

Business English Course Syllabus for Third Year Students (Sixth Semester)

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Introduction

Welcome to the Business English course for third-year Business Administration students! This course is tailored to strengthen your English communication skills while deepening your understanding of modern management practices in today's regional and global business landscape. Over six weeks, you will explore vital topics such as digital transformation, sustainability, remote and hybrid work, diversity and inclusion, agile leadership, and artificial intelligence (AI). Each theme is illustrated through real-life case studies from the Middle East, including initiatives like Qatar's National Vision 2030, Bahrain's Economic Vision 2030, and the UAE's AI Strategy 2031. You will engage in interactive reading, writing, speaking, and listening activities, all designed to prepare you for effective communication in diverse business environments.

Course Overview

This course comprises six lessons, each centered on a key area of contemporary management. Through reading case studies, completing vocabulary tasks, engaging in discussions, and drafting business documents, you will gain the tools to operate confidently in English-speaking business contexts. Lessons integrate practical scenarios from companies such as Aramex, Masdar, and Kuwait Airways to ensure cultural and economic relevance. Activities include role-plays, short presentations, email and memo writing, and interactive quizzes, promoting collaborative and experiential learning. A bilingual glossary supports your vocabulary development, and digital materials (videos, podcasts) enhance listening skills. By course end, you will be prepared to discuss and apply business concepts in professional contexts across the Middle East and beyond.

Learning Objectives

By the end of this course, you will be able to:

1. Accurately use Business English terms related to digital innovation, sustainability, AI, and organizational leadership.
2. Read and analyze English business texts, demonstrating comprehension through critical thinking questions.
3. Write professional documents—emails, memos, proposals—using appropriate tone and structure.
4. Speak confidently in business settings, including meetings, debates, and presentations.
5. Understand and summarize English audio-visual content on business topics.
6. Apply management concepts to regional business contexts, referencing Middle Eastern initiatives and companies.

Lesson Overviews

Lesson 1: Digital Transformation in Management

- **Focus:** How organizations implement technologies like AI and cloud computing to boost performance.
- **Regional Example:** Ooredoo and Oman Air's digital strategies; Qatar National Vision 2030.
- **Key Activities:** Email drafting, vocabulary match, strategy pitch.
- **Outcomes:** Define key digital terms, write a strategy email, and discuss digital challenges in English.

Lesson 2: Sustainable Business Practices

- **Focus:** Balancing profitability with environmental and social responsibility.
- **Regional Example:** Jordan Phosphate Mines Company and Aluminium Bahrain's green initiatives.
- **Key Activities:** Glossary creation, green policy memo, short debate.
- **Outcomes:** Use sustainability-related vocabulary, present a proposal, and debate ethical priorities in English.

Lesson 3: Remote and Hybrid Work Management

- **Focus:** Managing teams in flexible work environments using digital tools.
- **Regional Example:** Kuwait Airways, Bank Audi; Kuwait Vision 2035.
- **Key Activities:** Virtual meeting role-play, podcast quiz, group chat.
- **Outcomes:** Role-play remote scenarios, write a policy email, and describe remote work benefits in English.

Lesson 4: Diversity, Equity, and Inclusion (DEI)

- **Focus:** Promoting fairness and inclusivity in multicultural workplaces.
- **Regional Example:** CIB Egypt and Tunisie Télécom; Egypt Vision 2030.
- **Key Activities:** HR proposal writing, DEI debate, article quiz.
- **Outcomes:** Use DEI terms in proposals, present policy ideas, and analyze inclusivity efforts.

Lesson 5: Agile Management and Leadership

- **Focus:** Enhancing adaptability and innovation using agile frameworks like Scrum and Kanban.
- **Regional Example:** Sweden's Spotify and ING Group; Sweden Vision 2030.
- **Key Activities:** Agile meeting role-play, proposal writing, flashcard quiz.
- **Outcomes:** Describe agile practices, simulate a sprint meeting, and explain agile benefits in English.

Lesson 6: Artificial Intelligence in Decision-Making

- **Focus:** Leveraging AI for smarter business decisions and competitive advantage.
- **Regional Example:** Aramex and NEOM; UAE AI Strategy 2031.
- **Key Activities:** AI tool pitch, case study Q&A, podcast quiz.
- **Outcomes:** Present AI solutions in business, summarize AI benefits, and write a strategic email.

Lesson one: Digital Transformation in Management

Digital transformation is reshaping the way businesses operate in today's fast-paced world. It involves integrating advanced technologies like artificial intelligence (AI), cloud computing, and data analytics into all areas of an organization to improve efficiency, customer experience, and decision-making. For example, companies in the Middle East, such as Qatar's Ooredoo and Oman Air, have adopted digital tools to streamline operations and offer personalized services. Managers play a crucial role in this process by leading teams to implement digital strategies, ensuring employees are trained to use new systems, and aligning technology with business goals. This transformation is not just about technology; it also requires a cultural shift, encouraging innovation and adaptability across the organization. By embracing digital transformation, businesses can respond quickly to market changes, reduce costs, and stay competitive in a global economy.

However, digital transformation comes with challenges that managers must address. Implementing new technologies can be expensive and requires significant investment in infrastructure and training. There is also the risk of data breaches, as businesses rely heavily on digital platforms to store sensitive information. Managers need to develop cybersecurity strategies to protect their organizations. Additionally, employees may resist change due to fear of job loss or unfamiliarity with new tools, so effective communication and leadership are essential to gain their support. In the Middle East, where digital adoption is growing rapidly—evidenced by initiatives like Qatar's National Vision 2030—managers must balance technological advancements with cultural and economic realities. By overcoming these challenges, businesses can leverage digital transformation to create new opportunities, such as entering global markets or improving supply chain efficiency.

