

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ОДЕСЬКИЙ НАЦІОНАЛЬНИЙ МОРСЬКИЙ УНІВЕРСИТЕТ
НАВЧАЛЬНО-НАУКОВИЙ МОРСЬКИЙ ГУМАНІТАРНИЙ
ІНСТИТУТ
КАФЕДРА «ІНОЗЕМНІ МОВИ ТА ПЕРЕКЛАД»

В. М. Смаглій, І. О. Ківенко

А. О. Ткаченко

Навчальний посібник

BUSINESS ENGLISH

для здобувачів всіх спеціальностей
освітнього рівня «Бакалавр» (3-4 курси)
(денна / заочна форми навчання)

Рецензенти:

Бігунова Наталя Олександрівна – доктор філологічних наук, професор, завідувачка кафедри «Теоретичної та прикладної фонетики англійської мови» Одеського національного університету ім. І. І. Мечникова

Приходько Ганна Іллівна – доктор філологічних наук, професор, професор кафедри англійської філології та лінгводидактики Запорізького національного університету

Навчальний посібник схвалено рішенням Вченої Ради ОНМУ від «26» лютого 2026 р. (протокол № 10).

Навчальний посібник “Business English” для здобувачів всіх спеціальностей освітнього рівня «Бакалавр» (3-4 курси) (денна / заочна форма навчання) / автори В. М. Смаглій, І. О. Ківенко, А. О. Ткаченко. Одеса : ОНМУ, 2026. 265 с.

Навчальний посібник “Business English” спрямовано на формування й удосконалення іншомовної комунікативної компетентності майбутніх фахівців немовного профілю та орієнтоване на розвиток професійно релевантної англійської взаємодії у сфері ділового спілкування. Тематично видання охоплює проблемно-тематичні домени сучасної бізнес-комунікації, зокрема питання досягнення успіху, міжнародного маркетингу, налагодження партнерських відносин, управління ризиками, лідерства та стилів менеджменту, командоутворення, фінансування, клієнтоорієнтованості й кризового менеджменту. Фахово орієнтовані тексти з лексичним мінімумом та граматичним модулем, комунікативно спрямовані завдання та вправи з розвитку письмової компетентності забезпечують набуття практичних навичок іншомовного спілкування у бізнес сфері. Навчальний посібник може бути використано як для самостійного опрацювання, так і в процесі аудиторного навчання.

3MICT

UNIT 1: COMMUNICATION

Text: When Words Fail: Communication Breakdowns in the Workplace	5
Grammar focus: Present Simple vs Present Continuous in Business Communication	17

UNIT 2: INTERNATIONAL MARKETING

Text: Global Brands and Local Markets	31
Grammar focus: Past Simple vs Present Perfect in Business Communication	40

UNIT 3: BUILDING RELATIONSHIPS

Text: The Power of Business Relationships: Why Who You Know Matters	51
Grammar focus: Present Perfect Simple vs Present Perfect Continuous in Business Communication	63

UNIT 4: SUCCESS

Text: The Real Face of Success in Modern Business	73
Grammar focus: Comparatives & Superlatives in Business Context ...	83

UNIT 5: JOB SATISFACTION

Text: What Really Drives Job Satisfaction in The 21st Century?	95
Grammar focus: Reported Speech	107

UNIT 6: RISK IN BUSINESS

Text: Handling Risks in Business	108
Grammar focus: Reaching Agreement & Risk. Conditionals & Useful Structures for Reaching Agreement	124

UNIT 7: MANAGEMENT STYLES

Text: Management Styles in the Modern Workplace	136
Grammar focus: Past Continuous & Used To / Would in Business Communication	143

UNIT 8: TEAM BUILDING

Text: The Power of Team Building in Modern Business 154

Grammar focus: Modal Verbs for Obligation, Advice, and Possibility
..... 162

UNIT 9: RAISING FINANCE

Text: How Companies Raise Finance 177

Grammar focus: Future Forms in Business 188

UNIT 10 : CUSTOMER SERVICE

Text: The Power of Excellent Customer Service: A Competitive
Advantage 201

Grammar focus: Conditionals (Type 0–2) 210

UNIT 11 : CRISIS MANAGEMENT

Text: Managing a Business Crisis: Communication, Action, and Trust
..... 228

Grammar focus: Passive Voice in Business Context 238

UNIT 12 : MERGERS AND ACQUISITIONS

Text: Understanding M&As. Making A Business Presentation 249

Grammar focus: Reported Speech in Business Communication 258

UNIT 1: COMMUNICATION

TEXT: WHEN WORDS FAIL: COMMUNICATION BREAKDOWNS IN THE WORKPLACE

In the modern business world, communication is the engine of productivity. Whether we're talking to a colleague across the office or emailing a client across the globe, communication determines how well we understand each other and how successfully we work together. Yet even with advanced tools – video calls, instant messaging, cloud platforms – communication often breaks down. Why?

A **communication breakdown** occurs when the sender and the receiver of a message do not share the same understanding. It's not always obvious. Sometimes the breakdown is small: a missed meeting time or a misinterpreted tone. Other times, it causes serious consequences: project delays, lost clients, internal conflict, or damaged reputations. Let's explore what causes communication breakdown and how to avoid it.

1. Vague or Incomplete Instructions

A very common cause of communication failure is vague language. Managers and team leads sometimes assume everyone understands what they mean. For example:

Manager: "Can you get that done ASAP?"

Employee: "Sure."

The manager means "in one hour," the employee thinks "by end of day." Result? Frustration.

In business, clarity is everything. If your instructions are not clear, the work will not be done the way you expect. Instead of saying "soon" or "better," use specifics:

✓ "Please send me the draft by 3 p.m. today."

✓ "Improve the formatting by aligning the tables and adjusting the font size."

2. Use of Jargon

Every profession has its own language. Marketers talk about KPIs, SEO, bounce rates. Developers discuss APIs, sprints, and back-end frameworks. For insiders, these terms are normal. For outsiders, they're confusing.

Using jargon is fine – **if your listener understands it**. Otherwise, it's better to explain or avoid. Example:

You say: "Let's sync on the OKRs by COB."

They hear: "Let's... something... something... letters?"

✅ Better: "Let's have a quick meeting about our goals by the end of the day."

3. Lack of Active Listening

Communication is not only about speaking – it's about listening. Many people listen to reply, not to understand. They interrupt, look at their phones, or mentally plan their own answer. This leads to missed details and misunderstandings.

Active listening means focusing fully, using eye contact, nodding, and summarizing. For example:

✅ "So, if I understood you correctly, you need me to update the budget and send it by Friday?"

This simple question can save hours of confusion.

4. Non-Verbal Miscommunication

Words are only one part of communication. In fact, **research suggests that over 60% of our communication is non-verbal** – body language, gestures, facial expressions, tone of voice.

Imagine this situation:

Manager says: "Great job"

But they say it with a flat tone, no smile, and folded arms.

Does the employee feel appreciated? Or criticized?

That's the danger of inconsistent messages. The words say one thing, but the body says another. Good communicators align their tone, posture, and gestures with their message.

5. Cultural Differences

In international teams, cultural misunderstanding is a serious challenge. Communication styles vary across cultures:

Culture	Style Example
Germany	Direct: "This isn't good enough."
Japan	Indirect: "Perhaps we could improve it."
USA	Positive, informal: "Looks good!"
UK	Polite understatement: "Not bad."

Without cultural awareness, employees can misread each other's tone and intentions. Example: a British manager says "That's quite interesting" – intending a neutral or negative tone; a non-native speaker hears this and thinks: "They love my idea!"

Misreading tone creates false expectations. That's why global teams need **cultural intelligence** – the ability to understand how culture affects communication.

6. Over-Communication or Under-Communication

Sometimes communication fails not because of what is said, but because of how **much** is said.

- **Over-communicators** send long emails full of irrelevant information. The main point gets lost.
- **Under-communicators** give no context, no updates, no follow-up. People are left confused.

Balanced communication means giving enough detail to be clear, but not so much that your audience feels overwhelmed.

7. Tools and Technology Problems

Today, we rely heavily on digital tools – Zoom, Slack, Teams, WhatsApp. But these tools can create new problems:

- Poor internet = broken calls
- Wrong tone in text = cold or aggressive messages
- Missed emails = deadlines lost

When using technology, always consider tone, audience, and urgency.

- ✓ Add greetings and closings.
- ✓ Use clear subject lines.
- ✓ Confirm receipt when needed.

8. Case Study: The Missed Presentation

A team at a London-based company was working on a presentation for a client in Japan. The project manager said in an email:

“Let’s have the slides finalized soon so I can send them.”

The designer assumed “soon” meant by the end of the week. The manager expected them in 24 hours. No deadline was written.

Result: the presentation was late, the client was unhappy, and the designer blamed the manager for not being clear.

A short phrase like “by Thursday, 5 p.m.” would have avoided the issue.

9. How to Fix and Prevent Communication Breakdowns

- ✓ Use clear, direct language
- ✓ Give specific instructions and deadlines
- ✓ Avoid or explain jargon
- ✓ Listen actively and confirm understanding
- ✓ Be aware of tone, body language, and cultural style
- ✓ Adapt your message to your audience

And finally, don’t be afraid to ask:

- “Could you clarify what you mean?”
- “When exactly do you need it?”
- “Did I understand you correctly?”

Communication is not a talent – it’s a skill. The more you practice, the better your team will function. When people understand each other, work flows, relationships improve, and results follow.

COMPREHENSION TASKS

Exercise 1. Answer the questions:

1. What is a communication breakdown?
2. Why is using vague language a problem in the workplace?
3. Give two examples of business jargon mentioned in the text.
4. What is active listening, and why is it important?
5. Describe a situation when non-verbal communication sends a different message than words.
6. How can cultural differences affect communication style?
7. What is the danger of over-communication?
8. What happened in the “Missed Presentation” case study?
9. Name three ways to prevent communication breakdown.
10. Why is it helpful to repeat what someone says in your own words?

Exercise 2. True or False?

1. Communication breakdown only happens when someone is rude.
2. Technical jargon can confuse people from other departments.
3. Active listening includes interrupting the speaker when you disagree.
4. Non-verbal signals like tone and body language don’t really matter.
5. Saying “ASAP” is a good example of clear communication.
6. In some cultures, indirect feedback is more polite than direct feedback.
7. Long emails always make communication clearer.
8. Using clear subject lines helps improve email communication.
9. The case study shows that clear deadlines are necessary.
10. Communication is a skill that can be developed.

ACTIVE VOCABULARY: COMMUNICATION

Term	Meaning	Translation	Example
Active listening	Giving full attention and showing understanding	Активне слухання	<i>Active listening helps build trust with clients.</i>
Ambiguous	Having more than one meaning; not clear	Двозначний / неясний	<i>The instructions were ambiguous and caused delays.</i>
Assumption	Something accepted without proof or discussion	Припущення	<i>Don't make assumptions – ask directly.</i>
Body language	Non-verbal signals using the body	Мова тіла	<i>His body language showed that he disagreed.</i>
Briefing	A short meeting to give or get information	Інструктаж	<i>We had a quick morning briefing before the presentation.</i>
Clarification	Making something clearer or easier to understand	Уточнення	<i>Can I ask for clarification about the budget plan?</i>
Collaboration	Working together to achieve a goal	Співпраця	<i>Good communication is essential for collaboration.</i>
Communication breakdown	When a message is not understood as intended	Порушення комунікації	<i>The mistake happened because of a communication breakdown.</i>

Term	Meaning	Translation	Example
Deadline	A specific time by which something must be done	Кінцевий термін	<i>Please meet the deadline by 5 p.m.</i>
Efficiency	Doing things well without wasting time	Ефективність	<i>Clear instructions improve efficiency.</i>
Feedback	Opinions or reactions to someone's work or ideas	Зворотний зв'язок	<i>I appreciate your honest feedback on my report.</i>
Instructions	Steps or directions given to complete a task	Інструкції	<i>The manager gave clear written instructions.</i>
Jargon	Special terms used in a specific profession	Жаргон	<i>Avoid using marketing jargon in front of the finance team.</i>
Message	The information being communicated	Повідомлення	<i>The message wasn't received clearly.</i>
Miscommunication	When information is wrongly understood	Неправильна передача	<i>There was miscommunication about the price.</i>
Misunderstanding	A failure to understand something correctly	Непорозуміння	<i>We had a misunderstanding about the delivery time.</i>
Overcommunication	Giving too much	Надмірна	<i>Overcommunication can</i>

Term	Meaning	Translation	Example
	or unnecessary information	комунікація	<i>be just as confusing as silence.</i>
Recipient	The person who receives a message	Одержувач	<i>Make sure the recipient understands the request.</i>
Reliable	Trustworthy, dependable	Надійний	<i>Good communication helps create a reliable team.</i>
Sender	The person who gives or sends a message	Відправник	<i>The sender didn't include a subject line in the email.</i>
Specific	Clearly defined or identified	Конкретний	<i>Give specific tasks and deadlines.</i>
To confirm	To verify or check something is correct	Підтвердити	<i>Please confirm the meeting time by email.</i>
To emphasize	To stress or highlight something	Наголосити	<i>I want to emphasize the importance of clarity.</i>
To interrupt	To stop someone from speaking before they finish	Перебивати	<i>Please don't interrupt the speaker during the meeting.</i>
To paraphrase	To restate something in your own words	Перефразувати	<i>Let me paraphrase to be sure I understood.</i>
Tone of voice	The emotion or attitude in your speaking voice	Тон голосу	<i>Her tone of voice sounded aggressive.</i>

Term	Meaning	Translation	Example
Undercommunication	Not giving enough information	Недостатня комунікація	<i>The problem happened due to undercommunication.</i>
Vague	Not specific or clear	Розпливчастий	<i>Saying "soon" is too vague – give a deadline.</i>
Verbal	Spoken, using words	Усний	<i>The verbal agreement was followed by a contract.</i>
Written communication	Communication by email, message, report, etc.	Письмова комунікація	<i>Use written communication to avoid misunderstandings.</i>

VOCABULARY PRACTICE

Exercise 1. Match the term to its definition:

A. Terms

1. Miscommunication
2. Jargon
3. Paraphrase
4. Collaboration
5. Clarification
6. Active listening
7. Tone of voice
8. Deadline
9. Assumption
10. Non-verbal communication

B. Definitions

- a. Saying something in a different, clearer way
- b. A time limit for finishing something
- c. Wrongly received or sent information
- d. Giving feedback through facial expression
- e. Teamwork to achieve a shared goal
- f. Professional slang or technical vocabulary
- g. The sound/attitude in spoken words
- h. Asking to explain something more clearly
- i. Listening fully and showing understanding
- j. Believing something without checking

A. Terms

11. Undercommunication
12. Feedback
13. Specific
14. Reliable
15. Written communication

B. Definitions

- k. Not sharing enough information
- l. Opinion or reaction about work
- m. Exact and detailed
- n. Someone or something you can count on
- o. Messages via email, reports, or text

Exercise 2. Complete the sentences with the words from the box below. Use each word only once:

communication breakdown – reliable – paraphrase – vague – feedback – tone of voice – deadline – assumptions – specific – collaboration – written communication – clarify – active listening – jargon – miscommunication – non-verbal – confirm – instruction – undercommunication – body language

1. A _____ happened because no one shared the new time.
2. He's a _____ team member – always delivers on time.
3. Let me _____ what I said in simpler terms.
4. "ASAP" is too _____ – please give a clear time.
5. After the meeting, she sent detailed _____ in an email.
6. Your _____ sounded angry – are you upset?
7. The _____ for this task is Friday at noon.
8. Never make _____ when working across cultures.
9. We need more _____ examples, not general ideas.
10. Good projects require open _____ between departments.
11. I prefer _____ to avoid confusion.
12. Please _____ if you're attending the webinar.
13. Can you _____ the difference between Plan A and Plan B?
14. Use less _____ in your report – it's not clear to others.
15. I practice _____ by summarizing what I hear.

16. There was _____ because the email had no subject.
17. _____ signals like eye contact are often ignored.
18. His _____ showed that he disagreed, even if he didn't say it.
19. She gave great _____ on how to improve the proposal.
20. The issue came from _____ – no one updated the team.

Exercise 3. Match each term with a synonym or its explanation:

Term	Meaning
1. Ambiguous	a. Unclear or has more than one meaning
2. Feedback	b. Opinion or evaluation
3. Clarify	c. Make something clear
4. Assumption	d. Guess without proof
5. Reliable	e. You can depend on it
6. Deadline	f. Final time to complete something
7. Jargon	g. Technical language
8. Confirm	h. Check or verify
9. Non-verbal	i. Not spoken, but through gestures etc.
10. Collaboration	j. Working together

Exercise 4. Find and correct the vocabulary-related mistakes:

1. We had a big *misscommunication* in the meeting.
2. The *jargons* in your message were confusing.
3. He *assumed* that she will come, and didn't send details.
4. Please *confirmed* the meeting by 10 a.m.
5. His *body languages* made me feel uncomfortable.
6. That was a very *ambiguoused* sentence.
7. You didn't give *any specific* – what exactly do you want?
8. He's not very *reliable person* in stressful situations.

Exercise 5. Translate into Ukrainian:

1. The deadline was missed due to poor communication.
2. Can you clarify your request, please?
3. We need your written confirmation by Tuesday.
4. Don't use so much jargon in your presentation.
5. Her tone of voice was confusing.
6. I made the assumption that the meeting was canceled.
7. Clear instructions improve productivity.
8. There was a communication breakdown between sales and design.
9. We require collaboration across all departments.
10. Active listening is a key leadership skill.

Exercise 6. Write original business-related sentences using the following words:

Example: We missed the shipping deadline because the supplier was unclear.

1. feedback
2. deadline
3. vague
4. collaboration
5. clarification
6. paraphrase
7. assumption
8. reliable
9. communication breakdown
10. active listening

Exercise 7. Mini-Dialogues. Fill in the gaps with active vocabulary:

Dialogue 1:

A: I didn't understand the task. Can you give more _____?

B: Sure. You need to summarize the report and email it by 3 p.m.

Dialogue 2:

A: There was a serious _____ last week.

B: Yes, because no one gave proper _____ about the client's expectations.

Dialogue 3:

A: Your email was a bit _____.

B: Sorry. I'll send a more _____ version right now.

Exercise 8. Group Discussion Prompts. Answer the questions using target words in your answers:

1. Describe a real or imagined situation when communication failed.
2. How can teams ensure their written communication is clear?
3. Why is active listening hard in online meetings?
4. Do you prefer verbal or written communication at work? Why?
5. How can tone of voice affect business relationships?

GRAMMAR FOCUS: PRESENT SIMPLE VS PRESENT CONTINUOUS IN BUSINESS COMMUNICATION

1. EXPLANATION: WHEN TO USE EACH TENSE

Tense	Use	Example (Business context)
Present Simple	- регулярні дії, рутини	<i>I check emails every morning.</i>
	- розклад/графік - факти, правила	<i>The meeting starts at 10 a.m.</i>
Present Continuous	- дії, що відбуваються прямо зараз - тимчасові процеси у прогресі	<i>I'm writing a report now.</i> <i>She's working on a new project this week.</i>

2. SIGNAL WORDS / TIME MARKERS

Present Simple

always, often, every day

usually, sometimes, never

on Mondays, at 9 a.m.

Present Continuous

now, right now, at the moment

currently, this week, today

while, still

3. FORMATION RULES

Present Simple:

[Subject] + [base verb] / +s/es for he/she/it

- I **send** emails every day.
- She **leads** the team.
- They **don't understand** the plan.
- **Does** he **work** remotely?

Present Continuous:

[Subject] + am/is/are + [verb+ing]

- I **am calling** the supplier now.
- He **is not responding** to the message.
- **Are** they **joining** the meeting?

4. BUSINESS CONTEXT COMPARISON

Present Simple

We usually **have** meetings at 9 a.m.

She **writes** monthly reports.

I **check** the project status every day.

The team **works** in the London office.

Present Continuous

We **are having** a meeting now.

She **is writing** the report **at the moment**.

I **am checking** the report for errors right now.

The team **is working** remotely **this week**.

GRAMMAR PRACTICE

Exercise 1. Choose the correct tense (Present Simple or Present Continuous):

1. I usually (**check / am checking**) my inbox before 9 a.m.
2. She (**has / is having**) a meeting with a client right now.
3. They (**work / are working**) from home this week.
4. Our manager always (**gives / is giving**) clear instructions.
5. Look! He (**talks / is talking**) to the CEO.
6. We (**have / are having**) daily stand-ups every morning.
7. I (**write / am writing**) a report at the moment.
8. The assistant (**books / is booking**) flights every Friday.
9. Listen! They (**discuss / are discussing**) the new strategy.
10. She often (**speaks / is speaking**) at conferences.

Exercise 2. Fill in the blanks with verbs in correct tense form (Present Simple or Present Continuous):

check, meet, prepare, call, send, organize, have, work, reply, lead

1. I _____ the client now. (phone call)
2. She usually _____ to emails within 1 hour.
3. Our HR manager _____ interviews this week.
4. They _____ a new marketing campaign today.
5. We _____ with suppliers every Friday.
6. He _____ the sales team for the new project.
7. I _____ a report on employee performance.
8. The secretary _____ the documents at the moment.
9. Our company _____ remote employees in 4 countries.
10. My colleague _____ lunch right now.

Exercise 3. Find and correct the mistakes:

1. She working on the invoice right now.
2. We has a presentation every Monday.
3. He don't usually arrive on time.
4. I am often checking the reports in the morning.
5. The team are prepare the slides.
6. Does he working from home today?
7. I write the budget now.
8. They checks the system weekly.

Exercise 4. Translate into English using Present Simple or Present Continuous:

1. Я зараз пишу листа клієнту.
2. Вона зазвичай приходить на роботу о 8:30.
3. Ми обговорюємо нову угоду прямо зараз.
4. Вони часто працюють над міжнародними проектами.
5. Секретар готує документи в цю хвилину.
6. Команда зазвичай зустрічається по середах.
7. Я не працюю сьогодні – я у відпустці.
8. Ви зараз говорите з менеджером?

Exercise 5. Mini-dialogues. Fill in the gaps with the correct tense:

Dialogue 1:

A: What _____ (you/do) right now?

B: I _____ (prepare) a summary for the board meeting.

Dialogue 2:

A: _____ (he/work) from the office this week?

B: No, he usually _____ (work) remotely, and today is no different.

Dialogue 3:

A: When _____ (they/have) their regular meetings?

B: They always _____ (meet) on Thursdays.

GRAMMAR TEST: PRESENT SIMPLE VS PRESENT CONTINUOUS

Choose the correct form of the verb in each sentence. Only one correct option per question:

1. Our team usually _____ new clients on Mondays.
 - a) is meeting
 - b) meets
 - c) meeting
2. I _____ an urgent report for my manager right now.
 - a) prepare
 - b) prepares
 - c) am preparing
3. The CEO _____ to the whole company once a month.
 - a) is speaking
 - b) speaks
 - c) speak
4. Look! She _____ with a client on the phone.
 - a) talks
 - b) is talking
 - c) talk
5. We _____ the marketing campaign this week.
 - a) are launching
 - b) launch
 - c) launched
6. They usually _____ lunch at 1 p.m.

- a) are having
 - b) has
 - c) have
7. Right now, I _____ the feedback document.
- a) write
 - b) am writing
 - c) writes
8. The IT team _____ the servers every Friday.
- a) checks
 - b) is checking
 - c) check
9. He _____ the product demo with the client now.
- a) does
 - b) do
 - c) is doing
10. Our company _____ over 200 people.
- a) employs
 - b) is employing
 - c) employ

BUSINESS SIMULATION: FIX THE BREAKDOWN

Format: Pairs or groups of 3

Scenario: Lost in Communication

Your company is working on a client presentation. A miscommunication between the Project Manager and the Designer has caused delays. The client is unhappy, the team is confused, and nobody knows who was supposed to do what, and by when. Your goal is to identify the breakdown, assign responsibility without blaming, and write a short action plan to move forward.

Roles:

1. **Project Manager (PM)**

- Thinks they gave clear instructions
- Feels stressed by the client's complaint
- Wants to finish the project quickly

2. Designer

- Believed the task was due **next week**, not today
- Didn't understand the feedback
- Confused by the PM's vague email

3. Team Leader / Mediator (*optional third role*)

- Neutral party
- Helps clarify both sides
- Makes sure the team gets back on track

Miscommunication email (sent by pm to designer):

Subject: Design Fixes

Hey,

Can you just handle the slides ASAP? Also, the client wants it tighter and cleaner.

We'll talk soon.

What's wrong?

- Vague deadline ("ASAP")
- Vague task ("handle", "tighter", "cleaner")
- No follow-up or confirmation

Step-by-Step Instructions:

Step 1 – Problem Analysis (10 min)


In pairs/groups:


- Read the email and discuss:
 - What information is missing?
 - Which words could be misunderstood?
 - What grammar/language could be more precise?

✔ Step 2 – Role-play the conflict (10–15 min)

Use the roles above. Speak as if this is a real office situation.

Useful language for clarification:

Expression	Translation 
“Let me clarify what I meant...”	Дозволь уточнити, що я мав на увазі...
“Can we agree on a clear deadline?”	Можемо домовитись про чіткий дедлайн?
“Sorry, I thought it was due next week.”	Вибач, я думав, що це на наступний тиждень.
“What exactly do you mean by ‘cleaner’?”	Що ти маєш на увазі під «чистіше»?
“Next time, please write the deadline.”	Наступного разу, будь ласка, пиши терміни.

 **Grammar in use:** Encourage Present Simple for routines (*I usually write clear emails*) and Present Continuous for current action (*I’m fixing the slides now*).

✔ Step 3 – Write a Group Action Plan (10 min)

Write a short plan with:

- Who is doing what
- Clear tasks
- Clear deadline
- Confirmation method (e.g., written email)

Debriefing Questions (Group Discussion)

1. What caused the breakdown in this case?
2. How did you feel in your role?
3. What helped resolve the conflict?

4. What phrases were useful to clarify things?
5. How can you prevent such issues in real life?

SPEAKING PRACTICE

A. Mini-dialogue role-plays dealing with misunderstandings

Scenario 1: Confusing Instructions

Role A: You're a manager. You asked your colleague to "finalize the document ASAP". You're surprised it's not ready.

Role B: You thought ASAP meant "by end of day". Ask for clarification.

Key phrases:

English Phrase	Ukrainian Translation
"Could you clarify what you meant by..."	Можете уточнити, що ви мали на увазі під...?
"I understood it as..."	Я зрозумів(ла) це як...
"Next time, let's agree on a deadline."	Наступного разу домовимось про термін.

Scenario 2: Body Language Mismatch

Role A: You told a colleague "Great job" – but your body language (arms crossed, no smile) confused them.

Role B: You feel unsure if you did well. Ask for real feedback.

Key phrases:

- "Your tone made me feel uncertain."
- "Was it really OK, or are there things to improve?"
- "Sorry, I didn't realize how I sounded."

Scenario 3: Misunderstood Email

Role A: You sent a short email with minimal detail.

Role B: You didn't understand the task. Try to clarify before you start.

B. Discussion questions (in small groups or pairs):

1. Have you ever experienced a communication breakdown at school or work?
What happened?
2. What do you think is more dangerous – saying too much or too little? Why?
3. Do you prefer written or verbal instructions? Why?
4. What helps you understand foreign colleagues better – tone, words, body language?
5. What can companies do to improve communication across departments?

C. Business interview activity (in pairs):

One student is a hiring manager, the other is a new employee.

Topic: “How We Communicate in Our Team”

Manager asks:

- How do you prefer to receive feedback?
- What would you do if you didn't understand an instruction?
- Do you think body language matters in online meetings?


D. Express your opinion (mini-debate)

Statement:

“Most communication problems happen because people don't listen.”

- Do you agree or disagree? Why?
- Give examples from experience.
- Use at least **5 vocabulary words** from the unit (e.g., assumption, clarification, feedback...)

E. Useful functional phrases for speaking tasks

Purpose	Phrase	Translation 
Asking for clarification	“Sorry, what exactly do you mean?”	Вибач, що саме ти маєш на увазі?
Rephrasing	“Let me put it another way.”	Дозволь сказати по-іншому.
Confirming understanding	“So you need it by Friday, right?”	Тобто, тобі потрібно це до п’ятниці?
Avoiding assumptions	“Just to be sure, can I check...?”	Просто щоб уточнити, можна я перевірю...?
Responding politely	“I see. Thanks for explaining.”	Розумію. Дякую за пояснення.

WRITING PRACTICE: HOW TO WRITE A CV

(Presenting your professional experience clearly and effectively)

1. CV Structure: What to Include

A professional CV usually contains the following sections:

1. Contact Information
2. Professional Summary / Objective (2–3 lines)
3. Work Experience
4. Education
5. Skills
6. Languages
7. *(Optional)* Certifications / Courses / Awards

2. CV Example (Model)

Name: Anna Kovalenko

Phone: +380 67 123 4567

Email: anna.kovalenko@email.com

LinkedIn: [linkedin.com/in/anna-kovalenko](https://www.linkedin.com/in/anna-kovalenko)

Professional Summary:

Motivated and reliable marketing assistant with 2+ years of experience in content creation, digital campaigns, and social media. Currently seeking to grow in an international business environment.

Work Experience:

Marketing Assistant

ABC Digital Agency, Kyiv | March 2022 – Present

- Managed social media content (Instagram, LinkedIn)
- Assisted in planning and executing online campaigns
- Prepared monthly performance reports using Google Analytics

Sales Intern

TechNova Group, Kyiv | Summer 2021

- Supported the sales team with lead research
- Updated CRM system and tracked email campaigns

Education:

Bachelor's Degree in Marketing

Taras Shevchenko National University, Kyiv (2018–2022)

Skills:

- Social Media Management
- Google Docs & Slides
- Time Management
- Team Communication

Languages:

- Ukrainian – native
- English – upper-intermediate
- Polish – basic

3. Writing Task

Write your own 1-page CV in English using the model above. Use real or fictional details (if needed).

Instructions:

- Use a clean structure
- Keep your sentences short and factual
- Use **action verbs**: managed, created, assisted, analyzed, supported, prepared
- Be consistent with verb tenses (e.g. present or past)

4. CV Peer Review Checklist (in class or homework)

Question	✓ Yes / X No
Is the contact information complete and professional?	
Is there a short, clear objective/summary?	
Are job titles, dates, and duties included?	
Is the grammar correct? (Present Simple/Past Simple)	
Are the verbs active and professional?	
Is the format clean and easy to read?	
Is it 1 page or less?	
Are there spelling mistakes?	

5. Useful Vocabulary for Writing a CV

Verb (past or present)	Translation
manage(d)	керувати
assist(ed)	допомагати
support(ed)	підтримувати
organize(d)	організовувати
prepare(d)	готувати

Verb (past or present)

lead / led

create(d)

analyze(d)

update(d)

coordinate(d)

Translation

ОЧОЛЮВАТИ

СТВОРЮВАТИ

АНАЛІЗУВАТИ

ОНОВЛЮВАТИ

КООРДИНУВАТИ

UNIT 2: INTERNATIONAL MARKETING

TEXT: GLOBAL BRANDS AND LOCAL MARKETS

In today's connected world, people in almost every country drink Coca-Cola, use Google, and wear Nike. Global brands are part of everyday life – and international marketing is what helps them succeed across borders. But selling the same product everywhere isn't as easy as it sounds.

A brand that works in the U.S. might not automatically succeed in India, Brazil, or Japan. Why? Because customers around the world have different values, needs, and expectations. International marketing is not just about translating ads. It's about understanding **local markets** – and adapting your message, product, or pricing to each one.

1. Think Global, Act Local

Successful global companies know they need to **balance consistency with flexibility**. This means keeping the brand image strong and clear, while adapting to local culture.

For example, **McDonald's** offers the same golden arches and friendly service worldwide – but the menu changes. In India, you'll find the McAloo Tikki burger, made without beef, to match local eating habits. In Japan, McDonald's offers teriyaki burgers and shrimp nuggets. This is called **localization** – adapting products and promotions to fit a particular country.

Another example is **Starbucks**. The company uses the same logo and overall brand experience globally, but stores in China often include larger tables and spaces for groups – to reflect local social customs. The drinks menu may include regional teas and desserts. The message is clear: we respect your culture.

2. Cultural Sensitivity Matters

International marketers must study more than language. They must also understand **cultural meaning**. A color, image, or word that is positive in one country may be negative or even offensive in another.

For instance, in Western cultures, white often symbolizes purity. But in some Asian cultures, white is connected to mourning. A perfume brand that uses white flowers on the packaging in France might consider changing it for the Chinese market.

Even humor can be risky. A joke that works in the UK might confuse people in Germany or offend customers in the Middle East. This is why companies test campaigns carefully before launch.

3. Pricing and Positioning

Another important element of international marketing is **pricing strategy**. In some countries, customers are highly price-sensitive. In others, brand image matters more than cost.

Apple is a great example. Its products are priced high in almost all markets. But the brand is positioned as premium and aspirational. In contrast, companies like Xiaomi or Realme focus on affordability and value – especially in emerging markets like India or Southeast Asia.

Marketers must also consider local taxes, import duties, and distribution costs. A product may become more expensive in one country simply due to logistics or government policy. That’s why pricing isn’t “one-size-fits-all”.

4. Marketing Channels and Social Media

Where you advertise also depends on location. In the U.S. and Europe, email marketing and Google ads are common. But in China, Google and Facebook are blocked – so marketers use WeChat, Weibo, or local influencers. In Russia, VKontakte and Telegram are popular. In Africa, SMS marketing is still strong.

Many brands work with **local influencers**, called “KOLs” (Key Opinion Leaders), to connect with younger audiences. A food brand in Brazil might work with a local TikTok star; a fashion brand in the UAE might use Instagram influencers who understand local fashion norms.

5. Conclusion: Global vs Local – It’s Not a Choice

International marketing is all about finding the right balance between global identity and local connection. Companies that succeed globally do not copy and

paste one campaign across 100 countries. They research, test, adapt, and **listen to the market**.

In short, international marketing is not just translation – it’s transformation. What works in Paris might fail in Tokyo, and what succeeds in Nairobi may look strange in Toronto. Smart marketers know this – and they build strategies that speak both globally and locally.

