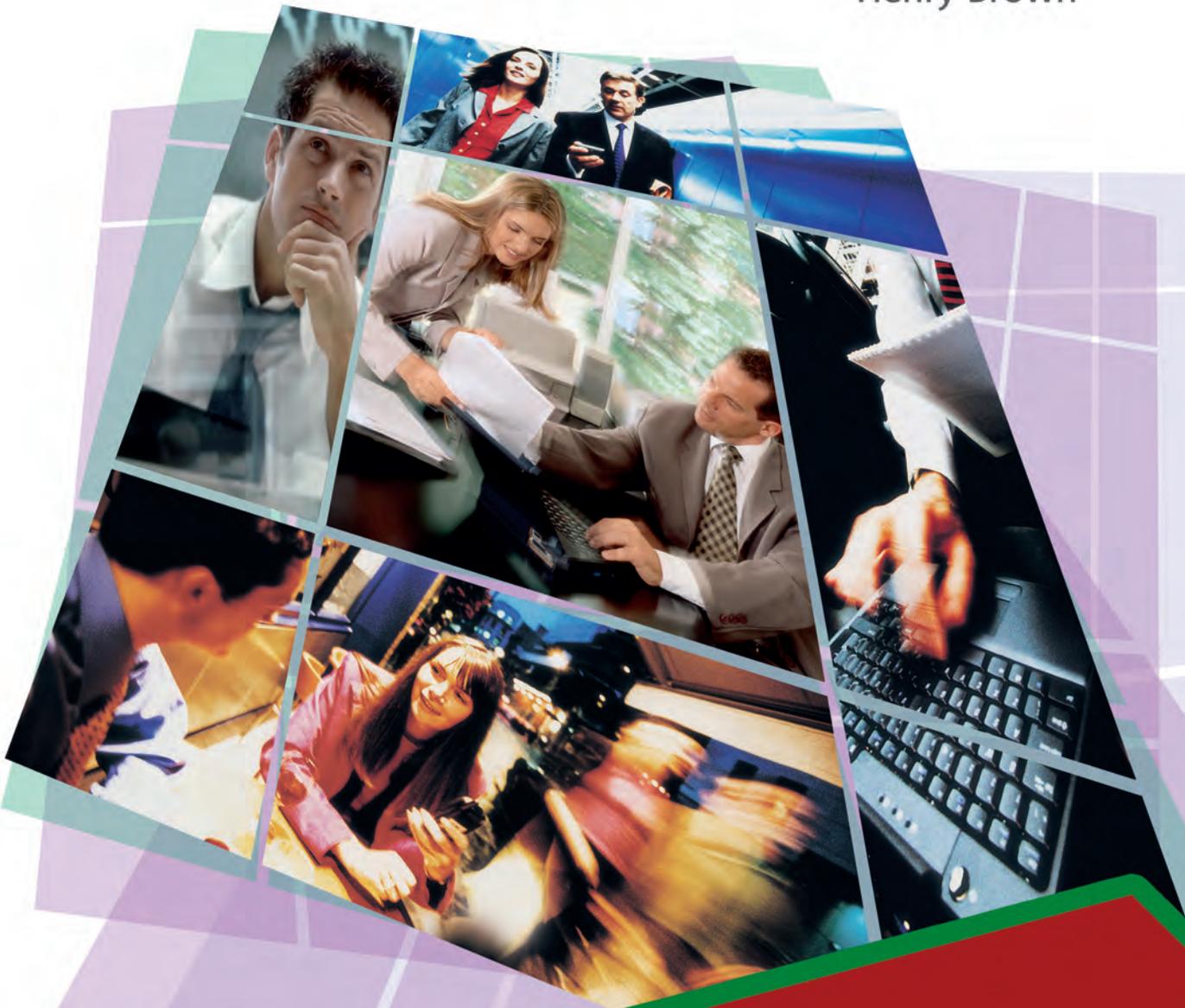


**CAREER  
PATHS**

# Management II

Virginia Evans - Jenny Dooley  
Henry Brown



**Express Publishing**



# Management II

Book  
**1**

Virginia Evans  
Jenny Dooley  
Henry Brown



**Express Publishing**

## Scope and Sequence

Unit	Topic	Reading context	Vocabulary	Function
1	Supply and Demand	Textbook	consumer, demand, determine, economics, good, inverse, quantity, spending, supply, trend	Asking about causes
2	Production	Magazine article	assembly line, implement, just-in-time production, lean manufacturing, manufacturer, output, production, raw materials, waste	Describing benefits
3	Quality Standards	Manual	blemish, defect, fail, flaw, inspect, pass, quality control, quality standards, recall, visual inspection	Asking for an opinion
4	Deadlines	Email	complete, deadline, due, extension, hard, meet, on time, soft, time limit, under the gun	Asking about progress
5	Benchmarks	Memorandum	apply, assess, analyze, benchmarking, best practice, compare, competitive benchmark, functional benchmark, internal benchmark, measure	Asking for clarification
6	Controlling Operations	Email	control, efficiency, factor, inventory management, minimize, operations, storage, strategic business unit, strategy, supply chain	Expressing reservation
7	Product Details	Advertisement	develop, dimension, distribute, durability, feature, make, model, quality, release, upgrade	Estimating time
8	Pricing	Email	account for, attract, cost, cover, mark up, price, price matching, pricing policy, recoup, wholesale	Asking about results
9	Sales	Manual	appointment, capitalize on, close, contact, effective, generate, influence, pitch, resistance, sales	Describing a similar experience
