

CONTENT

- Unit 1 First Impressions**
- Unit 2 Motivation**
- Unit 3 Work Environment**
- Unit 4 On Shedule**
- Unit 5 Managing Projects**
- Unit 6 Making Decisions**
- Unit 7 Employees**
- Unit 8 Learning on the Job**
- Unit 9 Career Breaks**
- Unit 10 Communication**
- Unit 11 Change**
- Unit 12 Data**
- Unit 13 New Business**
- Unit 14 Ethical Business**
- Unit 15 Culture**

UNIT 1. FIRST IMPRESSIONS

STARTING POINT

Task 1 ■ Discuss the questions.

- Why are the first impressions so important in business?
- What gives us a first impression of a company or a person?
- When you want to know more about other companies, colleagues or clients before you meet them where do you normally start looking?

READING

Task 2 ■ Read the article about first impressions.

The Power Of First Impressions: 5 Tips That Can Impact Your Business

By Stephanie (Stifel) Coughlan, Forbes

In our fast-paced world of business, first impressions can make or break crucial opportunities. Whether you're meeting a potential client, networking with industry professionals or interviewing a candidate for a job, the impression you convey in those initial moments sets the tone for your future interactions. Understanding the dynamics of first impressions and how to wield them effectively can significantly impact your success in business.

1. Master the art of nonverbal communication.

Did you know that eye contact increases trustworthiness? Indeed, research suggests that up to 55% of communication is conveyed through body language. Maintaining appropriate eye contact can enhance perceptions of credibility and reliability. Additionally, smiling is often said to be the first thing anyone notices during an encounter, so let your genuine smile shine through to create a welcoming atmosphere.

2. Pay attention to body language.

Your posture can speak volumes about your level of interest and engagement. Bad posture can send a strong message of disinterest, while standing tall and maintaining an open posture may convey confidence and attentiveness. A firm handshake can also exude confidence and warmth, leaving a positive impression.

3. Harness the power of verbal communication.

While nonverbal cues play the most significant role in forming first impressions, verbal communication is important. While only 7% form the impression based on what you say, it's even more important how you say it. On top of this, 38% of the message's individuals communicate face-to-face are noted through how someone speaks. Pay attention to your tone, pace and clarity of speech to ensure your message is conveyed effectively. Consider mirroring the other person's communication style to establish rapport and build trust.

4. Elevate your wardrobe details.

Your wardrobe speaks volumes about your professionalism and attention to detail. In addition to specific clothing choices, grooming, fit and proportion play crucial roles in shaping people's first impressions. Simple details like neat hair, clean nails and well-fitted attire can speak volumes about our professionalism and attention to detail. When our clothing fits just right and flatters our body's proportions, it not only boosts our confidence but also sends a message of competence and reliability.

Remember, every detail counts when leaving a positive impression on your audience. Personal grooming, including your hair, nails and skincare and attention to wardrobe details, all contribute to the overall impression you convey. Investing in high-quality, well-fitted clothing can significantly elevate your appearance and even boost your confidence, further enhancing the impression you make.

5. Understand the power of color.

Colors can evoke emotion and convey messages, making them a powerful tool in shaping perceptions. Consider the message you want to convey when selecting your attire. For example, blue exudes trustworthiness, while red signifies power and passion. Choose colors that align with your personal brand and the message you wish to convey, as they can significantly influence how you are perceived by others.

Conclusion

First impressions are formed in less than a tenth of a second and are challenging to change. By mastering the art of nonverbal and verbal communication, paying attention to body language, elevating your wardrobe details, and understanding the power of color, you can enhance your ability to make positive and lasting impressions that drive success in your professional endeavors.

Remember, you only get one chance to make a first impression. Make it count.

Task 3 | Read the article again and answer the questions.

1. Which of the following is the most important factor in forming a positive first impression, according to the passage?
 - A. Clothing choices
 - B. Tone of voice
 - C. Body language
 - D. Verbal communication
2. The article suggests that paying attention to body language can convey a sense of:
 - A. Disinterest
 - B. Arrogance
 - C. Confidence and attentiveness
 - D. Unreliability
3. What percentage of communication is conveyed through how someone speaks?
 - A. 7%
 - B. 25%
 - C. 38%
 - D. 55%

4. Which colour is said to signify power and passion?
 - A. Blue
 - B. Red
 - C. Green
 - D. Yellow

5. How quickly are first impressions formed?
 - A. 1 second
 - B. 5 seconds
 - C. 10 seconds
 - D. Less than a tenth of a second

6. Which of the following is not mentioned as a way to enhance a positive first impression, according to the passage?
 - A. Maintaining eye contact
 - B. Mirroring the other person's communication style
 - C. Wearing well-fitted clothing
 - D. Discussing your personal life

7. What percentage of the impression is formed based on what you say?
 - A. 7%
 - B. 25%
 - C. 38%
 - D. 55%

VOCABULARY

Task 4 | Fill in the blanks with the correct words.

- | | |
|--|--|
| <ol style="list-style-type: none"> 1) In a business setting, _____ is crucial as it demonstrates respect for the other person's time. 2) A firm _____ can convey confidence and set the tone for a positive interaction. 3) The way you dress, or your _____, can significantly impact how others perceive you. 4) Your _____ should reflect confidence and attentiveness, helping to build trust. 5) Non-verbal cues, such as _____, play a significant role in how your message is received. 6) Maintaining good _____ shows that you are engaged and interested in the conversation. 7) Effective _____ involves not just speaking, but also listening and responding appropriately. 8) Demonstrating _____ through your actions and speech can leave a lasting positive impression. 9) Your overall _____, including your facial expressions and posture, affects how others view you. 10) A well-prepared _____ can showcase your expertise and leave a strong impression on your audience. | <ol style="list-style-type: none"> a) attire b) communication c) confidence d) handshake e) punctuality f) body language g) eye contact h) professionalism i) demeanor j) presentation |
|--|--|

Task 5 | Match each idiom with its correct meaning.

Idioms:

- 1) Break the ice
- 2) Come across as
- 3) Hit it off
- 4) Make a good impression
- 5) Get off on the wrong foot
- 6) Judge a book by its cover
- 7) Stand out from the crowd
- 8) Leave a lasting impression
- 9) Make a splash
- 10) Strike a chord

Meanings:

- a. To do or say something to relieve tension or get conversation going in a social setting.
- b. To seem to be a particular type of person.
- c. To quickly become friendly with someone.
- d. To create a positive initial impact.
- e. To begin a relationship or interaction badly.
- f. To make an assumption based on appearance.
- g. To be noticeably different from others.
- h. To have a significant and memorable effect.
- i. To attract a lot of attention and be very successful.
- j. To evoke a positive emotional response.

Task 6 | Fill in the blanks with the appropriate idiom from the list above.

1. At the networking event, Sarah tried to _____ by telling a funny story.
2. Even though he was nervous, John managed to _____ during his job interview.
3. They _____ right away and decided to collaborate on the project.
4. First impressions are important; you want to _____ on your first day at work.
5. Unfortunately, they _____, and their partnership never really took off.
6. It's important not to _____; someone's true qualities might not be immediately visible.
7. Her unique style and confidence made her _____ at the fashion show.
8. The keynote speaker managed to _____ with the audience and received a standing ovation.
9. He didn't just make a good impression; he managed to _____ that will benefit his career.
10. The new product launch really _____, and the company saw an immediate boost in sales.

VIDEO

Task 7 | Watch the video about **10 Things that Immediately Destroy a First Impression** [https://drive.google.com/file/d/1h3hDVaeoGnXS8gYQtQcuCSH1nWKJEbwY/view?usp=drive_link] and choose the correct answer.



1. According to the video, which of the following is NOT considered a common mistake that can ruin a first impression?
 - A. Discussing sensitive topics like politics or religion
 - B. Maintaining eye contact
 - C. Checking your phone frequently
 - D. Asking personal questions
2. What does the video suggest is the best approach when someone has a different opinion from you?
 - A. Try to convince them that your opinion is correct
 - B. Avoid discussing the topic altogether
 - C. Understand that people can have different perspectives
 - D. Politely state your opinion and move on
3. What does the video say a weak handshake is often associated with?
 - A. Lack of confidence
 - B. Professionalism
 - C. Interest in the other person
 - D. Nervousness
4. What is the primary purpose of the video transcript?
 - A. To provide advice on job interview preparation
 - B. To discuss the importance of first impressions
 - C. To highlight common mistakes that can ruin a first impression
 - D. To explain the process of getting hired
5. Which of the following is NOT identified in the video as a mistake that can destroy a first impression?
 - A. Making distracting noises
 - B. Dressing professionally
 - C. Chewing gum
 - D. Looking at someone from head to toe
6. According to the video, how quickly can a manager decide whether to hire a candidate?
 - A. Within 7 seconds
 - B. Within 30 seconds

- C. Within 1 minute
- D. Within 1 hour

7. Why does the video suggest maintaining eye contact is important when making a first impression?

- A. It shows confidence and interest in the other person
- B. It allows you to read their body language
- C. It helps you remember their name
- D. It makes the other person uncomfortable

SCENARIO ANALYSIS

Task 8 | Read the following scenario and answer the questions.

Scenario: Ann has a business meeting with a potential client. She arrives 15 minutes early, dressed in a professional suit. She greets the client with a firm handshake, maintains eye contact, and listens attentively. During the meeting, she presents her ideas clearly and responds to questions confidently.

Questions:

1. How did Ann demonstrate punctuality?
2. What aspects of Ann's attire contributed to her professional image?
3. Why is maintaining eye contact important in this scenario?
4. How did Ann's body language contribute to a positive impression?
5. What elements of communication did Ann use effectively during the meeting?

WRITING

Task 9 | Write a list of practical recommendations (150-200 words) for making a strong first impression in a business setting.

UNIT 1 REVISION TEST

1. Choose the best answer for each question.

1. What is one of the most important things to do when meeting someone for the first time in a business setting?
 - a) Tell a personal story.
 - b) Show up casually dressed.
 - c) Make a good impression.
 - d) Avoid eye contact.
2. Which idiom means to relieve tension or get conversation going in a social setting?
 - a) Stand out from the crowd.
 - b) Break the ice.
 - c) Leave a lasting impression.
 - d) Make a splash.
3. If you “judge a book by its cover”, what are you doing?
 - a) Making a detailed analysis.
 - b) Assuming something based on appearance.
 - c) Taking time to know someone.
 - d) Asking a lot of questions.
4. What does “getting off on the wrong foot” mean?
 - a) Starting a relationship positively.
 - b) Making a bad first impression.
 - c) Avoiding conversation.
 - d) Hitting it off with someone.
5. How can you “stand out from the crowd” in a business environment?
 - a) By being quiet and reserved.
 - b) By showing unique qualities and professionalism.
 - c) By ignoring others’ opinions.
 - d) By blending in with everyone else.

2. Determine whether the following statements are true or false.

1. **True / False:** A firm handshake can help make a good impression.
2. **True / False:** Punctuality is not important in a business meeting.
3. **True / False:** Good eye contact indicates confidence and engagement.
4. **True / False:** Dressing appropriately is essential for creating a positive first impression.
5. **True / False:** Non-verbal communication has little impact on first impressions.

3. Match each term related to non-verbal communication with its correct definition.

- | Terms: | Definitions: |
|----------------------|---|
| 1. Gesture | a. The physical positioning of the body, including stance and carriage. |
| 2. Posture | b. The use of physical touch to convey a message or establish a connection. |
| 3. Proximity | c. The use of space to communicate intimacy or establish boundaries. |
| 4. Facial Expression | d. The way in which words are spoken, including tone, pitch, and speed. |
| 5. Eye Contact | e. The use of hands or body movements to convey meaning or emphasis. |
| 6. Paralinguistics | f. The visual appearance of an individual, including grooming and dress. |
| 7. Touch | g. The expression of emotions or thoughts through facial movements. |
| 8. Appearance | h. The act of making visual contact with another person's eyes. |
| 9. Silence | i. The intentional absence of speech to convey meaning or create emphasis. |
| 10. Body Language | j. The overall non-verbal signals given off by a person's body. |

UNIT 2. MOTIVATION

STARTING POINT

Task 1 | Discuss the questions.

Which of these things motivate you in your job / study?

- colleagues
- interesting tasks / work
- gifts for achieving targets
- promotion
- training
- money
- flexible hours
- job security

What else would you add to the list?

Have you ever worked for no money? What was your motivation?

READING

Task 2 | Read the article addressing common motivation challenges and answer the questions:

1. Why is motivation considered crucial in the workplace?
2. What are the two major myths of motivation that organizations need to be aware of?
3. How do positive and negative motivations differ from each other?
4. What factors contribute to pleasure as a motivator in the workplace?
5. How can managers differentiate between positive and negative motivation in their employees?
6. Who carries the responsibility for generating workplace motivation according to the text?
7. What role does human behavior play in understanding motivation in the workplace?

Motivation Challenges: The Manager's Role In Workplace Motivation

By Alex Jones, Forbes

Among global professionals today, 70% lack motivation and energy and are disengaged in the workplace. The million-dollar question that comes in from executives across organizations around the world now is “How do I engage and motivate my employees?” The answer to that is not as simple as we think. Yet, at the same time, it is not complicated to answer. Every person has a motive for what makes them come to work and why they have to go to work that is driven by personal or professional aspirations. We all need to realize that motivation is the key to the success of any organization. Hence, measuring it is important.

Many factors may affect motivation, and at the foundation of it is studying human behavior in the workplace. We are going to learn the basic principles of motivation in this article.

What are the myths of motivation. There are two major myths of motivation that organizations need to pay attention to:

Myth 1: Motivation is just energy.

Some organizations, leaders and managers have the misconception that motivation is just getting out the energy in people. This is somewhat true, yet it is not the complete picture. It is more about the level of quality that you will get your associates to perform at — potentially at a capacity of beyond a hundred percent. You as a manager and a leader are responsible for the drive that gets people to want to come to work. You carry the same amount of responsibility when the opposite is true and your people are lacking motivation.

Myth 2: Motivation is one-size-fits-all.

Once again, some managers and leaders in organizations think that employees are not motivated. They also think that doing one thing only will motivate the whole team. That's a myth that has no truth to any extent. The reality is that motivation is not one-size-fits-all.

Most employees are motivated but need the factor of inspiration: the inspiration to come to work and a reason behind spending any amount of effort at the workplace.

What are the major types of motivation?

There are two primary types of motivation: positive and negative motivation.

Type 1: Positive Motivation

Positive motivation is a productive force brought to work by those individuals who enjoy socializing, doing something after work and engaging with people. The major drive of such individuals is socializing and doing anything that excites them at work and outside of it. They like to be set free to do what they like and avoid what they dislike.

Type 2: Negative Motivation

Negative motivation is a counterproductive force brought by negative people who carry the baggage of negativity with them. They bring toxic behavior anywhere they go. They thrive on toxicity in the workplace. They enjoy making hurdles for others, and they make sure they are creating roadblocks toward any progress. Yet these individuals have the potential to grow.

How can managers and leaders differentiate between positive and negative motivation in their employees?

The two are making a balance at work. The balance is driven by increasing productive motivation and decreasing counterproductive motivation.

When constructing teams within departments or across organizations, take extra measures to make sure assembling a healthy team is the main goal.

We are hardwired as individuals to connect with others. Studies have found that our brains operate at a higher capacity when we are surrounded by healthy groups. The opposite is also true: our brains cannot function at full capacity when surrounded by toxic environments and people.

When put in a group, top performers are often dragged down by low performers. That's because the latter creates a toxic and negative environment. Hence, the low performers tend to impact the top performers' energy, drive and attitude. This impacts overall motivation and engagement in the workplace.

What are the factors of motivation?

There are two main factors of motivation:

Pleasure

Factor one is pleasure. In this factor, there are two components: ambition and accountability. Pleasure brings along with it a window of opportunity: People who are highly self-driven and self-motivated see every task as an opportunity to grow and thrive.

Pain

Factor two is pain, and one component of this factor is avoiding risk. Pain brings along with it the power of noticing what might go wrong upon implementation. People who focus on the avoidance of pain as a motivator are good at minimizing risks in organizations. They are driven by the inner motivation of wanting to protect and preserve what they have at the current moment.

How can managers and leaders differentiate between positive and negative motivation in their employees?

We are hardwired to have a balance of both positive and negative motivation. Yet one is often tipping the scale higher than the other. The important thing to notice is that what works with one factor is not necessarily going to work with another. The pleasure factor has certain types of associated employees and approaches. The same is true for the pain factor.

As mentioned, the application of any method or approach comes from understanding human behavior in the workplace. Managers have a responsibility to oversee this.

