

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

**ДИСТАНЦІЙНИЙ КУРС
«ПРАКТИЧНИЙ КУРС ІНОЗЕМНОЇ МОВИ ДЛЯ
ДІЛОВОЇ КОМУНІКАЦІЇ. ЧАСТИНА ІІ»**

з дисципліни

«ПРАКТИЧНИЙ КУРС ІНОЗЕМНОЇ МОВИ ДЛЯ ДІЛОВОЇ КОМУНІКАЦІЇ
(АНГЛІЙСЬКА)»

ДЛЯ РОБОТИ НА ПРАКТИЧНИХ ЗАНЯТТЯХ

ЗДОБУВАЧІВ СТУПЕНЯ МАГІСТР

СПЕЦІАЛЬНОСТІ G9 ПРИКЛАДНА МЕХАНІКА

НАВЧАЛЬНО-НАУКОВОГО МЕХАНІКО-МАШИНОБУДІВНОГО ІНСТИТУТУ

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ПЕРЕДМОВА

Дистанційний курс «Практичний курс іноземної мови для ділової комунікації. Частина II» розроблено для роботи на практичних заняттях здобувачів ступеню магістр спеціальності G9 Прикладна механіка навчально-наукового механіко-машинобудівного інституту з метою вдосконалення іншомовної професійної комунікативної компетентності у сфері ділового спілкування.

Навчальне видання відповідає вимогам силабусу навчальної дисципліни «Практичний курс іноземної мови для ділової комунікації», призначене для організації практичної роботи студентів у дистанційному форматі.

Дистанційний курс складається з шести розділів, кожен з яких охоплює актуальні теми ділової англійської мови: Employees; New Business; Communications; Change; Data; Culture та Review. Кожен розділ курсу містить автентичні англомовні тексти та розроблену до них систему вправ.

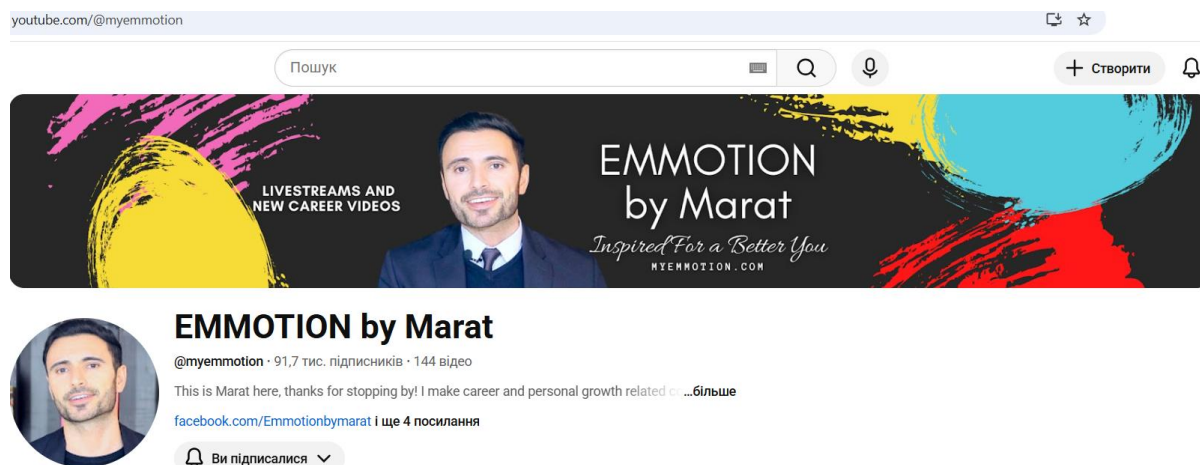
Головною метою дистанційного курсу є забезпечення майбутніх фахівців необхідним рівнем знань, навичок і вмінь іншомовної ділової комунікації, а також формування здатності до ефективного використання іншомовної термінології в умовах міжнародного професійного співробітництва з урахуванням специфіки ділового спілкування у галузі прикладної механіки.

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UNIT 1

SECTION 1. STARTING POINT



1.1. **Watch** the video where Marat explains why good employees leave companies. He focuses on how bad managers and poor workplace culture influence employees' decisions to quit, and describes five main reasons employees leave. Then, record a 2–3-minute video responding to the following questions:

1. *Why do good employees often leave bad managers rather than companies?*
2. *How does company culture influence employee satisfaction?*
3. *Which of the reasons mentioned in the video do you think is the most serious? Why?*
4. *Do you think these problems are common in modern companies?*
5. *Have you heard real examples of employees leaving because of management or culture?*
6. *What should companies do to keep good employees?*

How to Record a Video Response and Submit the Link in a Google Form

Your response should be well-organised (introduction (20-30 sec.); main body (1.5-2 min.); conclusion (20-30 sec.)) and include examples where possible.

***Insert the link to your video response in the space below.**

Useful phrases	
<i>To begin with...</i> <i>That said,...</i> <i>For instance,... / For example,...</i>	<i>On the other hand,...</i> <i>In my experience,...</i> <i>To sum up,... / In conclusion,...</i>
Giving opinion <i>From my perspective, one key reason is...</i> <i>I strongly believe that employees leave when...</i>	Analyzing causes <i>This usually happens because...</i> <i>Another important factor is...</i>
Suggesting solutions <i>Companies should focus on...</i> <i>One effective solution could be...</i>	

Use the following structure to organise your video response:

1. **Introduction:** You should briefly introduce the topic and mention why first impressions are important in business.
2. **Main Body:** You should respond to the questions in a logical sequence and use linking words and transitions to connect ideas. Include personal experiences or real-life observations.
3. **Conclusion:** You should summarise your key points and state your overall opinion or lesson learned.

SECTION 2. WORKING WITH WORDS

2.1. Read the following article. Which paragraph (1-8) is about ...?

- a. The financial cost of poor management and low engagement
- b. The psychological effects of toxic leadership

- c. The role of company culture in allowing bad managers to stay
- d. Practical steps companies should take to improve management
- e. Evidence that employees leave managers, not companies

Why Employees Leave: The Impact of Bad Managers on Workplace Culture



Borrowed from: https://lh3.googleusercontent.com/gg-dl/AOI_d_8mvN4FzEk0Mp-cbITnmStNjFXwg7O2GrWqo3s7QXz_gGHXCVMIO3oRXiJRMst531an80WBiRD6kvJlswRTD5XPoMkLNNc-tQNYtmfd3yTpTBRKL-6gYIV5gzGWqiJ0ggTxmIgf3Fjew-3NqfFtT5TWRE5pCeHERGyHmhpGCmsp-cN46g=s1024-rj

In today's competitive job market, retaining top talent is crucial for organizational success. However, a significant factor driving employee turnover is poor management. Studies indicate that employees often leave their jobs not because of the

company itself, but because of ineffective or toxic managers.

A study by the Chartered Management Institute (CMI) revealed that one in three employees has left a job due to a negative workplace culture, often stemming from poor management practices.

Furthermore, half of the employees who rated their managers as ineffective planned to leave their positions within the next year.

Poor management can manifest in various ways, including micromanagement, lack of support, and failure to recognize employee contributions. These behaviors lead to decreased job satisfaction and increased stress among employees. According to Gallup's 2024 State of the Global Workplace report, low employee engagement, often resulting from poor management, costs the global economy \$8.8 trillion annually.

Toxic leadership doesn't just affect job performance; it has profound psychological effects on employees. Research indicates that employees under toxic managers experience higher levels of stress, anxiety, and burnout. A study published in *Administrative Sciences* found that toxic leadership significantly increases burnout syndrome, which in turn raises the

likelihood of employees intending to leave their organization.

Moreover, when organizations fail to address toxic management, it sends a message that such behavior is acceptable, further eroding employee trust and morale. Employees may feel undervalued and unsupported, leading to disengagement and eventual departure.

It's essential to recognize that while individual managers play a significant role in employee satisfaction, the broader organizational culture also contributes. Companies that tolerate or even promote ineffective managers risk creating an environment where poor leadership becomes the norm. As highlighted in an article on LinkedIn, "employees leave because of both bad managers and the company's decision to promote and tolerate these bad managers."

Organizations must take proactive steps to cultivate a positive workplace culture. This includes implementing comprehensive

management training programs, establishing clear communication channels, and promoting accountability at all levels. By doing so, companies can ensure that managers are equipped to lead effectively and support their teams.

Employee retention is closely tied to the quality of management within an organisation. Poor

leadership not only drives talented employees away but also negatively impacts overall workplace culture and productivity. By prioritising effective management practices and fostering a supportive work environment, companies can enhance employee satisfaction, reduce turnover, and achieve long-term success.

Borrowed and modified from:

https://www.managers.org.uk/about-cmi/media-centre/press-releases/bad-managers-and-toxic-work-culture-causing-one-in-three-staff-to-walk/?utm_source

https://careerminds.sg/blog/bad-management?utm_source

https://www.mdpi.com/2076-3387/14/12/340?utm_source

https://www.linkedin.com/posts/shel-reed_people-dont-quit-their-company-they-quit-activity-7306110599678111746-ZtmF?utm_source

2.2. Find and excerpt the answers to the questions 1-4 in the text.

1. How many employees left their jobs because of negative workplace culture, according to CMI?
2. What management behaviours reduce job satisfaction? (Name at least two.)
3. How does toxic leadership affect employees' mental health?
4. What can companies do to improve workplace culture?

2.3. Choose the most appropriate word to make up a collocation from the article.

1. employee _____
 - a) leaving
 - b) turnover

c) rotation

d) change

2. workplace _____

a) culture

b) behaviour

c) area

d) zone

3. toxic _____

a) boss

b) leadership

c) command

d) control

4. job _____

a) happiness

b) satisfaction

c) comfort

d) pleasure

5. management _____

a) teaching

b) coaching

c) training

d) schooling

6. clear _____ channels

a) speaking

b) talking

c) communication

d) message

7. negative _____ culture

a) office

b) workplace

c) staff

d) business

8. poor _____ practices

a) managing

b) manager

c) management

d) managed

9. employee _____

a) engagement

b) attraction

c) attention

d) action

10. psychological _____

a) influence

b) effects

c) reactions

d) results

11. global _____

a) workplace

b) economy

c) industry

d) finance

12. burnout _____

a) condition

b) syndrome

c) problem

d) situation

13. toxic _____

- a) behaviour
- b) action
- c) performance
- d) output

14. management _____ programmes

- a) practice
- b) training
- c) exercise
- d) learning

15. supportive _____ environment

- a) job
- b) working
- c) workplace
- d) office

SECTION 3. LANGUAGE AT WORK

Please study the [Language tips](#) section and complete the tasks below.

3.1. Read the dialogues and respond to the questions below, supporting your answers where appropriate.

1. *Why did the manager start the conversation?*
2. *What problem did the employee mention?*
3. *What solutions were suggested?*

Dialogue 1

Manager: *Hi, Dmytro. I wanted to check how you're managing your current workload on the automation project.*

Employee: *Honestly, the deadlines are quite tight, and I'm working overtime most days.*

Manager: Thanks for telling me. Let's review your responsibilities and see if we can redistribute some tasks. Your well-being is important for long-term performance.

Employee: I'd really appreciate that support.

Dialogue 2

Team Lead: Olha, I've noticed you've been handling several technical reports and client meetings. How are you coping?

Employee: It's been stressful recently, especially with the new project launch.

Team Lead: Let's look at your priorities together. If the workload is too high, we can adjust deadlines or involve another engineer.

Employee: That would help reduce pressure.

3.2. Read the emails and match each one to its primary objective A-C.

A Recognising performance and checking well-being

B Scheduling workload review discussion

C Introducing company policy change

Email 1

Hi Serhii,

We would like to schedule a short meeting to review your current responsibilities and discuss workload balance. Supporting employee well-being is a priority, and we want to ensure project deadlines remain realistic. Please let me know your availability this week.

Best regards,

HR Team

Email 2

Dear Team,

We are introducing a workload monitoring process to support employee well-being and improve project planning. Managers will review task distribution

weekly to avoid overload and reduce stress levels. Your feedback is welcome.

Kind regards,

Operations Manager

Email 3

Hi Iryna,

Thank you for your recent project work. We recognise your strong performance.

However, we noticed you have been working extended hours. Please contact your manager if workload adjustments are needed. Supporting employee well-being is part of our company policy.

Best regards,

HR Department

3.3. Choose the response that reflects appropriate business communication.

1. When discussing workload with an employee, a manager should say:

- A You are too slow.
- B You must work faster.
- C Let's review your workload together.
- D This is your problem.

2. When discussing well-being, HR should say:

- A You must stop complaining.
- B Your well-being is important to us.
- C Everyone is stressed.
- D This is normal.

3. When offering support, a manager should say:

- A Fix it yourself.
- B Maybe we can review priorities.
- C You should work weekends.
- D This is not my problem.

4. When giving constructive feedback, a manager should say:

- A Your work is bad.
- B You always make mistakes.
- C One area you could improve is time planning.
- D This is unacceptable.

5. When talking about deadlines, a team leader should say:

- A Just finish it somehow.
- B Deadlines are not important.
- C Let's discuss realistic deadlines for this project.
- D Work faster or leave.

6. When discussing workload balance, a manager should say:

- A Everyone is overloaded, deal with it.
- B Let's see how we can distribute tasks more evenly.
- C This is your responsibility only.
- D Don't ask for help.

7. When responding to employee stress, a manager should say:

- A That's not my concern.
- B You should be stronger.
- C Let's discuss what is causing the pressure.
- D Stress is part of the job.

8. When encouraging development, a manager should say:

- A You don't need training.
- B Training is a waste of time.
- C We can discuss development opportunities for you.
- D Just learn yourself.

9. When giving positive feedback, a manager should say:

- A This is normal, nothing special.
- B You finally did something right.
- C You did a great job on this project.
- D This was easy anyway.

10. When discussing team cooperation, a manager should say:

- A Work alone, it's easier.
- B Teamwork is not important.
- C Good communication helps improve team performance.
- D Just focus on your tasks.

3.4. Edit the sentences to reflect a more professional register. Use techniques such as softening criticism, providing constructive feedback, and proposing improvements.

1. Your reports are always late.
2. You make too many mistakes in technical documentation.
3. You don't communicate well with the team.
4. Your workload planning is bad.
5. You need to learn new software.

3.5. Complete the sentences by adding suitable ideas. Apply the correct conditional form: zero (general facts), first (real future outcomes), or second (hypothetical scenarios).

1. If companies invest in employee wellbeing, _____.
2. If managers give regular feedback, _____.
3. If employees work long hours every week, _____.
4. If the company improves workload planning, _____.
5. If engineers don't communicate clearly, _____.
6. If managers supported employee development more, _____.
7. If the company introduced more training programmes, _____.
8. If employees receive constructive feedback, _____.
9. If the company didn't support employee wellbeing, _____.
10. If teams shared information more effectively, _____.

SECTION 4. BUSINESS COMMUNICATION

Study the key employee-related collocations in business communication contexts. Follow the [link](#) and explore a series of two-sided tiles by tapping to zoom and swiping to flip. Then, complete the tasks below.

4.1. Read each sentence and choose the collocation that fits best.

employee engagement, employee retention, employee performance, employee satisfaction, employee turnover, employee feedback, employee development, employee benefits package, employee relations, employee wellbeing, employee training programme, employee recognition scheme, employee career progression.

1. The company introduced bonuses to improve _____.
2. Exit interviews help HR understand reasons for _____.
3. The manager monitors _____ during quarterly reviews.
4. Regular courses support _____.
5. The company offers health insurance as part of the _____.
6. Surveys help measure _____.
7. HR is responsible for maintaining good _____.
8. Mentoring supports _____.
9. Workshops are included in the _____.
10. Awards are part of the _____.
11. Flexible working supports _____.
12. Good leadership improves _____.

4.2. Read each question and decide which option is correct (A, B, C, or D).

1. The company introduced new policies to improve employee _____.

A engagement

B turnover

C conflict

D pressure

2. High employee _____ can be a sign of poor management.

A satisfaction

B retention

C turnover

D motivation

3. The HR department collects employee _____ through surveys.

A performance

B feedback

C salaries

D tasks

4. A strong employee _____ helps companies keep talented workers.

A retention

B competition

C absence

D dismissal

5. The company invests in employee _____ by offering training courses.

A dismissal

B development

C reduction

D replacement

6. Employee _____ is usually checked during performance reviews.

A engagement

B performance

C turnover

D relations

7. Flexible working hours often increase employee _____.

A satisfaction

B complaints

C stress

D conflict

8. A good employee _____ package may include insurance and bonuses.

A relations

B benefits

C conflict

D discipline

9. HR managers are responsible for maintaining positive employee _____.

A relations

B turnover

C costs

D absences

10. The company launched a new employee _____ scheme to reward top workers.

A punishment

B reduction

C recognition

D discipline

11. Career training supports employee career _____.

A rotation

B progression

C dismissal

D conflict

12. Stress management programmes improve employee _____.

A wellbeing

B turnover

C dismissal

D pressure

13. New staff must complete an employee _____ programme.

- A training
- B dismissal
- C conflict
- D discipline

14. Managers should focus on improving employee _____ to increase productivity.

- A engagement
- B conflict
- C absence
- D stress

15. Low employee _____ often means workers are unhappy with their job.

- A satisfaction
- B dismissal
- C punishment
- D replacement

4.3. Work through the list and match each collocation (A–M) to the right meaning (1–13).

- A. employee engagement
- B. employee retention
- C. employee performance
- D. employee satisfaction
- E. employee turnover
- F. employee feedback
- G. employee development
- H. employee benefits package
- I. employee relations
- J. employee wellbeing
- K. employee training programme

L. employee recognition scheme

M. employee career progression

Meanings

1. The rate at which workers leave a company
2. Opportunities for promotion and growth
3. Relationship between staff and management
4. Level of motivation and involvement in work
5. Additional non-salary rewards
6. Process of improving employee skills
7. Physical and mental health at work
8. Employee opinions about the workplace
9. How well employees do their job
10. The company's ability to keep workers
11. System for rewarding good work
12. Organised learning for employees
13. How happy workers are with their job

SECTION 5. LISTENING SKILLS IN BUSINESS ENGLISH

Listen to Simon Sinek talking about why middle management is the hardest job. Simon Sinek is a visionary thinker with a rare intellect who teaches leaders and organizations how to inspire people.



Why Middle Management is the Hardest Job | Simon Sinek

5.1. Listen to the audio and organise the ideas in the correct chronological order (1–7).

A Middle managers translate strategy into daily work

B Leadership training is often missing

C Some middle managers learn leadership themselves

D Junior employees are trained to do technical work

E Good leadership can improve team results

F Senior leaders focus on company strategy

G Leadership culture can spread across organisations

5.2. Evaluate the options and choose the summary that most effectively represents each key idea.

1. Middle management is difficult because:

A They have too much free time

B They must balance strategy and daily operations

C They only work with clients

D They do not have responsibilities

2. Companies often create managers instead of leaders because:

A They promote people but don't train them to lead

B Leadership training is too expensive

C Employees don't want training

D Leadership is not important

3. Self-taught middle managers often:

A Ignore leadership development

B Learn leadership skills independently

C Only follow company rules

D Avoid responsibility

4. When senior leadership focuses only on money:

A Middle managers stop working

- B Middle managers try to balance people and business goals
 - C Companies grow faster
 - D Employees become more loyal
5. “Be the leader you wish you had” means:
- A Try to change top management
 - B Focus on leading your team well
 - C Avoid leadership responsibility
 - D Copy other managers
6. Good leadership in one team can:
- A Stay inside that team only
 - B Spread across the organisation
 - C Reduce company size
 - D Remove management levels
7. Employees wanted to move to the example team because:
- A Salaries were higher
 - B Leadership was better
 - C Working hours were shorter
 - D Technology was better

5.3. Identify the meaning (A–G) that best corresponds to each idea (1–7).

Ideas

- 1 Middle managers are “translators”
- 2 Leadership training vacuum
- 3 Strategic vs tactical thinking
- 4 Be the leader you wish you had
- 5 Pockets of good leadership
- 6 Word spread across the company
- 7 Things break in the middle

Meanings

- A Small groups with strong leadership culture
- B Lack of leadership training
- C Communicating between leadership and employees
- D Reputation spreads informally
- E Balancing big-picture and daily work
- F Influence people around you positively
- G Problems appear between levels of organisation

5.4. Deliver a 2–3-minute structured talk in response to the question: “Is leadership primarily a learned skill or a natural ability?” Present a clear position, support it with at least two well-developed arguments, include one illustrative example, and briefly outline how organisations can foster strong leadership.

Language support	
Giving Opinions	In my opinion... I believe leadership can / cannot be taught because... From a business perspective...
Explaining Reasons	One important reason is... Another factor is... This is important because...
Giving Examples	For example... In many companies... In engineering teams...
Concluding	Overall, I think... In conclusion... Companies should focus on...

SECTION 6. WRITING

Pre-writing tasks

Before writing an email in the *Writing task*, complete the steps below. Your notes will serve as the foundation for your final task.

6.1. Identify the core message.

[Watch](#) the video of Steve Jobs' speech. Write down 4–5 key ideas (e.g. passion, perseverance, learning from failure, purpose, innovation). Briefly explain how each idea supports the concept of *loving what you do*. These ideas must appear in your email.

2. Adapt the message to your company context.

You are writing as an HR specialist in an **engineering company**. Think about:

What motivates engineers in your organisation?

What professional challenges do they face?

Why is passion important in technical or innovative fields?

How can loving one's work improve performance and teamwork?

Choose 2–3 ideas that are most relevant to your company and plan how to integrate them into your email.

3. Define your communication strategy.

Clarify the following before writing:

Purpose: What do you want employees to feel or do after reading the email?

Tone: Professional, encouraging, visionary, supportive?

Key takeaway sentence: What is the main message you want them to remember?

This will guide your opening and closing paragraphs.

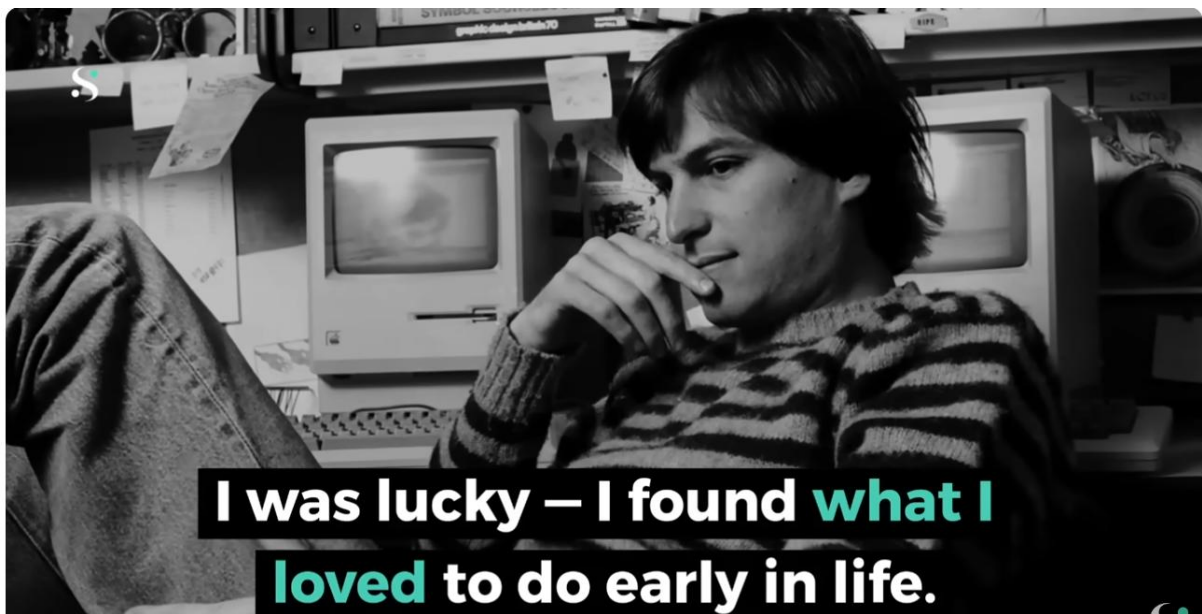
After completing this preparation, write your final professional email (120–180 words) in the Writing task, ensuring it is coherent, structured, and inspiring.

Writing task

Study the [Writing Tips](#) section

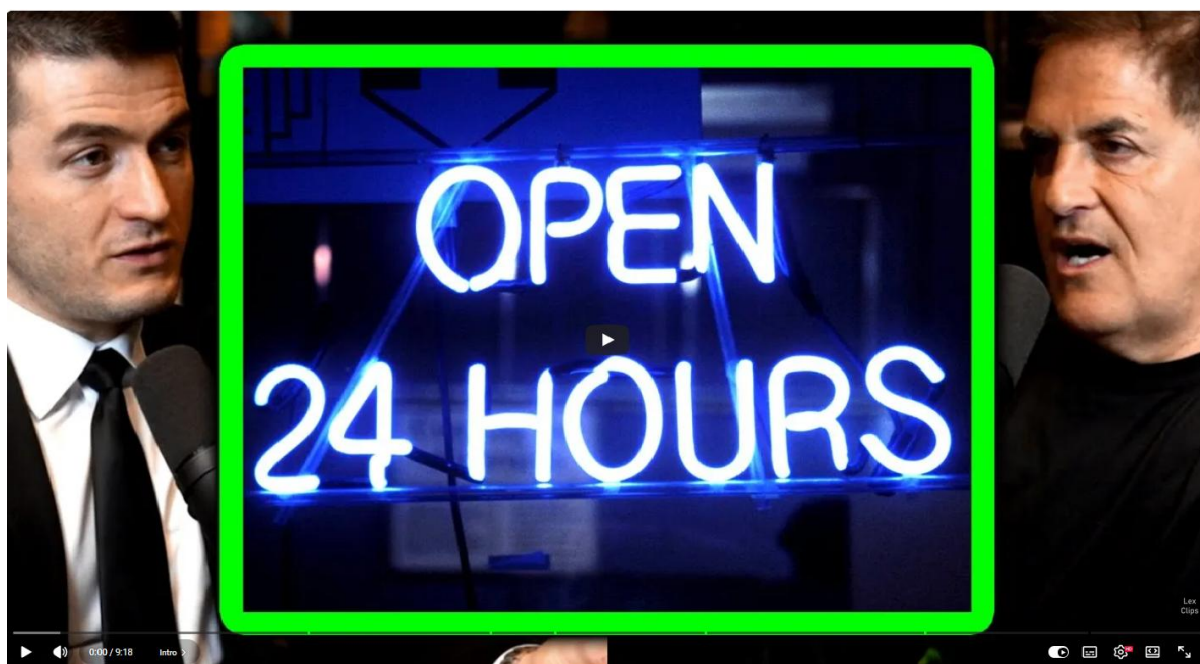
6.2. Imagine that you are an HR specialist in an engineering company. You have been asked to write an inspiring professional email to employees titled “Love What You Do,” based on the key ideas from Steve Jobs’ message.

Write a professional email (120–180 words) encouraging employees to stay motivated, pursue meaningful work, and remain passionate about their professional goals.



UNIT 2

SECTION 1. STARTING POINT



How to start a successful business | Mark Cuban and Lex Fridman

Lex Clips
1,6 млн підписників

Підписатися

4,1 тис. Поділитися Зберегти Створити копію

1.1. [Watch](#) the interview where Lex Fridman talks to Mark Cuban on the Lex Fridman Podcast. Mark Cuban shares his experience of starting a business after being fired, discusses risk-taking, preparation, competition, and the entrepreneurial culture in the United States. Watch the video extract carefully. Take notes on: *risk and preparation; personal circumstances; competition and entrepreneurial culture*. Answer the following questions in 3–5 well-developed sentences each. Then, record a 2-3-minute video responding to the following questions:

1. According to Mark Cuban, what is more important when starting a new business — desperation or preparation? Explain how personal circumstances influence entrepreneurial decisions.
2. Why does Cuban emphasize saving money and understanding your obligations before quitting a job? How does financial planning reduce business risk?

3. Cuban says competition is inevitable. What strategies should a new entrepreneur use to compete effectively in an existing market?
4. Why does Cuban believe entrepreneurship is central to American culture? Do you think media and social platforms influence how society views successful entrepreneurs?

Speaking extension*:

Would you be ready to leave a stable job to start your own business? Under what conditions?

How to Record a Video Response and Submit the Link in a Google Form

Your response should be well-organised (introduction (20-30 sec.); main body (1.5-2 min.); conclusion (20-30 sec.)) and include examples where possible.

***Insert the link to your video response in the space below.**

Useful phrases	
<i>To begin with...</i>	<i>On the other hand,...</i>
<i>That said,...</i>	<i>In my experience,...</i>
<i>For instance,... / For example,...</i>	<i>To sum up,... / In conclusion,...</i>
Use business vocabulary	
<i>risk assessment, financial cushion, competitive advantage, obligations, leverage, catalyst, entrepreneurial mindset</i>	

Use the following structure to organise your video response:

1. **Introduction:** *You should briefly introduce the topic and mention why first impressions are important in business.*

2. **Main Body:** You should respond to the questions in a logical sequence and use linking words, transitions to connect ideas. Include personal experiences or real-life observations.
3. **Conclusion:** You should summarise your key points and state your overall opinion or lesson learned.

SECTION 2. WORKING WITH WORDS

2.1. Read the following article. Which paragraph (1-7) is about ...?

- a Cuban's approach to long-term entrepreneurial strategy
- b His role in popularising entrepreneurship through television
- c His strategy in professional sports ownership
- d Regulatory challenges and policy advocacy in pharmaceuticals
- e Strategic partnerships in healthcare

Mark Cuban's Strategy:

Reinvention, Disruption and the Drive to Build Again



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Mark Cuban has built a business career on reinvention. From tech entrepreneur to professional sports owner, from TV investor to healthcare disruptor, his strategic moves reflect a consistent willingness to enter complex industries, challenge the status quo, and build new models from the ground up.

Cuban first became a household name in the business world as one of the long-standing investors on ABC's *Shark Tank*, where he served as a "shark" from 2012 until 2025, offering capital and practical advice to entrepreneurs pitching their startups. His presence on the show helped popularize the idea that tech-savvy, execution-oriented founders could rapidly scale ideas into viable businesses.

His capacity to identify overlooked opportunities also played out on the sports stage. Cuban purchased the **Dallas Mavericks** NBA franchise in 2000 and became known for his hands-on ownership approach, investing in players and

organisational culture. Although he sold a controlling interest in the team in 2023, he remains a minority owner, illustrating another strategic theme: evolve ownership roles while retaining influence and redirecting focus toward new ventures.

A key chapter of Cuban's entrepreneurial evolution is his entry into the pharmaceutical industry with the **Mark Cuban Cost Plus Drug Company**. Co-founded in 2022 with Dr. Alex Oshmyansky, the company aims to lower prescription drug costs by cutting out middlemen like pharmacy benefit managers and adopting a transparent cost-plus pricing strategy. The model sells medications at the manufacturer's price plus a fixed 15 % markup and standard fees, an approach designed to undercut traditional pricing models.

Cuban's strategy goes beyond pricing. He has publicly pushed for regulatory changes that could accelerate domestic generic drug manufacturing. In late 2025 he urged the U.S. administration to waive high

FDA approval fees for generic drugs, arguing that these regulatory costs - often around \$360,000 per application - discourage new manufacturers and raise final prices for patients. His company says that lowering these barriers could allow them to expand production facilities in Texas and target high-cost generic medications, including those for rare diseases.

The Cost Plus Drug Company also seeks to build partnerships that broaden its impact. In 2025, the company partnered with a telehealth provider to offer affordable drug options for employers, a sign of

Cuban's strategy to integrate pricing innovation with broader healthcare delivery systems.

Across these ventures, Cuban's entrepreneurial playbook has remained consistent: *identify structural inefficiencies, apply transparent and scalable solutions, and reinvest success into new innovations.* Whether mentoring startups on national television, steering a sports franchise, or reshaping pharmaceutical pricing, Cuban continues to push boundaries with the same bold, problem-solving mindset that defined his earliest businesses.

Borrowed and modified from: https://www.reuters.com/business/healthcare-pharmaceuticals/mark-cuban-seeks-trumps-backing-drug-fee-relief-spur-generics-manufacturing-2025-12-04/?utm_source=https://people.com/how-mark-cuban-said-goodbye-shark-tank-final-episode-11736969?utm_source=https://www.businessinsider.com/mark-cuban-cost-plus-drugs-pharmacy-pass-india-tariff-costs-2025-4?utm_source

2.2. Find sentences or phrases from the article that answer the questions 1-4.

1. How did Mark Cuban contribute to shaping public perception of entrepreneurship?
2. What ownership strategy did he apply to the Dallas Mavericks?
3. How does the Cost Plus Drug Company pricing model work?
4. Why did Cuban advocate for changes to FDA approval fees?

2.3. Choose the most appropriate word to make up a collocation from the article.

1. challenge the _____ quo
 - a) social
 - b) status
 - c) legal
 - d) economic
2. hands-on _____ approach
 - a) leadership
 - b) ownership
 - c) marketing
 - d) training
3. transparent _____ strategy
 - a) financial
 - b) scalable
 - c) pricing
 - d) operational
4. cut out _____
 - a) investors
 - b) suppliers
 - c) middlemen
 - d) retailers
5. waive FDA approval _____
 - a) taxes
 - b) policies
 - c) fees
 - d) costs
6. expand production _____
 - a) markets

- b) facilities
 - c) systems
 - d) chains
7. minority _____
- a) shareholder
 - b) partner
 - c) owner
 - d) investor
8. structural _____
- a) inefficiencies
 - b) systems
 - c) organisations
 - d) markets
9. scalable _____
- a) solution
 - b) outcome
 - c) cost
 - d) venture
- 10.viable _____
- a) solution
 - b) idea
 - c) investment
 - d) business

2.4. Read the article and match each paragraph (1–7) with the correct heading (A–G).

- A. Transparent pricing in pharmaceuticals
- B. Entrepreneurial philosophy and long-term strategy
- C. Expanding influence through partnerships

- D. Early public recognition through television
- E. Ownership evolution in professional sports
- F. Regulatory reform and manufacturing expansion
- G. Career built on reinvention

SECTION 3. LANGUAGE AT WORK

Please study the [Language tips](#) section and complete the tasks below.

3.1. Decide whether the Present Perfect Simple or the Present Perfect Continuous is more appropriate in each sentence.

1. Our start-up **has raised** / **has been raising** €200,000 so far.
2. We **have developed** / **have been developing** the prototype for six months.
3. Investors **have shown** / **have been showing** strong interest recently.
4. I **have worked** / **have been working** on the business plan all week.
5. The company **has expanded** / **has been expanding** into three new markets this year.
6. We **have hired** / **have been hiring** new staff since January.
7. She **has negotiated** / **has been negotiating** with suppliers all morning.
8. Our sales **have increased** / **have been increasing** significantly.
9. They **have** already **launched** / **have been launching** the product.
10. We **have tested** / **have been testing** the app for potential bugs.

3.2. Choose the ending (a or b) that makes the sentence logically and grammatically correct.

1. We've secured initial funding
 - a) and we're ready to scale.
 - b) and we've been preparing documents all night.

2. I've been meeting potential clients
 - a) to build long-term partnerships.
 - b) and signed three contracts so far.
3. The team has worked on this concept
 - a) since last year.
 - b) and they're exhausted.
4. We've been improving our pricing strategy
 - a) to stay competitive.
 - b) and we reduced costs by 15%.
5. She has built a strong professional network
 - a) which supports our expansion plans.
 - b) by attending events every weekend.
6. We've been analysing market trends
 - a) to identify customer needs.
 - b) and we identified a clear gap.
7. The company has grown rapidly
 - a) over the past three years.
 - b) and it's been hiring aggressively.
8. I've been negotiating with investors
 - a) and finally reached an agreement.
 - b) to secure better terms.
9. We've launched a pilot version
 - a) and received positive feedback.
 - b) to test customer reactions.
10. They've been working remotely
 - a) since the company was founded.
 - b) and completed the expansion plan.

