

reverse logistics /rɪˌvɜː(r)s ləˈdʒɪstɪks/ noun [uncount] the activity of product management that goes beyond a manufacturer's normal distribution and delivery system: in particular, the reverse flow of products and materials for returns, repair, remanufacture and/or recycling: *The complement to the traditional supply chain, reverse logistics treats used products or materials as valuable industrial nutrients instead of disposing of them as trash.*

3.3 Grammar

Noun phrases

vertically integrated /ˈvɜː(r)tɪkli ɪntɪɡreɪtɪd/ adjective companies which own operations at different levels of a production process, such as farms, processing plants and distribution facilities, in order to increase economies of scale: *MyCoffee is a vertically integrated company which runs its own coffee plantations as well as a shipping company.*

3.4 Management skills

Managing change

CPFR /siː piː ef ˈɑː(r)/ noun [uncount] Collaborative Planning, Forecasting and Replenishment, the activity of sharing forecasts and business information with business partners in order to optimize the supply chain: *The businesses which have benefited most from CPFR are those that have to live with significant variations in demand.*

force field analysis /ˈfɔː(r)s fiːld əˈnæləsɪs/ noun [count] a method used in change management for displaying and evaluating factors that may drive or obstruct change: *Performing a force field analysis helps build consensus by allowing people to express, discuss and resolve their objections.*

think outside the box /θɪŋk ˌaʊtˈsaɪd ðə bɒks/ phrase to find new ways of doing things, especially of solving problems: *Employees are encouraged to think outside the box and develop creative solutions.*

3.5 Writing

Emails

batch /bætʃ/ noun [count] a quantity of a substance needed or produced at one time: *We liked two of the designs from the first batch of samples and one from the second batch.*

coating /ˈkəʊtɪŋ/ noun [count] a thin layer that covers something: *The metal parts of the machine have acquired a thin coating of rust and will need to be replaced.*

fastening /ˈfɑːsnɪŋ/ noun [count] a screw, bolt or hinge used to assemble parts of a structure, machine or vehicle: *They use stainless or brass steel fastenings for the outside of the submarine because both metals are resistant to corrosion.*

galvanized /ˈɡælvənaɪzd/ adjective galvanized metal is covered with a layer of zinc to protect it from damage, especially rust: *It wouldn't have got so rusty if they had used galvanized steel.*

micron /ˈmaɪkrən/ noun [count] a unit for measuring very small lengths in the metric system. There are one million microns in a metre: *The machine will print a new line of data each time the paper moves 44.5 microns.*

3.6 Case study

WEF Audio

scorecard /ˈskɔː(r)kɑː(r)d/ noun [count] BUSINESS a table of the most important information needed to achieve an objective, consolidated and laid out so that the information can be monitored at a glance: *The balanced scorecard is a strategic planning and management system which adds strategic non-financial performance measures to traditional financial metrics in order to provide a more 'balanced' view of organizational performance.*

the writing's on the wall /ðə ˈraɪtɪŋz ɒn ðə ˌwɔːl/ phrase INFORMAL used for saying that it seems likely that something will soon go wrong or stop existing: *Is the writing on the wall for tobacco advertising?*

USP /juː es ˈpiː/ noun [count] BUSINESS Unique Selling Proposition, or Unique Selling Point. The thing that makes a product or service special or different from others: *Your USP is your competitive advantage, the benefit you offer that your competitors can't provide. It's the reason why customers buy from you and not from anyone else.*

4 Managing conflict

4.1 About business

Management style

gunslinger /ˈɡʌnˌslɪŋə(r)/ noun [count] a gunman in the American Wild West in the past can also mean someone who is forceful and adventurous in their particular sphere of activity: *He's a gastronomic gunslinger who has revolutionized modern French cooking.*

hell for leather /ˈhel fə(r) leðə(r)/ phrase INFORMAL as fast as possible: *He came rushing out of his office and tore up the stairs, hell for leather.*

meat and drink /miːt ənd ˈdrɪŋk/ phrase INFORMAL something that someone enjoys doing or can do very easily, usually because they do it often: *This kind of shot is meat and drink to a player like him.*

4.2 Vocabulary

Managing conflict

get somebody's goat /get ˈsʌmbədiz ˌɡəʊt/ phrase INFORMAL to annoy someone: *It really gets my goat – the way she keeps interrupting all the time.*

harassment /həˈræsmənt/ noun [count] annoying or unpleasant behaviour towards someone that takes place regularly, for example threats, offensive remarks or physical attacks: *We encourage anyone who has been the subject of racial harassment to report it.*

4.3 Grammar

Conjunctions

hearts and minds strategy /ˈhɑː(r)ts ən ˈmaɪndz ˌstrætədʒi/ phrase a plan to win over the feelings and opinions of people: *The Kidz Konfection Kompany used a hearts and minds strategy to get parents on their side by presenting evidence that their chocolate was actually healthy.*