



IDONEITA' LINGUA INGLESE ENGLISH – EM

Master's Degree in Management
Faculty of Economic, Law and Political Sciences
Department of Business and Economics
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RICEVIMENTO: SU TEAMS
VENERDÌ ORE 18:00-19:00

STUDIO 3, 1° PIANO
FACOLTÀ DI SCIENZE ECONOMICHE, GIURIDICHE E POLITICHE
SANT'IGNAZIO, 84 (BIBLIOTECA ECONOMIA)

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IDONEITÀ LINGUA INGLESE

CdL magistrale Economia Manageriale



MONDAY		TUESDAY		WEDNESDAY		THURSDAY	
LESSONS		LESSONS		LESSONS		TUTORATO	
TEAMS		TEAMS		TEAMS		TEAMS	
26 April	18:30-20:00	27 April	18:30-20:00	26 April	18:30-20:00		
3 May	18:30-20:00	4 May	18:30-20:00	5 May	18:30-20:00	6 May	15:00-16:30
10 May	18:30-20:00	11 May	18:30-20:00	12 May	18:30-20:00	13 May	15:00-16:30
				T 19 May	15:00-16:30	20 May	15:00-16:30
				T 26 May	15:00-16:30	27 May	15:00-16:30
		T 1 June	15:00-16:30			3 June	15:00-16:30

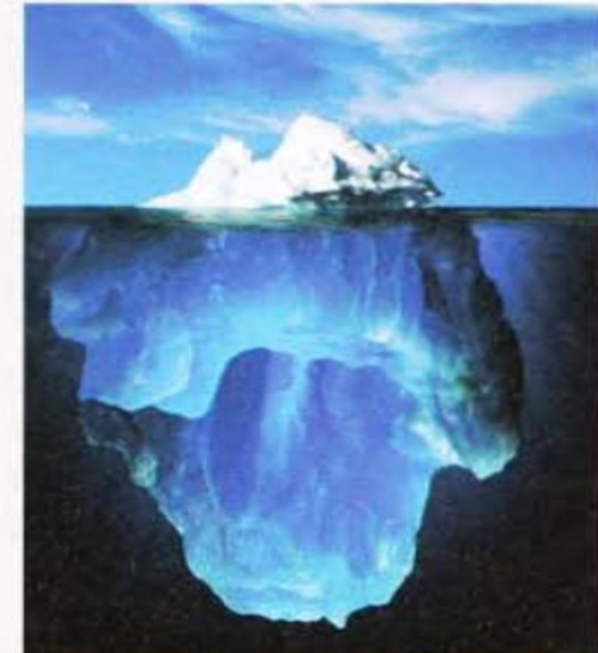
OVER TO YOU

- 1 What are the positive aspects of working across cultures?
- 2 What are the challenges or difficulties of working across cultures?
- 3 The words in the box are all associated with culture. How would you explain or define each of them?

artefacts assumptions attitudes behaviour beliefs
dress food language norms traditions values

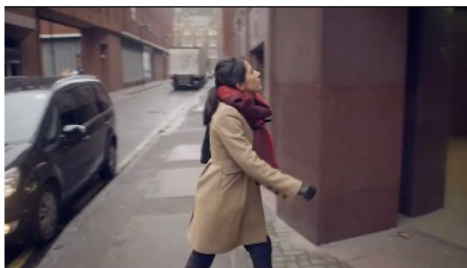
- 4 A common image of culture is that of an iceberg. Look at the photo. Why do you think that is?
- 5 Which of the words in question 3 associated with culture are above the surface of the iceberg of culture and are clearly visible, and which are below the surface and invisible? For those below the surface, how far below the surface do you think they are? Say why.
- 6 What are some of the core values in your culture?
- 7 Some examples are given in the article about brands and products that have not transferred well to overseas markets. Can you think of others?