3.3. Complete each sentence by applying the correct grammatical form of the verb in brackets: the Present Perfect Simple or Present Perfect Continuous.

1. We _____ (work) on this start-up idea for months.
2. The founder _____ (invest) €50,000 in the project so far.
3. They _____ (look) for a strategic partner recently.
4. Our team _____ (test) different marketing strategies.
5. The company _____ (achieve) break-even this year.
6. I _____ (prepare) the investor pitch all morning.
7. We _____ (expand) our operations into Europe.
8. She _____ (research) competitors since April.
9. They _____ (build) a strong brand identity.
10. The business _____ (grow) steadily over the past year.
11. We _____ (improve) our website to increase conversions.
12. Investors _____ (ask) for clearer financial projections.

3.4. Prepare and deliver a two-minute “Shark Tank”-style pitch for your project, *Smart Campus Safety System*.

Your team is developing an intelligent monitoring solution designed for universities and industrial campuses. The system integrates sensors and AI to detect potential emergencies, such as fires, equipment malfunctions, crowd-related risks, and security incidents, to enhance safety and improve crisis response. The business model is based on long-term institutional contracts.

In your pitch, clearly explain: the problem your system addresses, how the technology works, what makes it innovative, your target market, your revenue model, and why investors should support your project. Aim to present your idea persuasively, using a clear structure and confident delivery.

Use the following expressions in your presentation:

The main advantage of this idea is...

Our target market is...

What differentiates us is...

This solution addresses...

There's a risk that...

The main challenge is...

Focus on:

The problem your system solves

Why institutions would pay for it

How it is different from existing security systems

Possible financial or regulatory risks

SECTION 4. BUSINESS COMMUNICATION



How To Network Effectively In Business



Down and Dirty Networking

Підписатися



1



Поділитися

Зберегти

Завантажити



Watch the video “How to Network Effectively in Business” by Laura Morlando, Founder and CEO of Down and Dirty Networking, and complete the tasks below.

4.1. Identify the reference of each statement.

A – Transactional Networking

B – Relational Networking

1. Networking focused mainly on selling yourself or your product.
2. Building long-term professional relationships.
3. Having meaningful conversations to learn about someone.
4. Making sales calls or pitching immediately.
5. Raising reputational capital.
6. Asking follow-up questions to show interest.
7. Focusing on promotion or job offers only.
8. Creating lasting business connections.

4.2. Use keywords from the video to complete each sentence.

1. Effective networking is about building _____.
2. Transactional networking often _____ people.
3. Asking questions shows you _____ and _____ the person.
4. Strong relationships increase your _____ capital.
5. The strength of your relationships influences your career _____.
6. 92% of participants said online networking saves _____.
7. Virtual networking can increase _____ and reduce expenses.
8. 49% of professionals say they don't have enough _____ to network.
9. Online networking allows you to connect with people from all over the _____.
10. Relational networking focuses on meaningful _____.

4.3. Analyse the networking principles and determine which explanation best illustrates each one.

1. Talk less, question more.

2. Build reputational capital.
3. Network virtually.
4. Focus on relationships, not sales.

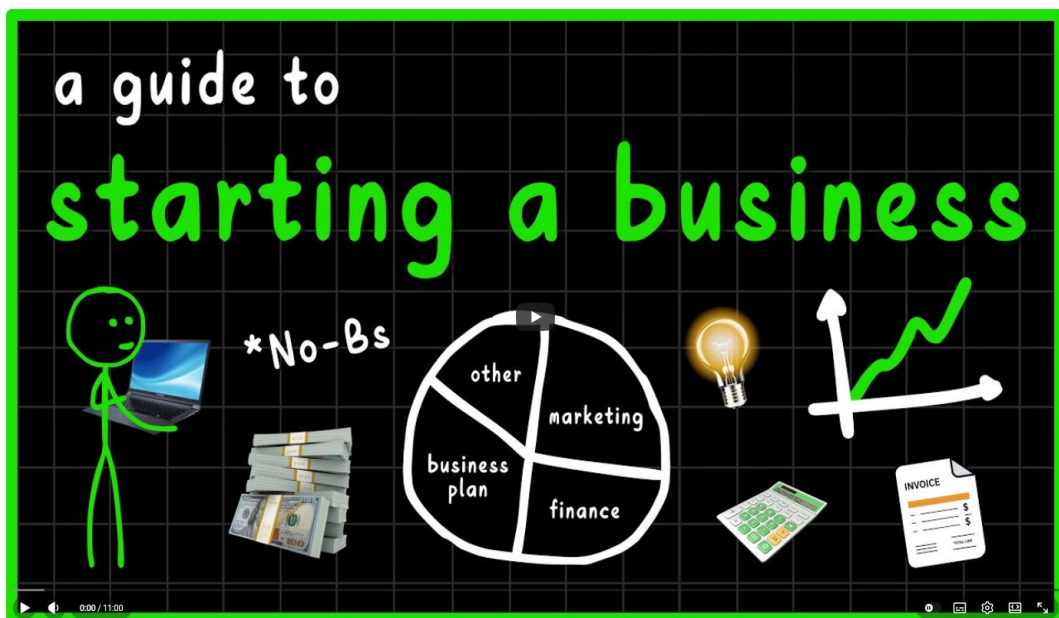
- a) Prioritise listening over promoting yourself.
- b) Strengthen your professional reputation through meaningful interaction.
- c) Use digital tools to connect efficiently.
- d) Avoid aggressive selling approaches.

4.4. Based on the video, identify and list:

the key advantages of virtual networking:

the main challenges professionals encounter when networking online:

SECTION 5. LISTENING SKILLS IN BUSINESS ENGLISH



The video thumbnail features a black background with a green grid. The title 'a guide to starting a business' is written in white and green. Below the title, there are several icons: a stick figure with a laptop, a stack of money, a pie chart divided into 'other', 'marketing', 'finance', and 'business plan', a lightbulb, a line graph showing an upward trend, a calculator, and an invoice. The video player interface at the bottom shows the title 'How to Actually Start Your Own Business (No-Bs Guide)', the channel 'Rise Above Reality' with 100 тыс. подписчиков, and a 'Підписатися' button. On the right, there are icons for likes (3,4 тыс.), shares, subscriptions, and a link to the channel.

Listen to an excerpt from the YouTube channel *Rise Above Reality* about how to start your own business. In this talk, the speaker explains the main challenges people face when launching a business and presents a clear, step-by-step approach to building a startup. The audio also introduces several important concepts related to entrepreneurship, financial planning, product–market fit, and business strategy.

While listening, focus on the key ideas and examples the speaker provides. Then complete the tasks below.

5.1. Read the statements and decide which part of the audio they belong to:

A. Choosing a Business

B. Break-even Point

C. Problem & Value Proposition

D. Business Plan

E. Product-Market Fit

F. Managing Finances

G. Marketing & Sales

1. Testing a minimum viable product before launching fully.
2. Separating personal and business accounts.
3. Identifying fixed and variable costs.
4. Defining competitors and ideal customers.
5. Converting leads into paying customers.
6. Identifying intersecting customer needs.
7. Focusing on scalability.
8. Calculating when revenue covers expenses.
9. Monitoring monthly income statements.
10. Selecting a business model that can launch quickly.
11. Creating a clear operational plan.

12.Ensuring at least 40% of customers would be “extremely disappointed.”

5.2. Complete the sentences using the correct word/ phrase.

scalability – value proposition – break-even – MVP – fixed costs – cash flow – target market – reinvest – blueprint – operational – product-market fit – buffer

1. A clear _____ helps you avoid wasting time and money.
2. A strong _____ explains why customers should choose your product.
3. Before making a profit, a company must reach its _____ point.
4. Rent and salaries are examples of _____.
5. Testing an _____ allows you to evaluate market reaction.
6. Poor _____ management can cause a business to fail.
7. You should _____ profits into business growth.
8. _____ refers to how easily a company can grow.
9. Your _____ includes people most likely to buy your product.
- 10.An _____ plan defines logistics and daily processes.
- 11.Achieving _____ means your product truly meets customer needs.
- 12.A cash _____ protects the business from financial shocks.

5.3. Complete the business collocations.

1. reach the _____ point
2. generate _____ revenue
3. conduct market _____
4. manage cash _____
5. launch a minimum _____ product
6. maintain a cash _____
7. convert leads into _____ customers
8. reinvest _____ into growth
9. set a realistic initial _____

10. define your value _____
11. reduce operating _____
12. monitor monthly _____ statements
13. identify a customer _____
14. test market _____ before scaling

5.4. Match the terms (A–N) with the correct definitions (1–14).

Terms

- A. blueprint
- B. startup costs
- C. minimum investment
- D. scalability
- E. break-even point
- F. fixed costs
- G. variable costs
- H. value proposition
- I. unique selling proposition (USP)
- J. operational plan
- K. market research
- L. product-market fit
- M. minimum viable product (MVP)
- N. cash flow

Definitions

1. The amount of money required before a business begins operating.
2. Costs that remain the same regardless of sales volume (e.g., rent).
3. The stage where revenue covers all expenses.
4. The movement of money in and out of a business.
5. A clear strategy or plan that guides business development.
6. A simplified version of a product used to test demand.

7. The ability of a business to grow without significantly increasing costs.
8. Research was conducted to understand customers and competitors.
9. Costs that change depending on production or sales volume.
10. A detailed outline of daily business processes and logistics.
11. The main benefit that differentiates your product from competitors.
12. A statement explaining how your product solves a customer's problem.
13. The amount of capital needed to launch operations.
14. The degree to which a product satisfies market demand.

SECTION 6. WRITING

Please study the [Writing tips](#) section and complete the tasks below

In this writing task, you will develop a short business proposal presenting a new business idea. The aim is clearly and professionally to describe your concept, explaining the problem it addresses, the target market, and the key benefits of your product or service. You will also outline basic financial considerations and growth potential. This task will help you practise structured business writing and use appropriate professional vocabulary.

Pre-writing tasks

6.1. Think of a simple business idea (product or service) and respond to the questions below using brief notes.

1. What problem does your business solve?
2. Who is your target market?
3. What makes your idea different from competitors?
4. What skills or resources are required?
5. Is the business scalable? Why / Why not?
6. What are the main startup costs?
7. How will you attract customers?

8. What risks might you face?

6.2. Analyse the business terms and match them with the definitions that accurately reflect their meaning.

A. target market

B. startup costs

C. break-even point

D. value proposition

E. scalable

F. revenue

G. operational plan

H. market research

1. The customers your business is designed for
2. The money required to launch a business
3. The stage where income covers expenses
4. A clear explanation of the benefit your product offers
5. Able to grow without major cost increases
6. Income generated from sales
7. A description of how the business will function daily
8. Research into customers and competitors

6.3. Arrange the sections of a business proposal in a logical order to create a clear structure:

- a) Description of the product/service
- b) Conclusion and future potential
- c) Marketing strategy
- d) Introduction of the business idea
- e) Financial overview

Writing task

6.4. You are planning to start a new business. Write a short business proposal (180–220 words) describing your idea. Include: introduction of your business idea, the problem it solves, your target market, your value proposition, basic financial considerations (startup costs or break-even point), marketing strategy and future growth potential. Write in a formal, professional tone.

Suggested Opening (introduction of your business idea)

In today's competitive market, identifying a clear customer need is essential for building a successful business. This proposal outlines a new business idea designed to address _____. The concept focuses on providing _____ to _____, offering a practical and scalable solution.

UNIT 3

SECTION 1. STARTING POINT



The History of Communication | From Smoke Signals to Smartphones



The Story
247 підписників

Підписатися

42



Поділитися

Зберегти

Створити кліп

Завантажити



1.1. Watch the video about the history of communication, record a 2-3-minute video response in which you reflect on how communication has evolved over time and what it means for society today. In your response, answer the following questions:

- 1. Which invention had the greatest impact on human progress, and why?*
- 2. How have smartphones and social media changed the way people interact?*
- 3. Do you believe modern technology has improved communication overall, or has it created new challenges?*
- 4. Finally, what communications technology could you not live without? Why?*

[How to Record a Video Response and Submit the Link in a Google Form](#)

Your response should be well-organised (introduction (20-30 sec.); main body (1.5-2 min.); conclusion (20-30 sec.)) and include examples where possible.

***Insert the link to your video response in the space below.**

Useful phrases	
Introducing the Topic <i>I would like to reflect on how communication has evolved over time.</i> <i>In today's business environment, communication plays a crucial role.</i> <i>The development of communication technologies has significantly influenced...</i>	Referring to the Video <i>As mentioned in the video...</i> <i>The speaker highlights the importance of...</i> <i>One key point that stood out to me was...</i>
Expressing Opinion <i>In my opinion...</i> <i>I strongly believe that...</i> <i>From my point of view...</i> <i>It seems to me that...</i> <i>I would argue that...</i> <i>I am convinced that...</i>	Explaining Impact / Importance <i>This invention had a profound impact on...</i> <i>It revolutionised the way people...</i> <i>It enabled businesses to...</i> <i>It contributed to the rapid growth of...</i>
Discussing Advantages <i>One major advantage is...</i> <i>A key benefit of modern communication tools is...</i> <i>This allows companies to...</i> <i>As a result,...</i>	Discussing Disadvantages / Challenges <i>However, there are certain drawbacks.</i> <i>On the other hand,...</i> <i>Despite its advantages,...</i> <i>One potential challenge is...</i>

Concluding the response

To sum up,...

In conclusion,...

Overall, it is clear that...

All things considered,...

Ultimately, communication remains at the heart of...

Use the following structure to organise your video response:

1. **Introduction:** You should briefly introduce the topic and mention why first impressions are important in business.
2. **Main Body:** You should respond to the questions in a logical sequence and use linking words, transitions to connect ideas. Include personal experiences or real-life observations.
3. **Conclusion:** You should summarise your key points and state your overall opinion or lesson learned.

SECTION 2. WORKING WITH WORDS

2.1. Read the following article. Which paragraph (1-8) is about ...?

- a The risks and disadvantages of digital communication
- b The importance of combining technology and human interaction
- c The global growth of digital communication platforms
- d The role of communication technology in modern business infrastructure
- e The importance of nonverbal communication in leadership and negotiations
- f The need to choose appropriate communication channels

Communications as a Business System:

When Digital Speed Meets Human Trust



Borrowed from: <https://www.ncsc.gov.uk/images/library/Video-conference-organisation.jpg>

In today's business environment, communication is no longer just a soft skill. It is infrastructure. From high-speed internet to instant messaging platforms, modern companies rely on advanced communication technologies to operate across borders and time zones. At the same time, successful organisations understand that no digital tool can replace clear, thoughtful person-to-person interaction.

According to the **International Telecommunication**

Union (ITU), more than 5.4 billion people were using the internet globally by 2023, highlighting the unprecedented scale of digital connectivity International Telecommunication Union. This rapid expansion has transformed how businesses function. Cloud computing, video conferencing, and collaboration platforms such as Microsoft Teams and Zoom Video Communications have enabled remote and hybrid work models to become mainstream.

Modern firms operate in an environment defined by digital infrastructure. Communications technologies — from high-speed networks to mobile messaging — allow information to flow instantly across regions and continents. A 2025 report by the **International Telecommunication Union** underscores how digital technologies are “essential to so much of daily life,” highlighting the importance of connectivity for individuals and organisations alike . Whether enterprises use email, cloud collaboration tools or real-time chat, these systems help teams work together without being physically co-located.

In Ukraine and around the world, the reach of digital communication platforms continues to grow. For example, recent digital statistics show millions of internet users engaging with social media and messaging services that keep both consumers and businesses connected in everyday interactions. Research also finds that many small and

medium-sized enterprises see online communication technologies as key contributors to business success when used effectively, enabling market reach and customer engagement that were unimaginable a generation ago.

But as digital communication expands, its weaknesses show up quickly. Tone is harder to read in text. Context gets lost. Small misunderstandings become long threads and slow decisions. A recent workplace report covered by *ITPro* (based on Atlassian research) highlights the productivity cost: many employees spend significant time each week clarifying confusing messages, and miscommunication can damage relationships and raise stress levels. This is the technology paradox: faster channels can still produce slower outcomes when meaning is unclear.

That is why person-to-person communication remains a competitive advantage, not a “soft” extra. *Harvard Business Review* has long stressed that leaders can learn a

lot from nonverbal feedback — facial expressions, body language, and shifts in engagement — because these cues reveal how messages are actually being received. In negotiations, Harvard's Program on Negotiation also emphasizes that body language and nonverbal signals help build rapport and trust that support long-term business relationships.

The business challenge in 2026 is integration: using the right channel for the right job. Digital tools are excellent for documentation, speed, and distribution. Human conversation is stronger for ambiguity, conflict, persuasion,

mentoring, and trust-building. The *Financial Times*, reflecting on hybrid work and performance, points to a future in which leaders design workflows that rely on human judgment rather than just tools.

The organisations that win won't choose between technology and human connection. They will deliberately combine them: clear written standards, strong meeting hygiene, and intentional moments for real dialogue. Communication technology connects systems. Person-to-person communication aligns people. In business, that alignment is where strategy actually becomes execution.

Borrowed and modified from: <https://www.itu.int/en/mediacentre/Pages/PR-2025-11-17-Facts-and-Figures.aspx?utm,>

<https://mediamaker.me/najczikavishe-zi-zvitu-digital-2025-pro-vzayemodiyu-z-czyfrovymy-tehnologiyamy-16257/?utm,https://jsbs.scholasticahq.com/article/36359-impact-of-communication-technologies-on-small-business-success?utm,https://www.itpro.com/software/business-apps/watch-your-tone-at-work-atlassian-warns-poor-communication-and-blunt-messages-are-confusing-colleagues-and-its-having-a-serious-impact-on-productivity?utm,https://hbr.org/tip/2018/03/dont-ignore-the-feedback-in-nonverbal-cues?utm,https://www.ft.com/content/77258909-3247-48a4-bd13-8574034e9ba0?utm>

2.2. Find and excerpt the answers to the questions 1-4 in the text.

1. How many people were using the internet globally by 2023?
2. Why do misunderstandings occur in digital communication?

3. Why does person-to-person communication remain important in business?
4. What is the main business challenge in 2026?

2.3. Choose the most appropriate word (a, b, or c) to make up a collocation from the article.

1. digital _____
 - a) connectivity
 - b) connection
 - c) linking
2. high-speed _____
 - a) systems
 - b) internet
 - c) cables
3. remote and _____ work models
 - a) flexible
 - b) hybrid
 - c) global
4. real-time _____
 - a) talk
 - b) communication
 - c) chat
5. workplace _____
 - a) report
 - b) file
 - c) article
6. productivity _____
 - a) damage
 - b) cost
 - c) loss

7. non-verbal _____
- a) reaction
 - b) feedback
 - c) answer
8. long-term _____ relationships
- a) business
 - b) professional
 - c) corporate
9. human _____
- a) conversation
 - b) discussion
 - c) speaking
10. written _____
- a) standards
 - b) documents
 - c) rules
11. digital _____
- a) infrastructure
 - b) building
 - c) equipment
12. market _____
- a) reach
 - b) access
 - c) entry
13. customer _____
- a) connection
 - b) engagement
 - c) communication

14. strategic _____

- a) execution
- b) action
- c) planning

SECTION 3. LANGUAGE AT WORK

Please study the [Language Tips](#) section and complete the tasks below.

3.1. Choose the most appropriate phrase (a–d) to complete each situation.

1. A colleague gives an unclear explanation.

“_____ what you mean by ‘adjusted targets’?”

- a) Let’s get started
- b) Could you clarify
- c) I completely agree
- d) Moving on to

2. You want to confirm understanding.

“_____, we are postponing the launch until September?”

- a) Just to make sure we’re on the same page
- b) First of all
- c) I am writing to inform you
- d) Please find attached

3. You want more detail.

“Could you elaborate _____?”

- a) to the meeting
- b) on that point
- c) for this reason
- d) in conclusion

4. You want feedback.

“I’d appreciate your feedback _____ the draft proposal.”

- a) at
 - b) for
 - c) on
 - d) about
5. You partially disagree.
- “That’s a valid point, _____ we should also consider the risks.”
- a) and
 - b) however
 - c) therefore
 - d) for example
6. You correct a misunderstanding.
- “I think there may have been _____.”
- a) a delay
 - b) a misunderstanding
 - c) a strategy
 - d) an improvement
7. You want to explain differently.
- “Let me _____ that.”
- a) repeat
 - b) rephrase
 - c) respond
 - d) review
8. You clarify your intention.
- “That’s not exactly what I _____.”
- a) explained
 - b) suggested
 - c) meant
 - d) decided

3.2. Complete the sentences using the most appropriate words.

*audience, resistance points, resonate, expectations, knowledge level,
motivations*

1. Before preparing a message, you should analyse your _____.
2. Effective communicators consider the audience's _____ and attitudes.
3. It is important to identify possible _____ that may prevent agreement.
4. Messages are more likely to _____ when they are tailored to listeners' needs.
5. Understanding the audience's _____ helps shape tone and structure.
6. Good preparation includes analysing their _____ and prior experience.

3.3. Complete the dialogues A and B using appropriate meeting expressions.

A:

Let's get started / The purpose of today's meeting is / From a strategic perspective / I see your point, but / May I add something here? / I'm not entirely convinced that

Chair: Good morning, everyone. _____ (1).

Chair: _____ (2) to review our communication strategy.

Manager A: _____ (3), investing in digital infrastructure is essential.

Manager B: _____ (4) we can afford such high costs right now.

Manager A: I see your point, but the long-term benefits are significant.

Team Member: _____ (5)? We also need to consider internal communication training.

B:

Could you clarify what you mean by... / Just to make sure we're on the same page... / If I understand correctly, you're suggesting that... / Could you elaborate on that point? / I'd appreciate your feedback on... / From my perspective... / That's a valid point, however... / I think there may have been a

misunderstanding. / Let me rephrase that. / That's not exactly what I meant. / Perhaps I didn't explain it clearly.

Manager: 1_____ reducing the marketing budget by 20%?

Director: Yes, that's correct.

Manager: 2_____ this change will affect external stakeholders?

Director: That's a fair concern.

Manager: 3_____ the proposal before we present it to the board.

Director: From a strategic perspective, we need better cost control.

Manager: 4_____, cutting communication costs may damage internal communication.

Director: 5_____; I was referring only to travel expenses.

Manager: Oh, 6_____.

Director: 7_____. I meant reducing non-essential spending.

Manager: 8_____ so we avoid a communication breakdown later.

Director: Absolutely. Clear expectations are essential.

Manager: Thank you. That helps ensure strategic alignment.

3.4. Complete the presentation by matching the professional context expressions (A–E) with sections 1–5.

- A.** The key takeaway
- B.** Let's now consider
- C.** Moving on to
- D.** It's important to note that
- E.** First of all

1. _____, I would like to address the issue of effective communication.
2. _____ the next topic, let's examine digital infrastructure.
3. _____ how nonverbal cues influence negotiations.

4. _____, our goal is to build rapport with external stakeholders.
5. _____ is that clear expectations prevent communication breakdown.

3.5. Complete the dialogue. Use the Present Perfect Simple or Continuous form of the verb in brackets.

Manager: We need an update on the communication strategy.

Analyst: We 1_____ (analyse) employee feedback since last month.

Manager: Good. 2_____ you _____ (identify) the main issues?

Analyst: Yes, we 3_____ (identify) several gaps in internal communication.

Manager: And what about external stakeholders?

Analyst: We 4_____ (work) closely with them to build rapport.

Manager: Excellent. I 5_____ (notice) improvements in team collaboration recently.

Analyst: That's because we 6_____ (train) managers on effective communication techniques.

Manager: 7_____ you _____ (receive) any complaints about the new system?

Analyst: No, we 8_____ (not receive) any negative feedback so far.

Manager: Great. It seems we 9_____ (make) solid progress.

SECTION 4. BUSINESS COMMUNICATION

4.1. Each sentence contains a communication problem (tone, clarity, channel choice, diplomacy). Rewrite it using professional workplace language.

1. This chat discussion is going nowhere.
2. Just read the document again.
3. This email is confusing.
4. We need to fix internal communication fast.

5. That's your responsibility, not mine.
6. The meeting was a waste of time.
7. The tool is bad for collaboration.
8. You misunderstood everything.
9. We don't agree with your idea.
10. Send it now.

4.2. For each situation 1-10:

a) Choose the most appropriate communication channel (email, meeting, phone call or chat).

b) Decide if it is synchronous (S) or asynchronous (A).

c) Write one suitable functional phrase you would use.

1. A serious misunderstanding has occurred between two departments.
2. You need immediate clarification during a live project update.
3. You are sharing detailed quarterly performance data.
4. A client has complained publicly on social media.
5. You need team input on improving internal communication processes.
6. You are confirming final contract terms.
7. You are introducing a new digital collaboration tool to staff.
8. You are sending meeting minutes after a discussion.
9. You need to resolve a conflict affecting strategic alignment.
10. You want feedback on a draft proposal.

4.3. Complete the dialogue with the useful functional workplace language.

Could you clarify...? / Just to make sure we're on the same page... / I see your point, but... / From a strategic perspective... / I'd appreciate your feedback on... / Let's begin by reviewing... / May I add something here? / It would be advisable to... / At this stage, we are unable to...

Manager: 1_____ today's agenda.

Team Lead: 2_____ how this affects external stakeholders?

Manager: Good question. 3_____, improving internal communication is essential.

Analyst: 4_____ the new digital tool before full implementation.

Manager: That's a valid point.

Analyst: 5_____ we should test it for another month.

Manager: 6_____, the launch date remains unchanged.

Team Lead: 7_____ confirm the final deadline?

Manager: Certainly. It's June 30.

Analyst: 8_____ on the draft email before we send it.

SECTION 5. LISTENING SKILLS IN BUSINESS ENGLISH



Benefits Of Effective Communication At The Workplace | The Knowledge Academy

The Knowledge Academy
14,1 тыс. подписчиков

51 | Подписаться | Зберегти | Створити кліп | Завантажити

Listen to “*Benefits of Effective Communication in the Workplace*” by The Knowledge Academy, which examines the key advantages of fostering effective communication in professional settings. In the audio, the speaker

explains how clear communication enhances collaboration, improves employee morale, and increases productivity in the workplace. While listening, focus on the main ideas and examples the speaker presents. Then complete the tasks below.

5.1. Complete the summary of the audio you have previously listened to by inserting appropriate collocations. Use each collocation only once.

organizational success, active listening, work environment, collaboration and teamwork, workplace conflict, employee morale, job satisfaction, client needs, organizational culture, non-verbal signals, appropriate channels, cultural differences, business growth

Effective communication remains a cornerstone of _____ (1), according to a recent video by The Knowledge Academy. Defined as the ability to deliver messages clearly, concisely and in a way that ensures understanding, effective communication also requires _____ (2) and thoughtful responses.

In the workplace, strong communication builds trust and rapport among employees, fostering stronger relationships and a positive _____ (3). It enhances _____ (4) by enabling staff to share ideas, solve problems efficiently and work toward shared objectives. Clear communication also reduces misunderstandings, a common source of _____ (5), and helps prevent disputes from escalating.

Productivity and efficiency increase when employees communicate effectively. Fewer mistakes are made, and issues are resolved more quickly. In turn, _____ (6) and _____ (7) improve, as individuals feel heard and valued.

Practical examples highlight its impact: sales teams better understand _____ (8) and close more deals; software developers deliver products faster with fewer errors; customer service teams resolve issues more efficiently; and management creates a more productive _____ (9).

The video advises professionals to be clear and concise, avoid jargon, practise active listening, respect differing opinions and remain aware of _____ (10). Tailoring communication to the audience, selecting _____ (11) and adapting to _____ (12) are equally important.

Ultimately, effective communication drives performance, strengthens teams and supports long-term _____ (13).

Borrowed and modified from: <https://youtu.be/jPMoB-BdpYc?si=D5HLepNlCSRkMYnA>

5.2. Choose the most appropriate answer a, b, c or d.

1. Effective communication means
 - a) speaking loudly and confidently
 - b) delivering messages clearly and ensuring understanding
 - c) using complex vocabulary
 - d) avoiding feedback
2. Active listening involves
 - a) interrupting to give advice
 - b) preparing your response while the other person speaks
 - c) giving full attention and responding thoughtfully
 - d) ignoring non-verbal signals
3. Effective communication helps to build
 - a) competition between employees
 - b) trust and rapport
 - c) strict hierarchy
 - d) formal authority
4. Misunderstandings in the workplace often lead to
 - a) higher salaries
 - b) better teamwork
 - c) workplace conflict
 - d) faster decision-making

5. When communication improves, productivity increases because employees
 - a) work longer hours
 - b) avoid collaboration
 - c) make fewer mistakes
 - d) focus only on individual goals
6. A sales team benefits from effective communication because they
 - a) reduce marketing costs
 - b) understand customer needs better
 - c) avoid customer interaction
 - d) simplify product design
7. Avoiding jargon is important because
 - a) it sounds unprofessional
 - b) it reduces authority
 - c) not everyone understands technical terms
 - d) it shortens meetings
8. Non-verbal communication includes
 - a) written reports
 - b) body language and tone of voice
 - c) email signatures
 - d) job descriptions
9. Tailoring communication means
 - a) using the same style with everyone
 - b) adapting your message to your audience
 - c) speaking only formally
 - d) avoiding cultural differences
10. Choosing the right communication channel depends on
 - a) personal preference only
 - b) the situation and purpose

- c) company size
- d) office location

5.3. Complete the dialogue using suitable phrases.

clear and concise, active listener, misunderstandings, appropriate channel, respectful, non-verbal communication, clarify, collaboration, productive, cultural differences

Manager: We've had several _____ (1) in the team recently.

Employee: I think we need to improve our _____ (2).

Manager: Agreed. First, let's make sure our messages are _____ (3).

Employee: And we should be an _____ (4) during meetings.

Manager: Exactly. Also, if something is unclear, don't hesitate to _____ (5) the _____ message.

Employee: We should also choose the _____ (6) for each situation.

Manager: Yes. Email is not always the best option.

Employee: Being _____ (7) when we disagree is important as well.

Manager: Don't forget about _____ (8), such as tone of voice.

Employee: True. It strongly affects the team _____ (9).

Manager: If we improve these areas, we'll create a more _____ (10) work environment.

5.4. You are a team leader. Recently, conflicts have increased in your department. Employees complain about unclear instructions, long emails full of technical jargon and misunderstandings during meetings. Productivity has decreased, and morale is low. Match the problems (1–8) with the most appropriate solutions (A–H).

Problems

1. Employees receive unclear instructions.
2. Emails are too long and confusing.

3. Team members interrupt each other in meetings.
4. Technical jargon causes confusion.
5. Employees feel their opinions are ignored.
6. Conflicts escalate quickly.
7. Information is shared through the wrong channel.
8. Cultural differences lead to misunderstandings.

Solutions

- A. Encourage active listening and establish clear meeting rules.
- B. Use clear and concise language with bullet points.
- C. Choose the most appropriate communication channel.
- D. Avoid jargon and explain technical terms.
- E. Promote respectful communication and open discussion.
- F. Adapt communication style to different cultural backgrounds.
- G. Provide structured and specific instructions.
- H. Clarify misunderstandings early and ask follow-up questions.

5.5. Complete the sentences using suitable word/phrase:

clear and concise, active listening, appropriate channel, non-verbal communication, respectful, misunderstandings, collaboration, morale

1. To reduce _____, we will clarify key points at the end of each meeting.
2. All written messages must be _____ and easy to understand.
3. We will practise _____ during discussions.
4. Managers should select the _____ depending on the urgency of the message.
5. Team members must remain _____ even when they disagree.
6. Greater focus on _____ will improve teamwork.
7. Awareness of _____ such as tone of voice will prevent conflict.

8. These improvements will increase productivity and employee _____.

SECTION 6. WRITING

Pre-writing tasks

6.1. Brainstorm the following aspects of communication and note your ideas.

Aspect	Notes
Why communication is important	_____
Common communication problems	_____
Effects of poor communication	_____
Benefits of effective communication	_____
Practical solutions	_____

6.2. Match the terms 1-5 with their definitions A-E.

1. Active listening
2. Non-verbal communication
3. Workplace conflict
4. Collaboration
5. Communication channel

- A. Body language, tone of voice, facial expressions
- B. Disagreement between employees
- C. Paying full attention to the speaker
- D. Method used to send information (email, phone, meeting)
- E. Working together to achieve a goal

6.3. Put the essay structure in the correct order:

- A. Conclusion
- B. Introduction
- C. Solutions
- D. Problems
- E. Importance of communication

Writing task

Study the [Writing Tips](#) section and do the task

6.4. Imagine you have recently been promoted to a managerial position and have noticed several communication issues within your team. You have been asked to prepare a short essay for senior management on the topic “The Importance of Effective Communication in the Workplace.” Write an essay of 180–220 words in which you explain why effective communication is essential in a professional environment. Discuss the main benefits it brings to both employees and the organization. Identify common workplace communication problems and outline their potential consequences. Finally, propose practical solutions to improve communication within the company.

Organise your essay into clear paragraphs, including an introduction and a conclusion. Use formal business language and appropriate linking words to ensure coherence and clarity.

Useful language	
Introduction: In today’s competitive business environment...	Explaining Importance: It contributes to... It enhances...

Effective communication plays a crucial role in...	It enables employees to...
Describing Problems: One common issue is... This often leads to... As a result...	Suggesting Solutions: To address this issue... Organizations should... It is essential to...
Conclusion: In conclusion... Overall... Ultimately...	

UNIT 4

SECTION 1. STARTING POINT

Simon Sinek



To inspire people to do the things that inspire them.

New videos every Wednesday + Friday



Simon Sinek •

@SimonSinek · 2,66 млн підписників · 1,1 тис. відео

Simon Sinek is an unshakable optimist. He believes in a bright future and our ability to ...більше

simonsinek.com і ще 4 посилання



Ви підписалися ▾

1.1. Watch Simon Sinek, British-American author and leadership expert, discussing strategies for navigating and embracing change. Then record a 2–3-minute video in which you respond to the following questions:

- 1. Simon Sinek says that we are all “works in progress.” What do you think he means by this? Do you agree that we always need to keep improving?*
- 2. Why do you think people are more afraid of sudden change than small, gradual change? Have you ever experienced this yourself?*
- 3. The speaker explains the idea of innovators and early adopters. Why do you think some people are more open to trying new things than others?*
- 4. In your opinion, what is the best way for a leader to introduce change in a company so that people support it instead of resisting it?*

How to Record a Video Response and Submit the Link in a Google Form

Your response should be well-organised (introduction (20-30 sec.); main body (1.5-2 min.); conclusion (20-30 sec.)) and include examples where possible.

***Insert the link to your video response in the space below.**

Useful phrases	
Introducing ideas: In the video, Sinek argues that... One of the key points mentioned is... According to the speaker...	Giving examples: For example... A clear illustration of this is... This is particularly relevant in...
Explaining / Developing ideas: This means that... In other words... As a result... This can be seen when...	Expressing opinion: From my perspective... I strongly believe that... It seems to me that...
Concluding: To sum up... Overall... In conclusion...	

