160–200 words) that:

- Identifies three cultural risks the company should be aware of based on the text.
- Suggests specific steps the company can take to avoid these risks.
- Explains how taking these steps will improve the company's chance of success in the new market.

Organise your report clearly, and use examples or ideas from the text. Focus on cause and effect.

Writing Support:

Scan the QR code below to access an **editable persuasive writing cheat sheet and organiser**, which will help you plan your essay and structure your arguments effectively.



Task 18.

Imagine you work for a company that wants to expand into a new international market. Based on what you have learned from the text, prepare a short pitch (about 1 minute) for your management team. Your goal is to persuade them to invest time and resources into understanding local culture before launching the business.

Prepare a short pitch (about 1 minute) where you:

- Explain why understanding local culture is crucial before entering the market.
- Describe one cultural risk businesses often face during expansion (e.g., product adaptation, local business practices, or legal/ethical issues).
- Suggest one specific step the company should take to avoid this risk (such as adapting marketing, consulting local experts, or using cultural data tools).
- Briefly explain how this action will help the company succeed and avoid costly mistakes.

Focus on making your pitch:

- ✓ Clear and persuasive from the start — begin with a strong opening sentence that shows why cultural awareness matters
- ✓ Structured and complete
- ✓ Well-supported — use examples or ideas from the text or your own experience to back up your points.

REFLECT and CREATE

Task 19.

You are part of a marketing research team at a global consumer goods company. Your company wants to improve its multicultural marketing approach to better connect with diverse audiences worldwide. Management has asked for an analytical report based on the “Multicultural Marketing Strategy and Tips” infographic.

Write an analytical report (180–220 words) evaluating the key strategies that companies should use to succeed in multicultural marketing.

<u>Structure & Instructions</u>	
<i>Introduction</i>	Define multicultural marketing in your own words. Explain why adopting an inclusive and culturally aware marketing strategy is important for global brands.
<i>Discussion</i>	Describe at least two strategies from the infographic (e.g., “An inclusive approach,” “Know their culture”). Explain with examples how these strategies help companies connect authentically with diverse consumers. Analyse why ignoring cultural differences can harm brand reputation and business performance.
<i>Solutions and Recommendations</i>	Propose two or three practical measures companies can take to implement these strategies effectively (e.g., engaging diverse influencers, researching audience identity, using social networks). Reference tips from the infographic to support your recommendations.
<i>Conclusion</i>	Summarise why a well-planned multicultural marketing strategy is essential for competitive advantage in today’s global market.

MULTICULTURAL MARKETING STRATEGY AND TIPS



An Inclusive
Approach



Using Social
Networks



Engage with Diverse
Influencer



Know Their Culture



Diversity, Equity, and
Inclusion



Consumer Identity



Research Your
Audience



Reach Your Audience

Task 20.

FINAL PROJECT

Create a cross-cultural expansion report & training package for a company

Project Title: “ Culturally competent expansion: evaluating and redesigning a company’s cross-cultural strategy ”

You will work in teams to research a real or fictional company preparing to expand into a new international market. Critically assess the company’s current cross-cultural communication and expansion practices. Based on your findings, you are to design a cultural training package that improves or replaces its current approach.

You will present your final project in two parts:

1. A cross-cultural expansion report (written)
2. A cross-cultural training package (visual or interactive)

Part 1: Cross-cultural expansion report (100-150 words)

1. Choose a company (real-world; local or global).
2. Research the company’s current cross-cultural communication and expansion approach (or use plausible strategies if fictional).
3. Write a structured report including:
 - Introduction: Briefly introduce the company and its sustainability claims.
 - Analysis:
 - ✓ Identify two examples of effective cross-cultural communication or adaptation strategies (if any).
 - ✓ Identify two cross-cultural risks or challenges the company may face if it does not adapt (use key terms such as cultural risk, localisation, consumer identity, adaptation).
 - ✓ Identify two cross-cultural risks or challenges the company may face if it does not adapt (use key terms such as cultural risk, localisation, consumer identity, adaptation).
 - Conclusion & Recommendations: Suggest at least two practical steps the company could take to improve its cross-cultural expansion strategy (using concepts from your unit or your own creativity).

Part 2: Cross-cultural training package

Create a 1-page visual training resource or interactive tool for staff preparing to work in the target international market. This could be:

- An infographic
- A cheat sheet
- A poster for pre-departure training

Your training resource should include:

- ✓ A memorable slogan or message emphasising cultural competence
- ✓ Three practical tips or behaviours for effective cross-cultural communication or business practices
- ✓ Simple icons, visuals, or examples illustrating each tip
- ✓ Optional: A “Our Commitment” or “Key Cultural Values” box explaining the company’s promises in cultural respect and adaptation

Self-Reflection Checklist

CAN YOU...

Vocabulary & Concepts

- ✓ identify and explain at least five key cross-cultural business terms or collocations from the unit (e.g., cultural risk, localisation, consumer identity, adaptation, high-context culture)?
- ✓ describe how companies use culture-related language and strategies in branding, marketing, or internal communications?
- ✓ match common cross-cultural collocations to real-world business situations or case studies from the unit?

Analysis & Critical Thinking

- ✓ compare how individuals, teams, and companies influence (positively or negatively) the success of business operations in new cultures?
- ✓ evaluate examples of cultural misunderstandings or failures (from readings, video, or discussions) and explain why they led to negative outcomes?
- ✓ assess a company’s cross-cultural expansion strategy and identify gaps between stated intentions and actual practices?

Application & Personal Insight

- ✓ outline practical ways businesses can prepare for international expansion and reduce cultural risks, using ideas from class activities?
- ✓ propose an improvement checklist for a real or fictional company’s cross-cultural approach, and justify your recommendation?
- ✓ express your opinion on what makes cross-cultural communication effective, and support it with examples from the unit?

UNIT 6

Shopping



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BRANSTORM and DISCUSS

Task 1.

In pairs or small groups, create a mind map with the word “Shopping” in the centre. Around it, draw branches for different factors that influence how people shop today.

Use the following prompts to help you:

- Technology
- Payment methods
- Values and ethics
- Customer experience
- Marketing and influence
- Age/gender buying habits

Task 2.

Work in pairs or small teams. Look at these three groups:

- Customer expectations
- Shopping channels
- Brand strategies

For each category, discuss:

1. How does this influence what, how, or where people buy?
2. What changes are businesses making—or should make—to adapt to modern shopping habits?

Use ideas from the mind map and your background knowledge.

VOCABULARY LAB

Task 3.

In each sentence below, the word(s) in bold are part of a collocation. Use the correct word from the box to make a full collocation and complete the sentence meaningfully.

<i>loyalty</i>	<i>impulse</i>	<i>collect</i>	<i>spree</i>
<i>mortar</i>	<i>in-app</i>	<i>pop-up</i>	
<i>personalised</i>	<i>window</i>		

1. Many traditional **brick-and-_____retailers** are now investing in digital transformation.
2. Gen Z shoppers often prefer _____**checkout** when buying through social media platforms.
3. Customers love **receiving** _____ **offers** based on their past purchases or preferences.
4. The company launched a **temporary** _____ store during the holiday season to boost brand visibility.
5. Consumers who are very _____ **sensitive** tend to compare products across multiple websites.
6. Offering a smooth **click-and-_____ experience** is key for retailers blending online and offline.
7. After payday, she went on a huge **shopping** _____and bought things she didn't even need.
8. **A strong** _____**program** can turn occasional buyers into loyal customers.
9. _____**shopping** is common among tourists who browse but don't plan to buy immediately.
10. Some purchases are not planned at all—they're **made on a sudden** _____.

Task 4.

Read the completed sentences from Task 3. Which of these statements do you agree with? Why?

Task 5.

Look at the situations below. Which one(s) appear positive but may be misleading or ineffective in practice? Which situation represents a responsible and customer-focused business practice?

Discuss in pairs. Be ready to explain your choices and consider the impact on:
• customer satisfaction • ethical practices • long-term trust

1. An online retailer advertises major price cuts during sales but subtly raises prices shortly before the event starts.
2. A chain store sets up refill points for everyday essentials and heavily markets this eco-friendly option.
3. A fashion label frequently pushes “flash sales” to encourage customers to buy quickly and often.
4. A company markets an eco-friendly product range, yet the items only contain a minimal percentage of recycled content.
5. Using previous purchase histories, a brand tailors special offers specifically for individual shoppers.
6. A major e-commerce site deliberately buries less expensive products in search results to favour its own stock.
7. A grocery chain eliminates disposable plastic bags and promotes reusable alternatives among shoppers.
8. An electronics retailer provides long-term warranty coverage but makes it difficult for customers to claim repairs or refunds.

Task 6.

A. Match a word from Box A with a word from Box B to create meaningful collocations.

Box A	Box B
• misleading • customer • personalized • refill • extended • limited-time • single-use • search	• discounts • warranties • bags • alternatives • stations • buying • data • pricing

B. Now match the collocations with the situations (1-8) from Task 5. Each collocation describes the main issue or focus of the situation.

VIDEO LAB

Task 7.

Before you watch.

For each group of three statements, find the one that is **false**.

Discuss your choice with a partner or in a small team and be ready to explain why.

-
- a) Influencer recommendations are more trusted by Gen Z than traditional ads.
 - b) Most people prefer AI influencers because they are more reliable.
 - c) Gen Z often buys products based on creator content they already follow.
-

- a) People now buy directly from social media platforms like Instagram and TikTok.
 - b) Older generations avoid online platforms entirely.
 - c) Companies are expected to sell through a variety of digital channels.
-

- a) Gen Z expects a smooth mobile checkout experience.
 - b) Boomers are uncomfortable using any form of mobile shopping.
 - c) Friction in the purchase process reduces customer satisfaction.
-

- a) Baby boomers still rely mostly on email communication.
 - b) All generations now prefer text messaging over any other method.
 - c) Businesses need to consider which communication channels their customers use.
-

- a) Gen Z prefers to see video reviews or photo proof instead of reading reviews.
 - b) Older generations only trust official advertising campaigns.
 - c) Real customer content can influence a purchase more than polished ads.
-

- a) Reducing friction in the buying process increases success.
 - b) You need to be active on every possible platform to be effective.
 - c) Making small strategic improvements can lead to long-term growth.
-

Task 8.

Before you watch.

Answer the questions below. Be ready to reason and discuss your ideas.

- In your opinion, how has shopping behaviour changed in the last 5–10 years?

- Do you think companies should change the way they sell depending on the age of their customers? Why or why not?

Task 9.

While you watch.

Watch the video carefully and jot down key shopping habits mentioned for different generations (e.g., Gen Z, Millennials, Boomers).

Be ready to share what stood out to you or what surprised you.

	 <u>link</u>
--	--

Task 10.

After you watch.

Create a simple infographic that briefly explains these three topics:

4. Key shopping habits of different generations (Gen Z, Millennials, Gen X, Boomers)
5. New consumer expectations in the digital age
6. Practical steps businesses can take to adapt to changing behaviour

Guidelines:

- *Use keywords, short phrases, and simple icons or drawings*
- *Organise your infographic into three sections*
- *Be concise and visual — the goal is to communicate the main ideas quickly.*

Task 11.

In pairs or small teams, read the seven cases below and evaluate how well each meets changing shopping habits and customer needs. Rank them from most to least effective and be ready to explain your reasons, focusing on convenience, platform use, and generational preferences.

Case 1: A fashion brand now lets customers buy directly from TikTok and Instagram posts without leaving the app.

Case 2: A furniture store added phone support and simplified its website to help older customers schedule home visits.

Case 3: A skincare company launched a campaign using real influencers to show results through unfiltered video reviews.

Case 4: A tech retailer added WhatsApp chat for customer service, but slow replies frustrated buyers expecting instant support.

Case 5: A small beauty brand replaced human help with AI chatbots — younger customers liked it, but Gen X shoppers dropped off.

Case 6: An online bookstore started sending personalised reading suggestions and discount codes via text and email based on past purchases.

Case 7: A sportswear brand's website offers influencer discounts, but the mobile checkout process is slow and buggy, leading to cart abandonment.

Task 12.

Work in pairs or small groups. Below are the case headings from Task 11. For each case, suggest one improvement or adjustment the company could make to better meet customer needs or adapt to changing shopping habits.

- social checkout surge • boomer-friendly booking
- creator-led campaign • instant messaging mishap • AI overload
- personalized promos • checkout friction

READING LAB

Task 13.

Before you read.