10	Sales Forecasts	Report	comparison, contract, estimate, existing, expect, past sales, predict, sales forecast, seasonal trend, volume	Advising caution
11	Shipping	Memo	arrive, deliver, freight, insure, overnight, service area, shipment, shipping, shipping carrier, standard mail, transport	Politely interrupting
12	Branding	Report	associate, brand, brand dilution, brand extension, branding, differentiate, familiar with, identity, prefer, recognize	Discussing risk
13	Marketing	Email	billboard, commercial, demographic, direct mailing, focus group, market research, marketing, niche, outlet, promotion, reach, target audience	Offering a compromise
14	Competition	Magazine article	advantage, break into, competition, competitor, edge, leader, minor player, monopoly, threat, transform, upstart	Bringing up an example
15	Customer Relations	Newsletter	apologize, customer base, customer relations, customer service, email list, loyalty, negative, positive, recommendation, rectify, satisfaction, survey, word-of-mouth	Making an apology

# Table of Contents

<b>Unit 1 – Supply and Demand</b> .....	4
<b>Unit 2 – Production</b> .....	6
<b>Unit 3 – Quality Standards</b> .....	8
<b>Unit 4 – Deadlines</b> .....	10
<b>Unit 5 – Benchmarks</b> .....	12
<b>Unit 6 – Controlling Operations</b> .....	14
<b>Unit 7 – Product Details</b> .....	16
<b>Unit 8 – Pricing</b> .....	18
<b>Unit 9 – Sales</b> .....	20
<b>Unit 10 – Sales Forecasts</b> .....	22
<b>Unit 11 – Shipping</b> .....	24
<b>Unit 12 – Branding</b> .....	26
<b>Unit 13 – Marketing</b> .....	28
<b>Unit 14 – Competition</b> .....	30
<b>Unit 15 – Customer Relations</b> .....	32
<b>Glossary</b> .....	34