Use the following structure to organise your video response:

1. **Introduction:** You should briefly introduce the topic and mention why first impressions are important in business.
2. **Main Body:** You should respond to the questions in a logical sequence and use linking words, transitions to connect ideas. Include personal experiences or real-life observations.
3. **Conclusion:** You should summarise your key points and state your overall opinion or lesson learned.

SECTION 2. WORKING WITH WORDS

2.1. Read the following article. Which paragraph (1-7) is about ...?

a the financial crisis and restructuring of the company

- b collaboration with customers and innovation
- c leadership changes and operational improvements
- d long-term results and market success
- e the main lesson companies can learn from this case

Reinventing a Legacy: How LEGO Turned Crisis into Growth



Borrowed from: <https://static.theceomagazine.net/wp-content/uploads/2022/06/14162649/lego-rebrand-768x512.jpg>

Corporate change is often associated with crisis, but in some cases it becomes a model of strategic renewal. One of the most widely discussed examples is LEGO, the Danish toy manufacturer that transformed itself from near

bankruptcy into one of the world's most valuable brands.

In the early 2000s, LEGO faced serious financial difficulties. The company had expanded too quickly into theme parks, clothing and video games, losing strategic focus.

According to *Harvard Business Review*, LEGO was “on the brink of bankruptcy” in 2004 before implementing a major restructuring plan (Robertson & Breen, 2007, HBR). The leadership team decided to simplify operations, reduce product complexity and return to the core brick-based system that had built the brand.

Jørgen Vig Knudstorp, who became CEO in 2004, introduced disciplined cost control and a clearer product strategy. As reported by *The Financial Times*, LEGO reduced the number of unique components in its sets and improved supply chain efficiency, which significantly lowered production costs (Milne, 2014, FT). Instead of pursuing uncontrolled diversification, the company focused on innovation within its core identity.

Another important element of LEGO’s transformation was collaboration with customers. The company invested in user communities and co-creation platforms, allowing fans to

contribute ideas for new sets. *The Economist* noted that this open innovation strategy strengthened customer loyalty and enhanced product relevance in a competitive market (*The Economist*, 2014). By listening to consumers rather than dictating trends, LEGO rebuilt trust and brand enthusiasm.

Financial results confirmed the effectiveness of these changes. Within a decade, LEGO became the world’s largest toy manufacturer by revenue, overtaking long-established competitors. Journalistic analysis frequently highlights that LEGO’s recovery was not based on radical reinvention of its product, but on disciplined management and strategic clarity.

The case demonstrates that change in a company does not always mean abandoning tradition. Instead, it may involve rediscovering core strengths while modernising operations. For professionals communicating such transformation, Business English plays a key role. Expressions such as “*The*

restructuring restored operational efficiency” or “The company refocused on its core value proposition” help explain strategic decisions clearly and professionally.

Ultimately, LEGO’s experience illustrates that effective corporate

change requires leadership, financial discipline and alignment between innovation and identity. Companies that balance creativity with strategic focus are better positioned to achieve sustainable growth.

Borrowed and modified from: <https://www.theceomagazine.com/business/company-profile/rebuilding-lego/> <https://www.theguardian.com/lifeandstyle/2017/jun/04/how-lego-clicked-the-super-brand-that-reinvented-itself> <https://www.aiu.edu/innovative/from-the-brink-of-bankruptcy-how-lego-rebuilt-its-future-brick-by-brick/>

2.2. Answer questions 1–4. Support each answer with at least one idea from the text.

1. Why was returning to the “core brick-based system” a strategic decision rather than a step backwards?
2. What role did leadership play in LEGO’s transformation?
3. How did customer collaboration strengthen the company’s competitive position?
4. What lessons can other companies learn from LEGO’s experience?

2.3. Choose the most appropriate word to make up a collocation from the text.

1. strategic _____
 - a) renewal
 - b) build
 - c) difficulty
2. financial _____
 - a) enthusiasm

- b) difficulties
- c) identity
- 3. restructuring _____
 - a) system
 - b) plan
 - c) community
- 4. supply chain _____
 - a) relevance
 - b) efficiency
 - c) clarity
- 5. production _____
 - a) costs
 - b) growth
 - c) focus
- 6. open _____ strategy
 - a) management
 - b) innovation
 - c) loyalty
- 7. customer _____
 - a) loyalty
 - b) control
 - c) structure
- 8. strategic _____
 - a) clarity
 - b) component
 - c) reduction
- 9. operational _____
 - a) identity
 - b) efficiency

c) brick

10. sustainable _____

a) value

b) growth

c) cost

11. core _____

a) identity

b) enthusiasm

c) platform

12. product _____

a) complexity

b) loyalty

c) bankruptcy

13. cost _____

a) relevance

b) control

c) community

14. brand _____

a) bankruptcy

b) efficiency

c) enthusiasm

15. strategic _____

a) focus

b) community

c) component

2.4. Read the statements and decide whether they are:

T – true (the information is clearly stated in the text)

F – false (the text says the opposite)

NG – not given (the information is not mentioned)

1. LEGO's financial problems were mainly caused by a decline in product quality.
2. The company expanded into too many business areas before the crisis.
3. Jørgen Vig Knudstorp became CEO before LEGO experienced financial difficulties.
4. LEGO reduced the number of unique components in its sets.
5. LEGO's recovery depended primarily on launching completely new types of toys.

SECTION 3. LANGUAGE AT WORK

Please study the [Language Tips](#) section and complete the tasks

3.1. Complete the sentences using the appropriate future forms of the verbs in brackets (will / going to / present continuous / future continuous / future perfect).

1. We _____ (implement) a new performance review system next quarter.
2. The company _____ (restructure) two departments in June.
3. By the end of the year, we _____ (complete) the digital transformation.
4. We _____ (expand) into new markets this time next year.
5. Management believes this change _____ (increase) productivity.
6. The board _____ (announce) the new strategy tomorrow.
7. We _____ gradually _____ (phase out) paper documentation.
8. Our team _____ (meet) with consultants next week.
9. By 2027, the company _____ (have, reduce) operational costs by 20%.
10. We _____ (transition) to a hybrid work model starting in May.

11. The organization _____ (focus) more on sustainability in the coming years.
12. During the next quarter, we _____ (be, train) staff on new systems.
13. The CEO says the company _____ (invest) in AI solutions.
14. We _____ (launch) the updated brand identity next month.
15. Over the next five years, the business _____ (evolve) significantly.

3.2. Choose an appropriate probability expression (will probably, may, might, could, is likely to, is unlikely to) to complete each sentence.

1. Half of the change initiatives _____ fail.
2. Without proper planning, employees _____ resist the initiative.
3. The new reward system _____ help embed change.
4. Some obstacles _____ arise during implementation.
5. If KPIs are clear, the project _____ succeed.
6. Poor communication _____ cause friction.
7. The change process _____ take longer than expected.
8. Employees _____ accept change if they understand the vision.
9. Backsliding into old practices _____ happen without monitoring.
10. A post-mortem analysis _____ reveal important lessons.

3.3. Rewrite the sentences using a probability expression.

1. It is possible that employees will resist change.
2. It is certain that the organization will review progress.
3. It is unlikely that the change will succeed without planning.
4. It is possible that obstacles will appear.
5. It is very probable that leaders will need flexibility.
6. It is possible that the project will require adjustments.
7. It is unlikely that friction will disappear immediately.
8. It is certain that managers will monitor *KPIs.

9. It is probable that change will affect company culture.
10. It is possible that the initiative will take longer than expected.

* **KPIs** stands for **Key Performance Indicators** - **measurable values** that show whether a company, team, or project is achieving its goals.

3.4. Complete the 3 conversations using the correct future forms of the verbs in brackets.

Conversation 1: Planning a change initiative

Manager: Next quarter, we 1_____ (introduce) a new performance management _____ system.

HR Director: By the end of this month, we 2_____ (prepare) the training materials.

Manager: During the rollout, team leaders 3_____ (support) their departments.

HR Director: Some employees 4 _____ (have) concerns at first.

Manager: That's expected. We 5_____ (address) them in the Q&A session.

HR Director: By the time implementation starts, everyone 6_____ (receive) the guidelines.

Conversation 2: Discussing risks and probability

Project Lead: Do you think the new strategy 1_____ (improve) productivity?

Operations Manager: It 2_____ probably _____ (increase) efficiency, but we must monitor results.

Project Lead: Some resistance 3_____ (appear).

Operations Manager: Yes, but employees 4_____ likely _____ (adapt) quickly.

Project Lead: If we communicate clearly, they 5_____ (understand) the

benefits.

Operations Manager: In the long term, the changes 6_____ (strengthen) our position in the market.

Conversation 3: Reporting on future progress

CEO: Where do you see the company in two years?

Strategy Director: By then, we 1_____ (expand) into three new markets.

CEO: And what 2_____ we _____ (focus) on next year?

Strategy Director: At this time next year, we 3_____ (develop) digital infrastructure.

CEO: Do you think competitors 4_____ (react)?

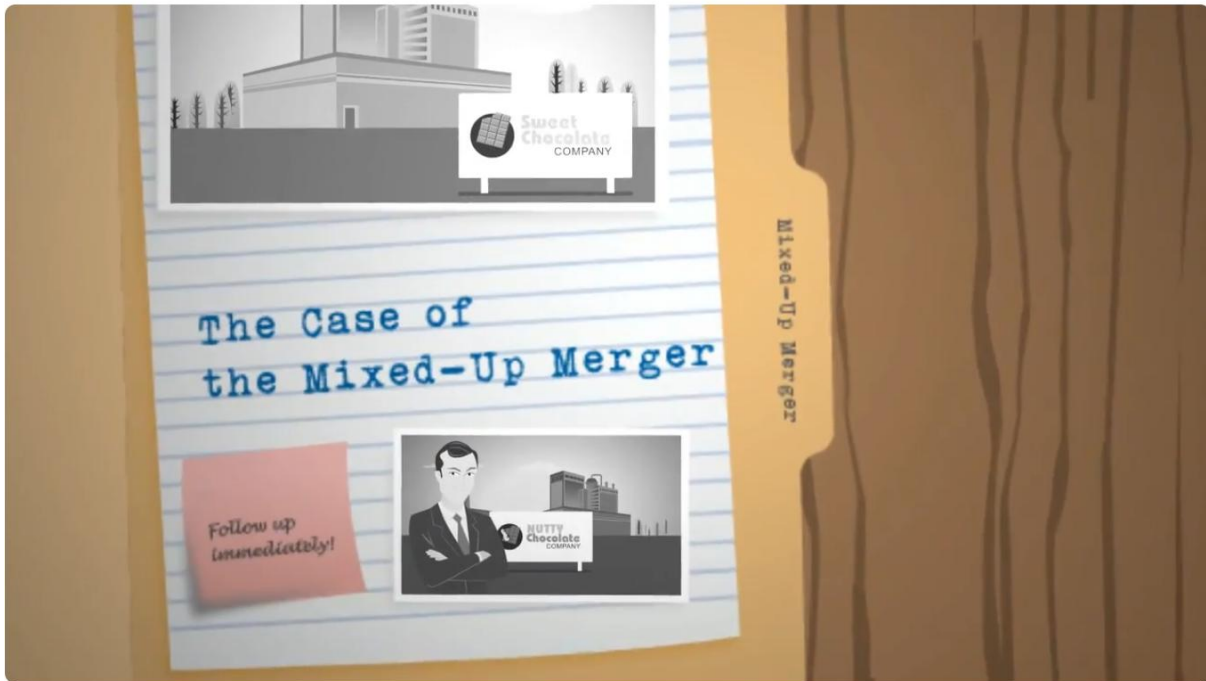
Strategy Director: They 5_____ might _____ (respond) aggressively.

CEO: By 2027, we 6_____ (establish) a stronger global presence.

SECTION 4. BUSINESS COMMUNICATION

YouTube UA

Пошук



The Case of the Mixed-Up Merger

Follow up immediately!

Sweet Chocolate Company

BUTTY Chocolate Company

Mixed-Up Merger

Change management for HR & Executives: The Case of the Mixed-Up Merger

Nakisa 1,29 тис. підписників

Підписатися

264

Поділитися

Зберегти

Створити кліп

Завантажити

Watch the video “Change Management for HR & Executives: The Case of the Mixed-Up Merger.” It shows how digital organizational modelling supports better planning, minimizes disruption, and improves decision-making during change. Pay attention to how David Planner, Director of Mergers & Acquisitions, successfully manages the merger of Sweet Chocolate Company and Peanuttty Butter Inc. Then complete the tasks below.

4.1. You are given 15 phrases related to organizational change and business transformation. Read each phrase (1–15) and match it with the correct definition (A–O). Each definition can be used only once.

Please study the [useful vocabulary](#).

1. implement change
2. roll out a new strategy
3. restructure the company
4. streamline operations
5. drive transformation
6. manage resistance
7. adapt to market shifts
8. undergo digital transformation
9. align with company goals
10. phase out outdated systems
11. long-term growth strategy
12. transition to a hybrid model
13. anticipate future challenges
14. enhance operational efficiency
15. respond to stakeholder expectations

- A. Make processes more effective
- B. Replace old systems gradually
- C. Introduce a new plan across the company
- D. Prepare for possible future problems
- E. Improve productivity
- F. Change internal company structure
- G. React to changes in customer demand
- H. Lead significant change
- I. Move from one system to another
- J. Put change into action
- K. Fit with overall objectives
- L. Strategic plan for future expansion
- M. Deal with opposition
- N. Meet expectations of investors or partners
- O. Move to digital systems

4.2. Imagine you are the Change Manager at Nutty Chocolate following the merger of Sweet Chocolate Company and Peanuttty Butter Inc. You need to present the workforce transformation plan to senior management or employees. Prepare a short presentation in Google Presentation Apps (8-10 slides, 6–8 sentences per speaking script) explaining how the company plans to restructure and integrate the two organisations.

In your presentation, explain that the company is planning to redesign the organizational structure, eliminate duplicated roles, reassign key talent, balance department staffing levels, and implement digital workforce modelling tools to improve decision-making.

Make sure your presentation includes: the main reasons for these changes (why the company needs them); the expected benefits for the company and employees; possible risks or challenges that may arise; a clear timeline for implementing the

changes; and a communication strategy explaining how employees will be informed and supported during the process.

4.3. Read the situation and rewrite each of the 15 statements in a way that would be appropriate in a formal business communication context.

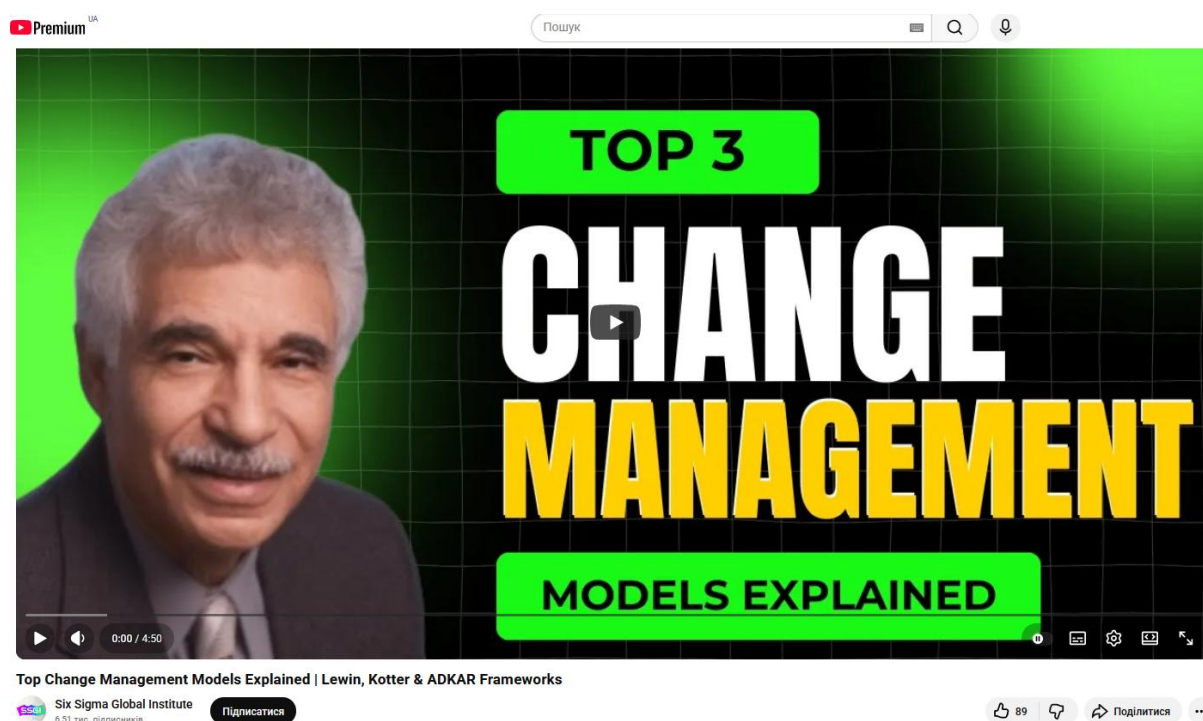
After the merger between Sweet Chocolate Company and Peanuttty Butter Inc, the new organization (Nuttty Chocolate) is restructuring its workforce. Some roles are being reassigned, departments are being reorganized, and new digital workforce planning tools are being introduced. Employees are concerned about job security, role clarity, and increased monitoring. Your task is to reformulate the statements below so they sound more professional, constructive, and supportive.

1. We are changing the system.
2. You must attend training.
3. The old system doesn't work anymore.
4. This will improve everything.
5. There may be problems.
6. We expect full cooperation.
7. Deadlines are strict.
8. Some roles will change.
9. Managers will monitor performance more closely.
10. We need better results.
11. The transition might be difficult.
12. You should adapt quickly.
13. The board made this decision.
14. This is necessary for survival.
15. We will evaluate everyone again.

4.4. Prepare a 2-3-minute video response based on the merger case of Sweet Chocolate Company and Peanuttty Butter Inc (Nuttty Chocolate).

Describe the type of change taking place (organizational merger and workforce restructuring) and explain how the process is being implemented. Identify the key stakeholders involved and discuss the main risks outlined in the case, such as duplicated roles, talent loss, misalignment, and staffing imbalance. Explain how these challenges could be avoided and how the change should be communicated internally and externally to ensure a successful merger. Use professional business vocabulary and refer to the case details.

SECTION 5. LISTENING SKILLS IN BUSINESS ENGLISH



Listen to an excerpt from “*Top Change Management Models: Lewin, Kotter & ADKAR.*” The speaker explains three influential frameworks used in organizational change management: Lewin’s Change Model, Kotter’s 8-Step Process, and the ADKAR Framework. As you listen, identify the main

principles of each model and consider how they help organizations manage change effectively. Then complete the tasks below.

5.1. Choose the most appropriate answer (a, b, or c) to check your comprehension of the key points.

1. According to the speaker, the real issue is not that change happens, but
 - a) how to prevent it
 - b) how to manage it
 - c) how to delay it
2. Kurt Lewin's model includes how many stages?
 - a) Two
 - b) Three
 - c) Eight
3. "Unfreezing" means
 - a) implementing new processes
 - b) celebrating success
 - c) recognizing the need for change
4. "Refreezing" refers to
 - a) challenging the status quo
 - b) making changes permanent
 - c) building urgency
5. Kotter's model begins with
 - a) creating urgency
 - b) empowering employees
 - c) consolidating gains
6. "Create short-term wins" means
 - a) focus only on long-term goals
 - b) celebrate small successes
 - c) reduce costs immediately

7. The ADKAR model focuses mainly on
 - a) large organizations
 - b) financial performance
 - c) individual employees
8. In ADKAR, “Ability” refers to
 - a) understanding the need for change
 - b) having the skills required for change
 - c) rewarding employees
9. According to the speaker, which concept is most important across projects?
 - a) Vision
 - b) Urgency
 - c) Reinforcement
10. Why is urgency important?
 - a) Because employees usually support change immediately
 - b) Because change is rarely resisted
 - c) Because resistance can reduce motivation

5.2. Match the change model (A–C) with the statements (1–12).

A. Lewin’s Model

B. Kotter’s 8-Step Model

C. ADKAR Model

1. Focuses on three main phases.
2. Emphasizes creating urgency at the start.
3. Is useful for large-scale transformation.
4. Includes awareness and desire.
5. Is simple and easy to communicate.
6. Provides a detailed road map.
7. Focuses on individual change.

8. Includes reinforcement.
9. Highlights unfreezing and refreezing.
10. Encourages forming a coalition.
11. Emphasizes embedding change into culture.
12. Helps ensure each person is supported.

5.3. Complete the sentences using words from the audio script.

1. Change is _____ in professional life.
2. Lewin's first stage is called _____.
3. Kotter's model includes eight structured _____.
4. Creating a _____ helps direct the change effort.
5. Employees must feel a sense of _____ to support change.
6. ADKAR stands for Awareness, Desire, Knowledge, Ability, and _____.
7. The ADKAR model is ideal for managing change at the _____ level.
8. Short-term _____ help build momentum.
9. Change should be anchored in the company's _____.
10. Without urgency, many initiatives may not be sufficiently _____.
11. Change can be resisted unless people understand its _____.
12. Reinforcement ensures the change _____.

SECTION 6. WRITING

Pre-writing task

Before writing your 200–250-word formal proposal, complete the tasks below to organise your ideas and structure your argument clearly.

6.1. Define the situation: answer the questions in note form:

1. What type of organisational change is your company planning? (digital transformation, restructuring, hybrid model, automation, expansion, etc.)

2. What is the current situation in the company?
3. What problems exist?
4. What is not working effectively?
5. Who will be affected by this change?

6.2. Analyse the rationale for change: complete the sentences with your own ideas:

The main reason for this change is _____.

Market trends show that _____.

If the company does not adapt, it may _____.

Competitors are currently _____.

6.3. Rewrite the informal phrases into formal proposal language:

“We really need to change this.”

“This will help a lot.”

“There might be some problems.”

“I think this is the best option.”

6.4. Write one strong sentence for each section of your proposal:

Introduction: _____

Rationale: _____

Proposed change: _____

Benefits: _____

Risks and Solutions: _____

Conclusion: _____

Writing task

Study the [Writing tips](#) section

6.5. Your company is planning a major organisational change (digital transformation, restructuring, hybrid work model, automation, expansion, etc.). You are required to prepare a formal change proposal (200–250 words) for senior management.

Structure guidelines:

1. introduction (state the purpose of the proposal and describe the current situation.)
2. rationale for change (explain why change is necessary (market trends, competition, financial pressures, technology).
3. proposed change (describe what will be implemented, the timeline, and key departments involved.)
4. expected benefits (explain how the change will improve efficiency, reduce costs, enhance competitiveness, or increase employee engagement.)
5. risks and mitigation (identify potential risks and suggest solutions.)
6. conclusion (highlight long-term strategic value and provide a clear recommendation.)

Useful phrase bank for a formal change proposal

<i>Introduction (purpose and current situation):</i> <i>The purpose of this proposal is to outline...</i> <i>This proposal aims to present a strategic plan for...</i> <i>In response to recent developments in...</i> <i>The company is currently facing challenges related to...</i> <i>Due to increasing market pressure, it has become necessary to...</i>	<i>Rationale for change:</i> <i>There are several key reasons for this proposed change.</i> <i>Market trends indicate that...</i> <i>In order to remain competitive, the company must...</i> <i>Failure to adapt may result in...</i> <i>Technological advancements require us to...</i> <i>Increased competition has led to...</i> <i>From a financial perspective, it is essential</i>
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At present, our organisation is experiencing... This document sets out the rationale and implementation plan for...	to... This change aligns with our long-term strategic objectives.
Proposed change: It is proposed that the company implement... The initiative will involve... The transformation will be carried out in phases. The first phase will focus on... Implementation is expected to begin in... Key departments involved include... A cross-functional team will oversee... The transition period is estimated to last...	Expected benefits: The proposed change is expected to result in... This initiative will improve operational efficiency by... The company is likely to benefit from... Cost savings are projected through... This strategy will enhance competitiveness by... Employee engagement is expected to increase as a result of... In the long term, the company will strengthen its market position.
Risks and mitigation: Potential risks include... One possible challenge may be... Resistance to change may arise due to... To mitigate these risks, the company will... Appropriate training and support will be provided. A risk management strategy will be implemented.	Conclusion and recommendation: In conclusion, this proposal presents a strategic opportunity to... It is strongly recommended that senior management approve... The long-term benefits outweigh the potential risks. This initiative will position the company for sustainable growth. For the reasons outlined above, it is

<i>Continuous monitoring will ensure that...</i> <i>Any disruption will be minimized through...</i>	<i>recommended that...</i> <i>Prompt approval will enable timely implementation.</i>
<i>Linking words/ phrases for formal writing:</i> <i>Furthermore,</i> <i>In addition,</i> <i>Moreover,</i> <i>Consequently,</i> <i>As a result,</i> <i>From a strategic perspective,</i> <i>In the short term,</i> <i>In the long term,</i> <i>It is worth noting that...</i> <i>It should be emphasized that...</i>	

UNIT 5

SECTION 1. STARTING POINT



Borrowed from: <https://www.educba.com/customer-data/>

1. Read each question carefully and think about how companies use customer data in real business situations. Consider examples from companies you know, online services you use, or cases you have heard about in the news.

Then, record a 2–3-minute video responding to the questions below. Share your opinion and support it with examples if possible.

In your opinion, why is it important for companies to collect information about their customers?

- 1. How can customer data help a company improve its products or services? Can you give an example?*
- 2. Do you think companies sometimes collect too much information about their customers? Why or why not?*
- 3. How can businesses use customer data ethically and responsibly?*
- 4. As a customer, how comfortable are you with companies collecting information about your preferences, purchases, or online behavior?*

Explain your answer.

How to Record a Video Response and Submit the Link in a Google Form

***Insert the link to your video response in the space below.**

Use functional language for expressing opinions:

<i>Expressing Opinions</i>	<i>I believe that...</i> <i>In my opinion... / From my point of view...</i> <i>I'd say that...</i> <i>As far as I'm concerned...</i> <i>The way I see it, ...</i> <i>Personally, I think...</i>
<i>Agreeing</i>	<i>I completely agree. / I couldn't agree more.</i> <i>That's a good point.</i> <i>I feel the same way.</i> <i>Exactly — that's true in many companies.</i> <i>You're absolutely right about that.</i>
<i>Partly Agreeing / Softening</i>	<i>I agree to some extent, but...</i> <i>That's true, although...</i> <i>You may be right, however...</i> <i>I see your point, but I'd also add that...</i> <i>It depends on the situation.</i>
<i>Disagreeing (politely)</i>	<i>I'm not sure I agree with that.</i> <i>I see it differently.</i> <i>Actually, I tend to think the opposite.</i> <i>I'm afraid I can't completely agree.</i> <i>That's one way to see it, but...</i>

<i>Giving Reasons or Examples</i>	<i>For example,...</i> <i>Take (company name) as an example — they...</i> <i>This often happens when...</i> <i>It's mainly because...</i> <i>One reason is that...</i>
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SECTION 2. WORKING WITH WORDS

2.1. Read the text. Which paragraph (1–11) is about...? Write the paragraph number next to each statement.

- A.** How CRM systems help consolidate data and track customer interactions.
- B.** Using customer data to make better business decisions.
- C.** Predicting what customers will need next to stay ahead of competitors.
- D.** Why personalizing experiences helps businesses stand out.
- E.** Types of customer data: demographic, psychographic, behavioral.
- F.** Improving marketing strategies by segmenting audiences.
- G.** Maintaining communication with customers through emails and phone numbers.
- H.** How satisfied customers lead to repeat business and loyalty.
- I.** Methods companies use to collect customer data effectively.
- J.** Collecting direct feedback through surveys and reviews.
- K.** Why collecting customer data can give a business a competitive edge.

Customer Data Collection: Everything You Need to Know



Borrowed from: <https://www.validity.com/blog/customer-data-collection/>

1 In an ever-growing, interconnected online marketplace, getting an edge over your competition is critical. Your operation needs to do more than meet customer needs — you need to predict what customers will need next. Businesses that can understand and anticipate customers' needs use data collection to achieve their goals. Gathering and analyzing customer data gives your company valuable insights that can boost your customer experience and marketing strategies.

2 The importance of customer data collection

Collecting customer data is a key part of modern business strategy. With so many websites and companies fighting for consumer attention, businesses need to find ways to stand out. Personalizing experiences with customer data lets you create customer-centric approaches. Here are some of the reasons why customer data collection is important to your operation:

3 Enhances customer experiences: Satisfied customers are crucial for a thriving business. Collecting consumer data means tracking preferences, feedback, and

behaviors. A personalized approach makes customers feel seen and appreciated. This connection can build brand loyalty and repeat business, growing your consumer base.

4 Drives informed decision-making: Using customer data in your decision-making process can make your efforts more precise. Customer data gives you the insights needed to make better choices.

5 Boosts marketing efficiency: Effective marketing means reaching the right people at the right time. Marketing data collection lets you segment your audience, creating more targeted, successful marketing strategies.

6 How do companies collect customer data

While there's a lot of customer data available to businesses, you need the right data collection methods to capture the most valuable bits.

7 What data to collect from customers

Demographic: Demographic data includes customer age, gender,

income, job, and education. You can use this information to create customer segments and tailor marketing campaigns.

Psychographics:

Psychographic data is more about what's happening inside customers' minds. What are their interests, motivations, and lifestyles? What are their attitudes, hobbies, values, and unique choices?

Behavioral: Behavioral data comes from how customers interact with your brand. Website activity, purchase history, social media interactions, and email engagement show you patterns in customer behavior. Knowing what keeps people engaged with your business lets you make more effective marketing and brand decisions.

8 Feedback: Your business can collect direct feedback from customer support, reviews, and surveys. You can find out what customers like and dislike about your products or services and adjust as needed.

9 Contact information: Email addresses and phone numbers let you maintain communication with your customers. Personalized updates, offers, and follow-ups create stronger bonds with these contacts, encouraging them to remain attracted to your brand.

10 Data collection methods

There's unlimited customer data out there.

Surveys: As previously mentioned, surveys and customer feedback give you direct insight into your consumers. They let customers give you their preferences, thoughts, and experiences as they see them. With quality surveys, you can ask customers exactly what you need to know. Your business can also get insight into areas of improvement and satisfaction.

Website analytics: Websites can track certain customer behaviors. Online tools will follow and store user behavior, showing you how visitors interact with your site. You'll see page views, time spent on each page, and navigation paths. Website

analytics help identify the content that resonates most with your audience and what improvements the site might need.

Social media platforms are another excellent information source for businesses. People are more open on social media, letting you see their preferences and behaviors. Monitoring comments, interactions, and mentions allows businesses to spot trends and opinions. You'll get a better understanding of your audience's needs and interests.

Transactional data can also tell a story. Look at purchase history, transaction frequency, and payment methods. This information tells you more about customer behavior. Use this data to understand buying habits and predict future purposes. This method also helps you identify high-value customers who might get the most out of personalized offers and loyalty programs.

Customer support: Monitoring customer support interactions can give you real-time insights into common issues, complaints, and

areas for improvement. Use chat, call, or email records to spot recurring problems and enhance the customer experience.

Customer relationship management (CRM) systems are invaluable tools for collecting and organizing customer data. These systems consolidate information from different sources, giving you a comprehensive profile for each customer. CRM systems track service requests, interactions, and

sales, letting your business maximize customer management. CRM systems allow you to enjoy up-to-date, accurate data in a convenient location whenever you need it.

11 Benefits of customer data collection

Collecting customer data can be a game-changer for your business. Whether you want to retain more customers or reach a specific audience, customer data can give you the insights you need.

Borrowed and modified from: <https://www.validity.com/blog/customer-data-collection/>

2.2. Complete the sentences with the correct forms of the words in brackets.

1. CRM systems allow _____ access to customer profiles. (convenient)
2. Personalization increases customer _____. (satisfy)
3. Data collection supports more _____ marketing strategies. (target)
4. Analytics provide _____ insights. (action)
5. Loyal customers show long-term _____. (commit)
6. Businesses must act in a _____ manner. (strategy)
7. Data must be _____ stored and updated. (accurate)
8. Surveys reveal customer _____. (prefer)
9. CRM systems help _____ customer management. (effective)
10. Insights lead to _____ growth. (sustain)

2.3. Replace the neutral word with a more formal/business one.

1. find out _____
2. keep customers _____
3. watch behaviour _____
4. make better choices _____
5. group customers _____
6. make bigger sales _____
7. know preferences _____
8. improve marketing _____
9. bring data together _____
10. stand out _____

2.4. Paraphrase using ONE word from the text.

1. Keep customers over time _____
2. Divide customers into groups _____
3. Deep understanding from data _____
4. Adapt content to individuals _____
5. Watch customer behaviour _____
6. Combine information _____
7. Predict future needs _____
8. Improve customer satisfaction _____
9. Strengthen commitment to a brand _____
10. Make marketing more precise _____

2.5. Replace the underlined phrase with ONE word from the text.

1. Businesses try to predict future needs.
2. CRM systems store information in one place.
3. Companies aim to keep customers long-term.
4. Marketing messages are designed for specific groups.

5. Data helps companies make better choices.
6. Social media allows businesses to observe opinions.
7. Surveys provide direct customer information.
8. Companies want customers to feel valued.
9. Transactional data shows buying behaviour.
10. Customer data helps brands stand out.

SECTION 3. LANGUAGE AT WORK

3.1. Choose the correct reported speech form for each sentence. Watch the video to revise the use of [Reported Speech](#).

Choose the correct reported speech form for each sentence.

1. The manager said, “Customer data helps improve marketing strategies.”

- A) The manager said that customer data helped improve marketing strategies.
- B) The manager said that customer data helps improve marketing strategies.
- C) The manager said that customer data will help improve marketing strategies.
- D) The manager said that customer data helping to improve marketing strategies.

2. The analyst said, “We collected data from 500 customers last month.”

- A) The analyst said that they collect data from 500 customers last month.
- B) The analyst said that they had collected data from 500 customers last month.
- C) The analyst said that they will collect data from 500 customers last month.
- D) The analyst said that they are collecting data from 500 customers last month.

3. The marketing director said, “Personalized emails increase customer engagement.”

- A) The marketing director said that personalized emails increased customer engagement.
- B) The marketing director said that personalized emails increased customer engagement.

C) The marketing director said that personalized emails increase customer engagement.

D) The marketing director said that personalized emails will increase customer engagement.

4. The team leader said, “We must segment customers by behavior.”

A) The team leader said that they had to segment customers by behavior.

B) The team leader said that they must segment customers by behavior.

C) The team leader said that they will segment customers by behavior.

D) The team leader said that they are segment customers by behavior.

5. The survey coordinator said, “The majority of respondents prefer targeted offers.”

A) The survey coordinator said that the majority of respondents preferred targeted offers.

B) The survey coordinator said that the majority of respondents prefer targeted offers.

C) The survey coordinator said that the majority of respondents will prefer targeted offers.

D) The survey coordinator said that the majority of respondents preferring targeted offers.

6. The CEO said, “Data privacy is our top priority.”

A) The CEO said that data privacy is their top priority.

B) The CEO said that data privacy was their top priority.

C) The CEO said that data privacy will be their top priority.

D) The CEO said that data privacy being their top priority.

7. The researcher said, “Behavioral data reveals patterns in customer purchases.”

A) The researcher said that behavioral data revealed patterns in customer purchases.

B) The researcher said that behavioral data reveals patterns in customer purchases.

