

**ЎЗБЕКИСТОН РЕСПУБЛИКАСИ ВАЗИРЛАР МАҲКАМАСИ
ҲУЗУРИДАГИ БИЗНЕС ВА ТАДБИРКОРЛИК ОЛИЙ МАКТАБИ**

ENGLISH FOR DIGITAL ECONOMY (INTERMEDIATE LEVEL)

Тошкент - 2026

Мазкур ўқув қўлланма Ўзбекистон Республикаси Вазирлар Маҳкамаси ҳузуридаги Бизнес ва тадбиркорлик олий мактаби Илмий кенгашининг 2025 йил 6 ноябрь 16-сонли баённома қарори билан нашрга тавсия этилди. Муаллиф – М.Ю. Эшанова, Ўзбекистон Республикаси Вазирлар Маҳкамаси ҳузуридаги Бизнес ва тадбиркорлик олий мактаби “Бизнес коммуникация ва чет тиллари” кафедраси доценти вазифасини бажарувчи.

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Ўқув қўлланма Ўзбекистон Республикаси Олий таълим, фан ва инновациялар вазирлиги томонидан 2025 йилнинг 8-декабрида берилган 4222-0169-36fd-b08b-f770-2754-6989-сонли экспертиза хулосасига асосан нашр қилишга тавсия этилган.

MBA - 70410901

MBA Лидерлик (Leadership)

MBA Глобал Менежмент (Global Management)

MBA Рақамли Иқтисодиёт (Digital Economy)

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MBA Агробизнес (Agribusiness)

PM - 70410802

Лойиҳа бошқаруви (Project Management)

About This Book

English for Digital Economy (Intermediate Level)

Author: Mokhira Eshanova

This textbook is designed to help learners develop the English language and communication skills required in today's rapidly changing digital world. It integrates business English with real-life topics from the modern economy — including e-commerce, digitalization, artificial intelligence, global teamwork, entrepreneurship, and cybersecurity.

Through authentic readings, practical exercises, and project-based learning, students will gain confidence in using English for professional, academic, and technological purposes. The materials promote active communication, creativity, and problem-solving skills that are essential in the global marketplace.

By exploring real-world examples and success stories, **English for Digital Economy** helps learners understand how digital transformation reshapes the way people work, live, and connect across the world. It is ideal for intermediate-level students who aim to combine language learning with a deeper understanding of business and innovation in the 21st century.

English for Digital Economy (Intermediate Level)

Table of Contents

Unit Title	Description	Learning Objectives
Unit 1. The Digital Economy: What It Is and Why It Matters	Introduces the concept of the digital economy and how it transforms business and society. Students explore key terms, trends, and digital business models.	<ul style="list-style-type: none">• Define the digital economy and its main types.• Compare traditional and digital businesses.• Use key digital economy vocabulary in context.• Describe economic changes using the present simple and passive voice.
Unit 2. Digitalization in Business	Focuses on how companies adapt to digital change through automation, cloud computing, and new digital tools.	<ul style="list-style-type: none">• Explain what digitalization means in business.• Identify benefits and challenges of digital transformation.• Use change-related verbs and present perfect forms correctly.• Write a short report describing a company's digital journey.
Unit 3. Working and Living in a Global Digital World	Explores international work and life in a connected, digital environment. Students learn about digital nomads and cultural awareness.	<ul style="list-style-type: none">• Discuss advantages and challenges of working abroad.• Understand digital mobility and global teamwork.• Use modal verbs for advice and obligation.• Role-play intercultural communication scenarios.
Unit 4. Dealing with Digital Customers	Examines customer relationships in the online environment and effective communication with digital clients.	<ul style="list-style-type: none">• Understand customer needs in digital contexts.• Handle online complaints and provide polite responses.• Use conditionals and polite language effectively.

		<ul style="list-style-type: none"> • Write professional customer service emails.
Unit 5. Intelligent Technology and Artificial Intelligence	Focuses on how AI and data analytics influence business decisions and processes.	<ul style="list-style-type: none"> • Identify main applications of AI in business. • Discuss the ethical side of AI. • Use future tenses for predictions. • Give a short presentation about AI in business.
Unit 6. Intelligent Manufacturing and Lean Management	Explains efficiency, automation, and smart factory principles in the age of Industry 4.0.	<ul style="list-style-type: none"> • Describe smart manufacturing and lean concepts. • Understand efficiency and productivity terms. • Use gerunds and infinitives correctly. • Write a report suggesting process improvements.
Unit 7. Global Business Operations	Covers international trade, outsourcing, franchising, and the role of e-commerce in global business.	<ul style="list-style-type: none"> • Define international operations and global markets. • Describe business expansion strategies. • Use comparatives and superlatives in business contexts. • Discuss challenges of going global.
Unit 8. Entrepreneurs and Success Stories	Highlights inspirational digital entrepreneurs and their success stories, focusing on innovation and risk-taking.	<ul style="list-style-type: none"> • Identify characteristics of successful entrepreneurs. • Discuss business success factors. • Use narrative tenses to tell success stories. • Write a short biography of an entrepreneur.
Unit 9. Organizations and Digital Workplaces	Examines how digital tools change company structures, teamwork, and internal communication.	<ul style="list-style-type: none"> • Recognize different company types and structures. • Describe digital workplace trends. • Use relative clauses to define and describe. • Write about your organization or ideal workplace.

Unit 10. Business Data, Indicators, and Stock Markets	Focuses on understanding data, trends, and financial markets in the digital age.	<ul style="list-style-type: none"> • Understand and describe key business indicators. • Interpret and present data visually. • Use language for describing trends and comparisons. • Report on a company's financial performance.
Unit 11. Ethics, Fraud, and Cybersecurity	Addresses ethical issues, online fraud, and the importance of data protection in digital business.	<ul style="list-style-type: none"> • Recognize forms of wrongdoing and corruption. • Discuss cyber risks and data security. • Use reporting verbs in discussions and writing. • Write a short report on an ethical issue.
Unit 12. The Future of Work and Innovation	Explores creativity, motivation, and future skills needed in a digital workplace.	<ul style="list-style-type: none"> • Predict future trends in work and technology. • Discuss motivation and creative thinking. • Use future continuous and future perfect accurately. • Prepare and present 'The Company of the Future' project.
Supplementary Sections (optional)	Additional materials to enhance learning and revision.	<ul style="list-style-type: none"> • Glossary of Digital Business Terms • Mini Case Studies and Projects • Digital Economy Quiz • Authentic texts for reading comprehension

Unit 1

The Digital Economy: What It Is and Why It Matters

Warm-up Discussion

Brainstorming

- What does the word “digital” mean to you?
- How has technology changed the way we buy, sell, or work?
- Can you name any digital businesses you use daily?

 Write answers on the board in two columns: “Traditional Business” vs. “Digital Business” (e.g., bookstore – Amazon; taxi – Uber; hotel – Airbnb).

Reading: What Is the Digital Economy?

The digital economy refers to an economy that is based on digital technologies — especially the internet, mobile devices, and data. It involves all business activities that use digital information and online communication to produce, sell, and deliver goods or services.

In a traditional economy, companies depend on physical shops, paper documents, and face-to-face transactions. In the digital economy, however, businesses operate mainly online. Customers order products through websites or mobile apps, and payments are made electronically.

The digital economy includes several main types:

1. **E-commerce** – buying and selling goods online (e.g., Amazon, Alibaba).
2. **Sharing economy** – using online platforms to share or rent resources (e.g., Uber, Airbnb).
3. **Gig economy** – short-term digital jobs or freelance work (e.g., Upwork, Fiverr).
4. **Fintech** – digital financial services such as online banking or mobile payments.

The digital economy is changing how people work and how companies compete. Businesses must now innovate faster, collect and analyze data, and communicate with customers online. In this new economy, information and technology are the main drivers of growth.

Comprehension Questions

1. What is the digital economy based on?
2. How is it different from the traditional economy?
3. Name three types of digital economy mentioned in the text.
4. What do businesses need to do to succeed in the digital economy?

(Key: 1. Digital technologies, internet, data; 2. It operates mainly online; 3. E-commerce, sharing economy, gig economy, fintech; 4. Innovate, use data, communicate online.)

Vocabulary Development

Key Terms

Term	Definition	Example
Digital economy	Economy based on digital technologies and online communication	The digital economy is growing rapidly.
E-commerce	Buying and selling goods or services over the internet	E-commerce helps small businesses reach global customers.
Data	Information collected digitally for analysis	Companies use customer data to improve products.
Innovation	Creating new ideas, products, or processes	Innovation is essential in a competitive market.
Platform	A digital system that connects users or businesses	Airbnb is an online platform for renting homes.
Transaction	Business exchange or deal	Each online transaction is recorded automatically.

Activity: Match and Use

A. Match the words with their definitions.

(Teacher removes one column.)

B. Use 3 of these words in your own sentences.

Grammar in Context – Present Simple & Passive Voice

Review

- **Present Simple Active:**
“Companies sell products online.”
- **Present Simple Passive:**
“Products **are sold** online.”

Use	Example
Describing facts and routines	“Most digital businesses use social media.”
Describing processes	“Payments are made by credit card.”
Describing economic trends	“Data is collected from users every day.”

Practice

A. Complete the sentences using the correct passive form.

1. Products _____ (sell) on online platforms.
2. Information _____ (share) through social media.
3. Payments _____ (make) electronically.
4. Services _____ (deliver) by apps.

(Key: 1. are sold, 2. is shared, 3. are made, 4. are delivered)

B. Transform from active to passive:

1. Businesses collect data from customers.
2. Digital companies use cloud computing.

(Keys: Data is collected from customers. / Cloud computing is used by digital companies.)

Speaking Practice

Activity A: Compare and Discuss

Work in pairs. Discuss:

- How is a traditional taxi company different from Uber?
- How is an online store different from a local shop?

Use expressions:

- *In traditional business...*
- *In digital business...*
- *Products are sold online instead of in stores.*
- *Customers are served faster...*

Activity B: Mini Debate

Topic: “Digital businesses are better for society than traditional ones.”

One group argues *for*, another *against*.

Then, the class votes and justifies their opinion.

Writing Task

Task:

Write a short paragraph (100–120 words) comparing a traditional business and its digital equivalent.

Example topics:

- Bookstores vs. online stores
- Hotels vs. Airbnb
- Banks vs. online banking

Use at least **three vocabulary words** and **two passive voice sentences**.

Optional video:

What is the Digital Economy? <https://www.youtube.com/watch?v=HErTJKMuf8s>

Interesting to know:

Over 65% of the world's GDP is now driven by digital technologies. That means most of the global economy depends on the internet, software, and data rather than physical goods alone. Even traditional industries like farming and mining use digital tools to stay competitive.

Unit 2

Digitalization in Business

Warm-up: Talking about Change

Discussion Questions:

- How has your life changed because of digital technology?
- What tools or apps do you use daily for work or study?
- What changes have you noticed in businesses (e.g., online banking, digital payments, etc.)?

Pair Work:

Students list three examples of digital changes in local businesses (e.g., delivery apps, online booking systems, social media marketing).

Reading: What Is Digitalization in Business?

Pre-reading Task:

Match these terms with their meanings:

1. **Automation**
2. **Cloud computing**
3. **Artificial intelligence (AI)**
4. **Digital transformation**

- (a) Using machines or software to perform tasks automatically.
- (b) Using internet-based storage and computing instead of physical servers.
- (c) The use of technology to improve business processes.
- (d) Smart systems that can learn and make decisions.

(Key: 1-a, 2-b, 3-d, 4-c)

Reading Text:

Digitalization in business refers to the use of digital technologies to improve operations, communication, and customer service. It is more than just using computers—it involves transforming the way a company works.

For example, many companies have **automated** their production or customer service. Factories now use robots to assemble products, while companies use **chatbots** to answer customer questions 24/7.

Another important aspect of digitalization is **cloud computing**, which allows organizations to store data and run applications online. This reduces costs and makes teamwork easier because employees can access files anywhere.

However, digitalization also brings **challenges**. Companies must invest in new systems, train employees, and protect data from cyber threats. Despite these difficulties, most organizations agree that digitalization is essential for long-term success.

Comprehension Questions:

1. What does digitalization in business mean?
2. What are two examples of digital tools used by companies?
3. What benefits does cloud computing provide?
4. What challenges can companies face during digital transformation?

Vocabulary Development: Digitalization Terms

Term	Definition	Example
Digitalization	Using digital technologies to improve processes	Digitalization helps companies become more efficient.
Automation	Using machines or software to perform repetitive tasks	The company uses automation to speed up production.
Cloud computing	Using internet-based systems to store and access data	Cloud computing allows employees to work remotely.

Term	Definition	Example
Data security	Protection of information from unauthorized access	Data security is a major issue for digital businesses.
Artificial intelligence	Software that can learn and make decisions	AI is used in chatbots and customer service.
Digital transformation	A complete change in how a company operates using technology	Many banks are going through digital transformation.

Activity: Match and Use

A. Match the words with their definitions.

(Teacher removes one column.)

B. Use 3 of these words in your own sentences.

Grammar Focus: Present Perfect for Change

Review:

We use the **present perfect** to talk about **changes** or experiences connected to the present.