# Management II

Book  
**2**

Virginia Evans  
Jenny Dooley  
Henry Brown



**Express Publishing**

## Scope and Sequence

Unit	Topic	Reading context	Vocabulary	Function
1	Management Style 1	Performance review	authoritarian, breathe down (someone's) neck, consider, demanding, harsh, heavy-handed, impose, limiting, management style, micromanage, subordinate, unilateral	Describing potential effects
2	Management Style 2	Questionnaire results	approachable, boss, communicate, consult, contribute, deal with, lack, loyalty, motivation, paternalistic, turnover, value	Describing personal experience
3	Management Style 3	Magazine article	arrive at, bottom-up, consensus, debate, delay, democratic, empower, morale, participation, satisfaction, steer, streamline, top-down	Giving a warning
4	Starting a Business	Advice column	break even, business plan, contribution, gross, initial, legal structure, license, location, permit, profit, sales revenue, start up	Proposing a plan
5	Business Strategy	Pamphlet	branch out, distribution channel, dominate, foothold, formulate, industry leader, profitability, resource allocation, stabilize, strategic goal, strategy	Agreeing with an opinion
6	Business Models	Article	assemble, bait and hook model, business model, charge, distributor model, factory, franchise model, infrastructure, manufacture, organization, pay-as-you-go, razor and blade model, utility model	Changing topics
7	Costs and Expenses	Website	activity-based costing, cost driver, direct costs, direct labor, direct materials, expense, fixed costs, fixed overhead, indirect costs, variable costs, variable overhead	Defining a term
8	Income and Assets	Memo	accounts payable, accrued expenses payable, bill, bonus, carry over, estimate, income tax payable, invoice, loan period, owe	Asking for clarification
9	Budgets	Email	allot, budget, cash budget, estimate, forecast, fund, invest, long-term, master budget, operating budget, short-term, slash	Asking for an opinion
10	Balance Sheets	Balance sheet & letter	accounts payable, accounts receivable, assets, balance sheet, fixed assets, intangible assets, inventory, liabilities, owner's equity, property and equipment (P&E)	Asking about needs
11	P&L Reports	P&L report & letter	cost of goods sold, cost of sales, depreciation, gross profit, income statement, net profit, net sales, overhead, profit and loss account, revenue	Bringing up a problem
12	Cash Flow Statements	Textbook	activity, bill, cash distributions, cash equivalents, cash flow, cumulative, dividends, generate, inflows, near-term, outflows, proceeds	Expressing relief
13	The Break-even Point	Chapter	break-even point, loss zone, margin, margin ratio, minimum, optimal, profit zone, reduce, set, slump, tighten	Delivering bad news
14	Taxes	Website	corporate tax, excise tax, flat tax, income tax, property tax, sales tax, tax, tax bracket, tax break, tax evasion, taxes, value added tax (VAT)	Making a suggestion
15	Bookkeeping Cycle	Memo	accounting database, adjust, closing procedures, credit card slip, end-of-period procedures, fiscal year, journal, purchase invoice, record, salary roster, source document, time card, transaction, up-to-date	Talking about progress

# Table of Contents

<b>Unit 1 – Management Style 1</b> .....	4
<b>Unit 2 – Management Style 2</b> .....	6
<b>Unit 3 – Management Style 3</b> .....	8
<b>Unit 4 – Starting a Business</b> .....	10
<b>Unit 5 – Business Strategy</b> .....	12
<b>Unit 6 – Business Models</b> .....	14
<b>Unit 7 – Costs and Expenses</b> .....	16
<b>Unit 8 – Income and Assets</b> .....	18
<b>Unit 9 – Budgets</b> .....	20
<b>Unit 10 – Balance Sheets</b> .....	22
<b>Unit 11 – P&amp;L Reports</b> .....	24
<b>Unit 12 – Cash Flow Statements</b> .....	26
<b>Unit 13 – The Break-even Point</b> .....	28
<b>Unit 14 – Taxes</b> .....	30
<b>Unit 15 – Bookkeeping Cycle</b> .....	32
<b>Glossary</b> .....	34



