



GLOBAL BUSINESS SKILLS

FOR ONE-TO-ONE LESSONS

STUDENT'S BOOK

Introduction

Global Business Skills is an intermediate-level integrated skills course in business English for professional people who need to communicate confidently in everyday business situations and to understand global business cultures. The book can be used for one-to-one online or offline lessons.

It provides students at the start of their career in global business climate with the specialist language knowledge and professional communication skills they will need in their jobs. It is also suitable for in-work business people wishing to develop confidence and fluency in five key communication contexts: building connections with people and companies from different cultures, telephoning, presenting information, participating in meetings and discussions, and handling negotiations.

The course has twin aims: improving communication skills and learning established business etiquette in global business scenarios. Business etiquette is an important aspect of the business world. If you have no knowledge of how a professional should behave in a business setting, then you are likely to make many fundamental mistakes, which will be detrimental to the business you are working in.

As you use the course, review and practice as much as you can, which is the key to mastering global business skills.

Enjoy the course!

Yoshito Miyosawa RSA/ Cambridge/ CELTA





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Progress Test



1 Connections

Building connections with other people is integral to the success of any business. In today's global business climate this often involves building relationships with people from different cultures. In order to develop successful business relationships across cultures, we need to respect these cultural differences.

Day 1 + Day 2

Module 1.1 Cross-cultural understanding (1) Greetings

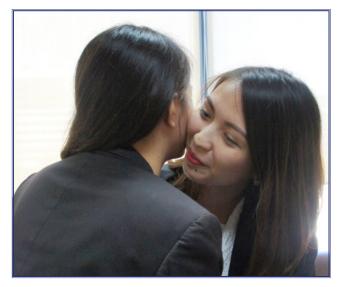
LEAD-IN First look at Picture 1. Describe the situation.

1



Look at Picture 2. Describe the situation.

2









Look at Picture 3. Describe the situation.





Module 1.2 Meeting someone for the first time

LEAD-IN First look at Picture 4. Describe the situation.





5. Reading

Read the text and decide which of the three titles given below offers the most accurate summary.

- a) Personal hygiene
- b) The origin of handshakes
- c) The right hand

Some say that the handshake originated as a gesture of peace by showing that the hand holds no weapon. Generally the right hand is used. Especially in some cultures, where the left hand is used for personal hygiene, offering your left hand is considered rude.



6. Reading

Read the text and decide which of the three titles given below offers the most accurate summary.

- a) How to shake hands
- b) The importance of handshakes
- c) Physical touch

A handshake is more than just a greeting. It is also a message about your personality and confidence level. In business, it is an important tool in making the right first impression. People are judging you and assessing your confidence and pleasant personality based on this moment of touch. Physical touch, which is the most powerful non-verbal signal, is established through the handshaking tradition. A study on handshakes shows that people are twice as likely to remember you if you shake hands with them. Everyone, both men and women, should pay attention to how they go about shaking hands. In today's business environment, both women and men shake hands. We need to understand the difference between business etiquette and social etiquette. Business etiquette is genderless. For example, the traditional chivalrous etiquette of a man waiting for a woman to extend her hand first is not necessary in the workplace. It is outdated (with the exception of some countries in the Middle East) and a woman should extend her hand.



PRACTICE 1



Speaking

Look at the five pictures above and use each of them for 30 seconds of continual conversation describing each picture with the teacher (in case of a one-on-one lesson) or a partner (in case of a group lesson).

Note:

• Keep the conversation flowing. There should be no breaks of more than three seconds.

7. Sequencing Activities

Making a good first impression is essential in many business situations, so learn the proper way to shake hands. The following steps to explain 'how to shake hands' are not in order. Read the sentences and arrange them into the logical order by writing numbers one through six on the line next to each sentence.

a) Gently let go of the other person's hand and end the handshake after 2 to 5 seconds in duration, or 1-3 pumps. In order to avoid creating an awkward moment, your shake should end before the oral introduction exchange does. A business handshake should be brief and to the point. Holding on for more than five seconds can make other people feel uncomfortable. _______

b) Stand when someone new comes into the room (whether you are a man or woman). ______

c) Extend your right hand with the thumb up and with your palm facing left*. Hold your arm so that it is parallel to the ground, ensuring that your palm should be perpendicular to the ground. Touch thumb joint to thumb joint. Put your thumb down, and wrap your fingers around the palm of the other person. _______

d) Do make eye contact and smile! Eye contact shows that you're engaged in the interaction, as well as displaying confidence. Look directly into the other person's eyes and smile. It is important to keep a genuine, bright smile when you meet a new person. Your smile is your best icebreaker - it draws people in. ______



- e) Shake from your elbow. If you shake from the shoulder, using your upper arm instead of just your forearm, you risk jolting your handshake partner. Your grip should be firm, but don't break any bones it's not a competition. Try squeezing slightly with your fingers and not your thumb. ______
- f) Make sure your right hand is free to shake hands. Always shift any briefcases, beverages or cell phones to your left hand before you begin the greeting so your handshaking hand is ready for action. _____
- **Etiquette tip:** When a person offers his or her hand with the palm faced upwards, it is considered to be a submissive gesture. Conversely, when someone offers their hand with the palm faced downwards it sends a message of superiority.
- 8. Reading

Read the text and decide which of the three titles given below offers the most accurate summary.

- a) How to shake hands
- b) The importance of handshakes
- c) Who initiates the handshake?

Handshake Etiquette

In today's workplace, shaking hands is not for men only. The handshake is the business greeting, and both men and women need to shake hands, and to do so correctly. The custom for men to wait for the woman to offer her hand doesn't apply now. The basic rule that the person in a higher position of authority or age should be the first one to extend a hand is still valid, but if he or she doesn't offer his or her hand, you offer yours.

9. Listen to your teacher reading the text.

Some don'ts:

- 1. Don't offer a "fish hand". A limp hand is never a good idea when it comes to a business handshake. A limp handshake is often interpreted as a sign of weakness or lack of confidence.
- 2. Don't use a forceful grip. Don't squeeze hard. A death grip is often taken as evidence of overconfidence or aggression. A handshake should be a friendly or respectful gesture, not a show of physical strength.
- 3. Don't pump the other person's hand more than three times.
- 4. Don't have your left hand in your pocket.
- 5. Don't bow while shaking hands.
- 6. Don't handshake with two hands. It is always better in business introductions to use only one hand your right hand. The use of two hands with strangers is called the "politician's handshake".
- 7. Don't look down when you break away. (It's a submissive signal.)
- 8. Don't wipe your hand on your pant leg, or skirt after the handshake.



Some do's:

- 1. If you are seated when you are being introduced, do stand up to shake hands.
- 2. Do offer a greeting before and during the handshake. Without conversation taking place during the entire handshake, it can feel more like hand holding. Your greeting should start with "Hello. My name is (or I'm) [name] [last name]" if the introduction is formal. If it's informal, you can say "Hi, I'm [first name]. And immediately after you've stated your name, ask for the other person's name by saying "And you are...?" in a questioning tone. When you learn the other person's name, repeat it by saying (i) "It's a pleasure to meet you, Ms. Coulter"; (iii) "How do you do, Ms. Coulter?"; (iii) "Nice to meet you, Jane." Repeating the name will help you remember it, and give the introduction a more personal touch.

♦ Extra activity

- A. Classify the following three sentences into very formal (VF), formal (F), informal (I)
- (i) "It's a pleasure to meet you, Ms. Coulter"; (ii) "How do you do, Ms. Coulter?"; (iii) "Nice to meet you, Jane."
- B. How do you answer to (i), (ii), and (iii)?
- 3. Do ask the other person politely to repeat their name if you didn't catch it the first time.
- 4. Do say the other person's name several times in order to remember his or her name; once during the initial handshake, then during the conversation that follows and again while shaking hands before you part ways.
- 5. Do keep your drink in the left hand, to avoid giving a cold, wet handshake.
- 6. If your hands tend to be clammy, do use a little spray-on antiperspirant in the bathroom at work when you need it. Or dab a little baby powder to keep your hands dry and smelling nice! Do carry a handkerchief in your pocket to dry your hand, but do it well before the meeting occurs so you are not caught with your hands in your pockets, which is a sign of not being open and honest.
- 7. If the other person doesn't have a right hand, or can't use it due to a physical challenge, do extend your left hand.

PRACTICE 2

Give your teacher five dos' and seven don'ts without looking at the text.







Homework:

While your handshake is to some extent a genuine reflection of your actual personality, it can still be a practiced and developed skill. Take a few moments to brush up on your handshaking skills. Practice with friends or family members before you start shaking hands of strangers. You can improve and perfect your handshaking skills.

Match each definition (A - N) with today's vocabulary word (1 - 14)**DEFINITIONS**

- A. the process of keeping things clean, especially to prevent disease
- B. the inside surface of your hand
- C. to move quickly up and down
- D. necessary and important as a part of a whole
- E. from a different and opposite way of looking at this
- F. main or most important
- G. the short, thick finger on the side of your hand that can touch the top of all your other fingers
- H. to cause someone to move suddenly and violently
- I. to stretch out
- J. at an angle of 90 degrees to something
- K. showing a willingness to be controlled by other people
- L. to bend the head or body forward as a way of showing respect, expressing thanks, or greeting someone
- M. impolite
- N. a hot or cold drink

- 1. pump (v)
- 2. conversely
- 3. thumb
- 4. jolt
- 5. perpendicular
- 6. bow /báu/ (v)
- 7. submissive
- 8. rude
- 9. beverage
- 10. integral
- 11. dominant
- 12. extend
- 13. hygiene
- 14. palm

Fill in the blanks.

- 1. Poor standards of h e mean that disease spreads fast.
- 2. American consumers prefer white eggs; c____sely, British buyers like brown eggs.
- 3. Her mother was the d____nt influence in her life.
- 4. He e____ded his hand as a greeting.
- 5. I was j_ _ ed out of bed by the earthquake.

This textbook uses pictures/photos from the free photo sites below.





Day 3 + Day 4 + Day 5

Vocab Review

Fill	in	the	h	lan	kc
		une	- LUI	ш	K S

- 1. Poor standards of h____e mean that the disease spreads fast.
- 2. American consumers prefer white eggs; c____sely, British buyers like brown eggs.
- 3. Her mother was the d____nt influence in her life.
- 4. He e____ded his hand as a greeting.
- 5. I was j_ __ed out of bed by the earthquake.

1 Connections



Module 1.3 Small talk: keeping the conversation going

LEAD-IN

Small talk

Immediately after the handshake and introductions, you are supposed to make small talk.

What is small talk?

Listen and fill in the blanks.

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





After the handshake and introductions;

1. What would you say if you were in Japan and talking to a visitor from abroad? Fill in the blanks.

Case 1

You: "Is this trip to Japan?"

Read the conversation that follows and answer the question.

Visitor: "No, I was here on my honeymoon two years ago."

You: "Let me show you my office."

Question: What is wrong with what you last said?

(Conversation Flowchart)

You: ask a question——

You: respond to the answer or pose a supplementary question, which refers to the same topic.

Now suggest a better version of the same conversation. Your teacher will read a model version. Listen.

Role play 1

Case 2

You: "..... was the flight?"

Visitor: "Pretty smooth actually, except for some turbulence."

Role play 2

- Which is better for small talk?
- A. Did you have a nice flight?
- B. How was your flight?





<GRAMMAR REVIEW> *Modals of Deduction

We can use modal verbs to express deduction and probability in certain situations in the present and past.

They <u>are</u> very rich. (I know, I'm 100% certain → No need to use modals)

• Must

We use the modal 'must' to show 'we are 90% certain something to be true (= strong probability).'

They live in a very big house. They <u>must be</u> very rich. (I don't know, but they certainly look rich. I'm 90% certain) You haven't eaten all day. You <u>must be</u> hungry. (Time focus: now)

We use 'must have + past participle' for the past.

You didn't eat all day yesterday. You <u>must have been</u> hungry. (Time focus: yesterday)

• Can't

The negative of this meaning of must is cannot or can't.

He <u>cannot be</u> at the meeting. I saw him walking on the street.

• Might → May → Could

These auxiliary verbs can be used to say something is possible. We are not sure if it is true or not, but it is possible.

That restaurant <u>could be</u> good. It's often quite busy.

She might be a teacher. I saw her at the Teachers' Conference.

I may be late coming home this evening.

Modals of Deduction Exercise

For each sentence, choose between can't, might or must to fill each blank.

