

Министерство образования Республики Беларусь
БЕЛОРУССКИЙ НАЦИОНАЛЬНЫЙ ТЕХНИЧЕСКИЙ
УНИВЕРСИТЕТ

Факультет маркетинга, менеджмента, предпринимательства
Кафедра «Современные европейские языки»

И.М. Сологуб, Н.И. Шумская

«Английский язык для менеджеров. Часть 1»

к третьему изданию учебника “MarketLeaderPre-Intermediate” для
студентов специальностей

1-27 03 01 «Управление инновационными проектами
промышленных предприятий»,

1-27 03 02 «Управление дизайн-проектами на промышленном
предприятии»

Электронный учебный материал

Минск 2016

УДК 811.11(075.8)

ББК 81.2Анг-923

Авторы:

И.М.Сологуб, Н.И. Шумская

Рецензенты:

Е.В. Макуца, кандидат филологических наук, доцент кафедры истории и грамматики английского языка МГЛУ;

А.А. Баркович, кандидат филологических наук, доцент кафедры прикладной лингвистики БГУ

Рекомендовано учебно-методическим отделом

Электронное пособие предназначено для аудиторной и самостоятельной работы студентов и способствует развитию коммуникативных навыков, а также более глубокому овладению профессиональной экономической терминологией для студентов специальностей 1-27 03 01 «Управление инновационными проектами промышленных предприятий», 1-27 03 02 «Управление дизайн-проектами на промышленном предприятии».

Белорусский национальный технический университет,
пр-т Независимости, 65, г. Минск, Республика Беларусь

тел. (017)293 91 80

e-mail: kafedramel@mail.ru

<http://fmmp.by/kafedry/seya>

Регистрационный № БНТУ/ФММП195-55.2016

© БНТУ, 2016

© Сологуб И.М., Шумская Н.И., 2016

Contents

Careers.....	5
I. STUCK-UP.....	5
II. OCCUPATIONS.....	6
III. UNFAIR PAY DIFFERENCES.....	6
IV. ‘JOBS AND WORK’ Quiz	7
V. EMPLOYMENT. Puzzle.....	8
VI. WORK. Crosswords.....	9
VII. OFFICE EVERYDAY WORDS STUDY.....	10
VIII. WRITTEN TRANSLATION.....	10
IX. CURRICULUM VITAE.....	10
X. RESUME CRITIQUE CHECKLIST.....	11
XI. JOB INTERVIEW.....	13
XII. YOUR FIRST INTERVIEW.....	14
XIII. JOB INTERVIEW. Dialogues.....	15
XIV. PHRASAL VERBS.....	18
XV. PHRASAL VERBS AND EXPRESSIONS.....	18
XVI. FIRST IMPRESSIONS.....	19
XVII. PREPARATION FOR THE TOP 10 INTERVIEW QUESTIONS.....	21
XVIII. ‘LETTERS OF APPLICATION’ Quiz	23
XIX. 10 TIPS FOR IMPROVING YOUR CAREER.....	23
XX. TELEPHONE VOCABULARY AND PHRASES.....	25
XXI. TELEPHONE CALL EXERCISES.....	28

XXII. CAREER DILEMMA	32
Companies	33
I. COMPANY VOCABULARY	33
II. BUSINESS	36
III. ‘COMPANY’ quiz	37
IV. SKILLS WORK	37
V. COMPANIES	39
VI. IDEAL COMPANY	40
VII. TOUCHPHONE PROBLEM	41
VIII. MAKING DECISIONS	42
IX. SUCCESSFUL PRESENTATION	43
Selling	54
I. ‘SHOPPING EXPRESSIONS’ Quiz	54
II. ‘MARKETS AND SHOPS’ Quiz	55
III. GRAPHS - CHARTS	56
IV. BRICKS AND MORTAR VERSUS THE INTERNET: THE BATTLE FOR CONSUMER DOLLARS CONTINUES	58
V. USEFUL WORDS FOR NEGOTIATIONS	62
VI. BUSINESS BODY LANGUAGE: HANDSHAKES, EYE CONTACT, POSTURE, AND SMILES	64
VII. NEGOTIATIONS IN ENGLISH	67
VIII. MINI-NEGOTIATIONS	81
IX. NEGOTIATING A DEAL	83
Literature	85

Careers

I. STUCK-UP

Read the text and then complete the sentences with the correct prepositions or particle from the list. Some will be used more than once.

Kelly's a really difficult person to get on with – she's already fallen out with her best friend. The way she looks down on everyone else really puts people off her – many people think she's a bit of snob but I think it's just the way she's been brought up. You see she was an only child in a very well-off family so she's probably been spoilt.

Example: I don't get on very well with my boss because he thinks I don't work hard enough.

<i>out</i>	<i>up</i>	<i>down</i>	<i>off</i>
------------	-----------	-------------	------------

1. She fell with her boyfriend but after a while they made up again.
2. He looks to his father and always listens carefully to his advice.
3. Just because she's got more money than her neighbours she looks on them.
4. She's very popular with colleagues because she's always ready to help them if they have problems.
5. She was born in France but didn't grow there – she was brought by her grandparents in Spain.
6. She used to go with a boy called Jack but they've broken for good now – what put him her was her arrogance.

II. OCCUPATIONS

Fill in the blanks. The first letter of each missing word is given.

And a good job too!

There is a lot of (1) u..... nowadays so it is getting more and more difficult to get the kind of (2) j..... you really want. Then you have to decide what is more important to you – how much you (3) e..... or job satisfaction? Do you want to work with your hands (called (4) m..... work) or do you prefer to work in an office (called clerical work)? Do you prefer to work indoors or (5) o.....? Whatever you decide, when you are thinking about a career, or applying for a job, you will find the following vocabulary useful:

- | | | |
|------------------------------|--------------------------|--------------------------------|
| - apply for a job | - make an application | - to earn a good wage |
| - to make a lot of money | - to have a large income | - to retire from work |
| - to belong to a union | - to join a union | - to hand in one's resignation |
| - dismiss someone from a job | - employ someone | - give someone a job |

III. UNFAIR PAY DIFFERENCES

Fill in the blanks in the text below with one of the following words:

INCREASE STEM LACK PAY LEAVE WORKPLACES SALARIES SENIOR CAUSES EQUAL FOUND CONNECTED PROMOTING SOLUTION
--

A report has revealed that men are paid higher _____ and receive bigger bonuses than women.

The gender pay gap still exists in companies and _____ in many countries, despite legislation to ensure _____ pay.

What are the causes? Some people believe that women are more hesitant in asking for a pay _____. Others suggest a variety of reasons such as _____ of _____ ambition, _____ poor _____ role models or problems _____ with maternity _____ and time off for child care.

However, the problem could also _____ from the fact that it's usually _____ managers who decide on _____ rises, and most of those are men!

It is also thought in some companies that there is no in point in _____ a woman who might leave to have a baby and never come back.

Whatever the _____, this modern-day problem continues to exist and a _____ needs to be _____.

IV. 'JOBS AND WORK' Quiz

Choose the correct word to insert it into the gap in each sentence

1. In these days of high _____, it's often difficult for young people to find a job.

- a) disemployment
- b) imemployment
- c) unemployment
- d) inemployment

2. Before you get a job, you usually have to go for a(n) _____, when you will be asked a lot of questions about your suitability for the job.

- a) questioning
- b) interrogation
- c) discussion
- d) interview

3. I hate _____, especially ironing - it's so boring!

- a) housework
- b) homework
- c) jobs
- d) work

4. A: What do you do _____? B: I'm a teacher, I teach in a primary school.

- a) for a job
- b) for money
- c) for a living
- d) for life

5. Which adjective is the odd one out?

- a) redundant
- b) unemployed
- c) sacked
- d) promoted

6. Which of the following words is NOT connected with stopping work?

- a) pensioner
- b) apprentice
- c) retire
- d) O.A.P.

V. EMPLOYMENT. Puzzle

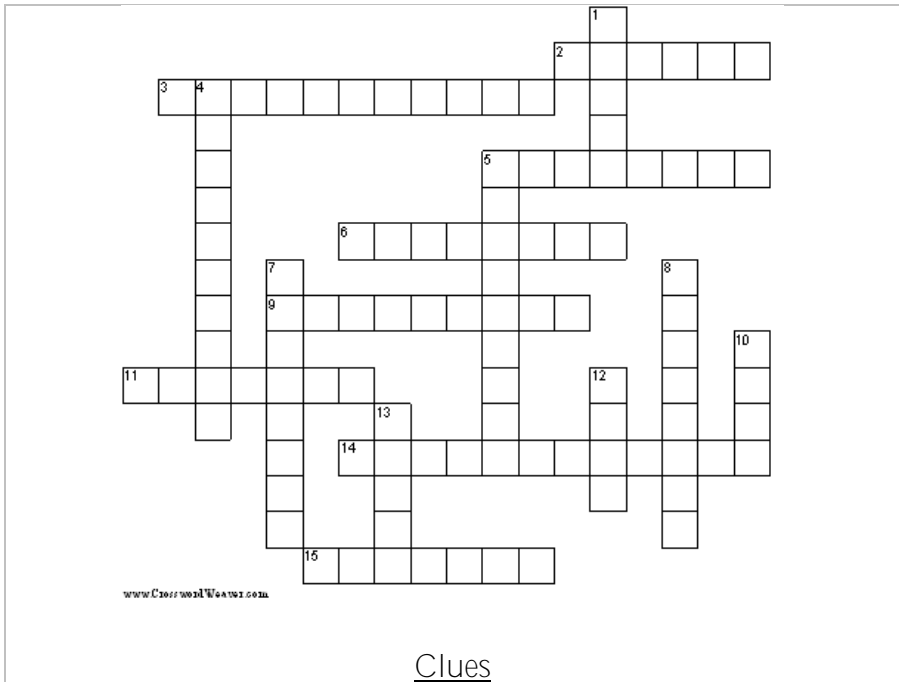
Find the words in the list below in the grid. Words can go horizontally, vertically and diagonally, backwards or forwards.

apply	employer	qualifications	staff
assessment	interview	recruit	strength
background	notice	redundant	trainee
bonus	promotion	resign	vacancy
dismiss	prospects	retire	weakness

C	M	P	M	T	Y	K	Y	Z	Z	G	X	L	K	D	S	K	C
E	N	G	I	S	E	R	N	C	S	J	K	J	N	T	S	P	K
P	R	M	P	M	R	R	B	T	C	Z	K	U	M	B	I	R	K
R	J	I	Z	Q	G	K	A	E	V	Z	O	C	P	N	M	O	P
E	X	T	T	M	H	F	V	B	M	R	H	R	Z	L	S	M	Y
D	C	F	M	E	F	R	Y	N	G	P	O	Y	N	K	I	O	N
U	K	D	N	T	R	T	S	K	B	S	L	G	K	R	D	T	N
N	H	V	B	T	T	S	C	P	P	N	M	O	G	D	J	I	T
D	W	W	Z	C	E	A	R	E	H	J	O	N	Y	T	B	O	N
A	M	V	C	N	B	N	C	R	T	D	J	T	K	E	G	N	E
N	L	Y	K	N	B	T	S	V	G	P	M	R	I	M	R	W	M
T	N	A	C	R	S	U	M	D	N	W	B	L	G	C	M	R	S
M	E	R	M	N	N	I	N	T	E	R	V	I	E	W	E	J	S
W	T	P	K	O	A	J	C	M	R	L	L	P	T	M	B	J	E
M	L	L	B	T	Q	C	L	P	T	E	E	N	I	A	R	T	S
R	E	C	R	U	I	T	A	N	S	W	A	P	P	L	Y	L	S
T	P	K	R	N	J	W	F	V	Y	T	D	Q	G	N	L	Q	A
N	R	F	Q	U	A	L	I	F	I	C	A	T	I	O	N	S	M

VI. WORK. Crosswords

Do a crossword puzzle



www.CrosswordWorrier.com

Clues

Across	Down
2 propose or put forward	1 imposed quantity
3 accomplishment	4 rival
5 elaborate plan	5 written endorsement
6 assign a task to another person	7 timetable
9 collaborate or work together	8 time limit for completing something
11 planned piece of work	10 programme of action
14 display of data or demonstration	12 objective, target
15 final result or conclusion	13 preliminary version of a document

VII. OFFICE EVERYDAY WORDS STUDY

Match English words with their Russian equivalents

1. the CEO	a. независимый
2. to be responsible for	b. бухгалтер
3. articulate	c. (личный) помощник
4. accountant	d. обеспечивать
5. to be in charge	e. четко выражающий свои мысли
6. independent	f. отвечать за что-либо
7. makesure	g. ответственный
8. PA	h. главный исполнительный директор

VIII. WRITTEN TRANSLATION

Translate from Russian into English

- 1) Главный исполнительный директор несет непосредственную ответственность за эффективную работу фирмы.
- 2) Человек по связям с общественностью должен быть общительным, энергичным и творческой личностью.
- 3) Работа специалиста по системному анализу включает изучение бизнес операций.
- 4) Бухгалтер отвечает за все финансовые операции на фирме.
- 5) У каждого директора фирмы есть один или два (личных) помощника.
- 6) Пиарщик, который свободно говорит на двух иностранных языках, незаменимый сотрудник на фирме.
- 7) Программист обеспечивает работу всех компьютеров на фирме.

IX. CURRICULUM VITAE

Read the advice and look at Melanie Henderson's CV. Following the guidelines, prepare your own CV.

	Personal details	Address
Put your most recent studies first.	Melanie Henderson Date of birth 3.11.1978	99 Newlands Park London SE308UJ Tel: 0171 25650
Education	1997-present	

		Degree in French and Film Studies, University of London	
		Degree performance to date: 2.1	
		Specialist subjects: British Cinema, The Narrative Technique	
		1992-1997	
		Royal Latin School, Aylesbury	
		4 A Levels: French (B), German (C), English (B), Film Studies (A)	
		7 GCSEs: French (A), German (A), English (A), History (A), Art (A), Maths (A), Economics (B)	
	Work experience	1999	
		Information Officer, Futuroscope, France	
	<i>Put your most recent experience first.</i>	Responsible for dealing with enquiries in a busy office, responding to 2,000 enquiries a week. This demonstrates my ability to retain a professional approach and a sense of humour while working under pressure.	
		1998	
		Customer Service Assistant	
	<i>Give more details about more relevant experience.</i>	Provided support for customer enquiries . Dealing with customers' complaints demonstrated my ability to remain calm under pressure. Explaining complex issues simply and clearly helped me to develop my communication skills.	
		Positions of responsibility	
		In my final year at school, I helped organize a careers fair for all final year students.	
		Good working knowledge of Microsoft Word and Excel Spreadsheets	
	Skills	Working knowledge of French and Italian	
		Current clean driving license	
	Interests	Travel: I have travelled extensively and independently in Europe.	
		Music: I play the guitar in a semi-professional band and have done a number of 'gigs' for school and student clubs.	
	Referees	Hamish Roberts	Richard Gayle
		(Tutor at University of London)	(Customer Services Manager/DAT)
		17 Woodland Avenue	31 Pleasant Street
		Oxford	London
		OX11 7GGR	SE18 3LSR
	<i>Give two referees.</i>		

X. RESUME CRITIQUE CHECKLIST

Read the text and check your resume

Resumes normally get less than a 15-second glance at the first screening. If someone has asked you to review his resume and you want to help him ensure it gets read -- or want to know if your own is up to par -- be sure you can answer yes to the following questions:

First Impression

- Does the resume look original and not based on a template?
- Is the resume inviting to read, with clear sections and ample white space?