Multiple-Choice Questions

1. What is the primary goal of digital transformation in businesses? a) Reducing the number of employees b) Improving efficiency and customer experience c) Increasing office space d) Limiting technology use
2. Which technology is mentioned as part of digital transformation? a) Manual record-keeping b) Artificial intelligence c) Traditional marketing d) Paper-based systems
3. What role do managers play in digital transformation? a) They avoid using new technologies b) They lead teams to implement digital strategies c) They focus only on financial reports d) They reduce customer interactions
4. What is a cultural shift required for digital transformation? a) Resistance to change b) Encouraging innovation and adaptability c) Maintaining old systems d) Ignoring employee training
5. Which Middle Eastern company is mentioned as adopting digital tools? a) Microsoft b) Qatar's Ooredoo c) Apple d) Toyota
6. What is one challenge of digital transformation mentioned in the text? a) Lack of customer demand b) Risk of data breaches c) Too many employees d) Excess office space

7. Why might employees resist digital transformation? a) They prefer manual processes b) They fear job loss or unfamiliarity with tools c) They want higher salaries d) They dislike teamwork
8. What is an example of a regional initiative supporting digital transformation? a) Vision 2020 b) Qatar's National Vision 2030 c) Vision 2040 d) Vision 2050
9. What is a benefit of digital transformation for businesses? a) Increased operational costs b) Ability to enter global markets c) Reduced use of technology d) Slower response to market changes
10. What must managers develop to protect businesses during digital transformation? a) Marketing campaigns b) Cybersecurity strategies c) Manual processes d) Paper-based records

Key Terms and Definitions

1. **Digital Transformation** (التحول الرقمي): The integration of digital technologies into all areas of a business to improve operations and customer value.
2. **Artificial Intelligence (AI)** (الذكاء الاصطناعي): Technology that enables machines to perform tasks that typically require human intelligence, such as decision-making.
3. **Cloud Computing** (الحوسبة السحابية): Storing and accessing data and programs over the internet instead of on local servers.
4. **Data Analytics** (تحليل البيانات): The process of analyzing data to gain insights and support decision-making.
5. **Digital Strategy** (الاستراتيجية الرقمية): A plan to integrate digital technologies to achieve business goals.
6. **Cybersecurity** (الأمن السيبراني): Measures taken to protect digital systems from data breaches and cyber threats.
7. **Innovation** (الابتكار): Introducing new ideas or methods to improve business processes.
8. **Adaptability** (القدرة على التكيف): The ability to adjust to new conditions or technologies in a business environment.
9. **Efficiency** (الكفاءة): Achieving maximum productivity with minimal wasted time or resources.
10. **Customer Experience** (تجربة العميل): The overall perception a customer has of a business based on interactions.
11. **Data Breach** (اختراق البيانات): Unauthorized access to sensitive or confidential information.
12. **Infrastructure** (البنية التحتية): The physical and digital systems needed to support business operations.
13. **Leadership** (القيادة): The ability to guide and motivate a team toward achieving goals.
14. **Global Market** (السوق العالمية): The worldwide marketplace where businesses sell products or services.
15. **Supply Chain** (سلسلة التوريد): The network of processes involved in producing and delivering a product.
16. **Technology Adoption** (تبني التكنولوجيا): The process of accepting and using new technologies in an organization.
17. **Cultural Shift** (التغيير الثقافي): A change in the values, beliefs, or behaviors within an organization.

18. **Stakeholder** (أصحاب المصلحة): A person or group with an interest in the success of a business.
19. **Qatar's National Vision 2030** (رؤية قطر الوطنية 2030): Qatar's national plan to diversify its economy and embrace digital transformation.
20. **Competitive Advantage** (الميزة التنافسية): A condition that allows a business to outperform its competitors.

Class Activity

1. **Vocabulary Match**

Pair up and match 5 terms (e.g., “digital transformation,” “cybersecurity”) to their English definitions in 3 minutes. Explain one term to the class in English, like “Cloud computing helps Ooredoo store data.” This builds your vocabulary and speaking skills.

2. **Case Study Q&A**

Read a short English case study about Oman Air using AI. With a partner, answer 3 questions in English, like “What tool is used?” Share one answer with the class. This improves your reading and speaking.

3. **Email Draft**

Write a 100-word email in English to an IT manager, suggesting a digital tool like data analytics. Use 2 terms (e.g., “efficiency”) and follow the email template provided. This helps you practice formal writing.

4. **Quick Pitch**

With a partner, role-play pitching a digital strategy, like cloud computing, to a CEO in a 1-minute English speech. Answer one question from your partner, like “Why is this useful?” This boosts your speaking.

5. **Video Quiz**

Watch a 2-minute English video on digital transformation. Answer 3 questions in English, like “What is one benefit?” Share one idea with a partner in English. This improves your listening skills.

Lesson two: Sustainable Business Practices

Sustainable business practices are increasingly vital as companies worldwide strive to balance profitability with environmental and social responsibility. Sustainability in business involves adopting strategies that minimize harm to the environment, promote fair treatment of employees and communities, and ensure long-term economic success. In the Middle East, firms like Jordan's Jordan Phosphate Mines Company (JPMC) and Bahrain's Aluminium Bahrain (Alba) have embraced sustainability by investing in eco-friendly processes and reducing carbon emissions. For instance, JPMC implements sustainable mining practices, while Alba aims for net-zero carbon emissions by 2050. Managers play a key role in implementing these practices by integrating green policies into operations, such as using energy-efficient technologies or sustainable supply chains. By prioritizing sustainability, businesses not only comply with global regulations but also attract customers and investors who value ethical practices, enhancing their reputation and market position.

