

Questions for Credit. Business English (3 year, 6 term).

Topic 1. Team building. Market Leader Upper-intermediate. Unit 8.

Speak about a team (definition), advantages and disadvantages of teamwork, characteristics of a good team, the importance and the qualities of a good team player.

Speak about team building, its history, the key factors for effective team building, team building activities.

Speak about different stages of team development.

Speak about establishing good relationships between team members, the possible problems and solutions.

- 1) What is a team? What are the advantages and disadvantages of working in teams? What are the characteristics of well-functioning teams?
- 2) Why is it necessary to be a good team player nowadays? What does it mean to be a good team player?
- 3) What is team building? What factors are essential for successful team building?
- 4) What were Vince Lombardi's ideas concerning teambuilding? How can his ideas be applied to business?
- 5) How can cross-cultural issues influence the work of multinational teams?
- 6) What are the stages of team development according to Bruce Tuckman?
- 7) How do team members feel and behave at different stages of team development?
- 8) What is the leader's role at different stages of team development?
- 9) What is similar and different between Tuckman's model of team development and Hersey and Blanchard Situational Leadership model? What other team development models do you know?
- 10) What problems may you face while interacting with your team members? What are the possible ways of dealing with difficult team members? Give tips.

Resources:

- 1) *Market Leader Upper-intermediate. Unit 8. Reading: None of us is as smart as all of us. P. 71.*
- 2) *Market Leader Upper-intermediate. Unit 8. Listening: Building successful teams. P.69, 164.*
- 3) *Additional Texts:*
 - a) *Forming, Storming, Norming, and Performing. Helping New Teams Perform Effectively, Quickly.*
 - b) *Bruce Tuckman's 1965 Forming Storming Norming Performing team-development model.*
 - c) *How to deal with a passive-aggressive peer.*
 - d) *The right way to fight.*
 - e) *Do you know how to defuse difficult people?*

Topic 2. Management Styles. Market Leader Upper-intermediate. Unit 12.

Speak about a management style (definition), classification of management styles, the choice of a management style.

Speak about the qualities and skills of a good manager, the imperatives for a good leader/manager, the development of management skills, the ways of getting the most out of people.

Speak about the challenges of modern management: virtual teams, multinational teams, limits to formal authority.

Describe the theories that explain the choice of a management style. Dwell on the connection between management styles and stages of team development.

- 1) What is a management style? What management styles do you know?
- 2) Why do students at Harvard Business School study the examples of leadership and management styles of two basketball coaches? What conclusions can they come to?
- 3) What should we take into consideration while choosing the most suitable management style?
- 4) What qualities and skills should a good manager have? What are the three imperatives for becoming a great leader/manager (according to Linda A. Hill?)
- 5) How can managers get the best out of people?
- 6) How is it possible to evaluate and improve your management skills/management style?
- 7) Why is it a mistake for the manager to rely on formal authority? What other factors should he take into consideration?
- 8) What problems can a manager face while dealing with his colleagues in remote offices (virtual teams)? Give tips.
- 9) What problems can multicultural teams present?
- 10) Speak about management styles theories X, Y, Z.
- 11) Analyze the connection between management styles and stages of team development.

Resources:

- 1) *Market Leader Upper-intermediate. Unit 12. Reading: The Big Three Management Styles. P. 103.*
- 2) *Market Leader Upper-intermediate. Unit 12. Listening: Successful managers. P.101, 167-168.*
- 3) *Additional Texts:*
 - a) *Evaluating and Improving your Management Style.*
 - b) *On managing with Bobby Knight and Coach K.*
 - c) *Being the Boss.*
 - d) *Management Theories X, Y, Z.*
 - e) *Leadership styles – Tesco.*
 - f) *Business Vocabulary Builder, Unit 7.*

Topic 3. Crisis Management.
Market Leader Upper-intermediate. Unit 11.

Speak about crisis management, its functions and the necessary activities before, during and after a crisis.

Speak about the importance of crisis preparedness, its future prospects, basic components and the necessary tools.

Speak about the basic principles that managers should keep in mind while dealing with a crisis and the consequences of non-compliance with them.

Speak about the importance of effective communication in case of a crisis. Dwell on controlling the flow of information and managing the media. Give examples.

Analyze the three cases of good crisis management. What do they have in common?

