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ACADEMIC ENGLISH
FOR MASTER'S IN MANAGEMENT

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This tutorial Academic English for Master's in Management is recommended for use by students of Master's in Management degree programmes to equip them with the necessary skills and for self-study of different Master's in Management modules in the English language. The course presents the fundamental aspects, processes and general approaches of management focused on achieving the objectives and vision of a modern organisation by contributing to the formation of students' systematic and clear thinking in the subject area.

The tutorial covers extensive material in business management. As such, it is also equally suitable for use in other degree programmes focusing on business management, business administration, strategic management, and others, for research students, PhD students, and students in other fields of study.

This instructional tutorial was compiled on 17 June 2021 for students enrolled in the Master's degree programme – 38.04.02 Management.

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INTRODUCTION

This Tutorial covers the main concepts and rules for the practical application of the English language in Master's in Management and MBA degree programmes for students who are non-native speakers of English. The Tutorial was prepared specifically for students of Samara National Research University, Samara, Russian Federation. The basis for the preparation of this Tutorial is the rising need for international exchange of information and experience relating to Master's in Management and MBA degree programmes in the English language. However, the Tutorial will be equally suitable for other areas of study where English language use will be required or beneficial for knowledge sharing and acquisition.

With the current rise in the adoption and application of remote formats of education using artificial intelligence, data science and other technologies, together with the globalisation of education itself, there has never been a better time to start training students in Academic English. Academic English will serve as a vital tool that students can readily use to apply their knowledge of the English language in real business situations to solve different complex situations. Academic English will be indispensable in international communication, in negotiations and settlements, in research and knowledge acquisition, and for many other important applications.

This Tutorial consists of six units, each containing the relevant subunits dedicated to different areas of Master's in Management and MBA degree programmes and business practice and theory in general. These units, which cover a variety of activities and assignments, are:

1. Unit 1: Introduction to Business English for Master's in Management and MBA programmes.
2. Unit 2: Business English for personnel management.
3. Unit 3: Business etiquette.

4. Unit 4: Types of business organisations.
5. Unit 5: Organisational structure and management.
6. Unit 6: General aspects of Business English for management.

Vocabulary.

This Tutorial uses British English as the standard language of communication. Each unit is divided into the following separate sections in no specific order:

1. Writing;
2. Reading;
3. Listening;
4. Vocabulary, and;
5. Common mistakes.

The Writing section is devoted to the different aspects of English language writing in different business scenarios and for different purposes. Students are provided with case-study material for writing assignments and general references for further study to improve their writing skills.

The Reading sections covers the main principles of reading in Business English. Students are provided with various material to practice their reading skills, including articles from scientific journals, publications, news broadcasts, books etc. Students are introduced to the importance of English language accents in the business community and the different methods and ways of improving their skills in this area. A special subsection is dedicated to exploring the difficulties that non-native speakers, particularly Russians, face in reading material in English.

In the Listening section, students are presented with various material covering different aspects of English listening, the differentiation between authentic and non-authentic English, and the importance of attentiveness to detail at meetings, business seminars and other events. It will be interesting to learn how bad English language

listening skills may lead to dire consequences, mostly financial-related, for business. The importance of great listening skills in business is emphasised.

The Vocabulary section covers a detailed analysis of the different vocabulary most often used in Academic English. Special emphasis is placed on expanding students' vocabulary bases. Techniques and strategies for learning new English language vocabulary are covered in detail, with relevant examples and practical exercises. A detail vocabulary is given at the end of this Tutorial.

The final section Common Mistakes covers some of the general English language mistakes that business professionals make in their day-to-day operations. The mistakes considered relate to the other sections of this Tutorial and to Academic English in general.

This Tutorial is prepared either for collective use in classroom activities, or for personal practice. The exercises and activities provided in this Tutorial are designed to make the English language learning experience interactive and engaging. Emphasis is placed on a more natural method of delivery of the English language as opposed to a scientific, rule-based and rigidly-structured learning method. Students are periodically given scenarios and case studies for an interactive and integrated learning experience that seeks to equip them with important knowledge about current trends in the business world while simultaneously seamlessly honing their English language communication skills with an emphasis on Management.

Unit 1. INTRODUCTION TO BUSINESS ENGLISH FOR MASTER'S IN MANAGEMENT PROGRAMMES

The Master's in Management and MBA degree programmes cover a wide range of topics with varying degrees of complexity. Russian students taking these programmes in English may face different problems in a wide range of areas, primarily precisely because English is not their native language. As such, universities offering Management and MBA degree programmes in English have begun to actively promote the preparation and development of training materials that will help non-native speakers navigate across the complexities of the language. This unit covers an introductory course to Business English for Master's in Management and MBA degree programmes and gives several exercises and activities serving as refresher courses for Russian students.

1.1. British English or American English?

One of the most common issues often encountered with foreign students studying management courses in the English language is a haphazard use of different English styles. A student may write the topic "Organisational Skills" at the beginning of an article and later include within the text phrases like "I practise my skills..." This is an obvious mistake, as the student is mixing the British or Australian English language styles with the American style. While this common problem may not be punishable in terms of the student's grade, it is good writing practice to use a uniform English language writing style throughout any text. Russian universities often do not impose strict requirements on the English style that their students must use in their studies. However, this is in no way a pass to write as you please. This is because good writing is an important skill for business, and many native speakers may find it a bit annoying having to figure out what English language style a writer is using instead of actually concentrating on the article subject matter.

To practice uniformity in English language style when writing, the exercises below may be useful.

Exercise 1. Translate the following Russian text into English. Decide on and use a uniform English language style.

В диссертации решена актуальная проблема организации внутрифирменного взаимодействия на электротехнических предприятиях с учетом специфики их деятельности путем использования методов экономико-математического моделирования. Основные результаты работы заключаются в следующем:

1. Проанализировано состояние и проблемы электротехнической отрасли России на современном этапе и выявлена специфика деятельности предприятий электротехнической промышленности в современных условиях. Рынок электротехники обладает огромным потенциалом для развития и является одним из самых динамично развивающихся рынков. Основные проблемы предприятий отрасли связаны с неполной загруженностью производственных мощностей и неэффективной организацией внутрифирменного взаимодействия, то есть связей «управляющая компания – производственное предприятие» и связей между самими структурными подразделениями.

2. Классифицированы существующие модели согласованного взаимодействия в сложных производственных системах. Каждая из трех описанных моделей: механизм отчислений, централизованный механизм, механизм с заданным нормативом рентабельности – имеет свои преимущества и недостатки. Задача управленца – определить, какой из них применим для конкретного предприятия [1].

Exercise 2. Determine whether the following sentences are written in British/Australian English style OR American English style. Rewrite the sentences in a uniform English language style. Switch the style and rewrite the sentences in a different English language style.

1. There is need to optimise the plant processes.
2. Timothy has trouble prioritising his goals as a manager.
3. The factory's output last year alone was 20 tons of produce.
4. The managers' joint decision will be passed for approval to the directorship.
5. The company facilities' total acreage of five-hundred fifty square kilometres requires optimising.
6. Always begin the working day with a safety check of instruments and the vehicles' gasoline metres.
7. One of the main requirements for the job is a clean Class-2 driving licence, a clean criminal record, and a high petrol tolerance.
8. The contract clearly specified the conditions for third-party insurance.
9. Your timetable says the staff meeting is at twelve o'clock sharp.

1.2. Business English for different management fields

Different Management fields have different specific English terms. It is not enough to be able to explain Management concepts in your own words. Some concepts are best expressed only using specific terms.

In this section, different exercises are given to refresh and expand your knowledge in various Management terminology.

Exercise 3. Explain the following terms and expressions and make sentences with each of them.

- | | |
|-------------------------|-------------------------------|
| 1) benchmarking; | 8) business corporation; |
| 2) brainstorming; | 9) to be in business; |
| 3) mission statement; | 10) to go out of business; |
| 4) quality assurance; | 11) leadership and authority; |
| 5) quality improvement; | 12) professional development; |
| 6) reliability; | 13) booming business. |
| 7) value addition; | |

Exercise 4. Choose the Management terms that you consider the most important among the following.

- 1) Agile project management;
- 2) Kanban project management;
- 3) kick-off meeting, project plan;
- 4) critical path method;
- 5) project portfolio management;
- 6) project budget;
- 7) dependencies.

Exercise 5. Translate the following Management terms into Russian.

- 1) WBS (Work Breakdown Structure);
- 2) project life cycle;
- 3) change management;
- 4) risk mitigation;
- 5) contingency plan;
- 6) cost estimation;
- 7) critical path method;
- 8) deliverable.

Exercise 6. Read the following text about leadership and management. Translate it into Russian. Answer the questions in the successive exercises.