Who carries the responsibility for generating workplace motivation?

Organizations have the responsibility of hiring for motivational fit. A can-do job attitude does not necessarily mean the person will (or must) be constantly motivated.

Most decisions to hire individuals are formed in the emotional side of the brain. Many of us tend to decide whether or not to hire someone within three to five minutes. Mostly, it is based on liking the individual.

The core of the issue is investing in our people. Organizations, leaders and managers have the responsibility of developing and training talents. The more they do so, the better results will be toward achieving organizational goals. Training, developing and investing in your team means organizational growth. Make it a main goal in your organization today.

VOCABULARY

Task 4 | Study the concepts and match each concept with its correct definition:

Concept	Definition
1. Motivation	a. Factors that make an employee feel positive about their job and enhance performance.
2. Lack of motivation	b. The opposite of motivation, conveying a feeling of listlessness.
3. Don't care attitude	c. Behavior displayed by a person with poor motivation.
4. Motivators	d. A classic model of motivation theory, starting from basic needs to higher-level aspirations.
5. Maslow's Hierarchy of Needs	e. The innate ability to produce a good performance when
6. Self-actualization	
7. Self-motivation	

- | | |
|----------------------------|--|
| 8. Self-starter | required, without external influence. |
| 9. Drive | f. Someone with good self-motivation who can work independently. |
| 10. Job performance | g. The ability to push oneself to achieve success and reach goals. |
| 11. Effective discipline | h. A combination of motivation and ability to perform tasks effectively. |
| 12. Positive reinforcement | i. Sanctions against underperforming employees that actually work. |
| 13. Setting clear goals | j. Rewarding desired behavior to encourage its repetition. |
| 14. Fair treatment | k. Development of relevant and clearly communicated objectives for an employee. |
| 15. Rewards | l. A corporate ethos where individuals are treated with fairness and sensitivity. |
| | m. Things received as a result of doing a job well. |
| | n. Often used to describe salary and associated perks to motivate employees. |
| | o. A management system alternating threats and promises to manage employees. |
| | p. Factors necessary for workplace satisfaction, absence of which is demotivating. |

Task 5 | Complete the sentences with your ideas.

1. When considering workplace motivation factors, it is important to...
2. One key factor that influences motivation in the workplace is...
3. An effective strategy for improving workplace motivation could be...

VIDEO

Task 6 | Watch the video about types of motivation

[https://drive.google.com/file/d/1R8wuGhc1M3oMDLmj4A_BWShB6KUOwkV2/view?usp=sharing] and fill in the gaps.



1. Two main types of motivation: _____(1).
2. Extrinsic motivation is driven by _____(2).
3. Intrinsic motivation comes from _____(3).
4. Intrinsic motivation is _____(4).
5. Our brains evaluate tasks based on _____(5).
6. Some brain areas and chemicals control _____(6).
7. Understanding our motivations helps _____(7).

COMMUNICATION PRACTICE

Task 7 | Express your opinion towards the following statements.

- What motivates you to perform well at work?

- Given the choice between a pay rise accompanied by a demotion, and a promotion with no pay rise, which would you choose?
- Apart from Human Resources, which department or departments can play a key role in employee motivation?
- Name five things which motivate you and five things which demotivate you.
- If a person working for you shows a lack of motivation, what steps could you take to resolve the issue?

WRITING

Task 8 ■ Write a short essay (150-200 words) about what motivates employees at work. Use the questions below to guide your writing.

Introduction:

What is employee motivation? Why is it important?

Main Points:

What are some things that can motivate employees? (For example, rewards, recognition, interesting work)

How can managers help to motivate their employees? (For example, setting clear goals, treating everyone fairly)

Conclusion:

Why is it important for a company to have motivated employees?

UNIT 2 REVISION TEST

1. Complete the sentences with the correct type of motivation (intrinsic or extrinsic).

1. Jane stays late at work because she is _____ motivated by the possibility of a promotion.
2. John plays the guitar every evening because he loves music; he is _____ motivated.
3. Sarah participates in marathons because she enjoys running, not for the medals; she has _____ motivation.
4. Tim finishes his chores quickly because his parents promise him extra pocket money; this is an example of _____ motivation.
5. Lily reads books because she finds joy in learning new things, which is a form of _____ motivation.

2. Indicate whether the following statements are true or false.

1. Theory X assumes that most people are inherently lazy and will only work under threat.
2. Motivation is the drive in a fulfilled human being to achieve or experience things true to one.
3. Rewards are concrete items such as clean, safe surroundings and fair supervision.
4. Maslow's Hierarchy of Needs starts with the need for self-actualization.
5. Job performance is solely dependent on motivation, not ability.
6. Fair treatment ensures that each individual receives the same consideration.
7. Positive reinforcement involves punishing undesired behavior.
8. Effective discipline may involve continuous lateness resulting in pay deductions.
9. Lack of motivation can lead to a don't care attitude.
10. Self-motivation is the ability to produce good performance without external influence.

3. Match each key motivating factor with its correct definition.

Key Motivating Factors:

1. Positive Reinforcement
2. Setting Clear Goals
3. Fair Treatment
4. Rewards
5. Incentive Package
6. Recognition

Definitions:

- a. Encouragement through praise or rewards for desirable behavior.
- b. Development of relevant and clearly communicated objectives for an employee.
- c. A corporate ethos where each individual receives the same consideration and humane treatment.
- d. Tangible benefits provided to employees for their performance or achievements.
- e. Comprehensive salary and perks designed to motivate employees.
- f. Acknowledging and appreciating employees' efforts and contributions publicly or privately.

UNIT 3. WORK ENVIRONMENT

STARTING POINT

Task 1 | Discuss the questions.

- What is your ideal work environment?
- What kind of physical workspace do you prefer (e.g., open-plan office, private office, remote work)?
 - What elements are important to you in a work environment (e.g., lighting, noise levels, decor)?
 - Do you know what a toxic work environment means?

READING

Task 2 | Read an excerpt from the article about the workplace environment.

What is a work environment?

By Elizabeth Perry, ACC (Betterup.com)

A work environment is a space – physical and emotional – in which employees perform their daily tasks. It's a combination of three vital components:

Physical environment: This covers the layout and amenities of an in-person office, including items like desk space, lighting, and location. For remote workers, physical environment refers to software, tools, and equipment.

Working conditions: These are the terms under which an employee agrees to do their job, like compensation and benefits, reporting structure, and safety regulations.

Company culture: Culture describes how an organization functions on a social level. Some aspects are more formal, like a company's mission statement or an open communication policy. Others, such as office politics, are unsanctioned but still influential.

Combined, these components create a workplace environment, which affects every employee's workflow and mood. Research shows that 35% of job seekers would decline the perfect role if they didn't connect with company culture, proving just how important a positive environment is. But a healthy workplace goes beyond a company's ability to attract talent.

Task 3 | Indicate whether the following statements are true or false according to the given text passage.

1. A work environment is a space where employees interact with each other.
2. The physical environment includes the layout and amenities of an office, such as desk space and lighting.
3. Remote workers do not need any physical environment.
4. Working conditions will include only compensation and benefits in the future.
5. Culture explains the social functioning of an organization.

6. Job seekers are not influenced by company culture when choosing a job.
7. A healthy workplace is more than just attracting talent.
8. The workplace environment only affects workflow.
9. All aspects of company culture are informal.
10. A healthy workplace is more than just attracting talent.

VOCABULARY

Task 4 | Match each workplace environment term with its correct definition.

Terms:

1. Open-plan office
2. Private office
3. Remote work
4. Workplace culture
5. Work-life balance
6. Management style
7. Workplace relationships
8. Workplace amenities
9. Mental well-being
10. Job satisfaction

Definitions:

- a. The overall atmosphere and shared values in a workplace.
- b. Working from a location outside of the traditional office, often from home.
- c. The state of being happy and fulfilled with one's job.
- d. A workspace design where employees work in a large open area, often with few or no physical barriers.
- e. The physical and mental health of employees as influenced by their work environment.
- f. The equilibrium between personal life and work responsibilities.
- g. A workspace design where an individual has a separate, enclosed office.
- h. Facilities provided by the employer, such as break rooms, fitness centers, and cafeterias.
- i. The manner in which a manager leads and interacts with their employees.
- j. The interactions and connections between colleagues in the workplace.

Task 5 | Sort out the following characteristics into two categories: favorable work environment and unfavorable work environment.

- ✓ Positive and supportive company culture
- ✓ Clear communication and expectations
- ✓ Lack of growth opportunities and professional development
- ✓ Excessive workload and inflexible schedules
- ✓ Negative or toxic company culture
- ✓ Opportunities for growth and development
- ✓ Work-life balance and flexible schedules
- ✓ Lack of recognition and appreciation
- ✓ Safe and healthy work conditions
- ✓ Unsafe work practices and unhealthy environment
- ✓ Poor communication and unclear expectations
- ✓ Competitive and exclusive team dynamics
- ✓ Recognition and appreciation for work done
- ✓ Poor leadership and mismanagement

- ✓ Collaborative and inclusive team dynamics
- ✓ Effective leadership and management

VIDEO

Task 6 | Watch the video about toxic workplace environment

[https://drive.google.com/file/d/1_vIAA2I0L8fuDc-TibTsWrZqzeG-dpDg/view?usp=drive_link] and answer the questions:



1. How can burnt out employees be identified in a toxic workplace?
2. What are the consequences of lack of trust between employees and managers in a toxic workplace?
3. How does office gossip, cliques, and bullying impact employees in a toxic work environment?
4. Why is it important for roles and responsibilities to be clearly defined in the workplace?
5. What happens when profit is valued over employee well-being in a toxic workplace?
6. How can leaders address issues related to micromanagement in a toxic workplace?
7. What steps can be taken to create a culture of respect, kindness, and equity in the workplace?

COMMUNICATION PRACTICE

Task 7 | Work in small groups and discuss the statements below. Then present your views to the rest of the class and give the examples from your own experience as appropriate.

1. Open-Plan Offices Enhance Collaboration:
 - Open-plan offices improve communication and collaboration among employees.
 - Discuss the advantages and disadvantages of open-plan offices. Share any personal experiences working in such environments.
2. Flexible Work Hours Improve Productivity:
 - Flexible work hours lead to higher productivity and better work-life balance.
 - Consider how flexible hours might impact productivity and employee well-being. Share your experiences with flexible or rigid work schedules.
3. Workplace Amenities Enhance Job Satisfaction:
 - Amenities such as fitness centers, cafeterias, and relaxation areas significantly enhance job satisfaction.
 - Debate the importance of workplace amenities. Share how certain amenities have improved your job satisfaction or how the lack of them has been a drawback.

WRITING

Task 8 | Create a memo about the key factor(s) in a positive workplace environment.

1. Select a Key Factor that you believe contributes significantly to creating a positive workplace environment (effective communication, recognition and rewards, work-life balance, or a supportive company culture).

2. Conduct research and analyze data.

3. Draft the Memo:

✓ Start with a clear and concise subject line that reflects the purpose of the memo.

✓ Begin the memo with a brief introduction, providing context for the topic and its relevance to the workplace.

✓ Present the key factor and its significance in creating a positive work environment. Use evidence, statistics, or case studies to support your points.

✓ Discuss how implementing or improving this factor can benefit both employees and the organization as a whole.

✓ Provide practical recommendations or strategies for promoting and enhancing the chosen factor within the workplace.

✓ Conclude the memo with a call to action, encouraging employees or management to take specific steps to support the positive workplace environment.

Example:

Dear Team,

I hope this memo finds you well. Today, I want to discuss the importance of promoting work-life balance in our organization and its role in fostering a positive workplace environment.

[Background:.....]

As we continue to navigate the demands of our work and personal lives, it's essential to recognize the significance of achieving a healthy balance between the two. Work-life balance refers to the equilibrium we strive for between our professional responsibilities and personal well-being.

[Benefits of Work-Life Balance:.....]

Research has consistently shown that employees who maintain a healthy work-life balance are more productive, engaged, and satisfied in their roles. By prioritizing time for rest, relaxation, and personal interests, individuals can recharge their batteries and bring their best selves to work each day.

[Challenges:.....]

However, achieving work-life balance is not always easy. The demands of our fast-paced work environment, coupled with personal obligations, can create challenges in finding this equilibrium. Long working hours, tight deadlines, and constant connectivity via technology can blur the lines between work and personal life.

[Strategies for Promoting Work-Life Balance:.....]

[Conclusion:.....]

Thank you for your attention to this matter. I welcome any feedback or suggestions for further promoting work-life balance within our organization.

Best regards,

Greg Jason,

Team Leader

UNIT 3 REVISION TEST

1. Fill in the blanks with the correct vocabulary term from the list.

open-plan office, private office, remote work, workplace culture, work-life balance, management style, workplace relationships, workplace amenities, mental well-being, job satisfaction

1. An _____ can be noisy but fosters collaboration and communication among employees.
2. Employees who work from home are engaging in _____.
3. The _____ of a company can significantly influence employee morale and productivity.
4. To maintain a healthy _____, it is important to set boundaries between work and personal life.
5. A supportive _____ can enhance employee motivation and productivity.
6. Positive _____ contribute to a harmonious and productive work environment.
7. _____ such as a gym and cafeteria can improve employee satisfaction.
8. Employers should prioritize _____ to ensure employees are mentally healthy and productive.
9. A _____ is often preferred by employees who need a quiet and private space to work.
10. High levels of _____ indicate that employees are content and motivated in their roles.

2. Choose the correct answer from the choices for each question.

1. Which of the following is NOT a key factor in a positive workplace environment?
 - a) Salary.
 - b) Office layout.
 - c) Break areas.
 - d) Temperature control.

2. Proper ergonomic design helps prevent:
 - a) Low morale.
 - b) Workplace injuries.
 - c) Poor communication.
 - d) Lack of amenities.

3. Good ventilation in an office is important for:
 - a) Improving productivity.
 - b) Reducing noise levels.
 - c) Enhancing creativity.
 - d) All of the above.

4. Employees are more likely to feel satisfied when they have access to:
 - a) Free snacks.
 - b) Private offices.
 - c) Collaborative workspaces.
 - d) All of the above.

5. Ideal office lighting should:
 - a) Be bright at all times.
 - b) Have adjustable levels.
 - c) Use only natural daylight.
 - d) Remain consistent throughout.

3. Recognize true and false statements related to toxic workplace.

1. Toxic workplace environments are characterized by open and transparent communication channels.

2. In toxic workplaces, employees are encouraged to speak up about issues or concerns without fear of retaliation.
3. Toxic workplace cultures prioritize collaboration, teamwork, and mutual respect among colleagues.
4. Bullying and harassment are uncommon occurrences in toxic work environments.
5. Toxic workplaces often have high turnover rates due to low employee satisfaction and morale.
6. In toxic workplaces, managers and supervisors regularly provide constructive feedback and support to their team members.
7. Toxic workplace cultures foster a sense of competition and individualism rather than cooperation and teamwork.
8. Employees in toxic work environments often experience high levels of stress, anxiety, and burnout.
9. Toxic workplaces prioritize employee well-being and offer resources and support for mental health issues.
10. Toxic workplace behaviors, such as gossiping, spreading rumors, or undermining colleagues, are actively discouraged and addressed by management.

UNIT 4. ON SCHEDULE

STARTING POINT

Task 1 | Discuss the statements.

- Meeting deadlines consistently is the most important factor in maintaining a productive work environment.
- Procrastination is a major barrier to staying on schedule.
- Regular check-ins and progress updates help keep projects on schedule.

READING

Task 2 | Read an excerpt from the article about time management strategies and define the best heading for the appropriate paragraph:

- A. Stay Healthy.
- B. Know How You Spend Your Time.
- C. Schedule Appropriately.
- D. Set Priorities.
- E. Stop Procrastinating.
- F. Get Organized.
- G. Delegate: Get Help from Others.
- H. Use a Planning Tool.
- I. Manage Time-Wasters.
- J. Avoid Multi-tasking

Time Management: 10 Strategies for Better Time Management

Reviewed by: Travis P. Mountain, University of Georgia Extension

The term Time Management is a misnomer. You cannot manage time; you manage the events in your life in relation to time. You may often wish for more time, but you only get 24 hours, 1,440 minutes, or 86,400 seconds each day. How you use that time depends on skills learned through self-analysis, planning, evaluation, and self-control. Much like money, time is both valuable and limited. It must be protected, used wisely, and budgeted.

People who practice good time management techniques often find that they:

- Are more productive.
- Have more energy for things they need to accomplish.
- Feel less stressed.
- Have more free time to do the things they want.
- Get more things done.
- Relate more positively to others.
- Feel better about themselves.