- 1. Adriana is back at work now so she be feeling better.
- 2. I don't know why I am so tired these days. I be working too hard. Or maybe I am not sleeping too well.
- 3. The office is closed now so John be there.
- 4. It's very wet outside so it have rained in the night.

Case 3

You: "..... was the weather back home?"

Visitor: "It was drizzling in England, as usual! I can't believe is so sunny here."

You: "Yes, this summer has great."

Visitor: "Do you normally get good summers here?"

Role play 3

Which sentence is correct?

A. What was the weather like?

B. How was the weather like?

C. How was the weather?





Case 4

You: "..... part of England do you come from?"

Visitor: "I am from Weybridge, Surrey."
You: "What is your hometown?"

Visitor: "Well, it's a very nice town - very leafy Surrey. It is an outlying suburban town within the Greater London Urban Area. So, transport into London is easy train. There are nice parks, lots of pubs, restaurants,

good schools, and a great college. Weybridge is a good place to raise a family."

You: "What is the best season in your hometown?"

Visitor: "May is a lovely time if you are planning to visit gardens as the flowers will be in bloom."

Role play 4

Reacting to what someone says

Making small talk is not just about talking – it's also about listening. You need to show other people that you're interested in what they're saying.

A and B are making small talk. B is to respond. Fill in the blanks.

- 1. A: My daughter has just got a place at university. B: You be very proud of her.
- 2. A: There was some turbulence over the equator, but otherwise no difficulties. B: I'm to hear it.
- 3. A: My son is a manager for** Olivetti. B: That be an interesting job.
- 4. A: My wife and I visited Loch Ness last summer. B: That very exciting.
- ◆ Which sentence is correct?
- A. My son is a manager of Olivetti.
- B. My son is a manager for/ at/ in/ with Olivetti.
- C. My son is the manager of a hotel in Osaka.

> Asking for clarification

Here is a list of useful English phrases you can use to express lack of understanding and seek clarification from the person you are talking to.

- In case of someone's name
- (I'm) sorry, could you tell me your name again? Could you please spell out your name?
 - In case of short-length utterance
- (I'm) sorry, I didn't guite hear what you said. Could you say that for me again, please?
 - In case of longer utterances (e.g. someone's point or idea)
- (I'm) sorry, I don't quite follow you.

Could you clarify that, please? Would you elaborate on that, please? Could you be more specific/ explicit, please?

Could you give me an example? I wonder if you could say that in a different way.



Clarifying one's point or idea

Let me explain that in more detail . . . Let me put it in another way . . . Let me give you an example . . .

- 2. Small talk topics
- 2A Match the topics (a-I) with the questions (1 13; two of the questions belong to the same topic).
- a. Place of residence
- b. Hometown
- c. Religion
- d. Opinion about places
- e. Plans
- f. Money
- g. Jobs (profession)*
- h. Travel experience
- i. Jobs (company)
- j. Food and drink
- k. Ethnicity
- I. Family

- 1. What do you do?
- 2. How much do you earn?
- 3. Do you have any brothers or sisters?
- 4. What's your ethnicity?
- 5. Would you like anything to drink?
- 6. Who do you work for?
- 7. Where do you live?
- 8. What is your religion?
- 9. What do you think of Manila?
- 10. Where is your hometown?
- 11. What are you doing tomorrow?
- 12. Have you ever been to Rome?
- 13. What company are you with?
- 2B You have here some answers to job questions. Fill in the blanks
- 1. I work an engineer an international manufacturing company in Nagoya.
- 2. I work the Tokyo branch a London stockbroking firm.
- 3. I am the manager a hotel in Osaka.
- 4. I work Vickers.
- 5. I'm an Italian company called Olivetti.
- ◆ Which is better when we ask someone about their job*?
- A. What's your job?
- B. What do you do?
- 2C Which of these topics are not suitable for a first conversation? Can you think of any other topics that should be avoided?
- **Etiquette tip:** Several topics should be avoided when making small talk. Don't ask anything too personal. Personal health topics is among them. Other topics that should be avoided include age, appearance, politics, sex and death. "Where is your accent from," is also uncomfortable in work settings.





> Business Etiquette Quiz

- 1. At the beginning of your small talk, it is a good idea to discuss weather and politics.
 - A. True B. False
- 2. For doing business today making small talk is important because it
- A. Establishes a rapport with people and lets them know you're human.
- B. Gives people some ideas about your character.
- C. All of the above.

> Keeping a conversation going

Listen. Fill in the blanks.

1.	Make sure your .	language is saying	the right things. Don't	your arms. Keep your	shoulders
	relaxed	every so often	the right distance	from the person. Smile.	

- 2. Stay on your conversational partner by actively listening and giving Keep of what the other person is saying by being a good listener. If you listen closely to what the other person is saying, you'll be able to store away of information that will keep the conversation going.
- 3. Maintain good eye contact without Staring at your partner for a long time makes them feel uncomfortable. Never around the room while they are talking to you.
- 4. asking simple 'yes/no' questions.
- 5. Never answer questions with only one word. Answering with a simple "yes" or "maybe" will the conversation immediately.
- 6. Follow up with a question or statement. The person's response will influence whether you follow up with a question, or a statement. Try to find a balance between questions and statements. Too many questions will make the person feel like he/she is being, and too many statements won't give the person to talk.

Etiquette Tips

- 1. Before starting the conversation, ask yourself three questions.
 - Is this a "yes" or "no" question? If it is, is there a better way to present the question that might lead to a more in-depth conversation?
 - Is this question too personal? Might it make the person being asked uncomfortable?
 - Is this a question I'd want to answer myself?
- 2. Put away your phone. There's nothing more annoying than talking to a person who is constantly checking his/her cellphone.
- 3. During the conversation, ask yourself three guestions
 - Before asking the other person another question, am I giving him/her a chance to talk about him/herself?
 - Am I showing that I am listening by such expressions as "is that so?"
 - Am I asking appropriate and relevant questions?
- 4. During the conversation, don't interrupt, don't switch subjects in the middle of a sentence, and don't finish sentences for the other person. But do smile, and do nod to show you agree or understand.





Closing the conversation.

When you meet someone for the first time, it is appropriate to end the conversation by saying again that you are glad to have met them. In a formal situation, you could say, for example, "Mrs. Peters, it was a real pleasure meeting you. I hope we can meet again soon." If the meeting was informal, you could say, for example, "Nice to meet you, Fiona. Hope to see you soon."



PRACTICE Making small talk

Start the conversation with your teacher and ask about the following topics:

- weather
- hometown
- hobbies

Answer any question he/she asks you. After each answer, say 'How about you?' or 'And you?'

Match each definition (A - Q) with today's vocabulary word (1 - 17)

DEFINITIONS

- A. the mood of a place or situation
- B. behaving in a way that is socially correct and shows respect for other people's feelings
- C. to organize or do something
- D. why you do something or why something exists
- E. a piece of valuable information
- F. strong sudden movements within air or water
- G. to ask someone a lot of questions, sometimes using threats or violence
- H. pleasant and quiet with a lot of trees
- I. a situation, fact, or idea from which something can develop
- J. relating to particular race
- K. to look directly at someone for a long time
- L. to move the head down and then up again quickly, esp. to show agreement, approval, or greeting
- M. added to something else in order to improve it or complete it
- N. extremely important
- O. to close or fix something together
- P. making you feel frightened
- Q. to rain in small light drops

- 1. conduct (v)
- 2. nugget
- 3. interrogate (v)
- 4. leafy
- 5. fasten (v)
- 6. nod (v)
- 7. stare (v)
- 8. supplementary
- 9. vital
- 10. purpose
- 11. scary
- 12. basis
- 13. atmosphere
- 14. polite
- 15. drizzle (v)
- 16. turbulence (n/U)
- 17. ethnicity

Fill in the blanks.

- 1. There is a very relaxed a____ere in our office.
- 2. They are c____ting a survey.
- 3. The main p____e of the meeting is to discuss the future of the company.
- 4. It took months to extract that n_ _ _ _ t of information from them.
- 5. The plane ran into some t____ence over the Atlantic.
- 6. Police have arrested and i_____ated the two suspects.
- 7. Ken's essay can serve as a b_ _ _s for our discussion.



Day 6 + Day 7 + Day 8 + Day 9

Vocab Review

Fill in the blanks.

- 1. There is a very relaxed a _ _ _ _ ere in our office.
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Connections



Module 1.4 Exchanging business cards

LEAD-IN First look at Picture 1. Describe the situation.



Etiquette tips

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

casually/fold/ without/ jot/ persona/ during/ confidence/ details/ improper/ smile/ treated

- 1. Never be caught business cards. Hand them over with pride and and don't forget to
- 2. In North America and Europe, business cards are quite But in other cultures, business cards are considered part of a business person's, and it is etiquette to write on or business cards.
- 3. It is not proper to try to exchange business cards a meal. Cards can be exchanged before or after a meal, but never during.



- 4. When you go back to your office, down a note or two on the back of the card; when/where we met, what we talked about, a brief description of the person (with glasses, etc.)
- 5. If the person doesn't have a card, use one of yours. Cross out your information, and write his or her contact on the back.
- Business Etiquette Quiz

When you receive someone else's business card you should:

- A. Immediately pass them your business card.
- B. Immediately stuff it into your pocket.
- C. Look at the card but say nothing about it.
- D. Look at the card and acknowledge it.
 - Module 1.5 How to address people
 - Listening

A. Listen and fill in the blanks.

● The accepted formal title for addressing married or unmarried women in business is 'Ms. (US) or Ms (UK) cpre>nounced /miz/ >.+ surname'. Always use this forma woman says she prefers Mrs. (US) or Mrs (UK).
Ms. is used to saying if she is married or not.

Miss /mis/, a title for a woman who has never been married, is hardly ever used now and sounds very

- Mrs. (US) or Mrs (UK) /'misiz/ is a title for a married woman, used before the surname
- Mr. (US) or Mr (UK) / mistar/ is a title for any man, used before the surname, or sometimes before a,
 e.g. Mr. Chairman.
- Dr. (US) or Dr (UK) / dakter/ is a title used to address a doctor, male or
- B. Listen and decide which of the three titles given below offers the most accurate summary.
 - a) How to make trouble
 - b) How to avoid trouble
 - c) How to address others
- C. Read the text and decide which of the three titles given below offers the most accurate summary.
 - a) What should I call my supervisor or manager?
 - b) Why some work places prefer an informal tone
 - c) What does the phrase "on a first name basis" mean?

Remember that some work places prefer an informal tone between management and staff. And even if this person calls you by your first name, if you are new, it's best to start formal, i.e. address them as Mr or Mrs/Ms + surname until they invite you to use their first name. If your relationship with your boss is informal, you say "We are on a first name basis."





D. Listen and fill in the blanks.

<GRAMMAR REVIEW> *Inversion

Inversion (=putting the verb before the subject) is used when adverbial expressions which include the word *only* come at the beginning of sentences.

- Only in a few countries does the whole of the population enjoy a reasonable standard of living.
- **Not only did** we lose all our money, but we also came close to losing our lives.

Module 1.6 Introducing someone else

LEAD-IN First look at Picture 2. Describe the situation.



In a business environment, are you making your introductions correctly?

- Which of these four sentences are correct for a formal introduction? You are to introduce your immediate supervisor Ms. Kana Suzuki, aged 32, to your client Ms. Mary Smith, 30 years of age.
- A) Ms. Kana Suzuki, I would like you to meet Ms. Mary Smith. Ms. Suzuki is my immediate supervisor. Ms. Smith is our client.
- B) Ms. Mary Smith, I would like to introduce to you Ms. Kana Suzuki, who is my immediate supervisor. Ms. Suzuki, Ms. Smith is one of our valued clients.
- C) Ms. Mary Smith, I would like to introduce you to Ms. Kana Suzuki, who is my immediate supervisor. Ms. Suzuki, Ms. Smith is one of our valued clients.
- D) Ms. Mary Smith, I would like to introduce Ms. Kana Suzuki, who is my immediate supervisor. Ms. Suzuki, Ms. Smith is one of our valued clients.
 - ✓ There are various ways to introduce someone else, but keeping introductions simple and respectful goes a long way. So here is the simple but best formal introduction line that never fails.

Higher-ranking Person, I would like to introduce Lower-ranking Person.





How to express business positions

Ms. Jane Grant is your client and you'd like to introduce your colleagues. You address Ms. Grant first.