# Management II

Book  
**3**

Virginia Evans  
Jenny Dooley  
Henry Brown



**Express Publishing**

## Scope and Sequence

Unit	Topic	Reading context	Vocabulary	Function
1	Business Relationships	Article	bid, buyout, divestment, friendly takeover, hostile takeover, offer, parent company, takeover, target, tender offer, white knight	Talking about possibility
2	E-commerce	FAQs page	access, checkout, e-commerce, encrypted, FAQ, lock out, log in, password, PIN, privacy policy, reset, security question, shopping cart, SSL connection, username	Asking for repetition
3	Internet Security	Article	antivirus software, back up, compliance, firewall, network, online, PCI DSS, quarantine, scan, secure, setting, spam, virus, website analysis	Listing paired items
4	Project Management 1	Email	adapt, assess, execute, face, milestone, phase, proactive, problem solving, progress report, project management, setback, stick to, track	Giving a compliment
5	Project Management 2	Product review	component, constraint, duration, Gantt chart, predecessor, project management software, resource, scope, task, timeline, waterfall model, WBS	Relating a similar experience
6	Risk Management	Letter	averse, chance, contingency plan, continuity, course of action, crisis, insurance, mitigate, potential, public relations, risk, risk management, threat	Stating agreement
7	Fraud 1	Article	bribe, charge, cook the books, corruption, embezzlement, falsify, forgery, fraud, insider trading, launder, misappropriation, payoff, trial	Bringing up past experiences
8	Fraud 2	Article	chargeback, copyright, credit card fraud, cumulative, download, fraudulent, illegal, individual, industry, intellectual property, return, stolen, store credit	Stressing a point
9	Preventing Shrinkage	Employee handbook	discount, fullest extent, hold accountable, internal, pilfer, policy, prevent, prosecute, security camera, security tag, shoplifting, shrinkage, theft, unauthorized	Delivering bad news
10	Bankruptcy	Email	bankruptcy, call in, creditor, debt, declare, file, go bankrupt, last resort, liquidate, option, protect, receiver, receivership, restructure	Asking about the future
11	Downsizing	Article	axe, close, contract, downsize, downturn, pink slip, plant, recession, severance, shrink, slash, stave off, workforce	Talking about necessities
12	Evaluations	Employee evaluation form	address, annual, assess, deficiency, dependable, evaluation, exceed, exceptional, expectation, grade, job performance, meet, prove to be, requirement, rubric	Setting goals
13	Business Ethics	Blog	abuse, business ethics, child labor, environmental damage, human rights, impact, pollution, priority, put (something) before, social responsibility, sweatshop, transparency, unethical, working conditions	Describing significant changes
14	Workplace Conflict 1	Introduction	complaint, conflict, counsel, defuse, escalate, grievance, intervene, lose-lose, mediate, mediator, moderate, party, resolution, voice, win-win	Expressing appreciation
15	Workplace Conflict 2	Handbook	argument, burden, clique, confront, demand, dismissal, gossip, grounds for, insubordinate, passive-aggressive, personal, personality, refuse, run its course, vent	Giving advice

# Table of Contents

<b>Unit 1 – Business Relationships</b> .....	4
<b>Unit 2 – E-commerce</b> .....	6
<b>Unit 3 – Internet Security</b> .....	8
<b>Unit 4 – Project Management 1</b> .....	10
<b>Unit 5 – Project Management 2</b> .....	12
<b>Unit 6 – Risk Management</b> .....	14
<b>Unit 7 – Fraud 1</b> .....	16
<b>Unit 8 – Fraud 2</b> .....	18
<b>Unit 9 – Preventing Shrinkage</b> .....	20
<b>Unit 10 – Bankruptcy</b> .....	22
<b>Unit 11 – Downsizing</b> .....	24
<b>Unit 12 – Evaluations</b> .....	26
<b>Unit 13 – Business Ethics</b> .....	28
<b>Unit 14 – Workplace Conflict 1</b> .....	30
<b>Unit 15 – Workplace Conflict 2</b> .....	32
<b>Glossary</b> .....	34

## Get ready!

- Before you read the passage, talk about these questions.
  - Why should manufacturers monitor the quality of their goods?
  - What are some ways to inspect product quality?

## Quality Control on the Assembly Line

At Drive Right Car Parts, **quality control** begins with you. We want every product to meet **quality standards**. Even tiny **flaws** and **blemishes** reduce product value. Our car parts are in millions of vehicles. Flaws can result in safety problems. This can lead to costly product **recalls**.

A quality control team **inspects** all parts thoroughly. Most parts **pass**. But a few **fail**. When this happens, production essentially stops. We want to prevent delays. Every employee on the assembly line can help. Learn the standards for the parts you handle. Do a quick **visual inspection** of each one. If you see **defects**, notify your supervisor immediately. This way output and quality levels stay high.



visual inspection



pass



fail



defect



blemish

## Reading

- Read the employee manual. Then, choose the correct answers.
  - What is the passage mostly about?
    - the causes of product recalls
    - the importance of quality control
    - the most common product defects
    - what to look for in a visual inspection
  - Which of the following is NOT listed as a potential effect of a product flaw?
    - changes in assembly line methods
    - safety issues in vehicles
    - delays in manufacturing
    - a decrease in product value
  - What do employees need to do when they suspect a flaw?
    - tell their managers right away
    - perform a visual inspection
    - stop assembly line production
    - notify the quality control team

## Vocabulary

- Fill in the blanks with the correct words or phrases from the word bank.

