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Effective Communication Strategies In Business English

Contents

Introduction

Communications Skills – The Importance of Removing Barriers

15 Ways To Improve your body language

Small Talk

Making a phone call

Effective Presentation

Presentation Phrases

Charts, Graphs ad Diagrams

Effective Employment Correspondence

CV Template

Covering Letter

Thank-you letter

Effective Job Interview

Common Job Interview Questions

Job Interview Questions To Ask

Effective Negotiations

Negotiations Phrases

Structure of Negotiations

Negotiating a deal

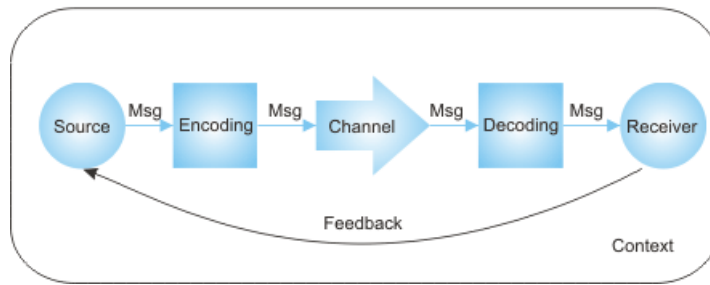
Negotiations At Work: Cases

Commercial Negotiations: Cases

Effective Business meetings

Communications Skills – The Importance of Removing Barriers

The Communications Process



Problems with communication can pop-up at every stage of the communication process (which consists of the **sender**, **encoding**, the **channel**, **decoding**, the **receiver**, **feedback** and the **context**.) At each stage, there is the potential for misunderstanding and confusion.

To be an effective communicator and to get your point across without misunderstanding and confusion, your goal should be to lessen the frequency of problems at each stage of this process, with clear, concise, accurate, well-planned communications. We follow the process through below:

Source...

As the source of the message, you need to be clear about why and what you are communicating. You also need to be confident that the information you're communicating is useful and accurate.

Message...

The message is the information you communicate.

Encoding...

This is the process of transferring the information into a form that can be sent and correctly decoded at the other end. Your success in encoding depends partly on your ability to convey information clearly and simply, but also on your ability to anticipate and eliminate sources of confusion (for example, cultural issues, mistaken assumptions, and missing information.)

A key part of this is knowing your audience: Failure to understand who you are communicating with will result in delivering messages that are misunderstood.

Channel...

Messages are conveyed through verbal (face-to-face meetings, telephone and videoconferencing) and written channels (letters, emails, memos and reports).

Different channels have different strengths and weaknesses. For example, it's not particularly effective to give a long list of directions verbally, while you'll quickly cause problems if you give someone negative feedback using email.

Decoding...

Just as successful encoding is a skill, so is successful decoding (involving, for example, taking the time to read a message carefully, or listen actively to it.) Just as confusion can arise

from errors in encoding, it can also arise from decoding errors. This is particularly the case if the decoder doesn't have enough knowledge to understand the message.

Receiver...

Your message is delivered to individual members of your audience. No doubt, you have in mind the actions or reactions you hope your message will get from this audience. Keep in mind, though, that each of these individuals enters into the communication process with ideas and feelings that will undoubtedly influence their understanding of your message, and their response. To be a successful communicator, you should consider these before delivering your message, and act appropriately.

Feedback...

Your audience will provide you with feedback, as verbal and nonverbal reactions to your communicated message. Pay close attention to this feedback, as it is the only thing that can give you confidence that your audience has understood your message. If you find that there has been a misunderstanding, at least you have the opportunity to send the message a second time.

Context...

The situation in which your message is delivered is the context. This may include the surrounding environment or broader culture (corporate culture, international cultures, and so on).

Removing Barriers at All These Stages

To deliver your messages effectively, you must commit to breaking down the barriers that exist within each of these stages of the communication process.

Let's begin with the message itself. If your message is too lengthy, disorganized, or contains errors, you can expect the message to be misunderstood and misinterpreted. Use of poor verbal and body language can also confuse the message.

Barriers in context tend to stem from senders offering too much information too fast. When in doubt here, less is oftentimes more. It is best to be mindful of the demands on other people's time, especially in today's ultra-busy society.

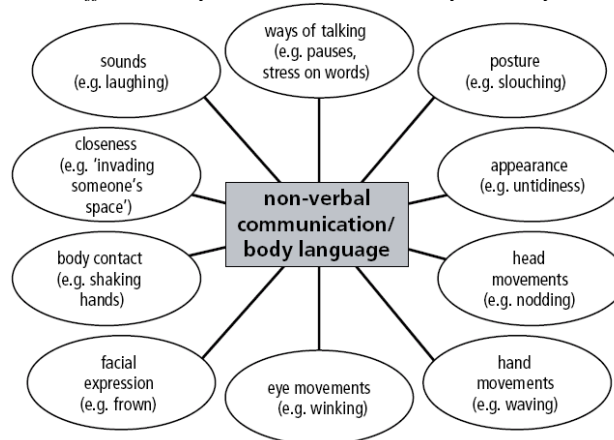
Once you understand this, you need to work to understand your audience's culture, making sure you can converse and deliver your message to people of different backgrounds and cultures within your own organization, in your country and even abroad.

<http://www.mindtools.com/CommSkill/CommunicationIntro.htm>

Watch videos at: <http://www.youtube.com/watch?v=OhBQ0ICvui8>

15 ways to improve your body language

There is no specific advice on how to use your body language. What you do might be interpreted in several ways, depending on the setting and who you are talking to. You'll probably want to use your body language differently when talking to your boss compared to when you talk to a girl/guy you're interested in. These are some common interpretations of body language and often more effective ways to communicate with your body.



- 1. Don't cross your arms or legs** –it might make you seem defensive or guarded.
- 2. Have eye contact, but don't stare** – If there are several people you are talking to, give them all some eye contact to create a better connection and see if they are listening. Keeping too much eye-contact might creep people out. Giving no eye-contact might make you seem insecure.
- 3. Don't be afraid to take up some space** – Taking up space by for example sitting or standing with your legs apart a bit signals self-confidence and that you are comfortable in your own skin.
- 4. Relax your shoulders** – When you feel tense, it easily winds up as tension in your shoulders. They might move up and forward a bit. Try to relax. Try to loosen up by shaking the shoulders a bit and move them back slightly.
- 5. Nod when they are talking** – nod once in a while to signal that you are listening. But don't overdo it and peck like Woody Woodpecker.
- 6. Don't slouch, sit up straight** – but in a relaxed way, not in a too tense manner.
- 7. Lean, but not too much** – If you want to show that you are interested in what someone is saying, lean toward the person talking. If you want to show that you're confident in yourself and relaxed lean back a bit.
- 8. Smile and laugh** – lighten up, don't take yourself too seriously. Relax a bit, smile and laugh when someone says something funny. People will be a lot more inclined to listen to you if you seem to be a positive person. But don't be the first to laugh at your own jokes, it makes you seem nervous and needy. Smile when you are introduced to someone but don't keep a smile plastered on your face, you'll seem insincere.

- 9. Don't touch your face** – it might make you seem nervous and can be distracting for the listeners or the people in the conversation.
- 10. Keep you head up** - Don't keep your eyes on the ground, it might make you seem insecure and a bit lost. Keep your head up straight and your eyes towards the horizon.
- 11. Slow down a bit** – this goes for many things. Walking slower not only makes you seem more calm and confident, it will also make you feel less stressed.
- 12. Don't fidget** – try to avoid, phase out or transform fidgety movement and nervous ticks such as shaking your leg or tapping your fingers against the table rapidly. You'll seem nervous and fidgeting can be a distracting when you try to get something across.
- 13. Use your hands more confidently** – instead of fidgeting with your hands and scratching your face use them to communicate what you are trying to say. Use your hands to describe something or to add weight to a point you are trying to make. But don't use them too much or it might become distracting. And don't let your hands flail around, use them with some control.
- 14. Don't stand too close** –one of the things we learned from Seinfeld is that everybody gets weirded out by a close-talker. Let people have their personal space, don't invade it.
- 15. Mirror** - Often when you get along with a person, when the two of you get a good connection, you will start to mirror each other unconsciously. That means that you mirror the other person's body language a bit. To make the connection better you can try a bit of proactive mirroring. If he leans forward, you might lean forward. If she holds her hands on her thighs, you might do the same. But don't react instantly and don't mirror every change in body language.

<http://www.positivityblog.com/index.php/2006/10/27/18-ways-to-improve-your-body-language/>

Watch videos at: <http://www.5min.com/Video/How-Nonverbal-Communication-Works-259835549>
<http://www.videojug.com/topic/nonverbal-communication>

Small Talk

Essential Vocabulary

General questions

- Which hotel are you staying at?
- How long have you worked for your company?
- Did you come here by plane?
- Is this your first time in Saint-Petersburg?
- Is this your first visit to our office?

Talking about the weather

- Beautiful day, isn't it?
- It looks like it's going to snow / rain.
- It sure would be nice to be in Hawaii right now.
- I hear they're calling for rain all weekend.
- We couldn't ask for a nicer day, could we?
- How about this weather?
- Did you order this sunshine?

Talking about current events

- Did you catch the news today?
- Did you hear about that fire on Fourth St?
- What do you think about ...?
- I read in the paper today that ...
- I heard on the radio today that they are finally going to start building the new bridge.
- How about those Reds? Do you think they're going to win tonight?

At the office

- Looking forward to the weekend?
- Have you worked here long?
- I can't believe how busy/quiet we are today, can you?
- Has it been a long week?
- You look like you could use a cup of coffee.
- What do you think of the new computers?

At a social event

- So, how do you know Justin?
- Have you tried the cabbage rolls that Sandy made?
- Are you enjoying yourself?
- It looks like you could use another drink.
- Pretty nice place, huh?

