

Vocab Review

Fill in the blanks.

- 1. If you just wait till I've finished this bit of work you will have my u_____ed attention.
- 2. The country was faced with the d____ing prospect of overcoming four decades of division.
- 3. Additional training is probably the best way to f____r your career these days.
- 4. He was an inspiring leader who n____ed the talents of his colleagues.
- 5. She has a good r____t with her staff.

2 Using the telephone

Module 2.1 Preparing to make a telephone call

LEAD-IN Brainstorm what is required in preparing to make a telephone call.

Listening

Listen and fill in the blanks.



For most people making business phone calls in a foreign language is a challenge and so it is necessary for you to prepare ahead, which will save you time and frustration.

1. Set a specific time to make your phone calls, especially, checking times when calling different

- 2. Have a desk calendar and a pencil and paper at hand, so you can make, take, etc.
- 3. Write the number call
- 4. Write the full name of the person you to speak to, as well as the department and the company

5. Have all of your personal info at i.e. - Full name, Address and Phone number and email to reach you at.

6. Write your set of points on paper before the call. Write out the reason you're calling, your (or talking points).

7. Make a of any questions you need to ask.

GLOBAL BUSINESS SKILLS FOR ONE-TO-ONE LESSONS

Day 25



Read the following sentences and fill in each gap using one of the words or phrases in the box.

atmosphere/ interrupting/ formality/ appropriate/ rephrase/ informal/ overall/ politeness

• Things you must keep in mind when making a business call in English:

1. It is important to use the right level of If you are too formal, then the person might find it difficult to feel comfortable when she/he talks to you. Then again, if you are too, the person could think that you are rude.

3. Listen actively and listen to others without

4. If you call native speakers in English, you might find it difficult to understand them. The business people tend to speak very quickly on the phone so you will probably need to slow them down:

• Ask the person to speak slowly.

• Do not say you have understood the person if you have not. Ask him/her to repeat until you have understood. Also you can ask the speaker to it or you can simply say: "I am sorry, do you mean....(what you have understood)"

5. Remember that it is not only important what you say, but also how you say it. You must speak in a professional and friendly manner and at an pace.

• Different people have different objectives in a telephone call. What are the objectives of the people in the situations below? The first is done for you as an example.

a) You are the Personal Assistant to your boss, John McNab. You have received an email from one of John's subordinates, Pat, but you cannot open the email attachment. It's the March sales report, which you need to show to John urgently.

- to call Pat and tell her that you cannot open the email attachment that she sent her
- to ask her to fax you a copy of the March sales report immediately
- to tell her the fax number

b) You ordered office equipment and stationery supplies but unfortunately you have received an incomplete delivery.

c) You are a photocopier operator with a paper jam problem calling a toll-free photocopier helplined) You are an accounting assistant who has encountered a problem with payment date. The contract specifically states that payment should be made within 90 days. But the invoice he received says payment is due Net 30 days after the date of invoice.

INDIAL EXAMPLE 1.1 Preparing for incoming calls

Reading/Writing

Read the following and try to complete the gaps.

If you know someone is going to call you, think about what they'll be talking about and try to an ate what they might ask or say. P____t what might come up so that you can see if there's anything in particular you need to find out or check before they call - or think about what you need to ask them.

If someone calls you and you are not really r__dy to talk to them, offer to call back – and c___ them when you are ready.

Match each definition (A – H) with today's vocabulary word (1 – 8)

DEFINITIONS

A. a symbol, often a small, black circle, used in text to show separate things in a list

B. to meet

- C. a person who has a less important position than you in a company
- D. to expect that something will happen

E. a statement listing goods or services provided and their prices, used in business as a record of sale

- F. to say what you think will happen in the future
- G. to say something again in a different and clearer way
- H. something that you plan to do or achieve:

Fill in the blanks.

- 1. On their way home they e_____ered a woman selling flowers.
- 2. He left the routine checks to one of his s_____nates.
- 3. I____s must be submitted by the 24th of every month.
- 4. It's still not possible to accurately p____t the occurrence of earthquakes.
- 5. Her prime o_____ve now is simply to stay in power.

- 1. subordinate
- 2. invoice
- 3. bullet point
- 4. encounter (v)
- 5. anticipate
- 6. objective
- 7. rephrase
- 8. predict

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Day 26 + Day 27

Vocab Review

Fill in the blanks.

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2 Using the telephone



Module 2.3 Making and receiving calls



LEAD-IN Describe the picture in as much detail as you can.

Listening

1. Listen and fill in the blanks.

Case 1

A: Good morning, ABC Publishing. Jane Smith may I help you?

B: Good morning. Could I speak Mr. Suzuki Customer Services, please? This is Andrew Vickers Temple Books.

A: Would you to, Mr. Vickers? I'll put you

Case 2

A: Good morning, Ozaki & Co, Diana Wilson may I help you?

B: Good morning. Could I speak Mr. Aitoh Sales, please? This is Andrew Vickers Temple Books. A: I'm we don't have anyone that name here.

B: I don't it. I have here his business card. It's spelled I-T-O-H, that's I for, T for, O for, H for

A: I-T-O-... Oh, I've got it now. Yes, we do have Mr. Itoh the Sales Department. Would you to Mr. Vickers? I'll you.

B: Thank you.





Read the following.

When speaking on the telephone, it is sometimes useful to spell out letters using the NATO phonetic alphabet, more accurately known as the International Radiotelephony Spelling Alphabet, which is the most widely used spelling alphabet. It gives every letter in the English alphabet a code word. The code words are chosen to be a word whose opening sound represents the particular letter. To spell out "Phone", for example, you would say: "P for Papa, H for Hotel, O for Oscar, N for November, E for Eco." You might find it handy if you need to spell out a word to someone over a bad telephone connection.

The 26 code words in the NATO phonetic alphabet are assigned to the 26 letters of the English alphabet in alphabetical order as follows: **Alpha, Bravo, Charlie, Delta, Echo, Foxtrot, Golf, Hotel, India, Juliet, Kilo, Lima, Mike, November, Oscar, Papa, Quebec, Romeo, Sierra, Tango, Uniform, Victor, Whiskey, X-ray, Yankee, Zulu.** (*Partially excerpted from https://en.wikipedia.org/wiki/NATO_phonetic_alphabet This page was last modified on 3 January 2016, at 22:54*)

🚺 Speaking

Now practice similar conversation to Case 1 with your teacher. Take turns making the call. Use your own name (spelling it out with the NATO phonetic alphabet) and the information below.

Teacher: You work at ABC Publishing.

Student: You want to talk to Mr. Johnson in Marketing.



2. Listen and fill in the blanks.

Case 3

Taro Suzuki: Customer Services, Taro Suzuki Receptionist: Mr. Suzuki, I have a call you Mr. Andrew Vickers Temple Books.

Case 4

Receptionist: Would you care to? I'll put you (pause) Mr. Vickers, I'm afraid he's from his desk right now. Can I a message?

Andrew Vickers: Oh, thanks. Please tell him that Andrew Vickers Temple Books called.

✓ Please note that we use 'from' between our name and the company when we introduce ourselves, but we use 'of' when we leave/ take a message.



Module 2.4 Taking and leaving a message/ Asking for repetition

Listening

Listen to the conversation.

Receptionist	<u>Caller</u>
London Insurance, good morning. How may I help you?	Good morning. This is Jason Segel from Cinema International. May I speak to Ms. Johansson, please?
I'm sorry, could you repeat your name, please?	
Can you spell that out, please?	Yes. Segel. Jason Segel*.
\longrightarrow	It's Segel. S for Sierra, E for Echo, G for Golf, E for Echo, L for Lima.
I see. I've got that now. And who would you like to speak to?	Ms. Johansson, please.
I beg your pardon? I didn't catch that.	
\longrightarrow	It's J for Juliet, O for Oscar, H for Hotel, A for Alpha, N for November, S for Sierra, S for Sierra, O for Oscar, and .N for November.
Oh, yes. Ms. Johansson in Overseas Marketing. Hold the line, please. (pause) I'm sorry but she's not in her office.	
Yes, of course. \longrightarrow	Can I leave a message?
res, or course. →	Please tell her that Jason Segel of Cinema International called and can you ask her to call me back, please?
Certainly, Mr. Segel. I'll tell her that you called, and ask her to call you back.	
You're welcome. Goodbye.	Thank you for your help. Goodbye.

✓ Please note that each time there is a request for repetition, the person asking for the repetition should also acknowledge it.

* /si: gəl/



Read the above conversation.



- 1. Practice the above conversation with your teacher.
- 2. Look back at the conversation. What is the difference between ask and tell?

💷 Reading

Read the following flow chart for taking / leaving a message and also for asking for repetition.

Receptionist		<u>Caller</u>
Answer the phone.		
	\longrightarrow	Introduce yourself. Ask to speak to the person you want
Ask the caller to repeat their name.	\longrightarrow	Repeat the name.
Ask the caller to spell their name out.		
Ask the caller the name of the person they want	\longrightarrow	Spell out the name using the NATO phonetic alphabet.
Ask the caller the name of the person they want	\longrightarrow	Answer
Ask for repetition		
Ask to wait. Tell the caller the person they want is	\longrightarrow	Spell the name.
not in the office.		
Reply	\longrightarrow	Ask to leave a message.
	\longrightarrow	Leave the message
Write the message down and repeat it. Say you will give the message to the person.		
give the message to the person.	\longrightarrow	Thank the receptionist. End call.
End call.		

Now practice taking and leaving messages with your teacher. Use the flow chart above as the basis for the conversation. Use your own name (spelling it out with the NATO phonetic alphabet) and the information below.

Teacher: You call ABC International in Rome. You work at Temple Books in London. You want to speak to Ms. Andreini in the Accounting department. You ask when she will be back. You want to leave a message to say that you are coming over from London on Monday next week. You would like to meet for lunch. You want Ms. Andreini to call you back.

Student: You work at ABC International as a receptionist. The caller wants to speak to Ms. Andreini, who is out of the office — she will be back at 1:30. Write down the caller's message on the message pad below.

Caller Information Mr. Ms. Company		то	Telephone Message	
Company			Caller Information	
Phone	Mr. 🗆 Ms. 🗆			
Message				
	Date	Time		
Signed				

Match each definition (A – E) with today's vocabulary word (1 – 5)

DEFINITIONS

A. A ballroom dance having an uneven rhythm with alternation of slow and

- quick steps; a code word representing the letter F
- B. The capital of Peru; a code word representing the letter L

C. to want

D. The fourth letter of the Greek alphabet; a code word representing the letter D

E. The transmission of sound (in both directions) using modulated radio waves rather than wires.

- Fill in the blanks.
- 1. Would you c___ to join us for dinner?
- 2. During the Twenties many bands played the f____t too fast and some couples couldn't keep up.
- 3. Pilot: Tower, this is Cessna foxtrot bravo charlie d_ __a. Over.

- 1. care (v)
- 2. radiotelephony (U)
- 3. foxtrot
- 4. Lima
- 5. Delta



Vocab Review

Fill in the blanks.

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2 Using the telephone



Module 2.5 Business telephone etiquette



LEAD-IN

What kinds of things annoy you when you try to phone a company? Match the kinds of annoying things on the left with the proper business telephone etiquette on the right.



GLOBAL BUSINESS SKILLS FOR ONE-TO-ONE LESSONS

★ Business telephone etiquette

Reading/Writing

Read the following and fill in the blanks.

Proper telephone etiquette is very important in that you are representing your company.

> Telephone Do's

Do keep note-t__ing materials near the telephone. Callers like to hear their own name being used because it demonstrates that you are paying attention and care about them. If you quickly jot down their name at the beginning of the conversation you can refer to it as needed.

Do remember that, for clarity, the telephone should be held a distance of two f____s from the mouth. Do make business calls d ing office hours, which is usually 9am to 5pm.

Do consider different time z_{-} s if you are calling another country or state.

Do ask if you are calling at a co____ent time.

Do remember to ask your caller "Do you mind h____g?" or "May I put you on hold?" before placing a caller on hold..

Do check back periodically (between 30-45 seconds). Do give them the op___n to continue to hold if it will take longer to find information OR do offer to call them back.

Do remember to thank them for waiting when returning to your caller.