Brainstorm and list as many reasons as you can think of for why shopping habits are changing today. Think about how and why people shop differently now compared to the past.

To guide your brainstorming, consider these areas:

- Technological reasons (e.g. digital tools, apps, social media)
- Cultural and generational reasons (e.g. preferences of Boomers vs. Gen Z)
- Economic reasons (e.g. pricing, convenience, inflation)
- Social or ethical reasons (e.g. values, brand trust, sustainability)

Write your list in clear points. Aim for a wide range of ideas. Be ready to share with a partner or your group. Compare and add new ideas to your list.

Task 14.

While you read.

Now read the text carefully. As you read the article, look for sentences, facts, statistics, or quotes that support the reasons you brainstormed before reading.

Use colours to highlight or underline each piece of evidence according to the reason category it fits:

- **Technological reasons**: highlight in *yellow*
- **Cultural or social reasons**: highlight in *blue*
- **Economic reasons**: highlight in *green*
- **Ethical or value-based reasons**: highlight in *pink*.

What's shaping how we shop?

From AI assistants to social commerce, discover the retail trends driving change across channels and generations.

#1: Gen Z scrolls, Boomers stroll

While the lines between physical and digital retail continue to blur, in-store shopping is still a popular channel.

Boomers especially value the ability to touch, try on, and walk out with purchases.

For younger shoppers, it's all about the experience. Think virtual reality try-ons, cafes, and exclusive events. In response, 32% of retailers plan to invest in tech to make their stores more interactive.

E-commerce, meanwhile, wins on price, variety, and convenience. Social media, especially TikTok, is a key driver, thanks to its in-app checkout. For Gen Z, that's a must-have: 28% prefer retailers who sell through social channels.

Ultimately, it isn't about 'online vs in-store'—38% of shoppers value both equally. What they do want, however, is to be able to move easily across channels.

This is where unified commerce comes into play. Of the retailers with connected channels, 40% report higher sales and increased customer satisfaction, and 34% a better understanding of their customers' behaviour.

#2: The payment experience is a dealbreaker

Case in point: 51% of shoppers will walk away if they can't use their preferred payment method. For the Gen Z and Millennials who favour digital wallets, it's even more important. No contactless option? No sale.

Another important factor is speed: 40% of shoppers will abandon a purchase if the checkout process takes too long.

To keep things running smoothly in store, over 31% of retailers are investing in mobile point-of-sale to cut lines. But on the e-commerce front, only 22% measure online transaction speeds.

#3: Consumers are conflicted about AI

One of the most notable findings in our research this year is the rise of AI sales assistants. Usage has jumped 48% year-over-year, and 36% of respondents have used it for shopping at some point. This climbs to 57% for Gen Z.

So what's the appeal? For many, it's about quickly cutting through the digital noise.

Despite this, 45% of shoppers are on the fence. While they understand its usefulness in recommending products, some are worried about its potential for fraud.

The challenge for retailers will be to use AI in a way that feels helpful while respecting privacy.

#4: Shoppers will exchange data for discounts

One thing is clear: Shoppers like discounts. And more than half are willing to share their data to get them. Yet many loyalty programs fall short. They can be complicated to manage and lack personalisation.

From retailers' perspective, personalisation is one of the top five growth strategies for 2025. While over 39% have a loyalty program, another 29% plan to invest this year.

#5: Value-based brands win with younger shoppers

Shoppers today aren't just looking for good deals; they also care about what brands stand for.

Nearly half say they'd be more loyal to a retailer that shows a strong social purpose. In fact, 44% of Millennials and Gen Z will pay more for ethically sourced products compared to 25% of Boomers.

Retailers are starting to catch on, albeit slowly. Only a quarter enable donations online, and 28% in-store, but 26% plan to invest in social causes in 2025.

New innovations will always emerge, but shopper priorities remain the same: convenience, value, and entertainment.

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Task 15.

After you read.

Answer the following questions using information from the text:

1. How have shopper expectations evolved in terms of online and in-store experiences, and what challenges does this create for retailers?
2. How do payment methods and checkout speed influence consumer behaviour, and what solutions are retailers using to respond?
3. What are the potential risks and rewards of using AI assistants in retail? How might retailers strike the right balance when using this technology?
4. Why is personalisation becoming more important in retail, and how are loyalty programs falling short of shopper expectations?
5. How are ethical values and social causes influencing purchasing decisions, especially among younger generations? What might this mean for brand loyalty?

Task 16.

In your own words, write a short paragraph (4–5 sentences) explaining two key challenges retailers face in meeting modern consumer expectations. Use information from the article to support your explanation, and include a brief reason why solving these challenges is important for a business.

Task 17.

Imagine you are a marketing team member at a retail company that still focuses mainly on traditional in-store sales. Based on the article, write a persuasive message (180–220 words) to company leadership, recommending steps to modernise the shopping experience.

Organise your response with: a short introduction identifying the issue; three clear suggestions for improvement, each supported by data or reasoning from the article; a conclusion explaining the expected business benefits. Use cause-and-effect language and your own words to make your case clear and convincing.

Writing Support:

Scan the QR code below to access an **editable persuasive writing cheat sheet and organiser**, which will help you plan your essay and structure your arguments effectively.



Task 18.

Imagine you are pitching to your company's leadership team. Your goal is to convince them to adopt one specific improvement to meet changing shopping habits (e.g., adding

digital payment options, selling through social media, creating personalised loyalty programs).

Prepare a short pitch (about 1 minute) where you:

- Briefly describe the improvement you are proposing.
- Explain how it will benefit the company (e.g., increase sales, attract younger consumers, reduce cart abandonment).
- Highlight the wider positive impact, such as boosting customer satisfaction or strengthening brand loyalty.

Focus on making your pitch:

- ✓ Easy to follow and straight to the point
- ✓ Convincing, with a focus on how the company will benefit
- ✓ Logically organised

REFLECT and CREATE

Task 19.

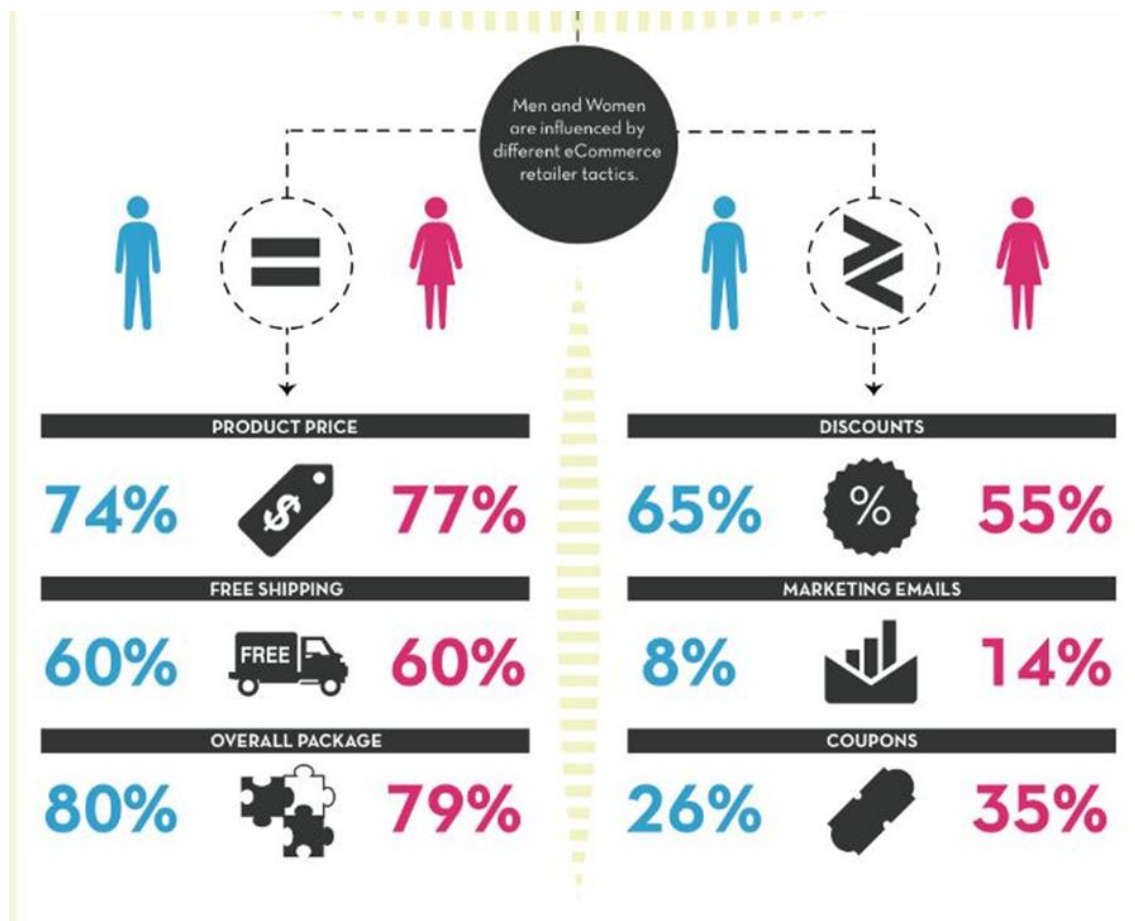
You are part of a global market analysis team at a major multinational retailer. Company executives are concerned that their current sales and marketing strategies may not effectively reach both male and female consumers, potentially limiting market growth and customer satisfaction. Your team has been asked to examine gendered shopping habits and the different factors that influence men's and women's online buying decisions, using the information from the "E-commerce influencer tactics" infographic.

Write an analytical report (180–220 words) evaluating how certain marketing strategies impact male and female shoppers differently and what this means for business performance and customer loyalty. Your report should also propose actionable recommendations to better meet the needs of both groups and drive e-commerce success.

<u>Structure & Instructions</u>	
<i>Introduction</i>	Briefly define shopping habits in a business context and why understanding gender differences is essential for a competitive e-commerce strategy.
<i>Discussion</i>	Identify at least two factors from the poster that notably influence each gender differently (e.g., "Product price" and

	"Discounts" for men vs. women, "Coupons" and "Free shipping"). Provide your own examples or reasoning on how these preferences can impact shopping motivation, buying decisions, and overall customer satisfaction. Analyse the organisational impact, such as on sales performance, brand loyalty, or customer retention.
<i>Solutions and Recommendations</i>	Suggest two to three specific actions businesses should take to tailor their approaches for male and female shoppers, referencing ideas from the infographic (for example, targeted discount campaigns, differentiated email marketing, or customised loyalty programs). Emphasise the importance of data-driven marketing and continual customer feedback.
<i>Conclusion</i>	Summarise why recognising and adapting to gender-specific shopping habits is crucial for sustained e-commerce growth and a strong brand reputation.

Be sure to use the points from the poster, but express ideas in your own words.



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Task 20.

FINAL PROJECT

Design a shopping experience strategy for a small retail business

Project Title: “ Shop Smart: optimising customer experience in a changing retail world”

You will work individually or in pairs to design a shopping habits strategy for a small business. Your task is to create a customer-focused retail environment that responds to new shopping trends and enhances both sales and customer loyalty.

You will present your final project in two parts:

1. A shopping experience report (written)
2. A visual campaign presentation (infographic or pitch)

Part 1: A shopping experience report (100-150 words)

1. Choose a fictional small retail business (e.g., a bookstore, boutique fashion shop, electronics store; specify industry, size, and key sales channels—online/in-store).
2. Research and consider major factors and challenges in today’s retail environment, such as technology use, generational preferences, payment flexibility, and ethical branding.
3. Write a structured report (100-150 words) that includes:
 - Introduction: Briefly introduce your fictional business, its size, and its primary shopping environment (e.g., digital, physical, hybrid).
 - Analysis:
 - ✓ Identify two main challenges or risks the business faces in adapting to modern shopping habits (e.g., slow checkout process, limited payment options, lack of personalised offers, generational difference)
 - ✓ Propose three practical initiatives or policies that address these risks and support customer satisfaction and loyalty (e.g., mobile checkout, influencer partnerships, eco-friendly rewards, personalized promo codes).
 - ✓ Explain how investing in a modern shopping experience benefits both customers and business performance (use key unit vocabulary like unified commerce, customer journey, loyalty program).
 - Conclusion & Recommendations: Suggest at least two further steps your company could take to strengthen its shopping strategy (draw upon ideas from unit tasks or your own creativity).

