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**ENGLISH FOR BUSINESS
COMMUNICATION**
(LISTENING COMPREHENSION COURSE)

Учебное пособие для факультетов, институтов и школ,
готовящих специалистов в области экономики и менеджмента,
учителей и преподавателей специализированных курсов

«Логос»
Ставрополь
2017

УДК 811.111 (075.8)
ББК 81.2Англ-9
Ф 86

Рецензент:

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Фомина Наталья Ивановна, Королева Светлана Дмитриевна
Ф 76 English for Business communication (listening comprehension course): учебное пособие / Н. И. Фомина, С. Д. Королева. – 2-е изд., исправ. - Ставрополь: Логос, 2017. – 94 с.

ISBN 978-5-905519-71-0

Данное учебное пособие составлено на основе аудиокурса “English for business communication” (автор Саймон Суинни, издательство Cambridge University Press) и предназначено для студентов факультетов, институтов и школ, готовящих специалистов в области экономики и менеджмента, а также учителей и преподавателей специализированных курсов. «Английский для делового общения» представляет собой аудиокурс, позволяющий улучшить знания иностранного языка в следующих ключевых областях: разговор по телефону, социализация, презентация, совещания и переговоры. Цель учебного пособия – формирование речевых навыков аудирования, говорения, письма и чтения на изучаемом языке и развитие их до уровня, необходимого и достаточного для решения социально-коммуникативных задач в различных областях профессиональной деятельности.

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ББК 81.2Англ-9

ISBN 978-5-905519-71-0

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МЕТОДИЧЕСКАЯ ЗАПИСКА

Учебное пособие «Английский язык для делового общения» составлено на основе аудиокурса “English for Business Communication” (автор Саймон Суинни, издательство Cambridge University Press). Оно предназначено для студентов факультетов, институтов и школ, готовящих специалистов в области экономики и менеджмента, а также учителей и преподавателей специализированных курсов. Данное пособие состоит из пяти модулей: Cultural Diversity and Socialising, Telephoning, Presentation, Meetings, Negotiations. Каждый модуль включает в себя четыре или пять частей, состоящих из упражнений на развитие навыков аудирования, речи, письма и чтения. Также предлагается список речевых образцов, позволяющих грамотно составить диалогическое высказывание.

Аудиотексты представляют собой аутентичные диалоги, что позволяет ощутить атмосферу ежедневного иноязычного общения; тексты делового стиля способствуют развитию навыков бизнес письма, что является неотъемлемой частью обучения деловому английскому языку.

Необходимо отметить, что предлагаемое учебное пособие представляет особый интерес, так как содержит межкультурный аспект. Знакомство с особенностями разных стран позволяет расширить кругозор и познакомить учащихся с культурой зарубежных стран.

Государственный стандарт обучения иностранному языку на всех ступенях образовательной системы включает развитие навыков аудирования, поэтому данное пособие соответствует требованиям учебного процесса в учебных заведениях.

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MODULE 1. CULTURAL DIVERSITY AND SOCIALISING

Part 1. BUILDING A RELATIONSHIP

PRE-LISTENING ACTIVITY

Task 1. Look at the picture and answer the following questions:

- 1) What are the people talking about?
- 2) What do you think they are definitely not talking about?



WWW.FOTOBANK.COM EX13-0323

LISTENING

Task 2. Listen to the dialogue between an Englishman Peter Welch, a Director of an international company, and an interviewer. What does Peter mention as the most important issues for business contacts?

Task 3. Put the following issues in the order they were mentioned in the dialogue:

- to find out about the infrastructure
- a family life
- to know something about political and economic situation
- to find out about the culture

AFTER-LISTENING ACTIVITY

Task 4. Discuss in pairs all the important issues concerning Russia.

Part 2. WELCOMING VISITORS

PRE-LISTENING ACTIVITY

Task 1. Answer the following questions:

- 1) What happens when a visitor arrives with an appointment to visit a company?
- 2) What are the typical stages of the first meeting? What conversation takes place?

LISTENING

Task 2. Listen to the dialogue and answer the following questions:

- 1) Is the meeting formal or informal? Give your reasons for the answer.
- 2) What problem does Klaus have?
- 3) Do these people know each other? Why do you think so?

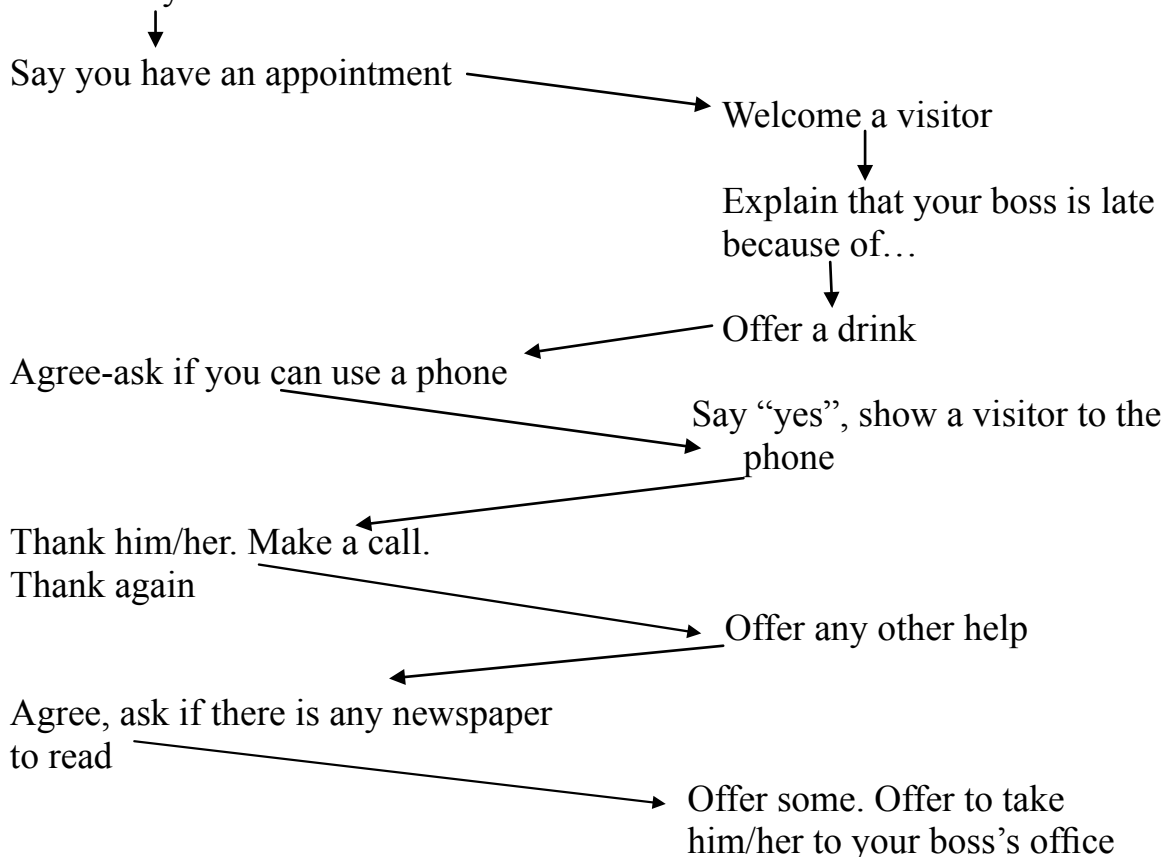
Task 3. Complete the sentences:

- 1) This is Klaus, he's ...
- 2) I've been to Stockholm two or three times but ...
- 3) I always take back...
- 4) We could start with ...
- 5) Malmo can be a little ...

AFTER-LISTENING ACTIVITY

Task 4. Make up a dialogue based on the following chart:

Introduce yourself



LANGUAGE CHECKLIST

Welcoming visitors

Welcome to...

My name's ...

Arriving

Hello. My name's ...from ...

I've an appointment to see...

Sorry – I'm a little late/early.

My plane was delayed...

Introducing someone

This is ... He/She's my Personal Assistant.

Can I introduce you to ...

I'd like to introduce you to ...

Meeting someone and small talk

Pleased to meet you.

It's a pleasure.

How was your trip? Did you have a good flight/trip/journey?

How are things in (London)?

How long are you staying in (New York)?

I hope you like it.

Is your hotel comfortable?

Is it your first visit to (the Big Apple)?

Offering assistance

Can I get you anything?

Do you need anything?

Would you like a drink?

If you need to use a phone or fax, please say.

Asking for assistance

There is one thing I need...

Could you get me...

Could you book me a car/taxi/hotel...?

Can you recommend a good restaurant?

Part 3. CULTURE AND ENTERTAINING

PRE-LISTENING ACTIVITY

Task 1. What kind of social activity in your city could be an appropriate way of entertaining visitors from other countries?

LISTENING

Task 2. Listen to the following dialogues between a visitor and a host and fill in the chart:

Activity	The response	Comments

AFTER-LISTENING ACTIVITY

Task 3. Work in pairs. Use the advertisements below to invite your partners to some place.

ENTERTAINMENT CENTRE KEDROVAYA PAD'		
<i>meat café "Zhadina Govyadina"</i>	<i>cosy hotel</i>	<i>sauna "Hot Hammam"</i>
8(4232) 38-65-26	8(4232) 38-65-28	8(4232) 38-65-30
opposite to the turn to Shamora		

<p><u>GRILL ROOM</u> summer terrace the Ocean Cinema</p>

<p>Singapore Samovar <i>the opportunity to cook any dish yourself</i></p>
<p>Vladivostok, 3, Naberezhnaya Street, phone: 8(4232) 41-42-34 from 11 a.m. till 11 p.m.</p>



FITNESS CLUB "MASTER GYM"

- huge gym
- swimming pool
- group programme, yoga and self-defense halls
- dance school
- cardio department
- Free Motion gym apparatus hall
- cycle hall

Vladivostok, 58, Partisanskiy Avenue, 8(4232) 45-25-86
<http://www.mastergym.ru/vladivostok/>

Task 4. You receive a letter from a business partner confirming a meeting with you at a Trade Fair in Munich. Unfortunately you have to leave Munich after your meeting but you expect to be in London a month later. Write a reply suggesting a different arrangement which you can confirm nearer the time.

INTERLINK PLC
250 CHARING CROSS ROAD
LONDON WCI 4RD

Tel ++ 44 181 765 329 Fax ++ 44 181 765 274

Maria Saans
Accounts Manager
South Australia Bank of Commerce
PO Box 400
Bondi Junction
New South Wales 2022
AUSTRALIA

Our ref. GF6

Your ref.

15 March 20__

Dear Maria,

Munich International Communications Fair

Following our telephone call I confirm that we will meet at the Interlink stand at the Munich Fair on Thursday 24 May 20__ sometime during the morning.

I look forward to the opportunity to discuss some of our products and services with you and I am confident that there will be plenty to interest you.

I enclose some information which you may like to look at before you come to Munich.

It would be very nice if we could meet socially while in Munich. I wonder if you would be free to join me and some colleagues for a meal in the city on the Thursday evening. We are planning to meet at around 8.30 for dinner at the Hilton Hotel. Do let me know if you can join us, and of course we would be pleased if you were able to bring a colleague or partner.

We look forward to meeting you and do call if we can be of any assistance between now and the Fair.

Very best wishes,

John Callam
Product Development

encs.

Part 4. EATING OUT

PRE-LISTENING ACTIVITY

Task 1. Think and answer what cuisine can be offered to the guests in your city?

LISTENING

Task 2. Listen to the conversation recorded in a restaurant. It is between Patricia Cork and Sandra Malcolm. They are colleagues in a joint venture between two American companies. Say what kind of meals it is: lunch, dinner or supper? What did they order for an appetizer?

Task 3. Answer the following questions:

- 1) What restaurant (cuisine) did they choose?
- 2) What drinks did they order?
- 3) Who is a fish eater?
- 4) Is this restaurant a busy place? Why do you think so?
- 5) Who paid for the meal?

Task 4. Agree or disagree. Give your reasons.

- 1) Patricia and Sandra didn't have an appetizer.
- 2) They ordered a mixed seafood grill as the main courses.
- 3) Red wine gives Patricia a headache.
- 4) This place is usually busy on Tuesday and on weekends.
- 5) Patricia paid the check.
- 6) Sandra got a cab back to the hotel.

Inviting

Would you be interested in going to see ...

I'd like to invite you to have dinner this evening. Is it a good idea?

Responding to an invitation

That would be very nice.

I'd like that.

Thank you. That would be a pleasure.

Declining an invitation

I'd like to, but I'm afraid...

That would be nice, but unfortunately...

- I'm rather tired...
- I have an appointment this evening...
- I'm rather busy...
- I have some work to do...

Stating preference

I like (Japanese) cuisine very much...

I think I'd like to...

I think I'd prefer ...

I particularly like (classical) music...

Looking at a menu

The (fish) sounds nice...

I think I'd like to try...

I think I'll have...

Shall we have a bottle of ...?

Commenting on an evening out

It's been a lovely evening.

It's been very nice.

Thank you very much for your hospitality.

I enjoyed it very much.

MODULE 2. TELEPHONING

Part 1. COULD I LEAVE A MESSAGE

PRE-LISTENING ACTIVITY

Task 1. What should be taken into consideration if you are in New York and you are going to phone your business partner in Tokyo? How can any problems be avoided?

Task 2. Read the text below. It is a speech of Clare Macey, a director of Inter Marketing suggesting ways to prepare for telephone talks. Then tick the suggestions that she makes that are included in the list below.

Clare: Well, if I am making a call, prediction is one thing. I have to try to guess what the other person might say – or ask. I think a lot of it is subconscious really – it's a subconscious preparation. But there are more conscious things too, like getting together any information I need, having the right file nearby, my diary, notepaper, a pen and also I might need some particular stuff on the computer screen. All that – what you call desk preparation – is important. Then in addition there are specific things like checking recent correspondence, knowing exactly what's going on – knowing what we ought to be doing – so understanding the situation or the relationship. Then finally, I would say that part of the preparation needs to be – if you're making the call – you have to think about your objectives, what you want from the call, what you may need to ask or need to say. All that should be clear in your mind. So, in conclusion, I'd stress that it's terrible if you're not prepared – it sounds unprofessional and it wastes a lot of time too.

1. Do not try to guess what the other person will say.
2. Think about your objectives from the call – any questions you need to ask or things you need to say.
3. If someone calls and you are not ready for them, ask them to call back later.
4. Desk preparations: prepare the desk – paper, pen, any relevant documentation, computer files.
5. Check recent correspondence, know the situation.
6. Have your diary on hand, so you can fix appointments.

Task 3. Read the text below. It's again Clare Macey. Here she is talking about being prepared for incoming calls. Tick what she recommends after reading.

Clare: Well, another type of preparation ... you can prepare for incoming calls. Of course, you don't always know when someone is going to call, of course not, but you can have some idea just by knowing what work is going on. So, I think ... if I know someone's going to call me ... then of course it makes sense to think about what they'll be talking about and try to anticipate what they might ask or say.

Repeat your name.
Give your number. → Confirm the information.
End call. ← End call.

LANGUAGE CHECKLIST

Introducing yourself

Good morning, Aristo.

Hello, this is ... from ...

Hello, my name's ... calling from ...

Saying who you want

I'd like to speak to ..., please.

Could I have the ... Department, please?

Saying someone is not available

I am sorry he/she's not available...

Sorry, she/he's away/ not in/ in a meeting/ in Milan.

Leaving and taking a message

Could you give him/her a message?

Can I leave him/her a message?

Please tell him/her....

Please ask him/her to ring me on ...

Would you like to leave a message?

If you give me your phone number I'll ask him/her to call you later.

Offering to help in other ways

Can anyone else help you?

Can I help you perhaps?

Would you speak to his assistant?

Shall I ask him to call you back?

Asking for repetition

Sorry, I didn't catch your name/your company name/your number.

Sorry, could you repeat your name/ number....

Sorry, I didn't hear that.

Sorry, I didn't understand that.

Could you spell your name, please.

Acknowledging repetition

Okay, I've got that now.

I understand.

I see, thank you.

Part 2. GOOD TO HEAR FROM YOU AGAIN

PRE-LISTENING ACTIVITY

Task 1. Look briefly at the text. Before reading, say:

- 1) what it is about?
- 2) how the message can be opposite.
- 3) what you think the text probably recommends.

Task 2. Now read the text. Identify the following:

- 1) something that is important before telephoning
- 2) advice on how to use your voice
- 3) advice on checking your understanding
- 4) examples of “explicit” cultures – what does it mean?
- 5) examples of “subtle” cultures – what does it mean?
- 6) possible problem about the phone that you would not have face-to-face.

Telephoning Across Cultures

Many people are not confident about using the telephone in English. However, good preparation can make telephoning much easier and more effective. Then, once the call begins, speak slowly and clearly and use simple language.

Check that you understand what has been said. Repeat the most important information, look for confirmation. Ask for repetition if you think it is necessary.

Remember too that different cultures have different ways of using language. Some speak in a very literal way so it is always quite clear what they mean. Others are more indirect, using hints, suggestions and understatement (for example “not very good results” = “absolutely disastrous”) to put over their message. North America, Scandinavia, Germany and France are “explicit” countries, while the British have a reputation for not making clear exactly what they mean. One reason for this seems to be that the British use language in a more abstract way than most Americans and continental Europeans. In Britain there are also conventions of politeness and a tendency to avoid showing one’s true feelings. For example if a Dutchman says an idea is “interesting” he means that it is interesting. If an Englishman says that an idea is “interesting” you have to deduce from the way he says it whether he means it is a good idea or a bad idea.

Meanwhile, for similar reasons Japanese, Russians and Arabs – “subtle” countries – sometimes seem vague and devious to the British. If they say an idea is interesting it may be out of politeness.

The opposite of this is that plain speakers can seem rude and dominating to subtle speakers, as Americans can sound to the British – or the British to the Japanese.

The British have a tendency to engage in small talk at the beginning and end of a telephone conversation. Questions about the weather, health, business in general and what one has been doing recently are all part of telephoning, laying a foundation for the true purpose of the call.

At the end of the call there may be various pleasantries, *Nice talking to you*, *Say hello to your family* (if you have met them) and *Looking forward to seeing you again soon*. A sharp, brief style of talking on the phone may appear unfriendly to a British partner.

Not all nationalities are as keen on small talk as the British!

Being aware of these differences can help in understanding people with different cultural traditions. The difficulty on the telephone is that you cannot see the body language to help you.

Task 3. Choose the closest definition of the following words from the text.