Out for a walk

- The tulips are sure beautiful at this time of year, aren't they?
- How do you like the new park?
- Nice day to be outside, isn't it?

Waiting somewhere

- I didn't think it would be so busy today.
- You look like you've got your hands full (with children or goods).
- The bus must be running late today.
- It looks like we are going to be here a while, huh?
- I'll have to remember not to come here on Mondays.
- How long have you been waiting?

Active listening phrases

- Wow, that sounds lovely / interesting / fascinating / fabulous / etc.!
- What was it like?
- Was it your first visit there?
- Can you tell me more?
- When did this happen?
- I can see you are feeling very angry right now.
- Many people feel the way you do.
- I can see why you feel that way.
- Yes, I see.
- I understand the situation.
- I would feel the same way
- What happened?

Ending a conversation

- It has been nice speaking with you. Have a good day!
- I have some things I need to get to but I enjoyed this conversation, take care, or see you later!
- I won't take up any more of your time but its been nice talking with you!
- Well, that sounds really nice, if you'll excuse me I've got to make an important phone call. See you soon!
- Well, enjoy the rest of the conference!

Vocabulary Practice

1. Small Talk - Appropriate?

Which topics are appropriate for small talk discussions? For those topics which are appropriate, think of one interesting comment to make when the teacher calls on you. For those topics which are not appropriate, be able to explain why you believe they are not appropriate for small talk.

- The latest films
- The One True Path to Eternal Life
- Cars
- A product you would like to sell to everyone
- The Death Penalty
- Your home town
- How much you make
- Your last holiday
- Your favorite movie-star
- The correct political party
- The weather
- Gardening
- Your health problems
- Your family

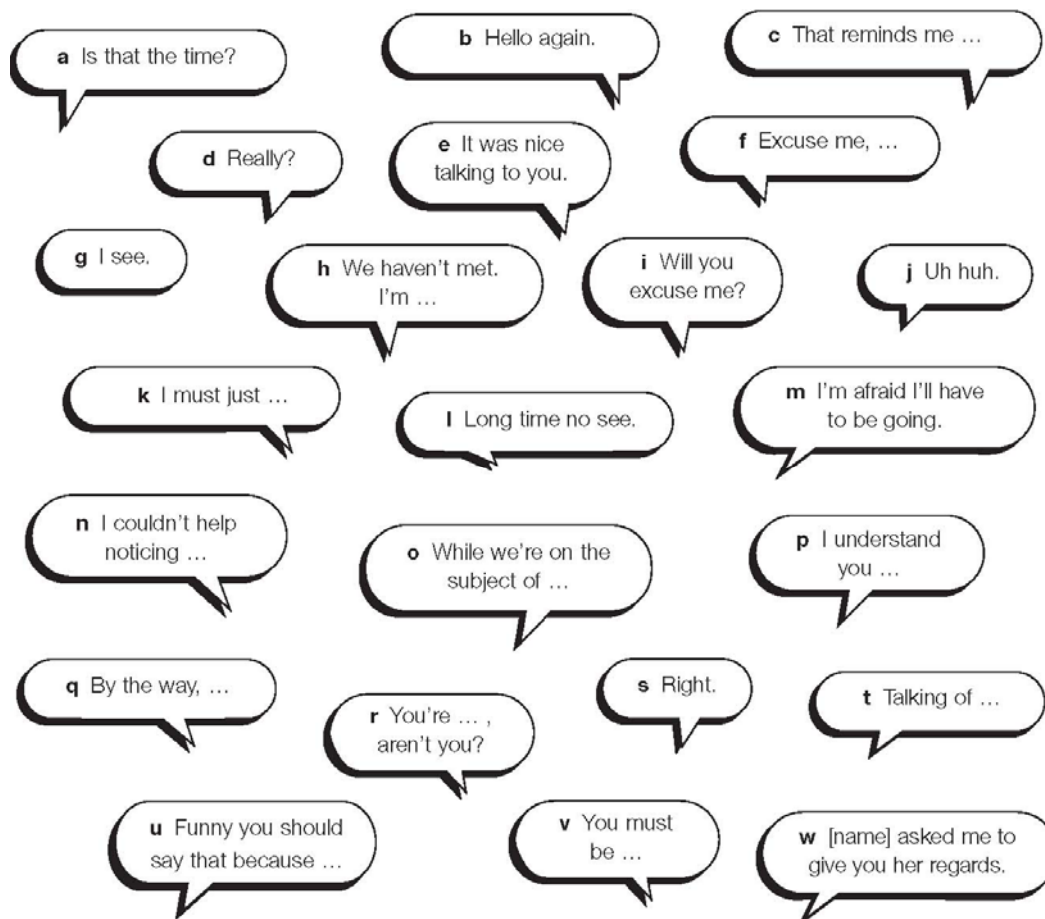
2. Small Talk - Socially Mixing

Play this game quickly in small groups. Throw one die to move forward from one subject to the next. You have thirty seconds to begin making a comment about the suggested subject. If you can not, you lose your turn!

- Your best friend
- The last film you saw
- Pets
- A magazine
- Learning a language
- Playing tennis
- Your current job
- An interesting excursion nearby
- The Internet
- Keeping healthy
- Human cloning
- Your favorite food
- Finding a job in your country
- The last book you read
- Your worst holiday
- Something you've never done, but would like to do

3. Categorise the phrases and expressions a–w according to the following functions. Three have already been done for you.

Opening a conversation	Directing a conversation	Showing interest	Closing a conversation
b	c		a



4. Fill in the gaps in the dialogues below with an appropriate phrase from the list.

Dialogue 1

John: Hello Ann, good to see you again. Glad you 1 _____.

Ann: Great to be here. Thanks for the invite. Wow, lots of people I see.

John: Yes, let me introduce you to some of them. Look there is Michael. Let me introduce you to him first. He is a good person to know. Michael, 2 _____, may I introduce you to Ann? Ann is a dear friend of mine from years back, she is back in town after ten years in America.

Michael: How do you do?

Ann: 3 _____

Michael: This is my wife Julia. Julia, Ann.

Julia: 4 _____, you must feel strange after ten years in America.

Ann: Pleased to meet you too. Yes, you are right it is all a little strange.

John: I am going to steal Ann and introduce her to some other people. 5 _____ Hey, Lisa, Lisa this is Ann.

Lisa: Hi Ann, how are you?

Ann: I'm very well thank you and you?

Lisa: Yes, great.

John: Lisa, 6 _____? She doesn't really know anyone here.

Lisa: Yeah, sure. Come with me Ann, let us go and get a drink.

- a) can you look after Ann for me
- b) Catch you both later.
- c) could make it

- d) Delighted to meet you Ann
- e) How do you do?
- f) sorry to interrupt

Dialogue 2

Mrs Jones: Ann, come with me, I want you 1 _____, the owner of the shop.

Ann: Super, that would be great.

Mrs Jones: Jane, oh Jane, can I just interrupt a minute. 2 _____, she is the new designer I was telling you about. Ann, this is Jane.

Ann: Jane, 3 _____. I have heard so much about your shop, it really is a marvellous store.

Jane: 4 _____ Thank you for the compliment. I have also heard so much about your designs, they seem to be quite something. Perhaps later if you have time before you leave, we could have a quick chat and arrange a meeting for the future.

Ann: 5 _____ Thank you and see you later.

- a) delighted to meet you
- b) I would really like that.
- c) May I introduce you to Ann
- d) Pleased to meet you Ann.
- e) to meet Mrs Lees

Dialogue 3

- Hi. My name is Josh. 1 _____.

- Hi Josh. I'm glad to be here.

- Did you have any problems 2 _____

- I didn't have any problems. I found directions on the internet so it was pretty easy to find.

3 _____

- Traffic is never good around here.

- I agree. 4 _____ if there was a train or a subway line that went through here.

- That would be so great. I would definitely take the train if they had it.

- Trains are great. You can read a book or get a little rest instead of having to fight the traffic.

- Very true. Well, 5 _____

- a) It's a pleasure to meet you.
- b) finding this place.
- c) However, the traffic was not that great.
- d) let me begin by telling you about our company...
- e) It would be great.

5. Role play similar dialogues.

6. Imagine you are at a conference reception. Walk round the classroom and improvise a brief conversation with as many people as you can. Use the phrases and expressions from ex. 3 and 4.

7. What would you say in the following situations?

Work in pairs and role play the situations given below.

1) The receptionist in your law firm has just telephoned to say that a client has arrived for a meeting at the office and is waiting in the reception area. You have never met this client before. You must go down to the reception area to meet the client and escort him or her to the meeting room office.

2) You are introduced to an important new client at a company drinks party. Your boss has hastily introduced you and left you to chat with the client.

3) You are interviewing a candidate for a job at the firm. The candidate has just arrived slightly late, dripping wet due to a sudden rainstorm outside and slightly flustered. Unless you are a very hard interviewer you will want to put the candidate at their ease before starting the interview proper.

4) On the way to an important conference entitled 'Deepening international cooperation between European law firms', you get stuck in the lift with the senior partner of one of the foreign law firms with which your firm frequently cooperates on international cases. He or she becomes highly nervous and agitated because the lift is inexplicably stuck.

8. Supplementary Activities

Watch a video representing how we've all probably felt at one time or another when it comes to making small talk:

<http://english4real.com/node/34>

Small Talk video training:

<http://www.youtube.com/watch?v=KGITVZkKE7A>

Mind cultural differences when having a small talk:

<http://www.business-spotlight.de/language-skills/videos/socializing/culture-and-small-talk>

Making a phone call

Essential Vocabulary

Match appropriate headings for the groups of the phrases.