- Does the design look professional rather than like a simple typing job?
- Is a qualifications summary included so the reader immediately knows the applicant's value proposition?
- Is the resume's length and overall appearance appropriate the career level and objective?

Appearance

- Does the resume provide a visually pleasant, polished presentation?
- Is the font appropriate for the career level and industry?
- Are there design elements such as bullets, bolding and lines to guide readers' eyes through the document and highlight important content?
- Is there a good balance between text and white space?
- Are margins even on all sides?
- Are design elements like spacing and font size used consistently throughout the document?
- If the resume is longer than a page, does the second page contain a heading? Isthepagebreakformattedcorrectly?

ResumeSections

- Are all resume sections clearly labelled?
- Are sections placed in the best order to highlight the applicant's strongest credentials?
- Is the work history listed in reverse chronological order (most recent job first)?

CareerGoal

- Is the career objective included toward the top of the resume in a headline, objective or qualifications summary?
- Is the resume targetedat a specific career goal and not trying to be a one-size-fits-all document?
- If this is a resume for career change, is the current objective clearly stated, along with supporting details showing how past experience is relevant to the new goal?

Accomplishments

- Does the resume include a solid listing of career accomplishments?
- Are accomplishments quantified by using numbers, percentages, dollar amounts or other concrete measures of success?
- Do accomplishment statements begin with strong, varied action verbs?
- Are accomplishments separated from responsibilities?

Relevance

- Is the information relevant to hiring managers' needs?
- Does the resume's content support the career goal?

- Is the resume keyword-rich, packed with appropriate buzzwords and industry acronyms?
 - Is applicable additional information, such as awards and affiliations, included, while personal information like marital status, age and nationality unrelated to the job target omitted?
- WritingStyle
- Is the resume written in an implied first-person voice with personal pronouns, such as I, me and my, avoided?
 - Is the content flow logical and easy to understand?
 - Is the resume as perfect as possible, with no careless typos or spelling, grammar or syntax errors?

XI. JOB INTERVIEW

Read the text and answer the questions below.

Interviews may be carried out in a one-to-one situation; or a group of interviewers may interview a single candidate; or a single interviewer may interview a group of candidates. Each type of interview has its advantages and disadvantages.

The one-to-one interview is the most common. It has the advantage of being the most natural situation. It is easier to build up a relationship with the candidate: he will feel at ease and will answer questions more fully and more naturally. In this way the interviewer is likely to find out a good deal about the candidate. In particular he will be in a good position to find out whether or not he would want the candidate to work with him or under him. These advantages carry with them certain disadvantages. The interviewer may be so strongly affected by his own positive or negative feelings that he is unable to assess the candidate fairly. The interview may be so relaxed that **the interviewer ‘forgets’ to explore certain areas, it may turn into a conversation about topics of mutual interest. The candidate himself or the interviewer’s organization** are likely to feel that the procedure is somewhat unfair: a prospective employee ought not to be accepted or rejected on the basis of an interview with just one person. And, of course, unless the interviewer is highly skilled, the candidate and the organization are right – because the best people are not necessarily going to be selected.

1. What is the most usual type of interview?
2. What is its general advantage?
3. What can the interviewer find out particularly well?
4. What happens when the interviewer gets too relaxed?
5. Why might some people think this type of interview is unfair?

6. How can it be made fairer?
7. How are interviews carried out in our country?
8. Do you think you could be a fair interviewer yourself?

XII. YOUR FIRST INTERVIEW

Read the advice and think of advice you would give to a novice interviewee. Then get into groups and prepare the list of ideas to compare them afterwards.

With unemployment in many countries so high, and often scores of applicants chasing every job, you have to count yourself lucky to be called for an **interview**. **If it's your first one, you're bound to be nervous. (In fact if you're not nervous maybe your attitude is wrong!)** **But don't let the jitters side-track** you from the main issue which is getting this job. The only way you can do that is by creating a **good impression on the person who is interviewing you. Here's how:**

Before the interview:

DO

- Find out as much as you can about the job beforehand. Ask the job centre or employment agency for as much information as possible.
- Jot down your qualifications and experience and think how they relate to the job. Why should the employer recruit you and not somebody else?
- Choose your interview clothing with care: no one is going to employ you if **you look as though you've wandered out of a disco**. Whether you like it or not, appearance counts.
- Make sure you know where the interview office is and how to get there. Be on time, or better, a few minutes early.
- Bring a pen. You will probably be asked to fill in an application form. Answer all the questions as best as you can.

DON'T

- Walk into the interview chewing gum, sucking on a sweet or smoking.
- Forget to bring with you any school certificates, samples of your work or references from your previous employers.

At the interview:

The interview is designed to find out more about you and to see if you are suitable for the job. The interviewer will do this by asking you questions. The way you

answer will show what kind of person you are and if your education, skills and experience match what they are looking for.

DO

- Make a real effort to answer every question the interviewer asks. Be clear and **concise**. **Never answer ‘Yes’ or ‘No’ or shrug.**
- Admit it if you do not know something about the more technical aspects of the job. Stress that you are willing to learn.
- Show your enthusiasm when the job is explained to you. Concentrate on what the interviewer is saying, and if he or she asks if you have any questions, have at least **one ready to show that you’re interested and have done your homework.**
- Sell yourself. This **doesn’t mean exaggerating (you’ll just get caught out)** or making your experience or interests seem unimportant (if you sell yourself short no one will employ you).
- Ask questions at the close of the interview. For instance, about the pay, hours, holidays, or if there is a training programme.

DON’T

- Forget to shake hands with the interviewer.
- Sit down until you are invited to.
- Give the interviewer a hard time by giggling, yawning, rambling on unnecessarily or appearing cocky or argumentative.
- Ever stress poor aspects of yourself, like your problem of getting up in the morning. Always show your best side: especially your keenness to work and your sense of responsibility.

XIII. JOB INTERVIEW. Dialogues

Read the dialogues then act them out.

An Appointment for a Job Interview.

- James: Hello.
- Mrs. Hilbid: Hello. Could I speak to James Fletcher, please?
- James: This is James Fletcher.
- Mrs. Hilbid: Good afternoon, Mr. Fletcher. This is Vera Hilbig calling from *New York News-Tribune*. We would like to schedule an interview with you in regard to the position which you have applied for.
- James: Certainly, Ms. Hilbig. When would it be convenient for you?
- Mrs. Hilbid: Could you come to New York next Tuesday, February 26, and meet with us at 3.00 in the afternoon?
- James: **Yes, that will be fine. What’s the address?**
- Mrs. Hilbid: The *New York News-Trib* Building is on the northwest corner of

42nd Street and 13th Avenue. My office is on the 35th floor. We will look forward to seeing you then.

James: **I'll be there. Thank you very much for calling. I'll see you next Tuesday.**

Mrs. Hilbid: You are welcome. Good-bye.

James: Good-bye.

The Job Interview

James: Good afternoon. I am James Fletcher. I have an appointment for an interview at 3.00.

Secretary: Yes, Mr. Stevens is waiting for you. Would you come this way, please?

Secretary: Mr. Stevens, this is Mr. Fletcher.

Mr. Stevens: **It's a pleasure to meet you, Mr. Fletcher. Please, take a seat. I am Ken Stevens of the editorial board.**

James: I am very pleased to meet you.

Mr. Stevens: **I see you've had some newspaper experience in college. Could you tell me a little more about that?**

James: **Yes, sir. I've worked on the school paper for three years. Right now I am the magazine editor, and I'm writing an article or two for each issue.**

Mr. Stevens: Good. Now, in front of you is the list of requirements for the job. Have you read it?

James: Yes.

Mr. Stevens: **So let's go through it. As you know we need people who are multilingual.**

James: I am certainly that.

Mr. Stevens: What languages do you speak?

James: Russian, German, French and Swedish.

Mr. Stevens: Swedish?

James: **I've got a Swedish mother.**

Mr. Stevens: **I see. What's your degree of fluency in these languages?**

James: **I'm fluent in Russian and German, above average in French and I'm afraid my Swedish is a bit rusty.**

Mr. Stevens: **We'll put down 'elementary', shall we?**

James: That seems reasonable.

Mr. Stevens: Now, what about Word processing? Can you do that?

James: Yes, I am very good at it.

Mr. Stevens: **One final thing ... can you drive?**

James: **Yes, I've got a driving license.**

Mr. Stevens: Good. Do you have any questions, James?
 James: Well, could you tell me what kind of work will be involved in this job?
 Mr. Stevens: For the first year or so, it would be learning how the News-Triboperates – proofreading, reporting, writing. Later on there could be a foreign assignment.
 James: What about benefits?
 Mr. Stevens: **Two weeks’ holiday, full medical coverage, and an excellent pension plan.** Our personnel department will tell you more.
 James: That sounds perfect. When will I know your decision?
 Mr. Stevens: We have about 20 more people to interview for this position this **week. We’ll have to see how you stack up against the other applicants.** We should be able to notify you by the middle of March.
 James: **I’ll look forward to hearing from you.**
 Mr. Stevens: Thank you for coming, James.
 James: Thank you. Good-bye, Mr. Stevens.

Getting along with Idioms

Andrew Monk arrives just in time for his interview. He completes an application form and then talks to an interviewer.

Mr. Reed: Where have you worked before, Andrew?
 Andrew: **So far I’ve only had summer jobs.**
 Mr. Reed: I see.
 Andrew: **But I’m a good worker, and I’m looking for something permanent.**
 Mr. Reed: It sounds like you really want to get ahead, Andrew.
 Andrew: **Yes, Mr. Reed. I always do my best. I write well, and I’m an excellent typist. I take pride in my work.**
 Mr. Reed: So you think you would like this job as a receptionist?
 Andrew: Yes, I would.
 Mr. Reed: You would have to be on time every day. Could I count on you to be here at exactly 9 a.m.?
 Andrew: Oh, yes. I was always on time in high school. I had a perfect record.
 Mr. Reed: **There’s one thing I want to point out. Sometimes business isn’t good and we have to lay off workers. We can’t guarantee the job for more than six months.**
 Andrew: **I understand. I’m willing to take a chance.**
 Mr. Reed: **We’ll let you know our decision next week.**
 Andrew: Thank you, Mr. Reed.

XIV. PHRASAL VERBS

Match the words and phrasal verbs with their meanings:

1. in time	a. be proud of, get satisfaction from doing a good job
2. so far	b. to this moment
3. get ahead	c. depend on, rely on
4. do my best	d. try someone, something that is unproven
5. take pride in	e. before a specified time limit
6. come/be on time	f. emphasise, show
7. count on	g. advance, be successful
8. point out	h. dismiss workers when business is bad
9. lay off	i. be punctual
10. take a chance	j. do the best work one is capable of

XV. PHRASAL VERBS AND EXPRESSIONS

Fill in the correct phrasal verbs and expressions:

Personnel Director: How many people have you interviewed _____ (to this moment), Paul?

Mr. Reed: **Ten. They're all pretty good, but the one I like best is Jack Brown.**

Director: **Wasn't** he late for the interview?

Mr. Reed: No, he arrived just _____ (before the time limit).

He doesn't have any experience, but he's enthusiastic. He says that he'll _____ (do the best work he is capable of). Should we _____ (try someone unproven) on him?

Director: **I don't know. We may be able to hire him for just a short period of time. Business isn't good. Fifteen production workers were _____ (dismissed) yesterday.**

Mr. Reed: Well, he seems eager to _____ (be successful). I think that we can _____ (depend on) him to _____ (be proud of) his work and do a good job.

Director: **Okay. Let's hire him, but** _____
 (emphasise) that he has to get to work _____
 (punctually) every day, and he has to wear a suit and tie.
 Mr. Reed: He already knows that.

XVI. FIRST IMPRESSIONS

a. Imagine you are a bank manager. Would you give a job to the man who has long hair and some tattoos? Why? Why not?

b. Read the article and find:

- the number of years Paul has been unemployed;
- two things that create a good impression with many employers;
- what Americans think of tall people;
- what Americans think of physically attractive people;
- the reason why attractive people do not always get the best jobs;
- three things that make you look nervous;
- where you should look at an interviewer in England.

c. Match the adjectives in column A to their opposites in column B.

A	B
sociable	ugly
intelligent	calm
nervous	stupid
good-looking	responsible
irresponsible	unkind
kind	immature
lucky	shy
mature	unlucky

JUDGING BY APPEARANCES

Paul Smith is 25. He left University two years ago. He has been to twenty-five interviews and hasn't found a job. **However, he won't change his appearance to try and get work. "This is the way I look. You can take it or leave it. People should look at my qualifications, not my hair", he says.**

Unfortunately for Paul, first impressions are vital. For many employers, neat and tidy hair and smart clothes are as important as qualifications. An interview may

last half an hour or more, but the decision to hire or not is usually taken in the first four minutes, sometimes even before the interviewee has spoken.

So what factors contribute to that vital first impression? It varies a lot according to our culture. For example, in the United States tall people are considered more reliable and serious in business. Physically attractive people are thought of as warmer, kinder, more sociable and even more intelligent although they are not always as lucky as we think – some people think they are irresponsible and immature so they **don't give them** the best jobs.

We can't do much about our height or how good-looking we are but we can control our body language. For example, if you hang your head and play with your hair or hold your hand over your mouth you may seem nervous or dishonest.

It is also important to look in the right place. In Britain and America, it is appropriate to look the interviewer more or less in the eyes. Unfortunately, people from some cultures can find this quite difficult because they do not look directly at strangers.

It's not what you say it's how you look

A recent survey shows that when you go for promotion or a new job, it is important to look right. Throughout the process you are judged on appearance.

First of all, there is the covering letter. Is it neat? Is it well laid-out? And what about the CV? Not too long and not too short. Do you include a photograph? If not, why not?

Then, if you get the interview, appearance is really crucial. At least a hundred websites offer advice on what to wear in an interview. The advice is to dress conservatively (this generally means a suit), but to add an individual touch (a colourful tie, for example). They suggest grey, dark blue, or brown and beige as the right colours.

But even if you wear the right clothes, there are other factors involved. People tend to trust you more if you are tall and you smile a lot. Young-looking women are also at an advantage. Small men, however, are considered less trustworthy, and often struggle at job interviews. And interviewers tend to distrust people who fidget, sweat, or have poor eye contact. Unfortunately, most of us do these things when we are nervous, such as in an interview.

So what does this tell us about business? Are we more impressed with the form than the content? Recent tests show that the packaging of goods is an extremely important factor in customer choice. People are often happy to pay more for a product if they like the packaging. So companies spend a lot of time getting this right. The choice of colour and lettering, the use of pictures and memorable slogans, and even the size of the packaging are all very important.

Sometimes the packaging is deceptive. How many times have you bought a large box of cereal, and later discovered that it is only half-full? Or have you ever **bought a 'new' CD** with the same songs on it as a previous album? It can be very frustrating for the consumer.

All the industries understand the importance of appearance and how deceptive it can be. One company recently banned PowerPoint presentations because they had all started to look the same. The animation, the colours, and the effects had become more important than the content. That should be a lesson to all of us. As the **saying goes, 'Never judge a book by its cover'**.

Glossary

trust– have confidence in

struggle – have difficulty / problems

fidget – move your body, especially hands, continuously because you are nervous or bored.

XVII. PREPARATION FOR THE TOP 10 INTERVIEW QUESTIONS

Read the article and discuss the most suitable answers.

Too many job seekers stumble through interviews as if the questions are coming out of left field. But many interview questions are to be expected. Study this list and plan your interview answers ahead of time so you'll be ready to deliver them with confidence.