Leadership and Management

The terms “leadership” and “management” are often misunderstood to have similar meanings. Indeed, in everyday conversations, a leader and a manager are generally thought to be the same person. However, the strict definitions of these terms show an apparent difference in which working and performing one’s duties in today’s corporate world under a leader is much more desirable than working under a manager. It is therefore interesting and important to

understand the proper meanings of these two terms and the differences between them.

To define what a manager is and understand a manager's roles and duties, it is only natural to consider the meaning of the term 'management' first. Although the word 'management' has been defined differently by many authors and scholars over the past century, it is generally understood today to mean the systematic planning and oversight of various work processes, organisational structures and operational systems and the supervision of their implementation by various labour resources, including human and machine, to achieve the goals, performance objectives and mission of any particular organisation. It therefore follows that a manager is that person who is assigned to role of supervising and overseeing the maintenance, implementation and performance of various work tasks, processes, systems and structures of a particular organisation's division, unit or section to achieve certain objectives within a specified time. Management is a complex task that requires a certain level of experience, skills, familiarity with the working environment and many other qualities. Management objectives and goals involve a series of tasks and functions that are often performed by different people or machines within a particular organisation. As such, a significant part of management also involves supervising the work of these labour resources to achieve a set of objectives and goals. Managers are found in every sphere of activity, including education, retail business, wholesale business, manufacturing, marketing, public services, healthcare, civil services, and many others. Managers are the people who are directly responsible for all the processes and functions of their particular unit or division. Therefore, the popular phrase by a dissatisfied customer, "May I speak with your manager" literally expresses the customer's desire to address his/her concerns with the highest authority of that particular business unit.

Leadership, on the other hand, focuses on a different aspect of business that seeks to promote and instill loyalty in the place of duty, responsibility in the place of complacency, emotional wellbeing and cohesion, teamwork, and many other important and valuable qualities for optimal performance within the workplace. Leadership is a level above management that is concerned about the well-being and satisfaction of all employees within a team, instead of simply achieving set targets. In leadership, target achievement is complemented by passion, commitment, and a deep sense of respect towards all members of a particular team.

The differences between leadership and management define the organisational quality of any business. In today's world, a business entity that is organised solely based on the management style of organisation is likely to face a series of problems. Leaders accomplish much more than managers do. Managers simply instruct their subordinates on what they are required to do, while leaders go much further and present ideas in an engaging way that makes their subordinates become highly interested in a particular project. Managers usually plan all the details of projects, while leaders present a direction and a vision for the whole team based upon which team members begin developing ideas for implementation using their own intuition and expertise. While managers focus on minimising the risks associated with a particular project or product, leaders assess the situation and take well-calculated risks that may be somewhat costly now but are bound to pay off in the future. As mentioned earlier, managers are concerned with giving their subordinates instructions and order. Leaders, on the other hand, are more invested in encouraging, inspiring and motivating their team members. Team members are confident in their leader, and know that his/her door is always open should they come up with new ideas. Where managers have strict objectives that must be achieved using a

predefined method within a set time frame, leaders formulate a vision that all team members fully believe in and are free to make significant contributions to for both its development and its overall implementation.

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Exercise 7. Discuss the following questions.

1. Define what the terms “management” and “manager” mean.
2. From the information that you have gathered from the passage, how best can you define a leader?
3. List all the differences between a leader and a manager described in the passage above.
4. List other major differences between a leader and a manager not described in the passage above.
5. What are some of today’s organisations that are dominated by managers? What organisations are dominated by leaders?
6. What are the benefits of having a leader within an organisation as compared to having just a manager?
7. Do you think managers can be trained to become leaders? Explain your reasons why.
8. Are there any situations in which it is better to have a manager instead of a leader? If so, give examples and explain.
9. What are some of the important qualities of a true leader?
10. Translate the text above into Russian.

Exercise 8. Discuss the following questions.

1. What management role do you plan to occupy in the future?
2. In that role, do you hope to be a leader or a manager? Explain why.
3. What are some of the characteristics of that role that will help you become a better manager / leader?
4. What tools do you plan to use to achieve your objectives?

5. Do you think your future role is a prestigious one? Explain why.
6. What are some of the obstacles that you think you will face to land your dream job?
7. How will you handle competition among team members as a leader?
8. Give examples of some well-known leaders today.
9. Describe these leaders' characteristics that distinguish them from other managers / leaders.

Exercise 9. Complete the following questionnaire, and then compare your answers with a partner.

Are you a leader or a manager?

1. Are you a "by-the-book" manager?
 - a. I only work following set guidelines and rules.*
 - b. I have a hard time straying from protocol.*
 - c. I always consider other options in tackling projects.*
2. How do you get on with other people?
 - a. I have a set of expectations from people with whom I interact.*
 - b. I base my interactions with people based on who they are.*
 - c. I am always ready to interaction with different people.*
3. How do you handle criticism and negative feedback?
 - a. I feel people should not criticise the good work that I do.*
 - b. People can criticise me whenever they want, that does not change me.*
 - c. I consider every form of criticism healthy and necessary.*
4. Are you a profit-oriented manager?
 - a. I feel that a company has many objectives, of which profit is a bit part.*
 - b. Although profit is important, I feel that there are other aspects as well.*

- c. I feel that managers are there solely to drive up a company's revenue.*
5. How do you generally view the functions of a team?
- a. A team is there solely to achieve project objectives and deliver results.*
- b. A team is a way to build cohesion and trust among members of an organisation.*
- c. A team is a tool for holistic development of members, achieving set objectives, and exploring new areas of growth.*
6. Can you cope with stress?
- a. Stress is something I can live with.*
- b. Stress can be a stimulating element in a business.*
- c. I try to avoid situations that lead to stress.*
7. Do you delegate?
- a. I prefer to delegate what I consider the least important tasks.*
- b. When I have a job to do I like to do everything myself.*
- c. Delegating is an important part of any job.*
8. If the business were not making a profit after five years, what would you do?
- a. give up easily.*
- b. give up reluctantly.*
- c. carry on.*
9. Are you a good organiser?
- a. I tend to get confused when unexpected problems arise.*
- b. I like to plan exactly what I am going to do.*
- c. I just like to let things happen.*
10. Can you make decisions?
- a. I am quite happy to execute other people's decisions.*
- b. I often make very quick decisions that usually work but sometimes do not.*

- c. Before making a decision, I need time to think it over.*
11. Do you delegate?
- a. I prefer to delegate what I consider the least important tasks.*
- b. When I have a job to do I like to do everything myself.*
- c. Delegating is an important part of any job.*
12. If the business were not making a profit after five years, what would you do?
- a. give up easily.*
- b. give up reluctantly.*
- c. carry on.*
13. How generally do you view your chances of success as a future manager?
- a. I believe that my success will depend to a large degree on factors outside my control.*
- b. I know that everything depends on my abilities and me.*
- c. It is difficult to foresee what will happen in the future.*
14. You are the manager of a project that has not been profitable for five consecutive years. You
- a. cancel the project right away.*
- b. consider options before shutting down operations.*
- c. continue the project.*
15. Can people believe what you say?
- a. I try to be honest, but it is sometimes difficult or too complicated to explain things to other people.*
- b. I do not say things I do not mean.*
- c. When I think I am right, I do not care what anyone else thinks.*
16. How do you handle criticism?
- a. I dislike any form of criticism.*

b. When people criticise me, I always listen and may or may not reject what they have to say.

c. When people criticise me, there is usually some truth in what they say.

17. Can you stay the course?

a. The biggest challenge for me is getting a project started.

b. If I decide to do something, nothing will stop me.

c. If something does not go right first time, I tend to lose interest.

18. Do you enjoy taking risks?

a. I always evaluate the exact dangers of any situation.

b. I like the excitement of taking big risks.

c. For me safety is the most important thing.

Key to the questionnaire

1. a=0	b=2	c=4	11. a=0	b=4	c=2
2. a=4	b=2	c=0	12. a=2	b=4	c=0
3. a=0	b=2	c=4	13. a=2	b=0	c=4
4. a=4	b=2	c=0	14. a=2	b=4	c=0
5. a=2	b=4	c=0	15. a=0	b=4	c=2
6. a=4	b=0	c=2	16. a=4	b=2	c=0
7. a=0	b=4	c=2	17. a=0	b=4	c=2
8. a=2	b=4	c=0	18. a=4	b=2	c=0
9. a=2	b=4	c=0	19. a=4	b=2	c=0
10. a=0	b=2	c=4	20. a=4	b=2	c=0

44 or above

You definitely have the necessary qualities to become the director of a successful business. You have a strong sense of leadership, you can both organise and motivate and you know exactly where you and your team are going.

