

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
БІЛОЦЕРКІВСЬКИЙ НАЦІОНАЛЬНИЙ АГРАРНИЙ УНІВЕРСИТЕТ

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ДІЛОВА ІНОЗЕМНА МОВА
(для здобувачів другого (магістерського) рівня вищої освіти
спеціальностей 071 «Облік і оподаткування»,
072 «Фінанси, банківська справа, страхування та фондовий ринок»,
073 «Менеджмент»,
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Практикум містить автентичні тексти та відеоматеріали, що дає змогу студентам отримати прямий доступ до реальних ситуацій та актуальних тем, що обговорюються у сучасному бізнесі. Кожна тема пропонує можливість активної участі через дискусію питань та вирішення кейс-стадій, що сприяє поглибленню розуміння змін у бізнес-практиках та вдосконаленню навичок аналізу та прийняття рішень. Зміст практикуму забезпечує знайомство з найбільш уживаною термінологією. Система різноманітних вправ створюють сприятливі умови для ефективного засвоєння змісту практикуму та формують у студентів навички усного мовлення у сфері ділового спілкування. Призначено для студентів економічних спеціальностей другого (магістерського) рівня вищої освіти денної та заочної форм навчання.

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Зміст

Передмова	4
Quiet quitting	10
A four-day week	14
Complaining and responding to complaints.....	22
Describing graphs and numbers	29
What Is Digital Marketing?	35
What makes a startup successful?.....	41
Global teams	47
Successful networking	59
Managing time	67
The circular economy.....	75
Going cashless?.....	79
How to ask for a raise (negotiation phrases).....	82
The 6 most important negotiation skills.....	87
Transferable skills	97
Blockchain: there's more to it than crypto.....	100
What is Fintech?	103
Project management.....	110
Online markets	114
Shares and stock market.....	125
Performance and rewards	133
Список використаних джерел.....	140

ПЕРЕДМОВА

Цей практикум має на меті покращити комунікаційні навички студентів та підготувати їх до успішної взаємодії в сучасному бізнес-середовищі. Він охоплює широкий спектр актуальних тем, які відображають сучасні тенденції у бізнесі. Студенти матимуть можливість ознайомитися від основних навичок проєктного менеджменту до засад цифрового маркетингу та актуальних питань фінансових технологій.

Практикум побудований на основі автентичних текстів та відеоматеріалів, що дозволяє вам зануритись у реальні ситуації бізнес-світу. Кожна тема пропонує студентам питання для дискусії, які спонукають до активної участі та аналізу проблем, а також кейс-стаді, які допомагають вам застосувати отримані знання на практиці та висловлювати власну думку. Це забезпечує можливість не лише розширити словниковий запас, але й розвинути навички аргументації, критичного мислення та співпраці в групі.

Цей практикум допоможе вам отримати практичний досвід комунікації в різних ситуаціях бізнес-середовища. Ви зможете вдосконалити свої навички переговорів, вміння ефективного лідерства, а також навчитись ефективно реагувати на скарги та будувати успішні взаємини з клієнтами та колегами. вирішувати конфлікти та вести переговори.

Тематика і зміст не лише відповідають вимогам програми, а й задовольняють професійні інтереси та потреби студентів.

Матеріал, вміщений у практикумі, спрямований на формування в студентів фахової компетенції, дає інструменти для використання англійської мови у професійній діяльності та сприяє забезпеченню конкурентоспроможності фахівців в англомовному середовищі.

У результаті вивчення навчальної дисципліни у здобувача вищої освіти формуються наступні результати навчання:

<p>Результати навчання за спеціальністю «Фінанси, банківська справа та страхування» відповідно до ОПШ</p>	<p>Результати навчання з дисципліни «Ділова іноземна мова»</p>
<p>ПР 04. Відшукувати, обробляти, систематизувати та аналізувати інформацію, необхідну для вирішення професійних та наукових завдань у сфері фінансів, банківської справи та страхування.</p>	<p>ПР 04.1. Відшукувати, обробляти, систематизувати та аналізувати інформацію, у тому числі з іншомовних джерел, необхідну для вирішення професійних та наукових завдань у сфері фінансів, банківської справи та страхування.</p>
<p>ПР 05. Вільно спілкуватися іноземною мовою усно і письмово з професійних та наукових питань, презентувати й обговорювати результати досліджень.</p>	<p>ПР 05.1 Вільно та ефективно спілкуватися іноземною мовою в академічному та професійному середовищах усно і письмово, презентувати й обговорювати результати досліджень іноземною мовою.</p>
<p>ПР 06. Доступно та аргументовано представляти результати досліджень усно і письмово, брати участь у фахових дискусіях.</p>	<p>ПР 06.1. Доступно та аргументовано представляти результати досліджень іноземною мовою усно і письмово.</p> <p>ПР 06.2. Брати участь у фахових дискусіях іноземною мовою</p>
<p>ПР 11. Застосовувати поглиблені знання у сфері фінансового, банківського та страхового менеджменту для прийняття рішень.</p>	<p>ПР 11.1. Застосовувати поглиблені знання, у тому числі отримані з іншомовних джерел, у сфері фінансового, банківського та страхового менеджменту для прийняття управлінських рішень при розв'язанні завдань фахового спрямування.</p>

<p>Результати навчання за спеціальністю «Підприємництво, торгівля та біржова діяльність» відповідно до ОП</p>	<p>Результати навчання з дисципліни «Ділова іноземна мова»</p>
<p>ПР 04. Застосовувати бізнес-</p>	<p>ПР 04.1. Застосовувати іншомовні бізнес-</p>

комунікації для підтримки взаємодії з представниками різних професійних груп.	комунікації для підтримки взаємодії з представниками різних професійних груп, у тому числі міжнародних.
ПР 08. Оцінювати продукцію, товари, послуги, а також процеси, що відбуваються в підприємницьких, торговельних та/або біржових структурах, і робити відповідні висновки для прийняття управлінських рішень.	ПР 05.1. Оцінювати продукцію, товари, послуги, а також процеси, що відбуваються в підприємницьких, торговельних та/або біржових структурах, і робити відповідні висновки для прийняття управлінських рішень, у тому числі іноземною мовою.
ПР 11. Впроваджувати інноваційні проекти з метою створення умов для ефективного функціонування та розвитку підприємницьких, торговельних та/або біржових структур.	ПР 11.1. Впроваджувати інноваційні проекти з метою створення умов для ефективного функціонування та розвитку підприємницьких, торговельних та/або біржових структур з урахуванням міжнародного досвіду.
ПР 12. Виконувати наукові дослідження і вміння застосовувати сучасні прикладні методи, моделі та інформаційні технології у сфері підприємництва, торгівлі та/або біржової діяльності.	ПР 12.1. Виконувати іноземною мовою наукові дослідження і вміння застосовувати сучасні прикладні методи, моделі та інформаційні технології у сфері підприємництва, торгівлі та/або біржової діяльності.

Результати навчання відповідно до ОП «Менеджмент» другого (магістерського) рівня вищої освіти	Результати навчання з дисципліни «Іноземна мова за професійним спрямуванням»
ПРН 03. Вільно спілкуватися іноземною мовою усно і письмово при обговоренні результатів досліджень та інновацій.	РН 03.1 Вільно та ефективно спілкуватися іноземною мовою в академічному та професійному середовищах усно і письмово при обговоренні результатів досліджень та інновацій.

ПРН 16. Здійснювати публічні ділові і наукові комунікації задля вирішення комунікативних завдань державною та іноземними мовами.	ПР 16.01 Здійснювати публічні ділові і наукові комунікації задля вирішення комунікативних завдань іноземною мовою з представниками різних професійних груп та в міжнародному контексті.
ПРН 18. Дотримуватися норм професійної та академічної етики, підтримувати врівноважені стосунки з членами колективу (команди), споживачами, контрагентами, контактними аудиторіями.	ПР18.01. Підтримувати врівноважені стосунки з членами колективу (команди), споживачами, контрагентами, контактними аудиторіями, у тому числі носіями іноземної мови.

Результати навчання відповідно до ОП «Облік і оподаткування» другого (магістерського) рівня вищої освіти	Результати навчання з дисципліни «Ділова іноземна мова»
ПРН 03. Вільно спілкуватися іноземною мовою усно і письмово при обговоренні результатів досліджень та інновацій	РН 03.1. Вільно та ефективно спілкуватися іноземною мовою в академічному та професійному середовищах усно і письмово при обговоренні результатів досліджень та інновацій.
ПРН 16. Здійснювати публічні ділові і наукові комунікації задля вирішення комунікативних завдань державною та іноземними мовами	ПР 16.1. Здійснювати публічні ділові і наукові комунікації задля вирішення комунікативних завдань іноземною мовою з представниками різних професійних груп та в міжнародному контексті.
ПРН 18. Дотримуватися норм професійної та академічної етики, підтримувати врівноважені стосунки з членами колективу (команди), споживачами, контрагентами, контактними аудиторіями	ПР18.1. Підтримувати врівноважені стосунки з членами колективу (команди), споживачами, контрагентами, контактними аудиторіями, у тому числі носіями іноземної мови.

Quiet quitting

1. Discuss these questions.

- What do you think "quiet quitting" is?
- In what ways do you think these pictures relate to the topic?
- What other images come to mind about this phenomenon?
- What are the reasons why someone might choose to quietly quit their job?



2. Do you know where the term "quiet quitting" comes from? Discuss with your partner. Then, watch the video and find out.



3. Read the script from the video. Then, discuss the questions.

"I recently learnt about this term called "Quiet quitting". Where you're not outright quitting your job, but you're quitting the idea of going above and beyond. But this isn't just an American phenomenon. The rejection of hustle culture has been happening all around the world."

- Can you think of a synonym of the adverb "outright"?

- What does "going above and beyond" mean in this context?
- What does "hustle culture" refer to?
- Explain the concept with your own words.

4. Watch the video and give the answers to the following the questions.

1. Are people who follow this movement interested in achieving any goals?
2. Where does this movement come from?
3. Why do you think this is happening in China?
4. Has an employment risen in China recently?
5. What is a contributing factor for resignation according to the video?
6. What problem has Japan grappled with for decades?
7. Has the country managed to address this problem? If yes, in what ways?
8. Is the quiet-quitting trend different in Europe?
9. What does the 996 working model mean?

5. Match the words to their definitions.

- | | |
|------------------------|---|
| 1. contributing factor | a. to achieve better results than somebody/ something |
| 2. outperform | b. a feeling, custom, idea that remains from the past, although it is no longer practical or suitable |
| 3. grapple | c. sth that results in a breakthrough or a step change that transforms society forever |
| 4. disruptive force | d. to become smaller in amount, value, or range |
| 5. hangover | e. to try hard to find a solution to a problem |
| 6. shrink | f. something that helps cause a result |

6. Complete the sentences using the words from Ex.5.

1. Despite facing many challenges, the company was able to consistently _____ its competitors.
2. One _____ _____ to the company's success was its ability to attract top talent.
3. The company had to _____ its operations in order to stay profitable in a changing market.
4. The company is still experiencing a _____ from the economic recession that occurred last year.
5. The new technology proved to be a _____ _____ in the industry, forcing other companies to adapt.
6. The team had to _____ with a complex problem that required a creative solution.

7. Match words to make collocations.

- | | |
|---------------|--------------------|
| 1. pursue | a. competition |
| 2. struggle | b. expectations |
| 3. grapple | c. to boost growth |
| 4. shoulder | d. for decades |
| 5. economic | e. peers |
| 6. outperform | f. in burnout |
| 7. result | g. strategy |
| 8. fierce | h. uncertainty |

8. Discussion. Use the vocabulary from the previous exercises.

- What's the idea behind the concept of "quiet quitting"?
- Do you think quitting quietly is more common in certain types of jobs or industries?
- Do you think people can live their life to the fullest having such a hectic schedule?
- In your opinion, how can companies create a work environment where employees feel comfortable discussing their concerns and frustrations before resorting to quietly quitting?
- Is this phenomenon happening in Ukraine?

9. Role play

Role A – A Bad Boss.

You think a bad boss is the biggest reason to quit a job. Tell the others three reasons why. Tell them why their reasons aren't as bad. Also, tell the others which is the least worrying of these (and why): overtime, salary or boredom.

Role B – Overtime.

You think overtime is the biggest reason to quit a job. Tell the others three reasons why. Tell them why their reasons aren't as bad. Also, tell the others which is the least worrying of these (and why): a bad boss, salary or boredom.

Role C – Salary.

You think salary is the biggest reason to quit a job. Tell the others three reasons why. Tell them why their reasons aren't as bad. Also, tell the others which is the least worrying of these (and why): overtime, a bad boss or boredom.

Role D – Boredom.

You think boredom is the biggest reason to quit a job. Tell the others three reasons why. Tell them why their reasons aren't as bad. Also, tell the others which is the least worrying of these (and why): overtime, salary or a bad boss.

A four-day week

1. Discuss the questions.

1. How many hours are there in a typical working week in your country?
2. How many hours do you usually work per week?
3. What do you know about working hours in other countries?
4. Which countries do you think have the longest and shortest working hours?
5. How does the number of hours you work affect you personally?

2. Give the meanings of the following words:

- traction
- embrace
- hail
- rigid
- truncate
- commensurate
- feasible
- lay-off

3. Complete the sentences using words from the previous exercise. Change the word form if necessary.

1. Employees are paid salaries _____ with those of teachers.
2. His _____ adherence to the rules made him unpopular.
3. It's just not _____ to manage the business on a part-time basis.
4. My article was published in _____ form.
5. The conference was _____ as a great success.
6. The recent economic crisis has led to massive _____.
7. This was an opportunity that he would _____.

8. In our digital age, it takes less time for new words and phrases to gain _____ than it did in the past.

4. Read the article about “A four-day week”.

Four-day week: Which countries have embraced it and how’s it going so far?

Conversations around the four-day week have been reignited by the COVID pandemic, with calls for governments in Europe to embrace it. Conversations around the four-day workweek have been reignited by the COVID-19 pandemic, with workers and employers rethinking the importance of workplace flexibility and benefits. The idea is simple – employees would work four days a week while getting paid the same and earning the same benefits, but with the same workload. Companies reducing their workweek would therefore operate with fewer meetings and more independent work. Hailed as the future of employee productivity and work-life balance, advocates for the four-day workweek suggest that when implemented, worker satisfaction increases, and so does productivity. Trade unions across Europe are calling for governments to implement the four-day working week, but which countries have embraced the idea and how is it going so far?

Belgium introduces a four-day workweek for employees who want it. In February last year, Belgian employees won the right to perform a full workweek in four days instead of the usual five without loss of salary. The bill came into force on November 21, allowing employees to decide whether to work four or five days a week. But this does not mean they will be working less – they will simply condense their working hours into fewer days. Belgian prime minister Alexander de Croo hopes that the change will help to make Belgium’s notoriously rigid labour market more flexible and will make it easier for people to combine their family lives with their careers. He also added the new model should create a more dynamic economy. "The goal is to give people and companies more freedom to arrange their work time," he said. "If you compare our country with others, you’ll often see we’re far less dynamic".

Only about 71 out of 100 Belgians in the age group from 20 to 64 years have a job, fewer than the eurozone average of about 73 and a full 10 percentage points less

than in neighbouring countries such as the Netherlands and Germany, according to Eurostat data for the third quarter of 2021. The country's seven-party federal coalition agreement has set a goal for an employment rate of 80 per cent by 2030, an objective that would serve to keep its legal pensions affordable or finance future tax cuts. However, the prospect of a four-day workweek is not appealing to all. Some full-time employees will indeed be working very long days if they choose to condense their hours, and others, such as shift workers, will simply not have the option of that flexibility.

UK trial already hailed as 'extremely successful'. Companies in the UK who have run a six-month trial of the four-day workweek are now planning on making the shorter workweek permanent, after hailing the experiment as "extremely successful". Dozens of companies have been involved in the six-month pilot programme - the biggest of its kind - which was launched on June 6 to study the impact of shorter working hours on businesses' productivity and the well-being of their workers, as well as the impact on the environment and gender equality.

Some **61 UK companies and more than 3,300 employees** signed up for the programme, run by researchers at Cambridge and Oxford Universities and Boston College, as well as the non-profit advocacy groups 4 Day Week Global, the 4 Day Week UK Campaign and the UK think tank Autonomy. A large majority - some 92 per cent - of the companies which took part in the trial have decided to keep the four-day week policy after the trial period, hailing the pilot as a 'major breakthrough'.

In the trial, employees are expected to follow the "100:80:100 model" - 100 per cent of the pay for 80 per cent of the time, in exchange for a commitment to maintaining at least 100 per cent productivity. The pilot in the UK is one of several worldwide being run by 4 Day Week Global, which advocates for a shorter workweek. "Similar programmes are set to start in the US and Ireland, with more planned for Canada, Australia and New Zealand," Joe Ryle, director of the 4 Day Week UK Campaign, said.

Scotland and Wales to join the growing global movement. In Scotland, a government trial is due to start in 2023 while Wales is also considering a trial. The

decision was the culmination of a campaign promise made by the ruling Scottish National Party (SNP). Workers will have their hours reduced by 20 per cent, but won't suffer any loss in compensation. The SNP will support the participating companies with about £10 million (€11.8 million). The government pointed to a recent poll conducted by Scottish think tank the Institute for Public Policy Research (IPPR) in Scotland that showed 80 per cent of the people responding to the idea were highly positive of the initiative. The respondents said the programme would greatly enhance their health and happiness.

Scotland pointed to Iceland and its strong results as a big reason for taking a chance with the four-day workweek. Some Scottish businesses have already started their own truncated workweeks, with Glasgow-based UPAC Group recently saying its employees will enjoy a four-day week with the same salary after running a successful pilot programme.

In Wales, the Petitions Committee within the Senedd (Welsh parliament) recommended on January 24 that the Welsh government conduct a pilot scheme, following the publication of a report into the idea. Jack Sargeant, Member of the Senedd and chair of the committee told the website Nation.Cymru that Wales should lead the way in exploring the four-day week. "It is a bold proposal but no bolder than those campaigners who fought for a five-day week, paid holiday and sick pay which we now take for granted," he said. "When we're calling for a four-day week we're (talking about) reducing the working hours within an organisation, but not a reduction in the rate of pay. There are a number of trials out there which suggests that productivity increases". It is now up to the Welsh government to consider the proposal. Sophie Howe, the Future Generations Commissioner, has also called on the government to introduce a similar four-day working week trial, at least in the public sector.

Spain starts a trial phase. After the small left-wing party Más País announced last year that the government had agreed to their request to launch a modest pilot programme of a four-day working week, Spain launched a pilot project in December.

The pilot will help SMEs cut their working week by at least half a day, without reducing salaries. The pilot is a test to see if productivity can be boosted. Companies signing up can receive aid from a €10 million government fund, but they must design ways to increase productivity that compensates for the wage cost overruns, Spain's Industry Ministry said.

These improvements have to be implemented within a year, while the company must stay on the programme for at least two years. For the first year of the pilot the government will partly finance wage costs, and will help to fund training to improve efficiency. Only workers with a full-time permanent contract can take part.

Iceland: One of the leaders in the four-day working week. Between 2015 to 2019, Iceland conducted the world's largest pilot of a 35 to 36-hour workweek (cut down from the traditional 40 hours) without any calls for a commensurate cut in pay. Some 2,500 people took part in the test phase. To ensure quality control, the results were analysed by British think tank Autonomy and the Icelandic non-profit Association for Sustainability and Democracy (ALDA).

The pilot was dubbed a success by researchers and Icelandic trade unions negotiated for a reduction in working hours. The study also led to a significant change in Iceland, with nearly 90 per cent of the working population now having reduced hours or other accommodations. Researchers found that worker stress and burnout lessened and there was an improvement in life-work balance. However, not every government shared Iceland's success with the four-day working week.

Sweden's mixed reactions to the four-day week. In Sweden, a four-day working week with full pay was tested in 2015 with mixed results. The proposal was to try six-hour workdays instead of eight-hour ones without loss of pay, but not everyone was pleased with the idea of spending money on the trial. Even left-wing parties thought that it would be too expensive to implement this on a large scale.

But positive results were observed within the orthopaedics unit of a university hospital, which switched 80 nurses and doctors over to a six-hour workday and hired new staff to make up for the lost time. The response from the medical staff was positive,

yet the experiment also faced a lot of criticism and was not renewed. However, some companies, such as carmaker Toyota, chose to keep reduced hours for their workers. The car firm had already decided to do this for mechanics 10 years ago and stuck with its decision.