Examples:

- Our company **has introduced** a new digital platform.
- They **have moved** their data to the cloud.
- The bank **has automated** customer service.

Form:

have/has + past participle

Practice A: Complete the sentences

1. Our company _____ (launch) an online store.
2. We _____ (invest) in new software.
3. The team _____ (start) using cloud storage.
4. The manager _____ (not finish) the digitalization project yet.

Practice B: Discussion using Present Perfect

Ask and answer in pairs:

- How has technology changed your work or study habits?
- What apps or systems have you started using recently?

Speaking: Benefits and Challenges of Digitalization

Activity A: Group Discussion

Divide students into small groups.

Each group discusses:

- What are the **three main benefits** of digitalization?
- What are the **three biggest challenges**?

Encourage use of expressions:

- “One advantage is that...”
- “On the other hand...”
- “Companies have faced problems with...”

Activity B: Role-play – Digital Consultant

Student A: Company Manager (worried about costs of digitalization)

Student B: Digital Consultant (explains benefits and gives examples)

→ Prepare and perform a 2-minute dialogue.

Writing Task: A Company's Digital Journey

Task:

Write a short report (120–150 words) about a company that has gone digital. Describe:

- What changes it has made
- What technologies it uses
- The results or benefits

Example:

Our company has recently started using a cloud-based management system. Employees can now work from home and share documents easily. Customer service has also been improved through automation. As a result, productivity has increased, and the company has reduced costs.

Writing Checklist:

- Used present perfect correctly
- Included at least three digital tools
- Described benefits and challenges clearly

Optional Video

“What Is Digital Transformation?” (BBC Learning English or World Economic Forum)

<https://www.youtube.com/watch?v=d8ZfseIEHj4>

Interesting to know:

*The first “fully digital” company in the world is often said to be **Amazon**, which built its business entirely around data, automation, and online customer experience — long before most companies went digital.*

Unit 3

Working and Living in a Global Digital World

Warm-up Discussion

Discuss in pairs or small groups:

1. Would you like to work in another country? Why or why not?
2. What digital tools make international work easier today?
3. Have you ever worked or studied with people from other countries online? How was it?

Reading: The Rise of Digital Nomads

In today's connected world, more people are choosing to work remotely while traveling. These people are called **digital nomads**. They use laptops, cloud software, and fast internet to work from anywhere — from cafés in Bali to co-working spaces in Lisbon.

Digital nomads value **freedom, flexibility, and cultural experiences**. Many work as freelancers, designers, or consultants. However, the lifestyle also brings challenges. Constant travel can cause loneliness, unstable income, and time-zone problems when working with international teams.

Governments are starting to notice this trend. Some countries, like Portugal and Estonia, now offer **digital nomad visas** to attract remote workers. This shows how digital mobility is changing not only business, but also the way we think about work and life.

Comprehension Questions

1. Who are digital nomads?
2. What are the main advantages of this lifestyle?
3. What are some challenges of being a digital nomad?
4. Why do some governments offer digital nomad visas?
5. How does digital mobility change the concept of work?

Vocabulary: Global Work and Digital Mobility

Learn the words with their meanings:

Word / Phrase	Meaning
1. remote work	working outside the office using digital tools
2. coworking space	a shared office for freelancers and remote workers
3. digital nomad	someone who travels while working online
4. global teamwork	people working together from different parts of the world
5. cultural awareness	understanding and respecting different cultures

Grammar Focus: Modal Verbs for Advice and Obligation

Study the examples below. Modal verbs can express advice, obligation, or prohibition.

Function	Modal Verb(s)	Example
Advice	should / ought to / had better	You should learn some local customs before working abroad.
Obligation / Rule	must / have to	Employees must follow company policies when working remotely.
Prohibition	mustn't	You mustn't share confidential data on public Wi-Fi.
Lack of Obligation	don't have to	You don't have to go to the office every day if you work remotely.

Practice: Fill in the blanks

1. You _____ (should / must) check the internet speed before moving to a new location.
2. Digital nomads _____ (don't have to / mustn't) work in one fixed place.
3. Team members _____ (should / must) communicate clearly to avoid misunderstandings.
4. You _____ (mustn't / shouldn't) ignore cultural differences when working with global teams.
5. Remote workers _____ (have to / don't have to) wear formal clothes during online meetings.

(Key: 1. should 2. don't have to 3. must 4. mustn't 5. don't have to)

Speaking Task: Advantages and Challenges of Working Abroad

Discuss the questions in pairs or small groups:

1. What are the main benefits of working abroad or remotely?
2. What are the biggest difficulties people face when living in a new country?
3. What skills should a person have to succeed in a global digital environment?
4. How can technology help international teamwork?

Teacher Tip: Encourage use of modal verbs (e.g., You should learn the local language; You must adapt to different time zones).

Role-play: Intercultural Communication

Situation 1: You are a digital team leader in London. You have a meeting with a new colleague from Japan. Discuss how you can communicate effectively despite cultural differences.

Situation 2: You are a digital nomad working with a client in Germany. You need to explain that you will be working from Thailand next month and time zones will be different.

Useful Phrases:

- I think we should...
- It's important to remember that...
- You must understand that in my culture...
- Maybe we could find a middle ground...

Writing Task: A Company's Global Journey

Write a short report (120–150 words) describing how a company became international through digital tools. Include:

- Where the company started
- How it expanded internationally
- What digital technologies helped it grow
- What challenges it faced

Example Beginning:

TechLink was founded in Spain in 2015. At first, it offered IT support to local firms, but with cloud computing and digital platforms, the company quickly expanded its services abroad...

Optional Video

Watch a short YouTube video on “The Life of a Digital Nomad” and summarize it.

https://www.youtube.com/watch?v=SdfA3cOG_8I

Interesting to know:

There are more than 35 million digital nomads worldwide today — professionals who work remotely while traveling. Some cities, like Lisbon and Bali, now offer “digital nomad visas” to attract them as long-term visitors.

Unit 4

Dealing with Digital Customers

Warm-up: The Digital Customer Experience

Lead-in Discussion (Pairs or Groups):

- When was the last time you bought something online?
- Did you ever contact an online store's customer service? How was your experience?
- What makes you trust or distrust a company online?
- How do you usually express dissatisfaction — through email, reviews, or social media?

Activity: In small groups, students make a list of five customer service rules that companies should follow when working online.

Reading: Understanding Digital Customers

Pre-reading Vocabulary

Chatbot	A system that automatically replies to customer messages
Review	An online opinion or comment about a product/service
Feedback	Reaction or opinion about something
Personalization	Adapting products or messages to customer preferences
Empathy	The ability to understand and share another person's feelings

In today's digital world, **customers expect more than just a good product**. They want fast responses, personal attention, and a positive experience every time they interact with a company. This has changed the way businesses handle communication and service.

A **digital customer** is someone who interacts with a company through websites, mobile apps, or social media rather than visiting in person. These customers have high expectations. If their message is ignored or answered slowly, they can easily share a negative review that reaches thousands of people online.

To meet these expectations, many companies are turning to **digital customer service solutions**. Chatbots answer common questions instantly, reducing waiting times. Cloud-based platforms allow customer support teams to see all messages and orders in one place. Data analytics help companies predict customer needs and personalize their communication.

However, digital communication also has challenges. Online messages can sometimes sound cold or unfriendly. Without face-to-face contact, misunderstandings may happen more easily. That's why **tone and politeness** are essential in written communication. Phrases such as "*We're sorry for the inconvenience*" or "*We appreciate your feedback*" can make a big difference.

Successful companies understand that good service isn't only about speed — it's about **building relationships**. Customers appreciate honesty, empathy, and effort. If something goes wrong, a polite apology and quick solution can turn a negative experience into a positive one.

Ultimately, dealing with digital customers means balancing technology and humanity — using digital tools efficiently while still showing a personal touch.

Comprehension Questions

1. What does the term "digital customer" mean?
2. Why can online reviews be powerful?
3. What tools help companies communicate faster with customers?
4. What are some challenges of online communication?
5. What should companies do to turn a bad experience into a positive one?

Vocabulary Practice

Fill in the blanks using the words: feedback, chatbot, empathy, review, personalization

1. Our company uses a _____ to answer customer questions online.
2. Showing _____ helps customers feel valued.

3. We received excellent _____ after launching our new app.
4. Online _____ can improve or damage a company's reputation.
5. _____ allows businesses to send individual offers to each customer.

(Answers: 1. chatbot, 2. empathy, 3. feedback, 4. reviews, 5. Personalization)

Grammar Focus: Conditionals and Polite Language

A. First Conditional – If + Present Simple, will + Verb

Examples:

- If you contact us today, we will solve your problem immediately.
- If the system fails, we will inform customers right away.

B. Polite Conditionals – Use would, could, might to sound polite:

Examples:

- If you could send us the receipt, we would be happy to help.
- If there is any delay, we would like to apologize.

Practice: Complete the sentences.

1. If you _____ (need) assistance, we _____ (be) happy to help.
2. If you _____ (not receive) your order, we _____ (send) a new one.
3. If you _____ (could attach) a photo, we _____ (replace) the item.

(Answers: 1. need / will be, 2. don't receive / will send, 3. could attach / would replace)

Speaking Task: Customer Support Role-play

Situation: A customer writes that the product arrived broken.

Student A: Customer

Student B: Customer service agent

Use polite language and conditionals in your conversation.

Example Dialogue:

Customer: I received the package, but the item is damaged.

Agent: I'm very sorry to hear that. If you could send us a photo, we would replace it immediately.

Extension: Swap roles and create new situations (late delivery, wrong product, website not working).

✉ Writing Task: Customer Service Email

Write a 150-word reply to a customer complaint about a delayed delivery. Use at least two conditionals and three polite expressions.

Useful phrases:

- We apologize for the inconvenience.
- If you could provide your order number...
- We would be happy to offer a discount.
- Thank you for your understanding.

Example Answer:

Dear Ms. Adams,

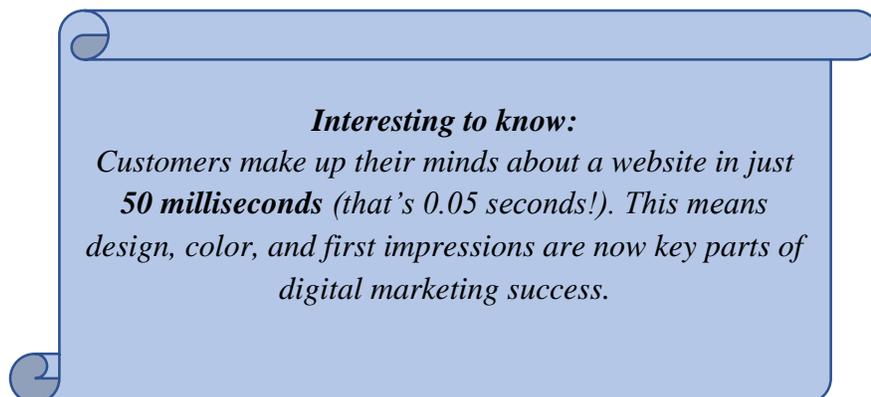
Thank you for your email. We are very sorry that your order has not arrived on time.

If you could confirm your order number, we will check the delivery status immediately.

We would also like to offer you a 10% discount on your next purchase as an apology.

We appreciate your patience and understanding.

*Best regards,
Customer Care Team*



Unit 5

Intelligent Technology and Artificial Intelligence

Warm-up: The Role of AI in Our Lives

Discussion Questions

1. Where do you see AI being used in daily life?
2. Have you ever used AI tools like ChatGPT, Siri, or Google Assistant?
3. What do you think AI will do in the future — replace jobs or create new ones?
4. What are the possible dangers of relying too much on AI?

Group Activity:

Make a list of 5 examples of AI you have used or seen (e.g., online recommendations, chatbots, voice assistants, self-driving cars, smart cameras).

Vocabulary: Intelligent Technology

Learn the words with their meanings

Word / Phrase	Meaning
Algorithm	A set of rules a computer follows to solve a problem
Machine Learning	Technology that allows computers to learn from data
Automation	Using machines to perform tasks without human help
Data Analytics	Studying data to find useful information
Ethics	Moral rules about what is right or wrong
Predictive Model	A system that forecasts future events using data

Reading: Artificial Intelligence in Business – Friend or Foe?

Pre-reading questions

- What businesses use AI today?
- How might AI change customer service or marketing?

Reading Text:

Artificial Intelligence is no longer science fiction. Today, AI systems are present in almost every part of modern business. From chatbots that answer customer questions to algorithms that recommend products online, AI helps companies save time, reduce costs, and improve decision-making.

In finance, AI analyzes millions of transactions per second to detect fraud or predict market trends. In manufacturing, intelligent robots can assemble products faster and more safely than humans. In retail, AI-based systems track customer preferences and create personalized marketing offers. These technologies are part of what many call the **Fourth Industrial Revolution**.

However, the rise of AI also brings challenges. One major concern is **job automation** — many fear machines may replace human workers. Another issue is **data privacy**, as AI systems often collect large amounts of personal information. Finally, there is the **ethical question**: should machines be allowed to make decisions that affect human lives, such as in hiring, healthcare, or justice?