> Telephone Don'ts

Don't make phone calls before 7am and after 9pm in general.

Don't i_____pt a caller while he/she is talking to you.

Don't l__ the receiver on the desk, without placing the caller on hold (the caller will hear everything being discussed in your office).

Don't ar__e with a caller.

> ANSWERING DEVICES



1. Listen and fill in the blanks.

Andrew Vickers: May I speak to Mr. Suzuki at (US)/ on (UK) extension* 2431, please?

Operator: Please hold the I'll put you

Suzuki's Voicemail: You have the voicemail service Taro Suzuki. Today is Monday, July 3. I'm in the office today, but I'm away from my desk. Please leave a message after the (or) and I'll get back to you. If you need assistance, please call my secretary, Kazuko Miwa, at extension 5386. To listen to this message again, press ".......". Thank you for calling.

AV: This is Andrew Vickers Temple Books, your call. Sorry I didn't call you sooner. I'll be in the office until 8 p.m. your time. Talk to you later. Goodbye for now.

(*extension is an internal number at the company)

- Leaving voicemail messages
- Always identify yourself and the organization you represent.
- Speak slowly and clearly when giving phone numbers or other facts the recipient may need to write down.
- Make your message quick and straightforward.



Some more telephone etiquette

Match the 'Don't say' phrases (1-7) with the 'Do say' phrases (A-G).

- Don't say:
- 1. Who's calling.
- 2. Your problem/ your complaint
- 3. You have to ... / You need to ...
- 4. I don't know
- 5. Hang on. / Hold on.
- 6. I can't help you. You'll have to speak to someone else.
- 7. I can't hear you. Speak up!
- Do say
- A. Would you care to hold? / May I put you on hold? / Would you mind holding?
- B. Would you please . . .?
- C. May I ask who's calling, please?
- D. I am having a little difficulty hearing you. Could you please speak up?
- E. I need to transfer your call to (dept.) so that they can answer your question. May I do so?
- F. your question/ your concern/ this situation
- G. I'll check on that for you

Useful phrases and vocabulary

- I am calling on behalf of Mr /Ms (name)
- May I speak to someone who **deals with** overseas sales? / Can you put me through to the department that handles overseas sales?
- Could you speak up a little? → Sorry, I'm calling from a cellular and reception is poor. Can I call you back on a land line?
- I'm afraid he's **not available** at the moment. I'm afraid (he's away from his desk/ he's on another line/ he's left for the day/ he's away on a business trip/ he's off sick today/ he's no longer with this company).
- After dialing a **wrong number**, say "I'm sorry, I must have dialed the wrong number. Please excuse the interruption."



Match each definition (A – G) with today's vocabulary word (1 – 7)

DEFINITIONS

- A. to show or make something clear
- B. to stop a person from speaking for a short period by something you say
- C. making you feel angry

D. to speak angrily to someone, telling that person that you disagree with them

- E. showing enthusiasm
- F. a person who receives something
- G. easy to understand; clear

Fill in the blanks.

- 1. These figures clearly d_____rate the size of the economic problem facing the country.
- 2. She tried to explain what had happened but he kept i_____ting her.
- 3. It's really a _ _ _ ing when a train is late and there's no explanation.
- 4. They were a___ing over which film to go and see.
- 5. You don't seem very e_____stic about the party don't you want to go tonight?

1. annoying

- 2. enthusiastic
- 3. demonstrate
- 4. interrupt
- 5. argue
- 6. straightforward
- 7. recipient

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PAGE



Vocab Review

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- 5. You don't seem very e_____stic about the party don't you want to go tonight?

2 Using the telephone

Module 2.6 Business telephone etiquette



LEAD-IN Today is Wednesday, October 7. Write the appropriate dates for the following meetings.

- 1. The budget meeting is scheduled for the day after tomorrow.
- 2. The next sales meeting is scheduled for next Monday.
- 3. The board meeting is scheduled for a week from next Thursday.
- 4. The annual meeting is scheduled for two weeks from Tuesday.



Listen and fill in the blanks.

Receptionist: Good morning, Temple Books, can I help you?

Yasu Itoh: Good morning. This is Yasu Itoh Ozaki & Co. Tokyo. I wrote Mr. Vickers last week and he sent me an email suggesting I to make an appointment me to see him in London. We need to discuss the shipping books from Tokyo to London.

R: Oh yes, I'll put you through Mr. Vickers' secretary. Please the

Secretary: Hello, Mr. Itoh. Thank you calling. Now, when would be a good time for you to come to our office? YI: How about next week?

S: I'm sorry, next week's not possible Mr. Vickers is next week.

GLOBAL BUSINESS SKILLS FOR ONE-TO-ONE LESSONS

day 29

COEnglish

YI: Well, could we it earlier then? I mean this week? How about the day after tomorrow?

S: me have a look at his schedule. He's making a presentation the board nine, then he's meeting someone the printers at eleven.

YI: How about lunchtime?

S: Sorry, he's having a lunch at twelve, but he's free 2 o'clock.

YI: Good. Could we three o'clock? Would that be okay?

S: Yes, that's a good time for Mr. Vickers. the way, Mr. Vickers would like to invite you dinner that evening.

YI: That would be nice.

S: We look forward to you in London on Friday, October 9.

YI: Great. Thanks very much your help. See you then.

Module 2.7 Changing appointments

Structure

We follow the four part structure of a conversation about changing appointments:

(a) Refer to the original appointment

"We're supposed to meet today at one o'clock."

"I have an appointment at one o'clock with . . ."

(b) Explain the situation. Give a reason for changing the appointment.

"I'm sorry, I really can't make it. Something's happened and I've got to go home early."

(c) Suggest a new day and time.

"Can we meet some other time?

(d) Confirm.

"Can I confirm that? The date is ..."



Fill in the blanks.

Today is Wednesday, October 7. You have an appointment to see Mr. Johnson in Edinburgh, Scotland, at 1:30 today. But early this morning you learn that you have to go to Italy on urgent business to discuss a legal problem. So, unfortunately you must change your appointment with Mr. Johnson. Telephone the Personal Assistant Mr. Johnson, Ms. Holmes. Try to fix an appointment the following week starting on Monday, October 12. You'll be back from Italy on Wednesday, October 14. You'll be busy all day on Thursday and you'll have to attend an important meeting Friday afternoon.

You: Hello, Ms. Holmes. This is (your name). I have an at 1:30 Mr. Johnson today. But I'm sorry, I really can't it. I need to go to Italy this morning on urgent b_____s to discuss a legal problem. Ms. Holmes: I u_____nd.

You: I wonder if it is possible to r____le the meeting.

Ms. Holmes: Certainly. When would be g___ for you?

You: Well, I'll be b___ from Italy on Wednesday, October 14, but I'll be busy all day on Thursday and I have an important meeting on Friday afternoon. So how about Friday morning?

Ms. Holmes: Er ... I_ me see ... Could we say ten o'clock?

You: Oh, that's great! See you 10 Friday, October 16, then. Thanks your help. Ms. Holmes: You're



Module 2.8 Ending a call

Many times people find it difficult to end a telephone conversation. There are some specific things that you can say to close you conversation professionally:



Fill in the blanks.

Is there anything else I can help you w___? Is there anything else you n___?

If you need any further a_____e, please do call back.

Talk in the past tense and use "closing" phrases like "I'm really glad you c_____".

I don't want to t___ up too much of your time.

Thank the caller for his time, or for calling: Thank you for your t___ (in case you initiated the call) or Thank you for c_____ (in case you received the call), and end calls with a pleasant "Goodbye" not "Bye-bye," "Okie-dokie," "Alrighty," or any other slang phrase

> Who should hang up first?

Match each definition (A - E) with today's vocabulary word (1 - 5)

DEFINITIONS

- A. needing immediate attention
- B. to arrange something for a different time
- C. to make something begin
- D. help or support
- F. connected with the law

Fill in the blanks.

- 1. The plumbing in this building is in u t need of repair.
- 2. Ir_____led my doctor's appointment for later in the week.
- 3. The government has i_____ed a program of economic reform.
- 4. Despite his cries, no one came to his a_____nce.
- 5. They are currently facing a long l___l battle in the US courts.

- 1. initiate
- 2. legal
- 3. urgent
- 4. reschedule
- 5. assistance

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GLOBAL BUSINESS SKILLS FOR ONE-TO-ONE LESSONS



Vocab Review

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3 Presentations



Module 3.1 Preparing





LEAD-IN

- Look at Picture 1. What is it?
- Look at Picture 2. What is she doing?



Listen and fill in the blanks.

In professional, presenters others, products, important decisions, suggest some solutions to a, and so on. Preparing a presentation is a necessary In fact, it is said that about 95% of the success of a presentation is to preparation. It should begin with planning a good Experts suggest beginning with Post-it notes (or notes), each with one thought written on it. various ideas, facts, etc., onto these cards. The of this is that you can more easily see the big picture, helping you to arrange a point-by-point between Point A and Point B.

> What are five key areas in the preparation of presentations?

GLOBAL BUSINESS SKILLS FOR ONE-TO-ONE LESSONS

DAY 30



Reading/Writing

> Complete the sentences with words from the box.

open / font/ feedback/ introduction/ accentuate/ purpose/ step-by-step / nervous/ consider/ benefit

1. Your audience

The audience is the most important consideration in preparing a presentation. If you fail to your audience's needs, you will fail to hold the audience's attention and your talk is a failure. Tailor your presentation to suit your audience and their levels of knowledge.

2. Your topic and objective(s)

When you are making a presentation, you should ask yourself "What is the of your presentation?" "What is your topic?" "What do you want to achieve?" Then based on these aims, you can design your presentation effectively.

3. Presentation structure

4. Presentation aids

Use visual and/or audio aids to attract your audience's attention. Try not to use a tiny Don't use presentation aids too much. Only when you need to important items, use them.

Most people feel about giving presentations. Feeling well-prepared and practiced will give you confidence in yourself and your material.

5. Practice

The presentation planning process involves repeated practice. Practice is important. The more familiar you are with your material, the more you will be able to inspire your audience's trust and confidence.

• Use a script. Practice your presentation by writing out your presentation on note cards.

• If possible, stand up in a room and deliver your presentation to the walls. Use a tape recorder or camcorder.

• Ask friends, family or colleagues to listen to your presentation. Request honest

Most people feel about giving presentations. Feeling well-prepared and practiced will give you confidence in yourself and your material.

- > What do you need to know about your audience?
- Look at the following situations.
- A. An international research conference on social sciences in Paris

B. An internal meeting of teachers to discuss a new teaching method at your language school

Imagine you were expert at each field and had to give a brief presentation in the above situations. Discuss answers to the following questions:

- a) What are the audience's expectations in terms of speaker's knowledge?
- b) Will your talk be formal or informal?
- c) What is your policy on questions
- d) How will you help the audience to remember what you tell them?
- e) What is the audience's level of specialist knowledge?



Match each definition (A - E) with today's vocabulary word (1 - 5)

DEFINITIONS

- A. to adjust something to suit a particular need
- B. to improve
- C. the surroundings
- D. to put too many things in or on something
- E. a written text

Fill in the blanks.

- 1. The house has a beautiful s___ing overlooking the river.
- 2. Their services are t____ed to clients' needs.
- 3. The county took steps to e____e water quality.
- 4. Don't o_____d the washing machine, or it won't work properly.

- 1. setting
- 2. script
- 3. tailor (v)
- 4. enhance
- 5. overload

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Vocab Review

Fill in the blanks.

- 1. The house has a beautiful s___ing overlooking the river.
- 2. Their services are t____ed to clients' needs.
- 3. The county took steps to e____e water quality.
- 4. Don't o_____d the washing machine, or it won't work properly.

Presentations



Module 3.2 Becoming an effective presenter



Reading/Writing

Complete the sentences with words from the box.

impact/ slowly/ gestures/ listening/ involvement/ empty/ lack/ small/ smile/ confident / hands/ audience/ deliver/ responds/ chest/ deeply

When you make a presentation, your learn what you are saying as well as to your body language. Try to make an and your presentation enthusiastically.

• You should stand straight. You need to appear Don't keep your arms on, which makes you look defensive. Don't stand with your in pockets, which shows of interest.

• The most important thing you should do first of all is to, which is the best non-verbal ice breaker. Remember that smiling makes you look confident and relaxed, which is a quality required for a good presenter.