1. literal

a) direct and clear b) full of literary style c) abstract and complicated

2. understatement

a) kind words b) less strong way of talking c) clever speech

3. deduce

a) reduce b) work out c) disagree

4. vague

a) unclear b) unfriendly c) insincere

5. devious

a) rude b) dishonest c) clever

6. pleasantries

a) questions b) requests c) polite remarks

LISTENING

Task 4. Here Vladimir Kramnik from Moscow calls Joanna Hannam of Swallow Exports Ltd., in London. He wants an appointment with Ms. Hannam. Complete the details of the arrangement made in Ms. Hannam's diary.

May	June
27 Monday	3 Monday
28 Tuesday	4 Tuesday
29 Wednesday	5 Wednesday
30 Thursday	6 Thursday
31 Friday	7 Friday
1 Saturday	8 Saturday
2 Sunday	9 Sunday

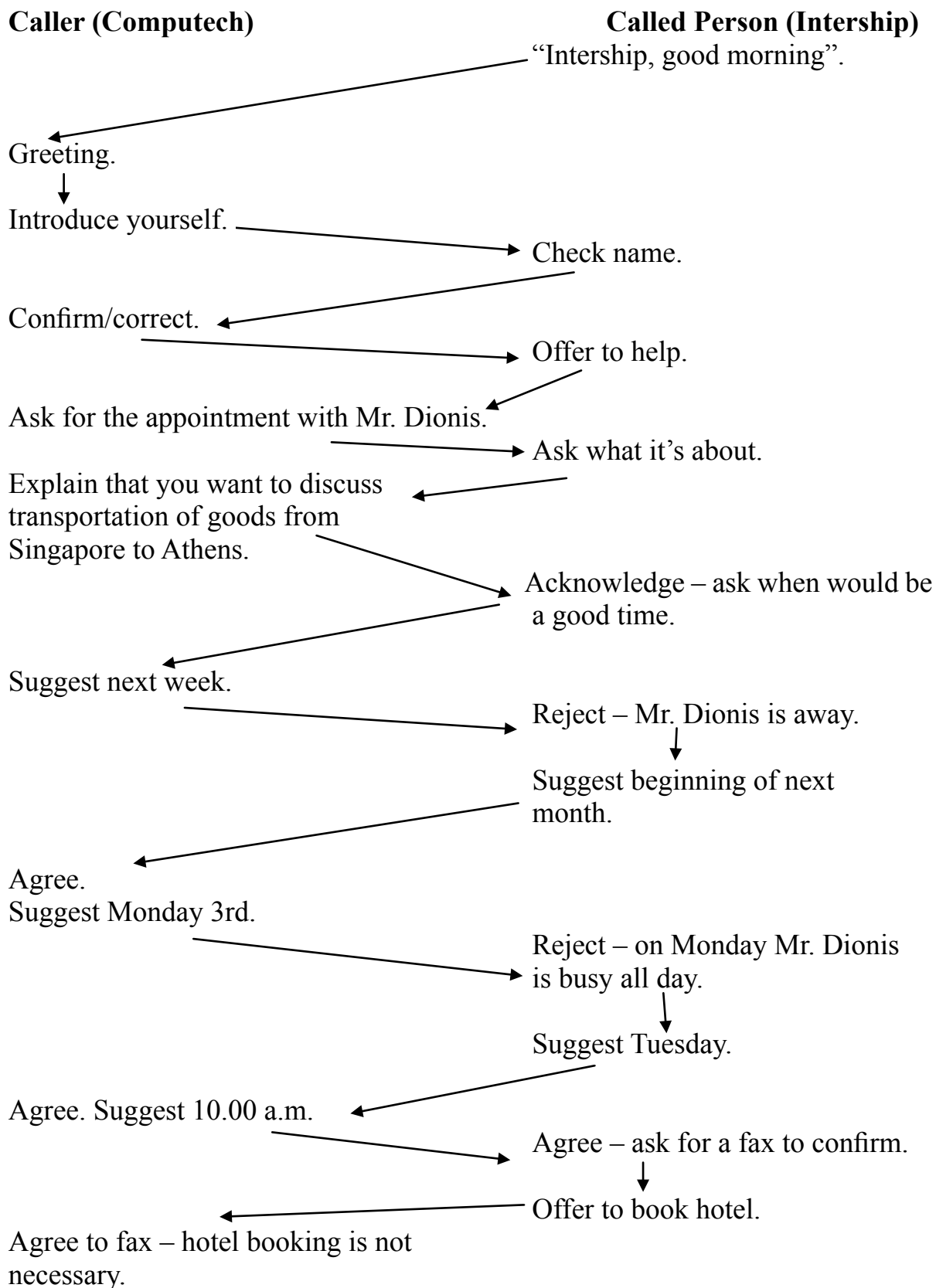
Task 5. Answer the following questions:

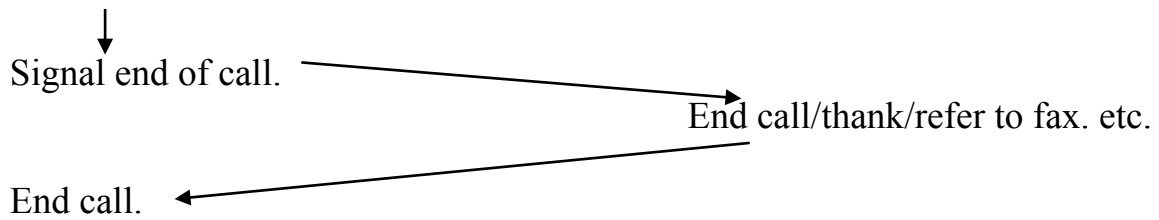
1) What are the ways in which Ms. Hannam's secretary offers to help Mr. Kramnik?

2) What style of conversation is between a secretary and Mr. Kramnik? What phrases prove this style?

AFTER-LISTENING ACTIVITY

Task 6. In the following conversation a Singaporean exporter plans to send goods from Singapore to Greece. He wants to have a meeting with a Greek shipping company, Intership. Suggest suitable phrases for each step in the conversation, then practise the dialogue.





Task 7. Sending a fax after a telephone conversation is an important way to check that there has been no misunderstanding in the conversation. Many companies also like to have written confirmation of things agreed by telephone. Say why.

Task 8. Use the template below to write a fax confirming the arrangements made in the Computech/Internship conversation.

COMPUTECH ARCOS

Lorong One Toa Payoh
Singapore 1253
Telephone: ++ 65 350 574

FAX: ++ 65 350 552

Fax to: Mr. Dionis (Internship S.A.)

Fax Number:

From:

Page 1 of 1

Date:

Message

LANGUAGE CHECKLIST

Stating reason for a call

I'm ringing to ...

I'd like to ...

I need some information about ...

Making arrangements

Could we meet some time next month?

When would be a good time?

Would Thursday at 5 o'clock suit you?

What about July 21st?

That would be fine.

No, sorry, I can't make it then.

Sorry, I'm too busy next week.

Changing arrangements

We've appointment for the next month, but ...

I'm afraid I can't come on that day.

Could we fix an alternative?

Confirming information

So...

Can I check that? You said...

To confirm that ...

Can you/Can I confirm by fax?

Ending a call

Right. I think that's all.

Thanks very much for your help.

Do call if you need anything else.

I look forward to ... seeing you/ your call/ your letter/ your fax/ our meeting/

Goodbye and thanks.

Bye for now.

Part 3. UNFORTUNATELY THERE'S A PROBLEM

PRE-LISTENING ACTIVITY

Task 1. Before reading a text quickly answer these questions about the organization of the text:

- 1) How many paragraphs are there?
- 2) How many points are probably in the text?

Task 2. Read the text and then mark the sentences as True (T) or False (F).

In some countries, like Italy and Britain, conversation is a form of entertainment. There is an endless flow of talk and if you break the flow for a second someone else will pick it up. In other countries there is a higher value placed on listening – it is not only impolite to break in but listeners will consider what has been said in silence before responding. Finland and Japan are examples.

If you are talking to people who are also speaking English as a foreign language, they are likely to leave gaps and silences while they search for words or try to make sense of what you have just said. So be patient and try not to interrupt, as you would hope they would be patient with you.

Every country has its own codes of etiquette. For example it is common for Anglo-Saxons to use first names very quickly, even in a letter or fax or telephone call. Such instant familiarity is much less acceptable in the rest of Europe and Asia where even business partners and colleagues of many years' acquaintance address each other by the equivalent of Mr. or Mrs. and the last name of job title.

So stick to last names unless you specifically agree to do otherwise. Don't interrupt the other person's formality as stiffness or unfriendliness.

On the other hand, if business partners with an Anglo-Saxon background get on to first name terms straightaway, don't be surprised.

Above all, one should remember that people do not usually mind if their own codes are broken by foreigners as long as they sense consideration and goodwill. This is much more important than a set of rules of etiquette.

- 1) For the British and the Italians it is normal to interrupt the other speaker during the conversation.
- 2) A special importance is attached to listening in Japanese and Finnish cultures.
- 3) One should interrupt and try to help speakers who may have difficulty in saying what they want to say.
- 4) It is unusual for Americans and British to use first names early in a business relationship.
- 5) It doesn't matter if you break certain social rules if it is clear that you are sensitive to other people.
- 6) Etiquette is the critical point in telephoning between different cultures.

Task 3. Which sentence do you think is the most important point?

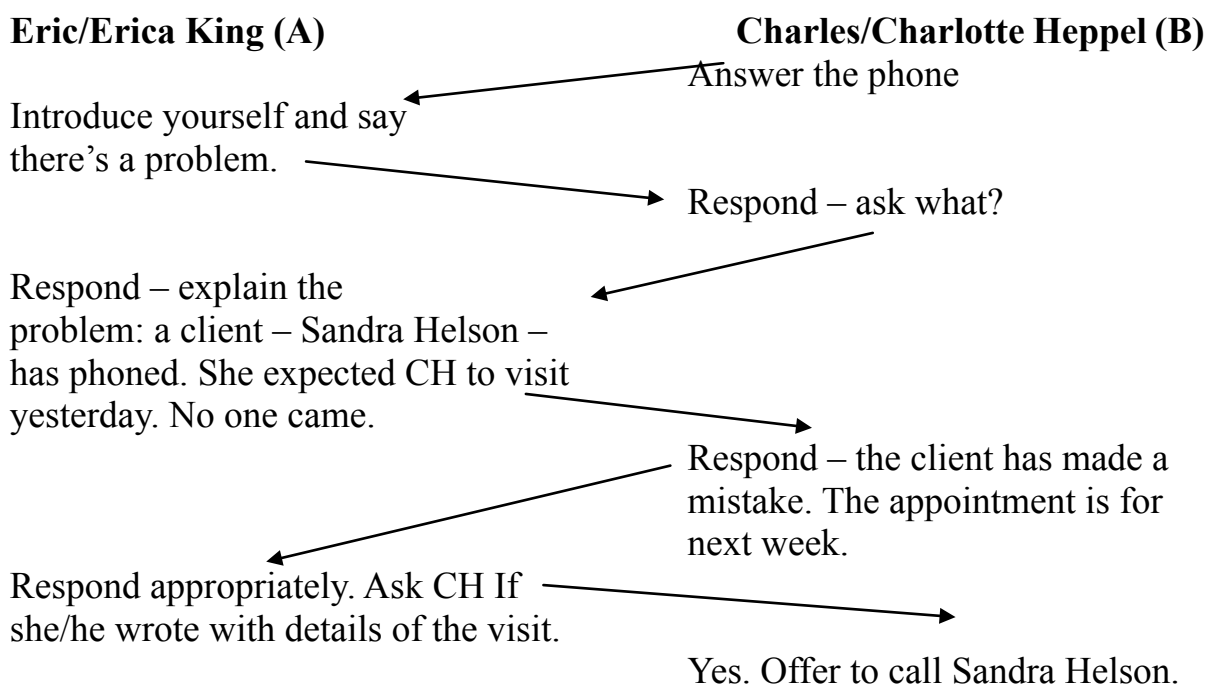
LISTENING

Task 4. Listen to the conversation between a retailer, Lee Santana from Los Angeles and Yoshinaga Takafumi, a representative of AKA Company and identify the problem and the suggested solution.

Task 5. Listen again. Do you think Yoshinaga Takafumi provided good customer service? In what ways?

AFTER-LISTENING ACTIVITY

Task 6. Work in pairs, A and B. Create a dialogue based on the prompts below. A is the Client Services Manager of Keene Investments who calls B, a financial adviser. A is B's boss.



End call (small talk).



End call.

Part 4. COMPLAINTS

PRE-LISTENING ACTIVITY

Task 1. Answer the following questions:

- 1) Is it possible to solve a problem on the phone?
- 2) Have you ever listened to or had any complaints?
- 3) What problems can happen between business partners who are in different countries?

LISTENING

Task 2. Listen to the dialogue. Hamid Nadini of Ahmed Al-Hamid&Co. in Riyadh telephones Peter Carr, from Stella Communications PLC, Birmingham, with a complaint. Identify the problem.

Task 3. Listen to the dialogue again and answer the following questions:

- 1) Why did Mr. Bains come without necessary equipment?
- 2) How long will it take Mr. Bains to get all necessary equipment?
- 3) Where was Mr. Bains at the moment of the dialogue?
- 4) Was Ahmed Al-Hamid&Co. always satisfied with this service?
- 5) What did Peter Carr offer?
- 6) Do you think he said the right things?

AFTER-LISTENING ACTIVITY

Task 4. Work in pairs and create a new version of the above conversation beginning with the same basic problem. Provide better customer service in your version.

Task 5. Imagine you are Peter Carr. Following the above phone call and then a conversation with Mr. Bains, write a fax or e-mail to Mr. Nadimi. Tell him Mr. Bains will return in four days with the parts and the system will be repaired within five days. Use the template below:

STELLA COMMUNICATIONS

To: hamidnadimi@ahmedalhamid.com (Hamid Nadimi)
FROM: p.carr@stella.birmingham.co.uk
SUBJECT:

Following our..... I am pleased that Mr. Bains
..... and within If
there is any way, please
..... Furthermore, let me assure you in future.

Best regards,

LANGUAGE CHECKLIST

Stating reason for a call

I'm ringing about ...

Unfortunately, there's a problem with

I need some information about ...

Explaining the problem

There seems to be ...

We haven't received ...

The ... doesn't work.

The quality of the work is below standard.

The specifications are not in accordance with our order.

Referring to previous problems

It's not the (first) time this has happened.

Three months ago ...

We had a meeting about this and you assured us that ...

Threatening

If the problem is not resolved ...

- we'll have to reconsider our position.
- we'll have to renegotiate the contract.
- we'll contact other suppliers.
- the consequences could be very serious.

Handling complaints and other problems

Asking for details

Could you tell me exactly what ...?

Can you tell me ...?

What's the ...?

Apologising

I'm sorry to hear that.

I'm very sorry about the problem/ delay/ mistake...

Denying an assistance

No, I don't think that can be right.

I'm sorry but I think you're mistaken.

I'm afraid that's not quite right.

I'm afraid that can't be true.

MODULE 3. PRESENTATION

Part 1. PLANNING

PRE-LISTENING ACTIVITY

Task 1. Answer the following questions:

- 1) What's a presentation?
- 2) What are characteristics of a good presentation?
- 3) What is more important: the content or the way the speaker presents information?
- 4) What are key considerations involved in preparing a presentation?

LISTENING

Task 2. Listen to a group of management trainees talking about the preparation of presentations. They mention eight key areas. Number them in the order in which they are mentioned.

a.	structure	
b.	objectives	
c.	the room and the equipment	
d.	practice	
e.	audience	
f.	writing some or all the presentation	
g.	checking the language	
h.	visuals	

AFTER-LISTENING ACTIVITY

Task 3. Comment on all the points mentioned in the discussion you have heard. Which do you think are the most important? Why do you think so?

Part 2. THE INTRODUCTION

PRE-LISTENING ACTIVITY

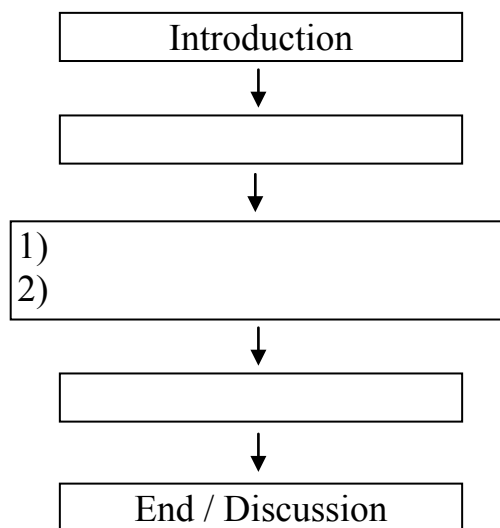
Task 1. In any presentation the beginning is crucial. Certainly some things are essential and others are useful. Here is a list of what could be included in an introduction. Mark them according to how necessary they are using the following scale:

Essential		Useful		Not necessary
1	2	3	4	5
Subject / title of talk				
Introduction to oneself, job title, etc.				
Reference to questions and/ or discussion.				
Reference to the programme of the day.				
Reference to how long you are going to speak for.				
Reference to the visual aids you plan to use.				
The scope of your talk: what is in and is not included.				
An outline of the structure of your talk.				
A summary of the conclusions.				

LISTENING

Task 2. Listen to an example of an introduction to a presentation. It is about plans to develop a new production plant in Taiwan. As you listen, think about these points:

- a) Is it a good introduction?
- b) Why? Why not?
- c) Label the structure of the talk.



AFTER-LISTENING ACTIVITY

Task 3. Use the notes below to prepare a brief introduction to a talk on safety for a manufacturing company.

<p>New safety conditions for production staff</p> <ol style="list-style-type: none"> 1. Protective clothing 2. Training in accident prevention 3. Changes to working practices <p>Questions/discussion</p>
--

Listen to the recording of a model answer after you have given your own version.

LANGUAGE CHECKLIST

Greeting

Good morning/afternoon ladies and gentlemen.

Ladies and gentlemen...

Subject

I plan to say a few words about...

I'm going to talk about...

The subject of my talk is...

The theme of my presentation is...

Structure

I've divided my talk into (three) parts...

My talk will be in (three) parts...

I'm going to divide...

First... Second... Third...

In the first part...

Then in the second part...

Finally...

Timing

My talk will take about ten minutes.

The presentation will take about two hours... but there will be a twenty minute break in the middle. We'll stop for lunch at 12 o'clock.

Policy on questions/discussion

Please interrupt if you have any questions.

After my talk there'll be time for a discussion and any questions.

