

商务英语听说系列教材

Listening to Business English

# 中级商务英语听说

(教师用书)

(第三版)

主 编	吴立高	刘晓玲	何 芳
副 主 编	田志远	封国华	张 源
编 者	许丽丽	郁 震	孙丰田
	马亚星		

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## 第三版前言

《商务英语听说》这一系列教材自 2008 年正式出版以来，受到了广大读者和师生的欢迎和认可。然而我国对外经贸活动的日益活跃和国际商务交往的更加频繁，对商务英语教材提出了更高的要求。

《中级商务英语听说》学生用书及教师用书的第三次修订，是为了更好地满足外经贸类专业学生和广大英语爱好者的需要，使学习者在提高听说技能的同时也涉猎国际商务知识。新版依然以真实性为原则，很多材料来自国外财经报刊和外企的真实语言交流素材，内容涉及真实的公司业务和人物，及其在工作场景下的真实交流，有较强的实用性和专业性，为学习者在未来工作中在真实的情景中用英语与外国人进行交流做好准备。

新版教材将原教材进行更新，删减或改编了原教材某些略为过时的内容，增加了最新的素材并对原材料进行新的视听活动的设计，以保证本书内容的时效性。教材的内容更加丰富、充实，信息量明显增大，注重提高学生的听说综合能力及语言和应用能力，使教师教学和学生自学都有了更大的发挥空间。

本教材第三次修订工作的分工为：主编吴立高、刘晓玲和何芳负责整体设计规划、审稿及全书质量把关；副主编田志远、封国华和张源负责学生用书及教师用书所有内容的审校及修订；田志远编写第 1 至 3 单元的学生用书及教师用书，封国华编写第 4 至 6 单元的学生用书及教师用书，张源编写第 7 至 8 单元的学生用书及教师用书，许丽丽编写第 9 至 10 单元的学生用书及教师用书，郁震编写第 11 至 12 单元的学生用书及教师用书，孙丰田编写第 13 至 14 单元的学生用书及教师用书，马亚星编写第 15 至 16 单元的学生用书及教师用书。

由于编者水平有限，《中级商务英语听说》学生用书及教师用书的第三次修订尚存不尽如人意之处，恳请读者不吝指正。

主编  
2019 年春



# 前 言

《商务英语听说》共分初、中、高三级，每级一册，每册十六单元。教材选材涉及商务领域的常见话题，包括商务接待、面试、产品介绍、商务谈判、广告、国际贸易等各个方面，为学习者提供了大量真实、生动的英语素材，使学习者在提高英语听说技能的同时也涉猎国际商务知识。

本套教材的编写以真实性为原则，很多材料来自国外财经报刊和外企的真实语言交流素材，内容涉及真实的公司业务及人物，工作场景下的真实交流，有较强的实用性和专业性。该教材语言地道，听、说训练交替进行，使得两项互相促进，共同长进。本教材得另一大特点就是语言技能的训练与商务知识有机结合。交际任务以真实的商务交际情景为参照，鼓励学习者在完成交际任务的过程中运用所学语言知识，提高交际能力，熟悉商务知识。而且任务设计尽可能与学习者的经历直接或间接相关，通过商务场景对话、角色扮演等丰富多样的活动让学习者参与其中，增加了学习的意义。

本套教材可作为大学英语专业及英语相关专业的学生学习商务英语的材料，也可作为任何专业对商务英语有兴趣的学生选修课使用教材。初级适合大学一年级学生或有一定基础的学习者使用，中级适合大学二年级或有中等基础的学习者使用，高级可供大学三、四年级或有较高英语水平的学习者使用。建议两到三课时学习一个单元。

这套教材也为社会上广大的商务英语爱好者提供学习材料，对提高学习者的听、说能力将有帮助，对于从事商务工作和即将从事商务工作的人，本教材有助于他们提高英语交际能力，并提供实用性的商务知识。

主编

2009 年



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# Unit 1

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## Meetings (1)

### *Aims*

**In this unit we will talk about**

- opening a meeting;
- structuring a meeting; and
- discussing in the meeting—“interrupting and resuming”.


### 1 Starting up

Omitted.

### 2 Opening a meeting


#### 2.1 Project management group meeting

Bay Project Management Group is holding a meeting between the managers of different departments. Many of them have not met each other before, so the atmosphere is polite but informal.

A  Look at the list of the steps (a-g) involved in opening a meeting. If you are attending this meeting, in which order would you expect the steps to take place? Work with your partner and put these steps in order.

### Answers

There is no set order for these things to happen—several of the steps are interchangeable. However, a logical sequence would be: e, g, f, c, d, b, a.

**B**  **Now listen to the opening of this meeting. As you listen, identify the actual steps this meeting follows. Note down the order in which they happen.**

### Script

Right, if everyone is here, let's begin. I'd like to start by welcoming you all to this first meeting of the Bay Project Management Group. As you all know, the purpose of this meeting is to discuss the initial feasibility report which was completed last week. At the end of the meeting we should have a clear idea of how to proceed, but I'd like to hear what you all think before we make any decisions.

As you'll see from the agenda, there are four items for us to discuss. In terms of timing, I know you are all busy with other projects, too, so I would like to finish by 3:30.

OK, the first item on the agenda is an overview of the project plan. Alain, would you like to start?

### Answers

- |  |          |
|--|----------|
| a. Agreeing on the timing of the meeting                       | <u>6</u> |
| b. Allocating or confirming the participants' responsibilities | <u>4</u> |
| c. Defining the output or results                              | <u>3</u> |
| d. Outlining the agenda  | <u>5</u> |
| e. Welcoming the participants                                  | <u>1</u> |
| f. Stating the purpose or objectives of the meeting            | <u>2</u> |

C  Listen again and fill in the blanks with the missing information.


### Script and answers

Right, if everyone is here, let's begin. I'd like to start by welcoming you all to this first meeting of the Bay Project Management Group. As you all know, the purpose of this meeting is to discuss the initial feasibility report which was completed last week. At the end of the meeting we should have a clear idea of how to proceed, but I'd like to hear what you all think before we make any decisions.

As you'll see from the agenda, there are four items for us to discuss. In terms of timing, I know you are all busy with other projects, too, so I would like to finish by 3:30.

OK, the first item on the agenda is an overview of the project plan. Alain, would you like to start?

## 2.2 Formal and informal openings

A  You are going to hear extracts from the openings of six meetings. As you listen, match each item to one of the types of meeting listed below. The first one has been done for you.

### Scripts

#### Extract One

*Welcome to ATM*, here in Colorado and to what I am sure will be the beginning of a major new alliance (合作). *Today our purpose* is to deal with the remaining obstacles to our collaboration, *and we've drawn up an agenda* consisting of the three outstanding issues...

#### Extract Two

*OK, you know why we're here*. The client's presentation is tomorrow and between now and then we've got to come up with some original ideas. *Maybe we should do it like this*—Why don't I note down your ideas on the flip chart over here? Then afterwards we'll go back eliminating the more unpleasant ideas, and get it down to a short-list of three or four concepts.

### Extract Three

**Madam Chairman, ladies and gentlemen. I'd now like to formally open** this meeting of Committee for Ethics in Business. I've received apologies for absence of two directors, Mr. Charles Mutter and Mrs. Kathleen Harrington. **As usual, we will start with** the minutes of the last meeting and any matters arising, and then move on to a review of the last three months' activities.

### Extract Four

**Well, gentlemen, it's a pleasure to be here** today and to have this opportunity to meet all of you. **I'd like to start by introducing myself** and my colleague, Daniel Berman.

### Extract Five


**OK, as you know, I've called this meeting** in order to discuss the results of the recent internal recruitment programme. By the end of the meeting we need to have identified our favored candidate, and of course a back-up in case we need one. **So why don't we start by** listening to Marion, who met all the candidates. Marion?

### Extract Six

**Right, let's get down to business.** This month, besides the usual reports, we've got an important additional item on the agenda—a new assessment policy for department. **I suggest we take that** at the end and try to keep the monthly reports as brief as possible.


### Answers

<i>Types of Meeting</i>	<i>Extract</i>
Brainstorming new ideas	<u>2</u>
Deciding on a new recruit	<u>5</u>
Negotiating a contract	<u>1</u>
First contact with a customer	<u>4</u>
Regular departmental meeting	<u>6</u>
Committee meeting	<u>3</u>

**B**  Listen again and decide whether each extract comes from a formal (F) or an informal (I) meeting. Make a note of the phrases that help you to decide. Then work in pairs and compare your answers with your partner.