- Don't make yourself look like to be speaking to an room. Try to make contact with your audience.
 - Give your audience a sense of by making eye contact. Remember to share eye contact with all members of a audience and all areas of a large audience.
 - You should use to emphasize your important points.
 - Instead of using assertive sentences all the time, try to use some questions. It will wake your audience up and start to your talk.
- Breath, which will help you feel less anxious.

Module 3.3 Introduction



The introduction to your presentation is crucial. It is your first point of contact with your audience; you can either capture or lose your audience's interest in a matter of seconds. Try using the following structure: In the opening lines, after welcoming the audience, introduce yourself. Then briefly explain the purpose of your talk and provide an overview.

Language Checklist: The introduction to a presentation		
Greet your audience	Good morning, ladies and gentlemen. First of all, thank you very much for coming here today.	Hi, everyone. It's good to see you all here today.
Introduce yourself	My name's (your name) and I'm (your job title, e.g. the Marketing Manager/ a financial analyst) for (your organization).	As you know, my name is (your name) from Sales/ IT here at (your organization).
State your topic	The subject of my presentation today is	Today I'm going to talk about
Explain why your topic is important	My topic is of particular interest to those of you who	This is important for you who
Outline the structure	ne the structure I've divided my talk into (three) My talk will be in (three) parts.	
	In the first part First	
	Then in the second part	Second
	In the final part	Finally
Length	My presentation will take about 30 minutes.	
Handouts	I'll be handing out copies of the salient features of my presentation at the	
Policy on questions end of my talk.		
	If you have any questions, please feel free to interrupt me at any time	
(Or after my talk there'll be time for any questions.)		



Listen and fill in the blanks.

Good afternoon, ladies and gentlemen. First of all, thank you very much for here today. My name's Jack James and I'm Finance Director AZ International. I'm here today to talk to you about the future for our company. My talk is particularly to you, our, because I'm sure you'll agree that I'll start by reporting last year's financial results. Then I'll talk about our recent in the past Finally, we'll look at our and the company's plans for the future. (pause) My presentation will about forty minutes. Please free to me if you have any questions, or if there's anything you don't follow.

Practice/ Homework

Prepare a two minute introduction to a short talk on your company/ school and practice at home. Try both formal and informal versions. Refer to the Language Checklist above.

Match each definition (A - E) with today's vocabulary word (1 - 5)

DEFINITIONS

- A. not willing to do something and therefore slow to do it
- B. to maintain; continue
- C. not deep
- D. causing enthusiasm and interest
- E. lack of interest

Fill in the blanks.

- 1. Universities have been asked to make their courses more attractive and s ting.
- 2. The stream was quite s____w so we were able to walk across it.
- 3. Many parents feel r____ant to talk openly with their children.
- 4. There is a growing sense of a___y among teens.
- 5. The team may not be able to s____n this level of performance.

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DAY 31

1. shallow

- 2. apathy
- 3. reluctant
- 4. sustain
- 5. stimulating

PAGE



Day 32 + Day 33

Vocab Review

Fill in the blanks.

- 1. Universities have been asked to make their courses more attractive and s_____ting.
- 2. The stream was quite s____w so we were able to walk across it.
- 3. Many parents feel r____ant to talk openly with their children.
- 4. There is a growing sense of a _ _ _ y among teens.
- 5. The team may not be able to s____n this level of performance.

3 Presentations



🚺 Module 3.4 Using visual aids



LEAD-IN Look at the pictures below. Label the tools used to present visual information.



- Advantages of using visual aids
 Elicit some advantages of using visual aids
- > Why do we use visual aids?

Look at the graph and complete the sentences with words from the box.

break / illustrate / thousand / 50% / comprehension / retained

> Most business presentations have three main parts: Introduction, Main points, and Conclusion.

Match the phrases (1 – 6) with each part of the presentation (A – C).

- 1. summarize your main points on a slide
- 2. indicate a structure to your presentation by listing your main points
- 3. support technical information with clearly displayed data
- 4. display the title of your presentation
- 5. present your conclusion in a succinct phrase or image
- 6. offer evidence to support your argument
- Different types of visual aids

There are various visual aids you can use. If you use visual aids, keep them simple and make sure that they support and add emphasis to your argument – not distract the audience from what you are saying. The following advice will help you make the most of different types of visual aids.

Read the text, then mark the sentences that follow (a. to g.) as True or False.

• PowerPoint (or equivalent)

Microsoft PowerPoint is probably now the most commonly used form of visual aid.

- •Do use a big enough font (minimum 20pt)
- •Do keep the background simple.
- •Don't use endless slides of bulleted lists that all look the same.

A. Introduction B. Main points C. Conclusion



• Whiteboards

Although the whiteboard markings do not produce any dust and easy to draw something on the spot, it takes time to write and you cannot see your audience while you are writing. Writing on a whiteboard takes time and, once you finish writing, you have to erase it, which also takes time. Care has to be taken that your handwriting is legible and sufficiently large enough to be seen by all the audience.

• Flip charts

One of the oldest visual aids around, before the days of fancy electronics, the flip chart can still be a highly effective way

to convey points during a presentation, especially when presenting to groups of up to 25. It requires no power source and no technical expertise. Title each page with a short topic or heading. Do not use pastel colors. Black, blue are preferable and dark green and brown are acceptable. The color red should be used only for emphasis. Don't talk to the board while writing on it.

• Microphone

You should use a microphone. Speak in a clear voice. You should repeat questions from the audience into the microphone, which helps every member of the audience to hear the question asked.

• Handouts

Handouts are very useful. Use a handout if your information is too detailed to fit on a slide or if you want your audience to have a full record of your findings. However, think carefully about when to distribute your handouts. Giving out handouts at the start of a talk will take time and the audience may start to read these rather than listen to what the speaker is saying. Given too early and they may prove a distraction. Given too late and your audience may have taken too many unnecessary notes. Given out in the middle and your audience will inevitably read rather than listen. One way of avoiding these pitfalls is to give out incomplete handouts at key stages during your presentation. You can then highlight the missing details vocally, encouraging your audience to fill in the gaps. Have extra handouts for unexpected participants.

a) Don't use black when using flip charts.	True/ False
b) Distribute your handouts at the beginning of your talk.	True/ False
c) Avoid repeating questions from the audience into the microphone.	True/ False
d) One of the pitfalls of using a whiteboard is that it does not require constant erasing.	True/ False
e) There is no need to number your overheads.	True/ False
f) Keep the background simple and use red when using PowerPoint.	True/ False

Match each definition (A – O) with today's vocabulary word (1 – 15)

DEFINITIONS

A. a raised area on which a person stands to speak to a large number of people, to conduct music, or to receive a prize in a sports competition

- B. a likely problem
- C. to show the meaning of something more clearly
- D. to put two or more things into a straight line
- E. continuing to keep something
- F. able to be read easily
- G. the ability to understand completely
- H. a color that is pale and soft
- I. a wise saying or proverb
- J. to limit something
- K. related to something being discussed
- L. the ability to do something well
- M. to become less bright
- N. a high level of knowledge or skill
- O. involving numbers

Fill in the blanks.

- 1. He took financial advice on how to avoid the p____s of setting up your own business.
- 2. The lecturer i_____ated his point with a diagram on the board.
- 3. You need to a___n the numbers properly in a column.
- 4. The letter was faded and barely I____e.
- 5. He has no c_____nsion of the size of the problem.

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1. illustrate

- 2. retention
- 3. adage
- 4. comprehension
- 5. restrict
- 6. competence
- 7. relevant
- 8. numerical
- 9. dim (v)
- 10. align
- 11. expertise
- 12. pastel
- 13. podium
- 14. pitfall
- 15. legible



Day 34 +35

Vocab Review

Fill in the blanks.

- 1. He took financial advice on how to avoid the p____s of setting up your own business.
- 2. The lecturer i_____ated his point with a diagram on the board.
- 3. You need to a___n the numbers properly in a column.
- 4. The letter was faded and barely l____e.
- 5. He has no c_____nsion of the size of the problem.

3 Presentations

🔟 Module 3.4 Using visual aids — Talking about the content of visual aids

LEAD-IN Look at the pictures below. Label them using the listed words.

line graph flow chart bar graph organogram pie chart table





3	Α	В
1	Day	Visitors
2	Monday	23
3	Tuesday	45
4	Wednesday	44
5	Thursday	39
6	Friday	50
7	Saturday	52
8	Sunday	55
9	Sum	308
10		









solid line dashed line fluctuating line vertical axis dotted line horizontal axis



> Look at the pictures below. What are rows, columns, segments and undulating?



> Look at the following visual aids. Which is easier to comprehend at a glance?

Region	Population (millions)
Asia	3721
Africa	813
Europe	726
Latin	527
America	
North	317
America	
Oceania	31





> When to use tables and when to use graphs

Complete the sentences with words from the box.

visual/ time/ columns/ smaller/ larger/ periods/ rows/

One advantage of using tables is that we can show comparisons between numbers, reading down or across of numbers. Graphs, on the other hand, can visually show a trend over time. People can see the graphs at a glance and understand quickly. It is an advantage of perception to view patterns more clearly than columns of numbers.

Line graphs can show changes in the data over of time. Line graphs have better use than bar graphs when dealing with changes. You can use line graphs to compare changes over the same period for different groups.

Bar graphs, which compare data at a point in time and help the viewer in comparing different types of data, are best when the changes are

Pie charts carry the advantage that they can show the parts of a whole. They do not show changes over

> Which of these visuals would you use to describe the following:

- A your company's quarterly sales figures over the past three years
- B your division's new organizational structure
- C the results of a survey that was carried out to find out how students travel to your school
- D your company's order filling process
- E the fluctuation in the number of people at a London underground station over the course of a day

> Delivery of visual aids

Identify some key phrases, typical of delivering visual aids, of which structure consists of four fundamentals: Introduction, Explanation, Emphasis, and Comment.

Match the phrases (1 – 8) with the four fundamental structures (A – D)

- 1. "I'd like you to focus your attention on . . ."
- 2. "I'd like to show you . . ."
- 3. "As can be understood from this graph, ..."
- 4. "Notice the blue segment that shows..."
- 5. "This pie chart illustrates the distribution of ..."
- 6. "Let's now look at the next slide which shows ..."
- 7. "The two axes represent . . ."
- 8. "You can see that different colors have been used to indicate . . ."

- A. Introducing a visual
- B. Explaining a visual
- C. Emphasizing the focal point of a visual
- D. Interpreting a visual

- > Describing change in visuals
- Try to use different words to express movement in order to avoid repetition.
- Upward movement



(v) go up/ take off/ shoot up/ soar/ jump/ increase/ rise/ grow/ rocket/ improve/

(n) an increase/ a rise/ a growth/ an improvement/ an upturn/ a surge/ an

• AT THE TOP-verbs

reach a peak/ peak/ top out/ reach a high/ reach a maximum

Downward movement



(v) go down/ come down/ fall/ fall off/ drop/ slump/ decline/ decrease/ plummet/ slip/

(n) a fall/ a decrease/ a decline/ a drop/ a downturn/ a downturn trend

• AT THE BOTTOM-verbs

reach a low point/ bottom out/ level out/ hit a low/ hit bottom

Up-and-down movement



(v) fluctuate/ undulate (adj) volatile

• NO CHANGE-verbs

remain stable/ level off /stay (at) the same (level) / remain constant /stagnate/ stabilize/ reach a plateau

• Degree of change

(adv) dramatically/ considerably/ significantly/ moderately/ slightly/ substantially/ markedly (adj) dramatic/ considerable/ significant/ moderate/ slight/ substantial

• Speed of change

(adv) rapidly/ quickly/ suddenly/ gradually/ steadily/ slowly/ abruptly/ quickly (adj) rapid/ quick/ sudden/ gradual/ steady/ slow/ abrupt/ quick

• Using a percentage

(prep) a rise from 15\$ to 20\$/ to increase by 30%/ to fall by 40%/ an increase of 5.5 per cent over last year

(I) Engl

Match each definition (A - E) with today's vocabulary word (1 - 5)

DEFINITIONS

- A. expressed in speech rather than in writing
- B. to keep changing
- C. involving or expressed in numbers
- D. following a particular order
- E. one of the two lines on which the scales of measurement are marked

Fill in the blanks.