Between 44 and 22

You may need to think more carefully before setting up your own business. Although you do have some of the essential skills for running business, you will, probably, not be able to deal with the pressures and strains that are a part of the job. You should perhaps consider taking some professional training or finding an associate who can compensate for some of your weaknesses.

Below 22

Managing your own business is not for you. You are better suited to an environment where you are not responsible for making decisions and taking risks. To operate successfully you need to follow well-defined instructions and you prefer work that is both regular and predictable [2].

Unit 2. BUSINESS ENGLISH FOR PERSONNEL MANAGEMENT

Personnel management involves the selection, recruitment, training and general management of a company's personnel. Flippo defines personnel management as the "planning, organising, compensation, integration and maintenance of people for the purpose of contributing to organisational, individual and societal goals." A company's personnel management department, sometimes also known as the human resources department, is an important part of the business. There are seven main functions of human resources management:

1. Recruitment & selection.
2. Performance management.
3. Learning & development.
4. Succession planning.
5. Compensation and benefits.

6. HR Information Systems.

7. HR data and analytics.

In this unit, several aspects and concepts of personnel management are considered. **Exercise 10. Rearrange the following list of recruitment tasks in the correct order.**

- Check or write the job description.
- Prepare a person specification.
- Shortlist applicants from the first interview.
- Conduct second interview.
- Advertise the job.
- Select the most suitable candidate.
- Carry out screening and interviews.
- After an employee resigns, analyse the job and consider alternatives for hiring a replacement (e.g. internal staff versus the labour market).
- Send feedback to unsuccessful applicants.

Compare your results with a colleague's.

In the above example, an employee resigns. Can you think of other reasons to look for new staff?

Which recruitment tasks above are you involved in?

Exercise 11. Job descriptions and person specifications.

Job descriptions and person specifications are two important HR tools.

What type of information do they include? Sort the items below into the chart.

desirable skills

previous experience

reporting relationship (who the person is responsible to and for)

job title

practical requirements (shift work, travel, etc.)

workplace location

skills and qualities required for a particular job
 main purpose of job
 qualifications / training
 key duties / responsibilities
 personal style / behaviour

Job description	Person specification

Exercise 12. Job descriptions and person specifications.

Label the sections of the job description extract below with section headings from the box.

Essential experience	Job title	Key duties / responsibilities
Main purpose of job	Reports to	Responsible for

Workplace location

_____1	Business Development Manager – Russia
_____2	General Manager, Russia and the CIS
_____3	A small team of Russia-based trainers 2 administrators 1 secretary/ personal assistant

_____ 4	<p>To design, develop, and carry out general business development projects for Russia-based personnel, with particular emphasis on opening new business units and divisions. To work closely with branch managers on implementing team-building training and monitoring effectiveness.</p>
_____ 5	<p>To design and implement new training courses and record results and to identify future needs of the company.</p> <p>To prepare a staff-training manual for use at all branch offices.</p> <p>To carry out an initial training audit and prepare a report on findings with on-going suggestions.</p> <p>To be responsible for the annual Russian training business development budget, to report to the Board annually, and to work within the agreed budget.</p> <p>To visit all branch offices regularly in order to train branch managers, review on-going training, and assess customer service.</p> <p>To report weekly to the General Manager, Russian and the CIS.</p>
_____ 6	<p>Training management and evaluation experience.</p> <p>Management and coordination of team of trainers.</p> <p>Budget management.</p>
_____ 7	<p>Based in Samara, the job involves substantial travelling in Russia and the CIS (e.g. 10 visit branch offices and carry out training programmes).</p>

Exercise 13. True or false? Correct the false statements.

1. The job is based in Russia and does not require much travelling.
2. The training manager is responsible for three people.
3. The job is for somebody with an extensive training background.
4. The training manager reports directly to the Board of Directors.

5. The training manager is responsible for conducting an audit of training requirements and preparing a new training manual.

Exercise 14. Choose the correct verbs to complete the sentences:

1. The training manager reports to/manages/monitors the general manager.

2. The suitable applicant must be able to develop/work/implement closely with branch offices and develop/introduce/support a good team spirit.

3. We need to contribute/implement/train new training courses and identify/develop/manage needs for the future development of the staff.

4. There is a certain amount of hands-on work that involves carrying out/ensuring/contributing training courses for Russian-based personnel.

5. First, you need to maintain/prepare/operate a new staff-training manual.

6. Russian branch offices need to be supported, so the job maintains/ensures/involves a lot of travelling.

Exercise 15. Complete the gaps with verbs from the list to describe some of the competencies of a manager. Try to use each verb once.

build • develop • ensure • identify • improve • motivate • react to

A manager should be able to:

_____ ¹ staff performance.

_____ ² an effective team.

_____ ³ change.

_____ ⁴ staff.

_____ ⁵ creativity.

_____ ⁶ problems.

_____ ⁷ deadlines are met [3].

Unit 3. BUSINESS ETHICS AND ETIQUETTE

Exercise 16. Read the following passage. Translate into Russian. Prepare a summary.

Business ethics and etiquette

Business Ethics is a management discipline that covers the moral values, behaviours and attitudes necessary for proper business correspondence and exchange. Ethical behaviour can be understood as the moral code of a particular organisation that is developed to guide employees' behaviour towards one another and towards third parties (including customers, employees of other organisations, public authorities etc.) governing the employees' acceptable and unacceptable conduct. *Ethics (countable noun)* are moral beliefs about what is right or wrong. *Ethics (uncountable noun)* is the study of these moral beliefs.

Ethically responsible companies want to do the right thing in areas such as:

- employment and community: they want to pay attention to things that affect all people, not just their employees, in the areas where the company has its offices, factories and activities.

- the environment: they want to conduct business in ways that protect the environment to ensure that the air, rivers etc. are not polluted and plant and animal life are not endangered.

- winning new business: they want to get business without engaging in corrupt behaviour, for example offering *bribes* – money given to someone so that they behave unethically.

Companies want to be viewed as good corporate citizens, with activities that are

beneficial not only for their *stakeholders* – their employees, *shareholders* and so on, but for the community and society as a whole.

Accountability and transparency

Ethical corporate behaviour includes *accountability* – the idea that companies are completely responsible for what they do and that people should be able to expect them to explain their actions. *Transparency* is explaining this behaviour in a way that can be understood by outsiders, and not trying to hide anything. Companies may say that they demand high levels of *probity* and *integrity* - complete honesty - from their employees, and that they do not tolerate any form of *misconduct*.

Corporate social responsibility

Companies have long had *codes of ethics* and *codes of conduct* saying how their managers and employees should behave. Now they are looking at these issues in more systematic ways. They are designating executives to oversee the whole area of *corporate social responsibility* (CSR).

Exercise 17. Read the following case studies and answer the questions accordingly.

1. You notice that your boss has sat on something and has a stain on his back. You are about to go in to an important meeting where, he will be presenting a report. What should you do?
2. You are making an introduction and forget your subordinate's name. What should you do?
3. You are dining with your subordinate and a client. You take a bite of fish full of bones. What should you do?
4. You have been asked to attend the weekly board meeting of top management. When you arrive, you are not sure where to sit. What should you do?
5. Your boss is criticising a project headed by you that ultimately became unprofitable, and you feel that the criticism is quite unfair, especially as you completed the project with your team. You are angry. What should you do?

Exercise 18. Complete the following etiquette quiz.

1. What is one of the problems in business today that result from poor listening skills?

- a. Broken relationships*
- b. Short term memory*
- c. All of the above*

2. You are attending a conference and you would like to have the card of a senior executive you meet. How do you get it?

- a. You offer them your card and ask them for theirs.*
- b. You tell them you need their card so you can remember their name.*
- c. You create an opportunity and establish rapport with them and develop a specific reason for them to ask you for your card in hopes they will offer you theirs.*

3. When making an entrance into an office with people working at their desks, it is always best to:

- a. do your best to avoid drawing attention to yourself.*
- b. appear pleasant and greet people by saying hello to those at the desks.*
- c. walk in a room and stand there and wait patiently for someone to look up and recognise that you need help.*

4. If you want to make a good impression on a senior executive when you meet them for the first time, it is best to:

- a. greet them and tell them about the project you're working on so they will know what you are doing for the company.*
- b. appear genuinely sincere and ask them questions about the company and how they became an executive for the company.*
- c. appear pleasant and make brief short sentences that focus on them and wait for them to reply.*

5. When making a business introduction between two people, the most important rule to remember is:

- a. say your own name before introducing the two people.*
- b. use the name of the most important person first in the introduction.*
- c. repeat the names of the people involved in the introduction twice so they will remember each other's names and their proper pronunciation of those names.*

6. For leading a successful business meeting, your number one priority is:

- a. making sure you have good attendance and participation.*
- b. keeping great notes and sending them to everyone after the meeting.*
- c. creating tasks and accomplishing the agenda in the allotted time.*

7. When giving a compliment, it is best to:

- a. give a compliment to someone so that many people can hear the praise you are giving them.*
- b. give compliments to everyone in the office so everyone receives regular praise.*
- c. compliment specific behaviours regarding work, avoid personal compliments.*

8. Regarding criticism in the workplace, remember to:

- a. give criticism privately so it won't embarrass anyone.*
- b. criticise only a person's work related skills and avoid offering personal criticism.*
- c. offer a patient critique and never criticise anyone.*

9. Humour in the workplace is:

- a. a great way to occasionally break the stress during a business day.*
- b. a way to show your character by demonstrating the areas you find humorous.*
- c. All of the above.*

10. Anger is a complex emotion that occasionally surfaces in the workplace. When it does, the best way to deal with anger is to:

a. train yourself to deal with anger and don't express it during working hours.

b. speak your mind regularly so it doesn't build up.

c. find outlets for your anger such as a walk during lunch, journaling, counting to ten. If you cannot resolve your anger, get help.