Despite its benefits, adopting sustainable practices presents challenges that managers must navigate. Transitioning to green technologies can involve high initial costs, requiring careful budgeting and long-term planning. Additionally, changing established processes, such as shifting to eco-friendly materials, may face resistance from suppliers or employees accustomed to traditional methods. In the Middle East, where economic growth has historically relied on oil, initiatives like Bahrain's Economic Vision 2030 emphasize sustainability to diversify economies, but cultural and operational shifts are needed. Managers must communicate the value of sustainability to stakeholders and train teams to adopt new practices effectively. By addressing these challenges, businesses can achieve benefits like cost savings through energy efficiency, improved brand loyalty, and access to new markets that prioritize sustainable products and services.

Multiple-Choice Questions

1. What is a key goal of sustainable business practices? a) Maximizing short-term profits only b) Balancing profitability with environmental and social responsibility c) Increasing carbon emissions d) Reducing employee benefits
2. Which Middle Eastern company is mentioned as investing in eco-friendly processes? a) Apple b) Jordan's Jordan Phosphate Mines Company c) Microsoft d) Toyota
3. What is one example of a sustainable practice mentioned in the text? a) Using traditional oil-based supply chains b) Reducing carbon emissions c) Increasing waste production d) Avoiding employee training
4. What role do managers play in sustainable business practices? a) Ignoring environmental policies b) Integrating green policies into operations c) Focusing only on financial goals d) Reducing customer engagement
5. What is a benefit of sustainable practices for businesses? a) Higher operational costs b) Attracting customers who value ethics c) Reduced market position d) Ignoring global regulations

6. What is a challenge of adopting sustainable practices? a) High initial costs of green technologies b) Increased employee satisfaction c) Easier supplier agreements d) Reduced need for planning
7. Why might employees resist sustainable practices? a) They prefer eco-friendly materials b) They are accustomed to traditional methods c) They want higher salaries d) They dislike teamwork
8. Which regional initiative is mentioned as supporting sustainability? a) Vision 2020 b) Bahrain's Economic Vision 2030 c) Vision 2040 d) Vision 2050
9. What is one long-term benefit of sustainability mentioned in the text? a) Increased reliance on oil b) Cost savings through energy efficiency c) Reduced brand loyalty d) Higher waste production
10. Who are businesses likely to attract by prioritizing sustainability? a) Customers and investors who value ethics b) Competitors with unsustainable practices c) Employees who resist change d) Suppliers using non-renewable resources

Key Terms and Definitions

1. **Sustainability** (الاستدامة): Meeting present business needs without compromising future generations' ability to meet theirs.
2. **Corporate Social Responsibility (CSR)** (المسؤولية الاجتماعية للشركات): A company's commitment to ethical practices benefiting society and the environment.
3. **Carbon Emissions** (انبعاثات الكربون): Greenhouse gases released into the atmosphere, contributing to climate change.
4. **Renewable Energy** (الطاقة المتجددة): Energy from sources like solar or wind that are naturally replenished.
5. **Green Supply Chain** (سلسلة التوريد الخضراء): A supply chain that prioritizes environmentally friendly materials and processes.
6. **Energy Efficiency** (كفاءة الطاقة): Using less energy to perform the same tasks, reducing waste.
7. **Net-Zero** (صافي الصفر): Achieving a balance where a company's carbon emissions are offset by reductions or removals.
8. **Eco-Friendly** (صديق للبيئة): Products or practices that have minimal harm to the environment.
9. **Stakeholder** (أصحاب المصلحة): Individuals or groups, like customers or investors, with an interest in a company's success.
10. **Brand Loyalty** (ولاء العلامة التجارية): Customers' commitment to repeatedly purchase from a company due to positive perceptions.
11. **Global Regulations** (اللوائح العالمية): International laws or standards governing business practices, including environmental rules.
12. **Economic Diversification** (التنوع الاقتصادي): Reducing reliance on a single industry, like oil, to create a more varied economy.
13. **Environmental Responsibility** (المسؤولية البيئية): Actions taken by businesses to reduce their ecological impact.
14. **Sustainable Development** (التنمية المستدامة): Growth that balances economic, social, and environmental needs.

15. **Green Technology** (التكنولوجيا الخضراء): Innovations designed to reduce environmental harm, like solar panels.
16. **Operational Shift** (التحول التشغيلي): Changes in business processes to align with new goals, like sustainability.
17. **Market Position** (موقع السوق): A company's standing in its industry, influenced by reputation and competitiveness.
18. **Bahrain's Economic Vision 2030** (رؤية البحرين الاقتصادية 2030): Bahrain's plan to diversify its economy and promote sustainable development.
19. **Ethical Practices** (الممارسات الأخلاقية): Business actions that align with moral and social values.
20. **Cost Savings** (توفير التكاليف): Financial benefits achieved by reducing expenses, such as through energy-efficient practices.

Class Activity

1. **Term Glossary**
With a partner, list 5 terms (e.g., “sustainability,” “carbon emissions”) with their English definitions and Arabic translations. Explain one term to the class in English, like “Renewable energy reduces harm.” This builds your vocabulary.
2. **Mini-Presentation**
In a group of 3-4, prepare a 2-minute English presentation proposing a green practice, like solar energy for Jordan Phosphate Mines Company. Use 3 terms (e.g., “eco-friendly”) and answer one question in English. This improves your speaking.
3. **Case Study Summary**
Read a short English case study about Aluminium Bahrain's sustainability. Answer 3 questions in English, like “What is the goal?” Share one answer with a partner. This helps your reading skills.
4. **Quick Debate**
In a group, debate for 1 minute in English: “Sustainability matters more than profit.” Use 2 terms (e.g., “cost savings”) and respond politely, like “I disagree because...” This boosts your argumentation.
5. **Memo Draft**
Write a 75-word memo in English to employees about a sustainability policy, like reducing energy use. Use 2 terms (e.g., “energy efficiency”) and follow the memo template. This improves your writing.