- 1. Keep your files in n____cal order.
- 2. We have a v____l agreement with the landlord.
- 3. Oil prices have f____ated wildly in recent weeks.
- 4. In this way the children are introduced to s_____tial learning.
- 5. Annual profits over the last 10 years are plotted on the y-___s.

- 1. numerical
- 2. axis (pl. axes)
- 3. verbal
- 4. fluctuate
- 5. sequential

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Vocab Review

Fill in the blanks.

- 1. Keep your files in n____cal order.
- 2. We have a v____l agreement with the landlord.
- 3. Oil prices have f____ated wildly in recent weeks.
- 4. In this way the children are introduced to s_____tial learning.
- 5. Annual profits over the last 10 years are plotted on the y-__s.

3 Presentations

🔟 Module 3.5 Structuring the main body

> The main body of the presentation contains the details of the topic described in the introduction.



🛄 Reading

Read the following.

The secrets of presentation success

You should use signpost language to make your presentation successful. Signpost language can tell the audience what has just happened and what is going to happen. Signpost language guides the audience through the presentation.

- (Ending the introduction) **So that concludes the introduction./ That's all for the introduction.**
- (Beginning the main body) *Now let's move to the first part of my talk, which is about ...*
- (Saying what is coming → Signaling the beginning of each part) *In this part of my presentation, I'd like to tell you about*...

• (Listing information) One type of signpost language is to introduce a list with a phrase like **There are three** types of business plans that we have to think about: a summary business plan, a full business plan and a operational business plan. Let's look at each of these in more detail. First, a summary business plan.../ We can see four advantages and two disadvantages. First, advantages. One is ... Another is ... A third advantage is ... Finally...

• (Linking ideas) Another signpost language is to give a link between parts of presentation in order to develop the linear flow of your presentation. When one part of the talk ends you can say: That's all I want to say about ... / This brings me to the end of my first point. And begin a new part by saying Now we'll move on to the next part which is ... / **This leads to the next point, which is ... / The next issue (topic, area) I would like to focus on is ...**

• (Sequencing) Another type of signpost language is sequencing of information, which normally follows a logical or temporal order. There are two steps involved. The first step is ... The second step is ... / First the background, then the present situation, and then the prospects for the future. / Where does this lead us?/ Why is this important? Key words in sequencing information are first, then, next, after that, later, finally, etc.

- (Giving examples) *A good example of this is ... / To illustrate this point ...*
- (Summarizing a point) Let me briefly summarize what I've said so far./ I'd like to sum up the main points.

• (Referring back) As I mentioned before, ... / As I said earlier, ... / As I pointed out in the first section, ... / Let's go back to what we were discussing earlier.

伊 Writing

- > Put the words in the right order to make typical sentences from signpost language.
- 1. Let's/ earlier/ back/ were/ go/ to/ discussing/ we/ back/ what
- 2. So/ introduction/ concludes/ the / that
- 3. This/ point/ me/ my/ brings/ the/ first/ to/ of/ end
- 4. There/ we/ to/ of/ about/ are/ that/ think/ three/ plans/ have/ types/ business
- 5. I'd/ points/ to/ sum/ the/ main/ like/ up
- 6. Where/lead/this/us/does/?
- 7. First/ then/ then/ for/ future/ the / the / the / the/ present/ background/ prospects/ situation/ and
- 8. There/ involved/ two/ are/ steps
- 9. Let/ so/ me/ far/ said/ summarize/ l've/ briefly/ what

OOEnclish

> Practice

Give a brief presentation of one minute about what steps you would take to brush your teeth, using listing and sequencing where necessary. (Preparation time: 5 minutes)



1. Listen and fill in the blanks.

What to avoid

The most mistake with presentations is trying to in too much information – you either up talking too fast, or the time limit.

Start with an that sets out the structure, followed by the main body of 3 (or 4) main points, each followed by to support these, and finish with a brief summarizing conclusion.

2. Listen and fill in the blanks.

> Supporting information

• what will add to your argument (explaining complex terms, reminding your audience of any supporting theories)?

• what will add to your argument (making connections with other people's work, quoting experts, offering evidence from your own research)?

• what will add to your argument (showing a video clip or a slide, using a practical example or a vibrant analogy)?

Match each definition (A – E) with today's vocabulary word (1 – 5)

DEFINITIONS

- A. to continue past an intended limit, especially a finishing time
- B. the quality of being clear and easy to understand
- C. something that shows what is going to happen in the future
- D. new, original, and clever
- E. to do many things in a short period of time

Fill in the blanks.

- 1. I managed to c___ three countries into a week's business trip.
- 2. My evening class o____n by ten minutes.
- 3. This upturn in the country's economy is a splendid s_____t to the future.
- 4. They should adopt a more i_____ative approach.

- 1. signpost
- 2. cram
- 3. overrun
- 4. clarity
- 5. imaginative



Vocab Review

Fill in the blanks.

- 1. I managed to c___ three countries into a week's business trip.
- 2. My evening class o____n by ten minutes.
- 3. This upturn in the country's economy is a splendid s_____t to the future.
- 4. They should adopt a more i____ative approach.

3 Presentations



Module 3.6 Concluding a presentation





> What is the difference, if any, between a summary and a conclusion?



1. Complete the gaps. The first letters are given to you.

So, that brings me t_almost the end o_my talk. I'd like to end w___a short r_____ of the m___point. The key i____is that ...

Now, what are the l_____ that we can l____ from this? Well, I think, most importantly, we h___ t_ build up ... Thank you everyone f__listening.

> Is this a summary or a conclusion or is it both? Explain your answer.

2. Complete the gaps. The first letters are given to you.

That e___ the main part of my talk. Now I'd like to s_____ the main points. ... Now, turning to my c_____. I want to make three key r_____. Number one, ... Number two, ... And number three, ... And that, ladies and gentlemen, c_____ my talk.

> Is this a summary or a conclusion or is it both? Explain your answer.

GLOBAL BUSINESS SKILLS FOR ONE-TO-ONE LESSONS

PAGE (


Module 3.7 Handling the question and answer session

LEAD-IN How do you end your presentation and invite questions and/or introduce discussion?

- 1. Listen and fill in the blanks.
- Signaling the end of the presentation
 - That ______ the formal part of my talk. Thank you all for listening.
 - I'm now ______ the end of my talk.
 - Well, this _____ me to the end of my presentation.
- Summary
 - Before I stop, let me go _____ my main points again.
 - To _____ up then, we . . .
 - I'd just like to ______ through the main points again.
 - Just to ______ the main points of my talk ...
- Conclusion
 - We'd therefore _____ that we ...
 - What I'd like to _____ is . . .
- Inviting questions and/or introducing discussion
 - Now, I'll be ______ to answer any questions you may have.
 - We have _____ an hour for questions and discussion.
 - Now, I'd like to _____ your comments.
 - Are there any questions or _____?

> Handling questions

2. Listen and fill in the blanks.

Handling questions is ______ by many speakers to be the most difficult part of a presentation. What is the best way to handle questions after a presentation? Well, the best way is to ______ very carefully. It can be useful to repeat or paraphrase the question. You repeat the point that the ______ makes. You can check it that way. It will also give you ______ to think.

• How do you handle questions?

Case 1: You understood the question, but it is difficult or impossible to answer

- That's a difficult question to answer ______ a few words. I don't have much experience in that _____. Perhaps the Sales Manager can help ...
- Case 2: You understood the question, but it is irrelevant
 - I'm afraid that's outside the _____ of my talk. If I _____ you, I'd discuss that with . . .
- Case 3: You did not understand the question
 - Sorry, I'm not _____ I've understood your question. Could you repeat?
 - I didn't ______ the last part of your question.
- How do you check that your answer is sufficient?
 - Does that _____ your question?



Match each definition (A - E) with today's vocabulary word (1 - 5)

DEFINITIONS

A. to repeat something written or spoken using different words

B. to say that someone or something is good or suitable for a particular purpose

- C. to get close to something
- D. an important subject or problem that people are discussing
- E. a person who asks a question

Fill in the blanks.

- 1. I'm pleased to say the project is n___ing completion.
- 2. I'll have to p_____se it because I didn't get a chance to memorize it.
- 3. Can you r____d a good wine to go with this dish?
- 4. Jack has raised a very important i___e.

1. near (v)

- 2. questioner
- 3. paraphrase
- 4. recommend
- 5. issue

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GLOBAL BUSINESS SKILLS FOR ONE-TO-ONE LESSONS





Day 38 + 39

Vocab Review

Fill in the blanks.

- 1. I'm pleased to say the project is n___ing completion.
- 2. I'll have to p_____se it because I didn't get a chance to memorize it.
- 3. Can you r_____d a good wine to go with this dish?
- 4. Jack has raised a very important i___e.

4 Meetings/ Discussions

Module 4.1 What makes a good meeting?





1. Listen and fill in the blanks. What is a meeting?

A meeting is a of two or more people to a goal such as presenting or information, planning activities, making, and so on. Almost every group activity or requires a meeting, or meetings, of some sort.

2 Listen and fill in the blanks.

What Is a Good Meeting?

Bad meetings have tendency tothere. In a good meeting, on the other hand, everyone's ideas are, decisions are made with speed, and what participants do are on concrete results.

Good meetings are full of and provide participants with something that may them in their future careers.



> Match the different types of meeting (1 - 9) with the definitions (a - i).

kickoff meeting
 board meeting

3. one-on-one meeting

- a. If you need new ideas, you have this type of meeting.
- b. This is a meeting between two individuals.
- c. This meeting brings together people from different departments working on a specific task.
- 4. team meeting
- 5. ad hoc meeting

6. staff meeting

- d. This is a meeting between a manager and those who report to the manager.
- e. The first official meeting of a group of people who will be working together on a project.
- 7. project meeting
- 8. progress meeting
- 9. brainstorming meeting
- f. This is a meeting aimed to capture from time to time all the ongoing critical issues affecting the project.
- g. This is a meeting among colleagues working on various aspects of a team project.
- h. This is a meeting of the Board of Directors of an organization.
- i. This is a meeting called for a special purpose, not planned but arranged only when necessary.

Meeting Basics

• Agenda

Look at the agenda below for a monthly sales meeting of MBW Motor Corporation. Complete the sentences with words from the box.

venue/ issues/ attendees/ other/ accuracy/ facilitate/ points/ attend/ company/ any/ objectives/ time/ date

	MBW Motor Corporation - Cebu Region Monthly Sales Meeting
April 25, 2016 Conference R	
Participants: Time: 10:00 E	Jack Nicholson (Chair), Meryl Streep, Marlon Brando, Jodie Foster, Anthony Hopkins, Sandra Bullock nd: 12:00
1 An elemine	Agenda
1. Apologies	
 Minutes of the last meeting Matters arising from the minutes 	
	ts and forecasts
5. New produ	
6. Awards and Incentive	
6.1 M	arch Sales Awards
6.2 La	unch of April Sales Incentive
7. AOB	
8. Date of the	e next meeting

Listening

Listen and fill in the blanks.

Meeting Minutes

Taking good meeting minutes – a record of what is being during a meeting – is a huge to effective meetings.

•Topics covered (should be part of the agenda)

Action items

•Decisions

Action items

Action items are a really simple tool to make sure that things actually get done after a meeting. Actions that are recorded properly in the meeting minutes help to make expectations crystal clear and misunderstandings.

The three key of action items all start with W – Who, What and When.

GLOBAL BUSINESS SKILLS FOR ONE-TO-ONE LESSONS

Action: <u>Ms Doe</u>	to report on the results of the customer.	satisfaction survey at the next meeting.
Who	What	When

Read the following. Is this an example of an agenda?