11. Office gossip destroys careers, however, if you are only listening to gossip:

a. You are not guilty of gossiping, after all, you were just listening and not passing it on.

b. You have a deeper understanding of the complex problems of your associations and can offer help when necessary.

c. You are just as guilty as the one who is telling you gossip.

12. If you walk into the office of a person you do not know, do you offer to shake their hand?

a. Yes. It is important to be a gracious guest when entering someone's office.

b. No. You enter their office slowly (with a pleasant expression on your face) and wait for them to offer to shake your hand; only then do you extend your hand for a handshake.

c. You introduce yourself first, and then you initiate a handshake with them.

13. If you are seated and someone approaches and offers to shake your hand, you should:

a. stand up and shake the person's hand.

b. raise yourself slightly from your chair and shake the person's hand.

c. dismiss the handshake as an unnecessary formality and motion for the person to sit down and join you.

14. If you are considered a junior officer in your company and approach a senior officer, do you offer to shake hands?

a. Yes, it is an excellent opportunity to make create trust and rapport.

b. No. You wait for the senior officer to initiate the handshake.

c. You should only initiate the handshake if the other person is a man. Women must be allowed to initiate handshakes as they please.

15. When dealing with corporate politics, it is usually best to:

a. let people know where you stand on issues, so you can work toward what it is that you believe.

b. create relationships with people who will side with you to create a corporate consensus against those who don't agree with you.

c. respect all people's opinions and treat everyone fairly to help make the best decision for the success of the company.

16. Making small talk is vital for conducting business today because it:

a. gives people an insight into your character.

b. creates rapport with people and lets them know you're human.

c. All of the above.

17. If you are running late for an appointment because your boss has called a last minute meeting, it is best to:

a. Call immediately and reschedule the meeting for a later time or another day.

b. Try and go to both meetings even if you leave one early and arrive late for the other one.

c. Call and let the person's administrative assistant know you will be an hour late for your scheduled meeting.

18. When you have been left in a waiting room for someone to come, collect you, and take you to their office, you:

a. use that time to look over the reports you have brought with you to give to them.

b. use the time to relax and return calls or check your voice mail messages.

c. do nothing except wait expectantly for the person to come and collect you.

19. Once you are in someone's personal office, you can create a level of rapport by:

a. asking them questions about their specific job function for their company.

b. telling them about your specific job function within your company.

c. making comments about the building, facility or some aspect of their office.

20. When you are a guest in someone's office, it is best to:

a. stay long enough so they can get to know you before you begin talking about business so they'll learn to trust you.

b. be brief. Offer them leave-behinds. Follow up when you say you will.

c. answer questions you know they'll ask (before they ask them) and provide them with a full educational opportunity about your product or service.

21. Someone in your office uses a wheelchair. When speaking to them, you:

a. sit down so that you are at eye level with them so they won't strain their neck.

b. offer to push their chair every time you see them as an act of courtesy.

c. All of the above.

22. If you know that an individual operates on an auditory channel and you want to let them know about an upcoming meeting, what would you say to them?

a. *“If you look closely, I think you’ll see the meeting is in the Oak Room.”*

b. *“I hear the meeting’s in the Oak Room. I’ve heard it has great acoustics.”*

c. *I am so glad it is in the Oak Room. I love the woodwork there.”*

23. If an important call comes in when you are at a business lunch:

a. *Take the call at the table and try to be quiet so you will not disturb the other diners during the call.*

b. *Turn your phone off completely and collect your voice mail messages afterward.*

c. *Tell your associates at lunch that you are expecting an important call, put your phone on vibrate mode and when the call does come, excuse yourself, leave the table and go to a place where no one can hear you. When you return to the table, thank your guest for allowing you to take the call and do not apologise or talk about the nature of the call.*

24. To master the art of networking:

a. *Always take plenty of information with you about your product or service to take advantage of making a good sale or a promising business connection.*

b. *Take cards and talk to people with whom you might develop a meaningful and mutually beneficial relationship over time and who might eventually buy or refer your company’s product or services.*

c. *Gather as many cards as possible, and when you get back to the office, send them all a formal business letter along with your*

company's collateral material related to your product or service. Follow up with a phone call in two weeks' time.

Etiquette quiz answers

1. **c**, 2. **c**, 3. **a**, 4. **c**, 5. **b**, 6. **c**, 7. **c**, 8. **c**, 9. **c**, 10. **c**, 11. **c**, 12. **b**, 13. **a**, 14. **b**, 15. **c**, 16. **c**, 17. **a**, 18. **c**, 19. **c**, 20. **b**, 21. **a**, 22. **b**, 23. **c**, 24. **b**.

Unit 4. TYPES OF BUSINESS ORGANISATIONS

Exercise 19. Read the following passage. Prepare a summary. Translate into Russian. Be careful to use the correct specific Russian terminology.

A business is an organisation that uses economic resources or inputs to provide goods or services to customers in exchange for money or other goods and services. There are different types and forms of business organisations. There are four types of business: **service, merchandising, manufacturing and mixed**.

A **service business** provides intangible products (non-physical products). Service type firms offer professional skills, expertise, advice, and other similar products. Examples of service businesses are schools, repair shops, hair salons, banks, accounting firms, and law firms. A **merchandising business** buys products at wholesale price and sells the same at retail price. They are known as "buy and sell" businesses. They make profit by selling the products at prices higher than their purchase costs. A merchandising business sells a product without changing its form. Examples include grocery stores, convenience stores, distributors, and other resellers. Unlike a merchandising business, a **manufacturing business** buys products with the intention of using them as materials in making a new product. Thus, there is a transformation of the products purchased. A manufacturing business combines raw materials, labour, and factory overhead in its production process. The manufactured goods

will then be sold to customers. **Mixed businesses** are companies that may be classified in more than one type of business. A restaurant, for example, combines ingredients in making a fine meal (manufacturing), sells a cold bottle of wine (merchandising), and fills customer orders (service). Nonetheless, these companies may be classified according to their major business interest. In that case, restaurants are more of the service type, as they provide dining services.

There are several forms of business ownership. A **sole proprietorship** is type of business unit where one person is solely responsible for providing the capital and bearing the risk of the enterprise and for the management of the business. A sole proprietorship is a business owned by only one person. It is easy to set-up and is the least costly among all forms of ownership. The owner faces unlimited liability; meaning that the creditors of the business may go after the personal assets of the owner if the business fails to pay them. A **partnership** is a business owned by two or more persons who contribute resources into the entity. The partners divide the profits of the business among themselves. In general partnerships, all partners have unlimited liability. In limited partnerships, creditors cannot go after the personal assets of the limited partners. A partnership has limitations that include unlimited liability, instability, limited capital, the non-transferability of shares, the possibility of conflicts, and others. A corporation is a business organisation that has a separate legal personality from its owners. Ownership in a stock corporation is represented by shares of stock. The owners (stockholders) enjoy limited liability but have limited involvement in the company's operations. The board of directors, an elected group from the stockholders, controls the activities of a corporation. **Limited liability companies (LLCs)** are mixed forms of business that have characteristics of both a corporation and a partnership. An LLC is not incorporated; hence, it is not considered a

corporation. Nonetheless, the owners enjoy limited liability like in a corporation. An LLC may elect to be taxed as a sole proprietorship, a partnership, or a corporation. A cooperative society is defined as “a society, which has its objectives for the promotion of economic interests of its members in accordance with cooperative principles.” A cooperative is a business organisation owned by a group of individuals and is operated for their mutual benefit. The persons making up the group are called members. Cooperatives may be incorporated or unincorporated. Some examples of cooperatives are water and electricity (utility) cooperatives, cooperative banking, credit unions, and housing cooperatives^[3].