Despite the concerns, AI offers great opportunities. Experts believe that, in the future, AI will not replace people, but will work alongside them. Humans will focus on creativity, emotional intelligence, and strategy, while machines handle repetitive tasks. The real challenge for the future is not to stop AI, but to guide it responsibly.

Comprehension Questions

1. How does AI help companies in business?
2. What are three fields where AI is used?
3. What problems or challenges come with AI?
4. What do experts believe about the future of AI and human jobs?

Grammar Focus: Future Tenses for Predictions

A. Future Simple (will + base verb)

→ Used for predictions, promises, and spontaneous decisions.

- Example: AI will transform how we work.
- Example: Companies will rely on data more than ever.

B. “Be going to” for planned changes

→ Used for something already decided or planned.

- Example: Our company is going to introduce AI tools next year.

C. Present Continuous for future arrangements

- Example: We are meeting the AI software provider on Monday.

Practice: Complete the sentences

1. In the future, AI _____ (analyze) data faster than humans.
2. We _____ (use) more intelligent machines at work.
3. Our team _____ (launch) a new AI project next month.
4. AI _____ (create) new kinds of jobs in the tech industry.

(Answer Key: 1-will analyze, 2-will use, 3-is launching, 4-will create)

Speaking Task: Ethics and AI

In groups of 3–4, discuss the following:

1. Should AI be used in recruitment (to choose employees)? Why or why not?
2. Is it ethical for companies to use customer data for marketing?
3. What rules should governments make about AI?

Mini-Debate:

Divide the class into two sides:

- Side A: “AI improves human life.”
 - Side B: “AI is dangerous for society.”
- Each group presents 3 arguments, then discuss together.

Writing / Presentation Task

Project Title: *AI in My Business Idea*

Task:

Prepare a short written report or presentation (120–150 words / 3–4 minutes) about how AI could help a business.

Include:

- What type of business it is
- How AI could improve its products or services
- What challenges the company might face

Example:

“In an online clothing store, AI can analyze customer choices and recommend styles. It will help increase sales and customer satisfaction. However, the company must ensure customer data is kept private.”

Optional Video

How AI is Changing Business, <https://www.youtube.com/watch?v=JMUxmLyrhSk>

Interesting to know:

*AI systems can now compose music, write stories, and even create paintings. One AI-generated artwork, “Portrait of Edmond de Belamy,” sold for **\$432,500** at Christie’s auction house in 2018.*

Unit 6

Intelligent Manufacturing and Lean Management

Warm-up: What Makes a Company Efficient?

Discussion Questions

1. What does “efficiency” mean in business?
2. How can technology help companies become more efficient?
3. Have you seen examples of automation in real life?
4. What are some things that waste time or money in production?

Pair Activity:

Make two lists:

- Things that increase productivity.
- Things that reduce productivity.

Vocabulary: Manufacturing and Lean Concepts

Learn the terms with their definitions

Word / Phrase	Meaning
Efficiency	Doing something with minimum waste of time and resources
Productivity	The amount of output a company produces per worker or hour
Automation	Using machines or software to perform human tasks
Lean Management	A method focused on reducing waste and improving quality
Smart Factory	A highly digitalized and connected production facility
Continuous Improvement	The process of constantly finding ways to do things better

Reading: The Smart Factory Revolution

Pre-reading Task:

- What is a “smart factory”?
- How can robots and data systems help production?

Reading Text:

The world is entering a new era of production known as **Industry 4.0**, where machines, computers, and people work together in intelligent ways. In a smart factory, sensors collect data from every stage of production. This data helps managers make better decisions, identify problems early, and save money.

Automation is a key part of intelligent manufacturing. Robots can assemble, move, or inspect products more accurately and quickly than humans. However, humans are still needed to control, design, and improve these systems. The goal is not to replace people but to make work more efficient and safe.

Another important idea is **lean management** — a philosophy that started in Japan at Toyota. It focuses on removing waste from processes, improving quality, and increasing customer satisfaction. Waste can mean unnecessary movement, extra materials, or waiting time. Companies that apply lean principles can produce more with fewer resources.

Many modern factories combine lean management with digital technology. They use AI and the Internet of Things (IoT) to monitor production in real time. For example, sensors can signal when a machine needs repair before it breaks down, saving time and money.

In the future, intelligent manufacturing will continue to change how we produce goods. Smart factories will become more flexible, sustainable, and connected, helping companies stay competitive in a fast-changing world.

Comprehension Questions

1. What is a smart factory?
2. How does automation help manufacturing?
3. What is the main goal of lean management?
4. How do companies combine lean and digital tools?

5. What are the benefits of using sensors in production?

Grammar Focus: Gerunds and Infinitives

A. Gerunds (-ing form)

Used after certain verbs, prepositions, and as subjects.

- Example: **Improving** production efficiency is essential.
- Example: The company started **using** new machines last year.

Common verbs followed by gerunds:

enjoy, avoid, suggest, finish, consider, stop, admit

Practice:

Complete with gerund forms:

1. The manager suggested _____ (invest) in new software.
2. We must avoid _____ (waste) materials.
3. The company started _____ (use) smart sensors.

(Answers: 1. investing 2. wasting 3. using)

B. Infinitives (to + base verb)

Used to express purpose, intention, or after certain verbs.

- Example: The company decided **to automate** production.
- Example: Our goal is **to reduce** waste.

Common verbs followed by infinitives:

decide, plan, hope, want, agree, promise, expect

Practice:

1. We plan _____ (implement) lean management next year.
2. They decided _____ (install) new robots.
3. Our company hopes _____ (increase) productivity by 20%.

(Answers: 1. to implement 2. to install 3. to increase)

C. Mixed Practice

Choose the correct form (gerund or infinitive):

1. The team discussed **(to change / changing)** the workflow.
2. Managers need **(to train / training)** staff in new systems.
3. We stopped **(to check / checking)** the machines every morning.

(Answers: 1. changing 2. to train 3. checking)

Speaking Task: Efficiency Challenge

Group Work:

Each group chooses one company process (e.g., packaging, delivery, quality control).

- Discuss how it can be improved using lean or intelligent technology.
- Prepare a short oral presentation explaining your ideas.

Useful Phrases:

- We suggest improving...
- It would be better to automate...
- The company should start using...
- To reduce waste, we recommend...

Writing Task: Process Improvement Report

Task:

Write a short report (120–150 words) suggesting how a factory could improve efficiency using smart or lean methods.

Include:

- A short description of the company
- Current problems
- Suggested improvements
- Expected results

Example:

The company produces furniture. Many processes are done manually, which causes delays. We recommend automating packaging and using digital tracking systems. This will save time, reduce errors, and improve customer satisfaction.

Optional Video Resource

“Software-defined factories: The future of smart manufacturing with Siemens”

<https://www.youtube.com/watch?v=Bw-yHIMTPLc>

Interesting to know:

*The term “lean” comes from the **Toyota Production System**, developed in Japan after World War II. Its ideas — eliminating waste, continuous improvement, and teamwork — are still used globally in both factories and offices.*

Unit 7

Global Business Operations

Warm-up: Going Global

Discuss these questions:

1. What are some international companies you know?
2. Why do companies want to expand abroad?
3. What are some risks of operating in different countries?
4. Do you prefer local or international brands? Why?

Pair Task:

List five advantages and five disadvantages of globalization for businesses.

Vocabulary: Global Operations

Match the words and definitions

Term	Meaning
1. International trade	a) Selling products under another company's brand name and business model
2. Outsourcing	b) Buying and selling goods between countries
3. Franchising	c) Hiring another company to perform certain business functions
4. E-commerce	d) Buying and selling goods and services online
5. Global market	e) The worldwide economic environment where companies operate
6. Export	f) To sell goods or services to another country

(Answer Key: 1–b, 2–c, 3–a, 4–d, 5–e, 6–f)

Reading: Expanding Beyond Borders

Pre-reading questions:

- What makes a company “global”?
- How do small businesses reach international customers today?

Reading Text:

In the modern world, most successful companies think globally. The rise of the internet and digital tools allows even small firms to operate across borders. Global business operations involve producing, selling, and managing in more than one country.

There are several ways to expand internationally. **International trade** is the oldest and most traditional form. Companies export their products to other countries or import goods they cannot produce locally. **Outsourcing** is another strategy — when a company hires another organization, often in another country, to handle certain tasks such as customer service or IT support. This helps businesses save costs and focus on their main activities.

Franchising is common in the fast-food and retail industries. A local entrepreneur pays for the right to use a global brand’s name, logo, and system. Companies like McDonald’s or Starbucks use franchising to grow rapidly around the world.

In recent years, **e-commerce** has changed the way businesses reach international customers. Platforms like Amazon, Alibaba, and Shopify make it easy to sell products globally without having a physical presence in other countries. E-commerce reduces costs and allows companies to test new markets faster.

However, going global is not always easy. Companies face challenges such as cultural differences, language barriers, local regulations, and competition. To succeed, they need to adapt their products and communication styles to fit different markets.

In the digital age, global business operations continue to grow, offering both opportunities and risks. The most successful companies are those that balance innovation with understanding local needs.

Comprehension Questions

1. What does it mean for a company to be global?
2. What is outsourcing, and why do companies do it?
3. How does franchising help businesses expand?

4. What advantages does e-commerce offer?
5. What are some main challenges of international business?

Grammar Focus: Comparatives and Superlatives

A. Comparatives

Use **-er** or **more + adjective** to compare two things.

- Example: China is **bigger than** Italy.
- Example: Online sales are **more profitable than** retail sales.

Practice: Complete with the correct form.

1. The global market is _____ (competitive) than before.
2. Our new supplier is _____ (reliable) than the old one.
3. E-commerce is _____ (fast) than traditional sales.

(**Answers:** 1. more competitive 2. more reliable 3. faster)

B. Superlatives

Use **-est** or **most + adjective** for the highest degree.

- Example: Amazon is one of the **largest** e-commerce companies in the world.
- Example: Asia is the **most dynamic** market today.

Practice:

1. Asia is the _____ (large) export market.
2. That is the _____ (successful) franchise in our region.
3. This online strategy is the _____ (effective) one so far.

(*Answers: 1. largest 2. most successful 3. most effective*)

C. Mixed Practice

Choose the correct form.

1. Franchising is (cheaper / the cheapest) way to expand abroad.
2. Our company is (more flexible / the most flexible) than competitors.

3. Online business is (faster / the fastest) growing sector in trade.

(Answers: 1. a cheaper 2. more flexible 3. the fastest)

Speaking Task: Going Global

Group Discussion:

Each group chooses a company (real or imaginary) and plans its international expansion.

Include:

- Which country to expand to and why.
- Which method (trade, outsourcing, franchising, e-commerce).
- Possible advantages and risks.

Useful Phrases:

- We suggest expanding to...
- It's more profitable to start with...
- This market is bigger than...
- One of the main challenges is...

Writing Task: A Short Report

Task:

Write a short report (120–150 words) about a company planning to enter a new international market.

Include:

- Background of the company
- Type of expansion
- Reasons for choosing that market
- Predicted results

Example:

Our company, EcoStyle, produces eco-friendly clothing. We plan to expand to Germany through e-commerce because it is one of the largest markets for sustainable fashion. German consumers are more environmentally aware than those in many other countries. We expect online sales to grow quickly and brand recognition to increase.

Vocabulary Review

Word	Example Sentence
Global market	The global market for electronics is growing rapidly.
Outsourcing	Many firms outsource IT services to reduce costs.
Franchising	Franchising helps brands expand faster.
Export	We export 40% of our products to Europe.
E-commerce	E-commerce platforms make shopping easier.

Optional Video Resource

International Trade Explained, <https://www.youtube.com/watch?v=HfN8BnRJyQ&t=123s>

Interesting to know:

Today, around 80% of global trade happens through international supply chains — meaning that even a simple product like a smartphone may include parts from more than 30 different countries.

Unit 8

Entrepreneurs and Success Stories

Warm-up Discussion

Discuss in pairs or groups:

1. What comes to your mind when you hear the word *entrepreneur*?
2. Who is your favorite businessperson? Why?
3. What makes a business idea successful?
4. What risks do entrepreneurs face?
5. Do you think entrepreneurs are born or made?

Class Task:

Make a word map around *entrepreneurship*. Include: *ideas, risk, innovation, creativity, persistence*.

Vocabulary: Talking about Entrepreneurs

Learn the words with their meanings

Term	Meaning
Startup	A person who takes risks to start a new business
Innovation	A new method, idea, or product
Investor	Someone who provides money to a business
Profit	Money that a company earns after costs
Risk-taking	Doing something even though it might fail
Vision	A strong idea of what you want to achieve
Leadership	The ability to inspire and guide others
Perseverance	Continuing to work despite difficulties

Reading: The Journey of Sara Blakeley – Founder of Spanx

Pre-reading Questions:

- What do you know about successful women in business?
- Why do you think innovation is important for entrepreneurs?

Reading Text:

Sara Blakely, the founder of *Spanx*, became one of the world’s youngest self-made billionaires — but her journey began with many failures.

Before she created her famous shapewear brand, Sara worked as a door-to-door salesperson selling fax machines. She had big dreams, but no business experience and very little money.

One day, while getting dressed for a party, she realized that she didn’t have the right undergarment to make her outfit look smooth. That moment gave her an idea: what if she designed something more comfortable and flattering for women?