ABC Academy Business Meeting

March 4, 2016 Meeting called to order at 10:00 a.m. by school owner Andrew Baker Teachers present: Cary Grant, Sharon Stone, James Stewart, Faye Dunaway, Catherine Zeta-Jones Apologies: None Approval of minutes: Motion: To approve the minutes for February 3, 2016 Vote: Motion carried Resolved: Minutes from the meeting on February 3, 2016, approved without modification Business: Motion: Owner Andrew Baker made a motion to hold teacher training seminar on March 26th Vote: 4 for, 1 opposed Resolved: Motion carried Action: Cary Grant to organize the seminar by March 15 Motion: James Stewart made a motion to host a sightseeing tour for students during the Easter long weekend Vote: 2 for, 3 opposed **Resolved: Motion failed** Motion: Sharon Stone made a motion to open a new business English course Vote: 5 for, 0 opposed **Resolved: Motion carried** Action: Sharon Stone to report on the new course at the next meeting Meeting adjourned by school owner Andrew Baker, at 11:20 a.m.

Match each definition (A – E) with today's vocabulary word (1 – 5)

DEFINITIONS

- A. to change the date of a meeting to a later date
- B. an official written record of what is said and decided at a meeting
- C. to have a break in a meeting
- D. a list of the subjects to be discussed at a meeting
- E. someone who is in charge of a meeting

Fill in the blanks.

- 1. Would you t___ the minutes?
- 2. The meeting had to be p____ed until next week.
- 3. It was almost noon when the meeting a_____ed.

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1. adjourn

- 2. chairperson
- 3. postpone
- 4. minutes
- 5. agenda



Vocab Review

Fill in the blanks.

- Would you t the minutes? 1.
- 2. The meeting had to be p____ed until next week.
- 3. It was almost noon when the meeting a ed.

4 Meetings/ Discussions



Module 4.2 Chairing a meeting







Listen and fill in the blanks.

If a meeting is going to achieve its efficiently, then it is essential that someone takes the role of defining

Apart from setting the agenda, the most important of the Chair are to ensure that:

• discussions should be in with the agenda

• each participant should express his/her

• appropriate should be reached.

🔁 Writing

1. You are the Sales Director for XYZ International and you've arranged a meeting (10 a.m., Wednesday) with Jack Daniel, Sales Manager. You ask, by email, Jane Rogers, your assistant, to make preparations for the meeting as follows.

- a) book a meeting room and then email the room number to Jack and you
- b) circulate the agenda to Jack and his team
- c) reserve a data projector and an OHP
- d) order some refreshments
- e) attend the meeting and take the minutes



Complete the email to your assistant.

To: jane.rogers@xyz.com From: (your name) @xyz.com Subject: Arrangements for meeting with sales team Hi Jane, I've just a meeting with Jack Daniel sales and his team Wednesday 10 a.m. Can you care of the preparation, please? Could you a meeting room and Jack and me the room number? Also, can you the agenda to Jack and his team? And can you a data projector and an OHP for us? I'd like you to some refreshments, such as coffee and biscuits. Finally, can you the meeting, please? I'll need you to the minutes. Thanks for your help. Regards, (Your name)

2. Chairing a meeting

Complete the sentences with words from the box.

time/ adjustments/ summarize/ postpone/ participants/ topic/ venue/ agenda/ dominating

- Arrive early enough to sort out any practical problems at the meeting
- Bring extra copies of the
- Start on, as this will set the tone for the rest of the meeting.
- Introduce the, if appropriate.
- If certain people are the conversation, make a point of asking others for their ideas.
- At the end of each agenda item, quickly what was said, and ask people to confirm that that's a fair summary.
- Watch body language and make as necessary. Maybe you need a break, or you need to stop someone from speaking too much.
- Ensure the meeting stays on
- If there is not enough time to discuss any extra item, the discussion to a later meeting.

3. The following sentences are in the wrong order. Write them in the correct sequence so they all make sense. Right, let's start with item number one.

And finally, we'll examine ...

Now, Jennifer Aniston has sent her apologies.

Well, in the last meeting, I didn't actually say that we should definitely cancel our commercial advertisement on television.

OK. As you can see from the minutes, we agreed at the last meeting that HR would advertise for more sales representatives.

All right, everyone. Thank you all very much for being here today.

Could you please change the minutes to accurately reflect what I said?

Jack, any strong candidates yet?

Secondly, we want to have a look at ...

And then we'll see if there's any other business.

The first is to ...

I think we should begin.

She can't be with us today because she had to go to a meeting in New York.

What I did say was that we should put it back if primetime TV advertising costs remain high.

Now, as I said in the agenda I emailed last week, there are three main issues to discuss.

Match each definition (A - E) with today's vocabulary word (1 - 5)

DEFINITIONS

A. the place where a large or important event happens

B. to have control over a place or a person, or to be the most important person or thing

C. to make something possible or easier

D. to delay an event or arrange for it to take place at a later time

E. to send something such as information, ideas, or documents from one Person to another

Fill in the blanks.

- 1. An expert negotiator was brought in to f____ate the discussion.
- 2. Management will be c_____ing a supplementary report at the budget meeting.
- 3. The group has booked the popular 1000-seat v_ __e for its annual sales conference.
- 4. He refuses to let others speak and d____es every meeting.

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- 1. facilitate
- 2. circulate
- 3. venue
- 4. dominate
- 5. postpone

GLOBAL BUSINESS SKILLS FOR ONE-TO-ONE LESSONS



Vocab Review

Fill in the blanks.

- 1. An expert negotiator was brought in to f____ate the discussion.
- 2. Management will be c_____ing a supplementary report at the budget meeting.
- 3. The group has booked the popular 1000-seat v_ __e for its annual sales conference.
- 4. He refuses to let others speak and d____es every meeting.

Meetings/ Discussions



Module 4.3 Cross-cultural understanding (4) Styles of decision-making





Reading

Read the following text about cross-cultural differences in decision-making and answer these questions.

- a) What are the three key words of communitarian decision-making?
- b) What are the two salient features of individualistic decision-making?
- c) Do you agree with what the writers say about different styles of decision-making?

Individualism versus communitarianism (the conflict between what each of us wants as an individual and the interests of the group we belong to) in international business

Individualism encourages individual freedom and responsibility, while communitarianism encourages individuals to work for consensus1 in the interests of the group.



Decision-making

Communitarian decision-making typically takes much longer and there are sustained² efforts to win over everyone to achieve consensus. Voting down the dissenters³, as often happens in English-speaking western democracies, is not acceptable. There will usually be detailed consultations with all those concerned and, because of pressures to agree collective⁴ goals, consensus will usually be achieved. If the group or HQ is not consulted first, an initial "yes" can easily become a "no" later. The many minor objections raised are typically practical rather than personal or principled and the consensus may be modified in many respects. Since, however, those consulted will usually have to implement⁵ the consensus, this latter phase of implementation typically proceeds smoothly and easily. The time "wasted" (from an individualist's perspective) is saved when the new procedures operate as envisaged⁶. The Japanese ringi process, where proposals circulate and are initialed⁷ by agreeing participants, is the most famous example of communitarian decision-making, but it can lead to very lengthy delays.

A Japanese company had a factory built in the south of the Netherlands. As usual, this was carried out with acute attention to detail. In the designing phase, though, it discovered that it had not considered one restriction. The legal minimum height for workshops was 4cm higher than the design. A new design, which needed extensive consultation with many people at the head office in Tokyo, took one full month per centimeter for approval.

It is far too easy for North Americans and north-west Europeans, used to individualism, to jeer⁸ at such delays. The decision-making process in individualistic cultures is usually very short. However, saving time in decision-making is often followed by significant delays due to implementation problems.

The individualist society, with its respect for individual opinions, will frequently ask for a vote to get all noses pointing in the same direction. The drawback to this is that within a short time they are likely to change again. The communitarian society will intuitively⁹ refrain from voting because this will not show respect to the individuals who are against the majority decision. It prefers to deliberate¹⁰ until consensus is reached. The final result takes longer to achieve, but will be much more stable. In individualistic societies there is frequently disparity¹¹ between decision and implementation.

(Partially excerpted from Fons Trompenaars and Charles Hampden-Turner 'Riding the waves of culture', London: Nicholas Brealey Publishing, 1997)

1 agreement 2 continuing for a long time 3 persons that disagree 4 shared by every member 5 carry out 6 imagine 7 signed 8 laugh rudely 9 instinctively 10 ponder/ think carefully 11 difference



Put the words in the right order to make sentences with expressions from the above text.

- 1. The/ from/ will/ communitarian/ voting/ refrain/ society/ intuitively
- 2. Communitarian/longer/takes/decision-making/much
- 3. The/ in/ is/ very/ process/ individualistic/ short/ usually/ cultures/ decision-making
- 4. Communitarianism/ of/ in/ for/ to/ group/ the/ the/ individuals/ work/ encourages/ consensus/ interests
- 5. A/ had/ built/ of/ in/ company/ a/ the/ the/ factory/ Japanese/ Netherlands/ south

6. The/ in/ to/ for/ for/ with/ society/ direction/ the/ pointing/ individualist/ its/ opinions/ will/ get/ respect/ same/ ask/ a/ all/ individual/ frequently/ vote/ noses/



<GRAMMAR REVIEW> Causative verbs in English

Causative verbs in English are used to express the idea that "X" causes "Y" to do something.

- The causative verb 'have' is used to express the idea that "X" requests "Y" to do something.
 - I must have my car checked by the mechanic. = I must have the mechanic check my car.
 - I'm going to have my hair cut tomorrow by my hairdresser. = I'm going to have my hairdresser cut my hair tomorrow.

There are two forms: 'passive' (having something done by someone= have + noun + past participle) or 'active' (having someone do something = have + noun + bare infinitive).

Someone in these cases usually indicates 'someone who is naturally doing that job. For example, a mechanic, whose job is to repair cars, checks your car or a hairdresser cuts your hair.

Note that 'by someone' is added only when it is necessary to mention who did the action. We normally omit it when it is obvious.

Other causative verbs include 'get', 'make', 'let', etc.

Complete the sentences with the correct verb form.

- 1. We had our landlord (a. to fix b. fixing c. fix d. fixed) the broken window.
- 2. Instead of buying a new bicycle, why don't you have your old one (a. to fix b. fixing c. fix d. fixed)?
- 3. We had the computer guy (a. to install b. installing c. install d. installed) the new software for us.

Match each definition (A - E) with today's vocabulary word (1 - 5)

DEFINITIONS

- A. to laugh rudely or shout insults
- B. someone who disagrees
- C. to think carefully
- D. agreement
- E. difference

Fill in the blanks.

- 1. The people at the back of the hall j___ed at the speaker.
- 2. One of her priorities will be to eliminate pay d_____ity between men and women for equal work.
- 3. The committee has d_____ated the question at great length.

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DAY 41

1. deliberate (v)

- 2. disparity
- 3. jeer
- 4. dissenter
- 5. consensus

PAGE

GLOBAL BUSINESS SKILLS FOR ONE-TO-ONE LESSONS



Vocab Review

Fill in the blanks.

- 1. The people at the back of the hall j_ __ed at the speaker.
- 2. One of her priorities will be to eliminate pay d_____ity between men and women for equal work.
- 3. The committee has d_____ated the question at great length.

4 Meetings/ Discussions



Module 4.3 Discussion – Stating and asking for opinion



LEAD-IN What is the difference between 'discussion' and 'debate'?



Listen and fill in the blanks.

What's the difference between 'debate' and 'discussion'?

A discussion focuses on a specific topic with which are made by plural people trying to establish the of the topic. So normally at company meetings discussions take place. A debate is a formal contest where the 'yes' and 'no' sides of a are by opposing speakers. A debate is combative and one side must win. A discussion is held not as a competition but on equal

Suggest as many ways of asking for opinion and stating opinion as you can.



> Choose the most appropriate word from the box. Some unnecessary words are also listed.

have/ tell/ say/ think/ talk/ speak/ views/ time/ opinion

Asking for opinion

- 1. What do you _____ about ...?
- 2. I'd like to _____ your point of view about ...
- 3. Perhaps you can ______ us something about ...
- 4. Do you have any _____ on ...?
- 5. What are your _____ about ...?
- \blacktriangleright Which phrases (1 10) can be used ...
- a to express opinion neutrally
- b to express opinion more strongly
- c to express opinion more weakly

Stating opinion

- 1. I think that ...
- 2. I definitely think that . . .
- 3. I'm inclined to think that ...
- 4. It seems to me that ...
- 5. I understand that ...
- 6. I feel strongly that . . .
- 7. I'm convinced that . . .
- 8. My view/ idea/ opinion/ thinking is that ...
- 9. As I see it . . .
- 10. In my opinion/ view ...