Finding a time management strategy that works best for you depends on your personality, ability to self-motivate, and level of self-discipline. By incorporating some, or all the ten strategies below, you can more effectively manage your time.

1. ____

A time log is a helpful way to determine how you use your time. Record what you are doing in 15-minute intervals for a week or two. Evaluate the results.

Identifying your most time-consuming tasks and determining whether you are investing your time in the most important activities can help you to determine a course of action. Having a good sense of the time required for routine tasks can help you be more realistic in planning and estimating how much time is available for other activities..

2. ____

Managing your time effectively requires a distinction between what is important and what is urgent. Experts agree that the most important tasks usually aren't the most urgent tasks. However, we tend to let the urgent tasks dominate our lives.

Creating a "to do" list is an easy way to prioritize. Whether you need a daily, weekly, or monthly list depends on your lifestyle. Be careful to keep list-making from getting out of control. A prioritized "to do" list allows you to set boundaries so you can say "no" to activities that may be interesting or provide a sense of achievement but do not fit your basic priorities.

3. ____

Time management experts recommend using a personal planning tool to improve your productivity. Personal planning tools include planners, calendars, phone apps, wall charts, index cards, pocket diaries, and notebooks.

4. ____

Disorganization leads to poor time management. Research has shown that clutter has a strong negative impact on perceived well-being. To improve your time management, get organized.

5. ____

Scheduling is more than just recording what must be done (e.g., meetings and appointments). Be sure to build in time for the things you want to do. Effective scheduling requires you to know yourself. Your time log should help you to identify times when you are most productive and alert. Plan your most challenging tasks for when you have the most energy. Block out time for your high priority activities first and protect that time from interruptions.

6. ____

Delegating means assigning responsibility for a task to someone else, freeing up your time for tasks that require your expertise. Identify tasks others can do and select the appropriate person(s) to do them.

7. ____

People put off tasks for a variety of reasons. Perhaps the task seems overwhelming or unpleasant. To help stop procrastination, consider "eating the big frog first." A quote commonly attributed to Mark Twain says, "If it's your job to eat a frog today, it's best to do it first thing in the morning. And if it's your job to eat two frogs, it's best to eat the big frog first."

8. ____

Reduce or eliminate time wasters.

9. ____

Psychological studies have shown that multi-tasking does not save time. In fact, the opposite is often true. You lose time when switching from one task to another, resulting in a loss of productivity.

10. ____

The care and attention you give yourself is an important investment of time. Scheduling time to relax or do nothing helps you rejuvenate physically and mentally, enabling you to accomplish tasks more quickly and easily. Be sure to monitor your screen time as a part of your digital well-being, setting boundaries to stay healthy.

Whatever time management strategies you use, take time to evaluate how they have worked for you. Do you have a healthy balance between work and home life? Are you accomplishing the tasks that are most important in your life? Are you investing enough time in your own personal well being? If the answer is “no” to any of these questions, then reevaluate your time management strategies and transition to ones that will work better for you. Successful time management leads to greater personal happiness, more accomplishments at home and at work, and a more satisfying future.

VOCABULARY

Task 3 | Match the terms on the left with their definitions on the right.

- | | |
|--------------------|--|
| 1. Deadline | a. Assigning responsibility for tasks to others. |
| 2. Delegate | b. Doing multiple tasks at the same time. |
| 3. Multitask | c. Postponing or delaying tasks. |
| 4. Prioritize | d. A detailed plan showing the times at which tasks or events are planned to happen. |
| 5. Procrastination | e. Arrange tasks in order of importance. |
| 6. Schedule | f. A set time by which a task must be completed. |
| 7. Timetable | g. The sequence in which tasks are performed. |
| 8. Time-Consuming | h. A measure of the efficiency of a person, machine, or system. |
| 9. Workflow | i. Taking a lot of time to complete. |
| 10. Productivity | j. A plan that lists when specific tasks or events will occur. |

Task 4 | Match the idioms on the left with their meanings on the right.

- | | |
|------------------------|---|
| 1. Time is money | a. To postpone doing something. |
| 2. Beat the clock | b. Using time efficiently can lead to financial gain. |
| 3. Against the clock | c. To finish a task before a deadline. |
| 4. In the nick of time | d. To work quickly because of a tight deadline. |
| 5. Time flies | e. To do something at the last possible moment. |
| 6. Kill time | f. Time passes very quickly. |
| 7. Waste time | g. To do something to pass the time while waiting. |
| 8. Buy some time | h. To use time inefficiently. |
| 9. Save time | i. To delay an event or activity to gain more time. |
| 10. Bide your time | j. To use time more efficiently or effectively. |

VIDEO

Task 5 | Watch the video about time wasters [<https://drive.google.com/file/d/1bTW0ozT6sfjDLS80EACHPYG8Nuhooivs/view?usp=sharing>] and answer the questions:



1. According to the video, which of the following is NOT considered a common time waster?
 - A. Checking social media frequently.
 - B. Participating in unnecessary meetings.
 - C. Maintaining a tidy workspace.
 - D. Multitasking.
2. What does the speaker recommend as the first step in identifying your own time wasters?
 - A. Analysing your daily habits.
 - B. Seeking feedback from others.
 - C. Reflecting on your priorities.
 - D. Keeping a time diary.
3. The video suggests that eliminating time wasters can lead to which of the following benefits?
 - A. Increased stress levels.
 - B. Decreased productivity.
 - C. More time for important tasks.
 - D. Poorer work-life balance.
4. Which of the following is mentioned in the video as a potential distraction in the work environment?
 - A. Lack of access to social media.
 - B. Frequent notifications.
 - C. Quiet and focused colleagues.
 - D. A well-organised workspace.
5. Which of the following strategies does it recommend for getting an outside perspective on how you spend your time?
 - A. Hiring a time management consultant.
 - B. Reviewing your daily calendar.
 - C. Asking a colleague for feedback.
 - D. Reflecting on your own priorities.
6. The speaker suggests that identifying and eliminating time wasters can lead to which of the following outcomes?
 - A. Increased job satisfaction.

- B. Higher earnings potential.
- C. Improved work-life balance.
- D. Greater productivity.

7. Which of the following is the main purpose of the video?

- A. To discuss the benefits of multitasking.
- B. To encourage the reader to spend more time on social media.
- C. To provide strategies for identifying and eliminating time wasters.
- D. To advise on the importance of having a tidy workspace.

SCENARIO ANALYSIS

Task 6 ■ Read the following scenarios and answer the questions.

Scenario 1: Sarah has a project deadline in two weeks. She decides to create a detailed schedule outlining what tasks need to be completed each day.

- How can Sarah ensure she stays on schedule?
- What strategies can Sarah use if unexpected events disrupt her schedule?

Scenario 2: John finds himself constantly overwhelmed by the number of tasks he has to complete. He often misses deadlines and feels stressed.

- What time management techniques could help John?
- How can John use a timetable to organize his tasks more effectively?

WRITING

Task 8 ■ **Prioritizing Tasks.** List your tasks for the week and categorize them into four quadrants based on urgency and importance (Urgent & Important, Not Urgent & Important, Urgent & Not Important, Not Urgent & Not Important).

Tasks:

- ✓ Complete project report
- ✓ Attend team meeting
- ✓ Buy groceries
- ✓ Call friend
- ✓ Prepare presentation
- ✓ Exercise
- ✓ Read a book
- ✓ Clean the house
- ✓

UNIT 4 REVISION TEST

1. Match the sentence halves.

1. By using these strategies, you can identify your own time wasters and take steps
 2. Seek feedback: Ask a colleague, friend, or family member for feedback
 3. There are many common activities that can waste
 4. Keep
 5. This could include things like loud
 6. To identify your own time wasters, it can be helpful to keep
- a. coworkers, unnecessary notifications, or cluttered workspaces.
b. to eliminate them.
c. a time diary: For a few days, record how you spend your time throughout the day.
d. time, such as multitasking, social media, and unnecessary meetings.
e. on how you spend your time.
f. track of how you spend your time and look for activities that are not aligned with your goals or priorities.

2. Fill in the blanks with the correct word

deadline, delegate, multitask, prioritize, procrastination, schedule, timetable, time-consuming, workflow, productivity

1. To improve _____, we need to eliminate any _____ tasks from our daily routine.
2. She decided to _____ some of her tasks to colleagues to meet the upcoming _____.
3. Effective _____ can help reduce stress and increase _____.
4. _____ is a bad habit that can lead to missing important _____.
5. By creating a _____, we can better manage our _____ and ensure all tasks are completed on time.

3. Complete the sentences with the correct idiom from the list below.

time is money, beat the clock, against the clock, in the nick of time, time flies, kill time, waste time, buy some time, save time, bide your time

1. Remember, _____ when you're working on this project; efficiency is key.
2. We managed to _____ and finish the report just before the deadline.
3. They're working _____ to complete the project by Friday.
4. He arrived at the meeting _____; they were just about to start.
5. _____ when you're having fun; it's already the end of the week!
6. We have some free time before the movie starts; let's find something to _____.
7. Don't _____ on trivial tasks; focus on what's important.
8. I need to _____ to finish the rest of my work before the meeting.
9. Using a faster method will help you _____ on this task.
10. Just _____ and wait for the right opportunity to present itself.

UNIT 5. MANAGING PROJECTS

STARTING POINT

Task 1 | Discuss the questions.

- What is a project?
- What can be considered as project management skills?
- When facing challenges in project management, what would you do?

READING

Task 2 | Read the article abstract about the essential project management skills and define those you are good at.

10 Essential Project Management Skills

By Dana Miranda and Adam Hardy, Forbes

Some people naturally possess project management skills. You know who you are. The innate ability to keep things in order and keep people on task is valuable in a team environment, and you can actually make a living out of it. To formally turn those strengths into a career as a project manager, identify and hone these 10 essential project management skills.

What Are Project Management Skills?

You need a variety of both **hard** and **soft skills** to be a successful project manager.

The soft skills are those you can develop through any education or work experience, and they help you shape the right temperament for project management. The hard skills are those you need to learn specifically for this role, and you can learn them through formal project management training or on the job as a project manager.

You'll also need to learn common **project management techniques and tools**, which you can pick up through training or work experience. The exact techniques and tools you need depend on preferences in your industry, company and team, and you have a wide variety to choose from.

Hard Skills for Project Management

Aside from learning specific project management methods and tools, these are the hard skills you can gain from formal training or on-the-job experience in project management.

1. Risk Management

The process of making conscious decisions to maximize the upsides and minimize the downsides of actions in your business is known as **risk management**.

As a project manager, you have to be aware of a project's potential for profit or loss and the decisions that could lead to either.

2. Cost Management

You'll either receive a budget for a project or be tasked with presenting a cost estimate for decision makers to approve. It's your job throughout the project to stay aware of the costs and keep the project from going over budget.

Cost in project management is one part of what's called the "triple constraint" or the "project management triangle"- the three boundaries of cost, time and scope that define the project.

Managing cost includes balancing that constraint with the other two. You have to stay within budget while keeping the timeline on track and fulfilling but not exceeding the scope.

3. Reading and Writing

Reading comprehension and clear writing are vital skills for project managers. Strong reading and writing skills are important for just about any job, and they play a particularly prominent role in project management.

You may be tasked with reading and interpreting technical documents or legal jargon with which you have no subject matter expertise. Then you need to turn that information into briefs everyone involved with the project can follow.

4. Planning and Forecasting

One of the key roles of the project manager is creating a roadmap for the project that'll guide all other stakeholders in their roles. Understand that different scenarios will require different project management methodologies, and you should know how to determine which is the best option for each situation.

Forecasting involves providing a prediction of project outcomes. You have to be comfortable with data analysis so you can interpret how past projects have performed and use the information to inform the future of the current project.

Soft Skills for Project Management

You can't learn specific processes or practices for these project management skills, but these innate strengths are important to your success in a project management role.

5. Leadership

Though you don't spearhead projects yourself in this role, your entire job is guiding others through a project. That requires management and **leadership skills** to feel comfortable doing things like facilitating meetings, holding participants accountable and enforcing constraints.

6. Communication

Hand in hand with leadership is strong **communication**. You're the point of contact for parties in a project who may have no other contact with each other, and you have to facilitate cohesive teamwork within that environment.

You should feel confident interpreting the needs of one group or department and explaining them to another.

7. Time Management

In addition to learning hard skills for planning, forecasting and scheduling projects, you should possess or develop a personal strength for time management.

This is a soft skill you can learn, but project management is probably best suited for those who have a natural tendency toward organization and order.

8. Patience

Being at the center of multiple teams attempting to work together toward a common goal can be rewarding – and it can be frustrating.

You're in charge of managing disparate expectations and objectives, all while mediating conflict, communicating needs and helping everyone around you work within the constraints you're given for a project. All of these require serious patience.

9. Adaptability

Tools and strategies for project management are constantly evolving toward better efficiency, teamwork and communication. You should enjoy and excel at learning new programs and methods quickly and encouraging others to get on board.

A measure of tech-savviness is important because much of your role is understanding and properly using project management software, as well as other tools for things such as analytics, document creation and sharing and communication.

10. Critical Thinking

Key for any management role, critical thinking will come into play daily in project management. You have to be able to make quick decisions within a set of constraints, foreseeing the potential implications for the future of a project.

Critical thinking in project management supports your ability to analyze the data and information you're given to make decisions in the planning stage then carry that knowledge throughout the project as conditions change.

Task 3 | Define true, false and not-given statements.

1. Everyone can naturally possess project management skills.
2. To become a project manager, you don't need to identify and hone essential project management skills.
3. A successful project manager requires a mix of hard and soft skills.
4. Soft skills are not important for project management.
5. Hard skills can only be learned through formal project management training.
6. Project management techniques and tools can be acquired through training or work experience.
7. There is only one technique and tool needed for project management.
8. Hard skills can only be gained through formal training.
9. Forecasting does not involve predicting project outcomes.
10. Critical thinking is not important in project management.

VOCABULARY

Task 4 | Match each project management term with its correct definition.

Terms:

1. project management skills
2. soft skills
3. project management techniques and tools
4. timeline
5. life cycle
6. critical thinking
7. hard skills
8. kickoff meeting
9. conception
10. milestone
11. corrective action
12. green light

Definitions:

- a. The start of a project where the initial idea and objectives are formed.

- b. The set of skills including technical knowledge and abilities required for specific tasks.
- c. An event or point in the project timeline that marks significant progress.
- d. A meeting held at the beginning of a project to establish roles, objectives, and plans.
- e. The ability to analyze situations and solve problems effectively.
- f. Tools, methodologies, and techniques used to plan, execute, and monitor projects.
- g. The overall duration and schedule of a project from start to finish.
- h. The process of ensuring that a project remains on schedule.
- i. Approval to proceed with a project or a phase of a project.
- j. Actions taken to correct or mitigate issues to keep a project on track.
- k. Personal attributes that enable effective interpersonal interactions and team collaboration.
- l. The series of stages a project goes through from initiation to completion.

Task 5 | Match each sentence on the left (Column A) with its corresponding sentence on the right (Column B) that has a similar meaning.

A	B
1. Effective project managers can communicate clearly with all stakeholders.	a. Managing risks means anticipating issues and developing strategies to prevent them.
2. Risk management involves identifying potential problems before they occur.	b. Tools like Gantt charts and software are essential for tracking project milestones.
3. Strong leadership skills are essential for motivating and guiding a team.	c. Leadership involves inspiring the team and providing direction.
4. Project managers use various tools to plan and monitor project progress.	d. Good communication ensures everyone understands their responsibilities and project goals.
5. Critical thinking helps in making informed decisions and solving complex problems.	e. A project progresses through phases such as planning, execution, and completion.
6. A kickoff meeting sets the stage for the entire project by establishing roles and objectives.	f. Initial meetings help clarify objectives and team roles.
7. Meeting deadlines is crucial to keep the project on track.	g. Thinking critically allows project managers to tackle challenges efficiently.
8. A project's life cycle includes multiple stages from initiation to closure.	h. Staying on schedule is vital to ensure timely project delivery.
9. Soft skills like empathy and communication are vital for team collaboration.	i. Interpersonal skills are crucial for effective teamwork and conflict resolution.
10. Technical knowledge is necessary to handle specific project tasks effectively.	b. Having technical skills is important for executing specific aspects of a project.

VIDEO

Task 6 | Watch the introductory video about project management

[https://drive.google.com/file/d/1DQpQb-R9vXa6e5IyefDeBnhCFuaJVI_h/view?usp=drive_link].