Asking the caller to wait

Finishing a conversation

Giving negative info

Making contact

Connecting

Taking a call

Telephone problems

	<ul style="list-style-type: none"> • Hello / Good morning / Good afternoon .. • This is John Brown speaking. • Could I speak to please? / I'd like to speak to please. • I'm trying to contact • I'm calling on behalf of • Is Fred in? (informal) / Is Jackson there, please? (informal)
	<ul style="list-style-type: none"> • X speaking. • Nice to hear you. How are you getting on? • Can I help you? • Who's calling / speaking please? • Are you sure you have the right number / name?
	<ul style="list-style-type: none"> • Hold the line please. I'll put you through to his office. • Hold on. • Just a sec. I'll get him. (informal) • Hang on one second. (informal)
	<ul style="list-style-type: none"> • Thank you for holding. • The line's free now . Putting you through. • I'll connect you now / I'm connecting you now.
	<ul style="list-style-type: none"> • I'm afraid the line's engaged. Could you call back later? • I'm sorry. He's out / isn't in at the moment. • I'm afraid we don't have a Mr/Mrs/Miss ... here • I'm sorry. There's nobody here by that name. • I'm afraid you've got / dialled the wrong number.
	<ul style="list-style-type: none"> • The line is very bad. Could you speak up please? • Could you repeat that please? • I'm afraid I can't hear you. • Sorry. I didn't catch that. Could you say that again please? • Can you call me back? I think we have a bad connection. • Can you please hold for a minute? I have another call.
	<ul style="list-style-type: none"> • Well, I guess I better get going. Talk to you soon. • Thanks for calling. Bye for now. • I have another call coming through. I better run. • I'll talk to you again soon. Bye.

Vocabulary Activities

1. Put questions to the answers below.

- _____ ? – I'm afraid Tina isn't in at the moment.
- _____ ? – OK, I'll call her in ten minutes.
- _____ ? – It is 27 Rose Lane. Did you catch it?
- _____ ? – You are through.
- _____ ? – No, it is 15 Nevsky Prospect, not 50.
- _____ ? – Is it OK now?
- _____ ? – Sure, could you give me your name once more?

2. Complete the dialogue with appropriate phrases or words.

Operator: Hello, Frank and Brothers, _____?

Peter: _____ Peter Jackson. Can I have extension 3421?

Operator: Certainly, _____, I'll _____.

Frank: Bob Peterson's office, Frank _____.

Peter: This is Peter Jackson calling, is Bob _____?

Frank: I'm afraid he's _____. Can I take any message?

Peter: Yes, could you ask him to call me at 212 456-8965. I need to talk to him about the Nuovo line, it's _____.

Frank: Could you _____ the number please?

Peter: Yes, that's 212 456-8965, and this is Peter Jackson.

Frank: Thank you Mr Jackson, I'll _____ Bob gets this asap.

Peter: Thanks, bye.

Frank: Bye.

3. Translate.

- Здравствуйте, Вас беспокоит Макс Браун из компании «Астра».
- Добрый день, мистер Браун.
- Я звоню от имени Джералда Хэмфри, нашего генерального директора, и хотел бы поговорить с миссис Паркер.
- Подождите минутку, я Вас соединю с ее офисом. /.../ К сожалению, ее сейчас нет на месте.
- Извините, Вас плохо слышно, не могли бы Вы говорить погромче.
- Миссис Паркер будет через полчаса. Я передам ей, что Вы звонили. Не могли бы Вы повторить Ваше имя?
- Макс Браун, компания «Астра». Хорошо, я перезвоню. Спасибо, до свидания.
- Всего доброго.

Communication

1. Role play the situations given below.

A: You are calling your friend Ken. You want to invite him to a party this Friday.

B: You answer the phone. The person on the other end of the line wants to speak to Ken. You don't know anyone named Ken.

A: You want to reserve a table for five at a restaurant called the Slanted Door. Call the restaurant and make a reservation for 8:00 this Saturday.

B: You work at a restaurant called the Slanted Door. Answer the phone. (The restaurant is completely booked for Friday and Saturday nights this week.)

A: You need to make a doctor's appointment because you hurt your back while you were cleaning the house. Call the doctor's office and make the appointment.

B: You work in a pediatrician's office answering the phones.

A: Your friend just borrowed your car to go get some more beer. Call him to remind to get some chips.

B: You borrowed your friend's car to buy more beer. You have just driven into a lamppost. You're not hurt, but the car is badly damaged. Your cell phone rings.

A: You're on vacation with your friend in Las Vegas. You have just spent all your money. Your friend is upstairs in the hotel room. Call your friend and ask to borrow \$60.

B: You're asleep in your Las Vegas hotel room. Your friend is still downstairs in the casino. It's four o'clock in the morning. The phone rings.

A: Call your girlfriend/boyfriend to let them know that you'll be home very late because you have to work.	B: Your girlfriend/boyfriend always stays out late. You suspect that they are having an affair. The phone rings.
A: You promised your mother that you would water her plants while she was away on vacation. You forgot. The plants are dead. The phone rings.	B: You are away on vacation in San Francisco. You have a lot of beautiful plants. Call your son/daughter to find out how your plants are doing.
A: You have not finished writing your English essay. Call your teacher and ask if you can turn it in late.	B: You are an English teacher. The phone rings. It's one of your students.
You live in an old flat. Things break all the time. This time, your toilet is flooding the bathroom. Call your landlady and demand that she fix it.	You own a beautiful old apartment building. You have one tenant who is always calling you to complain. The phone rings.

2. Role play telephone conversations using the directions below.

Requesting Travel Information

Student A:

Choose a city. You are going to travel to this city on business next weekend. Call a travel agency and ask about:

- Round-trip flight
- Hotel room for two nights
- Restaurant recommendation
- Prices and departure times

Student B:

You work in a travel agency. Listen to student A and offer him/her the following solutions:

- Round-trip flight: Air JW \$450 Coach, \$790 First Class
- Hotel room for two nights: Hotel City \$120 a night in the downtown area, Hotel Relax \$110 a night near the airport
- Restaurant Recommendation: Chez Marceau - downtown - average price \$70 a person

Product Information

Student A:

You need to purchase six new computers for your office. Call JA's Computer World and ask for the following information:

- Current special offers on computers
- Computer configuration (RAM, Hard Drive, CPU)
- Warranty
- Possibility of discount for an order of six computers.

Student B:

You work in at JA's Computer World answer student A's questions using the following information:

- Two special offers: Multimedia Monster – Intel Core Duo, 1GB RAM, 100 GB Hard Drive, Monitor included - \$800 AND Office Taskmaster – Intel Core Duo, 1GB RAM, 80 GB Hard Drive, Monitor not included - \$600.
- 1 Year warranty on all computers.
- Discount of 5% for orders of more than five computers.

Watch some videos on making a phone call:

<http://www.youtube.com/watch?v=w9oOn6T1Joo>

<http://www.youtube.com/watch?v=G8zybrck6YQ&feature=related>

Effective Presentation

Essential Vocabulary

Introduction

Function	Possible language
1 Welcoming your audience	<ul style="list-style-type: none"> • Good morning, ladies and gentlemen • Good morning, gentlemen • Good afternoon, ladies and gentleman • Good afternoon, everybody
2 Introducing your subject	<ul style="list-style-type: none"> • I am going to talk today about... • The purpose of my presentation is to introduce our new range of...
3 Outlining your structure	<ul style="list-style-type: none"> • To start with I'll describe the progress made this year. Then I'll mention some of the problems we've encountered and how we overcame them. After that I'll consider the possibilities for further growth next year. Finally, I'll summarize my presentation.
4 Giving instructions about questions	<ul style="list-style-type: none"> • Feel free to interrupt me if you have any questions. • I'll try to answer all of your questions after the presentation. • I plan to keep some time for questions after the presentation.

Main Part

Function	Language
Beginning	I'd like to start by... Let's begin by... First of all, I'll...
Finishing one subject...	Well, I've told you about... That's all I have to say about
...and starting another	Now we'll move on to... Next... I'd like now to discuss... Let's look now at...
Giving an example	For example,... A good example of this is... To give you an example,... To illustrate this point...
Ordering (Последовательность)	Firstly...secondly...thirdly...lastly... First of all...then...next...after that...finally... To start with...later...to finish up...

Conclusion

Function	Language
1 Summing up	<ul style="list-style-type: none"> • To conclude,... • In conclusion,... • Now, to sum up... • So let me summarise/recap what I've said. • Finally, may I remind you of some of the main points we've considered.
2 Recommendations	<ul style="list-style-type: none"> • In conclusion, my recommendations are... • I therefore suggest/propose/recommend the following strategy.
3 Thanking your audience	<ul style="list-style-type: none"> • Many thanks for your attention. • May I thank you all for being such an attentive audience.
4 Inviting questions	<ul style="list-style-type: none"> • Now I'll try to answer any questions you may have. • Can I answer any questions? • Do you have any questions? • Are there any final questions?

Describing charts, graphs and diagrams

Introducing visuals

- I'd like you to look at this graph...
- Let me show you this pie chart...
- Let's have a look at this model...
- Let's turn to this map...
- To illustrate my point let's look at some diagrams...
- As you can see from these figures...
- If you look at these photographs you'll see...
- If you look at this bar chart you'll notice...
- If you look at this histogram you'll appreciate...
- If you look at this flow chart you'll understand ...
- If you look at this matrix...

Naming the parts of diagrams

The vertical axis represents total annual sales. The horizontal axis shows our market share. The curve, The solid line, The dotted line, The broken line, The shaded area, The unshaded section, The dotted column, The coloured segment, The red bar...



Explaining diagrams

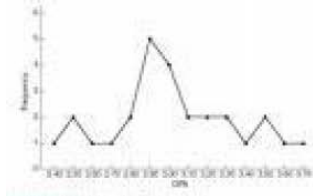
- Sales rose slightly in the final quarter.
- Profits fell a little last year.
- Demand increased gently
- Turnover decreased steadily
- Turnover dropped suddenly
- Turnover decreased quickly.
- Demand increased rapidly.
- Profits fell dramatically.
- At the beginning of this year sales stagnated.
- In the middle of August profits slumped.
- At the end of last year demand peaked.
- In the first quarter of 2008 sales plummeted.
- In the second quarter of 2007 sales flattened out.
- In the third quarter of 2007 sales leveled off.
- In the last quarter of 2007 sales remained steady.