ACTIVE VOCABULARY: INTERNATIONAL MARKETING

Term	Meaning	Translation	Example
adapt	to change to fit new conditions	адаптувати	The product was adapted for local taste.
affordable	not expensive, easy to buy	доступний	Xiaomi phones are affordable for many consumers.
aspirational	desired or admired by customers	престижний, бажаний	Luxury brands use aspirational marketing.
brand image	how customers see a brand	імідж бренду	The brand image must be clear and positive.
brand loyalty	when customers continue to buy the same brand	лояльність до бренду	Brand loyalty is strong in the luxury segment.
campaign	organized marketing activity	рекламна кампанія	The new campaign will start in five countries.
consistency	keeping something the same across situations	послідовність	Brand consistency is important in all

Term	Meaning	Translation	Example regions.
cultural sensitivity	awareness and respect for different cultures	культурна чутливість	Marketing teams must show cultural sensitivity.
customer expectation	what clients hope or expect from a product	очікування клієнта	Customer expectations differ from country to country.
distribution costs	expenses for delivering goods	витрати на дистрибуцію	We calculated the distribution costs for Africa.
emerging market	a fast-developing economy with growing demand	ринок, що розвивається	Vietnam is an important emerging market.
flexibility	ability to change or adapt easily	гнучкість	We need flexibility when entering new markets.
global brand	a brand known in many countries	глобальний бренд	Coca-Cola is a global brand recognized worldwide.
import duties	taxes on foreign products	мита на імпорт	High import duties raise the final product price.
influencer	a person with social media power to affect buyers	інфлюенсер	We hired a local influencer to promote our brand.
international	promoting products	міжнародний	International

Term	Meaning	Translation	Example
marketing	across different countries	маркетинг	marketing requires cultural awareness.
KOL (Key Opinion Leader)	expert or influencer in a specific market	ключовий лідер думок	KOLs help us build trust with local consumers.
local market	the target customers in a specific region or country	місцевий ринок	We adjusted the ad campaign for the Indian local market.
localization	modifying a product to match local needs	локалізація	Menu localization helped McDonald's in India.
logistics	the movement and delivery of goods	логістика	Logistics challenges slowed the rollout in Asia.
messaging	the way a brand communicates its values and offers	меседжинг (маркетинговий)	The campaign's messaging focused on sustainability.
offensive	upsetting or insulting	образливий	That ad was offensive in some cultures.
“one-size-fits-all”	one solution used for everyone (usually negative)	«один для всіх» (уніфікований)	This pricing model is not one-size-fits-all.
positioning	how a brand is presented to the market	позиціонування	Their positioning focuses on innovation and quality.
premium (product)	high-quality and high-price item	преміальний (товар)	Apple is positioned as a premium brand.

Term	Meaning	Translation	Example
pricing strategy	the way a company decides product prices	цінова стратегія	We need a new pricing strategy for Eastern Europe.
product launch	introducing a new product to the market	запуск продукту	The product launch in Brazil was a success.
social media	websites and apps for online communication	соціальні мережі	We promoted the product on social media.
target audience	the people a company wants to reach	цільова аудиторія	Teens are the target audience for this product.
test the campaign	try a marketing plan before full launch	протестувати кампанію	We tested the campaign in two small markets first.

VOCABULARY PRACTICE

Exercise 1. Match the term to its definition:

Terms:

1. Localization
2. Distribution costs
3. Premium product
4. Emerging market
5. KOL (Key Opinion Leader)

Definitions:

- A. A series of planned marketing actions
- B. Person with authority or influence in a specific market
- C. How much customers respect and continue to choose a brand
- D. A market in a developing economy with fast growth
- E. The cost of getting products to stores or customers

- | | |
|-------------------------|---|
| 6. Brand loyalty | F. Adjusting marketing to local culture |
| 7. Campaign | G. Awareness of cultural differences |
| 8. Pricing strategy | H. Expensive, high-status product |
| 9. Cultural sensitivity | I. Associated with prestige or higher class |
| 10. Aspirational | J. Method for setting product prices |

Exercise 2. Fill in the blanks with the words form the box below. Use each word only once:

localization, flexible, distribution costs, influencer, social media, emerging markets, adapt, premium, loyalty, messaging, logistics, target audience, pricing strategy, import duties, aspirational, global brand, campaign, KOL, product launch, consistency

1. We hired a fashion _____ to promote the new spring collection.
2. The _____ will take place in five countries next month.
3. Brand _____ helps keep customers coming back.
4. Apple's _____ puts it in the luxury category.
5. Our _____ must speak to middle-class families.
6. The _____ across Europe helped build strong awareness.
7. In _____ like Vietnam, price sensitivity is high.
8. We need to _____ our menu for vegetarian preferences.
9. Customers want _____ in service, design, and tone.
10. Shipping delays increased our _____ last quarter.
11. A strong _____ campaign on Instagram boosted sales.
12. TikTok stars are often used as modern _____.
13. High _____ made the product too expensive to import.
14. Our _____ is based on value-for-money perception.
15. Luxury brands focus on the _____ lifestyle.
16. Cultural _____ is essential when designing ads.
17. Netflix's _____ in Poland was very successful.

18. A _____ like Coca-Cola is recognized almost everywhere.

19. We'll contact a _____ to reach our Gen Z buyers.

20. Poor _____ caused late deliveries in South America.

Exercise 3. Translate into Ukrainian:

1. Global brands must adapt their marketing to local cultures.
2. The campaign was too generic and didn't reach the target audience.
3. She works as a KOL in the health and beauty industry.
4. Our pricing strategy failed due to high import duties.
5. Influencer marketing is powerful on social media.

Exercise 4. Collocations. Match parts of common collocations from the unit.

Translate them:

A

product

brand

cultural

pricing

global

target

distribution

marketing

local

logistics

B

costs

problems

launch

identity

strategy

campaign

sensitivity

influencer

audience

loyalty

Exercise 5. True or False? Read the sentence and decide if it uses the bold word correctly:

1. / The company **localized** its product by using cheaper materials.
2. / A **KOL** is usually someone unknown to the audience.
3. / An **emerging market** is a well-developed economy.
4. / **Import duties** make foreign products cheaper.
5. / **Premium** products are low-cost and budget-friendly.
6. / **Cultural sensitivity** helps brands avoid offending people.
7. / **Social media** is not important for modern international marketing.
8. / **Brand loyalty** means switching brands frequently.
9. / **Distribution costs** are part of logistics.
10. / The **target audience** is the group you're not selling to.

Exercise 6. Complete the dialogue with appropriate words:

Context: *A marketing team is planning a new campaign*

A: Who exactly is our _____ for this product?

B: Mostly young professionals in urban areas.

A: So we need our _____ to reflect modern lifestyles.

B: Agreed. Should we work with a _____ or celebrity?

A: I'd say a _____ on Instagram would work better.

B: OK. What about _____ — should we go low-cost or mid-range?

A: Mid-range. Let's position it as _____, not luxury.

Exercise 7. Write a business-related sentence with each word:

1. campaign
2. localization
3. logistics
4. premium

5. pricing strategy
6. KOL
7. consistency
8. adapt
9. target audience
10. emerging market

Exercise 8. Group Discussion Prompts. Use at least 5 vocabulary words in your answer:

1. What are the challenges of launching a global product?
2. Should brands always localize their products? Why or why not?
3. How do influencers affect international marketing?
4. What's more important – brand image or pricing strategy?
5. Share an example of a successful or failed marketing campaign in your country.

GRAMMAR FOCUS: PAST SIMPLE VS PRESENT PERFECT IN BUSINESS COMMUNICATION

1. USAGE

Tense	Use	Time Reference	Example (Business/Marketing)
Past Simple	Дія відбулася в конкретний момент у минулому (закінчена)	yesterday, in 2022, last month, etc.	We launched the campaign in May .
Present Perfect	Дія відбулася в минулому, але має результат у теперішньому / досвід	ever, never, already, yet, recently	We have launched 3 campaigns this year .

2. TIME MARKERS AND SIGNAL WORDS

Past Simple

yesterday, last week

in 2019, two years ago

when I was...

on Monday, at 10 a.m.

Present Perfect

ever, never

already, just, yet

recently, so far, until now

this week/month/year

3. FORMATION

PAST SIMPLE

✓ [Subject] + Verb (V2 / -ed)

✗ Did + not + Verb (base)

? Did + Subject + Verb?

Examples:

- We **launched** the new product last year.
- They **didn't contact** the distributor.
- **Did** you **attend** the trade show?

PRESENT PERFECT

✓ [Subject] + have/has + V3 (past participle)

✗ have/has + not + V3

? Have/Has + Subject + V3?

Examples:

- We **have tested** the campaign in 3 countries.
- She **hasn't finished** the presentation yet.
- **Have** you **seen** the new logo?

4. USE OF PAST SIMPLE AND PRESENT PERFECT IN BUSINESS COMMUNICATION: COMPARISON

Past Simple

We **launched** our first app **in 2020**.

I **worked** in marketing **for 2 years**
(past job, finished).

The campaign **failed** last quarter.

She **gave** a presentation **last week**.

Present Perfect

We **have launched** five apps **since 2020**.

I **have worked** in marketing **for 2 years** (still working).

The campaign **has reached** 1M users so far.

She **has given** many talks **this year**.

GRAMMAR PRACTICE

Exercise 1. Choose the correct tense:

1. We (*launched / have launched*) our campaign in Brazil last year.
2. I (*worked / have worked*) with three global brands since 2020.
3. The agency (*created / has created*) a successful social media strategy this month.
4. They (*didn't adapt / haven't adapted*) the product for the local market yet.
5. (*Did you test / Have you tested*) the slogan with real users?
6. The client (*never responded / has never responded*) to our last email.
7. She (*met / has met*) the influencer during the event in Milan.
8. We (*ran / have run*) campaigns in 12 countries so far.
9. I (*was / have been*) at the trade fair last Friday.
10. The CEO (*just arrived / has just arrived*). Please wait.

Exercise 2. Fill in the blanks using Past Simple or Present Perfect. Translate the sentences:

*launch, adapt, be, work, never try,
test, meet, visit, send, create*

1. We _____ a new logo for our Asian campaign.
2. I _____ the pricing model with local partners yesterday.
3. Our team _____ five presentations this week.
4. She _____ with that distributor for years.
5. The design team _____ a Thai version of the app.
6. He _____ to Japan three times this year.
7. I _____ the slogan yet. I'm still reviewing it.
8. They _____ the influencer at a trade show in 2022.
9. We _____ the product before, so it's our first time.
10. The manager _____ the email just now.

Exercise 3. Find and correct the mistakes:

1. We have launched the campaign last month.
2. I didn't visited the local store last week.
3. Have you ever been in a marketing summit?
4. She has wrote a case study for the German market.
5. Did you ever tried influencer marketing?
6. He has join the marketing department in 2019.
7. The team has adapted the slogan yesterday.
8. They didn't ever use this design before.

Exercise 4. Translate into English using Past Simple or Present Perfect:

1. Ми ще не адаптували цей продукт для арабського ринку.
2. Кампанія стартувала минулого тижня.
3. Ви коли-небудь працювали з китайськими партнерами?

4. Я відвідав ту виставку в Лондоні у 2021 році.
5. Ми вже запустили рекламу в Інстаграмі.

Exercise 5. Fill in the blanks in the dialogue using the appropriate tense:

A: Have you ever worked on a global campaign?

B: Yes, I _____ one for an Italian fashion brand in 2021.

A: Has your team finished the product testing?

B: Yes, we _____ all tests this morning.

A: Did you send the files to the design team?

B: No, I _____ them yet — I'm waiting for approval.

GRAMMAR TEST: PAST SIMPLE VS PRESENT PERFECT

1. We _____ our new marketing director last month.
 - a) have hired
 - b) hired
 - c) hire
 - d) hiring
2. She _____ a campaign for the Chinese market this quarter.
 - a) launches
 - b) launched
 - c) has launched
 - d) launching
3. I _____ this strategy many times, and it works.
 - a) used
 - b) am using
 - c) have used
 - d) was used
4. They _____ to adapt the slogan for local culture yet.
 - a) didn't try
 - b) haven't tried

- c) don't try
d) tried
5. _____ you ever worked with a global agency?
a) Were
b) Did
c) Have
d) Do
6. He _____ a new visual identity in 2020.
a) created
b) has created
c) had created
d) is creating
7. We _____ all social media accounts just now.
a) are updating
b) updated
c) have updated
d) will update
8. I _____ to Brazil for business three times.
a) was
b) have been
c) have gone
d) go
9. Our sales _____ 20% last quarter.
a) increased
b) have increased
c) increase
d) were increasing
10. The team _____ the feedback report already.
a) has prepared
b) prepared

- c) prepares
d) is preparing
11. We _____ that ad idea two years ago.
a) rejected
b) have rejected
c) rejecting
d) rejects
12. _____ you sent the materials to the client yet?
a) Did
b) Do
c) Were
d) Have
13. I _____ that logo before — it looks familiar.
a) saw
b) have seen
c) see
d) was seeing
14. They _____ the contract yesterday afternoon.
a) signed
b) sign
c) have signed
d) signing
15. I _____ to the trade fair last year.
a) have gone
b) went
c) was going
d) gone
16. The product _____ really well this month.
a) sold
b) has sold

- c) was selling
d) sells
17. She _____ any feedback since the last meeting.
- a) didn't give
b) hasn't given
c) doesn't give
d) gave
18. We _____ our new strategy at the start of the year.
- a) have launched
b) launched
c) launching
d) were launched
19. I _____ the proposal, but I haven't received a reply.
- a) send
b) sending
c) sent
d) have sent
20. Have you _____ with the marketing team today?
- a) meet
b) met
c) meeting
d) was meeting

SPEAKING PRACTICE

A. ROLE-PLAY SCENARIOS

Scenario 1: Marketing Manager & Local Consultant

Context: You are launching a U.S. product in South Korea

Role A (Marketing Manager): *You want to keep the global image of the brand and use the same slogans and packaging*

Role B (Local Consultant): *You suggest adapting the message, packaging, and colors to local culture and explain why*

Use expressions:

- “We should consider...”
- “In this market, customers usually...”
- “Let’s not forget the cultural meaning of...”
- “It might be a risk if we ignore...”

Scenario 2: Brand Team Meeting – Product Launch Plan

Team Members: You’re launching a skincare line in an emerging market (e.g., India, Egypt, Vietnam).

Discuss:

- Which platforms to use (TikTok, Instagram, TV, etc.)
- Whether to use local influencers or not
- Pricing and positioning (premium or affordable)
- Possible cultural risks (e.g., colors, packaging, language)

Goal: Reach an agreement on strategy.

B. GROUP DISCUSSION TOPICS

Form groups of 3–4 students. Use at least **5 target words** from the vocabulary list.

Topics:

1. What makes a global brand successful in different countries?
2. Should all marketing be localized? Why or why not?
3. Discuss an example of a campaign that failed due to cultural mistakes.
4. Would you trust an international brand promoted by a local influencer? Why?
5. How is social media changing international marketing?

C. MINI-DEBATE: LOCALIZATION IS MORE IMPORTANT THAN GLOBAL CONSISTENCY

Team A: Support the statement.

Team B: Oppose the statement.

Use phrases:

- “On one hand...”
- “However, in global branding...”
- “Research shows that...”
- “It depends on the market, but...”

D. INTERVIEW SIMULATION

In pairs: One is a journalist, the other – marketing director of an international brand.

Ask and answer these questions:

- What is your strategy for adapting to new markets?
- Have you worked with local influencers?
- How do you test your message before launching globally?
- What was your biggest marketing mistake or lesson?

E. USEFUL SPEAKING PHRASES (MARKETING ENGLISH)

Purpose	Phrase
Giving opinion	“I believe localization builds trust.”
Expressing uncertainty	“I’m not sure this slogan will work here.”
Suggesting	“Maybe we could try a pilot campaign first.”
Agreeing	“Yes, that makes perfect sense.”
Disagreeing politely	“I see your point, but I think differently...”
Clarifying	“Do you mean we’ll keep the same visuals?”

WRITING A COVER LETTER

1. What is a Cover Letter?

A **cover letter** is a short, formal letter that introduces you to an employer and explains why you are applying for the job. It should:

- show enthusiasm
- highlight relevant experience
- be tailored to the specific job
- complement your CV (not repeat it)

2. Standard Structure of a Cover Letter

Paragraph	Content
1. Opening	State the job and where you saw the ad
2. Why you	Say why you're interested and a good fit
3. Skills	Highlight experience, skills, and achievements
4. Ending	Ask for an interview and thank the reader

3. Sample Cover Letter

Anna Kovalenko

Kyiv, Ukraine

anna.kovalenko@email.com

+380 67 123 4567

July 22, 2025

Marketing Department

Unilever Ukraine

Dear Hiring Manager,

I am writing to apply for the position of **Marketing Intern** advertised on LinkedIn. I am a fourth-year Marketing student at Taras Shevchenko National

University and I am very interested in gaining practical experience with a leading international company like Unilever.

I am particularly drawn to your international approach to branding and localization, and I admire your recent Dove campaign adapted for Eastern Europe. I believe my academic background and strong motivation make me a suitable candidate for this role.

During my studies, I have worked on several group projects involving market research and digital campaigns. I also completed a short internship at a local media agency, where I assisted in developing Instagram content for small businesses. I am organized, responsible, and eager to learn from professionals.

I would welcome the opportunity to further discuss how I can contribute to your marketing team. Thank you for considering my application.

Yours sincerely,

Anna Kovalenko

4. Writing Task

Write a 150–200 word **cover letter** for one of the following roles:

- **Marketing Intern** at Coca-Cola Ukraine
- **Junior Brand Assistant** at Nike Poland
- **Digital Media Assistant** at L'Oréal Czech Republic

Use the structure above and adapt your skills, experience, and interests.

5. Self-Check

Questions

✓ Yes / ✗ No

Did you mention the specific job title and company?

Is the letter 4 paragraphs long?

Did you explain why you want the job?

Did you connect your skills to the company's work?

Is the tone professional and polite?

Questions

✓ Yes / X No

Did you use formal phrases and correct grammar?

Did you thank the reader and request an interview?

6. Useful Phrases for Cover Letters

Function

Phrase

Opening

I am writing to apply for...

Interest in company

I admire your work in...

Strengths

I believe I would be a valuable addition...

Experience

I have gained experience in...

Closing

I would welcome the opportunity to...

Final thanks

Thank you for your time and consideration.

UNIT 3: BUILDING RELATIONSHIPS
TEXT: THE POWER OF BUSINESS RELATIONSHIPS:
WHY WHO YOU KNOW MATTERS

In today's competitive business world, **building strong relationships** is just as important as having the right skills or qualifications. Whether you're attending a conference, joining a new company, or connecting on LinkedIn – your ability to **network effectively** can directly influence your professional success.

We often hear the phrase “It's not what you know, it's who you know.” While knowledge and talent are essential, **professional relationships** open doors to new opportunities, partnerships, jobs, and clients. Good networking can help you get hired, get promoted, or even get funding for your business idea.

1. What is Business Networking?

Networking means creating and maintaining professional connections – both online and in person. It's not just about collecting business cards or adding contacts. It's about building **genuine rapport** and finding **mutual value** in a professional relationship.

For example, imagine you meet a marketing director at a trade fair. You talk about trends in your industry, exchange contacts, and later follow up via email. Two months later, that person recommends you for a freelance project. That's networking in action.

Networking can happen anywhere – at conferences, coffee breaks, alumni events, company trainings, or even social media. The key is to **be professional, authentic, and helpful**, not just self-promotional.

2. Building Trust and Rapport

Every strong relationship is built on **trust**. In a business context, this means being reliable, transparent, and respectful. It's important to **listen actively**, ask good questions, and remember small details (like someone's role, interests, or recent achievements).

Rapport is a friendly connection based on understanding and respect. For example, showing interest in a colleague's culture, asking how their project is going, or congratulating them on a promotion – these small actions help build long-term loyalty.

Many professionals say their most valuable business deals didn't start with a sales pitch, but with **a cup of coffee and a good conversation**.

3. Relationships in Global Business

When working internationally, building relationships may take more time and cultural sensitivity. In some cultures (like Japan or the UAE), **trust and personal connection** come before any deal. You may need several meetings, dinners, or informal conversations before any business decision is made.

In other countries (like Germany or the U.S.), relationships are important but may be more **task-focused** and time-efficient. Understanding these cultural expectations can help avoid miscommunication or lost deals.

For example, sending a quick follow-up email after a meeting is common in Western business. In contrast, in some Asian countries, **building trust over time** is more essential than written communication.

4. Follow-Up and Long-Term Maintenance

Networking doesn't stop after the first meeting. A good professional **follows up**, stays in touch, and offers help – even when they don't need anything in return. You might send an article that your contact would enjoy, congratulate them on a work anniversary, or simply ask how a project turned out. These small efforts build **relationship capital**, which is often more valuable than money.

LinkedIn has made it easier to stay connected professionally, but personal messages still matter. A short, well-written message can go further than a hundred likes.

5. Why It Matters More Than Ever

In a world full of automation, AI, and online communication, **human connection remains irreplaceable**. Hiring managers don't just look at your resume – they also ask colleagues, review your online presence, and value

recommendations. Likewise, many clients prefer working with someone they know and trust, even if another option is slightly cheaper.

Strong relationships lead to:

- New job opportunities
- Faster promotions
- Better teamwork and collaboration
- More successful deals
- Stronger reputations

That's why investing in relationships is one of the smartest long-term strategies in any career or industry.

COMPREHENSION TASKS

Exercise 1. Answer the questions:

1. Why are professional relationships important in business today?
2. What is the difference between collecting contacts and true networking?
3. Give an example of how networking can lead to new opportunities.
4. What is "rapport" and how can you build it?
5. Why is trust essential in professional relationships?
6. Name two typical places or situations where networking can happen.
7. How do relationship-building styles differ between Western and Asian cultures?
8. What does it mean to "follow up" after a meeting?
9. What are some ways to maintain long-term business relationships?
10. How can strong relationships benefit your career?

Exercise 2. True or False?

1. ___ Building relationships is less important than having hard skills.
2. ___ Networking should always be about promoting yourself.
3. ___ Rapport is based on respect and personal interest.

4. ___ Trust is only important in personal life, not in business.
5. ___ Business culture in Japan values personal connection before deals.
6. ___ A short personal message can be more valuable than a LinkedIn like.
7. ___ Following up after a meeting is not necessary in most countries.
8. ___ Maintaining relationships requires offering help regularly.
9. ___ Clients usually prefer working with strangers if it's cheaper.
10. ___ Strong professional relationships can lead to promotions and better teamwork.

ACTIVE VOCABULARY

RELATIONSHIP BASICS

1. Networking

👉 I met my current employer through a networking event.

Нетворкінг / встановлення професійних зв'язків

2. Connection

👉 She has strong connections in the tech industry.

Зв'язок / знайомство

3. Trust

👉 Trust takes time to build but seconds to break.

Довіра

4. Rapport

👉 The manager quickly built rapport with the new team.

Взаєморозуміння, позитивний контакт

5. Mutual interest

👉 Their cooperation is based on mutual interest.

Взаємна зацікавленість

6. Loyalty

👉 Customer loyalty grows when you provide great service.

Лояльність

7. **Collaboration**

👉 Our success depends on close collaboration.

Співпраця

8. **Follow-up**

👉 I sent a follow-up email after the meeting.

Наступний контакт / продовження розмови

9. **Colleague**

👉 My colleague helped me prepare the proposal.

Колега

10. **Contact**

👉 Can I have your contact details?

Контакт / контактна особа

GLOBAL & CROSS-CULTURAL COMMUNICATION

11. **Cultural sensitivity**

👉 Cultural sensitivity is important in international business.

Культурна чутливість

12. **Face-to-face**

👉 Face-to-face meetings are still the most effective.

Особиста зустріч

13. **First impression**

👉 A strong handshake gives a good first impression.

Перше враження

14. **Respect**

👉 Respect is essential in any relationship.

Повага

15. **Small talk**

👉 Small talk helps break the ice in meetings.

Невимушена розмова / світська бесіда

16. **Handshake**

👉 A firm handshake shows confidence.

Рукостискання

17. **Hospitality**

👉 Their hospitality made the meeting very comfortable.

Гостинність

18. **Etiquette**

👉 Business etiquette varies between cultures.

Етикет

19. **Long-term**

👉 We're interested in long-term partnerships.

Довготривалий

20. **Professionalism**

👉 She handled the difficult situation with professionalism.

Професіоналізм

ONLINE & CAREER FOCUS

21. **LinkedIn**

👉 I updated my LinkedIn profile before the job fair.

LinkedIn (платформа професійних контактів)

22. **Networking event**

👉 I attended a networking event for young entrepreneurs.

Нетворкінг-подія

23. **Recommendation**

👉 He gave me a great recommendation on LinkedIn.

Рекомендація

24. **Business card**

👉 Don't forget to bring business cards to the event.

Візитка

25. Informal meeting

👉 We had an informal meeting over coffee.

Неформальна зустріч

26. Initiate contact

👉 She was the first to initiate contact after the event.

Встановити контакт

27. Maintain a relationship

👉 You need to maintain relationships after the first meeting.

Підтримувати зв'язок

28. Build a network

👉 Young professionals should build their networks early.

Створювати мережу контактів

29. Referral

👉 I got the interview thanks to a referral from a friend.

Рекомендація / направлення

30. Job application

👉 He included a cover letter with his job application.

Заявка на роботу

VOCABULARY PRACTICE

Exercise 1. Match the term to its definition:

A. Terms

1. Rapport
2. Networking
3. Loyalty
4. Referral
5. Follow-up
6. Small talk

B. Definitions

- A. Confidence that someone is honest or reliable
- B. Casual conversation to break the ice
- C. A good feeling of connection between people
- D. Professional platform for job contacts
- E. Working together to achieve a goal
- F. Making the first move to connect

A. Terms

7. Cultural sensitivity
8. Trust
9. Business card
10. Long-term
11. LinkedIn
12. Recommendation
13. Initiate contact
14. Collaboration
15. First impression

B. Definitions

- G. A printed card with your job and contact info
- H. An opinion or statement that supports someone
- I. The way someone sees you after first meeting
- J. Staying with a brand or person over time
- K. Continued message after initial contact
- L. The ability to respect other cultures
- M. A person or message that recommends you
- N. A lasting result or relationship
- O. Creating professional connections

Exercise 2. Fill in the blanks with suitable words from the vocabulary list:

1. We had a great meeting and agreed to stay in _____.
2. A short message can be a powerful _____ after a business event.
3. Cultural _____ is key when dealing with international clients.
4. She quickly built _____ with her manager through honesty and listening.
5. He gave me a strong _____ on LinkedIn.
6. Don't forget to bring your _____ to the conference.
7. Their _____ helped us complete the project on time.
8. The firm looks for _____, not just short-term hires.
9. _____ helps you find new opportunities and clients.
10. The recruiter asked if I had any _____ from colleagues.
11. I started the conversation with some _____ about the weather.
12. We met at a _____ event for digital marketers.
13. The CEO appreciated our team's high level of _____.
14. After our coffee chat, I decided to _____ by email.
15. Respect and _____ are essential in every relationship.
16. My friend got the job thanks to a _____ from someone inside.
17. The _____ was very positive; she smiled and seemed interested.
18. You need to _____ your contacts regularly, not only when you need them.

19. LinkedIn is great for maintaining a _____ network.
20. They showed amazing _____ by helping even after the deal was closed.

Exercise 3. Complete the collocations with a word from the list. One extra:

*trust, connection, meeting, loyalty, respect, event, card, rapport,
relationship, handshake, application*

1. build _____
2. initiate _____
3. job _____
4. firm _____
5. professional _____
6. long-term _____
7. strong _____
8. informal _____
9. business _____
10. mutual _____

Exercise 4. Complete the dialogue. Fill in the missing phrases using correct vocabulary words:

Anna: Hi! I'm glad you reached out. How did you hear about this role?

Denys: Actually, I got a _____ from my former colleague. He works here now.

Anna: That's great! Have you had a chance to apply?

Denys: Yes, I sent in my _____ two days ago.

Anna: Did you include a _____ letter?

Denys: Of course! And I made sure my _____ profile is up to date.

Anna: Sounds like you're ready. We really value _____ in this team.

Denys: Absolutely. I believe good relationships are built on that.

Exercise 5. Translate into English using active vocabulary:

1. Він встановив контакт із новим клієнтом після конференції.
2. Ці довготривалі стосунки базуються на взаємній довірі.
3. Я надіслав лист-підтвердження наступного дня.
4. Ми мали неформальну зустріч у кав'ярні.
5. Вона швидко створила позитивне враження.
6. Рекомендації в LinkedIn можуть допомогти знайти роботу.
7. Поважати інші культури — це професіоналізм.
8. Я не забув взяти візитки на захід.
9. Нетворкінг — ключ до нових можливостей.
10. Ми продовжуємо підтримувати зв'язок після проєкту.

Exercise 6: True or False?

1. "He followed up with a firm handshake." /
2. "We collaborated a strong first impression." /
3. "LinkedIn is useful for maintaining business rapport." /
4. "I applied for the job without initiating contact." /
5. "A follow-up email is usually sent before a meeting." /
6. "Small talk helps build trust with international clients." /
7. "Business etiquette doesn't matter if you're online." /
8. "We exchanged loyalty during the networking event." /
9. "He got the job thanks to a strong referral." /
10. "She brings professionalism to every meeting." /

Exercise 7. Make up your own sentences with the following words. Let your partner translate them in Ukrainian:

1. rapport
2. networking event
3. cultural sensitivity

4. follow-up
5. referral
6. collaboration
7. professionalism
8. trust
9. long-term relationship
10. small talk

Exercise 8. Group Discussion Prompts. Answer the questions using target words in your answers:

1. How do you usually build rapport in a new workplace?
2. Describe a time when networking helped you.
3. What is your strategy for maintaining long-term connections?
4. Do you find it hard to do small talk? Why or why not?
5. In your opinion, is cultural sensitivity important in online meetings?

GRAMMAR FOCUS: PRESENT PERFECT SIMPLE VS PRESENT PERFECT CONTINUOUS IN BUSINESS COMMUNICATION

1. WHEN TO USE EACH TENSE

Tense	Use	Examples
Present Perfect Simple (have/has + past participle)	For completed actions with results now	<i>I've sent the follow-up email.</i>
	For life experience	<i>Have you ever attended a networking event?</i>
	For recent actions	<i>She has built strong rapport this month.</i>

Tense	Use	Examples
Present Perfect Continuous (have/has been + verb-ing)	For actions that started in the past and are still happening	<i>I've been working on this client relationship all year.</i>
	For temporary actions	<i>He's been managing the account this week.</i>
	Focus on duration	<i>We've been networking since 9 a.m.</i>

2. SIGNAL WORDS & DIFFERENCES

Present Perfect Simple

just, already, yet, ever, never, so far,
recently

Present Perfect Continuous

for, since, all day, lately, recently, how
long

- ✅ I've **spoken** to him already. (Completed action)
- ✅ I've **been talking** to him for 20 minutes. (Duration)

GRAMMAR PRACTICE

Exercise 1. Choose the correct tense (Present Perfect Simple or Continuous):

1. I (**have worked** / **have been working**) on this partnership proposal for three weeks.
2. He (**has built** / **has been building**) strong relationships with clients recently.
3. We (**have sent** / **have been sending**) three follow-up emails already.
4. They (**have been negotiating** / **have negotiated**) terms since last Friday.
5. I (**have attended** / **have been attending**) five events this quarter.
6. She (**has created** / **has been creating**) a new system for client tracking.
7. You (**have helped** / **have been helping**) me a lot lately – thank you.

8. Our team (**has worked / has been working**) remotely for the last six months.
9. I (**have spoken / have been speaking**) to their manager about the proposal.
10. He (**has never responded / has never been responding**) to my messages.
11. We (**have known / have been knowing**) that contact since 2020.
12. My colleague (**has followed up / has been following up**) with the supplier daily.
13. I (**have made / have been making**) some good progress this week.
14. They (**have discussed / have been discussing**) collaboration with the German partner.
15. I (**have not heard / have not been hearing**) from HR yet.

Exercise 2. Fill in the blanks with verbs in correct tense form (Present Perfect Simple or Continuous):

1. We _____ (build) trust with the client for several months now.
2. I _____ (send) her the contract twice this morning.
3. She _____ (not reply) to our offer yet.
4. They _____ (work) on the loyalty program since February.
5. I _____ (never attend) such a productive networking event.
6. You _____ (contact) them regularly since last year?
7. We _____ (not have) a face-to-face meeting so far.
8. He _____ (try) to fix the problem all day.
9. I _____ (know) Anna since university.
10. They _____ (negotiate) with us for three hours already.
11. Our team _____ (achieve) great results this quarter.
12. What topics _____ you _____ (discuss)?
13. I _____ (support) her during the transition period.
14. We _____ (not receive) any updates from legal yet.
15. She _____ (manage) the partnership project very well.

16. I _____ (follow up) with the client twice this week.
17. We _____ (not respond) to their last email yet.
18. They _____ (develop) the CRM strategy since last month.
19. My mentor _____ (give) me great advice lately.
20. The new assistant _____ (handle) communications since Monday.

Exercise 3. Find and correct the mistakes:

1. I have been knew him since our university days.
2. She have worked on that client account since June.
3. We have discussed the idea for two hours and now we are done.
4. They has been emailing me all morning.
5. He have never been attend a formal event like this.
6. I have been sent the report just now.
7. You been contacting the wrong address.
8. Has you been speaking to the recruiter recently?
9. We has been building good rapport with that partner.
10. I have been worked with them on and off for a year.
11. She has been applying to many jobs this month and has no results.
12. I didn't received any confirmation yet.
13. How long have you knowing each other?
14. They has never followed up after our last meeting.
15. I have just been talked to him in the hallway.

Exercise 4. Translate into English using Present Perfect Simple or Continuous:

1. Я працюю з цим клієнтом вже пів року.
2. Ми ще не отримали відповіді на наш запит.
3. Вона весь день шукає рекомендації.
4. Ми знайомі вже більше п'яти років.

5. Вони щойно завершили презентацію.
6. Ви довго працюєте над цим проектом?
7. Я ще не надсилав листа-підтвердження.
8. Він не відповідає з ранку.
9. Вони вже кілька днів ведуть переговори.
10. Я тільки-но закінчив оновлювати LinkedIn.
11. Я вже кілька разів намагався зв'язатись із HR.
12. Вона останнім часом працює над своїм нетворком.
13. Ми вже завершили всі підготовчі зустрічі.
14. Я пишу їм уже годину, але відповіді немає.
15. Ми ще не бачилися вживу, лише спілкувалися онлайн.

SPEAKING PRACTICE: BUILDING RELATIONSHIPS

A. BUSINESS ROLE-PLAYS (IN PAIRS)

Scenario 1: First-Time Networking at an Event

Role A: You are a young marketing specialist attending your first networking event.

Role B: You are an experienced entrepreneur open to new contacts.

Task:

- Start a conversation (greet, introduce yourself).
- Ask about their work, exchange business cards.
- Find a shared interest (marketing, tech, travel, etc.).
- End with a promise to follow up.

Use phrases:

- Nice to meet you. What line of work are you in?
- That's really interesting! I've been working in...
- Let me give you my card.
- I'll drop you a message on LinkedIn.

Scenario 2: Follow-Up Video Call

After an event, you agreed to meet online.

Role A: You're interested in potential collaboration.

Role B: You're cautious, but open.