1. What Are Your Weaknesses?

This is the most dreaded question of all. Handle it by minimizing your weakness and emphasizing your strengths. Stay away from personal qualities and concentrate on professional traits: "I am always working on improving my communication skills to be a more effective presenter. I recently joined Toastmasters, which I find very helpful."

2. Why Should We Hire You?

Summarize your experiences: "With five years' experience working in the financial industry and my proven record of saving the company money, I could make a big difference in your company. I'm confident I would be a great addition to your team."

3. Why Do You Want to Work Here?

The interviewer is listening to an answer that indicates you've given this some thought and are not sending out resumes just because there is an opening. For example, "I've

selected key companies whose mission statements are in line with my values, where I know I could be excited about what the company does, and this company is very high on my list of desirable choices."

4. What Are Your Goals?

Sometimes it's best to talk about short-term and intermediate goals rather than locking yourself into the distant future. For example, "My immediate goal is to get a job in a growth-oriented company. My long-term goal will depend on where the company goes. I hope to eventually grow into a position of responsibility."

5. Why Did You Leave (Or Why Are You Leaving) Your Job?

If you're unemployed, state your reason for leaving in a positive context: "I managed to survive two rounds of corporate downsizing, but the third round was a 20 percent reduction in the workforce, which included me."

If you are employed, focus on what you want in your next job: "After two years, I made the decision to look for a company that is team-focused, where I can add my experience."

6. When Were You Most Satisfied in Your Job?

The interviewer wants to know what motivates you. If you can relate an example of a job or project when you were excited, the interviewer will get an idea of your preferences. "I was very satisfied in my last job, because I worked directly with the customers and their problems; that is an important part of the job for me."

7. What Can You Do for Us That Other Candidates Can't?

What makes you unique? This will take an assessment of your experience, skills and traits. Summarize concisely: "I have a unique combination of strong technical skills, and the ability to build strong customer relationships. This allows me to use my knowledge and break down information to be more user-friendly."

8. What Are Three Positive Things Your Last Boss Would Say About You?

It's time to pull out your old performance appraisals and boss's quotes. This is a great way to brag about yourself through someone else's words: "My boss has told me that I am the best designer he has ever had. He knows he can rely on me, and he likes my sense of humor."

9. What Salary Are You Seeking?

It is to your advantage if the employer tells you the range first. Prepare by knowing the going rate in your area, and your bottom line or walk-away point. One possible answer would be: "I am sure when the time comes, we can agree on a reasonable amount. In what range do you typically pay someone with my background?"

10. If You Were an Animal, Which One Would You Want to Be?

Careers can improve or completely change direction over time, but long term changes don't just happen overnight - you need to work at it. When new opportunities arise - sometimes popping up without notice - will you be ready for them? There are many things you can do to increase your chances of being prepared for these opportunities when they appear.

1. Re-evaluate Your Priorities: Take some time to stop and think about what your priorities are in your career and your life in general. Don't be side tracked by something that sounds good on the surface but won't take you where you want to be with you career. Just because someone else may do this, that or the other thing to develop their career path, doesn't mean you need to. Dowhatisbestforyou.

2. Read: books, magazines, and trade journals related to the industry of either the job you have now, or from an industry you would like to be employed in. Reading will help you acquire a better perspective of the industry and your place in it.

3. Do Volunteer Work: Volunteer to do work for a charity or other non-profit organization. Volunteering is a great way to network with both other volunteers and with the people working at the organization. This can especially be helpful if you can do volunteer work in an industry you would like to get a job in. You will not only have the opportunity to network but will gain experience in that industry as well as learn more about what a job in that field would be like on a day to day basis.

4. Exercise Regularly: Exercise will make you feel better and be healthier. It will help you increase your stamina when working long hours or taking weekend or evening classes - or just getting through a typical work day. Right or wrong, healthier feeling people radiate an energy that is more likely to get them promotions and raises.

5. Eat Right: Along with proper exercise, eating right can have the same positive effects mentioned above. If you have kids, proper diet for yourself is essential for teaching your kids good eating habits.

6. Take Computer Classes: In almost all jobs in every industry basic computer skills are becoming more and more necessary. Classes in MS Word, Power Point or Excel could really help boost your career. Taking classes is a great way to meet new friends and network too! And if taking classes isn't your thing, or if you can't afford it, many books and online tutorials are available to teach yourself.

7. Develop Your Communication Skills: Good communication skills are essential for all endeavors in life, especially for careers. This includes verbal, written and body language communication. Consider joining a local Toastmasters Club to increase your public speaking ability. These clubs are great even if public speaking really makes you nervous - the club members are very supportive! You will learn a lot from listening to other members speak also. Many books are available to help with writing skills and good body language. Remember, people who appear

relaxed and composed, and can communicate their ideas clearly are more likely to get promotions and raises.

8. Learn a Foreign Language: Learning a foreign language can be quite a challenge, but rewarding as well! Studying the culture and language native to a different country can help make you more aware of alternate ways of doing things - to think outside the box! Many companies have offices in other countries, knowing the language of one of these countries could help make you more qualified for positions opening there. Spanish would likely be the most helpful foreign language to learn for those in the US.

9. Travel: If you can afford to take vacation - do it! Travel, much like learning a foreign language, can help open your mind up to new possibilities. Ofcourse, it'sgreatfunandrelaxingtoo!

10. Challenge Yourself: Always challenge yourself - step outside your comfort zone. This is the only way you can grow both personally and in your career. Don't be afraid of trying something difficult, even if you fail at achieving what you originally intended to accomplish - you will still learn something new from the experience - and this will help your career.

XX. TELEPHONE VOCABULARY AND PHRASES

Learn useful telephone vocabulary and phrases in English.

- Makingcontact:
- Hello / Good morning / Good afternoon ...
 - ThisisJohnBrownspeaking
 - Could I speak to please?
 - I'd like to speak to
 - I'mtryingtocontact
- Givingmoreinformation:
- I'm calling from Tokyo / Paris / New York / Sydney ...
 - I'm calling on behalf of Mr. X ...
- Taking a call:
- (name)speaking.
 - Can I helpyou?
- Asking for a name / information:
- Who'scalling, please?
 - Who'sspeaking?
 - Where are you calling from?
 - Are you sure you have the right number / name?

- Asking the caller to wait:
- Hold the line, please.
 - Could you hold on, please?
 - Just a moment, please.
- Connecting:
- Thank you for holding.
 - The line's free now ... I'll put you through.
 - I'll connect you now / I'm connecting you now.
- Giving negative information:
- I'm afraid the line's engaged.
 - Could you call back later?
 - I'm afraid he's in a meeting at the moment.
 - I'm sorry. He's out of the office today. / He isn't in at the moment.
 - I'm afraid we don't have Mr./Mrs./Ms/Miss. ... Here.
 - I'm sorry. There's nobody here by that name.
 - Sorry. I think you've dialed the wrong number. / I'm afraid you've got the wrong number.
- Telephone problems:
- 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 it again, please?
- Leaving / Taking a message:
- Can I leave / take a message?
 - Would you like to leave a message?
 - Could you give him/her a message?
 - Could you ask him/her to call me back?
 - Could you tell him/her that I called?
 - Could you give me your name, please?
 - Could you spell that, please?
 - What's your number, please?

TELEPHONING

List of words

I
telephone / phone –**телефон**

office / private telephone – служебный / домашний телефон
telephone booth / box phone- телефон-автомат
phone / ring smb up / call smb up / call smb / buzz smb– звонить по телефону
make a call / give a ring – звонить по телефону
call– телефонный вызов, звонок
personalcall / person-to-personcall– разговор по телефону, заказанный на определенное время
receiver– трубка
lift the receiver / take up the receiver / pick up the receiver – снять трубку
replace the receiver / hang up / ring off – положить трубку
dial– диск набора; набирать (номер)
dialingtone– продолжительный гудок (можно набирать номер)
ringingtone– редкие гудки (линия свободна, ждите ответа)
engagedtone– частые гудки (линия занята)
line– линия
the line is free – линия свободна
the line is engaged / busy – линия занята
trunks– междугородная
trunk / longdistancecall– междугородный телефонный вызов
extension (number) – добавочный номер
extensionphone– параллельный телефон
subscriber– абонент
Telephone directory / Telephone Book – телефонный справочник
connect / put a call through – соединять
holdon– не класть трубку / ждать
charge– плата
speak over / on the phone – говорить по телефону

II

The telephone is quite dead. – Телефон не работает.
I can't get him on the phone. – Я не могу дозвониться до него.
There's a call for you. – Вам звонят.
I'll answer the call. – Я отвечу на звонок. / Я подойду к телефону.
Where can I make a call? – Откуда можно позвонить?
Will you call (me) back? – Ты мне перезвонишь?
You've got the wrong number. – Вы ошиблись номером.
Who is there? – Кто у телефона?
Who is (that) speaking? – Кто говорит?
This is N speaking. – Говорит N.
Speaking. – Слушаю.
Mr N is on the other line. – Г-н N разговаривает по другому телефону.

I'm putting Mr N on the line. – Передают трубку Г-ну Н.

Hold on a moment, please. – Не кладите трубку, пожалуйста.

Could you take a message? – Вы не могли бы передать мою просьбу?

Is there any message for him? – Что-нибудь передать ему?

There is no one by name X. here. – Здесь нет никого по фамилии X.

Could you speak up, please? – Не могли бы вы говорить громче?

Are you there? – Выменя слышите?

I want to book a call to Moscow for 10 p.m. / I want to place a call to Moscow for 10 p.m. – Я хочу заказать разговор с Москвой на 10 часов вечера.

What number are you calling from? – Скажите номер, с которого звоните?

Go ahead, please. – Говорите, пожалуйста.

XXI. TELEPHONE CALL EXERCISES

Do exercises below using the words and phrases from the previous exercise.

Exercise 1.

Choose the appropriate alternative to the question about telephoning.

1) How would you introduce yourself to a complete stranger on the phone?

a) Hi, it's Jane. b) This is Jane Hawkins. c) My name is Jane Hawkins.

2) What do you say if you give the receiver to another person?

a) I'll give a receiver to Jane. b) I'll get back to you. c) I'll hand you over.

3) How do you introduce yourself to someone who has some knowledge of you?

a) Hi, it's Jane. b) This is Jane Hawkins. c) My name is Jane Hawkins.

4) Your name is Jane. What do you say if you answer the phone and the caller says "Can I speak to Jane?"

a) I'm speaking. b) Speaking. c) I am Jane.

5) How do you introduce yourself to a friend on the phone?

a) Hi, it's Jane. b) This is Jane Hawkins. c) My name is Jane Hawkins.

Exercise 2.

In what situation would you say the following:

1. The line is completely dead. 2. Let me consult my schedule. 3. **I'm terribly sorry. I'm booked up for Friday.** 4. Could I leave a message? 5. **I'll call back later.** 6. It is a credit card call. 7. Can you find his phone number for me? 8. Will you check my telephone line? 9. My call is really urgent. 10. I am putting you through. 11. **I'm afraid you've got the wrong number.** 12. I want to place a call at Kiev.

Exercise 3.

Read the following dialogues and act them out.

1

- Hello.
- Could I speak to MrBokov?
- **Who's calling, please?**
- This is Brown from the Foreign Office.
- **Thank you. I'm putting you through.**

2

- Five-seven-three; one-nine-oh-four.
- Good evening. Can I speak to Mr Jones, please?
- Sorry. Mr Jones is on the other line. Will you wait, please?
- All right.
- **Sorry to have kept you waiting. I'm putting Mr Jones on the line.**
- Thank you.

3

- Foreign Office. Good afternoon. Can I help you?
- **Good afternoon. I'd like to speak to Mr Blake.**
- What extension, please?
- **I think it's twenty-three.**
- Thank you. (After a moment). You are through.

4

- **Hello. I'd like to speak to Mr Smith.**
- **I'm afraid you have the wrong number. What number were you calling?**
- I was calling 340-1098.
- This is 340-1098. But there is no one by the name Smith here. This is a private residence.
- **I'm sorry to have bothered you.**
- **That's quite all right.**

5

- Hello. May I speak to Mr Smirnov, please?
- Smirnov speaking.
- **Mr Smirnov, this is Mr Blake's secretary. I'm calling to confirm your appointment with Mr Blake for next Tuesday at 5 p.m.**
- Thank you. I am looking forward to seeing Mr Blake next Tuesday. Will you give him my best regards, please?
- I will. Good-bye, Mr Smirnov.

- Good-bye.

6

Train Inquiries

- Can you give me the times of the fast trains to Manchester, please, and arrival **time? I'd** like to get there at about 6.00 p.m.
- **Just a minute. Let's see. Weekdays 8.48 arrive 5.10, 9.30 arrive 5.30, 10.20** arrive 6.30. Do you want any more?
- **No. that's fine, thank you very much.**

Exercise 4.

Complete the following dialogues using the words below them:

1

- **B.P. Company. Mr Smith's (1)**
- **Hello, could I (2) ... Mr Smith, please?**
- **I'm sorry, Mr Smith (3) ... now. Will there be any (4) ... ?**
- **Please, tell Mr Smith, Mr Crown from Manchester (5) ... about a new contract.**

office, is out, called, message, speak to

2

- Hello.
- **(1) ... , is that MrRussel?**
- **(2)**
- Good afternoon.
- **My wife and I (4) ... if you could (5) ... for supper on Saturday.**
- **I'd be (6)**

delighted, Speaking, Hello, were wondering, This is, join us.

3

- Operator?
- **(1) ... , please.**
- **I want to make a (2) ... to Scotland.**
- **You want Trunks. (3) ... and I'll put you (4)**

through, Number, Hold the line, long-distance call.

4

- Is that (1) ... ? I want Brighton 8240, please.
- Hold (2) ... I'm trying (3) ... you.
- Thank you.
- Put in (4)
- (5) ... - I'm doing it now.
- You're (6) ... , caller. You have three minutes.
- Thank you.

the coins, Trunks, the line, All right, through, to connect.

5

- Two-four-nine; double eight-double two.
- I'd like (1) ... with MrClemense. This is MrBokov speaking.
- Oh, yes, MrBokov. Good morning. I'll get his (2) Are you there?
- Yes.
- When (3) ... to come, MrBokov?
- Tomorrow, if possible.
- I'm afraid he's (4) tomorrow. Is it urgent? If it is, perhaps we could (5) ... you in somewhere.
- No, it isn't that (6) Is the day after tomorrow possible?
- (7) ... would you like to come?
- (8) ... possible in the afternoon.
- I'm sorry, that afternoon is (9) How about Friday afternoon at five?
- Yes, that's (10) ... , thank you. Good-bye.

As late as, perfect, to make an appointment, what time, would you like, schedule, full fit, tied up, urgent.

Exercise 5.

The word **“call”** has a wide range of meanings. Read some phrases with this word. Match them with their Russian equivalents and make short stories to illustrate them.

1) It was a close call; 2) as the call, as the echo; 3) to call somebody names; 4) to call to mind; 5) to call cousins; 6) to call it a day; 7) to call the tune.

1) вспоминать; 2) набиваться в родственники; 3) как аукнется, так и откликнется; 4) прекратить какое-либо дело; 5) чудом спастся; 6) задавать тон; 7) оскорблять кого-либо.

XXII. CAREER DILEMMA

Read the Case Study and answer the questions below. Think of other possible solutions in this situation.

Manufacturing, Joint venture, HRM, Learning, Training & Development, Project management

XYZ Ltd. has obtained a license for manufacturing state of the art machinery in India. The company is having a proven track record of three decades in marketing, sales, service and refurbishing of similar equipment imported from the collaborator.