Task 7 | Fill in the blanks with the correct project management terms mentioned in the video (*project, project management, scope, stakeholders, resources, timeline, milestones, risks*).

1. The primary objective of _____ (1) is to achieve project goals within given constraints.
2. Clear definition of the project _____ (2) helps in preventing scope creep.
3. _____ (3) are critical checkpoints in the project timeline to assess progress.
4. Effective management of _____ (4) ensures that any potential obstacles are identified and mitigated.
5. All _____ (5) involved in the project need to be kept informed about the project's progress.
6. Allocating sufficient _____ (6) is essential to keep the project on track.
7. _____ (7) provides a framework for organizing and managing tasks and deadlines.
8. Each _____ (8) in a project should have a clear start and end date to measure progress.

COMMUNICATION PRACTICE

Task 8 | Work in groups and discuss the following situations.

1. Do your projects always go as planned?
2. What do you do if a project is behind schedule?
3. Explain the importance of setting clear project objectives and how they contribute to the overall success of a project.
4. Describe the role of a project manager in leading a project team and what key responsibilities they have.
5. Discuss the importance of effective communication in project management and provide examples of how a project manager can ensure clear and effective communication throughout the project.

WRITING

Task 9 | Read some freely available material and write a paragraph about one of the best project management practices.

UNIT 5 REVISION TEST

1. Fill in the blanks with the correct vocabulary term from the list below.

project management skills, green light, life cycle, soft skills, kickoff meeting, conception, timeline, project management techniques and tools, milestone, critical thinking, corrective action, hard skills

1. During the _____ (1) phase, the project's objectives and scope are defined.
2. Effective _____ (2) include both technical expertise and the ability to manage teams.
3. Project managers must use various _____ (3) to keep the project organized and on schedule.
4. A key _____ (4) was missed, so the team implemented _____ (5) to get back on track.
5. The _____ (6) of a project includes initiation, planning, execution, monitoring, and closure.
6. Good _____ (7) helps in making informed decisions and solving complex problems.
7. The project team received the _____ (8) to start the development phase.
8. The project manager's _____ (9), like communication and leadership, helped keep the team motivated.
9. At the _____ (10), all stakeholders discussed their roles and the project's objectives.
10. The project manager's _____ (11) ensured all technical aspects of the project were executed correctly.

2. Fill in the blank with the correct words.

Project management is the process of planning, organizing, and managing resources to ensure the successful completion of a project. It involves defining the project's scope, setting objectives, allocating resources, and monitoring progress to ensure the project is completed on time, within budget, and to the desired quality.

scope, project manager, risk management, project team, project

1. The first step in the project management process is to define the ____.
2. A ____ is a set of tasks or activities that must be completed to achieve a specific goal or objective.
3. The ____ is responsible for ensuring the project is completed on time and within budget.
4. ____ is the process of identifying and addressing potential risks that may impact the project.
5. The ____ is the group of people who are responsible for carrying out the project tasks.

3. Choose the correct answer from the choices for each question.

1. Which of the following is a key component of a project plan?
 - a) Project budget.
 - b) Project timeline.
 - c) Project scope.
 - d) All of the above.
2. Which of the following is a common project management tool?
 - a) Gantt chart.
 - b) Excel spreadsheet.
 - c) Project management software.
 - d) All of the above.
3. What is the purpose of a project status report?
 - a) To track project progress.
 - b) To identify potential risks.
 - c) To communicate project updates to stakeholders.
 - d) All of the above.
4. Which of the following is a key skill for a project manager?
 - a) Communication.
 - b) Problem-solving.
 - c) Time management.
 - d) All of the above.

5. What is the primary objective of project management?

- a) To maximize profits.
- b) To minimize costs.
- c) To ensure the successful completion of a project.
- d) To please stakeholders.

UNIT 6. MAKING DECISIONS

STARTING POINT

Task 1 | Discuss the questions.

- Think of one good decision you have made. How much were you guided by facts and figures? How much did you follow your intuition?
- Does having more time to think produce better decisions? Or do you decide faster and more wisely when under pressure?

READING

Task 2 | Read the text about one of the decision-making techniques and answer the questions.

1. What are the six different “hats” in Edward de Bono’s Six Thinking Hats technique, and what does each hat represent in the decision-making process?
2. How does the use of the Black Hat contribute to effective decision-making within a team?
3. Can you provide an example of a scenario where the Green Hat would be particularly useful, and explain why?
4. In what ways does the Blue Hat differ from the other hats, and what role does it play in managing the thinking process?
5. How might the Red Hat improve decision-making in situations where team members are reluctant to express their feelings?

Six Thinking Hats

By Josiah Kaplan, betterevaluation.org

The Six Thinking Hats method encourages participants to cycle through six different ways of thinking, using the metaphor of wearing different conceptual “hats”.

Developed by Dr Edward de Bono, the “Six Thinking Hats” technique is a framework designed to promote holistic and lateral thinking in decision-making and evaluation. Conducted alone or in group meetings, participants – project members, key decision-makers and stakeholders – are encouraged to cycle through different modalities of thinking using the metaphor of wearing different conceptual “hats”.

This approach seeks to combine the strengths of a range of different mental “states” which individuals instinctively tend towards – from rational and positive perspectives to emotional and intuitive, or from optimistic to pessimistic – by prompting participants to consider the same problem through a full spectrum of thinking styles in coming to a common agreement on a decision or shared purpose.

Six “hats” are available to use, each identified by a different colour symbolic of a different style of thinking, and each dictating a unique mode of analysis. These include:

White hat: “Information”. Objectively consider available information, focusing only on data available, where gaps in existing knowledge exist, and what trends can be extrapolated from the information to hand.

Red hat: “Emotions”. Identify emotional reactions, judgments, suspicions and intuitions in oneself and others, separate from the objective data itself.

Black hat: “Negatives”. Raise and consider any potential flaws, risks, challenges and fears in a decision or plan in order to preempt them and avoid the dangers of over-optimism.

Yellow hat: “Positives”. Identify all optimistic, constructive aspects and suggestions regarding a decision or plan, with an eye towards building confidence and enthusiasm at the outset.

Green hat: “Creativity”. ‘Blue-sky’ thinking. Consider abstract thinking, digressions, alternative proposals, and provocative statements.

Blue hat: “Overview”. Consider the entire thinking process itself, i.e. ‘metacognition’. Review and assess the six hats session thus far, identify places where a specific modality of thinking needs expanding, revisiting, or balancing.

In a Six Thinking Hats session, each of these hats is “worn” by participants, the process guided by a facilitator familiar with the method. These hats may be metaphorical, or even physical, and each change of “hat” indicates the next stage of the session. By the end of a successful Six Hats session, a particular decision or evaluation will thus have been considered from a range of viewpoints.

VOCABULARY

Task 3 | Fill in the blanks with missing words and phrases.

*problem, overwhelming, struggles, the pros and cons,
focused, decisions, confidence*

Navigating Decision-Making: Strategies for Success

Making _____(1) can sometimes feel _____(2), but by breaking down the process into smaller steps, it becomes more manageable. Start by clearly defining the _____(3) or choice you are facing. Consider the potential outcomes of each option and weigh _____(4). It's essential to trust yourself and your instincts while also seeking advice from trusted sources when needed. Remember, _____(5) are a natural part of the decision-making process, so don't be discouraged by setbacks. Stay _____(6), gather all the information you need, and approach your decisions with _____(7) and a well-thought-out strategy.

Task 4 | Match the phrases with their definitions.

Phrases:

1. take it or leave it
2. make a snap decision
3. weigh the pros and cons
4. make up your mind
5. change your mind
6. keep your options open
7. have second thoughts
8. be in two minds

Definitions:

- a. to decide on something after considering all the options.
- b. to feel uncertain or undecided about something.
- c. to carefully consider the advantages and disadvantages of a decision before making it.
- d. to not make a final decision so that you can choose from different possibilities later.
- e. an offer where there is no room for negotiation, either accept it as it is or decline.
- f. to decide differently than you did before.
- g. to reconsider a decision or opinion.
- h. to make a quick and often impulsive choice without much thought.

VIDEO

Task 5 | Watch the video about decision-making strategies [<https://drive.google.com/file/d/1ascl5XHrxV-2QzXSkGcaEdrxq2MrLzit/view?usp=sharing>] and answer the questions.



1. How can you make a decision more objectively?
2. What is the first step to making any decision?
3. How can you compare different options when making a decision?
4. What technique involves creating a scorecard for each option?
5. Why is it important to consider long-term consequences when making decisions?
6. How can distracting yourself with a two-minute activity help in decision-making?
7. Why is adopting a different point of view helpful when making decisions?
8. How do you usually make decisions in your daily life?
9. What factors can influence your decision-making process?
10. Do you think it's important to consider both rational and emotional aspects when making a decision?
11. How do you handle making decisions with long-term consequences?

COMMUNICATION PRACTICE

Task 6 | Choose a question or decision you have been struggling with. Write down pros and cons. Present your results.

WRITING

Task 7 | Write a social media post discussing how different personality types influence decision making.

UNIT 6 REVISION TEST

1. Make up the sentences using the following words:

- 1) factors/influence/decision
- 2) regretted/decision/made
- 3) weigh/pros/cons
- 4) seek/advice/others
- 5) spur-of-the-moment/decision/made
- 6) follow/gut/feeling
- 7) rational/thinking/decision
- 8) easily/make/decisions
- 9) consider/long-term/consequences
- 10) intuition/play/decisions

2. Imagine you are faced with a complex decision-making scenario. Use the Six Thinking Hats technique to explore the situation from different perspectives. Match each colored hat with its corresponding focus or approach.

White Hat

Red Hat

Black Hat

Yellow Hat

Green Hat

Blue Hat

- A. Focus on optimism, benefits, and positive aspects of the decision or situation.
- B. Focus on facts, data, and information available about the decision or situation.
- C. Focus on creativity, generating new ideas, and exploring possibilities.
- D. Focus on emotions, feelings, intuition, and gut reactions to the decision or situation.
- E. Focus on caution, risks, potential drawbacks, and critical analysis of the decision or situation.
- F. Focus on organizing the thinking process, setting agendas, and managing the overall discussion.

3. Choose the correct answer

1. What does it mean to 'weigh the pros and cons' when making a decision?
 - a. Make a snap decision.
 - b. Consider the advantages and disadvantages.
 - c. Change your mind.
 - d. Keep your options open.

2. When someone tells you to "make up your mind", they are advising you to:
 - a. Be in two mind.
 - b. Have second thoughts.
 - c. Keep your options open.
 - d. Decide.

3. If you "have second thoughts" about something, what are you likely experiencing?
 - a. Certainty.
 - b. Indecisiveness.
 - c. Regret.
 - d. Change of heart.

4. When you are asked to "make a snap decision", what are you being prompted to do?
 - a. Decide quickly without thinking.
 - b. Weigh the pros and cons carefully.
 - c. Be indecisive.

d. Consider all options thoroughly.

5. In the phrase “change your mind”, what action are you being encouraged to take?

a. Stick to your initial decision.

b. Avoid making a decision.

c. Reverse a decision.

d. Review your options.

UNIT 7. EMPLOYEES

STARTING POINT

Task 1 ■ Discuss the quote and questions.

- “Treat employees like partners, and they act like partners.” – *Fred Allen*
- Why do employees leave a company?
- What are some of the ways employers can encourage them to stay?

READING

Task 2 ■ Read the letter (respond to a survey that found one in three UK workers have quit jobs over bad management) written by Amanda Goodall, Professor of leadership from Bayes Business School about resignation due to bad management and express your opinion towards this issue.

The key to employee satisfaction? Competent bosses

*By Amanda Goodall, Professor of leadership,
Bayes Business School for the Guardian*

Formal research agrees with the findings of the survey by the Chartered Management Institute. Bad management has prompted one in three UK workers to quit. In a study of 35,000 employees, my co-authors and I have identified three main factors that influence employee job satisfaction and people’s intentions to leave.

The first, supported by the CMI survey’s findings, is the quality of an employee’s line manager. Bosses have the largest effect on employee job satisfaction. Research shows that happy workers are substantially more productive.

We identified that the effect of a boss on job satisfaction is double that of pay. This makes sense. Our bosses decide when we should go up for promotion, go on leadership training, and even when we take our vacations.

Second, who your boss is really matters. Line managers need to have a deep understanding about the work of those they manage, and to a high standard.

To motivate a team and be a mentor, to identify where someone may need help, and importantly, to assess the work of those being managed, a boss must know what good looks like and how to get there. In my experience, the UK fails in this area. Often in our country a generalist is put into line management or a key position of power. Our evidence suggests this is highly undesirable.

Finally, managers and leaders need to be trained – particularly in the area of behaviour. We have also learned that tailored leadership development, compared with generic training, leads to better outcomes for companies and their employees.

Task 3 ■ Answer the questions.

1. What is the primary finding of the survey conducted by the Chartered Management Institute?
2. According to Amanda Goodall’s research, what are the three main factors that influence employee job satisfaction and intentions to leave?

3. Why is it important for a line manager to have a deep understanding of the work of those they manage?
4. What are some of the responsibilities of a boss that affect an employee's career progression and job satisfaction?
5. What type of leadership development does the research suggest is more effective for companies and employees?
6. How does bad management affect employee turnover in the UK according to the text?
7. Why is tailored leadership training preferred over generic training according to the research findings?

VOCABULARY

Task 4 | Match the terms to their correct definitions.

1. Employment
 2. Employer
 3. Employee
 4. Job Satisfaction
 5. Retention
 6. Turnover
 7. Promotion
 8. Internship
 9. Training
 10. Development
- a. A person or organization that hires people to work for them.
 - b. A person who works for another person or for a company for wages or a salary.
 - c. The condition of having paid work.
 - d. The level of contentment a person feels with their job.
 - e. The process of keeping employees within the company.
 - f. The rate at which employees leave a workforce and are replaced.
 - g. The advancement of an employee's rank or position in an organization.
 - h. A temporary position offering practical experience in an occupation.
 - i. The action of teaching employees new skills or knowledge for their job.
 - j. The process of enhancing an individual's skills and knowledge for career growth.

VIDEO

Task 5 | Watch the video about workplace happiness

[<https://drive.google.com/file/d/1IsHBaG1MlgnKBZXoIwVYZ0YentzTdqQp/view?usp=sharing>] and define whether the statements are true or false.



1. About 60% of the working population worldwide is happy at work.
2. Organizations with a high number of happy employees tend to perform better in the stock market.
3. Providing perks like ping-pong tables and massages is the key to employee happiness.
4. Building trust and respect in an organization leads to happier employees.
5. Listening involves repeating what the speaker says actively.

COMMUNICATION PRACTICE

Task 6 ■ **Improve communication skills by discussing employee retention strategies (management training, career development programs, and work-life balance initiatives, etc.). Work in pairs and present your results.**

WRITING

Task 7 ■ **Write an article summary.**

Select an Article: Choose an article that you find interesting and make sure you understand it thoroughly.

Outline the Article: Create an outline highlighting the main points and structure of the article.

Summarize the Article: Write a summary that captures the major points of the article in your own words.

UNIT 7 REVISION TEST

1. Complete the sentences with the correct form of the word

employment, employer, employee, job satisfaction, retention, turnover, promotion, internship, training, development

1. The _____ organized a career fair to attract new talent.
2. Many college students seek an _____ to gain practical experience before graduating.
3. High _____ rates can indicate poor management practices within a company.
4. The _____ offered extensive _____ programs for new hires.
5. _____ is often influenced by the quality of management and work environment.
6. As an _____, it is important to understand labor laws and regulations.
7. The company's _____ strategies helped reduce employee _____.
8. After several years of dedicated work, she finally received a _____.
9. Continuous _____ is essential for keeping up with industry changes and advancing in one's career.

2. Find synonyms and antonyms for the given terms.

1. Employment

Synonym:

Antonym:

2. Employer

Synonym:

Antonym:

3. Employee

Synonym:

Antonym:

4. Promotion

Synonym:

Antonym:

5. Training

Synonym:

Antonym:

3. Complete the sentences with your own ideas.

1. A key strategy for enhancing employee retention in organizations is...
2. When analyzing factors that affect employee retention, it is important to consider...
3. One approach to improving employee retention rates is by implementing...

UNIT 8. LEARNING ON THE JOB

STARTING POINT

Task 1 | Discuss the questions.

Where did you gain the qualifications and skills you need for your current job?

What kinds of formal training do you do?

What does “learning on the job” mean to you, and how is it different from formal training programs?

READING

Task 2 | Read the abstract of the article on the concept of learning on the job and share your thoughts.