Lesson three: Remote and Hybrid Work Management

The rise of remote and hybrid work has transformed how businesses operate, offering flexibility while posing new challenges for managers. Remote work allows employees to perform their jobs from locations outside the office, often using digital tools like Zoom or Microsoft Teams, while hybrid work combines remote and in-office work to balance collaboration and flexibility. In the Middle East, companies like Kuwait Airways and Lebanon's Bank Audi have adopted hybrid models to enhance employee satisfaction and maintain productivity. Managers are responsible for overseeing virtual teams, ensuring clear communication, and using productivity tools to track performance. Effective remote work management requires setting clear expectations, fostering a culture of trust, and leveraging technology to maintain team engagement. These practices help businesses reduce office costs, attract talent, and adapt to global trends, especially in regions like Kuwait and Lebanon, where digital infrastructure supports remote work.

However, managing remote and hybrid teams comes with significant challenges. Poor communication can lead to misunderstandings, reduced team cohesion, or missed deadlines, requiring managers to develop strong virtual leadership skills. Technical issues, such as unreliable internet or outdated software, can disrupt workflows, particularly in areas with developing infrastructure. Additionally, employees may feel isolated or disengaged when working remotely, which can impact morale and productivity. In the Middle East, initiatives like Kuwait's Vision 2035 support remote work by improving digital connectivity, but managers must still address cultural preferences for face-to-face interactions. To overcome these challenges, managers can implement regular check-ins, provide training on digital tools, and create opportunities for virtual team-building. By addressing these issues, businesses can maximize the benefits of remote and hybrid work, such as improved work-life balance and access to a global talent pool.

Multiple-Choice Questions

1. What is a key feature of remote work? a) Working only in the office b) Performing jobs from locations outside the office c) Avoiding digital tools d) Reducing employee flexibility
2. What does hybrid work combine? a) Remote and in-office work b) Manual and automated tasks c) Office and factory work d) Full-time and part-time schedules
3. Which Middle Eastern company is mentioned as adopting hybrid work models? a) Microsoft b) Kuwait Airways c) Toyota d) Amazon
4. What is a responsibility of managers in remote work management? a) Avoiding virtual communication b) Ensuring clear communication c) Reducing use of productivity tools d) Limiting employee flexibility
5. What is a benefit of remote and hybrid work for businesses? a) Increased office costs b) Reduced ability to attract talent c) Access to a global talent pool d) Lower employee satisfaction
6. What is a challenge of managing remote teams mentioned in the text? a) Excessive team cohesion b) Poor communication leading to misunderstandings c) Too many in-person meetings d) Overuse of reliable internet

7. Why might employees feel disengaged in remote work? a) They prefer office-based work b) They feel isolated or lack team interaction c) They dislike using digital tools d) They want higher salaries
8. Which regional initiative is mentioned as supporting remote work? a) Vision 2020 b) Kuwait's Vision 2035 c) Vision 2040 d) Qatar 2022
9. What can managers do to address remote work challenges? a) Avoid virtual team-building b) Implement regular check-ins c) Reduce training on digital tools d) Ignore employee morale
10. What is one tool mentioned for supporting remote work? a) Paper-based systems b) Microsoft Teams c) Manual record-keeping d) Traditional telephones

Key Terms and Definitions

1. **Remote Work** (العمل عن بُعد): Performing job duties from a location outside the traditional office, often using digital tools.
2. **Hybrid Work** (العمل الهجين): A work model combining remote and in-office work for flexibility and collaboration.
3. **Virtual Teams** (الفرق الافتراضية): Groups of employees working together remotely using digital communication tools.
4. **Productivity Tools** (أدوات الإنتاجية): Software, like Trello or Slack, used to track tasks and enhance work efficiency.
5. **Digital Communication** (الاتصال الرقمي): Interaction through platforms like email, Zoom, or instant messaging.
6. **Team Engagement** (مشاركة الفريق): The level of enthusiasm and commitment employees have toward their team and work.
7. **Work-Life Balance** (التوازن بين العمل والحياة): The equilibrium between professional responsibilities and personal life.
8. **Virtual Leadership** (القيادة الافتراضية): Guiding and motivating teams through digital platforms rather than in-person.
9. **Digital Infrastructure** (البنية التحتية الرقمية): Technology systems, like internet and servers, supporting digital operations.
10. **Team Cohesion** (تماسك الفريق): The sense of unity and collaboration among team members.
11. **Employee Satisfaction** (رضا الموظفين): The level of contentment employees feel about their job and work environment.
12. **Digital Connectivity** (الاتصال الرقمي): The availability and reliability of internet and communication technologies.
13. **Check-Ins** (التحقق الدوري): Regular meetings or updates to monitor progress and maintain communication.
14. **Team-Building** (بناء الفريق): Activities designed to strengthen relationships and collaboration among team members.
15. **Global Talent Pool** (مجموعة المواهب العالمية): The worldwide group of potential employees accessible through remote work.
16. **Office Costs** (تكاليف المكتب): Expenses related to maintaining physical office spaces, like rent and utilities.