Watch general videos on describing graphs and diagrams:

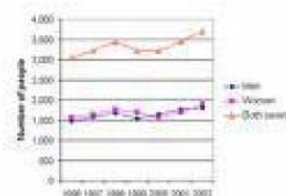
<http://www.youtube.com/watch?v=qvCYQMk-WvQ&feature=related>

<http://www.youtube.com/watch?v=plFyllJwQ7Q&feature=related>

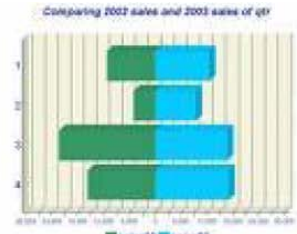
Different types of charts, graphs and diagrams



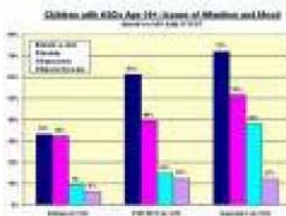
single line graph



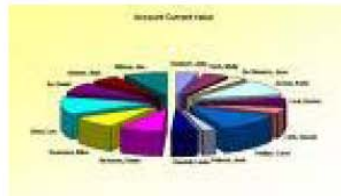
multiple line



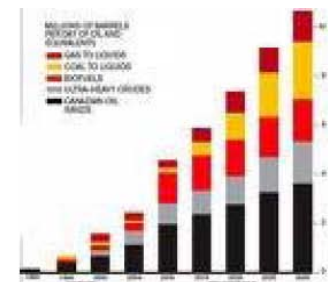
graph paired bar chart



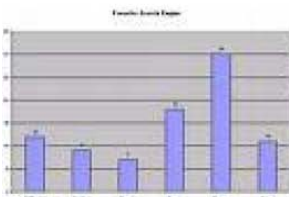
percentage bar chart



pie chart



stacked bar chart



single bar

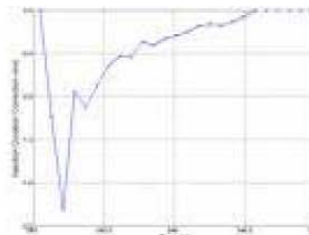
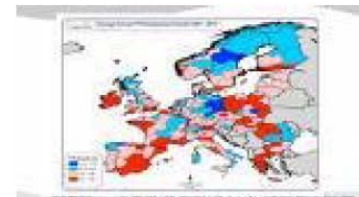


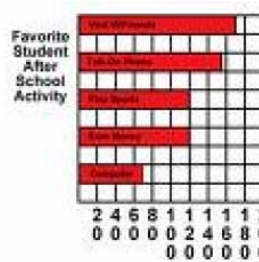
chart diagram



population chart



flow chart



bar graph



bubble diagram

Watch a video about different types of charts, graphs and diagrams:
<http://www.youtube.com/watch?v=W9BhzyLooI4&feature=related>

Expressing the Movement of a Line

Verbs	Nouns	Adjectives	Adverbs
rise (to)	a rise	dramatic	dramatically
increase (to)	an increase	sharp	sharply
go up to		huge	hugely
grow (to)	growth	steep	steeply
climb (to)	a climb	substantial	substantially
boom	a boom	considerable	considerably
peak (at)	(reach) a peak (at)	significant	significantly
fall (to)	a fall (of)	marked	markedly
decline (to)	a decline (of)	moderate	moderately
decrease (to)	a decrease (of)	slight	slightly
dip (to)	a dip (of)	small	
drop (to)	a drop (of)	minimal	minimally
go down (to)			
reduce (to)	a reduction (of)		
a slump			
level out	a leveling out		
no change	no change		
remain stable (at)			
remain steady (at)			
stay (at)			
stay constant (at)			
maintain the same level			

Describing the Speed of a Change

Adjectives	Adverbs
rapid	rapidly
quick	quickly
swift	swiftly
sudden	suddenly
steady	steadily
gradual	gradually
slow	slowly

Watch a video on the use 'fall' and 'increase' + adjectives:
<http://www.youtube.com/watch?v=Rgyxjdztdjo>

2. Fill in the correct word.



a low point
from
rising sharply

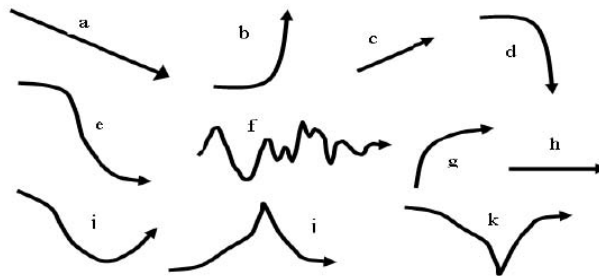
declined
increased slightly
sudden

doubled
recovered
to

drop
remained
were

In January, gold sales _____ about 200 million dirhams per month. In February they _____ to Dhs 220 million, _____ to a peak of 350 million dirhams in March. Over the next four months, sales _____ steadily, reaching _____ of 120 million dirhams in July. In August, there was a _____ increase. Sales almost _____, rising _____ Dhs 120 million in July to Dhs 210 million in August. This was followed by a [?] in September to Dhs 120 million. From September to October, sales _____ from Dhs 120 million to Dhs 180 million. In October and November, sales _____ steady, and there was a small increase in December _____ 190 million dirhams.

3. Match the lines with the sentences.



- The market is showing some signs of growth. _____
- The market is extremely volatile. _____
- The pound slipped back against the dollar. _____
- The Swiss franc is staging a recovery. _____
- The yen lost ground slightly. _____
- There's been a dramatic downturn in the market. _____
- There's been an upsurge of interest in gold. _____
- The share price bottomed out at 11 cents. _____
- Gold peaked at €300 an ounce. _____
- Profits will level off at around €10,000. _____
- Sales hit an all-time low. _____
- There hasn't been much movement in the price of tin _____

Videos: <http://www.youtube.com/watch?v=Yz-xbMrSF1U&feature=related>
<http://www.youtube.com/watch?v=ehFDeHHHIME&feature=related>
<http://www.youtube.com/watch?v=oSZfqCBUpOs>
<http://www.youtube.com/watch?v=bt8YFCveNpY>

Effective Employment Correspondence: CV and cover letter

CV Template

Name
Address
Telephone (home / mobile)
E-mail

Date of Birth
Nationality

Personal Profile

Summary about what you have done (degree, relevant experience), the skills you have to offer (target towards the advert/job description) and what you are looking to do. 3 lines max.

Objective

The position you are applying for.

Education and Qualifications

Date University, Course, Qualification (grade or predicted grade)
Subject
Modules studied, dissertation

Date School / FE College
A Levels (grades if good) / Other qualifications

Date School
National Exam – number of subjects, including Maths and English

Work Experience (most recent first)

Date Company Name, Job Title
Main responsibilities
Skills gained (communication, team work, interpersonal, problem solving, etc)

Skills

Languages
IT skills
Other relevant skills

Interests and Activities

Not just a list – try to make them relevant to what the employer is looking for – eg. Travelling around Europe helped develop my communication skills through meeting a variety of people.

References

Available on request

Videos:

<http://www.youtube.com/watch?v=00sffBh1FNo>

<http://www.youtube.com/watch?v=D2RHfzBLRzg&feature=related>

<http://www.youtube.com/watch?v=rsj4OQanSiU&feature=related>

<http://www.youtube.com/watch?v=3I2O09EoUns&feature=related>

Job hunting

- 1 Arrange the following tips for writing a curriculum vitae (CV) under the headings *DOs* and *DON'Ts*.
 - a) mention your bad points or failures
 - b) sound enthusiastic
 - c) be funny or too informal
 - d) emphasise your good points and embellish them where possible
 - e) sound desperate
 - f) keep it simple
 - g) use decorative devices or lots of different fonts
 - h) check your typing, spelling and punctuation
 - i) use family or friends as referees
 - j) include dates
 - k) include irrelevant information

- 2 Read Ben Arnoldson's CV. Apply the tips in 1 above and identify where he has gone wrong.



Ben Arnoldson
311 Cowley Rd Oxford
TELEPHONE 01865 372 827
mobile 0788 98878977

e-mail beautifulben@hotmail.com

DOB 12.8.81

Education

St Thomas Comprehensive

❖ 8 GCSEs

Oxford College of Further Education

❖ English A-level grade C

❖ Geography A-level grade D

❖ History A-level failed with a relatively high grade

EMPLOYMENT

- > Worked in a shop
- > Worked as a waiter
- > Worked as a DJ
- > Did some babysitting
- > Worked as a typist

Other skills

- ✓ I can tyPe
- ✓ I can speak supermarket French and holiday Spanish

PERSONAL INTERESTS

- Donating blood – 14 litres so far
- Music

References

Mrs Beryl Arnoldson, 311 Cowley Rd, Oxford ☎ 01865 372 827



A Covering Letter / A Letter Of Application

1. Put the parts of the letter below in the correct order.

	Dear Mr. Speller: I am a recent college graduate with a B.A. Degree in Automotive Marketing and Management . I also have been part of a family- owned distributorship for nearly all my life, so cars are all my life!
	You mentioned in the advertisement than the successful must have: 1) A Bachelor of Arts degree I do 2) Excellent communication skills I do 3) Ability to work well with people at all levels I do 4) Eagerness to learn and “pay my dues” I am and I will
	Thank you for your time and consideration, and I look forward to speaking with you next week. Sincerely, Nelly Nickleby
	Mr. Howard Speller, General Sales Manager Speller Automobiles, Ltd. 315 Rolling Woods Highway Dover, NH 03723 January 22, 20_
	I noticed your advertisement for <i>Automotive Sales and Marketing Assistant</i> in the June 14 th edition of the <i>Dover Star</i> , and have submitted my resume for your consideration.
	Nelly Nickleby 225 Hartman Drive Portsmouth, NH 03081 (603) 555- 4606
	This is the job that I believe was made for me. I am available immediately and can offer you competence, dedication, and a good work ethic. If you don't mind, I will call you next week to see if a personal interview can be scheduled.