### Answers

	Formal/Informal	Signal sentences
Extract 1	Formal	<ul style="list-style-type: none"> <li>• Welcome to ATM...</li> <li>• Today, our purpose is to...and we've drawn up an agenda...</li> </ul>
Extract 2	<b><u>Informal</u></b>	<ul style="list-style-type: none"> <li>• <b><u>OK, you know why we're here.</u></b></li> <li>• <b><u>Maybe we should do it like this...</u></b></li> </ul>
Extract 3	<b><u>Formal</u></b>	<ul style="list-style-type: none"> <li>• <b><u>Madam Chairman, ladies and gentleman, I'd now like to formally open...</u></b></li> <li>• <b><u>As usual, we will start with... and then move on to...</u></b></li> </ul>
Extract 4	<b><u>Formal</u></b>	<ul style="list-style-type: none"> <li>• <b><u>Well, gentlemen, it's a pleasure to be here...</u></b></li> <li>• <b><u>I'd like to start by introducing myself...</u></b></li> </ul>
Extract 5	<b><u>Informal</u></b>	<ul style="list-style-type: none"> <li>• <b><u>OK, as you know, I've called this meeting...</u></b></li> <li>• <b><u>So why don't we start by...</u></b></li> </ul>
Extract 6	<b><u>Informal</u></b>	<ul style="list-style-type: none"> <li>• <b><u>Right, let's get down to business...</u></b></li> <li>• <b><u>I suggest we take that...</u></b></li> </ul>

**C**  Fred O'Connor is the project manager of Bay Project Management Group. He is now holding a staff meeting. Tim, Clark and Teresa are all members of the project and they are present at the meeting. Listen to the conversation at the meeting. Fill in the blanks with the exact words you hear.

### Script and answers

Fred O'Connor: (to everyone) **Why don't you take a seat and get started. Are we all here?**

Tim Clark: I think Bill will be arriving a little late.

Mr. O'Connor: **Okay, there are a few items that we need to touch on.** If you have any questions or comments, please ask as we go along. **But before we get**

**started. I'd like to introduce** Teresa Cummings to everyone. She'll be joining our company as a financial consultant.

Teresa: Hello.

Mr. O'Connor: Teresa, you'll be able to talk with everyone during the coffee break. Right now, I think we should find out how each of your projects is going. Tim, **why don't we start with you?**

Tim: Well, we broke ground (动工) on the condominium(大厦) project last week...



**D** **Role-play. Work in pairs. Practice opening two different kinds of meetings, one informal and the other formal. You can use the notes below to help you.**

Omitted.



**E** **Listen and check if your answers are correct.**

### **Script and answers**

1) Informal meeting


**OK, Why don't we take a seat and get started?** I'd like to welcome you all to this meeting. As you know, we're here today to decide on a new appraisal system for the division. **I suggest we go around the table first to get some ideas.** Then we can discuss them afterwards. And I'd like to finish by 4:00, if that's OK with you. So, Maria, perhaps you'd like to start.

2) Formal meeting

Well, **ladies and gentlemen, I'd like us to have a seat and begin.** OK. **Let's get down to business. It's a pleasure to welcome all of you here today.** The purpose of this meeting is to discuss the possibility of a joint venture between our two companies. As you will see from the agenda that you were sent, **there are seven items that we need to discuss briefly.** This meeting is due to finish at approximately five o'clock, so I would like to limit each item to thirty minutes. Now, the first item on the agenda is background.

### 3 Structuring a meeting

#### 3.1 Setting agenda

**A**  Imagine that you are the chairperson in a meeting. It is the start of the meeting and you are telling your colleagues about the items on the agenda. Work in pairs to find out what phrases you might use. Discuss with your partner and write down as many phrases as possible.

#### **Suggested answers**

On the agenda today...

OK, everybody, thanks for coming.

Just a couple of things on the agenda.

If we could go through them in order,...

Right then, get down to business.


Let's keep this meeting fairly brief.

First of all, ...

Secondly, ...

And finally, ...

Any other business?


**B**  Now you're going to listen to two short dialogues about setting agendas for meetings. Both dialogues are from the start of meetings and feature a chairperson listing the points on the agenda. As you listen, see if you can hear some of the phrases you've discussed and then complete the conversation with the exact words you hear.

#### **Script and answers**

1) Sarah: Right then, Alex, let's get down to business. **On the agenda today for** our public relations meeting are the research project, the launch of the website, the timetable for press releases, and the year award. Are you quite happy with those points?

Alex: Yeah, that's fine. If you could **go through them in order**, that'd be great.

2) Alex: Okay everybody, thanks for coming. Let's keep this meeting fairly brief, **really just a couple of things on the agenda**. **First of all**, as you can see, the news on the book re-launch; and **secondly**, the office move; and **finally**, we'll have a little bit of time for any other business.

**C**  **Work in pairs. Look at the agenda items of the meeting below. Practice setting the agenda by taking the roles of Sarah and Alex.**

### **Meeting—Improving staff morale (鼓舞员工士气)**

*Agenda items:*

Introducing an open-plan environment;

Abolishing the company's dress code (着装);

Encouraging staff to operate on first-name terms.

### **Suggested answers**

1) Sarah: Right then, Alex, let's get down to business. On the agenda today for our improving-staff-morale meeting are the proposal of introducing an open-plan environment, then the proposal of abolishing the company's dress code and finally the issue of encouraging staff to operate on first-name terms. Are you quite happy with those points?


Alex: Yeah, that's fine. If you could go through them in order, that'd be great.

2) Alex: Okay everybody, thanks for coming. Let's keep this meeting fairly brief, really just a couple of things on the agenda. First of all, as you can see, the proposal of introducing an open-plan environment; and secondly, the proposal of abolishing the company's dress code; and finally, we'll have a little bit of time for the issue of encouraging staff to operate on first-name terms.

### **3.2 Connecting agenda items and ideas**

**Fred O'Connor, the project manager of Bay Project Management Group is now holding the staff meeting. Tim and Suzanna, members of the project, are attending the meeting now.**



A  You are going to hear four extracts from this meeting. As you listen, put the agenda items in the right order.

### Scripts

#### Extract One

Mr. O'Connor: So, **there are four items on the agenda today**, and unless you have any objections, I suggest we take them in order.

Suzanna: Um... If you don't mind, **could we take personnel first?** You see, I've got to leave early today and I particularly wanted to be here to discuss the new promotions.

Mr. O'Connor: OK, Suzanna, I don't think that should be any problem. **Any other comments about the agenda?**

Tim: Well, there is one actually. **I was wondering if there will be a chance to discuss end-of-year bonuses...**you know, especially after what happened last year.

Mr. O'Connor: Sure. Don't worry, it'll come up under **policy review**.

Tim: Good. I think it's important.

Mr. O'Connor: Right, let's get started then. So, let's start with personnel. Suzanna, would you like to kick off? ...

...

#### Extract Two

Mr. O'Connor: **Right, I think that covers the promotion issue**, unless anybody wants to add something? **Anything else on personnel?** No? So, **let's move on to the second item which is finance.** (*aside*) Right Suzanna, you get off if you need to... Christine, have you got your usual monthly report? ...

...

#### Extract Three

Mr. O'Connor: **So, if that's everything on finance, let's have it there and turn to the review** of current policies. **As Tim mentioned earlier, there is one issue which needs urgent attention and that is end-of-year bonuses.** Tim, would you like to start on this one? ...

...

### Extract Four

Tim: So I'll write up a new policy and circulate it.


Mr. O'Connor: Thank you, Tim. Well, that's taken a bit longer than I expected, so we can either continue on one or two other policy issues, or carry on with the last item on the agenda.

Tim: Personally, I'd like to hear what Mario has got to say about the new software.

Mr. O'Connor: Right, **so is everybody in favor of moving on to the final item—information technology?**

### Answers

Policy review	<u>3</u>
Information technology	<u>4</u>
Finance	<u>2</u>
Personnel	<u>1</u>


**B**  Listen again and identify the transitional language used to connect agenda items 1-2, 2-3 and 3-4.

### Answers

1-2 Right, I think that covers the promotion issue... So, let's move on to the second item which is finance.

2-3 So, if that's everything on finance, let's have it there and turn to the review of current policies.

3-4 Right, so is everybody in favor of moving on to the final item—information technology?

**C**  Look at the notes about the meeting below. Work in groups to practice connecting agenda items and ideas by following the above dialogue. You may use the expressions in language focus.

## Meeting—Improving productivity

### *Agenda items:*

Replacing the production line with work teams (i.e. each person performs more than one task);

Introducing preferred working hours for production staff;

Introducing a profit-sharing bonus scheme;

Introducing an on-site self-service cafeteria for use by everyone in the company.

### Suggested answers

Mr. O'Connor: So, **there are four items on the agenda today**, and unless you have any objections, I suggest we take them in order.

Suzanna: Um... If you don't mind, **could we take the replacement of the production line first?** You see, I've got to leave early today and I particularly wanted to be here to discuss the new solution.

Mr. O'Connor: OK, Suzanna, I don't think that should be any problem. Right, let's get started then. So, let's start with replacement. Suzanna, would you like to kick off? ...

Mr. O'Connor: **Right, I think that covers the replacement issue**, unless anybody wants to add something? **Anything else on replacement?** No? So, **let's move on to the second item which is the preferred working-hour plan for production staff.** Right Suzanna, you get off if you need to... Christine, have you got your usual monthly report? ...

...

Mr. O'Connor: **So, if that's everything on the new working-hour plan, let's leave it there and turn to the next item—profit-sharing bonus scheme.** Tim, would you like to start on this one? ...

...

Tim: So I'll write up a new report on this bonus scheme.

Mr. O'Connor: Thank you, Tim. Well, that's taken a bit longer than I expected, so we can either continue on one or two other bonus scheme issues, or carry on with the last item on the agenda.