C) The researcher said that behavioral data will reveal patterns in customer purchases.

D) The researcher said that behavioral data revealing patterns in customer purchases.

8. The analyst said, “We are analyzing social media data this week.”

A) The analyst said that they were analyzing social media data that week.

B) The analyst said that they are analyzing social media data this week.

C) The analyst said that they will analyze social media data this week.

D) The analyst said that they analyzed social media data this week.

9. The marketing manager said, “Our new CRM system stores all customer interactions.”

A) The marketing manager said that their new CRM system stored all customer interactions.

B) The marketing manager said that their new CRM system stores all customer interactions.

C) The marketing manager said that their new CRM system will store all customer interactions.

D) The marketing manager said that their new CRM system storing all customer interactions.

10. The team said, “Customer satisfaction has improved since last year.”

A) The team said that customer satisfaction had improved since last year.

B) The team said that customer satisfaction has improved since last year.

C) The team said that customer satisfaction will improve since last year.

D) The team said that customer satisfaction improves since last year.

3.2. Choose the correct reporting verb.

1. The analyst _____ that personalized marketing increases customer engagement.
A) told
B) reported
C) suggested
D) asked
2. The marketing director _____ the team to segment customers by behavior.
A) said
B) recommended
C) claimed
D) explained
3. The CEO _____ that data privacy is the company's top priority.
A) warned
B) claimed
C) advised
D) suggested
4. The researcher _____ that behavioral data reveals patterns in purchases.
A) explained
B) asked
C) told
D) announced
5. The survey coordinator _____ the participants to complete the questionnaire online.
A) advised
B) claimed
C) said
D) reported

6. The manager _____ the team that the new CRM system stores all customer interactions.
- A) told
 - B) reported
 - C) suggested
 - D) asked
7. The marketing manager _____ that targeted emails boost conversion rates.
- A) claimed
 - B) advised
 - C) warned
 - D) told
8. The analyst _____ that customer satisfaction improved last quarter.
- A) reported
 - B) told
 - C) recommended
 - D) warned
9. The team leader _____ the staff to focus on high-value customers.
- A) explained
 - B) suggested
 - C) claimed
 - D) told
10. The researcher _____ that insights from social media data were valuable for marketing decisions.
- A) announced
 - B) told
 - C) advised
 - D) suggested

3.3. Choose the most appropriate reporting verb in the context of business communication.

1. The CEO _____ the board that the company will launch a new loyalty program.
A) told
B) announced
C) warned
D) claimed
2. The analyst _____ that the survey results showed increased engagement.
A) explained
B) reported
C) suggested
D) advised
3. The manager _____ the team to analyze customer feedback immediately.
A) advised
B) claimed
C) announced
D) reported
4. The marketing director _____ that personalized emails lead to higher conversion rates.
A) claimed
B) advised
C) announced
D) warned
5. The survey coordinator _____ the respondents to provide honest feedback.
A) advised
B) claimed

- C) reported
 - D) explained
6. The researcher _____ that the CRM data revealed new purchase patterns.
- A) reported
 - B) claimed
 - C) advised
 - D) suggested
7. The manager _____ the staff to focus on retention strategies for high-value customers.
- A) recommended
 - B) claimed
 - C) reported
 - D) announced
8. The marketing manager _____ that the new campaign was successful.
- A) announced
 - B) advised
 - C) reported
 - D) suggested
9. The analyst _____ that predictive analytics can forecast customer trends.
- A) claimed
 - B) advised
 - C) explained
 - D) announced
10. The CEO _____ the team to maintain transparency when collecting customer data.
- A) advised
 - B) claimed
 - C) announced

D) reported

3.4. Choose the correct reported speech.

Text: A market analyst asked: “Do customers respond positively to personalized campaigns? Have we collected all the survey data? Is data privacy guaranteed in our CRM?”

1. The analyst asked if customers ... positively to personalized campaigns.
 - A) responded
 - B) respond
 - C) will respond
 - D) responding
2. The analyst asked if all the survey data ... collected.
 - A) have been
 - B) had been
 - C) will be
 - D) is
3. The analyst asked if data privacy ... guaranteed in our CRM.
 - A) was
 - B) is
 - C) will be
 - D) being
4. The analyst asked if personalized offers ... customer loyalty.
 - A) increase
 - B) increased
 - C) will increase
 - D) increases
5. The analyst asked if segmentation ... marketing campaigns more efficient.
 - A) makes

- B) made
- C) will make
- D) making

6. The analyst asked if social media data ... insights on customer behavior.

- A) provides
- B) provided
- C) will provide
- D) providing

7. The analyst asked if behavioral data ... reveal purchase patterns.

- A) could
- B) can
- C) will
- D) may

8. The analyst asked if predictive analytics ... trends in sales.

- A) predict
- B) predicted
- C) will predict
- D) predicting

9. The analyst asked if high-value customers ... more responsive to emails.

- A) are
- B) were
- C) will be
- D) being

10. The analyst asked if CRM reports ... shared with management.

- A) had been
- B) have been
- C) will be
- D) being

SECTION 4. BUSINESS COMMUNICATION

4.1. Watch the [video](#) about Customer data: what it is, types & collection methods. Then fill in the gaps with the words and phrases below:

segment, psychographic, CRM, behavioral, insights, demographic, forecast, interaction, collect, privacy

Businesses can 1. _____ data through surveys, direct interactions, and digital tools. 2. _____ data includes information about a customer's actions and engagement with a business. A clear 3. _____ policy helps customers understand how their personal data is used. 4. _____ data provides details about a customer's interests, lifestyle, and personality. Using customer data can help a company 5. _____ market trends. Companies often use a 6. _____ system like Salesforce to store all customer interactions.

By analyzing customer data, businesses gain valuable 7. _____ to improve their services. 8. _____ data includes age, gender, occupation, and income level. Personalizing marketing strategies is easier when you divide customers into 9. _____. Calls, chats, and emails are examples of customer 10. _____.

4.2. Choose the correct answer.

1. Which of the following is an example of identity data?
 - a) Customer's hobbies
 - b) Customer's email address
 - c) Number of purchases last month
 - d) Customer's social media engagement
2. Which method is NOT typically used to collect customer data?
 - a) Surveys and questionnaires

- b) Data mining
 - c) Ignoring customer complaints
 - d) Monitoring transactions
3. What is the main purpose of segmenting customer data?
- a) To delete unnecessary information
 - b) To target marketing efforts more effectively
 - c) To track social media likes
 - d) To avoid collecting demographic data
4. Predictive modeling in data analysis helps businesses...
- a) Understand their privacy policy
 - b) Forecast market trends
 - c) Host events and webinars
 - d) Cleanse the data
5. How can businesses improve customer experience using data?
- a) By personalizing offerings and interactions
 - b) By ignoring transaction history
 - c) By reducing email communications
 - d) By limiting customer interactions
6. Demographic data includes:
- a) Hobbies and interests
 - b) Calls and emails
 - c) Age, gender, and income
 - d) Social media engagement patterns
7. Which tool can help collect data about website visitors?
- a) HubSpot
 - b) Telephone
 - c) Post-it notes
 - d) Whiteboard

8. Organizing events and webinars helps companies:
- a) Delete customer data
 - b) Understand customer professional interests and challenges
 - c) Avoid collecting demographic info
 - d) Replace CRM systems
9. Cleansing data means:
- a) Segmenting customers randomly
 - b) Removing redundancies and irrelevant information
 - c) Collecting more emails
 - d) Predicting trends
10. Interaction data is useful to:
- a) Improve marketing personalization
 - b) Understand how customers communicate with service teams
 - c) Forecast weather
 - d) Replace psychographic data

4.3.Match the type of customer data to its description.

A. Demographic data	1. Information about customer actions and behavior
B. Behavioral data	2. Name, email, phone number
C. Identity data	3. Age, gender, occupation, income
D. Psychographic data	4. Interests, lifestyle, attitudes
E. Interaction data	5. Calls, chats, emails with customer service
F. Transaction data	6. Records of purchases, returns, or online orders
G. Social media data	7. Customer engagement on platforms like Facebook or Instagram

H. Survey data	8. Opinions and preferences collected via questionnaires
I. Website analytics	9. Visitor behavior on company websites
J. Geographical data	10. Customer location, city, or region

SECTION 5. LISTENING SKILLS IN BUSINESS ENGLISH

Listen to a talk on “[How retail businesses obtain customer data across channels?](#)” and respond to the following activities.

5.1. Match the methods of data collection with the examples or explanations given. Write the correct letter next to the number.

	Method of data collection	Letter
1.	Online tracking	A) Linking purchases to individual customer profiles
2.	In-store point of sale	B) Tracking clicks, views, and time spent on product pages
3.	Loyalty programs	C) Capturing qualitative information during conversations
4.	Retail associates	D) Linking customer activities across online and offline channels
5.	Customer surveys	E) Collecting satisfaction and expectation data directly from customers
6.	Universal identifiers	F) Recording transactions at checkout

7.	Purchase history	G) Understanding what products a customer has bought previously
8.	Digital marketing engagement	H) Measuring engagement with newsletters or ads
9.	Direct feedback forms	I) Filling in online or printed forms to share opinions
10.	Website analytics	J) Analyzing traffic and behavior patterns on websites

5.2. Put the steps of creating a unified customer profile in the correct order (1 = first, 10 = last).

Step	Letter	Your sequence
	Customers browse products online or visit stores	
	Retail associates note customer preferences	
	Universal identifiers link activities across channels	
	Customer fills survey or feedback form	
	Website analytics and cookies track online activity	
	Loyalty program data connects purchases to profiles	
	Retailers analyze data to understand preferences and behaviors	
	Transaction data is recorded at point of sale	
	Predictive analytics generates insights for marketing and inventory	
	Retailers offer personalized promotions or product suggestions	

5.3. Match each type of insight with the method used to collect it. Some methods may be used more than once. There are a few correct answers for each type.

Insight	Methods (choose 1–3)
1. Customer satisfaction	a) Point of sale b) Loyalty program c) Survey d) Cookies e) Retail associate
2. Product preferences	a) Point of sale b) Loyalty program c) Survey d) Cookies e) Retail associate
3. Purchase history	a) Point of sale b) Loyalty program c) Survey d) Cookies e) Retail associate
4. Online engagement	a) Point of sale b) Loyalty program c) Survey d) Cookies e) Retail associate
5. In-store feedback	a) Point of sale b) Loyalty program c) Survey d) Cookies e) Retail associate
6. Marketing campaign response	a) Point of sale b) Loyalty program c) Survey d) Cookies e) Retail associate
7. Predictive analytics input	a) Point of sale b) Loyalty program c) Survey d) Cookies e) Retail associate
8. Linking online and offline behavior	a) Point of sale b) Loyalty program c) Survey d) Cookies e) Retail associate
9. Inventory management data	a) Point of sale b) Loyalty program c) Survey d) Cookies e) Retail associate
10. Individual customer profile	a) Point of sale b) Loyalty program c) Survey d) Cookies e) Retail associate

5.4. Put the steps in the correct sequence that describes the whole customer data process.

1. Customers interact with brands online
2. Retail associates gather qualitative data
3. Point of sale systems capture transaction data
4. Loyalty programs link purchases to individual profiles
5. Customer surveys provide insights
6. Universal identifiers connect customer activity across channels
7. Data is integrated to create a unified profile
8. Predictive analytics generates forecasts
9. Marketing campaigns are targeted
10. Retailers offer personalized suggestions

SECTION 6. WRITING SKILLS IN BUSINESS ENGLISH

Pre-writing task

6.1. Choose the correct option to complete the summary of a market research report.

A recent customer data analysis survey 1 _____ that most customers respond positively to personalized marketing campaigns. The study 2 _____ 600 customers to evaluate their preferences regarding online promotions and loyalty programs. Over 3 _____ of the respondents indicated that personalized offers increased their interest in the brand.

Most 4 _____ also reported that targeted email campaigns were more useful than general advertising messages. 5 _____ two thirds of participants believed that personalized recommendations improved their shopping experience, while 6 _____ around 30 percent said that they were concerned about how their personal data was used.

The 7 _____ of customers agreed that companies should clearly explain their data collection practices and privacy policies. However, 8 _____ of

respondents stated that they would stop sharing their data if companies failed to protect their personal information.

In conclusion, the analysis 9 _____ that the effective use of customer data can significantly improve customer engagement and satisfaction. Nevertheless, the results 10 _____ the importance of maintaining transparency and trust when collecting and using customer data.

Writing task

6.2. You work in the marketing department of a retail company that has recently conducted a customer data analysis survey. The purpose of the survey was to understand how customers respond to personalized marketing campaigns and the use of customer data.

The survey included 600 customers who were asked about their opinions on personalized offers, targeted advertising, and data privacy.

Key findings from the survey:

- 72% of respondents said they prefer personalized offers based on their previous purchases.
- 65% reported that targeted email campaigns are more useful than general advertising.
- 58% stated that personalized product recommendations improve their shopping experience.
- 28% expressed concerns about how their personal data is used.
- 18% said they would stop sharing their data if companies did not clearly explain their privacy policies.
- 74% agreed that companies should be transparent about data collection practices.

Task. Write a market research summary (120–150 words) for your manager explaining the results of the survey.

Your summary should:

- briefly introduce the survey
- describe the main findings
- highlight customer attitudes toward personalized marketing
- mention any concerns expressed by customers
- provide a short conclusion about what the company should consider

Useful Language

Introducing findings

The survey showed that...

The results indicate that...

Reporting percentages

Over two thirds of respondents...

Nearly three quarters of customers...

Highlighting concerns

However, some respondents expressed concerns about...

Concluding

In conclusion, the findings suggest that...

The company should consider...

UNIT 6

SECTION 1. STARTING POINT



Borrowed from: <https://www.youtube.com/watch?v=TyqSdmJeCro>

Watch a short video on communicating effectively in a culturally diverse workplace. Then, record a 2–3-minute video responding to the following questions:

- 1. In your opinion, why is it important to consider cultural differences when communicating at work.*
- 2. Have you ever experienced a misunderstanding at work because of cultural differences? What happened and what did you learn?*
- 3. How can non-verbal communication (gestures, eye contact, personal space) influence how your message is received by colleagues from other cultures?*
- 4. What strategies do you use or could use to communicate more clearly with people from different cultural backgrounds?*

[How to Record a Video Response and Submit the Link in a Google Form](#)

Your response should be well-organised (introduction (20-30 sec.); main body (1.5-2 min.); conclusion (20-30 sec.)) and include examples where possible.

****Insert the link to your video response in the space below.***

Useful phrases

- To begin with...
- That said,...
- For instance,... / For example,...
- On the other hand,...
- In my experience,...
- To sum up,... / In conclusion,...

Use the following structure to organise your video response:

Introduction: Briefly introduce the topic and explain why effective communication in a culturally diverse workplace is important.

Main Body: Respond to the questions in a logical sequence. Use linking words and transitions to connect ideas. Include personal experiences or real-life observations.

Conclusion: Summarise your key points and share your overall opinion or lesson learned about cross-cultural communication.

SECTION 2. WORKING WITH WORDS

2.1. Read the article and complete it with sentences a–h.

- a. This difference can influence how quickly teams make decisions and how openly employees express their opinions.
- b. As a result, international teams must learn to interpret body language carefully.
- c. In other words, communication styles that seem normal in one culture may be misunderstood in another.
- d. For example, managers working internationally often need to adapt their leadership style to different cultural expectations.
- e. This contrast can sometimes lead to frustration when deadlines and schedules are involved.
- f. In many international negotiations, building trust may be just as important as reaching an agreement.
- g. Understanding these differences helps companies cooperate more effectively in global markets.
- h. This is why cultural awareness is considered an essential skill in modern global business.

HOW CULTURAL DIFFERENCES SHAPE BUSINESS INTERACTIONS



Borrowed from <https://learnship.com/cultural-differences-in-business/>

Cultural nuances shape the way businesses communicate, negotiate, and make decisions. Understanding these differences is not just about avoiding miscommunication, it's key to achieving better results and building stronger relationships.

Individualism vs.

Collectivism

One of the most important cultural divides is between individualistic and collectivistic societies. In individualistic cultures,

such as the United States and much of Western Europe, autonomy and direct communication are highly valued. In collectivistic cultures, such as Japan, China, and Latin America, group harmony and loyalty to the community often come first, with communication tending to be more indirect.

1. _____ For example, a direct question in an American meeting might seem too forward in Japan, where maintaining social balance is a priority. 2. _____

Knowing when to adjust communication styles can prevent misunderstandings and create a more collaborative environment.

Power Distance and Hierarchy

Different attitudes toward authority also play a big role in business interactions. In cultures with high power distance, such as in many parts of Asia and Latin America, hierarchy is respected and decisions often come from the top down. In low power distance cultures like those in Scandinavia or the United States, decision-making tends to be more collaborative, with open dialogue encouraged at all levels.

3. _____ When Swedish employees interact with Filipino colleagues, for example, there may be tension if the former expect open feedback, while the latter may prefer to defer to senior leaders. 4. _____ Recognizing these differences can help leaders better manage their teams and avoid unnecessary conflict.

The Role of Nonverbal Cues

Language is only one piece of the communication puzzle. Nonverbal cues, such as gestures, eye contact, and body language, can carry significant meaning. For example, in many Western cultures, maintaining eye contact shows confidence and trustworthiness, but in parts of Asia, prolonged eye contact can come across as confrontational.

5. _____ Even simple gestures, like a thumbs-up, are not always understood the same way. What might seem like a friendly gesture in one part of the world could be offensive in another. Being aware of these nonverbal cues can help avoid small misunderstandings that could lead to bigger issues down the line.

How Different Cultures View Time

Cultural views on time also vary. In monochronic cultures, such as Germany and the United States, time is structured, and punctuality is critical. On the other hand, in polychronic cultures like those in

Latin America or the Middle East, time is more flexible, and the focus tends to be on relationships rather than strict schedules.

6. _____ This difference can create friction if, for example, a German manager is working with a Brazilian colleague who takes a more relaxed approach to deadlines. Adjusting expectations and incorporating flexibility can go a long way in keeping projects on track.

Negotiation Styles

Cultural differences are particularly evident in negotiations. In more individualistic societies, negotiations can be seen as a competitive process where each party looks to maximize their gain. In collectivistic cultures, maintaining relationships and long-term cooperation often take priority.

7. _____ For instance, while a U.S. negotiator might expect a clear and direct discussion, their counterpart from East Asia might place more emphasis on social

harmony and use indirect communication.

Understanding these cultural dynamics can prevent frustration and lead to more successful outcomes.
8. _____

Strategies for Bridging Cultural Gaps

Navigating these cultural differences requires both awareness and adaptability. Here are a few practical approaches to consider:

- **Cultural Awareness Training:** Providing employees with insights into different communication styles and business practices can greatly reduce misunderstandings.
- **Hiring Local Talent:** Local staff who understand the cultural landscape can be invaluable in bridging communication gaps and helping multinational teams work together more effectively.
- **Adaptability:** Flexibility in communication and business processes is key.

Understanding when to adjust your approach to align with cultural expectations can make all the difference in project success.

Improve Communication Across Cultures

Cultural differences can either be barriers or opportunities for businesses. The key lies in understanding and adapting to these

variations. By building cultural intelligence into your business practices, you can ensure smoother interactions and more successful outcomes in global operations.

Discover how Learnship's Intercultural Communication Training programs can help you avoid cultural misunderstandings, and drive success in global markets.

Borrowed and modified from: <https://learnship.com/cultural-differences-in-business/>

2.2. Complete the business collocations with the correct word from the box.

communication; expectations; decisions; cultural; relationships; hierarchy; dialogue; misunderstandings; feedback; awareness

build stronger _____
adjust _____
make _____
cultural _____
direct _____
respect the organizational _____
encourage open _____
avoid _____
provide honest _____
develop cultural _____

2.3. Choose the correct word.

1. In some cultures eye contact shows confidence / harmony.
2. High power distance cultures usually respect hierarchy / autonomy.
3. Collectivistic societies often value competition / group harmony.
4. Monochronic cultures emphasize punctuality / flexibility.
5. Cultural awareness can prevent misunderstandings / negotiations.
6. International teams must often adapt / compete their communication styles.
7. Cultural training helps employees understand nuances / conflicts in communication.
8. Some cultures expect employees to challenge / defer to senior leaders.
9. Successful negotiations require cooperation / confrontation.
10. Cross-cultural communication requires adaptability / rigidity.

2.4. Complete the expressions with the correct prepositions.

1. adjust ___ cultural expectations
2. interact ___ colleagues from different countries
3. adapt ___ new communication styles
4. rely ___ local expertise
5. respond ___ cultural differences
6. communicate ___ international partners
7. collaborate ___ global teams
8. participate ___ negotiations
9. focus ___ long-term relationships
10. deal ___ cross-cultural challenges

2.5. Match the verbs (1–10) with the nouns (A–J) to make meaningful phrases.

1. maintain
2. avoid
3. encourage
4. manage
5. build
6. respect
7. develop
8. bridge
9. understand
10. adjust

- A. open dialogue
- B. misunderstandings
- C. relationships
- D. social harmony
- E. multicultural teams
- F. hierarchy
- G. cultural awareness
- H. communication gaps
- I. cultural nuances
- J. expectations

SECTION 3. LANGUAGE AT WORK

3.1. Choose the correct form of the verb(s) in brackets. Watch the video to revise the use of [Narrative tenses](#).

1. I _____ (meet) a client from Japan last week when I _____ (realize) that I had forgotten to remove my sunglasses indoors.

a) met / realized

b) was meeting / had realized

c) had met / realized

d) met / had realized

2. While we _____ (have) a business lunch in France, my colleague _____ (try) to kiss the client on the cheek, which surprised everyone.

a) had / tried

b) were having / tried

c) were having / was trying

d) had / was trying

3. By the time the meeting _____ (start), I _____ (already/prepare) all the documents for the discussion.

a) started / had already prepared

b) was starting / already prepared

c) had started / prepared

d) started / was already preparing

4. I _____ (not/understand) why my German colleague seemed upset until I _____ (remember) that I had arrived late to the meeting.

a) did not understand / remembered

b) had not understood / remembered

c) did not understand / had remembered

d) had not understood / had remembered

5. While I _____ (wait) for my American client to arrive, I _____ (notice) that she was checking her phone constantly.

a) waited / noticed

b) had waited / noticed

c) was waiting / noticed

d) was waiting / had noticed

6. We _____ (already/sign) the contract when our Middle Eastern partners _____ (mention) that they expected a formal gift exchange.
- a) had already signed / mentioned
 - b) already signed / mentioned
 - c) had already signed / had mentioned
 - d) were already signing / mentioned
7. During the conference call, I _____ (realize) that my colleague from China _____ (misinterpret) my email due to cultural differences.
- a) realized / had misinterpreted
 - b) was realizing / misinterpreted
 - c) had realized / misinterpreted
 - d) realized / misinterpreted
8. I _____ (not/meet) a Brazilian client before, so I _____ (be) nervous when I greeted him with a handshake instead of a cheek kiss.
- a) did not meet / was
 - b) had not met / was
 - c) did not meet / were
 - d) had not met / were
9. While the Japanese team _____ (present) their proposal, I _____ (take) notes to make sure I would not miss any details.
- a) presented / was taking
 - b) were presenting / was taking
 - c) were presenting / had taken
 - d) presented / took
10. After we _____ (finish) the meeting, I _____ (realize) that my misunderstanding had caused a delay in the project timeline.
- a) finished / realized
 - b) had finished / realized
 - c) finished / had realized

d) had finished / had realized

3.2. Complete the sentences using the correct form of the verb(s) in brackets (Past Simple, Past Continuous, Past Perfect, Past Perfect Continuous).

1. I _____ (attend) a meeting with a French client when she _____ (offer) me a cheek kiss.
a) attended / offered
b) was attending / offered
c) had attended / was offering
d) was attending / had offered
2. While we _____ (discuss) the project timeline, the German manager _____ (notice) that we were behind schedule.
a) discussed / noticed
b) were discussing / noticed
c) were discussing / had noticed
d) had discussed / noticed
3. I _____ (never/work) with a Japanese client before, so I _____ (feel) nervous during our first video call.
a) never worked / felt
b) had never worked / felt
c) never worked / had felt
d) had never worked / had felt
4. By the time the conference _____ (start), I _____ (already/prepare) my presentation.
a) started / already prepared
b) had started / had already prepared
c) started / had already prepared
d) had started / already prepared

5. While our team _____ (wait) for the Middle Eastern partners, they _____ (arrive) late, as usual.
- a) waited / arrived
 - b) were waiting / arrived
 - c) were waiting / had arrived
 - d) had waited / arrived
6. After we _____ (finish) the negotiation, I _____ (realize) that a misunderstanding about payment terms had occurred.
- a) finished / realized
 - b) had finished / realized
 - c) finished / had realized
 - d) had finished / had realized
7. I _____ (try) to explain the deadline to my Brazilian colleague when he _____ (interrupt) me to ask another question.
- a) tried / interrupted
 - b) was trying / interrupted
 - c) had tried / interrupted
 - d) was trying / had interrupted
8. While I _____ (read) the email from the American client, I _____ (notice) a mistake in the figures that could have caused confusion.
- a) read / noticed
 - b) was reading / noticed
 - c) was reading / had noticed
 - d) had read / noticed
9. While the Japanese team _____ (present) their proposal, I _____ (take) notes to make sure I would not miss any details.
- a) presented / was taking
 - b) were presenting / was taking

c) were presenting / had taken

d) presented / took

10. After we _____ (finish) the meeting, I _____ (realize) that my misunderstanding had caused a delay in the project timeline.

a) finished / realized

b) had finished / realized

c) finished / had realized

d) had finished / had realized

3.3. Read the story about a billionaire entrepreneur. Number the events a–i in the order they happened (1–9). Use narrative tenses to help you understand the sequence.

Story:

a) He gave a motivational speech at a global business conference.

b) He started his first small company in his garage.

c) He realized that he had made a mistake in his investment portfolio.

d) He attended an elite business school and studied finance.

e) He met a potential investor while networking at a startup event.

f) He launched a new tech product that changed the industry.

g) He sold his first company to a multinational corporation.

h) While he was traveling in Asia, he noticed a business opportunity in e-commerce.

i) He had been working late every night to prepare his business plan before the investor meeting.

3.4. Read the beginning of the story and complete it in 80–100 words. Use at least two Past Continuous, two Past Perfect, and two Past Perfect Continuous sentences. The topic is a cultural misunderstanding during an international business trip.

Story Starter:

Last year, I traveled to Japan to meet a potential client. I had prepared my presentation carefully, but I immediately noticed that the client was behaving differently than I expected. While I was introducing myself, he avoided direct eye contact and stayed very quiet. I had never experienced such a reaction before, and I wasn't sure what to do.

Requirements for Completion:

- **Explain what happened during the meeting**
- **How you reacted**
- **What you learned about cultural differences**
- **Use narrative tenses throughout**

SECTION 4. BUSINESS COMMUNICATION

4.1. Watch the video “[How businesses are influenced by culture: understanding global market dynamics](#)”. Then match the business aspect (1–10) with the correct description (A–J).

1. Pace of business
2. Business protocols
3. Decision-making style
4. Risk tendencies
5. Marketing strategies
6. Sales practices
7. Distribution systems
8. Project management
9. Employee management

10. Negotiation approach

- A. Formal and informal rules of meetings and interaction
- B. Strategies used to promote products to customers
- C. Methods of delivering goods to markets
- D. The speed at which companies expect results
- E. The way leaders organize tasks and responsibilities
- F. How agreements are discussed and finalized
- G. The level of uncertainty a company is willing to accept
- H. Methods used to persuade customers to buy
- I. The process used to reach conclusions in a company
- J. How staff and teams are supervised and motivated

4.2. Decide if the statements are True (T) or False (F).

1. Culture influences both local and international businesses.
2. Cultural differences affect only communication styles.
3. Business protocols may include physical and verbal interactions.
4. Japanese companies often emphasize collective responsibility.
5. American companies never value teamwork.
6. Cultural misunderstandings can cause negotiation failures.
7. Marketing strategies may depend on cultural values.
8. Culture may influence market entry strategies.
9. Negotiations are always easier when culture is ignored.
10. Businesses should respect different cultural perspectives.

4.3. Complete the sentences using the words from the box.

*collective, negotiation, authority, protocols, responsibility, distribution,
culture, communication, marketing, management*

1. Cultural differences can influence business _____ styles.
2. Companies must adapt their _____ strategies to local markets.
3. Business _____ define how meetings are conducted.
4. The _____ of goods depends on cultural and economic factors.
5. In Japan there is a strong emphasis on _____ responsibility.
6. Employees respond differently to _____ depending on culture.
7. Cultural values influence internal _____ systems.
8. Effective _____ is important in international business.
9. Many marketing decisions are shaped by local _____.
10. Team members often share a sense of _____ for company success.

4.4. Put the steps of a culturally sensitive negotiation process in the correct order.

1. Build trust with partners
2. Recognize cultural differences
3. Conduct negotiations
4. Reach an agreement
5. Prepare communication strategies
6. Study cultural norms
7. Avoid judging through your own values
8. Clarify expectations
9. Resolve misunderstandings
10. Maintain long-term relationships

SECTION 5. LISTENING SKILLS IN BUSINESS ENGLISH

5.1. Listen to a short talk “What is the difference between a high-context and low-context culture?” and choose the best answer.

1. Why might Japanese communication seem “indirect”?

- A) They do not care about clarity
- B) They use implicit and nonverbal cues
- C) They rely solely on written instructions

2. Why do Americans often “over-explain”?

- A) To be polite
- B) Because they are explicit and task-focused
- C) To confuse partners

3. What is the purpose of letting relationships “percolate”?

- A) To waste time
- B) To build understanding and trust
- C) To avoid decision-making

4. Low-context communicators may misinterpret silence because:

- A) They rely on explicit verbal cues
- B) They value gestures over words
- C) They prefer indirect communication

5. High-context cultures value knowing a partner’s:

- A) History and character
- B) Financial status only
- C) Job title exclusively

6. What is a risk of ignoring cultural differences?

- A) Faster communication
- B) Misunderstandings and lost deals
- C) Better negotiation

7. Nonverbal cues are important for:

- A) Low-context cultures

B) High-context cultures

C) Both equally

8. In bridging communication gaps, one should:

A) Focus only on explicit instructions

B) Prioritize relationships and behavior

C) Avoid personal contact

9. High-context cultures often share:

A) A focus on speed

B) Common values and history

C) A distrust of teamwork

10. Why is relationship building important in international business?

A) It ensures better communication and results

B) It delays projects unnecessarily

C) It replaces the need for clear communication

5.2. Match the business behavior (1–10) with the culture type (A–J).

Culture Types / Characteristics:

A. High-context culture

B. Low-context culture

C. Implicit communication

D. Explicit communication

E. Values relationships

F. Focuses on speed and efficiency

G. Relies on history and context

H. Uses nonverbal cues

I. Task-oriented

J. Relationship-oriented

Business Behaviors:

1. Emphasizes subtle gestures during negotiation – ____
2. Prefers clear written contracts – ____
3. Builds trust before proposing deals – ____
4. Focuses on completing tasks quickly – ____
5. Considers partner's background in discussions – ____
6. Relies on verbal instructions rather than context – ____
7. May appear abrupt in communication – ____
8. Uses silence as a negotiation tool – ____
9. Prioritizes relationships over immediate results – ____
10. Relies on shared values and history to interpret meaning – ____

5.3. Complete the sentences with the words from the list.

*explicit; results; homogeneous; meaning; relationships; implicit; percolate;
clear/unambiguous; character/history; fast/abrupt*

1. Americans are considered _____ in their communication style.
 2. Japanese often rely on _____ understandings.
 3. High-context cultures are often _____, sharing common history and values.
 4. Low-context cultures prefer communication that is _____ and specific.
 5. Silence can convey _____ in high-context cultures.
 6. Bridging the communication gap requires focusing on _____.
 7. High-context cultures value the _____ and background of the person they communicate with.
 8. Relationships should be allowed to _____ before proposing outcomes.
 9. Low-context communicators may seem _____ to high-context partners.
- Investing time in relationships improves _____.

SECTION 6. WRITING SKILLS IN BUSINESS ENGLISH

Pre-writing task

6.1. You are preparing a business report extract for your manager about team performance in an international project. Before writing the full report, draft one paragraph analyzing ONE focus (Strengths, Weaknesses, or Opportunities) of the team.

Project: International marketing team preparing a presentation for a new product launch

Team Observations:

- **British manager: polite and diplomatic**
- **Israeli colleague: direct and openly critical**
- **Chinese colleagues: mostly silent**

Choose ONE focus: Strengths / Weaknesses / Opportunities

Your paragraph should:

- **Have a clear topic sentence**
- **Develop 2–3 well-supported points**
- **Include formal connectors (however, moreover, therefore, although)**
- **Include at least two modal verbs (can, could, may, might, will be able to)**

Useful Language:

- **One significant strength/weakness/opportunity is...**
- **This demonstrates that...**
- **However, the team may face challenges related to...**
- **This could allow the team to...**
- **Moreover, ...**
- **Therefore, ...**

Writing task

6.2. An international marketing team was preparing a presentation for a new product launch. While the British manager was focusing on maintaining a polite and diplomatic tone during discussions, the Israeli colleague was speaking very directly and openly criticizing several ideas. Meanwhile, the Chinese team members remained mostly silent during the meeting. Write a report extract of about 225 words analyzing the situation and making recommendations.

Include the following points:

- 1. Describe the meeting – use narrative tenses to explain what happened, who said what, and how the team reacted.*
- 2. Analyze cultural differences – focus on communication styles, approaches to criticism, and attitudes toward speaking in meetings.*
- 3. Explain the challenges – why these differences caused misunderstandings or tension.*
- 4. Make recommendations – suggest ways the team can improve communication and cooperation in future meetings.*

Guidelines & Useful Language

Narrative tenses:

- Past Simple – main events: The Israeli colleague criticized several ideas.*
- Past Continuous – background actions: While the British manager was speaking, the Chinese team members were taking notes quietly.*
- Past Perfect / Past Perfect Continuous – events that happened before another: By the time the meeting started, the British manager had prepared a summary of all ideas.*

Useful phrases:

- While I/they were...*
- By the time...*

- *It was clear that...*
- *This caused...*
- *In my experience,...*
- *To avoid similar misunderstandings in the future,...*

Structure Suggestion:

Introduction:

- *Explain the purpose of the report*
- *Briefly describe the meeting context*

Main Body:

- *Use narrative tenses to describe what happened*
- *Analyze cultural differences and their impact*

Conclusion / Recommendations:

- *Suggest ways to improve communication and teamwork*
- *Highlight the importance of intercultural awareness*

Use Writing tips. Unit 6: The main tips for writing a business report extract.

REVIEW

Reading comprehension

1. Read the text and choose the correct answer (A, B, or C)

Employee engagement has become a key factor in organisational success. Companies that invest in their employees' development often experience higher productivity and lower turnover rates. When employees feel valued and supported, they are more likely to contribute innovative ideas and demonstrate strong commitment to their work.

Modern organisations increasingly focus on creating a positive work environment. This includes providing professional training, encouraging collaboration, and recognising employee achievements. Many companies also implement flexible working arrangements to help employees maintain a healthy work–life balance.

Managers play an important role in employee engagement. Effective leaders communicate clearly, provide constructive feedback, and support employees in achieving their professional goals. When employees trust their managers, they are more motivated and willing to take responsibility for their work.