2. Match two parts of the sentences in the covering letter below.

- Dear Sirs,
- | | | |
|--|---|--|
| 1 While researching job opportunities in the city, | _ | I have a two-year experience as a secretary in the sales department of Honey-Money, Inc. |
| 2 The training program you offer for sales | _ | necessary to sell consumer goods. |
| 3 As you can see from my resume, | _ | could be an asset to your company. |
| 4 My responsibilities included | _ | is the kind of opportunity I've been looking for. |
| 5 I have the energy and motivation | _ | after they have proven themselves is unique. |
| 6 The fact that Boogie-Woogie Company has begun production in SPb region proves | _ | interacting with clients on the telephone and in our showroom, as well as preparing promotional materials. |
| 7 The reputation of your company for promoting employees into management positions | _ | I recently heard about the opportunities in sales at Boogie-Woogie Company. |
| 8 Finally, you produce and sell high-quality products | _ | that you made a serious commitment to the Russian market. |
| 9 My background and talents | _ | when we can meet to discuss employment opportunities. |
| 10 I'll call you in a few days to arrange a time | _ | that have an excellent potential market. |
- Look forward to speaking to you.
Yours faithfully,
Irina Smirnova

THANK YOU LETTERS

Generally, a thank you letter has three basic parts:

1. Start by thanking the interviewer for taking the time to talk with you. It is generally a good idea to include the actual date on which the interview occurred.
2. Reaffirm your interest in the firm by pointing out particular issues brought during the interview that appeal to you. Try to personalize the letter by referring to some topic or common interest you discussed during the interview.
3. Close the letter with another word of appreciation, an offer to provide more information and a statement that you look forward to hearing from them.

Resist the temptation to sell yourself by reiterating your resume strengths. Keep it short and to the point. If you receive a call back interview, you should send another thank you letter.

Sample 1

673 Hillcrest Street
Milwaukee, WI 53233
November 16, 1992

Samuel B. Magdovitz
Juvenile Law Center
801 Arch Street, 6th Floor
Philadelphia, PA 19107

Dear Mr. Magdovitz,

I truly enjoyed talking with you this past Thursday and wanted to thank you for taking the time to meet with me. The work that you are doing in the juvenile rights project sounds exciting and challenging. Working on this project would fulfill all of my summer goals.

I encourage you to call my references so that you may get a better sense of my commitment to your cause. If there are any further steps that I should take regarding a position with your office, please let me know. I can be reached at (414) 576-9826. I look forward to hearing from you.

Sincerely,
(signature)
Brenda Minion

Sample 2

906 Nirvana Lane
Dunedin, FL 34698
(813) 555-8765

November 7, 1992

Herman Younts
Kramer & Seinfeld, P.A.
777 Summerset Drive
Seminole, FL 34542

Dear Mr. Younts:

Thank you for the opportunity to talk with you and Mr. Hunan last Friday. The interview reinforced my strong desire to become an associate with Kramer & Seinfeld. I also appreciated the tour of your offices. It gave valuable insight into the inner workings of your firm. Your commitment to pro bono work was of particular interest to me.

Please do not hesitate to contact me if there is anything further I can do to assist your recruitment committee in its decision-making process. I am more than willing to visit your offices again for further interviews.

Thank you again and I look forward to hearing from you.

Sincerely yours,
Rayna Franklin

Effective Job Interview

Common Job Interview Questions

1. What interests you most about working for this company?
2. What is your greatest strength? What are your weaknesses?
3. What were your major contributions to your last job?
4. What are your greatest career accomplishments?
5. What interests you most about this job?
6. What are your professional career goals?
7. Are you willing to travel?
8. Why have you changed jobs so frequently?
9. What would other people say about your work?
10. Have you been responsible for making hiring decisions?
11. Can you delegate responsibility? Give an example.
12. Do you have any questions about the company or the job?
13. How do you work under pressure or tight deadlines? Give example.
14. Are you a team player or do you prefer to work independently?
15. How do you deal with conflict?
16. What do you think makes a good employee?
17. What do you think makes an ideal boss?
18. Why do you want to work for this company?
19. What kind of work do you enjoy the most?
20. How would you describe the ideal job for you?
21. What jobs are most interesting to you?
22. How would you describe yourself?
23. What kind of work would you like to be doing in 5 or 10 years? (What are your long term goals?)
24. Are you planning on continuing your education?
25. What training have you had that qualifies you for this position?
26. What skills do you have that you can use successfully in this job?
27. How can you contribute to our company?
28. How would you describe your current or last employer? May we call them for a reference?
29. Why did you leave your last job?
30. What motivates you towards high job performance?
31. What did you like best or least about your last job?
32. What type of person do you prefer to work with?
33. What physical work environment would you most enjoy?
34. How did you select _____ as your occupation?
35. Could you tell me what you know about our company?
36. What qualifications do you have that make you feel you will be successful in your field?
37. What is your viewpoint, or rationale, for a starting salary?
38. What do you feel determines an individual's progress in a good company?
39. Why do you think you would like this job?
40. What type of supervisor style do you prefer?
41. What type of skills have you acquired from some of the positions you have held?
42. What does "cooperation" mean to you?
43. Which position in our company would you choose if you were entirely free to do so?
44. What have you done to grow within your occupation within the last two years?
45. Which types of people are difficult for you to get along with? Have you had to deal with them in the past? How would you deal with them in the future?
46. Which jobs have you enjoyed the most? Why?
47. Which jobs have you enjoyed the least? Why?
48. What are your special skills or abilities?
49. How do you feel about working overtime?
50. Have you had summer or previous employment in this or a related field?
51. What are the most important points that you consider in choosing an employer?
52. Which courses have you taken that you feel have prepared you for this position?
53. Which work experiences do you feel have prepared you for this position?
54. If you are the person we select when could you begin working for us?
55. Describe yourself as a person.
56. Did you ever make any suggestions to management in a former job?
57. Why should we hire you?
58. Do you think you will be underemployed if you take this position?
59. Are you willing to relocate?
60. How would you define leadership? Success?
61. What is your philosophy of business?
62. What was the most creative work project that you ever completed?

Job Interview Questions To Ask

A job interview should not be completely one sided. Just as it is the employer's opportunity to get to know you, it is also your opportunity to get to know the company and the position. Below you'll find a list of questions you may want to consider asking during the interview.

- Why is the position vacant?
- How would you describe the management philosophy of the company?
- How much autonomy would I have in this position?
- Who would I report to? What other key people would I be in contact with?
- Can you tell me more about what your expectations are for the person who fills this position?
- Do you have a formal training program? What kind of training is provided?
- How will my performance be evaluated? How often are evaluations completed?
- How is your company different from your major competitors?
- What do you consider the biggest problems or challenges facing this industry/field?
- What do you see for this company in the future?
- Where does the hiring process go from here? What's the next step?
- What not to ask: Avoid asking questions about benefits, vacation, sick time, etc. These questions should be asked after the position has been offered, not at the initial interview.
- How much travel will normally be required by this position?
- Do you promote from within whenever possible?
- Is it possible that I will be asked to relocate?
- What type of training will I receive for this position?
- Does your company abide by a specific “dress code”?
- How often are performance reviews given?
- What is a typical day like in this position?
- Is it possible to transfer from one division to another within the company?
- Why are you looking outside the company for someone to fill this job?
- How soon after graduation would the starting date be for this position?
- What job qualifications do you consider most important?
- Will I be asked to use my own car for company travel?
- Should I plan on working various hours outside of those stated in the job description I received or is the “work day” pretty much as stated?
- If selected for the position, will the company pay for or assist in moving me (and my family)?
- Why did the previous employee leave this position?
- What kind of pay rate can I hope for / expect?

Watch videos on job interviews:

<http://www.youtube.com/watch?v=S1ucmfPOBV8> – dos and don'ts for the interview

<http://www.youtube.com/watch?v=Ppqn1CiKEo>

Job interviews for teens: <http://video.about.com/jobsearch/Job-Interview-Tips-for-Teens.htm>

Funny interview: <http://www.youtube.com/watch?v=sqIyA9sGZHI>

Effective Negotiations

Essential Vocabulary

Opening

*First of all let me ...
Thank you for coming*

Giving an outline

*Before we go on, let's agree on procedure.
Before we discuss this point I'd like to give a short outline of the matter..*

Clarifying

*If I understand the position correctly ...
I don't quite understand. Can you clarify your position?
Does this mean ... ?
So if I understand your point of view you think that ...*

Checking info

*Is that acceptable to you?
Which points are you unhappy about?
I understand you were not happy with ...*

Asking for more info

*Could you tell me/us more about ...
Could you give us some more detail about ... ?
What's your view of the situation?*

Postponing

*I think we'll come back to this point a little later in our discussions
It may be better to leave this aspect aside for the time being*

Suggestions

*How would you feel if I suggested..?
Would it be possible to ...?
Can I suggest ...*

Persuading

*I'm sure we can reach an agreement
I hope we can find some common ground*

Giving alternatives

*An alternative would be to ...
Would it be possible for you to ...?
I am sure that you could ... Instead*

Accepting

*I think that's acceptable
This seems acceptable / reasonable
We can meet your requests
I think I can accept that*

Rejecting

*I think that ...
I can't agree with you
My reason for disagreeing is that ...
I can't accept your point of view .. (on that)
I'm sorry, but it is impossible
I'm afraid that's not acceptable.
I'm very sorry, but no
Unfortunately not*