Part 2: Visual Campaign Presentation

Create a 1-page infographic or visual pitch that communicates your redesigned shopping experience strategy:

- ✓ A compelling slogan or message (e.g., “Fast, Fair, Friction-Free”)
- ✓ Three major initiatives as blocks, visually represented (using vocabulary from Tasks 1, 3, 6, 10)
- ✓ Simple icons, visuals, or drawings
- ✓ Optional: A “We Promise” or “Our Values” section, highlighting a commitment to convenience, ethics, or inclusivity

Self-Reflection Checklist

CAN YOU....

Vocabulary & Concepts

- ✓ identify and explain at least five key shopping and retail terms or collocations from the unit (e.g., omnichannel retail, in-app checkout, personalized offers, loyalty program, social commerce)?
- ✓ describe how businesses are adapting their strategies to changing customer expectations, technology, and generational differences?
- ✓ match common retail collocations to real-world shopping habits, marketing tactics, or business cases discussed in the unit (e.g., “flash sales,” “eco-friendly refill stations,” “creator-led campaigns”)?

Analysis & Critical Thinking

- ✓ compare the shopping habits and preferences of different generations (e.g., Gen Z vs. Boomers) and their impact on retail business strategies?
- ✓ evaluate examples of responsible versus misleading or ineffective business practices in retail, explaining the potential effects on customer trust and brand reputation?
- ✓ assess how companies meet or fail to meet customer expectations regarding convenience, payment options, personalization, and ethical branding?

Application & Personal Insight

- ✓ outline practical recommendations for retailers to better serve diverse customer groups using digital tools, social media, and loyalty initiatives?
- ✓ propose a realistic improvement or campaign for a retail business (real or fictional) that addresses modern shopping trends and customer needs?
- ✓ express your opinion on why understanding shopping habits, especially generational and ethical preferences, is critical for retail success, supporting your ideas with examples from the unit?

UNIT 7

Scientific and technological progress



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BRAINSTORM and DISCUSS

Task 1.

Create a word web with the phrase "Tech impact" in the centre.

Around this central idea, branch out into different categories such as:

- Types of technology (e.g., cloud storage, wearable tech, IoT devices)
- Spheres of use (e.g., healthcare, finance, manufacturing, education)
- Functions within spheres (e.g., customer service, product development)
- Benefits (e.g., efficiency, personalisation, scalability)
- Challenges (e.g., data privacy, skill gaps, cybersecurity risks)
- Future trends (e.g., automation, remote collaboration, AI ethics)

For each category, list at least 3 words/phrases.

Task 2.

In small groups, choose **three spheres** from the word web.

For each, discuss:

1. Which business functions in this sphere benefit the most from technology?
2. What are the main advantages companies gain by using technology in these functions?
3. What challenges might businesses face when adopting these technologies?

Use ideas from the word web and your background knowledge. Be ready to share one idea with the class and explain your reasoning.

VOCABULARY LAB

Task 3.

In each sentence below, the word(s) in bold are part of a collocation. Use the correct word from the box to make a full collocation and complete the sentence meaningfully.

*automated AI-driven personalisedmachine learning
digital integration deployment frameworks
technologies cloud-based protocols cutting-edge*

1. _____ - _____ **data storage** provides scalable solutions for rapidly growing businesses.
2. **Advanced** _____ **algorithms** can identify complex patterns in customer behavior.
3. Implementing _____ **workflow systems** always leads to higher efficiency in every company.
4. _____ - _____ **AI applications** are transforming how companies analyze market trends.
5. _____ **customer engagement strategies** are essential for building brand loyalty.
6. **Cybersecurity risk management** _____ must be a priority to protect sensitive data.
7. **Seamless** _____ **processes** can streamline operations across departments.
8. _____ - _____ **product development cycles** accelerate innovation while reducing costs.
9. Targeted professional development initiatives help employees keep up with **emerging** _____.
10. **Ethical AI** _____ are necessary to prevent bias in automated decision-making.

Task 4.

Read the completed sentences from Task 3. Which of these statements do you agree with? Why?

Task 5.

A. Match a word from Box A with a word from Box B to create meaningful collocations.

Box A	Box B
● predictive ● cloud ● business ● digital ● automated ● strategic ● integrated ● advanced	● insights ● platform ● processes ● transformation ● analytics ● planning ● solutions ● systems

B. Work in pairs. Choose 3–4 collocations and create a short, spontaneous mini-story, statement, or question using your chosen collocations. Try to connect them naturally in 2–4 sentences. Be ready to present your story to the class.

Task 6.

Complete the sentences below by using each collocation from Task 5 once. Choose the most appropriate collocation for each gap based on context.

In today's competitive market, companies are constantly seeking ways to improve efficiency and innovation. One key approach is adopting (1) _____, which enables organizations to leverage vast amounts of data to make more informed decisions. Many businesses rely on a robust (2) _____ to store, manage, and analyze this data securely and at scale.

Optimizing (3) _____ is essential for companies looking to streamline their operations and reduce costs. This often goes hand in hand with embracing (4) _____, a broad initiative aimed at reshaping business models and workflows through technology.

To stay ahead, organizations invest in (5) _____ that perform routine tasks with minimal human intervention, freeing employees to focus on higher-value activities. Effective (6) _____ ensures that all parts of a company's IT infrastructure work seamlessly together to support these innovations.

Successful businesses also rely heavily on (7) _____ to guide their long-term goals and adapt quickly to market changes. Lastly, gaining (8) _____ from data helps executives identify new opportunities and respond proactively to challenges.

VIDEO LAB

Task 7.

Before you watch.

In each sentence below, replace the phrase in bold with the most appropriate collocation from the box.

<i>reach a global audience</i>	<i>maintain a strong online presence</i>
<i>operate 24/7</i>	<i>process customer payments, and reduce overhead costs</i>
<i>generate online sales</i>	<i>respond to customer inquiries</i>
<i>analyse communication data</i>	

1. Small businesses often need to **stay active on social platforms** to remain visible to customers.
2. E-commerce allows companies to **sell to people around the world** with just a website.
3. One benefit of digital tools is that companies can **study how people interact with emails and posts**.
4. New technologies help companies **cut business expenses like rent and utilities**.
5. With online platforms, many businesses can **stay open all day and night**.
6. Social media campaigns are designed to **encourage purchases on websites**.
7. Online checkout systems help stores **take money from buyers quickly and securely**.
8. Using messaging apps, companies can **quickly answer questions from their clients**.

Task 8.

Before you watch.

Discuss the questions below.

- What types of digital technologies do you think have had the biggest impact on how businesses operate today? Why?
- How do you think social media and online payments have changed the way customers interact with brands?

Task 9.

While you watch.

As you watch, complete the table below by identifying the **problem** and the **solution** offered by the technology.

Challenge	Technology used	How it solves the problem
High cost of running a physical store		
Limited reach and brand visibility		
Delayed customer communication		
Inconvenient or outdated payment methods		

	 link
---	---

Task 10.

After you watch.

Work in teams. Create a simple infographic that shows how businesses can use technology to improve performance and customer satisfaction.

Your infographic should:

1. Present the four main technologies mentioned in the video.
2. Show what business problems or challenges each technology addresses.
3. List the benefits and results of using each technology.

Guidelines:

- *Use keywords, short phrases, and simple visuals/icons to explain each technology.*
- *Organise your infographic using clear sections or flowcharts (e.g., one box per technology).*
- *Keep it concise, but make sure the connections between problem → technology → benefit are clear.*

Task 11.

Work in pairs or small teams. Read the five cases and discuss:

- *Which type of technology could be applied to address the challenge?*
- *What benefits and limitations might this technology bring in a professional setting?*

Case 1: Emma runs a small artisanal gift business. She is struggling to expand her customer base beyond the local market due to a lack of online visibility and digital sales infrastructure.

Case 2: Daniel manages a geographically dispersed team working across multiple time zones. Communication gaps and delayed updates are starting to affect team efficiency and output.

Case 3: Sophie, a freelance graphic designer, often spends significant time following up on late payments. Many of her clients expect streamlined and secure digital payment options.

Case 4: Alex works in customer support and receives a high volume of repetitive queries. Responding manually is becoming unsustainable and impacting response times and customer satisfaction.

Case 5: Isabella is preparing to launch a tech startup. While her product idea is strong, she lacks the digital tools to conduct market research, track competitors, manage operations, and scale effectively.

Task 12.

Work in pairs or small teams. For each area below, brainstorm and list practical ways that individuals or companies could apply technology to solve common business challenges.

- *market expansion & brand development*
- *internal communication & team coordination*
- *financial operations*
- *support management*
- *strategic planning*

Consider tools or strategies that are:

- Cost-effective and scalable
- Relevant to your local or international context
- Realistic for small businesses, startups, or independent professionals

READING LAB

Task 13.

Before you read.

Read each statement below. Decide if it is a fact (something that can be proven true) or an opinion (a personal belief or judgment). Discuss your answers with a partner and explain why.

1. Big data is the most important factor driving the Fourth Industrial Revolution.
2. Ninety per cent of all the world's data was created in the last two years.
3. Artificial intelligence is already transforming the way businesses operate.
4. Cloud computing is the most effective solution for data processing.
5. Autonomous robots will eventually replace most human workers.
6. 5G technology is essential for creating a smarter world.
7. Businesses that ignore data will no longer stay competitive.
8. AI can perform creative tasks like writing and generating ideas.

Task 14.

While you read.

Now read the text carefully. For each statement above (Task 13), find a **sentence or phrase** in the text that supports your decision. Use **blue** to highlight or underline evidence that supports **facts**, and **yellow** for evidence that supports **opinions**.

The 5 Biggest Technology Trends In Business

Several important tech trends are driving the transformations that herald that we're in the Fourth Industrial Revolution. Business leaders must know and implement these trends in order to remain competitive in the future.

Here are the five biggest technology trends in business.

Big data brought about by digitisation is the fuel for the Fourth Industrial Revolution. It's critical to many other technology trends, including artificial intelligence, the intelligence of things and autonomous robots. The more data you have, the easier it is for machine learning algorithms to find patterns and discover relationships. Once data is analysed, you can better predict outcomes and make decisions based on facts.

While data isn't new, the unprecedented digitisation of our world is what has caused an explosion of data. Data is growing so fast that 90% of the data available today was generated in just the last two years.

Businesses can use this extraordinary access to data to inform decisions, understand customers and trends, deliver intelligent products and services, and improve internal operations. Those who fail to access data will no longer remain competitive.

Businesses wouldn't be able to capitalise on all this data if it weren't for the increase in computing power. Several computing technology advancements contribute to better storage and faster analysis. One of these is cloud service providers such as Amazon, Google and Microsoft that host computing tools businesses need. On the opposite end, edge computing carries out processing where the data is collected. Another trend is 5G—the backbone of our online society and a smarter world. Finally, quantum computers will catapult computing power exponentially, unlocking new possibilities for applications that were previously impossible.

Machines can already read, write, see, hear, speak and even be creative. AI is going to transform our businesses and industries. This is recognised by the 73% of senior executives who see AI, machine learning and automation as areas to maintain or increase investment. Companies use AI to develop smarter products, services and make processes more intelligent.

Nearly all everyday objects are becoming smarter—watches, clothes, devices, appliances and more. When connected to the internet, it was known as the Internet of Things; now, with AI, these objects become intelligent.

This wide assortment of objects is responsible for much of the data growth we are experiencing. The intelligence of things offers huge benefits to business. From making and selling smart products to generating new income streams and optimising operations, businesses should explore how to leverage it.

Autonomous robots are the final tech trend. Robots are common in manufacturing and are also entering homes and offices. They can take over dull, dirty, dangerous and expensive jobs, so humans can focus on other tasks. Autonomous vehicles are another form of robot that will transform business.

Drones and unmanned vehicles will likely transform transportation, delivery services and the military. Robots don't even have to be physical. In robotic process

automation, software robots automate business processes. There are many applications for this trend in nearly every industry.

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Task 15.

After you read.

Answer the following questions using information from the text:

1. What business opportunities do computing advancements (e.g., cloud, edge, quantum) create?
Discuss how these technologies can improve efficiency, scalability, or innovation in different business sectors.
2. How is artificial intelligence transforming product development and business operations?
Identify specific business functions or industries that could benefit most, according to the text.
3. What does the shift from the Internet of Things to the Intelligence of Things mean for business strategy?
Synthesise how smart products can generate new revenue streams or reshape customer relationships.
4. In what ways could autonomous robots disrupt traditional business models?
Analyse both the cost-saving benefits and the human resource challenges that may arise.
5. Based on the trends described, which one should business leaders prioritise and why?
Use evidence from the article to justify your recommendation in terms of long-term value and impact.