Situation: You, Mr. A, are a talented graduate selected by the company at campus interview, along with a couple of your colleagues, with the assurance of getting a chance to work on a new business project. This may give you a training opportunity abroad. You are happy as work, money and status are at your door! You can give better days to your retired mother and father.

Happening: You have joined after signing a bond. The HRD has given a one year training program comprising of three months each in four different departments. A week passes by and you and your colleagues find that the proposed project is yet to begin. You are required to work on nothing but rewriting some papers, copying, opening packages **and letters, even dialing phone numbers for your boss etc. ...This** work is a mismatch to your core competence.

One fine day: During lunch break you meet Mr. B a post –graduate analyst, who happened to join that very day, obviously on a better pay packet. At tea-break Mr. B comes to meet you to bid good –bye as he has resigned, because he finds the situation not suitable for his career. You are now shocked and worried.

What do you do now?

- Go to the top boss and discuss your fears.
- Keep quiet and wait till your bond period is over.
- Search for a better opportunity, this time get in depth information, break the bond and resign.

Case Study Questions

What would you do if you are Mr. A?

If you are the Managing Director of XYZ Ltd, how would you handle the situation?

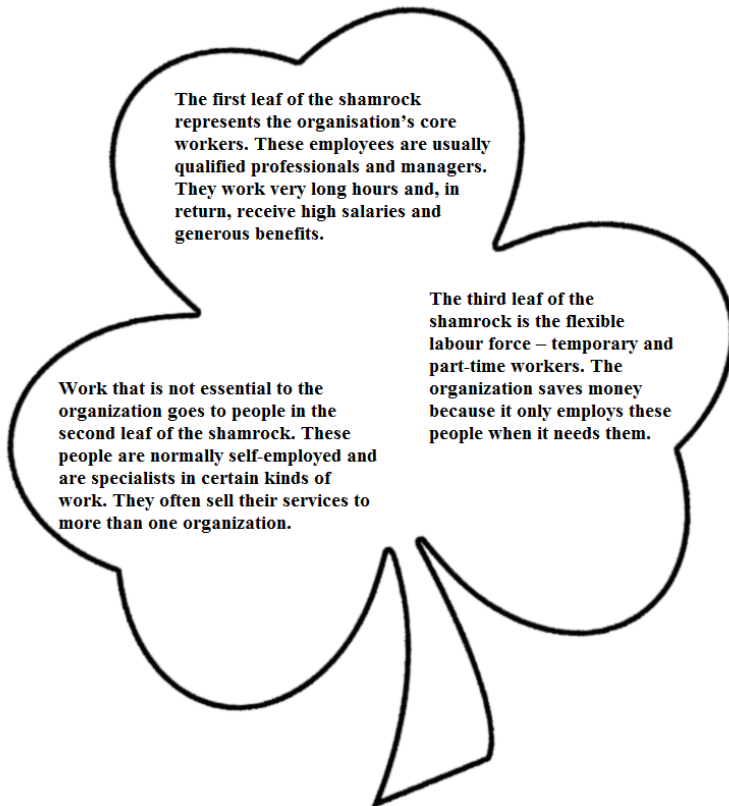
Companies

I. COMPANY VOCABULARY

Read this description of the shamrock organization. Where in the shamrock are you?

The Shamrock Organisation

The Irish management thinker, Charles Handy, believes that the traditional company is dying. In his book, *The Age of Unreason*, he says that today more and more people are working in a ‘shamrock organisation’.



A COMPANY REORGANIZATION

A traditional oil company has decided to reorganize as a shamrock organization in order to cut costs. Work in small groups and discuss these points. In each case, give your reasons.

1. Which of these jobs should you keep in the core?

<i>accountant</i>	<i>computer programmer</i>	<i>geologist</i>
<i>lawyer</i>	<i>chief executive officer</i>	<i>personnel</i>
<i>manager</i>	<i>secretary</i>	<i>company doctor</i>

What other jobs should be in the core?

2. Is it better to use self-employed workers or a flexible labour force to do the non-core jobs?

3. Which of these functions should you keep in the core?

<i>strategic planning</i>	<i>training</i>	<i>cleaning</i>	
<i>catering</i>	<i>sales</i>	<i>travel bookings</i>	<i>administration</i>

4. Which non-core functions should be done by self-employed workers and which by flexible force?

THE SHAMROCK AND YOU

1. How close is your company to a shamrock organization?
Describe the ways in which your companies use core workers, self-employed workers and flexible labour force.
2. In business world, which of the three groups do you think is growing most quickly? Give reasons for your opinion.

II. BUSINESS

Find the words in the list below in the grid. Words can go horizontally, vertically and diagonally, backwards or forwards.

S Z T N E M T S E V N I K B Y F
 K H N K T D C O M P E T I T O R
 M T A Q T E K P R D F G G L J M
 T W D R W A W T E L L K C O T S
 R R T F E L Z D G E L J K Q R T
 N W B C M H H L R I A Z K Z M R
 R H W Y U A O R E Y U M N P E M
 E O A P W D R L M W N W Z V E D
 M L X G F B O G D L C T O E T R
 O E A P R R C R I E H N T C E V
 T S M T J E T D P N R I A T T Q
 S A X B I J E P H U N R A I C T
 U L T F R P C M T G T I F Z L B
 C E L O S S A M E N L O T W M M
 C R R W R Y Z C O N R S A L E S
 Z Z N L W K Y C D P T V K V R T

agreement	launch	retail	turnover	investment	customer
capital	loss	sales	wholesale	deal	contract
competitor	margin	shareholder	merger	yield	meeting
			product	profit	stock

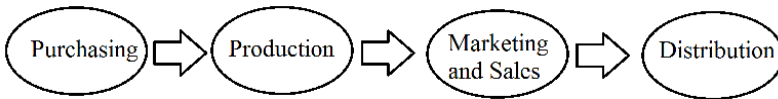
1



3



2



1

- Look at diagram 2 and 3. Which part of this organization
 1. manufactures the products?
 2. sells the products?
 3. deals with personnel matters?
 4. creates new products?
 5. buys supplies?
 6. gets the products to the consumers?
 7. records transactions, collects cash, makes payments, and calculates costs?
 8. plans, schedules, monitors, measures, and gives direction?
- Do any of these diagrams represent the structure of your organization? How are they similar? How are they different? Draw a diagram of your organization and explain it to another student.

V. COMPANIES

Read about companies. Discuss with your partner what company you want to work for and why.

As Chinese proverb says, “Be not afraid of growing slowly, be afraid of standing still”. Of course, everyone understands it in a different way, but in particular these words can be attributed to enterprises or companies because the key thing for a long life of every company is development.

There is a great variety of companies, for example, a family-owned company, **a multinational company, someone’s own company, etc.** And a company can work in different sectors, such as telecommunications, engineering, retailing, tourism, banking and finance, pharmaceutical, food and drink and so on. There are different peculiarities in every sector, but there is no difference what sector the company works in, in general the aim of everyone is, in the long term, to make profits. And for that there are many things you need to get right.

A company should change, expand all the time and do well even at a difficult time for the industry. It needs to be highly competitive, to raise profits, to increase turnover and market share. Every company should all the time increase a range of items it produces, finance a number of new projects, open new subsidiaries and of course take care of their dedicated employees, because they are the most valuable asset of the company.

There are many reasons for being successful in business. Firstly, it’s important to have a very strong brand name, because **it’s possible to build good reputation on its name.** Secondly, **it’s necessary to develop new models and to invest a lot of money in these models,** because it helps a company to compete with other **companies in this or another industry.** Also **it’s rather essential** to give the products a very up-to-date look, to focus on styling and on the quality of the products. Then every big company has to create interest abroad, firstly in their key markets, those are the markets with volume sales. For that you have to set up subsidiaries and to have your own staff and local staff. In other markets a company should get very good distributors. So through those 2 routes, subsidiaries and distributors, a company can make a strong dealer network. The dealers should be very professional at marketing, strongly promote their products, be positive and enthusiastic about the company. They need to be people at a retailing level who are knowledgeable and enthusiastic about the product and who are able to sell it in the face of strong **competition.** Also **it’s necessary** for every company to draw up an investment plan in order to spend money in a rather rational way.

So, it’s obvious that it’s important to combine a lot of elements in order to be successful in business and to make profits in the long term.

VI. IDEAL COMPANY

Think of the **'Ideal Company' you want to work for**. Look at the criteria for an ideal company and choose the five most important and the five least important. Discuss them with your partner.

MY IDEAL COMPANY:

- has a female CEO
- gives six months' paid maternity leave and one month paid paternity leave
- has a crèche facility
- has a good quality canteen
- gives equal pay to women and men
- gives employees a laptop computer and mobile phone for business and personal use
- has opportunities for promotion and personal development
- awards bonuses and gives fringe benefits to employees
- provides at least six weeks' training a year
- has an annual staff party
- has a generous company pension scheme
- allows women with three children to retire at 55
- has a gym and sports facilities
- pays one month extra salary to employees who have a new baby or who get married

Make sentences about your ideal boss from the prompts below using the adverbs of frequency in the box. Then compare your sentences with a partner.

MY IDEAL BOSS:

- reads my e-mails
- lets me make personal calls at work
- takes me out to dinner
- has regular update meetings with me
- sends me on trips
- calls me by my first name
- phones me at home to discuss work
- leaves me to get on with my work
- chats about his/her family and other non-work-related topics
- brings me coffee
- sets regular deadlines and targets
- lets me leave work early
- says thank you
- praises me
- gives me lots of responsibility
- lets me work from home

always usually often sometimes not often hardly ever never every day every week twice a year once a month

VII. TOUCHPHONE PROBLEM

Role-play the situation in pairs.

Huawei company is one of the most successful companies in the world market. It has many subsidiaries all over the world. However, it is currently facing problems. Fewer people are buying Huawei phones nowadays because they believe that the phones are very fragile especially touchphones and multimedia phones; and they break more often than other phones. As a result, the demand for these phones has fallen and the income slowed sharply. The company manager of Shenzhen head office decided to hire PR agency to solve this problem.

Agenda

1. Length of contract
2. Payment terms
3. Response time
4. Projects

Manager of Huawei company	PR manager
1. Half a year (it will not take lots of time to solve the problem, just need to convince people that our phones are the best, the most reliable and they don't break at all).	1. 1 year minimum (it will take lots of time to find the reasons why people don't buy the phones, why they think that they are not reliable, the agency will need to carry out lots of surveys and only then work out the plan and different programs and projects).
2. Fixed amount of 4000\$ for each fulfilled program or project.	2. 40\$ an hour, this works out 320\$ a day (4 people in a team).
3. People should react and start to buy phones in 4 months.	3. It will take at least 6 months to influence people.
4. Company suggests all the projects and pieces of advice what to do in all situations. The company knows its business better.	4. PR agency creates all the projects and programs itself and manages them without any interference from the company.

VIII. MAKING DECISIONS

Learn the useful vocabulary for 'Making Decisions' and do exercises below.

1. Use the following words to complete each expression.

issue say mind thought decision consideration

- a. Originally, he agreed to work with us, but now he has changed his _____.
- b. She said she would come, but now she's having second _____s.
- c. The boss always has the final _____ in purchases over £500.
- d. I've given the matter a lot of _____.
- e. Everyone in the department backed the _____ to abandon the project.
- f. There are several factors to take into _____.
- g. There are several things that we should bear in _____.
- h. They haven't addressed the problem at all: they've completely dodged the _____.
- i. I'm in two _____ about whether to accept their proposal or not.
- j. Time was short. We had to make a snap _____.

2. Describe a situation in which you ...

- were in two minds about accepting an offer.
- changed your mind about something you had previously agreed to.
- felt unable to back your boss's decision.
- dodged an issue.
- had to make a snap decision.
- gave something a lot of thought before making a decision.
- had second thoughts about something which seemed at first to be a good idea.
- had a lot of different people's interests to bear in mind.
- had the final say in an important decision.
- had to take many factors into consideration.

3. Which of the following principles do you follow when taking an important decision?

- Consider the best way to transmit your decision, e.g. channel of communication.
- Consider who will be affected by the decision and what the likely effect will be on them.
- Anticipate obstacles and objections.
- Think of all the possible outcomes in the longer term.
- Formulate a Plan B.

- **If in doubt, postpone making a decision.**

Suggest any other good principles which people could follow.

IX. SUCCESSFUL PRESENTATION

Study how to make a successful presentation. Learn the words and do exercises.

Presentations –opening

There are a great variety of presentation contexts:

- Company presentation (history, structure, main products, markets, plans for the future).
- Product presentation (features and benefits of a new product).
- Internal presentation reporting financial or sales figures.
- Internal presentation analyzing a problem and suggesting solutions.
- Welcoming visitors.
- Any occasion where you speak at length in a meeting on a prepared topic.

In addition, there are a variety of presentation styles:

- Formal, structured, rehearsed, taking questions at the end.
- Informal, partly improvised, interacting with the audience.
- Somewhere between the two: using a basic structure, but allowing occasional opportunities for questions and interaction.

Which style you use depends not only on your audience and its expectations, but also on you and your personality.

Read the opening to a ‘welcoming visitors’ presentation.

- Notice how the presenter begins by giving answers to all the practical questions that **might be in the audience’s mind (e.g. What is the aim of the talk? How long will it last? Will there be a break? Who is the person speaking? Who is that man in the corner?)**
- The presenter then gives an outline of the structure of the presentation.
- Finally, before beginning, the presenter makes it clear whether audience members can interrupt with questions, or keep them until the end.

“Well, good morning, everyone. On behalf of BBC International I’d like to welcome you here to our offices.

Can everyone see at the back? OK?

The aim of this short talk is to give you an overview of our company and its

products. I'll speak for about thirty minutes, and then we'll take a break for coffee and biscuits. After that, at around ten thirty, we'll take you on a tour of the factory.

Before we begin, just a few words about myself. My name is Anna Edelmann and I'm in charge of public relations here at BBC. I've been with the company for twelve years, and I worked in the sales area before moving into PR.

I should also introduce my colleague Mr Anderson over there in the corner. Mr Anderson is our plant manager and he will be leading the factory tour.

I've divided this presentation into four sections. First I'd like to show you a timetable of our company so you can see how we've grown and developed over the years. Then I'll talk a little about our market and how it's changing. After that I'll move on to discuss customization, and how we focus on tailoring our products to our customers' needs.

Finally, I'll give you a little technical background to help you understand the new technology that you'll be seeing on the factory tour.

If you have any questions, please feel free to interrupt.

Ok, let's begin with this first slide, which shows ..."

The phrases you need

Welcome

Ok, let's get started. Good morning everyone and welcome to ...

Can everybody see?

Before I begin, I'd like to thank (name) for inviting me here today.

On behalf of BBC International I'd like to welcome you here to our offices.

It's good to see so many people here today.

I'm very happy to be here.

Personal introductions

Let me start by introducing myself. My name is ...

Just a few words about myself, ...

Perhaps I should just introduce one or two people in the room.

Objective

The title of my presentation is ...

This morning I'm going to talk about ...

The aim of this short talk is to ...

Get attention and interest

Let me ask you a question. (+rhetorical question)

Take a look at this picture. What does it tell you about ...?

Somebody once said ... (+quotation)

Did you know that ...? (+surprising statistic)

Audience benefit

I hope this presentation will enable you to ...

By the end of my talk you will ...

Structure

I'll speak for about thirty minutes.

I've divided my talk into four main parts / sections.

First, I'd like to ...

Then I'll talk a little about ...