1. Employee engagement mainly influences
 - A** productivity and innovation
 - B** office equipment
 - C** marketing campaigns
2. Companies invest in employee development in order to
 - A** reduce communication
 - B** improve performance
 - C** increase bureaucracy
3. A positive work environment often includes
 - A** strict monitoring
 - B** flexible working arrangements
 - C** longer working hours

4. Managers help employees by
 - A avoiding communication
 - B limiting collaboration
 - C providing feedback
5. When employees trust their managers, they
6. A avoid responsibilities
7. B become more motivate
8. C reduce productivity

2. Read the text and answer the questions.

Launching a new business requires careful planning and strategic decision-making. Entrepreneurs must identify a clear market need and develop a product or service that offers real value to customers. Without a strong value proposition, even innovative ideas may struggle to succeed.

In the early stages of a start-up, founders often focus on securing funding and building a strong team. Investors usually expect a well-structured business plan, clear financial projections, and a realistic growth strategy.

However, success in business also depends on adaptability. Markets change quickly, and companies must respond to new technologies, customer expectations, and competitive pressures. Entrepreneurs who remain flexible and open to innovation are more likely to build sustainable businesses.

1. What is essential before launching a new business?
2. Why is a value proposition important?
3. What do investors expect from start-ups?
4. Why must companies remain adaptable?
5. What increases the chances of building a sustainable business?

3. Read the text and decide if the statements are True or False.

Effective communication is essential for successful collaboration in the workplace. Clear communication helps teams share information, coordinate tasks, and solve problems efficiently. Without it, misunderstandings can easily occur and delay important decisions.

In modern organisations, communication often takes place through multiple channels, including emails, video conferences, instant messaging, and face-to-face meetings. Choosing the appropriate communication channel is important because each method serves a different purpose.

For example, email is suitable for formal documentation, while meetings are better for complex discussions or decision-making. Instant messaging tools allow employees to exchange quick updates and resolve minor issues quickly.

1. Poor communication can cause delays in decision-making.
2. All communication channels serve the same purpose.
3. Email is often used for formal documentation.
4. Meetings are useful for complex discussions.
5. Instant messaging is mainly used for long formal reports.

4. Read the text and match the questions with the correct answers.

Organisational change has become a normal part of modern business. Companies frequently adapt their strategies in response to technological innovation, economic shifts, and evolving customer expectations. While change can create new opportunities, it often brings uncertainty for employees.

Successful organisations manage change carefully by communicating clearly with their staff and involving them in the process. When employees understand the purpose of change, they are more likely to support it.

Leaders must also provide training and resources to help employees adapt to new systems or procedures. When change is implemented gradually and transparently, organisations can reduce resistance and maintain productivity.

1. Why do companies implement organisational change?
2. Why can change create uncertainty for employees?
3. How can managers reduce resistance to change?
4. Why is communication important during change?
5. What helps employees adapt to new systems?

A training and resources

B technological and market changes

C employees may fear uncertainty

D clear communication

E gradual implementation

5. Read the text and match the headings (A–E) to the paragraphs (1–4).

There is one extra heading that you do not need to use.

Cultural differences can significantly influence how people communicate and make decisions in international business. In some countries, business communication is very direct and focused on efficiency, while in others, maintaining harmony and showing respect are more important than being direct.

These differences can sometimes lead to misunderstandings in multicultural teams. For example, a message that is considered clear and honest in one culture may be seen as rude in another.

To manage these challenges, companies invest in cross-cultural training and encourage employees to develop cultural intelligence. This helps staff understand different perspectives and adjust their communication style accordingly.

Successful global organisations value diversity and see it as an advantage rather than a barrier. They promote inclusive communication and encourage employees to be flexible when working with international colleagues.

- A. The role of cultural training in business
- B. Different communication styles in cultures
- C. The benefits of diversity in global companies
- D. Problems caused by cultural misunderstandings
- E. Decision-making in international teams

Paragraph 1 ____

Paragraph 2 ____

Paragraph 3 ____

Paragraph 4 ____

6. Read the text and match the statements (1–5) with the correct ideas (A–F). One option is extra.

Customer data collection has become a key element of modern business strategy. Companies collect data about customer behaviour, preferences, and online activity to improve products and develop more effective marketing campaigns. This allows businesses to better understand their clients and respond to their needs.

At the same time, the use of personal data raises concerns about privacy and ethics. Customers want to know how their information is collected, stored, and used. Because of this, companies are required to follow strict data protection laws and ensure transparency in their operations.

When handled responsibly, customer data can increase efficiency, improve customer satisfaction, and support business growth. However, if companies misuse or fail to protect data, they risk losing customer trust and damaging their reputation in the market.

1. Companies use data to improve marketing.
2. Customers want to understand how their data is used.
3. Poor data protection can harm business reputation.

4. Data helps companies understand customer needs.
5. Businesses must follow legal rules.

- A. Business risk and reputation loss
- B. Legal responsibility and regulation
- C. Customer expectations about transparency
- D. Data improves decision-making
- E. Employee motivation
- F. Marketing optimisation

Vocabulary in Use

1. Choose the correct answer a, b, c or d.

1. The _____ point is when total revenue equals total costs.
 - a) scalable
 - b) break-even
 - c) operational
 - d) variable
2. A minimum viable product (MVP) is launched to:
 - a) reduce taxes
 - b) attract investors immediately
 - c) test market demand
 - d) increase fixed costs
3. Costs that do not change with production volume are called:
 - a) variable costs
 - b) scalable costs
 - c) fixed costs
 - d) marketing costs
4. A clear value proposition explains:
 - a) how much profit you make
 - b) how your product solves a customer's problem

- c) your internal company structure
 - d) your tax strategy
5. Poor cash flow management can cause:
- a) market research
 - b) product-market fit
 - c) a cash crunch
 - d) scalability
6. Market research helps you identify:
- a) competitors and customer needs
 - b) salaries and wages
 - c) legal contracts
 - d) operational tools
7. Scalability refers to:
- a) reducing staff
 - b) growing without significantly increasing costs
 - c) cutting marketing expenses
 - d) managing inventory

2. Complete the sentences with the most appropriate word/phrase.

1. A business plan helps clarify your goals, strategy, and required _____.
2. It is important to keep personal and business _____ separate.
3. Reinvesting _____ into the company supports long-term growth.
4. Variable costs increase when production _____.
5. A strong marketing strategy helps convert _____ into paying customers.
6. A cash _____ helps a company survive unexpected expenses.
7. Product-market fit shows how well your product meets market _____.

3. Complete the sentences using the correct word from the box.

*recruit, motivate, promote, retain, evaluate, supervise, reward, train, hire,
delegate, resign, collaborate, support*

1. Companies need to _____ talented employees to remain competitive in the market.
2. The HR department plans to _____ several new specialists next month.
3. Managers should _____ tasks effectively to improve productivity.
4. Our company tries to _____ skilled professionals by offering competitive salaries.
5. Team leaders must _____ employees' performance regularly.
6. Good managers know how to _____ their staff and encourage professional growth.
7. The director decided to _____ her to a senior management position.
8. Employees may _____ if they feel undervalued or overworked.
9. Successful teams often _____ across departments to achieve common goals.
10. Managers should _____ employees who demonstrate outstanding performance.
11. A supportive work environment helps managers _____ their teams during difficult projects.

4. Complete the sentences using the phrases below.

*admitted, been damaged, demonstrated, in agreement, just over, majority, none
of, of the, positive, recent customer*

According to a(n) 1 _____ survey, the 2 _____ of respondents were 3 _____ that the design changes we made were 4 _____. 5 _____ a quarter of those asked believed that we offer good value for money. However, 10 percent 6 _____ respondents 7 _____ that they were a little worried about the reliability of our products since a faulty batch of machines had to be recalled. We cannot

deny that our image has 8 _____ but 9 _____ the respondents felt that this was a significant problem.

The survey 10 _____ that our products are still very popular although the findings indicate that we need to rebuild trust in product reliability.

5. Complete the sentences with the words below to make collocations.

customer, desk, focus, in-depth, launch, online, sample, target

1. Today it is very common to use _____ surveys.
2. Although _____ groups are small, it is possible to use them to predict reactions from target customers.
3. Market research can help a company to find out about the level of _____ satisfaction.
4. One method in primary research is to hold _____ interviews with potential customers.
5. Secondary research is also known as _____ research because it makes use of data that can be found on the internet or in printed form.
6. Finding out what competitors are doing is helpful when a company plans to _____ a product.
7. The main goal of both primary and secondary research is to determine the _____ audience and decide how best to communicate with them.
8. If a company needs to find a way to make research more affordable, they can consider making the _____ size smaller.

APPENDIX 1. AUDIO SCRIPTS

Unit 1

Listening skills in Business English

Middle management is the hardest job in any organisation. When you're a junior employee, your only job is really to do your job. That's it. And you are trained to do it properly. For example, you have to be licensed and go to school to learn how to do the job of being an accountant.

If you are really good at it, you eventually get promoted. At some point, you may be promoted to a position where you are responsible for the people who do the job you used to do.

But the problem is that we usually receive no training on how to do that. Senior leaders are thinking about completely different things. They focus on the organisation as a whole. They think about strategy and long-term direction.

As a result, you have this middle group that exists in a strange position. They need to think strategically, but not entirely strategically. They also have to deal with tactical issues, but they are not fully focused on tactics either. In addition, they must translate information from senior leadership to employees and from employees back to leadership.

Very often, problems occur in the middle. I sometimes visit organisations where the leadership team is amazing. They are visionary, they care about people, and they want to do the right thing. Then I speak to employees on the front line, and they say, "This place is terrible."

So I ask myself: what happened between the leadership and the front line? The answer is usually the middle. Most things break in the middle.

In my view, there are two main factors.

The first factor is that we do not train people how to lead. When you are a junior employee, you simply need to know how to do your job well. But when you become a manager, your role changes. You are now responsible for the people who do the job you used to do.

However, nobody teaches us how to listen. Nobody teaches communication skills. Nobody teaches effective confrontation. Nobody teaches us how to give and receive feedback. In other words, nobody really teaches leadership.

This is why organisations often produce managers rather than leaders. Think about it: you would never ask someone to perform accounting tasks without showing them how to do them. That would be a bad idea. So why do we believe we can promote someone to a leadership position and expect them to know what to do without proper training?

That is the first problem: the absence, or sometimes the very limited amount, of leadership training. And leadership training needs to be robust.

The second problem I often see is the opposite situation. Sometimes there are excellent middle managers who try to develop themselves. They read books, attend conferences, watch TED Talks, and look for mentors. They are truly students of leadership and they genuinely want to improve.

But they often complain that senior management only cares about quarterly earnings. In this situation, they try very hard to do the right thing, but the organisation's leadership does not seem to care.

In those cases, I usually give the following advice. Of course, quitting is always an option, but it should not necessarily be the first choice. Instead, I recommend becoming the leader you wish you had.

This is actually one of the most common questions I receive: "What should I do when I am trying to do the right thing, but my boss – or my boss's boss – doesn't understand? They only care about profit before people."

The reality is that you cannot control what you cannot control. So focus on the people around you: your colleagues, the people you lead, and even those slightly above you. Be the leader you wish you had.

When this happens, something interesting begins to develop. Small groups of positive leadership start to appear inside organisations.

For example, we once worked with a large technology company. We developed a leadership programme for one small group in the middle of the organisation. Over time, their results improved and the group started to grow.

But something unexpected also happened. The phone began ringing constantly. People from other departments started asking, “Can I join your team?”

Why? Because when employees from this group had lunch with colleagues from other departments, they talked about their work differently.

“How was work today?”

“Amazing.”

And suddenly the story spread across the company. This organisation had 80,000 employees, and this group only had about 150 people. Yet everyone wanted to join that team simply because they wanted to work under good leadership.

Borrowed and modified from: https://youtu.be/C0W4H6jMLKg?si=uGjh_CayPlsA9K5q

Unit 2

Listening skills in Business English

Starting a business can seem complicated. You might have many ideas but no clear starting point, or you may worry about making the wrong decision. However, you don’t need millions in the bank to start a business. What you really need is a clear plan that helps you avoid wasting time and money. In this guide, we will look at several key steps that can increase your chances of success.

Part 1. Choosing the Right Business. Choosing a business idea does not mean inventing something completely new. Many successful business models already exist, and you can adapt them to your situation. The real challenge is avoiding too many options and actually starting.

To simplify the decision, focus on four important variables.

The first is the initial **cost**. Every business requires some investment. You should calculate how much money you need for equipment, materials, or licences.

If your budget is limited, online businesses are often a good option because they usually have lower start-up costs.

The second variable is **required skills**. Some businesses require professional expertise, while others need only basic skills that can be learned quickly or outsourced. Ask yourself whether you already have the necessary skills or whether you can learn or hire them.

The third variable is **scalability**, meaning how easily the business can grow. For example, digital products like software can be sold to thousands of customers without significant additional costs. In contrast, services such as personal consulting are limited by the number of hours you can work.

The fourth variable is **time to launch**. The faster you can start, the sooner you can test your idea in the market and gather real feedback.

Part 2. The Break-Even Point. Another important concept is the **break-even point**. This is the moment when your revenue covers all your costs and the business begins to generate profit.

To calculate it, divide your fixed costs by the difference between the product price and variable costs. This shows how much revenue you need to cover your expenses. Understanding this number helps you evaluate whether your pricing and costs make the business sustainable.

Part 3. Problem and Value Proposition. A successful business always starts with a **problem** and a **solution**.

The problem represents a real need experienced by customers. You can identify problems by observing people's daily behaviour, analysing reviews, or listening to common complaints.

For example, the founders of Airbnb noticed that during large events hotels were fully booked and very expensive, while many people had unused apartments. Their platform connected travellers who needed accommodation with homeowners who had extra space.

The **value proposition** explains how your product solves the problem and why customers should choose it over competitors. For instance, a laundry service might offer to pick up and deliver clothes directly to customers' homes, saving them time and effort.

Part 4. Business Plan. Even a simple business plan can help you organise your ideas. It usually answers three questions: where you want to go, how you will get there, and what resources you need.

A practical business plan normally includes market research, a product or service description, an operational plan, and a marketing strategy. This document becomes a useful tool for making informed decisions from the beginning.

Part 5. Product-Market Fit. Many businesses fail because their product does not match customer needs. This concept is known as **product-market fit**.

A common strategy is to launch a **minimum viable product**, or MVP. This is a simple version of your product that allows you to test customer reactions before investing heavily.

You should also collect feedback and observe customer behaviour carefully. If people are not buying your product, there is usually a clear reason.

One well-known method is the **Sean Ellis test**, which asks customers how disappointed they would be if the product disappeared. If at least 40% say they would be extremely disappointed, the product likely has strong market fit.

Part 6. Managing Finances. Poor financial management is another common reason startups fail.

First, **separate personal and business finances** by opening a dedicated business account. Second, plan a clear budget and divide expenses into essential, operational, and additional costs.

Finally, monitor your **cash flow**, the movement of money in and out of the business. Even profitable companies can fail if they run out of cash to pay suppliers or employees.

Maintaining a reserve that covers several months of operating expenses can help prevent this problem.

Part 7. Marketing and Sales. Marketing plays a critical role in business success, especially for online companies. Without effective promotion, even an excellent product may remain unnoticed.

In fact, a well-promoted average product often performs better than a great product with poor marketing. Therefore, developing strong marketing skills is essential for long-term business growth.

Borrowed and modified from: <https://youtu.be/JJyLynh5d6M?si=ZCEYo8ZICJBoniCo>

Unit 3

Listening skills in Business English

Welcome back to The Knowledge Academy's YouTube channel. Today we're going to talk about the importance and benefits of effective communication in the workplace.

What is effective communication?

Effective communication is the ability to convey your message clearly, concisely, and in a way that the other person understands. It also involves listening actively and responding thoughtfully.

Why is effective communication important in the workplace?

Effective communication is essential for the success of any organization. It helps build trust and rapport between employees. When people communicate effectively, they feel more comfortable and confident around each other. This can lead to stronger relationships and a more positive work environment.

It also improves collaboration and teamwork. When team members communicate clearly, they can share ideas, work together on projects, and solve problems more efficiently.

Another benefit is that effective communication helps reduce conflict and misunderstandings. Misunderstandings are a common cause of workplace

conflict. Clear communication helps prevent these problems and keeps issues from escalating.

Effective communication also increases productivity and efficiency. When employees communicate clearly, they can complete their tasks faster and with fewer mistakes. Problems can also be resolved more quickly.

Finally, effective communication enhances employee morale and job satisfaction. Employees who feel heard and understood are more likely to feel motivated and satisfied with their work.

Benefits of effective communication

Here are several examples of how effective communication benefits different teams.

A sales team that communicates effectively can better understand customer needs and close more deals.

A software development team that communicates clearly can develop products faster and reduce the number of errors or bugs.

A customer service team that communicates effectively can resolve customer issues more quickly and efficiently.

A management team that communicates well can create a more positive and productive environment for all employees.

Tips for effective communication

Here are some practical tips for improving communication in the workplace.

First, be clear and concise. Make sure your message is easy to understand and avoid using jargon or technical terms that others may not know.

Second, be an active listener. Give the speaker your full attention. Maintain eye contact and ask clarifying questions if necessary.

Third, respect other people's opinions. Even if you disagree, acknowledge their perspective and avoid personal criticism or negative language.

Fourth, pay attention to non-verbal communication. Body language, facial expressions, and tone of voice often communicate just as much as words. Make sure your non-verbal signals support your message.

Fifth, tailor your communication to your audience. Think about who you are speaking with and adjust your style accordingly. For example, you may communicate differently with your manager than with a customer.

Sixth, choose the appropriate communication channel. In the workplace, communication can take many forms, including face-to-face meetings, email, phone calls, and video conferencing. Select the method that best fits the situation.

Finally, be mindful of cultural differences. People from different cultures may have different communication styles. Being aware of these differences can help you communicate more effectively.

By following these tips, you can improve your communication skills and become a more effective communicator in the workplace.

Effective communication is essential for the success of any organization.

If you enjoyed this video, hit the like button and subscribe to our channel for more informative content. Don't forget to turn on notifications so you never miss an update.

Borrowed and modified from: <https://youtu.be/jPMoB-BdpYc?si=7LrduCA-eQwkbn6v>

Unit 4

Listening skills in Business English

Change is inevitable. In fact, it often represents a major part of our professional lives. The real issue is not that change occurs, but how we handle it and how we navigate it successfully.

Hello, I'm Barry Shore, Professor Emeritus at the University of New Hampshire and Head of Content Development here at SSGI.

So how do we manage change? Three well-known models provide useful guidance, and at the end I will share what I believe is the most important concept.

The Kurt Lewin Model

The first is the Kurt Lewin model. Lewin proposed that change occurs in three stages.

The first stage is unfreezing, which means recognizing the need for change and challenging the current status quo.

The second stage is changing, where new processes, behaviours, and ways of thinking are introduced and implemented.

The third stage is refreezing, which involves stabilizing and reinforcing the new practices so they become the new norm.

It is a simple model, but it successfully highlights the key phases of organizational change.

Kotter's Eight-Step Model

The second model is John Kotter's eight-step model, which provides a more detailed approach.

The first step is creating a sense of urgency, emphasizing the importance of change.

The second step is forming a guiding coalition, assembling a group that will lead and motivate others during the change process.

The third step is creating a vision for change, developing a clear direction for the organization.

The fourth step is communicating the vision so that everyone understands the goals of the change.

The fifth step is empowering others to act, giving employees the authority and support to contribute to the change.

The sixth step is creating short-term wins, planning and celebrating early successes.

The seventh step is consolidating gains, using momentum to drive further improvements.

The final step is anchoring the changes in the organizational culture, ensuring that the new practices become part of everyday work.

Kotter's model is particularly useful for large organizations seeking a structured and systematic approach to change.

The ADKAR Model

The third model is the ADKAR model, which focuses on individuals experiencing change. The acronym stands for Awareness, Desire, Knowledge, Ability, and Reinforcement.

Awareness means understanding why change is necessary.

Desire refers to the willingness to support and participate in the change.

Knowledge involves learning how the change will be implemented.

Ability means developing the skills and behaviours needed to apply the change.

Finally, reinforcement ensures that the change continues through recognition, feedback, and rewards.

The ADKAR model focuses on the individual level, making it particularly effective for supporting employees during the change process.

Choosing the Right Model

Each of these models offers unique strengths.

Lewin's model is simple and useful for understanding the basic phases of change.

Kotter's eight-step model provides a detailed roadmap for large-scale organizational transformation. The ADKAR model focuses on individuals and ensures that employees receive the support they need during the change process.

So which model should you choose?

The answer depends on the specific situation and the scale of the change.

The Most Important Concept: Urgency

As promised, here is the concept that I have found most useful across many change initiatives: urgency.

Because people often resist change, creating a sense of urgency can help motivate them. When employees clearly understand why change is necessary and why it must happen now, they are more likely to support the process.

Without this sense of urgency, many of the other strategies mentioned in this audio may not be enough to motivate the team.

Of course, not every situation can be treated as urgent. However, when used appropriately, urgency can be a powerful driver of successful change.

Borrowed and modified from: <https://youtu.be/88REo-hhURA?si=eu5rZO295uoUQjJ2>

Unit 5

Listening skills in Business English

Have you ever wondered how some retailers seem to know exactly what you like, offering just the right promotion or product suggestion at the perfect moment? It is not magic. It is a strategic approach to understanding their customers. Retail businesses obtain customer data across various channels by employing a comprehensive strategy that blends online tracking, instore interactions, and direct customer feedback. This multifaceted approach allows them to build a rich 360-degree view of each customer, which is essential for personalized experiences and informed business decisions. The core reason for this multi-channel data collection lies in the fragmentation of the modern shopping journey. Customers interact with brands in numerous ways from browsing products online to visiting a physical store and engaging with marketing emails. To serve customers effectively, retailers must connect these disparate data points, understanding that each interaction provides valuable insights into preferences, behaviors, and needs. To achieve this, businesses use several key methods. Online, they track website activity, purchase history, and engagement with digital marketing through cookies, analytics platforms, and customer accounts. In store, point of sale systems capture transaction data, while loyalty programs link purchases to individual customer profiles. Retail associates can

also gather qualitative data through direct conversations, noting preferences, or feedback. Furthermore, customer surveys and feedback forms, whether online or in person, provide direct insights into satisfaction and expectations. A sophisticated technique involves using universal identifiers, such as an email address or phone number, to link customer activities across different channels. This allows a retailer to see, for instance, that a customer viewed a product online, added it to their cart, then later purchased it in a physical store using their loyalty card. This unified profile enhances predictive analytics, allowing for more precise inventory management and highly targeted marketing campaigns, ultimately improving customer lifetime value. By diligently collecting and integrating customer data from every touch point, retail businesses can create more relevant shopping experiences, optimize their operations, and build stronger, more lasting relationships with their customers. This complete data picture is not just about sales. It is about fostering loyalty and ensuring continued growth.

Borrowed from: <https://www.youtube.com/watch?v=E-YbxPCAYY>

Unit 6

Listening skills in Business English

It has been said that when Americans want to say 100 things, they will verbalize 150 things, for they are explicit in their use of language in communication. When the Japanese verbalize 70 things, they are trying to get the other person to understand 104. They are using implicit understandings and, at times, nonverbal cues to get their point across.

Cultures can be separated into two groups with regard to communication. High-context cultures, such as East Asian, Latin American, Southern Mediterranean, and Arab countries, are commonly homogeneous, sharing a history of common values and assumptions. When people of high-context cultures communicate, it is not necessary for them to say everything explicitly.

Nonverbal cues often communicate what is not said, and silence can have great meaning.

In parallel to this, low-context cultures, such as America, Canada, and Western European countries, prefer clear descriptions, unambiguous communication, and are highly specific. Low-context communicators do not rely on trust relationships in business communication. Instead, they rely more on the spoken or written word.

So, how can we bridge this communication gap? The gap is more about the language of behavior than language use itself. It can be bridged by focusing on the key necessary to unlocking business in any form and at any level: relationships. High-context cultures value relationships. Knowing the history and character of who they are communicating with influences what is communicated and how. A solid relationship supports a high-context culture's natural implicit communication preference.

Thus, it is an advantage to devote time and attention to relationship building when working with high-context cultures. Being aware that low-context communicators may be perceived as moving too fast or as too abrupt informs low-context communicators to slow down. Approach communication through developing understanding rather than just giving specific explanations. Letting relationships percolate before trying to seal or even propose an outcome will create not only better communication but better results as well.

Borrowed and modified from: <https://www.youtube.com/watch?v=qKViQSnW-UA>

APPENDIX 2. VIDEO SCRIPTS

Unit 1

Starting point

Whether companies like hearing this or not, but good employees tend to be much more inclined to leave rather than poor performers because those would typically stay and won't bother going through the effort of leaving. It's a well-proven fact that the happiness of the employee directly impacts their productivity. So let's discuss the most common reason which made good employees unhappy, unhappy to the point of leaving the company. After years of experience in corporate HR, I'd like to share with you 5 reasons why good employees quit and what to do to make your employees stay. If you are not subscribed to my channel yet then definitely subscribe below and enable the notification bell so you won't miss out on my content. Also tap the like button if you are ready to proceed. Employees don't leave companies, they leave managers and I've repeated this consistently in my videos because the number one motivator that gets people to look for other opportunities is having a bad manager. 75% of 10,000 workers questioned who voluntarily left their jobs said they had left because of their bosses and not because of the position itself. A manager often makes or breaks an employee's experience. It could be due to their management style or due to their lack of inspiring leadership skills. That's why it's so important that companies opt for managers that actually have leadership skills because seniority alone is not enough. Not all senior employees are or should be people managers. Insecure managers that rise to leadership roles without the required emotional intelligence are usually those that struggle to build trustful relationships with their teams. Managers who redirect all the pressure to their teams which one doubt throwing employees under the bus are in fact damaging to be around because nothing you do will be good enough for them. A boss which fails to ever care and to be supportive will always have a higher turnover in their teams. In this day and age, it's impossible to work for someone at least 8 hours a day when you are being

filled with self doubt and self questioning. No one would want to stay at a job that has a negative impact on your health and on your career. It's only natural to run and never look back when the company culture and values are poor. If you think that the company culture is just another buzzword, you couldn't be more wrong. It is in fact a huge contributor to how employees feel about their jobs overall, and it's become especially relevant in recent post pandemic years. Questions about the company culture are actually the first questions that I'm getting nowadays from potential candidates. A supportive company culture would make the employees more engaged with the business overall and not just with their specific responsibilities. And many times this directly translates into wanting to stay at their jobs, working more motivated and efficiently. A poor company culture does exactly the opposite. It destroys the employees' motivation. Some specific common issues that describe a poor company culture could be from unclear values and lack of transparency to simply not having a safe and a comfortable work environment. To be in a safe environment is required for the employees to continue learning and interacting at their jobs in a positive and engaging manner. A company culture should also be respectful to the fact that employees have lives outside of work. Typically, employees are more enthusiastic and engaged when the company trusts them and encourages them to have an enriching life outside of work. Compassion and understanding often go a long way to keep good employees in the company. The next reason is when there is a clear lack of trust at work. As obvious as it sounds, it keeps happening again and again, and it's outlined as one of the main reasons why employees quit when they don't feel trusted and respected at work. Lack of trust tends to generate negative feelings which eventually build up and cause people to leave. One of the most common examples of lack of trust is when the employee is micromanaged by their senior leaders. When the managers or senior leaders within the company interfere, they authorize and don't trust the employee skills and knowledge to have the freedom and responsibility over the tasks they are hired to do. Lack of trust

turns out restricting and stressful for an employee. It creates unnecessary insecurities and self doubt and no one is willing to put up with what's constantly being questioned and followed up on. It shouldn't be that hard to trust your employees and let them do their jobs when overworked and under appreciated. Although in many organizations, especially in small businesses, employees might wear many hats, it should always go hand in hand with discussing and distributing the workload adequately. We are all humans and we can only give that much. Nothing burns good employees out quite like overworking them, although it's very tempting to work your best people hard. That's why many managers and companies frequently fall into this trap. But overworking your employees is counterproductive. Research shows that after the 40-hour workweek, the productivity per additional hour declines sharply and at some point even drops completely. Talented employees will typically take on a bigger workload and will eventually deliver results, but they won't stay if their job suffocates them through this process. Especially if they feel underappreciated. It may seem small and insignificant, but telling your employees that they are doing good work, recognizing their accomplishments, goes a very long way. Raises, promotions, and title changes can also be a more acceptable way to possibly increase workload. If you simply increase workload because people are talented, they will seek another job that gives them what they deserve. And the final reason is quite connected to that. When employees are underpaid, paying people less costs less money. But low wages is another reason why good employees quit, and it ends up costing businesses much more in the long run. If the employee feels like they are not being paid well for the work they do, they will be looking for a better pay somewhere else. Even if the employee likes working for your business, sometimes money is crucial. Money and a room for growth that comes closely because this is also very relevant for ambitious employees. They are keen to learn and grow. Good employees can make amazing accomplishments, and at some point they will be ready to move up if such opportunities are not available within

their current organization. If there is no room for advancement, they will feel stuck and they will eventually look for new professional challenges outside of the company. So if you want your best employees to stay, it's really important to think carefully about how you treat them. Good employees are hard to find. Their talent gives them an abundance of options you need to make them want to work for you. Thanks for staying with me till the end. Let me know what has been your experience in quitting managers, jobs or companies. I would really appreciate it if you thumbed up this video. It motivates me to keep making more content for you. Don't forget to subscribe and see you in my next video coming out.

Borrowed and modified from: <https://youtu.be/gbWzqB3JBdU?si=H932CaRKVKn3Czg7>

Unit 1

Writing skills in Business English

I was lucky. I found what I loved to do early in life. Waz and I started Apple in my parents' garage when I was 20. We worked hard and in 10 years Apple had grown from just the two of us in a garage into a 2 billion company with over 4000 employees. We just released our finest creation, the Macintosh, a year earlier and I'd just turned 30 and then I got fired. How can you get fired from a company you started?

Well, as Apple grew, we hired someone who I thought was very talented to run the company with me. And for the first year or so, things went well. But then our visions of the future began to diverge, and eventually we had a falling out. When we did, our board of directors sided with him. And so at 30, I was out, and very publicly out.

What had been the focus of my entire adult life was gone, and it was devastating. I really didn't know what to do. For a few months I felt that I'd let the previous generation of entrepreneurs down, that I had dropped the baton as it was being passed to me. I met with David Packard and Bob Noyce and tried to apologize for screwing up so badly.

I was a very public failure and I even thought about running away from the valley. But something slowly began to dawn on me. I still loved what I did. The turn of events at Apple had not changed that one bit. I'd been rejected, but I was still in love, and so I decided to start over.

I didn't see it then, but it turned out that getting fired from Apple was the best thing that could have ever happened to me. The heaviness of being successful was replaced by the lightness of being a beginner again. Less sure about everything. It freed me to enter one of the most creative periods of my life.

During the next five years, I started a company named Next, another company named Pixar, and fell in love with an amazing woman who would become my wife.

Pixar went on to create the world's first computer animated feature film, Toy Story, and is now the most successful animation studio in the world.

In a remarkable turn of events, Apple bought Next and I returned to Apple, and the technology we developed at Next is at the heart of Apple's current renaissance, and Loreen and I have a wonderful family together.

I'm pretty sure none of this would have happened if I hadn't been fired from Apple. It was awful tasting medicine, but I guess the patient needed it. Sometimes life's going to hit you in the head with a brick.

Don't lose faith.

I'm convinced that the only thing that kept me going was that I loved what I did. You've got to find what you love, and that is as true for work as it is for your lovers.

Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do. If you haven't found it yet, keep looking and don't settle.

As with all matters of the heart, you'll know when you find it. And like any great relationship, it just gets better and better as the years roll on. So keep looking. Don't settle.

Borrowed and modified from: <https://youtu.be/9lg2L9xW8Sw?si=YzrOn4JRlIm0CdtV>

Unit 2

Starting point

What does it take to take that first leap and just start a business?

That's the hardest part. It really depends on your personal circumstances. Like I got fired. I mean, I was sleeping on the floor, 6 guys in a three-bedroom apartment. So I couldn't go any lower.

So there was no downside. Yeah, there was no downside for me starting a business. And it was just like, you know, I was 25 when we started Micro Solutions and, you know, I just got fired and it was like, look, I'm, I'm a lousy employee.

I'm going to just start going to some of my prospects that I had in my job and ask them to front the money that I needed to install some software and found this company Architectural Lighting, who put in \$500.00 for me that allowed me to buy software and have 50% margins. And you know, that's how I started my company.

But like, by way of advice, would you say, I mean, it's a terrifying thing.

Yeah, I mean, you've got to be in a position where you're confident. You know, I get emails and approached by people all the time. You know, what kind of business should I start? That tells me you're not ready to start a business, right, Either you're prepared. And you know what? You don't, you know, in the United States with the American dream, everybody kind of always looks at themselves and says, OK, you know, I have this idea, right? And then you go through this process of saying, OK, you know what, you talk to your friends or family, what do you think? And then almost always, oh, it's a great idea, right? Then you go

on Google and you say, Oh my God, no one else is doing it without thinking. You know, 10 companies have gone out of business trying the same thing. But OK, it's on Google. And then people stop, right? Because that next step means, OK, I have to change what I'm doing in my life. And that's not easy for 99% of the people. Some people look at that as an opportunity, get excited about it. Some people get terrified because it's OK. Maybe I'm comfortable, maybe I have responsibilities. And so whatever your circumstances are, if you want to take that next step, you have to be able to deal with the consequences of changing your circumstances. And that's the first thing, you know, do you save money? You know, so you have, you know, if you have a job, do you have a mortgage, do you have a family, you got to save money. You can't just walk, you know, I mean, they've got to eat and they've got to have shelter. But on the other side of the coin, if you've got nothing, it's the perfect time to start a business.

Yeah, desperation is a good catalyst for starting a business, but in many cases the decision as you're talking about you're going to have to make is to leave a job that's providing some degree of comfort already. So. And I suppose when you're sleeping on the floor and there's six guys, it's a little bit easier. It's.

Really easy, right? Particularly when you get fired and you don't have a job, you know, when you're looking at bartending at night, just try to pay the bills. And so it wasn't hard for me. But to your point, it really comes down to preparation. You know, if it's important enough to you, you'll save the money, you'll give up, you know, whatever it is you need to give up, to put the money aside.

If you have obligations, you'll put in the work to learn as much as you can about that industry so that when you start your business, you're prepared. And you can always, you know, at night, on weekends, whenever you find time, lunch, start making the calls to find out if people will write you a cheque, you know, transfer you to money to buy whatever it is you're selling. And by doing those things, you can put yourself in a position to succeed. It's where people just think,

OK, you know, Geronimo, I'm leaping off the edge of a Cliff and I'm starting a business that's tough.

But sometimes that's like the way you do. Though there's always examples of any situation or right right, but I mean. Total evidence for everything.

Yeah. But if you're going into a new business, you're going to have competition unless you're really, really, really, really, really lucky. And that competition is not going to just say, OK, that Lex or Mark just kick her ass. And so you've got to be prepared on how you're going to deal with that competition.

What do you think about America that has so many people who have that dream and act on that dream of starting a business?

You know, I think we've just got a culture of consumption and more, you know, and to get more, you've got to, you know, creating a business gives you the greatest potential upside and the greatest leverage on your time, but it also creates the most risk.

So that capitalist machine, there's a lot of elements. By contrast, the respect for the law, like an entrepreneur can trust that if they pull it off, the law will protect them. There won't be a government, hopefully.