Task 16.

In your own words, write a short paragraph explaining why embracing new technologies is about more than simply keeping up with trends.

Think about how the text presents the role of technology in reshaping business operations, customer expectations, and competitive advantage. Use your own words and include at least two key ideas from the text, such as data-driven decision-making, smarter products, improved operations, or the risks of falling behind.

Task 17.

You are part of the strategy team at a mid-sized retail company looking to stay competitive in a rapidly changing market. Company leadership is exploring ways to modernise operations, but is unsure where to start.

Write a formal email (180–220 words) to the Chief Operations Officer (COO) recommending one specific technology trend from the article that your company should prioritise. Support your recommendation with three clearly explained business benefits based on ideas and trends from the article.

Your email should include:

- ✓ A clear subject line and professional greeting
- ✓ A brief introduction summarising the need for innovation
- ✓ our recommended technology and three cause-and-effect arguments (e.g., improved decision-making, better customer insights, smarter products, staying competitive)
- ✓ A courteous closing that encourages follow-up

Writing Support:

Scan the QR code below to access an **editable persuasive writing cheat sheet and organiser**, which will help you plan your essay and structure your arguments effectively.



Task 18.

Imagine you are a member of your company's innovation advisory group. Your goal is to persuade leadership to adopt one future-focused technology trend discussed in the article to improve business performance.

You should base your pitch on the ideas and examples from the text you have read.

Prepare a short pitch (about 1 minute) where you:

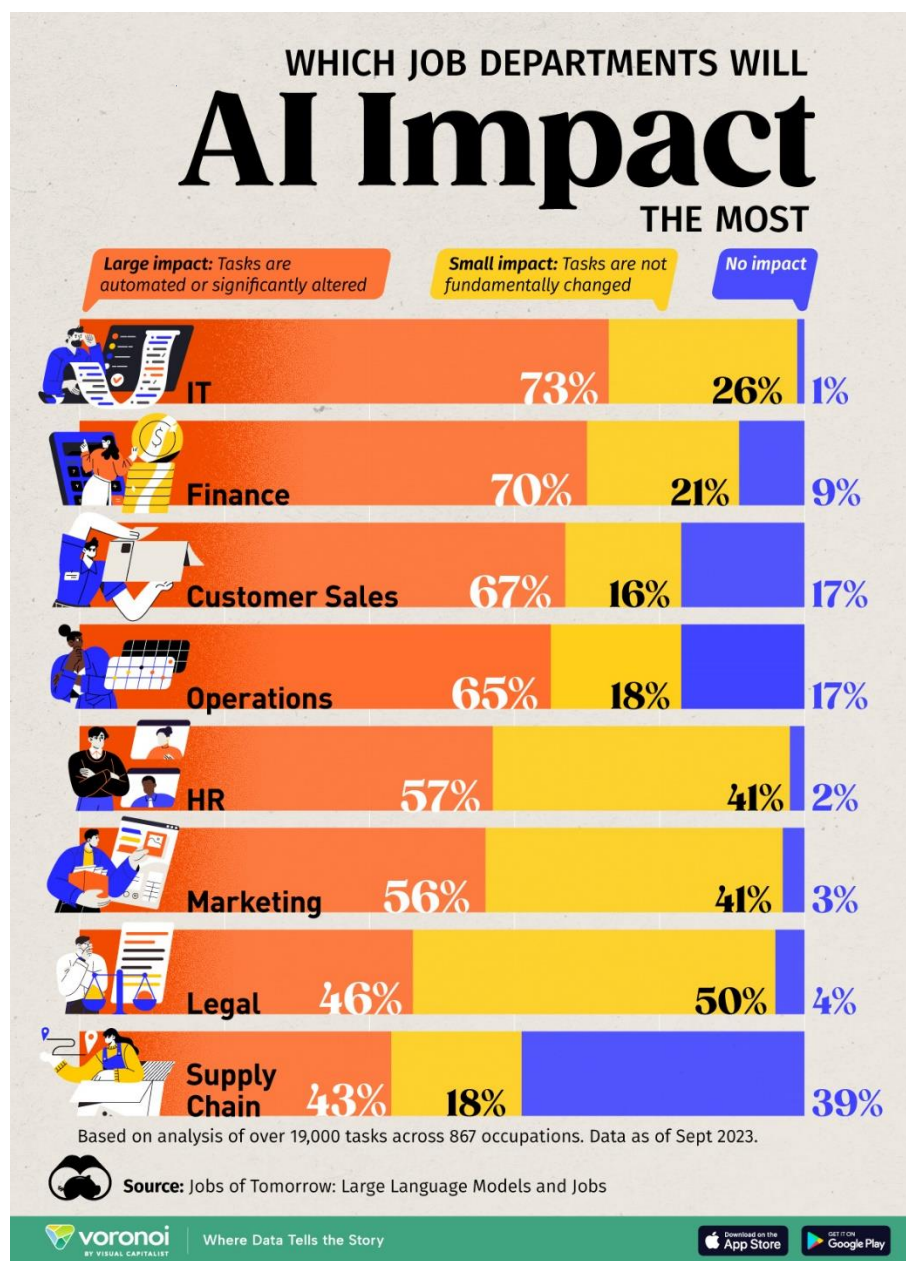
- Clearly describe the proposed technology or initiative (e.g. adopting AI tools, expanding cloud computing, using smart devices for operations).
- Explain how it will benefit the company (e.g. faster decision-making, improved customer experience, cost savings).
- Emphasize the broader positive outcomes for employees and the business (e.g. efficiency, innovation, competitive advantage).

Focus on making your pitch:

- ✓ Clear and concise
- ✓ Persuasive and focused on business improvement and future readiness
- ✓ Well-structured with a brief introduction, three main points, and a confident conclusion

Task 19.

You are part of a human resources strategy team at a multinational organisation. Company leaders are increasingly aware that AI is transforming the workplace, but they need a clearer understanding of how this technology differently affects various job departments. Your team is asked to analyse the extent of AI's impact on key departments, as shown in the “Which Job Departments Will AI Impact The Most” poster.



[link](#)

Write an analytical report (180–220 words) for senior management.

Your report should:

- ✓ Identify and discuss at least three job departments with large AI impact and contrast them with at least two departments experiencing small or no impact, referring to task automation or changes in work processes.
- ✓ Evaluate why understanding these differences is critical for workforce planning, training, and resource allocation (consider effects on employee morale, reskilling needs, and productivity).
- ✓ Recommend practical human resources strategies or policies to support employees affected by AI in highly impacted departments (such as targeted upskilling programs, new role creation, or flexible work options).
- ✓ Conclude by explaining how proactive adaptation to AI-driven changes will enhance organisational resilience, employee satisfaction, and competitiveness in the evolving business landscape.

Task 20.

FINAL PROJECT

Designing a tech-forward organisation for people and progress

Project Title: “Empowered by Tech: building a future-ready workplace ”

In teams, you will develop a written proposal and a digital transformation plan for your organisation or business. Your project should address how your company will adopt and communicate digitalisation in its working processes to boost efficiency, employee engagement, and readiness for the future.

You will present your final project in two parts:

1. A proposal (written)
2. Digitalisation roadmap & communication plan

Part 1: A proposal (written, 150–200 words)

Your proposal should include:

1. Introduction:
 - Briefly describe your company/organisation or policy (real or fictional), its mission, and its vision for a digitally-enabled workplace.
2. Analysis and Trends:
 - Summarize key technology and workplace trends affecting your business (e.g., digital integration, automation, AI-driven decisions, remote collaboration, cybersecurity).
3. Policy/Model Description:
 - Outline the main features of your workplace policy or digital strategy (e.g., cloud-based processes, digital upskilling, workflow automation,

transparent communication platforms). Explain how these will benefit both employees (skill growth, flexibility, well-being) and the organization (efficiency, competitiveness).

4. Conclusion & Next Steps:

- Summarise why your digitalisation plan is realistic and valuable, and propose one or two concrete next steps for piloting your strategy.

Part 2: Digitalisation roadmap & communication plan

Create a one-page digitalisation roadmap and communication plan. This should clearly illustrate how your organisation will implement digital tools and processes, and ensure all employees are informed and engaged.

Your roadmap/plan should include:

- ✓ **Timeline or Steps for Digital Roll-Out:** Clearly show the sequence (e.g., “Phase 1: Digital Skills Audit → Phase 2: Select Tools & Train Teams → Phase 3: Pilot Automated Workflows → Phase 4: Feedback & Optimize”).
- ✓ **Key Digital Tools or Processes:**
Highlight 2–3 major tools, platforms, or innovations to be introduced (e.g., collaborative cloud-based platforms, AI-driven analytics, integrated communications, digital payment systems).
- ✓ **Employee Engagement & Support:**
Explain how the company will support employees through the transition (e.g., training sessions, digital helpdesk, open forums for questions, peer digital ambassadors).
- ✓ **Clear Communication Strategy:**
Include messages or channels for communicating the changes (e.g., interactive webinars, visual guides, regular email/video updates).
- ✓ **Optional:** Add a “Digital workplace promise” section describing your commitment to transparency, job support, and continuous learning in the digital era.

Self-Reflection Checklist

CAN YOU...

Vocabulary & Concepts

- ✓ use at least five key technology terms or collocations from the unit confidently in your own explanations (e.g., cloud-based solutions, AI-driven analytics, automation, digital integration, cybersecurity protocols)?

- ✓ clearly explain key technology concepts such as machine learning, IoT (Internet of Things), and workflow automation and their relevance to business operations?
- ✓ use unit vocabulary to summarise the benefits and challenges of adopting new technologies in various business spheres (e.g., customer service, product development, supply chain management)?

Analysis & Critical Thinking

- ✓ explain how different types of technology impact specific business functions and contribute to operational efficiency or innovation?
- ✓ evaluate the advantages and challenges businesses face when implementing digital tools and automation, considering both employee and organisational perspectives?
- ✓ compare and contrast examples of technology use in different sectors or cases from the unit, analysing how well they address both business goals and employee needs?

Application & Personal Insight

- ✓ suggest practical ways individuals or companies can apply digital technologies to solve common business challenges, using examples from case studies or tasks in the unit?
- ✓ propose a digital transformation initiative or tool adoption for a real or fictional company, justifying how it would improve efficiency, collaboration, or customer satisfaction?
- ✓ reflect on how your understanding of the role and impact of technology in business has evolved during the unit, and how this might influence your approach to work or study?

UNIT 8

Responsibilities and human rights.
International organisations



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BRAINSTORM and DISCUSS

Task 1.

Think of as many words and phrases as you can related to *diversity, equity, and inclusion*. Create a word cloud.

Use the following prompts to help you:

- Types of diversity (e.g. cultural, gender, age)
- Equity in opportunities (e.g. equal pay, fair recruitment)
- Inclusive practices (e.g. accessibility, flexible work)
- Barriers and challenges (e.g. discrimination, unconscious bias)
- Benefits of diversity (e.g. innovation, broader perspectives)
- Key terms in social justice (e.g. equality, representation)

Task 2.

Work in pairs or small teams. Look at these three groups:

- Individuals
- Companies / Organisations
- Governments

For each one, discuss:

1. How they might create or support diversity, equity, and inclusion.
2. How they might unintentionally limit or harm diversity, equity, and inclusion.

Use ideas from your word cloud and your background knowledge.

VOCABULARY LAB

Task 3.

In each sentence below, the word(s) in bold are part of a collocation. Use the correct word from the box to make a full collocation and complete the sentence meaningfully.

<i>talent pool</i>	<i>fair</i>	<i>inclusive</i>	<i>opportunities policy</i>	<i>flexible</i>
<i>policies</i>	<i>audits</i>	<i>minority groups</i>	<i>workplace culture</i>	<i>unconscious</i>

1. Our company is committed to creating an **inclusive** _____ so that everyone feels valued and respected.
2. The HR team is introducing an **equal** _____ to ensure everyone has the same access to roles and promotions.
3. Offering _____ **bias training** helps staff identify and overcome hidden prejudices.
4. Hiring managers are working to attract a **diverse** _____ to bring fresh perspectives into the business.
5. The firm carries out regular **pay equity** _____ to address salary gaps between genders.
6. The recruitment team is designing a _____ **recruitment process** to reduce bias at the hiring stage.
7. Special mentoring programmes are being developed for **underrepresented** _____ in leadership roles.
8. The company encourages _____ **working arrangements** to support employees' diverse needs and lifestyles.
9. Management is committed to fostering _____ **leadership practices** that empower all team members to contribute fully.
10. Promoting **inclusive workplace** _____ ensures that employees from all backgrounds feel valued and supported, boosting overall job satisfaction.