Goal:

- Recap your first meeting
- Discuss possible cooperation
- Express expectations and limitations
- End politely (yes/no/future follow-up)

B. GROUP DISCUSSION (3–4 STUDENTS)

Topic: *What are the main challenges in building professional relationships today?*

Discuss:

- Time management
- Digital communication barriers
- Cultural differences
- Trust-building
- Overcommunication vs undercommunication

C. MINI-DEBATE: LINKEDIN REPLACES REAL RELATIONSHIPS

Team A: Argue that LinkedIn and online tools are **more effective** than face-to-face networking.

Team B: Argue that **real relationships** still matter more.

Use debate expressions:

- I strongly believe...
- On the contrary...
- According to experience...
- Let's not forget that...
- Online tools support, but don't replace...

D. BUSINESS SIMULATION GAME: NETWORKING NIGHT

Goal: Simulate a real networking event with goals, roles, tasks, and time limits.

Step 1: Assign Roles (1 per student)

Each student gets one of these identities:

Role	Goal
Startup founder	Find a mentor and a marketing partner
HR recruiter	Meet at least 2 candidates
Financial analyst	Find collaboration with tech firms
Event manager	Collect leads for future events
Young graduate	Find internship offers
Product designer	Connect with investors or clients

Step 2: Objectives

- Introduce yourself to at least 3 people
- Exchange details / business cards
- Ask 2–3 professional questions
- Use small talk to build rapport
- Keep notes on who might be a useful contact

Step 3: Debrief Discussion (in groups)

- Who did you connect with best?
- What strategies worked well?
- What challenges did you face?
- Would you follow up with anyone?

Useful Phrases for Networking

Function	Example
Starting a talk	<i>“Hi, mind if I join you?” / “Is this your first time at this event?”</i>
Describing work	<i>“I’m currently working on a rebranding project...”</i>
Showing interest	<i>“That sounds fascinating – how did you get into it?”</i>
Following up	<i>“Let’s definitely connect. Are you on LinkedIn?”</i>
Ending politely	<i>“It’s been great talking – I hope we’ll keep in touch!”</i>

WRITING PRACTICE: FOLLOW-UP EMAIL / JOB APPLICATION

Task Option 1: Follow-Up Email after Networking

Scenario: You attended a business networking event and spoke with a company representative (e.g. marketing director at Nestlé). Now, you want to follow up and maintain contact.

Your email should include:

- Thanking for the conversation
- Referring to a specific topic you discussed
- Expressing interest in staying in touch
- Offering to send more information or a CV

Sample Email (Follow-Up)

Subject: Great to connect at Kyiv Business Forum

Dear Ms. Petrova,

It was a pleasure speaking with you at the Kyiv Business Forum yesterday. I really enjoyed our conversation about emerging digital marketing trends in Eastern Europe.

I would love to stay in touch and possibly explore internship opportunities with Nestlé in the future. As a final-year Marketing student at LNU, I'm especially interested in your team's work on regional branding.

Please let me know if I may send you my CV or portfolio. Thank you again for your time and insights.

Best regards,

Oksana Melnyk

Task Option 2: LinkedIn-Style Job Inquiry Message

Scenario: You found a job posting on LinkedIn and want to message the recruiter directly. Write a **short professional message** showing your interest and asking for the next steps.

Sample Message (LinkedIn Style)

Hi Mr. Davis,

I saw the posting for the Junior Marketing Analyst role at Unilever and would love to express my interest. I believe my background in analytics and recent internship at a digital agency align well with your team's goals.

I've attached my CV and would be happy to provide more details or schedule a call.

Looking forward to hearing from you!

Best regards,

Olha Korol

Your Task (Choose 1):

A) Write a follow-up email to someone you met at a networking event.

B) Write a LinkedIn message to apply for a posted job or internship.

Use 100–150 words.

Include: greeting, clear message, polite ending, professional tone.

 **Checklist (Before Submitting)**

Item

✓

Correct structure: opening, body, closing

Polite and clear language

Relevant to business context

No grammar or spelling mistakes

Signature or name included

UNIT 4: SUCCESS

TEXT: THE REAL FACE OF SUCCESS IN MODERN BUSINESS

Success in the business world is one of the most discussed and misunderstood concepts. Ask five different professionals what success means to them, and you're likely to hear five very different answers: financial profit, brand recognition, innovation, work-life balance, or leadership impact. The truth is, success today is multi-dimensional. It goes beyond revenue and market share. It includes emotional intelligence, adaptability, teamwork, and long-term vision.

At the heart of any long-lasting success story – whether it's a global corporation or an individual professional – lies a clear sense of purpose. Truly successful companies and individuals know exactly **why** they do what they do. They don't just focus on the "how" or "what". A well-defined vision acts as a compass, guiding decisions, investments, and partnerships. For example, companies like Tesla or Patagonia aren't just selling products; they are promoting missions – sustainability, ethical responsibility, or innovation. These clear goals allow them to remain consistent, attract loyal customers, and retain employees who believe in the cause.

Of course, a vision without action leads nowhere. That's why successful people and companies set **concrete, measurable goals** and work systematically toward them. These goals are regularly reviewed and adapted to changing market conditions. It's not about doing more; it's about doing the right things with clarity and purpose. A manager who knows exactly what KPIs define success for their team will lead more confidently than one simply "working hard."

Leadership is another critical ingredient of success – not just at the top, but at every level. In high-performing companies, leadership is not based on position but on influence. True leaders inspire, listen, communicate clearly, and create space for others to grow. But leadership alone is not enough without a strong organizational **culture**. Successful businesses invest in building inclusive, collaborative environments where trust and respect are part of daily operations.

When people feel heard and appreciated, they go the extra mile – not because they have to, but because they want to.

The ability to **adapt** is perhaps the most undervalued but essential part of being successful in today's world. We've seen entire industries transform due to unexpected challenges – from economic crises to pandemics. What makes some companies survive while others collapse? It's their willingness to pivot quickly, experiment, and embrace change. A successful entrepreneur doesn't fear failure – they learn from it. In fact, some of the most successful business models were born out of failed attempts. Resilience, flexibility, and a mindset of continuous improvement separate the winners from the rest.

Success is also about people – specifically, **customers**. Companies that truly succeed understand their customers better than anyone else. They don't guess; they listen, they observe, they test. Their decisions – from product design to marketing strategy – are driven by real customer feedback and data. This customer-first mindset builds trust, loyalty, and long-term relationships. It's no coincidence that customer-focused giants like Amazon, Apple, or Airbnb dominate global markets: their entire systems are built around **value delivery**.

But even the most customer-obsessed business can't grow alone. Building **strategic relationships** is another pillar of lasting success. This includes partnerships with suppliers, investors, NGOs, or even competitors. Effective **negotiation** plays a major role here. Success in negotiation is not about manipulation or winning at all costs – it's about understanding mutual interests and creating win-win outcomes. Professionals who know how to prepare, ask the right questions, and remain flexible during talks are more likely to close long-term deals.

One factor that unites all these aspects is **learning**. Whether we speak of companies or individuals, those who succeed long-term are those who never stop learning. They read, ask questions, attend trainings, reflect on failures, and seek mentorship. They are not satisfied with yesterday's success – they want to improve today and shape tomorrow. Innovation isn't just about creating something new; it's

often about looking at an existing system and finding a smarter, more efficient way to do it.

And finally, success must be personal. For one person, it might mean building a global business empire; for another – having a balanced life while running a small consultancy. Real success isn't defined by social media followers or quarterly profits alone. It's defined by alignment between one's values, goals, actions, and impact.

In a world that moves faster every day, the real winners are not necessarily the biggest, richest, or loudest. They are the most **self-aware**, **purpose-driven**, and **adaptable**. They build strong teams, treat people with respect, serve their clients with care, and never stop growing.

COMPREHENSION TASKS

Exercise 1. Answer the questions:

1. What is the difference between traditional and modern views of business success?
2. Why is having a clear vision important for long-term success?
3. How do successful companies set and use goals?
4. What are some key characteristics of good leadership?
5. Why is company culture important for achieving success?
6. How does adaptability help businesses survive difficult times?
7. What customer-focused practices do successful companies follow?
8. What role does negotiation play in building business relationships?
9. Why is continuous learning critical in today's business world?
10. How can success be different for different people?

Exercise 2. True or False?

1. Success today is only measured by money and sales.
2. Vision and goals help successful companies stay focused.

3. Leadership depends only on job titles.
4. Culture is not very important for team motivation.
5. Adaptable companies are more likely to survive market changes.
6. Customer satisfaction is secondary to product quality.
7. Strategic partnerships can support business growth.
8. Successful negotiation requires aggressive tactics.
9. Continuous learning and innovation are necessary in modern business.
10. Everyone defines success in the same way.

ACTIVE VOCABULARY

SUCCESS. VISION & GOALS

1. Vision

👉 Every great company begins with a clear vision of what it wants to achieve.

Бачення / стратегічна мета

2. Goal

👉 Setting measurable goals is essential for business growth.

Ціль

3. Purpose

👉 Employees work harder when they feel connected to the company's purpose.

Призначення / сенс діяльності

4. KPI (Key Performance Indicator)

👉 Sales growth and customer retention are important KPIs for our team.

Ключовий показник ефективності

5. Milestone

👉 Launching the new product was a major milestone for the startup.

Важливий етап / досягнення

6. Long-term strategy

👉 Our long-term strategy focuses on sustainability and innovation.

Довгострокова стратегія

7. Short-term goal

👉 One of our short-term goals is to increase online traffic by 15%.

Короткострокова мета

8. Target

👉 We didn't hit our sales target last quarter.

Запланований результат / ціль

9. Success metrics

👉 We use customer reviews and retention as key success metrics.

Критерії успішності

10. Output

👉 The team's output doubled after we improved internal communication.

Виробіток / результат роботи

LEADERSHIP & COMPANY CULTURE

11. Leadership

👉 Good leadership motivates teams and drives innovation.

Лідерство

12. Team culture

👉 A healthy team culture improves performance and morale.

Культура команди / робоча атмосфера

13. Motivation

👉 Recognition is a key factor in employee motivation.

Мотивація

14. Ownership

👉 Give your team members ownership of their projects — they'll care more.

Відповідальність / відчуття власності

15. Empowerment

👉 Employee empowerment leads to better results and innovation.

Надання повноважень / впевнення у власних силах

16. Accountability

👉 In successful companies, everyone takes accountability seriously.

Відповідальність

17. Recognition

👉 Public recognition motivates people to keep improving.

Визнання

18. Morale

👉 Company morale rose after the CEO's honest speech.

Моральний дух / настрої працівників

19. Delegation

👉 Effective delegation allows leaders to focus on strategy.

Делегування

20. Resilience

👉 Resilience helps teams recover quickly from failure or stress.

Стійкість / здатність до відновлення

PERFORMANCE, NEGOTIATION & LEARNING

21. Performance

👉 The quarterly report showed a 25% increase in team performance.

Продуктивність

22. Feedback

👉 Constructive feedback is essential for personal and team development.

Зворотний зв'язок

23. Improvement

👉 We saw a huge improvement in client satisfaction this year.

Покращення

24. Negotiation

👉 Good negotiation helps both sides get what they need.

Перемовини

25. Compromise

👉 In negotiations, being open to compromise builds trust.

Компроміс

26. Partnership

👉 Our partnership with a local NGO boosted our reputation.

Партнерство

27. Innovation

👉 Innovation drives modern business success.

Інновація

28. Competitive advantage

👉 High-quality service gives us a competitive advantage.

Конкурентна перевага

29. Adaptability

👉 Companies with strong adaptability survive crises better.

Адаптивність / гнучкість

30. Lifelong learning

👉 Lifelong learning helps professionals stay relevant.

Навчання протягом життя

VOCABULARY PRACTICE

Exercise 1. Match the term to its definition:

A. Terms

1. Vision
2. Resilience

B. Definitions

- A. Giving employees the ability and freedom to act
- B. Continuous education during a person's career

- | | |
|---------------------------|--|
| 3. Negotiation | C. The ability to recover from stress or failure |
| 4. KPI | D. A reason why a company is stronger than its rivals |
| 5. Ownership | E. Exchanging ideas to reach an agreement |
| 6. Lifelong learning | F. Control and responsibility for a task |
| 7. Empowerment | G. Ideas that improve existing products or systems |
| 8. Innovation | H. Clear goal of what you want to achieve |
| 9. Feedback | I. A number used to measure performance |
| 10. Competitive advantage | J. Information given about how well something was done |

Exercise 2. Fill in the blanks with suitable words from the vocabulary list:

1. Our company has a strong internal _____ that encourages teamwork.
2. One of our key _____ is the average response time to clients.
3. I believe this partnership could be a real _____ for both sides.
4. She showed great _____ when the project failed — she didn't give up.
5. Regular _____ helps employees grow and improve.
6. Our _____ is to reduce global plastic use by 60% by 2030.
7. The manager gave me full _____ over the redesign process.
8. Their _____ in product design helped them enter new markets.
9. We try to create a culture of _____ and mutual respect.
10. He has always believed in _____ — he's taking his third MBA course!
11. They reached a _____ after two hours of open discussion.
12. We saw a clear performance _____ after the leadership change.
13. Clear communication and _____ leadership build strong teams.
14. The team exceeded their sales _____ this quarter.
15. Employees feel more motivated when they receive public _____.

Exercise 3. Collocations: choose the correct pair and translate it:

1. clear / loud → **vision**
2. build / jump → **trust**
3. long-term / short-form → **goal**
4. give / grant → **ownership**
5. constructive / dangerous → **feedback**
6. achieve / listen → **performance**
7. show / collect → **resilience**
8. reach / push → **compromise**
9. professional / lifetime → **learning**
10. create / manage → **partnerships**

Exercise 4. Rewrite sentences. Substitute words in bold type with a word-combination from the previous exercise:

1. She had a **plan** to improve the system.
→ She had a clear _____.
2. We gave staff more **control** over their work.
→ We encouraged employee _____.
3. The company failed, but he kept working.
→ He showed strong _____.
4. They made a deal after talks.
→ They reached a _____.
5. He always wants to **improve** himself.
→ He believes in _____.

Exercise 5. Complete the dialogue with a missing word:

A: What's your company's long-term _____ ?

B: We want to lead in green innovation. We've invested heavily in product _____ .

A: Sounds exciting. What makes your company successful?

B: A mix of employee _____, strong culture, and great _____ from our clients.

A: And your leadership style?

B: I focus on motivation and setting clear _____.

Exercise 6. Translate the terms into English:

1. Конкурентна перевага
2. Внутрішня культура команди
3. Здатність до відновлення
4. Перемовини
5. Делегування
6. Зворотний зв'язок
7. Моральний дух
8. Ризик і відповідальність
9. Критерії ефективності
10. Безперервне навчання

Exercise 7. True or False?

1. Vision is about short-term decision-making.
2. Empowered employees take more initiative.
3. KPIs are always about financial numbers.
4. Resilience helps in difficult business situations.
5. Feedback is only useful when it's positive.
6. Ownership increases motivation.
7. Competitive advantage helps a company stand out.
8. Lifelong learning ends after university.
9. Partnership is the opposite of negotiation.
10. Innovation is always about creating something new.

Exercise 8. Discuss with your partner the following questions:

1. Describe a time when you achieved something important. What helped you succeed?
2. In your opinion, what are the 3 most important elements of success in business? Why?
3. What motivates you more: personal recognition or team achievement?

GRAMMAR FOCUS: COMPARATIVES & SUPERLATIVES IN BUSINESS CONTEXT

What is COMPARATIVE?

Comparative (вищий ступінь порівняння прикметника) is used to compare two objects.

Example:

- Google is **bigger** than Spotify. (*Google більший, ніж Spotify.*)

Signal words:

- than – ніж
- a bit / much / far – трохи / значно
- slightly / considerably – незначно / суттєво
- more... than – більш ... ніж

What is SUPERLATIVE?

Superlative (найвищий ступінь порівняння прикметника) is used to say that something is the best/worst among others in a group.

Example:

- Tesla is the **most innovative** car company in the world.
(*Tesla – найінноваційніша автокомпанія у світі.*)

Signal words:

- the best / the worst
- the most... / the least...
- in the world / in the market / of all

FORMATION

Type of adjective	Comparative	Superlative	Examples
Short adjectives	+ -er	the + -est	fast → faster / the fastest
Adjectives ending in -y	-y → -ier	the + -iest	easy → easier / the easiest
Two- and more syllable adjectives	more + adj	the most + adj	efficient → more efficient
Irregular adjectives	good → better	the best	bad → worse / the worst
Exceptions	far → farther/further	the farthest/furthest	little → less / the least

EXAMPLES IN BUSINESS CONTEXT

Situation	Example	Переклад
Порівняння прибутку	Q3 was better than Q2.	<i>3-й квартал був кращим за 2-й.</i>
Продуктивність	She is more productive than last year.	<i>Вона продуктивніша, ніж торік.</i>
Конкуренти	Their offer is cheaper than ours.	<i>Їхня пропозиція дешевша за нашу.</i>
Найкращий працівник	He is the most experienced manager.	<i>Він – найдосвідченіший менеджер.</i>
Найгірший результат	That was the worst sales month.	<i>Це був найгірший місяць продажів.</i>

SENTENCE STRUCTURE

1. A is + comparative + than B

→ Our company is more flexible than theirs.

(Наша компанія гнучкіша за їхню.)

2. A is (not) as + adjective + as B

→ This strategy is not as effective as the old one.

(Ця стратегія не така ефективна, як стара.)

3. The + superlative + noun

→ She's the most confident person on the team.

(Вона – найвпевненіша в команді.)

TYPICAL MISTAKES

INCORRECT

more better

the most fastest

more cheap

the most best idea

as more productive as

CORRECT

better (irregular – без “more”)

the fastest (не можна подвійний ступінь)

cheaper (коротке слово)

the best idea

as productive as

In simple terms:

- Якщо хочеш порівняти **дві речі** – використовуй **-er** або **more + adjective**: *This one is better than that one. Це краще, ніж те.*
- Якщо хочеш сказати, що **щось най-най** – використовуй **the + -est** або **the most + adjective**: *This one is the best of all. Це найкраще з усіх.*
- Не забувай: короткі слова – з **-er / -est**, а довші – з **more / the most**.

GRAMMAR PRACTICE

Exercise 1. Complete the sentences with the correct form of the adjective (–er / more / less / the most / the least / irregular forms):

Example: Our new website is ___ (effective) than the previous one.

→ **more effective**

1. This report is much _____ (clear) than the last one.
2. Google is one of the _____ (influential) companies in tech.
3. Our manager is _____ (strict) than she used to be.
4. This quarter's results are _____ (good) than expected.
5. His offer was _____ (bad) than the competitor's.
6. That strategy is the _____ (simple), but also the most effective.
7. The meeting was _____ (short) than usual.
8. She is the _____ (fast) worker on the sales team.
9. I think this design is _____ (modern) than the old version.
10. This presentation is _____ (less engaging) than yours.
11. Our solution is _____ (efficient) than theirs.
12. It was the _____ (expensive) advertising campaign we've done.
13. I feel _____ (confident) speaking English now than last year.
14. Our product is _____ (reliable) than the one they offer.
15. He's the _____ (hardworking) person I've ever worked with.
16. The market is _____ (competitive) than five years ago.
17. Their customer service is _____ (friendly) than ours.
18. This was the _____ (useful) training I've attended.
19. We need a _____ (strong) brand identity to stand out.
20. The software update made the system _____ (slow) than before.

Exercise 2. Correct the mistakes and re-write sentences without them:

1. She is more better than her colleagues.
2. This is the most fastest-growing brand this year.

3. That product is the bestest on the market.
4. Our office is more bigger than theirs.
5. This idea is the most better for the client.
6. That was the baddest meeting I've ever attended.
7. His solution is more simple than yours.
8. This is the less worst option we have.
9. Their design is as modern than ours.
10. He is more the most productive team member.

Exercise 3. Translate sentences into English using comparative and superlative degrees of adjectives:

1. Їхній звіт кращий, ніж наш.
2. Вона – найпродуктивніша працівниця у відділі.
3. Новий проєкт менш успішний, ніж попередній.
4. Це був найгірший тиждень продажів.
5. Цей стартап – більш інноваційний за інші.
6. Їхня ідея простіша, ніж наша.
7. Це рішення – найефективніше з усіх.
8. Наш офіс не такий великий, як їхній.
9. Вони мають більше досвіду, ніж ми.
10. Це було найменш ризиковане рішення.

Exercise 4. Create your own sentences with the following adjectives (one with comparative degree, one with superlative degree) in business context:

1. efficient
2. expensive
3. creative
4. bad
5. modern

✔ EXAMPLES

1. efficient

- ✔ *Comparative:* The new software is **more efficient** than the old system.
- ✔ *Superlative:* This tool is the **most efficient** in our company.

2. expensive

- ✔ *Comparative:* Hiring consultants is **more expensive** than training staff in-house.
- ✔ *Superlative:* That was the **most expensive** campaign we've ever launched.

3. creative

- ✔ *Comparative:* Her solution was **more creative** than I expected.
- ✔ *Superlative:* He's the **most creative** designer in our team.

4. bad

- ✔ *Comparative:* The Q2 report was **worse** than Q1.
- ✔ *Superlative:* That was the **worst** customer feedback we've received.

5. modern

- ✔ *Comparative:* Their office is **more modern** than ours.
- ✔ *Superlative:* This is the **most modern** branch in our company.

SPEAKING PRACTICE

A. PERSONAL OPINION DISCUSSION

Task: Answer the questions. Explain your point of view. Give examples.

? Questions:

1. What does success mean to you personally?
2. Do you think money is the main indicator of success? Why / why not?
3. Who is the most successful person you know? What makes them successful?
4. Is it better to work in a successful company or to build your own business?

5. What helps people become successful in business?

Useful phrases:

- In my opinion...
- I believe that...
- To me, success is...
- A good example is...
- Compared to...
- It depends on...

B. PAIR WORK : SUCCESS SCENARIOS

Task: *Choose one situation. Discuss it with your partner. Agree on which action is **the best** and which is **the worst**. Use comparatives / superlatives.*

Situations:

1. You run a startup. You need fast growth.
Options:
 - A. Invest in social media marketing
 - B. Hire 5 new salespeople
 - C. Develop a mobile app
2. Your company had a bad quarter.
Options:
 - A. Cut costs
 - B. Increase product price
 - C. Change the marketing team
3. You want to become a successful manager.
Options:
 - A. Take leadership courses
 - B. Ask for a mentor
 - C. Work overtime every day

Useful phrases:

- I think option A is better than B because...
- The most effective idea is...
- In my view, C is the worst option because...
- A is more realistic than...

C. MINI-PRESENTATION

Task: *Choose a topic and prepare a short presentation.*

Topics:

- What makes companies successful in the modern world?
- My top 3 tips for personal success
- A successful brand I admire and why
- Success and failure: what can we learn?

Presentation structure:

1. Introduction (Today I'd like to talk about...)
2. Main ideas (First, ..., Then, ..., Also, ...)
3. Example / Case (For example, ..., A good case is...)
4. Conclusion (To sum up..., I believe..., In conclusion...)

WRITING PRACTICE

Task: *Write a professional business email proposing a partnership or joint project, explaining why this would be a win-win solution for both parties.*

Scenario: *You are representing your company (or yourself as a freelancer) and wish to propose a partnership to another company. Explain why this partnership would be beneficial, what makes your company successful, and exactly what you are offering.*

Letter structure:

1. **Greeting** (Dear Mr/Ms..., To whom it may concern...)
2. **Introduction** (Who you are and what you do)
3. **Purpose** (Why you are writing)
4. **Offer** (What exactly you are offering (service, product, collaboration))
5. **Why you / Why now** (Why it is beneficial, why it will be a success)
6. **Call to action** (Invite a response, suggest a meeting)
7. **Closing** (Best regards, Sincerely, etc.)

Writing Requirements:

- **Length:** 150–200 words
- **Format:** Formal Business Email
- **Vocabulary:** Use at least 10 words related to the topic “Success”
- **Grammar:** Use at least 5 comparative or superlative forms

Useful phrases:

- I am writing to propose a potential partnership between...
- We believe this collaboration would be mutually beneficial.
- Our company is among the most successful in...
- This solution is more efficient than traditional methods.
- I would be happy to arrange a call to discuss this further.

Example Opening:

Subject: Proposal for Strategic Partnership

Dear Ms. Reynolds,

I hope this message finds you well. My name is Olena Hutsal, and I am the Marketing Director at BrightVision, a digital agency specializing in content strategy and brand growth.

I am reaching out to propose a potential partnership with your company to launch a joint campaign aimed at Ukrainian startups expanding abroad.

.... (and further according to the structure)

Sample Business Email – Proposal for Partnership

Subject: Strategic Collaboration Proposal: BrightVision & NovaTech

Dear Mr. Peterson,

*I hope you are doing well. My name is Olena Hutsal, and I am the Business Development Lead at **BrightVision**, a digital strategy agency with over 10 years of experience in helping startups grow internationally.*

*I am writing to suggest a **strategic partnership** between BrightVision and **NovaTech** to launch a co-branded marketing campaign for Q4. Our research shows that your products are among the **most innovative** in the Ukrainian tech sector, and we believe a collaboration could bring **mutual success**.*

*BrightVision has recently completed a campaign with GreenSpark, which was 30% **more effective** than traditional online promotions. We specialize in data-driven marketing and visual storytelling, which can help increase your brand visibility and drive conversions.*

*We believe this partnership will be **more impactful** than a standard paid campaign, and we are confident it will lead to long-term benefits for both companies.*

I would be happy to arrange a short video call next week to discuss this idea further. Please let me know what time works best for you.

Looking forward to your response.

Sincerely,

Olena Hutsal

Business Development Lead

BrightVision Agency

BUSINESS GAME : PITCH FOR SUCCESS

Senarion: *You are representatives of various start-up companies who want to convince an investor or partner of your strategy for success. Your task is to deliver a presentation / conduct negotiations using persuasive vocabulary, arguments, and comparisons.*

Roles:

1. **Company A** – Launching a mobile productivity app
2. **Company B** – Offering an online learning platform for businesses
3. **Investor / Partner** – A successful company looking for investment opportunities
4. *(Optional)* **Moderator / Evaluator** – runs the game and awards points

Tasks for each company:

1. Prepare a short “Success Pitch” (3–5 mins):
 - o Who you are
 - o What you offer
 - o Why your product is **the most successful / effective / profitable**
 - o How you plan to achieve success
 - o 1 practical or market example
2. Use **at least 5 words related to “Success”** (e.g.: *innovation, strategy, competitive advantage, vision, results, growth, goal*)
3. Use **at least 2 comparative and 1 superlative forms of adjectives** (e.g. *“Our approach is faster than traditional solutions.” “This is the most cost-effective model available.”*)
4. Answer 2–3 questions from an “investor” (another participant or the teacher)

Game prompts:

Presentaion:

- Our company provides...
- We believe our solution is more... than...
- This is the most scalable/productive/innovative approach because...
- Compared to existing services, our product is...

? Investor's questions:

- How is your product different from others?
- What makes your business model successful?
- Why should we invest in your solution?

UNIT 5: JOB SATISFACTION

TEXT: WHAT REALLY DRIVES JOB SATISFACTION IN THE 21ST CENTURY?

In the modern workplace, **job satisfaction** is no longer a luxury – it's a necessity. As organizations face increased competition and rapid change, keeping employees happy, productive, and motivated has become a strategic priority. But what truly drives job satisfaction today? Is it still about salary and benefits, or are there deeper, more meaningful factors at play?

Let's start with the obvious: **salary** still matters. Fair pay is the foundation of any employment agreement. People want to feel that their time, skills, and efforts are being properly compensated. However, recent studies show that **salary alone is no longer the main driver of satisfaction**. Once a person's basic financial needs are met, other factors become more influential.

One of these is the **quality of the work environment**. Employees who feel psychologically safe, respected, and supported by their managers are far more likely to stay engaged and loyal. A positive team atmosphere, open communication, and opportunities to express ideas make a huge difference. **Toxic workplaces** – with gossip, micromanagement, or constant pressure – are among the top reasons people leave their jobs, regardless of salary.

Another major factor is **recognition**. People want to be seen. Whether it's a simple "Thank you," public praise, or performance bonuses, **acknowledging effort and results** is a powerful motivator. Employees who feel invisible or undervalued are much more likely to experience frustration and burnout.

Motivation is also influenced by the type of work people do. Do they find it meaningful? Challenging? Creative? Repetitive, meaningless tasks kill engagement, while varied, purposeful work increases enthusiasm. Increasingly, people are asking themselves, "*Does my work matter?*"

Work-life balance is now a central concern. With technology allowing people to work remotely or stay connected 24/7, boundaries between personal and

professional life are becoming harder to maintain. This can lead to stress and exhaustion. Companies that promote flexible hours, remote work options, and respect for employees' time off are viewed more positively by potential hires – and their teams tend to be more productive and loyal in return.

Professional growth is another key element. People want to grow – intellectually, emotionally, and professionally. Companies that offer training programs, career advancement opportunities, and mentoring systems send a clear message: “*We invest in you.*” And that investment pays off. Employees who feel they are developing within their job are more likely to stay and perform better.

Let's not forget the importance of **company culture and values**. People increasingly want to work for organizations that reflect their own beliefs. A company that is socially responsible, inclusive, and environmentally aware often attracts more motivated employees. On the other hand, if workers feel the company's actions contradict their values, job satisfaction quickly drops.

The role of **leadership** is also critical. Good leaders inspire, listen, and adapt. They set a vision, give constructive feedback, and treat employees as humans – not just resources. Bad leaders create fear, confusion, and conflict. A great boss can make a mediocre job feel rewarding, while a toxic boss can ruin even a dream position.

Lastly, we must mention the power of **purpose**. Increasingly, people are seeking meaning in their work. Whether they're helping customers, supporting innovation, or contributing to a better world, employees want to feel connected to a larger mission. Purpose-driven companies – like Patagonia, IKEA, or Salesforce – tend to have not only higher employee satisfaction, but also better financial results.

In conclusion, job satisfaction today is a **multi-layered concept**. It's not just about how much you earn, but how much you grow, how you're treated, and whether your values align with the place you work. For employers, the message is clear: put your people first, and success will follow.

COMPREHENSION TASKS

Exercise 1. Answer the questions:

1. Why is job satisfaction considered a necessity in modern workplaces?
2. What role does salary play in job satisfaction?
3. How does the work environment affect employee satisfaction?
4. Why is recognition important in the workplace?
5. What type of tasks increase motivation and job engagement?
6. How can work-life balance influence job satisfaction?
7. What are some ways companies can support professional growth?
8. How do company values influence employee motivation?
9. What is the difference between good and bad leadership styles?
10. Why do people seek purpose in their work?

Exercise 2. True or False?

1. Salary is the most important factor in job satisfaction.
2. Toxic workplaces lead to high employee turnover.
3. Recognition has little effect on motivation.
4. Repetitive tasks increase engagement.
5. Companies that offer flexible hours are seen more positively.
6. Employees don't care about personal growth if they are well paid.
7. People prefer to work for companies that share their values.
8. A bad manager can make a good job feel terrible.
9. Working with purpose increases loyalty and motivation.
10. The text suggests companies should focus only on financial bonuses.

ACTIVE VOCABULARY: JOB SATISFACTION

Term	Translation	Example
job satisfaction	задоволення від роботи	<i>Job satisfaction improves productivity and reduces turnover.</i>
work environment	робоче середовище	<i>A healthy work environment is crucial for motivation.</i>
recognition	визнання	<i>Employees need regular recognition for their achievements.</i>
motivation	мотивація	<i>Bonuses are not the only way to increase motivation.</i>
professional growth	професійний розвиток	<i>The company offers many opportunities for professional growth.</i>
work-life balance	баланс між роботою і життям	<i>Flexible hours support better work-life balance.</i>
salary	заробітна плата	<i>He left the job due to a low salary.</i>
benefits	додаткові пільги	<i>Health insurance is one of the most appreciated benefits.</i>
recognition program	програма визнання	<i>The firm has a monthly recognition program for top employees.</i>
meaningful work	змістовна робота	<i>People want to feel their work is meaningful.</i>
leadership style	стиль керівництва	<i>A democratic leadership style can improve job satisfaction.</i>
team spirit	командний дух	<i>Strong team spirit helps build better relationships.</i>
micromanagement	мікромеджмент	<i>Micromanagement decreases trust</i>

Term	Translation	Example
		<i>and satisfaction.</i>
burnout	професійне вигорання	<i>Long hours can lead to burnout.</i>
remote work	дистанційна робота	<i>Many employees now prefer remote work.</i>
feedback	зворотний зв'язок	<i>Constructive feedback is essential for employee growth.</i>
flexibility	гнучкість	<i>Job flexibility is a key motivator for young professionals.</i>
toxic workplace	токсичне робоче середовище	<i>A toxic workplace drives employees away.</i>
inclusive culture	інклюзивна культура	<i>An inclusive culture increases employee engagement.</i>
purpose	мета / призначення	<i>Employees want to feel a sense of purpose.</i>
employee retention	утримання персоналу	<i>High satisfaction leads to better employee retention.</i>
reward	нагорода	<i>She received a reward for completing the project ahead of time.</i>
accomplishment	досягнення	<i>Recognizing accomplishments boosts morale.</i>
internal promotion	внутрішнє підвищення	<i>The company encourages internal promotion.</i>
autonomy	автономність	<i>Autonomy at work increases trust and performance.</i>
company values	цінності компанії	<i>Many employees stay because they believe in the company values.</i>
trust	довіра	<i>Trust between staff and managers is</i>

Term	Translation	Example
conflict resolution	вирішення конфліктів	<i>key to job satisfaction. Good managers focus on conflict resolution.</i>
supportive management	підтримуюче керівництво	<i>Supportive management builds confidence in the team.</i>
staff turnover	плинність кадрів	<i>High turnover often signals poor job satisfaction.</i>

VOCABULARY PRACTICE

Exercise 1. Match the term to its definition:

A. Terms

1. job satisfaction
2. reward
3. toxic workplace
4. autonomy
5. flexibility
6. recognition
7. staff turnover
8. salary
9. benefits
10. work-life balance
11. professional growth
12. inclusive culture
13. company culture

B. Definitions

- A. being happy and fulfilled with your job
- B. a reward for doing something well
- C. a toxic or negative working atmosphere
- D. giving workers control over how they do their job
- E. being able to adjust your schedule or work style
- F. appreciation for someone's work or effort
- G. when workers leave a company at a high rate
- H. fair and adequate payment for work
- I. support for mental or physical health in the workplace
- J. the connection between your job and your personal life
- K. someone's ability to grow professionally
- L. a respectful and open workplace culture
- M. the values, beliefs, and behavior inside a

- | | |
|-------------------------|---|
| | company |
| 14. trust | N. the ability to trust your employer or team |
| 15. remote work | O. the chance to work from home |
| 16. company values | P. an organization's core ideas and ethics |
| 17. burnout | Q. the emotional and physical breakdown from stress |
| 18. feedback | R. clear and helpful comments about performance |
| 19. motivation | S. encouragement to perform better or achieve goals |
| 20. conflict resolution | T. the ability to solve issues among employees |

Exercise 2. Fill in the blanks with suitable words from the box below:

job satisfaction, work-life balance, recognition, burnout, professional growth, salary, toxic workplace, leadership, feedback, trust, flexibility, motivation, remote work, inclusive culture, autonomy, promotion, purpose, benefits, accomplishment, team spirit

1. Many employees report higher _____ when they are trusted and respected by management.
2. A poor _____ style can lower morale and increase staff turnover.
3. After two years of hard work, she finally got a well-deserved _____.
4. Companies that offer mental health support help prevent employee _____.
5. Flexible hours and _____ options are in high demand since the pandemic.
6. Lack of respect and constant criticism create a _____ that pushes people away.
7. Positive _____ is key to improving performance and confidence.
8. When employees feel their work has a _____, they are more committed.
9. A competitive _____ is important, but not enough on its own.
10. People value _____ as it allows them to make decisions independently.