Exercise 20. Answer the following questions using the information that you have gathered from the text above and from your general business knowledge.

1. A sole proprietorship can best be defined as
 - a. one individual in business for him/herself;*
 - b. one person owning stock;*
 - c. stockholders joined under contract.*
2. Beauticians, dentists and lawyers are all examples of which type of business organisation?
 - a. partnership;*
 - b. sole proprietorship;*
 - c. limited partnership.*
3. Which best defines a corporation?
 - a. Broken relationships;*
 - b. Short term memory;*
 - c. All of the above.*
4. True or False...A corporation can be sued, but the people who own the corporation (stockholders) cannot be sued?
 - a. True;*
 - b. False;*

- c. Neither true no false.*
5. Which of following is an advantage of a general partnership?
- a. Unlimited liability;*
 - b. Lack of continuity;*
 - c. Larger money pool.*
6. **Read the following:**
- I. Limited liability;*
 - II. Continuity;*
 - III. Greater likelihood of professional management;*
 - IV. Easier access to money.*
- All of the above are advantages of which business organisation?
- a. Corporations;*
 - b. Sole proprietorship;*
 - c. Partnerships.*
7. Which of the following is a disadvantage of a sole proprietorship?
- a. Freedom in decision-making;*
 - b. Difficulty raising money;*
 - c. Low start-up cost.*

Unit 5. ORGANISATIONAL STRUCTURE AND MANAGEMENT

Exercise 21. Read the following text. Prepare a summary and translate it into Russian. Be careful to use specific terminology.

An organisational structure is a system that outlines how certain activities are directed to achieve the goals of an organisation. It defines the hierarchy of employers and employees, and identifies each job, its function and where it reports to within the organisation itself. These structures determine how information flows between different levels of a company. In centralised structures such as

Functional and Hierarchical varieties, decisions flow from the top down, whereas in decentralised structures such as the Flat type, decision-making power is distributed among various levels of the organisation. Organisational structures are important because they provide companies with the following benefits when properly implemented:

Clearly defined authority relationships: Organisational structures allocate authority and responsibility in a discrete manner, specifying who directs to who and who is accountable for what results. It helps every member of the organisation know what their role is and how it relates to others within the business.

Greater patterns of communication: By grouping together activities and people, it more readily benefits communication between people linked by their job activities; people who have the same or similar problems and challenges thus need to share information to solve these problems.

Determines the location of decision centres: The locus of decision-making within an organisation is easily locatable through an organisational structure. For example, in a retail store, a structure that leaves pricing and sales promotions to individual departments may be followed. However, in something like an oil refinery, a structure that leaves production, scheduling and maintenance decisions to top levels will likely be used.

Proper balancing: Those who are more critical to a business' success may be placed higher in the organisation. Organisational structures can mete out the balance of influence and authority accordingly, i.e. duties of comparable importance tend to be given roughly equal levels within the structure, in order to give them equal emphasis.

Encourages growth: The varying types of structure provide the framework within which an enterprise can function; if it is flexible,

then it is in a better position to meet its challenges and create opportunities for growth. Such growth allows an organisation to increase its capacity to handle greater levels of business activity.

The different types of organisational structure include functional, hierarchical, flat, divisional and matrix. Perhaps the most common variety, a functional organisational structure departmentalises a business based on its respective common job functions. Businesses with this kind of structure would, for example, group all its marketers in one department, then its salespeople in another, and customer service team in another. The pros of a functional organisational structure include that it allows for a high degree of specialisation amongst employees, is easily scalable should the organisation experience growth, skill-based departments allow employees to explore their field and identify what they're good at, facilitates clear accountability of everyone's work, and each department has defined responsibilities, ensuring no duplication of work. The cons of a functional organisational structure include that it can be inefficient if the business has a variety of products or target markets, can create barriers between different functions, limiting employees' knowledge of and communication with other departments, departments may be distracted by departmental goals as opposed to organisational ones, and work can become rigid and repetitive, leading to a loss of morale and enthusiasm. Larger companies are particularly well-suited to the functional structure, especially if they produce tangible goods. Smaller companies, however, may feel constrained by the structure and should look elsewhere to other, more suitable structures.

In a hierarchical structure, employees are ranked at various levels within the organisation, with each level above the other. Except for those in positions at the very top, such as owners or directors and those in entry-level positions, employees will have both a manager

and subordinates. The advantages of a hierarchical organisational structure include that there are clearly-defined positions of authority and responsibility, the paths for promotion and progression are made clear, which serves to boost motivation, it encourages the effective use of specialist managers, and it often fosters loyalty from employees to their department, as well as a culture of loyalty towards teams, departments and the organisation as a whole. The disadvantages of a hierarchical organisational structure include that it can be bureaucratic and result in slow responses to market and customer need, there is poor communication through the organisation, particularly between departments that are at the same level in the hierarchy, departments may make decisions that only benefit them as opposed to the whole organisation, a hierarchical structure with multiple managers and departments can be expensive, it can result in potential disconnect between employees from different levels, and it is difficult to collaborate outside of the team. Hierarchical structures work well in businesses with few products that are sold at high volume, since it's a structure which allows for tight control that can be maintained throughout the design, quality, production and distribution of goods. Say, for instance, a company makes a popular product – its only product that is in high demand across many different countries. The president can control the quality of this product in a single, large-scale facility, and then sell it through a chain of distributors, showing how a hierarchical structure can control all aspects of production and distribution.

A flat structure limits the levels of management in a way that all staff are in proximity to a degree of leadership. In such a structure, there are very few tiers of seniority, with some even exhibiting no set levels. Employees will be given their key responsibilities and produce work in-line with their expertise, giving employees the chance to become increasingly involved in all activity and have an

influence over decision-making processes as a result. A risk of the flat structure is that it can grant greater responsibility to inexperienced members of the team. However, it can also help breed creativity and encourage different ways of thinking throughout all areas of the business. The flat approach is often favoured by big companies such as Google, LinkedIn and Adobe – organisations that have made a name for themselves through creative and innovative employees whose ideas have led to a boost in company growth. The advantages of a flat organisational structure include greater decision-making power amongst the levels of an organisation, it reduces the red tape that can stand in the way of progression and innovation, staff and managers are on an equal footing, facilitates coordination and speed of communication, and less need for middle management, which reduces an organisation's overheads. The disadvantages of a flat organisational structure include that it can create generalists instead of specialists, leaving employees' duties unclear, and it can limit the long-term growth of an organisation as management decides against new opportunities in order to maintain the structure. Since employees may lack a specific senior to report to, it can create confusion and possible power struggles amongst management. The lack of executive decisions can also lead to projects losing focus.

[Source: Gazprom Energy UK]

Exercise 22. Answer the following questions.

1. What is an organisational structure?
 - a. *How a business organises its staff into layers of management;*
 - b. *The number of managers in a business;*
 - c. *A model that demonstrates the number of employees in a business.*
2. What is the chain of command?
 - a. *The number of employees that a manager is in charge of;*

- b. Way in which managers communicate with staff immediately below them;*
 - c. The route instructions take from the top to the bottom of a business, including who is answerable to whom.*
- 3. What does the term 'delaying' mean?
 - a. The process of adding layers of management, making an organisational structure taller;*
 - b. The process of removing layers of management, making an organisational structure flatter;*
 - c. The process of reducing the span of control for a manager.*
- 4. What is a subordinate?
 - a. A member of staff below a manager in the chain of command;*
 - b. A manager in a business;*
 - c. A member of staff at the bottom of a business.*
- 5. What type of organisational structure is a small business most likely to have?
 - a. Flexible structure;*
 - b. Flat structure;*
 - c. Hierarchical structure.*
- 6. Which of these statements best describes a part-time employee?
 - a. An employee who usually works for five or more days per week;*
 - b. An employee who works for fewer than 35 hours per week, usually over fewer than five days;*
 - c. An employee who works for more than 35 hours per week.*
- 7. Which of these statements best describes what happens in decentralised management?
 - a. Decisions are made at the top of a business and passed down the chain of command;*

b. Decisions about the running of a business are made by all employees individually;

c. Business decision-making authority is delegated down the chain of command to managers or branch managers.

8. How could excessive communication impact a business?

a. Make employees feel overloaded and reduce productivity;

b. Make employees more efficient;

c. Lead to more sales.

9. Which of these statements best describes a permanent contract?

a. An employee has a contract with a specific end date;

b. An employee can work at a business until they decide to leave or the job role no longer exists;

c. A person is hired to complete a specific short-term job role.

10. What does the term 'remote-working' mean?

a. Remote-working is where an employee works from an office;

b. Remote-working is where an employee works in a shop rather than the business' head office;

c. Remote-working is where an employee is able to work from home or any other location that is not the main working environment of their employer.