Task 4. Read the completed sentences from Task 3. Which of these statements do you agree with? Why?

Task 5. A. Match a word from Box A with a word from Box B to create meaningful collocations.

Box A	Box B
• equity • inclusion • diversity • equal • social • accessibility • cross-cultural • anti-discrimination	• initiatives • efforts • standards • policies • barriers • dialogue • practices • training

B. Work in pairs. Choose 3–4 collocations and create a short, spontaneous mini-story, statement, or question using your chosen collocations. Try to connect them naturally in 2–4 sentences. Be ready to present your story to the class.

Task 6. Complete the sentences below by using each collocation from Task 5 once. Choose the most appropriate collocation for each gap based on context.

In today's global business environment, embracing (1) _____ is essential for fostering a positive and productive workplace. Companies that prioritize (2) _____ show a real commitment to fairness and respect for all employees. To track their progress, many organizations set clear (3) _____ that promote inclusivity at every level. Additionally, having robust (4) _____ ensures that practices are in place to prevent discrimination and support a culture of equity. This approach also encourages (5) _____ between employees and management to address concerns and ideas openly. It is important to remove (6) _____ so that all staff can fully participate in the workplace. Many companies provide (7) _____ to increase understanding among diverse teams. Finally, strong (8) _____ help maintain a respectful and fair working environment for everyone.

VIDEO LAB

Task 7.

Before you watch.

For each group of three statements, find the one that is **false**.

Discuss your choice with a partner or in a small team and be ready to explain why.

-
- a) Unconscious bias means we are always aware of our prejudices.
 - b) Our worldview can influence our decisions without us realising it.
 - c) Stereotypes can limit how we see other people's abilities.
-

- a) People tend to make quick judgments about others' warmth and competence.
 - b) Our brain creates shortcuts to process information faster.
 - c) Everyone consciously thinks before making decisions about others.
-

- a) Biases can affect hiring decisions and team composition.
 - b) It's easy to be completely objective when evaluating others.
 - c) Our past experiences influence how we judge people.
-

- a) Diversity means only hiring people with similar backgrounds.
 - b) People often assume others are less capable if they don't share the same background.
 - c) Unconscious bias can prevent us from recognising talents in others.
-

- a) Recognising your own biases can help you become a better leader.
 - b) Being aware of biases has no impact on workplace innovation.
 - c) Bias awareness can improve how products and services are designed.
-

- a) Everyone has some form of unconscious bias.
 - b) Eliminating bias helps organisations make better decisions.
 - c) Biases only affect hiring decisions, not promotions or teamwork.
-

Task 8.

Before you watch.

Discuss the questions below.

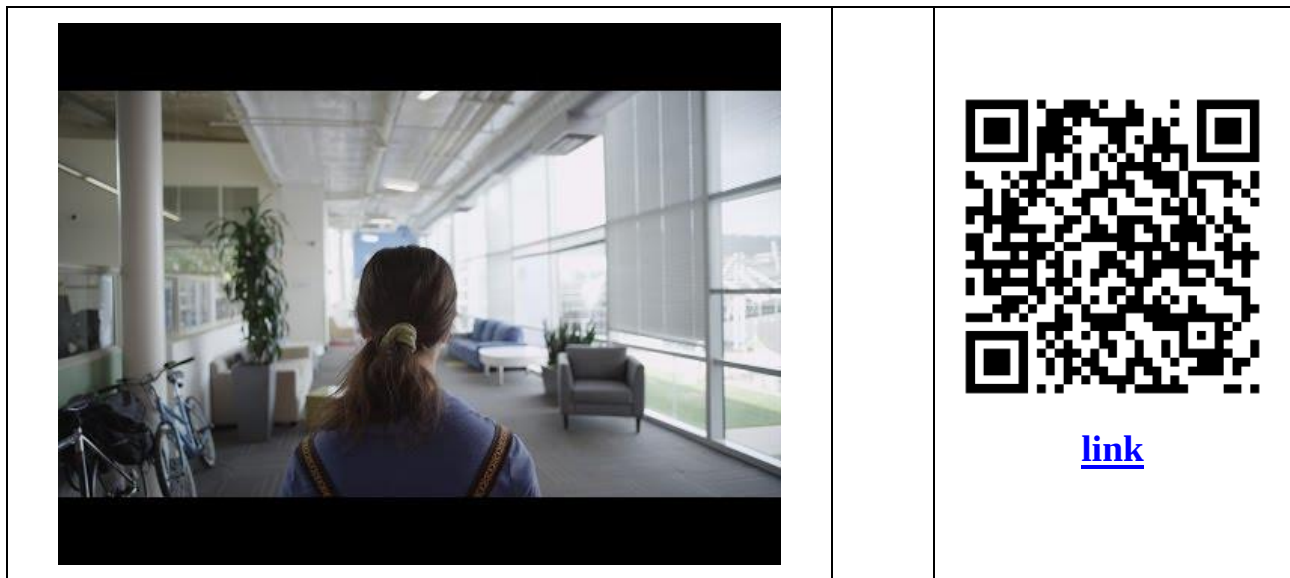
- Do personal biases affect decision-making in the workplace?
- Why is it important to recognise unconscious biases in professional settings?

Task 9.

While you watch.

Watch the video carefully and take notes on any challenges or problems related to unconscious bias that the speakers mention. Jot down specific examples or stories shared.

Be ready to discuss which challenge you think is the most difficult to overcome and why.



Task 10.

After you watch.

Create a simple infographic that explains the **impact of unconscious bias** in three parts:

1. How unconscious bias forms
2. Examples of unconscious bias in the workplace
3. Ways to address and reduce unconscious bias

Guidelines:

- *Use keywords, short phrases, and simple icons or drawings*
- *Organise your infographic into three sections*
- *Keep it concise and visually appealing to communicate the main ideas quickly*

Task 11.

In pairs or small teams, read the seven cases below describing challenges related to diversity, inclusion, and equity. Rank the cases from the most to least urgent or impactful problem the organisation faces. Be ready to explain your ranking, focusing on consequences for employees, customers, and overall company reputation.

Case 1: A tech company consistently prioritises younger candidates during recruitment, overlooking the value of experienced professionals.

Case 2: A consultancy fast-tracks younger employees into managerial roles, causing dissatisfaction among senior staff.

Case 3: A consumer goods company designs products mainly for male customers, underrepresenting female preferences.

Case 4: The corporate headquarters lacks adequate accessibility for employees and clients with mobility impairments.

Case 5: Customer support is mostly provided by native English speakers, creating difficulties for non-native clients.

Case 6: Men receive higher salaries than women in similar roles within the organisation.

Case 7: Advertising campaigns fail to reflect the cultural diversity of the company's audience.

Task 12.

Work in pairs or small groups. Below are the case headings from Task 11. For each case, suggest one concrete improvement the organisation could implement to better address diversity, inclusion, and equity.

- ageism • youngism • gender bias • accessibility barriers
- linguistic exclusion • disparity/pay gap • cultural insensitivity

READING LAB

Task 13. Before you read.

Work in pairs or small groups. Create a concept map on paper or digitally:

- Place the main theme (“Business benefits of diversity, equity, and inclusion”) in the centre.
- Connect the other terms around it with lines and short explanations.
- Try to predict how these ideas relate to business success and workforce development.

Be ready to present your map.

Task 14. While you read.

Now read the text carefully. Then, review and revise your concept map using the colour key below:

- Green** – Concepts or connections you *predicted accurately*
- Blue** – *New information* you learned from the text

Yellow – Ideas you *partially predicted* but needed to revise

Red – *Misconceptions* or incorrect assumptions you made

Be ready to briefly share your updated map and insights in a group discussion.

The Business Benefits of Diversity, Equity, and Inclusion

Attracting, engaging, and retaining great talent is key to business success. Over the next decade, the most competitive businesses will be those that attract the best talent from all backgrounds and create high-performance cultures where people can do their best work. Increasingly, diversity, equity, and inclusion are core competencies for building a future-ready workforce.

Here are just a few examples of the business benefits of diversity, equity, and inclusion:

Meet the Needs of an Evolving Workforce

The workforce is increasingly diverse. Organisations that build skills around diversity, equity, and inclusion will be more successful at hiring and keeping the best people.

GenZ is the most diverse generation on record, and the 2020 U.S. census showed a population that is diversifying faster than expected. That growth is driven by groups that are currently underrepresented in many organisations.

Deloitte found that 69% of millennial and Gen Z employees are more likely to stay for 5+ years at a company with a diverse workforce, and Glassdoor research shows that 76% of jobseekers cite DEI as “non-negotiable.”

Paradigm’s data shows that 72% of employees want their employer to invest in inclusive work environments, and this is most important to employees ages 35 to 44.

For more insights on meeting the needs of an evolving workforce, download our latest research.

Deliver Greater Financial Results

A wealth of research shows that more diverse organisations outperform across a range of financial metrics.

The Wall Street Journal found that the stock prices of more diverse companies outperform those that are less diverse.

McKinsey found that companies in the top quartile for executive gender diversity were 15 per cent more likely to experience above-average profitability than those in the lowest quartile; companies with higher racial/ethnic diversity had a 33 per cent likelihood of outperformance on EBIT margin.

The Boston Consulting Group found that the innovation revenue from companies with above average diversity was 19 percentage points higher than that of companies with average diversity.

Create a High Performance Culture

Prioritising inclusion doesn't just help people from underrepresented backgrounds, it creates cultures where everyone feels and performs better.

Research from BetterUp found that belonging is linked to a 56% increase in job performance, a 50% drop in turnover risk, and a 75% reduction in sick days.

Data from Paradigm shows that when organisations invest in fostering belonging for underrepresented groups, belonging for all employees increases by 8 percentage points.

Paradigm has found that employees are 153% more likely to be engaged when they believe their company values diversity.

The Harvard Business Review found that companies with a psychologically safe "speak up" culture are 3.5 times as likely to contribute their full innovative potential.

Another Harvard Business Review study found that diverse teams are 58% more accurate in problem-solving as compared to homogenous groups.

Advancing diversity, equity, and inclusion is critical for companies that want to deliver greater financial performance, harness employees' potential, and meet the needs of a rapidly changing workforce. The sooner organisations start, the more successful they will be.

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Task 15. After you read.

Answer the following questions using information from the text:

1. How does prioritising diversity, equity, and inclusion help companies meet the evolving needs of the workforce? *Provide examples from the text to support your answer.*
2. The text links diverse leadership with financial performance. In what ways can diverse teams contribute to a company's profitability and innovation? *Use evidence from the text and explain your reasoning.*
3. Discuss the relationship between inclusion and employee engagement or job performance. How might this impact overall company culture?
4. Why is psychological safety important in diverse teams, according to the research cited? How could this influence decision-making and problem-solving?
5. Based on the text, what challenges might organisations face if they neglect diversity, equity, and inclusion? How can addressing these areas be a competitive advantage?

Task 16.

In your own words, write a short paragraph explaining why investing in diversity, equity, and inclusion is considered a critical strategy for business success.

Think about how DEI influences workforce development, innovation, and financial performance. Use your own words and include at least two key ideas from the text.

Task 17.

You work for a mid-sized company that is planning its diversity, equity, and inclusion (DEI) strategy for the coming year. Senior management is unsure whether to prioritise recruitment from diverse talent pools, implement inclusion training programs, or focus on equity policies.

Write a formal email (180–220 words) to a senior manager proposing the best strategic approach based on the information discussed in the article on the business benefits of DEI. Support your suggestion with three clear arguments, explaining the benefits and potential challenges.

Your email should include:

- ✓ A clear subject line and professional salutation
- ✓ A brief introduction to the issue
- ✓ Your recommendation with three well-reasoned points
- ✓ A polite closing statement

Focus:

Use cause-and-effect reasoning, paraphrase the article's main ideas, and structure your email logically. Avoid copying directly from the text.

Writing Support:

Scan the QR code below to access an **editable persuasive writing cheat sheet and organiser**, which will help you plan your essay and structure your arguments effectively.



Task 18.

Imagine you are pitching to your company's leadership team. Your goal is to convince them to adopt one strategic initiative to strengthen diversity, equity, and inclusion in the workplace.

You should base your pitch on the trends and data from the text you have read — such as the business case for diversity, the link between inclusion and retention, or the role of DEI in driving innovation and financial performance.