That's still the case, yeah. Yeah, there's always.

Yeah, there's always other countries, right, right. So US versus other countries, like Joe Biden of all people said to me, it was at an entrepreneurship conference that when he was vice president, he had put together and we had gone up there from a bunch of us from Shark Tank to talk to young entrepreneurs from around the world. And he said to me, Mark, you know, the one thing that separates us is entrepreneurship. I've been to every country around the world and the one thing that separates us is entrepreneurship. We're the most entrepreneurial country in the world and there's no one else who's even close. And when you look at the origin of our biggest, you know, the biggest companies in the world, for the most part, there's an American origin story somewhere behind there. And I think, you know, that just gets perpetuated on itself. We see those Horatio Alger

stories. We see examples of the Jeff Bezos of the world, the Steve Jobs of the world. And those are the types of people we want to copy.

Yeah, we want to be really careful and try to really figure out what that is because we don't want to lose that for sure. We want to protect whatever, you know, and that's a lot of the discussions about what's the right way to do government, big government, small government, what's the right policies. What but also culture, like who we celebrate. One of the things that troubles me is that we don't sufficiently celebrate the entrepreneurs that take risks and entrepreneurs that succeed. It seems like success, especially when it causes wealth, is immediately matched with distrust and criticism, all that. Yeah.

It's changing for sure because you know, you can go back just 12 years, right? Traditional media dominated, let's just say through 2012, you know, that was the peak of linear television. You know, newspapers weren't as strong, but they still had some breadth and depth to them. And then social media comes along and everybody gets to play in their own sandbox and share opinions with people who think just like them. And that and it also gives them the opportunity to amplify those feelings. And I think that's where celebrating entrepreneurs really started to subside some. There were always people who were progressive that were like, billionaires are bad or millionaires are bad, depending on the time period. But you didn't really see it on an ongoing basis, right? It wasn't going to be on the Evening News. It wasn't going to be on the front page of the newspaper.

It was going to be if you read a book and someone talked about it or you read a magazine and there was an article talking about, you know, this progressive movement or that progressive move, whatever it may be, you know, and then or political parties. But now all of that is front and center in social media.

And we're trying to figure out how we deal with the mobs of people in the virality of it all. I think we'll find our footing and start celebrating greatness again. Well, that, I mean, that's the whole reason I do Shark Tank. That's it. True, that show celebrates entrepreneurs.

It's the only place where every single minute of every single episode, we, you know, we celebrate the American Dream. And the reason I do it is we tell the entire country and it's shown around the world. Even we, you know, we're, we're amazing advertising for the American Dream. And I don't even know how many countries, but every time somebody walks onto that carpet from Dubuque, IA or Ketchum, Idaho, you know, that sends a message to every kid who's watching 7891012-year-old kid that if they can do it from Ketchum, ID, you can do it. If they can have this idea and get a deal or even present to the sharks and have all of America see it, you can do it. And that, I mean, I'm proud of that.

The 15 years of that is just it. It's just been insane. You know, now kids walk up to me and go, yeah, I started watching you when I was 5 or 10. And I started a business because I learned about it from Shark Tank. And so, you know, I think, you know, we're selling it, celebrating it, and we convey it. And I don't think it's going away. But there are different battles we have to fight to support it.

Yeah, I love even when the business idea is obviously horrible, just the guts to step up, to be there, to believe in yourself, to really reach. I mean, that's what matters. I mean, because like, some of the best business ideas are probably maybe even you and Shark Tank will laugh at.

Oh, for sure. You know, without question, the good ones, we're not going to recognize every good one. And then sometimes we'll just motivate people to work even harder to get it done because of what we say to them. And that's fine too. You know, there's been great success stories that we said no to.

None.

Borrowed and modified from: https://youtu.be/yLFt0hdBMaI?si=4TtGdnLLes_JHTVi

Unit 2

Business communication

Today I'm answering the question how to network effectively in business. In this video, I'll reveal the secret trick every effective networker knows. Then I'll share the one tried and true method of networking effectively. And lastly, I'll share how to network effectively even if you don't want to leave your house. And on top of that, I have a killer strategy I want to share with you about how to network effectively and save time doing it, but only if you stick around until the very end. All right, so let's talk about the secret trick every effective networker knows. To be effective, you must network to build relationships. The common mistake most professionals make is thinking networking is all about selling. Either selling themselves for a promotion or a job, or by selling a product or service. This type of networking is known as traditional networking or transactional networking. This approach repels people and doesn't attract anything at all. Think about the last time you got a sales call on the phone or a salesperson knocked at your door. How happy were you to get that call?

Were you excited to welcome that person in or hang out chatting with them on the phone? I suspect you were more annoyed and put off by that call, if you even answered it at all. That is how everyone feels when you network to sell. Only effective networkers know that building relationships builds their reputational capital and builds their career or business to build relationships. You are engaging in relational networking by having meaningful conversations to learn from someone and about someone.

Like most people, I automatically associated networking with selling when I first started out. So I learned the hard way how this was not an effective approach. Once I shifted my focus to relational networking, I started attracting more opportunities, ideas, solutions, and resources. Networking became more effective and less of a chore. So, do you believe that networking can be effective

when you have focus on building relationships? Let me know in the comments below. I'm curious to hear your answers.

Now let's talk about the one tried and true method of networking effectively.

Talk less, question more. I have found that when you are focused on networking to sell, you are more focused on selling and telling than listening to the person you are talking to. In order to shift your networking mindset to building relationships, questions are the most effective method to learn from someone and about someone. Talk Less, Question More is such a tried and true method that we have made this one of our core values here at Down and Dirty Networking. When you ask questions, you show you care, you show you value. The person you are speaking to that you are interested in, what they have to say. More importantly, when you continue to ask follow up questions to the answers they give you show the person that they are seen, valued and heard. Something that we all want and often crave. When you make someone feel seen, valued and heard, you raise your reputational capital with them. This is a strong foundation for a lasting relationship. I have found that the strength of your relationships determines the trajectory of your reputational capital and the trajectory of your career. Now before I reveal how to network effectively even if you don't want to leave your house, I want to remind you to subscribe to this channel. I'm putting out videos every week for you to work and network more effectively and stress free like we do in our down and dirty networking community. So click subscribe to this channel and make sure to drop me a thumbs up or comment on this video if you are finding these tips helpful.

Now let's talk about how to network effectively even if you don't want to leave the house.

Network Virtually Now more than ever, we have all learned the power of conducting business virtually. A study by Forbes revealed that 92% of the participants found online networking to save them time. This study also showed

that participants found online networking to save money and increase productivity. Over five years ago, I had to pivot my entire business online due to an autoimmune and line diagnosis. Since then, virtual networking has been my only connection to the outside world. The best part is that I can network with people from all over the world. This was something I could never do in person. Though my circumstances forced me to network virtually, I quickly realised how much more effective virtual networking could be. I could reach out via social media and chat with anyone instantly. I could schedule a phone call or a Zoom meeting virtually. I could be more productive in my 1 to one meetings because I could share and receive resources instantly instead of waiting until I got back to the office to send or receive them virtually. I have been able to save time on commuting, avoid gas expenses, save on meal expenses, and reduce wear and tear on my car. I have been able to connect with more people in less time, all from the comfort of my home.

One of the biggest challenges I hear is that professionals do not have the time to network, despite wanting to and understanding how important networking is for growing their career or business. In fact, according to a LinkedIn survey, 49% of participants said they didn't have enough time to network.

But what if I told you I had a killer strategy about how to network effectively and save time doing it? Would you be interested? Click the link in the description below and I will send you a personal invitation to the next Down and Dirty Networking virtual sneak peek event. Our online community is focused 100% on relational networking. The best part is that in our community you network effectively and save time and enjoy doing it. Our amazing members are from all professions and industries committed to Co elevate, collaborate and connect to have meaningful conversations and build lasting relationships. We are cutting the fluff of traditional networking so you do not have to weed through 32nd commercials and sales pitches. Instead you enjoy a mini mastermind experience that is your professional easy button. So click the link in the

description below to get your personal invitation to network with our extraordinarily supportive online community and a safe, no-must environment that is fun and innovative. I look forward to seeing you at the virtual Sneak Peek event. Thanks for watching and happy networking.

Borrowed from: https://youtu.be/RC_oV64zGKs?si=x8EIPchJsHP0TwR

Unit 3

Starting point

Welcome to our journey through time as we explore the fascinating history of communication, from the humble smoke signals to the powerful smartphones in our pockets today. Communication has always been at the heart of human progress, enabling us to share ideas, form connections, and build societies. Imagine a time, thousands of years ago, when our ancestors relied on smoke signals to send messages over long distances.

This early form of communication was simple but effective. By controlling the puffs of smoke, they could convey warnings, call for help, or signal important events. As societies evolved, so did our methods of communication. Ancient civilizations like the Egyptians developed writing systems such as hieroglyphics, allowing them to record history, laws, and stories. Cave paintings, another form of early communication, were used by prehistoric humans to depict their daily lives and beliefs. The invention of writing was a monumental leap forward. The Sumerians, around 3500 BCE, created one of the first writing systems, known as cuneiform. They used clay tablets to document transactions and events, setting the stage for recorded history. Meanwhile, the Egyptians perfected the use of papyrus scrolls, making it easier to store and transport written information. Fast forward to ancient Rome, where the need for efficient communication across a vast empire led to the creation of an extensive network of roads. Roman messengers on horseback could deliver messages rapidly across great distances, ensuring that information flowed smoothly throughout the empire. In ancient

China, the invention of paper in the development of early printing techniques revolutionized communication. Paper, invented during the Han dynasty was more versatile and affordable than previous materials. Later, during the Tang and Song dynasties, woodblock printing enabled the mass production of texts, spreading knowledge far and wide. In medieval Europe, the painstaking creation of illuminated manuscripts became a form of art. Monks and monasteries would meticulously hand, copy and decorate texts, preserving knowledge through the Dark Ages. These manuscripts were treasured and often passed down through generations. The next major breakthrough came in the 15th century with the invention of the printing press by Johannes Gutenberg. This revolutionary device allowed for the mass production of books, making information more accessible to the public and fueling the Renaissance. Suddenly, ideas could spread faster than ever before, sparking an era of enlightenment and scientific discovery. The 19th century brought about another communication revolution with the advent of the Telegraph. Invented by Samuel Morse, The Telegraph enabled instant long distance communication using Morse code. Messages that once took days or weeks to deliver could now be sent in a matter of minutes. This innovation was soon followed by the telephone, invented by Alexander Graham Bell, which allowed people to speak to each other across great distances. The 20th century saw the rise of radio and television, transforming how we consumed information and entertainment. Radio waves voices and music into homes, while television brought moving images and sound, connecting people to world events, news, and culture in real time. The late 20th century introduced the digital age. The invention of computers and the creation of the Internet revolutionized communication once again, emails replaced traditional letters and information became available at our fingertips. The Internet connected the world like never before, enabling instant communication and access to vast amounts of information. And then came mobile phones, untethering communication from landlines and making it truly portable. Early mobile phones were bulky and

expensive, but advancements in technology quickly made them more accessible. The true game changer was the smartphone, combining communication, computing, and Internet access into a single, powerful device. Today, smartphones are an integral part of our daily lives. They allow us to stay connected with friends and family, access information, and share our experiences with the world through social media. Apps like WhatsApp, Facebook, and Instagram have transformed how we communicate, making it instant and visual. As we look to the future, communication technology continues to evolve at a rapid pace. Augmented reality and virtual reality are creating immersive experiences, while advances in brain computer interfaces promise to take communication to a whole new level. The possibilities are endless, and the journey of communication is far from over. From smoke signals to smartphones, the history of communication is a testament to human ingenuity and our desire to connect. As we continue to innovate and explore new frontiers, one thing remains certain, the power of communication will always be at the heart of our progress. Thank you for joining us on this incredible journey. Don't forget to like, share, and subscribe for more fascinating explorations into the history that shapes our world.

Borrowed from: <https://youtu.be/T9RaSMuzvb0?si=D9UpZ-W4xaDt5OE5>

Unit 4

Starting point

If I asked you, do you need to change, and you said to me no, I'd be worried. You know, like, you think you figured everything out, like emotionally, professionally, all your relationships, everything's golden.

OK How's that working out for you? You know, I think the answer is always yes, which is to view ourselves or our organizations as works in progress. You know, that is an infinite mindset. Infinite mindset is fundamentally constant improvement. So you know, there's big change, there's little change, there's

tweaks, there's dramatic change. Sometimes it's reacting to changing cultures, changes in culture, politics, technology. You know, sometimes the change is our own, sometimes we have to react to it. But I think the honest answer is yes, we have to change. There's always opportunity to improve something.

So there's this notion in businesses that people fear change, which is just fundamentally not true. People fear sudden change, you know, but incremental change is not threatening. People fear change that threatens them, right. And very often the way we change manage is we do lots of PowerPoint presentations about what's coming and don't worry. And we have all these things and we treat it very rationally. And what we're ignoring is the emotional response. Now there are some people who who love change.

It's a, it's an infinite minded thing to embrace uncertainty, to see opportunity and surprise.

For some people, especially people who have been who have gotten good at doing something for 10 years, 20 years, that all of a sudden you say you're going to change it. They fear again. There's that emotional word. They fear that they won't know how to or it will set them back. And so no number of rational assurances will help them get over that. At some point we have to just let them go through the process.

The law of diffusion is a theory that was proposed in the 50s or 60s by Emmett Rogers and basically all populations shift across the standard deviation, the old bell curve. If you have high performers, you have low performers, you know, etcetera, stuff like that. And what the law of diffusion tells us is that the 1st 2 1/2 percent of your population are your innovators. This is your big idea people, Elon Musk, Steve Jobs, right?

Then you have 13 1/2 percent of your population that your early are your early adopters. These are the people who are willing to pay a premium, suffering inconvenience, extend extra energy to be a part of something that reflects their own beliefs. Stand in line to see Star Wars a week before it comes out. Even

though you can just wait two or three weeks and buy a ticket and go in for them, it's worth it, right?

And then you have your early and late majority who are more cynical, more practical. What's in it for me? What guarantee am I going to have? What happens if it goes wrong? Will I get my money back? Like that kind of stuff, you know?

You've ever seen the YouTube video of the guy dancing solo and then the early adopters come and the next everyone's coming? That's a movement.

Right. That's a great example of how it works. Now amplify that to an organization. The innovator is the person who came up with the idea, the person who first started dancing. And other people said, you're an idiot, right? But a small group said, I mean, yeah, but it's fun, you know, we'll give it a try. And then before you know it, it's a perfect example of how law of diffusions work and how tipping points work.

When we try to affect change inside an organization, we obviously want to affect the bell. We want to affect the majority of the company.

But that's not how change happens because the majority will not try something until someone has tried it first. They're risk intolerant or. And so what you actually want to do is aim for the early adopters.

You aim for the people, go, all right, it's not perfect, we'll give it a try.

And if you can get about 15 to 18% market penetration, it just tips again because someone else has tried it, it's been, it's happened. And so the way you affect change in an organization is not to thrust it upon everybody because you're going to get massive resistance from the majority, but rather identify the pockets of early adopters, individuals and teams that are willing to try this new thing that you want to try, get the kinks out. And then before you know, it winds up happening is the majority starts getting angry. Like, why weren't we given this? Well, that's called demand. We love that. So it's about building demand and creating that tipping point. That's a more effective way to create sticky change.

Borrowed from: <https://youtu.be/pUmTQ-86-YI?si=aFA4k2RXyp7UsM1x>

Unit 4

Business communication

The case of the mixed-up merger Sweet Chocolate Company has just acquired Peanuttty Butter Inc to expand its customer base and extend its product portfolio.

Now known as Nutty Chocolate. The new company is in the midst of merging the two workforces and has some tough decisions to make.

David Planner, the Director of Mergers and Acquisition, is leading the workforce transformation project.

He sets up a large white board with a breakdown of nutty chocolates, talent and structure.

Each important role is represented with a sticky note and some basic information.

He invites several key stakeholders to rearrange and remove talent to build the ideal scenario.

After much thought and consideration, David and the stakeholders finalize their scenario and he is given the green light for what looks like a good plan.

Shortly thereafter, the problem start. Despite their best efforts, oversights have been made.

A variety of roles are double staff while others are left vacant.

Although they secured 2 senior chemists, their area of expertise was overlooked.

Nutty Chocolate now has two allergy specialists.

But unfortunately, let a critical player go the flavor specialist.

On the leadership front, there is a misalignment between managers and their teams. Kate's plan for opening high end retail chocolate shops aren't working out because her team consists of peanut butter market experts. Across the company, there is an imbalance of headcount level. Some departments are

over budget and overstaffed, while others are dangerously lacking the manpower necessary for success.

Chaos ensues enterprise wide, resulting in confusion of roles, employee disengagement, and lost productivity.

David thought he had all the information he needed to effectively merge the two workforces, but realizes now that he didn't.

Let's try that again, this time with SAP Talent Visualization by Nikesa.

Using the org modeling capabilities, David begins the workforce transformation process. To start, he generates a new comprehensive organizational chart by importing data from each company's ERP system.

To give the appropriate attention to all areas of the organization, David delegates different branches of the global org chart to the relevant managers. Through secure online access to their areas of responsibility, managers can create their own scenarios with visibility into detailed employee profiles and critical metrics.

They can easily drag and drop individuals and immediately see the impact of their decisions on budgets, salaries and headcounts.

David ensures global alignment through visual online collaboration with each scenario builder and their model.

He gathers all scenarios from the department managers and merges them into a fresh global picture.

Aha, they can all clearly see the right scenario to optimize workforce performance, minimize disruption, and ensure lasting business success.

David publishes the new org chart on Nutty Chocolates Portal, giving all employees an easy to understand, consolidated view of their new organization. By using the org modeler capabilities of SAP Talent Visualization by Nikisa, duplicate roles and responsibilities have been avoided, managers and team members are fully aligned, and departments are properly staffed and on budget.

David was able to visualize what matters most to accelerate the merger process, reduce the risk and uncertainty associated with critical decisions, and build a better, stronger workforce.

Borrowed from: https://youtu.be/7C_z8UuCJ-Y?si=LfRGvUr8ZO-TuPle

Unit 5

Business communication

What is customer data? Any and all information that businesses collect about their customers.

What are the types of customer data?

1. Identity data – information such as the customer’s name, email address, residential address, phone number, and social media profiles.
2. Demographic data – public information about the customer, such as age, gender, occupation, income level, marital status, etc.
3. Behavioral data – data related to customers’ actions and engagements with the business.
4. Psychographic data – data about a customer's interests, hobbies, lifestyle choices, values, attitudes, and personality traits.
5. Interaction data – data related to a customer’s interaction with customer service, such as calls, chats, and emails.

Why is customer data important? Customer data aids in making crucial strategic decisions, forecasting trends, market segmentation, and understanding customer satisfaction levels.

How to collect customer data:

1. Identify your data collection goals – determine what specific information you aim to gather about your customers.
2. Collection via direct interactions – gathering customers’ data during interactions provides firsthand insight into their thoughts, expectations, and problems.

3. Use digital tools – tools like Google Analytics or HubSpot can help you collect data about your website visitors and their behavior on your site.

4. Leverage social media – social media platforms like Facebook, Instagram, and LinkedIn offer tools for businesses to analyze customer behavior.

5. Conduct surveys and questionnaires – surveys and questionnaires, either online or offline, allow for direct input from your customers.

6. Monitor customer transactions – monitoring and analyzing customer transaction data can help improve product recommendations, personalize marketing efforts, and boost sales.

7. Data mining – use various data mining techniques like clustering, classification, and association to uncover patterns and correlations in large data sets.

8. Organize events and webinars – beyond procuring contact details, you can gain insights into your customers' professional interests and challenges by hosting events and webinars.

9. Use CRM systems – CRM systems like Salesforce or Zoho offer a central location where all customer interactions across different channels are stored.

10. Privacy policy – have a clear privacy policy that explains how you handle customer data.

How to analyze customer data:

1. Identify objectives – focus on objectives that align with your overall business goals for optimal benefit.

2. Gather data – start collecting relevant customer data so the quality of your results stays up to mark.

3. Cleanse and segment the data – clean it by removing redundancies and irrelevant information. Once cleaned, segment the data into meaningful groups.

4. Analyze the data – use statistical analysis, predictive modeling, or machine learning techniques to draw insights from your data.

5. Implement insights – convert the insights gained from the analysis into actionable strategies that align with your initially set objectives.

6. Monitor and adjust – measuring the impact and adjusting processes allows you to see if the new strategies are successful.

What are the practical ways to use customer data?

1. Improving customer experience – with the insights gained from analyzing customer data, businesses can customize their offerings and interactions to suit the customer's preferences.

2. Segmentation for personalized marketing – customer segments can be targeted with personalized marketing strategies, enhancing customer engagement and increasing conversion rates.

3. Predicting market trends – by analyzing transaction records, browsing histories, customer feedback, and social media activities, companies can identify patterns and trends.

4. Increasing customer retention – using customer data, brands can improve customer satisfaction, strengthen connections, and eventually boost client retention.

In conclusion, customer data can propel businesses forward to understand their customers on a deeper level.

Borrowed from: <https://www.youtube.com/watch?v=MHjc99MhTeU>

Unit 6

Starting point

[Music] Cultural diversity is about accepting and respecting people's differences. After all, in order to communicate effectively, you need to understand your audience and deliver your message in a way that will make the most sense to your audience. [Music]

So, when the audience is culturally diverse, the challenge is to understand their differences and be sensitive to how your message will be received. [Music]

Let's explain four ways to communicate better in today's diverse workplace:

1. [Music] Keep your language clear and simple. As you may not share the same first language, avoid jargon, slang terms, and colloquial expressions.

[Music]

2. Different cultures have different non-verbal forms of communication. Make sure that you are not ignorant of differences in body language. [Music] For example, consider personal space and touching habits of different cultures. Consider how appropriate handshaking, embraces, or direct eye contact is. [Music]

3. To make sure that you understand perfectly well, paraphrase or repeat what you hear. This will minimize misunderstandings.

4. Be open and inclusive of other cultures by getting to know colleagues from different cultural backgrounds. This will help build relationships. As you get to know their cultures better, you will also communicate more effectively with colleagues.

Communicating effectively in a culturally diverse environment requires tact and sensitivity. The better you know other cultures, the more effectively you can communicate in a diverse workplace.

Borrowed from: <https://www.youtube.com/watch?v=TyqSdmJeCro>

Unit 6

Business communication

Hi there! Welcome back! For this lesson, we'll be looking at how local business practices are being influenced by culture. Before we begin, we acknowledge the importance of approaching this topic with sensitivity and recognizing that cultural diversity is rich and complex – far more complex than we could imagine. We aim to understand and appreciate the nuances of each culture, and we do not wish to impose oversimplifications. We respect every

culture and wish to express that different cultures have different negotiation styles. In this lesson and the following lessons, we hope not to push stereotypes but rather develop a respectful appreciation and understanding of different cultures. Please let us know if you encounter any concerns.

So... let's start. By the end of this lesson, you'll be able to: Know and understand how local business practices are influenced by culture Identify different aspects of business that are influenced by culture Now, we know that culture already influenced a lot of things so far. Of course, business practices are no exception. Both local and international business practices can also be affected by culture. But how? Let's find out together. Now, when it comes to aspects, here's what you need to understand in this lesson. Culture significantly impacts the following aspects of business – locally and internationally: The pace of business Business protocols (meeting; physical and verbal interactions) Decision-making and negotiation Project and employee management Tendencies towards risk Marketing, sales, and distribution. The impact of culture on local business is extensive. The most obvious one is how the overall business and its employees are managed. In most cultures, the word “responsibility” has different weight and bearing. In most Japanese businesses, there is often a strong emphasis on the collective well-being of the company, with managers valuing the success of the organization as a whole. This cultural perspective leads to a shared sense of responsibility among employees.

By contrast, American workplaces typically prioritize individual contributions, resulting in pressure that is more centered on individual employees. It's important to recognize and respect these cultural differences, understanding that each approach has its own unique strengths and values. Not only that but the functional areas such as marketing, sales, and distribution are also affected because of this. All can be completely, partially, directly, or indirectly influenced by culture. At the end of the day, culture is involved in one way or another. It doesn't stop there, however. Culture can also significantly impact how a business

decides to enter a market. Will they find a partner? Venture alone? Set up a unit or not? Hmm. Depends on a lot of factors – but most probably the cultural factor also plays a role in this. Generally, culture sets apart two organizations by how:

- people communicate;
- people respond to management and authority;
- people perceive verbal and physical communication;
- people make decisions.

You must set aside these types of differences during negotiation. Because local and international businesses do not have time for errors and delays – overlooking these cultural differences may result in misunderstandings. Therefore, it's really important to settle differences. Often the greatest challenge is learning not to apply your value system when judging people from other cultures. Still, it's good to give this a try. To clarify how culture can also affect local businesses, we created the following list:

- the ability to enter a market;
- create and maintain relationships;
- negotiate deals;
- conduct sales;
- conduct marketing and advertising campaigns;
- engage in manufacturing and distributions.

Truth be told, negotiations could be a lot easier if culture wasn't in the picture. But in reality, we sometimes get tangled in what we call the “cultural web.” When you or the other party sends the wrong signals or we interpret them in the wrong way, we get entangled in it and lose deals as a result.

Just a tip: Always assume that each person may not have the same values and principles as you.

They may have different cultures with different values and principles. And they may treat those principles as their “world.” Work around that, and don't forget to set aside differences!

And we're finished with this lesson! Here, you learned the following: the different aspects of culture that influence businesses And how local businesses are specifically affected See you in the next lesson!

Borrowed from: <https://www.youtube.com/watch?v=wiQkoYlXDjQ>

APPENDIX 3. LANGUAGE TIPS

Unit 1

Professional Communication: Polite Workplace Language

In professional communication, especially in international companies and engineering teams, it is important to avoid language that sounds too direct, negative, or personal. Instead, professionals usually use softening language and constructive feedback.

Softening Criticism	Softening criticism means making negative feedback sound more polite and supportive. <u>Instead of saying:</u> <i>Your report is bad.</i> <u>Say:</u> <i>One area for improvement could be report structure.</i> OR <i>You might want to review the report formatting.</i> Common softening phrases: <i>You might want to...</i> <i>One area for improvement could be...</i> <i>It might be helpful to...</i> <i>You could consider...</i>
Giving Constructive Feedback	Constructive feedback focuses on solutions and development, not only problems. <u>Example:</u> <i>You are doing well in technical analysis, but you could improve time management.</i>
Suggesting Improvements	When suggesting changes at work, it is better to sound cooperative and professional. <u>Example:</u> <i>It might help to review priorities.</i> <i>We could consider adjusting deadlines.</i>

Polite professional language improves teamwork, reduces conflict, supports employee wellbeing, and creates a positive workplace culture.

Conditionals and cause–effect sentences

In business and engineering communication, we often explain results, risks, and possible solutions. Conditionals help us do this clearly.

Zero Conditional: facts and general truths	Structure: If + Present → Present Use: General facts, typical results, company realities. Example: If engineers work long hours, they feel tired. If companies ignore feedback, problems grow.
First Conditional : real future results	Structure: If + Present → Will + Verb Use: Real, possible future situations. Example: If the company improves training, performance will improve. If managers give feedback, engagement will increase.
Second Conditional: hypothetical situations	Structure: If + Past → Would + Verb Use: Imaginary or unlikely situations, suggestions, strategy thinking. Example: If the company invested more in wellbeing, turnover would decrease. If managers communicated better, teams would work more efficiently.
Cause–Effect Language	Cause–effect language explains why something happens. Common phrases: lead to, result in, cause, contribute to. Examples: High workload leads to stress. Training programmes result in better performance. Poor communication causes mistakes.

These structures help you to explain risks, suggest solutions, discuss company strategy, sound professional in meetings and emails.

Unit 2

Present Perfect Simple vs Present Perfect Continuous

At B2+ level, you are expected not only to form these tenses correctly, but to understand the **difference in focus**:

*Do we want to highlight the **result**? – Present Perfect Simple*

*Or the **process/duration**? – Present Perfect Continuous*

Present perfect simple: *have/has + past participle*

Main uses in business context	
1. Completed actions with a present result The action is finished, and the result matters now. <i>We have secured €500,000 in funding.</i> Focus: What has been achieved?	2. Achievements and milestones Common in reports and updates. <i>We have expanded into three new markets.</i> Focus: Business progress and outcomes.
3. States (NOT usually continuous) With verbs like: <i>know, believe, own, understand, be, have (possession)</i> <i>I have known our main supplier for years.</i> Not: <i>have been knowing</i>	4. With "for" and "since" (when describing a state) <i>The company has operated in Europe since 2018.</i>

Present Perfect Continuous: *have/has + been + verb-ing*

Main uses in business context	
1. Ongoing activity (focus on process) <i>We have been developing the prototype for six months.</i> Focus: Activity in progress.	2. Emphasising duration <i>I have been preparing this pitch all morning.</i> Focus: How long the action has continued.
3. Temporary or repeated actions <i>We have been meeting potential partners.</i> Suggests activity may not be finished.	

Key differences in business context

result vs process	permanent vs temporary	short completed action vs long activity
✓ We have raised €1 million. - the money is secured (result). ✓ We have been raising funds. - the fund raising process is ongoing.	✓ The company has operated internationally since 2015. - stable fact. ✓ The company has been operating from a temporary office. - temporary situation.	✓ She has written the report. - it is finished. ✓ She has been writing the report. - she is still working on it or just finished (focus on effort).

Unit 3

Workplace language for professional contexts

Functional language for workplace communication	
Clarifying and checking understanding Could you clarify what you mean by...? Just to make sure we're on the same page... If I understand correctly, you're suggesting that... Could you elaborate on that point?	Giving and asking for feedback I'd appreciate your feedback on... From my perspective... One area for improvement might be... That's a valid point, however...
Handling miscommunication I think there may have been a misunderstanding. Let me rephrase that. That's not exactly what I meant. Perhaps I didn't explain it clearly.	Formal Email Phrases I am writing to inform you that... Please find attached... Should you require any further information... I look forward to your response.
Polite requests Would you mind...? Could you please...? I would appreciate it if you could...	Diplomatic language We may need to reconsider... At this stage, we are unable to... It would be advisable to...
Meeting language	

Opening a meeting Let's get started. The purpose of today's meeting is... Let's begin by reviewing...	Expressing opinions I believe that... From a strategic perspective... In my view...
Agreeing and disagreeing I completely agree. I see your point, but... I'm not entirely convinced that...	Interrupting politely Sorry to interrupt, but... May I add something here?
Presentation language	
Structuring ideas First of all... Moving on to... Let's now consider... To sum up...	Highlighting key points It's important to note that... What stands out here is... The key takeaway is...

Present Perfect Simple and Present Perfect Continuous in business context

<i>have/has + past participle</i> We use the present perfect simple to talk about: - completed actions with a result now - experiences (without saying when) - achievements - changes over time In <i>business communication</i>, this tense is often used to: - report results - announce achievements - give updates - describe progress Examples: <i>We have signed three new contracts this month.</i> <i>The company has expanded into new markets.</i> <i>I have sent the proposal to the client.</i> Focus on the result or outcome	<i>have/has been + -ing</i> We use the present perfect continuous to talk about: - actions that started in the past and are still continuing - temporary ongoing actions - recent activity with visible results - emphasis on duration In <i>business context</i> this tense is useful when: - explaining ongoing projects - highlighting effort - describing recent activity Examples: <i>We have been working on this project since January.</i> <i>The team has been negotiating with investors.</i> <i>I have been reviewing the financial data all morning.</i> Focus on the process or duration
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Communication strategies

Clarifying and preventing misunderstanding <i>Just to make sure we're on the same page...</i> <i>Could you clarify what you mean by...?</i> <i>I think there may have been a misunderstanding.</i> <i>Let me rephrase that.</i> <i>Perhaps I didn't explain it clearly.</i> <i>Could we confirm the key points before moving forward?</i>	Managing conflict and communication breakdown <i>Let's clarify the issue to avoid further misunderstanding.</i> <i>From a strategic perspective, alignment is essential.</i> <i>It may be more productive to discuss this in a meeting.</i> <i>We need to ensure clear expectations moving forward.</i> <i>I suggest we address this directly to build rapport.</i>
Giving and asking for feedback <i>I'd appreciate your feedback on...</i>	Email / Written communication <i>I am writing to inform you that...</i> <i>Please find attached...</i>

<i>Could you share your thoughts on...?</i> <i>One area for improvement might be...</i> <i>Do you see any potential concerns?</i> <i>Your input would be valuable before we proceed.</i>	<i>Should you require any further information...</i> <i>I look forward to your response.</i> <i>Kindly confirm receipt of this message.</i>
Meetings and discussions <i>Let's begin by reviewing...</i> <i>The purpose of today's discussion is...</i> <i>May I add something here?</i> <i>I see your point, but...</i> <i>I'm not entirely convinced that...</i> <i>Let's summarise the key decisions.</i>	Digital tools and real-time collaboration <i>This platform supports real-time collaboration.</i> <i>The current system may not fully meet our needs.</i> <i>It would be advisable to test the tool before full implementation.</i> <i>Let's ensure all stakeholders have access to the shared document.</i> <i>We need a written record for future reference.</i>

Unit 4

Future Tenses and Probability in Business Communication

In business communication, we frequently talk about: *strategic plans, deadlines and project stages, predictions and forecasts, risks and possible outcomes, expected results*. To communicate professionally, you need to choose the correct **future form** and the correct level of **probability**.

Future forms in business context

Different future forms express different meanings. They are not interchangeable.

Will – predictions, decisions, promises: -making predictions based on opinion or belief	Future Continuous – action in progress in the future: -when focusing on an action happening at a specific future time <i>will be + verb-ing</i>
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-deciding something at the moment of speaking -making commitments or promises <i>Subject + will + base verb</i> The company will implement the restructuring plan next quarter. We will address employee concerns. This initiative will improve long-term performance. NOTE!!! In business, <i>will</i> often sounds confident and decisive.	This time next month, we will be implementing the new workflow. During Phase 2, managers will be monitoring performance. NOTE!!! Often used in project planning.
Present Continuous – fixed arrangements: - scheduled meetings or confirmed arrangements. <i>Subject + am/is/are + verb-ing</i> We are meeting stakeholders tomorrow. The board is announcing the results on Friday. NOTE!!! Common in emails and business calendars.	Going to – planned intentions: -for plans that are already decided. <i>Subject + am/is/are going to + base verb</i> The organization is going to launch a new strategy. Managers are going to review KPIs next week. NOTE!!! Use this when the plan exists before you speak.
Future Perfect – completed before a deadline - to show completion before a future moment <i>will have + past participle</i> By the end of the year, we will have completed the transition. By Q3, the team will have reduced costs by 10%. NOTE!!! Very common in reporting and forecasting.	

Expressing Probability in Business

Business leaders rarely speak in absolute terms. Instead, they express degrees of certainty.

high certainty: <i>will</i> <i>is certain to</i>	strong probability: <i>will probably</i> <i>is likely to</i>
The project will succeed . The new system is certain to improve efficiency.	The initiative is likely to increase productivity. We will probably encounter some resistance.
medium probability: <i>may</i> <i>might</i> <i>could</i>	low probability: <i>is</i> <i>unlikely</i> <i>to</i>
Employees may resist change. Obstacles might arise . The timeline could change . NOTE!!! These forms are very common in risk assessment.	The strategy is unlikely to fail .
Notice the difference: The change will succeed . (strong certainty) The change is likely to succeed . (high probability) The change may succeed . (possible, but uncertain) Choosing the right expression affects how confident, cautious, or diplomatic you sound.	