- 1. Ms. Jane Grant, I'd like to introduce Ms. Yoko Kurihara, (who is) our Product Manager. Ms. Grant is one of our valued clients.
- 2. Ms. Jane Grant, I'd like to introduce the head of our Accounting Department, Ms. Yasuko Kubo. Ms. Grant is one of our valued clients.
- 3. Ms. Jane Grant, I'd like to introduce Ms. Akiko Aoki, who is responsible for Marketing. Ms. Grant is one of our valued clients.

NB: 'Be responsible for' is preferable to 'be in charge of' nowadays.



PRACTICE Introducing someone else

Learn and memorize the above lines 1., 2., and 3., after which you are to introduce your colleague (pretend your colleague is there next to you) to your teacher.

Some other business positions:

Listen to your teacher and repeat these sentences after him/her.

Mr. Yamada is the IT Manager/ our President and Chief Executive Officer

Ms. Maeda works in the Accounting Department (=in Accounting)/ in the Marketing Department (=in Marketing)

Mr. Sato is on the technical side/ on an internship/ on the IT support team.

- Which sentence is correct?
- A. I work for the HR Department.
- B. I work for ABC Trading.
- C. I work in the HR Department.
- What to Do When Being Introduced

Listen to your teacher and repeat these sentences after him/her.

Always remember the importance of positive first impressions. When being introduced to someone, look him or her in the eye, smile, and offer a firm handshake and say something pleasant like:

- H-r P: "I'm delighted to meet you, Mr. / Ms. L-r P."
- L-r P: "It's a great honor to meet you in person. I've been looking forward to meeting you."
- For an **informal introduction**, use the words "this is" as the bridge between saying the higher-ranking person's name first and then introducing the lower-ranking person.
- 1. Consider this scenario. You are to introduce Jane Johnson, a new staff member to the company CEO, Hilary Wilson.

Fill in the blanks	Fil	III in t	the	h	an	kς
--------------------	-----	----------	-----	---	----	----

You: Jane, is	
Hilary Wilson: Hi, to meet you.	
Jane Johnson: Good morning, Nice to meet you	_

STUDENT'S BOOK



2. Listen and fill in the blanks. In the UK and US, of the same company nearly always use names with each other. However, when a person speaks to a person for the first time such as in the above case, the person calls the person Ms. Wilson and the person might call the person his/her first name.
> Dignitary Introductions
Read the following sentences and fill in each gap using one of the words in the box.
royalty/ acquaintance/ formal/ pleasantries/ dignitary/ involved/ heads-of-state/
For introductions, we use very expressions. When high-level dignitaries, such as/ government, high-ranking members of, or ambassadors, are, first names are not used.
Mr. Ambassador, it is with great pleasure that I present Lower-ranking Person.
Mr. Ambassador, may I present Lower-ranking Person?
The that follow should be something like these: Mr. Ambassador: How do you do, Mr. L-r P?

Business Etiquette Quiz

1. You are talking to a female Senior Vice President of your company at a business networking event and a male SVP from another company joins you. Whose name should you say first?

L-r P: How do you do, Mr. Ambassador? It's a great honor to make your

- 2. You work in Equity Sales. You are walking along with your clients, a fund manager, and one of his subordinates, when you happen to come across a business acquaintance of yours.
- 3. You need introduce one of your female staff to the Finance Manager of your company. Whose name should you say first?
- 4. Adriana Medici, the female Executive Vice President, has become a client of yours and a meeting to show her what your company can do for her has been set up. When you are speaking to her, you should refer to her as:
- A. Medici B. Adriana C. Adriana Medici D. Ms. Medici
- 5. You are to introduce two members of your staff, one male and one female of the same position. Whose name should you say first?
- 6. You are to introduce two members of your female staff, one younger than the other of the same position. Whose name should you say first?
- 7. You are introducing your male manager and another male manager from Hong Kong branch. Whose name should you say first?
- 8. If someone offers you his/her hand, while you are seated, you should
- A. stand up and shake his/her hand.
- B. remain seated and shake his/her hand.
- C. ignore the handshake and ask him/her to sit down



- 9. If you occupy a junior position and you see your superior approaching, do you offer your hand?
- A. Yes, it is an excellent opportunity to make create trust and rapport.
- B. No. It is better to wait for him/her to initiate the handshake.
- C. No. To offer to shake hands with a superior looks too impertinent.
- 10. A co-worker comes to your office to introduce you to a friend of his. You:
- A. remain seated.
- B. stand up, smile and shake his/her hand.
- C. wait for him/her to initiate the handshake.
- D. just say "Hi."
- 11. When meeting a woman, the man should wait for the woman to initiate the handshake.
- A. True B. False
- 12. You come across someone you've met before, but you can't remember his or her name. You should:
- A. Turn around and leave and hope he or she didn't see you.
- B. Walk up to him or her and ask, "Hi, what's your name?"
- C. Walk up to him or her, use a generic greeting such as "Good morning" and just ignore the whole name issue.
- D. Walk up to him or her, use a generic greeting and admit that you don't remember the name.
- ➤ What to do if you forget someone's name



Listen and fill in the blanks.

Listen to your teacher and repeat these sentences after him/her.

When you introduce someone, do say something about the people you are introducing so that they will have something from which to springboard their own conversation. You can help connect the people by mentioning a common interest, a place they both know well, or even a person they both know.

➤ Informal introductions at a staff canteen

Listen to the teacher reading the dialogue.

Taro: Excuse me. Is this seat taken?

Bob: I don't think so.

Taro: Mind (Would you mind) if I sat** down here?

Bob: Not at all. Please go ahead.

Taro: I don't think we've met. Taro Noguchi. I work in Marketing.

Bob: Hi, Taro. Bob Hope. Logistics.





<GRAMMAR> **Conditionals

There are three main types of conditional sentences.

First conditional

Condition Result

if + present simple → future simple (will + base form of verb)

If I see Andy at the meeting, I II give him your message.

Use the first conditional to talk about something that is quite likely to happen in the future. It is very possible that I will see Andy at the meeting.

Remember that you can state the result before the condition in all conditionals.

I'll give him your message if I see Andy at the meeting.

Second conditional

Condition Result

if + past simple → would/ could/ might/ should + base form of verb

Use the second conditional

• to talk about a present situation which is impossible: a hypothetical situation.

If my parents were alive now, they would be very proud of me now. (The condition cannot be fulfilled because my parents are not alive.)

• to talk about a future event that is unlikely to happen.

If she changed her job, she would be much happier. (The speaker does not expect her to change her job.)

• to appear more polite in making a request or asking a favor.

Would you mind if I sat down here?

Third conditional

Condition Result

if + past perfect (had + past participle) → would/ could/ might + perfect infinitive (have + past participle) Use the third conditional

• to talk about something in the past that did not happen.

If she had worked harder, she would have passed the exams. (She didn't work harder and she didn't pass her exams.)

Conditional Exercise

The following sentences are first, second or third conditional. Put the verbs in brackets into the appropriate form.

- 1. The talks between the two leaders keep breaking down. If they (break down) again, it is possible that there (be) a war between the two countries.
- 2. Jane was here not long ago. If you (come round) earlier, you (see) her.
- 3. The government is expecting to win the next election, but if it (lose), the Prime Minister (resign) from politics.
- 4. It (be) nice if you (help) me a bit with the housework. I have so many things to do.
- 5. I (prefer) it if you (finish) your report today. Tomorrow would be too late.







Listen and fill in the blanks. Do you know a at a party who starts talking with someone he/she knows while you just stand there holding your drink? Not introducing someone causes You feel terrible to be left in social It is of your colleague not to introduce you. Feeling as a result of not being introduced doesn't help. You should introduce yourself by offering your hand. Don't forget to smile.

Match each definition (A - T) with today's vocabulary word (1 - 20)

DEFINITIONS

- A. large in amount
- B. someone with an important, official position
- C. to show something in your behavior
- D. a person that you have met but do not know well
- E. honest and sincere
- F. to imply/ suggest
- G. to speak or write to someone
- H. to misinterpret
- I. careful not to say or do anything that could upset someone
- J. interval
- K. faith/self-assurance
- L. to push something into a small space, often quickly or in a careless way
- M. the way your character seems to other people
- N. not good enough
- O. to recognize
- P. self-importance
- Q. to deal with
- R. a person who has a less important position than you in a company
- S. to make a quick short note
- T. uncertainty

- 1. project (v)
- 2. genuine
- 3. address (v)
- 4. subordinate
- 5. acknowledge (v)
- 6. stuff (v)
- 7. jot (v)
- 8. persona
- 9. limbo
- 10. acquaintance
- 11. arrogance
- 12. tactful
- 13. profuse
- 14. dignitary
- 15. treat (v)
- 16. connote (v)
- 17. lapse (n)
- 18. improper
- 19. confidence
- 20. misconstrue

Fill in the blanks.

- 1. The company accepted blame and sent us p____e apologies.
- 2. Several foreign d_____ries attended the ceremony.
- 3. He p____ ts a natural warmth and sincerity.
- 4. For her, the word "family" c____es love and comfort.
- 5. He was generally a_____ed as "Captain."
- 6. She said Jack had m_____trued her comments.
- 7. He turned up again after a l___e of two years.
- 8. He's trying to improve his public p_ _ _ _ a.

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Day 10 + Day 11

Vocab Review

Fill in the blanks.

- 1. The company accepted blame and sent us p_ _ _ _ e apologies.
- 2. Several foreign d_____ries attended the ceremony.
- 3. He p____ ts a natural warmth and sincerity.
- 4. For her, the word "family" c____es love and comfort.
- 5. He was generally a_____ed as "Captain."
- 6. She said Jack had m_____trued her comments.
- 7. He turned up again after a l_ __e of two years.
- 8. He's trying to improve his public p____a.

Connections



Module 1.7 Cross-cultural understanding (2) Personal space

LEAD-IN

◆ Do this quiz about personal space.

Question: When you are conversing with someone, you should stand:

A. Ten feet away from him/her.

B. Six feet away from him/her.

C. Three feet away from him/her.

D. One and a half feet away from him/her.

Listening

A. Listen and fill in the blanks.

An bubble of space, a kind of personal surrounds people. This bubble expands or depending on various situations and cultures. In Canada, for example, approximately two feet is supposed to be acceptable for business Being respectful of someone's personal space is a business skill. Before trying to do business in a different country, you should find out what the communication comfort zone is there - and whatever other customs there are that could affect doing business.

- B. Listen and answer the following questions.
- 1. How do you call the distance we keep around us when we interact with other people?
- 2. Do introverts prefer to stand at a cautious distance than do extroverts?
- 3. How many levels of space are there?





Match each definition (A - T) with today's vocabulary word (1 - 20)

DEFINITIONS

- A. the state of being male or female
- B. to a greater distance
- C. to invent or be the first to use a new word or expression
- D. almost never
- E. small in numbers or amount, often spread over a large area
- F. the state of being near in space
- G. an area that an animal or person thinks belongs to them
- H. to fail to understand the real cost, size, difficulty, etc. of something
- I. to communicate with or react to
- J. nearest to the center
- K. not having enough space
- L. to become narrower
- M. the state of having a close, personal relationship with someone
- N. not knowingly
- O. someone who is very confident and likes being with other people
- P. someone who scientifically studies humans and their customs, beliefs, and relationships
- Q. in a tidy way
- R. someone who is shy, quiet, and unable to make friends easily
- S. a ball of air
- T. impossible to see

- 1. coin (v)
- 2. sparse
- 3. territory
- 4. introvert
- 5. extrovert
- 6. contract (v)
- 7. bubble
- 8. intimacy
- 9. invisible
- 10. rarely
- 11. anthropologist
- 12. interact (v)
- 13. gender
- 14. farther
- 15. neatly
- 16. proximity
- 17. innermost
- 18. unconsciously
- 19. cramped
- 20. underestimate (v)

Fill in the blanks.

- 1. The aircraft is designed to be i_____ble to radar.
- 2. He managed to get a bed in a c____ed student apartment.
- 3. The Czech playwright, Capek, c_ __ed the word 'robot'.
- 4. Information coming out of the disaster area is s____e.
- 5. Discrimination on the basis of g____r is not allowed.





Day 12 + Day 13 + Day 14

Vocab Review

Fill in the blanks.

- 1. The aircraft is designed to be i_____ble to radar.
- 2. He managed to get a bed in a c____ed student apartment.
- 3. The Czech playwright, Capek, c_ __ed the word 'robot'.
- 4. Information coming out of the disaster area is s_ _ _ _e.
- 5. Discrimination on the basis of g____r is not allowed.