After that I'll move on to ...

Finally I'll ...

If you have any questions, please feel free to interrupt.

Ok, let's begin with the first point / slide, which is ...

Exercises

1. Make phrases from the presentations by matching an item from each column.

On behalf	see at the back?
Can everyone	of public relations
Just a few	of BBC I'd like to ...
I'm in charge	to show you ...
I'd like	words about myself
I'll talk	with this first slide
I'll move	on tailoring our products ...
We focus	on to discuss customization
I'll give you	about our market and how ...
Let's begin	a little technical background

2. There are many ways to create an impact in the first few minutes of a presentation. Match techniques 1-8 with phrases a-h.
 1. rhetorical question
 2. thank the organizers
 3. surprising statistic
 4. audience involvement
 5. personal story
 6. audience benefit
 7. use of visuals
 8. quotation

- a. Take a look at this picture. What does it tell you about teenage fashion?
- b. Everybody who thinks the Internet will kill traditional advertising – put your hands up.
- c. Wouldn't you like to double your sales in just twelve months?**
- d. Charles Darwin once wrote, "It's not the strongest of the species that survive, but the ones most responsive to change."**
- e. I'd like to thank Olga for all the hard work she has done to make this event possible.
- f. I want to share something with you.
- g. I hope this presentation will enable you to choose the most cost-effective IT solution.
- h. 70% of all Americans say that they're carrying so much debt that's making their home lives unhappy.**

3. Make presentation phrases by using a verb 1-12 with the words a-l.

1. be ...	a. a few words about myself
2. take a break ...	b. any questions at the end
3. divide ...	c. you an overview
4. feel ...	d. for about thirty minutes
5. give ...	e. for coffee and biscuits
6. introduce ...	f. (name) for inviting me here today
7. say ...	g. free to interrupt
8. speak ...	h. happy to be here
9. start ...	i. my talk into four parts
10. take ...	j. one or two people in the room
11. thank ...	k. by introducing myself
12. welcome ...	l. you here today

4. Create different ways to open a presentation, using the verbs in the box.

bring	deal	discuss	fill	give	look	make	outline
report	show	take	talk				

Good morning everyone and thanks for coming. This morning I'm going to ...

- 1. _____ the issue of risk, and what you can do to minimize it.
- 2. _____ you an overview of the company and its products.
- 3. _____ you how to sell more effectively to your existing customer base.

4. _____ about investment funds: how to choose them, when to buy them and when to sell them.
5. _____ back to you on our progress with the Milestone project.
6. _____ at a variety of green technologies that are helping to combat the threat of global warming.
7. _____ you in on the background to our involvement in the Brazilian market.
8. _____ a look at how we got into the problem with our local agents in the UK and how we can get out of it.
9. _____ you up to date on the latest results from our consumer survey.
10. _____ some detailed recommendations about how to reorganize the department.
11. _____ our new marketing strategy.
12. _____ with the item outstanding from our last meeting: funding our R&D activities.

Presentations – main body

“**The phrases you need**” below shows some phrases that can make your presentation easier to follow. You will have to supply the content yourself of course!

- Signposts: these are phrases that you say where you are going in terms of the main topics of your talk.
- Develop a topic: these phrases are mini-signposts within a topic. By explicitly saying what you are going to talk about next, the audience can follow easily.
- Focus: these phrases are also mini-signposts. You are saying to the audience: **‘please pay extra attention for the next few moments’**.
- Question-answer: asking a question and then answering it yourself is a standard technique in public speaking. The question creates interest in the mind of the listeners, the answer provides the satisfaction of closure.
- Refer to visuals: be careful not to rely too much on your slides as they can send people into a trance of boredom. Direct attention back to yourself often.
- Ask for contributions: stop at several points during the main presentation to take questions – it creates interest and makes the presentation more interactive.

Read the presentation extract which shows some of these techniques and phrases in context. The content in this case is technical – about wind energy technology.

- Looking just at the first half of this extract, notice how the presenter guides the audience: signposting the main topic, stating that some background is coming

next, directing attention to a slide, raising a question to create interest, focusing on two issues. All of this makes the presentation easier to follow.

“ ... OK, let’s move on to the next point, which is wind energy technology.

The market for wind turbines is shifting from onshore to offshore. It might be useful to give a little background here. As you can see on this next slide, onshore wind farms have several drawbacks: first you need a reliably windy location, second the farms can cause visual pollution, and third there are some serious engineering questions.

What are these engineering questions? Basically there are two issues. Firstly, the stability of the structure as you make it bigger, and secondly the problem of having the blades always facing the wind.

So the trend is towards offshore wind farms, and there are some engineering challenges here. Have a look at this slide – it shows the design for an offshore turbine that sits on the surface of the sea.

It’s three times more efficient than an onshore turbine of equivalent size. What is the reason for this? The reason is that it uses a completely different design that isn’t dependent on the wind direction. There is a large V-shaped structure with rigid ‘sails’ mounted along its length. As the wind passes over these they act like airfoils and this generates lift and turns the structure as a whole.

I would like to stress that this design is not yet in commercial production, but a prototype is currently being tested off the coast of Scotland.

OK. Are there any questions so far? Does anyone have any comments?”

The phrases you need

Signposts

Ok. Let’s move on to ... / turn our attention to .../ take a look at ...

This leads me to my next point, which is ...

Earlier I mentioned ...

I’ll say more about this later. / I’ll come back to this in a moment.

Just to digress for a moment, ...

Develop a topic

It might be useful to give a little background here.

Let’s examine this in more detail.

Let me explain with a concrete example.

My own view on this is ...

Focus

Basically, ... / To put it simply, ...

So, for me, the main issue here is ...

I think there are three questions to focus on.

I would like to stress / emphasize that ...

Question-answer

What is the reason for this? The reason is ...

How much is this going to cost? Well, the figures show ...

So what can we do about all this? I'll tell you. We plan to ...

Refer to visuals

As you can see on this next slide, ...

I'd like to highlight two things on this table / chart / diagram ...

What is interesting on this slide is ...

I'd like to draw your attention to ...

Ask for contributions

Are there any questions so far?

Does anyone have any comments?

How does this relate to your own particular context?

Exercises

- 1) Fill in the missing letters.
1. This l___s me to my next point, which is ...
2. Earlier I men___ned ...
3. I'll c___b___ to this point in a moment.
4. Just to di___ss (=sidetrack) for a moment, ...
5. Let's examine this i_m___de___l.
6. Let me explain with a con___te ex___le.
7. I think there are three questions to f___ _n.
8. I would like to st___ (=emphasize) that ...
9. ___ you c___s___ on this next slide, ...
10. I'd like to high___t two things on this chart.
11. W___ i_ interesting in this slide is ...
12. How does this re___ te to your own particular cont___t?

- 2) Complete the presentation extract with the words in the box.

at this point	emphasize	have a look	highlight two things
let's go on	my own view	notice	you can see how

“Ok, let’s 1) _____ at this next slide. It shows the design for an offshore turbine that sits on the surface of the sea.

I’d like to 2) _____ on this diagram.

Firstly, 3) _____ the V-shaped structure with ‘sails’ mounted along its length. Secondly, 4) _____ this whole structure can turn on its base, powered by the action of the wind on the sails. This is how electricity is generated.

5) _____ on this is that the design is a big improvement on earlier versions – it’s more efficient in terms of energy production, and it’s also more stable with its solid base.

By the way, I must just 6) _____ that this design is not in commercial production.

OK, are there any questions 7) _____?

No? Then 8) _____ to the next slide, which is a graph showing the projected demand for offshore wind energy over the next twenty years.”

The extract you just looked at shows several points about referring to visuals:

- The speaker introduces the slide clearly. A long pause at the end of the first paragraph would be good – giving the audience a chance to study the slide silently.

- The speaker uses ‘firstly’ and ‘secondly’ to list points. Again, pauses after each separate point would allow the listeners time to absorb the information.

- The speaker makes a personal comment. This creates interest and is one way to avoid the danger of just reading the text on the slide.

The speaker gives a chance for questions about this slide.

Presentations –closing and questions

The following sequence provides a guide for how to end a presentation effectively.

1. **Signal the end:** this means using a ‘signpost’ phrase to tell the audience explicitly that you are going to finish.

2. **Summarize:** summarize the main points, and add a few observations or detail for interest. Perhaps have bullet points on a final slide, and then give a lively comment about what really matters for each one (a ‘take-home message”).

3. **Conclude:** you can conclude with a friendly comment, a final slide (with a strong image or message), by mentioning the benefits your talk has given the audience, or by looking forward to the future with a call to action or an inspirational message. Finally, a strong ‘Thank you all for coming ‘ will hopefully produce some applause!

4. **Invite questions:** ‘Do you have any questions?’ is usually fine.
5. Deal with questions: the basic range of techniques are:
 - a. Respond positively, then answer.
 - b. Clarify / Ask for repetition.
 - c. Redirect to the questioner.
 - d. Redirect to the group.
 - e. Delay an answer.
 - f. Control the timing.

Read the presentation extract, which shows some of these techniques and **phrases in context. It is the closing part of a ‘welcoming visitors’ presentation.**

“Right, that brings me to the end of my presentation.

Just to summarize the main points again: I began by telling you a little about the history of our company, and you saw our growth from a small family firm to the international operation that we are today.

Then I talked about our market, and how new technologies are opening up exciting possibilities for the future.

After that I explained how customization is at the heart of our business model – our clients all get tailor-made solutions based on their individual needs.

Finally I gave you some information about our manufacturing process, and you saw how we achieve our exceptional levels of quality and performance.

OK, I’d like to finish by saying that it’s a great pleasure for us to welcome you here today, and I hope that you enjoy the factory tour which we’ve planned for you. We’ll start on the tour after a short break for refreshments. Thank you all for coming.

I’ve got some handouts here – I’ll pass them round. They show all the slides I used in my talk and my contact details are at the back.

Do you have any quick questions before we break?

Yes, the gentleman at the back with the red tie.”

The phrases you need

Signal the end

Right, that brings me nearly to the end of my presentation.

Summarize

Just to summarize the main points again, ...

So, to summarize, we looked at four main points. I began by telling you a little about ... Then I talked about ... After that I explained how ... Finally I ...

Conclude

I'd like to finish by saying ...

So, in conclusion, I hope that this talk has given you ...

Now we have to ... / I'm asking all of you to ... / Our job is to ...

Thank you all for coming. I hope it's been useful.

Practical matters

I've got some handouts here.

Here's my email in case you want to get in touch.

Invite questions

Do you have any questions? Yes, the gentleman / Lady over there with the red tie / the black jacket.

Now, if you have any questions, I'll do my best to answer them.

Deal with questions

That's a very good point. / I'm glad you asked me that.

Sorry, can you explain that again?

So, if I understand you correctly, you're asking ...

That's an interesting question. What's your own opinion?

Has anyone else experienced the same thing?

I think that's outside the scope of this presentation, but I'm happy to discuss it with you afterwards.

OK, I think there's time for one last question.

Exercises

1) Complete this extract from the close of a presentation with the words in the box. It is an internal presentation about departmental reorganization.

generated a lot of discussion	give the floor	look at some options
may be forced	our job is to consider	that covers everything
there is the option to	the next steps	
some difficult decisions would lead to		

“Right, I think 1) _____ I have to say. Before I finish I'll just briefly summarize the key points, and then we can try to come to a decision and focus on 2) _____ .

So, right at the beginning I said that the aim of my presentation was to 3) _____ for reorganizing our sales and marketing operations. And I explained the reasons why.

We explored three alternatives. Firstly, we looked at keeping both a sales department and a marketing department in every country as now, but reducing all budgets and looking for cost savings wherever possible. Spending on advertising will be cut back considerably, and when people leave the company they will not automatically be replaced. We can expect **that everyone's workload will increase.**

Secondly, 4) _____ break up the national marketing teams, while keeping the sales teams. All marketing campaigns would be run centrally from head office, leaving just a skeleton staff in other countries. This option 5) _____, and I sense that many of you feel **it's too drastic. However, it's the option that offers the greatest cost savings, and we 6) _____** to consider it.

The final option is the possibility of merging sales and marketing into one large department in every market. This 7) _____ greater coordination, some cost savings, but also a loss of focus. I would like to hear more discussion about whether this option is viable.

So, in conclusion, now is the time to take 8) _____. I'm asking all of you to leave departmental loyalties to one side – 9) _____ the future survival and profitability of the company as a whole.

Thank you all **for your attention. Now I'll 10) _____ to you for your questions and comments.**"

2) Study the phrases for dealing with questions below. Fill in the gaps with the suggested words in the box below.

afterwards	back	catch	come	comment
correctly	experienced	explain	for	glad hand
must	on	opinion	point	scope specific

1. **That's a very good** _____.
2. Sorry, can you _____ that again?
3. Has anyone else _____ the same thing?
4. OK, I think there is time _____ one last question.
5. **That's an interesting question. What's your own** _____?
6. **Sorry, I didn't** _____ that.

7. I think that's outside the _____ of this presentation, but I'm happy to discuss it with you _____.
8. I'm _____ you asked me that.
9. I promised to finish _____ time, and I see that it's nearly ten o'clock.
10. You _____ have thought quite a lot about this. What conclusion have you _____ to?
11. Could you be a little more _____?
12. Anyone like to _____ on that?
13. I don't have that information to _____.
14. So, if I understand you _____, you're asking ...
- Can I get _____ to you? Is that all right?

- 3) Match phrases 1-14 from the previous exercise to the techniques below.
- Respond positively (2 phrases)
 - Clarify / Ask for repetition (4 phrases)
 - Redirect to the questioner (2 phrases)
 - Redirect to the group (2 phrases)
 - Delay an answer (2 phrases)
 - Control the timing (2 phrases)

Selling

I. 'SHOPPING EXPRESSIONS' Quiz

Choose the correct word to insert it into the gap in each sentence

1. I'm off to the shops and I'm really going to splash the....
- | | |
|-----------|------------|
| a) credit | c) plastic |
| b) sale | d) cheque |

- The initial surge in sales was followed by a period of slower growth in the second half of the year.

The instant success of the product was followed by a period of stabilization in the level of sales.

Commenting trends—useful phrases :

- Increases:
 - a slight/constant/marked/substantial/increase in sales
 - an increase of about/roughly/approximately/in the region of ... %
 - a little over/above what we predicted
 - the recovery/upturn began in (month)
 - an overall increase in ...
 - an upward trend in the demand for ...
 - sales reached record levels / reached a peak in (month)
 - a strong surge in the sales of ...
 - by (month), the figure had risen to ...
 - we predict that sales will soar in the coming year / over the next ... months
- Decreases :
 - just under our target
 - way below our expectations
 - a slight / notable / significant decrease in ...
 - the downturn began in (month)
 - the situation began to deteriorate in (month)
 - the number has continued to fall
- Fluctuations:
 - a slow start developed into steady progress in sales
 - an initial upward trend was followed by ...
 - we note slight fluctuations through the year
 - normal seasonal variations are the cause of occasional downward trends
 - sales have been (rather) irregular
 - the level / the rate has been unstable since ...

you will note a certain instability in the rate of ...

Conclusions—useful phrases :

- We must focus our attention on ...
- What I suggest is ...

- There is a necessity for ...
- We need more ...
- We have no choice but to ...
- **Appropriate measures must be taken...**
- The only option we have is to ...
- These changes are inevitable.
- We will have to revise our estimation.
- The result / outcome will be ...
- I strongly recommend ...

To conclude, I am happy / I regret to announce that ...