The iceberg of culture

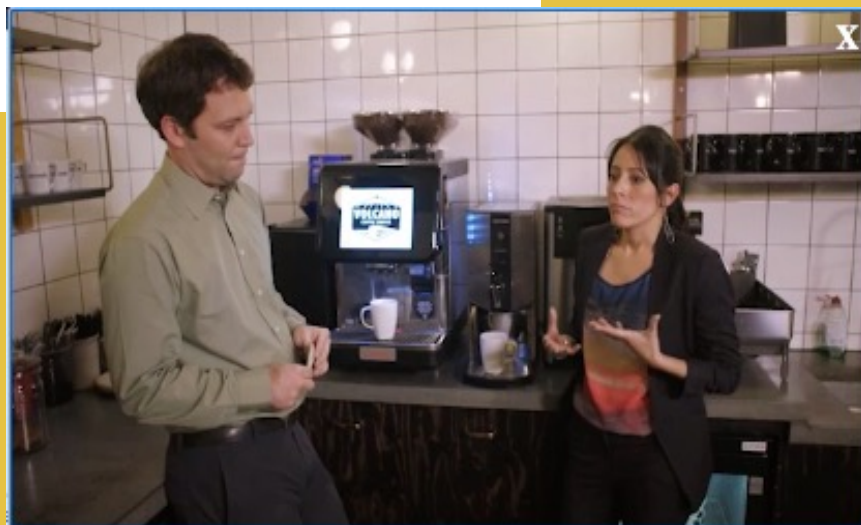


VIDEO

A Watch the videos of Paula and Matt before they meet each other.



- 1 How does Paula describe herself?
- 2 How did Matt sound to Paula? How does he actually feel?
- 3 What does Matt need to talk to Paula about?



3.3

COMMUNICATION SKILLS

Listening actively

Lesson outcome

Learners are aware of different ways to listen actively and can use phrases for a range of active listening techniques.

Lead-in

1A Work in pairs and discuss the statements. Which one do you agree with more?

- 1 'In business, it's better to act neutrally and not show your feelings.'
- 2 'It's better not to hide your feelings when talking about work-related topics.'

B What are the advantages and disadvantages of each approach?

VIDEO

2A 3.3.1 Watch the videos of Paula and Matt before they meet each other.

- 1 How does Paula describe herself?
- 2 How did Matt sound to Paula? How does he actually feel?
- 3 What does Matt need to talk to Paula about?

B Do you think their meeting will go well? Why / Why not?

3A In small groups, discuss which is the best approach (Option A or B) for Matt to take in his first meeting with Paula. As a class, decide which video to watch first.

- Option A - Talk about the facts he has heard and try to get to the bottom of them.
 Option B - Listen to Paula's perspective and discuss how they can best work together.

B Watch the two videos in the sequence the class has decided, and answer the questions for each video.

Option A 3.3.2

- 1 Watch the video and tick (✓) the points Matt focuses on.
 - a Paula missed her deadline on her last project.
 - b She thought her project manager (Julio) was incompetent.
 - c The project was late.
 - d Her project manager didn't want to listen to her.
 - e She disagreed with her project manager.
- 2 How does Paula respond to Matt's questions? How does she feel at the end of the discussion? Why?
- 3 What could Matt have done to improve the outcome of the discussion?

Option B 3.3.3

- 1 How does Matt manage the conversation and what effect does this have on the outcome?
- 2 Complete Matt's questions using the words in the box. Watch again to check your answers.

describe	important
mean	rushed
say	

 - a 'Julio's incompetent. Totally incompetent.'
 'OK, why don't you tell me a bit more? You _____ he's incompetent. How would you _____ a competent manager?'
 - b 'A good manager should support their team and listen to their team.'
 '... So it's _____ for you, as a team member, to be involved in decision-making, right?'
 - c 'I wanted to take extra time to make sure we weren't rushing a complicated project.'
 'Why did you have concerns about the project being _____?'
 - d 'There were too many things that all had to happen at the same time.'
 'What do you _____ by "too many things"? Do you think you might have managed a bit better if there had been greater planning or more support, for example?'

4 Discuss what lessons you have learnt about listening actively and adapting your style to focus on facts and maintain positive relationships at the same time.

5 3.3.4 Watch the Conclusions section of the video and note down the four tips for successful active listening. How far do you agree with these tips? Why?

Reflection

6 Think about the following questions. Then discuss your answers with a partner.

- 1 Do you often ask questions when talking to others?
- 2 In discussions, do you often begin sentences with *I think ...* and *We should ...*?
- 3 What is one advantage and one possible disadvantage of your style?
- 4 Decide on one thing *you* can do to listen more actively and successfully in the future.

Working Across Cultures

MARKET LEADER



Business English

Adrian Pilbeam

ESG FACTORS

While the specifics vary by company, industry and geography, we consider a common set of ESG factors when evaluating opportunities, making decisions, managing our investments and engaging with companies to seek improvements in business practices and disclosure.