11. A company with an _____ tends to attract more diverse and creative teams.
12. Having strong _____ among coworkers helps reduce stress and conflict.
13. When companies ignore staff efforts, lack of _____ becomes a major issue.
14. Regular training helps support employees' _____ and motivation.
15. Employees who experience _____ are less likely to stay long-term.
16. Offering career development and fair _____ increases staff loyalty.
17. One way to build _____ is through transparency and honest communication.
18. He felt a great sense of _____ after completing the international project.
19. A good _____ package includes health insurance, paid vacation, and bonuses.
20. Balancing work and family life is essential for achieving true _____.

Exercise 3. Choose the correct answer:

1. What is one of the key elements of job satisfaction?
 - A) Longer working hours
 - B) Constant supervision
 - C) Recognition and respect
 - D) Unlimited tasks
2. Which of the following can cause employee burnout?
 - A) Teamwork and support
 - B) Flexible schedules
 - C) Lack of breaks and excessive pressure
 - D) Celebrating accomplishments
3. Which term refers to additional advantages like insurance or paid leave?
 - A) Salary
 - B) Benefits
 - C) Promotion

- D) Feedback
4. A good manager gives constructive...
- A) rewards
 - B) benefits
 - C) feedback
 - D) salary
5. What increases when employees can manage their own tasks?
- A) Autonomy
 - B) Leadership
 - C) Turnover
 - D) Burnout
6. A workplace that welcomes diversity and fairness promotes...
- A) Burnout
 - B) Toxic culture
 - C) Inclusive culture
 - D) Micromanagement
7. Which of the following is an emotional result of stress and overwork?
- A) Accomplishment
 - B) Motivation
 - C) Burnout
 - D) Promotion
8. People feel more engaged at work when their job has...
- A) Strict deadlines
 - B) Purpose and meaning
 - C) Extra meetings
 - D) Longer hours
9. Which factor directly improves work-life balance?
- A) Overtime every day
 - B) Constant supervision
 - C) Remote work

- D) Public recognition
10. Employees who don't feel seen or valued often lack...
- A) Recognition
 - B) Flexibility
 - C) Promotion
 - D) Leadership
11. A clear opportunity to grow and move up the career ladder is called...
- A) Salary
 - B) Burnout
 - C) Promotion
 - D) Benefits
12. What builds trust between managers and employees?
- A) Criticism and control
 - B) Transparency and support
 - C) Isolation
 - D) Less communication
13. High staff turnover usually means that...
- A) Employees are satisfied
 - B) Many people are promoted
 - C) Employees are leaving often
 - D) There is strong leadership
14. Which term describes the shared atmosphere, values, and behavior in a workplace?
- A) Leadership
 - B) Company culture
 - C) Accomplishment
 - D) Salary
15. What helps reduce conflict and improve collaboration?
- A) Micromanagement
 - B) Team spirit

C) Autonomy

D) Benefits

Exercise 4. Translate into English:

1. Задоволення від роботи є ключовим чинником утримання працівників.
2. Керівництво компанії високо оцінило її професійне досягнення.
3. Гнучкий графік роботи допомагає досягти кращого балансу між життям і роботою.
4. Вона отримала підвищення після двох років наполегливої праці.
5. Токсичне середовище може призвести до емоційного вигорання.
6. У цій компанії цінується автономність та інновації.
7. Кожен співробітник повинен відчувати, що його робота має сенс.
8. Після негативного досвіду з попереднім начальником він не довіряє новому керівництву.
9. Коли працівники не отримують зворотного зв'язку, вони втрачають мотивацію.
10. Вона отримала визнання за успішне завершення міжнародного проєкту.
11. Дистанційна робота стала нормою в багатьох компаніях після пандемії.
12. Вони пропонують чудовий пакет пільг, включаючи медичне страхування.
13. Культура компанії підтримує рівність та інклюзію.
14. Ми прагнемо зменшити плинність кадрів шляхом покращення умов праці.
15. Командний дух допомагає уникати конфліктів та стресу.
16. Прозоре керівництво зміцнює довіру між менеджерами та персоналом.
17. Мета цього тренінгу – підтримати професійне зростання працівників.
18. Коли співробітники мають свободу приймати рішення, їх ефективність зростає.
19. Недостатня оплата праці часто стає причиною звільнень.

20. Їхні корпоративні цінності відповідають моїм особистим переконанням.

Exercise 5. Fill in the gaps in the every paragraphs

Word Bank (use each once):

job satisfaction, feedback, autonomy, leadership, recognition, burnout, inclusive culture, accomplishment, remote work, flexibility

Paragraph 1:

Modern companies have realized that salary alone does not guarantee high (1) _____. Employees today look for respect, a sense of purpose, and the chance to grow. One important factor is consistent (2) _____, which helps workers improve and feel supported. Many people also value (3) _____ — the ability to make their own decisions and manage their time. Effective (4) _____ can motivate staff and create a productive atmosphere, while poor management often leads to frustration.

Paragraph 2:

In the post-pandemic era, (5) _____ has become more common, offering people greater (6) _____ to balance their work and personal lives. However, without recognition and connection, remote workers may feel isolated. That's why companies must maintain an (7) _____ that supports all employees equally. Public (8) _____ of hard work increases morale and reduces the risk of (9) _____. Finally, celebrating each team member's (10) _____ builds trust and long-term loyalty.

GRAMMAR FOCUS : REPORTED SPEECH

What is Reported Speech?

Reported Speech (непряма мова) is the way to render somebody's words, not to quote them (word by word).

Direct Speech: She said, "I enjoy my job."

Reported Speech: She said that she **enjoyed** her job.

1. TENSE SHIFT

In most cases, if the action took place in the past, we change the tense of the sentence:

Direct Speech

"I work hard."

"I'm tired."

"We have finished."

"She will call me."

"They can come."

Reported Speech

He said he **worked** hard.

She said she **was** tired.

They said they **had finished**.

He said she **would** call him.

She said they **could** come.

! Present Simple → Past Simple

Present Continuous → Past Continuous

Present Perfect → Past Perfect

Future (will) → would

2. CHANGE OF PRONOUNS

Change of pronouns depends on who is speaking and who is spoken about.

Direct Speech

"I need help," she said.

"You are late," he said.

Reported Speech

She said **she** needed help.

He said **I** was late.

Direct Speech

“We love it,” they said.

Reported Speech

They said **they** loved it.

3. CHANGE OF ADVERBS OF TIME AND PLACE

Direct Speech

today

tomorrow

yesterday

now

here

next week

Reported Speech

that day

the next day

the day before

then

there

the following week

“I will call you **tomorrow.**” → He said he would call me **the next day.**

4. REPORTED QUESTIONS

! The word order is as in a statement, without “?” at the end of a sentence, without auxiliary verbs !

YES/NO QUESTIONS:

➡ Use **if / whether** (укр. «чи»):

Direct Speech

“Do you like your job?” she asked.

“Did he get the promotion?” I asked.

Reported Speech

She asked **if** I liked my job.

I asked **whether** he had got the promotion.

WH-QUESTIONS (WHEN, WHAT, WHY...)

➡ Use the question word followed by the direct word order as in a statement.

Direct Speech

Reported Speech

Direct Speech

“Why are you leaving?” he asked.

“Where do you work?” she asked.

Reported Speech

He asked **why** I was leaving.

She asked **where** I worked.

5. REPORTED COMMANDS / REQUESTS

Direct Speech

“Please, sit down,” he said.

“Don’t be late,” she said.

Reported Speech

He **asked** me to sit down.

She **told** me **not to be late**.

✔ **to + infinitive** for orders / requests

✔ **not to + infinitive** for objections

EXAMPLES:

1. Manager: “You must respect deadlines.”

→ The manager said that we **had to respect** deadlines.

2. Employee: “I feel stressed because of the workload.”

→ The employee said he **felt stressed** because of the workload.

3. Director: “Will you attend the motivation training?”

→ The director asked if I **would attend** the motivation training.

4. HR: “Why do you want to leave your current position?”

→ HR asked why I **wanted to leave** my current position.

5. Supervisor: “Don’t forget to submit your report!”

→ The supervisor told me **not to forget** to submit my report.

GRAMMAR PRACTICE

Exercise 1. Report the statements using the correct pronouns, tenses and structure:

1. "I enjoy working in this company," she said.
2. "We are working on a new motivation program," the manager said.
3. "He has completed the training course," HR reported.
4. "They didn't get the promotion," she said.
5. "I will apply for the internal vacancy," he said.
6. "She feels valued by her team," they said.
7. "We need more feedback from our supervisor," the employees said.
8. "My salary is not competitive," John complained.
9. "Our company supports professional growth," the director stated.
10. "You must keep deadlines," the project manager said.
11. "I was satisfied with my last job," Maria said.
12. "We had a toxic manager in the past," the team admitted.

Exercise 2. Report the questions:

➡ Yes/No – use *if/whether*

➡ Wh-questions – use the question word (*what, why, how...*)

1. "Do you feel satisfied with your job?" the manager asked.
2. "Why are you leaving the company?" she asked me.
3. "Will they attend the leadership training?" the HR officer asked.
4. "How often do you receive feedback?" he asked.
5. "Did she get the promotion?" they asked.
6. "Are you working remotely this month?" my colleague asked.
7. "What benefits does your company offer?" she asked.
8. "Have you ever experienced burnout?" the psychologist asked me.
9. "Can we apply for internal positions?" the employees asked.
10. "Where do you see yourself in five years?" the recruiter asked.

11. “Is the culture in your company inclusive?” I asked him.
12. “When will the motivation session start?” the staff asked.

Exercise 3. Report the commands and requests

- **told someone to + verb** (for orders)
 - **asked someone to + verb** (for requests)
 - **told someone not to + verb** (for objections)
1. “Please, send me your updated CV,” the recruiter said.
 2. “Don’t discuss your salary with others,” the manager said.
 3. “Submit the report by Friday,” the supervisor told us.
 4. “Be honest during the interview,” HR advised.
 5. “Don’t forget to include your references,” she reminded me.
 6. “Turn off notifications during meetings,” the team lead said.
 7. “Please complete the satisfaction survey,” they asked.
 8. “Don’t miss your performance review,” the coordinator warned me.
 9. “Join the training session on time,” the instructor told them.
 10. “Update your contact details,” the administrator said.
 11. “Don’t be late for the Zoom call,” he said.
 12. “Be respectful to your colleagues,” she told us.

SPEAKING PRACTICE

A. GENERAL DISCUSSION QUESTIONS

Task: *Discuss this with your partner or write a short answer (3-4 sentences).*

1. What does “job satisfaction” mean to you personally?
2. Would you rather have a high salary or a better work-life balance? Why?
3. How important is recognition at work?
4. What motivates you the most in a job?
5. Have you ever worked or studied in a team that had bad communication?
What happened?

6. How can companies improve employee motivation?
7. What are some signs that an employee is not satisfied with their job?
8. What role does leadership play in job satisfaction?
9. How would you describe a “toxic workplace”?
10. Is remote work more satisfying than working in an office? Why or why not?

B. ROLE PLAY

Work in pairs. One is the Manager, the other is an Employee. Use the key phrases below to guide your conversation.

Scenario 1: Discussing Job Motivation

Employee: *You're feeling unmotivated lately and want to share your concerns.*

Manager: *Listen and offer possible solutions (e.g., flexibility, new tasks, training).*

Useful phrases:

- “I feel like my work isn't appreciated.”
- “What can we do to improve your engagement?”
- “Perhaps we could adjust your workload.”
- “Would you be interested in professional development opportunities?”
- “Thank you for being honest with me.”

Scenario 2: Job Satisfaction Survey Results

Manager: *You're presenting results of a recent survey.*

Employee: *Ask follow-up questions and share your opinion.*

Useful phrases:

- “According to the survey, only 40% feel satisfied with management communication.”
- “That doesn't surprise me. We often get updates too late.”
- “What will be done to improve that?”
- “We plan to introduce monthly team meetings.”
- “That's a good first step.”

C. EXPRESSING OPINIONS (WITH SUPPORT PHRASES)

Task: Choose one of the statements. Say whether you agree or disagree. Explain your opinion (3–4 sentences).

Statements:

- “Money is the most important factor in job satisfaction.”
- “Remote work leads to lower productivity.”
- “Motivated employees are more loyal to their companies.”
- “Giving feedback regularly is better than giving a big reward once a year.”
- “Leadership is more important than salary.”

Supporting phrases:

- I agree / disagree because...
- In my opinion...
- From my experience...
- One example is...
- I believe that...
- A lot depends on...

SPEAKING CARDS

CARD 1: MY DREAM JOB

You have just finished university and are applying for your first job:

- 1) What kind of job are you looking for?
- 2) What would make you feel satisfied in your job?

Model answer:

I'm looking for a job in a creative and international company. I would feel satisfied if I had a good team, interesting tasks, and opportunities to grow. Also, a friendly atmosphere and fair salary are important for me.

CARD 2: TOXIC WORKPLACE

You've noticed that your colleague is feeling stressed and unhappy:

- 1) What signs of a toxic workplace can you see?
- 2) What advice would you give them?

✓ Model answer:

They often work overtime and get no recognition. There's also a lot of gossip and no support from the manager. I would advise them to speak to HR or look for another position if things don't improve.

CARD 3: OFFICE OR REMOTE WORK?

Your friend is thinking about changing from office work to remote work:

- 1) What are the benefits and problems of working from home?
- 2) Would you recommend this change?

✓ Model answer:

Remote work offers flexibility and saves time on commuting. But it can feel isolating and harder to stay motivated. I would recommend it if they are self-disciplined and value independence.

CARD 4: MOTIVATING EMPLOYEES

You are a team leader and want to keep your employees motivated:

- 1) What actions can you take?
- 2) Why is motivation important?

✓ Model answer:

I can offer regular feedback, set clear goals, and reward achievements. Motivation helps people stay productive and feel valued. Without it, performance goes down quickly.

CARD 5: YOUR MANAGER ASKS FOR FEEDBACK

Your manager wants to know how satisfied you are with your job:

- 1) What things do you enjoy?

2) What things would you change?

✔ **Model answer:**

I enjoy the friendly team and the interesting tasks. But sometimes the workload is too much. I would like more flexibility and clearer communication from management.

CARD 6: PLANNING A TEAM-BUILDING EVENT

You are asked to plan an event to improve team spirit:

1) What type of event would you organize?

2) How does it help job satisfaction?

✔ **Model answer:**

I would organize a team cooking workshop or an outdoor activity. It helps people relax, build trust, and communicate better. When the team is strong, the work environment improves.

WRITING PRACTICE

WRITING TASK: COVER LETTER (MOTIVATIONAL LETTER)

Situation: *You are applying for a job that focuses on employee development and motivation. Write a cover letter explaining why you're interested and what makes you a strong candidate.*

✔ **Structure + Key Phrases:**

Greeting / Introduction

I am writing to apply for the position of...

I recently saw your job advertisement on...

Why you are interested

I am passionate about...

I believe this position matches my values, especially in...

I am highly motivated to work in a company that...

What you can offer

I have experience in...

I am skilled in...

My previous role taught me to...

I work well both independently and in teams.

Closing

I would welcome the opportunity to discuss this role further.

Thank you for considering my application.

Model Answer

Dear Hiring Manager,


I am writing to apply for the position of HR Assistant at BrightPath Solutions. I recently saw your job advertisement and was immediately interested because your company focuses on employee satisfaction and motivation.

I am passionate about supporting people and helping teams grow. I believe this position matches my values, especially your focus on professional development and work-life balance.

I have one year of experience working as an intern in a human resources department, where I organized surveys, supported training sessions, and helped improve communication between staff and management. My skills include strong communication, attention to detail, and teamwork.

I would welcome the opportunity to join your team and contribute to your company's mission. Thank you for considering my application.

Sincerely,

 **TASK 1: Write a short cover letter (120–150 words) using these prompts:**

- 1) Apply for a job where **motivation and teamwork** are important
- 2) Mention **1–2 values** that matter to you
- 3) Mention **1–2 skills or experiences** that make you a good candidate

 **TASK 2: Writing Mini-Interview (Short Answers)**

Write full-sentence answers (3–4 sentences each) to these common questions:

- 1) What motivates you to work better?
- 2) How do you feel about working in a team?
- 3) What would make you feel more satisfied in your job?
- 4) How do you handle stress or pressure at work?
- 5) What does a “good leader” mean to you?

UNIT 6: RISK IN BUSINESS

TEXT: HANDLING RISKS IN BUSINESS

In the world of business, risk is something no company can avoid. Whether it's launching a new product, entering a foreign market, or changing internal structures, every decision involves a level of uncertainty. However, risk should not be seen only as a threat – it is often the very thing that drives progress, encourages innovation, and creates opportunities for growth.

Business leaders who fear risk too much may hesitate to make bold decisions, while those who understand and manage it wisely are more likely to move their companies forward. Risk, when handled with care and planning, becomes a powerful tool rather than an obstacle. It separates stagnant organizations from dynamic, future-oriented ones. Many of the world's most successful companies have reached the top because they were willing to take chances others avoided.

For example, when Apple introduced the first iPhone, it was not guaranteed to succeed. The company was investing heavily in a product that was completely new to the market. Competitors doubted its success. But Apple believed in the idea, took a calculated risk, and transformed the smartphone industry forever. Similarly, small businesses often take risks when they invest in online marketing campaigns or introduce a new service. If well-researched and strategically executed, these steps can lead to significant returns.

However, taking risk is not the same as being careless. There's a clear difference between blind risk and calculated risk. Blind risk is jumping into the unknown without preparation. Calculated risk, on the other hand, is based on research, analysis, and backup plans. Businesses that survive in competitive environments are usually those that know how to prepare for the unexpected. They do market research, forecast trends, identify possible threats, and build flexibility into their systems.

Managing risk is an essential skill for any manager or entrepreneur. It requires asking hard questions: What could go wrong? What are the consequences? What is the worst-case scenario, and how can we respond? Smart businesses develop risk management strategies that include emergency budgets, diversified investments, or even insurance. Risk isn't eliminated – it's reduced and controlled.

It's also important to remember that not all risks are external. Internal risks like poor leadership, lack of communication, or toxic workplace culture can be just as damaging as economic crises or cyberattacks. In fact, reputational risk – caused by scandals, poor customer service, or social media backlash – can destroy a business in a matter of days. Companies today must be more transparent, socially responsible, and responsive to customer feedback than ever before.

Another key aspect of risk is how people react to it emotionally. In every team, there are both risk-takers and risk-avoiders. Risk-takers are often creative and optimistic – they push new ideas forward. Risk-avoiders are more cautious – they notice problems before they become serious. The best teams include both types. A company culture that respects both approaches and encourages open discussion of potential risks is more likely to avoid disaster and embrace innovation.

Leaders play a huge role in how risk is handled. If managers punish failure, employees will stop trying new things. But if leaders reward smart decisions – even if they don't always succeed – employees become more confident and creative. A healthy attitude toward risk doesn't mean being reckless. It means accepting that mistakes are part of growth, and that progress comes from trying, learning, and trying again.

In conclusion, risk is not just a danger – it is a necessity. Businesses that learn to embrace it, analyze it, and manage it effectively can grow stronger, faster, and more intelligently. Playing it safe may feel comfortable in the short term, but it rarely leads to breakthroughs. In the modern business world, the ability to take the right risks at the right time is one of the most valuable skills any company can have.

COMPREHENSION TASKS

Exercise 1. Answer the questions:

1. Why is risk described as something necessary in business?
2. What example from the text shows how a company took a successful calculated risk?
3. What is the difference between blind risk and calculated risk?
4. How do companies prepare to manage risk effectively?
5. What kinds of internal risks can damage a business?
6. Why is reputational risk considered so dangerous today?
7. What kind of people usually push innovation forward, according to the text?
8. How can including both risk-takers and risk-avoiders in a team be helpful?
9. What role does leadership play in shaping employees' attitude to risk?
10. What does the author say about playing it safe in business?

Exercise 2. True or False?

1. Risk is something that can be completely avoided in modern business.
2. Some of the world's top companies became successful because they took bold risks.
3. Apple's first iPhone was an instant and guaranteed success.
4. Calculated risks are based on planning and research.
5. Blind risk and calculated risk mean the same thing.
6. Companies often use forecasting and backup plans to reduce risk.
7. Internal risks include poor leadership and bad communication.
8. Reputational risk is no longer important because of digital marketing.
9. Employees avoid innovation if they fear being punished for failure.
10. According to the text, a business that never takes risks will probably not achieve breakthroughs.

ACTIVE VOCABULARY: RISK IN BUSINESS

№	Term	Translation
1	risk	ризик
2	uncertainty	невизначеність
3	calculated risk	обґрунтований ризик
4	blind risk	необдуманий ризик
5	threat	загроза
6	opportunity	можливість
7	innovation	інновація
8	market research	маркетингове дослідження
9	backup plan	резервний план
10	forecasting	прогнозування
11	risk management	управління ризиками
12	internal risk	внутрішній ризик
13	external risk	зовнішній ризик
14	reputational risk	репутаційний ризик
15	financial loss	фінансові збитки
16	compliance	дотримання норм / регламентів
17	liability	відповідальність
18	disruption	зрив, перебіг
19	flexibility	гнучкість
20	stability	стабільність
21	crisis	криза
22	risk-taker	людина, схильна до ризику
23	risk-averse	людина, яка уникає ризику
24	failure	невдача

№	Term	Translation
25	leadership	лідерство
26	consequence	наслідок
27	reward	винагорода
28	investment	інвестиція
29	competitive advantage	конкурентна перевага
30	breakthrough	прорив

VOCABULARY PRACTICE

Exercise 1. Fill in the gaps with active vocabulary from the table above:

Paragraph 1

In any modern business, risk is part of every decision. While some leaders avoid it to maintain (1) _____, others accept the challenge and try to turn risk into (2) _____. Smart companies take (3) _____ risks based on solid (4) _____ and develop a (5) _____ in case things don't go as expected. The ability to take action during a (6) _____ often depends on whether a company has enough (7) _____ in its strategy. Without that, a small (8) _____ can turn into major damage.

Paragraph 2

Different types of risk require different strategies. A data leak may cause serious (9) _____ risk, while new government regulations may result in legal (10) _____. Businesses should always follow laws and maintain (11) _____. Poor (12) _____ may lead to employee dissatisfaction, which can trigger internal (13) _____. On the other hand, brave decisions and effective (14) _____ often bring (15) _____ and set the company apart from its competitors.

Exercise 2. Translate from English into Ukrainian:

1. Every business decision involves a certain level of risk.
2. Without proper planning, uncertainty can lead to serious financial loss.
3. We developed a backup plan to manage possible disruptions in the supply chain.
4. The manager took a calculated risk when entering the new market.
5. Blind risk can destroy even the most successful companies.
6. They hired a consultant to help with risk management.
7. Reputational risk increased after the negative press.
8. Compliance with international regulations is essential.
9. The company invested heavily in cybersecurity to reduce threats.
10. Good leadership helps teams stay calm during a crisis.
11. Lack of communication may create internal risks.
12. His flexible attitude helped the team adapt to change.
13. She prefers stable environments and is naturally risk-averse.
14. Taking risks is part of innovation and long-term growth.
15. If the product launch fails, the consequences will be serious.
16. They lost their competitive advantage due to poor strategy.
17. Our goal is to turn every challenge into opportunity.
18. Strong brands recover quickly from failure.
19. Risk-takers often drive creative solutions in business.
20. The decision led to a breakthrough in the industry.

Exercise 3. A) Match terms with definitions:

Term	Definition
1. calculated risk	A. a danger to a company's public image
2. disruption	B. financial responsibility or legal obligation
3. reputational risk	C. failure to follow legal rules
4. innovation	D. risk based on planning, not guesswork

Term	Definition
5. liability	E. new methods, ideas, or products
6. compliance	F. unexpected stop or interruption in operations
7. backup plan	G. being flexible or ready for change
8. flexibility	H. secondary plan used if the first one fails
9. forecasting	I. ability to predict future trends or outcomes
10. competitive advantage	J. a benefit that makes a company stronger than others

B) Complete the collocations, choosing the words from the list below:

risk, plan, leadership, opportunity, pressure

- 11. take a calculated _____
- 12. under strong _____
- 13. backup _____
- 14. effective _____
- 15. business _____

**GRAMMAR FOCUS: REACHING AGREEMENT & RISK
CONDITIONALS & USEFUL STRUCTURES FOR REACHING
AGREEMENT**

PART I: CONDITIONALS

In the context of business risk, conditional sentences are often used to discuss possible outcomes, contingency plans, or negotiations.

 **FIRST CONDITIONAL** : real condition in the future

FORM: If + Present Simple, will + base verb

EXAMPLE:

If we invest in this project, we will increase our market share.

Якщо ми інвестуємо в цей проєкт, ми збільшимо нашу частку ринку.

✔ **Second Conditional : a hypothetical / unlikely situation**

FORM: If + Past Simple, would + base verb

EXAMPLE:

If I were the CEO, I would take more risks.

Якби я був CEO, я б ризикував більше.

✔ **THIRD CONDITIONAL : a past situation that cannot be changed**

FORM: If + Past Perfect, would have + past participle

EXAMPLE:

If we had launched the product earlier, we would have dominated the market.

Якби ми запустили продукт раніше, ми б домінували на ринку.

✔ **MIXED CONDITIONAL : past condition → result in the present**

EXAMPLE:

If they had taken that risk, they would be industry leaders now.

Якби вони пішли на цей ризик, то зараз були б лідерами галузі.

PART II: BUSINESS PHRASES FOR REACHING AGREEMENT

These phrases are often used in negotiations when the parties are agreeing on terms, including risks.

Useful Phrases:

I see your point, but...

I'm afraid I can't agree with that.

What if we...?

I'd be willing to consider that if...

Let's find a compromise.

That sounds reasonable.

If we do this, what do we get in return?

GRAMMAR PRACTICE

Exercise 1. Fill in the correct form:

1. If we _____ (not take) that risk, we won't grow.
2. If the market improves, we _____ (launch) the product this autumn.
3. If I were the CFO, I _____ (reduce) unnecessary expenses.
4. If they had prepared better, they _____ (win) the contract.
5. If we don't act now, we _____ (lose) our position.
6. If our leadership was stronger, we _____ (avoid) this crisis.
7. If she had analysed the data correctly, we _____ (not make) that mistake.
8. If you _____ (give) us a discount, we will place a larger order.
9. If we had saved more money, we _____ (invest) in new equipment.
10. If I _____ (be) in your place, I would wait for the next quarter.
11. If the risk had been too high, we _____ (withdraw) from the deal.
12. If they _____ (listen) to expert advice, they wouldn't have failed.
13. We'll delay the launch if the report _____ (not arrive) on time.
14. If more companies adopted this model, the industry _____ (benefit).
15. If the board had voted yes, the plan _____ (go ahead).

Exercise 2. Rewrite the sentences using the conditional type in brackets:

1. If we sign the agreement, the risk will be minimal. (→ *2nd conditional*)
2. If they had more experience, they would manage the risk better. (→ *1st conditional*)
3. If the data breach had been reported earlier, we would have avoided fines. (→ *2nd conditional*)
4. If the market is stable, we will launch next month. (→ *3rd conditional*)

5. If he listened to feedback, he would make better decisions. (→ *3rd conditional*)
6. If we reduce costs, we will survive the recession. (→ *2nd conditional*)
7. If she were in charge, the deal would be signed. (→ *1st conditional*)
8. If they had tested the product properly, it would have performed better. (→ *1st conditional*)
9. If the leadership had been stronger, we would have avoided that crisis. (→ *2nd conditional*)
10. If we hire more staff, the workload will decrease. (→ *3rd conditional*)
11. If I were you, I would not invest right now. (→ *1st conditional*)
12. If we don't fix this issue, clients will complain. (→ *3rd conditional*)
13. If they had consulted legal experts, they would have avoided liability. (→ *1st conditional*)
14. If the competitors lower their prices, we will lose clients. (→ *2nd conditional*)
15. If our team had been better prepared, we would have won. (→ *1st conditional*)

Exercise 3. Translate conditional sentences into English:

1. Якби ми інвестували раніше, ми б уже мали прибуток.
2. Якщо компанія не підготується до ризиків, вона може втратити клієнтів.
3. Якби він проаналізував ринок, ми б уникали цих помилок.
4. Якщо ми знизимо ціни, ми залучимо нових покупців.
5. Якщо б вони мали кращий план, вони б не провалили переговори.
6. Якщо все піде за планом, ми запустимо проєкт у вересні.
7. Якби я був керівником, я б не підписував цю угоду.
8. Якщо команда працюватиме разом, вона подолає будь-який ризик.
9. Якщо ми не знайдемо компроміс, угода зірветься.
10. Якби ми мали резервний план, ми б відреагували швидше.

11. Якщо компанія порушить правила, вона нестиме юридичну відповідальність.
12. Якби вони не ігнорували попередження, не було б кризи/
13. Якщо клієнти залишаться незадоволені, це вплине на репутацію.
14. Якщо б вони диверсифікували інвестиції, вони б не втратили все.
15. Якщо я отримаю підтвердження до вечора, я підпишу контракт.
16. Якби ми використовували прогнозування, ми б краще підготувались до змін.

Exercise 4. Choose the correct option:

1. If we don't manage the risk properly, we _____ a serious loss.
A) had faced
B) would face
C) will face
D) have faced
2. If I _____ more data, I would make a stronger proposal.
A) have
B) had
C) will have
D) would have
3. If the CEO had accepted the offer, the deal _____ signed.
A) will be
B) would be
C) would have been
D) was
4. If we reduce the price by 10%, they _____ the contract.
A) will sign
B) would sign
C) signed
D) sign

5. I'd agree to the deal if we _____ better terms.
- A) would get
 - B) got
 - C) get
 - D) getting
6. If you had called them earlier, we _____ the mistake.
- A) avoided
 - B) would avoid
 - C) had avoided
 - D) would have avoided
7. If we _____ forecasting tools, we would know the risks in advance.
- A) used
 - B) use
 - C) had used
 - D) would use
8. If I were you, I _____ that investment.
- A) won't make
 - B) wouldn't make
 - C) didn't make
 - D) haven't made
9. If we miss the deadline, the client _____ the offer.
- A) cancels
 - B) cancel
 - C) will cancel
 - D) cancelled
10. If they had prepared properly, they _____ the deal.
- A) would have closed
 - B) close
 - C) will close
 - D) would close

11. If we negotiate carefully, we _____ an agreement.
- A) would reach
 - B) will reach
 - C) reached
 - D) had reached
12. What if we _____ the launch until Q4?
- A) delay
 - B) delayed
 - C) will delay
 - D) had delayed
13. If she _____ more confident, she'd lead the team better.
- A) is
 - B) will be
 - C) was
 - D) had been
14. I'd be willing to consider the idea if the budget _____ increased.
- A) is
 - B) were
 - C) will be
 - D) would be
15. If we had hired more analysts, we _____ these risks earlier.
- A) saw
 - B) would see
 - C) would have seen
 - D) had seen

Exercise 5. Rewrite sentences using phrases for Reaching Agreement:

I see your point, but..., I'd be willing to consider that if..., What if we..., That sounds fair / reasonable, Let's find a compromise, I'm afraid I can't agree with that, Could we possibly...?, How about we..., We might be open to that if..., It would only work if...

1. No, we won't lower the price.
2. We need to end this discussion.
3. That idea doesn't make sense.
4. This proposal is too expensive.
5. You must change the contract.
6. We can't accept these terms.
7. That timeline is impossible.
8. It's your fault the deal failed.
9. You're asking for too much.
10. We will only proceed if you pay more.
11. You didn't prepare properly.
12. We're not interested in this offer.
13. You need to fix this problem now.
14. We want a better deal.
15. We disagree completely.

SPEAKING PRACTICE

ROLE-PLAY: RISK MEETING

Situation: *You are part of a team planning the launch of a new product. You need to decide which course of action to take:*

- *launch quickly, but with some risk*
- *or postpone the launch, at the cost of losing your competitive advantage.*

Roles:

- *Project Manager* – more risk-averse
- *Marketing Lead* – prefers fast action
- *Financial Director* – wants detailed forecasting
- *CEO* – wants final decision and team agreement

Useful phrases:

I see your point, but...

We can't afford to...

What if we...

Let's weigh the risks against the benefits.

How about launching in two phases?

That would only work if...

SPEAKING ACTIVITY 1: BUSINESS DISCUSSION QUESTIONS***Discuss with your partner / group:***

1. What's the biggest risk you think a company can take in today's market?
2. Can you think of a situation when taking no risk is more dangerous than taking one?
3. How important is it to have both risk-takers and risk-avoiders in one team?
4. Have you ever taken a professional or academic risk? What was the result?
5. Is reaching agreement always better than standing your ground?

SPEAKING ACTIVITY 2: DISCUSSION CARDS (PAIR WORK OR GROUPS)

Take a card & discuss during 3 min.

Cards:

1. "A colleague wants to cut the project timeline by 50%. What would you say?"

2. “You believe the risk is too high, but your manager insists. What’s your response?”
3. “Your team is stuck between two risky decisions. How do you help reach agreement?”
4. “A new idea has great potential but no data. Should you support it?”
5. “The client demands something that goes beyond your contract. What do you do?”

Speaking focus vocabulary: *mitigate risk, weigh options, push forward, hold back, reach consensus, take a leap, assess the impact, fallback strategy, unacceptable terms, last-minute change*

WRITING PRACTICE

WRITING TASK 1: BUSINESS EMAIL: SUGGESTING A RISK-AWARE SOLUTION

Situation: *Your colleague has proposed an aggressive marketing campaign with a high budget. You believe this is risky and would like to suggest a less risky alternative.*

Task: *Write a formal email (120–150 words) in which you:*

- thank them for the idea;
- express your concerns about the risks;
- propose an alternative solution;
- use 3–5 phrases to reach an agreement.

MODEL ANSWER : BUSINESS EMAIL

Subject: Re: Marketing Campaign Proposal

Dear Mark,

Thank you for sharing your ambitious idea for the upcoming campaign. I appreciate your creativity and the potential impact it could have on our market position.

