## **Contents**

| INT    | RODUCTION                                   | 8     | 8     | Managing talent 2                                      | 24 |
|--------|---|-------|-------|--|----|
| THE    | HUMAN DIMENSION                             |       | AB    | R RANGO GILLON   |    |
| 1      | The working environment                     | 10    | C     | Mentoring and coaching                                 |    |
| A<br>B | My work is so rewarding I like the teamwork |       | 9     | Team building  | 26 |
| C      | I like the perks                            |       | A     | Teams Team players                                     |    |
| 2      | Management styles 1                         | 12    | C     | Stages of team life                                    |    |
| A      | Motivation 1                                |       | 10    | The right skills                                       | 28 |
| В      | Motivation 2                                |       |       | Hard and soft skills                                   | 20 |
| C      | Theory X and Theory Y                       |       | В     | Emotional intelligence 1                               |    |
| 3      | Management styles 2                         | 14    | С     | Emotional intelligence 2                               |    |
| A      | Hygiene factors                             |       | M     | Equality and diversity                                 | 30 |
| B      | Motivator factors Empowerment               |       | A     | Equality   | -  |
| _      | Empowerment Management of                   |       | В     | Diversity  |    |
| 4      | Employment and                              |       | С     | Word combinations with 'diversity'                     |    |
|        | employability                               | 16    | OUA   | LITY   |    |
| A      | Outsourcing<br>Employability                |       |       |  |    |
| C      | Freelancers                                 |       | 12    | What is quality?                                       | 32 |
|        | OGISTICS                                    |       |       | Quality in manufacturing                               |    |
| 5      | Flexibility and inflexibility               | 18    | В     | Quality in services Widening the definition of quality |    |
| _      | Ways of working Job flexibility             |       | 08 47 | Freparing for the ruture                               |    |
| C      | Job protection                              |       | 13    | Quality standards                                      | 34 |
|        | C Retailing                                 |       | A     | Standards and certification                            |    |
| 6      | Work-life balance                           | 20    | В     | ISO 9000 and others                                    |    |
| A      | Stress                                      |       | 14    | Quality and people                                     | 36 |
| C      | The causes of stress Quality of life        |       | A     | Investors in People                                    |    |
|        | C Reverse logistics                         |       | В     | The EFQM Excellence Model                              |    |
| 7      | Managing talent 1                           | 22    | 15    | Striving for perfection                                | 20 |
| A      | Talent                                      |       |       | Striving for perfection                                | 38 |
| B      | Recruiting talent                           | der ; |       | Benchmarking and best practice Six Sigma quality       |    |
|        | Managing talent                             | 88    |       | on orgina quanty                                       |    |

| COM          | PETITIVE STRATEGY   |    | 25           | <b>Knowing your customers 1</b>  | 58 |
|--------------|---|----|--------------|--|----|
| A<br>B       | Strategic thinking Strategy Word combinations with 'strategic' Companies and markets          | 40 | В            | Market intelligence and market<br>research<br>Research stages<br>Marketing plans                   |    |
|              | Competition Competition 'Competing' and 'competitive'   | 42 | A<br>B       | Knowing your customers 2  Segmentation Customer groups New technologies, new concerns              | 60 |
| A            | Companies and their industries  Competitive forces SWOT analysis Be good at something         | 44 | В            | Knowing your customers 3  Data and databases Customer relationship management  Brands and branding |    |
| A<br>B       | Key strategic issues Industries and their players Mergers and acquisitions (M&A) Make or buy? | 46 | A<br>B<br>C  | Brand equity Brand positioning and differentiation Brand stretching  Global brands                 |    |
| В            | Innovation and the development process Pioneers, followers and disruptors                     | 48 | A<br>B<br>C  | Steps abroad 1 Steps abroad 2 Think global, act local?   |    |
| 21<br>A<br>B | Preparing for the future Scenario planning Futurology Risk management                         | 50 | 30<br>A<br>B | Supply chain management  Manufacturing  Vertical integration  Retailing                            | 68 |
| В            | Incurring risks   | 52 | A<br>B       | Logistics Logistics Word combinations with 'logistical' Reverse logistics                          | 70 |
| MAF          | RKETING   |    | 32           | Outsourcing and offshoring   | 72 |
| 23<br>A<br>B | The four Ps   | 54 | В            | Outsourcing Business process outsourcing Offshoring  |    |
| 24           | Customer satisfaction   | 56 |              |  |    |

