

# Spis treści

<b>I. BUSINESS ENVIRONMENT .....</b>	<b>9</b>
<b>1.1. TEXTS .....</b>	<b>9</b>
1.1.2. TYPES OF ECONOMY .....	9
1.1.3. STAGES OF A BUSINESS CYCLE .....	9
1.1.4. INTERNAL AND EXTERNAL BUSINESS ENVIRONMENT .....	10
1.1.5. PEST/SLEPT/STEEPLED ANALYSIS .....	11
1.1.6. COMPETITION .....	12
1.1.7. GLOBALISATION .....	13
<b>1.2. BUSINESS WRITING .....</b>	<b>13</b>
<b>1.3. SPEAKING SECTION .....</b>	<b>15</b>
<b>1.4. GRAMMAR REVIEW .....</b>	<b>17</b>
<b>1.5. GLOSSARY .....</b>	<b>20</b>
<b>II. BUSINESS ORGANISATIONS .....</b>	<b>25</b>
<b>2.1. TEXTS .....</b>	<b>25</b>
2.1.1. BUSINESS PLANNING AND START-UP .....	25
2.1.2. TYPES OF BUSINESS ORGANISATIONS .....	26
2.1.3. SHAREHOLDERS AND STAKEHOLDERS .....	27
2.1.4. ORGANISATIONAL STRUCTURE .....	27
2.1.5. BUSINESS DEVELOPMENT .....	29
2.1.6. BUSINESS STRATEGY .....	30
2.1.7. FORMALISATION AND BUREAUCRACY .....	31
<b>2.2. BUSINESS WRITING .....</b>	<b>32</b>
<b>2.3. SPEAKING SECTION .....</b>	<b>35</b>
<b>2.4. GRAMMAR REVIEW .....</b>	<b>36</b>
<b>2.5. GLOSSARY .....</b>	<b>41</b>
<b>III. ENTREPRENEURS AND MANAGERS .....</b>	<b>47</b>
<b>3.1. TEXTS .....</b>	<b>47</b>
3.1.1. WHO IS WHO IN A BUSINESS ORGANISATION .....	47
3.1.2. LEVELS OF MANAGEMENT .....	48
3.1.3. MANAGERIAL FUNCTIONS, ROLES, SKILLS AND QUALITIES .....	48
3.1.4. LEADERSHIP AND MANAGEMENT STYLES .....	50
3.1.5. PROJECT MANAGEMENT .....	52
3.1.6. CHANGE MANAGEMENT .....	52
3.1.7. COACHING AND MENTORING .....	53
<b>3.2. BUSINESS WRITING .....</b>	<b>54</b>
<b>3.3. SPEAKING SECTION .....</b>	<b>56</b>
<b>3.4. GRAMMAR REVIEW .....</b>	<b>58</b>
<b>3.5. GLOSSARY .....</b>	<b>60</b>

<b>IV. HUMAN RESOURCES .....</b>	64
<b>4.1. TEXTS .....</b>	64
4.1.1. FUNCTIONS OF HUMAN RESOURCES DEPARTMENTS .....	64
4.1.2. WORKFORCE SEGMENTATION .....	65
4.1.3. STAFF RECRUITMENT AND SELECTION .....	66
4.1.4. MOTIVATION .....	68
4.1.5. ORGANISING PEOPLE .....	68
4.1.6. REMUNERATION .....	69
4.1.7. CORPORATE CULTURE .....	70
4.1.8. DEVELOPING EMPLOYEES .....	73
4.1.9. PERFORMANCE APPRAISAL .....	74
4.1.10. TERMINATION OF EMPLOYMENT .....	76
4.1.11. UNEMPLOYMENT .....	76
<b>4.2. BUSINESS WRITING .....</b>	77
<b>4.3. SPEAKING SECTION .....</b>	79
<b>4.4. GRAMMAR REVIEW .....</b>	82
<b>4.5. GLOSSARY .....</b>	84
<b>V. PRODUCTION AND OPERATIONS .....</b>	90
<b>5.1. TEXTS .....</b>	90
5.1.1. MANUFACTURING .....	90
5.1.2. PRIMARY, SECONDARY AND TERTIARY PRODUCTION .....	91
5.1.3. RESEARCH AND DEVELOPMENT .....	92
5.1.4. JUST-IN-TIME PRODUCTION, AGILE MANUFACTURING, QUICK RESPONSE MANUFACTURING .....	92
5.1.5. OPERATIONS MANAGEMENT .....	94
5.1.6. SOURCING AND PROCUREMENT, SUPPLY CHAIN MANAGEMENT .....	94
5.1.7. OUTSOURCING AND OFFSHORING .....	96
5.1.8. THE BCG MATRIX .....	96
5.1.9. QUALITY .....	98
<b>5.2. BUSINESS WRITING .....</b>	98
<b>5.3. SPEAKING SECTION .....</b>	103
<b>5.4. GRAMMAR REVIEW .....</b>	105
<b>5.5. GLOSSARY .....</b>	109
<b>VI. MARKETING .....</b>	114
<b>6.1. TEXTS .....</b>	114
6.1.1. IDENTIFYING TARGET CUSTOMERS: MARKET SEGMENTATION .....	114
6.1.2. MARKETING RESEARCH .....	115
6.1.3. MARKETING MIX .....	116
6.1.4. SWOT ANALYSIS .....	118
6.1.5. ADVERTISING AND PROMOTION .....	118
6.1.6. BRANDS .....	119
6.1.7. BUILDING BRAND LOYALTY .....	121
6.1.8. INTEGRATED MARKETING COMMUNICATION .....	121
6.1.9. CUSTOMER FOCUS .....	122
<b>6.2. BUSINESS WRITING .....</b>	123
<b>6.3. SPEAKING SECTION .....</b>	128
<b>6.4. GRAMMAR REVIEW .....</b>	128
<b>6.5. GLOSSARY .....</b>	131
<b>VII. SALES .....</b>	136
<b>7.1. TEXTS .....</b>	136
7.1.1. DOMESTIC TRADE: RETAILING AND WHOLESALING .....	136
7.1.2. INTERNATIONAL TRADE .....	137
7.1.3. REGIONAL ECONOMIC INTEGRATION .....	139
7.1.4. PRICING .....	140
7.1.5. CONTRACT FOR SALE OF GOODS .....	141
7.1.6. ORDER PROCESSING .....	142