### word BANK

quality standards    defect    recall  
passes    inspect    fail

- The manufacturer found the \_\_\_\_\_ in thousands of items.
- If the car \_\_\_\_\_ the safety tests, it will go into mass production.
- The company issued a(n) \_\_\_\_\_ for an unsafe toy.
- Four people \_\_\_\_\_ every item that the factory produces very closely.
- All of the items meet the company's strict \_\_\_\_\_.
- If products \_\_\_\_\_ the quality tests, there are production delays.

**4** Read the sentence pairs. Choose the sentence that uses the underlined part correctly.

- 1 **A** There's a small blemish on the surface of the material.  
**B** The recalls are kept in the excess inventory room.
- 2 **A** The company discards products that pass inspections.  
**B** Quality control ensures that all products function properly.
- 3 **A** Workers discovered the flaw quickly.  
**B** Rick fails items closely as they come off the assembly line.
- 4 **A** Sometimes, a visual inspection doesn't catch all problems.  
**B** The defect really adds to the product's overall value.

**5** Listen and read the employee manual again. Why does Drive Right Car Parts ask assembly line employees to do visual inspections?

## Listening

**6** Listen to a conversation between a factory owner and a factory manager. Mark the following statements as true (T) or false (F).

- 1 \_\_\_ The company had to issue a recall.
- 2 \_\_\_ The man would prefer not to hire any more employees.
- 3 \_\_\_ The woman suggests training existing employees on inspection techniques.

**7** Listen again and complete the conversation.

**Owner:** We need to look at our **1** \_\_\_\_\_.

**Manager:** Yeah, our products have too many **2** \_\_\_\_\_. We want to avoid a recall.

**Owner:** You're the factory manager. What **3** \_\_\_\_\_ we should do?

**Manager:** Well, we could **4** \_\_\_\_\_ our production process.

**Owner:** I agree. Find where the **5** \_\_\_\_\_ are happening.

**Manager:** Right. What's **6** \_\_\_\_\_ on the problem?

## Speaking

**8** With a partner, act out the roles below based on Task 7. Then, switch roles.

**USE LANGUAGE SUCH AS:**

*What do you think ...?*  
*What's your take on ...?*  
*In my opinion, we need to ...*

**Student A:** You are a factory owner. Talk to Student B about:

- problems with your factory's products
- his or her suggestions for improvement
- what you think about the problem

**Student B:** You are a factory manager. Talk to Student A about quality control improvements.

## Writing

**9** Use the conversation from Task 8 to fill out the employee suggestion form.

Fun Toys, Inc

## Employee Suggestion Form

What problems have you seen?

\_\_\_\_\_

What are your suggestions for improvement?

1. Do more visual inspections. We need to hire more people for quality control.

2. \_\_\_\_\_

\_\_\_\_\_

3. \_\_\_\_\_

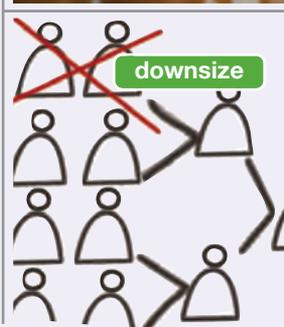
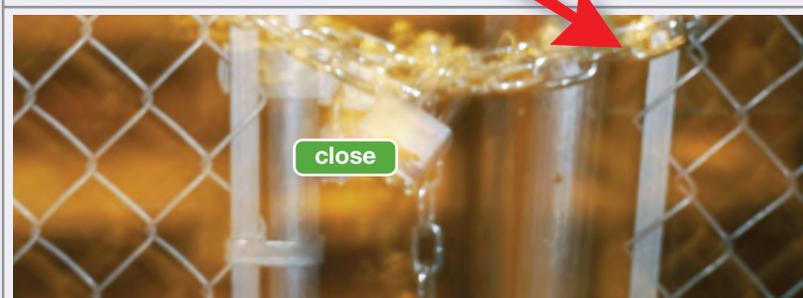
\_\_\_\_\_

# Lana Corp. Responds to Recession

Yesterday Lana Corp. announced that it will **close** six **plants**. It's yet another effect of the most recent economic **downturn**. CEO Richard Wilbur said, "Unfortunately, our effort to **stave off** bankruptcy requires us to **contract** the scope of our operations." He assured reporters that workers terminated due to **downsizing** will receive generous **severance** packages.