That said, I do have some concerns regarding the budget and the level of risk involved. Launching such a high-cost initiative without guaranteed ROI might put our quarterly targets at risk.

What if we start with a smaller-scale version and monitor initial results before expanding? That would allow us to test the waters and adjust if necessary. I'd be willing to support a phased launch if we can agree on measurable KPIs. Let's discuss it further and find a solution that balances innovation and caution.

Looking forward to your thoughts.

Best regards,

Anna

WRITING TASK 2: RISK ASSESSMENT REPORT (MINI-REPORT)

Task: *Write a short business report (150–180 words) in which you:*

- assess the risks associated with launching a new product;
- identify the three main types of risk (financial, reputational, operational);
- propose specific actions to mitigate each of these risks.

MODEL ANSWER : REPORT

Risk Assessment Report – Product Launch Q4

This report outlines the main risks associated with the upcoming product launch planned for Q4.

- ***Financial Risk:***

There is a risk of overspending due to rising production costs. To mitigate this, we recommend renegotiating supplier contracts and setting a strict spending cap.

- **Reputational Risk:**

A rushed launch may result in quality issues, which could damage the brand. We suggest extending the testing phase by two weeks to ensure reliability.

- **Operational Risk:**

The logistics team is currently understaffed, which may affect delivery timelines. Hiring two additional coordinators and implementing weekly check-ins will reduce the chance of delays.

In conclusion, these risks are manageable if addressed early. A follow-up review is scheduled in two weeks.

Prepared by:

Operations & Strategy Team

UNIT 7: MANAGEMENT STYLES

TEXT: MANAGEMENT STYLES IN THE MODERN WORKPLACE

The role of managers has undergone a dramatic shift in the 21st century. In the past, management was often about control, structure, and authority, but modern workplaces demand a more flexible, human-centered approach. With rapidly changing technologies, globalized teams, and diverse expectations from younger generations, the ability to lead effectively depends not only on business knowledge but also on emotional intelligence, adaptability, and communication. A manager's style has a direct impact on team performance, motivation, and even company culture.

In many organizations today, leaders must strike a balance between control and collaboration. In some situations, they may need to act quickly and decisively, while in others, it is more effective to involve the team in decision-making processes. This dynamic use of different styles can mean the difference between success and failure. A manager who always imposes their own vision without listening to employees might complete tasks on time, but over time they risk damaging morale. On the other hand, a manager who listens too much and hesitates to act may cause confusion and delay. Therefore, leadership is no longer about choosing one strict style, but about applying the right approach at the right moment.

It is not unusual to find managers who still rely on traditional authoritarian methods. They believe that authority must be visible and unquestioned, and that people work best under pressure. In some industries – such as manufacturing or logistics – this kind of direction may be necessary. However, in knowledge-based sectors like IT or marketing, such rigidity can limit innovation and push creative employees away. People want to feel heard, respected, and trusted. When they do, they tend to contribute more actively, stay longer in the company, and even develop into future leaders themselves.

Some of the most admired modern leaders are those who manage by inspiration rather than fear. They clearly communicate their vision, set high expectations, and support their team in reaching goals. This approach has proven especially effective in fast-moving industries, where motivation and creativity are essential for success. However, not all teams function in the same way. What works for a start-up filled with young developers may not work for a traditional accounting firm. The context – both cultural and professional – matters a lot. In some countries, employees expect more structure and direction. In others, independence and autonomy are preferred.

Another important factor is the growing popularity of remote work. Managing a team you don't see every day requires a unique mix of trust, digital communication skills, and empathy. Micromanaging at a distance rarely works and often leads to frustration. Successful virtual managers set clear expectations, schedule regular check-ins, and give their teams space to operate. They measure success by results rather than hours worked, and they understand that flexibility can be more productive than strict rules.

One of the most interesting trends in recent years is the rise of servant leadership. This philosophy sees the leader not as the top of the pyramid, but as a supporter who removes obstacles for their team. The servant leader focuses on listening, developing others, and making ethical decisions. While it may sound idealistic, many companies that adopt this model report higher employee satisfaction and better performance. It also fits with the values of younger generations who want to work in organizations that care about more than just profit.

Of course, not every manager fits neatly into a category. The most effective leaders are those who are aware of their own style, but also willing to adjust it based on the needs of the team, the situation, and the company's goals. They combine discipline with flexibility, vision with empathy, and control with openness. They provide direction without suppressing individuality, and they hold people accountable without creating fear.

In conclusion, management today is less about giving orders and more about building relationships, solving problems together, and growing people. Leadership is a skill that must be learned, practiced, and adapted. In a business world that constantly changes, managers who remain stuck in one way of thinking will be left behind. Those who are open to learning, listening, and leading with humanity will shape the future of work.

COMPREHENSION TASKS

Exercise 1. Answer the questions:

1. What are some modern expectations from managers in the workplace?
2. Why can using only one management style be ineffective?
3. What are the risks of an overly authoritarian manager?
4. Why might traditional management not work well in creative industries?
5. What are the benefits of employees feeling trusted and respected?
6. How does cultural background influence management expectations?
7. What challenges do remote managers face?
8. How do successful virtual managers build trust?
9. What is servant leadership, and how does it differ from traditional models?
10. What qualities make modern leaders effective in today's business world?

Exercise 2. True or False?

1. Modern management is mainly about giving strict orders.
2. Managers should always use the same style to stay consistent.
3. Autocratic leadership can damage team morale over time.
4. All industries benefit from a democratic management style.
5. Employees work better when they feel respected and involved.
6. Cultural values can affect how people expect to be managed.
7. Micromanaging remote teams increases productivity.
8. Servant leaders prioritize the growth and wellbeing of their teams.

9. A manager who listens too much may delay decisions.

10. Good leadership means adapting style to context.

ACTIVE VOCABULARY: MANAGEMENT STYLES

English Term / Phrase	Ukrainian Translation
authoritarian	авторитарний
autonomy	автономія
conflict resolution	вирішення конфліктів
decision-making	прийняття рішень
democratic	демократичний
directive approach	директивний підхід
emotional intelligence	емоційний інтелект
employee satisfaction	задоволеність працівників
employee turnover	плинність кадрів
feedback loop	цикл зворотного зв'язку
flexible leadership	гнучке лідерство
goal-oriented	орієнтований на цілі
innovation-driven	орієнтований на інновації
laissez-faire	лесе-фер / мінімальне втручання
leadership	лідерство
management style	стиль управління
micromanagement	надмірний контроль
organizational culture	організаційна культура
participative management	управління з участю команди
professional development	професійний розвиток
remote team	віддалена команда
results-based management	управління, засноване на

English Term / Phrase	Ukrainian Translation
	результатах
servant leadership	служуюче лідерство
task delegation	делегування завдань
team engagement	залучення команди
team morale	моральний дух команди
transformational leader	трансформаційний лідер
trust-building	формування довіри
vision sharing	поділ бачення
workplace dynamics	динаміка робочого середовища

VOCABULARY PRACTICE

Exercise 1. Fill in the blanks using active vocabulary:

1. A good manager promotes _____ by trusting employees to make decisions.
2. Poor _____ can lead to frustration and lack of innovation.
3. Companies with strong _____ attract and retain talent.
4. Servant leadership focuses on _____ rather than control.
5. In some firms, high _____ leads to constant retraining of staff.
6. One benefit of _____ is that team members feel respected and heard.
7. Managers with strong _____ are better at resolving team conflicts.
8. Leaders must adjust their _____ depending on the situation.
9. _____ is especially important when leading remote teams.
10. Autocratic leaders rarely allow _____ of tasks to junior staff.
11. When everyone shares the same _____, collaboration improves.
12. A team with high _____ will stay productive even during stress.
13. Start-ups often prefer _____ leadership to encourage new ideas.
14. The company introduced training programs to support _____.

15. Open communication supports a healthy _____.

Exercise 2. Match the terms with their definitions:

Terms:

1. servant leadership
2. micromanagement
3. autonomy
4. emotional intelligence
5. task delegation
6. organizational culture
7. vision sharing
8. employee turnover
9. participative management
10. conflict resolution
11. trust-building
12. feedback loop
13. transformational leader

Definitions:

- A. Ability to understand and manage emotions in yourself and others
- B. Involving team members in decision-making
- C. Leaving and joining employees within an organization
- D. Giving team members freedom to make their own decisions
- E. A system of giving and receiving responses regularly
- F. Guiding and inspiring people through shared purpose
- G. Manager who supports the team's needs before their own
- H. The informal and formal relationships in a company
- I. Creating a sense of psychological safety and reliability
- J. Too much control over small details
- K. Assigning tasks to others based on skills
- L. Creating alignment by communicating long-term goals
- M. Focused strongly on targets and achievement
- N. Solving disagreements between people in the workplace
- O. Shared values, beliefs, and behaviours in a

company

14. workplace dynamics

15. goal-oriented

Exercise 3. Word Formation. Form the correct part of speech (*noun, verb, adjective or adverb*) using the word in brackets and complete the sentence:

1. His _____ style encouraged innovation and creativity. (*transform*)
2. Too much _____ can demotivate experienced workers. (*manage*)
3. Emotional _____ is essential for effective conflict resolution. (*intelligent*)
4. The CEO is known for her _____ communication skills. (*lead*)
5. We need to improve the team's _____ before the next big project. (*engage*)
6. The manager gave everyone _____ to complete tasks their own way. (*autonomous*)
7. He often avoids giving feedback, which causes _____. (*communicate*)
8. There was a sudden increase in staff _____ last month. (*turn*)
9. The meeting encouraged open _____ among departments. (*collaborate*)
10. A good leader provides not just instructions, but also _____. (*inspire*)
11. Her _____ decision saved the company thousands of dollars. (*strategic*)
12. Our company values _____ and ethical behaviour. (*responsible*)
13. Strong _____ can unite diverse teams. (*organize*)
14. They reached an agreement after a long process of _____. (*negotiate*)
15. He lacks _____ to complete the job without supervision. (*rely*)

GRAMMAR FOCUS: PAST CONTINUOUS & USED TO / WOULD IN BUSINESS COMMUNICATION

PAST CONTINUOUS (for past actions in progress)

FORM: was/were + V-ing

USE:

1. An action that was taking place at a specific point in the past.
2. A background action against which something else took place.
3. To describe processes that were taking place at that time.

EXAMPLES:

1. *The manager **was giving** feedback while the team **was discussing** the project.*
2. *At 3 p.m. yesterday, we **were presenting** our new strategy.*
3. *While I **was working** remotely, my supervisor **was calling** me every hour.*

Used to / Would (for description of past habits)

 **Used to + V1**

USE: *to describe habitual actions or states in the past that are no longer taking place.*

EXAMPLES:

1. *I **used to work** in a very hierarchical company.*
2. *Our boss **used to make** all the decisions without asking us.*
3. *We **used to have** weekly meetings.*

 **Would + V1**

USE: *For repeated past actions (but not for states!), often used in narrative descriptions.*

EXAMPLES:

1. Every Monday, the manager **would hold** a short team huddle.
2. Back then, she **would arrive** early to check everyone's progress.

NOTE:

✗ *I would have a car when I was young* → ✗ *would is never used to denote states (states require "used to")*

✓ *I used to have a car when I was young.* ✓

STRUCTURES:

Form

Examples

Past Continuous

He was discussing the project at 10.

Used to + V1

They used to follow a strict schedule.

Would + V1

She would send daily reports.

GRAMMAR PRACTICE

Exercise 1. Fill in the correct form:

1. At 9 a.m. yesterday, the manager _____ the team meeting. (*start*)
2. While we _____ the report, the client called unexpectedly. (*write*)
3. She _____ to the HR department when I entered her office. (*talk*)
4. The employees _____ for feedback during the entire week. (*wait*)
5. They _____ about leadership strategies when the fire alarm rang. (*discuss*)
6. I _____ with a client when the power went out. (*negotiate*)
7. The assistants _____ the documents when the CEO arrived. (*print*)
8. We _____ on the team structure during the whole afternoon. (*work*)
9. While John _____ his presentation, we prepared the reports. (*give*)
10. I _____ to email him, but I forgot. (*mean*)

11. While the developers _____ bugs, the designers were testing visuals.
(*fix*)
12. We _____ the meeting room when the guests showed up. (*clean*)
13. At that time last year, our company _____ a new department. (*launch*)
14. They _____ their performance results during the coffee break.
(*compare*)
15. You _____ your phone again during the discussion! (*check*)

Exercise 2. Insert either USED TO or WOULD where possible. For some sentences only one option is possible:

Note: use only “used to” with state verbs (e.g. ‘be’, ‘have’, ‘know’)

if the action is repetitive – you can use both “would” and “used to”

1. Our manager _____ give us motivational talks every Monday.
2. I _____ work in a much stricter environment.
3. She _____ have her own office before the company moved.
4. Every Friday, the team _____ order lunch together.
5. He _____ be the most respected director in the company.
6. We _____ meet regularly to review project timelines.
7. My previous boss _____ listen carefully to everyone’s feedback.
8. They _____ feel ignored by upper management.
9. When we had a smaller office, I _____ share a desk with my colleague.
10. Back in 2015, we _____ have no formal HR system.
11. The CEO _____ visit each department once a month.
12. I _____ enjoy working late, but now I value my free time more.
13. We _____ have monthly staff parties before the budget cuts.
14. The leadership team _____ focus more on short-term gains.
15. She _____ always say, “Communication is key.”

Exercise 3. Fill in the correct form of the verb in brackets. Use *Past Continuous, Used to, Would*:

1. While the manager _____ (speak) to the board, the assistant was printing slides.
2. I _____ (work) in a shared office before the company moved to an open-space plan.
3. Every Monday, we _____ (have) a quick strategy meeting.
4. They _____ (develop) a new policy when the CEO unexpectedly arrived.
5. We _____ (not understand) the old reporting system very well.
6. Our boss _____ (arrive) early and check all the KPI reports before 9 a.m.
7. While we _____ (discuss) the budget, the accountant was making calculations.
8. The HR team _____ (organize) monthly team-building events.
9. At 2 p.m. yesterday, I _____ (meet) with the legal department.
10. Back then, we _____ (communicate) mostly by email.
11. She _____ (always/support) her team, even during stressful deadlines.
12. While I _____ (write) the contract, he was reviewing the client's proposal.
13. We _____ (have) lunch with our mentor every Friday.
14. They _____ (not follow) clear procedures before the policy change.
15. Our department _____ (implement) a new structure when I joined the team.

Exercise 4. Translate the sentences into English using *Past Continuous, Used to, Would*:

1. Раніше я працював у компанії з авторитарним стилем управління.
2. У той час, коли він говорив з клієнтом, я перевіряв електронну пошту.
3. Наша команда колись щотижня проводила брейнштурми.

4. Я звик мати окремий кабінет, коли працював у старій фірмі.
5. Ми обговорювали ризики, коли з'явився директор.
6. Вони завжди ділилися зворотним зв'язком після зустрічей.
7. Раніше вона не делегувала завдань нікому.
8. У той момент ми намагалися знайти компроміс.
9. Ми мали багато зустрічей перед важливими презентаціями.
10. Команда тестувала новий продукт, коли клієнти прибули.
11. Я часто залишався допізна, щоб завершити звіти.
12. Ми не звикли працювати віддалено.
13. У той час ми активно шукали інвесторів.
14. Раніше директор критикував усі наші ідеї.
15. Коли вона готувала презентацію, ми налаштовували техніку.
16. Вони щомісяця організовували корпоративи.
17. Я не звертав увагу, бо працював над терміновим завданням.
18. Ми колись обідали разом щоп'ятниці.
19. У минулому менеджери не слухали працівників.
20. У той час я саме проходив співбесіду в іншу компанію.

Exercise 5. Rewrite the sentences using *Past Continuous*, *Used to*, *Would*:

1. In the past, I worked late almost every night.
2. She regularly met with her team every morning.
3. Yesterday at 10 a.m., they discussed the new performance strategy.
4. I had a separate office before the company moved.
5. Back then, we didn't organize any team-building activities.
6. While he made a presentation, the assistant took notes.
7. We always respected our previous manager.
8. At 2 p.m. yesterday, I prepared reports for the meeting.
9. I worked in a company with a very formal culture.
10. They ignored employee feedback in the past.
11. While I read the feedback form, she explained the changes.

12. Our boss constantly corrected every little mistake we made.
13. The HR manager had a flexible schedule before the reorganization.
14. At this time last week, they held a crisis meeting.
15. I drank coffee and reviewed the project when you called me.

SPEAKING PRACTICE

SPEAKING CARDS (x4)

CARD 1 – DESCRIBE & REFLECT

Describe a manager you've worked with (or know about). What was their management style? Was it effective? Why/why not?

CARD 2 – COMPARE & CONTRAST

Compare an autocratic leader with a democratic one. In what situations would each style be appropriate?

CARD 3 – REAL-LIFE PROBLEM

Your company is facing a productivity crisis. What leadership style would you choose to solve it? Justify your answer.

CARD 4 – TEAM SCENARIO

Imagine your team is struggling with motivation. What would you do as a manager to improve engagement and trust?

MINI DEBATE (IN PAIRS OR SMALL GROUPS)

Topic: *There is no room for authoritarian leadership in modern companies.*

Student A: *Defend the statement.*

Student B: *Oppose the statement.*

Then, group discussion: *In what industries could authoritarian leadership still be effective?*

ROLE PLAY: LEADERSHIP STYLES IN ACTION

Situation: *Your company has just launched a new project. The manager must choose how to lead a diverse team.*

Student A (Manager): You prefer a *laissez-faire* approach.

Student B (Team Lead): You believe in structure and want *clear instructions*.

Student C (Creative member): You want *freedom to experiment*.

Student D (Junior staff): You feel *lost and want more guidance*.

Task: *Hold a team meeting. Try to agree on a management style. Then have a brief discussion: “Was the leadership style effective for everyone?”*

“THIS OR THAT” – MANAGEMENT EDITION

One assesses the situation, while the other chooses between two options and explains their choice.

Examples:

- Your team misses every deadline.
➡ Would you use **strict supervision** or **flexible trust**?
- You’re leading a creative team on a new project.
➡ Would you use **laissez-faire** or **directive leadership**?
- There’s a conflict between two employees.
➡ Would you **intervene immediately** or **let them solve it**?
- Your boss micromanages everything.
➡ Would you **confront them** or **adapt to their style**?
- The team lacks motivation.
➡ Would you offer **rewards** or **inspirational goals**?

“THE IDEAL MANAGER” DISCUSSION

Task: *Discuss the three qualities or skills that an “ideal manager” should possess in today’s world. Make a list and explain your choices. Then exchange ideas with the other groups.*

JOB INTERVIEW: WHAT TYPE OF MANAGER ARE YOU?

One student is applying for a management role, the other – for an HR role.

HR asks the following questions:

1. How would you describe your leadership style?
2. How do you motivate your team?
3. How do you handle conflict?
4. What would your team say about you?

GROUP SURVEY & REPORT

- Ask your groupmates:
What management style would you prefer to work under?
- Options:
 - Authoritarian
 - Democratic
 - Laissez-faire
 - Transformational
 - Servant leader
- Count, make a mini-presentation about their preferences.

WRITING PRACTICE : FORMAL BUSINESS REPORT

Task: *You are a junior HR officer. Your manager has asked you to write a report about the most effective management styles based on a recent internal survey conducted among employees.*

Report Structure & Model

Title: *Report on Preferred Management Styles Among Employees*

Introduction:

Briefly explain the purpose of the report and how the information was collected.

Findings:

Summarize the main results of the survey (you may invent data – the focus is on structure and vocabulary).

Discussion:

Analyze the results. Explain why certain styles were preferred or not. Mention any patterns or contrasts between departments/roles/age groups.

Recommendations:

Give clear, practical suggestions for the company's leadership policy moving forward.

MODEL REPORT

To: HR Department

From: Junior HR Officer

Date: [Insert Date]

Subject: Report on Preferred Management Styles Among Employees

Introduction

The purpose of this report is to present the findings of a recent internal survey on preferred management styles among employees in our company. The survey was conducted across all departments and included both managerial and non-managerial staff.

Findings

According to the results, 55% of employees stated that they preferred a democratic management style, where their opinions are taken into account during decision-making. 25% selected transformational leadership, appreciating inspiration and a clear vision. Only 10% preferred authoritarian leadership, while the remaining 10% were in favour of laissez-faire management.

Notably, employees under 30 were more inclined to choose transformational leaders, while senior staff leaned towards democratic approaches.

Discussion

The findings suggest that employees feel more motivated and productive when they are actively involved in the decision-making process. Many respondents mentioned that overly controlling leadership styles reduce creativity and initiative. Differences between departments were observed – for example, the IT and Marketing teams strongly rejected authoritarian methods, whereas the Logistics team showed more tolerance for structured leadership.

Recommendations

It is recommended that current managers receive additional training in democratic and transformational leadership techniques. The HR department should consider mentorship programs that promote open communication, flexibility, and trust.

BUSINESS REPORT

Task: *You work in the HR department. Write a formal report (200–250 words) on how different management styles affect employee motivation and performance.*

Structure Required:

Title

To/From/Date/Subject

Introduction (purpose of the report)

Main Findings (what the data or experience shows)

Discussion (your analysis or interpretation)

Recommendations (what should be done next)

INTERNAL MEMO

Task: *Write a short internal memo (120–150 words) to your team, informing them that management styles in the department will be reviewed and asking for their input.*

Memo should include:

To/From/Date/Subject

Opening statement (reason for the memo)

Details (what will happen or change)

Call to action (what you expect from the team, e.g., complete a survey, attend a meeting)

Polite closing

FORMAL LETTER

Task: *Write a formal letter (150–200 words) to your senior manager suggesting changes to the current leadership approach in your department.*

Letter should include:

Salutation (Dear Mr/Ms...)

Introduction (state the purpose of writing)

Body (describe the current issues and suggest improvements)

Conclusion (summarise your suggestions and offer further support)

Sign-off (Yours sincerely, [Name])

UNIT 8: TEAM BUILDING

TEXT: THE POWER OF TEAM BUILDING IN MODERN BUSINESS

In today's fast-paced business environment, companies across all industries are realizing that strong teams are not simply a nice-to-have but a vital asset for long-term success. Effective team building goes far beyond just social activities or one-time events – it is an ongoing strategy that nurtures collaboration, communication, and trust. In modern organizations, where cross-functional projects, hybrid work, and rapid change are common, the ability to create and maintain high-performing teams is more important than ever.

A well-structured team can outperform even the most talented group of individuals who fail to cooperate. This is because high-functioning teams rely on shared goals, open dialogue, clear responsibilities, and mutual respect. In such environments, creativity flows more easily, productivity increases, and conflicts are addressed constructively rather than ignored or escalated.

One essential aspect of team building is understanding team roles. According to management theorist Meredith Belbin, teams need a variety of personalities to function effectively – leaders, implementers, creatives, and detail-focused people must all find their place. A common mistake companies make is building teams composed entirely of like-minded individuals. While this may reduce conflict, it often limits innovation and problem-solving ability. Diversity in thinking and working styles leads to better decisions.

Communication plays a central role in team development. Poor communication is consistently one of the top reasons why teams fail. Misunderstandings, unclear instructions, or a lack of feedback can quickly erode trust. Teams that regularly hold open and honest discussions are better equipped to handle challenges and adjust to change. This is especially crucial in remote and hybrid work environments, where spontaneous conversations and informal feedback are limited.

Another key factor is psychological safety – the shared belief that the team is a safe place to take interpersonal risks. When team members feel comfortable expressing ideas, asking questions, or admitting mistakes without fear of judgment, the entire group benefits. Google’s famous internal study “Project Aristotle” identified psychological safety as the number one predictor of high team performance.

Team building also includes conflict resolution. Conflict is natural in any group of people, but how it is handled determines whether it will strengthen or weaken the team. Constructive conflict resolution involves active listening, empathy, and focusing on problems rather than personalities. Some organizations provide training in conflict management to improve team cohesion and emotional intelligence.

Leadership is, of course, vital in setting the tone for team collaboration. Good leaders empower their teams, clarify expectations, and step in when needed – not to control, but to guide. They recognize strengths and weaknesses, celebrate achievements, and help navigate disagreements. Leaders who adopt a coaching mindset – rather than a controlling one – often see better engagement and loyalty from their team members.

Moreover, successful team building is supported by regular feedback and recognition. A culture where contributions are acknowledged and progress is celebrated motivates individuals and reinforces positive behaviors. It also builds trust and loyalty.

One underrated but powerful form of team building is the use of structured team meetings and retrospectives. These allow members to reflect on what’s working, what’s not, and how they can improve. It turns team development into a continuous process rather than a one-time workshop.

In conclusion, team building is not a single event – it is an integral part of company culture. It requires intention, consistency, and strong leadership. Companies that invest in developing their teams benefit not only from improved performance but also from higher employee satisfaction and retention. In a

business world where collaboration is the key to innovation and sustainability, strong teams are not just useful – they are essential.

COMPREHENSION TASKS

Exercise 1. Answer the questions:

1. Why is team building more important today than ever before?
2. What are the dangers of forming teams with similar personalities?
3. How can communication problems damage a team?
4. What is “psychological safety” and why is it important?
5. How should leaders contribute to effective teamwork?
6. Why is feedback and recognition important in team building?
7. What role do structured meetings play in team development?
8. According to the text, how can conflict strengthen a team?
9. What leadership approach results in better loyalty and engagement?
10. What is the overall conclusion of the article?

Exercise 2. True or False?

1. High-performing teams require shared goals and respect.
2. Belbin’s theory suggests that all team members should have similar skills.
3. Miscommunication rarely affects remote teams.
4. Psychological safety encourages people to hide mistakes.
5. Conflict in teams can be beneficial if handled properly.
6. Leaders should always control how team members act.
7. Giving feedback and praise supports team motivation.
8. One-time team-building events are enough for long-term performance.
9. Structured team meetings help teams grow continuously.
10. Google’s study showed that psychological safety is unimportant.

ACTIVE VOCABULARY: TEAM BUILDING VOCABULARY

№	Term	Definition	Translation
1.	Active listening	Listening carefully and with full attention	Активне слухання
2.	Coaching leadership	Leadership style that develops others	Коучинг-лідерство
3.	Collaboration	Working together to achieve a common goal	Співпраця
4.	Communication breakdown	Failure in exchanging information clearly	Порушення комунікації
5.	Conflict resolution	Managing and solving disagreements	Вирішення конфліктів
6.	Delegation	Assigning tasks to others	Делегування
7.	Diverse team	A group with different skills, backgrounds, or views	Різноманітна команда
8.	Empathy	Understanding others' feelings	Емпатія
9.	Engagement	Involvement and emotional commitment to a team	Залученість
10.	Facilitation	Helping a discussion or process run smoothly	Фасилітація
11.	Feedback	Response or reaction to performance	Зворотний зв'язок
12.	Feedback culture	Workplace where feedback is encouraged and valued	Культура зворотного зв'язку
13.	Goal alignment	When everyone works toward the same objectives	Узгодження цілей
14.	Hybrid team	A team working both remotely and in-office	Гібридна команда
15.	Icebreaker	A fun activity to ease tension and help people connect	Розминка / айсбрейкер
16.	Interpersonal skills	Ability to communicate and work well	Міжособистісні

№	Term	Definition with others	Translation навички
17.	Mutual respect	Respecting each other's ideas and roles	Взаємна повага
18.	Open dialogue	Honest and transparent communication	Відкрита розмова
19.	Positive reinforcement	Encouragement through rewards or praise	Позитивне підкріплення
20.	Problem-solving	Finding solutions to challenges	Розв'язання проблем
21.	Psychological safety	Feeling safe to take risks and express oneself	Психологічна безпека
22.	Recognition	Acknowledging someone's efforts or success	Визнання
23.	Retrospective	A meeting to reflect on past work	Ретроспектива
24.	Role clarity	Knowing exactly what your responsibilities are	Чіткість ролей
25.	Structured meeting	Organized and goal-focused discussion	Структурована зустріч
26.	Team building	Activities that improve teamwork and cooperation	Побудова команди
27.	Team cohesion	Strength of connection among team members	Згуртованість команди
28.	Team dynamics	The way team members interact and work together	Динаміка команди
29.	Team roles	Different functions team members take on	Ролі в команді
30.	Trust	Confidence in someone's reliability or honesty	Довіра

VOCABULARY PRACTICE

Exercise 1. Fill in the blanks with the words / expressions given above:

1. Successful teams rely on _____ to complete shared tasks.
2. Lack of _____ often leads to misunderstandings in a team.
3. Our leader promotes a culture of regular and honest _____.
4. The manager used an _____ to make everyone feel relaxed before the meeting.
5. We had a productive _____ to analyze our last project and suggest improvements.
6. There is strong _____ in our team because we support each other.
7. In hybrid teams, _____ can suffer if communication is weak.
8. Without _____ among members, goals become confusing.
9. Our leader encourages _____ leadership to develop team potential.
10. Every member has clear _____ so we avoid overlapping tasks.
11. The HR department focuses on improving _____ to reduce turnover.
12. She received public _____ for her problem-solving skills.
13. The team lacked _____ at first, but improved after several training sessions.
14. He demonstrated excellent _____ when resolving the disagreement.
15. Teams with _____ make better decisions and handle conflict more effectively.

Exercise 2. Match the terms to their definitions:

A. Terms

1. Psychological safety
2. Icebreaker
3. Recognition
4. Delegation

B. Definitions

- a. Being able to understand others emotionally
- b. Assigning tasks to others
- c. Structured review meeting after a project
- d. Feeling safe to speak without fear of judgment

A. Terms

5. Empathy
6. Active listening
7. Role clarity
8. Retrospective
9. Feedback
10. Trust
11. Team cohesion
12. Mutual respect
13. Goal alignment
14. Coaching leadership
15. Positive reinforcement

B. Definitions

- e. Encouragement through rewards or praise
- f. Fun activity to start a meeting
- g. Confidence in coworkers' honesty and actions
- h. Clearly understanding your responsibilities
- i. Listening fully and attentively
- j. Communication on performance
- k. Strong group connection and shared support
- l. Respect between all team members
- m. Shared commitment to the same objectives
- n. A leader who focuses on developing others
- o. Praising or acknowledging someone's efforts

Exercise 3. Translate from Ukrainian into English:

1. Побудова команди
2. Згуртованість команди
3. Активне слухання
4. Відкрита розмова
5. Делегування завдань
6. Різноманітна команда
7. Зворотний зв'язок
8. Психологічна безпека
9. Конфлікт між членами команди
10. Чіткість ролей
11. Узгодження цілей
12. Фасилітація обговорення
13. Емоційний інтелект
14. Культура визнання

15. Структурована зустріч
16. Порухення комунікації
17. Міжособистісні навички
18. Ретроспектива команди
19. Емпатія та довіра
20. Позитивне підкріплення

Exercise 4. Find the odd one out in each row. Explain your choice:

1. Trust – Feedback – Delegation – Banana
2. Psychological safety – Retrospective – Empathy – Printer
3. Conflict – Team cohesion – Goal alignment – Coffee
4. Recognition – Positive reinforcement – Criticism – Respect
5. Icebreaker – Meeting – File – Team building
6. Facilitation – Leadership – Wall – Communication
7. Hybrid team – Email – Open dialogue – Loyalty
8. Team dynamics – Active listening – Pen – Coaching
9. Structured meeting – Agreement – Project – Dog
10. Coaching – Support – Punishment – Motivation
11. Respect – Role clarity – Noise – Collaboration
12. Retrospective – Celebration – Reflection – Tree
13. Interpersonal skills – Notebook – Empathy – Feedback
14. Trust – Chaos – Order – Understanding
15. Mutual respect – Schedule – Bullying – Recognition

Exercise 5. Use one team-building word to make up a sentence of your own. Make sure your sentence shows the meaning of the word. Use formal or semi-formal style:

1. Trust
2. Delegation
3. Active listening

4. Feedback
5. Recognition
6. Retrospective
7. Icebreaker
8. Conflict resolution
9. Open dialogue
10. Team dynamics
11. Goal alignment
12. Psychological safety
13. Structured meeting
14. Team cohesion
15. Coaching leadership

GRAMMAR FOCUS: MODAL VERBS FOR OBLIGATION, ADVICE, AND POSSIBILITY

1. Must / Have to – обов’язок

Must – внутрішній обов’язок або сильна рекомендація

Have to – зовнішній обов’язок (правила, вимоги)

✓ *Examples:*

You **must** respect your teammates. (*моральний обов’язок*)

You **have to** attend the daily meeting. (*це правило компанії*)

2. Should / Ought to – порада

Обидва модальні дієслова використовуються, щоб дати пораду або висловити очікування.

✓ *Examples:*

Team members **should** listen actively during discussions.

Leaders **ought to** give constructive feedback regularly.

3. Can / Could / Might – можливість, дозвіл, припущення

Can – можливість або дозвіл

Could – ввічлива пропозиція або можливість у минулому

Might – менш впевнене припущення

✓ *Examples:*

You **can** suggest improvements during the meeting.

We **could** reschedule the team call if needed.

This approach **might** improve collaboration.

SUMMARY TABLE

Modal	Meaning	Example
must	strong obligation	<i>You must resolve the conflict professionally.</i>
have to	external obligation	<i>Employees have to attend training.</i>
should	advice	<i>You should give more recognition to your team.</i>
can	ability/permission	<i>You can ask for support if needed.</i>
could	possibility/suggestion	<i>We could organise a team retreat.</i>
might	weak possibility	<i>This might increase engagement.</i>

GRAMMAR PRACTICE

Exercise 1. Fill in the blanks with the corresponding modal verb (*must, have to, should, can, could, might*):

1. All team members _____ attend the daily stand-up meeting.
2. You _____ respect different working styles within the team.
3. We _____ need more team-building sessions to improve trust.
4. Leaders _____ give regular feedback to keep everyone aligned.
5. You _____ ask for clarification if instructions are unclear.
6. He _____ not miss the deadline—it's critical for the project.
7. We _____ introduce a new communication tool next month.

8. You _____ arrive on time for structured meetings.
9. The manager _____ be more open to new ideas.
10. We _____ invite an external coach to improve dynamics.
11. Junior employees _____ feel safe to speak up.
12. You _____ interrupt others when they are speaking.
13. I think we _____ organize a team retreat next quarter.
14. Team leaders _____ monitor engagement closely.
15. You _____ rely only on formal emails – try video calls too.

Exercise 2. Rewrite each sentence using a different modal verb to change the tone (less/more formal, softer/stronger, etc.). The meaning should remain the same, but the tone should change:

1. You **must** submit the report by Friday.
2. We **should** have more team-building exercises.
3. Employees **have to** attend the onboarding session.
4. Managers **might** consider flexible hours.
5. You **can** contact HR if there is a conflict.
6. The team **must** meet the deadline.
7. We **could** try rotating leadership roles.
8. You **should** give your teammates more credit.
9. Staff **have to** use the new communication platform.
10. Leaders **can** improve morale through recognition.
11. You **mustn't** interrupt others.
12. We **might** need to invite an external facilitator.
13. You **can** choose your team role based on your strengths.
14. Team members **should** attend retrospectives.
15. The manager **could** introduce anonymous feedback forms.