7.1.7. DISTRIBUTION, TRANSPORT, LOGISTICS .....	142
7.1.8. CUSTOMER ATTENDANCE .....	143
7.1.9. AFTER-SALES SERVICE .....	144
7.1.10. COMPLAINTS HANDLING .....	144
7.1.11. PRODUCT LIFE CYCLE .....	145
7.2. BUSINESS WRITING .....	146
7.3. SPEAKING SECTION .....	148
7.4. GRAMMAR REVIEW .....	149
7.5. GLOSSARY .....	151
<b>VIII. CORPORATE FINANCE .....</b>	<b>159</b>
8.1. TEXTS .....	159
8.1.1. INTRODUCTION .....	159
8.1.2. SOURCES OF FINANCE .....	159
8.1.3. MANAGEMENT ACCOUNTING .....	160
8.1.4. BUDGETING AND COST ANALYSIS .....	160
8.1.5. FINANCIAL STATEMENTS .....	161
8.1.6. CORPORATE TAXES .....	162
8.2. BUSINESS WRITING .....	163
8.3. SPEAKING SECTION .....	168
8.4. GRAMMAR REVIEW .....	169
8.5. GLOSSARY .....	169
<b>IX. BUSINESS COMMUNICATION .....</b>	<b>175</b>
9.1. TEXTS .....	175
9.1.1. INTRODUCTION TO COMMUNICATION .....	175
9.1.2. BASIC COMMUNICATION SKILLS .....	176
9.1.3. CREATING AND COMMUNICATING PERSONAL BRANDS .....	177
9.1.4. ROLE OF FACE-TO-FACE COMMUNICATION IN BUSINESS .....	178
9.1.5. BUSINESS ETIQUETTE .....	179
9.1.6. BUSINESS WRITING .....	180
9.1.7. SOCIAL MEDIA, NETWORKING AND BUSINESS COMMUNICATION .....	181
9.2. BUSINESS WRITING .....	182
9.3. SPEAKING SECTION .....	183
9.4. GRAMMAR REVIEW .....	185
9.5. GLOSSARY .....	188
<b>X. NEW MODELS OF BUSINESS .....</b>	<b>192</b>
10.1. TEXTS .....	192
10.1.1. THE TRIPLE BOTTOM LINE .....	192
10.1.2. THE CHANGING WORKPLACE .....	193
10.1.3. CORPORATE PHILANTHROPY AND CSR .....	194
10.1.4. SUSTAINABILITY AND ENVIRONMENTALISM .....	196
10.1.5. CONSCIOUS CAPITALISM .....	196
10.1.6. REINVENTING MANAGEMENT AND LEADERSHIP .....	197
10.1.7. THE AGE OF CUSTOMER CAPITALISM .....	199
10.1.8. BUSINESS ETHICS .....	201
10.2. BUSINESS WRITING .....	202
10.3. SPEAKING SECTION .....	203
10.4. GRAMMAR REVIEW .....	206
10.5. GLOSSARY .....	207
<b>XI. REVISION SECTION .....</b>	<b>213</b>
<b>KEY .....</b>	<b>231</b>