Connections



Module 1.8 Making appointments via email





LEAD-IN

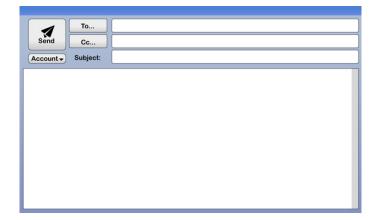
Tell your teacher five advantages and two disadvantages of email over the postal mail, which is also called snail mail.

- ➤ What do you think about the following statements about emails? Do you agree?
- 1. One reason for emailing is to reduce the response time.
- 2. If you need an answer straight away, it is better to use the phone than send an email.





> Email structure



Reading/Writing A

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

specify/ blind / recipient (s) / preceded / error / header / invisible / body / carbon

In an email, the which is the full email message, is always by lines that identify particular routing information of the message, such as To, Cc, Subject, and other information about the email.

- To: The email address(es), and optionally name(s) of the message's
- *Cc*: stands for "...... copy." Anyone listed in the Cc field of a message receives a copy of that message when you send it.
- Bcc: stands for "..... carbon copy." This is similar to the Cc feature, except that Bcc recipients are to all the other recipients of the message (including other Bcc recipients).
- Subject : A brief summary of the topic of the message.

Note: To send a message, you must always at least one recipient in the "To:" field. If you don't, an message appears when you attempt to send the message.

- > True or False Questions
- 1. One of the most important features of an email is the subject line.
- 2. Using the Cc: field is a great way to inform others who are not directly involved.





Name each parts of the structure of the following email (A to F) and answer this question: Is the message in an informal register?

To: Jane Holmes < <u>jane.holmes@abc-advertising.com</u>>
Cc:
Subject: Thank you – Assistant Account Executive Interview

Dear Ms. Holmes → B

I'm just writing to thank you for taking the time to interview me today. It was most enjoyable to speak with you about the Assistant Account Executive position at ABC Advertising. You gave me quite a bit of insight about your organization and were very courteous and professional. I particularly liked the way you made me feel comfortable from the start.

The creative approach to account management that you described confirmed my desire to work with you and my three years of experience as an Assistant Account Executive should help me to fill the position competently.

In addition to my enthusiasm, I will bring to the position strong writing skills, assertiveness, and the ability to encourage others to work cooperatively with the department. I would like to return for the next interview, if possible. My phone number and e-mail address are provided below.

I look forward to hearing from you.

Yours sincerely E

Mary Smith

Mary Smith

104 Orchard Drive,

Hastings, CA 12356

Cell: 555-555-5555

Email: mary.smith@gmail.com





★ Business Email Etiquette Tips

Reading/Writing B

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

sign-off/ Salutation/ Typos/ spammer/ clutter/ caps/ register/ Opening/ Subject: field/ Cc: feature/ attached/ Conclusion

1.	Level of Formality:
	The of an email (how formal or informal it is) depends on the type of message you are writing and
	who you are writing to. If you are writing your business email to your client for the first time, the message
	would probably be more formal than an email to a colleague.

- 2. Attachments: "Please find the new price list." "Attached you'll find the new price list." Never send large attachments without warning, on weekends or after business hours when the recipient may not be there to keep their inbox clear. Business courtesy dictates you must ask the recipient first if it is O.K. to send a large file.
- 3. sentence: This is used to explain why you are writing. "I'm writing to inform you of our price increases for the next quarter." "Thank you for your order of April 5." "I'm writing to inquire about the new price list."
- 4. Closing phrase: Never forget to include a closing phrase at the end of the message. If the salutation is formal, the business emailshould be formal. Such phrases as "Regards"/ "Best wishes"/ "Kind (or Best) regards" are most commonly used close, good for both formal and informal emails. "Yours sincerely" is very formal and rarely used in email messages. "Best"/"All the best"/"Take care" for friendly, informal close.
- 5. Signature files: Limit your signature to your name, position, company, phone number, email address, and Website address including the http://.
- 6. Don't overuse the This can the Inboxes of those you've contacted and expose their email addresses to each other which might cause a privacy infringement problem.
- 7. The is the window into your email message and can determine whether your email will be opened. Be sure to have a short Subject that indicates clearly what the topic of the email is., all or all small case can lead to the impression you may be**. **someone who sends unwanted email (often in bulk)
- 8.This is where you tell your recipient what kind of response, if any, you expect. E.g.: I look forward to hearing from you/ to your reply. Do not hesitate to contact us if you need any assistance.
- 9. How do you address your new contacts? I would suggest initially that you assume the highest level of courtesy: Dear Ms. McNab, Dr. Holms, etc. Until your new contact states, "call me Jane" or "you can call me John".





You, Pat Monroe, need to write a formal email for the first time to arrange an appointment with a prospective customer, Jane Jones, whose family owns a chain of health food retail stores in London. Look at the email below. What's wrong with this email? Find at least six things that make it so <u>informal</u>.

Hi Jane

I'm Pat Monroe, a distributor of health and natural food products and I'm writing to set up a business get-together from you.

I'm coming over to your city next week & wondering if you've got time for our meeting. I've got a bit of info about an exciting, new range of health and natural food products which you can sell at your store. :-)

Can we meet to talk about it pls?

Bye

Pat

Reading/Writing C

Now complete the following formal email. Be careful of the register!

Dear
I am writing to a business meeting. I am Pat Monroe Health International, a world-wide distributor of health and natural food products and we supply high-quality natural health products to stores in over 100 countries.
This is to to your notice that we are now offering an exciting, new range of health and natural food products which you can at your store. I can assure you that we will excellent quality products at the best possible price. If possible, I would like to an appointment to discuss the above sometime next week. If not, I would be grateful if you indicate a suitable time to meet.
I look forward to from you soon.
regards Pat Monroe





You are Jane Jones, one of the directors of Ambrosia Natural Foods in London. Write briefly your formal response email to Pat Monroe from Health International, agreeing to the appointment. You are available on Tuesday next week at 10:00 am at your office.

- Useful phrases
- In case you need to cancel an appointment, here are some useful phrases:

(formal) Unfortunately, due to some unforeseen business, I will be unable to keep our appointment for Tuesday morning. Would it be possible to arrange another time later in the week?

(neutral) I'm afraid that I have to cancel our meeting on Tuesday, as something unexpected has come up. Would you be free to meet later next week?

Attaching files

I'm sending you the new price list as an attachment.

Please find the requested information attached. We hope you find this satisfactory.

I'm afraid you forgot to attach the file.

I'm afraid I can't open the file. Could you send it again in ... format, please?

Opening sentence

I'm (just) writing to arrange/ clarify/ complain about/ confirm/ inform you/ follow up on/ let you know/ reply to/ request/ tell you/ thank you/ update you •••

I'm writing with regard to your request, dated 10th of August, 2015.

Making arrangements

Please be advised that I have sent your requested manual to your attention today via Federal Express, due to arrive in your office on Monday, August 18, 2015.



Listen and fill in the blanks.

Listen and fill in the blanks.

- Some don'ts:
- 1. Don't type your message in ALL LETTERS this is considered shouting according to email etiquette rules. Besides, the ALL CAPS text is difficult to read.
- 2. Don't type your email in all small either this gives the perception of a lack of education or laziness.
- 3. Don't use informal words like "coz", "ain't", "gotta", etc. This can make you sound
- 4. Don't use fancy and multiple font colors. A business email is supposed to look formal and restrained.
- 5. Don't use backgrounds; they will make your message harder to read.
- 6. Don't use too many embedded images in your message; otherwise some filters may regard your email as spam.
- 7. Don't use, like :-).
- Some do's:
- 1. Always include a salutation and sign off with every e-mail. includes that you make the effort to communicate as an educated adult. Type in full sentences with proper sentence structure. Proper capitalization and punctuation are a must!
- 2. Spell the name of the correctly.



- 3. Check your email before sending to see if you wanted to send an but forgot to include it. Ask for permission before sending huge attachments.
- 4. Do your best to to your business communications as quickly as possible.
- 5. Make sure the Subject field in not empty. The subject should reflect the main idea of the message.
- 6. Make sure the address or addresses in the To: field are those you wish to send your message to.
- 7. Spell-check your message before sending: a message with can be treated as unserious or even be ignored.
- 8. Before Send, reread your email to make sure it is not emotionally charged or impolite.
- 9. Use software and update it on a regular basis to avoid the risk of sending viruses via your corporate email account.

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

DEFINITIONS

- A. the style of language, grammar, and words used for particular situations
- B. possible
- C. to explain or describe something clearly and exactly
- D. the ability to understand what something is really like
- E. protecting against viruses that attack the body, computer, etc.
- F. possible to approach, enter, or use
- G. many
- H. having knowledge of and involvement in something
- I. to fill something in an untidy or badly organized way
- J. to be or go before something or someone in time or space
- K. emails that are sent to people who do not want them, especially advertisements
- L. an image made up of symbols such as punctuation marks, used in emails to express a particular emotion
- M. an object or machine that has been invented to fulfill a particular purpose
- N. polite behavior, or a polite action
- O. happening immediately, without any delay

- 1. specify (v)
- 2. antiviral
- 3. clutter (v)
- 4. multiple
- 5. precede (v)
- 6. emoticon
- 7. spam
- 8. instantaneous
- 9. device
- 10. insight
- 11. courtesy
- 12. in the loop
- 13. register
- 14. prospective
- 15. accessible

Fill in the blanks.

- 1. He said we should meet but didn't s____y a time.
- 2. People chatting at a party will usually be talking in an informal r____r.
- 3. There were offers from several p_____tive buyers.
- 4. Is Congress fully in the loop on issues of national security?
- 5. The island is a____ible only by ferry.
- 6. The book provides a fascinating i____t into the world of art.





Day 15

Vocab Review

Fill in the blanks.

- 1. He said we should meet but didn't s____y a time.
- 2. People chatting at a party will usually be talking in an informal r_____r.
- 3. There were offers from several p_____tive buyers.
- 4. Is Congress fully in the loop on issues of national security?
- 5. The island is a_____ible only by ferry.
- 6. The book provides a fascinating i____t into the world of art.

1 Connections



Module 1.9 Visiting companies

LEAD-IN Look at the picture and describe it (Where/ Who/ What, etc.)



> Gap-filling Exercise: Your name is Pat Monroe. You are a regional sales manager for Health International, based in Montreal, Canada. You are meeting, for the first time, with Jane Jones, one of the directors of Ambrosia Natural Foods, at 10:00 am at her office in London. You are now at the reception desk of Ambrosia Natural Foods.

Complete the following dialogue by filling in the blanks.

Visitor

Good morning, my name is Pat Monroe Health International. I have an a____ ment Jane Jones.

Yes, please. I'd I___ a cup of coffee.

Do you think I could send a fax?

No, it's okay.

Yes, please. Thanks.

Oh, good morning, Ms. Monroe. Welcome ... Ambrosia. Ms. Jones will be here a few minutes. She's in a meeting that's just e__ing. Can I g__ you something to drink?

__ly. the way, if you need to u__ a phone or fax, please let me know.

Yes, of course. If there's anything e___ you need, please ask.

Oh, I think Ms. Jones is f___ now. Shall I you to her office?



Role play 1

You play the role of the visitor and your teacher plays that of the receptionist.

- ➤ Role play 2 Switch roles.
- > Pat Monroe enters the office of Jane Jones.



Look at the dialogue below and try to complete the gaps.
 Jane Jones: Come in, take a seat.
 Pat Monroe: Good morning. My name is Pat Monroe from Health International. Thank you so much for t__ing time o__ of your busy s_____e to talk with me today, Ms. Jones.
 Jane Jones: Please, call me Jane.
 PM: And I'm Pat, of c___e.
 JJ: Nice to meet you, Pat.
 PM: It's great to finally meet you in p____, Jane.

 (They shake hands.)
 JJ: I hope you haven't been waiting long.
 PM: Not at all.
 JJ: How was your flight?
 PM: Une____ful, thankfully.
 JJ: Is this your first visit to London?
 PM: I've been here several times, actually.

PM: No, not at all. I used a taxi and London taxi drivers have an ex_____t quality of driving and knowledge of the London area.

JJ: Yes, indeed. So, can I get you something to drink? Tea, coffee, water \dots ?

PM: Actually I've just had a coffee, thanks.

JJ: Did you have any t____e finding us?

JJ: Well, I suppose we should get d_ _ _ to business.





- 2. Listen to your teacher reading the dialogue above between Pat Monroe and Jane Jones without looking at the text.
- 3. Repeat after the teacher each line and memorize it.
- ➤ Role play 3 You play the role of Pat Monroe and your teacher plays that of Jane Jones.
- Role play 4 Switch roles.