Explanations

*Let me explain why I think this way.
I am unhappy about the situation because ...
I don't want to ... because ...*

Being empathic

*Thank you for explaining your point of view
I understand how you feel
I'm sorry I can't agree with your decision, but ...
I can see your point of view
You're right
We appreciate your goodwill*

Stating a point of view

*I feel that ...
From my point of view
We consider that ...
Personally I can offer the following conditions...
My point of view is based on ...
Personally, I think that...
Let me point out that ...*

Offers and concessions

*We could agree to ... if you were willing to ...
Is there any way of changing / modifying ...?
Would it help if we offered to ... ?
If I agreed to ... would you find that more acceptable?
You place me in a difficult position
My hands are tied ...
Are you prepared to accept ... ?
Let's discuss your point about ...
I think we've made some progress
Do you think that's acceptable?*

Appealing to the partner

*Do you see my point ?
Can I take it that you agree ?
You can see my position, can't you?
Can you understand my point of view?
Do you accept that?*

Agreement

*In spite of all these difficulties, we would be ready to
I think we can come to an agreement
Fine, I think we're all agreed now
Let's shake hands on it
I think we've reached a compromise
That's acceptable
I think that's fair to both sides
Well, thank you very much. I'm glad we've reached an
agreement
I'm glad we've settled that*

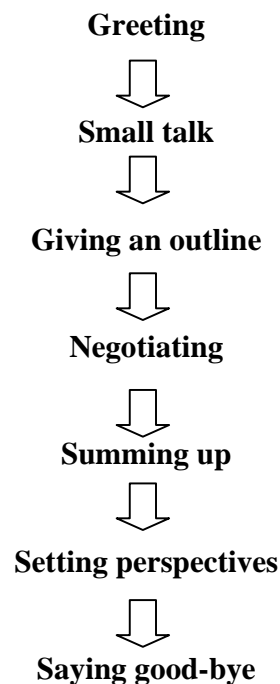
Summing up

*Can I just summarize our positions as I see them?
Can I just check the points we've agreed on?*

Saying good-bye

*Thank you for being so helpful, goodbye
I look forward to meeting you again
It's been a pleasure doing business with you, and I look
forward to receiving confirmation of the order.
I will be in touch as soon as I get back to the office*

Structure of negotiations

**Watch videos on negotiations:**

<http://www.videojug.com/film/how-to-negotiate-with-a-car-salesman> - Tips on negotiating a car deal

<http://www.howdini.com/howdini-video-7073473.html> - How to negotiate a garage sale

http://www.pbs.org/newshour/extra/video/blog/2010/08/students_learn_to_negotiate_1.html

Vocabulary Practice

Work with a partner. Read the negotiation situation and your role below, Student A or B. Match the useful phrases in the box to some of the stages (1–7) in your role for the negotiation. (Some phrases can be used in several stages.) Then act out the negotiation. The circles round the numbers in the negotiation stages signal who speaks first each time.

Negotiation situation

The Financial Director of a pharmaceutical company wants to reduce the cost of the company's annual air travel. The company spends approximately €900,000 a year on 1,000 return flights to the USA, an average cost of €900 for each business class ticket. The Financial Director has arranged a meeting with a representative from FlyHigh Atlantic, a leading airline, to try to cut costs by 15–20%. At present, the company flies with a number of different airlines, but the company would agree to work with only one or two if this target could be achieved.

Student A

You are Mr/Ms Riley, the Financial Director. Below are your stages in the negotiation.

- ① Mr/Ms Harris from FlyHigh Atlantic has arrived in your office. Greet him/her. Offer him/her a drink. Have a quick chat before you start the negotiation.
- ② Briefly explain to Mr/Ms Harris what you want to achieve from the negotiation.
- ③ Tell Mr/Ms Harris you could offer them a large part of your business if FlyHigh Atlantic can reduce their prices by 20%. Then listen to and reject his/her first offer.
- ④ Listen to and then reject Mr/Ms Harris second offer.
- ⑤ Listen to and then express interest in his/her third offer.
- ⑥ Listen to Mr/Ms Harris summarise what he/she could offer. Then say you will need some time to think about his/her offer.
- ⑦ Thank Mr/Ms Harris for coming and say goodbye.

Student B

You are Mr/Ms Harris from FlyHigh Atlantic. Below are your stages in the negotiation.

- ① Arrive at Mr/Ms Riley's office. Greet him/her. Have a quick chat before you start the negotiation.
- ② Listen to Mr/Ms Riley explain why he/she has asked you here today.
- ③ Let Mr/Ms Riley start the negotiation. Offer a reduction of 12.5% if the company can guarantee 1,000 flights a year.
- ④ Say that you can increase this to 15% if the company agrees to pay for the tickets at the time of purchase.
- ⑤ Say that business class seats get booked up very quickly. Some customers agree to fly economy when business class seats are full. There is less legroom, but you still get business class service. You could offer a further 5% if they are prepared to be flexible at busy times.
- ⑥ Summarise what you could offer.
- ⑦ Listen to Mr/Ms Riley and then thank him/her for inviting you and say goodbye.

Useful phrases

- | | | |
|---|-------------------------------------|---|
| a | <input type="text" value="B4, B5"/> | We would be willing to increase this to ... if you agreed to ... |
| b | <input type="text"/> | If you can reduce your prices by ..., we would be able to ... |
| c | <input type="text"/> | To sum up, ... |
| d | <input type="text"/> | Can I offer you anything to drink? |
| e | <input type="text"/> | I'm afraid that would be difficult to accept. |
| f | <input type="text"/> | Thanks for your time today. I'll be in touch again next week. |
| g | <input type="text"/> | Would this be acceptable to you? |
| h | <input type="text"/> | Let me give you a brief outline of what we're looking for. |
| i | <input type="text"/> | We would be happy to offer you a discount of ... if you can guarantee ... |
| j | <input type="text"/> | I'll have to get back to you on that. |

Negotiations At Work: Cases

Case 1. Student A

MANAGER

You are the manager of a small company. You are satisfied with your new clerk who is very conscientious. However, he/she has been 10 minutes late three mornings this week.

Although it is embarrassing, you would like to raise the subject with your clerk. Make sure that you not only create the right tone, but also find out what the problem is.

Case 1. Student B

CLERK

You like your new job and you are anxious to create a good impression. However, a combination of circumstances (which you can invent) has made you a little late twice this week. Make sure that your boss doesn't get the wrong impression.

STUDY THE FOLLOWING LIST OF EXPRESSIONS FOR BOTH ROLES TO BE USED:

I know how it is.

Don't get me wrong.

I'm sure you know what I mean.

It would be unfair on the others.

I certainly see what you are getting at...

You know how it is.

I'm afraid the company has a policy...

Don't misunderstand me.

I understand what you are trying to say.

Point taken.

Case 2. Student A

THE EMPLOYEE

You are a 26-year-old Russian, employed by a large international group. You are at present attached to a small British member-company (employing about 50 people) for a period of three or four years. You have been here for about eighteen months, and are working in the data processing department.

At first you were very pleased with the terms and the removal expenses. You are now on 7,000 pounds a year gross (about 4,800 pounds net, after tax and other deductions). However, you have been comparing salaries with other employees and feel that you now deserve an increase. You approach the Managing Director about it.

Facts: You arrived in August, two years ago. The annual rate of inflation was 15%.
You received an annual increase of 10% in March, last year. The annual rate of inflation was 13%.
It is now February. The current rate of inflation is 11%.

You have heard on the grapevine that you began at a salary about 900 pounds below your predecessor, and that Peter Grimes (who does a similar job) is getting nearly 500 pounds more than you.

You have a good chance of being offered a similar post (at a slightly better salary) by a British firm. But you don't really want to move house again, and to move would be to sacrifice prospects within your present group.

Prepare your request thoroughly, and be ready for every development. Remember that there are some arguments that you can use, and some that you can't. Certainly, before you get down to details of salary, you should show your appreciation of the intangible aspects of the job to reassure the Managing Director of your good intentions. Regarding your salary, you could perhaps distinguish between a quantitative rise (for example, keeping up with inflation) and a qualitative one (for example, to recognize performances).

Case 2. Student B

THE EMPLOYER

You are the Managing Director of a small firm (employing about 50 people) in an international group. About 18 months ago you employed a young executive from the parent company, on a three-to-four-year attachment. You don't know him very well, except to say "hello" to. You asked his department head about him, and his work seems satisfactory. He has now come to ask you for a pay rise.

Facts: He arrived in August, two years ago. The annual rate of inflation was 15%.

He received an annual increase of 10% in March, last year. The annual rate of inflation was 13%.

It is now February. The current rate of inflation is 11%.

No one but you knows that you have a 10% general increase for everyone planned for March, despite the Government's threat of sanctions against companies which award rises in double figures.

You do not want to discourage this man, or to create a bad impression to his own company; yet you do not wish to pay him more than the long-serving employees.

	Annual salary	Number of years' service	Age
Employee Department head	7,000 pounds	1,5	25
Peter Grimes	8,900 pounds + car	25	50
(similar job)	7,350 pounds	3	26

You expect that other employees will ask for rises too, but cash is tight because of turnover under budget and rising fixed costs.

Consider beforehand your reactions to his request. Whatever you may do, avoid giving the impression of evaluating a person in financial terms. For this reason it may be better to discuss the intangible aspects of the job before discussing details of salary and to reassure him of your good intentions.

Commercial Negotiation Cases

Case 1. Student A

THE SELLER (representing Onvi-Truck)

You represent Onvi-Truck, an overseas goods vehicle manufacturer. Your firm has only a very limited distribution network in the United Kingdom: in fact, the procedure at present is that trucks are collected, or if necessary delivered, from the port of entry. You have been sent to develop links for a distribution network, in preparation for a major exporting drive aimed at the British market.