Prepare a short pitch (about 1 minute) where you:

- Briefly describe the initiative (e.g. targeted recruitment programs, mentorship schemes for underrepresented groups, inclusion training for managers)

- Explain how it will benefit the company (e.g. attract and retain top talent, improve innovation, enhance performance)
- Explain how it meets current workforce expectations (based on facts and trends from the article).

Focus on making your pitch:

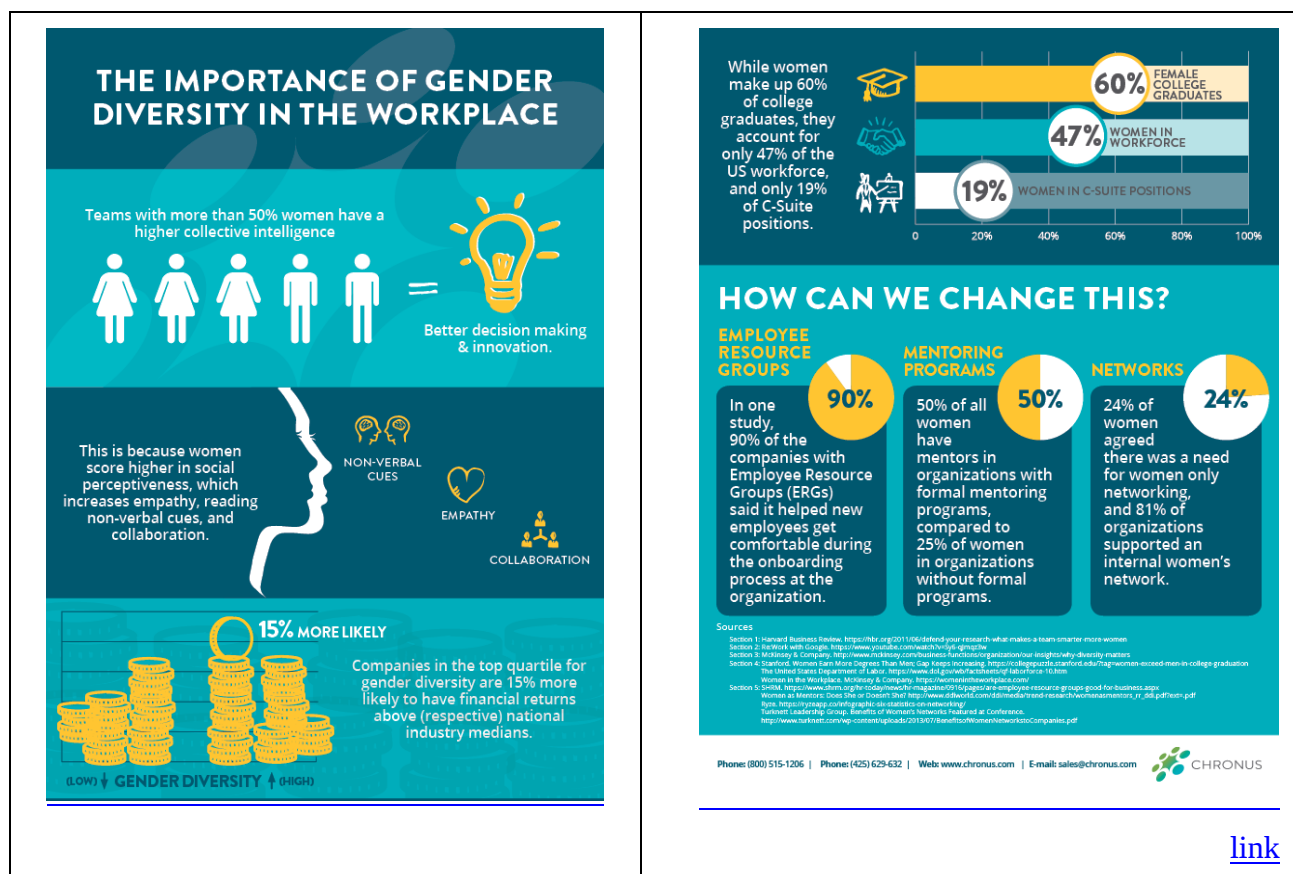
- ✓ Clear and concise
- ✓ Support your ideas with examples or facts from the text.
- ✓ Present your argument clearly and confidently, using appropriate business vocabulary.

REFLECT and CREATE

Task 19.

You are a member of the compliance team at an international consultancy firm. Understanding the benefits and challenges of gender diversity in the workplace is crucial for advising your clients on improving organisational performance and compliance with diversity standards.

Using insights from the “Importance of Gender Diversity in the Workplace” poster, write an analytical report (180–220 words) that evaluates the key factors which distinguish workplaces with strong gender diversity from those without.



Your report should:

- ✓ Identify and evaluate at least three main factors highlighted in the poster, such as collective intelligence, financial returns, and representation in leadership roles.
- ✓ Discuss why fostering gender diversity is important for companies, investors, employees, and society at large.
- ✓ Recommend practical strategies or initiatives (e.g., employee resource groups, mentoring programs, women's networks) that organizations can use to effectively support gender diversity.
- ✓ Conclude with an explanation of why promoting gender diversity enhances transparency, innovation, and long-term organizational success while reducing legal and reputational risks.

Task 20.

Building a diversity, equity, and inclusion strategy for a modern organisation

Project Title: “Building inclusive futures: A DEI strategy for success”

Your goal is to create a business plan and marketing campaign to help an organisation develop or improve its Diversity, Equity, and Inclusion (DEI) strategy.

You will present your final project in two parts:

1. A business plan (written)
2. A visual campaign presentation (infographic or pitch)

Part 1: Business plan (Written, 150–200 words)

Your business plan should include:

1. Introduction:
 - Identify a type of organisation (e.g., tech company, consultancy).
 - Explain why DEI is important for this organisation's success
2. Market Analysis and Trends:
 - Briefly discuss current trends related to DEI in the workplace (e.g., diverse talent pools, inclusive culture importance, equity initiatives).
 - Identify one or two key challenges and opportunities the organisation faces in DEI
3. Business Model:
 - Outline how the organization will implement its DEI strategy (e.g., inclusive recruitment policies, unconscious bias training, mentorship programs).
 - Outline how the organisation will implement its DEI strategy (e.g., inclusive recruitment policies, unconscious bias training, mentorship programs).
4. Conclusion and Next Steps:

- Summarise why this DEI plan will help the organisation thrive.
- Suggest practical next steps for implementing and measuring DEI success.

Part 2: Visual campaign presentation

Use vocabulary from Tasks 1, 3, 6, 10. Create a visually engaging 1-page infographic or pitch that:

- ✓ . Includes a catchy slogan or brand message focused on DEI .
- ✓ Highlights three key marketing actions to promote the DEI strategy (e.g., social media engagement, collaboration with diversity advocacy groups, internal workshops).
- ✓ Uses simple icons or visuals related to DEI concepts (e.g., diverse people, equality scales, handshake symbols).

Self-Reflection Checklist

CAN YOU...

Vocabulary & Concepts

- ✓ list and explain at least five categories of diversity (e.g., cultural, gender, age) and give examples for each?
- ✓ identify and use key collocations related to DEI, such as inclusive environment, unconscious bias, equity policies, and workplace culture?
- ✓ define and discuss important DEI concepts such as unconscious bias, intersectionality, and psychological safety?

Analysis & Critical Thinking

- evaluate the impact of unconscious bias on decision-making and describe ways to reduce it?
- analyse how diversity and inclusion efforts influence business outcomes like innovation and employee engagement?
- critically assess real workplace scenarios where DEI challenges arise and suggest practical solutions?

Application & Personal Insight

- explain how individuals, companies, and governments might support or unintentionally hinder diversity, equity, and inclusion?
- outline practical actions or policies an organisation might implement to foster an inclusive workplace?
- reflect honestly on your own biases or assumptions and describe how self-awareness contributes to better inclusion?

Appendix 1

TRANSCRIPTS

UNIT 1

How to Create a Healthy Workplace Environment for Mental Health

00:00:03 - 00:00:57

hello connections it's Mike here we're on video eight of the happy manager video series and today we're going to talk about mental health promoting good mental health reducing poor mental health mental health is a very popular a very popular topic to talk about and be aware of at the moment and the reason for that is in my belief because it's more challenging now than it's been before so why is it more challenging now than it was say 50 100 years ago well the reason for it is because the

00:00:30 - 00:01:32

natural supporters of good mental health that used to be built into our lifestyle have reduced and the external stresses that contribute to poor mental health have increased so it's a simple mathematical certain more stresses less promotions a good mental health which is leading to New Challenges so what that means is is that like without Health overall if we don't consciously do things to make it good the chances are it's going to be bad so what are those what are the things that used to be built into our lives

00:01:00 - 00:01:50

that reduced us uh the likelihood of us suffering poor mental health we used to talk to people okay what's one of the most in-demand services for poor mental health right now psychology and counseling talk to people that used to happen as part of our Lives because we weren't on our phones we weren't distracted we were in communities we were we we talked to people as a time as a way to pass the time and we spent time with people that were older than us and wiser than us which is the councilors

00:01:26 - 00:02:20

and the psychologists whatever else it might be so we that used to be built into our lives we also had less things to worry about okay the things we did worry about might have been more serious such as if it doesn't rain the crops weren't growing we might starve to death but we had a less volume of things to worry about so we talk to people as the main thing that's changed today we've got more contributors to our stress so like I just said there might not be a serious but the volume of them

00:01:52 - 00:02:43

is more we compare ourselves to the the world of people on our phones we worry about the bills we're about paying things we worry about politics we worry about the news we worry about what's being told to us on the television so we don't talk as much as we used to we worry about more stuff it's obvious that we're going to have more mental health issues in regards to the workplace the speed in which we work and the volume of work we can do has increased exponentially because of technology so

00:02:18 - 00:03:13

our jobs are much more mentally demanding now we have to think more and we can do so much more work in the same period of time that the brain just gets overloaded combine that with not talking not switching off and it's again obvious that we're gonna

have mental health issues so we need to be a little bit aware of that or why is it happening the physical health piece as well contributes to it if we're not looking after our health our mental health suffers as well so what can we do to

00:02:45 - 00:03:43

um to handle it better in the workplace in our lives the first thing is to embrace it don't be fearful of it if you're scared of poor mental health you're going to create more employment you're going to create more poor mental health potentially in yourself and in your teams the irony is is that if we don't expose ourselves to anxiety anxiety worry stress we can't grow if we just stay in our comfort zones where we're not exposed to those things we end up not growing which ironically leads to poor

00:03:15 - 00:04:07

mental health because we feel unfulfilled in our lives so we have to expose ourselves to those things what happens is obviously once we expose ourselves to those things we start to suffer a bit The key thing here I think as a manager as a leader is when that happens which it should happen because you're pushing yourself from being a role model is that instead of being ashamed of it or instead of not talking about it or trying to hide it away because you're a manager or a leader I think the key thing is to share it I've

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been working too hard for the last two weeks and actually I'm starting to feel really burnt out and I'm losing my motivation like share that with your teams because number one you're doing the key thing that we know increases improves your improves mental health which is talking and number two and this is probably the most important thing when we think bigger picture is it makes people realize that everybody has stress anxiety and worry because when managers and leaders don't do this and I've been

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in this position I've done it myself and they don't talk about their own experiences number one they carry on doing it they carry on doing the behavior that's contributing to it because they're not talking about it but number two they create the illusion to the people that are below them in seniority that to get to those positions of leadership you need to be somebody that doesn't suffer with any mental health and that if you do suffer mental health you're obviously not as good as those people

00:04:29 - 00:05:17

and that creates a world of trouble because it just leads to everybody holding this stuff inside not talking about it which means it builds up builds up builds up till it becomes an issue but if we accept that Paul mental health department at the part of life and that we're going to suffer and that we're going to have anxiety and that we're going to have stress and that that's part of growth if we accept that but we talk about it openly we're going to feel better as managers we're going to feel better as

00:04:53 - 00:05:11

leaders and our employees are going to feel better about themselves and feel more human because they know that the people they look up to have the same challenges that they have

UNIT 2

Maslow's Hierarchy of Needs in the Workplace

00:00:02 - 00:01:18

[Music] let's explore maso's hierarchy of needs Abraham maslo was a psychologist and Professor he wrote two very interesting pieces that shaped his pyramid the first was an article in 1943 in the Journal called psychological review and in 1954 he wrote a book called motivation and personality and his thinking quickly became part of the human relations school of thought his pyramid had five basic levels and you've probably seen this in numerous textbooks it's in organizational behavior organizational