Part 3. THE MAIN BODY

PRE-LISTENING ACTIVITY

Task 1. Answer the following question:

a) What is relationship between the main body of the presentation and the introduction?

Task 2. Listen to the recording in which a brief summary of the transition from export marketing to global marketing is given and answer the questions:

- 1) How many phases are there in the transition from export marketing to global marketing? What are they?
- 2) How many main characteristics does export marketing have? What are they?
- 3) Why are the investment costs low with export marketing?

- 4) How many main characteristics does international marketing have? What are they?
- 5) What are five main characteristics of the global marketing company?
- 6) What example is given to explain the idea of the global marketing company?

Task 3. Listen to the recording again and write down all the words and phrases which list key information and give signals to the audience.

Part 4. THE END. SUMMARISING AND CONCLUDING

PRE-LISTENING ACTIVITY

Task 1. Answer the following questions:

- 1) What does the end of a presentation contain?
- 2) What is the difference, if any, between a summary and a conclusion?

LISTENING

Task 2. Listen to the end of a presentation by Ben Ingleton, Marketing Director of Foss Ltd., an agricultural machines manufacture. His talk is about company valuation. Answer the questions:

- 1) What is his key message?
- 2) Is it a summary or a conclusion? Or is it both? Explain your answer.
- 3) What is a rhetorical question?
- 4) What's the purpose of using a rhetorical question in the conclusion?

Task 3. Listen again. Complete the following phrases:

- a) "I'd like to with a short of the" "
- b) "So, what are that can from this? I think most importantly, we build up ..."

AFTER-LISTENING ACTIVITY

Task 4. Look at the following overhead transparencies used in a presentation on safety procedures on an oil platform. Use them to reconstruct the end of the presentation.

Begin as follows:

"That concludes the main part of my talk. Now I'd like to ..."

Summary	Conclusions
1. Three incidents in the year show communication problems.	1. Training must place more emphasis on communication procedures.
2. 35% of incidents in the past 5 years contain some degree of communication problem.	2. Programme of regular revisions of communication procedures should be introduced.
3. Existing communication procedures are not considered satisfactory	

Now compare your version with a recording of a model answer.

LANGUAGE CHECKLIST

Ending the main body of the presentation

Right, that ends (the third part of) my talk.

That's all I want to say for now on...

Beginning the summary and/or conclusions

I'd like to end by emphasising the main point(s).

I'd like to finish with...

- a summary of the main points.
- some observations based on what I've said.
- some conclusions/recommendations.
- a brief conclusion.

Concluding

There are two conclusions/recommendations.

What we need is...

I think we have to...

Part 5. QUESTIONS AND DISCUSSION

PRE-LISTENING ACTIVITY

Task 1. Answer the following question: Why is handling questions thought to be the most difficult part of a presentation?

LISTENING

Task 2. Listen to three examples of possible endings to some sale presentations. Match each one to the comments below.

A	A hard sell approach mainly interested in selling the product.	
B	Weak , as if the speaker lacks confidence.	
C	Customer-friendly , wants to help the customer	

Task 3. A conference on Land Development in Europe included presentations on Financial Support for Business. Listen to four extracts of different speakers' handling of questions and discussion. Use the table below to mark which extracts are examples of good (+) or bad (-) technique. Give reasons for your answers.

Technique (+/-)	Why?
1.	
2.	
3.	
4.	

Task 4. Role-play. Divide into groups. Each person should prepare, in about two or three minutes, a short presentation on any topic he/she knows well. Special attention should be paid to the introduction and the main body of the presentation. Describe just one or two aspects of the topic in some detail for about three to four minutes. Then end what you say with a brief summary and/or conclusion. Finally, move to questions/comments or a discussion.

Your groupmates should:

- ask questions
- ask for more details
- ask for clarification
- offer more information based on their knowledge or/and experience

For each contribution respond appropriately.

Repeat the procedure until everyone in the group has been in the hot seat.

LANGUAGE CHECKLIST

Inviting questions and/or introducing discussion

That concludes (the formal part of) my talk. Thanks for listening... Now I'd like to invite your comments.

Now we have (half an hour) for questions and discussion.

Right. Now, any questions or comments?

So, now I'd be very interested to hear your comments.

Handling questions

That's a difficult question to answer in a few words.

- It could be...

- In my experience...

- I don't think I'm the right person to answer that. Perhaps Mr. X can help...

I'm afraid that's outside the scope of my talk. If I were you I'd discuss that with...

Sorry, I'm not sure I've understood. Could you repeat?

I didn't catch your question.

Does that answer your question?

MODULE 4. MEETINGS

Part 1. MAKING MEETINGS EFFECTIVE

PRE-LISTENING ACTIVITY

Task 1. Answer the following questions:

- 1) What's the purpose of a meeting?
- 2) What types of meeting do you know?
- 3) What are characteristics of a successful business meeting?
- 4) What are the functions of a chairperson in a meeting?

LISTENING

Task 2. Listen to the recording of a meeting at Hilo Co., a small subsidiary of a multinational company. The meeting is to discuss the decline in profits. Say which of

1.	Prices are too high.	Yes / No
2.	The company has wasted money on research and development.	Yes / No
3.	Sales are down.	Yes / No
4.	The sales budget is too low.	Yes / No
5.	No one likes the Chief Sales Executive.	Yes / No
6.	The products are old	Yes / No

Task 3. Listen again, paying attention to the role of the chair in the discussion. Tick (✓) which of the following functions the chair performs at this meeting.

1.	Thanks people for coming.		8.	Prevents interruptions.	
2.	Starts the meeting on time.		9.	Makes people stick to the subject.	
3.	States the objectives.		10.	Gives a personal opinion.	
4.	Refers to the agenda.		11.	Summarises.	
5.	Changes the agenda		12.	Asks for comments.	
6.	Talks about the previous meeting.		13.	Decides when to have a break.	
7.	Introduces the first speaker		14.	Closes the meeting.	

AFTER-LISTENING ACTIVITY

Task 4. Suggest phrases which could be used by a chairperson in the following situations in a meeting:

- a) to welcome the participants to a meeting.
- b) to state the objectives of the meeting.
- c) to introduce the agenda.
- d) to introduce the first speaker
- e) to prevent an interruption.
- f) to thank a speaker for his/her contribution
- g) to introduce another speaker.
- h) to keep discussion to the relevant issues.
- i) to summarise discussion.

g) to ask if anyone has anything to add.

k) to suggest moving to the next topic on the agenda.

l) to suggest certain actions that must be done following the meeting (for example, write a report, meet again, do some research, etc.).

m) to close the meeting.

Compare your variants with the ones given in the Language Checklist

Task 5. Role-play. Work in groups of four. Decide on a chair and have a brief meeting using the situation below. After a few minutes' preparation, the chair starts the meeting, introduces the agenda, invites the first speaker to make his/her proposal, prevents interruptions, brings in other speakers, summarises, etc.

Situation

Meeting To identify ways to reduce company costs. Time: Place: Participants:
Agenda 1. Staff cuts. 2. Reducing the research budget. 3. Cutting salaries and running costs.

LANGUAGE CHECKLIST

Opening the meeting

Thank you for coming....

It's (ten) o'clock. Let's start...

Any comments on our previous meeting?

Introducing the agenda

You've all seen the agenda...

On the agenda, you'll see there are three items.

There is one main item to discuss...

Stating objectives

We're here today to gear about plans for...

Our objective is to discuss different ideas...

What we want today is to reach a decision...

Calling on a speaker

I'd like Mary to tell us about...

Can we hear from Mr. White on this?

Summarising

So, what you are saying is...
 Can I summarise that? You mean...
 So, the main point is...

Closing the meeting

I think we've covered everything.
 I think we can close the meeting now.
 That's it. The next meeting will be...

Part 2. INTERRUPTING AND HANDLING INTERRUPTIONS

PRE-LISTENING ACTIVITY

Task 1. Think and answer the questions:

What are reasons for interruptions in a meeting? Are they always acceptable?

Task 2. Define or explain the following words and word-combinations:

Off-road truck, four-wheel drive, advertising agency, advertising campaign, advertising budget, target group.

LISTENING

Task 3. Listen to the recording of a discussion in the European sales office of an American off-road automobile manufacturer, Amass. It concerns the advertising plans for the launch of a new truck, the Rodeo 4 PLUS. The marketing manager, Matt Halsam, is explaining his ideas. Mark the following statements as True (T) or False (F).

1.	The truck will be sold to professional users of off-road vehicles.	
2.	It is not going to be used as a mass market on-road vehicle.	
3.	Matt wants to keep the same agency they have always worked with.	
4.	Matt used his research to help him make a decision.	
5.	Changing advertising agency would cost 50% more	

Task 4. Listen again. Number the following interrupting phrases in the order in which you hear them.

a)	Yes, but, Matt, if I can interrupt you again. We are talking serious money here. We've got to be careful ...	
b)	Er, excuse me, Matt, just a moment. That's a big claim ...	
c)	It's the most important thing ...	
d)	One moment. Can we start with a few basics?	
e)	Yes, so, a select, professional market first, then the mass market ...	
f)	But why? CMA have been okay in the past.	
g)	Let's just clarify ... who the audience are, what's the target group ...	
h)	What! Most agencies charge a lot more than CMA.	
i)	You plan to use our usual agency, CMA?	

AFTER-LISTENING ACTIVITY

Task 5. Answer the following questions:

- 1) What is the style of the Amass meeting?
- 2) How does Matt handle the interruptions?
- 3) Do you think the interruptions are appropriate?

Task 6. There are different ways of handling interruptions. Suggest one or two appropriate phrases for the following:

1. promise to come back to a point later;
2. politely disagree with an interruption;
3. say the interruption is not relevant or that time is short;
4. politely accept the interruption and respond to it before continuing;
5. reject a suggestion.

Task 7. Role-play. This role-play consists of an internal company meeting. Work in groups between four and six.

Introduction

You are directors of a food processing company called Adel Passam Ltd. (APL). The company has been linked with a scandal involving a businessman and a property developer called Jordi Cass. It has been revealed that six years ago Cass bought land from the local city authority at 20% of its true market value. He sold the land one year later at a 500% profit. Cass was adviser to APL at the time as a property consultant. It has been suggested by the press that directors of ALP knew of the scandal, but said nothing as the company and in particular the founder and managing director, Mikel Adela, stood to profit from Cass's deal. Also Cass is a friend of Mikel Adeka's son, Sam Adela, a director of the company. Mikel Adela died a year ago. Another ALP director, Marta Lucas, is married to the man who was leader of the ruling Democratic People's Party on the City Council when the land was originally sold to Cass.

Situation

The Board of ALP meet to discuss what action they should take. They are worried that the reputation of the company will be damaged and its excellent relationship with the local community and its employee will suffer.

Participants

1. Sam Adela (Chair). You:

- prepare a brief agenda and short opening remarks;
- pay attention to the role of the chair in the discussion, remember all the functions the chair performs at this meeting.

2. Jay Worthy (Legal Adviser to ALP). You:

- think ALP should wait and see what happens next;
- feel that scandal really involved Cass and politicians but you cannot say this too loudly as Marta Lucas is married to the former leader of the Democratic People's Party.

3. Marta Lucas (Director). You:

- have never heard of the scandal until very recently but your husband is deeply embarrassed;
- believe your position with the company is compromised if your husband is found guilty;
- think that if you resign, it will look like an admission of guilt;
- believe the company should fight to protect its - and your — reputation.

4. Anton Hassim (Director). You:

- think that if even Sam Adele didn't benefit personally, if people think Mikel Adela was guilty, then the company is in deep trouble;
- think the company should wait, admit nothing and deny nothing;
- think that to sue the papers for libel is risky and would cost a fortune.

5. Pay Joyce (Director). You:

- feel the allegations must be completely false because you knew Mikel Adela for forty years as a completely honest man;
- believe ALP never had any formal dealings with politics and politicians;
- think the company should issue a statement denying the allegations, publish accounts from the period, etc.

6. Bernie Callam (Accountant). You:

- are new in Adela Passam and you are shocked by the scandal;
- feel that a thorough independent investigation of the accounts should clear the company's reputation;
- want to avoid a legal battle;
- think in time the damage will fade;
- think every company has its scandals.

LANGUAGE CHECKLIST

Stating opinion

It seems to me...

I tend to think...

There's no alternative to...

It's obvious that...

Interrupting

Excuse me, may I ask for clarification on this?

If I may interrupt, could you say...?

Do you think so? My impression is...

What? That's impossible. We/I think...

Handling interruptions

Yes, go ahead.

Sorry, please let me finish...

Can I come to that later?
That's not really relevant at this stage...
Can we leave that to another discussion?

**Part 3. ASKING AND GIVING CLARIFICATION.
DELAYING DECISIONS**

PRE-LISTENING ACTIVITY

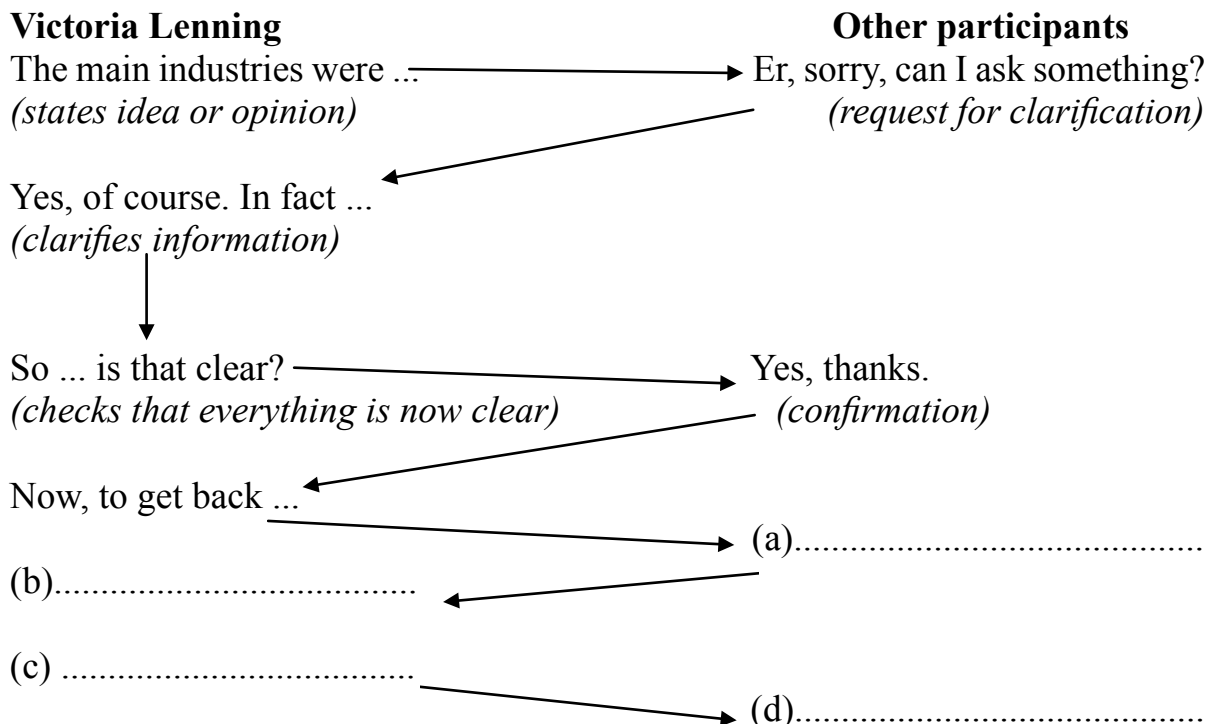
Task 1. Define or explain the following words and word-combinations:
Machine tool, unemployment, infrastructure, hilly area, hinterland.

LISTENING

Task 2. Listen to a part of a meeting in which Victoria Lenning, a director of an Anglo-American company, is talking to colleagues about a possible site for locating a factory in the Basque Country in northern Spain. She is speaking about the historical background of industry in the region. After listening to Victoria answer the questions:

- 1) What are two historically important industries in the region?
- 2) What is the status of these industries now?
- 3) Is there much or little unemployment in the region?
- 4) What geographical and infrastructure problems are there in the region?

Task 3. Victoria is twice interrupted by requests for clarification. Listen to the extract again and follow the structure for the first part of the exchange. Then write in the phrases used for the same functions in the second part.



Task 4. Listen to another extract from the meeting about a possible site for locating a factory in the Basque Country.

The speaker, Victoria Lenning, is giving more details about the infrastructure of the region. Choose the correct answer from the alternatives given.

- a) Infrastructure for the region is:
 - 1. mostly good
 - 2. excellent
 - 3. not very good
- b) The main improvements in infrastructure are in:
 - 1. Vitoria in the south
 - 2. Bilbao
 - 3. San Sebastien
- c) Between these cities there is:
 - 1. a complex road system
 - 2. a fast train link
 - 3. an airport
- d) The airport in Bilbao has been:
 - 1. rebuilt
 - 2. closed down
 - 3. made bigger

Task 5. Listen again. Complete the phrases, all of which suggest that a decision needs to be delayed or more time is needed.

Victoria: (a) Well, let's not I think it would be a bad idea to assume we're going to choose a city. (b) It to think about locating to one of the smaller towns.

Fred: ... smaller places, yes. So, should we get details on the possible places?

Victoria: (c) We could do that, but we, I think, a few things. Then we could make a better decision.

John: (d) Yes, I agree, but also, Er ...you've talked about the improved transport links, the trains, the airport, the port in Bilbao. What about the rail links, to these er ... the smaller towns? If it's a mountainous or hilly region, it could take an hour — or more — for a truck to get to a main road. (e) So at this stage. I think we need to look specifically at the train and road links for smaller towns...

AFTER-LISTENING ACTIVITY

Task 6. Summarise what you have learnt about a possible site for locating a factory in the Basque Country in northern Spain. Make predictions about future activity of this Anglo-American company.

Part 4. ENDING THE MEETING

PRE-LISTENING ACTIVITY

Task 1. Answer the questions:

- 1) What should happen at the end of a meeting?

- 2) What should happen after a meeting?
- 3) Should any document be written and distributed after a meeting?
Who should it be sent to?

Task 2. Before listening to the end of the meeting about a possible decision to locate a factory in the Basque Country, briefly discuss what you have already heard from this meeting. Then suggest what the end of the meeting will include.

LISTENING

Task 3. Listen to the recording with the end of the meeting and choose which of the following (A, B or C) is the best summary of the meeting.

A. The meeting agreed to locate a new plant in the Basque Country in Spain as infrastructure is very good.

B. Concerning possible location of a plant in the Basque Country in Spain, infrastructure is good, but more work is required on financial implications of choosing a city or a small town location.