Lana Corp. is not the only major manufacturer to **slash** its budget in response to the recent economic pressures. Many companies are tightening their belts. Thus, opportunities for the manufacturing **workforce** continue to **shrink** nationwide. Production workers in the automobile industry have been particularly hard hit. Charles Evans is a machinist at a tire production facility. He seemed shocked at his employer's response. He said, "I couldn't believe it when they handed me that **pink slip**. I've been here fifteen years. I didn't think they would **axe** me." Mr. Evans says he hopes to be rehired soon. In the meantime, he will have to look for other work.

Economic analysts predict that this recession will be short lived. Lana Corp. and other manufacturers remain hopeful that they will be able to reopen the closed plants in the near future.



## Get ready!

### 1 Before you read the passage, talk about these questions.

- 1 What are some factors that cause companies to downsize?
- 2 What are some downsizing strategies that companies use?

## Reading

### 2 Read the article. Then, mark the following statements as true (T) or false (F).

- 1 \_\_\_ The CEO of Lana Corp. will be offered generous severance.
- 2 \_\_\_ The manufacturing workforce is shrinking because of the recession.
- 3 \_\_\_ The company reopened one of its plants.

## Vocabulary

### 3 Match the words or phrases (1-7) with the definitions (A-G).

- |                 |                 |
|-----------------|-----------------|
| 1 ___ plant     | 5 ___ pink slip |
| 2 ___ slash     | 6 ___ stave off |
| 3 ___ downsize  | 7 ___ downturn  |
| 4 ___ workforce |                 |

- A to decrease or lower something  
 B to stop something from occurring  
 C a slight decline in an economy  
 D the location where a product is made  
 E to decrease a business's operations  
 F the collective pool of laborers  
 G notification that one has been fired

**4** Read the sentence pairs. Choose which word best fits each blank.

**1 recession / severance**

- A The \_\_\_\_\_ hit the automobile industry hard.  
 B The company offered \_\_\_\_\_ to terminated employees.

**2 shrink / close**

- A If we \_\_\_\_\_ our production budget, we can increase profit.  
 B The factory had to \_\_\_\_\_ for two months during the downturn.

**3 contract / axe**

- A The recession led us to \_\_\_\_\_ the scope of our operations.  
 B The company had to \_\_\_\_\_ the entire marketing department.

**5** Listen and read the article again. How does downsizing affect the relationship between a company and its employees?

## Listening

**6** Listen to a conversation between an owner and a manager. Choose the correct answers.

- 1 What is the main subject of the conversation?  
 A the effects of downsizing on employees  
 B how to avoid downsizing  
 C the pros and cons of downsizing  
 D different approaches to downsizing
- 2 Which option does the man prefer?  
 A restructuring the training department  
 B shutting down the East Side branch  
 C eliminating the training department  
 D shutting down a large department



**7** Listen again and complete the conversation.

**Owner:** If this recession doesn't end soon, we're going to **1** \_\_\_\_\_ consider downsizing.

**Manager:** That's a frightening prospect. We're already **2** \_\_\_\_\_ a very tight budget.

**Owner:** I think there are a few places we could cut spending.

**Manager:** What are you thinking?

**Owner:** I think we should eliminate the training department. That would **3** \_\_\_\_\_ of people we'll have to let go.

**Manager:** Cutting our training staff could hurt us in the **4** \_\_\_\_\_.

**Owner:** I know, but **5** \_\_\_\_\_ do that than eliminate any larger departments.

**Manager:** Do you think that will be necessary?

**Owner:** We **6** \_\_\_\_\_ slash our costs.

**Manager:** I hope that won't mean closing any branches.

## Speaking

**8** With a partner, act out the roles below based on Task 7. Then, switch roles.

**USE LANGUAGE SUCH AS:**

*We're going to ... / I think we could ...  
 We need to ...*

**Student A:** You are a business owner. Talk to Student B about:

- the possibility of downsizing
- the kind of changes the company might make
- changes you want to avoid

**Student B:** You are a manager. Talk to Student A about downsizing options.

## Writing

**9** Use the article and conversation to write a petition to your employer. Include: why you think the company should avoid downsizing and how downsizing would negatively affect you.