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communication management psychology of course and his thinking had two premises the first is that people have a variety of needs that motivate them and he saw these five needs as the primary ones we are then motivated to meet our basic or lower level needs before we pursue our higher order needs he thought the lower level needs were the first three levels on the pyramid and once we met these we could be more concerned about pursuing those higher order needs so let's unpack each level at the bottom we have our

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physiological needs this is our need for food water sleep air shelter and clothing and if these needs aren't met we are going to make this a priority we're going to pursue these things so that that need can be met the next level is our safety needs this translates to our job for example in modern society our personal security and our health and well-being next is belonging sometimes people call this love and it's essentially our friendships our family relationships and the different kinds of

00:01:45 - 00:02:51

groups that we are a part of and again these bottom three levels he considers our basic needs our lower level needs esteem is the first of the higher order needs and this is has two parts really first is respect and esteem from others that's that exterior source of that respect and esteem and the other is internal self-respect and self-confidence and together these needs shape our esteem needs that he saw and the top level is self-actualization and this is a very difficult one to make concrete so we'll just say reaching

00:02:18 - 00:03:34

one's full potential as a basic understanding of it and then we'll let maslo explain it for us here's a quote from his 1943 article even if all these needs are satisfied and he means the bottom four we may still often if not always expect that a new discontent and restlessness will soon develop unless the individual is doing what he is fitted for a musician must make music an artist must paint a poet must write if he is to be ultimately happy what a man can be he must be this need we may call

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self-actualization there's an old Army slogan when they were trying to recruit people a few decades ago and they said be all you can be by joining the Army and that

really gets it the sense of self-actualization you become all that you were meant to be all that you were designed to be I've seen this pyramid used in many places and a lot of times people forget this notion that to meet these lower level needs first is really the way to meet these higher level needs in fact if you think about it if you are

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trying to meet your belonging needs let's say you want friendships and you want relationships you're probably not going to be highly motivated to meet those needs in the moment if you don't have your safety needs met or if you don't have your physiological needs met maybe for example you've been hangry right you've been out a long day you're very hungry and you're starting to get edgy and you come home the last thing you want to do is talk to someone you go straight for the kitchen and you make

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yourself some food and you get something to drink and once those B basic level needs are met then you can start to calm down and socialize with the people around you and so you can see that even though you might theoretically be able to meet more of these levels at the same time it's typical that oftentimes you're going to prioritize those lower level needs before you're going to focus on those higher level needs I've actually seen organizations live and in person management people and executive people

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take out this very chart and say hey how can we make sure where are helping our employees get all their needs met the thinking is that if they can get all their needs met by the organization or at least the organizations is doing their part then the employees will be set up for Success then they'll be able to be the best version that they can for the organization so for example at the bottom level we're making sure we pay them well good paycheck maybe there's a snack bowl out free lunch or vending for

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those basic food needs at the next level up for security safety you have swipe cards and codes to get into the building make sure only people who are supposed to be there are there you've got security cameras there's a receptionist that is doing his or her job but also is really one of the first lines of security then you have health coverage of course an organization can't guarantee that you are healthy but they can provide health coverage and they can also provide things like gym membership

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and some organizations even provide a gym right in the building socializing after work or Sports and activities are some of the ways that organizations help people feel like they belong they help they give them a social life essentially as part of their work experience at the level of esteem they give praise managers let you know when you're doing a good job there are some perks you get for doing a good job bonuses celebrations for team successes again they're providing this from the exterior but as maslo said

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there's also that self-confidence and self-respect element to it the organization can't provide that for the individual but they can do their best on their end the top

level again is self-actualization and here organizations can provide training opportunities put you on Special Projects help you H your skills even further and some organizations give you freedom to innovate so a certain percentage of your day or your week they allow you just to pursue whatever kinds of projects you want pretty free from

00:06:23 - 00:07:23

direct supervision and the sense is if you're free to innovate then you're probably going to come up with some pretty amazing stuff that the organization might eventually benefit from so this hierarchy is used not just in textbooks but real Executives real leaders in the workplace have put this into practice and even though the human relations school of thought the whole perspective was coming about decades ago it's still in use today so maso's influence has really continued to hold

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fast, and that's one of the reasons why we still study him

UNIT 3

[Greenwashing: When Companies Aren't as Sustainable as They Claim | WSJ](#)

00:00:00 - 00:00:38

- [Narrator] Sustainable, eco-conscious, made from recycled materials. Companies are using phrases like these more and more frequently today. Sales of consumer packaged goods advertising sustainability in North America rose by over 30% in just five years, reaching an estimated \$268.9 billion in 2022. And more than 60% of consumers say they'd pay more for a product with sustainable packaging. But underneath the flashy buzzwords, companies can fall short of their eco-friendly promises. Environmental activists say an ongoing legal battle with H&M

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might highlight a big company's alleged greenwashing. That's when companies mislead consumers with promises of being more eco-friendly than they actually are. In 2022, a class action lawsuit claimed that the clothing retailer's Conscious Choice collection advertised itself as sustainable, but it was actually not made from sustainable and environmentally friendly materials. The case is still ongoing, and H&M says it's taking these allegations very seriously and is looking into them thoroughly.

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and that its sustainability work has never been about greenwashing. Here's how a lack of transparency with consumers, long timelines, and weak environmental goals can all be signals of greenwashing. (pensive music) Greenwashing is when a company or organisation uses misleading advertising to market itself as more environmentally friendly than it really is. Sustainable ESG funds or investments that consider environmental, social, and corporate governance factors have exploded over the past decade,

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exceeding \$350 billion in net assets in 2021. - It's becoming increasingly profitable for companies to be seen as being beneficial to the environment. Consumers are increasingly demanding sustainable products. Investors want to invest in companies that have lower carbon footprints. - [Narrator] So why do people criticize greenwashing? - When you buy from a company that is engaging in greenwashing practices, you are encouraging that behaviour to continue. Other companies will take note. - [Narrator] Some companies say their sustainability efforts

00:02:16 - 00:02:49

are better than doing nothing, but critics would argue greenwashing involves weak goals, a lack of transparency with consumers, and long timelines. Take one common corporate environmental promise: reducing carbon emissions. One way companies say they reduce their emissions is by purchasing carbon offsets. A carbon offset is an action or activity that balances the emission of carbon dioxide or other greenhouse gases into the atmosphere. It's a buyable, sellable, and tradable commodity. In theory, when a company buys a carbon offset,

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It finances an action that removes greenhouse gas emissions from the air, like planting trees or building renewable energy projects. This is supposed to balance the overall amount of carbon dioxide a company puts into the atmosphere. - Carbon offsets and carbon credits have become an incredibly controversial mechanism in the fight against climate change. And activists and environmentalists claim, and our reporting shows, many of these projects are generating credits, too many credits and not really reducing

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or removing emissions that companies are paying for. - [Narrator] Critics say carbon offset goals are weak, and that companies aren't transparent with consumers about how they'll achieve them. While companies can claim they're putting money towards carbon offsets, the offset's environmental impact isn't always clear to consumers. Plus, activists say companies have decades-long timelines to reach their goals. A company can promise to achieve zero emissions by 2050, but if it doesn't have intermediary goals,

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It's unclear when it will actually start reducing emissions. And time is essential for reducing greenhouse gas emissions. That's because the United Nations Paris Agreement calls for global emissions to be reduced by 45% by 2030 to keep global temperatures from rising by no more than 1.5 degrees Celsius. So who is policing greenwashing companies? - When a company does engage in greenwashing, the negative outcomes for them are quite limited. In the worst case, it might be a fine at this point.

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- [Narrator] In 2022, Goldman Sachs's asset management arm paid millions after violating SEC compliance rules with ESG fund marketing. Goldman neither admitted nor denied the SEC'S allegations, but there are increased efforts by governments to start cracking down on greenwashing companies. In March, the European Union ruled out a series of proposals which would require companies to back up their products' environmental claims with scientific evidence. These claims would then need to be independently verified.

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This is part of a larger effort to make it easier for consumers to choose sustainable products. There are roughly 450 million people in the European Union. Regulations adopted there often lead to larger changes globally since multinational companies prefer not to work with different sets of rules around the world, and there's movement in the US as well. The Federal Trade Commission is discussing rules that would regulate environmental marketing claims. It also wants to penalise companies for each time a product uses deceptive language.

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And the SEC is proposing new disclosure and naming and requirements for ESG funds. (pensive music)

UNIT 4

How to Make Money Organising Parties and Events - Turning Celebrations into Business

00:00:01 - 00:00:32

have you ever thought about how you can make money by organizing events many people want to create parties or Gatherings but don't know where to start and that's where you come in the good news is that organizing local events is a great way to earn money with little investment and without needing a lot of experience and the best part each event you organize will teach you something new making your work easier and more enjoyable over time in today's video on make money with joy and simplicity we'll talk about how you can get started in the growing field of

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event planning and how this can be an incredible source of income how to get started with little or no investment for beginners event planning may seem like a complicated task but the truth is you can start with a very low investment or even none the first step is to identify the needs of people looking for events people want to celebrate special occasions but many don't know where to begin you can offer vital support from the initial planning to execution taking care of all the details to make the event a success you can start with small and simple events like birthday

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parties holiday celebrations or informal gettogethers offer your services to friends family and acquaintances and ask them to refer you to others this way you'll begin to build your reputation and your network of contacts each event will be an opportunity to learn and improve your skills building your supplier and partner Network as you grow in this field it's important to start building a list of contacts with suppliers having a network of trusted professionals such as florists photographers musicians catering

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providers and even event venues will be crucial for offering a full highquality service to your clients remember the more you work the more contacts you'll make and the better your network will become the key is to find Partners who share your dedication creating a solid foundation for all types of events over time you'll be able to negotiate better prices and even get discounts from suppliers who value your work how each event makes the work easier organizing local events isn't difficult but it does take experience the first time might feel a bit challenging but

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as you organize more events the process becomes more natural with every new event you'll learn how to handle different situations and adapt your strategies making the work simpler as more efficient you'll better understand what works for each type of event from choosing decorations to scheduling activities plus by repeating processes you'll develop a mental checklist making tasks easier to execute and ensuring an even more efficient service the growing potential of local event planning the local event planning Market is expanding more and more people

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are looking for professionals to organize their parties weddings and corporate gatherings many want to celebrate special occasions but don't know how to plan or what is needed to make everything perfect and that's where you come in with each event you organize you become more qualified and your portfolio grows over time you can specialize in specific types of events such as weddings corporate events or even charity events which are in high demand people want events but they don't

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know how to plan them and you can be the solution tips to make your work even more efficient plan everything in advance the key to a successful event is preparation the earlier you start organizing details like guest lists venues and suppliers the smoother the event will go on the big day pay attention to the details as the organizer your work will often be behind the scenes make sure everything is running smoothly from Logistics to the tiniest details like lighting music and food promote on social media use social Med media to Showcase your past

00:04:01 - 00:04:35

events photos and videos from previous events are great for showing your work and attracting new clients platforms like Instagram and Facebook are excellent for connecting you with the local community feedback and continuous Improvement after each event ask for feedback from your clients this not only helps improve your services but also builds a closer relationship with your clientele with each new event your work becomes more refined and professional why organizing local events is so rewarding in addition to being a great way to make money organizing

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events is extremely rewarding you will be the person turning your client's dreams into reality whether it's creating the perfect environment for a wedding or organizing a memorable party seeing people's happiness and the positive impact of your work is an incomparable reward with each event you'll be building a network of contacts gaining experience and establishing yourself as a trusted event planner in your community the work becomes easier and opportunities will arise more frequently start now and turn your passion into income organizing local events is a simple

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yet incredibly profitable activity you can start with little and over time turn it into a solid sustainable income stream remember the secret is experience the more you dedicate yourself the easier the work will become so start with what you have offer your support and expertise and over time your reputation will grow if you like this idea please like the video and subscribe to the make money with joy and simplicity channel for more tips on how to make money in a simple and joyful way now let me know in the comments have you ever thought about organizing events what kind

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Which event would you love to organise? Let's share ideas and turn them into action. See you next time.