Unit 6. GENERAL ASPECTS OF BUSINESS ENGLISH FOR MANAGEMENT. VOCABULARY

General exercises

Exercise 23. Management abbreviations. What do the following abbreviations stand for?

1. SWOT _____

2. MBWA _____
3. IT _____
4. CEO _____
5. BCG _____
6. TQM _____
7. SBU _____
8. CAM _____
9. CAD _____
10. HR _____
11. BEP _____
12. FMS _____
13. MRP _____
14. ROI _____
15. SME _____
16. OB _____
17. DSS _____
18. JIT _____
19. QUEST _____
20. MBO _____

***Exercise 24. Abbreviations of international organisations.
What do the following abbreviations stand for?***

1. IMF _____
2. IMO _____
3. ITU _____
4. NGO _____
5. IBRD _____
6. UNESCO _____
7. WTO _____
8. BIS _____
9. EU _____

10. EBRD _____
11. EFTA _____
12. CIS _____
13. ADB _____
14. ASEAN _____
15. TLAS _____
16. GCC _____
17. AU _____
18. ECOWAS _____
19. ITSO _____
20. IATA _____

Exercise 25. SWOT analysis. The extracts below are from a SWOT analysis. Do they describe strengths, weaknesses, opportunities or threats?

1. Competition is growing in this market, which could lead to a price war. Many sites now offer the same service and product categories as eBay. eBay is a global brand but in some local markets, the main competitor could be stronger and preferred by consumers.

2. eBay has added many new categories, but this may damage the brand. For example, offering automobiles may be confusing for customers. Due to increased competition, the offer is undifferentiated.

3. In 2007, eBay entered the European market. There is huge potential here. In 2019, eBay launched a new loyalty programme, Guaranteed Delivery, which should maximise purchases from the existing client base.

4. eBay is a global brand operating in over ten countries. It was one of the first online retailers, and today, it has an enormous customer base. It has built on early successes with books, and now has product categories that include jewellery, toys and games, food

and more. It has an innovative Customer Relationship Management programme.

Exercise 26. Correct the mistakes in the following sentences

1. The brand is very strengthened.
2. Today, competitor fears about health are one of the biggest threats to the processed food sector.
3. An undifferentiated offer will weakness the company in the short term.
4. A clear opportunity is a gape in the market.
5. We may be threatened by the emerging trend towards artificial intelligence.
6. A war of prices has weakened our profitability.
7. The businesses is set to open a new line next autom.
8. The computer market have become saturated with numrous brands.
9. Business shoud be bumng next season!
10. There is no need to feer the ensuing market tebulence.

Exercise 27. Logistics. Replace the underlined words with verbs from the box that have the same meaning. Use the correct verb forms.

stack come run fix attach lift fit

1. This type of crane is used for raising containers.

2. Containers are available in a variety of versions and sizes.

3. It is a heavy-duty forklift truck equipped with a spreader beam.

4. With this device, you can pile containers on top of each other.

5. Some containers have a bogie fixed to them.

6. This device is mounted on rails.

7. The crane is motorised and able to move alongside the quay.

Useful phrases and vocabulary

Job interviews

Establishing rapport and relaxing a candidate

It's nice to welcome you here and I hope you'll enjoy the interview.

Please feel free to ask any questions you may have.

I'm going to start by...and then we'll talk about...

Finally, we can deal with any points you would like to raise.

Please ask about anything you are not sure of.

Giving information

I'd like to tell you something about...

I'm afraid we don't...

We'd be happy to...

Let me fill you in on the details of...

Questions

What experience have you had of...? [2]

What aspect of your job do you like best?

How would you handle...?

How do you go about dealing with...?

What do you know about managing...?

Why do you want to leave your present job?

Could you outline your experience in...?

Asking follow-up questions

Could you tell me more about...?

What exactly do you mean by...?

Could you enlarge on that?

I wonder if you could give me an example of...

Why did you deal with the situation in that way?

Appraisal interviews

Questions

What do you like most about your work?
Could you tell me (how things are going with...)?
How do you see (your team developing...)?
Would you like to give me more details about...?
When did you realise that...?
Would you mind giving me more information on...?
Is there anything else we should talk about?

Talking about problems

I'd like you to tell me (how you see your progress over the past year).
Has there been anything you have found difficult to cope with?

How are things with the rest of the department?
Have there been any problems?
Could there be a (personality) problem between...?
Why weren't you able to talk about it?

Softening disagreement

With respect, I think...
To be frank, I don't think...
(I'm) Not sure I agree with you there.
Frankly, we should deal with that differently...
I respect your opinion, but...
I'm afraid we can't... I'm sorry, but we can't...
I agree to a certain extent, but... [2]

Negotiating

Persuading

It would be to your advantage to...

It might be in your interest to...

We can reassure you on that point totally.

It's the best offer around. You won't find a better one.

I was wondering if you had any thoughts about...?

Wouldn't it be an excellent idea if...?

Bargaining and compromising

We could consider (doing) that if you promised to...?

How would it look if we offered...?

Sorry, we've already had a better offer, so...

We would agree on one condition:...

Our pay deal is conditional on...

If you agree to..., we can...

If you threaten us, we'll withdraw the offer.

If we had to..., it's unlikely we could...

We might put a better offer on the table, provided (that) you...

I'd go along with that on condition that you returned to work.

Unless you return to work, we'll withdraw our offer.

That seems to be a good compromise, as long as there is... [2]

Arranging an appointment

What date would be convenient for you?
What time would suit you?
Would Monday at 10.30 suit you?
Is the 5th of March at 6 pm convenient?
Can you manage...? / How about...?
Tuesday would be good for me.
Monday's bad for me, I'm afraid.
That sounds fine.
Yes, that would be good for me.
I think that should be possible [2].

Exchanging information

Can we just have a word about...?
I'd like to be kept up to date on what's happening.
So where / what are you planning to...?
Well, firstly I thought I would...
I'll look into it (though)[²].

Asking for somebody's opinion or ideas

What is your view on this?
Could I have some feedback?
Could I have your input?
Could you please prepare a summary...? [2]

Giving an opinion or feedback

Good idea. / That's fine.
As far as I'm concerned...
It seems to me that.../ In my opinion,...
Why don't we...?
Well, I'm definitely in favour of...
By the way, shouldn't we...? [2]

Agreeing and disagreeing

I entirely agree.
Yes, (that's a) good idea.
I'm inclined to agree with you on that.

Yes, but have you considered...?
You have a point there, but...
I'm afraid I can't go along with that.
Sorry, but I really can't agree [2].

Making recommendations and suggestions

We need to introduce...
My proposal is to put...
Maybe we should also look into...
I recommend introducing/that we introduce...
It's essential that we take up references...
I (can) recommend talking/that we talk...
It's high time (that) we introduced...
I suggest we might...
What do you think about...?
I believe we should consider... [2]

Clarifying

Could you repeat that?
Sorry, I didn't quite get that.
What exactly do you mean by...?
As you know, we really do need to...
I'll fill you in on... [2]

Interrupting

Could I just say that...?
I'd like to add a point here.
Excuse me, can I just come in here? [2]

INTRODUCTION TO BUSINESS ENGLISH

- | | | |
|-------------------------------|-----------------------------|--------------------------------|
| 1. annual business | 18. incentive | 36. sickness benefit |
| 2. bad business | 19. increment | 37. team spirit |
| 3. blue-collar worker | 20. job security | 38. to be in business |
| 4. booming business | 21. just-in-time inventory | 39. to be out of business |
| 5. business | 22. marketing | 40. to build up business |
| 6. business competition | 23. monkey (funny) business | 41. to mind one's own business |
| 7. business corporation | 24. non-profit business | 42. to obtain a loan |
| 8. business hours | 25. operating costs | 43. to pay bills |
| 9. challenge | 26. perks | 44. to raise capital |
| 10. consumer demand | 27. personal business | 111 |
| 11. customer | 28. personalised sales | 45. to resign |
| 12. dirty business | 29. prestige | 46. unsociable hours |
| 13. finance | 30. production | 47. white-collar worker |
| 14. firing | 31. profit | 48. wholesale |
| 15. for-profit business | 32. promotion | 49. workaholic |
| 16. freelance | 33. retail | |
| 17. human resource management | 34. revenues | |
| | 35. self-employed | |

RECRUITMENT

- | | | |
|----------------|-----------------------|--|
| 1. applicant | 10. computer-literate | 14. CV (curriculum vitae)/resume |
| 2. application | 11. consumer demand | 15. demeanour |
| 3. background | 12. covering letter | 16. employment agency/recruitment agency |
| 4. bonus | 13. customer | |
| 5. candidate | | |
| 6. career | | |
| 7. challenge | | |
| 8. commodity | | |
| 9. competitive | | |