Module 4.5 Discussion – Interrupting

LEAD-IN Imagine that you are in a meeting, and you want to interrupt to ask a question or make a comment. How would you interrupt speakers in a meeting? Think of three possible phrases.



Listen and fill in the blanks.

In a discussion, it is seen as and to interrupt a speaker. But sometimes if you want to or the conversation is off-topic, you feel you should interrupt. Learning to interrupt politely requires and

Here's how to do it. First of all, body language to let the speaker know that you have something to say. Make eye contact and he/she may that you want to speak. If you can't get the speaker's attention, raise your hand, or clear your Secondly, avoid interrupting If there is a in the conversation, that is your chance.

- > Which phrases (1 10) can be used ...
- a to begin an interruption
- b to begin an interruption more formally
- c to be followed by a quick question to the speaker
- d for the speaker to accept the interruption
- e for the speaker to reject the interruption
- 1. Can I come to that later?
- 2. Could I just comment on that?
- 3. Sorry, please let me finish
- 4. Sorry to interrupt you but ...
- 5. Could I come in here?
- 6. Can I just say something about that?
- 7. Hold on a moment, please. We'll come back to you soon.
- 8. Yes, go ahead.
- 9. I apologize for interrupting but ...
- 10. Just a moment, please. I promise we'll come right back to you.
- 11. Could I make a point here?
- 12. Sorry to hold the meeting up but ...

Match each definition (A – E) with today's vocabulary word (1 – 5)

DEFINITIONS

- A. a short period of calm in which little happens
- B. great skill or style
- C. to speak in support of an idea or course of action
- D. a statement that you strongly believe is true
- E. to say something that interrupts someone who is speaking

Fill in the blanks.

- 1. I certainly don't agree with his a_____ion that men are better drivers than women.
- 2. It was a disappointing performance which lacked f____e.
- 3. After the summer l___, business has picked up again this month.
- 4. He i_____cted questions throughout the discussion.
- 5. The Food Standard Agency a____ated a ban on advertising junk food to children.

- 1. advocate
- 2. interject 3. lull
- 4. finesse
- 5. assertion

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GLOBAL BUSINESS SKILLS FOR ONE-TO-ONE LESSONS





Vocab Review

Fill in the blanks.

- 1. I certainly don't agree with his a_____ion that men are better drivers than women.
- 2. It was a disappointing performance which lacked f____e.
- 3. After the summer l_ _ _, business has picked up again this month.
- 4. He i_____cted questions throughout the discussion.
- 5. The Food Standard Agency a____ated a ban on advertising junk food to children.

4 Meetings/ Discussions

Module 4.6 Discussion – Asking for and giving clarification

Listening

Listen and fill in the blanks.

Asking for Clarification in a Business Meeting

In attending a meeting, from time to time you may havea kind of at having something to say without knowing how and when to say it.

Speaking up in meetings, to, correct someone else, or ask for, can be extremely

However, if you know some useful phrases at, you will feel more in speaking up your thoughts in meetings.

- \blacktriangleright Which phrases (1 13) can be used ...
- a to start asking for clarification
- b to be followed by a quick question to the speaker
- c for the speaker to clarify
- d for the speaker to check that the clarification is sufficient
- 1. Is that clearer now?
- 2. What I mean is ...
- 3. Er ... sorry l'm afraid l don't quite follow you.
- 4. Could we have some more details, please?
- 5. Is that okay?
- 6. What do you mean by ...?
- 7. Sorry to interrupt you, but I'm afraid I don't quite understand what you are getting at.
- 8. Well, it means ...
- 9. Could you elaborate on that?
- 10. Let me explain this in more detail . . .
- 11. Could you be more specific?
- 12. Excuse me, I don't see what you mean.
- 13. Could you clarify that?

GLOBAL BUSINESS SKILLS FOR ONE-TO-ONE LESSONS

DAY 43

QQEnglish

Complete the following mini-dialogues

Extract 1

A: ... in the penultimate chapter of the book.

B: Er, sorry, can I ask something? _____ ____ ____ ____ ____ by 'penultimate' ?

A: ______, it means 'last but one' or 'not the last, but immediately before the last'. Is that ______ now? B: Yes, thanks.

Extract 2

A: Vehicle manufacturers will increasingly advertise extra safety measures as a USP for their cars.

B: Excuse me, I'm not quite sure _____ USP?

A: USP is an _____ for 'Unique Selling Point'.

B: Er, could you _____ on that?

A; Yes, of course. The USP of a product or service is a particular feature of it which can be used in advertising to show how it is different from, and better than, other similar products or services. Is that okay? B: Yes, I ______ now. Thank you.

> Unscramble the words to make questions that ask for clarification.

- 1. Sorry/ you/ I'm/ I/ you/ at/ to/ but/ getting/ interrupt/ don't/ afraid/ understand/ are/ what/ quite
- 2. Could/ that/ on/ you/ elaborate/?
- 3. Excuse/ I/ you/ me/ see/ mean/ don't/ what
- 4. Could/ specific/ you/ more/ be/?
- 5. Could/ that/ clarify/ you/?

Module 4.7 Discussion – Expressing agreement/ disagreement

Listening

Listen and fill in the blanks.

It is that people will agree and disagree with one another during meetings. Imagine that you are in a meeting and you disagree with someone over an It's hard to disagree without being How might you make your point? In spoken English, just saying "I disagree" is often too Most English speakers use phrases that are to be more polite, or methods to express disagreement. One way to disagree indirectly is simply to say your own opinion. It's common to use the words 'well' and 'actually', which signal that you are going to express a opinion.

- \succ Which phrases (1 10) can be used ...
- a to disagree using an apology to introduce your disagreement
- b to disagree partially
- c to disagree formally
- d to disagree indirectly
- e to disagree using adverbs
- f to acknowledge the other person's opinion before you disagree
- g to pretend to be unsure about agreeing
- h to agree using adverbs

QQEnglish®

- 1. I agree up to a point, but ...
- 2. With all due respect, that account doesn't fit the facts.
- 3. I see what you're saying but...
- 4. I respectfully disagree with that assessment,
- 5. I'm not sure I agree with you about this.
- 6. I can agree with that only with reservations.
- 7. Actually, I have my own thoughts about that.
- 8. That's a valid point, but...
- 9. Well, in my opinion ...
- 10. I don't think I have the same opinion as you.
- 11. I'm sorry but I disagree with you about this.
- 12. I take your point but ...
- 13. I am of a different opinion.
- 14. I completely (absolutely) agree with you on that point.

> Complete the following sentences by underlining the correct word from the options given.

A manager of a company, during a meeting, asked participants to give him [agreement / feedback /information] on the presentation that they'd just seen. Some of them said that they [disagreed / unhappy / prohibit] with the company's new expansion project. They said that they would be much [comfortable / happier / prefer] if there were more time to discuss the project.

- > Unscramble the words to express disagreement.
- 1. Actually,/ that/ I/ about/ own/ my/ have/ thoughts
- 2. I/ that/ reservations/ agree/ only/ with/ with/ can
- 3. With/ facts/ all/ that/ respect/ fit/ due/ account/ the/ doesn't
- 4. I'm/ but/ disagree/ this/ with/ about/ you/ sorry/ I
- 5. I/ I/ you/ don't/ the / as/ think/ have/ opinion/ same

Match each definition (A - E) with today's vocabulary word (1 - 5)

DEFINITIONS

- A. wrong or false
- B. certain to happen and unable to be avoided
- C. to change something in order to improve it
- D. making you feel frightened or nervous
- E. unpleasant

Fill in the blanks.

- 1. She can be very i_____ating when she's angry.
- 2. The accident was the i____able consequence of carelessness.
- 3. She said some very d____eeable things.
- 4. The plans will have to be m____ed to reduce costs.

- 1. modify
- 2. disagreeable
- 3. erroneous
- 4. inevitable
- 5. intimidating



Day 44 + 45

Vocab Review

Fill in the blanks.

- 1. She can be very i_____ating when she's angry.
- 2. The accident was the i____able consequence of carelessness.
- 3. She said some very d____eeable things.
- 4. The plans will have to be m____ed to reduce costs.



4 Meetings/ Discussions



Module 4.8 Making resolutions



Listen and answer the following questions.

- 1. Is a company resolution a contract?
- 2. What does "make a motion" mean?
- 3. What does "obtain the floor" mean?
- > Match the two parts to make sentences which can be used to make resolutions.

The motion has been All those in favor, Would anyone like Is there someone to

propose the motion? to second that? rejected by 10 votes to 3. please rise

OOEnclish

- > The following sentences are in the wrong order. Write them in the correct sequence so they all make sense.
- 1. Mr. Chairman. I move that the Board of Directors for the ensuing year be* fixed at eight.
- 2. I second the motion.
- 3. The motion is carried: 8 for, 2 opposed, 3 abstentions.
- 4. The next item of business is to fix the number of directors. Do we have a motion?
- 5. All in favor of the motion, please raise your hand. Thank you. All those opposed? Abstentions?
- 6. Is there a seconder for the motion?
- 7. Can I ask for a show of hands?

<GRAMMAR REVIEW> *Subjunctive

The subjunctive is the name of a special group of verb-forms (recommended that he be released . . . / It is vital that he return immediately . . . / I wish I were rich . . .) used to express a wish, a suggestion, a demand, etc. The forms of the subjunctive are as follows:

- The Present subjunctive consists of the infinitive without to (= the bare infinitive)in all persons: e.g. I be, you be, (s)he be, we be, they be; I go, you go, (s)he go, etc.
- The Past subjunctive exists only in 'were' in all persons: e.g. I were, you were, (s)he were, etc.
- Verbs which attract the subjunctive

The following verbs often attract the subjunctive: ask, command, demand, insist, move (=to officially make a proposal at a meeting), order, recommend, request, propose, suggest, and wish.

• Adjectives which attract the subjunctive

The following adjectives often attract the subjunctive: crucial, essential, important, imperative, necessary and vital.

Subjunctive Exercise

Decide which answer (a, b, c, or d) best fits each gap.

- 1. The board recommended that the motion (a. was b. had c. be. d. has been) passed immediately.
- 2. It is imperative that the game (a. begins b. begin c. began d. has begun) at once.
- 3. I'm suggesting that he (a. reconsiders b. reconsidered c. reconsider d. is reconsidering) my proposals.
- 4. The police insisted that the car (a. be moved b. is moved c. was moved d. is moving) immediately.

Module 4.9 Ending a meeting

• AOB

The last item on a formal agenda is AOB (Any Other Business). If a subject is not directly relevant to the discussion, a chairperson might ask that the item be dealt with under AOB.

> Match the two parts to make sentences which can be used to talk about AOB.

Could we deal	
Does anyone have	
Let's talk about	
Is there any other	
l have an item	
Could we talk	

business that we need to discuss? for AOB over that point under AOB? with that point under AOB? that when we get to AOB. anything they'd like to bring up under AOB?

• Ending a meeting

> Match the two parts to make sentences which can be used to end a meeting.

I think we've just about I'll just go Let's just run through Mary, you're going to contact headquarters, and Jack's The meeting Thank you all very much for coming and contributing. is adjourned. going to take care of the translation. who's doing what. through what we've agreed to today. covered everything.

NB: The verb 'adjourn' means 'to end a meeting for a period of time' or 'to suspend until a later stated time'.

- I declare the meeting adjourned (or closed). Thank you all for coming.
- We'll adjourn for lunch and reconvene at 1:00 p.m. to discuss the outstanding issues.

Module 4.10 How to support your opinion by constructing a logical argument

In business your opinions should be supported by logical arguments, which are built upon evidence that leads to a conclusion through an accepted pattern of reasoning. Six commonly used sources of supporting evidence are: definition, reasons, examples, concessions (quoting another opposing opinion = counterargument), statistics, and the testimonies of experts.



Read the following and identify which underlined part (1 – 13) represents the opinion (O), definition (D), reasons (R), examples (E), concessions (C), statistics (S), or the testimonies of experts (T).

"Should animals be kept in zoos?"