Tim: Personally, I'd like to hear what Mario has got to say about the **on-site self-service cafeteria for use by everyone in the company.**

Mr. O'Connor: Right, **so is everybody in favor of moving on to the final item**—the on-site self-service cafeteria?

...

### 3.3 How to take meeting minutes



**Listen to a passage and list six tips on how to take meeting minutes.**

#### Script

Recording the proceedings of a professional meeting can be a challenging task. If you are asked to take notes for the meeting, here are some tips that can help you do a good job.

First, consider using a tape recorder, which will help you ensure accuracy in transcribing proceedings. If you use such equipment, arrange to have it on hand at the time and location of the meeting, and be sure the equipment works properly by testing it before the meeting begins.

Second, use a consistent format. The usual criteria include the meeting name, location, date, and starting as well as ending time. Also mentioned at the top of your list are the names of the attendees.

Third, follow the agenda. If an agenda has been posted or distributed before the meeting, cover each of its points in your minutes.

Fourth, be concise. Rather than writing down each word that everyone says, just catch the highlights. Also, find out whether attendees wish to be identified by name or prefer to be anonymous.

Fifth, list specific outcomes. Important actions should be listed separately to catch the readers' attention. Check previous minutes to follow similar organization.


Sixth, after the meeting, write a meeting report from your notes. Sign your name at the bottom of the last page of the minutes. Distribute the final copy of meeting minutes to everyone who attended as well as absentees.

## Answers

- 1) Consider using a tape recorder.
- 2) Use a consistent format.
- 3) Follow the agenda.
- 4) Be concise.
- 5) List specific outcomes.
- 6) After the meeting, write a meeting report from your notes.

## 4 Interrupting and resuming

### 4.1 A book re-launch meeting

A  Imagine that you are in a meeting, and you want to interrupt to ask a question or make a comment. How might you do it? Work in pairs and discuss with your partner for phrases and ideas. Then do the small quiz. Compare your answers with your partner.

### Suggested answers

Sorry to hold the meeting up.

Can I just ask you...?

I do feel quite strongly that...

I don't think we've got any choice at all...

Any other thoughts?


Excuse me, may I interrupt?

Just a moment...

Can I say something here?

Bella, sorry...(Using someone's name is a good way to get their attention)

1) B 2) C 3) A 4) D

B  Now listen to a conversation from a meeting in a publishing company. Sean is

talking about the book re-launch when John feels that he needs to ask something. As you listen, see if you can hear some of the phrases you've discussed in part A and finish the sentences with the phrases you hear.

### Script and answers


Sean: **First of all**, the book re-launch. I just wanted to remind everybody that we will be re-launching the fairy-tales range with new modern covers, and that this is going to happen at the beginning of next month. It's important that we get this right and there have been quite a few...

John: Actually Sean, **can I just ask you—sorry to hold the meeting up**, can I ask you about those dates, because I thought that this was going to be published the month after next, and I understand that everybody has got their dates, but I do feel quite strongly that we're bringing this out too soon.

Sean: Well, **any other thoughts** before I comment on that?

Carrie: **I don't think we've got any choice at all about it**. If the radio programmes are going out at the beginning of next month, we've got to launch the book at the same time if we're going to have any sales impact.

## 4.2 Venue for a conference—Hillfields

A  Complete the following dialogue by choosing phrases from the list. Use each phrase only once. Compare answers with your partner after you've finished.

B  Listen to the dialogue and check whether your answers are correct.

### Script

Marc: **Anne, you know what you said about** Hillfields as a possible conference venue?

Anne: Yes, I remember.

Marc: Well, it doesn't seem too cheap to me. The delegate rate is well over \$100.

Anne: Yes, I see what you mean, but **I'd like to point out** the overall package they are offering. There are a lot of things included free of charge.

Marc: **Yes, that's a good point**, but it still seems rather expensive. I mean, ...

David: **Can I say something here?** There is always The Grange. I've been there several times, and...

Marc: **David, may I just finish?** I was going to say that the overall cost per delegate at Hillfields is ten percent higher than what we paid last year.


David: **Well, I still think The Grange is worth considering.**

Anne: Yes, that's right. It's always a good idea to get some comparative quotes (报价) but I don't think we'll do better anywhere else.

### Answers

1) d 2) b 3) a 4) f 5) e 6) c

### 4.3 Venue for a sales conference

A  Listen to the following statements from the discussion. Which ways do the speakers use for interrupting and resuming? Note down these phrases and put them under the correct categories.

### Script and answers

- 1) **I'm not sure I agree.** OK, it was a lovely location, but it wasn't very practical. I mean, there wasn't really enough space for all of us.
- 2) **I was going to say that** it was just the right sort of atmosphere, but one or two people complained about the long drive.
- 3) **That's a very good point.** And **I think I've got just the place for** us. It's called Parview.
- 4) **Yes, that sounds very convenient.** Now, shall we move on to the question of rooms and facilities? **You said** there wasn't really enough bedroom accommodation last time.
- 5) Right, **as I was saying,** we must have single or double rooms.
- 6) Look, **let's leave it there for the time being.** David, can you get it all down in writing and circulate it, and **then we can make a decision at the next meeting?** Right, let's move on.

Commenting

**I'm not sure I agree.**

**That's a very good point.**

**Yes, that sounds very convenient.**

Considering alternatives

**I think I've got just the place for...**

Emphasizing

**I was going to say that...**

Referring


You said,

as I was saying,

Postponing

Let's leave it there for the time being.

Then we can make a decision at the next meeting.

**B**  Now listen to the whole discussion for a possible venue for a sales conference. What are the three aspects of the venue they discuss?

### Script

Marc: So, what do you think?

Anne: We could hold it at the same place as last year—it was a beautiful spot. In many ways it was ideal for a sales conference.

David: Just a moment. I'm not sure I agree. OK, it was a lovely location, but it wasn't very practical. I mean, there wasn't really enough space for all of us.

Anne: David, let's just finish discussing the location itself before we come on to the facilities. I was going to say that it was just right sort of atmosphere, but one or two people complained about the long drive. And this year we've got quite a lot of our European colleagues coming.

David: That's a very good point. And I think I've got just the place for us. It's called Parview, and it's only ten minutes' taxi ride from the central station.

Marc: Yes, that sounds very convenient. Now, shall we move on to the question of rooms and facilities? You said there wasn't really enough bedroom accommodation last time.

David: Right, as I was saying, we must have single or double rooms, all with en suite bath or shower, for every delegate. It's what people expect and Parkview can provide. There are...

Anne: Excuse me, David, I know Parview. I went there for a meeting a couple of years ago. It was a bit run-down, as I remember it.

David: Anne, I haven't finished what I was saying. I don't think you'd find that now. The whole place has been completely refurbished.

Marc: So what other facilities has it got?

David: The usual...you know, conference rooms, swimming pool, sauna, tennis courts...



Anne: I can't see many of us playing tennis in the middle of winter.

Marc: Right, what about cost?

David: I've got some preliminary quotes which look very competitive. They are prepared to let us have the conference rooms free as long as we book in at the full delegate rate.

Anne: And what does that include?

David: Well, all the usual things... full breakfast, coffee and tea, buffet lunch and a four-course dinner. It also includes...


Anne: **David, sorry, but surely** we'll be wanting to come into town for dinner?

David: **Let me finish, Anne.** It also includes the free use of all sports facilities.

Marc: **Look, let's leave it there for the time being. David,** can you get it all down in writing and circulate it, and then **we can make a decision at the next meeting?**  
Right, let's move on.

### Answers

1) location 2) facilities 3) cost

**C**  Listen to the dialogue again. Which phrases does the speaker use for “interrupting” and “finishing”? Note down these phrases and decide which phrases sound more diplomatic (圆滑的), and which sound more direct. The first one has been done for you.


### Answers

Interrupting

- 1) Just a moment. (direct)
- 2) Excuse me, David... (diplomatic)
- 3) David, sorry, but... (diplomatic)

Finishing

- 1) David, let's just finishing discussing... (diplomatic)
- 2) Anne, I haven't finished what I was saying. (direct)
- 3) Let me finish, Anne. (direct)


**D**  **Imagine you are a fourth participant in the meeting. Your objective is to make the following points:**

- 1) It must be near an airport;
- 2) It must have at least three conference rooms;
- 3) It must have a delegate daily rate of less than £ 100.

**Where would you interrupt to make each point? Work in pairs. What would you say? Compare your answers with the partner.**

### **Answers**

- 1) After Anne says, "... and this year we've got quite a lot of our European colleagues coming." [Example—**Can I say something here? I think the location really must be near an airport.**]
- 2) After David says, "... you know, conference rooms, swimming pool and sauna, tennis courts..." [Example—**David, sorry, but it must have at least three conference rooms.**]
- 3) After David says, "They are prepared to let us have the conference rooms free as long as we book in at their full delegate rate." [Example—**Excuse me, the delegate rate has to be less than \$100.**]

**E**  **Role-play. Look at the outline of this meeting below. Practice discussing in the meeting by taking the roles of Anne, David and Marc. Practice interrupting and then resuming your talk. Pay attention to the phrases we've focused on.**

### **Answers**

**See script in part B**

# Unit 2

## Meetings (2)

### *Aims*

#### In this unit we will talk about

- asking for and giving opinions in the meeting;
- agreeing and disagreeing in the meeting; and
- finishing a meeting.