Finland has not introduced a four-day workweek, despite widespread claims. Earlier this year, the northern European country briefly hit the international headlines after reportedly cutting working hours dramatically. The Finnish government allegedly wanted to introduce a four-day working week, as well as a six-hour day. However, it turned out that this was fake news, which the government then had to put the record straight. Current prime minister Sanna Marin tweeted about the idea in August 2019 but it has not been included in the government's agenda.

German start-ups experiment the shorter working week

Germany is home to one of the shortest average working weeks in Europe. According to the World Economic Forum (WEF), the average working week is 34.2 hours. Yet, trade unions are calling for further reduced working hours. IG Metall, the country's largest trade union, has called for shorter working weeks, arguing it would help retain jobs and avoid layoffs.

According to a Forsa survey, 71 per cent of people working in Germany would like to have the option to only work four days a week. Just over three-quarters of those surveyed said they are supportive of the government exploring the potential introduction of a four-day week. Among employers, more than two out of three supported this. A substantial majority (75 per cent) believe that a four-day week would be desirable for employees, with a majority (59 per cent) feeling it should be achievable for employers as well.

Almost half of employers (46 per cent) said they see trialing a four-day week in their own workplace setting as "feasible". However, whether such a measure will be implemented or discussed is yet to be seen. So far, it is mainly smaller start-ups that are experimenting with a shorter working week.

Japan's big corps venture into the four-day workweek

In other countries such as Japan, it's the larger companies that are venturing into this territory, following the Japanese government's announcement in 2021 of a plan to achieve a better work-life balance across the nation. There are several reasons that this could be good for the country, where death by overwork claims many lives.

Staff working extra hours can often fall ill due to excessive work or become suicidal. In 2019, tech giant Microsoft experimented with the model by offering employees three-day weekends for a month. The move boosted productivity by 40 per cent and resulted in more efficient work.

Unilever currently trialing the shorter workweek in New Zealand.

Meanwhile, in New Zealand, 81 employees working for the consumer goods giant Unilever are currently taking part in a year-long trial of a four-day workweek at full pay. "Our goal is to measure performance on output, not time. We believe the old ways of working are outdated and no longer fit for purpose," said Nick Bangs, Managing Director of Unilever New Zealand. If the experiment turns out to be a success, it will reportedly be extended to other countries.

Strong interest in the US and Canada. According to a survey by cloud-software vendor Qualtrics, a whopping 92 per cent of US workers are in favour of the shortened workweek, even if it means working longer hours. The employees surveyed cited improved mental health and increased productivity as the perceived benefits.

Three out of four employees (74 per cent) say they would be able to complete the same amount of work in four days, but most (72 per cent) say they would have to work longer hours on workdays to do so. In Canada, research from global employment agency Indeed found that 41 per cent of Canadian employers are considering alternative hybrid schedules and new work styles, following the COVID-19 pandemic. Indeed's survey of 1,000 employers of office workers in Canada found that 51 per cent of large companies with 500+ employees would be "likely to implement 4-day workweeks". Comparatively, 63 per cent of medium-sized organisations with 100-500 staff members say they'd be prepared to implement a shorter workweek.

A majority of Canadian full-time workers (79 per cent) were also found to be willing to shorten their five-day workweek to four days, according to a new report by Maru Public Opinion. Overall, the four-day workweek seems to be slowly but surely gaining traction across the globe, but whether governments will definitively adopt the idea is yet to be seen.

5. While reading. Answer the following questions.

1. Have all countries succeeded in implementing a pilot programme of a four-day workweek?
2. What are the benefits of implementing a four-day workweek? Did employees spot any improvements after a four-day workweek?
3. Does this workweek imply that workers work less?
4. Is the prospect of having a four-day workweek appealing to all countries?
5. How has the UK hailed the experiment?
6. How long is a workday under this pilot programme?
7. Why might this experience be good for Japan?

6. Make a list of the benefits and drawbacks of working a four-day week.

Benefits	Drawbacks

7. Discuss the questions. Give reasons for your answers

1. How can companies and governments address the potential challenges of implementing a four-day working week?
2. What industries or professions do you think are best suited for a four-day working week?
3. Will it be possible to implement such a pilot programme in Ukraine? Do you think our people will be pleased with such alterations?

8. Read the following quotation and an excerpt from the article. Do you agree or disagree? Give your reasons for agreeing or disagreeing, use new vocabulary.

“Nobody changed the world on 40 hours a week.” Elon Musk

“Going forward, to build a breakthrough Twitter 2.0 and succeed in an increasingly competitive world, we will need to be extremely hardcore,” Musk wrote in the memo. “This will mean working long hours at high intensity. Only exceptional performance will constitute a passing grade.”



In the memo, Musk goes on to outline how Twitter will be “much more engineering-driven” and then gives staff an ultimatum. “If you are sure that you want to be part of the new Twitter, please click yes on the link below,” directing staff to what appears to be an online form.

Complaining and responding to complaints

1. Discuss the questions below about customer service.

- What is your idea of good customer service? Why is it important?
- What is the most difficult aspect of working in customer service?
- What do your customers or clients commonly complain about?

2. Choose the correct definition for the vocabulary words as used in the sentences.

1. One of the most important skills in customer service is the ability to **empathize** with customers who are upset.
 - a. To feel sorry for someone and understand their situation.
 - b. To solve a problem and make it right.
 - c. To make a situation worse than it was before.
2. When a customer has a complaint, it's important to **acknowledge** their concern and let them know you're working to resolve the issue.
 - a. To deny that a problem exists.
 - b. To recognize and show understanding of someone's concern.
 - c. To make a situation more fair or equal.
3. A good way to **defuse** a difficult situation with an upset customer is to remain calm and speak in a respectful tone.
 - a. To make a situation less dangerous or tense.
 - b. To make a situation more tense or dangerous.
 - c. To avoid a situation entirely.
4. Sometimes it's necessary to **compensate** a customer for their inconvenience, such as by offering a discount or refund.
 - a. To make a situation worse than it was before.
 - b. To provide something of value to make up for a loss or problem.
 - c. To make a situation more complicated.
5. Customer service representatives must be able to **justify** the actions taken by their company in response to complaints.
 - a. To explain or provide a reason for something.
 - b. To make something more reasonable or fair.
 - c. To hide the truth about something.
6. It's important to **validate** a customer's feelings and let them know that their complaint is being taken seriously.

- a. To prove that something is true or correct.
 - b. To make something seem less important.
 - c. To make something more emotional.
7. When handling customer complaints, it's important not to **worsen** the situation by becoming defensive or argumentative.
- a. To make a situation more serious or negative.
 - b. To make a situation less serious or negative.
 - c. To ignore a situation entirely.

3. What do you think are some good ways of managing or handling customer frustration?

4. Watch the video. Choose true or false according to the events in the video. Justify your answers.



1. Customer service representatives should not accept any blame for the customer's problem.
2. It is important to stay calm when dealing with a customer complaint.
3. Getting as much information as possible about the problem can lead to a better solution.
4. Compensation should never be offered to a customer for their problems.
5. Thanking the customer for bringing the issue to your attention is not necessary.
6. Dealing with upset callers is not a part of the customer service industry.

5. Watch the video again and answer the questions.

1. How can you effectively deal with customer complaints?
2. How can you validate a customer's problem?
3. What should you do if a customer is verbally abusive or threatening?
4. What should you do if you don't have the answer to a customer's problem?
5. What are some techniques to remain calm when dealing with upset customers?

6. Choose the correct word to complete the sentences below.

1. When a customer has a complaint, it's important to _____ their concern and let them know you're working to resolve the issue.
2. A good way to _____ a difficult situation with an upset customer is to remain calm and speak in a respectful tone.
3. Sometimes it's necessary to _____ a customer for their inconvenience, such as by offering a discount or refund.
4. It's important to _____ a customer's feelings and let them know that their complaint is being taken seriously.
5. Customer service representatives must be able to _____ the actions taken by their company in response to complaints.
6. One of the most important skills in customer service is the ability to _____ with customers who are upset.
7. Ignoring a customer's complaint is likely to _____ the situation, rather than make it better.

7. Summarize the video using the new expressions.

8. Discuss the questions.

1. Can you think of a negative experience you've had as a customer or client? What about a positive experience?
2. What do you think would be some good exercises to do in customer service training for a company?

3. Do you think that the “customer is always right”? Should customer service workers always have this mentality?
4. How important is it to get feedback from customers about their customer service experience?

9. Group the phrases into the following categories.

- “Can I share a few options I’ve come up with to make things right?”
- “Can you expand on that?”
- “Can you explain what you mean by...?”
- “Could you give me an example?”
- “I get how this could be confusing.”
- “I hope this in some part makes up for whatever loss your business incurred.”
- “I think it may help to _____ (possible solution). If you’re willing, here’s how to do that:”
- “It seems like XYZ thing happened.”
- “I understand how inconvenient this is for you.”
- “I understand how that’s frustrating.”
- “I understand that this issue has caused _____ (consequence), and that’s not acceptable.”
- “I’ll get back to you in _____ (hours/weeks/days).”
- “I’ll work with our team here to resolve this. I’ll email you as soon as it’s fixed.”
- “I’m sorry you’re having trouble.”
- “I’m sorry you’ve had to deal with this.”
- “I’m so sorry about the issue with x.”
- “I’ve had something like this happen before — I know how frustrating it can feel.”
- “Let me know if I’m off the mark here.”

- “Let me talk to my manager and see what we can do to fix this ASAP. I should have an answer for you by [time/date].”
- “Our team is making it their new priority to ensure this problem does not happen again.”
- “That’s not okay.”
- “We are going to make some major changes to ensure this doesn’t happen again.”
- “We want you to have confidence in us.”
- “We’d love to make this up to you.”

Apologizing	Empathizing	Getting to the root cause	Offering a solution	Showing your appreciation

10. Complete the dialogue with the given phrases. Then underline other useful vocabulary.

- Can I share a few options I’ve come up with to make things right?
- I understand how frustrating that can be.
- I’m sorry you’ve had to deal with this.
- Let me work with our team here to resolve this.
- We’d love to make this up to you

Customer: I'm calling because I've been having a lot of trouble with your product lately. It's been causing a lot of frustration on my end.

Representative: _____. I'm here to help. Can you tell me more about what's been happening?

Customer: Well, I've been experiencing constant glitches and bugs that have made it really difficult to use the product properly.

Representative: I'm so sorry about the issue with the product. _____. Can you give me some specific examples of what's been happening?

Customer: Sure. For example, when I try to save my work, it doesn't always save properly, and I end up losing all my progress.

Representative: That's not okay. I understand how inconvenient this is for you. I think it may help to try and troubleshoot the issue. _____?

Customer: Yes, please do.

Representative: Okay, so we can try and fix the issue over the phone, or we can set up a time for someone to come to your location to take a closer look at the product. Which option would you prefer?

Customer: I think it's better if someone comes to my location to take a closer look.

Representative: Absolutely. _____. I'll email you as soon as we have a technician available to come out and fix the issue. I'll get back to you within the next 24 hours to confirm the date and time.

Customer: Okay, that sounds good.

Representative: _____. Our team is making it their new priority to ensure this problem does not happen again. Thank you for bringing this to our attention.

11. You have a list of problems. Role-play a dialogue between a customer and a customer service representative using the useful phrases to solve a problem.

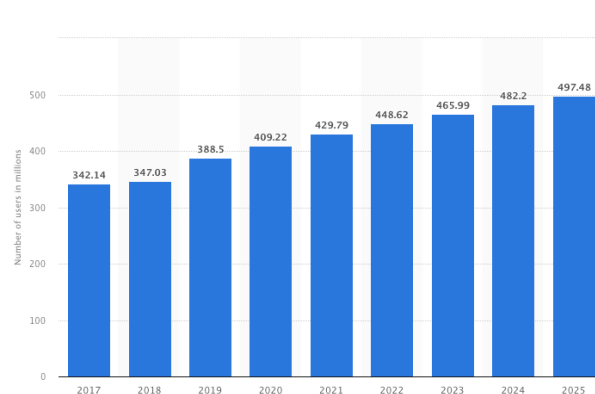
1. A customer has received a damaged product and wants to get a refund.
2. A client is experiencing technical issues with a product and needs assistance to fix it.

3. A customer has been overcharged for a service and wants to dispute the charges.
4. A client received poor customer service from an employee and wants to file a complaint.
5. A customer is frustrated with the shipping time for their order and wants to know why it is taking so long.
6. A client is dissatisfied with the quality of a service they received and wants to voice their concerns.
7. A customer was promised a discount that was not applied to their order and wants to receive the discount.
8. A client is upset with the return policy of a product they purchased and wants to discuss their options.

Describing graphs and numbers

1. Discuss the questions.

- Look at the graph and say what information it represents.
- Think of the reasons why graphs are used in business and what they can tell us about a business.
- How accurate and reliable graphs are in representing data and how they can be used to support arguments or conclusions.



2. Write the words and phrases in the correct column.

Go up	Go down	Adverbs that describe change

3. Read the sentences, find and underline the nouns that are used to describe graphs. Explain these nouns. Pay attention to the prepositions.

1. The increase in sales was dramatic, with numbers climbing steadily each month.
2. The decrease in customer satisfaction was concerning, with many complaints received.
3. The graph shows a clear peak in website traffic during the holiday season.
4. The data displays a trough in profits during the first quarter of the year.
5. The numbers have reached a plateau, with no significant change in performance over the past six months.
6. There was a sudden spike in demand for the product after it was featured in a popular blog post.
7. The company experienced a dip in revenue after the launch of a competitor's product.
8. The fluctuation in stock prices made investors nervous.
9. The trend in online shopping is on the rise, with more people choosing to buy products from e-commerce sites.
10. The growth in the tech industry has led to an increase in job opportunities.

4. Complete sentences using the words in Ex. 2 and 3. Sometimes there are more than one answer are possible.

1. The company's profits _____ after they launched their new product line. That was a success.
2. Despite a _____ in the market share of the company, their revenue has grown _____ over the last five years.
3. The _____ in stock prices is due to market uncertainty.
4. The popularity of social media apps has _____ in recent years. That has led to a majority of people being glued to their phones.
5. The company's revenue has been _____ due to their effective marketing strategy.
6. The company's sales have _____ due to the _____ in the popularity of their product.
7. The number of daily active users on the app has reached its _____ this month.
8. The _____ for organic food products is increasing steadily.
9. The stock prices have dropped _____ due to bad news about the company.
10. The demand for electric cars is increasing _____ due to the growing awareness of climate change.
11. The stock prices of this company have _____ after the announcement of a major merger.
12. The demand for online streaming services has _____ in recent years due to their convenience, affordability and accessibility.

5. Complete the following sentences with prepositions.

- | | |
|-----------|--------|
| • at | • by |
| • at | • from |
| • between | • of |
| • by | • to |
| | • to |

1. The sales of electric vehicles have increased _____ 50% compared to last year.
2. The number of employees in the company decreased _____ 1000 _____ 800 due to the pandemic.
3. The number of subscribers to the streaming service increased _____ 200 million users in 2023.
4. The stock prices of the tech giant fluctuated _____ \$150 and \$180 in the last quarter.
5. The demand for cryptocurrency peaked _____ an all-time high in 2023.
6. The company's revenue remained steady _____ \$5 billion for the last three years.
7. The manufacturing company cut spending _____ 20% to increase its profits.
8. There was an increase _____ 10% in the usage of renewable energy sources in the last year.

6. Match the sentences or phrases with the same meaning.

- A. Sales grew in 2023. Sales rose steadily.
- B. Sales increased the most in 2023.
- C. The charts illustrate the changes in ...
- D. Overall, ...
- E. 2023 had the highest sales.

1. The graphs show the trends in ...
2. In general, ...
3. The biggest increase in sales was in 2023...
4. There was a steady rise in sales...
5. Sales saw growth in 2023...
6. The highest sales come from 2023...

7. Rewrite each sentence below using different verbs and adverbs. Replace only the parts **in bold text**. Avoid using the verbs: **go up, go down, increase, and decrease**.

EX. The unemployment rate in our country **increased quickly** as a result of the pandemic.

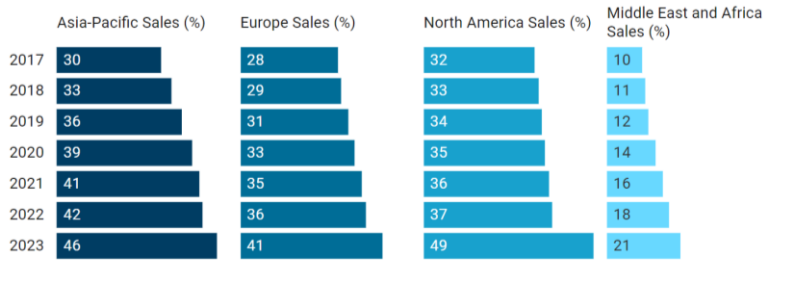
The unemployment rate in our country jumped as a result of the pandemic.

1. From 2018 to 2019, the inflation rate in our country **decreased a lot**.
2. The price of oil has **gone up a lot** since the start of the war.
3. In the past two years, the cost of groceries has **gone up only 0.8%**.
4. In the past three years, the income tax rate has **gone down from 20%, to 19.5%, to 19%**.
5. Our company’s labor costs have **been the same** over the past three years.

8. Read the text: Describing charts.

The chart shows the percentage of e-commerce sales for four regions (Asia-Pacific, Europe, North America, and Middle East and Africa) from 2017 to 2023. Overall, e-commerce sales had a consistent upward trend during the six-year period.

Global E-commerce Sales on the Rise: A 2023 Regional Breakdown

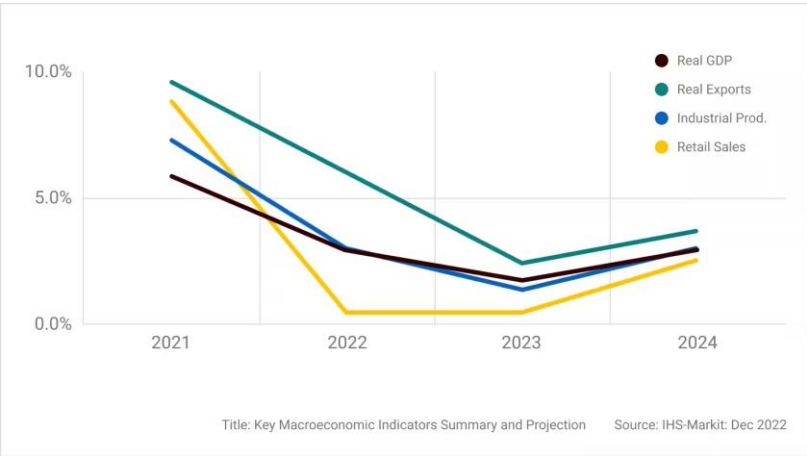
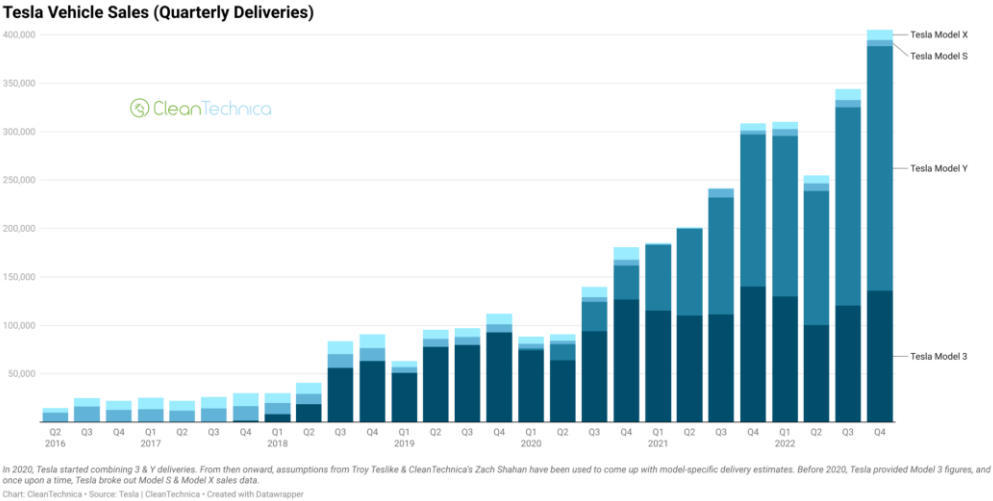


The Asia-Pacific region had the highest e-commerce sales percentage, which increased steadily from 30% in 2017 to 42% in 2022 before sharply rising to 46% in 2023. Europe had an increase in e-commerce sales over the years, with a rise from 28% in 2017 to 36% in 2022, and then a significant surge to 41% in 2023. North America also showed steady growth in e-commerce sales, increasing from 32% in 2017 to 37% in 2022, and then skyrocketing to 49% in 2023.