You will be visiting a potential customer, interested in purchasing six vehicles. You have submitted what you consider to be a competitive price and do not wish to lower this any further. However, you know that the potential customer is likely to ask for better terms (for example, further discount, shorter delivery period, delivery points, vehicles to be painted in customer's livery).

Your object now is to minimize your concessions. To identify your priorities a point system has been attached:

System A		System B	
No colour change	1 point	No colour change	1 point
Delivery to port of entry only	2 points	Delivery to port of entry only	2 points
Delivery time: More than 90 days	3 points	Delivery time: More than 90 days	3 points
90 days	2 points	90 days	2 points
80 days	1 point	80 days	1 point
Further discount: 0%	4 points	Further discount: 0%	4 points
1%	3 points	1%	3 points
2%	2 points	2%	2 points
3%	1 point	more than 2%	0 points

Of course you will not be able to score all ten points, as you will have to make tactical concessions; but your aim is to score the highest number of points that you can.

Case 1. Student B

THE BUYER (representing Emery Ltd)

You are in charge of vehicle purchase for a food distribution company based in northern and central England. As your requirements are quite specific, you have had to look closely at the available vehicles and have decided on a foreign model, new to the British market, made by Onvi-Truck. You informed them of your intention to purchase six vehicles.

Their initial price was quite competitive, but nevertheless you are meeting them now in order to try to obtain better terms (for example, having the vehicles painted in your company's livery, further discount, delivery to each of your main distribution centers, shorter delivery periods); but of course you have no wish to pay more money. The meeting is in your office.

Remember that you are potentially a major customer. If you are satisfied with the vehicles, you may buy more at some future date. So give the Onvi-Truck representative a difficult time! Below are the conditions on which you will try to insist. To show their relative importance to you a system of points has been attached.

System A		System B	
Colour change	1 point	Colour change	2 points
Delivery to three delivery points	2 points	Delivery to three delivery points	2 points
Delivery time: 80 days	3 points	Delivery time: 60 days	3 points
90 days	2 points	70 days	2 points
More than 90 days	0 point	80 days	1 point
Further discount: 3%	4 points	Further discount: 3%	3 points
2%	3 points	less than 3%	0 points
1%	2 points		
0%	0 point		

Your aim is to score a maximum number of points. Of course, you will not be able to score all ten, as you will have to make tactical concessions in order to win certain points.

Case 2. Student A

THE SUPPLIER (Lancashire Cotton Co Ltd.)

You represent the Lancashire Cotton co Ltd. You sell cotton cloth in metres to East End Textiles Ltd. which have it dyed and printed with colours before making it up into clothes. They are a major customer. Their recent purchases have been as follows:

Three years ago	80,000 metres
Two years ago	75,000 metres
Last year	68,000 metres

You charge them 50p per metre, which breaks down as follows:

Raw materials	20p
Production costs	10p
Overheads	10p
Margin	10p
	50p

This means a 25% mark-up, and a 20% profit.

This month cotton prices quoted on the Liverpool Exchange have increased alarmingly, by an average of 25%. Of course, you wish to pass this, or at least most of it, on to your customer - otherwise your profits are halved.

Can you suggest some scheme, say a smaller increase, but also a sliding scale of discounts for high total purchases, which you could both accept? Use your preparation time to work out such a scheme.

Be tactful: when you visit the representative of East End Textiles Ltd. He will need a lot of persuading and an explanation of all your calculations to satisfy him that you are honest. Try to gain his confidence with a little good-humoured social conversation first.

Case 2. Student B

THE TOUGH CUSTOMER (East End Textiles Ltd.)

You represent East End Textiles Ltd. and have brought cotton cloth at a price 50p per metre from the Lancashire cotton Co Ltd. for the past few years. Your recent purchases have been as follows:

Three years ago	80,000 metres
Two years ago	75,000 metres
Last year	68,000 metres

You have heard of a general 25% increase in the price of raw cotton, and suspect that is why Lancashire Cotton's representative has come to see you. Of course, you are bound to accept some increase but not all that! His selling price to you covers not only the raw material costs but also labour, overheads and profit margin, though you do not know in what proportions. He may try to combine an increase with some incentive scheme based on discounts for high total purchases, so calculate in advance what type of compromise you are prepared to accept.

Your best chance of success is to calculate in advance a sliding scale of discounts, which you can put forward as a counterproposal more acceptable than the scheme which Lancashire Cotton suggest. Use your preparation time to work out a scheme.

Obtain the best possible bargain that you can, question his figures and show him that he is dealing with a tough customer!

Case 3. Student A

NORTHERN ELECTRICS LTD.

Your company has sent two reminders to Wholesale Distribution Ltd. about outstanding invoices for almost 3,000 pounds' worth of electrical goods. You are visiting the accountant of the company in question.

Use the proper vocabulary and various tactics:

1. You remind the slow payer of his responsibilities (and the terms of sale).
2. You refer to the problems which the outstanding debts are causing.
3. You hesitate to threaten! Threats of further action are only used after looking at all the consequences. Indirect hints are made.

Case 3. Student B

WHOLESALE DISTRIBUTION LTD

Your company owes 3,000 pounds to Northern Electrics Ltd. Their credit controller is now visiting you about the outstanding invoices.

Use the proper tactics. Below are some tactics for you to use:

Tactic 1: pressure of work, staff illness, absence, computer

Tactic 2: poor cash flow, postal delays, damage in transit

Tactic 3: previously you have accepted late deliveries

Tactic 4: meal? tour of the factory? tickets to golf tournament?

Tactic 5 You deny personal responsibility

Tactic 6: You appeal for understanding

Tactic 7: You imply that such reminders represent a lack of trust, given previous dealings together

Tactic 8: You try to develop a friendly atmosphere with the creditor in order to make his task more difficult

Case 4. Student A

SLUG LTD.

You represent the British construction equipment manufacturer, Slug Ltd. Last year you sold an earth-moving machine (price 30,750 pounds) to the French construction company CCM in southern France. This year you had to send two repair engineers for one week to repair it. The breakdown took place a couple of weeks after the warranty had run out. You invoiced CCM, but they wrote back saying that such repairs should be part of your after-sales service (which they are not). You are now visiting them at their offices to explain your position.

Although they are potentially valuable customers, legally they don't have a leg to stand on; so be polite but firm. Try to obtain agreement over how the payment will be made. (You may eventually have to make some contribution to the costs as a sign of good will, but avoid this as far as possible).

You must prepare:

- Acceptable maximum and minimum values for the invoice,
- The arguments in your defence, and the order in which you wish to use them,
- What CCM's priorities, and counter-arguments are likely to be.

Case 4. Student B

CCM (FRANCE)

You are the Purchasing Manager for a French construction company CCM. Last year you purchased an earth-moving machine (price 30,750 pounds) from a British company Slug Ltd. This year a couple of weeks after the warranty had run out, it broke down. They sent out two engineers to France for one week in order to repair it at your request and, you thought, at their expense. Recently, however, you received an invoice for repairs. You told them in your reply that this should be covered by their normal after-sales service. In asking for payment you feel that they are not facing up to their responsibilities.

When the Slug representative visits you today, try, politely but firmly, to make them see your point of view, and pay for all or at least most of the cost of the repairs. But tread carefully, because legally you don't have a leg to stand on! You are, however, a potentially valuable customer for them.

You must prepare:

- What Slug's attitude is likely to be,
- What arguments to put forward, and in what order you would prefer to use them,
- Acceptable maximum and minimum values for the invoice.

Case 5. Student A

SUPPLIER (BUCKTON ENGINEERING LTD)

Your company has recently completed a 200,000 pound installation contract for M Coates Ltd. Unfortunately completion was one month late, thus theoretically, incurring the penalty of 1% of the contract value as agreed in the contract. However, as several vital parts of the unit were caught up in a transport strike, you feel that the responsibility was not yours. The contract was not specific on such points.

You expect that the customer will also ask you for further compensation on other grounds, for example, production delays.

There is another point. In some respects your installation failed to meet the exact terms of the contract, even though quality and performance of the unit is not affected. You will almost certainly have to make some financial gesture. No figures have been discussed, but it is important that:

- The figure should not be so low as to insult the customer,
- The figure should not be too high, as no loss resulted from these failures to comply with the contract.

Owing to rising costs and a competitive price, your estimated profit on the installation was between 2% and 3% of the contract value.

The meeting will take place at the offices of M Coates Ltd.

Case 5. Student B

BUYER (M COATES LTD)

Your supplier, Buckton Engineering Ltd., has taken 13 months to install a new production unit. The contract specified that completion was to be performed within 12 months. A penalty of 1 % of the contract value (200,00 pounds) would apply for every additional month of delay.

You believe that the supplier disputes responsibility for the delay in completion. You are concerned with obtaining:

- The compensation specified by the contract,
- A contribution to the consequential loss, through delay, of production (estimated at 15,000 pounds),
- An extension of the defects liability period by one month,
- Compensation for the “anxiety factor” – the uncertainty and its effects on your management planning.

Also, the completion of the installation was imperfectly carried out in ways which, although not affecting the performance of the unit, did not strictly comply with the specifications in the contract. You feel that this merits financial recognition, although no figures have been discussed.

The meeting takes place in your office.

Case 6. Student A

BUYER (B OTIS LTD.)

You have been buying carpet tiles from Tenderfoot Ltd. at the following levels of turnover:

This year to date (6 months)	61,000 square metres
Last year (12 months)	123,000 square metres
Year before	132,000 square metres

Basic price: 2 pounds per square metre.

The present system of discounts is this:

Square metres	Per centage
80,000	2%
100,000	2,5-3%
120,000	3,5-4%
130,000	4,5-5%
140,000	5%

You suspect that they will attempt to insist on a price increase. Although you will resist it, some increase is inevitable. In that case, you cannot also accept any unfavourable change to the levels of turnover at which discounts are granted.