Sara spent two years developing her product. She cut the feet off her pantyhose to create the first prototype and started testing it. When she tried to approach manufacturers, most of them refused to work with her — they didn’t take her seriously. But she didn’t give up. Finally, one company in North Carolina agreed to produce a few samples.

In 2000, she launched *Spanx* with only \$5,000 in savings. She wrote her own patent application and designed the packaging herself. Soon, her product was sold in major department stores. A turning point came when Oprah Winfrey named *Spanx* one of her “Favorite Things” on TV.

From that moment, sales skyrocketed. Sara’s story became an example of determination and creativity. She later said, *“It’s important to be willing to make mistakes. The worst that can happen is you become memorable.”*

Today, *Spanx* is a multimillion-dollar company. Sara Blakely uses her wealth to support women entrepreneurs through her foundation. Her story reminds us that great ideas often come from simple problems and persistent people.

Comprehension Questions

1. What problem helped Sara create her product?
2. What difficulties did she face at the beginning?

3. How did she get her big break?
4. What qualities made her successful?
5. What lesson can we learn from her story?

Grammar Focus: Narrative Tenses

We use **narrative tenses** to tell stories about the past.

A. Past Simple – for completed actions

She **started** her company in 2000.

B. Past Continuous – for background actions

She **was working** as a salesperson when she had the idea.

C. Past Perfect – for actions before another past event

She **had tried** many times before someone accepted her idea.

D. Used to / Would – for repeated actions in the past

She **used to sell** fax machines every day.

Practice Exercise

Complete the sentences with the correct form of the verbs in brackets.

1. Sara _____ (work) as a salesperson before she started Spanx.
2. She _____ (try) to contact many factories, but they refused.
3. While she _____ (prepare) her samples, she kept her job.
4. After Oprah mentioned her product, sales _____ (increase) rapidly.
5. She _____ (not give up) despite many failures.

(Answer Key: 1. worked 2. had tried 3. was preparing 4. increased 5. didn't give up)

Speaking: Entrepreneurs Around the World

Group Task:

Choose a famous entrepreneur (e.g., Elon Musk, Jack Ma, Richard Branson, Kylie Jenner, or a local entrepreneur).

Discuss and present:

- What business they started
- What risks they took
- What made them successful
- What lessons you can learn from them

Useful Phrases:

- He/She started by...
- At first, it was difficult because...
- Later, the company grew when...
- What I admire most is...

Writing Task: Short Biography

Task:

Write a short biography (150–180 words) of a digital entrepreneur. Use **narrative tenses** and **linking words** (because, although, however, finally, then).

Example:

Jack Ma, the founder of Alibaba, was once an English teacher in China. He had failed many exams and job interviews before he discovered the internet in the 1990s. He realized that Chinese businesses could use online tools to sell globally. In 1999, he founded Alibaba from his apartment with a few friends. The company faced many challenges, but Jack Ma believed in teamwork and innovation. Over time, Alibaba became one of the world's biggest e-commerce platforms. His story shows that confidence and persistence can change the world.

Checklist:

- Past simple / past continuous / past perfect used correctly
- Clear structure (beginning, problem, success)
- Vocabulary from the unit

💡 Vocabulary Review

Word	Example Sentence
Startup	Many startups fail in their first year.
Innovation	Innovation drives success in the digital economy.
Investor	The investor supported the project financially.
Risk-taking	Risk-taking is part of every entrepreneurial journey.
Leadership	Good leadership motivates employees.
Perseverance	Her perseverance helped her reach success.

📺 Optional Video Resources

1. **How I Built This – Sara Blakely of Spanx**
<https://www.youtube.com/watch?v=wOVkf3ZkIr0>
2. **Top 10 Young Entrepreneurs Changing the World**
<https://www.youtube.com/watch?v=MGoiy74h1CM>

Interesting to know:

*Many successful entrepreneurs started with very little. For example, **Sara Blakely**, founder of Spanx, began her billion-dollar company with just **\$5,000 in savings** and a simple idea for more comfortable women's wear.*

Unit 9

Organizations and Digital Workplaces

Lead-In Discussion

Warm-Up Questions

1. What types of organizations do you know (e.g. startups, corporations, NGOs)?
2. How have digital tools changed the way people work?
3. What are some advantages of working remotely or in hybrid mode?
4. Do you prefer a traditional or digital workplace? Why?

Teacher Tip:

Encourage students to discuss in small groups, then share their ideas with the class. Write key terms on the board: *remote work, teamwork, hierarchy, flexibility*.

Vocabulary: Organizations and Digital Workplaces

Word / Phrase	Definition	Example Sentence
Corporation	A large company made up of several smaller units.	Apple is one of the world's largest corporations.
Startup	A small new company focused on innovation.	The startup developed an app for online shopping.
Enterprise	A business organization or venture.	The enterprise expanded into new markets.
Subsidiary	A company owned or controlled by another.	YouTube is a subsidiary of Google.
Franchise	A business using another company's brand.	He opened a McDonald's franchise in his city.

Word / Phrase	Definition	Example Sentence
Department	A section of a company responsible for certain work.	The marketing department launched a new campaign.
Headquarters (HQ)	The main office of an organization.	The company's headquarters are in London.
Hierarchy	The structure showing ranks or levels in a company.	A flat hierarchy allows faster decision-making.
Corporate culture	The shared values and behaviors of employees.	A strong corporate culture builds trust.
Remote work	Working from outside the office using digital tools.	Remote work became popular after the pandemic.
Hybrid work	A mix of office and remote work.	Hybrid work gives employees flexibility.
Cloud computing	Using the internet to store and manage data.	Cloud computing allows access to files anywhere.
Collaboration tools	Digital platforms that help teamwork.	Tools like Zoom and Slack support collaboration.
Automation	Technology performing tasks without human help.	Automation saves time and reduces errors.
Cybersecurity	Protection of computer systems from attacks.	Companies invest in cybersecurity to protect data.
Innovation	The process of creating new ideas and solutions.	Innovation drives business success.
Stakeholder	A person or group affected by company decisions.	Customers and employees are key stakeholders.
Digital transformation	Integrating technology into all business areas.	Digital transformation improves efficiency.

Word / Phrase	Definition	Example Sentence
Human Resources (HR)	Department managing employees and recruitment.	HR organizes training for staff.
Sustainability	Operating in a way that protects the environment.	The company follows sustainability practices.

Reading: The Future of Digital Workplaces

From Office Desks to Cloud Connections

In the past, employees worked from their offices every day. Meetings were face-to-face, and communication was mostly through emails or phone calls. However, the digital revolution has changed this completely.

Modern organizations now use **cloud computing** and **collaboration tools** to work efficiently. Employees can join meetings online, share files instantly, and manage projects from anywhere in the world. Many companies have adopted **hybrid work models**, combining remote and office work. This system improves flexibility and job satisfaction.

At the same time, new challenges have appeared. **Cybersecurity** is a major concern, and managers must ensure clear communication among remote teams. To succeed, organizations must develop **digital leadership** — the ability to use technology wisely and support virtual teamwork.

The workplace of the future will continue to evolve. Successful companies will be those that adapt quickly and make technology work for their people.

Comprehension Questions

1. What has changed in workplaces because of digital tools?
2. What is a hybrid work model?
3. What challenges do organizations face in digital workplaces?
4. What is “digital leadership”?
5. Why is flexibility important in modern work?

Grammar Focus: Relative Clauses

Relative clauses give more information about nouns.

Type	Example
Defining (necessary information)	The company that uses cloud systems is more efficient.
Non-defining (extra information)	Google, which started as a small project , is now global.
With people	The manager who leads the project works remotely.
With things	The app that connects teams is easy to use.
With places	This is the office where designers work .

Practice:

Complete the sentences using *who*, *which*, *that*, or *where*.

1. The company _____ I work for is very innovative.
2. The person _____ manages our department is from Singapore.
3. The software _____ we use helps us plan projects.
4. This is the coworking space _____ our team meets every week.
5. A startup is a business _____ develops new technology.

(Answer Key: 1-that / which, 2-who, 3-that / which, 4-where, 5-that / which)

Speaking: Inside Modern Organizations

Pair or Group Discussion:

1. What kind of organization would you like to work for? Why?
2. How do digital tools help teamwork in your experience?
3. What are the benefits of hybrid work?
4. How can a company keep its culture strong in a digital environment?

Extension Task:

Prepare a short presentation on a real company that uses digital tools effectively (e.g., Google, Zoom, or Asana).

Writing: Describe Your Ideal Workplace

Task:

Write a short paragraph (120–150 words) describing your ideal organization or workplace. Include:

- Type of organization (startup, corporation, NGO, etc.)
- Work structure (hierarchical, flat, hybrid)
- Digital tools used
- Company culture and communication style

Example:

My ideal workplace is a creative marketing startup. It uses a flat hierarchy where everyone can share ideas freely. Employees work in a hybrid model — partly from home and partly from the office. The company uses Slack, Google Meet, and Trello for collaboration. The culture is open and friendly, which helps everyone feel involved. I believe this type of workplace encourages innovation and motivation.

Optional Video

1. The Future of Work and Digital Transformation
<https://www.youtube.com/watch?v=ll8lxeSOAjU>
2. How Remote Work Is Changing Business Forever
<https://www.youtube.com/watch?v=w0ZwwwTFG50>

Interesting to know:

*Some companies, such as **GitLab**, have no physical offices at all — all 2,000+ employees work entirely online from over 60 countries. Their success shows how collaboration tools can replace traditional workplaces.*

Unit 10

Business Data, Indicators, and Stock Markets

Lead-in Discussion

Warm-up Questions

1. What kinds of data do companies use to make decisions?
2. What are some examples of business indicators (e.g., profit, market share, inflation)?
3. Have you ever seen a stock market report or financial chart?
4. Do you think data can be misleading? Why or why not?

Teacher Tip:

Show a simple stock market graph (e.g., Apple's share price trend). Ask students to describe what they see.

Vocabulary: Business Data and Financial Terms

Word / Phrase	Definition	Example Sentence
Revenue	Total income earned by a company.	The company's revenue increased by 10% last year.
Profit	The money a company keeps after all expenses.	Net profit reached \$3 million in 2024.
Loss	When expenses are higher than income.	The company reported a loss due to high costs.
Turnover	The total value of sales in a period.	Annual turnover exceeded expectations.
Market share	A company's percentage of total market sales.	Samsung's market share grew steadily.
Growth rate	The speed at which something increases.	The growth rate of e-commerce is rising quickly.

Word / Phrase	Definition	Example Sentence
Stock	A share representing part ownership in a company.	Investors buy stocks to earn dividends.
Dividend	A portion of profit paid to shareholders.	The bank increased its annual dividend.
Index	A measure showing the performance of a group of stocks.	The Dow Jones Index rose by 1.5%.
Inflation	The rate at which prices increase.	Inflation affects the value of savings.
GDP (Gross Domestic Product)	The total value of all goods and services produced.	GDP growth is an important economic indicator.
Forecast	A prediction about the future.	Economists forecast higher interest rates.
Fluctuation	A rise and fall in numbers or prices.	There were large fluctuations in oil prices.
Stability	A situation without large changes.	The market showed stability after the reforms.
Investor	A person who puts money into businesses.	Many investors prefer safe long-term options.
Shareholder	Someone who owns company shares.	Shareholders voted to elect a new board.
Trend	A general direction of change.	The trend shows increasing online sales.
Indicator	A statistical measure showing performance.	Unemployment is a key economic indicator.
Bull market	A period when stock prices rise.	Investors are optimistic in a bull market.

Word / Phrase	Definition	Example Sentence
Bear market	A period when stock prices fall.	A bear market causes investor caution.

Reading: Understanding Stock Markets in the Digital Age

Reading Text: “Data, Markets, and Digital Decisions”

In the past, investors relied on printed reports and newspapers to follow stock markets. Today, digital platforms provide **real-time data**, showing every market movement in seconds. Companies, analysts, and even small investors use **data analytics** to predict trends and make quick decisions.

Business indicators such as **GDP growth, inflation, and unemployment rates** help investors understand the overall economy. A growing GDP and low unemployment usually lead to a **bull market**, when stock prices rise. In contrast, high inflation or global uncertainty can trigger a **bear market**.

Technology has made trading easier but also riskier. Algorithms automatically buy and sell stocks when certain conditions are met. This can cause rapid **fluctuations** in stock prices. While digitalization improves access to data, it also increases the need for **cybersecurity** and **financial literacy**.

In the modern business world, the ability to understand and interpret data is not just a skill — it’s a necessity. Every manager must be able to read charts, recognize trends, and make informed financial decisions.

Comprehension Questions

1. How did people get stock information in the past?
2. What do business indicators show?
3. What is the difference between a bull and bear market?
4. How has technology changed investing?
5. Why is data literacy important for managers today?

Grammar Focus: Describing Trends and Comparisons

A. Language for Trends

Expression	Example
increase / rise / go up	Sales increased by 15%.
decrease / fall / drop / go down	Prices fell sharply last month.
remain stable / steady	The index remained stable.
fluctuate	The rate fluctuated throughout the year.
peak	Stock prices peaked in December.
recover	The market recovered after a short fall.