C. Discussion of possible location of a plant in the Basque Country, good infrastructure, no decision yet on where to locate a new plant.

AFTER-LISTENING ACTIVITY

Task 4. Think about the recording you have heard and say if this variant of the end of the meeting follows the rules of ending the meeting:

1. Indicate that the meeting is almost over.
2. Restate the objectives of the meeting.
3. Introduce a summary of what has been accomplished.
4. Give a list of agreed action that needs to be taken.
5. State some specific responsibilities.
6. Fix a date for a next meeting if it's necessary.
7. Thank people for coming.

Task 5. Role play. This role play is an opportunity to cover work from the entire Module 4. Work in groups of three or four. Decide on your roles from the alternatives given. You should organise a company meeting to solve a problem, you have. Study the information about your role, the background information below and the agenda which follows.

Background information

Sola Holidays is a company specialising in short domestic holidays. The company owns a string of luxury hotels.

Sola ran a summer promotion in which any family booking a weekend break in a Sola Hotel automatically qualified for a free balloon trip.

The balloon trips normally cost £200 and Sola had an arrangement with a balloon company, Blue Balloon, to buy 1,000 trips at £80. Unfortunately, the promotion was incredibly successful and instead of the forecast 1,000 balloon trips, over 4,000 customers applied and qualified for their free trips.

The roles:

1. Jan Lubitsh (Managing Director and Chair).

Introduce the background and the problem.

Explain that the promotion has been oversubscribed (you forecast 1,000 takers, and there are 5,000). You fear that the costs of meeting the extra 4,000 will be enormous. The problem is that Blue Balloon does not have the capacity and anyway are contracted only to provide 1,000 trips at £80. During the discussion, you want to establish what action should be taken. Set specific actions that must be done after the meeting.

2. Andrew/Andrea Eastman (Marketing Director).

You feel ultimately responsible because you decided to run the promotion. You insured Sola against over subscription but only to 1,000 extra trips, not 4,000. You took advice from an advertising agency, Promo World. You feel they gave you wrong advice and Sola should seek compensation from them.

3. Fred/Freada Cavani (Director).

You think Sola were wrongly advised and should receive compensation from the advertising agency, Promo World, if it was their advice on the promotion. You want to know what legal position is on getting compensation.

4. Eric/Erica Whitehead (Director).

You think Blue Balloon should fix up more balloon trips at a cheaper price than £80, or that other companies could be approached to help out. You are concerned about the bad publicity around the promotion. You think Promo World should explain why they thought insurance for only 1,000 extra trips would be enough. However, you also think the situation cannot be so serious, as clearly many hundreds of people stayed in your hotels and many return for a second visit — so perhaps it has been a good promotion after all. You imagine that Promo World will stay that, anyway.

The agenda

Memo: To Marketing

Meeting: Wednesday 25th June, 10.00 a.m.-11.00 a.m.

Place: Sola Holidays Head Office

Participants: JL, AE, FC, EW

AGENDA

1. Report on Promotion for Sola Weekend Breaks
2. Insurance position
3. Action required
4. Any other business

LANGUAGE CHECKLIST

Asking for clarification

Could you be more specific?

Can you explain that in more detail?

What do you mean by...?

Delaying decisions

I think we need more time to consider this.

I think we should postpone a decision...

Can we leave this until another date?

It would be wrong to make a final decision...

Ending the meeting

I think we should end there. Just to summarise...

We've covered everything, so I'd like to go over decisions we've taken...

So, to conclude... we've agreed...

We need to look at...

We'll meet again next month...

It's been a pleasure to see you today and I look forward to our next meeting...

MODULE 5. NEGOTIATIONS

Part 1. PREPARATION FOR NEGOTIATIONS

PRE-LISTENING ACTIVITY

Task 1. Answer the following questions:

- 1) What do you understand by the term «negotiations»?
- 2) What types of negotiations do you know?

Task 2. Define or explain the following words and word-combinations:

Aim, objective, agreement, deal, concession, SWOT analysis, competitor, target.

LISTENING

Task 3. Listen to the recording in which a Management Communication Consultant, Diana Ferry, talks about preparing for a negotiation. Mark seven points below in the order in which she mentions them. The first is already marked as an example.

a.	Identify your minimum requirements	
b.	Prepare your opening statement	
c.	Decide what concessions you would make	
d.	Know your own strengths and weaknesses	
e.	Know your role as a part of a team	
f.	Prepare your negotiating position — know your aims and objectives	1
g.	Prepare any figures, any calculations and support materials you may need	

Task 4. Make each of the four aspects of good preparation on the left with why they are important on the right.

- | | |
|--|--|
| 1) Knowing your aims and objectives | a) means you can support your argument |
| 2) Knowing your own strengths and weaknesses | b) helps clear thinking |
| 3) Preparing any figures, calculations and support materials | c) creates reasonable expectations |
| 4) Preparing an opening statement | d) helps you to know the market, the context in which you want to work |

AFTER-LISTENING ACTIVITY

Task 5. Role-play «Asking for a pay rise». Divide into two groups, A and B. Read the notes for A and B below. In groups prepare a negotiation position.

Then choose a partner from the other group to negotiate with. Try to reach a good solution.

Group A

You are sales managers in a large automotive components manufacturer.

You are having a meeting with the leader of your team of sales representatives to negotiate new contracts. Sales have not increased this year and so you don't want to increase either the reps' pay or their commissions.

Group B

You are the leader of a team of sales representatives. Your pay and commissions have not increased for 3 years. You are having a meeting with your sales manager to try to negotiate your contracts.

When you have finished, report the results of your negotiation.

LANGUAGE CHECKLIST

Making an opening statement

I'm sure we will have a useful and productive meeting...

We see this as a preparatory meeting...

Following the previous meeting we have agreed on some important issues. Today we have to think about...

Stating your aims and objectives

I'd like to begin with a few words about our general expectations...

May I outline our principle aims and objectives today...

We want to clarify our positions...

We don't have a formal agenda, but we hope to reach some agreement on...

There are three specific areas we would like to discuss. These are...

Handing over

I'd like to finish there and give you the opportunity to reply to this.

I'd like to hand over to my colleague..., who has something to say about...

Part 2. DURING THE NEGOTIATIONS

PRE-LISTENING ACTIVITY

Task 1. Answer the following questions:

1) How do you understand the quotation «A key principle in negotiating is to give a little and to get a little at the same time»?

2) What do the terms «compensation» and «reversal of rights» mean?

LISTENING

Task 2. Listen to a recording of a part of a negotiation between Arco, a German-owned manufacturing company in Ireland, and an Irish research company called Central Auto Systems, CAS.

Background information

Twelve months ago Arco and CAS agreed a joint development programme to manufacture an engine designed by CAS.

However, Arco has recently carried out a major reconstructing its activity. The company has decided not to proceed with the joint venture for the new engine. The negotiation is about ending the joint venture and agreeing compensation for CAS.

In the extract you hear Dietmar Topfer and Erich Rinalder of Arco talking to Celia Spencer of CAS. Listen once and mark the following true (T) or false (F):

a.	The reversal of rights is linked to the compensation agreement	
b.	Dietmar Topfer thinks Arco's work on the fuel system must be considered	
c.	It will be difficult for CAS to find a new partner	

Task 3. Listen again. Identify examples of language used to link agreement on one issue to agreement on a different issue. Complete the spaces in the sentences below:

- a) We want compensation to our work
- b) Yes, we to that, we can accept your combination demands.
- c) So, we need to the question of rights to compensation.
- d) The problem is that revert all rights, we keep the compensation within

AFTER-LISTENING ACTIVITY

Task 4. Work with a partner. Choose an item that one of you owns and the other would like to buy, for example, a car. Work separately to prepare a negotiation based on the sale of the item you choose. Decide on various bargaining points, including price, extra benefits, guarantees, payment terms, delivery time, etc. After brief preparation, begin your negotiation, each making an opening statement before beginning bargaining over the details of the agreement.

Note: You must reach some agreement!

LISTENING

Task 5. Before listening to another part of the negotiation between Arco and CAS, recap what was being discussed in the first extract. Listen to the recording in which Dietmar Topfer and Erich Rinalder of Arco talking to Celia Spencer of CAS are discussing compensation to CAS and a royalty payment to Arco on future production of the engine. Answer the questions:

- 1) What royalty and compensation does Ceila suggest?
- 2) Why does she insist on the compensation based on two years?
- 3) In what case will Arco accept the two years' compensation?
- 4) What agreement is reached between Arco and CAS?

Task 6. Listen again. As you listen, write in the missing words.

- a) CAS accepting the principle of a royalty:

We (a)..... a royalty, because once we're paying a royalty we've got an income to support it

b) Arco insisting on a 10% royalty and agreeing payment of two years' compensation:

Well, (b)..... a 10% royalty, (c)..... that — the two years' compensation

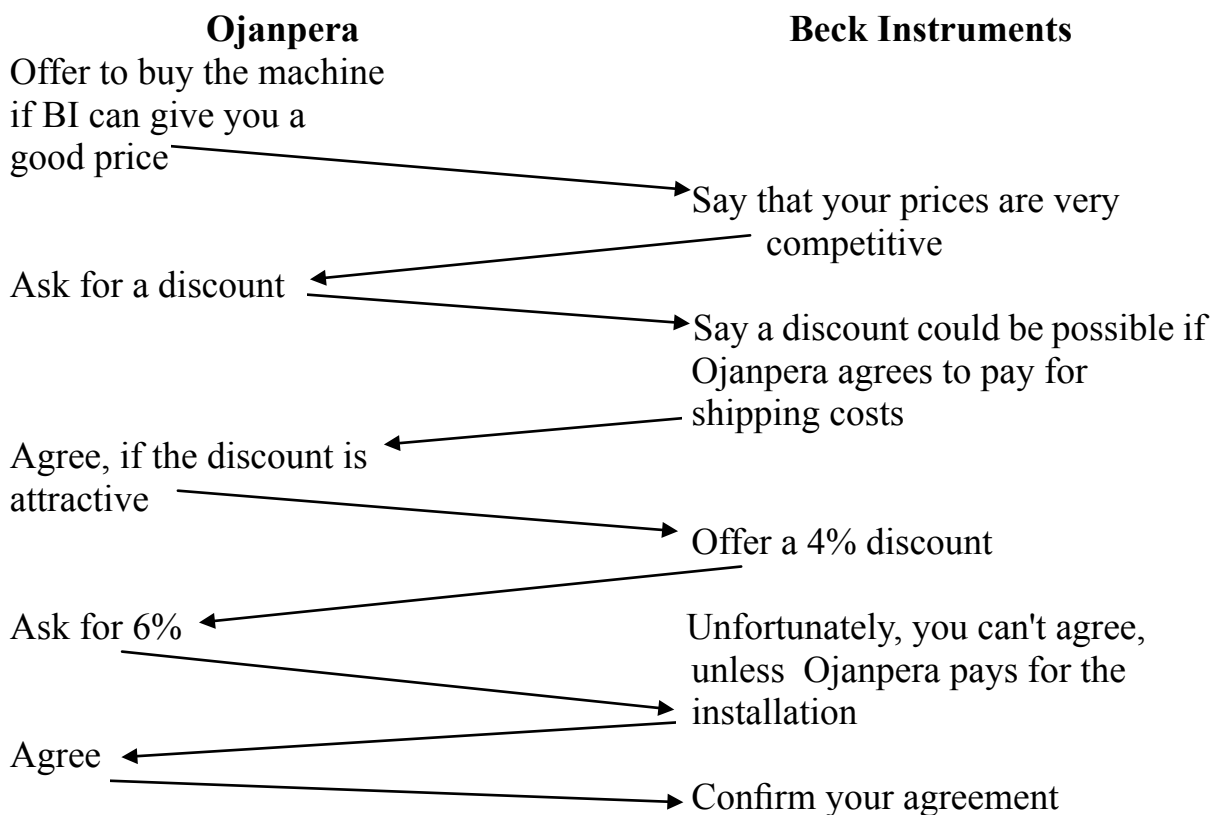
c) CAS accepting this:

Okay, in principle (d)..... 10% - (e)..... compensation based on two years' projected sales.

d) Arco confirming what the parties have agreed:

Yes, okay. So, confirmation, to (f)..... we are agreeing ... we agree to a two year sales forecast compensation.

Task 7. Role-play. You and your partner are representatives of Beck Instruments and Ojanpera Inc., a machine tool maker. Ojanpera is in discussion with Beck Instruments to buy a machine, BI25. Use the notes below to negotiate some aspects of an agreement for the sale of BI25.



Now compare your version with a recording of a model answer.

LANGUAGE CHECKLIST

Bargaining

We can agree to that if.../ on condition that.../ so long as...

That's not acceptable unless.../ without...

Making concessions

If you could... we could consider...

So long as... we could agree to...

On condition that we agree on ... then we could...

Would you be interested in...?

Could we tie this agreement to...?

Accepting

We agree.

This seems acceptable.

That's probably all right.

Confirming

Can we run through what we've agreed?

I'd like to check what we've said.

I think this is a good moment to repeat what we've agreed so far.

Part 3. SUMMARISING

LISTENING

Task 1. Listen to a recording of discussion towards the end of the negotiations between Jill Kearne from Gibson Trust Ltd., a property developer, and Neil Finch, a government official responsible for the sale of a former railway station. Answer the questions:

- 1) What does the property include?
- 2) What doesn't it include on the north side of the old railway lines?
- 3) What will the station be renovated by?
- 4) What will the station be turned into?
- 5) What will the government be responsible for?
- 6) What will happen to the remaining land?
- 7) What will happen at the next meeting? When will it take place?
- 8) What is the purpose of the meeting at the end of the September?
- 9) How would you describe the atmosphere in the negotiations?

Task 2. Listen again. How does Jill Kearne introduce what she wants to say? Complete the following:

- a) Well, - go over the
on. Is that okay?
- b) ... Well, is

AFTER-LISTENING ACTIVITY

Task 3. The following letter is from Gibson Trust Ltd. to the Ministry of Urban Development summarising the points agreed in the negotiation between them and outlining the next steps. Complete the spaces in the letter with appropriate words from the box.

enclosed	developed	specified	examined	excluded
signed	drawn up	confirm	included	agreed

GIBSON TRUST LIMITED

Units 9-12 East Side Monks Cross Industrial Estate BRISTOL BS14TR
Telephone 01272 547777 Fax 01272 547701

Neil Finch
Ministry of Urban Development
140-144 Whitehall
London WCI 4 RF

May 2 2010

Dear Neil,

Re: Meeting in Bristol, April 30 — ‘Railway Land Sale’

I am writing to (a) points (b) in the above meeting, held to discuss the sale of government owned railway land to Gibson Trust Limited. We would like to confirm through this letter and the (c) drawings that the property (d) in the above sale consists of the land presently occupied by the station buildings and also the former car parks to the east of the station, the offices to the west and the warehouse alongside the tracks. The government-owned housing on the north side of the railway lines is (e)

We also agree that the station will be renovated by the Transport Department and that the government will be responsible for running an eventual museum and paying a rent of £1000,000 per year to Gibson Trust. The remaining land will be (f) by Gibson Trust and later sold off separately. The development is intended to be for commercial and residential use. The eventual use of the land should be (g) in the contract.

Our next meeting will be on May 15 at 10 a.m., at which development plans will be (h) Soon after this, contracts will be (i) Then we will need time to consider the contracts but hopefully they will be (j) by the end of September.

Do contact us if you have any comments or alterations you would like to make to this summary. Thank you once again for a very constructive meeting and we look forward to seeing you again on May 15.

Yours sincerely,
Jill Kearne
Chief Negotiator
Encs. (1)

Task 4. Imagine you are a participant in a subsequent meeting between Gibson Trust Ltd. and government officials responsible for the sale of the former station. You have made the following notes during your meeting. Use them to summarise and conclude your meeting, looking ahead to future steps.

1. Station Renovation and Use

- * *approve plans to renovate station as a museum - links to local City Museum*
- * *Museum - operated by government / all year round*
- * *Gift shop*
- * *Study Center — supported by University and City Library*

2. Other land

to be developed by Gibson Trust / agreed commercial 50% and residential 50% - specified in the contracted

Next steps: Finish contracts

Next meeting: exchange contracts — June 25

Now listen to a recording of a model summary.

Task 5. Role-play. Work in pairs, A and B. Negotiate advertising space at football matches, involving bargaining, making concessions, accepting and confirming.

A

You are a sales representative for an advertising consultancy. You are responsible for selling perimeter advertising for sports arenas in Italy. You sell 25 metre electronic advertising at Italian Serie A (first division) football matches.

* Price on live television:

- corner position: \$120 per flash (one minute)
- half way line or behind the goal \$240 per flash (one minute)

* You can offer discounts of up to 20%, but only for deals of three matches or more.

* You can offer two free flashes at non-televised games instead of a discount.

Notes: You have no space on the half way line (middle of the playing area) in January and February. A deal must be for a minimum of 10 flashes per match.

B

You represent an international fashion house with a major youth market, especially in Italy and Spain. You want to advertise at Italian Serie A (first division) football matches. You have a budget of \$10,000. You would like the following:

- electronic advertising at matches on live television only
- a minimum of ten flashes in every game (a flash — one minute)
- you prefer half way line positions (they are most often seen by the TV cameras)
- you don't want behind the goal unless you get a good discount
- you would like to advertise at between four and six matches in the early part of the year (January - March)

When you have finished one role-play, switch the roles and repeat the exercise using the same topic. See who gets the best deal.

LANGUAGE CHECKLIST

Summarising

I'd like to run through the main points that we've talked about.

So, I'll summarise the important points of our offer.

Can we summarise the proposals in a few words?

Looking ahead

So, the next step is...

We need to meet again soon.

Before the next meeting we'll...

We need to draw up a formal contract.

Part 4. DEALING WITH CONFLICT AND REJECTING

PRE-LISTENING ACTIVITY

Task 1. Answer the following questions:

- 1) What causes conflict in a negotiation?
- 2) How can conflict be reduced?
- 3) What is typical for each type of negotiator: the fighter, the creative negotiator, the independent advantage negotiator?

LISTENING

Task 2. Listen to the recording in which the representatives of an advertising consultancy, SAR Services, and KPack Ltd. are discussing a twelve-week magazine advertising campaign for KPack Ltd. Answer the following questions:

- 1) What offer does SAR Services make?
- 2) What problems in the advertising campaign does the representative of KPack Ltd. mention in his summary?
- 3) Who was guilty for the delay in the campaign?
- 4) How many extra weeks could SAR Services run the campaign for?
- 5) What ways does KPack Ltd. offer to pay for this campaign?
- 6) What does SAR Services suggest in its turn?
- 7) Do the representatives come to any agreement?