Unit 5

In professional business communication, especially in marketing, UX research, and international teams, we often need to:

- summarize customer feedback, complaints, and suggestions
- report requests and questions
- analyze previous interactions
- share customer insights in meetings and reports

To communicate professionally, you need to choose the correct **reported speech form** and the correct **level of politeness or neutrality**.

Reported Speech forms in business context

Different reported speech structures express different meanings. They are **not interchangeable**.

Statements – reporting what customers said	Examples:
To summarize opinions, feedback, or observations Subject + reporting verb + that + past tense	<i>The customer said that they found the registration process confusing.</i> <i>The client mentioned that they appreciated the prompt response.</i> <i>Respondents indicated that the survey was clear and easy to follow.</i>
NOTE!!! In professional reports, neutral verbs (<i>said, mentioned, indicated, noted</i>) make the tone polite and factual.	

Requests and Suggestions – reporting customer asks:	Examples:
To communicate requests or recommendations politely Subject + reporting verb + that + base verb (or past subjunctive for requests)	<i>The customer requested that we send the survey link.</i> <i>The client suggested that we provide clearer instructions.</i> <i>The respondent asked whether additional training materials could be included.</i>
NOTE!!! Using <i>requested, suggested, asked</i> keeps language diplomatic and professional.	

Questions – reporting customer questions:	Examples:

To paraphrase direct questions politely Subject + reporting verb + if / whether + clause	<i>They asked whether we offered support in Spanish.</i> <i>The client inquired if the feature was available internationally.</i> <i>Respondents wondered whether the platform could integrate with other tools.</i>
NOTE!!! Yes/no questions use <i>if</i> or <i>whether</i> . Open questions keep their meaning when converted to <i>wh-</i> clauses (what, how, why).	

Softening Customer Feedback

Business communication rarely uses absolute or harsh terms. Instead, it softens critical feedback:

- Instead of: *The system was terrible.*
- Say: *The customer mentioned that they experienced some difficulties with the system.*

Common neutral reporting verbs:

- said that...
- noted that...
- mentioned that...
- indicated that...
- suggested that...

NOTE!!! Softening feedback improves professional tone and cross-cultural understanding.

Why Reported Speech matters

- Helps **summarize customer feedback** clearly and professionally.
- Ensures **neutral, polite reporting**, reducing conflict or misunderstandings.

- Supports **decision-making and strategy development**, highlighting customer needs.
- Encourages **effective cross-cultural communication**, avoiding offense.

Choosing the right reported speech structure affects how professional, diplomatic, and trustworthy your communication sounds.

Unit 6

Narrative Tenses in the context of cultural differences in business affairs

In international business and engineering teams, clear communication about past events is essential. Narrative tenses help professionals describe previous experiences, decisions, and cultural differences in a structured way, ensuring clarity and avoiding misunderstandings.

Past Simple	Example:	Cultural Tip:
Reporting completed actions Use: • To describe completed actions or events in the past. • Common in meetings, project summaries, and intercultural case discussions.	• During the project, the Japanese team followed a detailed approval process. • Our German partners submitted the report on time.	• Focus on neutral descriptions; avoid implying blame when talking about cross-cultural actions. • Instead of: <i>The team failed to meet deadlines.</i> • Say: <i>The team faced unexpected challenges that affected the schedule.</i>

Past Continuous	Example:	Cultural Tip:
Setting the scene Use: • To describe ongoing past actions or simultaneous events. • Useful for showing context, timing, or cultural habits.	• While we were negotiating, the French colleagues were emphasizing relationship building. • The Chinese team was carefully reviewing the contract details during the meeting.	• Shows attentiveness to processes and behaviors, which is important in intercultural communication.

Present Perfect	Example:	Cultural Tip:
Linking past experience to the present Use: • To describe experiences relevant to current decisions or cultural understanding.	• We have learned that direct criticism is not well received in some cultures. • The team has noticed that formal email greetings improve engagement in European offices.	• Avoid making absolute statements about “always” or “never”; frame observations as experiences.

Past Perfect	Example:	Cultural Tip:
Explaining sequences and causes Use: • To show that one action happened before another in the past. • Useful for describing past events and their outcomes in international projects.	• The team had completed the market research before presenting it to the American clients. • By the time the manager arrived, the Japanese team had already finalized the agenda.	• Helps clarify timing and responsibility without sounding accusatory.

Combining Narrative Tenses with polite, professional language

- Use narrative tenses to **describe events, explain cultural differences, or analyze outcomes.**
- Softening phrases and neutral language are essential in intercultural discussions.

Examples:

- Instead of: *They misunderstood our instructions.*
- Say: *It seems there was some confusion about the instructions, which we can clarify.*
- Instead of: *They didn't respond on time.*
- Say: *By the deadline, we had not yet received their feedback, which we can follow up on politely.*

Why this matters

- Narrative tenses help explain **past actions and outcomes** clearly.
- Polite and neutral language **reduces conflict**, respects cultural differences, and **supports professional collaboration.**
- Using these structures helps you discuss past experiences, explain cultural observations, and **make suggestions for future international projects.**

APPENDIX 4. WRITING TIPS

Unit 1

An inspiring professional email

1. Start with a clear and engaging opening. Begin your email by addressing employees and introducing the main idea of the message. You may briefly mention inspiration from Steve Jobs' philosophy about loving what you do. <u>Example starters:</u> <i>Dear colleagues,</i> <i>Today I would like to share an important message about passion and purpose in our work.</i> <i>In innovative industries like engineering, loving what we do is essential for success.</i>	2. Connect the message to your company context. Explain why passion and motivation are especially important in an engineering company. Mention challenges such as solving complex problems, meeting deadlines, or developing innovative technologies. <u>Example ideas:</u> Engineers often face complex technical challenges. Innovation requires curiosity and persistence. Passion helps teams remain motivated and creative.
3. Use key ideas from Steve Jobs' message. Include ideas such as: passion for your work perseverance when facing difficulties learning from failure innovation and creativity finding purpose in your work <i>Explain briefly how these ideas relate to your employees' daily work.</i>	4. Use positive and motivating language. Your tone should be professional but encouraging. <u>Useful phrases:</u> <i>We encourage you to continue developing your skills.</i> <i>Your dedication and creativity drive our success.</i> <i>Together, we can create innovative solutions.</i> <i>Passion and teamwork help us overcome challenges.</i>
5. End with a strong motivational message. Finish the email with a short inspirational conclusion that reminds employees why loving their work matters. <u>Example endings:</u> <i>Let us continue to innovate, learn, and support each other in our professional journey.</i> <i>When we love what we do, we create meaningful results together.</i> <i>Your passion and dedication are the foundation of our company's success.</i>	

Unit 2

A short business proposal

Writing a short business proposal requires clear structure, logical organisation, and professional language. Start by introducing your business idea and explaining the problem it aims to solve. Then describe your target market and highlight your value proposition - what makes your product or service different from competitors. Include basic financial information, such as startup costs or the expected break-even point, and briefly outline your marketing strategy. Conclude by mentioning the future growth potential of the business. Keep your writing formal, concise, and focused on key business information.

Simple structure:

Introduction: introduce idea and problem (Start by clearly presenting your business idea. Explain what problem exists in the market and why it is important. Show that there is a real customer need that requires a solution.)

Solution: explain product / service and USP (Describe what your business offers and how it solves the problem mentioned above. Highlight your unique selling proposition (USP) - what makes your product or service different, better, or more attractive than competitors.)

Market: describe target customers (Identify your target market. Explain who your ideal customers are (age, profession, lifestyle, needs) and why they would be interested in your product or service.)

Finance: mention startup costs and break-even (Briefly outline the financial aspects. Mention estimated startup costs and how the business will generate revenue. Indicate when you expect to reach the break-even point.)

Marketing: explain promotion strategy (Explain how you plan to attract customers. Mention the main marketing channels (e.g., social media, partnerships, advertising) and how you will convert leads into paying customers.)

Conclusion: future growth and final statement (Finish by summarising the

business potential. Mention scalability or expansion plans and provide a confident final statement about why the idea is viable and promising.)

Transition phrases for a structured proposal

introducing the idea	explaining the problem	presenting the solution
To begin with, First of all, This proposal outlines... The purpose of this proposal is to... The business concept focuses on...	Currently, many customers face... One of the main challenges in the market is... There is a growing demand for... This issue affects...	To address this need, the company will... The proposed solution offers... This product/service is designed to... The key benefit of this approach is...
describing the target market	adding information	financial considerations
The primary target market consists of... This business is aimed at... The ideal customer profile includes...	Furthermore, In addition, Moreover, Another important aspect is... It is also worth noting that...	From a financial perspective, The initial startup costs are estimated at... The business expects to reach the break-even point within... Fixed and variable costs include... Revenue will be generated through...
marketing strategy	future growth	concluding
To attract customers, the company will... The marketing strategy will focus on... The brand will be promoted through... Social media campaigns and digital advertising will...	In the long term, As the business expands, There is strong potential for scalability because...	In conclusion, Overall, Taking everything into account, This business idea presents a viable opportunity because...

	Future development may include...	
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Useful business vocabulary

business planning	market and customers
business model startup costs break-even point minimum investment operational plan long-term strategy scalability revenue stream profit margin	target market customer demand market gap competitor analysis market research customer acquisition brand awareness
marketing	finance
value proposition unique selling proposition (usp) digital marketing social media presence lead generation conversion rate	fixed costs variable costs cash flow return on investment (roi) financial sustainability pricing strategy cost structure

Unit 3

Writing a clear and well-structured essay

To write a clear and well-structured essay, follow these practical tips.

1. Start with a clear introduction.

Begin by briefly explaining what effective communication means in the workplace. State why it is important in professional environments such as companies, organizations, or teams.

Example starter phrases:

In today's professional environment, effective communication plays a crucial role in organizational success.

Clear communication is essential for building productive workplace relationships.

2. Organize your essay into logical paragraphs.

Your essay should usually include **three main parts**:

Introduction – introduce the topic and your main idea.

Body paragraphs – explain your arguments with examples.

Conclusion – summarise the key points and restate the importance of communication.

3. Develop your main ideas.

In the body paragraphs, explain **why communication is important**. You may mention ideas such as:

- improving teamwork and collaboration
- preventing misunderstandings and mistakes
- increasing productivity and efficiency
- building trust between employees and managers
- supporting decision-making and problem-solving

4. Use linking words.

Linking words help make your essay logical and easy to follow.

Examples:

Firstly, In addition, Moreover, For example, As a result, Therefore, In conclusion.

5. Use formal academic language.

Avoid very informal expressions. Use professional vocabulary such as:
communication channels, workplace interaction, information exchange, professional relationships, organizational success.

6. Finish with a strong conclusion.

Summarize the key idea and emphasize the importance of effective communication in professional settings.

Example closing sentence:

In conclusion, effective communication is a fundamental element of a successful and productive professional environment.

Unit 4

Common mistakes to avoid in a formal change proposal

Being too informal Incorrect: <i>We really need to change this quickly.</i> <i>This will help a lot.</i> Correct: Use formal alternatives: It is essential to implement this change promptly. This initiative is expected to significantly improve... Avoid contractions (don't, can't, we'll) and conversational phrases.	Not following the required structure Incorrect: Students: mix sections together forget the conclusion skip risk analysis Correct: Make sure your proposal clearly includes: Introduction Rationale Proposed Change Benefits Risks & Mitigation Conclusion Clear paragraphing = higher marks.
Being too vague Incorrect: <i>The company needs improvement.</i> <i>There are some problems.</i> Correct: Be specific:	Ignoring risks Incorrect: Some students only describe benefits. Correct: Always mention: possible challenges

The company has experienced declining productivity over the past year. Operational costs have increased by 15%. Precision makes your proposal convincing.	resistance to change financial or technical risks mitigation strategies Senior management expects balanced analysis.
No Timeline or Implementation Plan Incorrect: <i>The change will be introduced soon.</i> Correct: Be clearer: Implementation will take place over a six-month period. The initiative will be introduced in three phases. A proposal must show planning.	Overusing Simple Language Incorrect: <i>The change is good. It will make things better.</i> Correct: Use professional vocabulary: enhance efficiency optimize performance facilitate transition improve strategic alignment ensure sustainable growth
Writing Opinions Instead of Recommendations Incorrect: <i>I think this is the best idea.</i> Correct: Use formal recommendation language: It is recommended that... The company should consider... It is advisable to... Avoid first-person personal opinions.	Lack of Logical Flow Incorrect: Jumping between ideas without connectors reduces clarity. Correct: Use linking phrases: Furthermore In addition As a result Consequently In the long term
Exceeding or Ignoring Word Count Incorrect: Too short = underdeveloped ideas Too long = lack of precision Correct: Aim for 200–250 words. Be concise and focused.	No Clear Final Recommendation A strong proposal always ends with: - a summary of strategic value - a clear recommendation - forward-looking language Example:

	For the reasons outlined above, it is recommended that senior management approve this initiative.
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Unit 5

Market research summaries

Common language for presenting survey results

No.	Language Function	Example Phrase	Example in a Market Research Summary
1	Introducing survey findings	The survey showed that...	<i>A recent customer survey showed that customer satisfaction has increased.</i>
2	Referring to participants	those surveyed / respondents	<i>Over 60% of those surveyed preferred personalized marketing offers.</i>
3	Reporting opinions	most respondents felt that...	<i>Most respondents felt that the company's website was easy to navigate.</i>
4	Expressing proportions	over / almost / approximately / nearly	<i>Almost three quarters of customers reported positive experiences with the brand.</i>
5	Comparing groups	over a quarter / more than half	<i>More than half of customers said they would recommend the product.</i>
6	Showing majority opinion	the majority of customers...	<i>The majority of customers agreed that the new service improved convenience.</i>
7	Referring to sample size	participants / respondents / customers surveyed	<i>15% of respondents stated that they preferred traditional packaging.</i>

8	Interpreting data	none of the data suggested that...	<i>None of the data suggested that the changes reduced customer satisfaction.</i>
9	Drawing conclusions	the survey indicates / suggests that...	<i>The survey suggests that customer segmentation can improve marketing results.</i>
10	Mentioning further research	additional research is being conducted...	<i>Additional market research is being conducted to evaluate customer preferences.</i>

Language for expressing percentages and quantities

Expression Type	Examples
Large majority	the majority of customers, most respondents
High percentage	over 70%, almost three quarters
Medium percentage	around half, approximately 50%
Smaller percentage	over a quarter, nearly 30%
Minority	a small proportion, only 10–15%
Negative evidence	none of the data suggested that...

Typical structure of a market research summary

Stage of the Summary	Purpose	Example Language
Introduction of the research	Introduce the survey or research	<i>A recent customer survey examined customer attitudes toward the new packaging.</i>

Description of the sample	Explain who participated	<i>The survey asked 500 customers to comment on the product design.</i>
Presentation of key results	Report major findings	<i>Over 70% of respondents approved of the new design.</i>
Additional observations	Present secondary findings	<i>More than a quarter of customers stated that the product stood out from competitors.</i>
Contrasting opinions	Mention minority views	<i>However, 15% of respondents expressed concerns about the packaging material.</i>
Interpretation of data	Explain what the results mean	<i>None of the data suggested that the new design would reduce sales.</i>
Conclusion	Provide overall summary	<i>The survey indicates that the proposed changes are generally well received.</i>
Further action	Suggest future research or actions	<i>Further market research will be conducted to address customer concerns.</i>

2. Assessment Rubric (B2+/C1 Level)

Criteria	Excellent (5)	Good (4)	Satisfactory (3)	Needs Improvement (1–2)
Content / Task Achievement	Fully addresses all points: survey introduction, findings, customer attitudes, concerns, conclusion	Addresses most points; minor missing details	Addresses some points; lacks detail or clarity	Very limited content; key points missing

Organization / Structure	Clear, logical structure with introduction, body, conclusion	Mostly clear structure; minor sequencing issues	Some structure, but ideas may seem disjointed	Poor structure; hard to follow
Language Accuracy	Accurate grammar, punctuation, and spelling; professional tone	Minor errors that do not affect comprehension	Some errors that slightly impede comprehension	Frequent errors that make understanding difficult
Vocabulary / Style	Appropriate formal/business vocabulary; variety of expressions	Good vocabulary; some repetition	Limited vocabulary; mostly simple phrases	Very limited vocabulary; informal or inaccurate
Use of Data / Percentages	Correctly uses percentages and data expressions	Minor inaccuracies in data reporting	Some data reported incorrectly or unclearly	Data missing or incorrect

Unit 6

A business report extract

Structure

Section	Purpose	Language / Tips
Topic Sentence	Introduce the focus (Strength, Weakness, Opportunity, Observation)	<i>One significant observation is...</i> <i>One notable weakness is...</i> <i>An important opportunity lies in...</i>
Supporting Details / Small Part	Describe specific events using narrative tenses	Past Simple: <i>The manager presented ideas politely.</i> Past Continuous: <i>While the Israeli colleague was criticizing, the Chinese members were silent.</i> Past Perfect: <i>By the time the meeting started, the plan had been prepared.</i>

Analysis / Medium Part	Explain why events happened and their impact	<i>This demonstrates that... Which may indicate... These differences could lead to...</i>
Conclusion / Big Part	Link analysis to recommendation or broader point	<i>However, with training, the team might be able to... Therefore, the company can... This could allow the team to...</i>

Useful Language

Formal Connectors	• Addition: moreover, additionally, in addition • Contrast: however, although, on the other hand • Cause / Effect: therefore, as a result, thus, consequently
Modals of Ability / Possibility	• can, could, may, might, will be able to
Analytical / Reporting Phrases	• One significant observation is... • This demonstrates that... • The team may face challenges due to... • This could allow the team to... • An important opportunity lies in... • One notable weakness is... • These differences might lead to...
Narrative / Descriptive Phrases	• While [X] was doing [Y]... • At the same time, [X]... • By the time [X] happened, [Y] had... • Meanwhile, [X]...

Step-by-Step Writing Tips

1. Start small: Describe specific events.
2. Analyze: Explain why they happened (cultural differences, team dynamics).
3. Conclude / Recommend: Link to bigger point or practical solution.
4. Use narrative tenses: Past Simple, Past Continuous, Past Perfect.
5. Use connectors & modals to make writing formal and logical.

6. Keep it concise: 90–110 words for a report extract.

Example Paragraph

One significant observation from the meeting is the contrast in communication styles. While the British manager was presenting ideas politely, the Israeli colleague criticized suggestions directly, which may have caused discomfort for some team members. Meanwhile, the Chinese colleagues remained silent, which could indicate respect for hierarchy and a preference to avoid public disagreement. These differences could lead to misunderstandings and slow decision-making. However, with intercultural training and clear communication guidelines, the team might be able to collaborate more effectively, and this could allow the company to deliver stronger presentations to international clients.

APPENDIX 5. COURSE TESTS

DIAGNOSTIC TEST

I. Video comprehension.

1. Watch the video

<https://youtu.be/L5lsYI0Q8zw?si=aEA5v5qMMY7076RO> and choose the correct item A, B, C or D.

1. What does the author suggest is a problematic approach to defining one's identity?

- a. Focusing solely on professional success
- b. Ignoring personal relationships
- c. Avoiding identity politics discussions
- d. Rejecting family roles

2. What metaphor does the author use to describe an overly narrow professional identity?

- a. A cardboard cutout version of oneself
- b. A temporary costume
- c. A professional mask
- d. A rigid framework

3. The text suggests that fear of professional failure is:

- a. Uncommon among successful individuals
- b. A sign of weakness
- c. A widespread concern among professionals
- d. Entirely unwarranted

4. What is the author's underlying message about professional identity?

- a. Success is the most important aspect of life
- b. People should avoid thinking about career endings
- c. One's worth is not determined exclusively by professional achievements

d. Professional failure is unacceptable

II. English in use.

2. Choose the correct answer a, b, c or d.

1. First impressions are often formed within the first few ____ of meeting someone.

- a) hours
- b) minutes
- c) seconds
- d) days

2. In professional settings, body language is important because it can ____ confidence.

- a) replace
- b) signal
- c) cancel
- d) ignore

3. Maintaining eye contact usually shows that a person is ____.

- a) distracted
- b) uncertain
- c) confident
- d) aggressive

4. A firm handshake is commonly associated with being ____.

- a) careless
- b) professional
- c) impatient
- d) informal

5. Speaking clearly and at a moderate pace helps you sound more ____.

- a) nervous
- b) persuasive

c) rushed

d) casual

6. Which behaviour may create a negative first impression?

a) Smiling

b) Arriving on time

c) Interrupting others

d) Asking polite questions

7. Professional appearance mainly refers to ____.

a) fashion trends

b) personal comfort

c) appropriate clothing

d) expensive brands

8. First impressions are difficult to change because they tend to ____.

a) disappear quickly

b) stay neutral

c) influence future opinions

d) be forgotten

9. Using polite greetings helps to establish ____.

a) authority

b) formality only

c) rapport

d) distance

10. A confident introduction should include your ____.

a) hobbies

b) job title or role

c) salary

d) personal problems

11. Tone of voice can affect how your message is ____.

a) translated

- b) received
- c) recorded
- d) memorised

12. Being prepared before a meeting helps you feel more ____.

- a) relaxed
- b) careless
- c) confused
- d) passive

13. If a project is “on schedule,” it is ____.

- a) delayed
- b) cancelled
- c) progressing as planned
- d) finished early

14. A deadline is ____.

- a) a break time
- b) a final date for completion
- c) a meeting summary
- d) a task description

15. Time management skills help you to ____.

- a) avoid teamwork
- b) meet deadlines
- c) reduce quality
- d) ignore priorities

16. If a task is postponed, it is ____.

- a) completed
- b) divided
- c) delayed
- d) simplified

17. Which phrase means “to work overtime”?

- a) clock out
- b) stay ahead
- c) put in extra hours
- d) slow down

18. Creating a schedule allows you to ____.

- a) waste time
- b) track progress
- c) increase stress
- d) avoid planning

19. A delay may be caused by ____.

- a) clear instructions
- b) effective teamwork
- c) unexpected issues
- d) strong leadership

20. To prioritise tasks means to ____.

- a) do everything at once
- b) choose the most important tasks first
- c) avoid difficult tasks
- d) work without planning

21. If a meeting runs over time, it ____.

- a) finishes early
- b) stays informal
- c) takes longer than planned
- d) is cancelled

22. Meeting deadlines is important because it shows ____.

- a) creativity
- b) reliability
- c) flexibility

d) informality

23. Which word is closest in meaning to “efficient”?

a) slow

b) organised

c) careless

d) flexible

24. Time pressure often increases ____.

a) productivity only

b) motivation only

c) stress

d) creativity always

25. A new idea is often described as ____.

a) routine

b) innovative

c) outdated

d) predictable

26. Brainstorming is a method used to ____.

a) criticise ideas

b) organise schedules

c) generate ideas

d) solve conflicts

PROGRESS TEST

Complete the sentences with the correct answer (a, b, c, or d).

1. The company plans to _____ a new marketing strategy next quarter.

a) launch

b) launching

c) launched

d) launches

2. By the end of this year, the team _____ the new digital platform.
- a) implement
 - b) will implement
 - c) will have implemented
 - d) implemented
3. Effective communication is essential _____ successful teamwork.
- a) with
 - b) for
 - c) on
 - d) by
4. The manager asked the team to _____ the proposal before submitting it.
- a) look out
 - b) look into
 - c) look after
 - d) look over
5. Our company has recently _____ its operations into international markets.
- a) expand
 - b) expanded
 - c) expanding
 - d) expands
6. If the company reduces costs, it _____ increase its profitability.
- a) may
 - b) must
 - c) had to
 - d) would have
7. She is responsible _____ coordinating the project team.
- a) for
 - b) on

- c) with
 - d) at
8. The new system allows employees _____ more efficiently.
- a) working
 - b) to work
 - c) work
 - d) worked
9. The meeting was postponed _____ several key members were unavailable.
- a) although
 - b) because
 - c) unless
 - d) despite
10. By the time the presentation starts, we _____ the final report.
- a) finish
 - b) finished
 - c) will finish
 - d) will have finished
11. At this time next week, we _____ the results of the market analysis.
- a) will discuss
 - b) will be discussing
 - c) discuss
 - d) are discussing
12. By the end of this quarter, the company _____ its new product line.
- a) will launch
 - b) will have launched
 - c) launches
 - d) launched

13. If the company _____ earlier, it could have avoided financial losses.
- a) reacted
 - b) reacts
 - c) had reacted
 - d) has reacted
14. The team _____ on this project since January.
- a) works
 - b) has worked
 - c) has been working
 - d) worked
15. If we reduce operational costs, profits _____ increase.
- a) may
 - b) must
 - c) had to
 - d) would have
16. By the time the meeting begins, the manager _____ the agenda.
- a) prepares
 - b) prepared
 - c) will prepare
 - d) will have prepared
17. She said the company _____ its strategy the following year.
- a) will change
 - b) would change
 - c) changes
 - d) changed
18. If the proposal _____ approved, the project will begin immediately.
- a) is
 - b) was

c) were

d) be

19. The company _____ significant growth over the past decade.

a) experiences

b) experienced

c) has experienced

d) experiencing

20. You _____ review the report carefully before submitting it.

a) should

b) might

c) would

d) need

21. The company plans to _____ a new branch in Asia next year.

a) set up

b) take up

c) bring up

d) carry up

22. During the meeting, the manager _____ several important issues.

a) turned up

b) brought up

c) gave up

d) looked up

23. We need to _____ the pros and cons before making a decision.

a) take up

b) weigh up

c) bring up

d) hold up

24. The company decided to _____ the new policy gradually.

a) carry out

- b) carry off
- c) carry on
- d) carry away

25. Our team is currently _____ a solution to the problem.

- a) looking after
- b) looking into
- c) looking up
- d) looking through

26. The project was delayed because the suppliers _____ the delivery.

- a) held up
- b) took up
- c) set up
- d) gave up

27. The company plans to _____ its operations into European markets.

- a) break down
- b) expand into
- c) bring into
- d) set into

28. Managers should _____ employees to share their ideas.

- a) encourage
- b) improve
- c) perform
- d) increase

29. The consultant helped the company _____ a long-term strategy.

- a) draw up
- b) take up
- c) make up
- d) build up

30. The CEO decided to _____ the discussion to the next agenda item.

- a) turn
- b) bring
- c) move
- d) change

FINAL TEST

I. Video Comprehension

Watch the video (<https://www.youtube.com/watch?v=GgkWHv2nvDA>) and fill in the gaps or choose the correct answer.

cultural differences; communication; global business; diverse teams; leadership

In today's _____(1), companies often work with people from different countries. This creates _____(2) that can affect how employees think and behave. To manage _____(3) effectively, companies need strong _____(4) and clear strategies. Good _____(5) helps organizations succeed in international environments.

(10 points)

II. Reading Comprehension

2.1. Read the text and define whether the statements are true or false.

Effective Communication in International Teams

Effective communication is essential for successful collaboration in multicultural teams. Misunderstandings can occur due to differences in language, cultural expectations, or communication styles. To reduce these risks, team members should clarify messages, use simple language, and confirm understanding. Feedback should be constructive and polite, focusing on solutions rather than blaming. Active listening and open-mindedness improve cooperation. Digital tools can assist in bridging gaps, but personal interaction remains crucial.

1. Misunderstandings often occur because of language and cultural differences.
2. Constructive feedback should focus on blaming others.
3. Clarifying messages helps reduce misunderstandings.
4. Personal interaction is less important than digital tools.
5. Active listening improves cooperation.

(10 points)

2.2: Choose the correct answer (a, b, c, d).

1. What is the main purpose of using simple language?
 - a) To simplify tasks
 - b) To reduce misunderstandings
 - c) To show expertise
 - d) To follow rules
2. Which action is recommended for better collaboration?
 - a) Ignoring cultural differences
 - b) Using constructive feedback
 - c) Avoiding digital tools
 - d) Focusing on criticism
3. What helps bridge communication gaps in international teams?
 - a) Only emails
 - b) Digital tools combined with personal interaction
 - c) Ignoring cultural nuances
 - d) Delegating responsibility
4. What should feedback focus on?
 - a) Problem solving
 - b) Finding mistakes

- c) Ranking employees
 - d) Comparing teams
5. How can team members confirm understanding?
- a) By repeating messages
 - b) By using technical jargon
 - c) By ignoring questions
 - d) By delegating the task

(10 points)

III. Language in Use: Vocabulary

Complete the sentences using the words from the list:

*negotiation, motivation, culture, data, innovation, collaboration, strategy,
ethics, performance, feedback*

1. Strong team _____ leads to better results.
2. Companies should consider ethical _____ in every decision.
3. Customer _____ helps guide product development.
4. Effective _____ skills are essential in international business.
5. Continuous _____ encourages creativity among employees.
6. Providing constructive _____ improves staff performance.
7. Organizational _____ shapes employees' behavior and values.
8. Leaders set a clear _____ to guide the team.
9. High employee _____ increases productivity.
10. Interdepartmental _____ ensures projects are completed on time.

(10 points)

IV. Language in Use: Grammar

Choose the correct option for each sentence.

1. If managers _____ clear instructions, teams work more efficiently.
a) give b) gave c) will give d) giving

2. The report _____ by the team before the meeting tomorrow.
a) completes b) will complete c) will be completed d) completed
3. Employees _____ training sessions regularly to improve skills.
a) attends b) attend c) will attend d) attending
4. If the company had invested in technology, productivity _____ higher.
a) was b) will be c) would have been d) is
5. The CEO suggested that the marketing team _____ the campaign before _____ launch.
a) review b) reviews c) will review d) reviewed
6. Managers often rely on both experience and _____ when making decisions.
a) data b) datas c) datum d) information
7. The team _____ to complete the project on schedule despite delays.
a) managed b) manage c) will managed d) manages
8. If employees _____ motivated, the company will see better results.
a) are b) were c) have been d) will
9. The new policy _____ implemented next week.
a) is b) are c) will be d) be
10. Teams _____ challenges by sharing information and ideas.
a) solve b) solves c) solving d) solved
11. The project is running _____ schedule.
a) at b) in c) on d) by
12. Data privacy is crucial _____ all customer information.
a) for b) of c) with d) to
13. They will have completed the merger _____ the end of the year.
a) by b) until c) on d) during
14. She suggested _____ an ethics review before the final decision.
a) conducting b) conduct c) conducted d) to conduct

- 15.If the employees had been more cooperative, the project _____ faster.
a) finished b) would have finished c) finishes d) finish
- 16.The manager encouraged staff _____ ownership of their tasks.
a) take b) to take c) taking d) taken
- 17.The company _____ innovative approaches to improve productivity.
a) encourages b) encourage c) encouraged d) encouraging
- 18.Before launching the product, all data should _____ verified.
a) careful b) carefully c) more careful d) most careful
- 19.Employees often rely on mentors to _____ their performance.
a) enhance b) enhances c) enhanced d) enhancing
- 20.Had the team anticipated the risks, they _____ the problem sooner.
a) solved b) would have solved c) solve d) solves

(20 points)

V. Writing Task

Write an essay of 150–200 words:

"How cultural differences impact teamwork and decision-making in international business"

Include:

- Examples from personal experience or business cases
- Logical structure: introduction – main body – conclusion

(10 points)

VI. Speaking

Monologue (maximum 10 points)

1. Explain how data collection improves business decisions.
2. Describe a change initiative in a company and its results.

Dialogue (maximum 20 points)

3. Discuss how communication styles differ in multicultural teams.
4. Debate strategies to motivate employees effectively.
5. Explain how launching a new business requires planning and teamwork.

(30 points)

PASS-FAIL TEST

I Listening Comprehension

Watch the video (<https://www.youtube.com/watch?v=GgkWHv2nvDA>) about launching a new business project. Fill in the gaps or choose the correct answer.

*cultural differences; communication; global business; diverse teams;
leadership*

In today's _____(1), companies often work with people from different countries. This creates _____(2) that can affect how employees think and behave.

To manage _____(3) effectively, companies need strong _____(4) and clear strategies. Good _____(5) helps organizations succeed in international environments.

(10 points)

II. Reading Comprehension

2.1. Read the text and define whether the statements are true or false.

Strategic Planning in Business

Strategic planning helps organizations define their direction and make informed decisions. It involves analyzing internal strengths and weaknesses, as well as external opportunities and threats. Companies use this process to allocate resources efficiently and achieve long-term goals. Effective planning requires

flexibility, as market conditions can change rapidly. Managers should regularly review strategies and adjust them if necessary. Collaboration between departments ensures that everyone works toward shared objectives.

1. Strategic planning helps companies make informed decisions.
2. It focuses only on internal factors.
3. Market conditions always remain stable.
4. Strategies should be reviewed regularly.
5. Collaboration between departments is important.

(10 points)

2.2 Choose the correct answer (a, b, c, d).

1. What is the purpose of strategic planning?
 - a) To avoid competition
 - b) To define direction and goals
 - c) To reduce staff
 - d) To increase costs
2. What does strategic planning analyze?
 - a) Only financial results
 - b) Only employee performance
 - c) Internal and external factors
 - d) Only market trends
3. Why is flexibility important?
 - a) Because employees prefer it
 - b) Because markets change
 - c) Because it reduces workload
 - d) Because it avoids planning
4. What should managers do regularly?
 - a) Ignore strategies
 - b) Review and adjust strategies

- c) Focus only on profits
 - d) Change employees
5. What ensures effective teamwork?
- a) Competition
 - b) Collaboration
 - c) Isolation
 - d) Delegation
- (10 points)

III. Language in Use: Vocabulary

Complete the sentences using the words from the list:

efficiency, growth, leadership, resources, analysis, productivity, investment, demand, supply, revenue

1. Strong _____ helps teams achieve business goals.
2. Market _____ determines product pricing.
3. Companies must manage their _____ carefully.
4. Financial _____ helps identify risks and opportunities.
5. Increased _____ leads to higher profits.
6. Businesses focus on long-term _____ to stay competitive.
7. Customer _____ influences production levels.
8. Smart _____ attracts investors.
9. Higher _____ improves company performance.
10. Total _____ shows how much a company earns.

(10 points)

IV. Language in Use: Grammar

Choose the correct option.