Adverbs and Adjectives

Adverb	Example
slightly	Sales rose slightly in May.
gradually	Profits increased gradually.
steadily	The company grew steadily.
sharply	Stock prices dropped sharply.
dramatically	Profits rose dramatically last quarter.

C. Comparisons

Form	Example
Comparative	The 2024 profit is higher than in 2023.
Superlative	This quarter was the company's best performance ever.
as ... as	Sales were almost as good as last year.

Practice:

1. The company's turnover is _____ (high) than last year.
2. 2024 was the _____ (profitable) year in the company's history.
3. The results were not _____ (positive) as expected.

Speaking and Data Interpretation

Activity 1 – Describe the Chart

Teacher shows or projects a simple chart (e.g., company sales over four quarters).

Student Task:

- Describe the main trends using appropriate verbs and adverbs.
- Compare figures (use comparatives).

Example Answer:

Sales increased steadily from January to June, reaching a peak in July. After a short decline in August, the figures recovered slightly by September.

Activity 2 – Pair Discussion

Discuss in pairs:

1. Why are data and indicators important for businesses?
2. What risks come with investing in the stock market?
3. How can companies use data to improve performance?

Writing Task: Financial Performance Report

Task:

Write a short report (150–180 words) about a company’s financial performance using data (real or imaginary).

Include:

- Revenue, profit, or market share changes.
- At least three trend verbs.
- One comparison sentence.
- A concluding sentence about the company’s outlook.

Example:

In 2024, the company’s total revenue increased by 8% compared to 2023. Online sales rose steadily, while retail sales decreased slightly. Profit peaked in July, reaching \$2.5 million. Although costs went up, the company maintained strong overall performance. The outlook for next year remains positive as digital sales continue to grow.

Optional Video

Economic Indicators Explained, <https://www.youtube.com/watch?v=nFyafzrdRKQ>

Interesting to know:

*The world’s first stock exchange was founded in **1602** in Amsterdam by the Dutch East India Company. It allowed people to buy and sell shares — an innovation that shaped modern capitalism.*

Unit 11

Ethics, Fraud, and Cybersecurity

Warm-up Discussion

1. What does “ethical business” mean to you?
2. Have you ever seen unethical behavior at work or online?
3. Why is cybersecurity important in business today?
4. What kind of online frauds are common in your country?

 *Teacher Tip:* Elicit examples such as phishing, bribery, or misuse of company data.

Key Vocabulary: Business Ethics and Cybersecurity

Word / Phrase	Definition	Example Sentence
Ethics	Rules of moral behavior.	Ethics guide decision-making in business.
Integrity	Honesty and strong moral principles.	A good manager always acts with integrity.
Corruption	Abuse of power for personal gain.	Corruption is illegal and damages reputation.
Bribery	Paying for unfair advantage.	The company was fined for bribery.
Embezzlement	Stealing money you manage.	The accountant was accused of embezzlement.
Fraud	Deception for financial gain.	Credit card fraud is increasing online.
Whistleblower	Person who exposes illegal acts.	The whistleblower reported the CEO's fraud.

Word / Phrase	Definition	Example Sentence
Conflict of interest	When personal gain affects judgment.	Board members must avoid conflicts of interest.
Transparency	Openness in communication and actions.	Transparency builds trust.
Confidentiality	Keeping information secret.	Staff must maintain client confidentiality.
Cybercrime	Crime using computers or the internet.	Cybercrime is now a billion-dollar threat.
Phishing	Fake messages to steal information.	He clicked on a phishing email by mistake.
Hacking	Breaking into computer systems illegally.	The company's network was hacked.
Data breach	Unauthorized data access.	The data breach cost millions in losses.
Ransomware	Software that blocks files for ransom.	Ransomware infected hundreds of computers.
Firewall	System that protects networks.	IT installed a new firewall.
Encryption	Coding data for security.	Encryption protects online banking.
Identity theft	Stealing someone's data.	Identity theft can destroy credit scores.
Accountability	Taking responsibility for actions.	Managers must show accountability.
Code of conduct	Set of ethical rules in a company.	The code of conduct bans accepting gifts.

Vocabulary Practice

A. Match the words and meanings

1. Encryption

2. Whistleblower
3. Embezzlement
4. Ransomware
5. Integrity

- a) Moral honesty
- b) Person who exposes illegal acts
- c) Turning data into a code
- d) Software that locks files until paid
- e) Stealing company money

(Key: 1–c, 2–b, 3–e, 4–d, 5–a)

B. Complete the sentences

1. The company installed a _____ to block hackers.
2. _____ means keeping information private.
3. The journalist interviewed the _____ who exposed the fraud.
4. The manager acted with _____ by admitting his mistake.
5. The _____ demanded payment to unlock data.

(Key: 1. firewall 2. confidentiality 3. whistleblower 4. integrity 5. Ransomware)

Reading 1 – “Ethics in the Digital Workplace”

Digitalization has transformed how people work — and raised new ethical questions. Employees communicate online, handle sensitive data, and represent their organizations on social media.

One careless post or shared document can cause serious damage.

Data privacy has become one of the biggest issues.

Companies collect customer information every day — but do they store it safely?

Many businesses have faced lawsuits for losing client data or selling it to advertisers without consent.

Transparency is another key concept.

Modern consumers want to know where products are made, how workers are treated, and how

data is used.

When companies hide mistakes or bad practices, their reputations suffer.

Finally, **leadership ethics** determine whether a company's culture is honest or toxic. Managers must lead by example, reward integrity, and respond quickly to ethical violations.

Comprehension Questions

1. What are three ethical challenges in the digital workplace?
2. Why is transparency important for companies?
3. What role do leaders play in building ethical culture?

Reading 2 – “The New Face of Fraud: Cybercrime in Business”

Cybercrime has become one of the top global threats.

Fraudsters no longer steal money from safes—they steal **data**.

Modern scams include fake websites, social engineering, and **phishing** emails.

In 2023, several banks were hit by ransomware attacks, blocking access to accounts.

Hackers demanded cryptocurrency payments to unlock systems.

Experts claim that most attacks succeed because of **human error**—weak passwords or careless clicks.

Governments now require companies to protect data through **encryption, firewalls, and multi-factor authentication**.

Cybersecurity isn't only a technical issue—it's a moral responsibility to protect customers and society.

Comprehension Questions

1. What new forms of fraud exist in digital business?
2. What causes many cyberattacks to succeed?
3. Why is cybersecurity also an ethical duty?

Grammar Focus – Reporting Verbs

Examples

Verb	Pattern	Example
report	that + clause	The firm reported that data was stolen.
claim	that + clause	The company claimed that systems were safe.
warn	object + to + infinitive	The expert warned employees not to share passwords.
advise	object + to + infinitive	The IT officer advised staff to update software.
deny	-ing form	The manager denied taking money.
promise	to + infinitive	The CEO promised to improve security.

Practice

A. Choose the correct option:

1. The company _____ to improve security. (promised / denied)
2. The expert _____ employees not to open unknown emails. (warned / claimed)
3. The accountant _____ stealing company funds. (denied / reported)

(Key: 1. promised, 2. warned, 3. denied)

Speaking Task – Ethical Dilemmas

Work in groups. Discuss what you would do in each case:

1. You find confidential data shared online.
2. Your colleague uses company resources for personal projects.
3. You receive a suspicious email from a client.

Report your decision:

“Our group decided that we would report the problem to IT.”

“Ali said he would warn the manager about the risk.”

Writing Task – Report on an Ethical Issue

Write (120–150 words):

Describe an ethical or cybersecurity problem a company faced, and suggest solutions.

Use structure:

1. Introduction – describe the incident
2. Analysis – what went wrong
3. Response – what people said/did
4. Conclusion – lessons learned

Example Report

In 2024, a software company experienced a phishing attack. Hackers stole customer passwords. The CEO claimed that security measures were in place, but experts warned that employees had not received enough training. The company promised to upgrade its system and advised clients to reset passwords. The case showed the importance of employee awareness and regular cybersecurity audits.

Case Study – The Volkswagen Emissions Scandal

Volkswagen was accused of cheating on emissions tests by using software that made cars appear cleaner than they were.

The company claimed that only a few engineers were responsible, but investigations found that senior managers were aware of the deception.

This case raises ethical questions about corporate honesty and accountability.

Discussion Questions

1. What ethical mistakes did the company make?
2. How could leadership have prevented this?
3. What lessons does this give for digital-age businesses?

Review Quiz

1. Which word means “stealing data online”?
a) phishing b) marketing c) accounting
2. Which reporting verb is correct?
The manager _____ taking the money.
a) denied b) claimed c) reported
3. Which of these means “turning data into code”?
a) encryption b) corruption c) promotion

(Key: 1–a, 2–a, 3–a)

10. Optional Video Resources

1. **Cybersecurity and Data Protection**, <https://www.youtube.com/watch?v=H1by79NxNr4>

Interesting to know:

*Cybercrime is now considered the **world’s third-largest economy** after the U.S. and China, costing the global economy over **\$10 trillion** annually — showing how vital digital security has become.*

Unit 12

The Future of Work and Innovation

Warm-Up

Discussion Questions:

1. What do you think the future of work will look like in 20 years?
2. Which jobs do you think will disappear? Which new ones will appear?
3. Do you believe robots will replace humans in most industries?
4. What skills will people need to stay employable in the digital future?

 *Optional task:* Show students images of smart offices, robots, and AI tools and ask them to describe what kind of jobs those workplaces might have.

Reading: “The Future of Work and Innovation”

The **workplace of the future** will be more digital, flexible, and creative than ever before. Artificial Intelligence (AI), robotics, and data analytics are transforming how companies operate and how employees perform their jobs. Repetitive tasks are being automated, freeing people to focus on creative problem-solving and innovation.

In the next decade, many employees will work in **virtual offices** using augmented reality and cloud collaboration tools. **Remote work** and flexible hours will become the global standard. Companies will measure success not only by profit but also by **innovation and employee well-being**.

Digital literacy, emotional intelligence, and critical thinking will be as important as technical skills. New roles will appear—such as *AI ethicist*, *data storyteller*, and *virtual experience designer*. Learning will become continuous through **micro-learning** and online training programs.

In the **Company of the Future**, humans and machines will work together. AI will predict trends, suggest ideas, and handle data, while people will focus on leadership, empathy, and creativity. The challenge for managers will be to balance technology with the human touch.

Comprehension Questions

1. What changes will technology bring to the workplace?
2. Why will creativity and emotional intelligence become important?
3. What new kinds of jobs might appear?
4. What is micro-learning?
5. What is the main challenge for future managers?

Vocabulary: The Future of Work and Innovation

Word / Phrase	Definition	Example Sentence
Automation	Using machines and technology to do tasks automatically	Automation helps reduce costs in manufacturing.
Augmented Reality (AR)	Adding digital images or data to the real world	Many shops use AR so customers can “try” products virtually.
Blockchain	Secure digital record of transactions shared by many computers	Blockchain makes financial operations safer.
Crowdsourcing	Getting ideas, funding, or content from a large group online	The company designed its product through crowdsourcing.
Digital Twin	A virtual copy of a real object used for testing	Engineers test cars using digital twins.
Empowerment	Giving employees confidence and authority to make decisions	Empowerment motivates staff and builds trust.
Gig Worker	A person working on short-term or freelance jobs	Gig workers like flexibility but lack job security.
Hyper-automation	Using multiple technologies to automate complex tasks	Hyper-automation saves time in large businesses.

Word / Phrase	Definition	Example Sentence
Internet of Things (IoT)	Devices connected via the internet sharing data	IoT helps monitor equipment in smart factories.
Micro-learning	Short, focused online lessons	Micro-learning videos are used for staff training.
Neurodiversity	Valuing different ways people think and learn	Companies hire for neurodiversity to boost innovation.
Quantum Computing	Advanced computing using quantum mechanics	Quantum computing will change data processing.
Shared Economy	Economic system based on sharing goods/services	Airbnb is part of the shared economy.
Task Automation	Using technology to perform routine work	Task automation frees people for creative projects.
Virtual Team	Team members working remotely online	Virtual teams are common in global firms.
Workplace Agility	Ability to adapt quickly to change	Workplace agility helps companies stay innovative.

Language Focus – Future Continuous & Future Perfect

◇ **Future Continuous** (will be + V-ing)

Use: To talk about actions in progress at a future time.

 *Example:* “Next year, most companies **will be using** AI for recruitment.”

◇ **Future Perfect** (will have + past participle)

Use: To describe something that will be completed before a specific future time.

 *Example:* “By 2030, many jobs **will have changed** completely.”

Practice

Complete the sentences using *future continuous* or *future perfect*.

1. By 2035, people _____ (work) mainly from home.
2. This time next year, the company _____ (launch) its new AI system.
3. By 2040, many traditional jobs _____ (disappear).
4. In five years, most students _____ (learn) through micro-learning platforms.
5. By next week, we _____ (complete) the innovation report.

(Keys: 1-will be working, 2-will be launching, 3-will have disappeared, 4-will be learning, 5-will have completed)

Speaking Practice

Task 1: Discuss in pairs —

“What will your profession look like in 20 years?”

“How will AI help or challenge your work?”