On the other hand, the Middle East and Africa had the lowest e-commerce sales percentage, gradually increasing from 10% in 2017 to 14% in 2020 before rising slowly

to 16% in 2021 and then jumping sharply to 21% in 2023, experiencing the most rapid growth rate from 2022 to 2023 with a surge of 33%. Overall, the data indicates that e-commerce sales had a consistent upward trend, with some regions soaring and others showing gradual but steady increases.

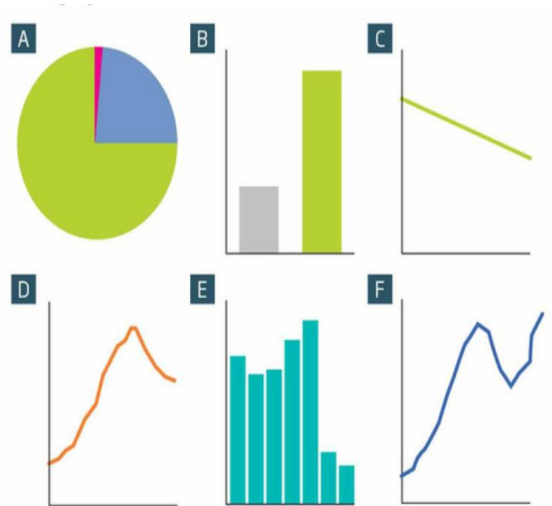
9. Choose one of the charts and write a description of what it shows using vocabulary from the previous exercises.



10. Which descriptions 1-12 could be used to describe graphs and charts A-F?

1. The number is predicted to **fall steadily** over time.
2. An **insignificant number** never uses the service.
3. The price has **recovered** to previous levels.
4. The market has **crashed**.
5. It **reached a peak** before **dropping off**.
6. The **vast majority** are satisfied.

7. The market has **bounced back**.
8. Shares have **rocketed**.
9. It **fell back** after its high.
10. There is likely to be a **gradual decline**.
11. There's been a **sharp rise**.
12. There's been a **serious slump** in uptake.



10. Write examples of recent trends and changes in areas such as sports, fashion, the economy, unemployment, politics or your own ideas. Use phrases in bold from Exercise 9.

*There was a slump in share prices last year, but they've bounced back then.
Support for the Green Party has risen steadily.*

What Is Digital Marketing?

1. Discuss any differences that come to mind between the two types of marketing below.



2. Discuss the questions below about marketing.

- How critical is marketing to the success of a company or business?
- What are some digital advertising techniques, tools, or methods used by companies and businesses these days?
- What types of digital marketing do you know?

3. Match the types of digital marketing with their definitions.

- | | |
|-------------------------------------|---|
| 1. a blog | a. a method where a company pays a website if someone clicks on its ad |
| 2. social media marketing | b. a method where a customer gets a special offer sent to their phone |
| 3. text message marketing | c. a method where customers get direct commercial mail |
| 4. email marketing | d. an online journal |
| 5. search engine optimization (SEO) | e. using special methods to get your website at the top of search results |
| 6. pay-per-click marketing | f. using websites like Instagram to promote products and services |

4. Now, complete the sentences with the correct type of digital marketing from exercise 3.

1. Many businesses use _____ to share their industry expertise and insights with their audience.
2. _____ can help businesses build a community of followers and engage with their audience on a regular basis.
3. With _____, businesses can reach customers directly on their mobile devices and provide them with time-sensitive information.
4. _____ is a powerful tool for businesses to nurture leads, promote products or services, and drive conversions.
5. _____ is a technique used to improve the visibility and ranking of a website in search engine results pages.
6. With _____, businesses can place targeted ads and only pay when a user clicks on their ad.

5. If you were a marketer, what types of marketing would you use?

6. Before watching the video, match the words to their definitions.

- | | |
|---------------------------------|--|
| 1.Leverage | a. to attract or captivate the attention of the audience, usually by using a compelling or interesting element or technique. |
| 2.Interact | b. to build relationships with potential customers. |
| 3.Lay out | c. to communicate or engage with someone, often in a two-way conversation or exchange. |
| 4.Showcase | d. to create or spark interest in something, often by highlighting its unique or appealing features or benefits. |
| 5.Grab the audience's attention | e. to fulfil or meet someone's requirements or desires, by providing a solution or product that meets their needs. |
| 6.Generate interest | f. to highlight or exhibit something to its best advantage, often in a public or prominent setting. |
| 7.Satisfy needs | g.to present or arrange something in a clear and organized manner, in a visual format such as a diagram or outline. |
| 8.Nurture | i. to use something to your advantage or benefit, usually in a strategic or calculated way. |

7. Watch the video. Choose true or false according to the events in the video.

Justify your answers.



1. Digital marketing includes social media marketing, email marketing, video marketing, and affiliate marketing.
2. PPC advertising is a free way to get highly targeted traffic.
3. SEO is the best form of online marketing that can get you highly targeted traffic without paying for it.
4. SEO is a quick way to get highly targeted traffic to your website.
5. Content marketing is not about creating valuable and relevant content to satisfy the audience's needs.
6. Affiliate marketing is one of the oldest forms of marketing that has decreased considerably with the rise of the Internet.

8. Watch the video again and answer the questions.

1. What is digital marketing and how does it work?
2. How can website marketing help in a digital marketing campaign?
3. Why is content marketing important in digital marketing?
4. How can social media marketing help in expanding the reach of a digital marketing campaign?
5. Why is video marketing an effective sales channel in digital marketing?
6. How can a well-planned digital marketing strategy help in boosting a career and unlocking business opportunities?
7. How does Affiliate Marketing work?

9. Read the quote taken from the video. Replace the underlined words with synonyms from the box. Then, answer the questions.

grow *intrigued by* *prospective* *split* *socialise*

The next item in John's task list is social media marketing. To further expand his reach, he needs to have a presence in the same places that his *potential* customers' hangout, and this is none other than social networks. Websites like Facebook, Twitter, and Instagram, have billions of active users that might be interested in John's brand. These

platforms have advertising tools you can use to segment users based on their location, interests, demographics, and target them with image and video ads.

1. Do you think social media ads are effective or annoying?
2. Describe the potential positives and negatives of marketing through influencers.

10. Choose the correct verbs that fit the spaces below. One doesn't fit!

- generate
- grab
- leverage
- interact
- lay out
- nurture
- satisfy
- showcase

1. To be successful in digital marketing, businesses need to _____ their online presence by creating and sharing valuable content on social media and other platforms.
2. In order to _____ with their audience on social media, businesses need to respond to comments and messages in a timely and helpful manner.
3. A well-designed website should _____ information in a clear and organized way, making it easy for visitors to find what they need.
4. One way to build strong customer relationships is to _____ leads and customers with personalized content and offers that _____ their interests and preferences.
5. Marketers must _____ creative and engaging content to _____ the audience's attention.

11. Discuss the questions.

1. What do you think about the idea of companies using targeted ads when you visit their website? Does this affect or bother you at all?
2. Have you ever mentioned a product or company out loud during a conversation with someone and then soon after that see an advertisement for it? What do you think about this?
3. Many people say advertisements don't influence them. How heavily influenced

do you think you are by advertisements, whether they're online or offline?

4. Are you able to explain what the difference is between branding and advertising?
Can you think of any specific companies that have a unique branding concept?
5. Do you know what's so complicated or complex about creating and managing social media advertising campaigns?

12. The businesses below have hired you as their digital marketing strategist. Describe how they should advertise themselves online, and the methods they should use and why.

Case Study 1: Eco-Friendly Cleaning Service. A new eco-friendly cleaning service has opened in the city. They specialize in using only natural and environmentally friendly cleaning products. They also offer a wide range of cleaning services for residential and commercial clients. As a marketing strategist, how would you advertise this cleaning service to potential customers?

Case Study 2: Online Tutoring Service. A new online tutoring service has launched, offering affordable and flexible tutoring for students of all ages. The tutoring service covers a wide range of subjects and is available 24/7. As a marketing strategist, how would you promote this online tutoring service to students and their parents?

Case Study 3: Artisanal Coffee Shop. An artisanal coffee shop has opened in the city center. They offer a wide range of specialty coffee drinks, pastries, and snacks. They also have a cozy atmosphere and comfortable seating areas for customers to relax and enjoy their coffee. As a marketing strategist, how would you attract customers to this coffee shop and promote their unique offerings?

Case Study 4: Personal Styling Service. A new personal styling service has launched, offering customized fashion advice and styling tips to clients. The service includes a personal consultation and wardrobe assessment, as well as personalized outfit recommendations. As a marketing strategist, how would you promote this personal styling service and attract clients who are interested in fashion and style?

Case Study 5: Healthy Meal Delivery Service. A healthy meal delivery service has launched, offering customized meal plans and delivery of nutritious meals straight to customers' doors. The meals are made with locally sourced, fresh ingredients and are tailored to each customer's dietary needs and preferences. As a marketing strategist, how would you promote this healthy meal delivery service to potential customers who are interested in healthy eating and convenience?

What makes a startup successful?

1. Discuss the questions.

- What is a start-up?
- What words do you associate with the word "start-up"?
- Do you know any famous entrepreneurs or startup companies?
- Have you ever thought about starting your own business?

2. Match the start-up jargon words to their definitions.

1. disruptive	a. describing systems, devices, or ideas that are so modern that they are still being developed
2. bleeding-edge	b. this is the amount of time a start-up has before it runs out of money, based on its current burn rate and available cash reserves
3. bootstrapping	c. a short 10-slide PowerPoint presentation that covers all aspects of your start-up
4. runway	d. an investor who provides seed funding to start-ups in exchange for equity or ownership in the company
5. pivot	e. starting a business without external help or capital

6. pitch (deck)	f. a start-up valued at \$1 billion or more
7. freemium	g. a pricing strategy in which you don't need to pay for the basic product but you need to purchase a premium version
8. unicorn	i. the act of a start-up quickly changing direction with its business strategy
9. angel investor	h. something that completely changes the way society does something

3. Complete the questions with the words from ex. 2 and discuss them.

- 1) Why do some start-uppers decide to _____ their business rather than seek investors?
- 2) What was the last _____ technology that had a great impact on your life?
- 3) How many _____ can you name?
- 4) Do you often use _____ technology or do you prefer to wait until it is tested and improved before checking it out?

4. Match the words from each column to create collocations related to startups

- | | |
|---------------|--------------------|
| 1. accelerate | a. a product |
| 2. attend | b. market research |
| 3. attract | c. funding |
| 4. conduct | d. startup events |
| 5. develop | e. a business plan |
| 6. incubate | f. investors |

- | | |
|-----------|-------------------------|
| 7. launch | g. a successful startup |
| 8. run | h. a startup |
| 9. seek | i. a startup's growth |

5. Match the expressions from ex. 4 with their meanings below.

1. To actively look for investment or funding for a start-up, typically from investors or venture capitalists, in order to finance growth and development.
2. To create a detailed plan for a start-up, including information about the product or service, target market, marketing and sales strategies, financial projections, and other key aspects of the business.
3. To gather information about potential customers, competitors, and market trends, in order to inform business decisions and strategies.
4. To generate interest and investment from individuals or organizations who are willing to provide funding for a start-up in exchange for a stake in the company.
5. To manage and grow a start-up in a way that leads to profitability, sustainability, and ongoing success.
6. To participate in events, conferences, and networking opportunities designed for entrepreneurs and start-ups, in order to meet potential collaborators, investors, and customers.
7. To release a new product to the market, typically with a marketing campaign to generate interest and sales.
8. To speed up the process of growth and development for a start-up, typically through strategic investments, partnerships, and other initiatives designed to boost revenue, expand market reach, and increase visibility.
9. To support and nurture a start-up in a controlled and supportive environment, typically through an incubator program that provides resources, mentorship, and support to early-stage companies.

6. Complete the sentences with the words from ex. 4, change the form if necessary.

1. _____ is a crucial step in starting a new venture.
2. _____ requires dedication, hard work, and a willingness to take risks.
3. Before launching a product, it's important to _____ to ensure that there is demand for it.
4. Entrepreneurs can _____ to network with other like-minded individuals and gain valuable insights into the industry.
5. Incubators provide a supportive environment for startups to _____ and reach their full potential.
6. Startups can benefit greatly from the mentorship and resources provided by incubators as they work to _____ and grow their business.
7. Startups often need to _____ in order to grow and expand their operations.
8. Startups that are able to _____ can secure the funding they need to take their business to the next level.

7. What do you think are some important qualities for a successful entrepreneur?

Do you agree with the given qualities? What other qualities can you add?



innovative



risk taker



open to communication



strives in chaos



curious



likes new ideas

8. What do you think makes a start-up successful? Give some ideas. Use the vocabulary from the previous exercises.

9. Watch the video and check your ideas.



10. Watch the video again and answer the questions.

1. Why does the speaker believe that the startup organization is one of the greatest forms to make the world a better place?
2. Which five Idealab companies became billion-dollar successes?
3. Which five Idealab companies did not succeed?
4. What are the five factors that the speaker looked at across many companies?
5. What did the speaker think about the business model and funding?
6. What are some specific examples of successful companies that the speaker mentioned, and how did timing play a role in their success?

11. Decide if the statements are true or false. Justify your answers.

1. The speaker has started businesses since he was 20 years old.
2. The speaker thinks that the idea is the most important thing for startup success.
3. Timing accounted for 42 percent of the difference between success and failure.
4. Uber came out when people were not looking for extra money.
5. YouTube had a business model when it first started.
6. Startups cannot change the world and make the world a better place.

12. Look at the picture and discuss the other possible factors how to make a successful startup.



13. Discuss startup conversation questions. Use the vocabulary from the previous exercises.

1. Is it more important to discover a niche market or focus on what is already popular?
2. What role do you think technology plays in the success of a start-up?
3. What challenges do you think startups face in today's economy?
4. Do you think it's better to start a business with a partner or on your own?
5. What industries do you think have the most potential for new startups?
6. How do you think start-ups contribute to the economy?
7. What are the most profitable businesses to start?

14. Case study. In small groups, choose one of the case studies provided and identify the key factors that contributed to the success of the start-up. Prepare a brief presentation outlining these factors and discussing why you believe they were critical to the start-up's success. Finally, consider how these insights might be applied to the development of a new start-up idea.

1. **Airbnb:** Founded in 2008, Airbnb is an online platform that allows individuals to rent out their homes or apartments to travelers. Today, Airbnb has over 7 million listings worldwide and is valued at over \$100 billion. The key factors

contributing to Airbnb's success include its disruptive business model, innovative marketing strategies, and strong community engagement.

2. **Slack:** Launched in 2013, Slack is a communication and collaboration tool that is widely used in workplaces around the world. Slack's success is due in part to its user-friendly interface, seamless integration with other tools, and focus on productivity and teamwork. Slack's rapid growth has also been fueled by its ability to attract and retain top talent, as well as its successful fundraising efforts.

3. **Zoom:** Launched in 2013, Zoom is a video conferencing platform that has become widely used during the COVID-19 pandemic. Zoom's success is due in part to its easy-to-use interface, reliable technology, and affordable pricing. The company has also benefited from strong word-of-mouth marketing and a commitment to customer satisfaction.

4. **Uber** is a ride-hailing service that was founded in 2009. The company's success can be attributed to several key factors, including its ability to leverage technology to disrupt the taxi industry, its focus on customer convenience and experience, and its aggressive expansion strategy. Uber's app made it easy for customers to book rides quickly and conveniently, while the company's use of surge pricing and promotions helped to keep prices low and attract new customers. With a valuation of over \$70 billion, Uber has become one of the most successful start-ups of all time.

Global teams

1. Discuss the questions.

- How important is effective leadership in a global context?
- What qualities are essential for leading a successful global team?

2. In groups, discuss the following facts about leading a global team and decide whether you agree or disagree with each fact. Be prepared to share your opinions with the class.



- Effective communication is the most important factor in leading a global team.
- Language barriers are the biggest challenge in leading a global team.
- A leader's cultural intelligence is more important than technical expertise in leading a global team.
- Time zone differences can actually be an advantage in leading a global team.
- Trust is more difficult to establish in a virtual team than in a traditional team.
- Global teams are less productive than traditional teams due to coordination and collaboration difficulties.
- Leading a global team requires a different leadership style than leading a traditional team.
- Technology has made it easier to lead a global team, but it also presents new challenges.
- Diversity can be a strength in leading a global team, but it can also create conflicts.
- Leading a global team requires a higher level of emotional intelligence than leading a traditional team.
-

3. Match words to their definitions

1. Mitigate	a. a close and harmonious relationship in which people communicate and understand each other well
2. Stem from	b. extremely important or essential, necessary for success or survival
3. Contribute	c. harmless, gentle, or not causing harm or damage
4. Exacerbate	d. producing a favorable outcome or effect, advantageous or helpful
5. Repercussions	e. the consequences or effects of an action or event, especially when they are far-reaching or unexpected
6. Rapport	f. to communicate or express a message or information in a clear and understandable way
7. Benign	g. to give or provide something, to be a part of something, to play a role in making something happen
8. Convey	h. to make something less severe or intense, to alleviate or reduce the negative effects of something
9. Crucial	i. to make something worse, more intense or severe, to aggravate or amplify a negative situation
10. Beneficial	j. to originate or arise from a particular source or cause

4. Complete the sentences using words in Ex.3

1. A leader's cultural intelligence can _____ to the success of a global team.
2. Time zone differences can _____ productivity in leading a global team.
3. Lack of trust can _____ difficulties in leading a virtual team.

4. Building _____ with team members is important for leading a global team.
5. Some cultural differences can be _____ and even enhance team performance.
6. It's important to _____ a clear message to ensure understanding among team members.
7. Understanding cultural differences is _____ for effective communication in a global team.
8. Having a diverse team can be _____ for creativity and innovation in a global team.
9. It's important to consider the potential _____ of decisions made by a global team.

5. Read the text.

Challenges of Leading Global Teams

Aside from the potential challenges of leading global teams, expanding your business to operate globally can seem like a foolproof strategy for success. The promise of new markets, a wider talent pool to seek the best functional experience from around the world, and a business that fosters innovation and productivity from its international team are tempting for every business leader.

There are countless other benefits too. New ways of working with international colleagues stimulate flexibility and increase availability. From a logistical standpoint, you can divide the work among people into different time zones, and your team can finish projects making the most of more hours available to them in a day. Effective virtual teams also cut costs, significantly reducing the need to travel. Bringing together diverse cultures can also be motivating and enriching as it bridges cultural gaps. It leverages countless opportunities to share knowledge, best practices and expertise.

But the challenges of leading global teams can create more problems than it solves. And, in today's modern workplace, it's not just global teams that are feeling

the impact of geographically diverse workforces. With new ways of working, managing virtual teams poses challenges – within countries and across them.

When it goes right, global teams can drive huge value, but in reality, the journey to the end goal can be much harder to execute than it appears.

How Does Physical Closeness Benefit Teams?

Creating successful teams is hard enough when everyone is in the same place. Groups come from different cultural backgrounds and age demographics, and can have clashing values as a result. But, when people work in the same office, it's easier to know each other on a personal level. This way, employees can build trust and see past superficial differences. They can also create a shared understanding of appropriate behaviour and interactions, which helps teams bond and work more effectively as a team.

These things make it easier to build the basic foundations of team culture: values, attitudes and objectives.

What is Psychological Distance?

Psychological distance refers to the lack of connection between teams and measures the degree of emotional connection between them. It is sometimes referred to as a social distance.

Social differences can make it difficult for people to coordinate work, connect and align. At its highest levels, social distance means it can be difficult to develop any kind of successful interaction among teams.

It is the responsibility of leaders to mitigate the impact of social distance between international teams.

What are the Challenges of Leading Global Teams?

Managing a global team isn't easy. Effective communication is more complex as teams can't rely on non-verbal cues. This increases the likelihood of miscommunication and potential conflict.