Climate impact and greenhouse gas (GHG) emissions, energy efficiency, air and water pollution, water scarcity, biodiversity, and site restoration.



Human rights, local community impact and employment, child labour, working conditions, health and safety, and anti-corruption.



Alignment of interests, executive compensation, board independence and composition, and other shareholder rights.

What is ESG investing?



Source: Anevis

What is ESG investing?

Environmental, social and governance criteria are a set of non-financial performance indicators that include sustainable, ethical and corporate governance issues. Some of these issues might include a company's efforts to improve its carbon footprint or the health and safety of its employees.

The philosophy behind the ESG criteria is to recognise the effect companies have on the environment and society as a whole and in turn, how their ESG policies can impact their own resilience and profitability. A company's environmental policies might contribute to water pollution or energy waste. As a result, the company's costs, its reputation and its regulatory compliance could be at risk. A company's social policies might lead to low worker productivity and morale, then increasing the chances of high employee turnover or absenteeism. Lastly, a company's governance could involve a lack of compliance, deteriorating relations with shareholders, lack of diversity within the leadership, corruption, and other factors that can impact a company's financial standing or reputation.

With all of this in mind, investors have established that beyond financial indicators, a company's success and longevity on the market is increasingly linked to ESG criteria. Of course, ESG principles are just one of many indicators investors will take into account in their decision-making process.

<https://earlymetrics.com/esg-ratings-how-can-a-business-environmental-and-social-impact-be-measured/>

ESG POLICIES

Environmental policies

Social policies

Governance policies

LEXICON

- Resilience /rɪ'zɪliəns/
- Profitability /prɒfɪtə'bɪlɪti/
- Pollution /pə'ljuːʃ(ə)n/
- Waste /weɪst/
- Regulatory /'rɛgjʊlət(ə)ri/
- Compliance /kəm'plɪəns/
- Productivity /prɒdʌk'tɪvɪti/
- Turnover /'tɜːnəʊvə/
- Standing /'stændɪŋ/
- Lack /læk/

ESG POLICIES

Environmental policies

Social policies

Governance policies

LEXICON

- **Resilience:** flexibility, adaptability
- **Profitability:** ability to make a profit
- **pollution:** contamination with man-made waste
- **Waste:** results from manufacturing processes
- **Regulatory compliance:** when a business follows state, federal, and international laws and regulations relevant to its operations.
- **Compliance:** the act of obeying an order, rule or request
- **Productivity:** the rate at which a company or country makes goods
- **Turnover:** the rate at which employees leave a company and are substituted by new people
- **Standing:** status, rank, position, level
- **Lack:** absence, need, deficiency

Do you think that taking into consideration the local culture of the hosting country is part of ESG investing?



10 Principles of Standard Ethics #complyingwiththefuture



Sustainability: a planetary theme, linked to human knowledge, to face the great climatic, social and economic phenomena because they go beyond the borders of a nation and the perimeter of a company.



Independence: Standard Ethics business model is based on the Applicant-pay model: it delivers ratings with maximum independence from investors, regulators, consultants and certifiers.



Systemic Approach: perspective is what the planet and new generations need. Only through the adoption of Sustainability benchmarks indicated by major international institutions are companies, investors and states compliant.



Credibility: the Standard Ethics Rating is a symbol of transparency because it offers comparability vis-à-vis competitors. It therefore enhances credibility and reputation with clients and shareholders.



Standard: To ensure accuracy and comparability of the final evaluation, Standard Ethics uses a proprietary six-variable algorithm.



Competitive: Companies, organizations and countries adopting the Standard Ethics model will have a competitive advantage compared to those not complying with international recommendations



Reputational: “The future casts its shadow on the present”:Irving Fisher. A Standard Ethics Rating analyses policies and governance to highlight levels of implicit vulnerability vis-à-vis the future.



Comparability: EU, OECD and UN voluntary guidelines are clear references for the economic world. In relation to other less measurable and comparable approaches to Sustainability, corporate communication benefits in terms of clarity .



ESG Risks: through a Standard Ethics Rating, companies can measure themselves with international standards on governance and Sustainability; improve corporate governance; communicate with stakeholders more efficiently and protect corporate assets.



Transparency: Only by measuring conformity with comparable, transparent and third-party methodologies will it be possible to ascertain the degree of sustainability of an economic entity and the efforts it is making for tomorrow's generations.

Global ESG Quarterly Volumes By Type