Task 2:

Role-play:

You are a business consultant presenting your vision of *The Future Office*.

Describe how employees will work, communicate, and stay motivated.

Writing Task

Write an essay (150–180 words):

“The Company of the Future.”

Describe how technology, innovation, and human creativity will shape your ideal workplace.

Use **at least 5 vocabulary words** from this unit.

Vocabulary Review

Word	Example Sentence
Innovation	Innovation helps businesses adapt to future challenges.
Remote work	Remote work allows employees to work from anywhere.
Motivation	Motivation drives creativity and productivity.

Word	Example Sentence
Automation	Automation reduces the need for manual labor.
Digital workplace	A digital workplace uses tools like Zoom and Slack.
Creativity	Creativity is essential for solving new problems.
Virtual team	Virtual teams collaborate online across time zones.
Agility	Workplace agility keeps companies competitive.

Interactive Tasks

A. Matching

Match each concept with its description:

- | | |
|----------------|-------------------------------------|
| 1. Blockchain | A. A network of connected devices |
| 2. Gig Worker | B. Secure digital record system |
| 3. IoT | C. Freelance job style |
| 4. Empowerment | D. Allowing staff to make decisions |

(Keys: 1-B 2-C 3-A 4-D)

B. Gap-Fill

- _____ helps automate repetitive tasks.
- A _____ works independently on projects.
- Many firms use _____ to connect smart devices.
- _____ motivates employees to innovate.

(Keys: 1-Task automation 2-Gig worker 3-IoT 4-Empowerment)

Video Resources

- The Future of Work: How Technology Is Transforming Companies & Workplaces, <https://www.youtube.com/watch?v=KgpQ3LMydxY>
- From Automation to Innovation: How AI Shapes the Modern Workplace, <https://www.youtube.com/watch?v=e-C6mPQ5K3A>

Project: “The Company of the Future”

In groups, design a presentation describing:

- What your company does
- How technology supports innovation
- How employees work and stay motivated
- Why your company is successful in 2040

 *Present your ideas to the class using visuals, key vocabulary, and correct future tenses.*

Interesting to know:

Experts predict that 85% of the jobs that will exist in 2030 haven't been invented yet. This means creativity, adaptability, and lifelong learning are more important than ever for future workers.

GLOSSAY OF TERMS

GLOSSARY OF DIGITAL BUSINESS TERMS

Unit 1. The Digital Economy: What It Is and Why It Matters

Term	Definition	Example
Digital economy	The part of the economy based on digital technologies, such as online business and e-commerce.	The digital economy has changed how companies sell and communicate.
E-commerce	Buying and selling goods and services online.	E-commerce allows small businesses to reach global customers.
Platform	A digital service connecting users, companies, or systems.	Amazon is a popular e-commerce platform.
Online transaction	The process of buying or selling something over the internet.	Many customers prefer online transactions for convenience.
Digital transformation	The use of digital tools to improve business operations.	Digital transformation helps companies stay competitive.
Innovation	Creating new ideas, methods, or products.	Innovation drives progress in the digital economy.
Big data	Extremely large data sets analyzed to find patterns or trends.	Big data helps marketers understand customer behavior.
Internet of Things (IoT)	The network of connected devices that share data.	Smart homes are based on IoT technology.
Digital platform economy	An economy built around digital platforms that connect users and providers.	Uber and Airbnb are part of the platform economy.

Term	Definition	Example
Cloud service	Online storage and computing resources offered by a provider.	Cloud services make data accessible anywhere.

Unit 2. Digitalization in Business

Term	Definition	Example
Digitalization	The integration of digital technology into all business areas.	Digitalization improves efficiency and reduces costs.
Automation	Using machines or software to perform repetitive tasks.	Automation saves time in manufacturing.
Cloud computing	Delivering computing services via the internet.	Many firms store their data in cloud computing systems.
Digital tools	Applications or platforms that help with business activities.	Project managers use digital tools to track progress.
Workflow	The sequence of processes through which work passes.	Digital tools help automate workflow management.
Cybersecurity	The practice of protecting systems from digital attacks.	Cybersecurity has become a business priority.
Data analytics	Examining data to make business decisions.	Data analytics helps identify customer preferences.
Integration	Connecting systems or tools to work together.	The new software allows easy integration with CRM.
Artificial intelligence	Machines simulating human intelligence.	AI helps automate customer service.

Term	Definition	Example
Digital transformation strategy	A plan to adopt digital technology across the organization.	The company's digital transformation strategy improved performance.

Unit 3. Working and Living in a Global Digital World

Term	Definition	Example
Digital nomad	A person who works remotely while traveling.	Many digital nomads work from cafés around the world.
Global team	A group of employees working together across countries.	Global teams use online platforms to collaborate.
Telecommuting	Working from a location outside the office.	Telecommuting is becoming a common work model.
Digital mobility	The ability to work or communicate from anywhere.	Smartphones support digital mobility for employees.
Time zone difference	The variation in time between different locations.	Time zone differences affect online meetings.
Intercultural communication	Interaction between people from different cultures.	Intercultural communication skills are key in global work.
Remote collaboration	Working with colleagues virtually.	Tools like Slack support remote collaboration.
Work-life balance	The ability to balance work and personal life.	Digital jobs can improve work-life balance.
Globalization	The process of connecting economies and cultures.	Globalization has increased digital trade.
Virtual meeting	An online discussion through video or audio.	We had a virtual meeting instead of a face-to-face one.

🗨 Unit 4. Dealing with Digital Customers

Term	Definition	Example
Customer experience	The overall impression customers have of a brand.	Good customer experience builds loyalty.
Online review	Feedback given by customers on websites.	Positive online reviews attract new buyers.
Chatbot	AI software simulating conversation with users.	Chatbots help answer questions 24/7.
Complaint handling	Managing and resolving customer problems.	Effective complaint handling improves satisfaction.
Digital communication	Interaction through digital channels.	Email is a form of digital communication.
Customer loyalty	The tendency of customers to continue buying from a brand.	Rewards programs build customer loyalty.
Netiquette	Proper behavior in online communication.	Netiquette is essential for polite email exchanges.
User interface (UI)	The way users interact with a website or app.	A clean UI improves user satisfaction.
Customer service	Support provided to customers before or after purchase.	Good customer service increases repeat sales.
Feedback form	A tool for collecting customer opinions.	Feedback forms help companies improve services.

Unit 5. Intelligent Technology and Artificial Intelligence

Term	Definition	Example
Artificial intelligence (AI)	Technology that mimics human thinking.	AI helps detect fraud in banking.
Machine learning	A type of AI that learns from data.	Machine learning improves product recommendations.
Algorithm	A set of rules a computer follows to solve a problem.	Search engines use algorithms to rank results.
Predictive analytics	Using data to predict future events.	Predictive analytics helps companies forecast demand.
Automation	Technology performing tasks with little human input.	Automation boosts efficiency in factories.
Data-driven decision	A choice made based on data analysis.	Businesses make data-driven decisions to reduce risk.
Ethics in AI	Moral principles guiding AI use.	Ethics in AI ensures fairness and transparency.
Chatbot	An automated program for communication.	The chatbot answers simple customer questions.
Smart system	Technology that can adapt or learn.	Smart systems monitor equipment in real time.
Deep learning	An advanced form of machine learning.	Deep learning powers image and speech recognition.

Unit 6. Intelligent Manufacturing and Lean Management

Term	Definition	Example
Industry 4.0	The current trend of automation and data exchange in manufacturing.	Industry 4.0 combines robotics, IoT, and AI.
Smart factory	A highly digitalized and connected production facility.	The smart factory monitors machines in real time.
Lean management	A method focused on minimizing waste and maximizing value.	Lean management reduces costs and improves productivity.
Efficiency	The ability to achieve maximum output with minimum input.	Automation increases production efficiency.
Continuous improvement	Ongoing efforts to improve products and processes.	The company promotes continuous improvement.
Supply chain	The network involved in producing and delivering goods.	A strong supply chain ensures timely delivery.
Quality control	Checking products to ensure they meet standards.	Quality control prevents defective items.
Robotics	The use of robots to perform tasks.	Robotics has transformed car manufacturing.
Process optimization	Improving a process to make it more effective.	Process optimization helps reduce delays.
Just-in-time (JIT)	Producing only what is needed, when it is needed.	JIT manufacturing minimizes inventory costs.

Unit 7. Global Business Operations

Term	Definition	Example
International trade	The exchange of goods and services between countries.	International trade supports economic growth.
Outsourcing	Hiring external companies to perform tasks.	Many firms outsource customer support overseas.
Franchising	A business model allowing others to use a company's brand.	McDonald's operates through franchising.
Globalization	The increasing interconnection of markets worldwide.	Globalization has opened new business opportunities.
Supply chain management	Coordination of all steps from production to delivery.	Efficient supply chain management cuts costs.
Logistics	Planning and managing the movement of goods.	Logistics plays a vital role in e-commerce.
E-commerce	Selling goods and services online.	E-commerce enables global sales.
Exchange rate	The value of one currency compared to another.	Exchange rate changes affect export prices.
Import/export	Buying goods from abroad and selling abroad.	The company expanded into import/export trade.
Market entry strategy	A plan for entering a new international market.	A solid market entry strategy is key for success.

Unit 8. Entrepreneurs and Success Stories

Term	Definition	Example
Entrepreneur	A person who starts and manages a new business.	The entrepreneur launched a new app.
Startup	A young company developing innovative products.	Startups often rely on investors for funding.
Innovation	Creating new methods, products, or ideas.	Innovation drives growth in business.
Risk-taking	The willingness to take business risks.	Risk-taking is essential for entrepreneurship.
Venture capital	Investment in startups with high growth potential.	The company received venture capital funding.
Business model	A plan for how a company makes money.	The startup's business model is based on subscriptions.
Networking	Building professional relationships for business opportunities.	Networking events help entrepreneurs meet investors.
Leadership	The ability to guide and motivate others.	Leadership skills are vital for entrepreneurs.
Failure	A situation when a business does not succeed.	Many entrepreneurs learn from failure.
Vision	A clear idea of what a company wants to achieve.	Her vision changed the tech industry.

Unit 9. Organizations and Digital Workplaces

Term	Definition	Example
Organization structure	The system that defines roles and responsibilities in a company.	The new organization structure improved communication.
Hierarchy	A system where employees are ranked by authority.	The company reduced hierarchy for faster decisions.
Flat organization	A structure with few management levels.	Flat organizations encourage employee autonomy.
Digital workplace	A virtual environment enabling employees to work online.	The digital workplace supports hybrid work.
Collaboration tools	Applications that help teams work together online.	Teams use collaboration tools like Slack.
Remote work	Working from outside the office.	Remote work increases flexibility for staff.
Corporate culture	Shared values and behaviors in a company.	A strong corporate culture motivates employees.
Intranet	A private network used within an organization.	The company intranet stores all internal policies.
Team dynamics	How team members interact and work together.	Positive team dynamics improve performance.
Hybrid work model	Combining office and remote work.	Many firms adopted the hybrid work model.

Unit 10. Business Data, Indicators, and Stock Markets

Term	Definition	Example
Indicator	A measure used to evaluate performance.	GDP is a key economic indicator.
Stock market	A place where shares are bought and sold.	The stock market reacted positively to the news.
Shareholder	A person who owns part of a company.	Shareholders expect regular dividends.
Data visualization	Presenting data through charts or graphs.	Data visualization makes reports clearer.
Trend	A general direction of change over time.	Sales show an upward trend this year.
Profit margin	The difference between revenue and costs.	The company increased its profit margin by 5%.
Revenue	The total income a company receives.	Online sales make up half of total revenue.
Index	A measure showing market performance.	The Dow Jones Index rose today.
Dividend	Money paid to shareholders from company profits.	Dividends are distributed annually.
Forecast	A prediction of future performance.	The company's forecast shows strong growth.

Unit 11. Ethics, Fraud, and Cybersecurity

Term	Definition	Example
Ethics	Moral principles guiding behavior.	Ethics are important in business decisions.
Fraud	Wrongful deception for financial gain.	The company lost money due to fraud.
Bribery	Offering money to influence decisions.	Bribery is illegal and unethical.
Cybercrime	Criminal activities carried out via computers.	Cybercrime is rising globally.
Data breach	Unauthorized access to sensitive information.	The bank suffered a major data breach.
Privacy policy	Rules about how a company handles personal data.	Users must agree to the privacy policy.
Identity theft	Stealing someone's personal information.	Identity theft causes serious financial harm.
Whistleblower	A person who reports wrongdoing inside an organization.	The whistleblower revealed accounting fraud.
Compliance	Following laws and company policies.	Compliance ensures legal business operations.
Confidentiality	Keeping sensitive information private.	Employees sign confidentiality agreements.

Unit 12. The Future of Work and Innovation

Term	Definition	Example
Innovation	The process of creating new ideas and products.	Innovation drives business progress.
Automation	Using machines or software to perform tasks.	Automation will replace some manual jobs.
Creativity	The ability to produce original ideas.	Creativity is a top skill for the future.
Artificial intelligence	Smart systems that learn and make decisions.	Artificial intelligence supports business strategy.
Remote working	Working from home or outside the office.	Remote working has become a global trend.
Upskilling	Learning new skills to stay competitive.	Employees need upskilling for digital jobs.
Motivation	The drive to achieve goals.	Managers use motivation to improve performance.
Future workplace	The evolving concept of where and how people work.	The future workplace combines AI and flexibility.
Collaboration	Working together to achieve a goal.	Collaboration tools make teamwork easier.
Lifelong learning	Continuously developing professional skills.	Lifelong learning is essential in the digital era.