- | | | |
|---|---------------------------------------|--|
| 17. essential/crucial/
vital/important | 37. recruitment/hiring/
employment | 58. to fill out/in |
| 18. eye contact | 38. redundancy | 59. to go up the
career ladder |
| 19. final decision | 39. referee | 60. to make an
advantage of
something |
| 20. for-profit
business | 40. reference | 61. to meet
qualifications for
the job |
| 21. fringe
benefits | 41. respect | 62. to mind one's
own business |
| 22. from scratch | 42. result | 63. to neglect |
| 23. group
discussion | 43. shortlist | 64. to offer the
job |
| 24. human
resources/staff/personnel | 44. team spirit | 65. to raise
capital |
| 25. income | 45. to accept a
job | 66. to recruit/to
hire/to employ |
| 26. intelligence | 46. to apply for a
job | 67. to reduce
unemployment |
| 27. job slots | 47. to appoint | 68. to retain |
| 28. labourer | 48. to be (go) on
the dole | 69. to take
advantage of
something |
| 29. labour rate | 49. to be
appropriate | 70. to turn down
the job |
| 30. labour
turnover | 50. to be in
business | 71. trainee |
| 31. letter of
application | 51. to be on offer | 72. unpaid leave |
| 32. marital status | 52. to be out of
business | 73. wage/salary |
| 33. non-profit
business | 53. to build up
business | 74. wholesale |
| 34. operating
costs | 54. to conduct
the interview | |
| 35. promotion | 55. to cut back | |
| 36. recession | 56. to dig for dirt | |
| | 57. to establish
rapport | |

CV WRITING AND APPLICATION LETTER

- | | | |
|-----------------------------------|------------------------------|-------------------------|
| 1. affiliation | 11. date of birth | 21. native |
| 2. award | 113 | language |
| 3. background | 12. education | 22. qualifications |
| 4. bi-lingual | 13. experience | 23. reference |
| 5. blocked or
open punctuation | 14. fluent | 24. skill |
| 6. career | 15. graphology | 25. sludge pile |
| 7. challenge | 16. interest | 26. tenured
position |
| 8. consistently | 17. job objective | 27. to enclose |
| 9. cover letter | 18. letter of
application | 28. to toss |
| 10. CV
(curriculum
vitae) | 19.
miscellaneous | 29. training |
| | 20. nationality | 30. work history |

JOB INTERVIEWS

- | | | |
|-------------------------------------|--------------------|---|
| 1. appearance | 17. intelligent | 34. thank you
note/follow up
letter |
| 2. arms folded
across your chest | 18. intimidating | 35. to afford |
| 3. attributes | 19. inviting | 36. to be anxious |
| 4. body language | 20. job offer | 37. to bring
something up |
| 5. bottom line | 21. leader | 38. to disrupt |
| 6. casual | 22. marital status | 39. to entail |
| 7. casual Fridays | 23. neat | 40. to establish
rapport |
| 8. cheap
commodity | 24. outcome | 41. to fit in |
| 9. confidence | 25. panel | 42. to handle
adversity |
| 10. eye contact | 26. politeness | 43. to interact |
| 11. family status | 114 | 44. to rehearse |
| 12. follower | 27. posture | 45. to reiterate |
| 13. follow-up
letter | 28. reliability | 46. traits |
| 14. gesture | 29. self-confident | 47. weird
questions |
| 15. impression | 30. skill | |
| 16. inappropriate
questions | 31. spontaneous | |
| | 32. stylish | |
| | 33. team player | |

BUSINESS ETIQUETTE

1. absentee
2. accessible/approachable
3. accountability
4. accuracy
5. adversarial
6. arrogant
7. assertive
8. attitude
9. awareness
10. boardroom
11. bribe
12. business suit
13. canteen culture
14. casual clothes
15. casual/dress down Fridays
16. chaotic
17. company/corporate culture
18. competitive edge
19. conservative
20. cornerstone
21. corporate social responsibility (CSR)
22. credible
23. decision-making
24. deference for = respect
- 115
25. devious
26. distance
27. efficiency
28. embedded
29. entertaining
30. ethics
31. eye-contact
32. familiarity
33. formal clothes
34. forms of address
35. gesture
36. handful of something
37. handshaking
38. hard-working
39. heated discussion
40. hospitable
41. hospitality
42. humiliation
43. indifferent
44. individualistic
45. inevitable
46. interruption, to interrupt
47. janitorial staff
48. lazy
49. lively
50. long-hours culture
51. macho culture
52. management layers
53. mean
54. meticulous
55. misconduct
56. misunderstanding
57. modest
58. narrow-minded
59. nasty
60. negotiations
61. noisy
62. patient
63. pay-for-performance
64. polite
65. precedence
66. probity
67. progressive
68. promotion by seniority
69. prompt delivery
70. public holiday
71. public-spirited
72. punctuality

- | | | |
|-----------------------|----------------------------------|-------------------------|
| 73. quality-conscious | 91. to be familiar with | 103. tolerant |
| 74. quiet | 92. to be likened | 104. transparency |
| 75. relaxed | 93. to cross one's legs | 105. trustworthy |
| 76. remote | 94. to differentiate by position | 106. unfriendly |
| 77. reserved | 95. to diffuse tension | 107. unkempt |
| 78. rude | 96. to evolve | 108. unobtrusive |
| 79. sales rep | 97. to fold one's arms | 109. unpredictable |
| 80. serious | 98. to frown | 110. unshaven |
| 81. smart casual | 99. to generate new ideas | 111. verbal combat |
| 82. smokescreen | 100. to reinforce team-spirit | 112. well-groomed hands |
| 83. social rank | 101. to underestimate | 113. well-organised |
| 84. stereotypes | 102. to withdraw | 114. working breakfast |
| 85. stony silence | | 115. working schedule |
| 86. subordinate | | |
| 87. superior | | |
| 88. taskforces | | |
| 89. team of equals | | |
| 90. to be engaged in | | |

TYPES OF BUSINESS ORGANISATIONS

- | | | |
|---|---------------------------------------|---------------------------------|
| 1. "off-the-shelf" company | 9. bookkeeping | 18. contractual disputes |
| 2. agreement of association (company, etc.) | 10. business incubator | 19. corporate charter |
| 117 | 11. bylaws, statutes | 20. corporate entity |
| 3. articles of incorporation | 12. CJSC (closed joint stock company) | 21. corporation (incorporation) |
| 4. assets | 13. collateral | 22. costly |
| 5. association | 14. common stock | 23. dividends |
| 6. bankruptcy | 15. company | 24. entrepreneur |
| 7. board of directors | 16. competitor | 25. expenses |
| 8. bond | 17. contract | 26. factors of production |

- | | | |
|-------------------------------------|-------------------------------------|----------------------------------|
| 27. financial backer | 50. losses | 74. sole proprietorship |
| 28. financial gain | 51. mandatory arbitration | 75. sole trader |
| 29. financial statement | 52. market share | 76. startup |
| 30. for-profit corporation | 53. memorandum of association | 77. stock market |
| 31. franchise | 54. net worth | 78. stockholder (shareholder) |
| 32. franchise agreement | 55. nominate contract | 79. supply |
| 33. franchisee | 56. OJSC (open joint stock company) | 80. time factor |
| 34. franchisor | 57. opportunity costs | 81. to assign |
| 35. fraud | 58. organisation | 82. to bear risks and losses |
| 36. from time immemorial | 59. over-the-counter stocks | 83. to charge |
| 37. general partnership | 60. partnership | 84. to come to prominence |
| 38. goodwill | 61. personal income tax | 85. to contribute money |
| 39. individual (private entity) | 62. preferred stock | 86. to evolve |
| 40. inventory | 63. premises (real estate) | 87. to found a company |
| 41. investment | 64. profit vs loss | 88. to give rise to litigation |
| 42. joint venture | 65. proprietor | 89. to go bankrupt |
| 43. joint-stock company | 66. proprietorship | 90. to issue (e.g. shares) |
| 44. law of the jurisdiction | 67. receipts | 91. to lodge a complaint |
| 45. legal person (entity) | 68. record keeping | 92. to make (conclude) contracts |
| 46. legislation | 69. regulations | 93. to make a transaction |
| 47. limited liability | 70. reward | 94. to open a bank account |
| 48. limited partnership | 71. risk | 95. to owe |
| 49. LLC (limited liability company) | 72. royalty fee | 96. to own |
| | 73. shares (stocks) | |

97. to pay the debts
98. to raise capital
119
99. to reap profits
100. to register a company (corporation, etc.)