Team spirit, understanding, friendships and connections are harder to develop, increasing the chance of individuals feeling disconnected and disengaged. According

to a 2018 report by Gallup, having a ‘best friend’ at work can make people seven times more engaged in their jobs.

It’s essential to recognise that the challenges of virtual teams don’t always stem from an international team being spread out geographically. Time, language, diversity, culture, size and technology can all contribute too. There are other subtler causes as well, such as differing levels of participation and commitment from members of the same team.

Many global leaders also manage teams whose members do not report directly to them. These leaders have to contend with the added challenge of learning to exercise ‘influence without authority’.

Let’s explore five challenges of leading international teams in more detail, as well as how evolving ways of working can prevent potential roadblocks.

1) Understanding Team Structure

Structure is an important consideration when managing virtual teams. This refers to both the hierarchy within the group and the physical configuration. The important questions to ask are: Who is where? Where are the leaders based?

Power structure is fundamental here. When more team members are in a particular area, the perception can be that the bigger group holds power. The imbalance can create a negative dynamic whereby groups can resent each other.

This phenomenon can be exacerbated when the team leader is based with the larger group and gives less attention to the smaller groups’ contributions and needs. This has been nicknamed ‘time-zone resentment,’ when meetings are held consistently in the larger team’s zone. This can create animosity for those having to dial in during the early morning or late evening.

The key to addressing this issue is solidifying a team’s identity and purpose. Define who you are and refine your common goals and objectives. You need to confirm that the team is a single entity, despite its differences. Hone the team’s focus and direction by highlighting how individuals and teams contribute towards company goals. This can be achieved with a weekly meeting designed to review performance against business objectives.

Lastly, to effectively manage a global team, leaders need to support everyone in it. When team members are distanced from the leader, they need more frequent contact and reassurance. Ensure good work is always congratulated and make regular check-ins part of the agenda. Leaders must also encourage cultural sensitivity and open discussion around cultural identity to do this. This allows everyone to feel heard within the team.

2) Recreating Water Cooler Moments

‘Water cooler moments’ have come to describe the informal chats that happen spontaneously in the workplace. They have been shown to teach people more about their organization than employee handbooks or onboarding. But these moments are non-existent when teams are dispersed worldwide or working in remote settings.

These important social interactions play a massive role in helping employees de-stress, get to know each other, be themselves at work and collaborate more effectively. In short, they are an essential part of building a team dynamic. Without them, leaders of international teams need to play a more active role in helping their teams achieve these results without these physical moments.

When managing virtual teams, leaders should arrange team building activities to strengthen relationships. This can create deliberate moments to bond and build empathy within the group, like check-ins to review the current collaboration dynamic and question what works and doesn’t. By actively seeking the reflective knowledge that allows the team to improve how they work together, it will become easier to improve and evolve.

Leaders can also formally encourage disagreement about tasks and the approach to projects. These interactions should be framed as brainstorming, allowing the whole team to evaluate projects and contribute to discussion constructively. With careful moderation, sessions will remain positive and ensure any heat stays out of the debate.

Other tactics include building unstructured time into meetings to ‘virtually’ recreate the minutes before a face-to-face meeting. It’s during this time people talk about their weekends, the kids, their dog... you get the jist. Small talk can in fact promote trust and build relationships.

3) Establishing Identity and Culture

Teams work best when everyone understands each other's viewpoints. As individuals, people build an identity on a wide range of factors, like their age, gender, nationality, ethnicity, religion, occupation and political ties, amongst many others. We all need to be able to translate these things to understand different behaviours – which can often mean different things.

For example, looking at someone squarely in the eye in the United States may project confidence and honesty, but in other parts of the world, direct eye contact might be perceived as rude or threatening. These differences can be a significant source of social distance and distrust.

Leaders should always promote respect, diversity and community within their teams. Talking is a fantastic antidote to any potential cultural clashes. By allowing people to share their views and opinions, you can foster an environment of mutual teaching and learning.

It also helps teams feel confident and empowered to ask questions without repercussions and to feel that they can be open about their cultural differences.

4) Effectively Managing Team Interactions

One of the biggest challenges of leading global teams is language. The obvious challenge is when not everyone speaks the same language, but it can be just as problematic if people do speak the same language but at different levels of fluency.

Strong communication drives knowledge-sharing, decision-making, coordination and performance. When this breaks down, it can create barriers to productivity within the team and social distance.

The problem is that those who are more fluent tend to dominate, and those with less fluency tend to withdraw – however unintentionally.

Experts recommend leaders create guidelines for interactions between their teams. Fluent speakers are actively encouraged to slow down and dial down their dominance, while less fluent speakers are encouraged to increase their engagement and refrain from withdrawing. Calling out unintentional behaviours can go a long way in preventing them.

It is also great to promote active listening from everyone in the group and have regular check-ins to make sure everyone understands. This creates a culture where asking questions is praised and supported. Discouraging slang and idioms also helps keep the conversation more inclusive.

The team leader's responsibility is to monitor the conversation and ensure the balance of speaking and listening is maintained while also being prepared to help explain complex topics again if needed. In leading by example, leaders influence and inspire others into action. By being flexible, adaptable and engaged with all members of the team, team leaders can bring out the best in others by building rapport and trust.

5) Understanding The Value – And Limitations – Of Tech

Technology has changed how we work. It has enabled global teams to work together effectively and mitigated many of the challenges of hybrid working.

How people interact with platforms can shape relationships. The most important thing to remember here is not to assume that communication platforms are neutral or benign. They can both reduce and increase social distance and must be understood and used appropriately.

Leaders must consider how each tool can impact team communication. For example, videoconferencing conveys emotion and context as team members can see and interact with each other. In contrast, email and instant messaging platforms have the benefit of quickly and efficiently sharing information, but it is more difficult to convey context. This leaves communications more open to misunderstanding.

Another crucial aspect to consider is whether the whole team has the same access to the technology available. It's integral to find a way for everyone to stay up to date on projects and receive information promptly. Inconsistent resources can be a huge blocker to productivity.

The key is to create consistent communication within a team. This can be done by creating a shared space within a communication platform, allowing everyone access to the same information, no matter where they're located. It can also help to keep everyone on the same page and create a better sense of interconnectivity when updates and information sharing come from everyone on the team, not just from the top down.

Sometimes, it is beneficial for teams to have guidance for interacting with each other through communication tools. Highlight time differences, so people know when it's appropriate to call, when they can expect an email back and what types of communication are suitable over which channels. For example, many businesses ask their teams not to set tasks over chat or messenger because it is much more difficult to keep track of them.

Tips For Success When Managing A Global Team

To overcome the challenges of leading global teams, leaders should:

- Have a vision and goal that everyone can get behind
- Use your corporate culture to help build your team culture
- Build trust
- Clarify team processes
- Be empathetic
- Be brave and challenge the status quo when necessary

6. Read the article and answer the questions.

1. What are the benefits of expanding a business globally?
2. What challenges do leaders face when managing global teams?
3. How can leaders address the issue of power structure in global teams?
4. What can leaders do to foster an environment of mutual teaching and learning in their teams?
5. Why can strong communication be a driver of knowledge-sharing, decision-making, coordination, and performance?
6. How can leaders ensure that the balance of speaking and listening is maintained in team interactions?
7. Why is it important to create consistent communication within a team?
8. What is psychological distance, and how does it impact global teams?
9. How do global leaders manage teams whose members do not report directly to them?
10. What is 'time-zone resentment' and how can it impact international teams?

7. Decide if the statements are true or false. Justify your answers.

1. Expanding your business to operate globally can seem like a foolproof strategy for success.
2. Effective virtual teams cut costs and significantly reduce the need to travel.
3. Psychological distance and social distance are interchangeable terms.
4. Water cooler moments are non-existent when teams are dispersed worldwide or working in remote settings.
5. Direct eye contact is always perceived as confident and honest.
6. Strong communication can create barriers to productivity within a team.
7. Leaders should encourage less fluent speakers to withdraw from team interactions.

8. Match the words to create expressions based on the article.

1. operate	a. an environment
2. bring together	b. a team's identity
3. foster	c. challenges
4. keep	d. diverse cultures
5. pose	e. relationships
6. refine	f. globally
7. share	g. goals and objectives
8. solidify	h. in the loop
9. strengthen	i. expertise

9. Complete the sentences using expressions in Ex.8. Change the word form, if necessary.

1. As a leader of a global team, it's crucial to _____ and take into account the diverse cultures of your team members.
2. The ability to _____ is a valuable skill for any leader of a global team.
3. Effective leaders of global teams know how to _____ among team members to achieve the best results.
4. Leading a global team can _____, but it also presents opportunities for personal and professional growth.
5. To _____, leaders of global teams need to establish a shared vision and values that everyone can rally around.
6. _____ is an ongoing process for leaders of global teams who need to stay agile and adaptable in a constantly changing world.
7. Strong relationships are essential for success when leading a global team, and leaders should take steps to _____ them regularly.
8. A leader who _____ of trust, respect, and collaboration will see better outcomes from their global team.
9. _____ team members _____ is critical for leaders of global teams to ensure everyone is informed and working toward common goals.

10. Discuss the questions. Try to use new vocabulary.

- How do cultural differences impact leadership in a global team?
- What are some effective communication strategies for leading a global team?
- Why might a global team have greater potential than a classic, monocultural team?
- What are key skills for leading a global team?

11. In groups, analyse one of the case studies and identify the challenges and opportunities of leading a global sales team. Consider factors such as cultural differences, language barriers, and time zone challenges. Try to use new vocabulary.

Case Study 1: A Global Marketing Team You are the manager of a global marketing team tasked with launching a new product in multiple countries. Your team is based in the United States, but you also have team members in India, Brazil, and Germany. You need to ensure that the marketing campaign is consistent across all markets, while also adapting to local needs and cultural differences.

Case Study 2: A Global Sales Team You are the manager of a global sales team for a software company. Your team is responsible for selling the company's products to clients in Asia, Europe, and North America. You have team members located in China, France, and the United States. You need to ensure that your team is meeting its sales targets, while also understanding the different sales cycles and customer needs in each region.

Case Study 3: A Global Project Team You are the leader of a global project team tasked with developing a new software application. Your team is based in multiple countries, including the United Kingdom, India, and Australia. You need to ensure that the project is delivered on time and within budget, while also accommodating different time zones, work styles, and cultural norms.

Successful networking

1. The images below show people networking. What is networking? Try to define it in your own words. Then compare the two different kinds of networking below. What are the advantages/disadvantages of each kind?



2. Discuss the questions below about networking.

1. To what extent do you network in person or online for your job/profession?
2. Is networking a skill that comes easy to you? Explain why/why not.
3. Why do people attend careers events?
4. What are employers looking for at a careers event?

3. What do you think are some good etiquette tips to follow at networking events? Discuss some tips for the following topics, and any other tips that come to mind.



4. Watch the video and answer the questions.



1. What is networking and why is it important?
2. How can networking help you in the long term?
3. What is social capital and how does it relate to networking?
4. Where can you find networking opportunities?
5. How can networking boost your confidence?
6. Why is having a solid network important for personal growth?
7. Why are specialty events better for networking than generic ones?
8. How can your network accelerate your growth?
9. What are some tips for successful networking conversations?

5. Decide if the statements are true or false. Justify your answers.

1. Networking is only about exchanging business cards and pleasantries.
2. Networking creates long-lasting relationships with others.
3. The more people you know, the less valuable your network is.
4. Your network can accelerate your growth.
5. You should always bring negativity into play when networking.
6. You should only talk about yourself during networking events.
7. Your conversations should be long and detailed when networking.
8. You should only network with people who have the same interests as you.

6. Discuss the questions.

- Which tips from the video did you find to be the most interesting/useful? Why?
- Would any of the tips be hard for you to follow? If so, why?

7. Look at the other networking tips. Discuss them with your partner if you agree or disagree.



8. Watch the video again and complete the sentences with missing words/phrases. Then try to define each one based on the context.

1. You cannot go on Facebook these days without being _____ by events with the term networking in them.
2. One really important _____ of networking that others seldom mention is the confidence boost you _____ from constantly _____ and meeting new people
3. The same circle can _____ your growth.
4. The more people you know, the more opportunities will _____.
5. Strategic partnerships and recommendations can _____ these days and you can never have enough of those in your corner.
6. Go into a conversation with someone with the goal of learning about them and _____ be interested.
7. Don't _____ with others over how much the event sucks or how terrible the speaker was.
8. Optimists _____ pessimists or realists in the long run.

9. Complete the questions below with the phrases/words from Ex. 8. Then take turns asking/answering the questions.

1. Are there any unexpected opportunities that may _____ through business networking?

2. Do you find it difficult to get out of your comfort zone when meeting new people at events?
3. How can businesses _____ their competitors by leveraging networking opportunities and connections?
4. How can networking _____ career or business growth?
5. How do long-lasting relationships built through networking _____ in advancing one's career or business?
6. How important is it for professionals to _____ connect and build relationships while networking?
7. Is it good to be _____ with too many business cards or emails after a networking event?
8. What are some effective ways to _____ with other professionals in a networking environment?
9. What kind of perks do you think come with successful networking?
10. What strategies can businesses adopt to _____ valuable connections and contacts through networking?

10. A. Ella and Jamie are attending a careers event. They both speak to Ben, a recruiter from a large specialized travel agency. Listen to the two conversations and answer the questions.

1. How did Ella prepare for the careers event?
2. Who was better prepared, Ella or Jamie?
3. What relevant skills and qualifications can Ella offer the company?
4. What was the outcome of the conversation with Ben for Ella?
5. What relevant skills can Jamie offer the company?
6. How did Jamie prepare for the careers event?
7. What was the outcome of the conversation with Ben for Jamie?
8. How could Ella and Jamie have been better prepared?

B. Work in pairs and discuss the questions.

1. How easy or difficult would it be for you to network at a careers event?
2. What could you do to prepare for this type of event?

11. A. Complete the questions and phrases from the two conversations in the previous exercise with the words and phrases in the box. Then listen again to check your answers.

ask you a few questions been nice talking could I just ask for your time
how are you in charge of in touch with really see tell me more
sounds

1. Can you put me _____ the person _____ your marketing projects?
2. Can you _____ about that?
3. I'd like to _____, if possible.
4. Good morning. _____ enjoying the fair?
5. It's _____ to you.
6. That _____ interesting.
7. I _____ wonderful.
8. Sorry, _____ you a few questions about Travelogue?
9. Thank you _____, Ben. I really appreciate it.
10. Oh, _____?

B. Put the phrases from Exercise 11A into the correct category in the table below.

Starting a conversation	Showing interest	Closing a conversation

C. Here are more phrases that you might use during a conversation. Put them into the correct category in the table above.

1. That's interesting.
2. Do you have a few minutes to explain ... ?
3. I really appreciate your time, thank you.
4. Could I give you a call next week to discuss this in more detail?
5. Uh-huh.
6. Right.
7. Can I talk to you for a minute?

12. Role-play a meeting at a career event, with one student portraying the candidate and the other as the recruiter. Research their assigned profiles, prepare questions, engage in a mock meeting, and provide constructive feedback to enhance your networking and interview skills. Use useful vocabulary from the previous exercise.

Case Study 1: Meeting with a Marketing Manager

Candidate Profile:

Name: Emily Thompson

Experience: 5 years of experience in marketing management roles

Skills: Strong analytical skills, strategic thinking, digital marketing expertise

Interests: Attends marketing conferences, actively engages with industry professionals on social media

Recruiter Profile:

Name: Sarah Collins

Position: Recruitment Manager

Company: Marketing Solutions Ltd.

Experience: 8+ years of experience in recruiting for marketing roles

Expertise: Familiar with various marketing disciplines, understanding of industry trends and requirements

Objective: The candidate, Emily Thompson, wants to explore job opportunities in marketing management. Sarah Collins, the recruiter, aims to assess Emily's skills and experience, discuss potential job openings, and evaluate the candidate's fit within Marketing Solutions Ltd.

Case Study 2: Meeting with a Financial Analyst

Candidate Profile:

Name: David Miller

Experience: 3 years of experience as a financial analyst

Skills: Strong financial analysis abilities, expertise in data interpretation and modeling

Interests: Actively follows economic news, participates in finance-related webinars and seminars

Recruiter Profile:

Name: John Anderson

Position: Senior Recruitment Specialist

Company: Anderson Financial Group

Experience: 10+ years of experience in financial recruitment

Expertise: In-depth knowledge of financial roles, understanding of industry regulations and certifications

Objective: David Miller, the candidate, seeks career growth as a financial analyst. John Anderson, the recruiter, aims to evaluate David's financial skills, discuss potential

opportunities at Anderson Financial Group, and assess the candidate's compatibility with the organization's culture.

Case Study 3: Meeting with an Accountant

Candidate Profile:

Name: Jessica Collins

Experience: 2 years of experience as an accountant

Skills: Attention to detail, expertise in financial reporting and analysis

Interests: Attends accounting conferences, actively engages with accounting professionals on social media

Recruiter Profile:

Name: Jennifer Mitchell

Position: Talent Acquisition Manager

Company: Mitchell & Associates CPAs

Experience: 6+ years of experience in accounting recruitment

Expertise: Knowledgeable about various accounting roles, understanding of accounting qualifications and certifications

Objective: Jessica Collins, the candidate, wants to explore opportunities as an accountant. Jennifer Mitchell, the recruiter, aims to assess Jessica's accounting skills, discuss potential roles at Mitchell & Associates CPAs, and evaluate the candidate's fit within the accounting firm's work environment.

Managing time

1. Discuss these questions.

1. How do you keep track of what you need to do? Do you use an electronic or paper calendar, a list, etc.?
2. How do you plan what needs to be done when? Does this always work? Why / Why not?

3. How do you prioritize the tasks you have to do every day? How do you deal with deadlines?

2. Complete the sentences to make verb + noun collocations about managing time.

allocate identify maximize measure schedule set take use

1. To effectively manage time, it is crucial to _____ **time** accurately and track how long each task takes to complete.
2. _____ clear and realistic **goals** is essential for effective time management, as it provides a sense of direction and purpose.
3. To _____ **efficiency**, it is important to identify time-wasting activities and find ways to eliminate or minimize them.
4. A useful strategy for managing time is to _____ **jobs** and allocate specific time slots for each task to ensure they are completed in a timely manner.
5. Effective time management involves _____ **resources** efficiently, such as assigning the right people to the right tasks and ensuring they have the necessary tools and support.
6. _____ **key priorities** is vital for managing time effectively, as it allows you to focus your efforts on the most important and impactful tasks.
7. _____ **digital calendars** and productivity tools can greatly assist in managing time, as they provide reminders, notifications, and the ability to organize tasks and appointments.
8. Remember to _____ **breaks** regularly to recharge and stay energized, which can help you stay focused and productive in the long run.

3. Give the definitions to the expression with “time”

1. when you do things at the correct time or arranged time

2. when you deal with things separately (one after the other) or in separate groups of three, ten, etc.
3. when you do things so that they happen together
4. plan so that you have time available for something
5. time you spend on your job in addition to your normal working hours
6. spend time doing something that is not useful and has no result
7. when you do something before it is necessary
8. when you have no more time available to do something
9. use time doing a particular thing or pass time in a particular place
10. when you do something earlier than the time when it should be done
11. when you do something after something else has already happened

4. Watch the video and answer the questions.



1. What is the first step to time management success?
2. How can a to-do list help you stay on track?
3. Why is it important to prioritize your tasks?
4. How can setting achievable goals help you stay motivated?
5. What are some organization apps that can help with time management?
6. Why is multitasking not a great skill to have?
7. How can rewarding yourself after completing a task help with productivity?
8. Why should you limit your time on social media when trying to get work done?
9. What is the purpose of auditing your time after following a new plan?

10. Why is taking frequent breaks crucial for productivity?

5. A. Watch the video again. Complete the gaps with the missing words.

1. Do you always _____?
2. Are you constantly _____, whether it's at work or at home?
3. It will also give you _____ when you've managed to _____ at the end of the day.
4. Now you have your list of duties, you'll need to _____.
5. If you're not able to work fluidly, you'll _____ and wasting time in between
6. You may see that you can spend less time on certain tasks and _____.
7. Taking frequent breaks is crucial when trying to _____.

B. Complete sentences using phrases from the video.

1. Completing a difficult project gives me _____.
2. I often feel _____ when managing my tasks.
3. To _____, I find it helpful to eliminate distractions and stay focused.
4. Today, I was able to _____ from my to-do list.
5. When faced with multiple tasks, it's helpful to _____.
6. When I have multiple projects, I feel _____.
7. When unexpected changes occur, it's important to _____.
8. Without proper time management, I often _____ without completing anything.