Exercise 3. Translate from Ukrainian into English using the appropriate modal verb:

1. Команда повинна завершити проєкт до кінця тижня.
2. Ти можеш звернутися по допомогу, якщо тобі важко.
3. Ми маємо використовувати нову платформу для комунікації.
4. Менеджер повинен підтримувати атмосферу довіри.
5. Ви не повинні перебивати колег під час зустрічі.
6. Команди можуть проводити ретроспективи щомісяця.
7. Ви могли б запропонувати ідею на наступному зібранні.
8. Працівники мають приходити на щотижневі стендапи.
9. Ми, можливо, залучимо зовнішнього фасилітатора.
10. Кожен учасник повинен знати свою роль.
11. Команди повинні вчитися вирішувати конфлікти самостійно.
12. Ви можете подати пропозицію щодо покращення роботи.
13. Ми не повинні ігнорувати зворотний зв'язок.
14. Лідери мали б надавати більше підтримки.
15. Ти можеш долучитися до обговорення в будь-який момент.

Exercise 4. Choose the correct modal verb for each sentence:

1. Every team member ___ participate in the planning session.
A) can
B) must
C) might
D) could
2. Leaders ___ encourage open communication during meetings.
A) should
B) can
C) might
D) mustn't

3. We ___ need more team training next quarter.
- A) must
 - B) should
 - C) might
 - D) have to
4. You ___ speak to your supervisor if the issue continues.
- A) must
 - B) can
 - C) might
 - D) mustn't
5. Employees ___ arrive late to structured meetings.
- A) might
 - B) must
 - C) shouldn't
 - D) could
6. Our team ___ try using shared documents for better collaboration.
- A) could
 - B) mustn't
 - C) should
 - D) can't
7. You ___ speak over others in a discussion.
- A) should
 - B) can
 - C) must
 - D) must not
8. Project managers ___ be flexible when leading creative teams.
- A) mustn't
 - B) could
 - C) can
 - D) have to

9. We ___ invite a facilitator if team tension grows.
- A) should
 - B) might
 - C) must
 - D) can't
10. Team members ___ check in with each other during remote work.
- A) should
 - B) might
 - C) must
 - D) can't
11. You ___ send the agenda before the meeting.
- A) mustn't
 - B) can
 - C) must
 - D) could
12. The team ___ ignore feedback from users.
- A) must
 - B) can
 - C) shouldn't
 - D) might
13. We ___ schedule a team-building retreat this month.
- A) might
 - B) must
 - C) have to
 - D) should
14. Junior employees ___ feel safe to express concerns.
- A) can
 - B) mustn't
 - C) must
 - D) might

SPEAKING PRACTICE

TASK 1. DISCUSSION QUESTIONS

Discuss the questions. Use the vocabulary related to the topic and modal verbs:

- What makes a team successful in your opinion?
- Have you ever worked in a team with poor communication? What happened?
- Why do you think some teams experience frequent conflict?
- What are the biggest challenges in hybrid or remote teams?
- How can leaders build trust within a team?
- What team-building activity would you organize and why?
- Do you prefer working independently or in a team? Why?
- How would you resolve a conflict between two team members?
- What roles are important in a project team?
- What advice would you give a new team leader?

TASK 2. TEAM BUILDING ROLE CARDS (PAIR ROLE-PLAY)

One performs the role of a manager, the other – a team member. They act out a dialogue based on various scenarios.

Card A – Manager

You are the team leader. Two team members are constantly arguing and productivity is dropping. Call one of them for a private conversation. Try to understand the problem and offer solutions.

Use phrases like:

- I'd like to understand your point of view.
- What do you think is causing the tension?
- Let's try to find a compromise.
- You must keep the discussion respectful.

Card B – Team Member

You are frustrated because you feel your colleague doesn't listen to your ideas. Express your concerns and suggest what could help improve collaboration.

Use phrases like:

- I feel like my ideas are ignored.
- I think we could use a clearer structure.
- Maybe we should set some team rules.

TASK 3. PROBLEM SOLVING IN TEAMS (MINI-PROJECT)

You are a team of HR specialists. Your task is to organise a one-day team-building event for a new team. Discuss and present your ideas to the group:

- objectives of the team-building day
- activities (morning, lunch, evening)
- how to overcome barriers within the team
- what the manager should do before, during and after
- how to evaluate the results

TASK 4. EXPRESS YOUR OPINION

The student / group is given a card with a topic. They must express their opinion in a reasoned manner, using 2–3 key terms and 1–2 modal verbs. The following expressions may be used:

- In my opinion...
- I strongly believe that...
- I might suggest...
- We should also consider...

Cards with topics:

1. Team-building events are a waste of time.
2. Conflict is harmful and should always be avoided.
3. Remote teams cannot be as effective as in-office teams.

4. It's better to work with friends than strangers.
5. Leaders should always make the final decision.
6. Team members must always agree with each other.
7. Motivation is more important than skills in teamwork.
8. All teams should have structured retrospectives.

TASK 5. TEAM VALUES CAROUSEL

Discuss and rank the 5 team values from most important to least important.

Values to be discussed:

- Trust
- Clear roles
- Good leadership
- Open communication
- Conflict resolution
- Recognition and praise
- Common goals
- Emotional intelligence

TASK 6. REAL SCENARIOS

A pair or trio acts out a mini-scene, improvising how to respond to the situation.

Situations:

1. One employee is shirking their responsibilities – you are their colleague. How do you start the conversation?
2. A conflict has flared up within the team – you are the facilitator. How do you defuse the tension?
3. You're new to the team – ask for help without fear of appearing weak.
4. A colleague has a very toxic communication style – you're working on a project together.
5. Your idea has been rejected without explanation – speak to the manager.

6. You need to organise a meeting, but everyone is busy – how do you agree on a time?

Useful phrases:

- *Maybe we could...*
- *I understand your point, but...*
- *Let's find a solution together.*
- *Would you be open to...?*
- *It might help if...*
- *Can I share a thought?*

SPEAKING FOCUS: FUNCTIONAL PHRASES BANK

Function	Useful Phrases
Giving advice	<i>You should / You could / Why don't we...?</i>
Expressing opinions	<i>I think... / In my view... / From my perspective...</i>
Suggesting solutions	<i>We might try... / Have you thought of...?</i>
Agreeing	<i>That's true. / I completely agree.</i>
Disagreeing politely	<i>I see, but I'm not sure I agree. / That's a good point, however...</i>
Clarifying	<i>What do you mean by...? / Could you explain that?</i>
Asking for input	<i>What do you think? / Any thoughts on this?</i>
Reaching agreement	<i>Let's meet in the middle. / We can compromise by...</i>

WRITING PRACTICE

TASK 1. INTERNAL EMAIL FROM HR

You are an HR manager. Write an email to the company's employees inviting them to a one-day Team Building Event. Length is 150–180 words, style is semi-formal. Use the active vocabulary and modal verbs. Include the following points:

- Purpose of the event
- Date and venue
- What's planned (briefly)
- Why it's important
- Tips for attending

Sample Email

Subject: *Join Us for a Team Building Day – Strengthen Our Connections!*

Dear Team,

We are excited to invite you to our upcoming **Team Building Day** on **September 22**, which will take place at **Greenhill Training Centre**.

The goal of the event is to build stronger working relationships, improve communication, and create a more cohesive and motivated team.

During the day, you will take part in interactive workshops, group challenges, and problem-solving activities.

Participation is highly encouraged – everyone **should** attend to help strengthen our team culture. You **don't have to** bring any equipment, but you **must** wear comfortable clothing and be open to new experiences.

Lunch and transportation will be provided. If you have any dietary restrictions or accessibility needs, please let us know in advance.

Let's make the most of this opportunity to grow together. We **might** even discover hidden talents within the team!

Best regards,

Anna Smolinska

HR Manager

TASK 2. INTERNAL CONFLICT REPORT

You are an HR Business Partner. One of the managers has asked you to assess the situation within the team, where a conflict has arisen between two employees.

Write a report in which you:

- Describe what happened
- How this has affected the team
- What actions have already been taken
- What needs to be done (recommendations using modal verbs)
- Draw a conclusion

Length is 180–200 words. Style is formal. Use active vocabulary (feedback, conflict resolution, trust, communication breakdown, psychological safety, roles, team dynamics, etc.) and modal verbs (must, should, might, could, have to, must not).

Sample Report

Internal Report: *Team Conflict Situation – Marketing Department*

Prepared by: *Olena Marchenko, HR Business Partner*

Date: *October 10, 2025*

1. Background:

A conflict has arisen between two members of the marketing team – Daria and Petro – over responsibility for campaign planning. Both claim ownership of key tasks, leading to repeated disagreements during meetings. There has also been visible tension affecting team morale.

2. Impact:

The conflict has resulted in a communication breakdown. Other team members report feeling uncomfortable contributing ideas, and deadlines have been missed due to lack of collaboration. Trust within the group appears to be weakening.

3. Action Taken:

I have held individual conversations with both employees and encouraged open dialogue. A temporary reassignment of responsibilities has been implemented.

4. Recommendations:

- The team leader **must** clearly define roles and expectations.
- Team members **should** participate in a conflict resolution session.
- A third-party facilitator **could** support the next planning meeting.

- The company **might** consider offering psychological safety training.

5. Conclusion:

Although the situation is manageable, it **must** be addressed quickly to prevent long-term harm to team dynamics.

TASK 3. INTERNAL COMMUNICATION GUIDELINES DOCUMENT

You are a member of the corporate communications team. You have been asked to write a short document / guide on effective team communication, which will be sent to all staff. The document should include:

- Introduction (why it is important)
- Key rules (4–5 points)
- Recommendations (what to do / what not to do)
- Concluding encouragement / motivation

Length is 160–190 words. Style is formal, accessible. Use active vocabulary (feedback, trust, open dialogue, roles, team dynamics, cohesion, active listening, etc.) and modal verbs (must, must not, should, can, might).

Sample Policy Text

Company Communication Guidelines – Building Better Teams

At [Company Name], we believe that strong teams are built on clear, respectful, and open communication. To support team cohesion and healthy collaboration, we ask all employees to follow these guidelines.

Key Rules:

1. All team members **must** treat each other with respect, regardless of role.
2. Feedback **should** be constructive and focused on behaviour, not personality.
3. Everyone **can** contribute ideas and participate in decision-making.
4. Team members **must not** interrupt or dismiss others during meetings.
5. Responsibilities and roles **should** be clearly communicated and updated regularly.

Recommendations:

1. Practice **active listening** and allow others to speak without judgment.
2. If a conflict arises, speak directly or involve HR – we **must** not let tension grow.
3. Encourage an **open dialogue** – psychological safety is everyone's responsibility.

By following these simple practices, we **might** prevent conflicts, increase trust, and build a stronger workplace together.

UNIT 9: RAISING FINANCE

TEXT: HOW COMPANIES RAISE FINANCE

Raising finance is one of the most critical steps in launching or growing a business. Whether you're a startup founder with an idea or a CEO of a growing company, you need capital to expand operations, invest in new products, or simply cover day-to-day costs. But finance doesn't come easily – it requires careful planning, convincing communication, and an understanding of the financial landscape.

Companies usually start by exploring **internal sources of finance**, such as personal savings, retained earnings, or selling non-essential assets. This type of funding is quick and doesn't involve outside parties, but it is often limited. As the business grows, internal funding may not be enough to cover increasing costs, and external sources become necessary.

One of the most common **external options** is taking a **bank loan**. This provides a lump sum that must be repaid with interest. Banks often require detailed business plans, financial forecasts, and some form of security – usually company assets. While loans can be a reliable source of funding, they come with pressure to make regular repayments, even during slow business periods.

Another increasingly popular method is **equity financing**. This means selling a share of the company to an investor in exchange for capital. Investors may be individuals, such as business angels, or professional groups, such as **venture capital firms**. The main advantage of equity is that there's no obligation to repay the funds. However, it comes at the cost of ownership – investors will expect influence over decisions and a share of the profits. Choosing the right investor is crucial, as their goals should align with the company's vision.

Crowdfunding is a more modern, public form of raising finance. Through platforms like Kickstarter or Seedrs, companies can pitch their ideas directly to the public, who may contribute small amounts in exchange for early access to products or small equity shares. This method not only raises money but also helps build a

customer base and test market interest. However, a failed campaign can damage a company's image.

A less discussed but valuable method is **government grants or subsidies**, especially in innovation or sustainability sectors. These do not need to be repaid, but they often come with strict eligibility criteria and complex application processes. Additionally, the availability of such funding varies from country to country.

Regardless of the method, raising finance is not just about the money – it's about how well a company **communicates its potential**. Entrepreneurs and executives must be able to **pitch** their ideas clearly, answer tough questions, and show a deep understanding of their market. Preparing financial documents, such as income statements, cash flow forecasts, and balance sheets, is essential. Most importantly, they must convince funders that the business is **viable, scalable, and profitable**.

It's also worth noting that timing matters. Trying to raise funds too early – before there's a clear product or market need – may lead to rejection. On the other hand, waiting too long might cause a company to miss opportunities or run into cash flow problems. Therefore, strategic planning and forecasting are key.

Lastly, **negotiation skills** play a huge role. Whether dealing with a bank manager or an investor, entrepreneurs must understand terms like interest rates, valuation, return on investment, and equity dilution. Accepting money without understanding the conditions can lead to long-term problems or loss of control.

In conclusion, raising finance is a complex but vital aspect of running a business. It requires a mix of financial literacy, persuasive communication, and strategic planning. Successful companies are those that don't just seek money – they build relationships, create trust, and demonstrate the ability to turn investment into real growth.

COMPREHENSION TASKS

Exercise 1. Answer the questions:

1. Why is raising finance important for companies at different stages?
2. What are some examples of internal sources of finance?
3. Why might internal finance not be enough for a growing business?
4. What are the advantages and disadvantages of taking a bank loan?
5. What is equity financing, and who are the typical investors?
6. Why is choosing the right investor important in equity financing?
7. What makes crowdfunding different from traditional finance methods?
8. How can government grants support businesses, and what challenges are related to them?
9. Why is communication important in the fundraising process?
10. What role do timing and negotiation play in raising finance?

Exercise 2. True / False or Not Given?

1. Internal finance includes money borrowed from friends and family.
2. Bank loans must be repaid with interest even if the business is not profitable.
3. Venture capital firms usually require daily management of the company.
4. Crowdfunding helps test whether the market is interested in a product.
5. All government grants must be paid back within five years.
6. Financial documents are not important when applying for funding.
7. Pitching is only necessary for equity financing.
8. Timing can affect the success of a fundraising campaign.
9. Negotiation skills are useful only for startups.
10. Raising finance also requires trust and relationship building.

ACTIVE VOCABULARY: RAISING FINANCE

Term	Translation	Example Sentence
Angel investor	бізнес-ангел	An angel investor funded the first phase of development.
Assets	активи	The bank required proof of the company's assets.
Balance sheet	баланс	The company's balance sheet looks healthy.
Bank loan	банківська позика	We secured a bank loan to finance our new office.
Capital	капітал	The company needs more capital to expand.
Cash flow	грошовий потік	Good cash flow is essential for daily operations.
Collateral	застава	They used property as collateral for the loan.
Crowdfunding	краудфандинг	They raised \$50,000 through crowdfunding.
Debt	борг	Too much debt can hurt a company's future.
Dilution	розмивання (частки)	Equity funding causes dilution of ownership.
Due diligence	фінансова перевірка	Investors always perform due diligence before funding.
Equity	капітал / частка	He raised money by selling 25% equity in the company.
Equity financing	фінансування через	Equity financing avoids debt but reduces

Term	Translation	Example Sentence
	частку	ownership.
Exit strategy	стратегія виходу	Investors want to know your exit strategy.
Financial forecast	фінансовий прогноз	Our forecast predicts growth in the next quarter.
Grant	грант	The startup received a government innovation grant.
Interest rate	відсоткова ставка	The loan has a 7% annual interest rate.
Investor	інвестор	Investors expect a return on their investment.
Loan	позика	The bank approved their loan application.
Pitch	презентація (ідеї для фінансування)	She delivered a strong pitch to potential funders.
Profitability	прибутковість	Investors care about long-term profitability.
Retained earnings	нерозподілений прибуток	The company reinvested its retained earnings.
Return on Investment (ROI)	дохід на інвестицію	We expect a 15% ROI in the first year.
Revenue	дохід	The company's revenue doubled last year.
Scalability	масштабованість	A scalable business can grow without increasing costs much.
Seed funding	початкове фінансування	They received seed funding to build their prototype.
Subsidy	субсидія	Farmers get a subsidy from the state.
Term sheet	терміновий лист (інвестиційна угода)	The startup received a term sheet from investors.

Term	Translation	Example Sentence
Venture capital	венчурний капітал	Venture capital firms often invest in risky startups.
Viability	життєздатність	They questioned the viability of the business idea.

VOCABULARY PRACTICE

Exercise 1. Match the terms to their definitions:

Terms:

1. Angel investor

2. Crowdfunding

3. Loan

4. Pitch

5. Collateral

6. Grant

7. Equity

8. Cash flow

9. Return on Investment
(ROI)

10. Debt

11. Financial forecast

Definitions:

A. Money raised from a large group of people, usually online

B. An individual who provides capital for a startup, often in exchange for equity

C. A presentation made to persuade potential investors

D. A sum of money borrowed that must be paid back with interest

E. The money moving in and out of a business

F. Assets offered as security for a loan

G. The reduction of ownership percentage when new shares are issued

H. Official prediction of future financial performance

I. A plan for how an investor will eventually leave the investment

J. An official document showing the company's financial position

K. A sum of money given by the government that

- doesn't need to be repaid
12. Balance sheet **L.** The amount of profit made from an investment, usually expressed as a percentage
13. Scalability **M.** The ability of a business to grow without losing efficiency
14. Exit strategy **N.** The total amount of money a company owes
15. Dilution **O.** Ownership share in a company

Exercise 2. Complete the sentences using the correct word from the box:

loan, equity, collateral, crowdfunding, cash flow, grant, angel investor, pitch, scalability, ROI, debt, balance sheet, dilution, exit strategy, financial forecast

1. We need to improve our monthly _____ to avoid running out of cash.
2. They raised \$80,000 through _____ to launch their eco-friendly product.
3. An _____ agreed to fund the prototype phase in exchange for 15% of the business.
4. The founders gave a five-minute _____ to potential investors.
5. The company applied for a government _____ to support innovation.
6. The startup had to provide their office building as _____ for the bank loan.
7. We used a business loan instead of giving up _____ in the company.
8. High _____ allows a company to grow fast without major cost increases.
9. According to the _____, revenue should double by the end of the year.
10. Every investor wants to know the potential _____ before agreeing to fund.
11. The business couldn't repay its _____ and had to restructure.

12. Issuing new shares would cause _____ of the founders' ownership.
13. The accountant updated the _____ to include all assets and liabilities.
14. We negotiated better terms for the _____ with a lower interest rate.
15. Before accepting funding, the founders agreed on a clear _____ in five years.

Exercise 3. Translate the sentences into English:

1. Ми плануємо отримати позику в банку для запуску нового проєкту.
2. Стартап залучив фінансування через краудфандинг-платформу.
3. Інвестори очікують високий дохід на інвестицію.
4. Підприємство має проблеми з грошовим потоком.
5. Нам потрібен бізнес-ангел, щоб підтримати наші ідеї на ранньому етапі.
6. Для отримання кредиту компанія надала будівлю як заставу.
7. Вони не хочуть втратити контроль, тому уникають фінансування через частку.
8. Їхня фінансова звітність показує здоровий баланс.
9. Урядовий грант допоміг компанії запустити інноваційний продукт.
10. Масштабованість цієї моделі робить її привабливою для інвесторів.
11. Залучення нових акціонерів призвело до розмивання частки засновника.
12. Після п'яти років інвестори планують реалізувати стратегію виходу.
13. Їхній фінансовий прогноз виглядає дуже перспективно.
14. Перед інвестуванням вони провели ретельну перевірку компанії.
15. Під час презентації (пітчу) вони зосередилися на потенціалі прибутку.

Exercise 4. Choose the correct word to complete each sentence:

1. In order to receive the loan, we had to offer our office building as _____.
A) revenue
B) collateral

- C) equity
 - D) dilution
2. The startup managed to get a \$20,000 _____ from the local government.
- A) debt
 - B) ROI
 - C) grant
 - D) forecast
3. We need to improve our _____ or we won't be able to pay salaries next month.
- A) balance sheet
 - B) scalability
 - C) cash flow
 - D) pitch
4. Giving away too much equity too early can lead to _____ of control.
- A) exit
 - B) dilution
 - C) investment
 - D) forecast
5. The CEO presented a detailed _____ to attract potential investors.
- A) pitch
 - B) loan
 - C) collateral
 - D) debt
6. We chose _____ financing because we didn't want to take on any debt.
- A) term
 - B) loan
 - C) equity
 - D) revenue

7. An experienced _____ provided seed funding in exchange for 10% ownership.
- A) creditor
 - B) angel investor
 - C) manager
 - D) customer
8. The bank is asking for our latest _____ before approving the credit.
- A) advertisement
 - B) business card
 - C) balance sheet
 - D) strategy
9. We received a great _____ on our early investment in that tech company.
- A) loan
 - B) grant
 - C) return on investment
 - D) pitch
10. A clear _____ helps investors understand how and when they will get their money back.
- A) business model
 - B) financial forecast
 - C) exit strategy
 - D) valuation
11. Many startups now prefer _____ to raise small amounts from a large audience.
- A) crowdfunding
 - B) debt
 - C) subsidy
 - D) interest

12. Our _____ suggests we'll break even by the end of Q3.
- A) dilution
 - B) exit strategy
 - C) financial forecast
 - D) grant
13. Too much _____ can lead to bankruptcy if revenue doesn't grow.
- A) equity
 - B) debt
 - C) pitch
 - D) ROI
14. The _____ of our business model impressed the investors.
- A) scalability
 - B) collateral
 - C) dilution
 - D) loan
15. Before signing the agreement, the firm conducted _____ on the startup.
- A) ROI
 - B) balance sheet
 - C) due diligence
 - D) subsidy

Exercise 5. Read every sentence. There is a mistake related to Raising Finance. Correct it:

1. The company prepared a **price sheet** to show its financial position.
2. We had to give **cashback** to the bank to secure the loan.
3. He made a strong **advert** to investors during the meeting.
4. The team hopes to receive a **grind** from the innovation fund.
5. We are concerned about possible **collaboration** of ownership.
6. An **angelic** investor gave us the seed capital.
7. They used **earning flow** to cover salaries and rent.

8. Our **exit plan** involves selling shares in three years.
9. The startup's **grant forecast** predicts 30% revenue growth.
10. Before investing, they did a detailed **due dialogue**.
11. The **crash flow** problem caused late salary payments.
12. New funding caused a slight **pollution** of the founder's equity.
13. We pitched our idea on a popular **crowdfunder** platform.
14. Banks usually ask for **investment rate** when approving a loan.
15. We expect to make a good **return from investment** within 12 months.

GRAMMAR FOCUS: FUTURE FORMS IN BUSINESS

✓ 1. Will + base verb

Використовується для:

- Спонтанних рішень: *I'll call the investor now.*
- Обіцянок: *We'll pay you by next Friday.*
- Прогнозів без доказів: *The market will grow next year.*

✓ 2. Be going to + verb

Використовується для:

- Планів, які вже обдумані: *We're going to launch a new product next quarter.*
- Прогнозів на основі очевидного: *They're going to need more funding soon.*

✓ 3. Present Continuous for Future

Використовується для:

- Запланованих подій з точною датою:
We're meeting the investors at 10 a.m. tomorrow.
I'm flying to Warsaw on Monday for the finance summit.

✓ 4. Future Perfect (додатково)

Використовується для:

- Дій, які будуть завершені до певного моменту в майбутньому:
By the end of the year, we will have raised \$1 million.
She will have submitted the pitch deck before the deadline.

COMPARE:

FORM	EXAMPLE	CONTEXT
<i>will</i>	<i>I'll talk to the bank today.</i>	рішення зараз
<i>going to</i>	<i>We're going to apply for a loan.</i>	план
<i>present continuous</i>	<i>We're meeting the VC on Thursday.</i>	домовлена дія
<i>future perfect</i>	<i>We will have raised the funds by July.</i>	до певного моменту

GRAMMAR PRACTICE

Exercise 1. Choose the correct form to complete each sentence:

1. We _____ (meet) the investors at 10:00 tomorrow morning.
2. I think they _____ (approve) the loan application next week.
3. Our team _____ (launch) the campaign next Monday – everything is ready.
4. By the end of the quarter, we _____ (secure) additional funding.
5. Look at their numbers – they _____ (ask) for more capital soon.
6. We _____ (not sign) the agreement until we get legal advice.
7. I _____ (present) the financial report at Friday's meeting.
8. The CEO says he _____ (call) you back after lunch.
9. They _____ (not invest) unless we show a clear ROI.
10. We're afraid the market _____ (crash) next year.
11. She _____ (not attend) the finance meeting — she's on vacation.

12. We _____ (apply) for a government grant next month.
13. If everything goes well, we _____ (have / raise) enough money by July.
14. I _____ (not go) to the pitch meeting — I'm staying to update the forecast.
15. They _____ (meet) with three angel investors next week.

Exercise 2. Find and correct mistakes:

1. We will meeting the VC on Thursday morning.
2. The team going to prepare a new pitch this week.
3. I think they are go to invest in our business.
4. By next month, we raise enough funds to launch.
5. I'm presenting the forecast after the meeting will end.
6. They won't attending the investor's dinner tonight.
7. The company will launching a new product line soon.
8. Are you will meet with the angel investor today?
9. We going to not apply for another loan.
10. She will have submitting the documents before 6 p.m.
11. They're meet with the finance director tomorrow.
12. We will going to review the contract together.
13. The CEO is not going attend the funding round.
14. I'll meeting the accountant at 11:30.
15. He is going to invests in a competing startup.

Exercise 3. Complete the gaps in the dialogue. Choose *will, be going to, present continuous, future perfect*:

FINANCE MEETING

CEO: So, what's the plan for the next quarter?

CFO: First, we **(1)** (launch) our new funding campaign on Monday.

CEO: Great. Who **(2)** (present) it to the investors?

CFO: Maria and I **(3)** (meet) them in person next Friday.

CEO: Do you think they **(4)** (agree) to the new terms?
CFO: I hope so. But we **(5)** (have) to show them our projections first.
CEO: Okay. And what about our cash flow?
CFO: Don't worry — by July we **(6)** (receive) the second round of funding.
CEO: Perfect. What if they say no?
CFO: Then we **(7)** (apply) for a government grant.
CEO: Hmm. I'm not sure they **(8)** (approve) it so quickly.
CFO: No, but we **(9)** (prepare) all the documents in advance.
CEO: Are we ready to answer investor questions?
CFO: Yes, we **(10)** (rehearse) the pitch tomorrow morning.
CEO: And you? What **(11)** (you/do) this afternoon?
CFO: I **(12)** (revise) the balance sheet.
CEO: When will we update the board?
CFO: We **(13)** (send) them a full report by next Wednesday.
CEO: Okay. Anything else?
CFO: Oh! I almost forgot – I **(14)** (speak) to the legal team at 3 p.m.
CEO: That's good. Hopefully by next month we **(15)** (close) the deal.

Exercise 4. Rewrite the sentences using future forms:

1. We plan to launch the new investment campaign next month.
(Use: *be going to*)
2. The meeting with the bank is scheduled for Tuesday.
(Use: *present continuous*)
3. I think they accept the funding proposal.
(Use: *will*)
4. The company completes all legal paperwork by next Friday.
(Use: *future perfect*)

5. Look at their financial results – they request another loan soon.

(Use: ***be going to***)

6. We have arranged a call with the angel investor tomorrow.

(Use: ***present continuous***)

7. I am sure we make a profit this year.

(Use: ***will***)

8. Before December, they raise \$200,000.

(Use: ***future perfect***)

9. We intend to present the pitch to 5 investors.

(Use: ***be going to***)

10. The CFO visits London next week for negotiations.

(Use: ***present continuous***)

11. It is likely that our competitors launch a similar product soon.

(Use: ***will***)

12. According to the plan, the company repay all its debt by June.

(Use: ***future perfect***)

13. I'm sure our ROI increase by 15% this quarter.

(Use: ***will***)

14. They have decided to apply for a government grant.

(Use: ***be going to***)

15. By this time next year, the startup expand to 3 new countries.

(Use: *future perfect*)

SPEAKING PRACTICE

TASK 1. ROLEPLAY: PITCH TO AN INVESTOR

Scenario: *You are an entrepreneur seeking funding for your startup. Your partner plays the role of an investor.*

Student A (Entrepreneur)

Prepare to present your idea:

- Describe your business model and product
- Explain how much money you need and why
- Mention your expected ROI and timeline
- Try to persuade the investor to fund your project

Student B (Investor)

Listen carefully and ask questions:

- What is your competitive advantage?
- How will I get my money back?
- What are the risks involved?
- What are your sales projections?

Useful phrases:

- We're seeking \$50,000 in funding to expand our operations.
- Our product solves the problem of...
- Our estimated return on investment is 20% within 12 months.
- We'd be happy to provide a detailed financial forecast.
- Would you consider a follow-up meeting next week?

TASK 2. DISCUSSION PROMPTS

Work in pairs or small groups. Discuss the following:

1. What are the pros and cons of bank loans vs equity financing?
2. Would you use crowdfunding to raise money for your business? Why or why not?
3. What makes a business idea attractive to investors?
4. How can you build trust with an investor?
5. Is it better to own 100% of a small business or 50% of a big one? Why?

TASK 3. PROBLEM-SOLVING DISCUSSION

Scenario: *You and your team run a growing business. You want to expand internationally, but you only have 30% of the required capital.*

Task:

- Decide which funding option is best: bank loan, angel investor, venture capital, crowdfunding, etc.
- Prepare your arguments to persuade an investor or a bank
- Decide who will handle the pitch, finances, legal side, and communication
- Be ready to present your plan to the class/group

TASK 4. “SHARK TANK” SIMULATION

Scenario: *You are in a panel of investors (like in Shark Tank). One student presents a business idea and tries to convince you to invest. The rest of the group plays the role of potential investors.*

Roles:

- **Presenter:** Pitch your idea clearly, explain your financial needs, expected ROI, and what the investment will be used for.
- **Investors:** Ask tough, professional questions. Decide whether to invest or not. Explain your reasoning.

Investor Questions to Use:

- What makes your business scalable?
- How much equity are you offering?
- What's your break-even point?
- How will you handle financial risk?
- What is your exit strategy?

TASK 5. FINANCIAL SCENARIO CHALLENGE

Instructions: *Work in pairs. Read the situation and discuss how you would solve it using finance-related strategies.*

Scenario: *Your small business is growing fast, but you are facing a serious cash flow problem. You have 3 options:*

- Take out a high-interest bank loan
- Sell 20% equity to an investor
- Launch a crowdfunding campaign with no guarantee of success

Tasks:

1. Discuss the pros and cons of each option
2. Choose the best solution together
3. Present your decision to the class/group and explain your choice

Useful Vocabulary to Include:

- cash flow
- equity
- loan
- investor confidence
- return on investment
- risk management
- short-term vs long-term financing

WRITING PRACTICE

TASK 1. FORMAL BUSINESS LETTER: REQUEST FOR FUNDING

Model Letter – Formal Request for Funding

[Your Company Name]

123 Business Street

Kyiv, Ukraine

01001

[Investor's Name]

ABC Capital Investments

45 Innovation Avenue

London, UK

August 6, 2025

Subject: Request for Funding to Support Product Expansion

Dear Mr. Thompson,

I hope this letter finds you well. I am writing on behalf of **Green Spark Technologies**, a Ukrainian-based startup specializing in eco-friendly energy solutions. Following our recent discussions, I would like to formally request funding to support the expansion of our newest product line – compact solar generators for residential use.

Over the past 12 months, we have experienced a 38% increase in demand across Eastern Europe. With adequate funding, we intend to scale production, expand our logistics capacity, and enter three new EU markets by Q2 of 2026. We are seeking **€150,000** in funding in exchange for **15% equity** in our company.

Our financial forecast suggests that the investment will break even within 14 months, with an estimated **ROI of 27%** over two years. A full pitch deck, balance sheet, and forecast documentation are attached for your review.

We would be honoured to schedule a follow-up meeting to discuss the terms in detail. Please let us know a convenient time next week.

Thank you for your consideration. We are confident that with your support, GreenSpark can accelerate its impact and profitability.

Sincerely,

Olena Kovalchuk

Founder & CEO

GreenSpark Technologies

olenakovalchuk@greenspark.ua

+380 (97) 123 4567

STRUCTURE BREAKDOWN

Section	Purpose
Sender & recipient info	Shows professionalism & format
Subject	Clear purpose
Opening (Dear...)	Formal, polite introduction
Paragraph 1	Who you are and why you're writing
Paragraph 2	Amount requested, purpose of funding, terms
Paragraph 3	Financial forecast, documents attached
Closing	Suggest next steps, polite thanks
Signature	Full name, title, contacts

Useful phrases for writing:

- I am writing on behalf of...
- We would like to request funding in the amount of...
- In exchange for your investment, we are offering...
- Please find attached...
- We look forward to discussing this proposal further.
- Should you have any questions, please don't hesitate to contact me.

TASK 2. WRITE A FORMAL BUSINESS LETTER

Scenario: *You are the founder of a small but fast-growing company in Ukraine that produces sustainable packaging materials. You have recently met an international investor who expressed interest in your company. Now, you need to write a **formal letter requesting funding** to support your company's expansion. The volume of the letter is 150–200 words. Include:*

1. **Introduction** – Who you are and why you're writing
2. **Funding Request** – How much money you need, and what it will be used for
3. **Offer & Terms** – What the investor will receive in return (equity, ROI, etc.)
4. **Closing** – Invite the investor for further discussion or meeting

Requirements:

- Use **formal tone and structure**
- Include at least **5 words or phrases** from the vocabulary of Unit 9 (e.g. loan, equity, collateral, return on investment, forecast)
- Paragraphs must be logically structured and concise
- Start with a proper greeting (e.g. *Dear Mr./Ms. ...*) and finish with *Sincerely* + *full name*

Checklist (for self-control):

Item to Check Before Submitting

- Formal greeting and closing used
- Clear and polite tone
- Reason for funding explained
- Exact amount of money mentioned
- Investment terms and return described

✓ **Item to Check Before Submitting**

- Correct paragraphing (min. 3–4)
- At least 5 unit vocabulary words used
- No informal words or contractions (e.g. “I’m”, “won’t”)
- Checked for grammar and spelling errors

MODEL 1: SOLID AND SIMPLE

GreenBox Packaging Ltd.