On-the-Job Training: Building a Program that Works

By Elizabeth Perry, ACC for betterup.com

Also known as OJT, on-the-job training is pretty much exactly what it sounds like – learning how to do the job (or do the job better) while in the role.

Through hands-on teaching and coaching, employees learn the practical skills and knowledge they need to perform their job. The training takes place in a normal work environment rather than outside the workplace in a classroom or virtual setting.

What do we mean by on-the-job training?

Both off-the-job training and on-the-job training help employees develop certain skills they need for their job. But OJT focuses on integrating new employees into their everyday work environment.

Rather than hiring a person from outside the organization, OJT is typically a type of internal training. It might be set up as a program, with defined expectations and a set beginning and end, but often it is far less formal. Experienced colleagues, managers, and members of HR take responsibility for helping the individual develop professional skills and capabilities.

5 types of on-the-job training

Let’s take a look at five types of more formal OJT that you could use at your workplace:

1. Orientation

Workplace orientation provides new employees with basic information about their new roles. Most companies have some form of orientation in place, even if they don’t consider it on-the-job training.

Through this popular type of OJT, a supervisor helps a recruit become familiar with the organization. They share information like workplace culture, employee benefits, and the company mission.

2. Internship

Whether paid or unpaid, an internship is a temporary position. They’re mostly sought out by students and graduates.

Rather than focusing on employment, the position focuses on career growth. The period of work experience gives exposure to the real-world working environment.

3. Apprenticeship

An apprenticeship program is typically for adult learners to earn money while they learn in a real job. While an internship focuses on experience, apprenticeships focus on training.

4. Job rotation

This technique involves moving employees between their assigned roles. It promotes experience and variety by switching a new employee around a range of positions.

This is a great way to give employees an overview of the entire process. It also gives team members a better sense of what their colleagues do for the organization.

5. Mentoring programs

Assigning a mentor to a new employee has many benefits, including learning on the job. The new hire gains practical advice, encouragement, and support.

This method of training also teaches the current experienced employee how to be a teacher.

As Aristotle said, “For the things we have to learn before we can do them, we learn by doing them”. On-the-job training is the perfect example of this. An effective training program lets employees learn from leaders, peers, and on-the-job.

Task 3 | Answer the text dependent questions on on-the-job training:

1. What is the main focus of on-the-job training (OJT)?
2. How does on-the-job training differ from off-the-job training in terms of the learning environment?
3. Who typically takes responsibility for helping individuals develop professional skills in on-the-job training?
4. How does an internship differ from other types of on-the-job training?
5. In what way do apprenticeships differ from internships?
6. What is the main benefit of job rotation as a type of on-the-job training?
7. How do mentoring programs contribute to on-the-job training?
8. How does on-the-job training allow employees to learn?

VOCABULARY

Task 4 | Match each term with its corresponding definition.

Terms:

- a. on-the-job training
- b. mentoring
- c. coaching
- d. demonstrations
- e. job shadowing
- f. job rotation
- g. sandwich courses

Definitions:

1. Practical training in a real work environment focusing on specific job skills and knowledge.
2. A relationship where a more experienced individual guides and supports the development of a less experienced person.
3. The process of helping someone improve their performance and achieve their goals through guidance and feedback.
4. Presentations or examples that illustrate how something is done or how something works.
5. A method of training where an individual follows and observes a more experienced worker to learn about a specific job role.
6. The practice of moving employees between different job roles or departments to broaden their experience and skills.
7. Courses that combine academic study with practical work experience.

Task 5 | Which of the following is NOT an example of on-the-job training? Choose the option that does not represent a form of on-the-job training from the list below and provide a brief explanation for your choice.

- Coaching
- Attending a seminar
- Job Rotation
- Internship
- College degree
- Task Delegation
- Mentoring
- Online courses
- Job Shadowing

VIDEO

Task 6 | Watch the video about OJT [https://drive.google.com/file/d/1J3VEGaaBxturiw_FXhSu0BH0dwgE4cMP/view?usp=sharing] and identify whether the following statements are true or false.



1. On-the-job training (OTJ) is conducted off-site.
2. The trainer should not correct any errors made by the trainee during task performance in JIT.
3. On-the-job training is not commonly used due to its high cost.
4. Providing autonomy to the trainee is an important aspect of the follow-up step in JIT.
5. On-the-job training is often preferred by organizations because of its effectiveness.

COMMUNICATION PRACTICE

Task 7 ■ Discuss the benefits of on-the-job training. How can one evaluate the effectiveness of on-the-job training? Is the continuous learning concept in the workplace important for your career?

WRITING

Task 8 ■ Watch the video about on-the-job and off-the-job training [<https://www.youtube.com/watch?v=f8hxViZkjXI>]. Complete the table. Compare the key differences.

Method of training	On-the-job or off-the-job	Short explanation of the training method	Example

UNIT 8 REVISION TEST

1. Choose the correct term to complete each sentence.

a. _____ involves practical training in a real work environment.

Coaching

Demonstrations

On-the-Job Training

b. In _____, a more experienced individual guides and supports a less experienced person.

Job Shadowing

Coaching

Mentoring

c. _____ provide presentations or examples to illustrate how something is done.

Job Rotation

Demonstrations

Sandwich Courses

2. Fill in the blanks with the appropriate term.

a. J_____ involves moving employees between different job roles or departments.

b. S_____ combines academic study with practical work experience.

c. J_____ is a method of training where an individual observes a more experienced worker.

3. Choose the correct answer from the choices for each question.

1. What is the primary purpose of on-the-job training?

a) To provide theoretical knowledge

b) To develop specific skills and knowledge for a job role

c) To evaluate employee performance

d) To promote employee advancement

2. Which of the following is a key aspect of mentoring?

a) Providing feedback and evaluation

b) Assigning tasks and deadlines

c) Guiding personal and professional development

d) Conducting formal training sessions

3. What is the main difference between coaching and mentoring?

a) Coaching is more formal, while mentoring is more informal

b) Coaching focuses on improving specific skills, while mentoring focuses on overall development

c) Coaching is for managers, while mentoring is for entry-level employees

d) Coaching is short-term, while mentoring is a long-term relationship

4. Job shadowing is most commonly used for which purpose?

a) Evaluating employee performance

b) Providing on-the-job training

c) Developing leadership skills

d) Identifying potential career paths

5. Sandwich courses are a type of educational program that combines:

a) Classroom instruction and online learning

b) Internships and part-time work

c) Study and practical work experience

d) Group projects and individual assignments

4. Indicate whether the following statements are true or false.

1. Job Rotation involves practical training in a simulated work environment.

2. Coaching is the process of helping someone improve their performance through guidance and feedback.
3. Demonstrations are courses that combine academic study with practical work experience.

UNIT 9. CAREER BREAKS

STARTING POINT

Task 1 | Discuss the questions.

- How common are career breaks in your country?
- What do people use the time for?
- What problems might the career breaks cause?

READING

Task 2 | Read a piece of the article devoted to the issue of a career break. Taking a career break can feel like a big decision for anyone. Think about some things that can make you take a career break.

Career Break Guide

By Returners Careers Team for fdmgroup.com

An increasing number of people are choosing to take a career break.

What is a career break?

A career break is any unpaid leave from work that lasts longer than 2 months. A career break can be any length of time, from 2 months onwards (even as long as 20 years!); however, they generally last around 6 months. Unlike a sabbatical, you do not typically have a job lined up for your return to work.

Some of the main reasons people may choose to take a career break are to travel, look after their children or have a well-deserved rest, but this will vary from person to person.

Reasons for taking a career break

Whether you're taking a career break for personal or health reasons, there are many benefits to taking some time out to work on yourself. Let's delve a little deeper into the reasons why some time away from the office could be beneficial for you.

1. Gain a new outlook on life

Taking a career break can help you see life from a different perspective and provide you with some much-needed detachment from your work life. It is often easy to get wrapped up in your profession and allow yourself to live on autopilot, which could result in you missing out on incredible opportunities. For instance, many of us can go for years without changing lines of work or companies, when, in fact, change can be a good thing.

2. Expand your skillset

If you are looking to expand your skillset, upskill yourself or retrain completely, that's another reason to take a career break. Without the stresses of work and much more spare time on your hands, you can solely focus your time and energy on studying or gaining new qualifications. Whether that's through higher education, online courses or volunteer work, you can use your break from work to better yourself, improve your future employability and open doors to new opportunities,

3. Spend quality time with family

A healthy work-life balance plays a key role in leading a fulfilling life, and with this, comes the importance of healthy family relationships, too. After all, family comes first. For most, real quality time with family only comes during annual leave, maternity or paternity leave, however, there are many advantages to extending this break and spending more time with family.

4. Take a break from toxic work environments

Cronyism, gossip, discrimination, office tension and employee burnout are all signs of a toxic work environment and a clear indication that you should consider leaving your company. Yet, sometimes, it is not so evident. For example, it is not uncommon for employees to blur the line between work and home life, working overtime, on weekends or talking about nothing other than their job outside of the office. This can also indicate an unhealthy work culture.

Working in a toxic environment can be draining and it takes some time to recover from, which is why a career break can be a good idea in this case.

5. Reevaluate your career plans

You may find yourself in a rut at work, experiencing stagnated progression and lacking motivation in your day-to-day. This is a sign you need to reevaluate and redirect your career plans. Taking a career break can give you time to reflect and reassess your career goals, decide where you want to be in the future and how to get there. This way, you can look back in 10 years' time and feel accomplished and satisfied with your career choices.

6. Get involved in a passion project

A passion project is anything that you work on, outside of work, that brings you joy and satisfaction. This could be recording a podcast, writing a novel or coding a video game. Whatever you're interested in, a career break allows you to focus on your passions and gain a sense of self-fulfilment that would otherwise be challenging, if not too much to take on, in addition to your work responsibilities.

7. Travel the world

Taking a travel break from work can be an exciting adventure that brings new learnings and experiences to your life. Think of it as an adult gap year(s) or year abroad! Travelling can widen your horizons, boost your confidence, improve your communication skills and make you a better-rounded person – which may even make you even more employable if you decide to return to the workplace.

8. Focus on your mental health and wellbeing

A career break for health reasons is very common, and the same goes for mental health. Our professional life can take its toll on our mental wellbeing, leading to stress, burnout, sleeping problems and more serious issues. However, it is important to remember that our health should be our top priority over an attractive salary or fancy job title.

9. Grow your professional network

Whether you're just starting your career or well-established in the working world, growing your professional network is key. There are a multitude of ways to grow your network, such as going to face-to-face events and conferences, webinars or connecting with professionals on online platforms. Networking can raise your business profile and widen your career prospects through mutual connections, which can help your job hunt if you decide to return to work.

Task 3 ■ Answer the text dependent questions concerning career breaks.

1. What is a career break defined as in the text?
2. How long can a career break typically last?
3. How does a career break differ from a sabbatical?
4. According to the text, what are some common reasons people take a career break?
5. Why might taking a career break help in gaining a new outlook on life?
6. In what ways can a career break help in expanding one's skillset?
7. Why is spending quality time with family highlighted as a reason to take a career break?
8. What are some signs of a toxic work environment mentioned in the text?
9. How can a career break help in reevaluating career plans?
10. What benefits are highlighted in the text for getting involved in a passion project during a career break?

VOCABULARY

Task 4 ■ Match each term with its corresponding definition.

Terms:

- 1) sabbatical
- 2) burnout
- 3) rejuvenate
- 4) freelancing
- 5) financial cushion
- 6) maternity leave
- 7) volunteering
- 8) reflect
- 9) skill refresh
- 10) work-life balance

Definitions:

- A. A period of paid or unpaid leave granted to an employee for study or travel.
- B. Offering services for free to benefit another person, group, or cause.
- C. Physical or mental collapse caused by overwork or stress.
- D. To make someone feel or look young, healthy, or energetic again.
- E. Time off work granted to a mother after the birth of her child.
- F. Working on a flexible basis for different companies rather than being employed by one.
- G. Updating one's skills to current standards after a period away.
- H. To think deeply or carefully about something.
- I. Savings set aside to cover expenses during the break.
- J. The equilibrium between personal life and career work.

VIDEO

Task 5 | Watch the interview with Katrina McGhee, Career Break and Sabbatical Coach [<https://drive.google.com/file/d/1zPIm9Hw53iOdgkYjUYsBNQ0Nj3jJbfm/view?usp=sharing>] and answer the following questions.



1. How did Katrina McGhee's career break impact her professional life?
2. According to the video, what is one crucial step to take before going on a career break regarding relationships with colleagues and supervisors?
3. Describe the importance of disconnecting completely during a career break, as mentioned in the video.
4. Why does Katrina McGhee recommend a minimum duration of 2 to 3 years for a career break?
5. In your opinion, why do some individuals hesitate to take a career break?
6. How does embracing and confidently making the decision to go on a career break contribute to personal growth and development?

SPEAKING ACTIVITY

Task 6 | **Role Play.** Pair up with a partner. One person plays the role of an employee considering a career break, and the other person plays the role of their manager. Discuss the reasons for taking the break, the potential benefits, and any concerns.

Prompts:

Employee: I've been feeling overwhelmed lately and am considering taking a career break. Here are some reasons why...

Manager: I understand. Let's talk about how we can support you during this time and plan for your return.

WRITING

Task 7 | Write a detailed plan for taking a one-year career break.

Include:

- Your reasons for taking the break
- Financial planning and budgeting
- Activities you plan to undertake (e.g., travel, volunteering, studying)
- How you will stay connected to your industry
- Strategies for re-entering the workforce

Prompt: In preparation for my career break, I have outlined a comprehensive plan to ensure that I make the most of this time...

UNIT 9 REVISION TEST

1. Complete the sentences using the correct vocabulary word from the list.

sabbatical, burnout, rejuvenate, freelancing, financial cushion, maternity leave, volunteering, reflect, skill refresh, work-life balance

1. After experiencing severe _____, John decided to take a _____ to travel and recharge.
2. Mary spent her _____ _____ caring for her newborn daughter.
3. To ensure a smooth transition back to work, it's important to have a _____ _____.
4. Jane decided to take a career break for _____ and spent her time working with various non-profit organizations.
5. During his _____, he took time to _____ on his career goals and personal aspirations.
6. A good _____ _____ can help cover your expenses during a career break.
7. After a year of _____, it was time for him to _____ his skills to return to the workforce.
8. Finding the right - _____ can help prevent burnout and ensure long-term career satisfaction.

2. Match the words and expressions with their definitions.

- | | |
|------------------|--|
| 1) career breaks | a) A year-long break, usually taken by students after high school before starting college, to travel, volunteer, or work. |
| 2) vacation | b) A program that allows individuals to work remotely while traveling to different locations around the world for an extended period of time. |
| 3) remote year | c) A state of emotional, physical, and mental exhaustion caused by excessive and prolonged stress. |
| 4) gap year | d) A day when someone does not go to work or school. |
| 5) burnout: | e) To rest and relax in order to restore energy and well-being. |
| 6) sabbatical | f) Periods of time when an individual takes time off from their career for personal or professional reasons. |
| 7) recharge | g) An extended period of leave granted to an employee, typically lasting from a few months to a year, usually taken for the purpose of research, study, or travel. |
| 8) day-off: | h) A period of time when someone takes a break from work or other responsibilities to relax or travel. |

3. Determine whether the following statements are true or false.

1. A sabbatical is always unpaid.
2. Burnout can be a reason for taking a career break.
3. Volunteering during a career break can help with skill refresh.
4. A financial cushion is unnecessary if you plan to freelance during your career break.
5. Work-life balance is only important during a career break.

UNIT 10. COMMUNICATION

STARTING POINT

Task 1 ■ Discuss the questions.

- Is the world a better place with communication technologies? Why / Why not?
- What communication technology could you personally not live without? Why?
- What can be considered as effective communication skills?
- Are there any barriers to effective communication?

READING

Task 2 ■ Read the blog post summary about ICT in business world. What communication technology do you use most often?

How has Technology Evolved Communication in Businesses?

By editor, rcademy.com

1. Impact of Email and Instant Messaging on Corporate Communication.

Email and instant messaging have revolutionized business communication, replacing phone calls and in-person meetings. These tools make communication faster, more efficient, and accessible over long distances. Emails allow for quick dissemination of information, while instant messaging enables real-time conversations.

2. Revolutionizing Collaboration with Digital Workplace Tools.

Digital workplace tools, such as project management software and cloud-based file sharing, have transformed collaboration. These technologies replace in-person meetings and lengthy email threads, making teamwork more efficient and seamless.