- 1) What is a crisis? What crises do business managers have to face?
- 2) Why is it important to be prepared for a crisis in advance?
- 3) What are the future prospects of crisis management according to Jonathan Bernstein?
- 4) What explains bad crisis preparedness of the majority of companies?

- 5) What can happen if you do not deal effectively with a product or service failure?
- 6) What is crisis management? How can companies prepare themselves to manage crises?
- 7) What are the primary steps that an expert on crisis preparedness should take?
- 8) What is vulnerability audit?
- 9) What are the basic principles that managers should keep in mind while dealing with a crisis?
- 10) What three basic principles of leadership are used in the U.S. Army? How does Strategic Crisis Leadership use them?
- 11) How is it possible to control the flow of information?
- 12) Give advice how to deal with the media in case of a crisis.
- 13) Analyze the following cases of good crisis management and make conclusions:
 - a) The Aurora cruise
 - b) Johnson & Johnson's cyanide-laced Tylenol capsules (1982)
 - c) PepsiCo's can tampering rumors (1993)
 - d) Texaco's racial discrimination lawsuit (1994)
 - e) Odwalla Foods' apple juice E.coli outbreak (1996)
 - f) Cadbury's worm infested candy bars (2003)
 - g) JetBlue's week-long operational breakdown (2007)
 - h) Toyota's recall fiasco (2010)
 - i) Taco Bell's "seasoned beef" meat filling lawsuit (2011)

Resources:

- 4) *Market Leader Upper-intermediate. Unit 11. Reading: Keeping Your Client Relationship Afloat. P. 94.*
- 5) *Market Leader Upper-intermediate. Unit 11. Listening: Managing Crises. P.93, 167.*
- 6) *Additional Texts:*
- g) *The Future of Crisis Preparedness.*
- h) *Being an Effective Leader in the Midst of Chaos.*
- i) *How to Save Face in a Business Crisis.*
- j) *9 PR Fiascos That Were Handled Brilliantly by Management.*

**Topic 4. Customer Service.
Market Leader Upper-intermediate. Unit 10.**

Speak about customer service, its importance, problems connected with it and the ways of improvement.

Speak about the possible ways of evaluating customer service and their effectiveness. Give examples.

- 1) How important to a company's success is customer care? Is it possible to have too much customer care?
- 2) What problems do most retailers face these days and what are the ways out?
- 3) How is it possible to check the level of customer service?
- 4) How can new technologies help to improve customer service?
- 5) What are the seven steps to exceptional service used in Harrods? What kind of companies can use these rules?
- 6) What skills are necessary in customer handling?
- 7) How should customer complaints be treated?
- 8) What examples of bad customer service are given in the article "Customers first"?

- 9) What are the reasons of deteriorating customer service in Britain?
- 10) What is the purpose of a business according to Peter Drucker? How is it connected with customer service?
- 11) What difficulties may companies face on the way to good customer service?
- 12) Why are customer satisfaction surveys so popular?
- 13) What is good and bad about customer satisfaction surveys? Are they effective?

Resources:

- 1) *Market Leader Upper-intermediate. Unit 10. Reading: Customers first. P. 87.*
- 2) *Market Leader Upper-intermediate. Unit 10. Listening: Customer Service. P.84-85, 166.*
- 3) *Market Leader Upper-intermediate. Unit 10. Discussion: Customer Complaints. P.85.*
- 4) *Market Leader Video Resource Book, Programme 4, HBOS. P. 34-36.*
- 5) *Additional text "Can't get no..." (Customer satisfaction surveys)*

**Topic 5. Raising Finance.
Market Leader Upper-intermediate. Unit 9.**

*Describe the peculiarities of getting a bank loan for business needs.
Speak about the possible ways of raising finance (except a bank loan).*

- 1) What key documents should you prepare if you want to take a bank loan?
- 2) What should you do in case your request for a loan is rejected?
- 3) What types of collateral do you know?
- 4) What types of loan do you know?
- 5) When do companies need to raise finance to achieve their objectives?
- 6) What are the potential sources of finance that can help to meet the needs of a growing business?
- 7) What is the difference between borrowed money (debt) and equity?
- 8) What is the overall objective in raising finance for a company?

Resources:

- 1) *Market Leader Upper-intermediate. Unit 9. Reading: Raising Finance. P. 79.*
- 2) *Market Leader Upper-intermediate. Unit 10. Listening: Getting a bank loan. P.77, 165.*