

2.4 Management skills

Time management

brainstorm /'breɪn,sto:(r)m/ verb [intransitive/transitive] to develop new ideas by exploring all possible solutions before choosing the best ones: *Effective brainstorming involves four basic rules: 1 suspend judgement during the discussion; 2 record all ideas, however unrealistic they seem at first; 3 encourage participants to build on others' ideas; 4 think 'outside the box' by disregarding traditional assumptions and conventions.*

delegate /'deləgeɪt/ verb [intransitive/transitive] to give part of your work, duties or responsibilities to someone who is junior to you: *Effective delegating involves the OMMDC formula: giving a specific Objective, specifying the Method and the Means that should be used, agreeing a realistic Deadline, and Checking that the task has been successfully completed.*

Paired Comparison Analysis /peə(r)d kəm'pærɪs(ə)n ə,nəleɪsɪs/ noun [count] a decision-making technique where different options are compared: each possibility is compared with each of the other options, and given a score. Adding up the total scores for each option provides an indication of their relative importance: *Paired Comparison Analysis is particularly useful for making comparisons where no objective data is available.*

2.5 Writing

Newsletter articles

gasp /gɑ:sp/ verb [intransitive] to breathe in suddenly, for example because you are surprised, shocked or in pain: *Some members of the Board gasped with amazement when they saw the huge jump in the sales figures.*

thinly disguised /'θɪnli dɪs'gaɪzɪd/ phrase pretending to be something else, but it is easy to see what it really is: *The CEO's end-of-year review speech was a thinly disguised attack on his predecessor's policies.*

2.6 Case study

Pixel Inc.

endorsement /ɪn'dɔ:(r)smənt/ noun [count] an occasion when someone famous says in an advertisement that they like a product: *We've got endorsements from top athletes for the running shoe's new design.*

firefighting /'faɪə(r),faɪtɪŋ/ noun [uncount] the activity of trying to stop a serious problem that suddenly happens by reacting quickly and effectively. In business, it frequently refers to wasting time and energy dealing with problems that would not happen if managers were more proactive: *According to a survey, IT managers spend too much time firefighting, and not enough time developing new ways to improve their business.*

flavour of the month /'fleɪvə(r) əv ðə 'mʌnθ/ phrase something or someone that is very popular for only a short time: *She is very much flavour of the month in Hollywood.*

hit the ground running /'hɪt ðə 'graʊnd rʌnɪŋ/ phrase to be successful from the start of an activity: *The squad will have to hit the ground running from the very first game.*

Intel Inside /,ɪntel ɪn'saɪd/ TRADEMARK a classic 1990s brand campaign: *By persuading computer manufacturers to place an 'Intel Inside' sticker on machines containing its processors, Intel transformed itself from an anonymous manufacturer of computer components into a household name.*

real McCoy /,rɪəl mə'kɔɪ/ noun INFORMAL something that is real and not a copy: *There are lots of sparkling wines that you could drink instead of champagne, but this is the real McCoy.*

swoosh /swu:ʃ/ noun [uncount] something which moves through air or water with a smooth gentle sound. Nike's sportswear logo, created in 1971 and now one of the most recognized brand logos in the world.

3 Supply chain

3.1 About business Outsourcing

data crunching /'deɪtə ,krʌntʃɪŋ/ noun [uncount] dealing with large amounts of information or calculations very quickly: *There are times when data crunching doesn't give you the whole picture: however much market data you have gathered, sometimes you still have to rely on your instincts.*

in silico /ɪn 'sɪlɪkəʊ/ phrase an expression used to describe research or models developed on a computer or in virtual reality, as opposed to 'in vivo' or 'in vitro': *Reports state that extensive use of in silico technologies could reduce the overall cost of drug development by as much as 50%.*

knowledge drain /'nɒlɪdʒ ,dreɪn/ noun [count] when a company loses specialist skills and know-how because experienced staff leave the organization for reasons such as redundancy, retirement or lift-out: *Companies are failing to consider the knowledge-management implications of offshoring manufacturing and other processes; the resulting knowledge drain has an immediate impact on productivity and thus directly affects the bottom line.*

lift-out /'lɪft aʊt/ noun [count] when an external provider hires staff who used to do the same job for the customer. They may continue to work on their former employer's site, or be moved to the provider's own premises: *A major advantage of the lift-out model lies in acquiring a team with intimate knowledge of the client's business, thus making the new provider fully operational from day one.*

roll out /rəʊl 'aʊt/ phrasal verb [transitive] to introduce a new product or service: *Australia will roll out the prototype of its new jet fighter in January.*

3.2 Vocabulary Logistics

JIT /dʒeɪ aɪ ti:/ adjective BUSINESS Just-In-Time, bought sent or produced at the last possible time: *JIT is a management philosophy that aims to eliminate sources of manufacturing waste and cost by producing the right part in the right place at the right time.*