6. Match the sentence halves.

1. To boost productivity, start by decluttering	a. an organization app is what you need in your life
---	--

2. The best way to create your list is to analyze your tasks	b. on social platforms when you're trying to get jobs done.
3. When you finish the big task,	c. towards the end of your shift and prepare for the following day.
4. Unless you work in marketing, limit your time	d. why not reward yourself with a treat?
5. If you're tech-friendly,	e. your workspace and only keep any vital items around you

7. Complete the text using the words in the box.

consequences efficient prospects relies reputation
stress submit suffer

How well do you manage your time?

There is so much to be said in favour of good time management that it's surprising how many people are bad at it. From the school student who always struggles to _____ work on time ... to the powerful businessperson who _____ on a personal assistant to organise their day, we could all benefit from a more organised approach. The simple fact is that poor time management can have some terrible _____. These include damaged relationships, getting a _____ for always being late, and seeing your free time get eaten up. On the other hand, people who manage their time well are more _____, improve their job _____, and are known to _____ less from sleep problems, anger and _____.

Answer the questions about the text above.

1. Do you always submit work on time? Why? / Why not?

2. Do you rely on anyone else to organise your time for you? Who?
3. Do you think you would 'benefit from a more organised approach' to time management? Why? / Why not?
4. Have you suffered from any of the bad consequences mentioned here? Which?

8. Work in pairs. Add your own ideas. Then rank the items, putting number 1 as the most important. Use the vocabulary from the lesson. Discuss your answers.

Consequences of <i>bad</i> time management	Consequences of <i>good</i> time management
<input type="checkbox"/> You get a bad reputation	<input type="checkbox"/> It improves your job prospects
<input type="checkbox"/> You have more stress	<input type="checkbox"/> You have more free time
<input type="checkbox"/> Your work is often late	<input type="checkbox"/> You finish work on time
<input type="checkbox"/> Your work is not so good	<input type="checkbox"/> You do better work
<input type="checkbox"/> It's a sign of weakness	<input type="checkbox"/> It's more efficient
<input type="checkbox"/> You might make less money	<input type="checkbox"/> It makes you feel better about yourself
<input type="checkbox"/> Your relationships can suffer	<input type="checkbox"/> You have more time for other people
<input type="checkbox"/> Other _____	<input type="checkbox"/> Other _____
<input type="checkbox"/> Other _____	<input type="checkbox"/> Other _____

9. Work in small groups. Discuss how better time management could help in each of the cases below. Use the vocabulary from the lesson. Report back to the class.

1. Lack of sleep makes people less efficient and costs companies billions per year.

2. Around 60% of people who work or study at home say they are distracted by other family members.

3. Just under a quarter of all workers say they are unhappy with their work-life balance.

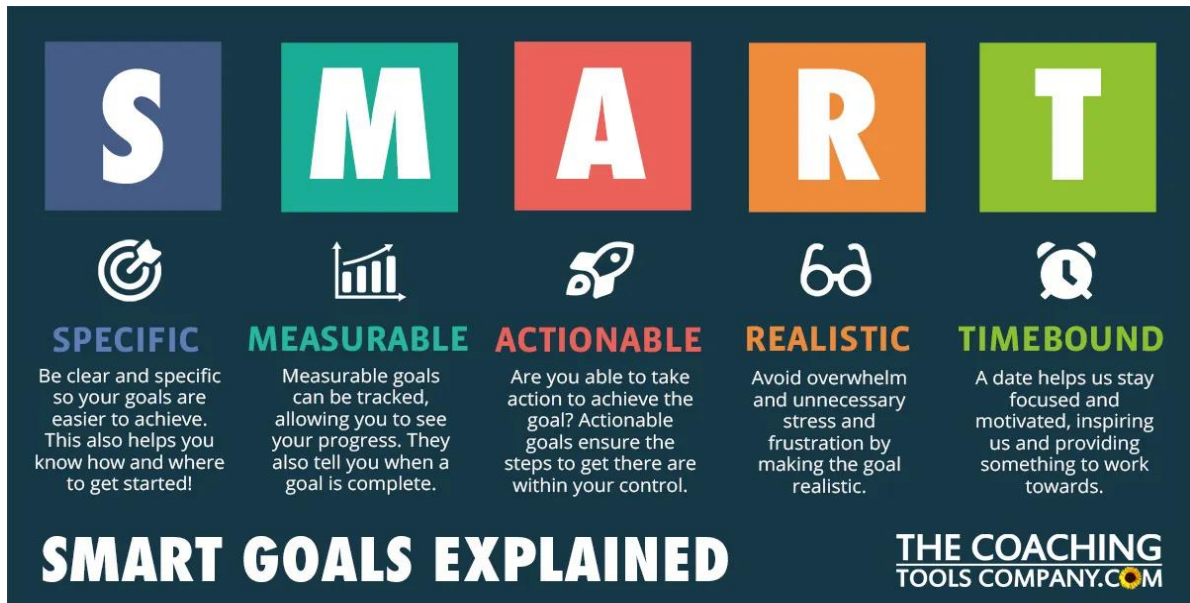
4. As many as 80% of students and workers say they suffer from stress.

5. Nearly half of all top managers say they are too tired to talk to their husbands, wives or partners after a hard day.

6. We need about half an hour to get back to a task after an interruption. Sometimes we never get back to it.

10. Read the text below and create your own to-do list with a stretch goal and at least five sub-goals. Make sure your sub-goals are SMART.

According to Charles Duhigg, an effective to-do list should consist of stretch goals and SMART goals. Stretch goals are large and ambitious, e.g. starting a company, while SMART goals are short-term, concrete steps required to achieve a stretch goal. Getting things done will be much easier when you have a stretch goal and several SMART goals connected to it.



Sample to-do list

Stretch Goal: Start my own business within the next three years.

SMART Sub-Goals:

1. Specific: Research and identify potential business ideas and industries to enter.
2. Measurable: Develop a detailed business plan, including financial projections and target market analysis, within six months.
3. Achievable: Secure necessary funding or explore potential sources of capital for starting the business within the next year.
4. Relevant: Build a strong professional network by attending industry conferences and networking events, making at least five meaningful connections per month.

5. Time-Bound: Launch a minimum viable product or service within two years to test the market and gather feedback for further refinement.

11. Discuss and apply the time management strategies discussed in the lesson to solve the given scenario. Use vocabulary from the lesson.

Consider the following aspects:

- Prioritizing tasks and identifying the most important and urgent ones.
- Allocating time slots for each task based on their importance and deadline.
- Delegating tasks to team members if possible.
- Creating a schedule or timeline to stay organized.
- Considering the need for breaks and rest to maintain focus and productivity.

Scenario 1: Project Deadline. You are a marketing manager responsible for launching a new product. The deadline is approaching, and you have multiple tasks to complete, including market research, developing a marketing plan, creating promotional materials, and coordinating with the sales team. How will you effectively manage your time to ensure the successful launch of the product within the given timeframe?

Scenario 2: Meeting Preparation. As a team leader, you have an important client meeting scheduled for tomorrow. You need to prepare a comprehensive presentation, gather relevant data, and coordinate with team members to ensure everyone is prepared. Additionally, you have other ongoing projects that require your attention. How will you manage your time to adequately prepare for the meeting while balancing other responsibilities?

Scenario 3: Conference Attendance. You have been invited to attend a prestigious industry conference for professional development. The conference spans three days and offers various workshops, keynote speeches, and networking opportunities. However, you also have ongoing work commitments and deadlines. How will you manage your time to make the most of the conference while fulfilling your work responsibilities?

Scenario 4: Productivity Improvement. You are an operations manager in a manufacturing company. You have noticed a decline in productivity among your team members, resulting in missed deadlines and quality issues. You need to identify the causes of the productivity decline and implement strategies to improve it. How will you allocate your time to analyze the situation, communicate with the team, and implement productivity-enhancing measures?

Scenario 5: Entrepreneurial Venture. You are an aspiring entrepreneur launching your own startup. You have numerous tasks to handle, such as product development, marketing, sales, finances, and customer support. How will you effectively manage your time to juggle these various responsibilities and ensure the success of your entrepreneurial venture?

The circular economy

1. Look at the graphics below and answer the questions.

LINEAR ECONOMY



CIRCULAR ECONOMY



- What do you think the linear economy is?
- What do you think the circular economy is?

2. Watch a video [https://youtu.be/_0Spwj8DkM] and check your answers in ex. 1.

3. Discuss the questions.

- What do you think the advantages and disadvantages of each economy are?
- Do you mostly live in a linear or circular economy?

4. Work out the meanings of the underlined words.

- Is it better to buy or lease a car?
- Unfortunately, our planet does not have infinite resources for us to use. Eventually, we will run out!
- Every computer has a finite amount of memory.
- Do you have any proof of ownership of this car?
- The government is offering a cash incentive for people to use renewable energy in their homes.
- In fast fashion, billions of garments are made cheaply and then thrown away every year.
- As supply chain issues are getting worse, businesses are afraid that they might not get enough stock for Christmas.
- To improve logistics, we have bought a new software program that tells our shipping department each time an order is processed.

PRONUNCIATION TIP

infinite /'ɪn.fɪ.net/

finite /'faɪ.naɪt/

5. Watch the video again and complete the sentences.

- The linear economy is based on a 'take, make and ' model.
- In the linear economy, companies buy materials at the.....cost possible.

- C. The circular economy is based on a ‘make, use and’ model.
- D. This radical model turns companies intorather than sellers of a physical product.
- E. H&M collects old garments and them.
- F. The circular economy can produce environmental andbenefits.
- G. Companies would have to their products and supply chains in order
- H. to become more circular.

6. Match the collocations.

- | | |
|----------------|----------------------|
| a) sign | 1) someone’s mindset |
| b) pay | 2) a product |
| c) lease | 3) on board with |
| d) manufacture | 4) a lease |
| e) give | 5) a fee |
| f) change | 6) on a strategy |
| g) work | 7) an incentive |
| h) get | 8) a car |

7. Discuss the following questions. Give reasons for your answers.

1. How circular are your consumption habits? What could you do to make them more so?
2. Would you lease your lighting? What are the things that you would never decide to lease and prefer to own?
3. How easy do you think it is to change people’s mindsets towards ownership?
4. Does your government give any incentives to people to encourage them to reduce waste?



5. Why do you think companies would move from the linear to the circular economy?

8. Read the description of a company which follows the linear model and complete the case study tasks below.

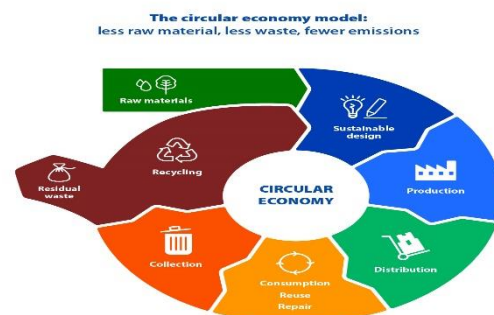
Chef's Place is a company which produces high quality, hand-prepared frozen meals. Most of the ingredients are sourced locally. The meals are prepared by professional chefs in the company's kitchens then packaged and delivered to customers and shops all around the country. The food is packaged in black plastic cartons with plastic film lids and cardboard covers.



- Make a list of strategies the company could work on in order to become more circular.
- Think about the following:
 - a) sourcing ingredients
 - b) production
 - c) package design
 - d) distribution
 - e) waste disposal
 - f) recycling



- Consider the pros, cons and challenges the company would face.
- Present your ideas.



9. Think about the company you work for.

1. How could they change their business model to fit the ideas of the circular economy?
2. What are the pros and cons of such changes?
3. What challenges would they face?



Going cashless?

1. Discuss the questions.

- 1) Do you prefer to pay with cash or card?
- 2) Do you use payment apps on your phone?
- 3) How do you prefer to pay for things online?



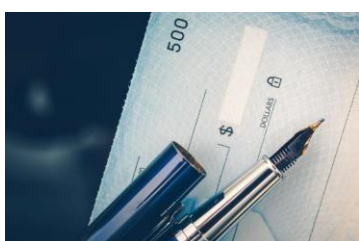
2. Complete the sentences with the words in the box.

branch	charges	contactless	deposit	piggy
overdraft	tap	teller	withdraw	

- a) _____ banks are a great tool for teaching children about the value of money and saving.
- b) I used to work in a local _____ of a large bank on High Street

- c) A _____ is a bank employee who deals directly with customers. In some places, this employee is known as a cashier.
- d) I paid off my _____ as soon as I got my salary.
- e) If you're ready to pay, you need to _____ your card here.
- f) This credit card allows you to _____ up to £200 a day from any ATM.
- g) Visa launched its first _____ card in June 2005 and people started paying without using their PINs.
- h) There are very high bank _____ for this sort of account.
- i) People _____ billions of dollars in banks every single day.

3. Look at the pictures below and discuss how money and payment methods have changed over the years.



4. Choose one payment method, think about its pros and cons, and present them to your partner. Consider aspects such as:

cash cheques credit card mobile payments online payments

- a. convenience
- b. control
- c. security
- d. speed
- e. cost

5. Match the underlined words with the correct meanings below.

- 1) VHS tapes have been relics for almost 20 years as we moved to DVDs at the beginning of this century.
- 2) Carrying huge amounts of cash is pretty cumbersome and almost nobody does it any longer as a credit card is just much more convenient.
- 3) The only downside of working here is that it is so far from my home.
- 4) Nowadays, personal information is very often harvested from social networks.
- 5) When someone posts your photo without asking your permission, it is a breach of your personal rights.
- 6) Fewer and fewer people used savings accounts, so the bank decided to phaseout this service at the end of this year.
- 7) Some older people are more vulnerable to cyber-attacks, because they don't know how the Internet works exactly.

MEANINGS

- 1) a disadvantage or problem
- 2) able to be easily hurt, influenced, or attacked
- 3) an object from the past that has no modern use
- 4) a failure to follow a law or rule
- 5) to remove or stop using something gradually
- 6) to collect large quantities of information
- 7) not simple, fast, or effective enough and difficult or annoying to use

6. Watch the video [<https://youtu.be/-0ph-pvCSPc>] and answer the following questions.

- a) Why is cash problematic for both banks and consumers?
- b) What are the downsides of cashless payments?
- c) What does 80% refer to in the video?
- d) What are the potential problems caused by going cashless?

e) What do central banks do to control money?

7. Discuss the questions.

- a. Do you think that cash is cumbersome? Why/Why not?
- b. Do you prefer cash or digital payments? Why?
- c. Would you miss cash once it's gone?
- d. Do you think a cashless society is safer? What are its downsides?
- e. To what extent has your country already gone cashless?
- f. Is it inevitable that cash will phase out?
- g. How can we make sure that there are no people left behind when we go completely cashless?

How to ask for a raise (negotiation phrases)

1. Complete the sentences with the correct phrases. Learn below-mentioned business idioms.

Collocations **Spoken Phrases** **Idioms**

stick to your guns **drives a hard bargain** **reached a stalemate** **go down to the wire**

NEGOTIATION

englishmind-online.com

a gentlemen's agreement **a sticking point** **play cards right** **drive a hard bargain**

1. The sales manager drives _____ and it is difficult to negotiate with him.
2. I made _____ with the plumber to fix my sink.
3. The negotiations _____ fast night.
4. If we _____, we'll get the contract.
5. The choice of distributor was _____ in the negotiations.
6. Management clearly has _____ in negotiations because of the employment situation.
7. Peace negotiations have _____ I don't think we're going to get a deal done.
8. It's important that you _____ and never compromise on your non-negotiable differences.

Trial Balloon
A test of someone's or the public's reaction



Back And Forth
Dialogue, negotiations




An Offer One Can't Refuse
An extremely attractive offer



Come to Terms With
Feel acceptance toward something bad that has happened



Draw a Line in the Sand
Issue an ultimatum; specify an absolute limit in a conflict



Drive a Hard Bargain
To negotiate effectively



Give and Take
Negotiations, the process of compromise



Sweeten the Deal
Add something to an offer during a negotiation



Stand One's Ground
Refuse to back down; insist on one's position



2. Read the sentences and match the phrases in bold to their meanings.

- 1) This leads to a win-win situation with benefits for the employer, the customers and the environment.
- 2) It's a long shot to get a pay rise now. I'm more likely to win the lottery.
- 3) It is a safe bet that the current owners will not sell the company because it's still very profitable.
- 4) The stock market is now a zero-sum game, they gain what we unfortunately have to lose.
- 5) In our current situation it will be an uphill battle to get the new proposals accepted by our shareholders.

MEANINGS:

- 1) something that is likely to happen or to be successful
- 2) a situation that is good for everyone who is involved
- 3) something that is difficult to do and requires a lot of effort
- 4) an attempt or guess that is not likely to be successful
- 5) a situation in which an advantage that is won by one of two sides is lost by the other



3. What would you do in these scenarios? When answering, use the phrases in brackets.

- a) You're a single parent who wants to get back to work after parental leave. (a win-win situation)
- b) You've saved some money and want to invest it. (a safe bet)
- c) You are a team leader, but you want to be a director soon. (an uphill battle)

4. Discuss the questions.

- How would you ask for a rise?
- How often do employers give a salary increase without employees asking for it?
- How should you prepare for a meeting at which you want to ask your boss for a raise?
- You get a job offer from another company. How can you use it to get a payrise in your current company?

5. Watch a video [<https://youtu.be/FWxoI0RrPvc>] about asking for a raise and compare your answers with Barbara Corcoran’s (the speaker) ideas.

6. Look at the following groups of phrases for negotiations and add a label for each of them.

Bargain / make a deal
Close the deal
Make proposals
Respond to a proposal

.....
<p>I have a proposal to put forward: why not...?</p> <p>We would appreciate if you could... [...]</p> <p>If you can do that, I’m on board. If we... then we can...</p> <p>What about...? Why not...?</p>	<p>What would be a reasonable arrangement?</p> <p>In exchange, we would appreciate if you could...</p> <p>There is an alternative solution which consists of...</p> <p>While I can’t [tell you that/give you that/agree to that], I can [tell you/give you something] that may help address your concern...</p> <p>What I might be willing to consider is...</p>
.....

I must say ‘no’, and I’ll give you my reasons.	I was sure we could reach a compromise/an agreement.
To be frank with you...	If we agree to..., are you happy with the other points?
Ok, we can agree to that.	We still have to discuss another minor point, which is...
We appreciate the situation you're in. However...	It sounds like [product] could really help you [meet a specific goal/eliminate a specific point].
Yes, that should be possible. Shall we move on to...?	Would you like to get started on the contract now?
This proposal makes sense/is quite acceptable.	

7. Study the role card and prepare your negotiations! Engage in a brief role-play where the employee (Sarah Johnson) asks the manager (Michael Thompson) for a raise, utilizing negotiation phrases. The manager should respond, considering financial constraints and offering alternatives or discussing future growth opportunities, while maintaining a professional tone.

Role-Play Card 1: Employee

You are Sarah Johnson, a dedicated employee who has been working at XYZ Corporation for the past two years. You believe that you deserve a raise due to your increased responsibilities and exceptional performance. Your goal is to negotiate a salary increase with your manager.

Key Points:

- Emphasize your contributions and achievements in the company.
- Highlight your increased responsibilities and any additional tasks you have taken on.
- Mention your dedication and commitment to the company.

- Provide evidence of your value to the organization through positive feedback from colleagues or clients.

Role-Play Card 2: Manager

You are Michael Thompson, the manager of the department where Sarah Johnson works. You are aware of Sarah's dedication and hard work. However, due to budget constraints, granting a raise may not be possible at this time. Your goal is to discuss the situation with Sarah, offer alternatives if a raise is not feasible, and maintain a positive working relationship.

Key Points:

- Acknowledge and appreciate Sarah's contributions to the company.
- Explain the current financial situation and any constraints the organization may be facing.
- Offer alternatives such as additional benefits, professional development opportunities, or a performance-based bonus.
- Discuss future growth opportunities and potential for advancement.
- Maintain open communication and encourage Sarah to continue her valuable work.

The 6 most important negotiation skills

1. Read the text.

Rapport-building

If you form a human connection with the other party, they're less likely to view you as the enemy. You'll have an easier time reaching an agreement that makes you both satisfied. They'll also be more receptive to your initial offer.