### 1 Starting up

#### Answers

##### Six ways to be polite in meetings


Six ways to be polite	Sentences	Direct or Polite
1) Use <i>can</i> or <i>could</i>	Sean, I want to know...	D
	Go through them in order...	D
	Sean, can I just ask you...	P
	If you could go through them in order...	P
2) Use <i>would like</i>	I want to be with other editors...	D
	I'd like to be with other editors...	P
	I want to be able to show her drawings...	D
	I would like to be able to show her drawings...	P

continued

Six ways to be polite	Sentences	Direct or Polite
3) Say <i>sorry</i>	I really strongly disagree...	<b>D</b>
	I'm sorry, but I really strongly disagree...	<b>P</b>
	I hold the meeting up...	<b>D</b>
	Sorry to hold the meeting up...	<b>P</b>
4) Use <i>just</i>	I wanted to see...	<b>D</b>
	I just wanted to see...	<b>P</b>
	Sean, can I ask you...	<b>D</b>
	Sean, can I just ask you...	<b>P</b>
5) Use <i>I think</i> or <i>I feel</i>	We're bringing this out too soon...	<b>D</b>
	I do feel quite strongly that we're bringing this out too soon...	<b>P</b>
	We've not got any choice...	<b>D</b>
	I don't think we've got any choice...	<b>P</b>
6) <i>Acknowledge</i> people	It's important to acknowledge the other people in the meeting, by using their <i>names</i> , or words like " <i>you</i> ", " <i>we</i> ", " <i>everybody</i> ", " <i>my colleagues</i> ", etc. If you don't use these words and expressions, you may give people the impression that you are rather detached and/or authoritarian.	

## 2 Asking for and giving opinions


### 2.1 What's your opinion?

A  You are going to hear 10 short dialogues in the meeting, all of which are of "asking for and giving opinions". Listen to the following dialogues and fill in the blanks with the exact words you hear.

#### Script and answers

1) A: Here's the first proposal. We should write to our customers on recycled paper. **What are your views on that**, Maria?

- B: Hmm. I am afraid I don't think that's a very good idea.
- 2) A: We should encourage the staff to cycle to work. How do you feel about that?  
B: Oh, dear, **I'm sorry to be so negative**, but I don't think that's a very good idea either.
- 3) A: Now fourth proposal. **I suggest** banning smoking on company premises. What do you think about that?  
B: **That's more like it. I agree with you on that.**
- 4) A: Bella, **what do you think?**  
B: Well, I think the campaign should appeal to today's modern man.
- 5) A: Zoe, what do you think?  
B: **My idea is to** go for a campaign that appeals to male vanity(虚荣心).
- 6) A: **I just want to see what feedback we've got?**  
B: Yeah, Sean, I'm sorry, but I really strongly disagree with the new floor plan.
- 7) A: Olivia, what are your views?  
B: **I'm afraid I don't agree with you**, James.
- 8) A: Jennifer, what do you think of the new suggestion scheme?  
B: **I think it's marvelous**. It's what we've always needed here.
- 9) A: Alex, **what's your opinion?**  
B: I think it's great.
- 10) A: So, what do you think?  
B: Well, **in my view, we have no choice.**

 **B** **Work in pairs. Compare the expressions you have filled in the blanks above with those in Language Focus. Practice making dialogues by following those dialogues in part A.**  
Omitted.

## 2.2 Improving management and employee relations

At the meeting, Linda and Carol are discussing three issues on how to improve management and employee relations.

 **A** **Listen to their discussion on Issue One. Pay attention to the underlined parts.**

## Script


Issue One—Introduce the use of first names throughout company

Linda: What do you think about this proposal to introduce the use of first names throughout the company?

Carol: Well, in my view, it's a good idea to be less formal, but I feel some of the older managers may find it difficult to adapt to.

Linda: Yes, that's very interesting. And I think it will need to be done sensitively.


Carol: Yes, that's a good point.

**B**  **Work in pairs. Take roles of Linda and Carol. Follow the sequence in the framework below and make dialogues on the other two issues.**

Omitted.

## 2.3 Commenting on opinions and making recommendations

There are different levels of recommendations—weak, neutral and strong.

**A**  **You are going to hear some recommendations about cost-cutting. As you listen, fill in the blanks with exact words you hear and classify each recommendation as A (strong), B(neutral) or C(weak). The first one has been done for you.**

### Script and answers

1) A: So we need to reach a decision on this.

B: Well, I propose we follow the usual procedures.

Level **B**

2) A: It's going to be a terrible blow for them.

B: Maybe we could consider spreading the cuts over two years.


Level **C**


3) A: What do you suggest, then?

B: I think we have to reduce staff in the head office.

Level **A**

- 4) A: We need to make reductions in a non-essential area.  
B: **Why don't we** cut the training budget?  
Level **B**
- 5) A: There's no point in prolonging the agony.  
B: **There might be** another way. Perhaps we could reduce redundancy costs.  
Level **C**
- 6) A: So, what are you suggesting?  
B: **In my view, we have no choice but to** cut now and suffer the consequences.  
Level **A**

**B**  **Make some recommendations about the following situations. Choose the level that you think is most appropriate for the people you are talking to.**  
Omitted.

**C**  **Listen and check your answers. Pay attention to the expressions used to make different recommendations.**


### Script and answers

- 1) Maybe **we should think about** trying to reduce the time we spend on meetings.
- 2) It's vital that we cut costs, **and I strongly recommend that** we reduce our use of outside contractors.
- 3) **Perhaps you could consider** working a little less.
- 4) **Why don't you** try for promotion?
- 5) **We urgently need to** upgrade the system, so I propose that we look at ways of financing this.
- 6) **I think we have to** think seriously about cutting costs.

### 3 Agreeing and disagreeing

#### 3.1 On the office move

Now you will hear a meeting being held in a publishing house. Sean is the chairperson of the meeting. Tim and Carrie are editors and they have two different opinions on the issue of the office move.

A  Listen to the dialogue and fill in the blanks with the missing information.

#### Script


Sean: Now, the office move. As you know, the plans have been up (张贴出来) by the main exit (出口处) for a week now. I just wanted to see what kind of feedback we've got.

Tim: Yeah, Sean, I'm sorry, but I really strongly disagree with the new floor plan. I think it's divisive (引起不和的) to separate the secretaries and the assistants from the editors and managers. I'd be much happier if we could be located in teams.

Carrie: Actually, I think Sean is right. I've been chatting to some of the secretaries and they're quite keen to all being seated in the same area, and, speaking as an editor, I think I'd like to be with the other editors so that we can bounce ideas off with each other. So I think Sean's floor plan is right.

#### Answers


- 1) Now, the office move. As you know, the plans have been up by the main exit for a week now. **I just wanted to see what kind of feedback we've got.**
- 2) Yeah, Sean, I'm sorry, but **I really strongly disagree with** the new floor plan.

B  Listen to the conversation again and decide whether each of the following statements is true or false with a tick (✓).

#### Answers

- 1) T 2) T 3) T 4) F 5) T




**C**  **Work in pairs. Retell the ideas of this meeting to your partner. You may use the phrases or information in Part A or B above.**

Omitted.

### 3.2 Different levels of agreement


There are many levels of agreement: Disagree totally—Wait to be convinced—Limited agreement—Agreement but no conviction—Totally committed. Here we identify the levels of agreement with A/B/C/D.

A=Total disagreement      C=Limited agreement  
B=Wait to be convinced      D=Total commitment

**A**  **Imagine that you are in a meeting and you disagree with someone over an issue. How might you make your point politely? Work in pairs. Discuss with your partner and write down the expressions that show “agreement” and “disagreement” as many as possible and then try to put them in the order of different levels of agreement.**

#### Suggested answers

I really strongly disagree. —I don’t think that’s a very good idea. —I’m afraid I don’t agree. —I’d be much happier if... —Actually, I think Sean is right. —I agree with you. —That’s a good idea.

**B**  **Listen to eight short extracts from different meetings. As you listen to each extract, note down the phrases that indicate the agreement or disagreement. Then classify them into different levels. The first one has been done for you.**

#### Script

1) A: Come on, Michael. We’ve been waiting for an opportunity like this for years. Surely you’re with us now?

B: Well, I’m not against the idea, but I just think we need a bit more time.

C

2) A: Jennifer, what do you think of the new suggestion scheme?

B: I think it's marvelous. It's what we've always needed here.

A: That's great! **And I entirely agree with you.**

**D**

3) A: Well, we all seem to agree with the proposal to close down the Tankerton plant and relocate resources in Wadebridge.

B: Actually, **although I do agree with** the decision about Tankerton, **I'm not convinced about** relocating at Wadebridge.

A: All right, perhaps we need to think about that a little more carefully.

**C**

4) A: Angela, can we count on your support in this area?

B: I'm **not sure about this.** I can see there are arguments on both sides. **On the one hand,** the community could benefit from the investment, **but on the other,** it will completely change the character of the area.