IV. BRICKS AND MORTAR VERSUS THE INTERNET: THE BATTLE FOR CONSUMER DOLLARS CONTINUES

Read the text and speak about the tendency in modern retailing using the underlined words and phrases

E-commerce is growing steadily more important to retailers, and is likely **to remain so given consumers' focus on value.**

Once upon a time, the only way for consumers to shop for the latest consumer electronic goods and gadgets was to visit a showroom, where they could check out the latest features and options for themselves. Before buying, they would have to do their own due diligence; educate themselves about the product and hunt around for consumer reports. When Best Buy (BBY.N) opened its first retail showrooms, it became a novelty – and a hit. Consumers could do much of their **comparison shopping in a single location, and the company's stores became a place** where they could check out what was new and cutting-edge in the fast-moving world of consumer electronics.

Today, however, some of those innovations appear to have turned Best Buy from market leader to market laggard. The advent of the Internet and smart phone technology has transformed the company into a victim of a phenomenon referred to as “**showrooming**”, **in which customers** check out the merchandise in person at a Best Buy showroom, then go to Amazon.com (AMZN.N) or some other online store to buy it at a lower price – often paying no sales tax in the process. Many retailers also offer discounts on shipping, or even free shipping.

E-commerce transactions still make up only a fraction of total retail sales – 5.1% as of the end of the second quarter, compared to 4.2% in early 2010 – but they

have changed the shopping patterns of consumers, and likely will only increase with the passage of time. The weak economy is reinforcing this trend: the last thing a consumer wants to do is pay full price, plus tax, and possibly shipping expenses for larger items, at Best Buy. And these days, the power lies in the hands of those consumers. Whereas in the past, manufacturers and retailers controlled the consumer electronics market and in particular pricing, these days, online retailers like Amazon **are putting more power in the hands of consumers themselves**. Amazon’s “**Price Check**” application, for instance, enables shoppers to find the best deal, whether it is at Amazon itself or offered by one of the merchants it partners with. Standing in Best Buy and checking prices on Amazon? If you buy it right then and there on your iPhone or Android device, **you’ll save an extra \$5**. (Oh, and Amazon is enlisting your help to keep track of its rivals’ pricing.)

EXHIBIT I. E-COMMERCE AS A PERCENT OF TOTAL RETAIL SALES: 1999-PRESENT



Source: Thomson Reuters Datastream

Amazon’s platform has proved enticing – even if you just go there to buy a book or some dog food, all it takes is a single click with your mouse to check out what is being offered in the electronics marketplace. But Amazon will need to continue walking a careful line between offering enough value to keep aggressive bargain-hunters (aka (=also known as) its customers) happy, while not cutting prices so much as to eat into its profits or margins. As we discussed earlier this year on AlphaNow, however, Amazon’s managers seem happy to continue sacrificing profits for growth.

For now, investors are prepared to accept that, but the strategy of growth for growth's sake may not resonate much longer if it comes at the expense of profits.

It is now up to conventional **“bricks and mortar” retailers** like Best Buy and Wal-Mart Stores (WMT.N) to ensure that they are just as savvy as Amazon is in fighting for market share. Online retailing offers those traditional retailers some **advantages as well as challenges: it's a way to manage inventory levels and control costs** in the midst of the constant battle to keep up with technology and with **consumers' wants and needs**. Both Best Buy and Wal-Mart have emulated many of the strongest features of the Amazon shopping experience, from offering consumer reviews and comparison shopping to providing suggestions based on the customer's online behavior for other products in which they might be interested. The downside? **There is no sales person there to close the deal. Still, Best Buy's attempt to blend the best of both shopping experiences – letting consumers shop for the item they want and pick it up in their nearest stores, saving them the shipping costs, is an interesting example of a retailer trying to compete more effectively with** Amazon. (For its part, Amazon is rolling out a locker system that will reduce the anxiety of having an **expensive electronic device delivered to your front door and left there when you're not** around to sign for it; have the item delivered to a locker and pick it up at your convenience.)

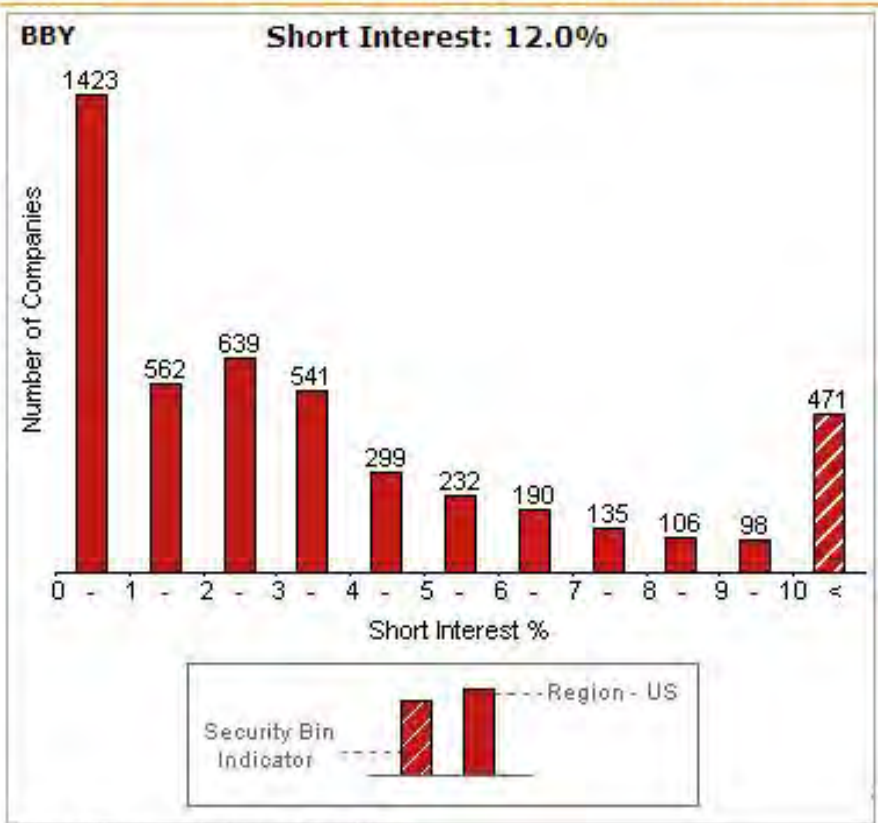
Apple (AAPL.N) is, of course, a unique case. Its product range, from the Mac suite of computers to the latest iPhones and iPads, is iconic and put the company in a **class of its own, transforming Apple's retail outlets** and its website into more than just another retailer of consumer electronic products. Both in-store and on the site, a key **part of the Apple experience is education; you don't just shop for your new Apple device online, but sign up for an online tutorial on how to get the most for it.**

There are a number of uncertainties lying ahead for all online retailers of consumer electronics. Firstly, there is the looming threat of the expiry of special sales tax treatment for online shoppers; bricks and mortar retailers are lobbying states like **California to end what they see as the unfair fact that online retailers don't need to collect sales taxes**. This may well continue to pit online players against their bricks and mortar counterparts in the coming months.

Then, as always, there are company-specific considerations to bear in mind. **As we have discussed, Amazon's stated intention is to reinvest its cash in** expanding its business – a decision that investors so far have accepted but that may well continue to produce losses to the company's bottom line. Meanwhile, **Best Buy's future remains murky as the company's founder and former CEO, Richard Schulze tries to launch a bid to acquire the entire company, backed by private equity firms. That news comes as Best Buy's management team is still struggling to reinvent itself to compete more effectively with** both Apple and Amazon; so far, investors remain wary of the proposal and the stock continues to trade well below the price of \$25 or so that Schulze has said he is prepared to offer, subject to due diligence. That may explain

why some 12% of the company's shares have been sold short – a rather high level – according to data from the StarMine Short Interest Model. (See Exhibit 2, below.)

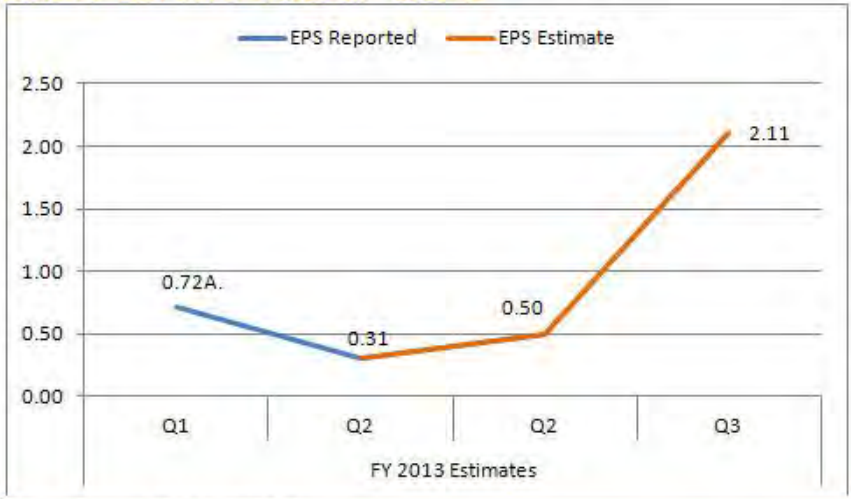
EXHIBIT 2 BEST BUY - STARMINE SHORT INTEREST MODEL



Source: Thomson Reuters StarMine

The clock stops for no one. There is no question that the global macroeconomic climate and technology evolution together have affected the way consumers shop, creating in them a desire for instant gratification. To remain competitive in the industry, retailers will have to adapt or be left behind to a grapple with a painful deceleration of profits. Still, Best Buy may offer some potential upside; there is a glimmer of sunshine in its high score on the StarMine Earnings Quality (EQ) model – it earns a rank of 97 – and the fact that analysts’ outlook for the company’s earnings over the coming two quarters has become notably more optimistic.

EXHIBIT 3 BEST BUY EPS, Q1 2013A – Q3 2013E



Source: Thomson Reuters I/B/E/S estimates.

V. USEFUL WORDS FOR NEGOTIATIONS

Learn useful words for negotiations.

Word	Meaning
agent	Person or company that acts for another and provides a specified service.
agreement	Arrangement between two or more people or companies.
bargainprice	Reducedprice
bedrockprice	Lowestpossibleprice.
commitment	Engagement or undertaking; to commit oneself.
compromise	Each party gives up certain demands in order to reach an agreement.
condition	A stipulation or requirement which must be fulfilled.
contract	Written agreement between two or more parties.

counter-offer	Offer made in response to an offer by the other party.
counter-productive	Having the opposite effect to that intended.
deal	A business transaction.
Word	Meaning
discount	Reduction in price.
estimate	Approximate calculation of the cost.
facilities	Equipment (e.g. parking facilities).
feasible	Possible, something that can be done.
figure out	Find a solution; estimate the cost.
know-how	Practical knowledge or skill.
joint venture	A way of entering a foreign market by joining with a foreign company to manufacture or market a product or service.
negotiate	Discuss a business deal in order to reach an agreement.
point out	Draw attention to something (e.g. the advantages of your proposal).
proposal	Course of action, or plan, put forward for consideration; to make a proposal.
quote	Give an estimated price (a quotation).
range	A selection of products sold by a company.
rebate	Reduction or discount.
supply	Provide customers with goods or services.
supplier	Person or company that supplies goods or services.
tender	A written offer to execute work or supply goods at a fixed price
turnkey	Equipment ready for use or operation (e.g. a plant or factory).
underestimate	Make too low an estimate of something (cost, danger, difficulty).
work out	Calculate (e.g. price of something); find a solution.

VI. BUSINESS BODY LANGUAGE: HANDSHAKES, EYE CONTACT, POSTURE, AND SMILES

Read the text and discuss in small groups the following:

- a) What do you think of the importance of body language?*
- b) What gestures of body language do you use and why?*

Your body language, i.e. your demeanor, impacts your success. It's vital that you know how to act when you get to a conference, after-hours, meeting or trade show to make the most effective and efficient use of your time ... and to attract those people whom you want to do business with and add to your network.

The success of any encounter begins the moment someone lays eyes on you. One of the first things they notice about you is your aura, that distinctive atmosphere that surrounds you. You create it, and you are responsible for what it says about you and whom it attracts. Your aura enters with you and starts speaking long before you open your mouth. Since body language conveys more than half of any message in any face-to-face encounter, how you act is vital to your aura.

1) Posture

One of the first key things people notice is how you carry and present yourself. Do you walk and stand with confidence like your mother taught you?

- Stomachin
- Chestout
- Shouldersback
- Headup

Or do you slouch, perhaps with your shoulders drooping, your head forward and your stomach protruding? Are you saying to people that you are not sure of yourself, are not poised and, therefore, not the one they should seek out and get to know? You may be turning people away without even being aware of it.

Command respect by standing tall and claiming the space to which you are entitled. Plant your feet about six to eight inches apart with one slightly in front of the others. My workshop attendees always remark about how this positioning makes them feel "grounded," "rooted" and "balanced" ... great ways to start any encounter!

You also tell people through your posture if you want others to approach you. For instance, if you are talking with one other person and the two of you are forming a rectangle, you will give the message that you have "closed off" your space and don't want to be interrupted. If you doubt, stand by two people who are in the rectangular position and see how long you go unacknowledged. The two will see you out of their

peripheral vision, but won't include you until they have finished their "private" conversation. If, on the other hand, the two of you stand with your feet pointed outward like two sides of an incomplete triangle, you will be inviting others into the conversation. You can make that all-important eye contact.

2) Handshakes

Another vital component you need to bring to any interpersonal encounter is a firm handshake. Again, those few seconds you "shake" can empower or weaken a relationship. Men's handshakes are typically strong and firm because they naturally have a stronger grip.

Women, get a grip and be noticed! I once got a client because the man I shook hands with remarked about my strong handshake and asked what I did. He decided it was time to hire me to teach his people how to shake hands, too!

Being familiar with the following handshakes will help you immensely in your relationship-building activities:

Controller

A person extends his hand to you, web-to-web, and as soon as your hands are linked, he purposely maneuvers his hand onto the top. He's telling you he wants to be in charge. Keep that in mind as the interaction continues.

Sandwich

Use this one only with people you know. When you envelop another person's hands, you are invading their private space ... where you are to be only when invited. Society promotes the standard handshake but is not as tolerant of using both hands. By the way, this handshake is also known as the politician's handshake ... which may be cause enough for most people to avoid it!

Dead Fish

Imagine rubbing a scaly, dead fish in your hands ... and you got the picture. Your hands typically are wet for two reasons: You are nervous or you have been holding a cold beverage in your right hand and move it to your left just before you shake hands. In either case, it is extremely unpleasant for the receiver. If you experience anxiety, wipe your hands on a napkin, the tablecloth or even lightly on your clothes. What you spend at the dry cleaners will be paid for quickly by the better impression you make. As for the beverage, use common sense.

Limp Fingers

Women, far more than men, extend their fingers rather than their entire hand. It can be painful for the extender, when she is greeted by a man who shakes with his forceful grip. Men tell me this frequently leads to their giving women a lighter handshake. Professional women respond that they want to be treated equally. One of the ways to combat this syndrome is to always extend you full hand (never cup it) horizontally, even if your grip is light.

Ingredients of a Good Handshake

- Hold the person's hand firmly.

- Shake web-to-web, three times maximum.
- Maintain constant eye contact.
- Radiate positive aura.

3) Eye Contact

Make it and keep it! Not only does focused eye contact display confidence on your part, it also helps you understand what the other person is really saying verbally.