# Glossary

- forgery** [N-UNCOUNT-U7] **Forgery** is the act of creating a false copy of something like a document or a work of art.
- fraud** [N-UNCOUNT-U7] **Fraud** is the act of deceiving others for the purpose of personal gain.
- fraudulent** [ADJ-U8] If something is **fraudulent**, it is false or involves deception.
- friendly takeover** [N-COUNT-U1] A **friendly takeover** is the purchase that is welcomed by the management of the target company.
- fullest extent** [N-UNCOUNT-U9] The **fullest extent** is the greatest possible range or amount of something.
- Gantt chart** [N-COUNT-U5] A **Gantt chart** is a type of chart that uses a bar graph to show a project timeline and progress toward completion.
- go bankrupt** [V PHRASE-U10] To **go bankrupt** is to become unable to pay one's debts.
- gossip** [V-I-U15] To **gossip** is to spread rumors or discuss the private lives of others.
- grade** [V-T-U12] To **grade** something is to evaluate and rank it.
- grievance** [N-COUNT-U14] A **grievance** is a complaint of injustice or unfairness.
- grounds for** [N-UNCOUNT-U15] If an action has **grounds for** something else to happen, that action is an acceptable reason for the second event to occur.
- hold accountable** [V PHRASE-T-U9] To **hold** someone **accountable** is to consider that person responsible for his or her actions and the consequences of those actions.
- hostile takeover** [N-COUNT-U1] A **hostile takeover** is the purchase that is resisted by the management of the target company.
- human rights** [N-COUNT-U13] **Human rights** are the basic rights and freedoms to which all humans are entitled.
- illegal** [ADJ-U8] If something is **illegal**, it is against the law.
- impact** [N-COUNT-U13] An **impact** is an effect or result.
- individual** [N-COUNT-U8] An **individual** is a single person.
- industry** [N-COUNT-U8] An **industry** is a particular sector or branch of commercial activity.
- insider trading** [N-UNCOUNT-U7] **Insider trading** is the act of making stock market trades based on information that is not available to the general public.
- insubordinate** [ADJ-U15] If someone is **insubordinate**, he or she does not respect or acknowledge the authority of another.
- insurance** [N-UNCOUNT-U6] **Insurance** is guaranteed protection against a loss or harm.
- intellectual property** [N-UNCOUNT-U8] **Intellectual property** is a creative work, often intangible, to which one person owns the rights.
- internal** [ADJ-U9] If something is **internal**, it is inside of something.
- intervene** [V-I-U14] To **intervene** in a situation is to step in and take action.
- job performance** [N-UNCOUNT-U12] **Job performance** is the overall quality of a person's execution of their work duties.
- last resort** [N-COUNT-U10] A **last resort** is a final, desperate effort to accomplish something.
- launder** [V-T-U7] To **launder** money is to process it for the purpose of concealing its illegal source.
- liquidate** [V-T-U10] To **liquidate** assets is to sell them for money to pay debts.
- lock out** [V-T-U2] To **lock** someone **out** of their account is to deny them access to it.
- log in** [PHRASAL V-U2] To **log in** is to provide a username and password in order to access a website or other service.
- lose-lose** [ADJ-U14] If a situation is **lose-lose**, it does not benefit or satisfy any of the parties involved.
- mediate** [V-I-U14] To **mediate** between people is to help them resolve their conflict.
- mediator** [N-COUNT-U14] A **mediator** is someone who helps others resolve their conflicts.
- meet** [V-T-U12] To **meet** a goal or requirement is to reach it or comply with it.



## Management II

**Career Paths: Management II** is a new educational resource for management professionals who want to improve their English communication in a work environment. Incorporating career-specific vocabulary and contexts, each unit offers step-by-step instruction that immerses students in the four key language components: reading, listening, speaking, and writing. **Career Paths: Management II** addresses topics including office equipment, pay and benefits, networking, presentations, and negotiating.

The series is organized into three levels of difficulty and offers a minimum of 400 vocabulary terms and phrases. Every unit includes a test of reading comprehension, vocabulary, and listening skills, and leads students through written and oral production. Included Features:

**Included Features:**

- A variety of realistic reading passages
- Career-specific dialogues
- 45 reading and listening comprehension checks
- Over 400 vocabulary terms and phrases
- Guided speaking and writing exercises
- Complete glossary of terms and phrases

The **Teacher's Guide** contains detailed lesson plans, a full answer key and audio scripts. The **audio CDs** contain all recorded material.

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**Express Publishing**

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