Quick tips:

- Show up with coffee and/or snacks to share.
- Spend a few minutes beforehand on lighter topics.
- Sit on the same side of the table as the other negotiator(s).

Active listening

The quickest way to lose a deal? Monopolize the conversation and ignore the other person every time they do get a spare word in. Even the most eager-to-sign prospects will be **turned off** by your aggressive behavior. In contrast, listening closely will show respect and give you valuable insight into their priorities.

Quick tips:

- Listen just as much -- if not more than -
- you speak.
- Pause before responding. You might think the person has finished their thought, but they may just be taking a breath.

Mirroring

Imitating the words, gestures, and expressions the other person is using will make you appear more trustworthy. It takes some skill to **pull this off** without them noticing.

Quick tips:

- Pay attention to the phrases they repeatedly use and use them, too.
- After they change position, wait 5 to 10 seconds and then match them.

Emotional objectivity

As soon as you demonstrate emotion during a negotiation – whether it's excitement, frustration, anxiety, or impatience – you reveal your **vulnerabilities**. Also, getting flustered hinders your decision-making skills. **Strive** to stay calm and unemotional.

Quick tips:

- If you can sense you're losing your grip, request a five-minute break to get something

to drink or visit the bathroom.

- Take a few deep breaths.
- Pause before speaking so you don't accidentally **say anything rash**.

Ability to walk away

Any agreement isn't always better than no agreement. In other words, you need to recognize when you're compromising so much the deal is no longer worth it. Come knowing your minimum acceptable offer --and be prepared to walk away if the other party won't meet that.

Quick tips:

- Make sure you don't **succumb** to the pressure of the moment by writing down the lowest price or deal you'll accept on a piece of paper.
- Practice politely saying, "*Unfortunately, I can't go below X. Let me know if that's not **feasible** for you.*"

Creativity

Successfully crafting a win-win agreement usually requires getting creative. Try to think outside-the-box so you're not limited to standard price **haggling**.

Quick tips:

- Ask the other party, "*What's important to you besides cost?*"
Brainstorm non-monetary **concessions**, like extended support, early access to new features, tickets to exclusive events, free consultations, check-ins with a member of your executive team, and so on.

2. Find the words and phrases in the text which mean the following:

- a) fail to resist pressure, temptation, or some other negative force
- b) make someone feel bored or no longer interested in something
- c) become less able to understand things or deal with them
- d) the quality or state of being exposed to the possibility of being attacked

- or harmed, either physically or emotionally
- e) argue in order to agree on the price of something
- f) act or do too quickly, without considering the effects of your actions
- g) succeed in doing something that is difficult
- h) possible or likely to succeed
- i) something you give or allow someone to do in order to reach an agreement
- j) make a lot of effort to achieve something

3. Discuss what the below negotiation skills mean in your opinion.

- rapport-building
- active listening
- mirroring
- emotional objectivity
- ability to walk away
- creativity



4. Complete the questions with the highlighted words/phrases from the text in the correct forms.

- 1) Describe the last negotiation that you _____. What was the final result of it?
- 2) When was the last time you _____ and then regretted it?
- 3) How do you assess if a project or a task is _____?
- 4) When was the last time you _____ about the price of something? What did you want to buy?
- 5) What is something you're constantly _____ to improve?
- 6) How often do you _____ to pressure to work overtime?

5. Work in pairs and discuss the questions from ex. 4.

6. Work with a partner, group, or your teacher. Do the activities below together.



Explain in your own words what a **negotiation** is.

Discuss the questions below about **negotiations**.

- 1 How important are negotiation skills for your job?
- 2 What do you think is an ideal final result of a negotiation?
- 3 How can you avoid conflict and arguments in a negotiation?

Debate the topics below about negotiations. Explain your opinion on each topic.
A = Agree / **D** = Disagree.


- | A | D | |
|-----------------------|-----------------------|---|
| <input type="radio"/> | <input type="radio"/> | 1 For someone to win in a negotiation, someone else has to lose. |
| <input type="radio"/> | <input type="radio"/> | 2 You should always get everything you want in a negotiation. |
| <input type="radio"/> | <input type="radio"/> | 3 Asking the other party good questions is a key to being successful in a negotiation. |

Finish writing each sentence below using your own idea.

1. Before you negotiate, you should create a list of.....
2. The best negotiators are people who.....

7. Test your knowledge of these business collocations and match them with their definitions. (Collocations are word pairs that are commonly used together).

<input type="checkbox"/>	mission statement	a) a back-up plan or secondary choice
<input type="checkbox"/>	fallback option	b) opinions or interests shared by each party
<input type="checkbox"/>	common ground	c) factual pieces of information independent of opinions
<input type="checkbox"/>	good deal	d) a summary of a company`s main goals and values
<input type="checkbox"/>	mutual gain	e) an agreement or purchase that you`ve satisfied with
<input type="checkbox"/>	objective criteria	f) an outcome that benefits both parties



Write the related parts of speech as indicated on the right side for each word below.

NOUN: negotiation

ADJECTIVE: _____

ADJECTIVE: valuable

NOUN: _____

VERB: propose

NOUN: _____

NOUN: empathy

VERB: _____

ADVERB: likely

NOUN: _____

8. Choose the correct definition for the vocabulary words as used in the sentences.

1) *I dread going to boring office meetings. Many times they're so unproductive!*

dread means...

- a. opposite of look forward to
- b. opposite of make simple
- c. opposite of open something up



2) *Our team is brainstorming ideas for a new social media marketing campaign.*

brainstorm means...

- a. to close your
- b. to think of lots of ideas when forming a plan
- c. to have trouble remembering your ideas

3) *Let's try to frame or negotiation in clear, understandable, and agreeable terms.*

frame means...

- a. to be unable to decide what you want in a negotiation
- b. to make something possible to do or be done
- c. to express or put ideas in a certain way

4) *The new software I bought enables me to do my work much better and faster.*

enable means...

- a. to make something difficult
- b. to make something possible to do or be done

c. to make something easier to understand

5) *It may be frustrating when your colleagues aren't receptive to your suggestions.*

receptive means...

a. tired of or annoyed by suggestions

b. open to or accepting of suggestions

c. hard to persuade someone of suggestions

Bonus Terms!

for the sake of it = just for the reason that it's possible (for no specific reason)

EXAMPLE : Laura has so much money that she spends it just for the sake of it.

play hardball = to be firm and aggressive in a deal / discussion

EXAMPLE : Peter is a really nice guy, but he knows how to play hardball in business.

9. Fill in the blanks below with the word that was used in the video for each step.

- the people from the problem.
- Focus on, not positions.
- Invent options for mutual
- Use objective
- Know your "BATNA" (Bestto a Negotiated Agreement)



10. Choose the correct nouns that fit the text below. One isn't used!

1. It's suggested that you put yourself in the shoes of the other party and look for common in a negotiation.

2. During negotiations, people are rarely difficult just for the of it. Things such as their, responsibilities, or culture can impact their position.

3. Agree on a set of standards that will frame your negotiation, which might include legal standards, a mission, or contract terms.

11. Write the missing part of each compound word that was used in the video below.

- 1) Many people don't look forward to negotiations at work because they don't want to "play hard" with the other party.
- 2) It's good to explore options with the other party and brain ideas together.
- 3) During a negotiation, you should always know your BATNA, which is described as your fall option in case things don't go your way.

12. Rewrite the sentences below and replace the words in bold with the words or phrases that were used in the video.



- 1) Many people don't look forward to going into negotiations at work.
- 2) Win-win negotiations make it possible for both sides to get a good deal.

13. Fill in the correct parts of speech for the sentences below.

- You should (EMPATHY) with the other side's position.
- Explore ideas together and develop them into a (PROPOSE).
- If you're aware of the other person's interests, the (LIKELY) that you can achieve good results in a negotiation is higher.

14. Study the example and usage of the determiner neither.

In the video, the speaker talks about what a win-win negotiation is. She says...

*Win-win negotiations enable both parties to feel that they've got a good deal and that **neither** is a loser."*

The determiner neither above is used as a pronoun and has the opposite meaning of the pro- noun both. Neither is not followed by a negative verb form. In the example above, “...neither” is also followed by a singular verb form “is” because it’s understood as “...neither one is a loser”.

EXAMPLES *We contacted two lawyers for legal advice and **neither** (one) was able to help. I had meetings arranged with two clients today. **Neither** (one) came on time.*

It’s possible for neither to be followed by the preposition of and a plural noun or pronoun with the 3rd person plural verb form. “Neither + of + [plural noun / pronoun] + 3rd person plural verb”

SINGULAR: *Neither one was able to help.*

PLURAL: *Neither of the lawyers were able to help.*

Neither of them were able to help.

15. Rewrite the sentences below using neither one or neither + of + [plural noun] + [3rd person plural verb].

EX *Two drafts of the contract were written. They weren’t satisfactory.*

Two drafts of the contract were written and neither one was satisfactory.

2. I tried to make two separate payments to your account. They didn’t reach you.
3. I have been waiting for two packages from Amazon. They have not arrived yet.
4. We had a brainstorming session on Monday and Tuesday. They were not productive.
5. A design company sent us a colorful logo option and a black logo option. They’re not nice.
6. I sent my boss a salary increase proposal and a proposal for more vacation time. They haven’t been approved yet.

SPEAKING TASK 1:

Your teacher will choose a few of the speaking topics below to discuss. Discuss the topics with your teacher or partner. In your discussion, explain your ideas in detail.

- 1) How often do you have to negotiate in your day to day life? Do you feel you do more business or more personal negotiating?
- 2) What part of negotiating do you find easiest / most difficult?
- 3) In the video, the speaker talks about how it's important to "put yourself in the shoes of the other person" during negotiations. In what other situations (other than negotiations) is it important to do this?
- 4) Is there any kind of specific etiquette for negotiating in your country? If so, describe it.
- 5) Some people say that whether we notice it or not, we negotiate every day of our lives. Do you agree? Explain your opinion.



SPEAKING TASK 2:

Some people say that whether we notice it or not, we negotiate every day of our lives. Do you agree? Explain your opinion.

Think about an actual negotiation you had in the past and answer the questions below. with your teacher or another student. Think about negotiations that you've been a part of either in your business or personal life.

- Who was the negotiation with?
- What was the negotiation about? Why were you negotiating?
- What were your objectives for the negotiation? Did you reach them?
- What questions did you have for the other party?

QUIZ & REVIEW ACTIVITY

Work with a partner. Complete the quiz and review activities below.

5 Steps: Fill in the blanks for the 5 steps to achieving win-win negotiations.

1. Separate the people from the _____
2. Focus on interests, not _____
3. Invent options for mutual _____
4. Use objective _____
5. Know your _____

Vocabulary: Discuss what each term means. Write how it was used in the video.

dread

receptive

brainstorm

Vocabulary: Write the missing adjectives in the spaces below.

- 1) It's suggested that you put yourself in the shoes of the other party and look for _____ ground in a negotiation.
- 2) Agree on a set of standards that will frame your negotiation, which might include legal standards, a _____ statement, or contract terms.
- 3) During a negotiation, you should always know your BATNA, which is described as your _____ option in case things don't go your way.

Grammar: Explain the usage of the determiner **neither**. Do you remember the example from the video? If so, write the missing part of the sentence from the video below.

“Win-win negotiations enable both parties

to feel that they've got a good deal and that _____”.

Bonus: Without preparation time, speak about the two topics below.



Explain to someone in detail how to achieve a win-win negotiation.

Explain what exactly BATNA is and what it means.

Transferable skills

1. Tick the three words or phrases that best describe you.

<i>calm</i>	<i>good with computers</i>	<i>good with numbers</i>	<i>good with people</i>
<i>good at problem-solving</i>	<i>organized</i>	<i>reliable</i>	<i>resourceful</i>

2. Work in pairs and compare your answers. Then discuss these questions.

- Is there an expression in Exercise 1 that definitely doesn't describe you?
- Which is a) the most important b) the least important life skill in the box?
Why?

3. Work in pairs or groups. Discuss these questions.

- ✓ Choose one of the transferable skills or personal qualities you listed in Exercise 4A. Think of at least two different situations where it might be useful.
- ✓ Which transferable skills are the most important in your current situation, either as a student or a professional? Are there any that aren't important?

4. What do these words and phrases mean? Match them with the best situation (a-h).

- You ...
- 1 can **think outside the box**.
 - 2 have a **can-do attitude**.
 - 3 can **set goals**.
 - 4 use **critical thinking**.

- You ...
- a decided to save money for a holiday a year in the future.
 - b did a difficult project without complaining.
 - c carefully checked information you found on the internet to make sure it was true.
 - d asked your teacher if you could make a short film instead of handing in an essay.

- You ...
- 5 have a lot of **determination**.
 - 6 are a **team player**.
 - 7 have **integrity**.
 - 8 have good **communication skills**.

- You ...
- e found a wallet with a lot of money in it and returned it to the owner.
 - f took four tries to pass your driving test, but never gave up, and kept studying and practising.
 - g worked with a group of friends to start a weekend cycling club.
 - h spoke clearly when you gave a presentation and really listened to questions from the audience.

5. Complete the tables with the correct words.

Adjective	Noun
1	adaptability
flexible	2
3	motivation
confident	4
5	dependability
resourceful	6

Adjective	Noun
7	independence
ambitious	8
9	passion
enthusiastic	10
11	honesty
authentic	12

6. Work in pairs or small groups.

Think of three or four more transferable skills. Use your dictionary if necessary. For each skill, think of a way that a student could develop or demonstrate the skill.

7. Look at the jobs below. Discuss how some of the transferable skills from Exercises 4 and 5 are necessary for each job.

accountant	construction worker	factory worker
journalist	personal trainer	politician professional
athlete salesperson	teacher	

8. Work in pairs. Think of a job: one from Exercise 7, one you know about or one you would like to do.



- a) Write down the name of the job, e.g. personal trainer, accountant, salesperson, etc. List 3-5 things the person needs to do, e.g. lead classes, take care of company money, meet customers, etc. Identify skills that the person needs to have to take care of the responsibilities you've listed. Use skills from Exercises 6 and 7, or your own ideas.
- b) Write a job description based on your research.
- c) Work with another pair and read each other's job description. Does your partner's description: list 3-5 things the person needs to do?
- d) Identify skills that the person needs to have to take care of the responsibilities you've listed?
- e) Circle any skills or personal qualities that you think have been used incorrectly. Would you like to apply for the job? Why / Why not?

Blockchain: there's more to it than crypto

1. Discuss the questions.

- Do you know what these abbreviations stand for?



- a) BTC
- b) ETH
- c) DOGE
- d) USDT

- Do you have a crypto wallet? Do you think you'll start using one anytimesoon?

2. Look at the possible collocations and find the odd word out.

- a) tamper with
 - 1) data
 - 2) ideas
 - 3) evidence
- b) empower
 - 1) women
 - 2) the unbanked
 - 3) poverty
- c) proprietary
 - 1) ownership
 - 2) software
 - 3) rights
- d) cast
 - 1) votes
 - 2) light
 - 3) system
- e) counter
 - 1) forgery
 - 2) data
 - 3) fraud
- f) counterfeit
 - 1) information
 - 2) goods
 - 3) drugs
- g) immutable
 - 1) bank
 - 2) fact
 - 3) record
- h) distributed
 - 1) database
 - 2) poverty
 - 3) team

3. Look at the statements and discuss whether you agree with them or not.

- Working in a distributed team has more advantages than disadvantages.
- Whenever we download something from the internet for free, we violatesomeone's proprietary rights.
- Complete freedom of speech online is partially the reason it's difficult tocounter cyberbullying.
- It will become easier to tamper with elections if people cast their votes online.

- The immutable fact is that central banks rule the world economy and cryptocurrencies will not change that.

4. You're going to watch a video about blockchain applications. Before watching, discuss the questions.

- Have you heard of the term 'blockchain'? Do you know what it is?
- Do you know of any areas it might be used in other than cryptocurrency?

5. Watch the first part of the video [https://youtu.be/aQWfINQuP_o] (to 00:37) and explain what 'blockchain' is using the following words and phrases.

distributed

tamper with a record

immutable

transparent

6. Work in groups. Watch the next part of the video (to 05:15) and complete the table. Group A should complete the information about CARS and DIGITAL VOTING and Group B about LEGISLATION and FOOD & LOGISTICS.

AREA	POTENTIAL USE	WHAT'S CURRENTLY BEING DONE	CHALLENGES (IF MENTIONED)
CARS			
LEGISLATION			
DIGITAL VOTING			
FOOD & LOGISTICS INDUSTRIES			

7. Share what you have learnt about blockchain applications with the other group.

8. Discuss the questions.

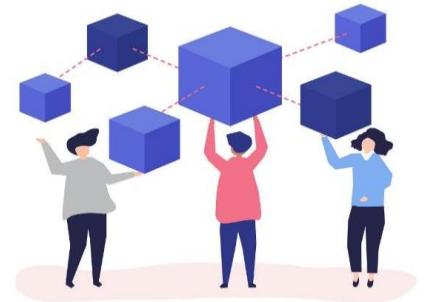
- A. Were you surprised by how many applications blockchain has?
- B. Which of these applications will have the most disruptive nature?
- C. Can you think of other ways blockchain might be used?
- D. Why do you think decentralized systems based on blockchain can be advantageous?
- E. Has blockchain already influenced your way of life? If yes, how?
- F. Do you think that blockchain technology is revolutionary or just a passing hype?

9. Look at the following industries and brainstorm some possible applications of blockchain there. The questions below can help you in your discussion.

HEALTHCARE

ART

FINANCE



- How can blockchain prevent tampering with data?
- How can the immutable nature of blockchain's ledger be used to our advantage?
- What's the practical significance of blockchain's ability to counter forgery?
- How can blockchain technology empower unbanked people?
- Can blockchain help prove proprietary rights for anything with a digital certificate?

What is Fintech?

1. Discuss the questions below about finance.

- What kinds of fintech (financial technology) do you use?
- What are some other examples of financial technology that exist today? How has finance changed or evolved in recent times?

2. Try to define what each thing is below and how each may be used in finance.



3. Choose the correct noun that fits the definition of each phrase below. One isn't used!

poverty | void | pace | loan | rate

1. If a product or service fills a _____ in the market, it fills a..... gap or provides something that is missing or needed in the market.
2. If something helps lift someone out of....., it means it helps rescue someone from poor economic conditions.
3. If something struggles to keep up with the..... of something else, it means it's hard to maintain the same speed or progress as something else.
4. If someone defaults on a, it means the person is unable to pay borrowed money back to a bank or lender.

4. Discuss what you think each verb below means based on the context.

- ❖ Bitcoin pioneered the rise of virtual currencies around the world.
- ❖ Due to the pandemic, investments in video calling software surged in 2020.
- ❖ The fast pace of innovation makes it challenging to embrace new technology.

PREVIEW DISCUSSION: Read the discussion topic below and discuss it with your partner or teacher.



Have you ever taken out a loan?
What was it for and what was the process like?

Part 1 Write the correct words that fit the examples of fintech given in the video.

- | | |
|-----------------------------|----------------------|
| 1) <i>less payments</i> | 3) <i>advisors</i> |
| 2) <i>funding platforms</i> | 4) <i>currencies</i> |

Part 2 Write short answers according to the information in the video.

- ❖ What kind of impact did M-Pesa have in Kenya?
- ❖ How does fintech affect the job of wealth / asset managers?
- ❖ What is one of the main risks or concerns associated with using fintech?

Part 3 Tick (✓) whether the following information was given (G) or not given (N) in the video

	G	N	
1	<input type="checkbox"/>	<input type="checkbox"/>	The growth of global investment in fintech
2	<input type="checkbox"/>	<input type="checkbox"/>	The challenges involved with promoting fintech products at conferences
3	<input type="checkbox"/>	<input type="checkbox"/>	The countries leading the way in the fintech revolution
4	<input type="checkbox"/>	<input type="checkbox"/>	The most common types of loans people take out in Kenya
5	<input type="checkbox"/>	<input type="checkbox"/>	The amount of people worldwide who are without bank accounts

POST-VIEWING ACTIVITY

Part 1 Write the correct nouns that fit the spaces below.

1. Financial technology has filled a for people around the world who don't have access to traditional banking.
2. One study found that the company M-Pesa has helped lift roughly 2% of Kenyan households out of
3. Some regulators have struggled to keep up with the fastof innovation in the fintech industry.
4. There is generally a higher risk involved with lending and borrowing money on peer-to-peer lendingthan with banks.