Mini Case Studies and Projects

Unit 1 – The Digital Economy: What It Is and Why It Matters

Mini Case Study: Amazon’s Digital Transformation

Amazon began as an online bookstore in 1994, but today it’s a global digital ecosystem. Through data analytics, cloud computing, and AI-driven recommendations, Amazon revolutionized the way customers shop. Its platform connects millions of sellers and buyers, creating a digital marketplace that shapes the modern economy. By constantly investing in logistics, automation, and customer experience, Amazon became one of the key symbols of the digital economy’s power and scale.

Discussion Questions

1. How did Amazon use technology to change traditional retail?
2. What makes Amazon part of the digital economy?
3. Do digital platforms help or hurt small businesses?
4. How do you think online markets will evolve in the next 10 years?

Project Task

Create a short presentation on **a local business that went digital**. Describe how digital tools improved its reach or efficiency.

Language Output

Write a 150-word paragraph comparing a traditional business and a digital one.

Teacher’s Key & Notes

- Students should mention online platforms, automation, data use.
 - Encourage vocabulary: *e-commerce, platform, innovation, automation, marketplace*.
-

Unit 2 – Digitalization in Business

Mini Case Study: Siemens and the Smart Factory

Siemens has embraced digitalization by creating “smart factories.” Using IoT sensors and data analytics, it connects machines to predict failures, reduce waste, and increase productivity. Employees monitor production remotely through dashboards, showing how digitalization blends human skill with smart systems.

Discussion Questions

1. What benefits does Siemens gain from digitalization?
2. How does data help improve manufacturing?
3. What challenges do employees face when everything becomes digital?

Project Task

Research a company in your country that has automated its processes. Prepare a poster or slide explaining its transformation.

Language Output

Write a short report (120-150 words) describing the company’s digital journey using *present perfect* and *change-related verbs*.

Teacher’s Key

- Focus grammar: *has improved, has implemented, has increased efficiency.*

Unit 3 – Working and Living in a Global Digital World

Mini Case Study: Airbnb’s Global Community

Airbnb allows people worldwide to rent homes through one platform. Digital connectivity helps hosts and travelers communicate instantly, while secure payment systems support trust. The platform’s success shows how digital mobility redefines both work and lifestyle.

Questions

1. How has Airbnb changed travel habits?
2. What advantages and risks do digital nomads face?
3. How can companies support employees working abroad?

Project Task

Interview a person who has worked or studied abroad digitally. Summarize their experience.

Language Output

Use *modal verbs* (should, must, might) to give advice for working globally.

Teacher's Key

- Expected vocabulary: *digital nomad, remote collaboration, global mobility.*

Unit 4 – Dealing with Digital Customers

Mini Case Study: Zappos and Customer Experience

Zappos built its brand on exceptional online service. Representatives are trained to communicate politely, resolve problems quickly, and personalize interactions. Even without physical stores, Zappos maintains loyal customers through empathy and human tone in digital communication.

Questions

1. What makes online customer service effective?
2. How can tone influence digital communication?
3. What are polite ways to say “no” to a customer?

Project Task

Role-play a customer-service email exchange solving a problem.

Language Output

Write two short replies to complaints using *conditionals* and *polite expressions*.

Key

- Use: *If you send us the receipt, we'll replace the product.*
- Politeness markers: *We're sorry for the inconvenience...*

Unit 5 – Intelligent Technology and Artificial Intelligence

Mini Case Study: IBM Watson in Healthcare

IBM's AI system Watson analyzes medical data faster than humans. Hospitals use it to detect diseases earlier and recommend treatments. Yet AI raises ethical questions about privacy and decision-making.

Questions

1. What are main benefits of AI in business?
2. What ethical issues might arise?
3. How can AI support human decision-making?

Project Task

Prepare a 3-minute group presentation on "AI in Our Daily Work."

Language Output

Write sentences predicting future AI applications using *will*, *going to*, *may*.

Teacher's Key

- Grammar: future forms; vocabulary: *automation*, *analytics*, *ethics*.

Unit 6 – Intelligent Manufacturing and Lean Management

Case Study: Toyota's Lean Principles

Toyota introduced *Just-in-Time* production and continuous improvement (*Kaizen*). These lean principles minimize waste and maximize quality. Today, digital sensors support Toyota's efficiency even further.

Questions

1. What is lean management?
2. How does technology improve lean systems?
3. Why is employee involvement important?

Project Task

Analyze your classroom or office: suggest how lean ideas could improve efficiency.

Language Output

Write a short report using *gerunds* and *infinitives* to suggest improvements.

Key

- Grammar: *to reduce waste, improving processes.*

Unit 7 – Global Business Operations

Case Study: Unilever's Global Expansion

Unilever operates in 190 countries. By adapting products to local cultures and using e-commerce, it keeps a strong global presence. Digital platforms allow global coordination and sustainability monitoring.

Questions

1. What strategies help a company go global?
2. What are the risks of international expansion?
3. How can technology support global teamwork?

Project Task

Create a global expansion plan for a fictional start-up.

Language Output

Use *comparatives* and *superlatives* to describe markets.

Key

- Focus language: *larger market, more profitable region.*

Unit 8 – Entrepreneurs and Success Stories

Case Study: Elon Musk and Innovation

Elon Musk's ventures (Tesla, SpaceX) show vision, risk-taking, and innovation. His companies push the limits of technology and sustainability, inspiring new entrepreneurs to dream bigger.

Questions

1. What qualities make Musk a successful entrepreneur?
2. How do risk and creativity lead to innovation?
3. Which local entrepreneurs inspire you?

Project Task

Write or present a biography of a local entrepreneur.

Language Output

Use *past simple* and *past perfect* to tell a success story.

Key

- Vocabulary: *visionary, investor, start-up, perseverance.*
-

Unit 9 – Organizations and Digital Workplaces

Case Study: Microsoft Teams in Hybrid Work

Microsoft developed Teams to connect remote and office workers. It integrates chat, video, and file-sharing, creating a central digital workplace that supports global collaboration.

Questions

1. What are advantages of digital workplaces?
2. What communication challenges may appear?
3. How do organizations maintain company culture online?

Project Task

Design your *ideal digital office* using diagrams or slides.

Language Output

Use *relative clauses* to describe tools (*a platform that connects teams*).

Key

- Focus: *who, which, that clauses*; vocabulary: *collaboration, remote work.*
-

Unit 10 – Business Data, Indicators and Stock Markets

Case Study: Tesla's Stock Performance

Tesla's share price reflects both innovation and investor sentiment. Analysts watch indicators like earnings, production volume, and market capitalization to understand company value. The case shows how digital data shape modern financial decisions.

Questions

1. What are key business indicators?
2. Why do investors watch company data?
3. How can graphs and charts help in business reports?

Project Task

Create a short presentation analyzing recent stock market trends.

Language Output

Describe data using *increase, decrease, rise, fall, fluctuate*.

Key

- Grammar: *The price rose by 10%.*
- Vocabulary: *trend, index, share, indicator.*

Unit 11 – Ethics, Fraud and Cybersecurity

Case Study: Data Breach at Equifax

In 2017, Equifax, a major credit-reporting agency, suffered a massive data breach affecting 147 million people. Poor security led to identity theft and loss of trust. The incident raised global awareness of cyber ethics and data protection.

Questions

1. What went wrong at Equifax?
2. Why is cybersecurity critical for business?
3. How should companies respond after a breach?

Project Task

Develop a set of ethical guidelines for digital businesses.

Language Output

Use *reporting verbs* to discuss incidents (*The report stated that data were stolen*).

Key

- Vocabulary: *phishing, malware, privacy, data protection*.
- Grammar: *said that, reported that*.

Unit 12 – The Future of Work and Innovation

Case Study: Google and the Future of Work

Google invests heavily in AI tools, creative spaces, and employee well-being. Hybrid work, automation, and continuous learning define the future workplace. Innovation now depends on motivation, flexibility, and digital skills.

Questions

1. What trends will shape the future of work?
2. How can companies motivate creative teams?
3. Which future skills do you need to succeed?

Project Task

Group project: “*The Company of the Future*.”

Design a futuristic organization with its technology, culture, and values.

Language Output

Use *future continuous* and *future perfect* to describe scenarios.

Key

- Grammar: *will be working, will have achieved*.
- Vocabulary: *innovation, motivation, automation, adaptability*.

Digital Economy Quiz

End-of-Book Review Activity

Part 1. Multiple Choice (12 Questions – 1 per Unit)

Choose the correct answer **A, B, or C**.

(Unit 1 – The Digital Economy)

The digital economy mainly depends on:

- A) Physical goods
- B) Internet and digital technologies
- C) Agriculture and manufacturing

Key: B

(Unit 2 – Digitalization in Business)

Digitalization helps companies by:

- A) Increasing paperwork
- B) Making processes faster and more efficient
- C) Reducing automation

Key: B

(Unit 3 – Working and Living in a Global Digital World)

A “digital nomad” is someone who:

- A) Works only in an office
- B) Works while traveling using technology
- C) Avoids using the internet

Key: B

(Unit 4 – Dealing with Digital Customers)

Good online customer service should be:

- A) Fast, polite, and personal
- B) Delayed and formal
- C) Automatic with no human response

Key: A

(Unit 5 – Intelligent Technology and Artificial Intelligence)

Which of the following is an example of AI?

- A) Email service

- B) Chatbot customer support
- C) Paper invoice system

Key: B

(Unit 6 – Intelligent Manufacturing and Lean Management)

The goal of lean management is to:

- A) Increase waste
- B) Reduce waste and improve efficiency
- C) Focus only on design

Key: B

(Unit 7 – Global Business Operations)

Franchising means:

- A) Selling a company's shares
- B) Licensing a business model to others
- C) Outsourcing production

Key: B

(Unit 8 – Entrepreneurs and Success Stories)

Entrepreneurs are people who:

- A) Work for large corporations
- B) Take risks to start and run new businesses
- C) Avoid innovation

Key: B

(Unit 9 – Organizations and Digital Workplaces)

A digital workplace allows employees to:

- A) Work only in one location
- B) Work from anywhere using online tools
- C) Avoid using communication tools

Key: B

(Unit 10 – Business Data, Indicators, and Stock Markets)

A company's *share price* shows:

- A) How many employees it has
- B) The market value of its stock
- C) Its office locations

Key: B

(Unit 11 – Ethics, Fraud, and Cybersecurity)

Phishing means:

- A) Catching real fish
- B) Sending fake messages to steal data
- C) Testing software

Key: B

(Unit 12 – The Future of Work and Innovation)

The future of work will focus mainly on:

- A) Manual labor
- B) Automation, creativity, and flexibility
- C) Less technology

Key: B

Part 2. Vocabulary Match (Units 1–12)

Match each term (1–8) with the correct definition (A–H).

#	Term	Definition
1	E-commerce	A) Creating new ideas or products
2	Automation	B) System to reduce waste and increase efficiency
3	Outsourcing	C) Hiring another company to do part of your work
4	Cybersecurity	D) Protecting data from digital attacks
5	Innovation	E) Selling products or services online
6	Stock market	F) Place where company shares are traded
7	Remote work	G) Working from a location outside the office
8	Lean management	H) Using technology to perform tasks automatically

Keys: 1–E, 2–H, 3–C, 4–D, 5–A, 6–F, 7–G, 8–B

Part 3. Mini Project Task (Creative Review)

Task:

In small groups, choose one company (real or fictional) and prepare a “**Digital Success Report.**”

Include:

- Company name and background
- How it uses digital technology
- Key success factors
- Future digital goals

 *Time:* 25–30 minutes

 *Output:* Poster, short presentation, or video pitch

SUPPLEMENTARY TEXTS

READING COMPREHENSION

1. Elon Musk and the Power of Innovation

Elon Musk is one of the most influential entrepreneurs of the 21st century. Born in South Africa in 1971, he showed an early interest in technology and innovation. After moving to the United States, Musk co-founded several successful companies that have changed entire industries.

His first big success was PayPal, an online payment system that transformed the way people transfer money. After selling PayPal, Musk invested in projects that many considered impossible. He founded SpaceX to make space travel affordable, and Tesla Motors to accelerate the world's shift to electric vehicles. Both companies faced serious challenges, including financial difficulties and technical failures. Yet Musk's determination and risk-taking turned them into global leaders.

Musk is known for his ambitious goals. He plans to build a human colony on Mars, create self-driving cars, and develop renewable energy systems. Although his leadership style can be controversial — demanding, intense, and sometimes unpredictable — his vision inspires millions around the world.

Elon Musk's story shows that innovation is not only about technology, but also about courage, persistence, and believing in the future.

Comprehension Questions

1. Where was Elon Musk born?
2. What was his first major business success?
3. Name two industries Musk has transformed.
4. What kind of leader is he described as?
5. What lesson can we learn from his story?

