



English for  
Specific Purposes  
(ESP)

# English for Management

Intermediate Level  
*Student's Book*

NORBERTO TENORIO BONDOC



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To the students, readers, and practitioners whose curiosity and feedback inspired many ideas in this book — this book is for you.



# About the Book

**English for Management** is a practical course book designed for learners and professionals aiming to develop their English communication skills in the context of business and management. Whether you are preparing for a career in management or already working in the field, this book equips you with the language tools and functional expressions necessary to succeed in real-world business situations.

This book contains **seven (7) engaging units**. Each unit is self-contained and focuses on real-world themes and tasks that reflect the dynamic nature of business and management. Every unit begins with a **Jumpstart** section, which introduces the theme through thought-provoking questions. Each unit highlights key vocabulary, presents grammar, and structures in authentic business management contexts, and offers guided tasks to help learners use the language effectively. It also focuses on real communication skills—speaking, reading, writing, and listening—while teaching key expressions and phrases used in professional and creative settings. Pair and group activities are supported with clear roles and structured information.

**English for Management** covers a variety of topics relevant to the modern management field. Each unit ends with a **Student's Digest**, which explores interesting articles, insights, trends, and concepts from the world of business and management. This section encourages fluency through discussion, self-expression, and critical thinking, allowing learners to consolidate and apply their knowledge.

By the end of this course, you will not only strengthen your language skills, but also gain the confidence to communicate clearly, persuasively, and professionally in a range of business and management contexts. Let's begin your journey toward becoming an effective English communicator in the world of business and management.

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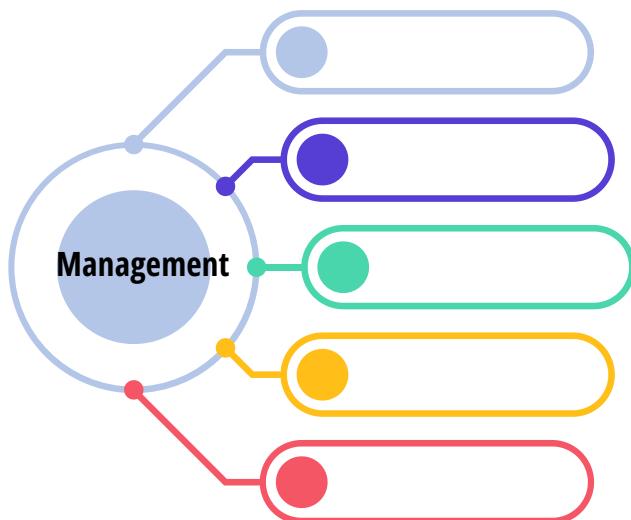


# UNIT 1- What is *Management*?



## Jumpstart |

Brainstorm in pairs or small groups. Write down words or phrases you associate with "management".



**TASK 1:** Listen to a teacher's lecture. Complete the sentence using each word below.



plan    guide    organize    reach    motivate    evaluate    create    train

**AUDIO**



1. A good manager helps to \_\_\_\_\_ the team toward success.
2. It's important to \_\_\_\_\_ clear goals before starting to work.
3. Managers often \_\_\_\_\_ workers so they can do a better job.
4. Teams need someone to \_\_\_\_\_ the tasks and people carefully.
5. Great leaders know how to \_\_\_\_\_ others to do their best.
6. Managers must \_\_\_\_\_ results to make better decisions.
7. Before starting a task, you should \_\_\_\_\_ your steps carefully.
8. Management is about guiding people and projects to \_\_\_\_\_ a goal.