Lviv, Ukraine

August 6, 2025

Dear Mr. Williams,

I hope this message finds you well. I am writing to request **funding** for the expansion of **GreenBox Packaging**, a company that produces biodegradable food containers.

We are currently experiencing high demand from both domestic and international clients. In order to scale our production and enter the Polish and German markets, we are seeking an investment of **€100,000**. The funds will be used to upgrade equipment, hire new staff, and improve logistics.

In exchange, we are offering **12% equity** in our company. Based on our **financial forecast**, the investor can expect a **return on investment** of 25% within 18 months. We believe this is a great opportunity for both parties.

Please find our **pitch deck** and **balance sheet** attached. I would be grateful to arrange a follow-up meeting at your convenience.

Thank you for your time and consideration.

Sincerely,

Oksana Dmytruk

Founder & CEO

GreenBox Packaging Ltd.

oksana@greenbox.com.ua

+380 (63) 555 0101

MODEL 2: ADVANCED

EcoFlex Innovations

Dnipro, Ukraine

August 6, 2025

Dear Ms. Morgan,

Following our discussion at the CleanTech Forum, I am pleased to formally submit a request for **funding** to support the next growth phase of **EcoFlex Innovations**.

We are developing plant-based flexible packaging materials with a lower carbon footprint. We are currently scaling operations and require **\$150,000** in financing to expand our production facilities and optimize our supply chain.

We are offering **15% equity**, and based on our 2-year **cash flow forecast**, you can expect a **return on investment** of over 30%. Our existing partners include several EU retailers, and we are confident this partnership can deliver strong financial results.

All relevant financial documents, including our **balance sheet** and **growth strategy**, are attached for your review. I would welcome the opportunity to discuss this proposal in more detail and schedule a call next week.

Thank you for considering our offer.

Sincerely,

Andriy Mazur

Founder, EcoFlex Innovations

andriy@ecoflex.com.ua

+380 (50) 222 7788

UNIT 10: CUSTOMER SERVICE

TEXT: THE POWER OF EXCELLENT CUSTOMER SERVICE: A COMPETITIVE ADVANTAGE

In today's fast-paced and highly competitive global market, companies are beginning to realize that **customer service** is no longer just a support function – it is a **strategic advantage**. While pricing and product quality still play an important role, many customers are now choosing brands based on the quality of their service experiences. In fact, multiple surveys show that consumers are willing to pay more for better treatment and consistent service.

Excellent customer service goes far beyond simply solving problems. It starts the moment a potential buyer interacts with a brand – whether it's visiting a website, calling a service line, or entering a store. The first impression sets the tone for the entire customer journey. A friendly greeting, fast response time, and helpful attitude can build trust within seconds.

However, customer service isn't just about being polite. It requires **well-trained staff, effective systems**, and a **customer-focused culture**. For example, global companies like Amazon and Zappos have become famous for their outstanding service. Zappos empowers its representatives to spend as much time as necessary to resolve issues without pressure to close calls quickly. This approach has resulted in high customer loyalty and repeat purchases.

In contrast, poor service can quickly damage a company's reputation. Social media has become a powerful tool for customers to express dissatisfaction. A single viral complaint can cost a business thousands of potential clients. Therefore, businesses must actively monitor feedback channels and resolve complaints quickly and professionally.

A great example of proactive customer service comes from Ritz-Carlton hotels. Employees are trained to observe guests' needs even before they are expressed. If a guest looks lost, staff will offer guidance without waiting to be asked. If a customer's luggage is delayed by an airline, the hotel may provide

clothing or toiletries as a courtesy. These small gestures create emotional connections that go far beyond the transaction.

Technology is also transforming the customer service experience. **Chatbots**, **live chat**, and **AI-based support systems** allow companies to offer 24/7 assistance at a lower cost. At the same time, customers still value human interaction – especially when emotions are involved. A balanced approach combining automation and personal attention is now considered best practice.

In B2B environments, customer service plays an equally important role. Companies must build long-term relationships with their clients, often based on contracts and service-level agreements (SLAs). In this context, service is not just about fixing issues – it's about **delivering consistent value**, offering technical support, and anticipating client needs. Poor communication, late responses, or failure to meet deadlines can result in the loss of million-dollar contracts.

Training is essential. Employees should be taught active listening, conflict resolution, and how to handle difficult customers with empathy. Scripts can be useful for consistency, but flexibility is just as important. No two clients are alike, and rigid procedures may not work in all cases. That's why many companies now invest in **soft skills training**, role-playing scenarios, and regular feedback sessions.

Lastly, measuring customer service performance helps ensure ongoing improvement. Common tools include **Net Promoter Score (NPS)**, **customer satisfaction surveys**, and **mystery shoppers**. These methods help identify weaknesses and track progress over time.

In conclusion, excellent customer service is not a department – it is a mindset that should be integrated into every aspect of a business. Companies that treat their customers with respect, empathy, and consistency will gain loyalty, positive word-of-mouth, and long-term success. In a world where products can be copied and prices matched, service remains the strongest differentiator.

COMPREHENSION TASKS

Exercise 1. Answer the questions:

1. Why is customer service considered a strategic advantage in today's market?
2. How do first impressions influence customer experience?
3. What are some key elements of excellent customer service mentioned in the text?
4. How does Zappos empower its service representatives, and what is the result of this policy?
5. What impact can poor customer service have on a business in the age of social media?
6. How does Ritz-Carlton provide proactive customer service?
7. What role does technology play in modern customer service?
8. Why is a balanced approach between automation and personal attention important?
9. How does customer service differ in a B2B environment compared to B2C?
10. Why is soft skills training essential for service employees?

ACTIVE VOCABULARY

Term / Phrase	Definition	Translation
Active listening	Fully concentrating and understanding during communication	Активне слухання
AI-based support	Automated help powered by artificial intelligence	Підтримка на основі ШІ
B2B (Business to Business)	Business transactions between companies	Бізнес для бізнесу
Balanced approach	A mix of different methods	Збалансований підхід

Term / Phrase	Definition	Translation
Chatbot	AI software that communicates with users	Чат-бот
Conflict resolution	Solving disagreements between people	Вирішення конфліктів
Customer journey	The full experience a customer has with a company	Клієнтський шлях
Customer service	Support and help provided to customers	Обслуговування клієнтів
Customer-focused culture	A company mindset prioritizing customer needs	Культура орієнтації на клієнта
Emotional connection	Strong feelings of trust and appreciation	Емоційний зв'язок
Empower	To give authority or control to someone	Наділяти повноваження
Feedback	Customer opinions about services/products	Зворотний зв'язок
First impression	The initial perception someone forms about a company	Перше враження
Human interaction	Communication with a real person	Спілкування з людиною
Live chat	Real-time text communication with support staff	Онлайн-чат
Loyalty	Continued support from a customer	Лояльність
Mystery shopper	A secret evaluator posing as a customer	Таємний покупець
Net Promoter Score (NPS)	A tool to measure customer loyalty	Індекс лояльності клієнтів

Term / Phrase	Definition	Translation
Proactive service	Acting in advance to address customer needs	Проактивне обслуговування
Repeat purchase	Buying again from the same company	Повторна покупка
Reputation	How a company is viewed by others	Репутація
Resolve complaints	To deal with and fix customer issues	Вирішувати скарги
Scripts	Prewritten phrases for customer service reps	Скрипти
SLA (Service Level Agreement)	A formal agreement about the level of service provided	Угода про рівень обслуговування
Soft skills	Communication and people skills	Гнучкі навички
Strategic advantage	A factor that gives a company an edge over competitors	Стратегічна перевага
Technical support	Help with using products or services	Технічна підтримка
Trust	Belief in the reliability or truth of someone/something	Довіра
Viral complaint	A public criticism that spreads quickly online	Вірусна скарга
Well-trained staff	Employees with good preparation and skills	Добре підготовлений персонал

VOCABULARY PRACTICE

Exercise 1. Fill in the blanks with the words from the box:

customer service, chatbot, emotional connection, feedback, loyalty, viral complaint, first impression, well-trained staff, technical support, soft skills, scripts, empower, reputation, mystery shopper, SLA

1. Our _____ team is available 24/7 to help with installation and system errors.
2. A bad _____ can damage a company's image in just a few hours.
3. If your _____ is poor, customers won't return — even if your product is excellent.
4. It's important to collect _____ after every client interaction.
5. The company's success is based on a strong sense of trust and customer _____.
6. A friendly greeting creates a strong _____ that can lead to long-term loyalty.
7. To avoid robotic communication, we train our staff to go beyond _____.
8. The company hired a _____ to evaluate service anonymously.
9. Every employee should have the _____ to make quick decisions that help customers.
10. We signed an _____ with our client to guarantee 99% system uptime.
11. If the customer receives poor service during their _____, they won't come back.
12. Companies must develop their team's _____ like empathy and problem-solving.
13. The first person a customer speaks to often forms the company's _____.
14. Our _____ is powered by AI and can handle 80% of routine queries.

15. Only _____ can solve difficult complaints and calm angry clients.

Exercise 2. Match the term to its definition:

Terms:

1. Customer journey
2. Chatbot
3. SLA
4. Feedback
5. Mystery shopper
6. Emotional connection
7. Active listening
8. Viral complaint
9. Soft skills
10. Scripts
11. Reputation
12. First impression
13. Empower

Definitions:

- A. A secret evaluator who tests service quality anonymously
- B. The complete experience a customer has with a brand from first contact to after-sales
- C. Ability to understand and solve interpersonal situations, e.g. empathy, communication
- D. Pre-written phrases or guidelines for handling customers
- E. Giving staff the authority to make decisions on the spot
- F. A negative message that spreads rapidly online
- G. The act of carefully listening and understanding during conversation
- H. AI-based tool for automatic communication with customers
- I. Ongoing preference and support from a repeat customer
- J. A person who resolves all technical issues personally
- K. Opinions or reactions provided by customers about services
- L. How the public views a company's trustworthiness and quality
- M. The very first impression a customer gets

- | | |
|-----------------------|---|
| | about a brand |
| 14. Technical support | N. Emotional bond created between a customer and brand through service |
| 15. Loyalty | O. An agreement that defines the expected level of service quality |

Exercise 3. Word-formation. Form the correct word-form using derivatives (noun → verb, adjective → noun, etc.):

1. Good customer service depends heavily on employee _____. (train)
2. The company received several _____ about delays in delivery. (complain)
3. His calm tone and clear explanations showed strong _____ skills. (communicate)
4. The technician offered immediate technical _____. (assist)
5. A personalised message can create a lasting _____ on customers. (impress)
6. Every client deserves to be treated with kindness and _____. (polite)
7. The hotel manager handled the issue with complete _____. (professional)
8. Our goal is to ensure complete customer _____ at every step. (satisfy)
9. Their product launch received strong media _____. (promote)
10. If you can't solve the issue directly, escalate it to your _____. (manage)
11. We hired more staff to improve service _____. (respond)
12. Their client service team is always helpful and _____. (support)
13. The new call centre software improved problem _____ rates. (solve)
14. Customers need to feel they can _____ on the company in any situation. (rely)
15. We are expanding our _____ team to provide better regional service. (serve)

Exercise 4. Match the words in Column A with their most natural partner in Column B to form common business/customer service collocations. Translate them into Ukrainian:

Column A

1. customer
2. make a
3. handle a
4. build
5. service-level
6. provide
7. receive
8. first
9. loyal
10. technical
11. active
12. human
13. collect
14. solve a
15. damage your

Column B

- A. assistance
- B. service
- C. complaint
- D. listening
- E. support
- F. agreement
- G. impression
- H. feedback
- I. trust
- J. response
- K. reputation
- L. problem
- M. connection
- N. experience
- O. customer

Exercise 5. Translate the sentences into English:

1. Ми намагаємось забезпечити найвищий рівень обслуговування клієнтів.
2. Її перше враження про компанію було дуже позитивним.
3. Компанія отримала багато негативних відгуків після затримки доставки.
4. Репутація бренду постраждала через вірусну скаргу в соціальних мережах.
5. Вони підписали угоду про рівень обслуговування з клієнтом на рік.
6. Клієнти очікують швидкої реакції від служби підтримки.

7. Ми збираємо зворотний зв'язок після кожного замовлення.
8. Професійна комунікація — ключ до лояльності клієнтів.
9. Якщо ми не вирішимо цю проблему швидко, клієнт може піти.
10. Залучення чат-бота допомогло скоротити час очікування.
11. Активне слухання допомагає краще зрозуміти потреби клієнта.
12. Їхня команда технічної підтримки доступна 24/7.
13. Навчання м'яким навичкам обов'язкове для всіх нових співробітників.
14. Ми намагаємось побудувати емоційний зв'язок з нашими клієнтами.
15. Співробітників потрібно наділити повноваженнями приймати рішення самостійно.
16. Ми найняли таємного покупця для оцінки якості обслуговування.
17. Компанія має репутацію дуже ввічливої та клієнтоорієнтованої.
18. Постійні клієнти отримують доступ до спеціальних пропозицій.
19. Усі оператори користуються скриптами для обробки дзвінків.
20. Баланс між автоматизацією та людською взаємодією — найкраща практика.

GRAMMAR FOCUS: CONDITIONALS (0–2)

ZERO CONDITIONAL : GENERAL TRUTHS / ROUTINES

Form:

If + Present Simple, Present Simple

Use: Для фактів, інструкцій, політик компанії

Examples (customer service):

- If a customer complains, we log it in the system.
- If the chatbot doesn't work, customers call us directly.

FIRST CONDITIONAL : REAL FUTURE SITUATIONS

Form:

If + Present Simple, will + Verb

Use: For real actions / events in the future

Examples:

- *If we respond quickly, the client will be satisfied.*
- *If you offer a discount, they will likely return.*

SECOND CONDITIONAL – HYPOTHETICAL / POLITE / UNREAL

Form:

If + Past Simple, would + Verb

Use: For polite answers, imaginary situations

Examples:

- *If I were you, I would apologise immediately.*
- *If the team had more staff, they would handle requests faster.*
- *If we offered live chat support, customer satisfaction would increase.*

BUSINESS TIP

In customer service, the second type is often used for diplomatic phrasing:

- *“If I were in your position, I’d understand your frustration.”*
- *“If we had that item in stock, we would send it today.”*

GRAMMAR PRACTICE

Exercise 1. Read sentences and identify the type of Conditional:

1. If a customer leaves a negative review, it affects our rating.
2. If I were the manager, I would contact the customer personally.
3. If we fix the issue today, the client will stay with us.
4. If the chatbot crashes, users get frustrated.
5. If I had more information, I would explain better.

6. If you press "0", the system connects you to a real person.
7. If they don't receive a reply within 24 hours, they will complain.
8. If our team worked faster, we would respond to all emails in time.
9. If the item is damaged, we replace it immediately.
10. If we improve our FAQ section, people will call us less.
11. If a customer returns a product, we ask for feedback.
12. If I were you, I would apologise and offer a discount.
13. If you update the software, the bug will disappear.
14. If the delivery arrives late, customers often get angry.
15. If the server went down, we would lose all chat data.

Exercise 2. Rewrite the sentences using the given Conditional Type:

1. If we answer quickly, customers feel valued.

(Rewrite as First Conditional)

2. If the team had more training, they would handle complaints better.

(Rewrite as Zero Conditional)

3. If I get a complaint, I always follow up within 24 hours.

(Rewrite as Second Conditional)

4. If we reduce response time, client satisfaction will improve.

(Rewrite as Zero Conditional)

5. If she were more polite, customers would trust her more.

(Rewrite as First Conditional)

6. If customers don't get support, they leave bad reviews.

(Rewrite as Second Conditional)

7. If the courier arrives late, the customer will call us.

(Rewrite as Zero Conditional)

8. If we had a loyalty program, people would return more often.

(Rewrite as First Conditional)

9. If we respond late, we lose sales.

(Rewrite as Second Conditional)

10. If the manager calls them back, they will feel heard.

(Rewrite as Second Conditional)

11. If the return process is easy, people use it more.

(Rewrite as First Conditional)

12. If I were the customer, I would expect an apology.

(Rewrite as Zero Conditional)

Exercise 3. Multiple choice:

1. If the agent _____ the issue today, the client will be happy.

- A) solves
- B) solved
- C) would solve
- D) had solved

2. If I were the customer, I _____ my money back.

- A) ask
- B) asked
- C) would ask
- D) will ask

3. If the system crashes, we _____ an alert immediately.
- A) send
 - B) sent
 - C) will send
 - D) would send
4. If the support team had more people, they _____ respond faster.
- A) can
 - B) would
 - C) will
 - D) had
5. If a product is defective, the company _____ it for free.
- A) replaces
 - B) replaced
 - C) will replace
 - D) would replace
6. If we reduce wait times, customers _____ more satisfied.
- A) are
 - B) will be
 - C) would be
 - D) were
7. If the return process were easier, more people _____ their items.
- A) returned
 - B) will return
 - C) would return
 - D) return
8. If we _____ all complaints seriously, our rating improves.
- A) take
 - B) took
 - C) will take
 - D) would take

9. If I _____ enough time, I would reply to all messages.
- A) had
 - B) have
 - C) will have
 - D) has
10. If customers don't get help, they often _____ negative reviews.
- A) write
 - B) will write
 - C) would write
 - D) wrote
11. If I were you, I _____ the customer immediately.
- A) call
 - B) called
 - C) would call
 - D) will call
12. If we update the chatbot, it _____ more helpful.
- A) will be
 - B) would be
 - C) is
 - D) was
13. If staff aren't polite, customers _____ come back.
- A) don't
 - B) won't
 - C) wouldn't
 - D) didn't
14. If you _____ this form, we'll contact you within 24 hours.
- A) fill in
 - B) filled in
 - C) will fill in
 - D) would fill in

15. If we were more flexible, clients _____ choose us over competitors.

- A) choose
- B) will choose
- C) would choose
- D) chose

SPEAKING PRACTICE

TASK 1. ROLE PLAYS

Instructions: *Act out the dialogue in pairs. One of you will be the customer, the other the customer service representative.*

Role Play 1: Late Delivery

Customer: Your expensive order is late by 3 days. You're upset and want a refund.

Service Rep: Apologise sincerely, explain the delay, offer compensation, and try to retain the client.

Role Play 2: Broken Product

Customer: You received a damaged product and feel disappointed.

Service Rep: Offer a replacement, apologise, and try to restore trust.

Role Play 3: Difficult Customer

Customer: You're angry and threatening to post a bad review.

Service Rep: Stay calm, use polite language, de-escalate the situation, offer a practical solution.

TASK 2. QUESTIONS FOR DISCUSSION

1. What makes customer service excellent in your opinion?
2. Have you ever received bad customer service? What happened?

3. Why do companies lose loyal customers?
4. How can businesses improve their customer support today?
5. What is more important: fast response or polite attitude?
6. Would you prefer to talk to a real person or a chatbot? Why?

TASK 3. SPEAKING CARDS

Instructions: *Take out the card and answer using examples, conditionals and business terms.*

Speaking Card	Task
Card 1	Describe a time when excellent service made you return to a brand. What did they do right?
Card 2	Imagine you are training a new employee. What 3 rules would you give for great customer service?
Card 3	If your company received a viral complaint, how would you react as a PR manager?
Card 4	You're a mystery shopper. Describe what you would evaluate during a visit.
Card 5	What advice would you give a rude customer service agent? How would you approach it politely?

TASK 4. MINI DEBATE

Topic: *Automation improves customer service more than human interaction.*

Instructions:

- Split into two teams.
- One team argues “for” automation (chatbots, speed, accessibility).
- The other argues “against”, emphasising humanity, flexibility and emotional connection.

- Use the following words: *chatbot, loyalty, personal touch, frustration, efficiency, empathy, resolution.*

TASK 5. CUSTOMER SERVICE BRAINSTORM

Scenario: *You are launching a premium online shop. Plan a perfect customer support strategy.*

In pairs or groups, answer:

- Will you use chatbots or live agents? Why?
- What hours will support be available?
- What is your complaint policy?
- How will you collect feedback?
- How will you train staff?

TASK 6. COMPLETE THE DIALOGUE (GAP-FILL AND PERFORM)

Customer: Hello. I'm really disappointed. I ordered a phone case, but I received the wrong model.

Agent: I'm very sorry to hear that. Let me see how we can _____.

Customer: I expected better service.

Agent: I completely understand your frustration. Would you prefer a _____ or a refund?

Customer: I'd like a replacement as soon as possible.

Agent: Certainly. We'll send the correct model today. Also, we'll include a _____ for the inconvenience.

Customer: Thank you. I appreciate the quick solution.

Agent: Thank you for your patience. If you need anything else, feel free to _____.

WRITING PRACTICE

RESPONDING TO A CUSTOMER COMPLAINT

Formal Email / Letter of Response

Scenario: *You work for an online electronics store. A customer has written a complaint about receiving a damaged laptop and poor customer support. Your task is to write a formal reply addressing their concerns, offering a solution, and trying to retain their trust. Your email should include:*

1. Subject line
2. Greeting
3. Thanking the customer for their feedback
4. Apology
5. Explanation (brief)
6. Offer a solution (refund, replacement, discount, etc.)
7. Express willingness to help further
8. Polite closing

MODEL ANSWER

Subject: Response to Your Recent Complaint – Damaged Laptop

Dear Mr. Ivanenko,

Thank you for bringing this matter to our attention. We sincerely apologise for the inconvenience caused by the damaged laptop and the unsatisfactory customer support experience you received.

We understand how frustrating this situation must be, and we take full responsibility for the issue. Unfortunately, your order was damaged during transportation, which we deeply regret.

To resolve this, we are sending you a replacement laptop at no additional cost. It will be dispatched today and should arrive within 2 business days.

Additionally, we are offering you a 10% discount on your next purchase as a gesture of goodwill.

Customer satisfaction is our top priority, and we truly value your trust in our company. If you have any further questions or concerns, please feel free to contact us directly.

Thank you again for your feedback and patience.

Warm regards,

Oksana Melnyk

Customer Support Manager

SmartZone Electronics

TASK 1. WRITE A COMPLAINT EMAIL (FROM THE CUSTOMER)

Scenario: *You recently bought a wireless headset from an online store. It arrived late, and the packaging was damaged. Write a formal email to the support team explaining the issue, asking for a solution. Include:*

- Product details and order date
- Description of the problem
- Express your disappointment
- Ask for replacement/refund
- Be polite and professional

TASK 2. APOLOGY EMAIL (FROM THE COMPANY)

Scenario: *You are a support agent. A customer has complained that they received incorrect billing for their subscription. Write an email to apologise and explain the steps taken. Include:*

- Apology for the mistake
- A short explanation (e.g. system error)
- Confirmation that the issue has been corrected
- Offer a discount or goodwill gesture
- Contact info for further help

TASK 3. INTERNAL REPORT ON CUSTOMER COMPLAINTS

Scenario: *You are the customer service team leader. You need to write a short internal report about the types of complaints received this month and your suggestions for improving service. Include:*

- What types of complaints occurred (delivery, product quality, support)
- How many cases were resolved
- What issues were repeated
- Suggestions for improvement
- Use formal report style: title, headings, bullet points

TASK 4. WRITE A FOLLOW-UP EMAIL AFTER SUPPORT CALL

Scenario: *You had a phone call with a customer regarding a technical issue with their order. Now write a short follow-up email to confirm the next steps. Include:*

- Thank them for the call
- Summarise the problem
- Confirm what action will be taken
- Invite them to contact you if needed again

CLICHES AND PHRASES FOR WRITING BUSINESS LETTERS (COMPLAINTS, REPLIES, REPORTS, FOLLOW-UPS, PROPOSALS)

1. COMPLAINT EMAIL (cliches and useful phrases from the client)

Structure:

Subject: Complaint about [product/service]

Dear [Company Name/Support Team],

I am writing to express my dissatisfaction with [product/service] I purchased on [date]. Unfortunately, [describe the problem clearly].

This has caused [describe the inconvenience: delay, disappointment, loss, etc.].

I would appreciate it if you could [state what you want: a refund, replacement, explanation].

I hope this issue can be resolved as soon as possible.

Thank you for your attention.

Sincerely,

[Your Full Name]

[Order Number, if applicable]

Useful Phrases:

- I am writing to complain about...
- I was disappointed to find that...
- The item arrived [late/damaged/incorrect].
- I would like to request a refund/replacement.
- I hope we can settle this matter quickly.

2. APOLOGY EMAIL (cliches and useful phrases from the company)

Structure:

Subject: Apology regarding your recent experience

Dear [Customer Name],

Thank you for reaching out to us. We sincerely apologise for the inconvenience caused by [briefly describe the issue].

We understand how frustrating this must have been and take your complaint seriously. The issue occurred due to [short reason].

We have now [state the solution: corrected the error, arranged a replacement, issued a refund].

As a token of our apology, we are pleased to offer you [discount, voucher, etc.].

Please don't hesitate to contact us if you have any further concerns.

Kind regards,

[Your Name]
Customer Support Team
[Company Name]

Useful Phrases:

- We sincerely apologise for...
- Thank you for bringing this to our attention.
- We have taken immediate steps to...
- We truly value your loyalty.
- Please accept our sincere apologies.

3. FOLLOW-UP EMAIL

Structure:

Subject: Follow-up on your recent support request

Dear [Customer Name],

Thank you for speaking with us earlier today.

As discussed, your issue regarding [problem] has been noted, and we are currently [action being taken].

We expect to complete this process by [date/timeframe]. We will notify you once the issue is resolved.

Please feel free to contact us in the meantime if you have further questions.

Best regards,

[Your Name]

[Your Position]

Useful Phrases:

- I'm writing to follow up on...
- As we discussed on the call...
- We are currently working on...

- We'll keep you updated.
- Let us know if we can assist further.

4. INTERNAL REPORT (cliché for formal business style)

Structure:

Title: Monthly Customer Complaint Report – August 2025

1. Introduction

This report outlines the main customer service issues received during August 2025.

2. Complaint Categories

- Late delivery (30%)
- Incorrect orders (25%)
- Poor communication (20%)
- Technical issues (15%)
- Others (10%)

3. Actions Taken

- Increased support team by 2 staff members
- Updated the chatbot FAQ section
- Introduced customer satisfaction surveys

4. Recommendations

- Improve delivery tracking system
- Provide soft-skills training for agents
- Monitor response time daily

5. Conclusion

Customer satisfaction is improving, but consistency is needed.

Useful Phrases:

- This report outlines...
- The most common issues were...
- In response to these complaints, we have...
- It is recommended that...
- We aim to improve...

MODEL 1. COMPLAINT EMAIL (FROM THE CUSTOMER)

Subject: Complaint about Delayed and Damaged Headset

Dear Customer Support,

I am writing to express my dissatisfaction with a wireless headset I ordered from your website on **July 29, 2025** (Order #85731).

The item arrived **four days late** and, unfortunately, the packaging was **damaged**, which affected the condition of the product itself. This delay and damage have caused a lot of inconvenience, as the headset was meant as a gift.

I would appreciate it if you could offer a **replacement** or a **refund**, as I am not satisfied with the quality of the product received.

I hope this matter can be resolved as soon as possible.

Sincerely,

Iryna Petrenko

MODEL 2. APOLOGY EMAIL (FROM THE COMPANY)

Subject: Apology Regarding Incorrect Billing

Dear Ms. Zakharchenko,

Thank you for contacting us about the issue with your subscription billing. Please accept our sincere apologies for the mistake.

We understand that you were charged twice for the same service, and this was due to a technical error in our system during the monthly update.

The extra payment has been **fully refunded**, and we've corrected your account to prevent this from happening again.

As a gesture of goodwill, we've added a **20% discount** to your next month's bill.

Please don't hesitate to reach out if you have any further questions or concerns.

Kind regards,

Andrii Melnychuk

Billing Department

StreamView TV

MODEL 3. INTERNAL CUSTOMER SERVICE REPORT

Title: Customer Complaints Report – August 2025

1. Introduction

This report summarises all customer complaints received in August 2025 and outlines the measures taken.

2. Complaint Categories

- Late delivery – 28 cases
- Defective items – 17 cases
- Long response times – 12 cases
- Incomplete orders – 9 cases

3. Key Issues Identified

- Most delivery issues involved courier delays in Kyiv and Lviv.
- Response time exceeded 48 hours in 20% of cases.

4. Actions Taken

- Hired 2 additional support agents.
- Upgraded logistics tracking software.
- Implemented a new chatbot script for faster triage.

5. Recommendations

- Offer express delivery option to VIP customers.
- Launch monthly feedback surveys.
- Begin weekly QA reviews for all support tickets.

6. Conclusion

The volume of complaints decreased compared to July, but improvements are still needed in delivery and automation.

UNIT 11: CRISIS MANAGEMENT

TEXT: MANAGING A BUSINESS CRISIS: COMMUNICATION, ACTION, AND TRUST

In today's unpredictable business environment, even the most successful companies are not immune to crises. A sudden product recall, a data breach, an executive scandal, or negative press can shake the trust of customers and stakeholders almost instantly. The way a company reacts in the first 24 hours of a crisis can either damage its reputation permanently or turn the situation into an opportunity to show integrity, transparency, and responsibility.

The Anatomy of a Crisis

A business crisis is an unexpected situation that threatens a company's operations, reputation, or financial stability. Crises can be external (e.g. natural disasters, pandemics, economic crashes) or internal (e.g. fraud, legal violations, product failures). Regardless of the cause, what matters most is the company's ability to respond quickly and communicate clearly.

The biggest mistake many organisations make during a crisis is going silent or offering vague statements. Today's customers, investors, and employees expect immediate and honest communication. A delayed or poorly managed response often creates a second crisis: a crisis of trust.

The Role of the Crisis Communication Team

Large companies usually have a crisis communication team – a group trained to manage media, prepare official statements, and coordinate internal communication. This team works closely with legal advisors, PR professionals, and company leadership to ensure that every message reflects the brand's values while protecting the company from legal risk.

For smaller businesses, crisis communication may fall on the shoulders of a single manager. In both cases, the key elements of effective crisis communication remain the same: be proactive, stay transparent, show empathy, and take responsibility.

Answering Difficult Questions

One of the most challenging aspects of a crisis is answering difficult questions from journalists, customers, or shareholders. These may include:

- “Why did this happen?”
- “Who is responsible?”
- “What are you doing to fix it?”
- “Can we trust your company again?”

Avoiding such questions, giving generic answers, or blaming others will only make the situation worse. Instead, companies should train their spokespersons to answer calmly, stay on message, and focus on what’s being done to solve the issue. A simple but powerful phrase often used is: *“We are currently investigating and will provide updates as soon as we have verified information.”*

Another important strategy is bridging – redirecting the conversation toward key messages. For example: *“That’s an important question, and while we don’t yet have the full picture, what we can say is that our team is working 24/7 to resolve this issue with full transparency.”*

Turning Crisis into Opportunity

Some of the most admired companies today have experienced major crises in the past – and came out stronger. How? They used the moment to rebuild trust. They admitted mistakes, explained what they learned, and made changes.

Take the example of a multinational food company that faced backlash after traces of harmful substances were found in one of its popular products. Instead of hiding, the CEO immediately appeared in a video apology, announced a voluntary recall, opened factory doors to journalists, and launched new safety procedures. As a result, customer trust increased – because the company showed accountability.

Internal Communication Matters Too

While public communication is essential, internal communication is just as important during a crisis. Employees are often the first line of defense – they answer customer calls, interact on social media, and deliver service. Keeping staff informed, calm, and unified helps maintain business operations and morale.

Companies should send regular updates, provide talking points for frontline staff, and offer emotional support where needed. A unified internal message ensures that the company speaks with one voice.

Final Thoughts

Crisis management is not just about avoiding disaster – it’s about leadership, communication, and resilience. Mistakes will happen, but how a company handles them defines its long-term success. With honest communication, responsible actions, and a focus on people, any organisation can overcome even the most difficult challenges – and build back stronger than before.

COMPREHENSION TASKS

Exercise 1. Answer the questions:

1. What are some examples of crises a business might face?
2. Why is the first 24 hours after a crisis so important?
3. What are the risks of not responding quickly or clearly during a crisis?
4. Who usually makes up a crisis communication team?
5. Why is it dangerous to avoid or ignore difficult questions from the public?
6. What is “bridging” in communication, and how is it used during a crisis?
7. How did the food company rebuild trust after its crisis?
8. Why is internal communication as important as public communication during a crisis?
9. What should be included in internal updates to staff during a crisis?
10. What are the three core values that define successful crisis management?

Exercise 2. True or False?

1. A business crisis is always caused by internal company mistakes.
2. Staying silent during a crisis helps reduce negative attention.
3. A good crisis response should be quick, honest, and take responsibility.
4. Small businesses don’t need any crisis communication plan.

5. Difficult questions should be ignored to avoid making the situation worse.
6. “Bridging” is a method of guiding conversation toward your key message.
7. Transparency can help rebuild trust after a crisis.
8. Only public communication matters in a business crisis.
9. Employees should receive talking points and support during crises.
10. A crisis is always bad for a company’s reputation.

ACTIVE VOCABULARY

Term	Definition	Translation
accountability	accepting responsibility	відповідальність
backlash	strong negative reaction from the public	негативна реакція / хвиля обурення
brand loyalty	how much customers stay loyal to a brand despite issues	лояльність до бренду
corrective action	steps taken to fix a mistake	коригуючі заходи / дії для виправлення ситуації
corporate responsibility	company’s duty to act ethically and legally	корпоративна відповідальність
crisis	a serious, unexpected event affecting the business	криза
crisis fatigue	exhaustion from dealing with repeated stressful events (common during long crises)	втома від постійних криз / виснаження
customer reassurance	calming worried clients by providing information and solutions	заспокоєння клієнтів / відновлення їх впевненості

Term	Definition	Translation
damage control	efforts to reduce negative impact after a crisis	нейтралізація збитків / контроль шкоди
disruption	interruption of normal business operations	порушення / збій в роботі
empathy	showing understanding for people's feelings	емпатія / співпереживання
escalation	worsening of a situation	загострення (ситуації)
integrity	doing the right thing, even in difficult situations	порядність / доброчесність
internal communication	information shared with employees	внутрішня комунікація
investigation	formal review of what went wrong	розслідування
legal risk	possibility of lawsuits or legal penalties	юридичний ризик
media briefing	meeting where journalists are given updates	брифінг для ЗМІ
PR (public relations)	managing how a company is seen by the public	зв'язки з громадськістю
press release	official written statement shared with media	пресреліз
public statement	an official message from a company during an event	офіційна заява
recall	removal of a product due to safety or quality issues	відкликання продукту
reputation	how the public views a company	репутація
response plan	prepared actions a company follows during a crisis	план реагування
scenario planning	preparing for potential future problems	сценарне планування

Term	Definition	Translation
social media response	company's public reaction via platforms like X/Facebook/Instagram	реакція компанії в соцмережах
spokesperson	person who speaks officially for the company	офіційний представник / речник
stakeholder	anyone affected by or interested in company actions	зацікавлена сторона (партнери, інвестори, клієнти)
transparency	openness and honesty in communication	прозорість
trust recovery	rebuilding customer confidence after a crisis	відновлення довіри
whistleblower	an employee who exposes wrongdoing in an organisation	інформатор / викривач

VOCABULARY PRACTICE

Exercise 1. Match the terms with definitions:

Term	Definition
Crisis	A. Process of rebuilding lost customer confidence
Reputation	B. Open and honest approach to communication
Recall	C. Someone who reports unethical activity inside the company
Spokesperson	D. Person who officially represents a company
Transparency	E. Exhaustion caused by constant stressful situations
Whistleblower	F. Formal public document released to the media
Internal communication	G. Sudden event that threatens a company

Term	Definition
Damage control	H. Negative reaction from public or media
Press release	I. Coordinated efforts to reduce impact after a crisis
Escalation	J. Communication within the organisation
Stakeholder	K. Steps taken to fix a mistake
Corrective action	L. Deep review of a situation or event
Investigation	M. Product removed due to safety or quality concerns
Trust recovery	N. Any person or group affected by company actions
Crisis fatigue	O. A worsening or increase in intensity of a problem

Exercise 2. Fill in the gaps:

1. The company issued a _____ to explain the data leak.
2. Strong _____ is key to rebuilding public trust.
3. During the _____, over 50,000 units had to be withdrawn.
4. The CEO acted as a _____ during the crisis.
5. The manager developed a detailed _____ plan.
6. A formal _____ has been launched to find out what happened.
7. Customers appreciated the company's _____ in handling the scandal.
8. A good leader accepts full _____ when things go wrong.
9. The PR team prepared answers for the media _____.
10. Due to constant pressure, the team experienced _____.
11. A former employee acted as a _____ to reveal financial fraud.
12. We implemented _____ to avoid repeating the mistake.
13. Many _____ lost trust and demanded a response.
14. The issue _____ quickly due to poor communication.
15. Regular _____ keeps staff calm and informed during crises.