A: OK, I understand your concern.

**B**

5) A: I can't imagine how anybody could think of doing this. It's absolutely crazy.

B: I take it you're not in favour, then?

A: You could say that! **I totally disagree with** the whole proposal.

**A**

6) A: So, what we're looking for here is a real, long-term commitment.

B: Don't worry, you've got it. This is a brilliant scheme. **We're 100% behind you.**

A: That's great.

**D**

7) A: So, I'm afraid we have to make a decision based on hard economic reality.

B: Yes, I can see what you're getting at, **and I don't see any alternative.** It just seems a dreadful shame, that's all.

A: Yes, it is, but there we are.


**B**

8) A: So that's the way it is. In my opinion, we should cancel the whole project immediately.

B: Richard, **I couldn't disagree more.** Cancelling the project now would be a catastrophe. We have to keep it going and increase the investment.


A: That's crazy.

**A**

**C**  Do you agree or disagree with the following statements? How would you respond to them? Work in pairs. Make dialogues by using the expressions we mentioned.  
Omitted.


## 4 Finishing a meeting

### 4.1 Summarizing, clarifying and closing

**A**  Listen to the following statements and fill in the blanks with the exact words you hear.


#### Script and answers

- 1) So, **what's the next step?** Basically, **I'd like all of you to** start looking at our competitors.
- 2) Right, I think that just about covers everything. **Is there anything else we need to discuss?**
- 3) Anyway, I hope **everything's clear now.**
- 4) **I'd like to clarify one thing,** though. When they say basic mistakes, how basic do they mean?
- 5) So, before we close, let me just **summarize the main points.**
- 6) Anyway, I'm afraid **we'll have to finish there.**
- 7) Is there any **other business** before we finish?
- 8) So that there's no confusion, let me **summarize** what we've agreed on.
- 9) Shall I **go over** the main points?
- 10) Polo has agreed to **let us have/write** a report on this.
- 11) We've run out of time, so **let's stop there.**
- 12) It looks as though we've **covered** the main points.
- 13) In that case, I **declare** the meeting closed.
- 14) I'm not sure about that last point. Could you **go over** it again?
- 15) John **has agreed to** write a report on this question.

**B**  **Work in pairs. Read aloud the sentences of summarizing, clarifying and closing the meeting in Part A above.**

Omitted.

## 4.2 Voting on the staff picnic

**A**  **In the meeting, Pierre and Jane are discussing and voting on the staff picnic. Listen to the dialogue and then choose the best answer to each question.**

### Script

Pierre: Okay, now that we've covered most of the business, **it's time to vote** on the staff picnic. Jane and I have **come up with** two different ideas. I'll give Jane the floor now, and she'll **outline** these two options. After that we'll **vote**. I don't think there is any reason to have a private vote, so I'll just ask to see a show of hands. Jane, would you do the honours?

Jane: Thanks, Pierre. Okay, so, as you all probably assumed, we are going to wait until most of the tours have passed through before we have the staff picnic. That way most of you should be able to attend. So we've chosen the last Sunday of September. I hope that works out for all of you. Now, the first **option** is to have a BBQ at Mariposa Beach. We would do this on the last Sunday of September. The second option is to have a potluck dinner in Pierre's backyard. The only problem with this is if it rains, there isn't much in the way of shelter there. I don't think Pierre and his wife will want us all dashing inside in a thunderstorm.

Pierre: Well, if we had to, we could probably squeeze everyone in the basement. Anyhow, those are the options, so let's **put it to a vote**. All **in favour of** option number one? **Raise** your hands please...okay, one vote. And, all in favour of option number two? That's four. Okay, so it **looks like** a pool party at my house.

Jane: Great. I'll put up a sign-up sheet and everyone can write down what they plan to bring.


### Answers

1) A 2) A 3) B 4) D 5) A

**B**  Now listen again and fill in the blanks with the exact words you hear.


**Answers**

- 1) Okay, now that we've covered most of the business, **it's time to vote** on the staff picnic.
- 2) Jane and I have **come up with** two different ideas.
- 3) I'll give Jane the floor now, and she'll **outline** these two options.
- 4) After that we'll **vote**. I don't think there is any reason to have a private vote, so I'll just ask to see a show of hands.
- 5) Now, the first **option** is to have a BBQ at Mariposa Beach.
- 6) Anyhow, those are the options, so let's **put it to a vote**.
- 7) All **in favour of** option number one? **Raise** your hands please...
- 8) Okay, so it **looks like** a pool party at my house.

**C**  Suppose you and your colleagues are voting on the monthly lunch allowance. Work with your partner and practice the voting process in the conversation.

Omitted.

**4.3 AOB (Any Other Business)**

**A**  Listen to a clip of Sean closing his team's meeting with a request for any other business and complete the conversation by filling in the blanks with the exact words you hear.

**Script and answers**

Sean: Okay, **any other business**?

Will: Yes, **I would like to say** something. An illustrator came in last week, and I think she's very good and it would be wise to put her on our books.

Sean: Okay ...

Will: I would like to be able to show her drawings and her portfolio in the next couple of days. If that's all right...

All: **That sounds good...**

Sean: Yes, I'll **look forward to** seeing those. Right, I think that's probably about it, but anybody got anything else that **they desperately want to raise** before we wrap up?

All: Nope.


Sean: No? Okay. We'll be having another meeting, but there are a couple of conflicts in the diary so I think the best thing is **I email the date of the next meeting.**

## B Role-Play

**Work in groups. Take different roles and practise closing your team's meeting with a request for any other business.**

Omitted.

### 4.4 Final stages

A  Listen to a passage on how to close a meeting. Tick (✓) the expressions which can be used when closing a meeting.

#### Script

There are different reasons why a meeting comes to an end. Time may run out, or all of the items in the agenda may be checked off. Some meetings will end earlier than expected and others will run late. A meeting may be cut short due to an unexpected problem or circumstance. Here are a variety of ways to adjourn a meeting.

There is almost always one last thing to say, even after the closing remarks. A chairperson might close the meeting and then make a last-minute reminder. Instructions for tidying up the room may also be mentioned.


The end of the meeting is also the time to thank anyone who has not been thanked at the beginning of the meeting, or anyone who deserves a second thank you. Congratulations or good-luck can also be offered here to someone who has experienced something new, such as receiving a promotion, getting married, or having a baby.

In the closing remarks, the chairperson, or participants may want to discuss the date and time

for the next meeting, when the minutes will be available, or when a decision should be made by. This is also the time to give contact information, such as how to send a question by e-mail or who to call regarding a certain issue.

### Answers

1. ✓    2. ✓    3. ✓    4. ✓    5. ✓

**B**  Listen to extracts from the final stages of three meetings. Choose the correct language functions each speaker carries from (a-f) and put them in the order they are mentioned.

### Script

#### Extract One

Chairman: OK, we're running short of time now, so let me just go over the main points of the discussion. We've agreed that we're not happy with any of the suppliers' bids (出价) so far, and that we will ask other possible suppliers to tender (投标). We also agreed that we would review the overall budget for this project. I think the next step is to identify and contact those other potential suppliers as soon as we can. Laurence, can I leave that with you? Right, well, I hope everything's clear. Does anyone have anything else to add?

#### Extract Two

Chairman: Just before we finish, I'd like to clarify one thing. Elena, you said that you felt the design needed a little more work. Could you give us a definite date when it will be ready?

Elena: Well, it's difficult to be precise, but we should be ready by the 30th.

Chairman: OK, fine. So, Daniel, you're going to revise the production schedule and check the details with the R&D people, and Elena's going to have the design ready for us by the 30th. Now, is there anything else we need to discuss? Right, let's leave it there for today.

### Extract Three

Chairman: I think that just about covers everything, but let me just clarify one thing. If this project is going to succeed, it needs everyone to work together. The finance is only going to be available if we can persuade the government that it will bring real economic benefit to the whole area. And they need to be satisfied that all the partners in this venture can work together. So, to sum it up, it's very important that all the departments cooperate with each other, to make sure it all goes smoothly. Well, that was a very useful discussion, and we seem to have finished on time. Now, if there are no more points for consideration, I'll declare this meeting closed.

### Answers

1) Extract One **d, b, c** 2) Extract Two **e, b, a, f** 3) Extract Three **c, d, f**



Listen again. Mark the phrases with the language functions.

### Answers

#### Extract One

Chairman: OK, we're running short of time now, so let me just go over the main points of the discussion.(d) We've agreed that we're not happy with any of the suppliers' bids so far, and that we will ask other possible suppliers to tender. We also agreed that we would review the overall budget for this project. I think the next step is to identify and contact those other potential suppliers as soon as we can. Laurence, can I leave that with you?(b) Right, well I hope everything's clear. Does anyone have anything else to add? (c)

#### Extract Two

Chairman: Just before we finish, I'd like to clarify one thing.(e) Elena, you said that you felt the design needed a little more work. Could you give us a definite date when it will be ready?

Elena: Well, it's difficult to be precise, but we should be ready by the 30th.


Chairman: OK, fine. So, Daniel, you're going to revise the production schedule and check the details with the R&D people, and Elena's going to (b) have the design ready for us



by the 30th. Now, is there anything else we need to discuss?(a) Right, let's leave it there for today(f).