**TASK 2:** Match each word, 1-7, to the correct definitions, a-h.

____ 1. plan	____ 5. evaluate
____ 2. guide	____ 6. create
____ 3. organize	____ 7. train
____ 4. motivate	



- a. to give someone support or direction
- b. to think about steps before doing something
- c. to help someone learn new skills
- d. to start something new or make something
- e. to check how well something or someone is doing
- f. to make people feel excited to do something
- g. to put things or people in the right place or order

**TASK 3:** Rewrite the key verbs from **TASK 2** in the table below as nouns.

Verbs	Noun
plan	
guide	
train	
organize	
motivate	
evaluate	
create	

**How to Change a Verb to Noun**

**1. Add a Suffix:** Add a special ending to the verb.

-**tion** → decide → decision

-**ment** → improve → improvement

-**ing** → run → running (a gerund = noun form of the verb)

**2. Use the Verb as a Noun:** Some verbs can be used as nouns with little or no change.

**launch** → the launch was successful

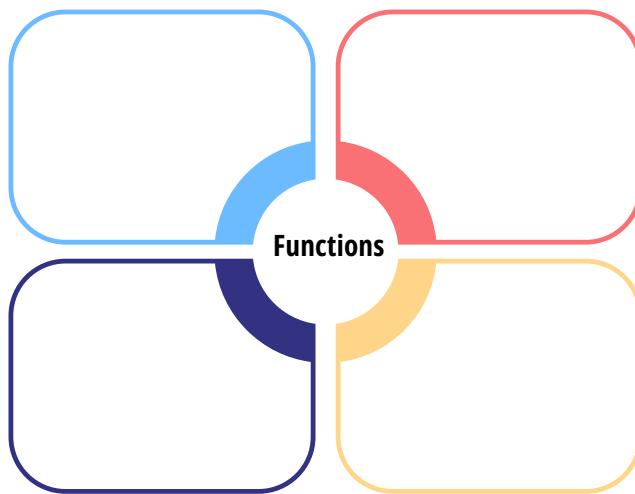
**design** → the new design looks great



**TASK 4:** Listen again to the lecture in **TASK 3**. List down the management functions mentioned in the diagram.



AUDIO



**TASK 5:** Read each question. Then, circle the correct answer.

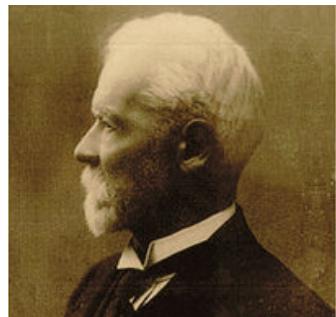
1. What is the main goal of management?
  - a. to make money
  - b. to guide people and projects to reach a goal
  - c. to work alone on a project
  - d. to sell products online.
2. Why do you think it's important for a manager to guide a team?
  - a. So, the team doesn't feel bored.
  - b. So, everyone works toward the same goal.
  - c. So, the manager can do less work.
  - d. So, the office stays quiet.
3. If a manager doesn't make a clear plan, what might happen?
  - a. The team may get confused.
  - b. Everyone will work faster.
  - c. The customers will be happier.
  - d. It will be easier to finish the job.
4. How can a manager motivate a team that is tired or bored?
  - a. Ask them to take a long break everyday.
  - b. Yell at them.
  - c. Give clear goals and show why the work is very important.
  - d. Tell them to work harder without help.
5. Why is evaluating important for managers?
  - a. To punish workers
  - b. To check what is working and make better decisions
  - c. To get more money from workers
  - d. To finish work early everyday.
6. How can training help both employee and the company?
  - a. Helps employees relax.
  - b. Saves money on workers.
  - c. Improves work and growth.
  - d. Avoids team meetings.



**TASK 6: Listen to a short lecture on Henri Fayol's functions of management. Match the following headings to the paragraph.**



AUDIO



Commanding

Coordinating

Organizing

Planning

Controlling

Henri Fayol, a pioneering French engineer, introduced five core functions of management in his 1916 book *Industrial and General Administration*.