It is my view that we cannot keep animals in any zoo,	>1
which is a place where live animals are kept so that people can look at them.	→ 2
Obviously, animals kept in a zoo cannot move as freely as when they live in	
a natural environment. We are depriving them of their natural and spontaneous	→ 3
behavior.	
Some people opine that wild animals natural habitat can be replicated in a	
zoo. This may be true when you are talking about smaller animals,	→ 4
but you cannot say this is true when it comes to larger animals,	→ 5
like elephants	→ 6
If elephants who live in large herds are kept in a small zoo, they get bored.	→ 7
According to a PETA (People for the Ethical Treatment of Animals) article, the	
median life for an elephant in	
a zoo was 16.9 years against 56 years for an elephant living in a natural habitat!	→ 8
Some say that people can learn about animals from a zoo,	→ 9
but most people who visit a zoo spend only a few minutes at each display.	
What they want is not enlightenment but entertainment, I think.	→ 10
A curator at a zoo said that what is on display isn't important, People	
are treating the exhibits like wallpaper.	→ 11
In fact, without going to a zoo, any child can learn that an elephant has a long trunk.	→12
In conclusion, we should not keep animals in any zoo.	<mark>→</mark> 13
	<i>y</i>



Match each definition (A – E) with today's vocabulary word (1 – 5)

DEFINITIONS

- A. similar or related
- B. to get something
- C. to give up the control of something
- D. to officially suggest something during a meeting

E. a formal statement on which people in an organization vote, or the decision taken as a result of this vote

Fill in the blanks.

- 1. They were forced to y_ __d their land to the occupying forces.
- 2. I m_ _e that we adopt the resolution.
- 3. Shareholders were asked to approve a r____tion to create a special voting share.
- 4. Income was up compared to the c_____onding period last year.

1. to yield

- 2. resolution
- 3. corresponding
- 4. to obtain
- 5. to move

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PAGE S

GLOBAL BUSINESS SKILLS FOR ONE-TO-ONE LESSONS



Vocab Review

Fill in the blanks.

- 1. They were forced to y___d their land to the occupying forces.
- 2. I'm__e that we adopt the resolution.
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- 4. Income was up compared to the c_____onding period last year.

5 Negotiations

🔟 Module 5.1 Preparing to negotiate



LEAD-IN Look at the picture. What are they doing?

What is the difference between negotiation and haggling?



Listen and fill in the blanks.

DAY 46





Read the following.

We negotiate almost every day; when we want to buy a new car, when we want a salary increase, for example. There are three types of negotiation.

• Win-win negotiations

It is the aim of win-win negotiations to find a desirable solution that is acceptable to both parties. The name comes from the fact that the solution leaves both parties feeling that they've won after the negotiation.

• Win-lose negotiations

This type refers to a distributive negotiation whereby one party's gain is another party's loss. While one side wins, the other loses and this outcome may well damage future relationships between the parties. Here, each party regards the other as an opponent and seeks to win the argument, without much regard for the outcome of the other party. In a win-lose scenario, one party falls within their target range (or better) and the other party falls outside their target range. This is also called the 'fixed-pie' scenario in that there is only a limited amount to be distributed.

• Lose-lose negotiations

In a lose-lose negotiation, both parties end up with results that fall below their minimum bargaining positions.

Read the following two situations.

Sarah would like to sell her car. She recently moved into the downtown area of the city and realized that she could commute using public transportation, which is cheaper than the collective cost of the insurance, maintenance, and gas for her car. She looked her car up the blue book* and found that its value is around \$4,900. However, she would be satisfied if she could sell if for about \$4,500. Since she needs to pay for her car insurance next month, she'd much rather sell her car before then to avoid paying it. Sarah's best case scenario is selling her car for any amount over \$4,700. Her walk away point is \$4,200.

*The blue book is a guidebook that lists prices for new and used automobiles and of various makes and models.

2. Jack wants to buy his first car and has saved up \$3,900 for this purpose. In addition, he recently made a big sale at work and expects to receive a bonus check of about \$1,000 later this month. He can also use this money to purchase a car. He has started looking at the local used car market because some of his friends plan to go on a road trip next weekend. He wants to join them and also wants to avoid paying to rent a car. His father suggested he offer an initial price of \$3,400 so that he has room to negotiate. Jack's best case scenario is spending \$3,400. His walk away point is \$4,400.

> Read the following three scenarios and decide which negotiation outcome (win-win, win-lose, or lose-lose) each scenario represents.

Scenario A

J: I'll give you \$3,400 for your car.

S: It's worth \$4,900. But I can accept \$4,500.

J: I only have \$3,900 total. Take it or leave it.

S: That's \$1,000 less than it's worth, I really can't accept that amount.

After the negotiation, Jack thinks "Damn, I probably should've bought the car. Now I will have to rent a car for the road trip!" Sarah thinks "Why didn't I accept Jack's offer? Now I'll need to pay my car insurance next month."

Scenario B

J: I'll give you \$3,400.

S: My car's worth \$4,900. But I'll accept \$4,500.

J: I'll give you \$3,700 in cash right now.

S: (It would be good if I didn't have to pay that insurance premium next month ...) OK.

J: (Great! I have \$200 left over plus I still have my bonus to come.)

S: (Actually, I shouldn't have accepted that amount, I should've demanded more.)

Scenario C

J: I'll give you \$3,900 for the car.

S: It's worth \$4,900. But I'll take \$4,500.

J: I can't pay that much, but I could go higher if I can give you some of the money now and the remainder when I receive my bonus.

S: How about \$4,300 in total?

J: That's ok. I can pay \$3,900 now and \$400 in two weeks.

S +J: Deal!

> Here is a representation of the typical structure of a business negotiation.



Suggest a short business conversation with the above structure. Start with "I'm sure you can allow us a 10% discount?" A proposal is an offer made by one party to the other. A successful proposal is one that results in an agreement. A counterproposal offers an alternative proposal that may suit both parties. This can happen when one party refuses or does not agree with the original proposal.

Preparation for a negotiation

Thorough preparation is the most important prerequisite to effective negotiation. Neither experience, bargaining skill, nor persuasion on the part of the negotiator can compensate for the absence of preparation.

- > Match each of the following aspects of good preparation (a h) with why they are important (i viii).
- a) Knowing what you want from a negotiation, what's your purpose, your aims and objectives
- b) Knowing what's the minimum deal. Decide what is the least (the lowest offer) you can accept for a deal
- c) Knowing where you can give way or make concessions
- d) Knowing your own strengths and weaknesses, taking the marketing SWOT* analysis
- e) Preparing all support information; figures, numbers, pictures, and so on.
- f) Preparing an opening statement. Begin in general terms what you hope to achieve
- g) Knowing the other side, what they want, their strengths and weaknesses
- h) Organizing and planning an agenda
 - i) helps you to know the market, to see the negotiation in its proper context
 - ii) helps you to reach an agreement
 - iii) helps you to make your negotiation effective
 - iv) helps clear thinking and purpose
 - v) helps you to create the right atmosphere, helping things to be clear between the two sides
 - vi) helps you to find a compromise
 - vii) helps you to support your argument
 - viii) helps you to identify your own issues, priorities, and goals, as well as your opponent's issues, priorities, and goals

*SWOT is a system that companies use to examine how well they are working, in order to help them improve and make plans for the future. SWOT is an abbreviation for 'strengths, weaknesses, opportunities and threats'. (See Day 49)

Match each definition (A – E) with today's vocabulary word (1 – 5)

DEFINITIONS

A. an agreement in an argument in which the people involved reduce their demands or change their opinion in order to agree

B. a person who disagrees with something or a person you are competing against

C. involving two people or groups that agree to help each other in a similar way

- D. the amount of money you have available to spend
- E. to accept or be able to deal with something that causes you difficulty

Fill in the blanks.

- 1. It is hoped that a c_____ise will be reached in today's talks.
- 2. The firm has drawn up a b____t for the coming financial year.
- 3. He can't s____h the idea that Jack might be the next chairman.
- 4. We have agreed to exchange information about our two companies, but strictly on a
- r____al basis.

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- 1. reciprocal
- 2. stomach (v)
- 3. compromise (n)
- 4. opponent
- 5. budget





Vocab Review

Fill in the blanks.

- 1. It is hoped that a c_____ise will be reached in today's talks.
- 2. The firm has drawn up a b____t for the coming financial year.
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- 4. We have agreed to exchange information about our two companies, but strictly on a r_____al basis.



5 Negotiations

Business Negotiations Agenda (Formal agenda for the negotiating sessions)

Listening

Listen and fill in the blanks.

Before the meeting, Company A and Company B exchanged emails about the agenda. Put the email phrases (a – f) in the right order and match them with A1, A2, B1/2/3, and A3 on the timeline. The first one has been done for you.

- a) Do you agree with the other items?
- b) It has occurred to us that we need to add ... to the agenda.
- c) Could you please confirm that you have received the revised agenda?
- d) It is extremely important for us to include ...
- e) Please find attached our proposal for the agenda for the initial meeting.
- f) ... has a lower priority.

GLOBAL BUSINESS SKILLS FOR ONE-TO-ONE LESSONS

DAY 47





Knowing Your BATNA Pays Off

Read the following sentences and fill in each gap using one of the words in the box.

bargaining/favorable/ contrast/ alternative/ lower/ allows/ unfavorable

Module 5.2 Engaging with the other party during the negotiation

Listening

Listen and fill in the blanks.

QQEnglish



> Complete the following conversation.

A: I hope you had a p____t flight.

B: Yes, we did, thanks.

A: ___ is your hotel?

B: It's an e____nt hotel.

A: Well, we'd better get d___ to business. Let me k___ things off (start the discussion) by saying that we believe we can offer you a very good deal and come __ with a w__-__ result.

B: What's your p____l?

A: We're p____ed to offer a very attractive price for a minimum sale, in e_____e for a two-year c____t.

Making an opening statement

Read the following and answer the question.

An opening statement would normally be made by the company who requested the meeting, or if one company acts as hosts for the meeting, the top ranking member of that team should make the opening statement, which is the most common case. It might be made, however, by each side, or jointly done by two high level executives (one from each side), which might go something like this: "We expect you to come to an agreement because our companies put a high value on doing business together. We know you can do it."

Let's focus on the most common case. What do you think an opening statement should include? And suggest phrases for each of the items included.

Giving an opening proposal

Read the following aloud.

If you start with good first impressions in a negotiation, it will affect the whole process, from the first proposal to the final agreement. These opening stages, especially between different cultures, are very important. The opening proposal should emphasize mutual benefits, be positive and create interest.

> How to handle common rejections to first proposals.

What would you do if they said

- 1. "Your offer is too expensive."
- 2. "We don't have that kind of budget."
- 3. "That's not what we are looking for."
- 4. "Your offer is not competitive."

Match the rejections (1 - 4) with the possible way to handle (a - d).

a. Suggest that the payment be deferred to meet the size of the budget.

b. Keep getting information about what they are looking for until you understand their needs and reschedule your offer accordingly.

c. Before you lower your price, check what price they are looking for.

d. Focusing on strong features of your products, as well as asking what the phrase 'not being competitive' means will be the best things to do.



Match each definition (A - E) with today's vocabulary word (1 - 5)

DEFINITIONS

- A. the character, feeling, or mood of a place or situation
- B. a choice

C. to decide which of a group of things are the most important so that you can deal with them first

D. a particular form of something that varies from other forms of the same thing

E. to continue as planned

Fill in the blanks.

- 1. The merger is p_____ing according to schedule.
- 2. You must learn to p____ize your work.
- 3. There's a very relaxed a _ _ _ _ ere in our office.
- 4. I have no a_____tive but to ask you to leave.
- 5. They're producing several v____s of the TV commercial to see which one works best.

1. prioritize

- 2. proceed
- 3. atmosphere
- 4. alternative (n)
- 5. version

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GLOBAL BUSINESS SKILLS FOR ONE-TO-ONE LESSONS





Vocab Review

Fill in the blanks.

- 1. The merger is p_____ing according to schedule.
- 2. You must learn to p____ize your work.
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- 4. I have no a_____tive but to ask you to leave.
- 5. They're producing several v____s of the TV commercial to see which one works best.

5 Negotiations



Module 5.3 Bargaining and making concessions



> The following expressions in a negotiation between (A) the owner of a new language school, who wants to buy 25 all-in-one desktop computers, and (B) the sales manager of a desktop computer maker are in the wrong order. Write them in the correct sequence so they all make sense.