Match each definition (A – F) with today's vocabulary word (1 – 6)

DEFINITIONS

- A. a formal arrangement to meet or visit someone at a particular time and place
- B. the place in a hotel or office building where people go when they first arrive
- C. extremely good
- D. describes a time or situation in which nothing interesting or surprising
- E. a person who works in an office, store, or hotel, helping visitors or giving information
- F. by meeting with someone rather than talking on the phone, emailing, or writing to the person

Fill in the blanks.

- 1. You must apply for the license in p____n.
- 2. She had to cancel her dental a _ _ _ _ ment.
- 3. Ask for me at reception.
- 4. The food was e____ent.
- 5. It was an un____ful journey.
- 6. When you get here, the r____ionist will direct you to my office.

- 1. excellent
- 2. receptionist
- 3. appointment
- 4. in person
- 5. uneventful
- 6. reception

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Day 16 + Day 17

Vocab Review

Fill in the blanks.

- 1. You must apply for the license in p____n.
- 2. She had to cancel her dental a_____ment.
- 3. Ask for me at r____ ion.
- 4. The food was e____ent.
- 5. It was an un____ful journey.
- 6. When you get here, the r____ionist will direct you to my office.

1 Connections



Module 1.10 Welcoming visitors



LEAD-IN Look at the email below. Is it informal?

To: scoulter@vickers.co.uk

From: ken.ogawa@daiichi.corp.jp

Subject: Re*: Visit to Tokyo

Dear Mr. Coulter

Thank you for your email regarding your forthcoming visit to Tokyo.

I would be delighted to pick you up at Haneda airport and take you to your hotel. If you could please send me your flight details, that would be very useful.

I look forward to finally meeting you in person after all our phone calls and emails.

Kind regards

Ken Ogawa

^{*}Re: abbreviation for 'regarding', which is used in the subject line of an email and means 'about'





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Judging from the above email,

- 1. Ken Ogawa and Simon Coulter have never met before.
- 2. Simon Coulter lives in Tokyo.
- 3. Simon arrives at Narita Airport.
- 4. Ken knows Simon's flight number already.

True	 False	
True	 False	
True	False	
Truo	Ealco	



The following email is an informal version of the formal email above. Fill in the blanks.

Simon
T for your email a your visit to Tokyo.
M than h to pick you up at Haneda airport and take you to your hotel. C you send me your flight details?
Looking forward to m you f to f at l after all our phone calls and emails!
All the Ken

➤ Dialogue 1

Ken Ogawa is now at Haneda Airport to pick up his client Simon Coulter from London.

Complete the following dialogue by filling in the blanks with the words in the box.

delays/ accompany/ polarization/ admit/ trip/ while/ legroom/ delayed/ common/ from/ of/ by/ in/ in/ to/ to/ on/also

(O: Mr. Coulter? Good morning, I'm Ken Ogawa Dai-Ichi. Welcome Tokyo.
C: Hello, Mr. Ogawa. It's a pleasure finally meet you person!
O: A pleasure to meet you, too.
C: I hope you haven't been waiting long. My flight was an hour.
(O: Don't worry. Flight are intercontinental routes. So, how was your?
C: Very long! Since our company's budget cuts, we've had to fly economy, instead business, and I must
(O: Indeed, economy seats seem to get narrower and narrower, first class and business class seats are getting more and more luxurious!
SC: So,is occurring now not only the world economy butin the world of airline seating (O: Well, if you'll just come this way, please. The taxi is over there. I'llyou your hotel.



Role play 1

You play the role of the visitor and your teacher plays that of the receptionist.

- ➤ Role play 2 Switch roles.
- Quiz 1 : Travel, Trip, or Journey
- 1. Correct mistakes, if any.
- a) How was your travel?
- b) I'm planning a travel to Italy next year.
- 2. Insert travel, trip, or journey into the spaces. Then discuss the questions with your teacher.
- a) What's the longest train you've ever had?
- b) Do you make your arrangements via a agent, or on the Internet?
- c) He made the 200-mile by bike.
- d) He is away on a business
- e) How do you like to? By car, by train, by plane, on the metro, or on foot?
- f) The takes 2 hours by plane or 15 hours by bus.
- g) You're back from vacation! How was your?
- h) The prize for first place in the contest is a for two to Paris.
- i) We took a five day to the Nile.
- j) My to work takes an hour.
- k) Which airline do you usually with?
- I) What particular abroad made you see your country with new eyes?
- m) My from meat-eater to vegetarian has taken about 5 years.
- n) We went on a day to France.
- o) I forgot to buy eggs, so I had to make another to the supermarket.
- p) Do you think that to other planets will be possible someday?

Clear up your doubts

• Travel is mainly used as a verb and as part of compound nouns (e.g. travel documents/ air travel).

Travel as 'uncountable noun' can be used to describe the act of traveling in general. 'Travel in that region of the country is dangerous.'

The plural form, as in 'someone's travels', exists, e.g. 'He collects things for the house on his travels abroad', but this plural use is gradually decreasing.

• Journey (countable noun) is a noun and is used for the time spent moving from A to B or for the distance. He has a journey of 10 miles to his office.

The journey should be quite quick – only about half an hour.

We can also use journey in a more "metaphorical" way to talk about progress in life: our journey through life

- Trip is a countable noun and indicates the journey plus the time spent at the destination and the purpose.
- Quiz 2 : Business Etiquette Seating Arrangement in a Car

In the taxi, Ken Ogawa should allow Simon Coulter to sit

A) on the front seat B) on the street side back seat C) on the curb side back seat





Dialogue 2

In the taxi.

Complete the following dialogue by filling in the blanks with the words in the box.

to/in/for/pick/drop/so/invite/far

SC: Is the hotel from here? KO: It's not far now. We'll be there ten minutes or SC: Great. KO: Well, I thought you might like to check into your hotel first and owndering if we could you a restaurant dinner tonigl SC: That would be great. KO: Good. We'll you up at the hotel at seven o'clock, then. SC: Thanks.	,
Role play 3 You play the role of the visitor and your teacher plays that of the recept	tionist.
Role play 4 Switch roles.	
 Unscrambling sentences Put the words in the right order to make sentences. routes/ common/ delays/ on/ are/ Flight/ intercontinental economy/ our/ we've/ fly/ business/ company's / Since/ cuts/ had/ of/ budg but/ is/ seating/ now/ not/ Polarization/ in/ only/ in/ the/ the / world/ world of 	
Match each definition (A – F) with today's vocabulary word (1 – 6)	

DEFINITIONS

- A. the amount of space available for your legs when you are sitting
- B. to cause something, especially something that contains different people or opinions, to divide into two completely opposing groups
- C. to happen
- D. happening often or existing in large numbers
- E. about
- F. happening soon

- 1. occur
- 2. regarding
- 3. legroom
- 4. forthcoming
- 5. common
- 6. polarize

Fill in the blanks.

- 1. We have just received the information about the f_____ming conference.
- 2. We need a car with plenty of l____m
- 3. The debate is becoming p____ed and there seems to be no middle ground.
- 4. The incident o____ed shortly after the plane took off.
- 5. Money worries are a c____n problem for people raising children.
- 6. The company is being questioned r_____ng its employment policy.

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Day 18

Vocab Review

Fill in the blanks.

- 1. We have just received the information about the f_____ming conference.
- 2. We need a car with plenty of l____m
- 3. The debate is becoming p_____ed and there seems to be no middle ground.
- 4. The incident o____ed shortly after the plane took off.
- 5. Money worries are a c____n problem for people raising children.
- 6. The company is being questioned r____ng its employment policy.

Connections



Module 1.11 Checking into the Hotel



Mr. Simon Coulter is checking into the Hotel.

> Complete the following dialogue by filling in the blanks with the words in the box.

available/ Should/ shortly/ accept/ exit/ take/ spell/ bellboy/ pleasure/ reservation/Turn / from/ At/ on/ to/ on/ to/ on/ in/ Here/

Receptionist: Good afternoon. Welcome to the Grand Hotel. How may I help you?

Simon Coulter: I'm checking in. I have afor today the name of Coulter.

R: Could you please that out for me, sir?

SC: Sure. C-O-U-L-T-E-R.

R: Yes, Mr. Coulter. We've reserved a single queen-size bed, spacious, and nonsmoking. Is that correct?

SC: Yes, it is.

R: May I see your ID, please, Mr. Coulter?

SC: it is.

R: Thank you. Do you have a credit card, Mr. Coulter?

SC: Yes, I do. Do you American Express?

R: Sorry, sir, just VISA or MasterCard.





SC: I thought American Express was accepted everywhere. Never mind. Here's my VISA.

R: Thank you, sir. Could you just sign here?

SC: OK.

R: Here is your key card and your room number is 1525, the 15th floor. To get your room, the elevator the left up the 15th floor. right when you the elevator and your room will be the left hand side. A will bring your bags up

SC: Great. Thanks.

R: you have any questions or requests, please dial '0' your room. Also, there is internet in the lobby 24 hours a day.

SC: Good. And what time is check-out?

R: midday, sir.

SC: OK, thanks.

R: My, Mr. Coulter. Have a wonderful stay at the Grand Hotel.

Role play 1

You play the role of the visitor and your teacher plays that of the receptionist.

➤ Role play 2

Switch roles.

> Global business travel survival kit

Business travel covers a lot of situations when you need to know how to express yourself in good English. Here are some of the most common ones.

- Hotel conversation 1
- 1. Listen to your teacher reading a short dialogue between a hotel guest and a hotel receptionist without looking at the text.
- 2. Repeat after the teacher sentence by sentence until you memorize them.
- 3. Role-play the conversation.
- 4. Switch roles.
- Hotel conversation 2
- 1. Listen to your teacher reading a short dialogue between a hotel guest and a hotel receptionist without looking at the text.
- 2. Repeat after the teacher sentence by sentence until you memorize them.
- 3. Role-play the conversation.
- 4. Switch roles.
- Hotel problem 1
- 1. Listen to your teacher reading a short dialogue between a hotel guest and a hotel receptionist without looking at the text.
- 2. Repeat after the teacher sentence by sentence until you memorize them.
- 3. Role-play the conversation.
- 4. Switch roles.





- Hotel problem 2
- 1. Listen to your teacher reading a short dialogue between a hotel guest and a hotel receptionist without looking at the text.
- 2. Repeat after the teacher sentence by sentence until you memorize them.
- 3. Role-play the conversation.
- 4. Switch roles.

Useful language (Complaints):

There's something wrong with the ...

The ... isn't working.

I'm afraid I have a complaint.

I'm afraid there's a problem with ...

- Changing a flight reservation
- 1. Listen to your teacher reading a short dialogue between a hotel guest and a hotel receptionist without looking at the text.
- 2. Repeat after the teacher sentence by sentence until you memorize them.
- 3. Role-play the conversation.
- 4. Switch roles.

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

DEFINITIONS

- A. a statement that something is wrong or not satisfactory
- B. soon
- C. a detailed plan or route of a trip
- D. a person in a hotel employed to carry cases, open doors, etc.
- E. able to be bought or used

- 1. itinerary
- 2. available
- 3. complaint
- 4. shortly
- 5. bellboy

Fill in the blanks.

- 1. There is no money a_____le for an office party this year.
- 2. How long have you been a b____y?
- 3. We planned our i_____ry several weeks before the trip.
- 4. We will be landing s____ly.
- 5. We've received a c t from one of our listeners about offensive language.

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Day 19 + Day 20 + Day 21

Vocab Review

Fill in the blanks.

- 1. There is no money a_____le for an office party this year.
- 2. How long have you been a b____y?
- 3. We planned our i_____ry several weeks before the trip.
- 4. We will be landing s____ly.
- 5. We've received a c_____t from one of our listeners about offensive language.

Connections



Module 1.12 Eating out/ Table manners and dining etiquette

LEAD-IN Look at Picture 1. Describe it.



"Kai Tsugaru Owani Onsen Aomori pref Japan 16s3" by 663highland - 投稿者自身による作品. Licensed under CC 表示 2.5 via ウィキメディア・コモンズ -

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_ Onsen_Aomori_pref_Japan16s3.jpg#/media/File:Kai_ Tsugaru_Owani_Onsen_Aomori_pref_Japan16s3.jpg

- > Simon Coulter and Ken Ogawa are now at a Japanese restaurant, where they met the executive vice president of Ken Ogawa's company, Jiro Nagase.
- You are Ken Ogawa and you need to make the introductions.
- > Listen and fill in the blanks.