101. to run a company (corporation, etc.)
102. to soar popularity
103. to sue (to be sued)
104. to terminate the contract

105. to track expenses
106. trademark
107. trade-off
108. treasurer
109. unlimited liability
110. voting rights
111. word of mouth

COMPANY STRUCTURE

1. acquisition
2. array
3. assembly line
4. assets
5. at full capacity
6. autonomous
7. borrowing
8. business entity
9. cash balance
10. chain of command
11. contain/include
12. corporation
13. credit facilities
14. “customer-centric” approach
15. decentralisation
16. delayering
17. downsizing
18. empowerment

19. farsighted
20. fiscal year = financial year
21. fledgling firm
22. flexible
23. from the bottom up
24. functional structure
25. hierarchical structure
26. hierarchy
27. incompatible
28. individual proprietorship
29. infrastructure
30. inherent problems
31. innovative
32. line authority
33. line structure
34. manpower
35. manual
36. market share

37. matrix structure
38. merger
39. milestone
40. output
41. outsourcing
42. product line
43. production facilities
44. profit margin
45. pyramidal structure
46. retained earnings
47. sales force
48. staff structure
49. subordinates
50. superior = boss
51. takeover
52. to assist
53. to back out of
54. to be accountable to =

to be responsible
for

55. to be divided
into

56. to be in
charge of

57. to come in
for

58. to come up
with

59. to consist
of/to be

composed of/to
be made up of

60. to cut back
on

61. to delegate
responsibility

86. Company structure:

a. Board of
Directors
b. Chairman
(GB), President
(US)

c. Managing
Director = MD
(GB), Chief
Executive
Officer = CEO
(US)

62. to demolish

63. to fire up

64. to flop

65. to get down
to

66. to get on to

67. to get rid of
something

68. to impede

69. to keep pace
with

70. to keep up
with

71. to lay the
cornerstone

72. to live up to

73. to maintain

74. to make
redundant

75. to pool
together

76. to put in for

77. to put up with

78. to
recommence

79. to report to

80. to spearhead
121

81. to split up

82. to typify

83. transfer
prices

84. versatile

85. zest for

d. Production
Department

e. Marketing
Department

f. Finance
Department

g. Research and
Development
Department

(R&D)

h. Personnel
Department

i. Market
Research Dept.

j. Sales Dept.

k. Purchasing
Dept.

l. Accounts Dept.

m. Conference
Room

n. Reception

o. Planning Dept

MONEY MATTERS

1. aggregate
demand

2. aid

3. alimony

4. allowance

5. bargain

6. barter

7. bid

8. blackmailer

9. bribe

10. buck = dollar

- | | | |
|---------------------------------|-------------------------------|------------------------|
| 11. building society | 36. durable | 67. liquidity |
| 12. business venture | 37. duty | 68. maintenance |
| 13. cash | 38. exchange value | 69. managed currency |
| 14. cashier | 39. excise duty | 70. means of payment |
| 15. checkable deposit | 40. exorbitant | 71. medium of exchange |
| 16. checking account | 41. expenditure | 72. miser |
| 17. coinage | 42. extravagant | 73. monetary unit |
| 18. commodity money | 43. face value | 74. money circulation |
| 19. consumption | 44. fare | 75. mortgage |
| 20. convertibility | 45. fee | 76. near money |
| 21. cost of living | 46. fiat money/paper money | 77. nest-egg |
| 22. credit card | 47. fine | 78. net profit |
| 23. currency | 48. fraud | 79. on credit |
| 24. current account | 49. free of charge | 80. overdraft |
| 25. debit card | 50. frugal/economical/thrifty | 81. overpriced |
| 26. deflation | 51. gratuity | 82. penalty |
| 27. demand deposits | 52. gross-profit | 83. pocket money |
| 28. deposit account | 53. hard up | 84. premium |
| 29. depreciation | 54. heir | 85. priceless |
| 30. devaluation | 55. income | 86. principal |
| 31. discount | 56. income tax | 87. prosperous |
| 32. distribution of wealth | 57. increments | 88. purchasing power |
| 33. dividend | 58. inflation | 89. quid = pound |
| 34. double coincidence of wants | 59. inheritance | 90. ransom |
| 35. down payment | 60. instalment | 91. rebate |
| | 61. interest | 92. reduction |
| | 62. interest rate | 93. refund |
| | 63. intrinsic value | 94. relief |
| | 64. invoice | 95. |
| | 65. legacy | representative money |
| | 66. legal tender | |

96. return
 97. reward
 98. royalty
 99. sale
 100. savings
 101. savings account
 102. scarce goods
 103. scarce/tight money
 104. settlement of debts
 105. share
 106. standard of value
 107. store of value
 108. subsidy
 109. supplement
 110. surplus
 111. swindler
 112. time deposit

113. to be backed by
 114. to be broke/bankrupt
 115. to be in the black
 116. to be in the red
 117. to borrow
 118. to deposit money
 119. to haggle
 120. to inherit
 121. to invest money
 122. to lend
 123. to pay off
 124. to put money aside
 125. to redeem
 126. to save money
 127. to squander

128. to tackle
 129. to toss
 130. to withdraw money
 131. token coin
 132. transaction
 133. traveller's check
 134. turnover of money
 135. unemployment benefit
 136. unit of accounting
 137. wear and tear
 138. well off
 139. will
 140. windfall
 141. worthless

TELEPHONING

1. answering machine/ansaphone
 2. area code
 3. collect call/transferred charge
 4. country code
 5. dialling tone (US: dial tone)
 6. direct line

7. engaged tone (US: busy tone)
 8. extension number
 9. have the wrong number
 10. home number
 11. mobile phone (US also: cell phone)
 12. number unobtainable

13. off the hook
 14. operator
 15. person-to-person call/personal call
 16. receiver
 17. subscriber
 18. switchboard
 19. the line's busy
 20. to catch something

- | | | |
|---|--|--|
| 21. to connect | 34. Does Thursday suit you? | 43. I'm calling about ... |
| 22. to dial | 35. Good morning, this is Heike Hohner calling from Germany. | 44. I'm returning your call. |
| 23. to dial a wrong number | 36. I look forward to hearing from you soon. | 45. I'm sorry, the line's busy/engaged. |
| 24. to fix an appointment | 37. I'd like to leave a message for... | 46. Just a moment, please. I'll put you through. |
| 125 | 38. I'd like to speak to Mr./Ms. Smith, please. | 47. Let me check my diary. |
| 25. to get back to somebody on something | 39. I'll get back to you on that. | 48. Sorry, I didn't catch that. |
| 26. to put somebody through | 40. I'll give her the message as soon as possible. | 49. Thank you. Bye. |
| 27. to return somebody's call | 41. I'm afraid he's away on business. | 50. Thanks for your help. |
| 28. work number | 42. I'm afraid she's not in the office today. | 51. What was your name again, please? |
| 29. Can I take a message? | | 52. Would you like to call back later? |
| 30. Can she call you back when she gets in? | | 53. You're welcome. Bye. |
| 31. Can we fix an appointment? | | |
| 32. Could you speak more slowly, please? | | |
| 33. Could you spell that for me, please? | | |

GIVING A SUCCESSFUL PRESENTATION

- | | |
|---------------------|---|
| 1. audience rapport | 6. O.H.T. – abbr. overhead transparency |
| 2. body language | 7. overhead projector - O.H.P. abbr. |
| 3. flip chart | 8. podium/platform |
| 4. handout | 9. pointer |
| 5. lectern | |

10. slide
11. to commence
12. to illustrate/to give examples

13. to outline
14. visual aids

COMPANY STRUCTURE

1. bureaucratic
2. professional
3. market-driven
4. progressive
5. conservative
6. hierarchical
7. decentralised
8. centralised
9. democratic

10. subsidiary
11. branches/outlets
12. warehouse
13. factory/plant
14. distribution centre
15. head office
16. call centre
17. service centre

MANAGEMENT ENGLISH PHRASES

Introducing a problem	Ok everyone, let's get started. I think we have all noticed
Interrupting	Sorry, can I interrupt? Can I just say something?
Commenting	Yes, that's interesting... Yes, I see what you mean.
Considering alternatives	Have you considered...? We also need to consider...
Giving an opinion	In my opinion, ... From my point of view, ... My view is that...
Making a suggestion	One possibility would be to... Perhaps we should... I've got a suggestion, ...
Making strong recommendations	I strongly recommend that... There's no alternative, we need to... I think we have to...
Total disagreement	I couldn't agree less. I totally disagree.
Total agreement	I totally agree with you. I'm 100% behind you. That's an excellent good point.
Giving neutral opinions	Both options sound great. There are good and bad points for each option.
Keeping track	How are things going...? Are you still on schedule? Can you give me an update on...? So how is it going? How did it go?
Identifying a problem	Any idea what the problem is? So what exactly seems to be delaying things?

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