A: I think that'd be acceptable, if the discount is a good one.

B: As you know, our prices are very competitive. We can let you have it for \$2,000 each.

A: No problem. Our engineers will take care of that.

B: How about 5%?

A: Well, we'll be happy to buy 25 all-in-one desktop computers if you can give us a good price.

B: I'm sorry, we can't go any lower than 5% unless you pay for the installation.

A: I'm sure you can allow us a discount for bulk purchasing.

B: Okay then, so to confirm: an 8% discount but you pay all the shipping and installation costs.

A: I'm happy enough with that.

B: Well, a discount could be possible if you agree to pay for the shipping costs.

A: 8% would be better.

> Put the expressions from the above conversation under these headings.

Proposal

Counterproposal Concession Agreeing

Confirming

Concessions

> Read the following sentences and fill in each gap using one of the words in the box.

little/ separate/ auxiliary/ offer/ compromises/ demand/ valuable

Each side to a negotiation usually by making some concessions to reach agreement. By its very nature a concession is worth something to the other party. The best win-win concession in a negotiation is to bargain something that costs you but is to the other party in exchange for something of equal value to you.

Concessions that are poorly made can serve to further the parties rather than bring them together. How a concession is made is as important as the value of the concession. The key to success is to make your precise but leave some room for maneuver in your by using verbs, such as 'might', wisely. Look at the following example.

I cannot give you a discount on the existing order but I **might be able to** offer a discount of around 5% if you can increase your order by 1,000 units.

(tentative offer)

(firm & precise demand)

PAGE 2

伊 Writing 1

- > Make sentences which include concessions based on the cues below. The first is done for you as an example.
- 1. 5% discount / payment on delivery → We might be able to give you a 5% discount if you agree to payment on delivery.
- 2. let you have it for \$1,000 / you pay cash
- 3. free delivery / larger order
- 4. a pay increase of 5% / 5 new customers
- 5. deal/ cut your prices by another 3%
- 6. an additional discount/ a minimum purchase of 200 units per month



- > Put the words in the right order to make sentences that are often used in negotiations.
- 1. I / 500 units/ offer/ increase/ if/ might be able to/ by/ a/ of/ you/ order / discount/ your/ around 3% / can/
- 2. I'm / you/ for/ a/ bulk/ sure/ allow/ discount/ purchasing/ can/ us
- 3. I'm / installation/ than/ for/ sorry/ you/ we/ pay/ go/ the/ any/ 5% / can't / lower/ unless/



> Below are three offers. Reject each one, using the information in the cues. You'll have three minute preparation time, after which do the task without reading the text.

Situation 1

We might be able to offer you an additional discount if you agree to a minimum purchase of 200 units per month. You don't know how many units you will need every month.

Situation 2

We might be able to give you free delivery with a larger order. Your company has your own delivery trucks.

Situation 3

We might be able to offer you the position of Recruitment Head with the proposed salary of \$45,000 p.a. The proposed salary is too small, given the amount of time you'll have to do. Also the call center industry hardly ever experiences any downtime during the year, which means I'll be under constant pressure.

Match each definition (A - E) with today's vocabulary word (1 - 5)

DEFINITIONS

A. the activity of buying large quantities of a product, especially to get cheaper prices

B. to accept that you will reduce your demands or change your opinion in order to reach an agreement with someone

C. time when people are not working

D. the act of putting something in place so that it is ready for use

E. as good as or better than other prices, services, etc.

Fill in the blanks.

- 1. We had a busy weekend so I'm planning to have some d_____me tomorrow.
- 2. We can't put up our prices and still remain c_____tive with similar brands.
- 3. We encourage b__k purchasing.
- 4. Well, you want \$400 and I say \$300, so let's c_____ise at \$350.

- 1. downtime
- 2. competitive
- 3. bulk purchasing
- 4. compromise (v)
- 5. installation

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GLOBAL BUSINESS SKILLS FOR ONE-TO-ONE LESSONS





Vocab Review

Fill in the blanks.

- 1. We had a busy weekend so I'm planning to have some d_____me tomorrow.
- 2. We can't put up our prices and still remain c_____tive with similar brands.
- 3. We encourage b__k purchasing.
- 4. Well, you want \$400 and I say \$300, so let's c_____ise at \$350.

Negotiations



Module 5.4 Dealing with conflicts



LEAD-IN

A good negotiator's aim is to reach a win-win situation and a deal. However, conflict may sometimes be an unavoidable step on the road towards agreement and in some cases it leads to the breakdown of negotiations. What actions would you take to resolve conflict in a negotiation?

 \blacktriangleright Match each action (1 – 6) with one of the statements (a – f).

Possible actions to resolve conflict in a negotiation.

- 1. Put the problem on hold, discuss other issues and come back later to the problem
- 2. Focus on the loss to both parties of not being able to reach an agreement.
- 3. A conditional concession should be offered.
- 4. Sum up progress and where you have agreed.
- 5. Stop for a short time to think.
- 6. Focus on the benefits to both parties.

a. "I know we seem to have some problems, but let me summarize the areas in which we have made some progress."

b. "Let me emphasize the benefits of reaching an agreement."

c. "In view of this difficulty, can we come back to the problem of the warranty later? Could we talk about the question of delivery?"

d. "Do you think we should take a brief break here?"

e. "Let's think about what might happen if we couldn't reach an agreement."

f. "The issue here is not complicated. We could offer you an additional 3% discount, if you can increase your order by 5%."

More about 'SWOT' (See Day 46)

Look at the table below, which shows a SWOT matrix for a small company. Put each of the following points (1 - 4) into the correct part of the table.

Strengths	Weaknesses
Opportunities	Threats

- 1. Diversification would increase sales in new markets
- 2. Loyal customer base
- 3. Larger competitors may take bigger market share
- 4. Lack of new products



Reading / Writing

What would you say in the following situations. Choose words from the box to complete the sentences.

in/ at/ on/ to/ during/ oral/ regret/ summarizing/ satisfactory/ glad/ physically/ efforts/ pity / written/ reach/ suggest/ supply

A. In case of the agreement reached.

Situation 1

Your efforts to reach agreement have been successful and for the next step you'll prepare a written summary of the oral agreements reached during the negotiation session.

I think we have a very agreement and so, for the next step, we'll send you a summary of the agreements reached the negotiation session. We look forward to a successful partnership.

DAY 49

Situation 2

After a long negotiation, you have reached agreement and for the next step you'll send them a letter summarizing what you've agreed to.

It's been a long meeting, but finally I'm very we're able to agreement. So the next step is for us to send you a letter what we've agreed It's been a very useful and productive meeting. We look forward to a long and fruitful partnership.

B. In case of the agreement not reached.

Situation 3

You haven't been able to reach an agreement and it is getting late. Before you end the negotiation, give some hope that you might be able to cooperate with the other party somehow in the future.

I'm sorry our to reach agreement have not been successful. It's been a long meeting, and I we stop here. It's a we couldn't reach agreement this time. But I hope in the future we might work together something.

Situation 4

Your customer is asking you to supply goods in a month. But this is physically impossible. Your order books are full, and the plant is working at full capacity. End the discussion.

I'm very sorry, but it really is impossible. We that our order books are full, and the plant is working full capacity. So we cannot goods such a short time. Sorry we can't help you this time.

Match each definition (A - E) with today's vocabulary word (1 - 5)

DEFINITIONS

- A. to stop a meeting for a period of time or until a later date
- B. to emphasize something important
- C. a problem or subject of disagreement
- D. to start making new products or offering new services
- E. an active disagreement

Fill in the blanks.

- 1. Isn't the need to hire more staff what's really at i_ __e here?
- 2. The Government was in c____t with the unions over pay.
- 3. They a_____ed the meeting until after lunch.
- 4. The report h_____ts the need for increased funding.

- 1. issue
- 2. conflict (n)
- 3. adjourn (v)
- 4. highlight (v)
- 5. diversify

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GLOBAL BUSINESS SKILLS FOR ONE-TO-ONE LESSONS



Vocab Review

Fill in the blanks.

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- 2. The Government was in c____t with the unions over pay.
- 3. They a_____ed the meeting until after lunch.
- 4. The report h_____ts the need for increased funding.

Progress test (testing contents of Day 1 – Day 49)

- A. Put the words in the right order to make sentences that are often used in negotiations.
- 1. I / 500 units/ offer/ increase/ if/ might be able to/ by/ a/ of/ you/ order / discount/ your/ around 3% / can/
- 2. I'm / you/ for/ a/ bulk/ sure/ allow/ discount/ purchasing/ can/ us
- 3. I'm / installation/ than/ for/ sorry/ you/ we/ pay/ go/ the/ any/ 5% / can't / lower/ unless/
- 4. but/ is/ seating/ now/ not/ Polarization/ in/ only/ in/ the/ the / world/ world/ airline/ occurring/ economy/ also/ of
- 5. Let/ so/ me/ far/ said/ summarize/ l've/ briefly/ what
- 6. Communitarianism/ of/ in/ for/ to/ group/ the/ the/ individuals/ work/ encourages/ consensus/ interests
- 7. Sorry/ you/ I'm/ I/ you/ at/ to/ but/ getting/ interrupt/ don't/ afraid/ understand/ are/ what/ quite
- B. Complete the sentences with words from the box.

basis/ purpose/ atmosphere/ breaks/ polite/ conduct

Small talk

Making small talk is vital to building connections that increase your business. Small talk is conversation about things that are not important, often between people who are meeting for the first time. Making small talk gets friendships started and '..... the ice'. In spite of seeming to have little useful, small talk helps develop good relationships and a good and the ability to small talk is a business skill because it can make doing business easier. It's nothing difficult. Discussing the weather, for example, with people who you don't really know is an example of small talk that many of us are very familiar with on a daily



C. Complete the sentences with words from the box.

evidence/ end/ introduction/ cram/ consisting/ common/ overrunning/

What to avoid

The most mistake with presentations is trying to in too much information – you either up talking too fast, or the time limit.

Start with an that sets out the structure, followed by the main body of 3 (or 4) main points, each followed by to support these, and finish with a brief summarizing conclusion.

D. Complete the sentences with words from the box.

turns/ agenda/ enthusiasm/ drone/ allotted/ reasonable/ concerns/ track/ benefit/ hand/ focused/ present/ heard

What Is a Good Meeting?

Bad meetings have tendency to on and on, and you keep wondering why you arethere. In a good meeting, on the other hand, everyone's ideas are, decisions are made with speed, and what participants do are on concrete results.

Good meetings are full of and provide participants with something that may them in their future careers.

E. Read the text and answer the following questions.

A company resolution is an agreement or decision made at a meeting by the members of a company to carry out certain changes. If you want to make a proposal for action in such a meeting, you will need to "make a motion". Before making your motion, it is necessary for you to obtain the floor, and be recognized by the Chair. Wait until the floor has been yielded or is otherwise made available. The person making the motion, known as the mover, must first be recognized by the Chair as being entitled to speak; this process is known as obtaining the floor. Once the mover has obtained the floor, the mover states the motion, normally prefixed with the phrase "*I move.*" *Generally, once the motion has been proposed, consideration by the assembly occurs only if another member of the body immediately "seconds" the motion*. Once the debate has run its course, the members vote on the resolution. The Chair will ask who is in favor of the motion and count the affirmative votes. The resolution is passed when the required majority approves the resolution. Then, the Chair will announce the result, instruct the corresponding officer or member to take action, and introduce the next item of business. (https://en.wikipedia.org/wiki/Motion_(parliamentary_procedure) This page was last modified on 27 December 2015, at 13:23)



- 1. Is a company resolution a contract?
- 2. What does "make a motion" mean?
- 3. What does "obtain the floor" mean?
- F. Complete the sentences with words from the box.

paraphrase/ greeting/ roles/ introduce/ statement/ proposal/ develop/ welcoming/ respond

Negotiations

Begin with a and in starting a negotiation. After that, team members. Everyone at the meeting should know their Then small talk (about the trip, the weather, etc.) – small talk about such topics are called ice-breakers. After that, start the negotiation. An opening comes then. Then the party that called the meeting starts the negotiation by giving an opening Each party needs to to what the other party is signaling to make sure that the negotiation goes in the right direction. Check that you understand the other party's proposal and it to clarify and acknowledge it.