Another possibility is a retroactive discount – when a certain turnover is reached, all the quantity bought up to that level is subject to an increased rate of discount.

Try to obtain agreement that the new price is guaranteed for the year.

The meeting will take place in your office. It is important that you begin the negotiation with clear proposals of a scheme favourable to you.

Case 6. Student B

SUPPLIER (TENDERFOOT LTD.)

You have been supplying carpet tiles to B Otis Ltd., at the following levels of turnover:

This year to date (6 months)	61,000 square metres
Last year (12 months)	123,000 square metres
Year before	132,000 square metres

Basic price: 2 pounds per square metre

You are now obliged to increase your basic price by 6%. You would always like to provide Otis with some incentive to increase their total purchases from you.

Also, when increasing the price, you wish to raise the levels at which discount will be granted, as you feel that at present you are giving excessive discount. The present system is this:

Square metres	Per centage
80,000	2%
100,000	2,5-3%
120,000	3,5-4%
130,000	4,5-5%
140,000	5%

You may be obliged to pass on further increases later in the year, so try to obtain reasonably favourable terms now. Go to the negotiation with various possibilities up your sleeve! You are visiting your customer in his office.

Effective Business Meetings

Essential Vocabulary

Opening the Meeting

Good morning/afternoon, everyone.

If we are all here, let's get started / start the meeting / start.

Welcoming and Introducing Participants

Please join me in welcoming (name of participant)

We're pleased to welcome (name of participant)

It's a pleasure to welcome (name of participant)

I'd like to introduce (name of participant)

Stating the Principal Objectives of a Meeting

We're here today to

Our aim is to ...

I've called this meeting in order to ...

Giving Apologies for Someone Who is Absent

I'm afraid... (name of participant) can't be with us today.

She is in...

I have received apologies for the absence of (name of participant), who is in (place).

Reading the Minutes (Notes) of the Last Meeting

First let's go over the report from the last meeting, which was held on (date)

Here are the minutes from our last meeting, which was on (date)

Dealing with Recent Developments

Jack, can you tell us how the XYZ project is progressing?

Jack, how is the XYZ project coming along?

Moving Forward

So, if there is nothing else we need to discuss, let's move on to today's agenda.

Shall we get down to business?

Introducing the Agenda

Have you all received a copy of the agenda?

There are three items on the agenda. First,

Shall we take the points in this order?

If you don't mind, I'd like to ... go in order (OR)

skip item 1 and move on to item 3

I suggest we take item 2 last.

Allocating Roles (secretary, participants)

(name of participant) has agreed to take the minutes.

(name of participant) has kindly agreed to give us a report on this matter.

(name of participant) will lead point 1, (name of

participant) point 2, and (name of participant) point 3. (name of participant), would you mind taking notes today?

Agreeing on the Ground Rules for the Meeting (contributions, timing, decision-making, etc.)

We will hear a short report on each point first, followed by a discussion round the table.

I suggest we go round the table first.

The meeting is due to finish at...

We'll have to keep each item to ten minutes. Otherwise we'll never get through.

We may need to vote on item 5, if we can't get a unanimous decision.

Introducing the First Item on the Agenda

So, let's start with

Shall we start with...

So, the first item on the agenda is

Pete, would you like to kick off?

Martin, would you like to introduce this item?

Closing an Item

I think that covers the first item.

Shall we leave that item?

If nobody has anything else to add,

Next Item

Let's move onto the next item

The next item on the agenda is

Now we come to the question of...

Giving Control to the Next Participant

I'd like to hand over to Mark, who is going to lead the next point.

Right, Dorothy, over to you.

Interrupting

May I have a word?

Excuse me for interrupting.

May I come in here?

Giving Opinions

I (really) feel that...

In my opinion...

The way I see things...

If you ask me,... I tend to think that...

Asking for Opinions

Do you (really) think that...
(name of participant) can we get your input?
How do you feel about...?

Commenting on Other Opinions

I never thought about it that way before.
Good point!
I get your point.
I see what you mean.

Agreeing with Other Opinions

Exactly!
That's (exactly) the way I feel.
I have to agree with (name of participant).

Disagreeing with Other Opinions

Up to a point I agree with you, but...
(I'm afraid) I can't agree

Advising and Suggesting

We should...
Why don't you....
How/What about...
I suggest/recommend that...

Clarifying

Have I made that clear?
Do you see what I'm getting at?
Let me put this another way...
I'd just like to repeat that...

Requesting Information

I'd like you to...
Would you mind... I wonder if you could...

Asking for Repetition

I didn't catch that. Could you repeat that, please?
I missed that. Could you say it again, please?
Could you run that by me one more time?

Asking for Clarification

I'm afraid I don't quite understand what you are getting at.
Could you explain to me how that is going to work?
I don't see what you mean. Could we have some more details, please?

Asking for Verification

Do you mean that...?
Is it true that...?

Asking for Spelling

Would you mind spelling that for me, please?

Asking for Contributions for Other Participants

What do you think about this proposal?
Would you like to add anything, (name of participant)?
Has anyone else got anything to contribute?
Are there any more comments?

Correcting Information

Sorry, that's not quite right.
I'm afraid you don't understand what I'm saying.
That's not quite what I had in mind.
That's not what I meant.

Keeping the Meeting on Time

Well, that seems to be all the time we have today.
Please be brief.
I'm afraid we've run out of time.
I'm afraid that's outside the scope of this meeting.
Let's get back on track, why don't we?
That's not really why we're here today.
Why don't we return to the main focus of today's meeting.
We'll have to leave that to another time.
We're beginning to lose sight of the main point.
Keep to the point, please.
I think we'd better leave that for another meeting.
Are we ready to make a decision?

Summarizing

Before we close, let me just summarize the main points.
To sum up, ...
In brief,
Shall I go over the main points?

Finishing Up

Right, it looks as though we've covered the main items
Is there Any Other Business?

Suggesting and Agreeing on Time, Date and Place for the Next Meeting

Can we fix the next meeting, please?
So, the next meeting will be on... (day), the . . . (date) of..
. (month) at...
What about the following Wednesday? How is that?
So, see you all then.

Thanking Participants for Attending

I'd like to thank Marianne and Jeremy for coming over from London.
Thank you all for attending.
Thanks for your participation.

Closing the Meeting

The meeting is closed.
I declare the meeting closed.

Sample Business Meeting

Introduction

Meeting Chairman: If we are all here, let's get started. First of all, I'd like you to please join me in welcoming Jack Peterson, our Southwest Area Sales Vice President.

Jack Peterson: Thank you for having me, I'm looking forward to today's meeting.

Meeting Chairman: I'd also like to introduce Margaret Simmons who recently joined our team.

Margaret Simmons: May I also introduce my assistant, Bob Hamp.

Meeting Chairman: Welcome Bob. I'm afraid our national sales director, Anne Trusting, can't be with us today. She is in Kobe at the moment, developing our Far East sales force.

Reviewing Past Business

Meeting Chairman: Let's get started. We're here today to discuss ways of improving sales in rural market areas. First, let's go over the report from the last meeting which was held on June 24th. Right, Tom, over to you.

Tom Robbins: Thank you Mark. Let me just summarize the main points of the last meeting. We began the meeting by approving the changes in our sales reporting system discussed on May 30th. After briefly revising the changes that will take place, we moved on to a brainstorming session concerning after sales customer support improvements. You'll find a copy of the main ideas developed and discussed in these sessions in the photocopies in front of you. The meeting was declared closed at 11.30.

Beginning the Meeting

Meeting Chairman: Thank you Tom. So, if there is nothing else we need to discuss, let's move on to today's agenda. Have you all received a copy of today's agenda? If you don't mind, I'd like to skip item 1 and move on to item 2: Sales improvement in rural market areas. Jack has kindly agreed to give us a report on this matter. Jack?

Discussing Items

Jack Peterson: Before I begin the report, I'd like to get some ideas from you all. How do you feel about rural sales in your sales districts? I suggest we go round the table first to get all of your input.

John Ruting: In my opinion, we have been focusing too much on urban customers and their needs. The way I see things, we need to return to our rural base by developing an advertising campaign to focus on their particular needs.

Alice Linnes: I'm afraid I can't agree with you. I think rural customers want to feel as important as our customers living in cities. I suggest we give our rural sales teams more help with advanced customer information reporting.

Donald Peters: Excuse me, I didn't catch that. Could you repeat that, please?

Alice Linnes: I just stated that we need to give our rural sales teams better customer information reporting.

John Ruting: I don't quite follow you. What exactly do you mean?

Alice Linnes: Well, we provide our city sales staff with database information on all of our larger clients. We should be providing the same sort of knowledge on our rural customers to our sales staff there.

Jack Peterson: Would you like to add anything, Jennifer?

Jennifer Miles: I must admit I never thought about rural sales that way before. I have to agree with Alice.

Jack Peterson: Well, let me begin with this Power Point presentation (Jack presents his report).

Jack Peterson: As you can see, we are developing new methods to reach out to our rural customers.

John Ruting: I suggest we break up into groups and discuss the ideas we've seen presented.

Finishing the Meeting

Meeting Chairman: Unfortunately, we're running short of time. We'll have to leave that to another time.

Jack Peterson: Before we close, let me just summarize the main points:

- Rural customers need special help to feel more valued.
- Our sales teams need more accurate information on our customers.
- A survey will be completed to collect data on spending habits in these areas.
- The results of this survey will be delivered to our sales teams
- We are considering specific data mining procedures to help deepen our understanding.

Meeting Chairman: Thank you very much Jack. Right, it looks as though we've covered the main items. Is there any other business?

Donald Peters: Can we fix the next meeting, please?

Meeting Chairman: Good idea Donald. How does Friday in two weeks time sound to everyone? Let's meet at the same time, 9 o'clock. Is that OK for everyone? Excellent. I'd like to thank Jack for coming to our meeting today. The meeting is closed.