Jiro Nagase: Have you ever the local, Mr. Coulter?

Simon Coulter: Please, call me Simon.

JN: And I'm Jiro, of course.

SC: Yes, I have. I like Japanese cuisine very much, Jiro. And this looks a really nice place.

JN: I hope you like it, Simon. We come here quite often with visitors. This is one of those restaurants where we on 'kaiseki', which is traditional Japanese multi-course haute cuisine*.

SC: I have tried sushi and tempura in London, but I've never tried kaiseki before.

JN: One kaiseki dinner may consist of anywhere from 6 to 15 different kinds of food, including an, sushi, sashimi (slices of raw fish), vegetables served with meat, fish or tofu, a soup, a fish, a steamed course, and a seasonal dessert, in addition to other dishes at the of the chef.





SC: Wow! In Western culture, a meal consists of a light first course or two, followed by a main course, then smaller following courses. The most basic is soup or appetizer, main course, then a dessert. The main course itself is centered around the part, whether it's fish and/or meat, and the vegetables and are the side dishes.

JN: Well, let's see the menu here. Let me know if you need any help the menu, Simon.

*Haute cuisine is French for a meal with small portions that are beautifully cooked and arranged by skilled chefs

- > Correct mistakes, if any.
- 1. Can you give us the menu?
- 2. I'm afraid I don't eat pig.
- 3. I think I'll take the venison.

Global Business Dining Etiquette

Different cultures observe different rules for table manners. For example, in the United States the fork is shifted between the left and right hands, but in other countries the diner keeps the fork in his or her left hand. This latter style is considered proper among global business people (unless they are in the States). Here are some do's and don'ts for global business people.

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

toothpicks/full/slurp/late/condiments/cell phones/reach/religion/burp/noisily/cutlery

Some don'ts:
Do not be
Do not place any bags, purses, sunglasses,, or briefcases on the table.
Do not speak with your mouth
Do not talk about, politics and other controversial topics.
Do not
Do not food.
Do not eat
Do not make noise with
Do not apply or seasoning before the food is tasted, which is viewed as an insult to the cook
Do not across the table for an item - politely ask the person next to you to pass. Salt and pepper are
married. When someone asks for salt, pass both the salt and pepper. This small gesture indicates you are familiar
with the rules of the table, as well as, extending a courtesy to fellow guests.
Do not use



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

stem/ mid-air/ please/ utensils/ stir/ gesturing/ left/ elbows / pace/ turn/ blessing/ silverware/ dicing/ right

Some do's:

Do off your cell phone or beeper before sitting down.

Do wait until invited to be seated, or after host sits down. In some cultures, a will be said. Even if you don't follow the beliefs of the prayer, show respect and be silent.

Do take your napkin after the host unfolds his/her napkin. Your napkin should not be opened in

Do keep your off the table.

Do say "....." and "thank you", people do notice.

Do use your from the outside in (begin from the outside and work your way in)

Do gently your soup to cool it instead of blowing on it. When eating soup, do think of making a circle: Spoon away from you, bring around to your mouth and back to the bowl. Soup is taken from the side of the soup spoon - it is not inserted into your mouth.

Do hold your fork with the hand and your knife with the

Do use your utensils for eating, not

Once you begin eating, your never again touches the table – do place it on your plate when resting.

Do cut your meat one piece at a time; avoid it into bite-sized pieces all at once

Do hold all wine, red, white and sparkling, by the of the glass, if you are drinking from a stemmed glass.

Do try to yourself to finish at the same time as everyone else

> Business Etiquette Quiz

1. When you are seated close to each other, especially at a round table, sometimes you get confused about which bread plate is yours and which is your client's. The same applies to your water glass. A sure way to negate your own professionalism is by making the mistake of drinking from your client's water glass or eating from their bread plate.

Now, on with the business etiquette quiz! Which is correct?

- A) Your drink is placed on the left side, above your fork(s) and your bread is placed on the right side, above your knives.
- B) Your bread is placed on the left side, above your fork(s) and your drink is placed on the right side, above your knives.
- C) Your bread is placed on the right side, above your drink.
- D) Your drink is placed on the left side, above your bread.
- 2. What would you do if you needed to leave the table temporarily?
- A) You leave your napkin to the left of the plate on the table.
- B) You leave your napkin to the right of the plate on the table.
- C) You leave your napkin on the seat of your chair.
- D) You take your napkin with you.
- 3. If you needed to cough or sneeze in the middle of dinner, how would you do it?
- A) You should cover your mouth with your right hand.
- B) You should cough or sneeze into your napkin.
- C) You should turn your head and cough or sneeze.
- D) You should direct your cough or sneeze into your left shoulder, shielded by your left hand with your handkerchief.





4. True or False?

When you sit at the dinner table, you should always enter your seat from the right and always exit from the left.

5. True or False?

There are sometimes things at the table that must be passed around (rolls, butter, salad dressing, etc.). These items are all passed from left to right, in a counter-clock flow.

- 6. If food must be removed from the mouth for some reason,
- A) you should spit it into your napkin.
- B) you should remove it by hand
- C) it should come out the same way it went in.
- D) you should use your fork.

7. True or False?

You use your bread knife to cut bread rolls.

8. True or False?

The waiter will serve the food from your left side and remove dishes from your right side.

9. True or False?

The waiter will pour out the wine standing over the right shoulder of each person and will usually serve clockwise around the table.

- 10. What would you do if you dropped something on the floor (napkin, fork, etc.)?
- A) You pick it up yourself.
- B) Ask the waiter to pick it up.
- C) Ask the nearest neighbor to pick it up.
- D) Ask the waiter to replace it.
- Listen and answer the following questions.
- 1. When each course is finished, how do you place your knife and fork?
- 2. When you leave the table, how do you place your napkin?





> Listen and fill in the blanks

In business, arrangements can be a subtle, but powerful way to either encourage good relations or create negative unspoken communication. When you step into the international arena, if you are about the proper of seating in business, you can do damage. Stay sharp and polish your business etiquette by adding these seating etiquette tips to your business toolbox:

- 2. The host sits at the of the table with the guest of honor (or most important guest) to his or her right. The second most important guests sits to the of the highest guest ... and so forth.
- 3. the best seat to the guest of honor (your client or the most important guest).
- 4. Seat yourself with your facing the door or the main part of the room.
- 5. Sit and avoid sliding down in the chair.



➤ Listen and fill in the blanks

Business Toasts

If a is to be offered at a meal, the first usually comes at the very beginning. Traditionally, the first toast is offered by the host as a welcome to visitors. If the host offers a toast, your glass. It is not necessary to "......" someone else's glass. At the dinner table, the toaster may remain seated if the group is fairly small and informal. A table of a dozen or more usually requires the toaster to stand so that he the crowd's attention; on a glass with a knife should be considered a measure of last The guests respond to the toast by taking a of their drinks – but never emptying the glass.



➤ Listen and fill in the blanks

Cocktail Parties Etiquette Tips

- 1. Don't to the head of the line at the bar wait patiently for your turn.
- 2. Always a napkin around your glass.
- 3. Your drink always stays in your hand.
- 4. Don't Sip your drink slowly and make it





Match each definition (A - N) with today's vocabulary word (1 - 14)

DEFINITIONS

- A. a system in which people are arranged according to their importance
- B. to cook something liquid, or something with liquid in it, at a temperature slightly below boiling
- C. not possible to change; impossible to return to a previous condition
- D. knives, forks, and spoons used for eating food
- E. one of the sharp pointed parts on an object such as a fork or comb
- F. to allow air from the stomach to come out through the mouth in a noisy way
- G. to cut food into small squares
- H. to drink a liquid noisily as a result of sucking air into the mouth at the same time as the liquid
- I. a substance, such as salt, that you add to food to improve its taste
- J. to force out the contents of the mouth
- K. to mix food or liquid by moving a spoon round and round in it
- L. choice, or the right to make a choice, based on judgment
- M. the stem of a glass is the narrow, vertical part that supports the container into which you put liquid
- N. a substance in foods such as rice, bread, and potatoes

- 1. irreversible
- 2. tine
- 3. dice (v)
- 4. slurp
- 5. spit
- 6. discretion
- 7. stir
- 8. stem
- 9. starch
- 10. cutlery
- 11. burp
- 12. condiment
- 13. hierarchy
- 14. simmer

Fill in the blanks.

- 1. He rose quickly through the political h_____hy to become party leader.
- 2. Leave the vegetables to s____r for a few minutes.
- 3. Smoking has caused i_____ible damage to his lungs.
- 4. She arranged plates and c_{-} y on a small table
- 5. Peel and d_ _e the potatoes
- 6. I wish you wouldn't s_ _ _p your soup like that.





Day 22 + Day 23

Vocab Review

Fill in the blanks.

- 1. He rose quickly through the political h_____hy to become party leader.
- 2. Leave the vegetables to s____r for a few minutes.
- 3. Smoking has caused i_____ible damage to his lungs.
- 4. She arranged plates and c____y on a small table
- 5. Peel and d_ _e the potatoes
- 6. I wish you wouldn't s_ _ p your soup like that.

1 Connections



Module 1.13 Cross-cultural understanding (3) Nonverbal communication

LEAD-IN True or False?

- 1. Culture plays an important role in nonverbal communication.
- 2. Nonverbal communication is the process of communication through sending and receiving wordless cues between people.
- 3. Nonverbal communication refers to body language.
- 4. Nonverbal communication strengthens a first impression in common situations. Impressions are on average formed within the first four seconds of contact. A first impression is a lasting non-verbal communicator.
- 5. Eye contact is the instance when two people look at each other's eyes at the same time; it is the primary nonverbal way of indicating engagement, interest, attention and involvement.
- 6. Ideas are best conveyed through nonverbal messages.
- 7. Gestures are culture-specific and can convey very different meanings in different social or cultural settings.
- 8. Clothing is one of the most common forms of non-verbal communication.
- 9. Miscommunication between cultures often occurs because the senders and receivers are encoding and decoding messages that offend each other.
- 10. Communication is the process of sending and receiving messages.



- > Listen and answer the following questions.
- 1. Give three examples of nonverbal communication.
- 2. Give some examples of body language.
- 3. What is paralanguage?
- 4. What is object language?















Picture2.

The sharkby Miguel Pires da Rosa

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Picture5.

by 史密斯阿翔 (改変 gatag.net)

https://www.flickr.com/photos/smith-ashan/16645910943/in/album-72157652168939201/http://01.gatag.net/0003209-free-photo/

➤ Picture 1

As children, we imitate and learn to use these nonverbal movements to accompany or replace words. When traveling to another country, foreign visitors soon learn that not all gestures are universal. For example, the "O.K." gesture (a circle made with the index finger and thumb, with the three remaining fingers up – Picture 1) in the American culture is a symbol for money in Japan. In France it means "zero" or "worthless." In Venezuela and Turkey, gesturing to someone in this way implies that they are a homosexual. And in Brazil, the OK sign is the same as an Italian chin flick, which is the equivalent of the middle finger (Get lost!).





★ Business Etiquette Tips

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

Clicking/ deliberate/ confidence/ purposefully/ stare/ Biting/ appropriate/ drag/ Drumming/ uncomfortable/ Tapping/ relaxed

A professional's body language can affect the success rate of client encounters, meetings and presentations. The following etiquette tips are modeled upon Global Standards in business.

1. Posture

The p	osture or bodil	y stance exhibited b	y individuals comr	nunicates a variet	y of messac	ges whether	good or bad.

- •Do stand straight and tall, keep shoulders
- •Don't put your hands in your pockets. It can send a message that you lack (Picture 2)
- •Don't cross arms. It may indicate that you are with your appearance, or just trying to hide something on your shirt. (Picture 3)
- 2. Movement
- •Do move and with a stride
- •Don't your feet
- 3. Smile
- •Do smile when
- •Don't smile too much in an effort to obtain approval
- 4. Eye Contact
- •Do look at people when you speak to them
- •Don't
- 5. Do avoid
- •..... pens (Picture 4)
- fingernails (Picture 5)
- •..... feet (Picture 6)
- •..... fingers (Picture 7)
- Listen and answer the following questions.
- 1. How do you call a culture where there is a lot of emphasis on interpersonal relationships?
- 2. Does a low-context culture emphasize facts, logic and directness?
- 3. Which type of culture is needed in a mobile country?