1. Not only _____ costs, but it also improved efficiency.
- a) the company reduced

- b) did the company reduce
c) the company did reduce
d) reduced the company
2. Hardly _____ the meeting when the CEO announced the changes.
a) had we started
b) we started
c) did we start
d) we had started
3. If the manager _____ the risks earlier, the project would not have failed.
a) identifies
b) had identified
c) identified
d) would identify
4. The proposal _____ by the board before implementation.
a) must approve
b) must be approved
c) must approved
d) must have approve
5. _____ informed earlier, we could have avoided the misunderstanding.
a) Being
b) Having been
c) To be
d) Been
6. The company is believed _____ its market share this year.
a) increase
b) to increase
c) to have increased
d) increasing

7. No sooner _____ the contract than the client requested changes.
- a) we signed
 - b) had we signed
 - c) we had signed
 - d) did we sign
8. Employees are expected _____ with the new regulations.
- a) comply
 - b) to comply
 - c) complying
 - d) complied
9. If the company _____ more flexible, it would adapt faster to changes.
- a) is
 - b) were
 - c) has been
 - d) had been
10. The report _____ by the time the meeting starts.
- a) will complete
 - b) will have completed
 - c) will have been completed
 - d) completes
11. Rarely _____ such a significant improvement in performance.
- a) we see
 - b) do we see
 - c) we have seen
 - d) have we see
12. The manager suggested that the team _____ the issue immediately.
- a) addresses
 - b) address
 - c) addressed

d) will address

13. _____ the data carefully, they made a wrong decision.

a) Not analyze

b) Not having analyzed

c) Not analyzed

d) Not analyzing

14. The company aims _____ its operations globally.

a) expand

b) to expand

c) expanding

d) expanded

15. Had the team communicated better, the conflict _____ avoided.

a) will be

b) would be

c) would have been

d) was

16. The project was completed on time, _____ unexpected challenges.

a) despite

b) although

c) in spite

d) however

17. The CEO insisted that all reports _____ submitted on time.

a) are

b) be

c) were

d) being

18. Seldom _____ such effective leadership in difficult situations.

a) we observe

b) do we observe

- c) we observed
- d) we observing

19. By this time next year, the company _____ into new markets.

- a) expands
- b) will expand
- c) will have expanded
- d) expanded

20. The more efficiently a team works, _____ the results are.

- a) better
- b) the better
- c) the best
- d) more better

(20 points)

V. Writing Task

Write an essay (150–200 words):

“The role of strategic planning in business success”

Include:

- real or hypothetical examples
- business vocabulary
- clear structure (introduction – main body – conclusion)

(10 points)

VI. Speaking

Monologue (10 points)

- Explain how companies manage risks in business.
- Describe the importance of leadership in achieving goals.

Dialogue (20 points)

- Discuss how companies respond to market changes.

- Debate the importance of innovation vs stability.
- Explain how teamwork affects project success.

(30 points)

ANSWER KEYS

UNIT 1

working with words

1

- a – Paragraph 3
- b – Paragraph 4
- c – Paragraph 6
- d – Paragraph 7
- e – Paragraph 2

2 (Suggested answers)

1. One in three employees left a job because of negative workplace culture.
2. Micromanagement, lack of support, failure to recognize contributions.
3. Higher stress, anxiety, burnout.
4. Management training, clear communication channels, accountability.

3.

- 1 – b (turnover)
- 2 – a (culture)
- 3 – b (leadership)
- 4 – b (satisfaction)
- 5 – c (training)
- 6 – c (communication)
- 7 – b (workplace)
- 8 – c (management)
- 9 – a (engagement)
- 10 – b (effects)
- 11 – b (economy)
- 12 – b (syndrome)
- 13 – a (behaviour)
- 14 – b (training)
- 15 – c (workplace)

language at work

1

1. To check workload and support employee wellbeing.
2. Tight deadlines, overtime, stress, too many tasks.
3. Redistribute tasks, adjust deadlines, involve other team members.

2.

Email 1 → B

Email 2 → C

Email 3 → A

3.

1 c 2 b 3 b 4 c 5 c 6 b 7 c 8 c 9 c 10 c

4.

1. Your reports are usually submitted later than expected. You might want to focus on time planning.
2. There are some errors in the technical documentation. It might be helpful to review it more carefully before submission.
3. You could improve communication with the team to support better collaboration.
4. One area for improvement could be workload planning.
5. You might want to consider learning the new software to support your development.
5.
 1. If companies invest in employee wellbeing, productivity increases / will increase. (*Zero / First*)
 2. If managers give regular feedback, employee engagement improves / will improve. (*Zero / First*)
 3. If employees work long hours every week, they often feel stressed / get tired. (*Zero*)
 4. If the company improves workload planning, project efficiency will improve. (*First*)
 5. If engineers don't communicate clearly, mistakes happen / will happen. (*Zero / First*)
 6. If managers supported employee development more, employees would feel more motivated. (*Second*)
 7. If the company introduced more training programmes, employee performance would improve / will improve. (*Second / First possible*)
 8. If employees receive constructive feedback, they improve their performance / will improve their performance. (*Zero / First*)
 9. If the company didn't support employee wellbeing, employee turnover would increase. (*Second*)
 10. If teams shared information more effectively, projects would run more smoothly. (*Second*)

business communication

1.
 - employee engagement
 - employee turnover
 - employee performance
 - employee development
 - employee benefits package
 - employee satisfaction
 - employee relations
 - employee career progression
 - employee training programme
 - employee recognition scheme

employee wellbeing
employee retention

2.

1 A

2 C

3 B

4 A

5 B

6 B

7 A

8 B

9 A

10 C

11 B

12 A

13 A

14 A

15 A

3.

A-4

B-10

C-9

D-13

E-1

F-8

G-6

H-5

I-3

J-7

K-12

L-11

M-2

listening skills in business English

1.

1 D

2 F

3 A

4 B

5 C

6 E

7 G

2.

1 b 2a 3b 4 c 5 d 6b 7 b

3.

1 C

2 B

3 E

4 F

5 A

6 D

7 G

UNIT 2

working with words

1.

a – Paragraph 7

b – Paragraph 2

c – Paragraph 3

d – Paragraph 5

e – Paragraph 6

2.

1. How did Mark Cuban contribute to shaping public perception of entrepreneurship?

“His presence on the show helped popularize the idea that tech-savvy, execution-oriented founders could rapidly scale ideas into viable businesses.”

“Offering capital and practical advice to entrepreneurs pitching their startups.”

2. What ownership strategy did he apply to the Dallas Mavericks?

“Cuban purchased the Dallas Mavericks NBA franchise in 2000 and became known for his hands-on ownership approach...”

“He remains a minority owner, illustrating another strategic theme: evolve ownership roles while retaining influence and redirecting focus toward new ventures.”

3. How does the Cost Plus Drug Company pricing model work?

“The company aims to lower prescription drug costs by cutting out middlemen like pharmacy benefit managers...”

“The model sells medications at the manufacturer’s price plus a fixed 15% markup and standard fees...”

“An approach designed to undercut traditional pricing models.”

4. Why did Cuban advocate for changes to FDA approval fees?

“He urged the U.S. administration to waive high FDA approval fees for generic drugs...”

“These regulatory costs — often around \$360,000 per application — discourage new manufacturers and raise final prices for patients.”

“Lowering these barriers could allow them to expand production facilities in Texas and target high-cost generic medications...”

3.

- b) status
- b) ownership
- c) pricing
- c) middlemen
- c) fees
- b) facilities
- c) owner
- a) inefficiencies
- a) solution
- d) business

4.

- 1 – G
- 2 – D
- 3 – E
- 4 – A
- 5 – F
- 6 – C
- 7 – B

language at work

1.

- 1. has raised
- 2. have been developing
- 3. have shown
- 4. have been working
- 5. has expanded
- 6. have been hiring
- 7. has been negotiating
- 8. have increased
- 9. have launched
- 10. both

2.

- 1. a
- 2. a
- 3. a
- 4. a
- 5. b
- 6. a
- 7. a
- 8. b
- 9. b
- 10. a

3.

1. have been working
2. has invested
3. have been looking
4. has been testing
5. has achieved
6. have been preparing
7. have expanded
8. has been researching
9. have built
10. has grown
11. have been improving
12. have asked

4.

Suggested

Good afternoon, and thank you for the opportunity to present our idea.

We are developing a Smart Campus Safety System, an AI-powered monitoring platform designed for universities and industrial campuses. The system integrates sensors, real-time data analysis, and automated emergency alerts to detect risks such as fire, equipment failure, crowd congestion, and security incidents.

The main advantage of this idea is its ability to detect potential emergencies before they escalate, reducing response time and minimizing damage. Traditional security systems react to incidents, while our solution predicts and prevents them. Our target market is universities, research centers, manufacturing facilities, and large industrial parks that require advanced safety management systems.

What differentiates us is the integration of AI analytics with multi-sensor monitoring in one centralized platform. Unlike standard CCTV systems, our technology provides predictive alerts and automated risk assessment.

This solution addresses the growing need for smarter crisis management and safer working and learning environments.

However, there's a risk that institutions may hesitate due to initial implementation costs and data privacy concerns.

The main challenge is ensuring compliance with safety and data protection regulations while maintaining affordability.

We believe long-term institutional contracts will provide stable revenue and scalable growth. We are currently seeking investment to finalize development and launch pilot programs.

Thank you. We would be happy to answer your questions.

business communication

1.

1 – A

2 – B

3 – B

4 – A

5 – B

6 – B

7 – A

8 – B

2.

1. relationships
2. repels
3. care/ value
4. reputational
5. trajectory
6. time
7. productivity
8. time
9. world
10. conversations

3.

1 – a

2 – b

3 – c

4 – d

4.

Advantages of virtual networking:

It saves time (92% of participants in the Forbes study said online networking saved time).

It saves money (no commuting, no gas, no meal expenses).

It increases productivity (instant sharing of resources, faster communication).

It allows you to connect globally, not just locally.

You can schedule meetings quickly via social media, phone, or Zoom.

You can connect with more people in less time.

Challenges professionals face:

Many professionals say they do not have enough time to network (49% according to LinkedIn survey).

Some people still associate networking with selling, which makes it uncomfortable.

There may be concerns about lack of personal connection in virtual environments (implied challenge).

listening skills in business English

1.

1. E
2. F

3. B
4. D
5. G
6. C
7. A
8. B
9. F
- 10.A
- 11.D
- 12.E

2.

1. blueprint
2. value proposition
3. break-even
4. fixed costs
5. MVP
6. cash flow
7. reinvest
8. scalability
9. target market
- 10.operational
- 11.product-market fit
- 12.buffer

3.

1. break-even
2. sales
3. research
4. flow
5. viable
6. buffer
7. paying
8. profits
9. budget
- 10.proposition
- 11.costs
- 12.income
- 13.problem
- 14.demand

4.

- A – 5 (blueprint)
 B – 1 (startup costs)
 C – 13 (minimum investment)
 D – 7 (scalability)

E – 3 (break-even point)
F – 2 (fixed costs)
G – 9 (variable costs)
H – 12 (value proposition)
I – 11 (unique selling proposition)
J – 10 (operational plan)
K – 8 (market research)
L – 14 (product-market fit)
M – 6 (minimum viable product)
N – 4 (cash flow)

UNIT 3

working with words

1

- a) 5
- b) 8
- c) 4
- d) 1
- e) 6
- f) 7

2

- 1 “More than 5.4 billion people were using the internet globally by 2023.”
- 2 “Tone is harder to read in text. Context gets lost. Small misunderstandings become long threads and slow decisions.”
- 3 “Person-to-person communication remains a competitive advantage... these cues reveal how messages are actually being received.”
- 4 “The business challenge in 2026 is integration: using the right channel for the right job.”

3

- 1. a
- 2. b
- 3. b
- 4. c
- 5. a
- 6. b
- 7. b
- 8. a
- 9. a
- 10.a
- 11.a
- 12.a
- 13.b
- 14.a

language at work

1.

1. b
2. a
3. b
4. c
5. b
6. b
7. b
8. c

2.

1. audience
2. knowledge level
3. resistance points
4. resonate
5. expectations
6. motivations

3.

A

1. Let's get started
2. The purpose of today's meeting is
3. From a strategic perspective
4. I'm not entirely convinced that
5. May I add something here?

B

1. If I understand correctly, you're suggesting that...
2. Could you elaborate on that point?
3. I'd appreciate your feedback on...
4. From my perspective...
5. That's not exactly what I meant.
6. I think there may have been a misunderstanding.
7. Let me rephrase that.
8. Just to make sure we're on the same page...

4.

- 1 - E First of all
- 2 -C Moving on to
- 3- D It's important to note that
- 4 -B Let's now consider
- 5 -A The key takeaway

5.

1. have been analysing
2. Have you identified
3. have identified

4. have been working
5. have noticed
6. have been training
7. Have you received
8. have not received
9. have made

business communication

1. Model answers

1. It may be more productive to schedule a brief meeting to clarify our expectations.
2. Perhaps we could review the document together to avoid any misunderstanding.
3. Some points in the email may require further clarification.
4. It would be advisable to review our internal communication processes promptly.
5. This matter may fall under another department's responsibility.
6. The meeting objectives may need clearer structure next time.
7. The current tool does not fully support real-time collaboration.
8. I think there may have been a misunderstanding.
9. I see your point, but we are not entirely convinced that this is the best solution.
10. Could you please send the document at your earliest convenience?

2.

1. Meeting – S – *Let's clarify the issue to avoid further communication breakdown.*
2. Chat – S – *Just to make sure we're on the same page...*
3. Email – A – *Please find attached the quarterly report.*
4. Phone call – S – *I understand your concern, and we'd like to resolve this immediately.*
5. Meeting – S – *I'd appreciate your feedback on improving our processes.*
6. Phone call / Meeting – S – *Could you confirm the final terms?*
7. Meeting – S – *Let's begin by reviewing the key features of the tool.*
8. Email – A – *Please find attached the meeting summary.*
9. Meeting – S – *From a strategic perspective, alignment is essential.*
10. Email – A – *I'd appreciate your feedback on the attached draft.*

3.

1. Let's begin by reviewing
2. Could you clarify
3. From a strategic perspective
4. It would be advisable to
5. I see your point, but
6. At this stage, we are unable to

7. Just to make sure we're on the same page
8. I'd appreciate your feedback on

listening skills in business English

1.

1. organizational success
2. active listening
3. work environment
4. collaboration and teamwork
5. workplace conflict
6. employee morale
7. job satisfaction
8. client needs
9. organizational culture
10. non-verbal signals
11. appropriate channels
12. cultural differences
13. business growth

2.

1-b, 2-c, 3-b, 4-c, 5-c, 6-b, 7-c, 8-b, 9-b, 10-b

3.

- 1 misunderstandings
- 2 collaboration
- 3 clear and concise
- 4 active listener
- 5 clarify
- 6 appropriate channel
- 7 respectful
- 8 non-verbal communication
- 9 collaboration
- 10 productive

4.

- 1-G
- 2-B
- 3-A
- 4-D
- 5-E
- 6-H
- 7-C
- 8-F

5.

- 1 misunderstandings
- 2 clear and concise

- 3 active listening
- 4 appropriate channel
- 5 respectful
- 6 collaboration
- 7 non-verbal communication
- 8 morale

UNIT 4

working with words

1.

- a) Paragraph 2
- b) Paragraph 4
- c) Paragraph 3
- d) Paragraph 5
- e) Paragraph 7

2.

1. Returning to the core brick-based system allowed LEGO to focus on its main competitive advantage. Instead of expanding into unrelated sectors, the company strengthened what made it unique. This improved efficiency and restored brand clarity.
2. Leadership played a decisive role because the CEO introduced disciplined cost control and strategic focus. Clear direction helped stabilise operations and rebuild financial performance.
3. Customer collaboration increased loyalty and product relevance. By involving fans in co-creation, LEGO strengthened its relationship with consumers and improved innovation outcomes.
4. Other companies can learn that change does not always require radical reinvention. Sometimes sustainable growth comes from rediscovering core strengths and improving operational efficiency.

3.

1. a) renewal
2. b) difficulties
3. b) plan
4. b) efficiency
5. a) costs
6. b) innovation
7. a) loyalty
8. a) clarity
9. b) efficiency
10. b) growth
11. a) identity
12. a) complexity
13. b) control

- 14. c) enthusiasm
- 15. a) focus

4.

- 1. NG
- 2. T
- 3. F
- 4. T
- 5. F

language at work

1.

- 1. are going to
- 2. is going to
- 3. will have
- 4. will be
- 5. will
- 6. will
- 7. are going to
- 8. are meeting
- 9. will have
- 10. are going to
- 11. will
- 12. will be
- 13. will
- 14. are going to
- 15. will

2.

- 1. may / might / could
- 2. are likely to
- 3. will probably
- 4. may / might
- 5. is likely to
- 6. could
- 7. might
- 8. are likely to
- 9. may / might
- 10. will probably

3.

- 1. Employees may / might resist change.
- 2. The organization will review progress.
- 3. The change is unlikely to succeed without planning.
- 4. Obstacles may / might appear.
- 5. Leaders will probably need flexibility.

6. The project may require adjustments.
7. Friction is unlikely to disappear immediately.
8. Managers will monitor KPIs.
9. Change will probably affect company culture.
10. The initiative might take longer than expected.

4.

Conversation 1

1. will introduce
2. will have prepared
3. will be supporting
4. may / might have
5. will address
6. will have received

Conversation 2

1. will improve
2. will probably increase
3. may / might appear
4. are likely to adapt
5. will understand
6. will strengthen

Conversation 3

1. will have expanded
2. will we focus
3. will be developing
4. will react
5. might respond
6. will have established

business communication

1.

- 1-J
- 2-C
- 3-F
- 4-A
- 5-H
- 6-M
- 7-G
- 8-O
- 9-K
- 10-B
- 11-L
- 12-I
- 13-D

14–E

15–N

2.

Model Answer (Sample)

Good afternoon. Today I would like to present the workforce integration plan following the merger of Sweet Chocolate Company and Peanuttty Butter Inc.

The main objective of this transformation is to create a unified organizational structure, eliminate duplicated roles, and ensure that key talent is strategically aligned with our business goals. We will also implement a digital organizational modeling tool to support more accurate workforce planning and decision-making. The expected benefits include improved operational efficiency, better collaboration between departments, clearer role definitions, and balanced staffing levels across the company. In the long term, this will strengthen performance and support sustainable growth.

However, we recognize potential risks, such as employee uncertainty, temporary productivity decline, and possible talent loss. To minimize these challenges, the restructuring will be implemented in phases over the next four to six months.

Throughout the process, we will maintain transparent communication through regular updates, manager briefings, and Q&A sessions. Our goal is to ensure alignment, reduce disruption, and build a stronger, more cohesive organization.

3.

1. We will be implementing an updated performance management system next quarter.
2. All employees will be invited to attend a training session.
3. The current system no longer fully meets our operational needs.
4. This initiative is expected to significantly enhance efficiency and clarity.
5. Some initial challenges may arise during the transition period.
6. We greatly appreciate your cooperation throughout this process.
7. We kindly ask everyone to adhere to the established deadlines.
8. Certain responsibilities may be adjusted to align with the new structure.
9. Managers will provide more structured performance feedback.
10. Our goal is to achieve stronger and more sustainable results.
11. We recognize that the transition may require adjustment.
12. We encourage everyone to remain flexible and open to change.
13. This decision was approved following careful strategic review.
14. This step is essential to ensure long-term stability and growth.
15. We will conduct a comprehensive performance review under the new framework.

4.

In this case, the major change taking place is the merger between Sweet Chocolate Company and Peanuttty Butter Inc, now operating as Nutty Chocolate. This represents an organizational restructuring and workforce integration process.

The goal of the merger is to expand the customer base and diversify the product portfolio. However, the company faced serious challenges during implementation. Although management created a new organizational structure, several mistakes were made. Some roles were duplicated, while others were left vacant. For example, the company ended up with two allergy specialists but lost a key flavor specialist. There was also misalignment between managers and their teams, which affected strategic initiatives.

The key stakeholders include the Director of Mergers and Acquisitions, department managers, employees, and investors. Employees were directly affected by role changes and uncertainty, while investors were concerned about efficiency and performance.

The main risks included poor workforce planning, lack of accurate data, talent loss, budget imbalance, and employee disengagement.

These challenges could be minimized through better workforce analytics, digital organizational modeling, and collaborative decision-making. Transparent internal communication is essential to reduce resistance and confusion. Externally, the company should communicate stability, strategic vision, and long-term growth potential to maintain stakeholder trust.

Overall, effective planning, clear communication, and the use of digital tools are critical to ensuring a successful merger and sustainable business performance.

listening skills in business English

1.

1. b
2. b
3. c
4. b
5. a
6. b
7. c
8. b
9. b
10. c

2.

1. A
2. B
3. B
4. C
5. A
6. B
7. C
8. C
9. A

10.B

11.B

12.C

3.

1. inevitable
2. unfreezing
3. steps
4. vision
5. urgency
6. reinforcement
7. employee / individual
8. wins
9. culture
10. motivated
11. importance
12. sticks

UNIT 5

working with words

1.

- A. How CRM systems help consolidate data and track customer interactions. – 10
- B. Using customer data to make better business decisions. – 4
- C. Predicting what customers will need next to stay ahead of competitors. – 1
- D. Why personalizing experiences helps businesses stand out. – 2
- E. Types of customer data: demographic, psychographic, behavioral. – 7
- F. Improving marketing strategies by segmenting audiences. – 5
- G. Maintaining communication with customers through emails and phone numbers. – 9
- H. How satisfied customers lead to repeat business and loyalty. – 3
- I. Methods companies use to collect customer data effectively. – 10
- J. Collecting direct feedback through surveys and reviews. – 8
- K. Why collecting customer data can give a business a competitive edge. – 11

2.

1. convenient
2. satisfaction
3. targeted
4. actionable
5. commitment
6. strategic
7. accurately
8. preferences
9. effective

10.sustainable

3.

1. identify
2. retain
3. monitor
4. make informed decisions
5. segment
6. increase revenue
7. understand preferences
8. enhance marketing
9. consolidate
- 10.differentiate

4.

1. retain
2. segment
3. insights
4. personalize
5. track
6. consolidate
7. anticipate
8. enhance
9. loyalty
- 10.target

5.

1. anticipate
2. consolidate
3. retain
4. targeted
5. decide / decision-making
6. monitor
7. feedback
8. appreciated
9. habits
- 10.differentiate

language at work

1.

- 1 – b
- 2 – b
- 3 – c
- 4 – a
- 5 – a
- 6 – a

- 7 – a
- 8 – a
- 9 – a
- 10 – a

2.

- 1 – b
- 2 – b
- 3 – b
- 4 – a
- 5 – a
- 6 – a
- 7 – a
- 8 – a
- 9 – b
- 10 – a

3.

- 1. b
- 2. b
- 3. a
- 4. a
- 5. a
- 6. a
- 7. a
- 8. a
- 9. a
- 10. a

4.

- 1. a
- 2. b
- 3. a
- 4. b
- 5. b
- 6. b
- 7. a
- 8. b
- 9. a

business communication

1.

- 1. collect
- 2. behavioral
- 3. privacy
- 4. psychographic

5. forecast
6. CRM
7. insights
8. demographic
9. segment
10. interaction

2.

1. b
2. c
3. b
4. b
5. a
6. c
7. a
8. b
9. b
10. b

3.

- A – 3
 B – 1
 C – 2
 D – 5
 E – 8
 F – 4
 G – 7
 H – 9
 I – 10
 J – 10

listening skills in business English

1.

No	Method of Data Collection	Letter
1	Online tracking	B
2	In-store point of sale	F
3	Loyalty programs	A
4	Retail associates	C
5	Customer surveys	E
6	Universal identifiers	D
7	Purchase history	G
8	Digital marketing engagement	H
9	Direct feedback forms	I
10	Website analytics	J

2.

Correct order (1 = first, 10 = last):

1. a — Customers browse products online or visit stores
2. e — Website analytics and cookies track online activity
3. h — Transaction data is recorded at point of sale
4. b — Retail associates note customer preferences
5. d — Customer fills survey or feedback form
6. f — Loyalty program data connects purchases to profiles
7. c — Universal identifiers link activities across channels
8. g — Retailers analyze data to understand preferences and behaviors
9. i — Predictive analytics generates insights for marketing and inventory
10. j — Retailers offer personalized promotions or product suggestions

3.

Insight Methods

1. Customer satisfaction c, e, a
2. Product preferences b, e, c
3. Purchase history a, b
4. Online engagement d, c
5. In-store feedback e, a, c
6. Marketing campaign response d, b, c
7. Predictive analytics input a, b, d, e
8. Linking online and offline behavior b, d, f (universal identifiers—not listed here but implied)
9. Inventory management data a, b
10. Individual customer profile a, b, c, d, e

*(Note: For #8, universal identifiers link online and offline—sometimes included as implied “d”)

4.

Correct order (sequence of steps):

1 → 2 → 3 → 4 → 5 → 6 → 7 → 8 → 9 → 10

• Customers interact online → Retail associates gather qualitative data → Transactions recorded at POS → Loyalty links to profiles → Surveys provide insights → Universal identifiers connect channels → Unified profile → Predictive analytics forecasts → Targeted marketing → Personalized suggestions

writing skills in business English

1.

showed

asked

half

respondents

Almost

approximately

majority

a number

suggests

highlight

2. Sample answer

A recent survey analyzed the opinions of 600 customers regarding personalized marketing campaigns and the use of customer data. The results showed that most customers respond positively to personalized offers. Over 70% of respondents said they preferred marketing campaigns tailored to their previous purchases. Almost two thirds reported that targeted email campaigns were more useful than general advertising, and over half stated that personalized product recommendations improved their shopping experience.

However, around 28% of customers expressed concerns about how their personal data is used, and 18% said they would stop sharing data if privacy policies were unclear. The majority of respondents agreed that companies should be transparent about their data collection practices.

In conclusion, the findings suggest that personalized marketing can significantly increase customer engagement, but companies should maintain transparency and trust when collecting and using customer data.

UNIT 6

working with words

1.

1. a
2. c
3. b
4. e
5. d
6. g
7. f
8. h

2.

- 1 relationships
- 2 expectations
- 3 decisions
- 4 awareness
- 5 communication
- 6 hierarchy
- 7 dialogue
- 8 misunderstandings
- 9 feedback
- 10 sensitivity

3.

- 1 confidence
- 2 hierarchy
- 3 group harmony
- 4 punctuality
- 5 misunderstandings
- 6 adapt
- 7 nuances
- 8 defer to
- 9 cooperation
- 10 adaptability

4.

- 1 to
- 2 with
- 3 to
- 4 on
- 5 to
- 6 with
- 7 with
- 8 in
- 9 on
- 10 with

5.

- 1 D
- 2 B
- 3 A
- 4 E
- 5 C
- 6 F
- 7 G
- 8 H
- 9 I
- 10 J

language at work

1.

1. **d** – met / had realized
2. **b** – were having / tried
3. **a** – started / had already prepared
4. **b** – had not understood / remembered
5. **c** – was waiting / noticed
6. **a** – had already signed / mentioned
7. **a** – realized / had misinterpreted

8. **b** – had not met / was
9. **b** – were presenting / was taking
10. **b** – had finished / realized
2.
 1. b) was attending / offered
 2. b) were discussing / noticed
 3. b) had never worked / felt
 4. c) started / had already prepared
 5. b) were waiting / arrived
 6. b) had finished / realized
 7. b) was trying / interrupted
 8. b) was reading / noticed
 9. b) were presenting / was taking
 10. b) had finished / realized
- 3.

Chronological Order:

1. b) He started his first small company in his garage.
2. d) He attended an elite business school and studied finance.
3. e) He met a potential investor while networking at a startup event.
4. i) He had been working late every night to prepare his business plan before the investor meeting.
5. c) He realized that he had made a mistake in his investment portfolio.
6. g) He sold his first company to a multinational corporation.
7. h) While he was traveling in Asia, he noticed a business opportunity in e-commerce.
8. f) He launched a new tech product that changed the industry.
9. a) He gave a motivational speech at a global business conference.
- 4.

Sample Model Answer:

While I was trying to explain our proposal, he was nodding slightly but remained silent. I realized that I had been using too many direct questions, which can be considered impolite in Japan. I had been preparing for this meeting for weeks, so I quickly adjusted my approach. By the end, he smiled and asked a few questions, and I had learned that respecting silence and patience was key in Japanese business culture.

business communication

- 1.
- 1-D
- 2-A
- 3-I
- 4-G
- 5-B

6-H
7-C
8-E
9-J
10-F

2.

1 T
2 F
3 T
4 T
5 F
6 T
7 T
8 T
9 F
10 T

3.

1 negotiation
2 marketing
3 protocols
4 distribution
5 collective
6 authority
7 management
8 communication
9 culture
10 responsibility

4.

1 - 6
2 - 2
3 - 7
4 - 5
5 - 8
6 - 1
7 - 3
8 - 9
9 - 4
10 - 10

Correct sequence:

2 – 6 – 7 – 5 – 8 – 1 – 3 – 9 – 4 – 10

listening skills in business English

1.

1-B, 2-B, 3-B, 4-A, 5-A, 6-B, 7-B, 8-B, 9-B, 10-A

2.

1-H/C, 2-D/B, 3-J/E, 4-F/I, 5-G/A, 6-D/B, 7-F/B, 8-H/C, 9-J/E, 10-G/A

3.

1-explicit

2-implicit

3-homogeneous

4-clear/unambiguous

5-meaning

6-relationships

7-character/history

8-percolate

9-fast/abrupt

10-results

Writing skills in business English

1. Sample Paragraph – Weaknesses (≈105 words)

One significant weakness of the team is the potential for miscommunication caused by differing cultural styles. While the British manager was explaining ideas politely and diplomatically, the Israeli colleague was openly criticizing certain suggestions, which may have made some team members uncomfortable. At the same time, the Chinese colleagues remained mostly silent, which could have prevented important feedback from being shared. These differences might slow decision-making and create tension during meetings. However, with intercultural training and structured feedback processes, the team might be able to collaborate more smoothly. Therefore, addressing these weaknesses is essential for effective international teamwork.

2.

Report Extract – Analysis of International Marketing Meeting

This report analyzes the recent meeting of the international marketing team, which was preparing a presentation for a new product launch. The purpose of this report is to highlight the team's communication dynamics and provide recommendations to improve cooperation in future meetings.

During the meeting, the British manager was focusing on maintaining a polite and diplomatic tone while presenting ideas. At the same time, the Israeli colleague was speaking very directly, openly criticizing several suggestions, which caused some team members to appear uncomfortable. Meanwhile, the Chinese team members remained mostly silent, taking notes quietly and observing the discussion carefully. By the time the meeting ended, it was clear that different communication styles had influenced how ideas were received and discussed.

These behaviors reflect significant cultural differences. The British approach emphasized harmony and indirect communication, while the Israeli colleague valued frankness and efficiency. The Chinese team's silence demonstrated

respect for hierarchy and a preference to avoid public disagreement. These differences caused misunderstandings and tension, as team members interpreted comments and silence in varying ways, which may have slowed decision-making. To avoid similar misunderstandings in the future, the team could benefit from intercultural training and structured guidelines for meetings. Establishing clear rules for feedback, encouraging all members to contribute, and recognizing different cultural norms can improve collaboration. With these measures, the team will be able to communicate more effectively, build stronger relationships, and produce high-quality presentations for international clients.

REVIEW

Reading comprehension

1.

1 A

2 B

3 B

4 C

5 B

2.

1 Careful planning and strategic decision-making.

2 It shows how the product creates value for customers.

3 A clear business plan and financial projections.

4 Because markets and technologies change quickly.

5 Flexibility and openness to innovation.

3.

1 True

2 False

3 True

4 True

5 False

4.

1 B

2 C

3 E

4 D

5 A

5.

Paragraph 1 - **B** (Different communication styles in cultures)

Paragraph 2 - **D** (Problems caused by cultural misunderstandings)

Paragraph 3 - **A** (The role of cultural training in business)

Paragraph 4 - **C** (The benefits of diversity in global companies)

6.

1 → F (Marketing optimisation)

- 2 → C (Customer expectations about transparency)
- 3 → A (Business risk and reputation loss)
- 4 → D (Data improves decision-making)
- 5 → B (Legal responsibility and regulation)

Vocabulary in use

1.

- 1. b) break-even
- 2. c) test market demand
- 3. c) fixed costs
- 4. b) how your product solves a customer's problem
- 5. c) a cash crunch
- 6. a) competitors and customer needs
- 7. b) growing without significantly increasing costs

2.

- 1. resources
- 2. finances
- 3. profits
- 4. increases
- 5. leads
- 6. buffer
- 7. demand

3.

- 1. recruit
- 2. hire
- 3. delegate
- 4. retain
- 5. evaluate
- 6. motivate
- 7. promote
- 8. resign
- 9. collaborate
- 10. reward
- 11. support

4.

- 1. recent customer
- 2. majority
- 3. in agreement
- 4. positive
- 5. just over
- 6. of the
- 7. admitted
- 8. been damaged

- 9. none of
- 10. demonstrated

5.

- 1. online
- 2. focus
- 3. customer
- 4. in-depth
- 5. desk
- 6. launch
- 7. target
- 8. sample

COURSE TEST ANSWERS

DIAGNOSTIC TEST

I. Video comprehension.

- 1 a
- 2 a
- 3 c
- 4 c

II. English in use.

- 1 c) seconds
- 2 b) signal
- 3 c) confident
- 4 b) professional
- 5 b) persuasive
- 6 c) Interrupting others
- 7 c) appropriate clothing
- 8 c) influence future opinions
- 9 c) rapport
- 10 b) job title or role
- 11 b) received
- 12 a) relaxed
- 13 c) progressing as planned
- 14 b) a final date for completion
- 15 b) meet deadlines
- 16 c) delayed
- 17 c) put in extra hours
- 18 b) track progress
- 19 c) unexpected issues
- 20 b) choose the most important tasks first
- 21 c) takes longer than planned
- 22 b) reliability

- 23 b) organised
- 24 c) stress
- 25 b) innovative
- 26 c) generate ideas

PROGRESS TEST

English in use

- 1. c
- 2. c
- 3. b
- 4. d
- 5. b
- 6. a
- 7. a
- 8. b
- 9. b
- 10.d

Grammar in Use.

- 1 b
- 2 b
- 3 c
- 4 c
- 5 a
- 6 d
- 7 b
- 8 a
- 9 c
- 10 a

English in Use. Phrasal verbs and collocations

- 1 a
- 2 b
- 3 b
- 4 a
- 5 b
- 6 a
- 7 b
- 8 a
- 9 a
- 10 c

FINAL TEST

I. Listening Comprehension

1. global business
2. cultural differences
3. diverse teams
4. leadership
5. communication

II. Reading Comprehension

2.1 True / False:

1. True – Misunderstandings can occur due to language and cultural differences.
2. False – Constructive feedback should focus on solutions, not blaming.
3. True – Clarifying messages helps reduce misunderstandings.
4. False – Personal interaction is important, not less important.
5. True – Active listening improves cooperation.

2.2 Multiple Choice (a, b, c, d):

1. **b** – To reduce misunderstandings
2. **b** – Using constructive feedback
3. **b** – Digital tools combined with personal interaction
4. **a** – Problem solving
5. **a** – By repeating messages

III. Vocabulary

1. collaboration
2. ethics
3. data
4. negotiation
5. innovation
6. feedback
7. culture
8. strategy
9. motivation
10. performance

IV. Grammar

1. a) give
2. c) will be completed
3. b) attend
4. c) would have been
5. a) review
6. a) data
7. a) managed
8. a) are

- 9. c) will be
- 10.a) solve
- 11.c) on
- 12.d) to
- 13.a) by
- 14.a) conducting
- 15.b) would have finished
- 16.b) to take
- 17.a) encourages
- 18.b) carefully
- 19.a) enhance
- 20.b) would have solved

PASS-FAIL TEST

I. Listening

- 1. market trends
- 2. decision-making
- 3. risk
- 4. management
- 5. competitive advantage

II. Reading

2.1 True / False

- 1. True
- 2. False
- 3. False
- 4. True

2.2 Multiple Choice

- 1. b
- 2. c
- 3. b
- 4. b
- 5. b

III. Vocabulary

- 1. leadership
- 2. supply
- 3. resources
- 4. analysis
- 5. productivity
- 6. growth
- 7. demand
- 8. investment

- 9. efficiency
- 10. revenue

IV. Grammar

- 1. b
- 2. a
- 3. b
- 4. b
- 5. b
- 6. c
- 7. b
- 8. b
- 9. b
- 10. c
- 11. b
- 12. b
- 13. b
- 14. b
- 15. c
- 16. a
- 17. b
- 18. b
- 19. c
- 20. b

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