Source: ("Henri Fayol", 2025)

1. \_\_\_\_\_ involves forecasting the future and determining the steps needed to reach organizational goals. Fayol emphasized that planning should be continuous, purposeful, flexible, and accurate. He also introduced the importance of short- and long-term forecasts in strategic decision-making.
2. \_\_\_\_\_ refers to assembling the necessary resources—people, tools, and capital—for operations. Fayol highlighted the role of organizational structure, suggesting a pyramid or hierarchy where managers supervise small groups to ensure effectiveness and control.
3. \_\_\_\_\_ is about leading people and ensuring they carry out assigned tasks. Fayol advised managers to know their team well, lead by example, delegate responsibilities, and foster motivation and unity. He believed good leadership improves performance and morale.
4. \_\_\_\_\_ ensures harmony between different departments and activities. Fayol recommended regular meetings to discuss current operations, align priorities, and avoid conflict or duplication of effort.
5. \_\_\_\_\_ involves monitoring and evaluating whether actions align with plans. It helps identify errors or weaknesses and ensures corrective measures are taken. Fayol advocated for impartial quality control managers to oversee this function objectively.

Fayol's management functions were innovative for their time and continue to serve as a strong foundation for understanding and practicing effective management today.

Source: Jonas (2021)



**TASK 7:** Watch a short video presentation about the *Kinds of Manager*. Complete the chart below with the correct answers.



VIDEO

## Kinds of Managers

1. Top Managers

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

3. Line -Managers

4. \_\_\_\_\_

- CEO
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

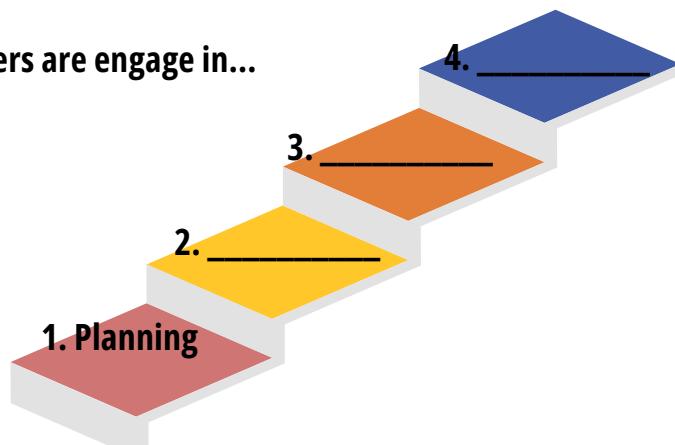
- \_\_\_\_\_
- \_\_\_\_\_
- Division Manager

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

- Team Manager



All four types of managers are engage in...



## Management Hierarchy

### Top Level Management

Top-level management refers to the policy-making group responsible for setting the overall direction and ensuring the success of all company operations. It typically includes the Board of Directors and the Chief Executive Officer (CEO) or Managing Director. As the highest authority within the organization, top-level management establishes the company's goals and policies and is ultimately accountable to the shareholders for the organization's overall performance and governance.



### Middle Level Management

Middle-level management comprises the heads of functional departments who are responsible for implementing the policies and strategies set by top management. They ensure the efficient operation of their respective departments and act as a bridge between top-level and lower-level management. This level typically includes branch managers, superintendents, and section heads, all of whom are accountable to top management for departmental performance.