High Context Cultures (Information implicitly received) ← **Low Context Cultures** (Information explicitly conveyed)

Japanese/ Arab/ Latin American/ South European/ English/ North American/ North European/ German/ Swiss German

- ➤ Choose the best answer from the four options given.
- 1. Cultures like Japan and Taiwan that rely less on verbal communication and more on context to convey meaning are considered _____ cultures.
 - a. basic-context
 - b. moderate-context
 - c. high-context
 - d. low-context
- 2. Rules and expectations are usually spelled out in cultures.
 - a. basic-context
 - b. moderate-context
 - c. high-context
 - d. low-context

Match each definition (A - T) with today's vocabulary word (1 - 20)

DEFINITIONS

- A. to communicate an idea or feeling without saying it directly
- B. the feeling that you know something without being able to explain why
- C. to include someone or something in an activity
- D. the general situation that form the setting for an idea, and in terms of which it can be fully understood
- E. a signal for someone to do something
- F. to hit something lightly and quickly, or to make a sound by doing this
- G. to put a message into a code
- H. to make a rhythmic sound by hitting repeatedly
- I. firmly fixed or not likely to move or change
- J. someone who scientifically studies humans and their customs, beliefs, and relationships
- K. to pause before doing something, especially because you are nervous
- L. to cut something using your teeth
- M. short and clear, expressing what needs to be said without unnecessary words
- N. suggested but not communicated directly
- O. to make someone upset or angry
- P. easy to understand or simple
- Q. to change a message into ordinary language
- R. intentional or planned
- S. to look at someone or something for a long time and not move your eyes
- T. clear and exact

- 1. involve (v)
- 2. cue
- 3. encode (v)
- 4. deliberate
- 5. offend (v)
- 6. bite (v)
- 7. stare (v)
- 8. concise
- 9. explicit
- 10. context
- 11. straightforward
- 12. stable
- 13. imply
- 14. intuition
- 15. decode (v)
- 16. tap (v)
- 17. anthropologist
- 18. implicit
- 19. hesitate
- 20. drum (v)





Fill in the blanks.

- 1. Are you i____ing that I am fat?
- 2. Her approach to childcare is based on i_____ion.
- 3. The accident i____ed two cars and a truck.
- 4. They started washing up, so that was our c_ _ to leave the party.
- 5. After several part-time jobs, he's now got a s____e job in a bank.





Day 24

Vocab Review

Fill	in	the	e b	lan	ks.

- 1. Are you i____ing that I am fat?
- 2. Her approach to childcare is based on i____ion.
- 3. The accident i____ed two cars and a truck.
- 4. They started washing up, so that was our c_ to leave the party.
- 5. After several part-time jobs, he's now got a s____e job in a bank.

1 Connections



Module 1.14 Business networking

LEAD-IN

What is business networking? Look at the definition below and try to complete the gaps.

Business networking refers to making use of meetings with other people involved in the s___ kind of work, in order to

sh___ information, h___ each other, etc. Networking events give businesspeople an o_____ to meet and converse with colleagues and potential c____.



Tips for Successful Business Networking Skills



Listen and fill in the blanks.

The prospect of walking into a business networking event or conference can be, but meeting new contacts and building relationships is essential to growing any business. When done right, networking can help you build a bigger circle of contacts and form mutually relationships. Here are some tips to help you work the networking circuit and the rewards.

- 1.a 30-second introduction beforehand: "Hi, I don't think we've met. My name's Mark Johnson. I work for ABC Corp. We provide . . .
- 2. Put your phone on
- 3. When you meet a new contact, smile, shake hands, and yourself.
- 4. You might into acquaintances. But don't stick to them. You are there to introduce yourself and your business to new clients.
- 5. Make sure you holding your glass in your right hand, which you should keep free for shaking hands.
- 6. There's undoubtedly a variety of conversations held during networking events. Instead of thinking about what you want to say next, listen actively to the people you meet and appropriately. Take general interests during conversations by asking questions. Listen closely for information that will help you ask questions to keep conversations going. If you are constantly looking over their shoulder to see who else is out there, you will miss the chance to make a meaningful connection with the person right in front of you!



- 7. The first key to networking is to be and friendly. The true goal of networking should be to help others. When you are talking to someone, always keep in mind what you can do for them.
- 8. Although giving your attention to the new contact you are speaking with, don't spend the rest of the event with the same person. Mingle and meet as many contacts as possible.
- 9. Before requesting a business card from guests, invest in meaningful conversations to learn more about their businesses and interests. Once you've built a, you can ask for a card.
- 10. Once you make a connection, it by becoming a trusted contact. Send them articles that are related to their businesses and projects, send them well wishes for holidays and birthday or send a referral their way, staying in touch beyond exchanging business cards is beneficial. Your goal should not be to collect a stack of business cards but to make real contacts that will further your career. There is no need to hand out thousands of business cards. Instead, focus on building relationships with people that are relevant to you and your business.
- 11. Some interactions may not seem completely at the time, but you never know who will back into your business life someday so it is important to maintain good relationships with everyone. You should be willing and happy to offer help and advice without expecting anything in return. Think of it as a way to "pay it forward" and earn some good business karma! In doing so, you will endear yourself to a number of new business contacts and leave them with a solid first impression of you and your business.
- 12. A day or two after meeting someone for the first time, send them a short follow-up email. This is a great opportunity to continue building a relationship. To make your follow-up stand out, try to something you discussed during your conversation or include a link to an article you think they will find interesting. If you have trouble remembering specific details about people, jot down a few notes on the back of their business card after you have finished talking.
- 13. Watch your hands when you are speaking to people. Pointing and over-..... can make people uncomfortable, particularly if you invade their personal space. Be aware of the actions you take with your body and the proximity of theirs.



Look at the dialogue below and try to complete the gaps.
(Starting a conversation with a stranger)
A: Excuse me, do you m if I join you?
B: Nat all.
(Talking about your job)
A: What li of work are you in?
B: I'm in the grocery li
(Talking about your company)
A: So, what company are you w?
B: I'm w a Japanese company called Kaichi.
A: What does your company exactly?
B: We p children's books.
A: I've heard of your company before. Where are you bd?
B: In Matsumoto. And what about you? What do you?
(Ending a conversation politely)
A: Sorry, I really have to now. It was great meeting you.
B: It's been a pleasure tg to you.
(Exchanging business cards is often a signal you want to end the conversation)
A: Listen, do you h a card?
B: Sure, h'_ my card.

Match each definition (A - J) with today's vocabulary word (1 - 10)

DEFINITIONS

- A. to meet someone you know when you have not planned to meet them
- B. to try very hard to keep something
- C. to have or use something at the same time as someone else
- D. complete
- E. making you feel slightly frightened or worried about your ability to dealing with something
- F. liking to talk a lot in a friendly, informal way
- G. to develop or make progress in something
- H. to encourage
- I. agreement or sympathy between people
- J. to make movements with your hands or arms, to express something or to emphasize what you are saying

- 1. share (v)
- 2. daunting
- 3. bump into
- 4. cling to
- 5. undivided
- 6. rapport
- 7. further (v)
- 8. gesticulate
- 9. nurture
- 10. chatty

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.



Day 25

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 ati.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.







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.
- 2. It is important to show Always use 'please' and 'thank you' whenever you ask for, or receive, help or information. Use words like would, could, may, etc. to display a professional It is alright to use more informal English, such as 'okay', 'bye', 'no problem', as long as the tone of the conversation is polite.
- 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 helpline
- d) 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.







Module 2.2 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:

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

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.



Day 26 + Day 27

Vocab Review

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.

2 Using the telephone



Module 2.3 Making and receiving calls



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



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)



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.









Listen to the conversation.

Receptionist		<u>Caller</u>
London Insurance, good morning. How may I help you	u?	
-	\longrightarrow	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?		Yes. Segel. Jason Segel*.
Can you spell that out, please?		res. segel. sasori 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?	\longrightarrow	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 th	ne	
line, please. (pause) I'm sorry but she's not in her office	е.	
-	\longrightarrow	Can I leave a message?
Yes, of 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.		
- V. /v. slove Coelle	$\longrightarrow $	Thank you for your help. Goodbye.
You're welcome. 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.

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

	то	Telephone Message
		Caller Information
Company		
	Time	





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.

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

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.





Day 28

Vocab Review

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.

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.

- 1. People who sound bored and annoyed
- 2. Calls that aren't answered quickly (i.e. longer than four rings)
- 3. People who speak on the phone with something in their mouth
- 4. People who answer the phone without identifying themselves

- A. Try to answer the phone within three rings.
- B. It is important to smile when you answer the telephone. A voice with a smile in it sounds enthusiastic and friendly to callers.
- C. Identify your department and then identify yourself: e.g. "Overseas Marketing, Yoshio Ohno speaking."
- D. Don't answer the phone when eating, chewing, or drinking. If you have anything in your mouth, it should be swallowed or removed before picking up the phone to either answer it or place a call. Aside from producing annoying chewing sounds, it will be hard for the other party to understand what you are saying.



Rusiness 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 I 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 guick 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 <u>wrong number</u>, 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

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

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?





Day 29

Vocab Review

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?

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.



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. Ho	olmes. This is	(your name). I hav	/e an	. at 1:30 .	Mr. Johnso	on today. But I'	m sorry,
I really	can't it.	I need to go t	o Italy this morni	ng on urgent b		_s to discuss a le	gal problem.	
Ms. Ho	lmes: u	nd.						

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

Ms. Holmes: Certainly. When would be g_ _ _ for 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 You:

important meeting on Friday afternoon. So how about Friday morning?

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

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:

Writing

Fill in the blanks.
Is there anything else I can help you w? Is there anything else you n?
If you need any further ae, 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

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

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.

This textbook uses pictures/photos from the free photo sites below.



Vocab Review

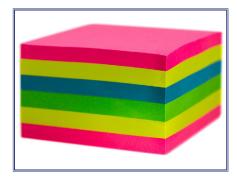
Fill in the blanks.

- 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.

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?

Student's book



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.
- ➤ 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





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.
- Your voice should be loud enough so that your audience can hear you clearly. Also you should speak about 20% more than normal so that your audience can follow your presentation.
- Breath, which will help you feel less anxious.







Reading

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	n to a	presentation
----------	-------------------	------------------	--------	--------------

Greet your audience Good morning, ladies and Hi, everyone.

gentlemen. First of all, thank you It's good to see you all here today.

very much for coming here today.

Introduce yourself My name's (your name) and I'm As you know, my name is (your

(your job title, e.g. the Marketing name) from Sales/ IT here at (your

Manager/ a financial analyst) for organization).

(your organization).

State your topic The subject of my presentation Today I'm going to talk about . . .

today is ...

Explain why your topic My topic is of particular interest to This is important for you who . . .

is important those of you who . . .

Outline the structure I've divided my talk into (three) My talk will be in (three) parts.

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
AZ is growing from to Let me take you through what we'll be discussing today. (pause
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

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

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 32 + Day 33

Vocab Review

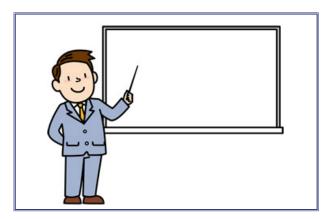
Fill in the blanks.

- 1. Universities have been asked to make their courses more attractive and s_____ting.
- 2. The stream was quite $s_{___}$ wso 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

- A. Introduction
- B. Main points
- C. Conclusion

> 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.





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.





True/False a) Don't use black when using flip charts. True/ False b) Distribute your handouts at the beginning of your talk. 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 True/ False e) There is no need to number your overheads.

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

f) Keep the background simple and use red when using PowerPoint.

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

- 1. illustrate
- 2. retention
- 3. adage
- 4. comprehension

True/ False

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

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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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 I____e.
- 5. He has no c_____nsion of the size of the problem.

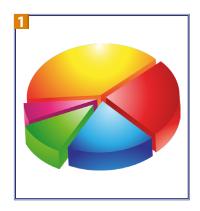
3 Presentations

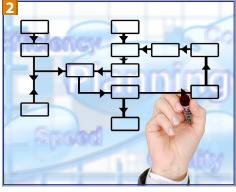


Module 3.4 Using visual aids — Talking about the content of visual aids

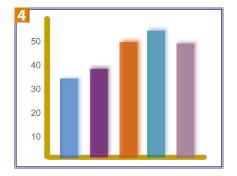
LEAD-IN Look at the pictures below. Label them using the listed words.