### Extract Three

Chairman: I think that just about covers everything, but let me just clarify one thing(e). If this project is going to succeed, it needs everyone to work together. The finance is only going to be available if we can persuade the government that it will bring real economic benefit to the whole area. And they need to be satisfied that all the partners in this venture can work together. So, to sum it up(d), it's vital important that all the departments cooperate with each other, to make sure it all goes smoothly. Well, that was a very useful discussion, and we seem to have finished on time. Now, if there are no more points for consideration, I'll declare this meeting closed(f).

**D**  **Work in pairs. Practice closing meeting in the two cases.**

Omitted.



# Unit 3

## Advertising

### *Aims*

#### **In this unit we will talk about**

- advertising agencies;
- advertising execution;
- placing advertisements; and
- advertising strategies.

### 1 Starting up



#### **One-sentence advertisements**

**You are going to hear some one-sentence advertisements of several world-famous brands.**

**Listen to the following ads and write down what you hear.**

#### **Answers**

- 1) Good to the last drop.
- 2) Obey your thirst.
- 3) Reach out and touch someone.
- 4) No business too small, no problem too big.
- 5) Let's make things better.
- 6) Feel the new space.

## 2 Advertising agencies

### 2.1 Agency structure

**Sarah works in the creative category in Omnicom—one of the most famous advertising agencies in the world. In the following dialogue, she briefly introduces ad agencies and also she invites her colleagues to outline their responsibilities.**

**A  Listen to this dialogue and then fill out the missing information on the job tags.**

#### Script

**Sarah:** Hi, I am Sarah. Today I would like to tell you some information on advertising agency, sometimes called creative agency. Full-service advertising agencies conduct market research for their clients, design and produce advertisements and choose the media in which the advertisement will run. The 500 leading US agencies employ 120,000 people worldwide. In the United States they employ about 73,000. The responsibilities of people who work at advertising agencies fall into these broad categories. Now, I'll invite my colleagues to tell you something about their work.

**Amy:** Hi, I'm Amy. I am a copywriter. I work in the creativity category. This category includes copywriters, graphic experts and layout people. Sarah is one of us. We generally report to creative directors, art directors and copy supervisors.

**Ben:** Hello, I am Ben. I am an account executive in the liaison section. Most of the people here are account executives, who work with clients. We are responsible for understanding clients' needs, communicating those needs to the creative staff and going back to clients with the creative staff's ideas.

**Beattie:** Good afternoon, I am Beattie. I work in the buying category. We are agency employees also called media buyers. We determine the most effective media in which to place ads and then place them.

**Shaw:** I am Shaw. I am in the research section. We are agency research staff. We generate information on target consumer groups and data that can guide the creative and media staff.

Sarah: Many agencies also employ technicians and producers who turn ideas into camera-ready proofs, color plates, videotapes, audio clips and web-based ads, although a lot of production work is contracted to specialty companies. Besides full-service agencies, there are creative boutiques, which specialize in preparing messages; media buying houses, which recommend strategy on placing ads; and other narrowly focused agencies.

### Answers

1)

Name: Amy  
 Category: **creativity**  
 Position: **copywriter**  
 Responsibility: writing words for ads

2)


Name: Ben  
 Category: **liaison**  
 Position: **A.E. (account executive)**  
 Responsibility: **working with clients**

3)

Name: Beattie  
 Category: **buying**  
 Position: **media buyer**  
 Responsibility: **determining the most effective media to place ads**

4)

Name: Shaw  
 Category: **research**  
 Position: research staff  
 Responsibility: **generating information and data**

**B**  Listen to this conversation again and fill in the blanks with the words you hear.

### Answers

- 1) 120,000
- 2) graphic experts
- 3) creative directors
- 4) media staff
- 5) creative boutiques

## 2.2 Functions of an advertising agency


A  Listen to the passage and complete the chart.

### Script

Advertising agencies offer a variety of specialized functions including account services, marketing services, creative services, media-buying services, and agency management, which also determine the basic structure of ad agencies. The account services function as a main link between agency and client. The job is carried out by the account executive (AE). He/She represents the client within the agency, and at the same time utters the voice of the agency to its client, expressing the agency's viewpoint. Marketing services in an agency commonly include four areas: research, sales promotion and event sponsorship, direct marketing, and public relations. Creative services can be regarded as an umbrella covering a collection of related creative tasks including copywriting, art direction, print and electronic production, which are handled by copywriters and art directors under the supervision of a creative director. Ad agencies perform a variety of media services for their clients: research, negotiating, scheduling, buying and verifying. The administrative function covers human resources, data processing, purchasing, financial analysis, legal issues, insurance, etc.

### Answers


- 1) Advertising agencies
- 2) Account services
- 3) Creative services
- 4) Marketing services
- 5) Agency management

B  Based on what you hear in the passage, retell the main ideas with your partner about what functions or services an advertising agency should offer. You may use the following language focus as reference.

Omitted.

### 3 Advertising execution

#### 3.1 Stages of advertising execution


A  Leo Burnett, a master copywriter summarizes the stages of advertising execution in the following passage. Listen to his summary and number the following stages of advertising execution in the order in which they are mentioned.

#### Script

In the advertising world, advertising execution refers to the form of completing advertisement. First the selling premise must be agreed upon and then the big idea will be developed. It must be translated into an ad, which professionals call an execution. At that point all the group work and the group decision making stops and each person does whatever he or she does best—either writing or designing an ad. This stage of development is like this: After all the meetings are over, the phones have stopped ringing and the vocalizing has died down, somebody has to get out an ad, often after hours. Somebody has to stare at a blank piece of paper. Probably nothing was ever more bleak. Out of that grim confrontation with the deadline and the empty piece of paper, and out of the imagination of one or two people working late, materializes a copy sheet, a layout, or a storyboard-form of an ad execution.

#### Answers


Big ideas	2
Stop group work	3
Storyboard	5
Premise	1
Writing and designing	4

B  Listen to the passage again and decide whether each of the following statements is true or false by putting a tick (✓) in the correct box.

## Answers

1) F 2) T 3) F 4) T

### 3.2 Big ideas

A  Listen to the following two advertisements and note down the key words of the big ideas by filling out the missing information.

#### Script and answers

Advertiser: HSBC

Different **cultures** seek advice in different ways. But when it comes to money, more and more people seek **advice** from HSBC. With over 7,000 offices in some 80 countries, our experience may prove to be a **financial** blessing. Whether you're opening an internet café, or starting a new business, whatever your financial needs, we never underestimate the importance of local **knowledge**. HSBC—the **world's local** bank.

Advertiser: A Fontaine Echo bed

Ohh...hoo...If you want to be the best...Oh, what a great mattress! It's so **comfortable** I want to fall down again. Ohh... So comfy. It must be the A Fontaine Echo bed. Made of airo-foam and **natural** fiber, it provides great **support** and eliminates **pressure**. Wow, and it even has ventilation holes. It's so cool! It's that comfy. Let me on it. So comfortable the A Fontaine Echo bed is.

B  Pair work:

Work with a partner and try to write down an *Olympus* ad according to the key words given. Then compare your answers.


#### Answer

Olympus. Congratulations! Olympus youth series has reached 20 million cameras sold. Within the promotion period, get a special free gift with every purchase of selected Olympus cameras or digital recorder distributed by the Hong Kong sole agent. Don't miss it!



## 4 Placing advertisements

### 4.1 Different media

A  Listen to the following passage and fill in each of the blanks with the corresponding media name.

#### Script

Developing a media plan is no small task. Consider the number of media outlets available: 1,400 daily newspapers in the United States alone, 8,000 weeklies, 1,200 general-interest magazines, 13,000 radio stations and 1,200 television stations. Other possibilities include direct mail, banners on web sites, billboard, blimps, skywriting and even printing the company's name on pencils.

Here are the pluses and minuses of major media as advertising vehicles.

Newspaper readers are predisposed to consider information in advertisements seriously. Studies show that people, when ready to buy, look more to newspapers than to other media. However, newspapers are becoming less valuable for reaching young adults. Another drawback to newspapers is printing on newsprint, a relatively cheap paper that absorbs ink. The result is that ads do not look as good as they do in magazines.

As another print medium, magazines have many of the advantages of newspapers plus longer shelf life, an advertising term for the amount of time that an advertisement remains available to readers. Magazines remain in the home for weeks, which offers greater exposure to advertisements. People share magazines, which give them high pass-along circulation. On the downside, magazines require reservations for advertising space up to three months in advance. Opportunities for last-minute changes are limited, often impossible.

Radio stations with narrow formats offer easily identified target audiences. Time can be bought on short notice, with changes possible almost until airtime. However, radio offers no


opportunity for a visual display. Another negative point is that many listeners are inattentive. Also, there is no shelf life.

As a moving and visual medium, television can offer unmatched impact and the rapid growth of both network and local television advertising, far outpacing other media, indicates its effectiveness in reaching a diverse mass audience. Drawbacks include the fact that production costs can be high. Placing advertisements on television is a problem because demand outstrips the supply of slots, especially during prime hours. Because of the audience's diversity and size, targeting potential customers with any precision is difficult with television—with the exception of emerging narrowly focused cable services.