17. **Smart City (المدينة الذكية)**: An urban area using technology to improve efficiency and quality of life.
18. **Workflow (سير العمل)**: The sequence of processes through which work is completed.
19. **Morale (الروح المعنوية)**: The overall mood and motivation level of employees.
20. **Kuwait's Vision 2035 (رؤية الكويت 2035)**: Kuwait's national plan to enhance digital infrastructure and support economic diversification, including remote work.

Class Activity

1. **Term Quiz**
In a team, answer 5 quiz questions in English about terms like “remote work” and “team engagement” in a quick game. Explain one term in English, like “Digital connectivity means good internet.” This builds your vocabulary.
2. **Meeting Role-Play**
In a group of 3, act in a 2-minute virtual meeting about a project, using phrases like “Let’s discuss progress.” Share one decision in English. This improves your workplace speaking.
3. **Podcast Quiz**
Listen to a 2-minute English podcast on remote work. Answer 3 questions in English, like “What’s one challenge?” Share one idea with a partner in English. This helps your listening.
4. **Policy Email**
Write a 100-word email in English to employees about a hybrid work policy, using 2 terms like “flexibility.” Follow the email template provided. This improves your formal writing.
5. **Group Chat**
In a small group, discuss in English for 5 minutes: “What’s good about remote work for Kuwait Airways?” Share one benefit using a term like “work-life balance.” This boosts your discussion skills.

Lesson four: Diversity, Equity, and Inclusion (DEI) in the Workplace

Diversity, equity, and inclusion (DEI) are critical components of modern workplace management, fostering environments where employees from varied backgrounds feel valued and empowered. Diversity refers to the presence of differences in race, gender, culture, and other characteristics, while equity ensures fair treatment and opportunities for all employees. Inclusion means creating a workplace where everyone feels respected and able to contribute fully. In the Middle East and North Africa, companies like Egypt's Commercial International Bank (CIB) and Tunisia's Tunisie Télécom have implemented DEI initiatives, such as women's leadership programs and cultural sensitivity training, to promote inclusivity. Managers play a vital role by developing policies that eliminate bias, encouraging diverse hiring, and fostering open communication. By prioritizing DEI, businesses can enhance employee satisfaction, improve innovation through diverse perspectives, and strengthen their reputation, particularly in global markets where inclusivity is a valued principle.

Despite its importance, implementing DEI in the workplace presents challenges that require strategic management. Resistance to change can occur, as some employees or leaders may be unaware of unconscious biases or hesitant to alter traditional practices. Training programs to address these biases can be costly and time-consuming, requiring careful planning and commitment. In the region, where cultural norms may influence workplace dynamics, initiatives like Egypt's Vision 2030 emphasize gender equity and workforce diversity to align with global standards. Managers must communicate the benefits of DEI clearly, using data to show how it improves productivity and creativity. They also need to create safe spaces for dialogue to address concerns and build trust. By overcoming these challenges, businesses can create inclusive workplaces that attract top talent and foster collaboration, ultimately contributing to organizational success.

Multiple-Choice Questions

1. What does diversity in the workplace refer to? a) Uniformity in employee backgrounds b) Differences in race, gender, and culture c) Reducing employee opportunities d) Limiting workplace communication
2. What is the goal of equity in DEI? a) Providing identical salaries to all employees b) Ensuring fair treatment and opportunities c) Excluding certain groups from hiring d) Ignoring cultural differences
3. Which Middle Eastern company is mentioned as implementing DEI initiatives? a) Microsoft b) Egypt's Commercial International Bank c) Amazon d) Toyota
4. What is a key role of managers in promoting DEI? a) Ignoring employee differences b) Developing policies to eliminate bias c) Reducing workplace communication d) Avoiding diversity training
5. What is a benefit of prioritizing DEI in businesses? a) Decreased employee satisfaction b) Improved innovation through diverse perspectives c) Reduced workplace collaboration d) Weaker company reputation

6. What is a challenge of implementing DEI mentioned in the text? a) Excessive employee agreement b) Resistance due to unconscious biases c) Lack of need for training d) Simplified workplace dynamics
7. Why might DEI training programs be challenging? a) They are costly and time-consuming b) They require no planning c) They reduce workplace diversity d) They are universally accepted
8. Which regional initiative is mentioned as supporting DEI? a) Vision 2020 b) Egypt's Vision 2030 c) Vision 2040 d) Vision 2050
9. What should managers create to address DEI concerns? a) Closed communication channels b) Safe spaces for dialogue c) Uniform hiring practices d) Limited employee feedback
10. What is one outcome of successful DEI implementation? a) Attracting top talent b) Reducing workplace creativity c) Increasing employee isolation d) Limiting global market access

Key Terms and Definitions

1. **Diversity (التنوع)**: The presence of differences in race, gender, culture, and other characteristics in a workplace.
2. **Equity (الإنصاف)**: Ensuring fair treatment, opportunities, and access for all employees, regardless of background.
3. **Inclusion (الشمول)**: Creating a workplace environment where all employees feel respected and valued.
4. **Unconscious Bias (التحيز اللاواعي)**: Automatic, unintentional stereotypes that influence decisions and behaviors.
5. **Cultural Sensitivity (الحساسية الثقافية)**: Awareness and respect for cultural differences in workplace interactions.
6. **Workforce Diversity (تنوع القوى العاملة)**: A mix of employees with varied backgrounds, skills, and perspectives.
7. **Gender Equity (الإنصاف بين الجنسين)**: Fair treatment and opportunities for all genders in the workplace.
8. **DEI Initiatives (مبادرات التنوع والإنصاف والشمول)**: Programs or policies designed to promote diversity, equity, and inclusion.
9. **Employee Satisfaction (رضا الموظفين)**: The level of contentment employees feel about their work environment.
10. **Innovation (الابتكار)**: The creation of new ideas or solutions, often enhanced by diverse perspectives.
11. **Bias Elimination (القضاء على التحيز)**: Actions to remove unfair judgments or practices in the workplace.
12. **Open Communication (الاتصال المفتوح)**: Transparent and inclusive dialogue among employees and management.
13. **Egypt's Vision 2030 (رؤية مصر 2030)**: Egypt's plan to promote economic diversification, including gender equity and DEI.
14. **Workplace Dynamics (ديناميكيات مكان العمل)**: The interactions and relationships among employees in a work environment.