AFTER-LISTENING ACTIVITY

Task 3. Role-play. You are the same representatives of SAR Services and KPack Ltd. who continue to negotiate the advertising campaign. Your aim is to resolve the conflict and reach an agreement.

LISTENING

Task 4. Listen to a recording in which Abacus Ltd., a British automobile distributor, is negotiating a purchase of pipes from Kroll Auto GmbH, a German manufacturer. Answer the following questions:

- 1) What pipes would Abacus Ltd. like to buy?
- 2) What is the part number of the pipes?
- 3) What discount would the company like to get?
- 4) Why can't Kroll Auto GmbH give any discount to Abacus Ltd.?
- 5) What's the unit price?
- 6) In what case would Abacus Ltd. get a 2.5% discount?
- 7) Does the company agree to it?
- 8) Do the companies reach any agreement?

Task 5. Group Image, a commercial photographic company, is planning to buy new processing equipment. For two days they have been negotiating with Photolab Ltd., a supplier of photographic processing equipment. Photolab have made an offer. Listen to a recording of a final summing up from Peter Cawood of Photolab Ltd. and three alternative responses from Group Image.

- comment on each response
- decide which is the most appropriate
- give reasons for your decision

Task 6. Complete the following phrases with suitable words. If in doubt, listen again to the last two responses in Task 2 above.

- a) Thank you for your proposal, but very
- b) We do not at this stage to your offer.
- c) Obviously, we have it very carefully.
- d) We are not entirely that the technical advantages the high cost.
- e) We hope you'll us again with future offers.
- f) I think we are to give you a formal today, but we will to you and tell you of our in a day or two. Then we'll what the next step should be. So, thank you very much.

AFTER-LISTENING ACTIVITY

Task 7. There are four offers or requests below. Reject each one, using the information in the prompts. When you give your variants listen to a recording of model answers.

Situation 1.

Offer: Let me make a suggestion. If you agree to buy 100 units every month for the next twelve months, we'll agree to a 10% discount.

Prompt: *You don't know how many units you will need in six and twelve months. It might be more or less.*

Situation 2.

Offer: The price we are offering excludes installation costs but does not include a twelve months' guarantee.

Prompt: *Other suppliers offer free installation and a two year parts and labour warranty.*

Situation 3.

Offer: I think the absolute minimum investment in advertising must be \$40,000, otherwise we cannot reach enough of our market. It's not much to ask for.

Prompt: *You cannot spend more than your budget.*

Situation 4.

Offer: Now, some excellent news: we'd like to increase our order. Right now you are sending us 350 boxes a month. We need at least 500, demand is very high ...

Prompt: *Your order books are full, the plan is working at capacity.*

LANGUAGE CHECKLIST

Dealing with conflict

I think we should look at the points we agree on..

We should focus on the positive aspects...

We should look at the benefits for both sides...

We hope you can see our point of view...

Let us explain our position...

Could you tell us why you feel like that?

I think we need to consider some fresh ideas...

Rejecting

Before agreeing to that we would need...

I don't think it would be sensible for us to...

I think if you consider our position, you'll see that...

Part 5. ENDING THE NEGOTIATIONS

LISTENING

Task 1. The words below offer clear indication of the result of a negotiation. Work with a partner and decide which of these words would indicate a positive outcome (+) and which a negative outcome (-).

Unfortunately *another time* *no agreement* *not ready* *sorry*
problems *very good* *satisfactory* *fruitful partnership* *useful*

Extract	Agreement reached?	Next Step?
1		
2		
3		
4		
5		

Task 3. Suggest what you could say in the following situations:

Situation 1.

After a long negotiation, you have reached agreement and now plan a meal in a local restaurant with the other party in the negotiation.

Situation 2.

Your efforts to reach some agreement have been unsuccessful. It is late. End the negotiation but offer some hope that in the future you might manage some cooperation with the other side.

Situation 3.

A colleague has asked you to cooperate on a project, but after long discussion you felt you cannot participate because of a fundamental disagreement. It is important that you continue to work together in other spheres.

Situation 4.

You want to repeat an order with a supplier but they are trying to increase prices by 20%. You cannot agree to this. End your discussions.

Situation 5.

A customer is asking you to supply goods in a month. This is physically impossible. End the discussion.

When you give your variants listen to a recording of model answers.

AFTER-LISTENING ACTIVITY

Task 4. Role-play. Work in pairs, A and B. Negotiate the situation. The negotiation should follow its course. Pay attention to the process of beginning and ending your negotiation. You should be good at bargaining, making concessions and dealing with conflict.

A

You work for a translation agency and translate legal contracts into any language:

- cost: \$300 per 1,000 words
- a job of more than 5,000 words will take a week
- if it is more urgent than a week, the cost will be a lot higher

B

You want a legal contract translated into English:

- it is 6,000 words long
- you expect to pay between \$1,200 and \$1,500
- you need it in two days — three days maximum.

LANGUAGE CHECKLIST

Ending negotiations

So, can we summarise the progress we've made?

Can we go through the points we've agreed?

So the next step is...

What we need to do now is...

It's been a very useful and productive meeting.

We look forward to a successful partnership.

Breaking off negotiations

I think we've gone as far as we can.

It's a pity we couldn't reach any agreement this time.

Unfortunately we appear unable to settle our differences.

It would be better if we looked for some independent arbitrator.

TAPESCRIPTS AND KEYS

MODULE 1. CULTURAL DIVERSITY AND SOCIALISING

Part 1. BUILDING A RELATIONSHIP

PRE-LISTENING ACTIVITY

Task 1. The ideas of commenting on the picture:

- where it might be (country/ hotel/ factory/ office, etc.)
- why they are there (for a meeting/ seminar/ new venture/ tourism/ chance, etc.)
- what kind of relationships are represented (friends/ new business partners/ same company, etc.)
- topics of conversation (business/ non-business/ hobbies/ small talk such as weather, travel, plans, the hotel, other countries, etc.)

LISTENING

Task 2. The following issues are mentioned:

- the actual political and economic situation: stability, trends, outlook
- infrastructure: telecommunications, transport
- religion/language
- geography/history
- culture/customs: people, food, drink, socialising
- attitudes/families
- business customs/conventions

Tapescript

Interviewer: So if you are going on a business trip, or meeting someone from another country – perhaps a different culture – what do you need to think about?

Peter: Well, it's not so obvious. I always try to know something about the actual political and economic situation in the other country – the politics, the economics. I should always know something about that, about what's happening. Also if I'm going abroad, I find out a little about the infrastructure – I mean the telecommunications, the transportation, that sort of thing.

Interviewer: And do you find out about the general background, basic information about the country?

Peter: The culture, yes. Certainly, the religion, the language – I might learn a few polite phrases – the geography, may be a little history. And how people live, what kind of culture it is, how people socialise, food, drink, all that is very important.

Interviewer: What about family life?

Peter: Yes, that too. How families live, if private life and business ever mix ... and also business customs and conventions. I don't want to be surprised by anything.

Task 3. The issues are mentioned in the following order:

- 1) political and economic situation

- 2) the infrastructure
- 3) the culture
- 4) family life

Part 2. WELCOMING VISITORS

PRE-LISTENING ACTIVITY

Task 1. Welcoming visitors involves making people feel relaxed and comfortable in a new environment. An essential part of this is small talk – or making conversation which is not directly concerned with reaching a business deal.

1) Suggested answers:

- goes to reception
- introduce himself/herself/states reason for visit
- is taken to/met by the right person

2) Stages:

- Welcome and introductions
- Small talk
- Preliminaries/Plan for the visit
- Begin discussions

LISTENING

Task 2.

Key:

1) The meeting is quite informal. They use first names, they interrupt each other a little and generally seem relaxed.

2) They have never met before: Louise and Klaus have spoken on the phone for a couple of times.

3) Klaus wants to buy some fish to take home.

Tapescript

Klaus: Hello, my name's Klaus Ervald. I've an appointment...

Louise: Oh hello, Klaus, I'm Louise Scott. We've spoken on the phone a couple of times. Nice to meet you.

Klaus: It's nice to be here.

Louise: Oh – let me take your coat.

Klaus: Thanks.

Louise: Oh, here's Lars. Lars, this is Klaus, he's just arrived.

Lars: Hello, Klaus. Pleased to meet you ... and welcome to Evco.

Klaus: Thanks.

Lars: Is this your first visit to Sweden?

Klaus: No, I've been to Stockholm two or three times but it's my first visit to Malmo.

Louise: Klaus, let me get you a drink.

Klaus: Yes, I'd like a tea, if possible, thanks.

Louise: Sure. With milk, or lemon?

Klaus: With lemon, please – and sugar.

Louise: Right.

Lars: Did you have a good trip?

Klaus: Absolutely no problems.

Lars: That's good. You did fly, didn't you – to Gothenberg?

Klaus: Yes, that's right, then I drove down here.

Lars: Oh that's good. Malmo can be a little wet at this time of the year... you'll have to come back in summer.

Klaus: Oh, I'd like that. I always like coming to Sweden – and ah! A problem! I need some fish. Can you advise me? I always take back some fish, some salmon.

Lars: Oh, yes, gravlax.

Klaus: And pickled herring too, in tomato sauce and the other one with onions and dill and pepper. Can you suggest a good place to get some?

Louise: Gravlax? It's always wonderful ... the airport might be the best place. And the herring, too.

Klaus: Okay, I'll have to get to the airport early. If I'm late, I might miss the plane. I can't go home without the fish!

Lars: No! Certainly not! Well, we'll get you some for lunch anyway!

Louise: Okay, here's some tea.

Klaus: Oh, you're very kind.

Lars: So, apart from fish, can I explain the programme – I think we sent you an outline for the day – if you agree, we could start with a video which explains some of our services and then we could have a look at a few reports on campaigns...

Part 3. CULTURE AND ENTERTAINING

PRE-LISTENING ACTIVITY

Task 1. Key:

Suggested answers: theatres (the Gorky Theatre, the Philharmonic, the Youth Theatre "Underground"), museums (Oceanroom, Vladivostock fortress, the Arsenjev Museum, the Submarine S-56, the House-Museum of the Sukhanovs, the Museum of Military Fame), galleries (the Picture Gallery, the Children Picture Gallery, the "Arch" exhibition gallery, the "Portmay" exhibition gallery), monuments (to Admiral Makarov, the Ussirijskiy Tiger), the Funicular, the Botanic Garden, restaurants with Japanese, Russian, Georgian, Australian, Chinese cuisines), night clubs, sport competitions.

LISTENING

	Activity	The response	Comments
1.	To see a concert or go to a show	Theatre would be interesting.	The host will find out what's on.
2.	An informal gathering then a meal in restaurant	Accepts with pleasure.	They'll meet at the hotel at about seven.
3.	Opera "Don Giovanni" by Mozart	He doesn't like opera.	The host wonders if there is something he wants him to fix up.
4.	A dinner party	He has to return to Zurich the same evening.	The host is very sorry.
5.	A game of tennis	He can't play. He jokes about his legs.	The host hopes everything will be all right.

Tapescript

1.

Host: Well, I was wondering if we could fix something up for you when you come? Would you be free on Monday evening? If you like we could do something together.

Visitor: That would be nice, what do you have in mind?

Host: Well, we could go to see a concert or to a play – go to a show, of some kind?

Visitor: I think the theatre would be interesting. I'd like that.

Host: Oh, that's good. We'll do that then. I'll find out exactly what's on, then I'll call you.

2.

Host: ...and then tonight we've planned a little gathering here, an informal get-together, if you'd like to join us. You'd meet some other colleagues, then we plan to go out to dinner together – a well-known restaurant. I don't know if you have any other plans this evening?

Visitor: No, not at all. No plans. Well, that sounds like a good combination, talking and eating...

Host: So, if you like, we'll meet here again at about seven – and take it from there.

Visitor: Yes, that's perfect.

3.

Host: There's a very nice opera at the City Hall tomorrow. If you like, I could book you a ticket. Mozart's Don Giovanni.

Visitor: No, I don't like listening to opera.

Host: Oh, is there anything you'd like me to fix up for you, a meal in a restaurant?

Visitor: No, it's okay. It's not necessary.

4.

Host: We're planning a small party on Saturday, a dinner party. We'd like to invite you, in the evening, I don't know if you can join us?

Visitor: Er, that would be very nice, I'd like that, but unfortunately I have to return to Zurich the same evening. I am so sorry about that ...

Host: Oh, dear. That's a shame. Let's hope you can stay longer the next time you come.

Visitor: Yes, it's a pity, but this time it's impossible.

5.

Host: So, Victor, would you like to join us this evening for a game of tennis?

Visitor: Tennis?! I've got a wooden leg! It's ten years since I played tennis. I think a walk to a restaurant would be enough for me ...

Host: You never know! Tennis could be just what you need.

Visitor: It would kill me.

AFTER-LISTENING ACTIVITY

Task 4. Here is a model answer to John Callam's letter:

South Australia Bank of Commerce
PO Box 400 Bondi Junction New South Wales 2022 AUSTRALIA
Tel. (02) 389 232 Fax. (02) 389 764
www. SABOC.com

John Callam
Product Development
Interlink plc
250 Charing Cross Road
London WC1 4RD

Your ref: GF6

18 March 20__

Dear John,

Munich International Communication Fair

Thank you for your letter of 15 March 20__ and thanks also for the information you sent. I am sure we will have plenty to talk about when we meet in Munich.

I note your suggestion that we should meet for a meal on Thursday evening. I would be very pleased to come, but unfortunately on this occasion I have to decline your invitation as I have to leave Munich early. However, I will be in London a month later and perhaps we could meet then. If this idea suits you, we can make arrangements nearer the time.

In the meantime, I look forward to seeing you as agreed at the Munich Fair.

Best wishes,
signature
Maria Saans

Accounts Director
m.j.saans.accounts@saboc.co.au

Part 4. EATING OUT

LISTENING

Task 2. Key:

It can be lunch or dinner. Sandra ordered the oysters, Patricia – the shrimp.

Tapescript

Patricia: Let's order ...er... Can I have a menu, please?

Waiter: The menu ...

Patricia: Well, it all looks terrific. Shall we have an appetizer?

Sandra: Sure, in fact I'm pretty hungry ... oh, I see they have venison on the menu.

Patricia: Oh yeah, the venison's really good.

Sandra: Actually, I don't eat a lot of red meat, I'm more a fish eater.

Patricia: Oh, I'd recommend the fish.

Sandra: Great. Well, I'll have the oysters to start.

Patricia: I think I'll have the shrimp. Then why don't we share a mixed seafood grill for two as the main course?

Sandra: That would be great. Let's have that ...

Patricia: And wine?

Sandra: Well, I prefer white wine, a dry one. Red gives me a headache.

Waiter: Would you care to order drinks now?

Patricia: Sure, in fact we're ready. To drink we'll try a bottle of Chardonnay, and water, bottled water, please.

Waiter: Okay, I'll take your food order in just a moment ...

Patricia: So, how does it feel to be back here – it must be a while, a year or two at least...

Patricia: This looks wonderful... How are the oysters?

Sandra: Just fine. What about the shrimp?

Patricia: Okay, a little spicy.

Sandra: It's very busy here.

Patricia: It usually is on Thursday and on weekends...

Patricia: You get a lot of business people in here, local and passing through. Ah, here comes the fish grill.

Sandra: Oh, it looks fantastic ... what a lot!

Patricia: It's very colourful.

Waiter: Everything okay with your meal?

Sandra/ Patricia: Perfect/great...

Sandra: That was really great.

Patricia: The check, please.

Waiter: Here it is, thank you.

Sandra: Can I get this?

Patricia: No, no, certainly not, this one's mine.

Sandra: Well, okay, thank you. I'll pay next time ...or when you come to Florida.

You have to come down soon.

Patricia: I'd really like that. So, what'll we do now?

Sandra: I'll get a cab back to the hotel.

Patricia: No, you don't need to do that ... I'll drive you if you want...

Sandra: Oh, that's great...thanks again.

Task 3. Key:

1. It can be a traditional American restaurant.
2. They ordered a bottle of white wine and bottled water.
3. Sandra is a fish eater.
4. This place is usually busy on Thursdays and on weekends because there are a lot of business people in there, local and passing through.
5. Patricia does.

Task 4. Key:

- 1) Yes, they did. Sandra ordered oysters, Patricia – shrimp.
- 2) Yes, they did.
- 3) Red wine gives Sandra a headache.
- 4) This place is usually busy on Thursdays and on weekends.
- 5) Yes, she did.
- 6) No, she didn't. Patricia offered to drive Sandra and she agreed.

MODULE 2. TELEPHONING

Part 1. COULD I LEAVE A MESSAGE

PRE-LISTENING ACTIVITY

Task 1. Key:

There is time difference of ten hours. One should always check times when calling different time zones.

Task 2. Key:

1. No! You should do this.
2. Yes.
3. No. She doesn't say this.
4. Yes.
5. Yes.
6. No. Good advice, but she doesn't say this.

Task 3. Key:

1. No.
2. Yes.
3. Yes.
4. No, she says offer to call back yourself.

LISTENING

Task 4. Key:

There was no attachment with the email.

Tapescript

Tomasina: Hello, my name's Tomasina Harks, thank you for calling Altona, how may I help you?

John: Hello, my name's John Curly, that's C...U...R...L...Y, John Curly. I'd like to speak to Fred Roper, if I may.

Tomasina: Okay, well I'm sorry, but Fred's on another call just now. Can I take a message or perhaps I can help you?

John: Yes, please. Could you tell him that I called – the email he sent arrived but there should have been an attachment. It came with no attachment, so can he resent the email with the attachment? Perhaps also he could send the document by regular mail because it could be a problem for me to read what he sends.

Tomasina: Sure. Does he have your address?

John: No, I'd better give it to you. The email address, yes, he has that. The postal address is Auto Matrix, 270 James Road, Stretford Road East, Manchester MU 16 1DY, England.

Tomasina: Let me check that. John Curly, Auto Matrix, 217...

John: No, 270, two seven zero, James Road.

Tomasina: Right, okay, 270 James Road, then did you say Stratford Road?

John: No, Stretford, S...T...R...E...T...F...O...R...D, Stretford Road East, Manchester.

Tomasina: MU16 1DY.

John: Correct.

Tomasina: Okay, may I have your phone number too?

John: Yes, it's 0161 399 5576.

Tomasina: Right, thanks. I'll get the message to him and he'll do that today.

John: Thank you very much. Goodbye.

Tomasina: Goodbye.