One advantage of online advertising is that readers can click deeper and deeper levels of information about advertised products. The downside of website advertising is that the Internet is accessible only to people with computers, modems and Internet accounts. Of course, the percentage of the computer-knowledgeable population is mushrooming and will continue to do so.

### Answers

- 1,400 daily newspapers  
 8,000 weeklies  
 1,200 general-interest magazines  
 13,000 radio stations  
 1,200 television stations

**B**  In this passage, both the advantages and the downsides of each medium as the advertising vehicles are mentioned. Listen again and put their pluses and minuses into the right columns.

### Answers

Media	Advantages	Downsides
Newspapers	<u>1) Audience consider ads seriously;</u>	Less valuable for reaching young adults; <u>2) Ads do not look as good as in magazines;</u>

continued

Media	Advantages	Downsides
Magazines	Longer shelf life; <b>3) High pass-along circulation;</b>	<b>4) Require reservations for advertising space up to three months in advance;</b>
Radio	Offer easily identified target audiences; <b>5) Changes possible almost until airtime;</b>	Offers no opportunity for a visual display; Many listeners are inattentive; There is no shelf life;
TV	<b>6) A diverse mass audience;</b>	Targeting potential customers with any precision is difficult; Production costs can be high; <b>7) Demand outstrips the supply of slots;</b>
Websites	Audience can click deeper and deeper levels of information about advertised produces.	<b>8) Accessible only to people with computers.</b>

## 4.2 Youtube as an advertising platform



**Professor John Deighton is the Harold M. Brierley Professor of Business Administration at Harvard Business School. Listen to an interview with him on Youtube and decide whether each of the following statements is true or false by putting a tick (✓) in the correct box.**

### Script

Interviewer: The popular website Youtube is a big hit in the year 2018. Many consider it to be the future trend of TV, and as a result, Youtube becomes a powerful channel for advertising. What do you think of Youtube as an advertising platform?


Deighton: Google's first problem with Youtube is to decide how to share Google's advertising revenue with the people who hold the copyrights on pirated content. Until there is agreement, Youtube cannot really explore the advertising possibilities of online video. The second problem will be to find advertising formats that consumers don't find intrusive. Advertising is killing television now that there are competitors like the Web. Advertising will kill Youtube even faster because it is so easy for pirates to set up a server and offer the same clips without intrusion. I'm not convinced that streamed content is an advertising bonanza, at least as a way to gather eyeballs and then slip in an advertisement. But when the

streamed content is the advertisement, as it was for Unilever's Dove, in its time the most watched commercial on Youtube, that's exciting.

### Answers

1) F 2) F 3) T 4) T 5) F

### 4.3 CPM


A  Listen to the following passage and answer the questions.

### Script

Cost per mille (CPM), also called cost per thousand (CPT), is a commonly used measurement in advertising. In Latin mille means thousand, therefore, CPM is often regarded as short for cost per thousand. Radio, television, newspaper, magazine, out-of-home advertising and online advertising can be purchased on the basis of what it costs to show the ad to one thousand viewers (CPM). It is used in marketing as a benchmark to calculate the relative cost of an advertising campaign or an ad message in a given medium. Rather than an absolute cost, CPM estimates the cost per 1,000 views of the ad. If airtime for a radio advertisement costs 7.2 cents per thousand listeners, it's probably a better deal than a magazine with a 7.3-cent CPM, assuming that both reach the same audience. CPM by itself is just a starting point in choosing media. Other variables that media buyers consider include whether a message lends itself to a particular medium. For example, radio wouldn't work for a product that lends itself to a visual pitch and sight gags.

### Answers

- 1) Radio.
- 2) Yes.
- 3) Whether a message lends itself to a particular medium.

B  James is the advertising director of a company. He did a survey of the advertising spending of different media and achieved the following result. The following passage is his summary of cost efficiency (成本效益) of radio and TV. Listen to the


passage and fill in the blanks with the exact words you hear.

### Script and answers

There are important differences between the efficiency of TV and radio advertising. TV reaches the largest audience, but radio is much more cost-efficient. In fact, my calculations show that radio is twice as cost-efficient per consumer reached as TV. If we choose to concentrate a larger portion of our budget on radio than before, then we could increase brand awareness much more efficiently.

## 5 Advertising strategies

### 5.1 Three levels of advertising strategies

A  Listen to a passage about advertising strategies (also called advertising planning). Fill out the chart and do the matching exercises.

#### Script

Advertising is both an art and a science. The art comes from writing, designing, and producing exciting messages. The science, however, comes from strategic thinking. Advertising is a disciplined art, and the messages are developed to accomplish specific objectives. Thus, an advertising strategy refers to the development of a plan for persuasive communication. Strategy begins with information, with background research, and with as much intelligence about the situation as possible. An advertising plan matches the right audience to the right message and presents it in the right medium to reach that audience. Basically there are three levels in advertising planning: corporate advertising plan, campaign plan, and creative platform. The corporate advertising plan is developed annually and may be a part of the overall marketing planning. An advertising campaign can be directed by a written campaign plan that summarizes the underlying strategy for this major effort. A creative platform or work plan also may be developed on a one-time basis for an individual ad.

Many of the decisions for all three types of plans are similar. The difference lies more in the time frame and scale of the advertising effort. The entire process begins, however, with the

marketing plan.


### Answers

Level 1 **corporate advertising plan**

Level 2 **campaign plan**

Level 3 **creative platform**

the corporate advertising plan	→	directed by a written campaign plan
	→	a part of the overall marketing planning
an advertising campaign	→	developed on a one-time basis for an individual ad
a creative platform/ work	→	a plan developed annually


**B**  Listen to the passage again and do the compound dictation for further details of advertising strategies.

### Answers

- |               |               |                |                |
|---------------|---------------|----------------|----------------|
| 1) designing  | 2) messages   | 3) strategic   | 4) disciplined |
| 5) objectives | 6) persuasive | 7) information | 8) research    |
| 9) audience   | 10) medium    |                |                |

## 5.2 Advertising strategies of a new store

Suppose you work in an advertising section of H&M, a clothing store for young adults and children. Your store has a reputation for Fast Fashion and is expanding rapidly. In six weeks you are opening another store.

 Listen to this message your boss has left you and make notes for the advertising strategies of this new store.

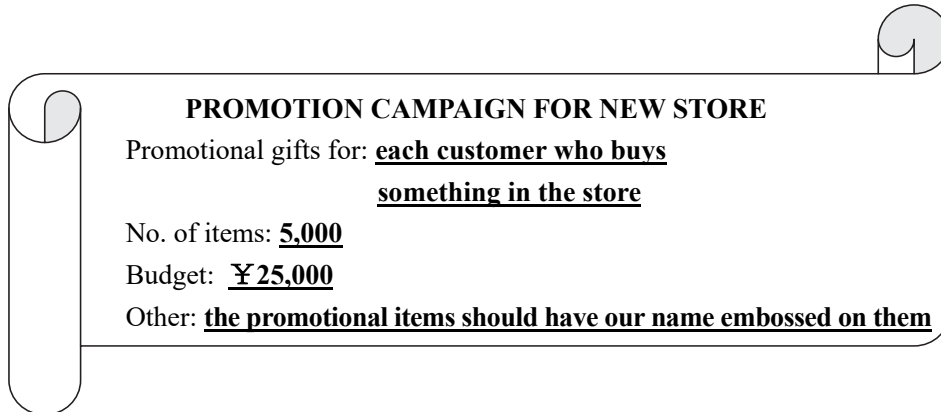
### Script

Right. Now, about this new store we're opening. We've decided that on the day it opens, each customer who buys something in the store will receive a promotional gift. I think we can

expect a good turnout on the first day. We'll be advertising in the local press the week beforehand and on billboards, and on local radio. We've allocated a budget of 25,000 RMB for this promotional opening, and what I'd like you to do is to find a suitable gift. Or, er, gifts, I don't think it necessarily has to be the same for everyone. I think we can expect a lot of young adults, and also some of teenagers and I think you should aim for about 5,000 items.

Now the one thing that is important is that the promotional items should have our name embossed on them. If you have any questions, I'll be back in the office at the beginning of next week.

### Answers



**PROMOTION CAMPAIGN FOR NEW STORE**


Promotional gifts for: **each customer who buys something in the store**

No. of items: **5,000**

Budget: **¥25,000**

Other: **the promotional items should have our name embossed on them**

### 5.3 Brand Democratization

- A.  “Getting consumers to create ads saves a ton of money—and builds buzz.”

Work in pairs and discuss what the meaning of this quotation is.

Omitted

- B.  Listen to a passage about brand democratization and answer the questions.

### Script

Companies such as Nike, General Motors, Samsung, and others are seeking a kind of marketing punch by drawing consumers into the ad-making process. Instead of cajoling

consumers into passively absorbing ads, the idea now is to get the public to create and participate in them. Their hope is that the public will accept them as entertainment rather than advertising. The most successful companies have found it a way to spark buzz and get creative ads on the cheap.