UNIT 5

Cross-Cultural Management

00:00:00 - 00:00:32

A few years ago while working for a foreign company with operations in Serbia, I met with the plant manager for a tyre manufacturer. My job was to help streamline operations and identify additional suppliers. The plant manager was cordial but distant. As the discussion began in earnest, he said, "You know very little about what's going on here, don't you? You come here with your American mentality that what you do is always the right way to do things. Your country, along with NATO forces, bombed our country just a few short years ago

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and you don't even know why, do you?" After a moment of panic, I sketched what I knew about the Kosovo war and said, "But I'd like to hear your side of the story as well." This put the manager in a less defensive position. He pulled out multiple articles and a book he had written on the NATO bombings of Serbia. After a long conversation and an opportunity to share different perspectives, we each had a much deeper understanding of the other's point of view and the different cultures and customs we brought to the table.

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The common ground we built through this open and non-judgmental interaction improved our future communication and created a positive atmosphere as we bridged cultures. There are three key stages in reaching this kind of mutual understanding. They help us move from ignoring differences to benefiting from them. The first step is to recognize differences. Before doing business with someone from another culture, ask yourself, what do I know about this person's culture? First, select which cultural dimensions to examine and then assess their impact on the specific business you are engaged in.

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Suppose you were a U.S. employee of amazon.com trying to negotiate a price for flip-flops with Brazil's Havaianas company. Someone from a highly collectivistic culture, like Brazil's, will likely focus on the relationship and prefer to stay with the same negotiator throughout the process in the future. Conversely, someone from a highly individualistic culture, like the United States, will be comfortable swapping negotiators or using whatever short-term factors seem appropriate. Knowing this helps you predict what the negotiation will be like so you can design

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the negotiation process to maximize value and minimise risk by, for example, designating a permanent negotiator. The second step is to respect differences. Respect is esteem for the worth of a culture. Respecting differences consists not only of identifying and assessing another culture's key dimensions, but of adapting your own views of the world to give them greater appreciation. In working with top foreign

managers at Samsung in South Korea, we found they were very good at recognizing differences,

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But they often use this understanding as a way to stereotype their local Korean colleagues. By relying on only one or two dimensions, the Koreans are hierarchical and collectivistic. For example, the foreign managers oversimplified and made erroneous assumptions about Samsung, and that got them into a lot of trouble. A better approach was to find and appreciate the positive in the differences between themselves and their Korean colleagues. They needed to see that what Samsung did worked and drove profits,

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even though it was different from what they were used to. The final step, after finding common ground through recognition and respect, is to reconcile differences. Here you apply knowledge and cultural empathy in order to bring differences into agreement or harmony and pursue your common goal or objective. How? Solicit uncommon information. Rarely does any one person have all the pieces of the puzzle, and when people from multiple cultures work together, gathering all the needed information can be a challenge. One manager at Shell Oil commented,

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"We can get people to share knowledge across cultures all day long, but when it comes to actually implementing those ideas, they completely shut down." People from one culture might be reluctant to implement practices from another culture due to the not-invented-here syndrome. The not-invented-here syndrome occurs when a person or group resists new ideas from culturally different persons or groups inside the organization. To overcome this syndrome, we need to help the group develop a shared understanding

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of what needs to happen so everyone can focus on the results and not get bogged down in the way things are usually done. These three steps -- recognising differences, respecting differences, and reconciling differences -- can help you improve your ability to manage diverse groups and teams and drive performance in an organisation. Success comes not from suppressing differences but from using those differences to gain new insights to solve problems.

UNIT 6

How Shopping Habits Are Changing Across Generations

00:00:01 - 00:01:16

Gen Z might be leading the charge, but shopping habits are changing for every generation. Are you making it easy for your customers to buy the way they want? [Music] Welcome to the Get Digital Marketing Results podcast, where you get clear, actionable strategies to turn your random acts of marketing into reliable revenue. Hi, I'm Bob Clark. and I'm Donna Body. We're with Delosync and we make the web work for you. Today, we're talking about shopping behavior and how it's shifting across different platforms.

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generations. A recent report shows some eye-opening trends. For example, younger consumers are far more likely to buy directly from social media platforms and they rely more on influencer recommendations, although most prefer real influencers over AI influencers. That's right, Donna. Gen Z also leads the way in wanting quick visual proof that a product works. They expect to see photos or video reviews from real people before making a purchase. They don't want to read your reviews, and they tend

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to trust influencers or creators whose content they already follow over traditional ads. And while Gen Z tends to get the headlines, what's really interesting is how these behaviours are starting to influence other generations, too. About a third of people aged 35 to 55 have purchased something based on a creator recommendation. And all generations are researchers. People of all ages now expect businesses to meet them where they are. Whether that's on your website, social media, text messaging,

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or even chat. It really comes back to one of the core principles we talk about all the time. Know your audience. Who are your customers? What platforms do they use? And how do they prefer to communicate and make purchases? Exactly. For example, if you serve mostly baby boomers or Gen X, email may still be the primary way they want to hear from you. But even those groups are getting more comfortable with texting reminders, booking appointments online, or getting quick answers through chat or messaging.

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And for younger audiences like millennials or Gen Z, they may be more likely to discover you on social media. They expect to schedule online and they want to complete purchases right from their phone. The key takeaway is this. Make it easy for people to buy from you however they want to do it. The more friction that you remove,

the better your results. And you don't have to be everywhere all at once. Just start looking at your current customers and identifying where small improvements can make the biggest impact.

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difference. Right? We always say small steps lead to big success. And being aware of how shopping habits are changing helps you stay ahead without getting overwhelmed. So here are your action steps for this week. Review how your customers are currently finding and buying from you. Identify one or two ways that you can make the process easier, like adding online scheduling, direct messages, text confirmations, or better mobile checkout. Keep an eye on how expectations are shifting so you can adjust as your audience evolves.

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The way people buy keeps changing, but when you stay focused on making things simple and convenient for your customers, you'll continue to grow. And that's it for today's episode. You can find links and more resources at delosync.com/episode400. And don't forget to subscribe so you don't miss out our actionable digital marketing tips to grow your organisation. Thanks for listening to the Get Digital Marketing Results podcast. If you're ready to simplify your marketing and

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build reliable growth for your business. Visit us at delosync.com to learn more. Bob, we should be having a 400-episode part. That's pretty cool, right? Episode 400.

UNIT 7

Technology and Business | Different Types of Technology Used by Business

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technology plays a major role in small businesses and Global Brands keeping on top of new developments in technology is an essential part of business in this video we're going to look at four different types of technology used by businesses the First Technology we're going to look at is e-commerce e-commerce seems like it's been around forever which really accelerated over the past 10 years e-commerce stands for electronic Commerce and it's buying and selling Goods over the internet today the vast majority of businesses

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have an e-commerce site where you can purchase goods online but why are so many businesses moving to an e-commerce model well to be honest there's a few advantages the first is that it's accessible 24 7. whatever time of night and day you can go online and purchase goods from a business there's also the benefit of having reduced costs for the business if a business is solely online a lot of the time this is much cheaper than starting a bricks and mortar store where the business

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has to pay for a premises equipment Furnishing the building basically it's a lot cheaper to get started in e-commerce than it is owning a physical store another benefit is it can sell globally to an audience that wants the convenience of shopping online people just find e-com most convenient the items are delivered directly to your door you don't even have to leave your own home obviously there are negatives of e-commerce the first being everyone's competing globally if I can sell my goods globally so can everyone else and this raises the level of competition

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whereas if you're on a High Street everyone around you eat competition but really people in China or Australia aren't competing with your local store another negative is processing times sometimes people don't want to wait to receive the goods this is the case with e-commerce we place an order online and you've got to wait two three days up to a week or even longer for your package to arrive obviously there's Amazon that do a good job of getting Prime members their goods

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within a day but that's not always the case for e-commerce the next technology was bad business is social media social media seems like it's been around forever but it hasn't and in terms of sales and selling on social media platform forms it's really accelerated over the past three to four years we can now purchase Goods directly from Facebook Instagram and even Tick Tock but here are some basic benefits of using social media as a technology so social media is a necessity in today's business world if you're not on Tick Tock Instagram Twitter Facebook then your Brand's

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not visible because you can reach millions of people in one Post in terms of sales you can use stories or posts that then link to your website that then create a sale for example Nike could have a new running shoe and they could put that in their Instagram story with a link through to that on the website people see that link through to the website and make a purchase from that post influencer marketing is also a massive part of social media influencers have the trust of Their audience and if they're selling a product or using a product from a business this can really

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convert to sales for the business if a runner on YouTube is using a certain type of trainer and they link that trainer in the description of the YouTube video some of that runner's audience are likely to click the link in the description that goes through to that product which then again converts to a sale for the business with the influencer getting a small commission social media is a great tool for marketing and for sales but it's also good for communication 33 of customers state that they use social media to communicate with businesses the benefit of this to

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a business is that they can have a team of people who quickly respond to questions on social media the business can utilize this communication and put out positive posts of how well the business is doing with its customers and how well the products being received this brings us to our third type of Technology that's used and it's digital communication when we talk about digital communication we're talking about email text messaging instant messaging social media websites digital communication is really beneficial because it can be analyzed so for example with email the

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business can analyze how many people opened the email how many people reported it as spam how many people clicked the links in the email and how many people actually purchased from clicking that email these are all massively beneficial as you can see Trends you can see what works and what doesn't work and then repeat what works in order to get more sales and better communication with customers the final piece of technology that's really enhanced online business is Payment Systems so now you can pay online with credit debit card things like PayPal Apple pay or even crypto so

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online payment methods have really accelerated e-commerce if customers weren't able to pay online e-commerce would basically be impossible but because there's so many options now e-commerce thriving even small businesses can now accept card payments as these services such as stripe that allow businesses to take online payments advances in payment technology has meant that payments are now more convenient they can be made 24 7 but again a big one for businesses is that you can analyze the data it gives you can look at Trends you can look at which products

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are selling the best. You can look at what time of day most sales are made. All this is available because of the payment systems that can be used online

UNIT 8

Unconscious Bias at Work — Making the Unconscious Conscious

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>>What would the world look like if everyone were aware of the stereotypes that they have and the biases that they have? When we talk about unconscious bias, we're basically saying our worldview can exert an influence beyond our conscious awareness, and it creates ambiguity. >>You go to an engineer who's built something extremely innovative, and you say, Who do you think your user is? This is where I have the most fun. My name is T.V. Ramen. I led our work on Android accessibility for 3 years.

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Write down everything that you think you know about your user with respect to abilities, inabilities, special abilities, and disabilities. Almost every assumption that you write down about this is the user I think I'm building for is questionable, because our various unconscious biases define the boundaries you're unwilling to expand. >>These biases are the shortcuts that our brain has created so that we can deal with the information that we process every single day. >>Right when we see anyone, whether we think about it or not

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We are implicitly, automatically making judgments about how warm and competent that person or thing is. >>All humans need to make decisions. We fill in the blanks because our brains are wired to do that, and we fill in the things we don't know with past experience. Oh, you pattern map to someone I think I should hire, so I'm going to hire you versus this person because they didn't map, because I can't fill in the blank, because they don't look like me, or they're not from my same background

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So I can't see how they're going to make the jump. >>Every single person is great at things you may not expect, but it's really hard for us to see that when we're so powerfully guided by things we expect to be true in the world. >>I grew up surrounded by this conversation about what you can't do and what you won't be able to do. My name's Enrico, and I'm an autistic software engineer. The first time I went through the performance review process, I was asked for 5 strengths. It was the first time that I had

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Ever been prompted to think in that way about myself, and it was a life-changing moment for me. >>When we are working in our day-to-day jobs, we are still making judgments about the people around us, about the resumes we see, about the employees that we're trying to decide whether to put on teams or not. >>People are very wedded to the idea that they can perceive something objectively, and statistically, they're wrong, but it's hard. You become attached to the idea that you can assess something by looking at it.

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>>These subtle assumptions we make about people can have lasting effects on who we're promoting, who we're hiring, and who we're putting in leadership positions. We have the responsibility to understand the assumptions that we make and understand the errors that we make. >>But it's not just for the collective good. If you take the time to understand more about this, there are things that you can implement for yourself that will help you develop as a leader and do your job even better.

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>>It made me realise how often I have a very strong belief that is simply incorrect. When I look at one of these evaluation situations, I ask, How can I eliminate the sources of potential bias and leave just the data so that we can make better decisions. >>If you're not conscious of the biases that you have, you're just not contributing at the level that you could, and you're not innovating at the level that you could, and so your products won't be as good. Your results won't be as good.

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>>When you think outside the box with respect to the assumptions you made about how someone will use this wonderful thing you've built, and when you broaden that perspective as to who you change the world for, you build something even bigger.