When the eyes say one thing, and the tongue another, a practiced man relies on the language of the first. - Ralph Waldo Emerson

Looking someone in the eye as you meet and talk with him/her also shows you are paying attention. Listening is the most important human relations skill, and good eye contact plays a large part in conveying our interest in others.

When to look

Begin as soon as you engage someone in a conversation. However, you may wish to start even earlier if you are trying to get someone's attention. Continue it throughout the conversation. Be sure to maintain direct eye contact as you are saying "good-bye." It will help leave a positive, powerful lasting impression.

Where to look

Imagine an inverted triangle in your face with the base of it just above your eyes. The other two sides descend from it and come to a point between your nose and your lips. That's the suggested area to "look at" during business conversations. Socially, the point of the triangle drops to include the chin and neck areas. When people look you "up and down," it's probably more than business or a casual social situation they have in mind!

How long to look

I suggest about 80 - 90 percent of the time. Less than that can be interpreted as discomfort, evasiveness, lack of confidence or boredom. When you stare longer, it can be construed as being too direct, dominant or forceful and make the other person uncomfortable. It's okay to glance down occasionally as long as your gaze returns quickly to the other person. Avoid looking over the other person's shoulders as if you were seeking out someone more interesting to talk with.

4) Smiles

Smiles are an important facial expression. They show interest, excitement, empathy, concern; they create an upbeat, positive environment. Smiles can, however, be overused. Often, men smile when they are pleased; women smile to please. You know which is the most powerful!

To gain and increase respect, first establish your presence in a room, then smile. It is far more professional than to enter a room giggling or "all smiles."

As you review and tweak your body language for your next interpersonal encounter, I suggest you keep in mind another Emerson saying:

What you are stands over you the while and thunders so that I cannot hear what you say to the contrary.

VII. NEGOTIATIONS IN ENGLISH

Read the case carefully. Study it and learn the vocabulary. Do the exercise below. Then role-play the negotiation situation.

One of the most important skills anyone can hold in daily life is the ability to negotiate. In general terms, a negotiation is a resolution of conflict. We enter negotiations in order to start or continue a relationship and resolve an issue. Even before we accept our first jobs, or begin our careers, we all learn how to negotiate. For one person it begins with the negotiation of an allowance with a parent. For another it involves negotiating a television schedule with a sibling. Some people are naturally stronger negotiators, and are capable of getting their needs met more easily than others. Without the ability to negotiate, people break off relationships, quit jobs, or deliberately avoid conflict and uncomfortable situations.

In the world of business, negotiating skills are used for a variety of reasons, such as to negotiate a salary or a promotion, to secure a sale, or to form a new partnership. Here are a few examples of different types of negotiations in the business world:

- Manager and Clerk: *Negotiating a promotion*
- Employer and Potential Employee: *Negotiating job benefits*
- Business Partner A and B: *Making decisions about investments*
- Company A and Company B: *Negotiating a merger*
- Customer and Client: *Making a Sale*

The Art of Negotiating

Negotiating is often referred to as an "art". While some people may be naturally more skillful as negotiators, everyone can learn to negotiate. And, as they often say in business, everything is negotiable. Some techniques and skills that aid people in the negotiating process include:

- Aiming high
- Visualizing the end results
- Treating one's opponent with respect and honesty
- Preparing ahead of time
- Exhibiting confidence

Review important techniques and skills to learn before negotiating; examine certain tactics your opponents may use at the negotiating table.

Case Study

Follow the negotiations taking place at a fictional company called *Landscape Labourers*. Markus, a landscaper who has been with this company for five years,

believes he is underpaid. He also thinks he deserves more seniority over his crew members. Markus's manager, Louis is also the owner of Landscape Labourers. Though Louis values Markus more than any of his other labourers, he isn't sure that he can afford to pay him more, especially at this time of year when work is unsteady.

Find out how Markus prepares his case and presents it to management, and how the two parties negotiate and achieve their goals.

Vocabulary

Word <i>Part of speech</i>	Meaning	Example Sentence
alternatives <i>noun</i>	Other options	We can't offer you the raise you requested, but let's discuss some other alternatives.
amplify <i>verb</i>	expand; give more information	Could you amplify on your proposal please.
arbitration <i>noun</i>	conflict that is addressed by using a neutral third party	We're better to settle this between us, because a formal arbitration will cost both of us money.
bargain <i>verb</i>	try to change a person's mind by using various tactics	We bargained on the last issue for over an hour before we agreed to take a break.
bottom-line <i>noun</i>	the lowest one is willing to go	I'll accept a raise of one dollar per hour, but that's my bottom-line.
collective <i>adj</i>	Together	This is a collective concern, and it isn't fair to discuss it without Marie present.
compensate <i>verb</i>	make up for a loss	If you are willing to work ten extra hours a week we will compensate you by paying you overtime.
comply <i>verb</i>	Agree	I'd be willing to comply if you can offer me my own private office.
compromise <i>verb</i>	changing one's mind/terms slightly in order to find a resolution	We are willing to compromise on this issue because it means so much to you.
concession <i>noun</i>	a thing that is granted or accepted	I think we can offer all of these concessions, but not all at once.
conflict resolution <i>noun</i>	General term for negotiations	It is impossible to engage in conflict resolution when one of the parties refuses to listen.
confront <i>verb</i>	present an issue to someone directly	I confronted my boss about being undervalued, and we're going to talk about things on Monday.

Word <i>Part of speech</i>	Meaning	Example Sentence
consensus <i>noun</i>	agreement by all	It would be great if we could come to a consensus by 5:00 P.M.
cooperation <i>noun</i>	the working together	I have appreciated your cooperation throughout these negotiations.
counterproposal <i>noun</i>	the offer/request which is presented second in response to the first proposal	In their counter proposal they suggested that we keep their company name rather than creating a new one.
counterattack <i>verb/noun</i>	present other side of an issue	Before we could start our counterattack they suggested we sign a contract.
counterpart <i>noun</i>	person on the other side of the negotiations	I tried to close the discussions at noon, but my counterpart would not stop talking.
cordially <i>verb/noun</i>	Politely	In the past I have had little respect for that client, but today she spoke cordially and listened to my point of view.
demands <i>adv</i>	needs/expectations that one side believes it deserves	They had some last minute demands that were entirely unrealistic.
deadlock <i>noun</i>	point where neither party will give in	When the discussions came to a deadlock we wrote up a letter of intent to continue the negotiations next week.
dispute <i>noun</i>	argument/conflict	I was hoping to avoid discussing last year's dispute, but Monica is still holding a grudge.
dominate <i>verb</i>	have the most control/stronger presence	Max has such a loud voice, he tends to dominate the conversations.
entitled <i>adj</i>	deserving of	My contract says that I am entitled to full benefits after six months of employment.
flexible <i>adj</i>	open/willing to change	We have always been flexible in terms of your working hours.
haggling <i>verb</i>	arguing back and forth (often about prices)	We've been haggling over this issue for too long now.
hostility <i>noun</i>	long-term anger towards another	I want you to know that we don't have any hostility towards your company

Word <i>Part of speech</i>	Meaning	Example Sentence
		despite last year's mixup.
high-ball <i>verb</i>	make a request that is much higher than you expect to receive	I'm planning to high-ball my expectations when I open the discussion.
impulse <i>noun</i>	quick decision without thought or time	I acted on impulse when I signed that six-month contract.
indecisive <i>adj</i>	has difficulty choosing/making a decision	They were so indecisive we finally asked them to take a break and come back next week.
leverage <i>noun</i>	(bargaining power) something that gives one party a greater chance at succeeding over another	We have a little bit of leverage because we are the only stationary company in town.
log-rolling <i>verb</i>	trading one favour for another	After a bit of log-rolling we came to an agreement that pleased both of us.
low-ball <i>verb</i>	offer something much lower than you think the opponent will ask for	I was expecting my boss to low-ball in the initial offer, but he proposed a fair salary increase.
mislead <i>verb</i>	convince by altering or not telling the whole truth about something	They misled us into thinking that everything could be resolved today.
mutual <i>adj</i>	agreed by both or all	The decision to call off the merger was mutual.
objective <i>noun</i>	goal for the outcome	My prime objective is to have my family members added to my benefits plan.
point of view <i>noun</i>	person's ideas/ thoughts	From my point of view it makes more sense to wait another six months.
pressure <i>verb</i>	work hard to convince another of an idea	He pressured me to accept the terms by using intimidation tactics.
proposal <i>noun</i>	argument to present	While I listened to their proposal I noted each of their objectives.
receptive <i>adj</i>	open to/interested in an idea	His positive body language demonstrated that he was receptive to our suggestions.
resentment <i>noun</i>	anger held onto from a previous conflict	Mary's resentment stems from ours not choosing her to head the project.
resistance	a display of opposition	We didn't expect so much

Word <i>Part of speech</i>	Meaning	Example Sentence
<i>noun</i>		resistance on the final issue.
resolve <i>verb</i>	end conflict, come to an agreement	Before you can resolve your differences you'll both need to calm down.
tactics <i>noun</i>	strategies used to get one's goals met	There are certain tactics that all skillful negotiators employ.
tension <i>noun</i>	feeling of stress/anxiety caused by heavy conflict	There was a lot of tension in the room when George threatened to quit.
trade-off <i>noun</i>	terms that are offered in return for something else	Lower payments over a longer period of time sounded like a fair trade-off until we asked about interest charges.
ultimatum <i>noun</i>	a final term that has serious consequences if not met	His ultimatum was that if I didn't agree to give him the raise he asked for, he'd quit today without two week's notice.
unrealistic <i>adj</i>	very unlikely to happen	It's unrealistic to think that we will have all of our demands met.
victory <i>noun</i>	a win	We considered it a victory because they agreed to four of our five terms.
yield <i>verb</i>	to give in to another's requests	The client will only yield to our conditions, if we agree to work over the holiday weekend.

Preparing to Negotiate

Lack of preparation in a negotiation almost always sets a person up for failure. First and foremost, each party must clearly define their own goals and objectives. Secondly, each party must anticipate the goals of the opposition. This may require doing some background research. Finally, each party must come up with various alternatives to their main objectives.

Markus Prepares to Negotiate with Louis

Markus approaches Louis after his shift on Friday afternoon and asks if he can arrange a meeting to discuss a potential promotion. Louis sighs and reminds Markus that they already had this discussion last year. Markus agrees, but reminds Louis of his loyalty to the company and insists that they speak again on the subject next week. Eventually Louis, who is afraid that Markus might quit on the spot, agrees to meet on Monday during the crew's lunch hour.

Over the weekend, Markus thinks about Monday's meeting. Last year, he was

unprepared to negotiate and ended up only getting a 50 cent/hour pay raise. This did not satisfy him, and he has continued to feel undervalued ever since. Many times, after a hard day at work, Markus has considered quitting. However, it is difficult to find work in the middle of winter. Markus has a family to support and he can't afford to lose his job.

Markus decides to do some research on negotiating. He learns the principles behind collaborative negotiating, and decides that this is the approach he will take this time. After he has understood the concept he can ask himself the preparatory questions above. Finally, he can apply the rules of collaborative negotiating to his own case.

Here are some preparatory questions to ask yourself before beginning talks with the other party:

- What is my main objective?
- What are all of the alternatives I can think of?
- Why do I deserve to have my goals met?
- What is my opponent's counter proposal likely to consist of?
- How can I respond to this counter proposal?
- When would I like to have this issue resolved?
- What is my bottom-line?
- What market research/homework do I need to do to back up my cause?
- What is my bargaining power compared to my opponent's?
- What do I know about the principles of negotiating?

Markus Answers the Preparatory Questions

- My main objective is to be named crew foreman and to earn a salary that is competitive with other foremen in the area.
- Alternatives include looking for work elsewhere, asking for a dollar more an hour, suggesting that Louis hire someone else to take on extra duties.
- I deserve this promotion because I have worked with Landscape Labourers for five consecutive years, and have received many compliments from satisfied clients. I am the team member who reports early every morning and leaves last. If we are under a deadline, I work through my lunchhour. All of the other team members come to me with their questions.
- Louis is likely to say that he can't afford to pay me more because business is slow in the winter. He will say that there are plenty of

qualified labourers who will do the work for less money.

- Both of these arguments are probably true. Landscape Labourers lost a lot of money last year due to poor weather. There were a few weeks when we couldn't work, but Louis had to pay us anyway because of our contracts. And, unemployment is at an all time high in our region. However, Louis just signed a contract with a new company that will mean regular work for at least the next two years. Also, the other team members rely on me, and none of them have the experience to take over my position if I quit. It will cost Louis a lot of money to train a new landscaper to do everything that I do.

- I understand that winter is tough on this business, so I would like to have this issue resolved by spring.

- I will look into three other local landscaping businesses and inquire about the salary and benefits of its employees. I will also review the classified ads to see if any other companies are hiring or looking for a foreman.

- My bottom-line is to receive an extra dollar an hour and to be named team manager.

- I think Louis and I have equal bargaining power right now. None of the other current members of our team are as committed to the job as I am. However, unemployment is high and there are other people he could hire.

- I have never been a strong negotiator. I need to learn more about negotiating strategies and tactics.

Collaborative Negotiating

In business, the goal of negotiating parties should always be for mutual gain. This type of win-win negotiation is often called collaborativenegotiating. The opposite of collaborative negotiating is called competitive negotiating. The goal of competitive negotiating is for one party to win and the other to lose. Dishonest practices, such as lying, manipulation, intimidation, and bribery are often used in this type of negotiation.

The Main Principles of Collaborative Negotiating:

- Resolve previous conflicts ahead of time
- Dealwithissues, notpersonalities
- Commit to listening more than speaking: The more you know about your counterpart, the more likely you will achieve your goals. You cannot convince someone of something when you do not know anything about them, or what their

own needs are. A common mistake is to prepare one's next question or point while the opponent is speaking.

- Establish trust in the onset
- Develop a common goal
- Discuss a common enemy
- Take opponent's views/needs into careful consideration: Not only do you want to win this negotiation, you want your opponent to win as well, so that he or she will negotiate with you again in the future.

Markus Applies the Principles for Collaborative Negotiating

- I will not discuss the fact that I was only offered a 50 cent raise last year. It was my fault for not being prepared to negotiate.
- Even though I think Louis is lazy, and takes too many days off when we are busy, I will not point out his shortcomings. This is about my promotion, not his work ethic.
- I will first thank Louis for employing me for five consecutive years. I will tell him that the stable work has meant a lot to me and my family, and I appreciate the security, especially with so many people out of work.
- I will tell Louis that I think his company is one of the most respected landscape companies in the region, and ensure him that my goal is to have a lifelong career at Landscape Labourers.
- I will say that I hope I will never have to work for a company that does a poor job, such as Powell Designs.
- I will acknowledge that last year's weather was a problem and note that it is not anyone's fault that the company lost money.

The Negotiation Process

It's time to negotiate! Here are a few golden rules to successful negotiations:

1) Always try to negotiate for at least 15 minutes. Any less than that and it is unlikely that either party has had enough time to fairly consider the other side. Generally, the size or seriousness of the negotiation determines the amount of time needed to negotiate it. Setting a time limit is a good idea. Approximately 90% of negotiations get settled in the last 10% of the discussion.

2) Always offer to let the other party speak first. This is especially important if you are the one making a request for something such as a raise. The other party may have overestimated what you are going to ask for and may actually offer more than what you were going to request.

3) Always respect and listen to what your opponent has to say. This is important even if he or she does not extend the same courtesy to you. Do your best to remain calm and pleasant even if the other party is displaying frustration or anger. Remember some people will do anything to intimidate you.