Exercise 3. Translate into English:

1. Компанія втратила частину репутації після кризи.
2. Вони негайно опублікували офіційну заяву.
3. Внутрішня комунікація допомогла зберегти контроль.
4. Їм довелося відкликати продукт з ринку.
5. Ми провели внутрішнє розслідування ситуації.
6. Важливо реагувати з емпатією у важкі моменти.
7. Цей працівник став викривачем і повідомив медіа.
8. Ми розробили нову систему запобігання кризам.
9. Клієнти почали втрачати довіру.
10. ЗМІ почали публікувати негативні статті.
11. Вони прийняли коригуючі дії і змінили політику.
12. Менеджер був обличчям компанії у всіх інтерв'ю.
13. Компанія намагалася зменшити негативний вплив.
14. Споживачам потрібні чіткі відповіді та запевнення.
15. Ми маємо дотримуватись корпоративної відповідальності.

Exercise 4. Choose the correct word:

1. The _____ lasted several weeks and caused delivery delays.
A) scenario
B) crisis
C) reputation
D) empathy
2. He was praised for showing _____ during the press conference.
A) backlash
B) empathy
C) disruption
D) release

3. The company's quick _____ helped minimise the damage.
 - A) fatigue
 - B) recall
 - C) action
 - D) response
4. We need to protect the company's _____ at all costs.
 - A) investigation
 - B) loyalty
 - C) responsibility
 - D) reputation
5. Every employee is a _____ in crisis communication.
 - A) whistleblower
 - B) stakeholder
 - C) journalist
 - D) follower
6. We need more _____ in how we explain decisions to clients.
 - A) escalation
 - B) transparency
 - C) risk
 - D) stress
7. There was a strong social media _____ after the incident.
 - A) planning
 - B) crisis
 - C) backlash
 - D) fatigue
8. The CEO accepted full _____ for the situation.
 - A) accountability
 - B) escalation
 - C) report
 - D) support

9. The product was removed due to a _____ risk.
- A) media
 - B) legal
 - C) digital
 - D) market
10. They held a media _____ to explain the next steps.
- A) fatigue
 - B) release
 - C) briefing
 - D) loyalty

Exercise 5. Synonym match:

Term	Synonym / Similar Phrase
1. crisis	A. emergency
2. transparency	B. openness
3. corrective action	C. fix
4. escalation	D. intensification
5. investigation	E. inquiry
6. backlash	F. public anger
7. reputation	G. public image
8. spokesperson	H. representative
9. internal communication	I. staff updates
10. accountability	J. taking responsibility
11. disruption	K. interruption
12. legal risk	L. threat of lawsuit
13. media briefing	M. press talk
14. scenario planning	N. risk forecasting

Term	Synonym / Similar Phrase
15. whistleblower	O. insider informant

GRAMMAR FOCUS: PASSIVE VOICE IN BUSINESS CONTEXT

What is the Passive Voice?

In Passive Voice, the object of the action becomes the subject of the sentence, meaning that the focus shifts from who performs the action to what the action is performed upon.

Passive Voice is formed with:

to be (in the corresponding tense form) + **past participle (V3)**

Tense	Active Voice Example	Passive Voice Example
Present Simple	<i>The manager handles complaints.</i>	<i>Complaints are handled by the manager.</i>
Past Simple	<i>They launched the investigation.</i>	<i>The investigation was launched.</i>
Present Perfect	<i>We have updated our policy.</i>	<i>The policy has been updated.</i>
Future Simple	<i>They will recall the product.</i>	<i>The product will be recalled.</i>
Modal Verbs	<i>We must fix the issue.</i>	<i>The issue must be fixed.</i>

In business English, Passive Voice is used:

1. **in formal style:**
 - ▶ “The product **has been removed** from the market.”
2. **when agent / doer of the action is unknown:**
 - ▶ “A decision **was made** to close the factory.”
3. **to avoid personal responsibility:**
 - ▶ “Mistakes **were made**, but steps are being taken to correct them.”
4. **in reports and news:**
 - ▶ “A new security system **will be implemented** next month.”

Passive Voice useful phrases in crisis situations:

- “The issue **is being investigated.**”
- “An official statement **will be released.**”
- “Corrective actions **have been taken.**”
- “Customer complaints **are being addressed.**”
- “No information **has been confirmed** yet.”
- “A press conference **is scheduled** for tomorrow.”

GRAMMAR PRACTICE

Exercise 1. Change from Active into Passive:

1. The company published an apology yesterday.
2. They are holding a media briefing now.
3. Management has implemented new safety rules.
4. We will send the report tomorrow.
5. The PR team is preparing a press release.
6. Someone deleted the customer database.
7. The CEO announced the recall during the interview.
8. They have closed the customer support line.
9. The technicians are fixing the server issue.
10. They will investigate the cause of the problem.
11. A manager must approve the compensation.
12. They informed the stakeholders immediately.
13. Someone had leaked confidential data.
14. They cancelled the product launch due to bad feedback.
15. The board will review the response plan next week.

Exercise 2. Fill in the blanks with the correct passive form:

1. The issue _____ (resolve) quickly.
2. A full report _____ (prepare) by the legal team.

3. The faulty items _____ (already/return) by customers.
4. The meeting _____ (schedule) for 10:00 a.m. tomorrow.
5. The email _____ (not/send) yet.
6. The press conference _____ (attend) by journalists.
7. The plan _____ (revise) right now.
8. The results _____ (share) with the team.
9. Our brand reputation _____ (damage) by the scandal.
10. Clear instructions _____ (give) to all employees.
11. The database _____ (hack) last night.
12. No official comment _____ (make) yet.
13. A video apology _____ (record) as we speak.
14. The refund policy _____ (update) soon.
15. The order _____ (process) at the moment.

Exercise 3. Translate into English using Passive Voice:

1. Пресреліз був підготовлений учора.
2. Усі скарги вже були розглянуті.
3. Нові правила будуть оголошені завтра.
4. Проблему наразі вирішують.
5. Зустріч ще не була призначена.
6. Продукти були відкликані з ринку.
7. Відео вже було опубліковано.
8. Питання було задано журналістом.
9. Внутрішнє розслідування проводиться зараз.
10. Клієнтів було поінформовано негайно.
11. Помилка була виявлена інженером.
12. Всі відповіді були перевірені двічі.
13. План ще не був затверджений.
14. Інформація буде розіслана до кінця дня.
15. Співробітники були проінструктовані.

Exercise 4. Choose the correct voice:

1. A statement (was issued / issued) by the CEO this morning.
2. We (investigate / are being investigated) the technical problem.
3. The report (has sent / has been sent) to legal.
4. The technician (fixed / was fixed) the server.
5. No official explanation (given / has been given) yet.
6. The company (is being blamed / blames) for poor communication.
7. They (launched / were launched) the new service yesterday.
8. The product (is still being tested / tests) in the lab.
9. The feedback (was received / received) last week.
10. The problem (resolves / was resolved) by the IT team.

Exercise 5. Complete with your own passive sentences:

1. The new safety protocol has been...
2. The faulty equipment was...
3. The data breach is being...
4. The press release will be...
5. The service hotline is...
6. All customer complaints were...
7. The report hasn't been...
8. The decision was not...
9. The company's name was...
10. Legal action has been...
11. The security system was...
12. The issue might be...
13. The update has already been...
14. Staff members were...
15. The final response will be...

SPEAKING PRACTICE

TASK 1. Discussion Questions (Pair or Group Work)

Discuss the given questions in pairs or small groups. Practise using the vocabulary and grammar (passive voice, modal verbs):

1. Have you ever experienced or witnessed a crisis in a company or school?
How was it handled?
2. What is the worst way a company could respond to a public crisis?
3. Should a CEO always be the person to speak during a crisis? Why or why not?
4. How can social media make a crisis worse – or help resolve it?
5. Do you believe full transparency is always necessary during a crisis?
6. What are some good examples of companies that recovered from a crisis?
7. What would you expect to hear from a company if they had a serious product failure?
8. Is it better to act quickly and risk making a mistake, or wait for full information during a crisis?
9. How should a company support employees during a crisis?
10. What kind of crises could happen in your future career field?

TASK 2. CRISIS SIMULATION (ROLE PLAY GAME)

Scenario: Product Recall Crisis

Your company has just discovered that one of its best-selling tech devices has a dangerous fault in the battery. It has caused overheating in several cases. You must handle the crisis.

Roles (4 students):

- CEO (will speak to the media)
- PR Manager (handles social media)
- Legal Advisor (checks all communication for legal risk)
- Customer Service Head (talks to angry customers)

As a group, plan how you will:

- Communicate publicly
- Deal with social media backlash
- Reassure existing customers
- Present a clear plan of action
- Use the passive voice where possible (e.g., “A recall has been initiated...”)

Then perform a short role play, each person giving a 30-second update or reaction.

TASK 3. SPEAKING CARDS – ANSWER & EXPAND (PICK & SPEAK)

Students receive a card → they answer the questions, then ask the partner.

Speaking Cards (for conversation practice):

1. A journalist asks, “Can we trust your company again?” – how do you respond?
2. You must explain to a customer why your product was recalled.
3. You’re in a TV interview: explain what steps the company is taking.
4. A shareholder demands answers – explain your action plan.
5. You’re briefing your staff – what do you tell them to keep morale high?
6. Describe how your company will regain public trust.
7. Explain the timeline of the crisis: what happened and when?
8. Reassure a group of customers during a live call.
9. Tell the press what corrective actions have been taken.
10. Describe what will change in the future to avoid this problem again.

TASK 4. CASE STUDY DISCUSSION: THE SOCIAL MEDIA MELTDOWN

Senario: *A cosmetics brand accidentally posts an offensive comment on its official Instagram account. Within an hour, it goes viral. Thousands of users are outraged. Hashtags calling for a boycott are trending worldwide.*

Roles (4–5 students):

- Head of PR
- Social Media Manager
- Marketing Director
- Legal Advisor
- Brand Ambassador (optional)

Discuss and decide:

1. What immediate steps should your team take in the first 2 hours?
2. Should you delete the post or keep it with an apology?
3. What kind of public statement should be made — and where?
4. How should employees be informed and trained after this?
5. How will you measure if trust is being restored over time?

Goal:

Draw up a brief action plan + a 30-second presentation from each team member.

TASK 5. ETHICS UNDER PRESSURE (DEBATE & CRITICAL THINKING)

Discussion topic: *Sometimes it's better for a company to hide information during a crisis if it will cause panic or harm the brand.*

Discuss the topic above and answer whether you agree or disagree with it. For it:

1. Divide into two teams: “For” and “Against”
2. Prepare 2–3 arguments for your side.
3. Use active vocabulary (reputation, stakeholder, transparency, damage control, accountability, etc.).
4. Present your position (1 minute each).
5. The moderator (a student or teacher) determines the winning team.

WRITING PRACTICE
BUSINESS WRITING FOR CRISIS SITUATIONS

TASK 1. FORMAL APOLOGY LETTER (EXTERNAL)

Sinario: *Your company has accidentally sold a batch of faulty goods that may be dangerous. You need to write a formal letter of apology to your customers.*

Model

Subject: Apology and Product Recall Notice

Dear Valued Customer,

We sincerely apologise for the inconvenience caused by the recent issue involving our product [Product Name]. After thorough investigation, a fault in the production process was discovered, which may affect the quality and safety of the item.

As a precaution, we are initiating an immediate product recall and request that you stop using the item. All affected products will be fully refunded or replaced, depending on your preference.

We deeply regret any disruption this may have caused and assure you that corrective actions have been taken to prevent such incidents in the future. Your safety and satisfaction remain our top priority.

If you have any questions, please contact our support line at [Phone Number] or email us at [Email Address].

Thank you for your understanding and continued trust.

Sincerely,

[Your Name]

Head of Customer Relations

[Company Name]

USEFUL PHRASES FOR APOLOGY LETTERS:

- We apologise for the inconvenience caused.

- A defect has been discovered in...
- We are taking full responsibility for...
- Affected customers will be...
- Preventive measures have already been implemented.
- We appreciate your continued trust.
- Please contact us if you need further assistance.

TASK 2. INTERNAL CRISIS REPORT (FOR MANAGEMENT)

Sinario: *Prepare an official report for the company's management on the progress made in resolving the crisis (e.g., a data breach, negative press coverage, or a system failure).*

Model

Subject: Internal Report – Handling of Data Breach Incident

To: Senior Management

From: IT & Crisis Management Team

Date: [Insert Date]

1. SUMMARY OF THE INCIDENT

On August 12, a data breach was detected in our customer management system. Sensitive data, including client emails and phone numbers, may have been exposed.

2. ACTIONS TAKEN

- The breach was contained within 3 hours.
- Affected users were informed within 24 hours.
- The IT system was patched and resecured.
- A press release was published on August 13.

3. IMPACT

- Approximately 2,500 user accounts were affected.
- Temporary disruption of online services (3 hrs).
- Negative media coverage on two platforms.

4. NEXT STEPS

- Full internal audit (by Aug 20)
- Staff training on cybersecurity (Sept 1–5)
- Transparency policy update (Q4)

5. CONCLUSION

The situation is under control. Public trust is being rebuilt through open communication and preventive strategy.

Respectfully,

[Your Name]

Crisis Response Coordinator

TASK 3. EMAIL TO STAKEHOLDERS (PARTNERS, INVESTORS, KEY CLIENTS)

Scenario: *Your company has just weathered a public crisis (a data breach, a controversial advert, or a product failure). You need to send a professional letter to stakeholders in order to:*

- inform them of the incident,
- reassure them that the situation is under control,
- maintain trust.

Model Email to Stakeholders

Subject: Statement on Recent Incident and Our Next Steps

Dear Partners and Stakeholders,

We would like to address the recent incident that has received attention over the past few days. As you may be aware, a data security issue was identified in our system on [insert date], affecting access to a limited number of client accounts.

Our team responded immediately, and the issue was fully contained within a few hours. We have taken firm corrective actions, including an internal audit, security upgrades, and client notification. Most importantly, no financial or highly sensitive data was compromised.

We take full responsibility for the situation and are committed to full transparency. Our clients have been informed, and we are offering full support to those affected.

Please be assured that we are taking this matter extremely seriously and will continue to prioritise data protection and public trust.

If you require more details or wish to discuss this directly, feel free to reach out to me or our risk management team.

Thank you for your continued partnership and support.

Sincerely,

[Your Name]

Head of Corporate Affairs

[Company Name]

USEFUL PHRASES FOR STAKEHOLDER EMAILS:

- We would like to clarify the situation regarding...
- The issue has now been resolved.
- We are conducting a full investigation.
- Immediate steps have been taken to prevent recurrence.
- Your trust is important to us.
- We are available for further discussion.

UNIT 12: MERGERS AND ACQUISITIONS
TEXT: UNDERSTANDING M&AS. MAKING A BUSINESS
PRESENTATION

Mergers & Acquisitions: Opportunities and Challenges in Global Business

In today's fast-paced and highly competitive business environment, mergers and acquisitions (M&A) have become common strategies for growth, expansion, and survival. Whether it's a large corporation acquiring a smaller tech startup, or two established firms merging to strengthen their market position, M&A deals can significantly reshape industries and create new opportunities. However, such deals also carry considerable risks and challenges.

A **merger** occurs when two companies agree to combine and operate as a single entity, often with shared control and resources. In contrast, an **acquisition** happens when one company purchases another and takes over its operations. While both strategies aim at synergy and increased efficiency, the motivations and dynamics behind each can be quite different.

There are several reasons why companies pursue M&As. First, it is a strategic way to **enter new markets**, especially for companies looking to go global. Instead of building operations from scratch in a foreign country, a firm may acquire a local competitor with an existing customer base and infrastructure. This reduces entry barriers and provides immediate access to new clients, suppliers, and distribution channels.

Second, M&As can help companies **gain access to new technologies** or products. For example, a traditional manufacturing firm may acquire an innovative tech startup to modernise its processes or expand its offerings. In many cases, such acquisitions are not only about physical assets but also about **intellectual property**, brand equity, or specialized human capital.

Third, M&As are often used to **achieve economies of scale**, where combining operations leads to reduced costs per unit. By eliminating redundant

departments, sharing administrative functions, or optimizing supply chains, the new, larger entity can operate more efficiently and improve profitability.

Despite the potential benefits, the M&A process is complex and filled with challenges. One major concern is **cultural integration**. When two companies come from different corporate cultures – especially in international deals – conflicts can arise over communication styles, decision-making processes, and employee expectations. Poor cultural alignment can lead to low morale, high staff turnover, and failure to realise the expected synergies.

Another challenge lies in **regulatory approval**. Large M&As are often subject to strict antitrust laws and must be approved by governmental authorities. This process can be time-consuming, expensive, and uncertain. If regulators believe that a deal would reduce competition or harm consumers, they may impose conditions or even block the transaction altogether.

Due diligence is another critical step in the M&A process. This involves a thorough investigation of the target company's finances, legal obligations, and operational risks. Inadequate due diligence can result in overpaying, acquiring hidden liabilities, or inheriting unresolved legal disputes.

Financial risk is always present. Some acquisitions fail to deliver the promised value because of overestimated synergies or unrealistic expectations. In such cases, shareholder value may decline, and companies may be forced to restructure or sell off assets.

Communication is vital during and after the M&A process. Stakeholders – including employees, customers, investors, and regulators – need clear and timely information about what the deal means, how it will be implemented, and what changes to expect. Without proper communication, uncertainty can lead to fear, resistance, and damage to the company's reputation.

Nevertheless, when done right, mergers and acquisitions can bring enormous value. Iconic M&A deals, such as Facebook's acquisition of Instagram, Disney's purchase of Marvel, or Amazon's takeover of Whole Foods, have helped these companies expand their reach and remain competitive.

In conclusion, M&As are powerful tools in the business world. They offer companies the chance to grow, innovate, and compete globally. But success depends on careful planning, thorough due diligence, cultural sensitivity, and transparent communication. For business leaders, the challenge is not just closing the deal – but making it work long after the contract is signed.

COMPREHENSION TASKS

Exercise 1. Answer the questions:

1. What is the difference between a merger and an acquisition?
2. Why might a company acquire another firm in a foreign country?
3. How can M&As help companies reduce costs?
4. What are some examples of non-physical assets a company might gain through acquisition?
5. What is meant by the term “economies of scale”?
6. Why is cultural integration a challenge in M&A deals?
7. What risks are associated with poor due diligence?
8. Why is regulatory approval necessary for some mergers?
9. What can happen if communication during the M&A process is poor?
10. What are some examples of successful M&A deals mentioned in the text?

Exercise 2. True or false?

1. A merger involves one company taking control of another.
2. Acquiring a local company in a new market helps reduce entry barriers.
3. Cultural differences are rarely a problem in M&As.
4. Due diligence helps identify potential risks before the acquisition.
5. Regulatory bodies may block mergers that reduce market competition.
6. Companies never fail after a merger or acquisition.
7. Communication is only necessary after the deal is complete.
8. Intellectual property can be a key asset in some acquisitions.

9. Economies of scale refer to higher operational costs after a merger.

10. The text suggests that planning is not essential for M&A success.

ACTIVE VOCABULARY

Term	Definition	Translation
Acquisition	When one company buys another to take control	Поглинання
Antitrust law	Law preventing monopolies and promoting competition	Антимонопольне законодавство
Asset	Anything valuable owned by a company	Актив
Brand equity	The value of a brand in the marketplace	Брендова цінність
Consolidation	The act of making a business stronger by merging functions	Консолідація
Deal structure	The financial and legal framework of a merger or acquisition	Структура угоди
Disclosure	Sharing important or legally required information	Розкриття інформації
Due diligence	A detailed investigation before a business deal	Юридична/фінансова перевірка
Economies of scale	Cost advantages from increased production	Економія на масштабі
Equity	The value of ownership in a company	Власний капітал
Friendly takeover	A takeover agreed upon by both parties	Добровільне поглинання
Growth strategy	A company's plan to increase its size or market share	Стратегія зростання

Term	Definition	Translation
Hostile takeover	A takeover resisted by the target company's management	Вороже поглинання
Integration	The process of combining two companies' operations	Інтеграція
Intellectual property	Legal rights to inventions, ideas, or brands	Інтелектуальна власність
Liability	Legal or financial obligations	Зобов'язання
Merger	The combination of two companies into one new entity	Злиття
Negotiation	Formal discussions to reach an agreement	Переговори
Parent company	The company that acquires or controls another	Материнська компанія
Profit margin	The amount of profit a company makes compared to its sales	Рентабельність
Regulatory approval	Permission from government to proceed with the deal	Регуляторне схвалення
Restructuring	Changing the structure of a company post-merger	Реструктуризація
Risk assessment	Identifying potential problems in a business deal	Оцінка ризиків
Share purchase	Buying company shares to gain ownership	Купівля акцій
Shareholder	A person or entity that owns shares in a company	Акціонер
Stakeholders	Individuals or groups affected by business decisions	Зацікавлені сторони

Term	Definition	Translation
Synergy	Combined power or efficiency of two merged companies	Синергія
Takeover	The act of gaining control of another company	Захоплення компанії
Target company	The company being acquired	Цільова компанія
Valuation	Determining the worth of a company or asset	Оцінка вартості

VOCABULARU PRACTICE

Exercise 1. Match the word to the correct definition:

Term	Definition
1. Merger	A. A process of combining business operations after a deal
2. Acquisition	B. The unification of two companies into one
3. Due diligence	C. A discussion aimed at reaching an agreement
4. Synergy	D. The act of checking all legal and financial details before buying
5. Integration	E. The process of strengthening a business through combination
6. Takeover	F. A company's property or anything valuable it owns
7. Hostile takeover	G. Evaluation of threats and potential problems
8. Asset	H. A deal made without the target company's consent
9. Liability	I. The process of estimating a company's worth

Term	Definition
10. Equity	J. When one firm gains control over another, often without agreement
11. Stakeholder	K. Buying another company completely
12. Valuation	L. Combined strength or benefit resulting from joining companies
13. Negotiation	M. A person or group affected by company decisions
14. Consolidation	N. The value of ownership interest in a company
15. Risk assessment	O. An obligation or debt owed by the company

Exercise 2. Complete the sentence using vocabulary:

synergy, brand equity, hostile takeover, antitrust law, shareholder, valuation, deal structure, disclosure, restructuring, consolidation, asset, acquisition, merger, due diligence, negotiation

1. The _____ between the two firms resulted in a new market leader.
2. The company announced a major _____ to simplify operations.
3. We entered a 3-week _____ phase before signing the final agreement.
4. The proposed _____ was rejected by the board of directors.
5. _____ must be done to avoid legal surprises.
6. The CEO promised full _____ to investors during the crisis.
7. Their main _____ is a patented AI algorithm.
8. The _____ created savings of over \$10 million.
9. A clear _____ is essential to avoid conflict after the deal.
10. She is the largest _____ and owns 18% of the business.
11. The government blocked the deal under _____.
12. Their _____ grew after launching a successful eco-product line.

13. The _____ lasted for hours, but they reached an agreement.
14. The company's _____ was estimated at \$120 million.
15. The board discussed whether a _____ or joint venture would be better.

Exercise 3. Choose the correct option:

1. A (merger / takeover) usually involves mutual agreement between firms.
2. The (valuation / liability) of the company was too high for the investor.
3. Cultural differences can delay the (integration / equity) process.
4. An (acquisition / antitrust law) prevented the deal from going through.
5. The CFO led the (due diligence / consolidation) to verify the company's finances.
6. The bank is considered a key (stakeholder / asset) in the project.
7. They agreed on the (deal structure / shareholder) in just one meeting.
8. A (synergy / risk assessment) showed potential overlap in services.
9. The media demanded (disclosure / equity) of the negotiation details.
10. They were afraid of a (hostile takeover / brand equity) by a rival.
11. The company increased its (consolidation / valuation) after the acquisition.
12. The (negotiation / restructuring) helped to align both company cultures.
13. He sold his (stakeholder / shares) just before the merger.
14. The CEO announced a (merger / liability) with a competitor.
15. The law firm advised on all (equity / legal risks) involved.

Exercise 4. Translate from Ukrainian into English:

1. Злиття двох компаній
2. Фінансова перевірка перед угодою
3. Вартість бренду
4. Оцінка ризиків
5. Поглинання без згоди
6. Власний капітал
7. Інтеграція після угоди

8. Інтелектуальна власність
9. Зацікавлені сторони
10. Реструктуризація компанії
11. Секретність і розкриття інформації
12. Купівля акцій
13. Антимонопольне законодавство
14. Активи та зобов'язання
15. Стратегія зростання компанії

Exercise 5. Make sentences using active vocabulary:

1. Acquisition
2. Synergy
3. Intellectual property
4. Regulatory approval
5. Consolidation
6. Merger
7. Risk assessment
8. Deal structure
9. Brand equity
10. Valuation
11. Due diligence
12. Hostile takeover
13. Stakeholders
14. Restructuring
15. Negotiation

GRAMMAR FOCUS: REPORTED SPEECH IN BUSINESS COMMUNICATION

What is reported speech?

Reported speech (непряма мова) is when we convey another person's words or thoughts, not word for word, but with certain changes (particularly in tenses, pronouns, and time/place adverbs).

Direct speech: "We will complete the merger next week."

Reported speech: He said (that) they **would complete** the merger the following week.

REPORTED SPEECH CHANGES

Direct Speech Tense	Reported Speech Tense
Present Simple	Past Simple
Present Continuous	Past Continuous
Present Perfect	Past Perfect
Past Simple	Past Perfect
Future Simple (will)	would
can / may / must	could / might / had to

! If the situation is still relevant, you can leave the time unchanged, particularly in business documents.

BUSINESS-SPECIFIC REPORTING VERBS

In business context, other verbs are often used instead of say/tell:

Verb	Examples
announce	<i>The CEO announced that a merger would take place in July.</i>

Verb	Examples
confirm	<i>The manager confirmed that due diligence had already started.</i>
explain	<i>He explained that synergy could reduce costs significantly.</i>
admit	<i>She admitted that mistakes were made during the acquisition.</i>
deny	<i>They denied that any legal violations had occurred.</i>
suggest	<i>He suggested that we postpone the negotiation.</i>
promise	<i>The director promised that all stakeholders would be informed.</i>
warn	<i>The lawyer warned that regulatory approval could be delayed.</i>
report	<i>The press reported that talks were in the final stage.</i>
agree	<i>Both parties agreed that full disclosure was necessary.</i>

TIME AND PLACE CHANGES

Direct Speech	Reported Speech
today	that day
tomorrow	the next/following day
next week	the following week
yesterday	the day before
last year	the year before
here	there
now	then

Examples (Before → After)

1. "We are reviewing the contract."
→ The legal team said they **were reviewing** the contract.
2. "We signed the deal yesterday."
→ She reported that they **had signed** the deal **the day before**.

3. "Our goal is to expand into Asia."
→ The CEO stated that their goal **was** to expand into Asia.
4. "We will present the figures tomorrow."
→ He explained they **would present** the figures **the next day**.
5. "This product line is no longer profitable."
→ The manager admitted that the product line **was no longer profitable**.

GRAMMAR PRACTICE

Exercise 1. Rewrite sentences in Reported Speech:

1. The CEO said, "We are considering a merger with a competitor."
2. The manager said, "I will send the updated contract tomorrow."
3. "Our marketing strategy is not working," said the CMO.
4. The lawyer said, "You must sign the disclosure agreement."
5. The financial director said, "We reviewed the company's valuation yesterday."
6. "The negotiations have gone well so far," she said.
7. "We cannot disclose the deal structure," the PR manager said.
8. "The acquisition will create new opportunities," said the spokesperson.
9. The HR director said, "We are hiring more people for integration."
10. "We expect regulatory approval next week," the advisor said.
11. The consultant said, "I am analysing the risks right now."
12. "This is our biggest international deal," said the CEO.
13. "We'll begin restructuring next quarter," he said.
14. "There were no major liabilities," said the finance team.
15. "I have spoken to the shareholders already," said the director.

Exercise 2. Choose the correct reporting verb (*say, admit, promise, warn, deny, confirm, report, explain, suggest, announce*):

1. The board _____ that they would close the deal by Friday.

2. The CFO _____ that the due diligence revealed several issues.
3. The company _____ launching a new product line after the merger.
4. The PR officer _____ that the brand had suffered reputational damage.
5. The CEO _____ to maintain transparency throughout the process.
6. The lawyer _____ that ignoring disclosure laws could result in fines.
7. The report _____ that both sides agreed on the valuation.
8. The executive _____ any financial wrongdoing during the acquisition.
9. The analyst _____ the benefits of economies of scale.
10. The director _____ the acquisition during a press conference.
11. The consultant _____ that the risks were manageable.
12. The spokesperson _____ the company was stable.
13. The chairman _____ the shareholders about the strategic goals.
14. The IT team _____ they had updated the security system.
15. The advisor _____ that the negotiation should continue next week.

Exercise 3. Correct the mistakes in sentences:

1. He said that we will finish the report today.
2. She told that the deal is completed last week.
3. They say that the valuation had been too high.
4. The lawyer said us to read the agreement.
5. The director said that “we will launch the campaign”.
6. He explained that the integration process is difficult now.
7. She announced that the merger completed yesterday.
8. He told that they are going to cancel the meeting.
9. The analyst told that “the risks are minimal”.
10. The CFO promised that he will send the figures tomorrow.
11. The speaker said that they has opened a new office.
12. She said that she will informs the stakeholders.
13. The manager said that they were signed the contract.
14. They told that the antitrust law block the acquisition.

15. The consultant said me the report was incorrect.

Exercise 4. Translate into English using Reported Speech:

1. Вона сказала, що компанія досягла стратегічної мети.
2. Він пояснив, що переговори тривають вже тиждень.
3. Директор підтвердив, що аудит завершено.
4. Вони заперечили, що порушили антимонопольний закон.
5. Радник повідомив, що угоду ще не підписано.
6. Аналітик сказав, що оцінка компанії була завищеною.
7. Керівник пообіцяв, що інвесторів буде повідомлено.
8. Вона сказала, що інтеграція почнеться наступного місяця.
9. Партнери заявили, що хочуть зберегти контроль.
10. Менеджер попередив, що ризики високі.
11. Він сказав, що вони шукають стратегічного партнера.
12. Представник сказав, що бренд втратить позиції без змін.
13. Директор сказав, що він вже провів зустріч із командою.
14. Юрист пояснив, що конфіденційність є ключовою.
15. Вони сказали, що це найкраща можливість для розширення.

SPEAKING PRACTICE : PRESENTATIONS AND COMMUNICATION

TASK 1. ROLE CARDS & QUESTIONS

Use in pairs or small groups speaking cards

Card 1. You are the CEO of a company planning to acquire a competitor.

Task: *Prepare to present the reasons for the acquisition to stakeholders.*

Talk about:

- Strategic goals
- Synergies
- Market benefits

- Cultural integration
- Risks and how to address them

Card 2. You are an external consultant advising a company on a merger.

Task: Explain the steps of due diligence and what risks need attention.

Focus on:

- Financial checks
- Legal compliance
- Brand compatibility
- Integration plans
- Regulatory issues

Card 3. You are a shareholder concerned about the merger.

Task: Ask questions during a stakeholder meeting. Ask about:

- Impact on profits
- Job security
- Timeline
- Changes in leadership
- Market expansion

Speaking prompts:

- Why do some mergers succeed and others fail?
- What are the biggest risks during a merger or acquisition?
- How can companies overcome cultural differences?
- Should government restrict large mergers? Why or why not?
- Is merging always better than growing organically?

WRITING PRACTICE : BUSINESS PRESENTATION & EMAIL

TASK 1. WRITE A PRESENTATION SCRIPT (150–200 words)

Topic: *Announce and explain your company's merger with a regional competitor.*

Structure:

1. **Introduction** – Who you are, why we are here
2. **Reason for the merger** – Market, innovation, scale
3. **Benefits** – For employees, clients, investors
4. **Next steps** – Timeline, integration
5. **Conclusion** – Positive tone, invite questions

Model (Opening)

Good morning everyone,

I'm pleased to welcome you all today. As CEO of GreenLine Corp., I'd like to officially announce that we are entering a merger agreement with EcoTech Solutions, a respected regional competitor. This strategic step will strengthen our position in the renewable energy market and bring innovative solutions to our clients.

TASK 2. EMAIL TO INFORM STAKEHOLDERS (120–150 words)

Subject: Important Update: Upcoming Merger with EcoTech Solutions

Include:

- Purpose of the email
- Key merger details
- Reassurance about impact
- Invitation to contact with questions

Model

Subject: Important Update: Upcoming Merger with EcoTech Solutions

Dear Stakeholders,

We are pleased to inform you that GreenLine Corp. will be merging with EcoTech Solutions in Q1 of the upcoming year. This decision aligns with our long-term growth strategy and our commitment to sustainability and innovation.

All existing operations and partnerships will continue without interruption, and our teams are working closely to ensure a smooth transition. We appreciate your continued support and confidence.

Should you have any questions, please feel free to reach out directly.

Best regards,

Anna Roberts

CEO, GreenLine Corp.