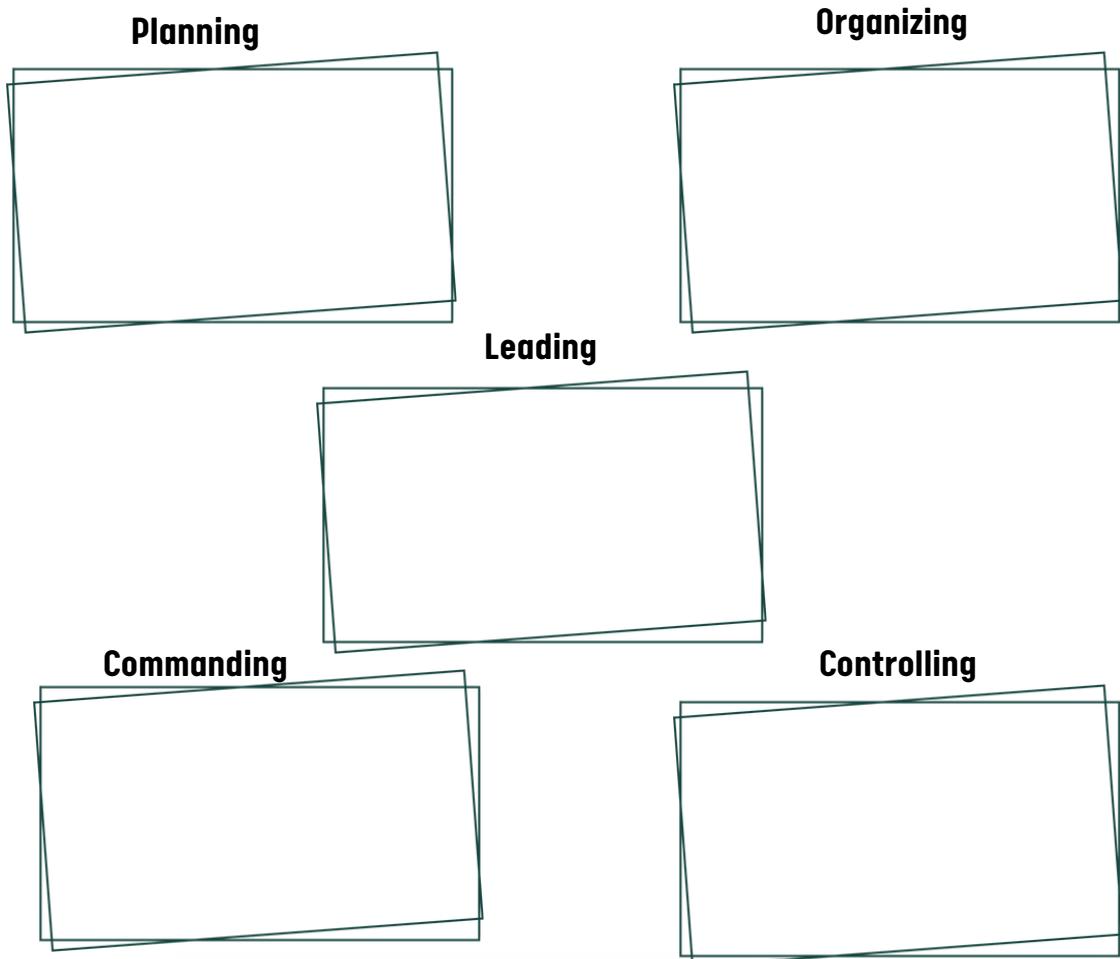
### Lower Level Management

Lower level management, also known as supervisory management or first-line management, consists of executives responsible for overseeing and guiding the day-to-day activities of operative employees. This level includes supervisors, foremen, accounts officers, sales officers, and similar roles. Managers at this level serve as the direct link between the workforce and higher levels of management, ensuring that tasks are carried out efficiently and according to instructions from above.

Source: Course Sidekick (2025)



**TASK 8:** The table below shows five core roles of a manager: *Planning, Organizing, Leading, Commanding, and Controlling*. See the list of manager's responsibilities below. Sort each responsibility and write it under the correct heading in the table.



### Manager's Core Responsibilities

<ul style="list-style-type: none"><li>• Set team goals</li><li>• Assign tasks to team members</li><li>• Motivate the team</li><li>• Monitor progress</li><li>• Create a project plan</li><li>• Give clear instructions</li><li>• Manage resources</li><li>• Supervise daily work</li></ul>	<ul style="list-style-type: none"><li>• Decide company strategy</li><li>• Arrange meetings and tools</li><li>• Encourage staff</li><li>• Make sure deadlines are met</li><li>• Lead team-building activities</li><li>• Compare results with goals</li><li>• Identify staff needs</li><li>• Communicate with staff</li></ul>
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Source: Drucker (1993)