3. The Rise of Video Conferencing and Virtual Meetings.

Video conferencing and virtual meetings have changed how businesses communicate. They save time and money by eliminating travel, allowing teams to connect from anywhere. This enhances collaboration and inclusivity, enabling remote workers to participate fully. Despite challenges like connectivity issues and screen fatigue, these tools have made business communication more efficient and sustainable.

4. Cloud Computing and its Role in Streamlining Communication.

Cloud computing has streamlined business communication by allowing access to data and applications from anywhere. This flexibility supports remote work, improving efficiency and productivity by ensuring seamless connectivity to emails, documents, and collaboration platforms.

5. Mobile Technology and Its Influence on Business Connectivity.

Mobile technology keeps employees connected regardless of location. Smartphones and tablets allow access to emails, documents, and virtual meetings on the go, enhancing productivity and flexibility in the fast-paced business environment.

6. Automation and AI in Communication Processes.

Automation and AI have made business communication more efficient by handling routine tasks like email responses and customer inquiries. This frees employees to focus on strategic initiatives, though it also introduces challenges such as job displacement and privacy concerns.

Conclusion. Technology has significantly evolved business communication. Innovations in email, instant messaging, digital workplace tools, video conferencing, cloud computing, mobile technology, and AI have improved efficiency, collaboration, and productivity. Embracing these advancements leads to better performance and cost savings for businesses.

Task 2 | Two Truths and a Lie.

Think of two true statements and one false statement related to your communication experiences in business. Share the statements with the rest of the class, and others should guess which is the lie.

VOCABULARY

Task 3 | Match 1-7 to a-g to make phrases.

- | | |
|----------------------|------------------|
| 1) instant | a) conversations |
| 2) real-time | b) tools |
| 3) digital workplace | c) technology |
| 4) video | d) computing |
| 5) cloud | e) conferencing |
| 6) mobile | f) tasks |
| 7) routine | g) messaging |

Task 4 | Fill in the blanks with the correct words.

There are a number of ways of communicating. The most common methods used in business are: letters, emails, text messages, phone conversations, meetings, presentations, videos, and social media.

1. A __ is a formal written document that is usually word-processed and sent via the post or attached electronically to an email.
2. __ is a formal or informal written document that is used to communicate both internally and externally with a range of stakeholders.
3. A __ is a brief written message used both internally and externally.
4. A __ is a verbal means of communication used both internally and externally.
5. A __ is a formal or informal gathering of people to exchange information verbally.

VIDEO

Task 5 Watch the video about miscommunication

[https://drive.google.com/file/d/1omBPLsAHzot93XwR3H1xDQVZLx_Do2O8/view?usp=sharing] and tell what causes poor communication for you personally and what barriers to effective communication does one can face (*poor explanations, incorrect language, technology issues, technical language, etc*).



DISCUSSION

Task 6 Discuss the changes that communication technology has brought about in your job / company / industry. Share your results.

Positive changes	Negative changes

WRITING

Task 7 Imagine you are a communication consultant tasked with identifying and addressing barriers to effective communication in a business setting. Write a report outlining the common barriers to effective communication that organizations face and propose strategies to overcome these barriers.

UNIT 10 REVISION TEST

1. Fill in the blanks with the correct words.

Email, instant messaging, mobile applications, social media, web conferencing

1. ___ allows users to send instant messages, usually in the form of text, to each other.
2. ___ enables written messages to be sent instantly to others, and files can be shared as attachments.
3. ___ are designed to run on smartphones and tablets and can be used to create documents, capture images, and enable banking transactions.
4. ___ are web platforms that enable users to share ideas, content, information, and messages.
5. ___ software enables users in different locations to stream images and/or voices over the internet during meetings.

2. Choose the correct answer from the choices for each question.

1. What technology has made business communication faster and more efficient over long distances?
 - a. Telephone
 - b. Email
 - c. Video conferencing
 - d. Both b and c
2. Which digital tool has replaced lengthy email threads and in-person meetings?
 - a. Project management software
 - b. Cloud-based file sharing
 - c. Both a and b
 - d. None of the above
3. What is the main benefit of video conferencing and virtual meetings?
 - a. Increased travel
 - b. Reduced collaboration
 - c. Improved connectivity
 - d. Eliminated travel
4. How has cloud computing impacted business communication?
 - a. It has made communication less efficient.
 - b. It has increased the need for in-person meetings.
 - c. It has streamlined communication by allowing remote access.
 - d. It has created more challenges for businesses.
5. What is one challenge introduced by automation and AI in business communication?
 - a. Improved efficiency
 - b. Enhanced productivity
 - c. Job displacement
 - d. Increased collaboration
6. Which of the following digital tools enables verbal conversations to be conducted anywhere?
 - a) Email
 - b) Mobile phones
 - c) Websites
 - d) Cloud services

7. Which type of digital tool allows users to access software, such as online document editing and data storage, from a remote location?
- a) Mobile applications
 - b) Social media
 - c) Web conferencing
 - d) Cloud services
8. Which digital tool provides a page or group of pages containing written and visual information using various media?
- a) Email
 - b) Instant messaging
 - c) Websites
 - d) Mobile phones
9. Which of the following digital tools is primarily used for sending and receiving written messages and file attachments?
- a) Mobile applications
 - b) Web conferencing
 - c) Email
 - d) Social media
10. Which digital tool enables users to share ideas, content, information, and messages on web-based platforms?
- a) Cloud services
 - b) Instant messaging
 - c) Mobile phones
 - d) Social media

UNIT 11. CHANGE

STARTING POINT

Task 1 | Discuss the questions.

- What has been the biggest change in your life / job in the last year?
- How easy or difficult has it been for you to deal with the change?

READING

Task 2 | Read the article and choose the best title to the text.

A. Can Business Growth Be Achieved Without Change?

B. How Sticking to Routines Leads to Success in Business

C. The Importance Of Embracing Change In Business

By Chad Wachter, Forbes Councils Member

As humans, we are creatures of habit. We tend to stick to routines and patterns and often resist change. This tendency can be particularly evident in the world of business, where many organizations and individuals continue to do the same things day after day, even when those things are no longer effective. However, if you want to achieve different results in your business, you must be willing to embrace change and try new things.

The idea that you can't expect different results by doing the same thing every day is not a new one. It was famously attributed to Albert Einstein, who defined insanity as "doing the same thing over and over again and expecting different results". While Einstein wasn't specifically referring to business, his words hold true in any context. If you want to see different outcomes, you must be willing to try different approaches.

One reason why people may resist change is that it can be uncomfortable and uncertain. It's natural to feel comfortable in familiar surroundings and routines. However, it's important to recognize that growth and progress often come from stepping outside of your comfort zone. By trying new things and embracing change, you can expand your horizons, develop new skills and discover innovative solutions to problems.

In the business world, change is not just important – it's essential. Markets, technologies and customer needs are constantly evolving. If you want to stay competitive and relevant, you need to be willing to adapt and evolve as well. This means being open to new ideas, taking calculated risks and experimenting with different approaches.

One example of a company that successfully embraced change is Netflix. When the company first launched in 1997, it was primarily a DVD rental service. However, as technology evolved and streaming became more popular, Netflix recognized the need to adapt. The company shifted its focus to online streaming and now has more than 200 million subscribers worldwide.

Another example is Amazon. When the company started in 1994, it was primarily an online bookstore. However, founder Jeff Bezos recognized the potential

of e-commerce and expanded the company to include a wide range of products and services. Today, Amazon is one of the largest retailers in the world, with a market capitalization of around \$1 trillion.

In both of these examples, the companies recognized the need to embrace change and try new things. They didn't stick to the same business models and strategies that had worked in the past; instead, they were willing to take risks and experiment with new approaches.

Of course, change is not always easy. It can be challenging to break out of old habits and try something new. However, there are several strategies you can use to make the process smoother.

- **Start small.** You don't need to completely overhaul your business all at once. Start with small changes and gradually build up to larger ones.

- **Take calculated risks.** While it's important to be open to new ideas, it's also important to be strategic. Take calculated risks rather than jumping blindly into untested waters.

- **Be adaptable.** Recognize that change is inevitable, and be prepared to adapt as circumstances evolve.

- **Keep an open mind.** Don't be afraid to listen to new ideas, even if they challenge your existing beliefs or practices.

In conclusion, if you want to achieve different results in your business, you must be willing to embrace change and try new things. Doing the same thing every day will only lead to the same outcomes. By stepping outside of your comfort zone, taking calculated risks and being open to new ideas, you can drive growth and innovation in your business.

Task 3 | Determine whether the following statements are true or false according to the text of the article.

1. Humans are naturally resistant to change.
2. People resist change because it is comfortable and certain.
3. In the future, change will become less important in the business world.
4. Markets, technologies, and customer demands are always changing.
5. Netflix failed to adapt to changing market trends.
6. Jeff Bezos was the first person to recognize the potential of e-commerce.
7. Change is always easy.
8. Being adaptable is crucial.

VOCABULARY

Task 4 | Complete the text with missing words.

reasons, changes, performance, customers, introduce, competitive, implementing

The Importance of Change in Business

Change is a constant in the world of business, and there are several _____(1) why businesses _____(2) changes to their operations. One key reason is the need to stay _____(3) in a fast-paced market. By adapting to new technologies, consumer trends, and industry standards, businesses can position themselves as industry leaders and meet the evolving

demands of their _____(4). Additionally, embracing change can lead to increased efficiency and productivity within the organization. By streamlining processes, updating systems, and _____(5) new strategies, businesses can optimize their performance and drive growth. Furthermore, introducing _____(6) can foster innovation and creativity among employees, leading to fresh ideas and new solutions to challenges. Overall, businesses introduce changes to stay relevant, improve _____(7), and drive success in today's dynamic business landscape.

Task 5 | Match the definitions with appropriate terms.

Definitions:

- a. a specific target or objective that you aim to achieve within a certain timeframe.
- b. having knowledge or understanding of a particular situation, issue or fact.
- c. the reason or reasons why you do something, usually related to achieving a goal or fulfilling a need.
- d. the act of opposing or refusing to accept something, especially a new idea or change.
- e. information given about someone's performance or behaviour to help them improve.
- f. the process of planning, implementing and monitoring changes in an organisation to achieve desired outcomes.

Words:

1. motivation
2. goal
3. resistance
4. feedback
5. change management
6. awareness

VIDEO

Task 6 | Watch the video about 5 steps in change management process [<https://drive.google.com/file/d/1a-gnQVDHVVsnaUkwBZ1EV6n37kz9KVmO/view?usp=sharing>] and choose the right summary.



1. In the video, it's suggested that businesses should not evolve or adapt to challenges they face. Research indicates that most organizational change initiatives are successful, contradicting previous studies. Organizational change refers to minor adjustments in how a business operates, rather than significant alterations. Change management is not necessary for successful business operations.

2. In the video, the importance of businesses evolving and adapting to various challenges is emphasised. Research shows that many organizational change initiatives fail, highlighting the need for effective planning and implementation. Organizational change involves altering significant components of how a business is structured. Change management is crucial for guiding change from conception to resolution.

3. In the video, the focus is on the impact of technology advancements on businesses. It explores how businesses can leverage technology to stay competitive in the market. The video also discusses the importance of training employees to adapt to technological changes. However, it concludes with a call to action for businesses to invest more in research and development to drive innovation.

DISCUSSION

Task 7 ■ Use an interactive polling tool to respond to the following statements related to change:

- Change is necessary for business growth and adaptation.
- Change introduces uncertainty and resistance within organizations.
- Employees should be actively involved in the change process.
- Leadership plays a critical role in successful change implementation.

After each statement, facilitate a brief discussion to share opinions and experiences.

WRITING

Task 8 ■ Research different one of the change management models commonly used in the business world (e.g., Kotter's 8-Step Process, Lewin's Change Management Model, ADKAR Model). Prepare brief summaries of a chosen model, including its key principles and steps. Present the findings to the class.

UNIT 11 REVISION TEST

1. Read the following sentences and fill in the blanks with the appropriate word from the list.

Change management, awareness, goal, resistance, motivation, feedback

1. _____ involves planning, implementing, and controlling changes within an organization to achieve desired outcomes.
2. Employees may show _____ to change if they feel uncertain about the benefits or impacts.
3. Setting a clear _____ helps provide direction and focus for change initiatives.
4. Constructive _____ from colleagues can help individuals improve their performance and contribute to organizational growth.
5. Personal _____ plays a significant role in driving individual behavior and performance.
6. Increasing _____ among employees about the need for change can reduce resistance and facilitate smoother transitions.

2. Read the following steps involved in introducing a change in a business setting. Arrange them in the correct order by numbering them from 1 to 6.

1. Communicate the change vision and goals to all stakeholders.
2. Assess the readiness and impact of the proposed change on the organization.
3. Develop a detailed implementation plan, including timelines and responsibilities.
4. Identify and address potential barriers to change, such as resistance or lack of resources.
5. Engage and involve employees in the change process through training, workshops, and feedback sessions.
6. Monitor and evaluate the progress of the change initiative, making adjustments as needed.

3. Read the following statements about struggles encountered when introducing changes in a business setting. Match each statement with the corresponding struggle from the list below.

Statements:

1. Employees are hesitant to embrace new processes due to concerns about how it will affect their roles.
2. Leaders fail to effectively communicate the reasons for the change and its expected outcomes.
3. The organization lacks the necessary resources, such as budget and time, to implement the change effectively.
4. Middle managers feel threatened by the change and resist or undermine the implementation efforts.
5. Previous change initiatives have failed, leading to skepticism and reluctance among employees.
6. Employees lack the skills or knowledge required to adapt to new technologies or processes.

Struggles:

- A. Resistance from Employees
- B. Lack of Leadership Support
- C. Insufficient Resources
- D. Resistance from Middle Management
- E. Overcoming Past Failures
- F. Employee Skill Gaps

UNIT 12. DATA

STARTING POINT

Task 1 | Discuss the questions.

- How do you interact with data in your daily lives?
- How data influences your choices and behaviors?
- What are some potential risks or challenges associated with relying heavily on data-driven decision-making in business?
- How can businesses ensure data security and privacy?

READING

Task 2 | Read the blog post abstract about the importance of data in business. Do you share the same point of view?

Why Is Data Important for Your Business?

www.grow.com

Today, gathering data to help you better understand your customers and business is relatively easy. In fact, it's become so easy there's the danger of having too much data to deal with.

In a recent article, data and analytics guru Bernard Marr said: "While the average small business has less self-generated data than big players. . .this doesn't mean big data is off limits. In fact, in many ways, big data is more suited to small businesses, because they're generally more agile and able to act more quickly on data-driven insights."

A Forbes article discussing a survey from Deloitte, notes that "49 percent of respondents said analytics helps them make better decisions, 16 percent say that it better enables key strategic initiatives, and 10 percent say it helps them improve relationships with both customers and business partners." But to take full advantage of data and analytics, you need to know how to get the most value from your data.

So what, exactly, does that mean? Here's a look at five ways data can help companies.

Data helps you make better decisions

As the Deloitte survey respondents made clear, even small startups generate data. Any business with a website, a social media presence, and accepts electronic payments of any kind is collecting data about customers, user habits, web traffic, demographics, and more. All that data is filled with potential if you can learn to get at it.

Businesses can harness data to make decisions about: finding new customers, increasing customer retention, improving customer service, better managing marketing efforts, tracking social media interaction, predicting sales trends. In sum, data helps leaders make smarter decisions about where to take their companies.

Data helps you solve problems

After experiencing a slow sales month or watching a poor-performing marketing campaign, how do you pinpoint what went wrong? Tracking and reviewing data from business processes helps you uncover performance

breakdowns so you can better understand each part of the process and know which steps need to be fixed and which are performing well.

Data helps you understand performance

Simply put, data helps you see performance. Sports teams are a great example of businesses that collect performance data to make their teams better. There isn't a professional team, today, that does not employ a team of data collectors and analysts to help support and improve play on the field. They are always updating data about who's doing what well and how that can help the team excel, overall.

Have you ever wondered how your team, department, company, marketing efforts, customer service, shipping, or other parts of your company are doing? Collecting and reviewing data can show you how all of this is performing, and more.

Data helps you improve processes

Data helps you understand and improve business processes so you can reduce wasted money and time. Every company feels the effects of waste. It depletes resources, squanders time, and ultimately impacts the bottom line.

Data helps you understand consumers

Without data, how do you know who your customers are? Without data, how do you know if consumers like your products or if your marketing efforts are effective? Without data, how do you know how much money you are making or spending? Data is key to understanding your customers and market.