4) Acknowledge what the other party says. Everyone likes to know that what they say is important. If the other party opens first, use it to your advantage, by paraphrasing what you have heard. Repeat their important ideas before you introduce your own stronger ones.

5) Pay attention to your own and your counterpart's body language. Review the chart below to learn how to interpret body language during the negotiations. Make sure that you aren't conveying any negative body language.

Language to use to show understanding/agreement on a point:

- I agree with you on that point.
- That's a fair suggestion.
- So what you're saying is that you...
- In other words, you feel that...
- You have a strong point there.
- I think we can both agree that...
- I don't see any problem with/harm in that.

Language to use for objection on a point or offer:

- I understand where you're coming from; however,...
- I'm prepared to compromise, but...
- The way I look at it...
- The way I see things...
- If you look at it from my point of view...
- I'm afraid I had something different in mind.
- That's not exactly how I look at it.
- From my perspective...
- I'd have to disagree with you there.
- I'm afraid that doesn't work for me.
- Is that your best offer?

Body Language	Possible meaning
Avoiding Eye Contact	<ul style="list-style-type: none"> • Lying • Not interested • Not telling the whole truth

SeriousEyeContact	<ul style="list-style-type: none"> • Tryingtointimidate • Showinganger
Touchingtheface/fidgeting	<ul style="list-style-type: none"> • Nervousness • Lackofconfidence • Submission
Nodding	<ul style="list-style-type: none"> • Agreeing • Willingtocompromise
Shaking the head/turning away	<ul style="list-style-type: none"> • Frustrated • Indisbelief • Disagreeingwith a point

MarkusOpenstheNegotiations

It's finally lunchtime and Markus and Louis meet as planned. Markus offers Louis to speak first, but Louis declines:

Markus: Thanks again for agreeing to meet today. I really appreciate you taking the time during your lunch.

Louis: Okay, well, let's get started. I'd like to resolve this as soon as possible so we can get back to work.

Markus: Great. Okay, well, if there's anything you'd like to say first, please be my guest.

Louis: Oh, no, I insist you go first. After all, you're the one who asked to meet with me.

Markus: Very well then. First of all I want you to know that I am fully aware of the challenges you have faced in running this company in the last few years. I understand that the poor weather last year ended up costing you and all of the local landscape companies a lot of money. However, I think you realize that I am unsatisfied with my current salary. I've been with Landscape labourers for 5 years now and there have been many other years that were profitable. Despite the fact that your business has grown, I'm making less than a dollar more than I was the day I started.

Louis: You're lucky to have a job in these times.

Markus: Yes, and I'm very grateful that you have employed me all this time, especially during the slow seasons when the company is struggling to make a profit. It means a lot to me to have that stability, which is why I have remained loyal to your company.

Louis: You haven't had much choice but to remain loyal, Markus. There are no jobs out there.

Markus: Well if you don't mind, I'd like to finish what I have to say and then you can let me know what your position is. As a matter of fact, there are a few companies hiring right now in our area. These are not all necessarily companies that I would be interested in working with. For example, you and I both know that I would never want to work for a company such as Powell Designs. I'd much prefer to be associated with a company like Landscape Labourers because we do a good job. Having said that, I took the liberty of calling a few other local companies to find out what type of salary packages they offer to their foremen.

Louis: Foremen? I don't have a foreman. I never have. It's not my style. Don't forget, you're a contract labourer just like the rest of the crew.

Markus: Yes, I thank you for bringing that up. Besides deserving a higher salary, one that is competitive with local companies, I also think that I deserve a new title. You and I both know that the crew looks at me as though I am a foreman, even though I don't have the title.

Louis: You don't have the title, but you also don't have the responsibility. It's a lot of work being a foreman.

Markus: Exactly. And you can't say that you haven't noticed me coming earlier than the others and leaving later. I also designate jobs to all of the crew members each morning and call suppliers when needs arise. These are duties of a foreman, am I right?

Louis: I suppose. But a foreman also helps solve conflicts that arise within a team, and deals with customer complaints. You always pass those things on to me.

Markus: I agree with you on that. However, I would be willing to take on these extra responsibilities, should you offer me a foreman position at a rate of \$25.00 per hour.

Coming to a Close or Settlement

There are a number of signals that indicate that negotiations are coming to a close. This may not always mean that an agreement has been reached. In many cases, there are many rounds of negotiations. The preliminary round may uncover the major issues, while subsequent rounds may be needed to discuss and resolve them. Here are some signals of talks coming to a close:

- A difference of opinion has been significantly reduced
- One party suggests signing an agreement.
- One or both parties indicate that a period of time to pause and reflect is necessary.

Beware of last-minute strong-arm tactics.

Even if you make the decision to treat your negotiating opponent with honesty and kindness, the other party may not extend you the same respect. Be prepared to stand your ground firmly, yet cordially, especially in the last few minutes

of the negotiations. This is the time when manipulative parties may employ certain tactics in order to try to fool you into losing focus or lowering goals and standards. Remember that conflicts are generally resolved in the last few minutes. The theory behind last minute tactics is that one party may be more willing to give in out of fear that all of the concessions or progress made up to that point (perhaps hours or weeks of talks) might be lost. People also get tired or have other commitments that need to be met, such as making an important phone call before another business closes, or picking up children from school. Here are some last minutes tricks that negotiators often use at this time:

- Walkingoutoftheroom
- Offering a short-term bribe
- Telling you to take it or leave it
- Givinganultimatum
- Abrupt change in tone (used to shock the other party into submission)
- Introducing new requests (used at to get you to concede with little thought or consideration)
- Stating generalizations without evidence (dropped without significant statistics/proof)
- Adopting Mr. Nice Guy persona (used to try to make it look like they are doing you a favour in hope that you will lower your expectations)

Languagetouseinclosing

- It sounds like we've found some common ground.
- I'm willing to leave things there if you are.
- Let's leave it this way for now.
- I'm willing to work with that.
- I think we both agree to these terms.
- I'm satisfied with this decision.
- I think we should get this in writing.
- I'd like to stop and think about this for a little while.
- You've given me a lot to think about/consider.
- Would you be willing to sign a contract right now?
- Let's meet again once we've had some time to think.

Louis Signals an End to the Negotiations and Attempts some Last-minute Tactics

Louis: Look, we're running out of time here and I've barely had a bite of my lunch.

Markus: I know, and we have a lot of work to get done this afternoon.

Louis: Well, I guess we'll have to settle this at another time.

Markus: Actually, I'd really like to get this settled today. I know how busy you are, and it's not easy to get you to sit down and talk.

Louis: (standing up and getting ready to walk out of the room) Well, we're not getting anywhere.

Markus: Please sit down for a few more minutes so we can make a decision.

Louis: And what if I don't? Are you going to quit?

Markus: I am a loyal employee, and I believe that it is in the best of both of our interests to have this conflict resolved. This should only take a few more minutes.

Louis: Fine. You can be the foreman. I'll even change the title on your pay stub. But no raise.

Markus: I think you and I both know, that the raise is more important to me than the title itself.

Louis: You know, not very many owners would agree to give a person like you the title of foreman. You don't even have your proper certification.

Markus: You've said before that experience means more to you than education. Remember that guy Samuel that you hired. He had a four year diploma in landscape design but had never worked a day out on the fields. You let him go before his probation was up.

Louis: Oh, don't remind me of that kid.

Markus: Look, I'd be willing to accept \$24.00/hr, if you agree to review my salary again when spring comes.

Louis: Fine. I guess, that's fair. You are my best employee, right now at least.

Markus: Great, then, you won't mind changing my status to crew foreman. I won't disappoint you. Remember, I'm willing to take on the extra duties of a foreman, which will give you more time to find new clients.

Louis: Speaking of new clients. I'm expecting an important phone call in ten minutes, so let's wrap this up.

Markus: Well, I think we've both agreed on the terms. Can we shake on it? I mean, can I have your word that my new hourly wage will begin at the beginning of next month?(Markus holds out his hand.)

Louis: (Louis shakes it.) Okay, Mr. Foreman. Get back to work, would you? And, I'll need you to order all of the supplies for Monday.

Markus: Thanks, Louis. I'll get on that right now.

Formalize the agreement/negotiation

In most business negotiations it is a good idea to get something down in writing. Even if a decision has not been made, a letter of intent to continue the

negotiations is often used. This is a way for each party to guarantee that talks will continue. A letter of intent often outlines the major issues that will be discussed in future negotiations. In some cases a confidentiality agreement is also necessary. This is a promise from both parties to keep information private between discussions. When an agreement has been made, a formal contract may be required. On the other hand, depending on the seriousness of the decision, and the level of trust between the two parties, a simple handshake and verbal agreement may be all that is needed. For example, an employer may offer a promotion and an employee may trust that the new salary will be reflected on the next paycheck. However, even if nothing is put formally in writing, it is wise to send an e-mail or letter that verifies the terms and puts the agreement on record, especially when a specific number is decided on.

Sample E-mail:

To: louis@landscapelabourers.com
From: markus@landscapelabourers.com
Subject: Today's Negotiation
Attachment: Site #345

Hi Louis

I just wanted to write and thank you for spending your lunch hour with me today. I'm pleased with how our talks went and am excited to take on my new role as crew foreman. Even though my new salary will not be put in place until the first of next month, I will begin my new duties immediately. The supplies for Monday's job (Site #345) have all been ordered, and the total of the invoice will be \$349.98, including tax and delivery. The crew has assigned their tasks for Monday so we will be able to start as soon as we arrive. You will find a chart attached outlining who will be taking care of what and how long it should take us to have it completed. If you have any concerns, feel free to call me over the weekend. Thanksagain,
Markus

Self-Assessment Test: Are the following statements True or False?

1. During negotiations, one should treat an opponent with respect and consideration at all times.
 - True
 - False
2. In "competitive" negotiations, the two parties try to establish a common goal.
 - True
 - False

3. Prior to being engaged in negotiations it is wise to consider one's own "bottom-line".

- True
- False

4. When in salary negotiations, employees should "low-ball" in their opening remarks.

- True
- False

5. Markus had no "bargaining power" compared to his boss, Louis.

- True
- False

6. One key to effective conflict-resolution is to deal with issues rather than personalities.

- True
- False

7. It may be possible to detect that a counterpart is lying by observing body language.

- True
- False

8. One should never admit to agreeing with an opponent during the course of negotiations.

- True
- False

9. Markus intimidated Louis into accepting his terms by threatening to quit.

- True
- False

10. Louis used last-minute tactics such as acting as though he was "Mr. Nice Guy".

- True
- False

VIII. MINI-NEGOTIATIONS

Role-play the negotiations. Work in pairs.

Jason Electrics: Negotiating a reduction in working time

1. Read the BACKGROUND of the case and complete the first section of the table with notes.

2. You are going to roleplay a negotiation with another student.

a) First decide which of you is going to be the Manager and which is going to be the Union Representative.

Think of two concessions you would make in the negotiation and write notes in the second section of the table.

b) As you negotiate, complete the third section of the table.

BACKGROUND: You work for Jason Electrics, a company that manufactures electrical cable. It employs 95 people and is based in an industrial park near Swindon, England. The regular working week for production staff is 39 hours, compared with a maximum of 37 hours in other, similar companies on the estate. The union would like to negotiate a reduction in working hours to 37, without any reduction in basic salary. They realise that in return for this they will probably have to increase productivity. The management is happy to consider a reduction in hours if it can bring greater productivity and flexibility in working time. (It often needs to ask staff to do overtime for special orders.)

	Management	Unions
What they want
What they can offer
Concessions	1 2	1 2
Productivity deal

Businessworks: Negotiating the allocation of extra resources

1. Read the BACKGROUND of the case and complete the first section of the table with notes.

2. You are going to roleplay a negotiation with another student.

a) First decide which of you is going to be the Sales Director and which is going to be the Area Sales Manager.

Think of two concessions you would make in the negotiation and write notes in the second section of the table.

b) As you negotiate, complete the third section of the table.

BACKGROUND: You work for the sales department of a company which makes accounting software. There are four export sales managers, each responsible for a different area in Europe. The manager responsible for Scandinavia feels that he is overworked and that without extra staff he cannot achieve the targets he has been set. He thinks that with extra sales staff and a bigger budget he can increase the sales potential. The sales director would like proof that sales can be increased before providing extra staff and resources. She is prepared to risk employing extra staff for the area if the manager will share some of the risk also.

	Sales Director	Area Sales Manager
--	----------------	--------------------

What they want	
What they can offer	
Concessions	1 2	1 2
Risk-sharing deal	

IX. NEGOTIATING A DEAL

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 the 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 FlyHgh 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 FlyHgh Atlantic can reduce their prices by 20%. Then listen to and reject his/her

Student B

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

1. Arrive on **Mr/Ms Riley's office**. Greet him/her. Have a quick chat before you start the negotiation.

2. Listen to **Mr/Ms Riley's explanation** 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 1,00 flights a year.

④ Say that you can increase this to 15%

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 summarising 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.

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 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 process 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. |

Literature

1. BBC Learning English. – Mode of access: <http://www.bbc.co.uk/learningenglish/> - Date of access: 14.07.2014
2. CaseStudyCoach.Career Dilemma. Manufacturing, Joint venture,HRM, Learning,Training &Development, Project management. Mode of access: <http://www.casestudycoach.appspot.com/cockpit.jsp?csid=50001&ftype=post> - Date of access: 12.08.2015
3. Cotton, David. Market Leader. Pre-Intermediate. 3rd Edition. Business English Course Book. / David Cotton, David Falvey, Simon Kent. – England : Pearson Education Limited, 2012 – 175.
4. Dummett, Paul. Mini-Negotiations. / Paul Dummett. [Электронныйресурс] Mode of access: http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0CBwQFjAA&url=http%3A%2F%2Fwww.businessenglishonline.net%2Fwp-content%2Fuploads%2F2010%2F10%2FIC030WSI_Negotiations.pdf&ei=vwcuVY6kO6ifygOmjYGwBQ&usq=AFQjCNGhX72TPzhNNU70y7tfo2HLsVWnHA&bvm=bv.90790515,d.ZWU - Date of access: 10.10.2014- Date of access: 10.07.2014
5. English Conversations. Negotiations in English. Mode of access: <https://www.englishclub.com/business-english/negotiations.htm> - Date of access: 24.08.2015
6. Ideas for Women. 10 Tips for Improving Your Career. Mode of access: <http://www.ideasforwomen.com/career/career-improve1.php>- Date of access: 12.08.2015
7. Learning English OnlineGrammar, Vocabulary, Exercises, Games. / Describing Charts in English. - Mode of access: <http://www.englisch-hilfen.de/en/words/charts.htm>- Date of access: 24.08.2015
8. Martis, Jharonne. Bricks and Mortar Versus the Internet: The Battle for Consumer Dollars Continues. / MartisJharonne. - AlphaNow. - Mode of access: <http://alphanow.thomsonreuters.com/2012/08/bricks-and-mortar-versus-the-internet-the-battle-for-consumer-dollars-continues/> - Date of access: 24.08.2015

9. Monster. Resume Critique Checklist. Mode of access: <http://career-advice.monster.com/resumes-cover-letters/resume-writing-tips/resume-critique-checklist/article.aspx>- Date of access: 12.08.2015
10. Monster. Veteran Employment Center. Prep for the Top 10 Interview Questions. Mode of access: <http://www.military.com/veteran-jobs/career-advice/interview-tips/top-10-interview-questions.html>- Date of access: 12.08.2015
11. The Sideboard. Practical advice, straight from the experts. Mode of access: http://www.sideroad.com/Business_Etiquette/business-body-language.html - Date of access: 10.07.2014