15. **Safe Space** (مساحة آمنة): An environment where employees can express concerns without fear of judgment.
16. **Talent Attraction** (جذب المواهب): The ability to recruit skilled employees due to a positive workplace reputation.
17. **Collaboration** (التعاون): Working together effectively, often improved by diverse teams.
18. **Cultural Norms** (الأعراف الثقافية): Shared values or behaviors that influence workplace practices in a region.

Class Activity

1. **Term Sentences**
With a partner, write 5 English sentences using terms like “diversity” and “inclusion,” like “Inclusion makes everyone feel valued.” Share one sentence with the class. This builds your vocabulary.
2. **HR Role-Play**
In a group, role-play as an HR manager for 2 minutes, presenting a DEI idea like women’s training at Commercial International Bank. Use 2 terms and answer one question in English. This improves your speaking.
3. **Article Quiz**
Read a short English article on DEI. Answer 3 questions in English, like “What’s one benefit?” Discuss one answer with a partner in English. This helps your reading skills.
4. **DEI Proposal**
Write a 100-word English proposal to a CEO, suggesting a DEI idea like cultural training. Use 2 terms (e.g., “unconscious bias”) and follow the template. This improves your writing.
5. **Mini-Debate**
In a group, debate for 1 minute in English: “DEI is key to success.” Use 2 terms (e.g., “innovation”) and respond politely, like “I see your point, but...” This boosts your argumentation.

Lesson Five: Agile Management and Leadership

Agile management and leadership are transformative approaches that enable businesses to adapt quickly to changing markets and customer needs. Unlike traditional management, agile methods prioritize flexibility, collaboration, and iterative progress through frameworks like Scrum or Kanban. In Europe, companies like Sweden's Spotify and the Netherlands' ING Group have adopted agile practices to enhance innovation and responsiveness. For example, Spotify uses agile squads to develop new features rapidly, while ING Group applies agile to streamline banking services. Agile leaders empower teams, encourage open communication, and focus on delivering value incrementally. By embracing agile management, businesses can improve efficiency, foster creativity, and stay competitive in dynamic industries, particularly in regions like Sweden and the Netherlands, where initiatives like Sweden's Vision for 2030 promote innovation-driven economies.

However, implementing agile management presents challenges that leaders must address. Transitioning to agile requires a cultural shift, as employees may resist moving away from rigid hierarchies or traditional workflows. Misunderstanding agile principles can lead to poor execution, such as micromanaging teams instead of empowering them. Additionally, agile methods demand strong collaboration and communication, which can be difficult in diverse or remote teams. In Europe, where innovation is a priority, leaders must invest in training and align agile practices with organizational goals. By overcoming these challenges through clear communication, regular feedback, and iterative planning, businesses can achieve benefits like faster project delivery, higher employee engagement, and alignment with regional goals, such as those in Sweden's Vision for 2030.

Multiple-Choice Questions

1. What is a key feature of agile management? a) Rigid hierarchies b) Flexibility and iterative progress c) Avoiding collaboration d) Slow project delivery
2. Which European company is mentioned as using agile practices? a) Microsoft b) Sweden's Spotify c) Toyota d) Amazon
3. What framework is mentioned as part of agile management? a) Waterfall b) Scrum c) Traditional planning d) Fixed processes
4. What do agile leaders prioritize? a) Micromanaging teams b) Empowering teams and open communication c) Avoiding feedback d) Maintaining rigid structures
5. What is a benefit of agile management for businesses? a) Slower innovation b) Improved efficiency and creativity c) Reduced employee engagement d) Increased project delays
6. What is a challenge of implementing agile management? a) Excessive team empowerment b) Resistance to cultural shifts c) Simplified workflows d) Lack of need for training
7. Why might agile methods be difficult in diverse teams? a) They require little communication b) They demand strong collaboration c) They avoid iterative planning d) They simplify team dynamics
8. Which regional initiative is mentioned as supporting innovation? a) Vision 2020 b) Sweden's Vision for 2030 c) Vision 2040 d) Vision 2050

9. What can leaders do to overcome agile challenges? a) Avoid training b) Provide regular feedback c) Maintain traditional workflows d) Limit communication
10. What is an outcome of successful agile management? a) Higher employee engagement b) Slower market responsiveness c) Reduced project efficiency d) Increased micromanagement