B Customer expectations
C Customer dissatisfaction

| THE         | INTERNET AND ITS USES                                     | SHT             | 41               | Balance sheet 1   | 9  |
|-------------|---|-----------------|------------------|---|----|
| 33<br>A     | Accessing the internet Broadband internet                 | 74              | A<br>B           | Assets<br>Depreciation  |    |
| C           | Mobile internet<br>Moore's law                            |                 | 42<br>A          | Balance sheet 2 Liabilities   | 9  |
| 34          | Online communication                                      | 76              | В                | Shareholders' equity  |    |
| AB          | Web 2.0<br>Keeping in touch                               |                 | 43               | Cashflow statement  | 9  |
| c           | Website attractiveness                                    | 132             | A<br>B           | Cash inflows and outflows Types of cashflow                                 |    |
| 35          | Knowledge and the internet                                | 78              | 44               | <b>Comparing performance</b>  | 9  |
| A<br>B<br>C | Knowledge creation<br>Intranets<br>Global communities     | 0<br>0<br>0     | A<br>B<br>C<br>D | Profit and profitability Investment ratios Return on equity Leverage        |    |
| 36          | Internet security   | 80              | 45               | Shareholder value   | 9  |
| A<br>B<br>C | Attack and defence Cybercrime Privacy and confidentiality | 8               | A<br>B           | Yield<br>Price–earnings ratio   |    |
| 37          | The sharing economy                                       | 82              | C                | Maximizing shareholder value  |    |
| A<br>B      | The Uberisation process Disruption                        | a<br>a<br>> +>a | alle alle        | Accounting standards  Audits and their transparency International standards | 10 |
| _           | Crowdfunding  | 4.07            | POO              |   |    |
| 38          | Intellectual property                                     | 84              | БОО              | M AND BUST  |    |
| AB          | Downloading Copyright infringement                        |                 | 47               | The business cycle  | 10 |
| C           | Digital rights management                                 | 144             | AB               | Key indicators The business cycle   |    |
| СОМ         | IPANY FINANCE   |                 | c                | Boom and bust   |    |
| 39          | Financial performance                                     | 86              | 48               | <b>Bursting bubbles</b>   | 10 |
| A           | Finance   |                 | A                | Bubbles   |    |
| B           | Financial reporting                                       | 160             | В                | The credit crunch The real economy  |    |
| D           | The financial year Shareholders, bondholders and          | lenders         |                  | The reat economy  |    |
| 40          | Profit and loss account                                   | 88              |                  |   |    |
| A           | Accruals accounting                                       |                 |                  |   |    |
| В           | Profit and loss   |                 |                  |   |    |
| C           | Earnings  |                 |                  |   |    |

| COR               | PORATE RESPONSIBILITY  | TH  | IE  | GLOBAL ECONOMY   |      |
|-------------------|--|-----|-----|--|------|
| 49<br>A<br>B<br>C | Corporate social responsibility Ethics Accountability and transparency Corporate social responsibility | 106 | ABC | Globalization  Paths to prosperity GDP and GNI Globalizing trends              | 118  |
|                   |  | 108 | ABC | Direct investment Borrowing Word combinations with 'debt'                      | 120  |
| 51<br>A<br>B<br>C | Green issues Environmental damage Eco-friendly products Recycling                                      | 110 | ABC | Trade Dismantling the barriers Protected industries Fair trade                 | 122  |
| A<br>B<br>C       | Climate change Global warming Carbon management Carbon trading Carbon capture                          | 112 | ABC | Reand o Militarboon to my otalicity  | 124  |
|                   | Corporate governance  Board organization Separation of roles Rewards for success (and failure)         | 114 | B   | Sustainability Word combinations with 'sustainal Sustainable development goals | ble' |
| A B C             | Ethical investment  Activist shareholders Controversial products Socially responsible investment       | 116 |     |  |      |

| 128 |
|-----|
| 130 |
| 132 |
|     |
| 134 |
| 136 |
| 138 |
| 140 |
| 142 |
| 160 |
| 176 |
|     |

Again, the CIC has been a prime source of information about the