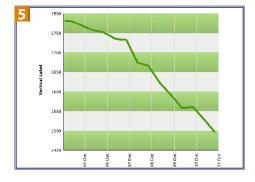
line graph flow chart bar graph organogram pie chart table

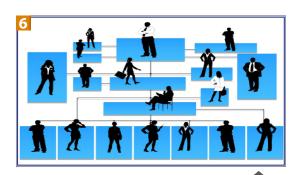




3	A	В
1	Day	Visitors
2	Monday	23
3	Tuesday	45
4	Wednesday	44
5	Thursday	39
6	Friday	50
7	Saturday	52
8	Sunday	55
9	Sum	308
10		



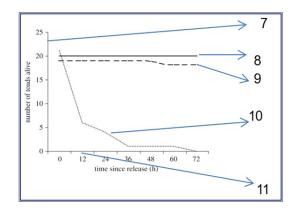


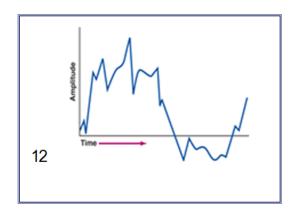




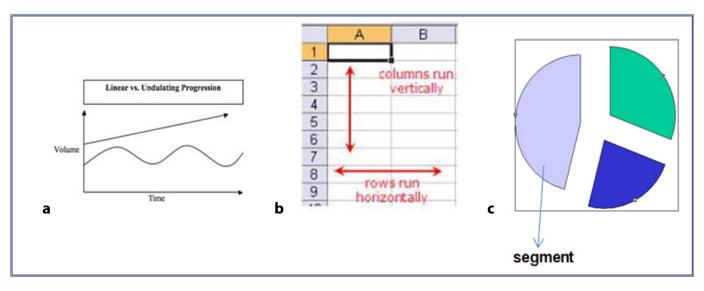


solid line dashed line fluctuating line vertical axis dotted line horizontal axis



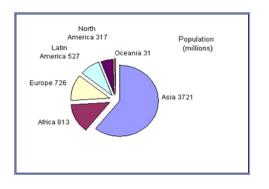


> Look at the pictures below. What are rows, columns, segments and undulating?



> 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 $\ldots \ldots$ 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

Student's book



> Describing change in visuals

Try to use different words to express movement in order to avoid repetition.

Upward movement



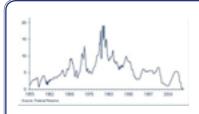
- (v) go up/ take off/ shoot up/ soar/ jump/ increase/ rise/ grow/ rocket/ improve/
- (n) an increase/ a rise/ a growth/ an improvement/ an upturn/ a surge/ an
- AT THE TOP-verbs
 reach a peak/ peak/ top out/ reach a high/ reach a maximum
- Downward movement



- (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





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





Vocab Review

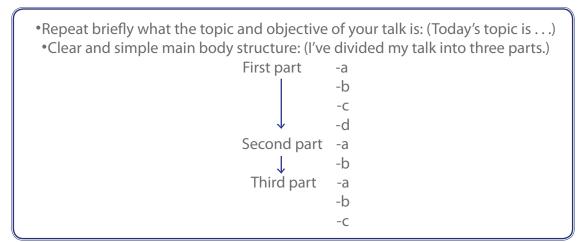
Fill in the blanks.

- 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.





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 ...

STUDENT'S BOOK



- (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.

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/for/future/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

Student's book



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

Choose your supporting information carefully. This helps your understand, believe in and agree with your main points. This evidence might take the form of data, points of detail or an of process. It might be presented in ways using Think about:

- 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

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

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.





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_____ to the future.
- 4. They should adopt a more i____ative approach.

3 Presentations



Module 3.6 Concluding a presentation



LEAD-IN What does the end of a presentation contain?

➤ 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 i is that Now, what are the l that we can l from this? W 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

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

number three, . . . And that, ladies and gentlemen, c_____ my talk.







Module 3.7 Handling the question and answer session

EAD-IN How do you end your presentation and invite questions and/or introduce discussion?
. 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
pest way to handle questions after a presentation? Well, the best way is to very carefully. It can be
seful to repeat or paraphrase the question. You repeat the point that the makes. You can check it that
vay. 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





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?



LEAD-IN



1. Listen and fill in the blanks.

What is a meeting?

A meeting is a of two or more people to 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 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.

Student's book



A good chairperson is someone who understands the aims of a meeting, helps keep the discussion on,
collaborates with participants to finish the meeting in the time (allotted), and follows an
Good participants join the meeting knowing what the business atis, give thought to over main
issues. They take talking, and help to move decisions forward.

- \triangleright Match the different types of meeting (1 9) with the definitions (a i).
- 1. kickoff meeting
- a. If you need new ideas, you have this type of meeting.
- 2. board meeting
- b. This is a meeting between two individuals.
- 3. one-on-one meeting
- c. This meeting brings together people from different departments working on a specific task.
- 4. team meeting
- 5. ad hoc meeting
- d. This is a meeting between a manager and those who report to the manager.
- 6. staff meeting
- 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

An agenda, which is a list of things to be considered, is required for meetings. After deciding the $\dots \dots$ of the
meeting, you prepare the agenda, which helps to good meetings
List your name, the, the, the name of the, and the meeting slot at the top
of the agenda. The first point in the meeting is 'Apologies', which is done when the chairperson reports who is
not able to The next point is when the notes of the previous meeting are checked for, followed
by 'Matters arising from the minutes' , which is when any \dots relating to the last meeting are discussed. Then
come the main for discussion at the meeting. 'AOB', which stands for business, comes
next when issues which are not on the agenda can be discussed. The last item on the agenda is the date of the
next meeting.



MBW Motor Corporation - Cebu Region Monthly Sales Meeting

April 25, 2016 Conference Room

Participants: Jack Nicholson (Chair), Meryl Streep, Marlon Brando,

Jodie Foster, Anthony Hopkins, Sandra Bullock

Time: 10:00 End: 12:00

Agenda

- 1. Apologies
- 2. Minutes of the last meeting
- 3. Matters arising from the minutes
- 4. Sales results and forecasts
- 5. New product launch
- 6. Awards and Incentive
 - 6.1 March Sales Awards
 - 6.2 Launch of April Sales Incentive
- 7. AOB
- 8. Date of the next meeting



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.

The purpose of taking minutes at a meeting is not to every single thing that people discuss. There is no way you can write down everything that is being said in the meeting. Don't waste your time writing down every someone made or a particular business action. When someone makes a, for example, write down the exact wording of the motion, who made it, and the final results of the You don't need to write down everyone's comments for or against the motion. Be It's important that you listen for and key points, such as:

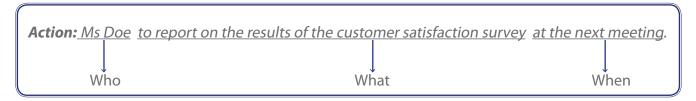
- •Topics covered (should be part of the agenda)
- Action items
- Decisions

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.





> 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

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

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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Vocab Review

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.
- 4 Meetings/ Discussions
 - Module 4.2 Chairing a meeting



LEAD-IN



Listen and fill in the blanks.

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

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

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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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.

Student's book



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 intuitively refrain from voting because this will not show respect to the individuals who are against the majority decision. It prefers to deliberate until consensus is reached. The final result takes longer to achieve, but will be much more stable. In individualistic societies there is frequently disparity 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

- 1. deliberate (v)
- 2. disparity
- 3. jeer
- 4. dissenter
- 5. consensus

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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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 ?

- \triangleright 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.

- \triangleright 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

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

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.

This textbook uses pictures/photos from the free photo sites below.





Vocab Review

Fill in the blanks.

1.	I certainly don't agree w	rith his a	ion that men	are better	drivers than wome	en.
2.	It was a disappointing p	erformance wh	ich lacked f	e.		
3	After the summer I	husiness has ni	cked up again	this mont	h	

- 3. After the summer I_ _ _, 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



Listen and fill in the blanks.

Asking for Clarification in a Business Meeting

In attending a meeting, from time to time you may have a 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.

- \triangleright 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 I'm afraid I 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?

Student's book



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 bef	fore 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	t which can be used in advertising to
show how it is different from, and better than, other similar products or se	ervices. 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/ und	derstand/ 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



Listen and fill in the blanks.

- \triangleright 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

STUDENT'S BOOK



- 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



Listening

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





- > 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 I 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.

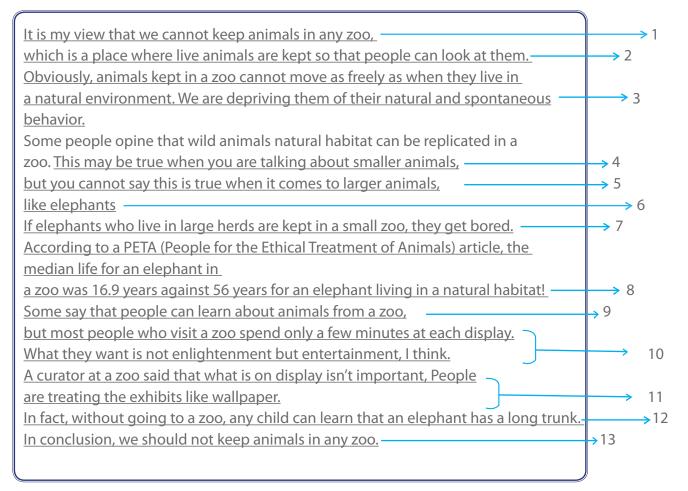






Read the following and identify which underlined part (1 - 13) represents the opinion (O), definition (D), reasons (R), examples (E), concessions (C), statistics (S), or the testimonies of experts (T).

"Should animals be kept in zoos?"







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

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

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.



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.
- 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.

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.

Haggling and negotiations every day, from fish markets to board rooms. In the modern definition, one of the ways haggling itself from negotiating is its nature. Haggling generally itself to a price discussion, with one party selling an item and another continuously haggling over the price. Generally, the buyer tries to haggle a price to its lowest, while the seller tries to get the most by acting as if he's already close to cost. The "winner" is essentially the one who can the process the longest. By contrast, negotiation seems to relate more to, but not always directly opposed, goals. By its very definition, negotiations are seeking an outcome between two parties. A contract negotiation, for example, may use many different goals---salaries, days off, fringe benefits---to reach the goal of signing a contract. That contract will ultimately include factors that make the contractor and contractee pleased.







> 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.
- 1. 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.

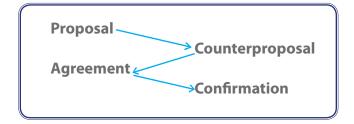
After the negotiation, Jack thinks "Damn, I probably should've bought the car. Now I will have to rent a car for the road trip!" Sarah thinks "Why didn't I accept Jack's offer? Now I'll need to pay my car insurance next month."

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.

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

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

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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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.
- 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.



5 Negotiations



Business Negotiations Agenda (Formal agenda for the negotiating sessions)



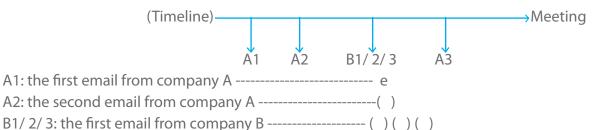
Listen and fill in the blanks.

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.







A3: the third email from company A ----- ()

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

Your BATNA (Best Alternative to a Negotiated Agreement) you to determine the point at which you can say no to an proposal. It is the you have identified as your fallback position; it is an option you can take if unable to reach an agreement in the negotiation. If your BATNA is strong, you can negotiate for more terms. For example, if you've been offered a new job but you also have other offers, then you're in a better position to negotiate the salary involved. In, a weak or unknown BATNA means you don't have much power. If you haven't researched the salaries in your field for someone with your knowledge and experience, or those salaries are simply than what you are being offered, then you may have no choice but to accept the salary that is on the table.

Module 5.2 Engaging with the other party during the negotiation

Listening

> Listen and fill in the blanks.







Complete the following conversation.
A: I hope you had a pt flight.
B: Yes, we did, thanks.
A: is your hotel?
B: It's an ent 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 pl?
A: We're ped to offer a very attractive price for a minimum sale, in ee for a two-year ct.

> 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

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

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.





Vocab Review

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.

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.

Student's book



> 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)



- 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



Writing 2

- > 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.

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

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.

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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?

- \rightarrow 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



Module 5.5 Ending the negotiation

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.





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

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

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.

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Vocab Review

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.

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/

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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 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?

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 th	ne 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 th	e meeting starts the negotiation by giving an	opening Each party needs to
to what the other	party is signaling to make sure that the negot	iation goes in the right direction. Check
that you understand the oth	er party's proposal and it to clarify	and acknowledge it.