Key Terms and Definitions

1. **Agile Management** (الإدارة الرشيقة): A leadership approach emphasizing flexibility, collaboration, and iterative progress to adapt to change.
2. **Iterative Progress** (التقدم التكراري): Completing work in small, incremental steps to allow for continuous improvement.
3. **Scrum** (سكرم): An agile framework using short work cycles (sprints) to deliver value incrementally.
4. **Kanban** (كانبان): An agile method using visual boards to manage workflow and prioritize tasks.
5. **Collaboration** (التعاون): Working together across teams to achieve shared goals.
6. **Empowerment** (التمكين): Giving teams autonomy to make decisions and take ownership of their work.
7. **Open Communication** (الاتصال المفتوح): Transparent and inclusive dialogue to support team alignment.
8. **Innovation** (الابتكار): Creating new ideas or solutions, often enhanced by agile practices.
9. **Cultural Shift** (التغيير الثقافي): A change in organizational values or behaviors to support new methods like agile.
10. **Employee Engagement** (مشاركة الموظفين): The level of enthusiasm and commitment employees have toward their work.
11. **Sprint** (السياق السريع): A short, time-boxed period in Scrum for completing specific tasks.
12. **Workflow** (سير العمل): The sequence of processes through which work is completed.
13. **Feedback** (التغذية الراجعة): Regular input to improve performance and align with goals.
14. **Flexibility** (المرونة): The ability to adapt quickly to changing conditions or requirements.
15. **Team Autonomy** (استقلالية الفريق): The freedom for teams to make decisions without constant oversight.
16. **Project Delivery** (تسليم المشروع): Completing and delivering project outcomes to stakeholders.
17. **Sweden's Vision for 2030** (رؤية السويد لعام 2030): Sweden's plan to foster innovation and sustainable economic growth.
18. **Responsiveness** (الاستجابة): The ability to react quickly to market or customer needs.
19. **Hierarchies** (التسلسلات الهرمية): Traditional organizational structures with rigid chains of command.

Class Activity

1. **Term Glossary**

With a partner, list 5 terms (e.g., “agile management,” “Scrum”) with their English definitions and Arabic translations. Explain one term in English, like “Kanban helps manage tasks.” This builds your vocabulary.

2. **Agile Role-Play**

In a group, role-play a 2-minute agile team meeting for a Spotify project, using phrases like “Let’s plan the sprint.” Use 2 terms and answer one question in English. This improves your speaking.

3. **Case Study Summary**

Read a short English case study about ING Group’s agile practices. Answer 3 questions in English, like “What’s the benefit?” Share one answer with a partner. This helps your reading skills.

4. **Proposal Draft**

Write a 100-word English proposal to a manager, suggesting agile methods like Kanban, using 2 terms (e.g., “collaboration”). Follow the template. This improves your writing.

5. **Quick Debate**

In a group, debate for 1 minute in English: “Agile is better than traditional management.” Use 2 terms (e.g., “flexibility”) and respond politely, like “I disagree because...” This boosts your argumentation.

Lesson Six: Artificial Intelligence in Decision-Making

Artificial intelligence (AI) is transforming how managers make decisions by processing large amounts of data quickly and accurately to inform strategic choices. AI tools, such as machine learning and predictive analytics, enable businesses to forecast market trends, optimize operations, and enhance customer experiences. In the Middle East, companies like Aramex in Dubai use AI to streamline logistics, while Saudi Arabia's NEOM project employs AI for smart city planning. Managers rely on decision support systems powered by AI to reduce errors, improve efficiency, and make data-driven decisions. By adopting AI, businesses can anticipate customer needs, lower costs, and strengthen their competitive position in industries like retail and finance, which are growing rapidly in the region due to technological advancements.

However, integrating AI into decision-making presents challenges that managers must address carefully. Implementing AI requires significant investment in technology and employee training, which can be costly for organizations. Data privacy is a major concern, as AI systems handle sensitive information, increasing the risk of data breaches. In the Middle East, initiatives like the UAE's AI Strategy 2031 promote AI adoption, but managers must ensure compliance with data protection regulations. Additionally, over-reliance on AI may weaken human judgment, so managers need to balance AI insights with critical thinking. By implementing strong cybersecurity measures and providing training, businesses can leverage AI to improve decision accuracy and drive innovation, ensuring long-term success in a competitive market.

Multiple-Choice Questions

1. What is a key function of AI in managerial decision-making?
 - a) Slowing down data processing
 - b) Processing large amounts of data quickly
 - c) Avoiding customer interactions
 - d) Increasing operational errors
2. Which AI tool is mentioned in the text?
 - a) Manual data entry
 - b) Predictive analytics
 - c) Traditional forecasting
 - d) Paper-based systems
3. Which Middle Eastern company uses AI for logistics?
 - a) Microsoft
 - b) Aramex
 - c) Apple
 - d) Toyota
4. What do managers use AI-powered systems for?
 - a) Decision support systems
 - b) Manual record-keeping
 - c) Reducing data analysis
 - d) Limiting efficiency

5. What is a benefit of AI in decision-making?
 - a) Higher operational costs
 - b) Strengthening competitive position
 - c) Slower market responses
 - d) Reduced customer focus
6. What is a challenge of implementing AI mentioned in the text?
 - a) Simplified technology adoption
 - b) Significant investment in technology
 - c) Reduced need for data
 - d) Excessive human judgment
7. Why is data privacy a concern with AI?
 - a) AI avoids sensitive information
 - b) AI handles sensitive information, risking breaches
 - c) AI eliminates cybersecurity needs
 - d) AI reduces data usage
8. Which regional initiative supports AI adoption?
 - a) Vision 2020
 - b) UAE's AI Strategy 2031
 - c) Vision 2040
 - d) Qatar 2022
9. What risk comes from over-reliance on AI?
 - a) Enhanced human judgment
 - b) Weakened human judgment
 - c) Simplified decision-making
 - d) Reduced training needs
10. How can managers address AI challenges?
 - a) Ignore data protection regulations
 - b) Implement strong cybersecurity measures
 - c) Avoid employee training
 - d) Limit AI usage

Key Terms and Definitions

1. **Artificial Intelligence (AI):** Technology that enables machines to perform tasks requiring human intelligence, such as analyzing data for decisions.
2. **Machine Learning:** A type of AI where systems learn from data to improve performance without explicit programming.
3. **Predictive Analytics:** Using AI to analyze data and forecast future trends or outcomes.
4. **Decision Support Systems:** AI tools that assist managers in making informed and accurate decisions.
5. **Data Privacy:** Protecting sensitive business or customer information from unauthorized access.
6. **Cybersecurity:** Measures to safeguard digital systems and data from threats like breaches.
7. **Data-Driven Decision:** A choice based on data analysis rather than intuition alone.
8. **Efficiency:** Achieving maximum productivity with minimal wasted resources or time.