Suggested answers

1. South Africa.
2. PayPal.
3. Space industry (SpaceX) and automobile industry (Tesla).
4. Demanding and visionary, but sometimes unpredictable.
5. Innovation requires persistence, courage, and belief in the future.

2. Airbnb: The Business of Sharing

Airbnb began in 2008 when two friends, Brian Chesky and Joe Gebbia, couldn't afford their rent in San Francisco. They decided to rent out three air mattresses in their apartment to visitors attending a design conference. They called the idea "Air Bed & Breakfast."

What started as a small solution became a global business model — the *sharing economy*. Airbnb allows people to rent out their homes or rooms to travelers worldwide. Today, it operates in over 220 countries, offering millions of listings.

The company succeeded because it provided something new: trust between strangers. Through user reviews, ratings, and secure payments, Airbnb made people feel comfortable sharing their personal spaces. The platform changed how people travel — offering affordable, authentic experiences compared to hotels.

However, Airbnb also faces criticism. Some cities argue that it increases housing prices and reduces long-term rental availability. In response, the company works with local governments to create fair regulations.

Airbnb's story proves that innovation often comes from solving simple personal problems — and that technology can build global communities.

Comprehension Questions

1. When and where was Airbnb founded?
2. What problem did the founders originally try to solve?
3. What is the "sharing economy"?
4. Why do people trust Airbnb?
5. What challenges has the company faced?

Suggested answers

1. 2008, San Francisco.
2. They couldn't pay their rent.
3. An economy based on sharing personal resources (like homes or cars) through digital platforms.
4. Because of reviews, ratings, and secure payments.
5. Criticism for affecting housing markets and needing better regulation.

3. Indra Nooyi: Leading with Purpose

Indra Nooyi, born in India in 1955, became one of the most powerful women in global business. As the CEO of PepsiCo from 2006 to 2018, she transformed the company into a leader in sustainability and innovation.

When Nooyi took charge, PepsiCo was known mainly for soft drinks and snacks. She introduced the strategy “Performance with Purpose,” focusing on three goals: making healthier products, protecting the planet, and empowering people. She encouraged the company to reduce sugar, salt, and fat in its foods and to invest in water conservation and renewable energy.

Nooyi’s leadership was characterized by empathy, long-term thinking, and cultural awareness. As an immigrant woman leading a major American corporation, she broke many barriers. She often said that companies must “do well by doing good.” Under her leadership, PepsiCo’s revenues grew by over 80%.

Even after leaving the CEO position, Indra Nooyi continues to inspire leaders to balance profit with responsibility. Her story is proof that ethical leadership can be both successful and sustainable.

Comprehension Questions

1. Where was Indra Nooyi born?
2. What company did she lead?
3. What was her main corporate strategy called?
4. What were its three goals?
5. What leadership qualities describe her best?

Suggested answers

1. India.
2. PepsiCo.
3. “Performance with Purpose.”
4. Healthier products, environmental protection, and people empowerment.
5. Empathetic, ethical, and visionary.

4. The Rise of Zoom: Connecting the World Remotely

Before 2020, Zoom was just one of many video conferencing platforms. But when the COVID-19 pandemic forced millions to work and study from home, Zoom became a global necessity.

Founded by Eric Yuan, a Chinese-born software engineer, Zoom's mission was simple: to make online meetings easier and more reliable. Yuan had previously worked at Cisco Webex but believed he could design a better, faster system.

By focusing on user experience, Zoom grew rapidly. During the pandemic, daily meeting participants jumped from 10 million to over 300 million. Schools, companies, and families used it to stay connected.

However, success also brought problems. Zoom faced privacy and security issues, which it quickly addressed through encryption and stronger safety measures. The company also became a symbol of a new work culture — remote collaboration.

Today, Zoom represents more than software. It symbolizes human adaptability and resilience in a digital world. Its story shows how technology can unite people during global challenges.

Comprehension Questions

1. Who founded Zoom?
2. What was the company's main goal?
3. How did the pandemic affect Zoom's growth?
4. What problems did the company face?
5. What does Zoom symbolize today?

Suggested answers

1. Eric Yuan.
2. To make online meetings simple and reliable.
3. Users increased from 10 million to over 300 million daily.
4. Privacy and security issues.
5. Adaptability and human connection in a digital world.

5. Jeff Bezos and the Birth of Amazon

Jeff Bezos, the founder of Amazon, started his company in 1994 from a small garage in Seattle. His idea was simple but revolutionary: sell books online. At that time, few people believed that e-commerce could compete with traditional stores.

Bezos had a clear vision — to make Amazon “the everything store.” He focused on customer satisfaction, low prices, and fast delivery. Over time, Amazon expanded from books to electronics, clothes, and even groceries. It also created new services such as Amazon Web Services (AWS), which powers websites and apps around the world.

Bezos is known for his long-term thinking. He often reminded his team that “it’s always Day One,” meaning innovation should never stop. Under his leadership, Amazon became one of the most valuable companies on Earth, and Bezos became one of the richest people in history.

Although critics say Amazon’s growth has hurt small businesses, its impact on digital trade is undeniable. Bezos’s story proves how one bold idea can change the way the world shops.

Comprehension Questions

1. When was Amazon founded?
2. What did it originally sell?
3. What is AWS?
4. What does “it’s always Day One” mean?
5. What criticism has Amazon faced?

Suggested answers

1. 1994
2. Books.
3. A cloud service that hosts websites and apps.
4. Innovation should continue every day.
5. Its size may harm small businesses.

6. Jack Ma and Alibaba's Global Journey

Jack Ma, once an English teacher from China, became one of the most famous entrepreneurs in Asia. In 1999, he founded Alibaba, an online marketplace connecting Chinese manufacturers with international buyers.

At the time, e-commerce in China was almost nonexistent, and few people had internet access. But Ma believed in the power of digital trade. He faced many rejections from investors, yet his persistence paid off. Alibaba grew into a global company that handles billions of dollars in transactions each year.

Jack Ma's leadership style is energetic and people-focused. He encourages employees to dream big and never give up. His story reflects how technology can open opportunities for developing economies.

Today, Alibaba is not only an online marketplace but also a leader in digital payments, logistics, and cloud computing. Ma's journey shows how vision and persistence can transform both a person's life and a nation's economy.

Comprehension Questions

1. What was Jack Ma's first profession?
2. When did he start Alibaba?
3. What was the company's original purpose?
4. How did Ma inspire his employees?
5. What industries does Alibaba operate in today?

Suggested answers

1. English teacher.
2. 1999
3. Connecting manufacturers and buyers online.
4. By motivating them to dream and persist.
5. E-commerce, digital payments, logistics, and cloud computing.

7. Microsoft and the Digital Revolution

Microsoft, founded by Bill Gates and Paul Allen in 1975, has been at the heart of the digital revolution. The company's first major product was an operating system called MS-DOS, which helped make personal computers accessible to millions of people.

Later, Microsoft developed Windows — a user-friendly system that changed how people interacted with technology. By the 1990s, almost every office in the world used Microsoft products such as Word, Excel, and PowerPoint.

Under the leadership of Satya Nadella, who became CEO in 2014, Microsoft reinvented itself again. The company shifted its focus to cloud computing and artificial intelligence. Nadella also improved company culture, encouraging teamwork, learning, and empathy.

Today, Microsoft remains one of the world's most valuable technology firms. Its story teaches that successful businesses must evolve, adapt, and keep innovating.

Comprehension Questions

1. Who founded Microsoft?
2. What was its first major product?
3. What new focus did Satya Nadella introduce?
4. How did he change the company's culture?
5. What is the key lesson from Microsoft's story?

Suggested answers

1. Bill Gates and Paul Allen.
2. MS-DOS.
3. Cloud computing and AI.
4. Promoted empathy, teamwork, and learning.
5. Adaptation and innovation ensure success.

8. Google's Mission to Organize the World's Information

In 1998, two Stanford students, Larry Page and Sergey Brin, created Google with one mission: *to organize the world's information and make it universally accessible.*

Google started as a search engine with a smart algorithm that ranked web pages by relevance. It quickly became the most popular search tool in the world. But Google didn't stop there. It developed Gmail, Google Maps, YouTube, Android, and Google Drive — services that billions of people use daily.

The company's culture encourages creativity. Employees are allowed to spend part of their time on personal projects, which has led to some of Google's most successful innovations.

However, Google also faces challenges, including privacy concerns and antitrust investigations. Despite this, it continues to shape how the world accesses information. Google's journey from a dorm room project to a global empire proves that ideas powered by knowledge can change the world.

Comprehension Questions

1. Who founded Google?
2. What was its original goal?
3. Name two popular Google products.
4. What makes Google's work culture unique?
5. What challenges does it face today?

Suggested answers

1. Larry Page and Sergey Brin.
2. To organize global information.
3. Gmail, YouTube, Maps, Drive, etc.
4. Employees can develop their own projects.
5. Privacy and legal issues.

9. Mark Zuckerberg and the Rise of Social Media

Mark Zuckerberg founded Facebook in 2004 while studying at Harvard University. His idea was to help students connect online, but it quickly expanded beyond campuses. Within a few years, Facebook became the world's largest social network.

The company changed how people communicate, share news, and build communities. Zuckerberg's goal was to "make the world more open and connected." Facebook later bought Instagram and WhatsApp, further expanding its influence.

However, the company also faced criticism for privacy issues, misinformation, and its influence on politics. Zuckerberg has promised to improve data protection and build a more transparent platform.

Despite the challenges, Facebook — now called Meta — continues to lead innovation through projects like the *metaverse*, a virtual space for social and business interaction. Zuckerberg's story shows how one idea from a dorm room reshaped global communication.

Comprehension Questions

1. When was Facebook founded?
2. What was Zuckerberg's goal?
3. Name two companies Facebook acquired.
4. Why has the company faced criticism?
5. What is the "metaverse"?

Suggested answers

1. 2004
2. To make the world more open and connected.
3. Instagram and WhatsApp.
4. Privacy and misinformation issues.
5. A virtual 3D online environment.

♥ 10. Patagonia: A Company That Cares

Patagonia, the outdoor clothing brand, is famous not only for its high-quality products but also for its environmental activism. Founded by Yvon Chouinard in 1973, the company's mission is to "save our home planet."

Patagonia encourages customers to buy only what they need and even offers repair services to extend product life. It donates part of its profits to environmental causes and supports sustainable farming and recycling.

In 2022, Chouinard made headlines by giving away the company — transferring ownership to a trust and nonprofit organization dedicated to fighting climate change. This act turned Patagonia into a model for ethical business.

Patagonia's story demonstrates that profit and purpose can coexist. By caring for people and the planet, the company has built one of the most respected brands in the world.

Comprehension Questions

1. Who founded Patagonia?
2. What is its main mission?
3. How does the company promote sustainability?
4. What did Chouinard do with the company in 2022?
5. What message does Patagonia's story send?

Suggested answers

1. Yvon Chouinard.
2. To protect the planet.
3. Repairs products, donates profits, uses sustainable materials.
4. Donated it to a trust for climate protection.
5. Businesses can succeed while helping the planet.

11. Warren Buffett: The Value of Patience

Warren Buffett, often called the “Oracle of Omaha,” is one of the world’s most successful investors. He built his fortune through careful analysis, patience, and long-term thinking.

Buffett started investing at a young age and founded Berkshire Hathaway, a company that owns shares in many businesses, from insurance to energy. His investment philosophy is simple: buy quality companies at a fair price and hold them for the long term.

He is known for his modest lifestyle despite his wealth. Buffett still lives in the same house he bought in 1958 and enjoys reading company reports more than luxury travel.

Buffett’s success teaches that real wealth is built through discipline, integrity, and understanding value — not by chasing quick profits. His story inspires millions to invest wisely and think for the future.

Comprehension Questions

1. What is Warren Buffett’s nickname?
2. What company did he build?
3. What is his investment philosophy?
4. How does he live despite his wealth?
5. What values define his success?

Suggested answers

1. The Oracle of Omaha.
2. Berkshire Hathaway.
3. Invest long-term in quality companies.
4. He lives simply.
5. Patience, integrity, and discipline.

12. Toyota: The Spirit of Continuous Improvement

Toyota is one of the most respected car manufacturers in the world, known for its reliability and efficiency. Founded in Japan in 1937, Toyota introduced the *Toyota Production System*, which became a model for lean manufacturing globally.

The company's philosophy is based on *Kaizen*, a Japanese word meaning "continuous improvement." Every worker is encouraged to suggest small changes that make production faster, safer, and better. This teamwork and focus on quality helped Toyota become the top-selling car brand worldwide.

Toyota also leads in sustainability, producing hybrid vehicles like the Prius and investing heavily in hydrogen and electric cars. The company believes innovation should serve both people and the planet.

Toyota's story shows how discipline, respect, and learning from mistakes create long-term success. It's not just about making cars — it's about making progress.

Comprehension Questions

1. When was Toyota founded?
2. What does *Kaizen* mean?
3. What is the Toyota Production System known for?
4. What sustainable technologies has Toyota developed?
5. What is the main lesson from Toyota's story?

Suggested answers

1. 1937
2. Continuous improvement.
3. Efficiency and quality in production.
4. Hybrid and hydrogen vehicles.
5. Success comes from constant learning and teamwork.