Task 5. Key:

- 1) Okay, well I'm sorry, but Fred's on another call just now.
- 2) The postal address is Auto Matrix, 270 James Road, Stredford Road East, Manchester MU 16 1DY, England.
- 3) May I have your phone number too? Yes, it's 0161 399 5576.

Task 6. Key:

Telephone Message

For: Fred Roper

Time of Call:-

Caller: John Curly

Company: Auto Matrix

Ph. Number: 0161 399 5576

Address: Auto Matrix, 270 James Road, Stredford Road East, Manchester MU 16 1DY, England

Message: The email you sent to John Curly came with no attachment. He asked to resend the email with the attachment and perhaps you could send the document by regular mail.

Part 2. GOOD TO HEAR FROM YOU AGAIN

PRE-LISTENING ACTIVITY

Task 1. Key:

1. Telephoning people with different cultural backgrounds from yourself.
2. People understand the same words differently – literally or more metaphorically.
3. Elicit comments or suggestions from learners, including: keeping things clear, simple, direct, respecting other people's cultural differences.

Task 2. Key:

- 1) Good preparation.
- 2) Speak slowly, clearly and use simple language.
- 3) Repeat what you have understood, look for confirmation, ask for repetition if necessary.

4) North America, Scandinavia, Germany and France are “explicit” countries – direct talking, making it quite clear what they mean.

5) Japanese, Russians and Arabs – a more indirect style of talking, so more difficult to interpret what they think.

6) You cannot see the body language.

Task 3. Key:

- a) direct and clear
- b) less strong way of talking
- c) work out
- d) unclear
- e) dishonest
- f) polite remarks

LISTENING

Task 4. Key:

May	June
27 Monday	3 Monday
28 Tuesday	4 Tuesday
29 Wednesday	5 Wednesday evening: meal with Mr.Kramnik
30 Thursday	6 Thursday morning: meeting with Mr. Kramnik
31 Friday	7 Friday
1 Saturday	8 Saturday
2 Sunday	9 Sunday

Tapescript

Receptionist: Good morning, Swallow Exports, how can I help you?

Vladimir: Hello, Vladimir Kramnik calling from Moscow. I wrote to Ms. Hannam last week and she sent me an email suggestion I called to make an appointment ... for me to visit her in London. We need to discuss the renewal of a distribution contract.

Receptionist: Oh yes, I'll put you through to Ms. Hannam's secretary. Hold the line, please.

Secretary: Hello, Mr. Kramnik. Thanks for calling. Now, when would suit you?

Vladimir: Well, in fact I can come almost any time next month, and Probably towards the end of a week would suit me best.

Secretary: I see. Well, how about the week beginning June 24th? Ms. Hannam is away during the middle of the month, so either the end of June or the first week of July would be best.

Vladimir: Well, could we make it earlier then? I mean – early in June? How about the week beginning the 3rd?

Secretary: Let me see... Could we say Thursday 6th?

Vladimir: Yes, that's alright. What time shall I come?

Secretary: Well, would you plan to arrive in London that day, or come the night before and stay in a hotel?

Vladimir: Oh, I think it would be better to arrive the night before and meet early in the day. Then I think I'd plan to leave the same day.

Secretary: Well, I'm sure Ms. Hannam would like to meet you for dinner on the Wednesday evening, so ...

Vladimir: That would be very nice.

Secretary: Well, shall I send you an email confirming this, then you can send me your flight details. Oh, and I'll ... I'll fix you a hotel in the centre of London and send you details of that, too.

Vladimir: Oh, thank you very much, that's very kind.

Secretary: Not at all. Is that everything?

Vladimir: Yes, I think so. I look forward to your email. You have my email address?

Secretary: Yes, of course. Thank you very much for calling, Mr. Kramnik. We look forward to seeing you next month.

Vladimir: Thank you. Goodbye.

Secretary: Goodbye, Mr. Kramnik.

Task 5. Key:

1) She suggests dinner on Wednesday evening, confirms everything by email and arranges a hotel for Wednesday night.

2) They are extremely service-minded, helpful and polite. Formal and correct, but very efficient.

AFTER-LISTENING ACTIVITY

Task 7. Suggested uses of the fax are:

- To advise that one is going to phone at a stated time
- To send details that might be misunderstood on the phone
- To send technical information
- To send informal messages to someone who is not here
- To save time
- To confirm arrangements or details of something
- To send information which has to be read quickly before discussion – often on the telephone.

Task 8. The model answer:

COMPUTECH ARCOS

Lorong One Toa Payoh
Singapore 1253
Telephone: ++ 65 350 574

FAX: ++ 65 350 552

Fax to: Mr. Dionis (Intership S.A.)

Fax Number: 221

From: P.G. Smith

Page 1 of 1

Date: 15 April 20____

Message

I write to confirm meeting next month.

Subject of meeting: Transport of goods from Singapore to Athens.

Date of Meeting: Tuesday 4 May 10 a.m.

I confirm I will take my own hotel arrangements.

I look forward to meeting Mr. Dionis next month.

Regards

P.G. Smith.

Part 3. UNFORTUNATELY THERE'S A PROBLEM

PRE-LISTENING ACTIVITY

Task 1. Key:

- 1) Five paragraphs.
- 2) Probably there are five main ideas.

Task 2. Key:

1. True
2. True
3. False
4. False
5. True
6. False

Task 3. Key:

Probably the fourth sentence. The text includes the phrase Above all...

LISTENING

Task 4. Key:

Some telephone systems were dispatched to agents but without operators' manuals. The suggested solution: Mr. Santana will send a list of all his agents who have the telephone system and AKA will send manuals to all of them.

Tapescript

Yoshinaga: Hello, Mr. Santana. How are you today?

Santana: Very well, thank you.

Yoshinaga: What can I do for you?

Santana: Well, unfortunately there's a problem with the order we received from you yesterday. It seems we haven't received the right quantity of manuals to support the HT telephone system. We sent the supplies to our sales reps, but several of them have called to say that there are no manuals enclosed.

Yoshinaga: Oh dear. That's bad news. I am very sorry to hear that. And you don't know how many packages are without manuals?

Santana: No, because we haven't opened every pack. But in several of those that have been opened, there are none – no manuals.

Yoshnaga: So...some of them have them. But ... er... I'm very sorry about this inconvenience to you, Mr. Santana. Listen, can I suggest the quickest solution – if it's okay with you? Of course, if you prefer a different solution we can do that, too, but let me suggest something.

Santana: Right, what do you suggest we do?

Yoshinaga: Well, if you send us the address of all the sales reps you have distributed the phones to, we'll send out the manuals this afternoon by Fastair, entirely at our own cost and manuals should arrive tomorrow or the next day at the latest.

Santana: All of them?

Yoshinaga: Yes ... it may be that some have them already, but we cannot be sure who – so the best thing is to send out a manual for every package.

Santana: Yes, yes, I see. That would be the best thing. OK, Mr. Yoshinaga, I'll do that. I'll email you the list of all the agents we've sent the ... the ... er ... packages to and leave it to you to resolve the problem of the manuals.

Yoshinaga: Okay, thank you. And please accept our apologies for this delay, this ... this mix-up. I assure you we'll do everything possible to find out why the mistake happened.

Santana: Fine, thanks for you quick action.

Yoshinaga: Not at all. Thank you and goodbye for now. Do call if there is anything else.

Santana: Alright, thank you. Goodbye, Mr. Yoshinaga.

Yoshinaga: Goodbye.

Task 5. Key:

Yes. He is totally supportive of the customer. He immediately accepts responsibility and suggests a solution. He is apologetic and friendly.

Part 4. COMPLAINTS

LISTENING

Task 2. Key:

There has been a delay in repairing valves in a pipe system.

Tapescript

Receptionist: Good morning. This is Stella Communications. How can I help you?

Hamid: Hello. My name's Hamid Nadimi from Ahmed Al-Hamid and Company in Riyadh. I'd like to speak to please.

Receptionist: Could you hold for one moment, Mr. Nadimi? Mr. Carr's on another line – or shall I ask him to call back?

Hamid: I'll hold.

Receptionist: Okay – I think he's free now ...you're through now, Mr. Nadimi.

Peter: Hello, Mr. Nadimi. How are things in Riyadh?

Hamid: Not as good as I had hoped, Mr. Carr.

Peter: Oh, I'm sorry to hear that. What's wrong?

Hamid: You sent an engineer, a Mr. Bains, to repair the faulty valves on the pipe system you installed last year and he came without the necessary equipment. He tells me it will take him a week to get what he needs. We told him what he needed and yet he came here with nothing.

Peter: I guess he had to make an inspection to see what he had to get to do the repair.

Hamid: Mr. Carr. You know that is not true. We told you what was needed and now we have a further delay. It seems to me your engineer has wasted his time coming to Riyadh. And in the meantime, we cannot use the pipes.

Peter: Well, where is Mr. Bains now, is he still with you?

Hamid: I think he has gone now. To his hotel. He told me he would return with the parts he needs but he didn't say when exactly.

Peter: Leave with me, Mr. Nadimi. I'll call him and talk to him myself. I'm sure we'll sort something out in a day or two.

Hamid: I hope so, Mr. Carr, because you know, we are not very happy with the service you have provided for us. At the beginning it was fine, there were no problems, but now we have a little technical fault and we have wasted a lot of time.

Peter: I understand. Don't worry. We'll sort it out.

Hamid: Yes. It's very important, Mr. Carr. We don't have much time.

Peter: Okay, I'll talk to Mr. Bains and call you later today – or tomorrow morning.

Hamid: Right. I hope you have good news for me. Goodbye for now.

Peter: Goodbye, Mr. Nadimi.

Task 3. Key:

- 1) He decided to make an inspection to see what he had to get to do the repair.
- 2) It will take him a week to get what he needs.
- 3) At the hotel.
- 4) At the beginning of this cooperation he was satisfied with the service but not at the moment.
- 5) Peter Carr offered to call Mr. Bains and to talk to him himself. He promised to sort something out in a day or two.

AFTER-LISTENING ACTIVITY

Task 5. The model answer:

STELLA COMMUNICATIONS

To: hamidnadimi@ahmedalhamid.com (Hamid Nadimi)
FROM: p.carr@stella.birmingham.co.uk
SUBJECT:

Following our telephone conversation I am pleased to tell you that Mr. Bains will return in four days and will repair the system within five days.

If there is any way that I can be of further assistance please do not hesitate to contact me again.

Furthermore, let me assure you of our best service in future.

Best regards,

Peter Carr

Customer Services

MODULE 3 PRESENTATION

Part 1. PLANNING

LISTENING

Task 2. Key:

1E: audience, 2B: objectives, 3A: structure, 4H: visuals, 5F: writing some or all the presentation, 6D: practice, 7G: checking the language, 8C: the room and the equipment.

Tapescript

George: Right, now let's think about the preparation of the presentation. What has to be ... What do you have to do to prepare it?

Sara: The most important thing is to know about the audience, find about them.

Luigi: Yes, but you need to make sure about your objectives first, so decide on the objectives — what you want the talk to achieve.

Sara: Yes, but to do that you need to know about the audience — their knowledge, what they want to know, you know everything like that.

Luigi: Yes, all that's important...

Hal: Yes, true...

George: So, audience and objectives.

Others: Yes/ Right/ Okay.

Hal: And the third thing you have to sort out is content, collect information, organise it, decide on a structure.

Sara: Yes, get a good structure, I agree... Then once the structure is okay, well, you need visuals, any graphs, you know, that sort of thing...

George: Yes, the visual supports.

Sara: Then, well, you could write it all out. At least the introduction — just to practise it. Some people write out everything, some don't. It depends.

George: Yes, I think that's a good point. But practice is really very important. A key... key part of the presentation is to actually practise it, to give the presentation — practise... until you could do it just from notes. Then well... what else?

Luigi: Check all the language, keep it simple, make sure there're no mistakes on the visuals. Spelling and all that.

Hal: And I think you should check that the room is okay, check the equipment is okay. And maybe also... PowerPoint, you know. If you use PowerPoint, make sure your computer and the disk, or the data projector, make sure it all works.

George: Yes, PowerPoint, of course.

Sara: If you don't know PowerPoint, go on a course. Learn it.

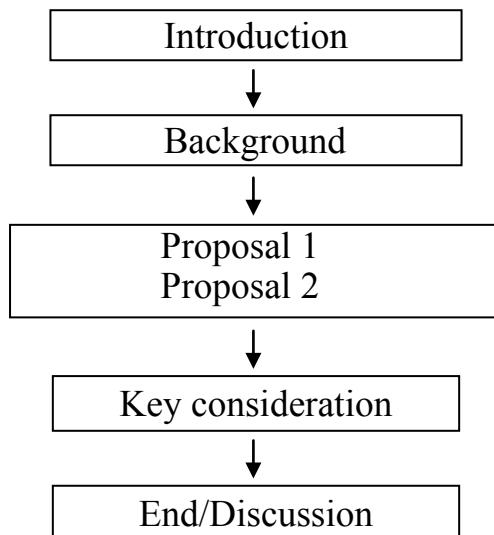
George: Yes, using presentation software can help enormously.

Part 2. THE INTRODUCTION

LISTENING

Task 2. Key:

- a) Very good.
- b) Clear and well-structured.
- c)



Tapescript

Speaker: Okay, thanks. I'm here to talk about the design proposals for the production plant at Taipei. My talk will be in three parts followed by a 30-minute discussion. I'm going to start with the background to each proposal — something about our negotiations with the Taiwanese government — then in the second part I'll go over the main characteristics of each proposal, Proposal One and Proposal Two. Then in the third part I'll highlight some key considerations we have to bear in mind. Finally, I'll end with an invitation to ask questions or make any comments you like. We'll discuss matters arising from the talk... Okay? So to begin with, a few words on the history.

AFTER-LISTENING ACTIVITY

Task 3. The model answer:

Tapescript

Speaker: Right, I want to say something about the new safety conditions for production staff. My talk will be in three parts. First, I'll tell you about the new protective clothing. Then I'll explain about the training in accident prevention, and the final part of my talk explains changes to working practices. After my talk I'll be happy to answer any questions and we can have a discussion about these new proposals.

Part 3. THE MAIN BODY

PRE-LISTENING ACTIVITY

Task 1. Key:

a) The main body of the presentation contains the details of what was introduced in the introduction.

LISTENING

Task 2. Key:

1) There are three phases in the transition from export marketing to global marketing. These are first export marketing, secondly international marketing and third, global marketing.

2) Export marketing has four main characteristics. These are home-based production, home-based management, direct selling to the export markets, the use of agents and distributors.

3) It happens so because almost everything, especially production and management, is still centered on the home base.

4) It has four main characteristics. The production has expanded to overseas markets. There is local management and there is much more local employment of staff, and management.

5) Brand names are international and they are established in all major world markets. This means the business has a 'global identity' and it has cost centers in all major markets. Parts are made and transported all over the world between various centers.

6) An example here is a laptop, where perhaps the chips, the circuit board, the case, the screen, the packaging, the documentation, are all made in different locations around the world.

Tapescript

Speaker:

Good morning everyone. I'm going to give a brief summary of the transition from export marketing to global marketing. Basically, there are three phases in this transition. These are first export marketing, secondly international marketing and third, global marketing. Let's describe the first phase, which is export marketing.

Export marketing has four main characteristics. First, with export marketing there is home-based production and home-based management. Secondly, there is direct selling to the export markets. Next, it's common to use agents and distributors. Finally, it's possible that there are sales centers in overseas markets. Overall, the investment costs are low with export marketing because almost everything, especially production and management, is still centered on the home base.

Now, let's look at the second phase, international marketing. Here I also identify four main characteristics. The first is that the production has expanded to overseas markets. This is very important. Next, there is local management.

This means you have local cost centers — individually responsible for making a profit.

Finally, there is much more local employment of staff, and management. Altogether, this means there is more investment, so investment with international marketing is high.

Now we come to the third phase, which is global marketing. So, global marketing... Well, at least five main characteristics of the global marketing company. Most important is that the brand name — or brand names — are international, like Kodak or Coca-Cola. Secondly, the brand names — and the business — is established in all major world markets. This means — and this is the third point — that the business has a ‘global identity’. Next, the business has cost centers in all major markets. The fifth and final point, I think, with parts made and transported all over the world between various centers. An example here is a laptop, where perhaps the chips, the circuit board, the case, the screen, the packaging, the documentation, are all made in different locations around the world. Maybe Taiwan, Hong Kong, Singapore, Japan, Brazil and Italy. The result is that the global marketing phase involves very high levels of investment.

That I think — I hope — is a good summary of the stages between export marketing and global marketing. Does anyone have any questions or need clarification on any point?

Task 3. The words and phrases which list key information and give signals to the audience:

- 1) *Basically, there are three phases in this transition. These are ...*
- 2) *First, secondly, next, finally*
- 3) *Now, let's look at...*
- 4) *Now we come to the third phase, which is...*
- 5) *So, global marketing... Well, at least five main characteristics of ...*
- 6) *... and this is the third point...*
- 7) *The fifth and final point...*

Part 4. THE END. SUMMARISING AND CONCLUDING

PRE-LISTENING ACTIVITY

Task 1. Key:

- 1) The end of a presentation may contain recommendations, a summary, a conclusion, questions, a discussion and thanks.
- 2) Summaries restate what has already been said. A conclusion is different: it often contains a message which grows out of the information described in the main body of the talk. It may contain lessons learnt, recommendations, and next steps.

LISTENING

Task 2. Key:

- 1) Brand names are the key consideration in valuing a company's assets / Brand names are what are important.

2) Both: the first part is a **summary**, the speaker restates the main point, then comes the **conclusion**, containing the speaker's recommendation.

3) A rhetorical question is some special technique, where the speaker asks a question then answers it straightaway.

4) It appears to involve the audience, it highlights the answer and makes the audience listen. If it is overused, it sounds unnatural and irritating.

Tapescript

Speaker:

So, that brings me to almost the end of my talk. I'd like to end with a short restatement of the main point. The key issue, the key understanding is that it is ... in valuing a company's assets, perhaps the key thing these days is the value of brand names. Most acquisitions are in effect attempts to take over brand names. Traditional valuation, based on tangible assets, is no longer sufficient.

So, what are the lessons we can learn from this? I think most importantly, we have to build up the power of our brand names. We have to establish greater brand identity. This requires a radical approach to marketing, making our brand name the focus of all our efforts. This policy will best boost the company's assets. Thank you everyone for listening.

Task 3. Key:

a) "I'd like to **end** with a short **restatement** of the **main point**."

b) "So, what are **the lessons** we can **learn** from this? I think most importantly, we **have to** build up..."