Part 2 Rewrite the sentences below and replace the words in bold with the actual verbs that were used in the video.



1 In 2017 alone, fintech **suddenly rose** 18%.

2 Kenya **led the way for** a revolutionary banking system called M-Pesa.

3 The rise of fintech has forced traditional lenders, insurers, and asset managers to **be willing to accept** new digital technologies.

Part 3 Which one preposition (the same preposition) fits all three sentences below?

1. Fintech referseverything from cashless payments, to crowdfunding platforms, to robo-advisors, to virtual currencies.
2. Every time you donate someone's Kickstarter campaign, it includes using fintech.
3. Thankshigh-tech algorithms, robo-advisor services are available 24/7.

POST-VIEWING ACTIVITY 2

Part 1. Study the usage and examples of rhetorical questions.

In the video, the narrator makes two statements that include questions. She says...

'Fintech' is short for financial technology. Seems simple, right?'

Robo-advisors are automated financial services. Talk about rise of the robots, right?'

We call this type of questioning style a rhetorical question, meaning it isn't intended to receive a reply. Rhetorical questions are used when the answer is obvious, or the person asking the question knows the answer. They can be used in many different contexts.

NEXT EXAMPLES

Cybercriminals are awful.

What's the matter with society today?

The pandemic seems like it'll never be over. Is there even any hope left?

Part 2. In the following dialogue, identify which questions are rhetorical (R) or not (NR).

Girl A: So which fintech product do you think will win the award at the conference?

GIRL B: I think Venmo. But what do I know? I'm not a finance expert.

GIRL A: Well which one is your favorite product? I love the M-Pesa app since it helped lift many Kenyans out of poverty.

GIRL B: Oh yeah, that's a banking app, right? Do you use this app?

GIRL A: Are you kidding me? I already have my own banking app!

GIRL B: Oh, yeah. And what's the point of using it anyway? We don't live in Kenya!

GIRL A: Well I hope the right product gets the award. Do you know when the awards ceremony starts?

GIRL B: How would I know? I just arrived here and haven't even seen the program yet.

Part 3. Advertisers often create rhetorical questions as engaging sales copy to attract consumers to their product. Using the prompt below, write one or two rhetorical questions that might be used to create an ad for the product.

PRODUCT: a face cream aimed at women over 50

RHETORICALS: Do you wish you could take your skin back 20 years? Do you want to have super smooth wrinkle-free skin? Then try our product!

PRODUCT: a dating app aimed at divorced people looking for new partners

RHETORICALS: _____

POST-VIEWING ACTIVITY 3

SPEAKING TASK 1:

Do you agree (A), disagree (D), or partially (P) agree / disagree with the statements below? Explain your answer.

A D P

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

Credit cards are a scam and only get you into trouble.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

Loaning or lending money to a friend or family member should generally be avoided.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

The wealthy should always pay a higher percentage of their income in taxes than the poor.

SPEAKING TASK 2:

Your teacher will choose a few of the speaking topics below to discuss. Discuss the topics with your teacher or partner. In your discussion, explain your ideas in detail.

- A. What kinds of economic or financial problems does the country where you live face today? Is there a high level of poverty in your country?
- B. How would you feel about entrusting the management of your personal finances to a robo-advisor?
- C. Imagine a cashless society in which all transactions are done digitally. What would be the pros and cons of this type of society?

BONUS DISCUSSION TASK:

Discuss the quote below. Do you agree or disagree? In your own opinion, what exactly does it mean to have “financial freedom”?

- *The best thing money can buy is financial freedom.*

QUIZ AND REVIEW ACTIVITY

Work with a partner. Complete the quiz and review activities below.

Part 1. Questions. Answer the questions below about the video.

1. What are some examples of fintech?
2. What are crowdfunding platforms? What about peer-to-peer lending platforms?
3. What is M-Pesa and what kind of impact did it have in Kenya?
4. What are “robo-advisors”? What role do they play in the financial industry?
5. What is one of the risks or concerns associated with using fintech?

Part 2. Vocabulary: Explain and/or write what each word or term means below.

1. surge _____

2. pioneer _____

3. embrace _____

Part 3. Vocabulary: Write the missing verbs in the spaces below.

1. *One study found that the company M-Pesa has helped roughly 2% of Kenyan households out of poverty.*

2. *Some regulators have struggled to up with the fast pace of innovation in the fintech industry.*

3. *Financial technology has a void for people around the world who don't have access to traditional banking.*

Part 4. Grammar: Explain the usage of rhetorical questions. Do you remember the two rhetorical questions from the video? If so, choose the correct rhetorical questions that the reporter asked in the video below.

'Fintech' is short for financial technology?

- a. *Seems simple, right?*
- b. *But how would I know?*
- c. *What's the point of it, anyway?*

Robo-advisors are automated financial services?

- a. New technology is hard to keep up with, isn't it?*
- b. Who knows anything about robo-advisors?*
- c. Talk about rise of the robots, right?*

Project management

1. Discuss your views on these comments. Which view do you most agree with in each pair?

- Having a detailed schedule increases stress. It's better to have a more relaxed approach to work.
- The only way to do everything you need to do is to organize your life and have a detailed schedule – and follow it.
- Everyone should have a personal budget. Controlling your money is the key to financial happiness.
- It's important to enjoy life and not to worry too much about how you spend your money.

2. Complete the sentences using the words and phrases which are given below.

- anticipating
- budget
- milestones
- predict
- project managers
- risk management
- risk register
- setback

1. The Millennium Bridge opened in the year 2000, on the millennium, but that was actually slightly behind schedule and slightly over- _____.
2. One of the central parts of a project manager's job is _____.
3.so that's _____ all the things that could possibly go wrong.
4. After a _____ like this, the project manager's highest priority is to manage all the different specialist teams who are working on the bridge.
5. Together, they're going to have to come up with a new plan of what to do, which is going to involve setting new budgets, coming up with new schedules, and agreeing new _____.
6. I don't think it's fair to blame the _____ on the Millennium Bridge for the wobble.
7. It's not the kind of risk you can _____ just easily.
8. From now on, you can be sure that at the top of every project manager's _____ extra activities 'bridge wobble' will appear.

3. Complete the table with the correct word forms.

verb	noun
manage	management
construct	
suspend	
	movement
	investigation
communicate	
identify	
	solution

add	
	attachment
decide	

4. Choose the correct option in italics to complete the sentences.

- In large public *construct/ construction* projects like the Millennium Bridge, why is risk *manage / management* so important?
- It took engineers two years to *investigate / investigation* and *identify/ identification* the problem and find a *solve / solution*. Was this a reasonable amount of time? Why / Why not?
- After the engineers *attached/ attachment* additional parts, the *move/ movement* of the bridge stopped. Imagine that they were unable to stop the wobble. What do you think they could have done?

5. Think of a project you have worked on – in education, your job, as a volunteer or as a hobby. Answer the questions and make notes.



- What was the project? (Possible ideas: a presentation, a performance, a drawing or painting, a paper or other piece of writing, building or making something, painting or decorating, organizing an event, etc.)
- Who did you work with on the project?
- What went well with the project?
- What was the project's biggest challenge: the schedule, the budget, working with a team, getting the content right, something else?
- What would you do differently next time?

6. Imagine you want to start a business. Write down five reasons why you should start your new business now; then write down five reasons why it is a bad time. Do the positives outweigh the negatives? Then give answers to the following questions.

- ✓ Analyze your business idea in terms of the features, advantages and benefits of the new product or service. How will it make life better for those who buy it?
- ✓ Which of your personal goals will you satisfy by starting business? For example, what is the relative importance of goals such as financial goals, desire for freedom, recognition, and realization of potential technology, to you?
- ✓ What are your present strengths and weaknesses in terms of experience, expertise, contacts, resources that will help you to launch your business?
- ✓ Brainstorm: Write down ten ideas for a new business, no matter how crazy or impractical. Develop criteria for selection, such as benefits for the user, practicality, existing competition and fun to do. Score your ideas against your criteria. Select the best and develop five reasons why this is a killer idea, and why it would delight the customer.
- ✓ Chose a ground-breaking product with which you have some familiarity, for example development of the ARM processor, or the introduction of the Apple iPod, or the development of a drug. Write a short outline business plan that the pioneers might have written at the start of the project, but disguise the name. Swap with a colleague and critique each other's plan. Would you have funded their plan, without the benefit of hindsight?

7. Find, on the web, the last published accounts for a large company like Apple or IBM. Calculate the ratios given. Discuss your conclusions.

Under what circumstances would they show the same figures? A small software company is offered a development contract, valued at £100,000 (excluding VAT), with 10% to be paid at

the start of the contract, 30% invoiced at the first milestone (estimated after 3 months), 50% invoiced on completion, with 10% to be retained for 3 months after completion, as a guarantee against errors. The company estimates that the project will require 6 months' work from each of two staff, whose annual salary costs are £36,000 and £24,000 respectively. Other overheads are approximately 120% of salary costs. Draw up an outline monthly profit and loss account and cash-flow statement for the project, ignoring VAT and bank interest. Salary and overheads are charged to the project only while the programmers are actually working on it.

What is the eventual profit the company expects to make, if it undertakes the project, and how much working capital will the project require? The effort in the project turns out to be underestimated, and the company delivers the first milestone 1 month late, and completes 2 months late compared with the original schedule, requiring both programmers to work for the extra 2 months. How has this affected the profitability and working capital requirement?

Online markets

1. Work in pairs. Look at the logos and discuss the questions.



a) What type of sites are they?

Match each site with a description.

➤ is a global online auction and shopping site for individuals and small businesses.

➤ is China's biggest e-commerce and shopping website. Alibaba Group

➤ is an online food delivery service.

➤ is started as an online, it's now the largest online retailer in the USA

b) How can an individual earn money using e-commerce websites and apps?

2. Read the headline and the article again and answer the questions.

Who wants to be a sofapreneur?

Alibaba is used by hundreds of millions of people around the world. Thanks to e-commerce sites like this anyone can be an import-export magnate without leaving the sofa. Thanks to Airbnb, anyone can be a hotel manager. Today there is a growing



number of ‘sofapreneurs’ making money from websites like Alibaba, eBay and Airbnb, and many of them are not even doing it full time. Freelancer sites like peoplePerHour say many of their users are office staff who log on after work.

It is estimated that one percent of U.S. adults earn money from these websites. JPMorgan Chase says of this group that most of them rely on the sites for less than a quarter of their income. Still, that is valuable in a world of weak economic growth, low wages and insecure employment. In some cases, these sites are giving people who might have difficulties doing a traditional job a way to earn money, for instance because of health reasons or caring responsibilities. They can also offer lower prices to consumers. However, governments will have to make sure sofapreneurs cannot compete unfairly with other small businesses by simply avoiding tax.

One of the biggest benefits is the hardest to measure. Many of the people I’ve interviewed who sell products on these sites say that it gives them a sense of satisfaction they do not have in their day jobs. Last year I spoke to Einar Parker, who spent his days working on the production line at a car seat factory, He began making Jewellery in his spare time and set up his own shop on Etsy, The site was started twelve years ago to sell homemade goods. "You don’t think a lot when you're on an assembly line, but I've got something to think of, coming up with ideas," he explained. “That is my escape”. Sofapreneurship seems to be making people a little richer and a little happier, and that is no bad thing.

Who wants to be a sofapreneur?

1) What is a 'sofapreneur'? Someone who.....

- earns money online while working from home
- spends a lot of time sitting on his/her sofa
- runs an online business which sells furniture.

2) What two employment statistics are mentioned from the USA?

3) Which two groups have difficulties doing traditional jobs?

4) What is the risk to other small businesses from sofapreneurs?

5) What does the writer think governments must do? Why?

6) How does Einar Parker feel about his full-time job?

7) Why does he enjoy his jewelry business?

8) Is the writer in general positive or negative about sofapreneurs?

3. Work in pairs and discuss the questions.

- Can you think of one more benefit and disadvantage of online marketplaces?
- Do you think that websites like PeoplePerHour are changing the way companies employ people?
- Do you know anyone who sells products or gets freelance work via online marketplaces?

4. Read the text below and think of the word which best fits each gap. Use only one word in each gap.

Is the Internet going to mean the end of traditional shops? The answer seems to be that this is not necessarily the case. Generally speaking, _____ we go shopping, the amount of time we spend finding _____ about the range of products available depends on _____ it is we are buying. The bigger

the purchase, the _____ likely we are to gather information about the different products _____ the market, compare prices and seek the advice of friends. A new car is _____ of the biggest purchases people ever make, and buyers typically spend four to six weeks considering their choices. So why do some people walk _____ a car showroom and order a vehicle without even asking for a test drive? And why do others _____ up at an electrical store and point out the laptop computer they want without asking the sales assistant for any information? The answer _____, of course, that the Internet has changed the way people shop. Nowadays, if a customer wants to know _____ flat-screen TV they should buy, they are likely to start their shopping online – _____ though the vast majority will not actually complete the purchase there. In _____ words, far from losing trade to online merchants, stores that offer the kind of goods that people can research online may still make a sale.

5. Complete this text with the following words or expressions:

In excellent condition – as good as new – the latest model – state of the art –

second-hand – used – available now – on the market – hand-crafted – brand new – made by hand – still in its packaging – feature – includes – some wear and tear –

not in perfect condition – unique – one of a kind – come in a wide range of colors and sizes – choose from a selection of



Buying and selling on the Internet has become popular in the last ten years, especially since mobile phones have become more and more essential. One of my favorite apps is Wallapop, which allows you to buy and sell things that are, one click access.

Some products might be, but others can be, although I think they can't be as when you get them from the shop. However, it's possible to find something, because the owner never opened the box or because the product was a present and he/she had already had a similar one. Things in Wallapop are usually or with and because of that, users must ask for a lower price. The app is not a shop, so of course you can't models. If you are looking for online shopping, the best option is Asos, where you can find clothes which This website some filters to look for specific things, and everything is

Another of Wallapop is the possibility of finding products, whose sellers have: brooches, necklaces, dolls... They may be and probably a, much better than the things you can find in the traditional stores, so this is perfect if you want to have something So, think about it: whether you want to get or you are an antique lover, the net has a lot to do for you because nowadays almost everything is

6. Read the article and decide if these statements are TRUE or FALSE.

Half of the population use online review websites such as Amazon, Trip advisor, Expedia and Check trade – but can you trust everything you read? Shoppers who use the internet to research hotels, books, electronics and other purchases are being misled by millions of "fake" reviews orchestrated by companies to trick potential customers, the consumer watchdog warns today as it begins an inquiry.

More than half of the adults in Britain, around 25 million people, use online review websites such as Amazon, and Trip advisor to find the best deals. But their impressions are "distorted" by the growth of a "clandestine" market for fake reviews,

the Competition and Market Authority has discovered. It found some companies wrote fake reviews about themselves as a marketing tool. Others were offering money, free product samples or other "rewards" in exchange for five-star reviews.

In some cases, rival firms were posting disparaging remarks each other to cloud the judgement of by potential customers. And some review websites were hiding negative reviews because they had commercial arrangements with the companies facing criticism.

The scale of the issue is unknown because fake reviews are difficult to spot, the CMA said. However, it expressed concern that abuse could be widespread. An investigation will now start and firms found to be acting illegally will be fined and their bosses may face prison.

Consumer groups welcomed the move, because research showed around £23 billion of purchases a year were influenced by online reviews. Guy Anker, a director of consumer advice experts MoneySavingExpert.com, said: "It is utterly appalling that companies are engaging in practices where they are duping potential customers who just want an honest appraisal of their services. Review websites are a vital part of people's research, whether that's booking a hotel or buying a product, and so visitors need to be able to trust them." Online reviews have grown into big and influential businesses in Britain. Nisha Arora, consumer director of the CMA, said they were "important information tools", that customers found "valuable". One of the best-known specialist sites is Trip advisor, which hosts hundreds of millions of reviews written by and for holidaymakers.

Some sites have developed systems to detect and verify fake reviews, but others had not, the CMA said. It warned that websites were in some cases "selectively ordering" reviews so that positive ones came to the front. "Hiding" negative reviews is against the law, it said. The different commercial arrangements that might influence the reviews and the way they were obtained was not always clear to users. Customers were also trying to abuse the system by "blackmailing" companies by threatening to leave a negative review.

A)



1. This article is about buyers misled into buying expensive articles. _____

2. Over 25 million people in the UK read online reviews. _____
3. There are companies that give money and rewards to those who write good reviews. _____
4. The article says nobody cares about reviews when buying a product. _____
5. Rival companies never write negative comments about each other. _____
6. It's easy to see when a review is fake. _____
7. A person who writes a negative review on a rival company can't be sent to jail. _____
8. Reviews could affect \$32 billion of consumer spending in the UK. _____
9. The industry for writing online reviews has been growing. _____
10. Some review websites only show the reviews with good opinions. _____

B) Discussion.

- Have you ever written a review? What was it about?
- Do you consider online reviews important? Why (not)?
- How would you feel if you were misled to buy a bad product because of its positive reviews?
- What would you do in that situation?
- Should there be any kind of censorship over the online reviews? Why (not)?

7. Here are some statements for and against online shopping. Decide whether you are for or against online shopping and make your own list. Then look at the given list. Find a partner and start a role play or a discussion on the topic.

	
1. You shop from the comfort of your home.	1. You don't have the ability to physically inspect or try on the items being considered for purchase.

<p>2. You save money not having to pay for gas.</p> <p>3. You save time not having to go to a shop facing heavy traffic and searching for a parking space.</p> <p>4. The online shop is open 24 hours and 7 days a week.</p> <p>5. There are more choices for buying refurbished products</p> <p>6. Many online stores sell products at low prices because of the lack of money spent on overhead.</p> <p>7. You can research the best offer.</p> <p>8. You can find big opportunities and save a lot of money.</p> <p>9. The products come with technical explanations and you can choose which product suits you the best.</p> <p>10. You can read reviews about the products being purchased</p> <p>11. You can research the company or the product to see if they are honest and deliver on time.</p> <p>12. You don't have to face unpolite salespersons.</p> <p>13. There is no waiting in long lines for check out.</p> <p>14. You can get cash back when you return your product.</p> <p>15. It is easy to send a gift as you can give the receiver's address directly.</p>	<p>2. There might be shipping problems and delays.</p> <p>3. You lose the power to negotiate price and payment terms that may exist in local stores.</p> <p>4. Items being on backorder and not finding out until weeks later, which is particularly problematic when buying gifts.</p> <p>5. You can't be 100% sure if a site is a legitimate store and if it's safe to shop</p> <p>6. You have to pay restocking and shipping costs on returns.</p> <p>7. You don't have a consistent point of contact to talk to when dealing with a problem.</p> <p>8. There are sometimes problems in getting money refunded when a purchased item drops in price within the guaranteed price period.</p> <p>9. You can't take advantage of seasonal statewide tax-free shopping events.</p> <p>10. Sometimes a deal that looks great falls short of what's been advertised.</p> <p>11. You spend too much time online.</p> <p>12. There is negative environmental impact of packaging as your purchase is packed in several layers of plastic and cardboard.</p> <p>13. You can easily make an impulsive purchase.</p>
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8. Read an article about “The One Thing Amazon, Airbnb, IKEA, and Uber Do Better Than Everyone Else” and then do the following task.

A)

What do Amazon, Airbnb, IKEA, and Uber all have in common? If you said four very successful companies, that would be true. But would you also say they were the most innovative companies in the world? Maybe not. But these four companies innovate in one way that is better than all their competition. They all innovate to zero.

Innovate to zero? What’s that? When it comes to finding success in a crowded marketplace, innovating to zero is about bringing your company costs down to nothing – or close to nothing – in one or more areas (e.g., energy, overhead, or labor). When you’re not the only product or service in the marketplace, you have to be the most efficient to thrive.

Amazon

Many people might not remember that when Jeff Bezos started Amazon the company was just an online bookstore. You could only buy books through the website. It didn’t sell music, stream video, or create original content.

Amazon didn’t have exclusive authors to promote. It sold the same books you could find in the two book

chains that dominated the book sale market – Borders and Barnes & Noble.

On its face, how could Amazon compete with two giant book chains selling the same products, and thrive? Answer: Bezos innovated to zero. Amazon eliminated brick and mortar stores from its model of selling books. There was no land to buy, rent to pay, energy or labor costs for bookstores. By selling through the website alone, Bezos had cut the retail cost down to zero and was able to compete with the retail brands. And we all know the result of that battle.