However, it can be easy to get lost in all the data you have if you don't have the right tools to help you understand it. Today, running your business with the help of data is table stakes. If you're not using data to uncover insights that will guide your business into the future, you will become a business of the past. Fortunately, the advances in data processing and visualization make growing your business with data easier than ever. And there are tools available to do it.

Task 2 | Choose the correct answer.

1. According to the post, which of the following is NOT mentioned as a way data can help businesses make better decisions?

- A. Finding new customers
- B. Predicting sales trends
- C. Improving customer service
- D. Reducing operating costs

2. What does the post suggest is the main reason why small businesses are well-suited for big data?

- A. They have more resources to manage large amounts of data
- B. They are more experienced in data analysis
- C. They are more agile and can act quickly on data-driven insights
- D. They have a stronger focus on data-driven decision making

3. Which of the following is identified in the passage as a danger of having too much data?

- A. It can lead to inaccurate decision-making
- B. It can be overwhelming to manage
- C. It can be too expensive to store and maintain

D. It can distract from the core business operations

4. What percentage of respondents in the Deloitte survey said that analytics helps them better enable key strategic initiatives?

- A. 16%
- B. 25%
- C. 49%
- D. 10%

5. Which of the following is NOT mentioned as a way data can help businesses understand their performance?

- A. Tracking social media interactions
- B. Reviewing business processes
- C. Comparing departmental performance
- D. Predicting future sales trends

6. The post suggests that using data to run a business is now considered a:

- A. Optional tool for growth
- B. Competitive advantage for larger companies
- C. Necessary requirement for survival
- D. Complex challenge for small businesses

7. Which of the following is NOT identified as a way data can help businesses solve problems?

- A. Uncovering performance breakdowns
- B. Improving customer service
- C. Identifying areas that need to be fixed
- D. Tracking and reviewing business processes

VOCABULARY

Task 3 | Match each term related to data in business with its corresponding definition.

Terms:

- 1. Data
- 2. Big Data
- 3. Data Analytics
- 4. Data Mining
- 5. Data Visualization
- 6. Data-driven Decision Making
- 7. Data Quality
- 8. Data Warehouse
- 9. Data Governance
- 10. Data Security

Definitions:

A. The process of examining large datasets to uncover patterns, trends, and insights that can inform business decisions.

B. The practice of managing the availability, usability, integrity, and security of data within an organization.

C. Techniques used to extract useful information from large datasets, often using statistical analysis and machine learning algorithms.

D. The systematic process of gathering, storing, and analyzing data to guide organizational decision-making.

E. The practice of ensuring that data meets specific criteria for accuracy, reliability, and completeness.

F. A centralized repository where data from various sources is stored, organized, and managed for analysis and reporting purposes.

G. The process of transforming raw data into visual representations, such as charts, graphs, and dashboards, to facilitate understanding and interpretation.

H. The protection of data from unauthorized access, disclosure, alteration, or destruction, often through encryption, authentication, and access controls.

I. A vast volume of structured and unstructured data that cannot be easily processed or analyzed using traditional methods.

J. The set of policies, procedures, and controls established to manage and regulate the use of data within an organization.

VIDEO

Task 4 | Watch the video about the importance of data analytics [https://drive.google.com/file/d/1O_yzih2cay8H0qRtK_MbkWVKXK97GGs0/view?usp=sharing] and answer the questions.



1. How can data analytics help organizations identify patterns?
2. What role do data analytics tools play in marketing campaigns?
3. Why is it important for organizations to have an effective data strategy?
4. What factors should be considered when designing an appropriate analytics framework?
5. How can organizations effectively manage supply and demand for analytic services?
6. What is the recommended approach for allocating analytics resources within an organization?
7. Why is it crucial to have someone with overall responsibility for analytics monitoring performance and taking action?

DISCUSSION

Task 5 | Work in small groups. Choose any block of the questions for discussion.

Importance of Data:

- Why is data important for businesses today?
- Can you think of any industries where data might be especially crucial? Why?

Types of Data:

- What types of data do you think are most valuable to businesses? Why?

- How might different departments within a company use different types of data?

Data-Driven Decision Making:

- What are the benefits of making decisions based on data rather than intuition?
- Can you provide an example of a business decision that was improved through the use of data?

Challenges with Data:

- What challenges do businesses face when collecting and using data?
- How can businesses ensure the data they collect is accurate and reliable?

Ethical Considerations:

- What ethical issues might arise from collecting and using consumer data?
- How can businesses balance the benefits of data collection with the need to respect customer privacy?

Future of Data in Business:

- How do you think the role of data in business will evolve in the next 10 years?
- What new technologies or trends do you think will impact how businesses collect and use data?

Data Security:

- Why is data security important for businesses?
- What measures can businesses take to protect their data from breaches or cyber-attacks?

WRITING

Task 6 ■ Write a short reflection paper on what you learned about the role of data in business, any new insights you gained, and how you might apply this knowledge in their future careers.

UNIT 12 REVISION TEST

1. Are these statements true or false?

1. Gathering data to understand customers and business is a complex process.
2. Bernard Marr highlighted that small businesses may have less self-generated data than larger companies, but big data is still accessible to them.
3. The Forbes article reported that 90 percent of respondents said analytics helps them make better decisions.
4. Data complicates problem-solving processes.
5. Data assists in evaluating performance.
6. Data has no impact on improving processes.
7. Data aids in consumer understanding.

2. Match each type of data used in business with its corresponding description.

Types of Data:

1. Consumer data
2. Analytics data
3. Inventory and supply chain data
4. Product data
5. Marketing data
6. Employee data

Descriptions:

- A. Information collected to refine processes like marketing and web content production, including web traffic analytics and SEO data.
- B. Data collected from consumers or customers, such as customer engagement, purchases, or personal information for the company database.
- C. Information on inventory and supply chains used to ensure correct counts, efficient supply chains, and continuous production flow.
- D. Data about the company's own products, including sales numbers, popularity, efficacy, and manufacturing costs.
- E. Information collected for marketing purposes or about the company's marketing processes, such as customer analytics, market research, or competitor research data.
- F. Data collected on employees' performance, participation in the workplace, sales, or behavior to understand the work environment and company morale.

3. Read each scenario and guess which type of data it represents from the following options: Consumer data, Analytics data, Inventory and supply chain data, Product data, Marketing data, Employee data.

Scenarios:

1. A company tracks the number of units of a product sold each month and analyzes trends in sales performance.
2. An online retailer monitors website traffic, click-through rates, and conversion rates to optimize its digital marketing campaigns.
3. A manufacturing company keeps records of raw materials, finished products, and their movement through the production process.
4. A retail store collects information about customer demographics, purchasing behavior, and feedback through loyalty programs and surveys.
5. A company evaluates employee performance through metrics such as sales targets, attendance records, and customer satisfaction ratings.
6. A software company analyzes user interactions with its application, including time spent on different features and user engagement metrics.

UNIT 13. NEW BUSINESS

STARTING POINT

Task 1 ■ Discuss the questions.

- What is the difference between an invention and an innovation?
- What is your favourite invention, and why?
- Why do people start their own business?
- What are the challenges of setting up a new business?
- What kind of person starts a new business? What makes a successful entrepreneur?

READING

Task 2 ■ Read the article about the success story of Melissa Ben-Ishay. Make a list of qualities or skills you think would be essential for running a successful small business.

How Baked by Melissa's founder turned a tiny New York City apartment kitchen business into a cupcake empire

By Sara Lindsay for cbc.com

Count Baked by Melissa founder Melissa Ben-Ishay among the entrepreneurial success stories founded on getting out of the corporate rat race.

Before starting her company, Ben-Ishay worked at an ad agency in New York City – a role she felt unfulfilled in. The day she was fired was an “aha moment”. She visited her brother at work, and he suggested the two start a business selling her cupcakes. They quickly created a website and shot images of cupcakes using a white sheet as a backdrop.

Back in 2008, Ben-Ishay was doing it all: hand-delivering cupcakes to tastings, cold calling caterers from her bedroom and, once she had an order, boarding the subway with a white cardboard deli box full of her trademark tie-dye sweets. At the time, every cupcake came from her tiny New York City apartment kitchen.

Baked by Melissa would sprinkle the city with bite-sized cupcakes in tie-dye boxes for the next few years, with her big break coming when the owner of Cafe Bari, who had fallen in love with the bite-sized cupcakes and offered Ben-Ishay the opportunity to use his commercial kitchen in exchange for selling him cupcakes at cost for the NYC holiday markets.

“Seven months after we founded the company, my dad drove in from Bergen County and helped me move all of my stuff from my little teeny kitchen to the basement of Cafe Bari”.

The cafe owner became a shareholder in Baked by Melissa, and the company was able to continue using the space for years. The organic foot traffic was already lucrative, Ben-Ishay says, but as the press started to catch on, people lined up around the corner. A year after it moved into the Cafe Bari space, Baked by Melissa opened its second location in Union Square.

Since then, Baked by Melissa has become a global business with 14 bricks-and-mortar locations, nationwide delivery and a following of over 2.5 million on TikTok. Ben-Ishay has also taken on the role of CEO and recently published her second cookbook, “Come Hungry.”

Social media has become increasingly important in building the “cupcake empire.”

In 2021, Ben-Ishay’s “green goddess” salad recipe went viral on TikTok and became Google’s No. 6 most-searched recipe nationwide, with 1.6 million searches in 2022. The recipe, which was recreated by celebrities like Cardi B and Lizzo, led to Ben-Ishay appearing on the Today Show and later posting a recipe for “green goddess” ranch, which amassed nearly two million more views than the original recipe. Now fans keep tabs on the recipes and routines Ben-Ishay shares on TikTok.

Becoming a cookbook author backed by social media success has helped Ben-Ishay move beyond the cupcake brand.

“I wanted to share that philosophy and a way of eating that prioritizes nourishing ingredients in every meal,” she said. “I hope readers gain a sense of confidence in the kitchen through my recipes, that they can use with any ingredients in the future.”

There are barriers to success for female founders. Ben-Ishay said she has experienced gender-based obstacles firsthand.

“It’s hard to succeed in business regardless of your gender,” she said. “[But] some challenges I’ve found to be more unique to females. I think often men are overconfident, while women lack confidence. I didn’t become CEO of the company that bears my name until 2019, and even when I was put into the role, I thought I couldn’t do it. I was wrong.”

Now a successful CEO and social media personality, Ben-Ishay has built a brand uniquely its own. And the freedom and unpredictability of entrepreneurship leave her feeling fulfilled – she said she loves stepping out of her comfort zone and putting out fires.

“I embrace it,” she said. “That’s when we learn and grow the most”.

VOCABULARY

Task 3 ■ Match each idiom with its corresponding definition.

Idioms:

- 1) by leaps and bounds
- 2) a learning curve
- 3) in the pipeline
- 4) hit the ground running
- 5) from the ground up
- 6) burn the midnight oil
- 7) raise the bar
- 8) cut corners
- 9) get off the ground
- 10) on the same page

Definitions:

- A. To begin or launch successfully
- B. Currently being developed or worked on
- C. To start a project or job with a lot of energy and enthusiasm, ready to work immediately
- D. To work late into the night
- E. To set higher standards or expectations
- F. To grow or progress very quickly
- G. The process of learning something, often with initial difficulty
- H. To build or start something from the very beginning
- I. To have a shared understanding or agreement
- J. To do something in the easiest or cheapest way, often sacrificing quality

VIDEO

Task 4 | Watch the video about startup definition [https://drive.google.com/file/d/1h-ZNDmZY-BpbvmCUPDjHxTqnOL_dFDaY/view?usp=sharing] and choose the summary that fits the best.



1. In the video, startups are described as well-established companies with a long history of success. It suggests that startups offer products or services already available in the market. The video implies that investors should not worry about the management team's experience when investing in startups. Furthermore, it downplays the need for an exit strategy, claiming that profits from startups are guaranteed.

2. In the video, the concept of a startup is explained in detail, highlighting the characteristics of these young ventures. It emphasises that startups are newly established businesses with unique products or services. The video also mentions the importance of considering the management team's experience before investing in startups. Additionally, it advises potential investors to have an exit strategy in place due to the high failure rate of startups.

3. In the video, the focus is on the role of innovation in the success of startups. It explores how startups revolutionize industries by offering unique products or services. The video also discusses the importance of strategic planning and adaptability for startups to thrive in competitive markets. However, it concludes by highlighting the potential risks and rewards of investing in startups.

DISCUSSION

Task 5 | How do you understand the words of Jeff Bezos, founder and CEO of Amazon, “I knew that if I failed, I wouldn't regret that, but I knew the one thing I might regret is not trying”?

WRITING

Task 6 ■ Write an email to a friend explaining your new business idea and asking for feedback.

UNIT 13 REVISION TEST

1. Paraphrase the sentences using given idioms.

a learning curve, on the same page, raise the bar, cut corners, get off the ground, from the ground up, burn the midnight oil, in the pipeline, by leaps and bounds, hit the ground running

1. After months of planning, the new project finally began last week.
2. The company has several new initiatives planned for later this year that they intend to unveil.
3. The new manager was able to start immediately and make significant improvements in the first few weeks.
4. The team had to work late into the night to complete the report before the deadline.
5. The director's bold vision for the company helped to set a new standard for the entire industry.
6. The sales team has been expanding rapidly, exceeding all expectations.
7. Learning a new software program has been quite challenging, but the training sessions have been helpful.
8. The team decided to build the project from the beginning to ensure a solid foundation.
9. It's important that the entire team agrees on the company's strategic direction.
10. To meet the tight budget, the contractors had to compromise on some aspects of the construction.

2. Match the definitions with the appropriate word or word combination.

Definitions:

- a. a document that describes what a business is and its objectives, strategies, market analysis, financial forecasts, and management structure.
- b. a risky business undertaking or project that involves uncertainty but also the possibility of significant rewards.
- c. an original concept for a new business or project that has the potential to be successful in the market.
- d. the process of introducing new ideas, products, services, or methods that bring about positive change and improvement.
- e. a person who starts their own business, taking on financial risks in the hope of making a profit.

Words and word combinations:

1. business plan
2. start-up idea
3. entrepreneur
4. innovation
5. venture

3. Complete the text with appropriate words.

successful, run, idea, plan, business, easy

A business idea is a _____(1) for how to start and _____(2) a company. It's a new way of doing things that people think will be _____(3). For example, the idea of Uber was to make it _____(4) for people to find a taxi. Facebook's _____(5) was to help students at Harvard University meet each other. These ideas were so good that they became very big companies. But not all ideas are like this! A small idea can also be a good _____(6) idea.

UNIT 14. ETHICAL BUSINESS

STARTING POINT

Task 1 | Discuss the questions.

- What effect (positive or negative) can companies have on the environment and the local community?
- Do you know of any companies that are well known for their social responsibility?
- Do you know of any companies that have a public image problem because of their activities?
- Discussion: What are the characteristics of an “ethical business”?

READING

Task 2 | Read the article about the main characteristics of ethical business. State how does the text define an ethical business and what does it suggest is necessary to achieve this status?

Six Characteristics of an Ethical Business

By Cindy Phillips, Chron

Striving to earn a reputation as an ethical business is noble, but it requires commitment. Most businesses are financially driven, and it is possible to be both ethical and successful. But there is a fine line between making choices for financial gain and making choices that will not adversely affect others. The ethical business knows the difference.

Strong, Ethical Leadership

The culture of an ethical business is defined starting from the very top of the organizational chart. For a business to be ethical, its leaders must demonstrate ethical practices in any situation. The true test of this leadership is in the decision-making process when there is a choice between what is ethically responsible and what will result in profit or gain.

Leaders who can consciously choose the path that is ethically correct, as opposed to one that is purely financially driven, have successfully created an ethical culture in the business. When the culture is solid at the top of the organization, it trickles down to all areas and employees.

Core Value Statement

An ethical business has a core value statement that describes its mission. Any business can create a value statement, but an ethical business lives by it. It communicates this mission to every employee within the structure and ensures that it is followed. The ethical business will institute a code of conduct that supports its mission. This code of conduct is the guideline for each employee to follow as he carries out the company’s mission.

Integrity and Fairness

Integrity is an all-encompassing characteristic of an ethical business. The ethical business adheres to laws and regulations at the local, state and federal levels. It treats its employees fairly, communicating with them honestly and openly. It

demonstrates fair dealings with customers and vendors including competitive pricing, timely payments and the highest quality standards in the manufacture of its products.

Respect for Employees and Customers

Ethics and respect go hand in hand. An ethical business demonstrates respect for its employees by valuing opinions and treating each employee as an equal. The business shows respect for its customers by listening to feedback and assessing needs.