AFTER-LISTENING ACTIVITY

Task 4. The model answer:

Tapescript

Speaker:

That concludes the main part of my talk. Now I'd like to summarise the main points. In the past year, three incidents have shown communication problems. In the past five years, 35% of all incidents contained some degree of communication problem. And finally, we have seen that existing communication procedures are not considered satisfactory.

Now, turning to my conclusion, I want to make two key recommendations. Number one, training must place more emphasis on communication procedures. And that, ladies and gentlemen, completes my talk.

Part 5. QUESTIONS AND DISCUSSION

PRE-LISTENING ACTIVITY

Task 1. Handling questions is thought to be the most difficult part of a presentation as:

Key:

- 1) questions / discussion is relatively unstructured
- 2) the speaker has no control
- 3) he has to switch into listen and answer mode
- 4) it may be difficult to hear, to understand, to answer or to distinguish between an opinion and a question.

LISTENING

Task 2. Key:

- a) hard - Example 2
- b) weak - Example 1
- c) soft-sell / customer friendly - Example 3

Tapescript

Example 1.

A: So, you can see this is just the kind of insurance you need. Anything you need, we think this policy can do it. Any questions?... So, no questions? Right, thanks for listening.

Example 2.

B: That's it then. A totally integrated networked system... the best. Now if you've any questions... I'll be pleased to try to answer them.

C: Yes, I'd like to know... Is programming of the computer especially complicated? Can the user make changes easily?

Example 3.

D: No, having told you about the qualities of the machine, I'd like to hear more about how you think a packaging system needs to work to meet your specific situation. Perhaps you could comment on special needs you will have, specially important requirements for effective packing, labelling, special needs... that sort of thing...

E: Well, I think the sort of thing we need most... our most important thing here is flexibility. Our packaging changes a lot...

Task 3. Key:

Technique (+/-)	Why?
1. -	Aggressive, rude, defensive, paranoid
2. +	Polite, confident and appropriate
3. -	Badly prepared or not interested
4. +	Checks, shows partial agreement, makes a related point

Tapescript

Extract 1

I didn't get that - or if I did - I can't agree. You're not serious are you? Look, I've been studying this problem for years and I know what I'm talking about.

Extract 2

... And that I think is the real reason for the success of this type of development. Now, if anyone would like to ask a question, I'll be pleased to answer... yes... the gentleman here.

Extract 3

Yes.... Right, I got your question, but I can't answer it. I've no idea. You'd better ask someone else.

Extract 4

Yes, I think I follow you. Are you saying that there used to be more government support, but now this is more difficult? Yes... that's true, but there's something else to day about government grants... these are often not widely publicised, not everyone knows what is available... there may be tax advantages...

MODULE 4. MEETINGS

Part 1. MAKING MEETINGS EFFECTIVE

PRE-LISTENING ACTIVITY

Task 1. Key:

1) Meeting is an occasion when people come together with the purpose to discuss or decide something.

2) There is a variety of meeting, for example, information-giving meetings, discussion meetings and decision making meetings. They can also be formal or informal, large or small, etc.

3) Characteristics of a successful business meeting:

- good preparation
- clear objectives which are known to everyone
- good chair who is responsible for effective control
- reaching objectives at the end of the meeting
- time-planning – beginning and finishing on time

4) The functions of a chairperson in a meeting are:

- to thank people for coming,
- to start the meeting on time,
- to state the objectives,
- to refer to the agenda,
- to introduce the first speaker,
- to prevent interruptions,
- to make people stick to the subject,
- to summarise,
- to ask for comments,
- to close the meeting.

LISTENING

1.	Prices are too high.	No
2.	The company has wasted money on research and development.	No
3.	Sales are down.	Yes
4.	The sales budget is too low.	Yes
5.	No one likes the Chief Sales Executive.	No
6.	The products are old	Yes

Tapescript

Bernard: Okay, I think we should start now, it's 10 o'clock.

Voices: Right.

Bernard: Well, we're here today to look at some reasons for the decline in the profits which has affected this subsidiary. You've all seen the agenda. I'd like to ask if anyone has any comments on it before we start?

Voices: No.

Bernard: Right, well, can I ask Sam Canning, Chief Sales Executive, to open up with his remarks.

Sam: Thank you, Bernard. Well I think we have to face up to several realities and what I have to say is in three parts and will take about 20 minutes.

Bernard: Er, Sam... we don't have much time – it's really our main points we're most interested in.

Jane: Yes, can I ask one thing, Mr Chairman? Isn't this a global problem in our market?

Bernard: Sorry, Jane, I can't allow us to consider that question just yet. We'll look at the global question later. Sam, sorry, please carry on.

Sam: Well, the three points I want to make can be made in three sentences. First, sales are down, but only by 5% more than for the group as a whole. Secondly, our budget for sales has been kept static – it hasn't increased – not even with inflation – so we're trying to do better than last year on less money. Thirdly -

Jane: That's not exactly true...

Bernard: Jane, please. Let Sam finish.

Sam: Thirdly, the products are getting old – we need a new generation.

Bernard: So let me summarise that. You say that sales are down but not by so much, that you've had less money to promote sales and that the products are old? Is that right?

Sam: In a nutshell.

Bernard: Does anyone have anything to add to that?

Jane: Well on the question of funding I have to disagree.

Task 3. Key:

1	Thanks people for coming.		8	Prevents interruptions.	√
2	Starts the meeting on time.	√	9	Makes people stick to the subject.	
3	States the objectives.	√	10	Gives a personal opinion.	
4	Refers to the agenda.	√	11	Summarises.	√
5	Changes the agenda		12	Asks for comments.	√
6	Talks about the previous meeting.		13	Decides when to have a break.	
7	Introduces the first speaker	√	14	Closes the meeting.	

Part 2. INTERRUPTING AND HANDLING INTERRUPTIONS

PRE-LISTENING ACTIVITY

Task 1. Key:

Different styles of interrupting apply in different situations. Appropriacy depends on place, context and the people involved. For example, internal meetings or meetings with clients, friends, status of relationships, formality, urgency, time considerations, conventions, agenda, style of discussion, etc. Generally, the more informal the meeting, the more likely that interruptions will be acceptable.

In large formal meetings, interrupting may be reserved only for the chair.

Task 2. Definitions:

- off-road truck – a vehicle for driving on rough ground;
- four-wheel drive – a system in which power is applied to all four wheels of a vehicle, making it easier to control; a vehicle with this system;
- advertising agency – a company that designs advertisements and plans campaigns;
- advertising campaign – a series of planned activities that are intended to tell people publicly about a product or service in order to persuade them to buy it;
- advertising budget – the money that is available to a person or organisation and a plan how it will be spent on advertising over a period of time;
- target group – the particular audience that a product or service is aimed at.

LISTENING

1	True
2.	False – later it will be targeted at this market as well.
3.	False – he wants fresh ideas.
4.	False – he used independent marketing consultancy.
5.	False – at most 5% more.

Tapescript

Paolo: So, Matt, the next item on the agenda is the 4 PLUS advertising campaign. Tell us about your ideas for this.

Matt: Okay. The central idea is that the Rodeo 4 PLUS is a new direction, a truck with no limits. The point is...

Rosa: Er, excuse me, Matt, just a moment. That's a big claim...

Matt: Of course it's big! This truck offers a total solution and that's...

Paolo: One moment! Can we start with a few basics?

Matt: Sure.

Paolo: Let's just clarify where ... who the audience are, what's the target group?

Matt: Professionals, people who need a professional workhorse for a truck. Later, we go for a more mass market. That's the big idea for the 4 PLUS.

Paolo: Yes, so, a select, professional market first, then the mass market, an on-road vehicle.

Matt: Right. Now, as I said a moment ago, I want to talk about agencies.

Rosa: You plan to use our usual agency, CMA?

Matt: Listen. We've been advised by independent consultants that we need a fresh marketing style. Our contract with CMA is almost through. We have an opportunity to take on a new agency.

Rosa: But why? CMA have been okay in the past.

Matt: We need fresh ideas, a new style. This product is different. We want to capture a specialist market and then move for a more mass market. This is new territory – a diff ...

Rosa: Yes, but Matt, if I can interrupt you again. We're talking serious money here. We've got to be careful...

Matt: The costs are not going to be much higher...

Paolo: What! Most agencies charge a lot more than CMA.

Matt: That's not true. In terms of total advertising budget. A new agency isn't going to increase our costs by more than 5%. But we can talk about costs later.

Rosa: It's the most important thing...

Matt: Rosa, listen, can I just say what I want to say? Can I say what the consultants said? Later the costs, the market, the advertising, but let me tell you... I think it's important to ... it's important to understand what the experts have said. So, let me explain that first. No more interruptions...

Rosa: Okay, go on then.

Matt: Right. We've been working with a marketing consultancy with huge experience in off-road and four-wheel drive trucks.

Task 4. Key:

a)	Yes, but, Matt, if I can interrupt you again. We are talking serious money here. We've got to be careful ...	7
b)	Er, excuse me, Matt, just a moment. That's a big claim ...	1
c)	It's the most important thing ...	9
d)	One moment. Can we start with a few basics?	2
e)	Yes, so, a select, professional market first, then the mass market ...	4
f)	But why? CMA have been okay in the past.	6
g)	Let's just clarify ... who the audience are, what's the target group ...	3
h)	What! Most agencies charge a lot more than CMA.	8
i)	You plan to use our usual agency, CMA?	5

AFTER-LISTENING ACTIVITY

Task 5. Key:

1) The meeting is internal, informal but serious.

2) Matt is quite accommodating at the start, allowing many interruptions. In fact he is deflected from what he wants to say. He begins to sound defensive. Eventually he gets impatient and asks his colleagues to let him explain what the consultants have said. He actually asks them not to interrupt. This way, he hopes to regain control.

3) As for his colleagues, it seems they don't like what they hear (the change of advertising agency). They are rather impolite, making constant interruptions. They make the meeting difficult for Matt.

Task 6. Key:

1. promise to come back to a point later: *If you don't mind, I'll come to that later. We can talk about that in a moment.*

2. politely disagree with an interruption: *No, sorry, I cannot agree with you there. Well, in fact, my experience, or my understanding is different.*

3. say the interruption is not relevant or that time is short: *Er, I think that's not absolutely relevant at the moment. Can we move on - I think we don't have time to go into that now.*

4. politely accept the interruption and respond to it before continuing: *Yes, well, what I mean is... Certainly, this means...*

5. reject a suggestion: *Well, no, I don't think we should. Not just yet.*

Part 3. ASKING AND GIVING CLARIFICATION. DELAYING DECISIONS

PRE-LISTENING ACTIVITY

Task 1. Definitions:

- machine tool – a tool for cutting or shaping metal, wood, etc., driven by a machine;
- unemployment – the fact of a number of people not having a job; the number of people without a job; the state of not having a job;
- infrastructure – here means transport ;
- hilly area – territory with a lot of hills;
- hinterland - the area around a major city, usually economically dependent on that city;

LISTENING

Task 2. Key:

1) The main or important industries in the region are steel and paper processing industries.

2) Both industries have declined. Steel-related manufacturing is still very important, it accounts for 44% of industrial activity, machine tools, mainly. In fact, 80% of Spain's machine tools are from the Basque Country. As for paper processing there's still a little.

3) There is a lot of unemployment in the region, presently much of it in the small towns and villages that form the hinterland to the main coastal cities of Bilbao and San Sebastian.

4) The area is very hilly so there used to be transport problems. Now, though, there're new train links and better roads. But some smaller towns inland remain not very well connected.

Tapescript

Victoria: ... and the main industries, the main activities in the region were historically steel – especially around the port of Bilbao – and also, er, paper processing.

Fred: Er... sorry, can I add something? I'm not quite sure about the status of those industries now – could you tell us something about that?

Victoria: Yes, of course. In fact, they are less significant. But steel-related manufacturing still accounts for 44% of industrial activity, machine tools, mainly, that sort of thing, so it's still very important. In fact, 80% of Spain's machine tools are from the Basque Country. As for paper processing, yes, there's still a little, but it's no longer what it once was in the region. So... is that clear? Okay?

Fred: Yes, thanks.

Victoria: Now, to get back to what I was saying. There is a lot of unemployment in the region, presently much of it in the small towns and villages that form the hinterland – in the land that forms the hinterland - to the main coastal cities of Bilbao and San Sebastian. Now, there are geographical problems, infrastructure problems in the region.

Fred: Sorry, Victoria. What do you mean by geographical problems? Or infrastructure? I'm not clear...

Victoria: Well, what I mean is the area is very hilly – mountainous in parts – so there used to be transport problems. Now, though, there're new trains links and better roads. But it may be that some smaller towns inland remain not very well connected. Is that okay... does that make sense? When we talk about specific location suggestions, we'll see this is more detail, so we'll come back to this question, okay?

Fred: Okay, right.

Victoria: So, I was about to say something about the workforce in the region and the level of training and education. In general it is very good and improving...

Task 3. Key:

- a) Sorry, Victoria. What do you mean by...? I'm not clear...
- b) Well, what I mean is...
- c) Is that okay... does that make sense?
- d) Okay, right.

Task 4. Key:

- a) 1 - mostly good
- b) 2 - Bilbao
- c) 2 - a fast train link
- d) 3 - made bigger

Tapescript

Victoria: So, possible locations for the plant. First, the infrastructure for the region is generally good, at least between the three main cities, Bilbao, Vitoria in the south – and San Sebastian. There is now a fast train link to the south of France – and to the rest of Spain. Other improvements affect Bilbao, principally, but the whole region benefits. First, the port area has been completely modernised and relocated and the airport has also been extended. So, infrastructure is good.

Fred: Right, so we are in a position to choose one of these cities?

Victoria: Well, let's not rush into anything. I think it would be a bad idea to assume we're going to choose a city. It might be better to think about one of the smaller towns.

Fred: ... smaller places, yes. So, should we get details on these possible places?

Victoria: Yes, we could do that, but we need, I think, first, to check a few things. For example, tax benefits, grants and anything like that – for locating to a smaller place, not one of the main cities. Then we could make a better decision.

John: Yes, I agree, but also, one moment. ... er... you've talked about the improved transport links, the trains, the airport, the port in Bilbao. What about the links, to these er ... the smaller towns? If it's a mountainous or hilly region, it could take an hour – or more - for a truck to reach a main road. So I don't think we can decide at this stage. I think we need to look specifically at the train and road links for smaller towns...

Victoria: Yes, you're right – road and rail – and the financial position. In fact, I have some – a bit on the transport question, because... last month...

Task 5. On the recording are the following:

- a) Well, let's not *rush into anything*. I think ...
- b) It *might be better* to think about ...
- c) Yes, we could do that, but we *need*, I think, *first, to check* a few things. For example...
- d) ... but also, *one moment*...
- e) *So I don't think we can decide* at this stage.

Part 4. ENDING THE MEETING

PRE-LISTENING ACTIVITY

Task 1. Key:

- 1) · a restatement of objectives
 - a summary of what has been accomplished
 - a list of agreed actions that must be taken after the meeting.
- 2) Meetings should be part of a learning experience, so future meetings can be improved by asking participants to evaluate meetings.
- 3) A brief memorandum of conclusions should be written and distributed. This should be sent to all participants and anyone interested, but unable to attend.

Task 2. Key:

The *main points* from the previous two extracts:

- good location, good transport infrastructure, skilled workforce
- need for more information on costs, financial assistance, especially affecting choice between cities and small towns.

LISTENING

Task 3. Key: B

Tapescript

John: So I think that's about as far as we can go, isn't it, Vict...?

Victoria: ... Yes, I think so, unless there are any more questions?

John: No, I think we're through at that. Fred?

Fred: Okay.

John: So, can you summarise, Victoria?

Victoria: Yes, well, we've discussed the Spanish Basque Country as a possible site for locating a new plant. The area looks a good long-term prospect and there is a high quality transport infrastructure and telecommunications systems – also excellent. The one thing we have to make more enquiries about, to find out more about, is the financial aspect relating to choosing a city location – or a small town location. So... that's all.

Fred: Good. That's it then?

John: Okay, thanks for coming. Oh Fred, can I have a word about something else... er... thanks.

Victoria: I'll see you later.

AFTER-LISTENING ACTIVITY

Task 4. Key:

This variant of the end of the meeting doesn't follow the rules of ending the meeting.

- there is no clear restatement of objectives
- there is a summary of what has been accomplished, but is it sufficient?
- there is no summary of what action must be taken after the meeting, no one's responsibilities are stated

MODULE 5. NEGOTIATIONS

Part 1. PREPARATION FOR NEGOTIATIONS

PRE-LISTENING ACTIVITY

Task 1. Key:

1) Negotiation is a conversation between two or more people who are trying to reach an agreement on future action.

2) Possible types of negotiations are:

- an agreement-based negotiation, when two parties have a shared objective: to work together in a way which is mutually beneficial.
- the second type is less founded on mutual benefit, but on gaining the best deal possible for your side.
- the negotiation to resolve some conflict, it is possible that each party regards the other as an opponent and seeks to win the argument.

Task 2. Definitions:

- aim – the purpose of doing something;
- objective – something that you are trying to achieve;
- agreement – an arrangement, a promise or a contract made with somebody;
- deal – an agreement, especially in business, on particular conditions for buying or doing something;
- concession – something that you allow or do, or allow somebody to have, in order to end an argument or to make a situation less difficult;
- SWOT analysis – a study done by an organisation in order to find its strengths and weaknesses, and what problems and opportunities it should deal with; SWOT is formed from the initial letters of “strengths”, “weaknesses”, “opportunities” and “threats”;
- competitor – a person or an organisation that competes against others, especially in business;
- target – a result that you try to achieve.

a.	Identify your minimum requirements	2
b.	Prepare your opening statement	7
c.	Decide what concessions you would make	3
d.	Know your own strengths and weaknesses	4
e.	Know your role as a part of a team	6
f.	Prepare your negotiating position — know your aims and objectives	1
g.	Prepare any figures, any calculations and support materials you may need	5

Tapescript

Speaker:

I think first of all... I would have to say that one needs to be very ... er... prepared...

I mean to know what you want from a negotiation, what's your purpose, your aims and objectives. Without clear aims, you can't have clear thinking, so aims are vital, to have a clear purpose. What do you want? A contract? You want a firm agreement – or just to find out a few things?

Then, you... you have to know what's the minimum deal. Decide what is the least – the lowest offer you can accept for a deal – an agreement.

Then you have to know where you can give way – or make concessions. So fixing concessions – and targets – is important. Without that you end up agreeing to something and later thinking 'Oh no that's a bad deal!' - or you miss out on what *seemed* a bad deal at the time but was in fact ... okay – not bad anyway.