IKEA

Your first college furniture was probably something you bought and built from IKEA. But did you know that IKEA didn't start as a furniture company? IKEA was mostly a mail order company when Ingvar Kamprad started the company in 1943 at age 17. Five years later, IKEA began to sell furniture and their first furniture retail location opened in Sweden in 1958.

Shipping furniture was costly. So, Kamprad innovated to zero. He found people were willing to pick up the furniture, take it home, and assemble it themselves if the product cost less. Then he innovated to zero again when he came up with the revolutionary idea of “flat-pack furniture” that we all know and love/hate today, which makes the furniture even cheaper to ship (and a brain teaser to assemble).



Airbnb

Originally, Airbnb co-founders Brian Chesky, Joe Gebbia, and Nathan Blecharczyk thought the idea of renting space in their San Francisco loft was a great way to supplement their rent. Later, they discovered this rental model would also be a great way to provide room for people in a tight hotel market in San Francisco.

But how could they compete with established hotel brands? Simple. They innovated to zero. By eliminating the need for brick and mortar hotels and 24-hour staff (and putting those services on third-party apartment or homeowner), the start-up was able to compete in the hotel market and thrive.



Uber

Uber, the ride-hailing service, changed the way we travel. Before Uber, the only way to get around in an area with limited public services was owning your own vehicle, renting a car, or paying for an expensive driving service, such as taxis or limousines. The co-founders of Uber, Garrett Camp and Travis Kalanick, thought there had to be a cheaper way to ride. Instead of buying a fleet



of rental cars or taxis, Camp and Kalanick innovated to zero. They had independent drivers supply the cars and pay for fuel, while they provided the connecting service. In this manner, Uber was able to thrive in the crowded market of rental cars and driving services.

So, when you're coming up with your next great company idea, Kjellberg suggests first figuring out how to bring your costs down to zero in one or more areas. The more costs you can reduce or bring to zero, the more you will be able to not only compete but to disrupt an established market.

B) Find the definitions of the following words & phrases. Make sure you are able to explain them clearly.

Words/ Phrase	What does it mean?
Innovate to Zero	
Brick & mortar	
Eliminating Mortar & Brick Stores	
Mail Order	
Retailer	
Company	
Ship	
Cheaper to ship	
No Energy cost	
No Labor cost	
Overhead	
Start-up	
Founders	
Co-founders	
Brand	
No land to buy	
No rent to pay	
Flat pack furniture	
Ride hailing service	

Disruptive (disruptive technology, disruptive business)	
Disrupt the established market	

C) Use the article & internet to answer the following questions. You need to be able to explain your answers. Choose one of the four companies: Amazon, IKEA, Airbnb & Uber and answer these questions.

Name of the company	
Questions	Answers
Who is the owner?	
What business is that the company doing?	
How did the founder come up with the business idea?	
What was the “Innovation to Zero” that the company did?	
How do they make money?	
How are they different from other companies?	
Do you think this company will make more money or become bankrupt in the future? Why	
Based on these four companies, what do you think makes a company successful?	

Shares and stock market

A lot of people today invest their own money in shares (owning a small part of a company) either directly through buying the shares themselves on the stock market or indirectly through the people managing their pension scheme investing their money on the stock market for them. The stock market seems to have its own vocabulary which can be confusing for even people who work in the stock market.

In this first of three online exercises on stock market and share vocabulary, we will look at and explain the meaning of some essential terminology that is used in English when talking about the stock market and shares.

1. In the following conversation between two work colleagues, Peter explains to Juan how the stock market works and the meaning of some different words and terms used when talking about it. From the context, try to guess what the meaning of the words/phrases in bold are. Then do the quiz at the end to check if you are right.

***Juan:** "I'm thinking about investing my money in the stock market and buying some shares. The problem is that I have no idea about it. For example, what's the difference between stocks and shares?"*

***Peter:** "Basically, they are the same thing. They mean the ownership of part of a company. In Britain, we normally say shares, but in North America they use both."*

***Juan:** "Can I buy shares for any company in the world on the stock market?"*

***Peter:** "No, you can only buy stocks and shares on the stock market for public limited companies (called 'public corporations' in America). These are generally big companies which allow anybody to buy shares in them. In fact, only companies which are public limited companies are on the stock market. The majority of companies in the world are private limited companies (called 'private corporations' in America), which don't sell their shares on the stock market."*

***Juan:** "So, how do I buy stocks or shares in these public limited companies? Can I do it myself by calling the companies?"*

***Peter:** "No, you don't have the permission to buy shares yourself, you have to get a stockbroker to buy or sell shares for you. A stockbroker is licensed/registered to trade stocks and shares (which means to buy or sell stocks and shares) on stock exchanges. So, you have to set up an account with a stockbroker."*

***Juan:** "Ok. So, what's the difference between a stock exchange and the stock market?"*

***Peter:** "The stock market means anywhere where stocks and shares are traded, but a stock exchange means an actual location/organization where they are traded. For example, the actual place/organization in London where stocks and shares are traded for some companies is called the London Stock Exchange. In New York, you have the New York Stock Exchange and the Nasdaq Stock Exchange. All three stock exchanges are part of the stock market."*

Juan: “So why does New York have two stock exchanges?”

Peter: “There are actually more in New York. Each stock exchange has different companies listed on them. So, if you want to buy shares in Google your stockbroker has to use the Nasdaq Stock Exchange, because that's where Google is listed and their shares are traded. But if you want to buy shares in Ford, your stockbroker has to use the New York Stock Exchange, because that's the stock exchange where Ford is listed.”

Juan: “More complicated than I thought. I would like get a good return from the shares; I want to make a lot of money. Do you have any recommendations on what company's shares I should buy?”

Peter: “I don't know. You should get advice from a stockbroker or look at how a company's shares are performing. Check to see if the share value has increased or decreased. When you own shares in a company you will become a shareholder which means you are a part owner of the company and can vote on who manages or directs the company. You will also receive a dividend on each share you own, which is an extra payment. If the company is making a profit, they normally give some of this profit to their shareholders as a dividend. So, your return will be a combination of the dividend and the increase or decrease in the share price.”

Juan: “But can I get a higher return on my money if I put my money in the bank from the interest than from the dividend in stocks and shares.”

Peter: “It's safer to put your money in a bank, but you may make more money with stocks and shares. If you want to see how much money you earn on each dollar or pound you have invested, you have to look at the yield. For example, if a bank pays you an interest rate of 2%, you earn 2% on every \$1 and this 2% is called the yield.

For dividends you have to divide the yearly dividend per share by the amount you paid for the share. So, if a share cost you \$2.50 and the yearly dividend is 15 cents, you divide 15 by 250. So, the yield for the share is 6%. So, this shows you would make a higher return on your money from investing in this company's shares than by putting your money in the bank.”

2. Below is a definition/description of each of the words in bold from the above text. Now choose the word/phrase from the question's selection box which

you believe answers each question. Only use one word/phrase once. Click on the "Check answers" button at the bottom of the quiz to check your answers.

1. The name of a person who has/owns shares in a company, is

- return
- shareholder
- dividend
- yield

2. A type of company where its shares are not sold on the stock market, are called

- stocks
- public limited companies
- private limited companies
- stockbroker

3. The name for the money that a company pays to its shareholders, is called the

- return
- shareholder
- dividend
- yield

4. The actual place where the shares of a company are bought and sold, is called a

- trade
- stock exchange
- listed
- return

5. A different name for 'shares' that is commonly used in America, is

- stocks

- public limited companies
 - private limited companies
 - stockbroker
6. A type of company where its shares are sold on the stock market, are called
- stocks
 - public limited companies
 - private limited companies
 - stockbroker
7. A verb that means 'to buy' and 'to sell' that is used in the stock market, is
- trade
 - stock exchange
 - listed
 - return
8. A different way to say 'profit' when talking about investing your money, is
- trade
 - stock exchange
 - listed
 - return
9. A way to say that a company 'is on' a stock exchange, is
- listed
 - return
 - dividend
 - shareholder
10. The name of the person who buys and sells shares for a client/customer, is

- private limited companies
- stockbroker
- trade
- stock exchange

11. When you want to compare shares in companies to find out which will make the most money for you, you don't look at the dividend, but at the

- listed
- return
- dividend
- shareholder

3. In the following conversation between two work colleagues, Peter explains to Juan how the stock market works and the meaning of some different words and terms used in it. From the context, try to guess what the meaning of the words/phrases in bold are. Then do the quiz at the end to check if you are right.

***Juan:** “I'm a little worried about investing in the stock market. It isn't doing well at the moment. Do you think I'll lose money if I buy shares at the moment?”*

***Peter:** “You're right. The overall or average value of stocks and shares is falling at the moment. People who work in the stock market call this a bear market, when overall share prices are falling. When overall share prices are increasing, they call it a bull market.”*

***Juan:** “So how would I know if the stock market is a bear market or bull market?”*

***Peter:** “People who buy and sell stocks and shares look at share indices to see how well the stock market in general is performing. A share index, measures the average performance of the share prices of a group of different companies. A share index will tell you if the average share price of all the companies in that group is increasing or decreasing. For example, one of the most famous share indices is called the Dow Jones*

30 index. This share index measures the average combined performance of the share prices of the 30 largest public limited companies in America. In the last 6 months, the value of the Dow Jones 30 index has fallen from 13,160 to 12,101. But share indices only measure the average performance. So, although the majority of companies' share prices are falling, there will be some companies whose share prices are actually increasing. So even in a bear market where average share prices are falling, if you buy shares in the right company, you can still make money.”

Juan: *“What happens if I buy shares in a company and it files for bankruptcy? It doesn't have enough money to pay its debts and to continuing operating?”*

Peter: *“Once a company has filed for bankruptcy, all trading (buying and selling) of its shares is stopped/suspended on the stock exchange. If the company has to close down, then you'll probably lose all the money you spent on the company's shares. But sometimes, another company will take it over, which means to buy the company. If that happens, then you'll receive some money for your shares.”*

Juan: *“Is a takeover the same thing as a merger?”*

Peter: *“They are similar. They are where two companies become one. But with a takeover, one company buys another company. With a merger, two companies combine. Normally, with a merger the two companies are of a similar size. With a takeover, it's normally a big company buying a smaller company.”*

Juan: *“So I need to do some research on companies before I decide which shares to buy. With the stock market performing so badly at the moment, it seems like a big risk to invest money in stocks and shares at the moment.”*

Peter: *“Not necessarily. As I said before, although most stock/share indices are showing that on average the share prices of companies are falling, it is only an average and some companies' share prices are actually increasing. But if you want to reduce the risk of losing money, you could buy preferred stocks or shares in a company.”*

Juan: *“What does preferred stocks mean?”*

Peter: “There are two types of stocks/shares you can buy in a company. The first type is called a preferred stock/share. With this type, the owner of them is paid a fixed dividend (extra payment) by the company. So, you're guaranteed a dividend unless the company has very bad financial problems. The second type is called a common stock, which is also called an ordinary share. With this type, the dividend you receive can change depending on the company's performance or how much of the profits that the management of a company wants to keep and not give in dividends. The amount of profit which a company keeps and doesn't give to its shareholders as a dividend, is called retained earnings.”

Juan: “Apart from buying preferred stock, are there any other ways to reduce the risk of losing your money?”

Peter: “Choose shares in companies which are stable and buy shares in many different companies. Your stock portfolio, which means what shares or stock you own, should be a mixture of shares from different companies in different sectors and industries. This will spread you risk, so you won't lose all your money if one of the companies you have shares in goes bankrupt. Also, after you have bought shares in a company, you should decide at what price you will sell or unload the shares if their price changes. This is called an exit point. So, if you bought shares in a company for \$20, you can set an exit point at \$15, which means you will sell your shares in the company if they reach that price. Exit points are used to minimize loss.”

4. Below is a definition/description of each of the words/phrases in bold from the above text. Now fill in the blanks with one of these words/phrases in bold. Only use one word/phrase once and write it as it is in the text.

1. The name for the 'profit' that a company makes and doesn't pay to shareholders as dividends, is _____.
2. When the stock market is performing very well and the majority of share prices are increasing, it is called a _____.
3. When two similarly sized companies combined to become one company, is called a _____.

4. A type of stock/share where the owner is guaranteed to receive a fixed dividend, are called _____.
5. A method which measures the average share price performance of a group of companies, is a _____.
6. The price of a company share at which a shareholder has previously decided that they will sell their shares at, is an _____.
7. When one company buys another company, is a _____.
8. A type of stock/share where the dividend changes depending on profit performance, is called a _____.
9. When the stock market is performing very badly and the majority of share prices are decreasing, it is called a _____.
10. All the stocks and shares that an investor owns in different companies, is called their _____.
11. When a company is unable to pay its debts/the money it owes, it _____.

Performance and rewards

1. Discuss these questions.

- Would you like to start your own business? Why/ Why not?
- What might be the advantages of being your own boss?
- Do you think that people should be rewarded when they do something well? Or is doing the job well just part of what employees are expected to do?

2. Work in pairs. Match definitions 1-9 with the verbs in the 'magic table'.

Write the correct number in each box. If your answers are correct, the columns and rows will all add up to 15.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	= 15
promote	appraise	recognise	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	= 15
reward	evaluate	fail	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	= 15
achieve	advance	succeed	
= 15	= 15	= 15	

- give someone something because they have done a good job promote appraise
- say publicly that someone has done a very good job
- move up to a higher position in a company
- successfully do what you tried or wanted to do
- judge how good, useful or successful something is
- give someone a better and more responsible job in a company
- decide how well an employee is doing his or her work, usually after discussing with the employee how well he or she has performed during the past year
- complete something or get a good result, especially by working hard
- not be able to achieve something

3. Make nouns from the verbs in Exercise 2. Use the correct endings from the box. Some do not change their form. You may need to change other letters in the verb to make the noun.

succeed success

4. Complete the sentences with suitable verbs and nouns from Exercises 2 and 3.

- I. Workers hope to have their _____ recognized by management.
- II. One of the goals of an employee _____ is to set targets for the future.
- III. No one received a pay rise due to _____ the _____ of one of our major product lines.
- IV. When staff members receive _____ for doing a good job, their motivation increases.
- V. The company is finding new ways to _____ employees in order to

retain staff.

VI. She received a(n) _____ to a management position due to excellent performance

5. Discuss these questions with a partner.

I don't have much work experience yet.

A. What role do you think the reward system would play in your motivation?

B. What type of benefits would you ask about at a job interview?

I have experience of performance reviews and rewards at work.

A. What types of reward⁵ do you find personally to be motivating?

B. What kind of reward or benefit would you like to have that you currently don't have?

6. Work in small groups. Think about the company where you work or a company in a field you know well. You've been told you have some excellent business ideas and you want the chance to develop them.

A) Prepare to convince your boss that you should be promoted. Consider:

- how your ideas will benefit the company, e.g. by addressing problems with competitors or creating new markets.
- why you feel people with innovative ideas should be promoted.
- whether a promotion in your case would be:
 - A: a reward for a job well done. B: good for the company. €: both.
- whether a pay rise would encourage you to do even more than you do now.

B) Work in pairs with someone from another group. Roleplay the conversation with your boss and explain your reasons for requesting a promotion. Then swap roles.

C) Write an email of 100-120 words to the employee you spoke to in Exercise 6 B. Acknowledge the key points that he/she made and explain your decision.

7. Work in pairs. What motivates you / would motivate you to work hard? Use ideas from the spidergram or your own ideas.



Lead-in

Choose the correct option in italics to complete the definitions of the phrases in bold.

Performance incentives are given to employees to *encourage them to work harder/pay them for work they have done.*

Executives are *people who carry out orders/ managers in an organization who help make important decisions.*

When workers are paid using a *piece-rate scheme, they are paid for the time they need to produce each item/ per item they produce.*

If you receive a six-figure salary in the UK, you *earn at least £100,000/ £1,000,000.*

Someone who has hit his or her targets *has/ has not reached a particular goal.*

8. Read the article. What types of rewards are mentioned, apart from bonuses?

1) Read the article again and decide if these sentences are true (T) or false (F).

- A. The work of top managers and executives is easy to evaluate.
- B. Productivity increased on fruit farms by using piece-rate schemes, bonuses for the managers and putting the workers in teams to compete against each other.
- C. Recognizing hair stylists in public was found to be a successful type of reward.
- D. The main differences between pilots, fruit pickers and hair stylists is that pilots enjoy status, large salaries and belong to powerful unions.
- E. Pilots were not satisfied with their jobs when their company acknowledged their success regarding fuel consumption, if they were not also given bonuses.
- F. People generally do their best even if they don't have a clear picture of what the company considers success.

How to develop a rewarding culture

Here's a difficult management problem: who should be rewarded for high performance, and how? Routine and easily monitored jobs, such as flipping burgers, are natural candidates for performance incentives. *However*, it's usually executives who tend to get bonuses in spite of their complex, hard-to-measure jobs which are poorly suited to performance-related pay. *Nevertheless*, it is also possible to respond positively to non-financial rewards such as praise, status or the satisfaction of a job well done.

Experiments over the years have given us some understanding of this. On fruit farms, a piece-rate scheme which paid workers based on how much fruit they picked boosted productivity by 50 percent. Bonuses for the managers ensured that work was distributed fairly and productivity increased another 20 percent. Running a competition encouraged workers to sort themselves into productive teams, and productivity increased by a further 20 percent. In another study, hair stylists in Zambia's capital Lusaka were recruited to sell products to help prevent certain diseases. When they were praised for their work at a public ceremony it proved a far better approach than providing financial incentives.

But sometimes neither a public ceremony nor a financial incentive is appropriate. Consider the case of long-haul airline captains. Unlike part-time sales people or fruit pickers, pilots have high status, six-figure salaries and powerful unions. *Nevertheless*, a recent experiment discovered that it was effective to simply make pilots aware of saving fuel, *although* those who also hit specific targets on fuel consumption were even more satisfied with their jobs.

'I just couldn't believe the impact we had on job satisfaction,' says a researcher. *Although*, salaries were not increased for captains, the fact that the company was taking an interest in fuel saving, and acknowledging success, seemed to delight them. *Even though* no performance scheme will fit every occasion, the fuel-saving study does suggest an approach worth trying more broadly. If you want people to do a good job, tell them what success looks like to you – and that you've noticed when they've achieved it.

2) Look at the underlined words and phrases in the article. They all serve the same function. What is it?

- ✓ to give further information
- ✓ to link and contrast two pieces of information
- ✓ to negate or change information which has come before

9. Underline the word or phrase in each sentence that links the clauses.

- The employees were very motivated though they were only given recognition rather than a pay rise.
- They continued to use performance-related pay, in spite of the fact that several experiments had shown that it was less effective than other schemes.
- Despite experiencing a number of problems, they have not changed their strategies.
- On the one hand, the union has fought for annual pay rises, but on the other hand, they understand that this may not always be possible.
- Senior management awarded themselves bonuses, despite the fact that profit had fallen significantly.

10. Choose the correct option in italics to complete the sentences.

1. *Despite/ However* finding that rewards could lead to employee motivation, management decided to stop the rewards system completely.
2. On the one hand, employees have to work more hours, *in spite of/ on the other hand*, they receive overtime pay or extra time off.
3. Productivity has been declining for months *although/ in spite of* employee motivation remaining the same.
4. *Even though/ However* some work can be done from home, many companies prefer to have the workers in the factory.

5. Executives are often those who receive performance-related pay. *Nevertheless / In spite of*, it is often difficult to evaluate how well they have performed.
6. We have announced a public ceremony to acknowledge the excellent work done by staff, *despite/ although* not all employees plan to attend.
7. *In spite of/ Despite* the fact that the targets were agreed in discussion with department heads, they are proving to be unrealistic in some areas.
8. Everyone agrees that reward systems are important for motivation *in spite of/ though* everyone not everyone agrees how they should be carried out.

11. A) Complete the sentences to make true statements about you.

- My dream is to work in a business which _____. Nevertheless, I would be happy to _____ as well.
- On the one hand, I really enjoy _____. On the other hand, _____ is very important for me.
- In the next five years I hope I will be _____. However, if _____ happens, that will not be a problem.
- Despite _____ at university, I would be happy working _____
- Although I think _____ has many opportunities, I may look for a job in _____ instead.

B) In pairs or small groups, compare your sentences from Exercise 11A) and ask each other questions about them. Use questions such as *Is this the same for you? Do you feel the same way? Do you have a different opinion? Why not?*

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