9. **Competitive Position:** A business's standing in its industry, improved by advantages like AI.
10. **Data Breach:** Unauthorized access to confidential or sensitive information.
11. **Digital Transformation:** Integrating digital technologies to enhance business operations.
12. **Human Judgment:** A manager's ability to make decisions based on experience and intuition.
13. **AI Strategy 2031:** The UAE's plan to advance AI use across industries for economic growth.
14. **Innovation:** Creating new processes or solutions, often driven by AI technologies.
15. **Logistics:** Managing the flow of goods and services in a supply chain.
16. **Market Trends:** Patterns or shifts in consumer behavior or industry developments.
17. **Data Protection Regulations:** Laws ensuring secure handling of personal and business data.
18. **Training Investment:** Resources spent on educating employees to use technologies like AI.

Class Activity

1. **Term Match**
With a partner, match 5 terms like “artificial intelligence” and “predictive analytics” to their definitions in 3 minutes. Explain one term in English, like “Predictive analytics forecasts trends.” This builds your vocabulary.
2. **Case Study Q&A**
Read a short English case study about NEOM using AI. Answer 3 questions in English, like “How does AI help?” Share one answer with a partner in English. This improves your reading.
3. **Email Draft**
Write a 100-word email in English to a board, suggesting an AI tool like a decision support system. Use 2 terms (e.g., “cybersecurity”) and follow the template. This helps your writing.
4. **AI Pitch**
With a partner, role-play pitching an AI tool, like predictive analytics, to investors in a 1-minute English speech. Answer one question, like “What’s the benefit?” This boosts your speaking.
5. **Podcast Quiz**
Listen to a 2-minute English podcast on AI in business. Answer 3 questions in English, like “What’s one AI benefit?” Share one idea with a partner in English. This improves your listening

General Activity: Business Strategy Proposal (Two Classes)

- **Overview:** This culminating activity, spanning two 90-minute classes, allows you to apply concepts from all six lessons to create a comprehensive business strategy proposal for a Middle Eastern company. You will work in groups to design a strategy that integrates digital transformation, sustainability, remote work, DEI, agile management, and AI, presenting your ideas in English to simulate a real-world business scenario.
- **Class 1: Planning and Drafting (90 minutes)**
 - **Step 1 (20 minutes):** In groups of 4-5, choose a Middle Eastern company (e.g., STC, Masdar, or a fictional firm). Discuss how each lesson's concepts can improve the company's operations. For example, propose AI for decision-making or DEI for talent attraction. Use at least two key terms per lesson (e.g., "cloud computing," "sustainability," "team engagement").
 - **Step 2 (40 minutes):** Draft a 300-word English proposal outlining your strategy. Include one paragraph per lesson, explaining how the concept applies (e.g., "We will use predictive analytics to optimize logistics, as Aramex does"). Use a provided template (introduction, six strategy sections, conclusion). Your teacher will provide feedback during drafting.
 - **Step 3 (30 minutes):** Prepare a 5-minute group presentation in English, summarizing your proposal. Assign roles (e.g., speaker, slide creator) and practice using key terms.
- **Class 2: Presentations and Reflection (90 minutes)**
 - **Step 1 (60 minutes):** Each group presents their 5-minute proposal in English to the class, using visuals (e.g., slides or posters). After each presentation, answer two questions from classmates or the teacher in English, such as "How will your DEI strategy improve employee satisfaction?"
 - **Step 2 (30 minutes):** Write a 100-word individual reflection in English on what you learned from the activity, answering: "How did combining these concepts help you understand business management?" Submit this to your teacher.
- **Learning Outcomes:** Synthesize concepts from all lessons, write a professional proposal, present confidently in English, and reflect on learning.
- **Assessment:** Graded as a written assignment (proposal, 15%) and speaking task (presentation, 10%), plus participation (5%) for planning and reflection.

General Conclusion

This Business English course has empowered you with practical language skills and management insights tailored to today's evolving business environment, especially within the Middle East. Across six integrated lessons, you explored key themes—digital transformation, sustainable business, remote and hybrid work, diversity and inclusion, agile leadership, and artificial intelligence in decision-making—through real-life examples such as Qatar's Ooredoo, Jordan Phosphate Mines Company, Kuwait Airways, Egypt's CIB, Spotify's agile model, and Aramex's AI tools.

You analyzed how national initiatives like Qatar's National Vision 2030, Bahrain's Economic Vision 2030, Kuwait's Vision 2035, Egypt's Vision 2030, Sweden's Innovation Vision, and the

UAE's AI Strategy 2031 are driving change in business practices. Through reading business texts, writing professional documents, engaging in structured speaking tasks, and listening to English media, you developed the ability to communicate confidently about issues such as digital strategies, green policies, inclusive leadership, virtual teamwork, agile workflows, and data-driven decision-making.

By applying vocabulary, concepts, and communication techniques in group discussions, role-plays, case studies, and business proposals, you have connected theoretical knowledge with practical business scenarios. These skills will support you as future managers in the Middle East's competitive and tech-driven economies. As you move forward, continue refining your English communication, follow developments in your region's business landscape, and be ready to lead innovation in both local and international settings.