Another area – perhaps obvious – is to know your strengths and your weaknesses. If we take the classic marketing SWOT analysis – you have to understand your own strengths and weaknesses as well as the opportunities and threats – or dangers – that exist outside, from competitors for example. So, know the market, know your strengths, know about prices and other possibilities. If you do this, you can see the negotiation in its proper context.

Then you need to prepare all support information. Figures, numbers, pictures, whatever. It could be anything – but the most important thing is that you can support what you say. It helps you to be clear.

Next, the team has to be well prepared, well managed. If ... if it's a team you have, everyone needs a clear role, clear responsibilities – to have roles.

Finally, your opening remarks. Prepare what to say. Begin in general terms what you hope to achieve – the general intention, what you're looking for. The opening statement sets up the right atmosphere, the right expectations, it helps to be clear between two sides.

Task 4. Key:

a) 2; b) 4; c) 1; d) 3.

Part 2. DURING THE NEGOTIATIONS

PRE-LISTENING ACTIVITY

Task 1. Key:

1) First of all, in the negotiation participants need to listen, hear and respond to what the other side suggests. The quotation contains another key principle of linking together different aspects in the negotiation, or treating the whole as a package.

2) • Compensation is something, especially money, that somebody gives you because they have hurt you, damaged something that you own, or they have broken an agreement or a contract.

• Reversal of rights can be explained as follows:

Jill invents a product. She makes an agreement with Jack to share profits from the product if Jack promotes it. Jack later wants to back out of the contract. Jill at this point will want future rights (to profits) to revert to her.

LISTENING

Task 2. Key:

a) True; b) True; c) False: It will not be difficult.

Tapescript

Celia: One consideration is the question of compensation to CAS, another is the reversal of all rights presently held by Arco. Now clearly the question of rights is very important to us.

Dietmar: Yes, yes, we understand that. But we have to think about the joint development aspects. The fuel injection system has been developed using Arco technical expertise. In fact, we are happy that you have all the rights, we accept that the engine is basically your design. On the other hand, since we have contributed to the engine, we hope that the compensation we agree to pay ... we want compensation to take our work into account.

Celia: So you're prepared to give up all rights, basically the whole product reverts to CAS?

Dietmar: Yes, we can agree to that... so long as we can accept your compensation demands. So, we need to link the question of rights to compensation.

Celia: Well, as you know, we've been thinking about compensation based on two years' earnings from the product.

Dietmar: Right. I think Erich has some comments on the two years' proposal.

Erich: Yes, we feel that two years is a little too long, especially if we revert all rights to CAS. The problem is that if we revert all rights, we have to keep the compensation within acceptable limits. Two years is a lot. We believe this, particularly because you *will* find a *new* partner. And this is important: the time spent this year has included useful advances, good progress, in the design. So we need you to reduce your compensation demands a bit.

Task 3.

a) We want compensation *to take our work into account*.

b) Yes, *we can agree to that... so long as we can accept your compensation demands*.

c) So, *we need to link* the question of rights to compensation.

d) The problem is that *if we* revert all rights, we *have to* keep the compensation within *acceptable limits*.

LISTENING

Task 4. Key:

· The first extract contained a discussion on compensation to CAS and the reversal of rights to CAS. In principle Arco agree to this, but point out that they have contributed to developing the engine.

1) Celia suggests a 5% royalty and a compensation based on two years.

2) CAS are a small company, they need the money, they have spent a year on this project.

They hope to find another partner, but it'll take time, so in the meantime they need income. That's why good compensation is important to them.

3) If CAS can settle on a 10% royalty, Arco will accept the two years' compensation.

4) Compensation based on profit on sales over two years, and Arco would have a 10% royalty on profits from eventual production.

Tapescript

Celia: So, we need to link the royalty to the compensation. Can we suggest a 5% royalty and a compensation based on two years?

Erich: I think the royalty is too low.

Celia: Okay, I think we could give a little there... how about 7.5% royalty, but keeping the two-year compensation?

Dietmar: Can I ask why this two-year figure is so important?

Celia: Well, we're obviously dependent on selling our projects. We're a small company, we need to see our products developed. In this case, we've seen a year's work come to a sudden end with no production in sight. Of course, we hope to find another partner - I think we will – but it'll take time, so in the meantime we need income. That's why good compensation is important to us. We can agree to a royalty, because once we're paying a royalty. We've got an income to support it.

Dietmar: Yes, I see that. Well, if you can settle on a 10% royalty, we'll accept that – the two years' compensation.

Celia: Okay, in principle we can agree to 10% - linked to compensation based on two years' projected sales. These details might be affected by actual destiny of the product - I mean supposing we sold it outright, then we'd have to reach a different settlement, but we can discuss that later. I think we have to keep that option open...

Erich: Yes, okay. So, confirmation, to confirm that, in principle we are agreeing... we agree to a two-year sales forecast compensation – less costs of course – so it's profit on sales?

Celia: Yes, of course, we understand that.

Erich: And Arco would have a 10% royalty on profits from eventual production, subject to some other kind of deal that you might have with a third party. We'd have to look at any agreement you eventually come up with.

Task 5. Key:

- 1) (a) can agree to
- 2) (b) if you can settle on, (c) we'll accept
- 3) (d) we can agree to, (e) linked to
- 4) (f) confirm that, in principle

Task 6. The model answer:

Tapescript

Ojanpera: Well, we're happy to buy a machine if you can give us a good price.

Beck: I'm sure we can. As you know our prices are very competitive.

Ojanpera: Even so, I'm sure you can allow us a discount?

Beck: Okay, well a discount could be possible if you agree to pay for the shipping costs.

Ojanpera: That sounds okay, if the discount is a good one.

Beck: How about 4%?

Ojanpera: 6% would be better.

Beck: I'm sorry, we can't manage that unless you pay for the installation.

Ojanpera: Okay, our engineers will take care of that.

Beck: Okay then, so to confirm: a 6% discount but you pay all the shipping and installation costs.

Ojanpera: That sounds all right.

Part 3. SUMMARISING

LISTENING

Task 1.Key:

1) The property includes all the land presently occupied by the station building and also the former car parks to the east of the station, the offices here to the west and the warehouses along the tracks.

2) It does not include the present government-owned housing on the north side of the railway lines.

3) The station will be renovated by the Transport Department.

4) It will be turned into a museum.

5) The government will be responsible for running the eventual museum and paying a rent of £100,000 per year to Gibson Trust.

6) The remaining land will be developed by Gibson Trust and later sold off separately.

7) The next meeting should examine development plans. Finally, they'll draw up contracts. It will take place on May 15 at 10 a.m.

8) Signing contracts is the purpose of the meeting at the end of the September.

9) It is positive and constructive.

Tapescript

Jill: Well, I'd like to summarise – go over the points we've agreed on. Is that okay?

Neil: Yes, of course, go ahead.

Jill: Well, the first point is that the property includes all the land presently occupied by the station building and also the former car parks to the east of the station, the offices here to the west and the warehouses along the tracks. It does not include the present government-owned housing on the north side of the railway lines. We also agree that the station will be renovated by the Transport Department and turned into a museum. The government will be responsible for running the eventual museum and paying a rent of £100,000 per year to Gibson Trust.

The remaining land will be developed by Gibson Trust and later sold off separately. Is that an accurate summary?

Neil: Yes, that's right, it's fine.

Jill: Okay. So, I think that's fine then. Shall we stop there? I think we've gone as far as we can today. We just need to decide on our next meeting. Can we do that now? I mean sort out the next steps...

Neil: Yes, okay...

Jill: Well, as far as I understand it, our next meeting should examine development plans. Finally, we'll draw up contracts. Then we'll need a little while to consider the contracts. So, probably everything should be in place for signing contracts by the end of September. Does that sound reasonable?

Neil: Yes, September should be okay. So when can we meet to look at developed plans?

Jill: Er, could it be May 15? Or any time that week?

Neil: May 15 would be okay, same time? 10 a.m.?

Jill: Yes, that's okay, well, thanks for coming then, and I'm glad we've been able to make progress, to reach agreement, you know, it's been very constructive, and of course we'll send you a report.

Task 2. Key:

a) Well, *I'd like to summarise* – go over the *points we've agreed* on. Is that okay?

b) ... Well *the first point* is ...

AFTER-LISTENING ACTIVITY

Task 3. Key:

a) confirm

e) excluded

h) examined

b) agreed

f) developed

i) drawn up

c) enclosed

g) specified

j) signed

d) included

Task 4. The model summary.

Tapescript

Speaker:

So, as we've covered the agenda, this is a good time perhaps to summarise what we've agreed. We began by discussing the plans for the station renovation and use. We are pleased to say that we have approved the plans to renovate the station as a museum. It will have links with the local City Museum and it will be operated by Aptrans – all year round. There'll be a gift shop and a Study Center. This will be supported by the University and the City Library. Then we moved on to Item 2. We looked at plans for the other land, to be developed by Gibson Trust as – we agreed – 50% commercial property and 50% residential. This will be specified in the contract.

Finally, I'd like to confirm that what we have to do now is to finish drawing up contracts and then we'll meet again in late June.

Probably on June the 25th, this has to be confirmed. At that meeting we will exchange contracts. Okay? Does everyone accept that as a reasonable summary?

Part 4. DEALING WITH CONFLICT AND REJECTING

PRE-LISTENING ACTIVITY

Task 1. Key

1) Possible answers: excessive demands, personality clashes, inappropriate attention to personal relationships, poor communication, lack of commitment, misunderstandings, cultural clashes, etc.

2) It can be reduced by being aware of potential problems, being well-prepared, showing flexibility, respecting the other side, having a commitment to maintaining and developing the relationship.

3) · the fighter negotiate to win, makes demands;
· the creative negotiator looks for agreement;
· the independent advantage negotiator looks for common benefits, makes offers.

LISTENING

Task 2.

1) They would like to run the campaign for four extra weeks.

2) The campaign was late, it missed two important trade fairs. The ads also did not appear in two key magazines. As a result, it failed.

3) Both companies were guilty for the delay in the campaign SAR were late with the initial proposals and KPack Ltd. did in fact late changes to the specifications of the advertisements.

4) For four extra weeks.

5) They are asking either to repeat the campaign next year, or they only pay 50% of the fee for this year.

6) A 20% reduction to the fee, together with a four weeks' extension to the campaign.

7) No, they don't.

Tapescript

Sar: Well, can we make our offer? We would like to run the campaign for four extra weeks.

Kpack: Well, can we summarise the problem from our point of view? First of all, the campaign was late, it missed two important trade fairs. The ads also did not appear in two key magazines. As a result, it failed. Do you accept that summary of what happened?

Sar: Well, the delay was not entirely our fault. You did in fact late changes to the specifications of the advertisements.

Kpack: Hmmm.... In fact, with respect, SAR were late with the initial proposals, so we had very little time, and in fact we only asked for small changes.

Sar: Well, whatever, can we repeat our offer to run the campaign for four extra weeks?

Kpack: That's not really the point. The campaign missed two key trade fairs – because of this we are asking either to repeat the campaign next year, or we only pay 50% of the fee for this year.

Sar: Could we suggest a 20% reduction to the fee, together with a four weeks' extension to the campaign?

Kpack: We are not happy – the delays, the missed magazines, the trade fairs – we lost business.

Sar: I think we made mistakes, we both made mistakes. I think both sides are responsible.

Kpack: Okay, how about a 40 cut in fee or a fee repeat campaign?

Sar: But a full free campaign is impossible.

Kpack: I think we should have a break... we are not getting very far... perhaps we should have a think about this...

Sar: Perhaps, yes. We can talk about it.

Task 4. Key:

- 1) Exhaust pipes.
- 2) DR5789032.
- 3) A 10% discount.
- 4) Their prices are already discounted.
- 5) It's 150 euros.
- 6) Abacus Ltd. could get a 2.5% discount if payment is made at the time of order– that is straightaway.
- 7) No, it doesn't
- 8) No, they don't.

Tapescript

Kroll: Guten Tag. Kroll Auto.

Abacus: Hello, this is Paul Bowen from Abacus in the UK. I'd like to order some exhaust pipes – 200 please, part number DR5789032.

Kroll: No problem! When do you need them?

Abacus: Immediately. Also, could we have a 10% discount?

Kroll: Ah, you know our prices are already discounted.

Abacus: Er... can you tell me... what's the unit price?

Kroll: One moment, I'll tell you ... it's... 150 euros.

Abacus: What about 135?

Kroll: I'd like to, but I'm sorry, our prices are as low as we can make them. Just one thing, we could do a 2.5% discount if payment is made at the time of order- that is straightaway.

Abacus: No, sorry. I can't do that. Could we agree on a 5% discount within 60 days to pay?

Kroll: No, sorry, I can't agree to that. Margines are very tight.

Abacus: Yes, I know. It's always the same here too. Anyway, pity, but I'll call you again tomorrow, maybe you can do me a better offer.

Kroll: Good luck! Our prices are very competitive. But anyway, I look forward to your call. Bye for now!

Abacus: Bye.

Task 5. Key:

Comments, decisions and reasons may vary, but on the whole in the second response the speaker gives reasons for being unable to reach any agreement and remains polite and calm, unlike the first speaker who seems very negative. The third is a common response, though probably a case of simply delaying saying no.

Tapescript

Speaker: In conclusion, we are prepared to provide you with a complete state-of-the-art photoprocessing laboratory. This equipment will give you an immediate technical advantage. The terms we offer you are very generous.

Response1

Well, we've listened to the proposals you have made today and the plans you have outlined. Basically, we have wasted time coming here.

Response2

Well, we thank you for the efforts you have made, but we are very sorry. We do not feel able at this stage to accept your offer. Obviously, we have thought about it very carefully. The problem for us remains costs. We are not entirely convinced that the technical advantages justify the high cost. So, I think we are unable to reach agreement today. But, I thank you for coming... we hope you'll contact us again future offers.

Response3

Well, if that is your final offer, thank you all for coming to see us. I think we are unable to give you a formal response today, but we will write to you and tell you of our decision in a day or two. Then we'll decide what the next step should be. So, thank you very much.

Task 6. Key:

- a) Thank you for the efforts you have made, but *we are* very *sorry*.
- b) We do not *feel able* at this stage to *accept* your offer.
- c) Obviously, we have *thought about* it very carefully.
- d) We are not entirely *convinced* that the technical advantages *justify* the high cost.
- e) We hope you'll *contact* us again future offers.
- f) I think we are *unable* to give you a formal *response* today, but we will *write* to you and tell you of our *decision* in a day or two.

Then we'll *decide* what the next step should be. So, thank you very much.

AFTER-LISTENING ACTIVITY

Task 7. The model answers:

Tapescript

Situation 1

A: Let me make a suggestion. If you agree to buy 100 units every month for the next twelve months, we'll agree a 10% discount.

B: Unfortunately, I can't say how many we'll need in six months and certainly not in 12. I can't take the risk on such a large order at this stage.

Situation 2

A: The price we are offering excludes installation costs but does include a 12 months' guarantee.

B: I'm afraid that's not really acceptable. You know that other suppliers offer free installation and a two-year parts and labour warranty?

Situation 3

A: I think the absolute minimum investment in advertising must be \$40,000, otherwise we cannot reach enough of our market. It's not much to ask for.

B: It's a pity, but it's still more than our budget. I can't go that high.

Situation 4

A: Now, some excellent news: we'd like to increase our order. Right now you are sending us 350 boxes a month. We need at least 500, demand is very high...

B: Well, I'm glad you're having a lot of success with our products, but the bad news is that our order books are full, and the plant is working at full capacity. We're a bit stuck, I'm afraid.

Part 5. ENDING THE NEGOTIATIONS

LISTENING

Task 1.Key:

Unfortunately (-)	another time (-)	no agreement (-)	not ready (-)
fruitful partnership (+)	problems (-)	very good (+)	satisfactory (+)
sorry (-)	useful (+)		

Task 2.

Extract	Agreement reached?	Next Step?
1	no	
2	yes	letter summarising agreement
3	yes	send the detailed specifications in two weeks
4	no	
5	no	think – possibly renegotiate in a few days

Tapescript

Extract 1

I think it's clear we have *no agreement*. We're wasting time here, so thank you for talking to us, we've had a busy morning. I think we'll leave and perhaps another time we'll find some way to work together.

Extract 2

Well, I think that's been *useful*. I'll send you a letter summarising what we've agreed and look forward to a long and *fruitful partnership*.

Extract 3

If that's everything, I'd just like to say many thanks for coming today – it's been *very good*. I think we have a very *satisfactory* agreement and so, for the next step, we will send you the detailed specifications in two weeks.

Extract 4

So, I think we can both see that we are *not quite ready* to sign anything just now. Perhaps in future we may be able to reach agreement but, *unfortunately*, for the moment, we are some way apart. Anyway, thanks for coming, it's been interesting.

Extract 5

I'm *sorry* we've been unable to agree. It's a shame, but it looks like we need more time to settle our *problems*. In the meantime, I think we should have a think about the issues which are dividing us. Perhaps in the next few days our positions may change, in which case, we know how contact each other.

Task 3. The model answers:

Tapescript

Situation 1

It's been a long meeting, but finally I'm very glad we're able to reach agreement. I think it would be good if we could go on to a restaurant now, we'd be pleased if you can join us.

Situation 2

I'm sorry our efforts to reach agreement have not been successful.

I suggest we stop here, but I hope that in the future we might work together on something.

Situation 3

Unfortunately, I feel it would be better if I don't join you on this project, but no doubt there'll be plenty of other things we'll work on.

Situation 4

I'd like to repeat our order, but not on those terms. I'm sorry, we can't agree to this. I think we'll go elsewhere, but thanks anyway.

Situation 5

I'm very sorry, but it really is physically impossible. We cannot supply goods in so short a time. It's just impossible. Sorry we can't help you.

Учебное издание

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ENGLISH FOR BUSINESS COMMUNICATION
(LISTENING COMPREHENSION COURSE)

Учебное пособие для факультетов, институтов и школ,
готовящих специалистов в области экономики и менеджмента,
учителей и преподавателей специализированных курсов

Научно-издательский центр «Логос»
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Подписано в печать 18.10.2017. Формат 60x84 1/16
Бумага офсетная. Гарнитура «Times». Печать цифровая.
Усл. печ. л. 5,46 Заказ № 491. Тираж 500 экз.
Отпечатано с готового оригинал-макета в типографии издательско-
полиграфического комплекса СКФУ, г. Ставрополь, пр. Кулакова, 2