An ethical business respects its vendors, paying on time and utilizing fair buying practices. And an ethical business respects its community by being environmentally responsible, showing concern and giving back as it sees fit.

Loyal Relationships with Employees and Customers

Solid relationships are a cornerstone of an ethical business. Loyal relationships are mutually beneficial and both parties reap benefits. Employees who work for a loyal employer want to maintain the relationship and will work harder toward that end.

Vendors and customers will remain loyal to a business that is reliable and dependable in all situations. An ethical business stays loyal to its partnerships even in challenging times. The result is a stronger relationship when emerging from the challenge.

Concern for People and Environment

An ethical business has concern for anyone and anything impacted by the business. This includes customers, employees, vendors and the public. Every decision made by the business is based on the effect it may have on any one of these groups of people, or the environment surrounding it.

Task 3 | Read the text again and choose the correct answer.

1. What is a key characteristic of strong, ethical leadership in a business?
 - a) Focusing solely on profit
 - b) Demonstrating ethical practices in all situations
 - c) Ignoring the needs of employees
 - d) Prioritizing financial gain over ethical decisions
2. What distinguishes an ethical business's core value statement?
 - a) It is created but not followed
 - b) It is a mission statement that everyone in the company lives by
 - c) It only applies to top management
 - d) It is rarely communicated to employees
3. How does an ethical business demonstrate integrity and fairness?
 - a) By focusing on profit margins
 - b) By adhering to local, state, and federal laws
 - c) By treating customers better than employees
 - d) By ignoring regulations
4. How does an ethical business show respect for its employees and customers?
 - a) By listening to feedback and assessing needs
 - b) By disregarding employee opinions
 - c) By focusing only on customer satisfaction
 - d) By delaying payments to vendors
5. Why are loyal relationships important in an ethical business?
 - a) They are mutually beneficial and encourage hard work

- b) They are based on short-term gains
 - c) They focus only on employee satisfaction
 - d) They are easily broken during challenging times
6. What is a primary concern of an ethical business regarding people and the environment?
- a) Making decisions based solely on financial gain
 - b) Considering the impact of decisions on all stakeholders and the environment
 - c) Prioritizing profit over environmental concerns
 - d) Ignoring public opinion

VOCABULARY

Task 4 | Match the words with their corresponding definitions.

Definitions:

- a. when a company falsely claims to be environmentally friendly in order to attract customers.
- b. natural materials that can be replaced naturally or through sustainable practices.
- c. the amount of greenhouse gases produced by human activities, measured in units of carbon dioxide.
- d. the ability to continue at a particular level for a long time without causing damage to the environment.
- e. products or practices that do not harm the environment.
- f. actions that are morally right and fair towards people, animals, and the environment.
- g. a system of buying and selling goods that ensures fair prices are paid to producers in developing countries.
- h. a company's commitment to behave ethically and contribute positively to society while minimising any negative impacts on the environment.
- i. being open and honest about actions, decisions, and processes.
- j. the effect that an organisation's actions have on the well-being of society.

Words:

- 1. sustainability
- 2. carbon footprint
- 3. social impact
- 4. fair trade
- 5. ethical practices
- 6. greenwashing
- 7. transparency
- 8. renewable resources
- 9. eco-friendly
- 10. corporate social responsibility (CSR)

VIDEO

Task 5 | Watch the video about the impact of ethics on business [<https://drive.google.com/file/d/1OkcG7M8YIxVIOwlikSx9e78lNCm12Km/view?usp=sharing>] and answer the questions.



1. What does business ethics entail?
2. How can a business treat its employees ethically?
3. Why is it important for businesses to pay their employees a fair wage?
4. What are some financial incentives that companies can provide to benefit employees?
5. How does Google prioritize employee satisfaction in the workplace?
6. In what ways can a business act ethically towards their suppliers?
7. Why is paying fair prices and making payments on time important when dealing with suppliers?

COMMUNICATION PRACTICE

Task 6 | Work in groups and discuss the following topics.

- Think about a company you admire and respect, and write down the reasons why you believe that company is ethical.
- Reflect on the importance of sustainability and ethical practices in business.
- Discuss the challenges businesses might face when implementing these practices.
- Consider how consumers can support sustainable and ethical businesses.

WRITING

Task 7 | Create a social media post promoting a business that focuses on sustainability and ethical practices.

UNIT 14 REVISION TEST

Task 1. Complete the text with the missing words.

ethical, well-being, standards, environment, respect, workplace

Ethical business practices refer to the principles and _____(1) that guide businesses in making decisions that are morally right. This includes honesty, integrity, fairness, and _____(2) for all stakeholders, such as customers, employees, and the community. By following _____(3) practices, businesses can build trust, enhance their reputation, and contribute to a more sustainable and responsible economy. Examples of ethical business practices include transparency in financial reporting, promoting diversity and inclusion in the _____(4), and ensuring the _____(5) of employees. It is essential for businesses to prioritize ethics to create a positive impact on society and the _____(6).

2. Fill in the blanks in the sentences below with the correct word from the list. Each word will be used once.

sustainability
corporate social responsibility (CSR)
fair trade
renewable resources
eco-friendly

ethical practices
greenwashing
carbon footprint
social impact
transparency

1. Some companies engage in _____ by falsely promoting their products as environmentally friendly without implementing sustainable practices.
2. Companies that focus on _____ ensure they are not depleting natural resources and are operating in a way that can be maintained long-term.
3. _____ involve actions that a business takes to ensure it operates legally and morally.
4. _____, or CSR, is a business model that helps a company be socially accountable to itself, its stakeholders, and the public.
5. _____ in business practices means being open and honest about operations, policies, and impacts.
6. Products that are certified as _____ are made and traded with attention to fair wages and working conditions.
7. Reducing a company's _____ involves minimizing the amount of greenhouse gases it emits into the atmosphere.
8. Wind and solar energy are examples of _____ because they can be naturally replenished.
9. The _____ of a business activity includes its effects on the community and the well-being of individuals.
10. Using _____ products helps reduce harm to the environment and promotes sustainability.

UNIT 15. CULTURE

STARTING POINT

Task 1 | Discuss the questions.

- A common piece of advice for people living or working in another country is “When in Rome, do as Romans do”. What do you think this expression means?
- How much do you change your behavior if you visit another country for work or as a tourist? Why?

READING

Task 2 | Read the abstracts about international business etiquette by Sean Peek, Senior Analyst & Expert on Business Ownership for business.com and guess which country these guidelines belong to?

1. _____
 - Bowing is a typical way of greeting each other. Handshakes sometimes occur, but you should let the person initiate it.
 - The senior member of the group often leads the business meeting while younger members, out of respect, speak less. People of similar positions in different groups should sit across from each other; junior employees should never sit across from senior employees.
 - Giving gifts is common, but you should pay special attention to how you present your gift. Never hand out a gift that isn't wrapped and make sure you give it to the person with both hands.
 - When handing out business cards, make sure you're using both hands. Bowing during this exchange is viewed as a form of respect.
2. _____
 - It is vital to make appointments for both business and social occasions. It is not acceptable in this country to drop in on someone unannounced.
 - Punctuality is valued but sometimes treated casually here, so do not be surprised if your foreign colleague arrives late. Staying late at the office is common too, especially for individuals in senior positions.
 - As you would expect, the nation that created haute couture puts a premium on style. Fashion and appearance are more important here than in many other countries in the world. Even low-paid, entry-level executives buy the best clothes they can afford. Dress tends to be on the formal side for both men and women, whether in business or social situations.
 - Giving presents is fine here but use discretion. Business gifts are usually not exchanged at the first meeting.
3. _____
 - Punctuality and preparation are valuable, so arrive on time. If you're running late, call or message someone to inform them.
 - When conversing with this
4. _____
 - While you can show up to meetings on time, don't be surprised if business partners from this country are late.
 - Like in China, the word “no” can be considered rude here. Try to use words

nationality, try saying “please,” and phrases like “we will see” or “thank you” and “sorry” frequently, “possibly” instead of “no.” as this is considered polite.

- A polite greeting typically involves maintaining eye contact and offering a handshake.

- Brits like to have personal space, so don't stand too close.

-

- If your business partner offers you a meal, it is proper etiquette to accept the invitation. Declining the meal could jeopardize the possible business connection.

- Avoid eating meat at business meetings if everyone else is ordering vegetarian meals. Many people here do not eat pork or beef for religious reasons.

- When conducting business in this country, English is the typical language to use.

Task 3 | Choose the correct answers to the questions.

Business Etiquette: Japan

1. How should you greet someone in Japan?
 - A. By shaking hands
 - B. By bowing
 - C. By giving a high-five
 - D. By waving
2. Who typically leads a business meeting in Japan?
 - A. The junior member
 - B. The person who speaks the most
 - C. The senior member
 - D. The newest employee
3. How should you present a gift in Japan?
 - A. Hand it out unwrapped
 - B. Give it with one hand
 - C. Hand it out wrapped and with both hands
 - D. Leave it on the table
4. How should you exchange business cards in Japan?
 - A. Using one hand
 - B. Without bowing
 - C. Using both hands and bowing
 - D. After the meeting

Business Etiquette: India

5. How is punctuality viewed in Indian business meetings?
 - A. Everyone always arrives on time
 - B. It's acceptable to be late
 - C. It's considered rude to be late
 - D. Meetings always start on time
6. Which word is considered rude in Indian business culture?
 - A. Yes

- B.No
 - C.Possibly
 - D.Maybe
7. What should you do if offered a meal by an Indian business partner?
- A.Decline politely
 - B.Accept the invitation
 - C.Ask for a different meal
 - D.Ignore the invitation
8. What type of meal is advisable to avoid at business meetings in India?
- A.Vegetarian meals
 - B.Seafood
 - C.Meat
 - D.Desserts

Business Etiquette: France

9. How important is punctuality in France?
- A.Not important at all
 - B.Valued but sometimes treated casually
 - C.Strictly enforced
 - D.Not necessary for social occasions
10. What is a notable aspect of fashion in French business culture?
- A.Casual attire is acceptable
 - B.Fashion and appearance are highly important
 - C.Dress code is very relaxed
 - D.Formal attire is only for high-level executives
11. When is it appropriate to exchange business gifts in France?
- A.At the first meeting
 - B.After several meetings
 - C.Anytime
 - D.Never

Business Etiquette: The United Kingdom

12. What should you do if you are running late to a meeting in the UK?
- A.Ignore it
 - B.Arrive whenever you can
 - C.Call or message to inform someone
 - D.Send an email after you arrive
13. What are common polite phrases to use in conversation with the British?
- A.Please, thank you, and sorry
 - B.Hey, what's up, and no problem
 - C.Absolutely, definitely, and sure
 - D.Yo, dude, and cool
14. How do Brits typically prefer their personal space during a conversation?
- A.They like close contact
 - B.They prefer to stand far apart
 - C.They like to stand close but not too close
 - D.They are indifferent to personal space

VOCABULARY

Task 4 | Match the idioms to their definitions:

1. Break the ice
2. Cross-cultural communication
3. In the same boat
4. Know the ropes
5. Cultural fit
6. Learn the lay of the land
7. Speak the same language
8. Walk a mile in someone's shoes
9. A fish out of water
10. When in Rome, do as the Romans do

- a) To adapt to the customs of the places you visit or live in.
- b) To understand another person's perspective or experience.
- c) To feel uncomfortable or out of place in a particular situation.
- d) To initiate conversation in a social setting.
- e) Interaction between people from different cultural backgrounds.
- f) To understand how things are done in a particular place or situation.
- g) The likelihood that someone will conform to and be comfortable with the core values and norms of an organization.
- h) To share similar views or opinions.
- i) To be in the same situation or facing the same challenges.
- j) To understand the basic details or aspects of a situation.

VIDEO

Task 5 | Watch the video about nonverbal communication differences around the world [https://drive.google.com/file/d/1aWJfnnAt02ddyT5oK67A9I5vcAkrPtT/view?usp=sharing] and discuss the role of nonverbal communication in building rapport and understanding in intercultural interactions.



1. How can body language impact communication across cultures?
2. What are some examples of cultural differences in interpreting eye contact?
3. How do different cultures view physical touch in social interactions?
4. Why is it important to be aware of cultural differences in body language?
5. How can misunderstandings arise from cultural differences in nodding or smiling?
6. In what contexts can body language vary significantly?
7. What strategies can help overcome communication barriers related to body language?

SCENARIO ANALYSIS

Task 6 | Read the scenarios below carefully and answer the questions that follow. Each scenario presents a situation related to business culture and nonverbal communication in a professional setting. Analyze the scenarios and provide thoughtful responses based on your understanding of effective communication practices in business.

Scenario 1: The Job Interview

You are conducting job interviews for a position at your company. One of the candidates, who is from a different cultural background, avoids making direct eye contact and speaks softly during the interview. Despite their qualifications, you are unsure about their level of confidence and communication skills.

Questions:

1. How might cultural norms regarding nonverbal communication impact the interviewer's perception of the candidate?
2. What steps can be taken to mitigate the impact of cultural differences on nonverbal communication during job interviews?
3. How can an interviewer ensure fairness and objectivity in evaluating candidates from diverse cultural backgrounds?

Scenario 2: The Negotiation

You are negotiating a business deal with a client from a foreign country. During the negotiation, you notice that the client frequently leans back in their chair and crosses their arms, which you interpret as a sign of disinterest. However, after consulting with a cultural expert, you learn that these behaviors may have different meanings in the client's culture.

Questions:

1. How can misinterpretation of nonverbal cues impact the outcome of business negotiations?
2. What strategies can be employed to clarify and better understand nonverbal communication cues during negotiations?
3. In what ways can cultural sensitivity enhance the success of international business negotiations?

Scenario 3: The Team Meeting

You are leading a team meeting with members from diverse cultural backgrounds. During the meeting, you notice that some team members speak up confidently and use expressive hand gestures, while others appear more reserved and avoid interrupting others. Despite these differences, you aim to foster open communication and collaboration within the team.

Questions:

1. How might cultural differences in nonverbal communication styles affect team dynamics and participation in meetings?
2. What approaches can be implemented to create an inclusive meeting environment that respects diverse communication styles?
3. How can team leaders leverage cultural diversity to enhance creativity and problem-solving in team meetings?

WRITING

Task 7 Write ten tips to help business people from another country and culture who are visiting your country for the first time. Present your tips.

UNIT 15 REVISION TEST

1. Read each sentence and rewrite it using the appropriate idiom from the list provided.

cultural fit
When in Rome, do as the Romans do
cross-cultural communication
in the same boat
speak the same language

walk a mile in someone's shoes
break the ice
learn the lay of the land
know the ropes
a fish out of water

Example: *At the start of the meeting, she told a joke to make everyone feel more comfortable.* → *break the ice* → *At the start of the meeting, she told a joke to break the ice.*

1. Effective interaction between people from different cultural backgrounds is essential for global business success.
2. With the new project deadline, both departments are facing the same challenges.
3. After a few weeks at the company, she understood how things were done and felt more confident.
4. During the interview, they assessed whether the candidate's values and behavior aligned with the company's.
5. Before making any major changes, the new manager wanted to understand the basic details of the situation.
6. It's easier to collaborate with colleagues who share similar views and opinions.
7. To resolve the conflict, both parties tried to understand each other's perspective.
8. At his first international conference, he felt uncomfortable and out of place.
9. At his first international conference, he felt like a fish out of water.
10. When traveling for business, it's important to adapt to the customs of the places you visit.

2. Define true and false statements concerning nonverbal communication in business.

1. Maintaining direct eye contact is considered respectful and a sign of confidence in all cultures.
2. Crossing your arms during a business meeting can be interpreted as a sign of defensiveness or disinterest in some cultures.
3. Nodding your head always means agreement or understanding in every culture.
4. Handshakes are a universal form of greeting and always have the same meaning worldwide.
5. Nonverbal communication can include facial expressions, body language, gestures, and eye contact.
6. In some cultures, avoiding direct eye contact is a sign of respect.
7. A firm handshake is universally interpreted as a sign of confidence and professionalism.
8. Smiling during a business interaction is always interpreted as a sign of friendliness and approachability.
9. The physical distance maintained during a conversation can vary significantly between cultures.
10. Nonverbal cues such as tone of voice and posture are less important than verbal communication in business settings.
11. Touching someone's shoulder or arm during a conversation is accepted and considered friendly in all cultures.
12. Observing and adapting to nonverbal cues can improve cross-cultural communication in business.
13. In some cultures, silence during a conversation can be a sign of agreement and respect.
14. Waving your hand to call someone over is universally understood as a friendly gesture.
15. Facial expressions are generally interpreted the same way across different cultures.