When Audi A3 marketing campaign began, the ads appeared in magazines and on TV, billboards and Internet, weaving a complicated serialized mystery of a stolen car. Some 500,000 people, according to Audi, tracked the story by following online clues. Audi spent \$5 million-plus to run the game. The carmaker thinks few online gamers will actually buy an A3. The real goal is to generate buzz among the 25-to-35-year-old, upper-income males as Audi targets. During the three-month campaign, hits to Audi's website were up 140% from last year, with the heaviest traffic coming from the game sites. Dealers got 10,000 sales leads and handled 3,500 test drives. This idea of letting the public play in the ad game is what some call brand democratization.

### **Suggested answers**

- 1) Brand democratization is to get the public to create and participate in the process of making ads instead of cajoling them into absorbing ads passively.
- 2) Brand democratization can save advertising costs and absorb more attention of the public. It's an effective way of sales.



# Unit 4

## Reporting

*Aims*

In this unit we'll talk about

- making reports with the devices of charts and graphs; and
- giving routine, investigation and feasibility reports.

### 1 Starting up

Omitted.

### 2 Reporting data

#### 2.1 Market share report



You are going to hear a short report on market share of Microsoft, Yahoo and Google. After listening, match the lines in the graph on the left to company logo on the right.

#### Script


Now ladies and gentlemen, please look at the graph. From January to September in 2018, the market share of Microsoft stayed almost the same between 4% and 6%.

Google continues to dominate, with around three-fourths share. For the fourth month running, Microsoft took one point of share from Yahoo, rising to 5%. Yahoo held steady at about 21%. The market share across Microsoft, Google and Yahoo remained relatively stable from June. These very small share changes should be interpreted accordingly.


### Answers

a → Google      b → Yahoo      c → Microsoft

## 2.2 Sales report

**A**  Look at the following graphs and describe them. Try to use different expressions to describe the trends and changes represented in each graph.

Omitted.

**B**  Listen to an automobile Sales Manager describing the sales performance of the Jeep Wrangler (牧马人). Fill in the blanks with the missing information, and decide which of the above graphs the manager is referring to.

### Script

Let's have a look at sales of the Jeep Wrangler over the last few years. Total sales at the end of 2014 were 17,850. Sales remained flat through 2015. They were about 18,000 by the end of the year.

In 2016, sales went up steadily, reaching about 19,200 by the end of the year. Then in 2017, things really started to happen. We had a strong economy, and consumer spending was up. We ran an advertising campaign on TV which was very effective. So in 2017, sales of the Jeep Wrangler rose dramatically. At the end of that year, sales reached a peak of 21,600. That's an increase of more than 11% in one year. It was a wonderful year for our salespeople.


However, this didn't continue. The next year, gas prices were up, and sales were down. In 2018, our figures dropped by 1,700 to 19,900. So it is a very challenging time in the industry, and we have to adapt very quickly to the market.

**Answers**

- 1) Sales **remained flat** through 2015.
- 2) In 2016, sales **went up**.
- 3) In 2017, sales of the Jeep Wrangler rose **dramatically**. At the end of that year, sales **reached a peak** of 21,600.
- 4) In 2018, gas prices were **down**, and sales were **up**, and the sales figures **dropped** by 1,700 to 19,900.

**The manager is referring to Graph B.**

**2.3 Reporting changes**

A  **You're going to hear six short sentences reporting the changes. After listening, match the graph with the description.**

**Script**

- 1) Newly released sales figures show Sony's PlayStation 3 sales spiked in July, ending up moving 159,000 PS3s in July.
- 2) The Thu Duc Import Export Trade Company, specializing in distributing steel, got the fat profit of \$11 billion in Quarter 1, a sharp increase of 42.9% over the fourth quarter of 2012.
- 3) Sales of Chesapeake Corp, a specialty packaging company fell greatly in the second quarter from 179,000 units to 177,000.
- 4) Oil prices fluctuated wildly recently, giving up an earlier advance and slipping as the American dollar held its gains against the euro.
- 5) Broadcast Technology Sales remain steady despite the economic uncertainty that has been plaguing global markets, according to research from the International Association of Broadcast Manufacturers.
- 6) Educational Development Corp., the American distributor for the Usborne children's line, had a 2.9% decline in sales for the fiscal year, dipping to \$22.4 million. A number of factors could have contributed to the result.

**Answers**

A: 2 B: 3 C: 4 D: 6 E: 1 F: 5

**B**  **Role-play**

**Pair-work:** The following graphs are about the Gesterton Ltd., a specialist engineering group. Now work in pairs. Suppose A is the branch manager, and B is the general manager. A chooses one graph to report to B the data and changes, analyzing the possible reasons that may affect the changes. B gives responses during the process of reporting. Then change your roles and make the other report. You may use the information given on the right as reference.

Omitted.

### 3 Routine report

#### 3.1 Flying quarterly sales drop

A sales director from Flying, an American heating-units producer, is making a report about its first quarterly sales in 2018.

**A**  You're going to listen to four segments of this report. After listening, try to rearrange them in a proper order.

#### Script

Segment 1:

The market is slow but competition is pressing. Even though our sales dropped there is still evidence showing that our products have a good share as we have had many established clients and distributors. If we could provide strong support and better after sales service we might survive the overstressing market competition. But it seems the global weather has the warming trend and we should shift our products to more types to adjust to the trend.

Segment 2:

Our most important markets are in the north, west and central regions. The sales in these regions make up two thirds of our overall sales. In the first quarter, the sales goal in the north was \$3.4 million, while the actual sales were \$2.1 million. As for the west, the sales goal

reached \$3.6 million, but the actual sales were \$3.2 million. In the central part, the sales goal and actual sales were \$4.7 million and \$3.5 million respectively.

**Segment 3:**


The sales of the first quarter this year dropped 24% than the same period last year. Last year, the first quarterly sales reached \$12 million. And this year the sales were \$9.7 million. Almost all the sales staff were hit by the slow market.

**Segment 4:**

We attribute the drops to the global warming weather first. This can be taken into account on the matter of drop on sales. Our major products in the above regions are water heating units and they used to sell well in the first quarter as the weather there was coldest in January. Besides, the pressing market competition is the second cause. As the heating products market has got full with so many competitors' products it was very tough to maintain sales at the level of last year. Take the west region for example, there are at least seven other major brands of water heating systems.

**Answers**

Introduction	<u>Segment 3</u>
Sales figures	<u>Segment 2</u>
Causes of drop	<u>Segment 4</u>
Conclusion	<u>Segment 1</u>

**B**  Now listen to the report again and fill in the blanks with the missing words you hear.

**Script**

The sales of the first quarter this year dropped 24% than the same period last year. Last year, the first quarterly sales reached \$12 million. And this year the sales were \$9.7 million. Almost all the sales staff were hit by the slow market.

Our most important markets are in the north, west and central regions. The sales in these

regions make up two thirds of our overall sales. In the first quarter, the sales goal in the north was \$3.4 million, while the actual sales were \$2.1 million. As for the west, the sales goal reached \$3.6 million, but the actual sales was \$3.2 million. In the central part, the sales goal and actual sales were \$4.7 million and \$3.5 million respectively.

We attribute the drops to the global warming weather first. This can be taken into account on the matter of drop on sales. Our major products in the above regions are water heating units and they used to sell well in the first quarter as the weather there was coldest in January. Besides, the pressing market competition is the second cause. As the heating products market has got full with so many competitors' products it was very tough to maintain sales at the level of last year. Take the west region for example, there are at least seven other major brands of water heating systems.


The market is slow but competition is pressing. Even though our sales dropped there is still evidence showing that our products have a good share as we have had many established clients and distributors. If we could provide strong support and better after sales service we might survive the overstressing market competition. But it seems the global weather has the warming trend and we should shift our products to more types to adjust to the trend.

## Answers

1)

Region	Sales Goal	Actual Sales
The North	<u>\$3.4m</u>	<u>\$2.1m</u>
<u>The West</u>	\$3.6m	<u>\$3.2m</u>
<u>The Central</u>	<u>\$4.7m</u>	\$3.5m

- 2) The sales of the first quarter this year dropped 24% than the same period last year.
- 3) We attribute the drops to the global warming weather and the pressing market competition.


**C**  **Work in pairs and discuss the possible ways to solve the problem of sales drop. Then play the roles of the manager and the sales director respectively to complete a short report.**

## Answers

The ways may include: a) a comprehensive promotion campaign is needed; b) seminars should be held for our established distributors and clients so they can be informed of our latest development in the products, and that will result in better sales; c) after sales team should be strengthened with more favorable measures and skilled-in-communication staff; d) new range of products should be developed.

### 3.2 Flexifoil slimming-down

**Daisy Steven, the personnel director from Flexifoil, a manufacturer of high-tech kites, is making a report to the managing director on its slimming-down in the head office.**

A  Listen to the report and answer the following questions.

### Script

From March to June, with the instruction of the board, we made a slimming-down on the head office in Chessington. I'd like to make a report on it and give our recommendations for future actions.

A slow market had led to 3 overseas plants and 1 home branch closed since last December, so the redundancy occurred in the head office. But it resulted in the dispute with the Union. After several attempts of negotiation, a solution was made in September that the redundant staff were to be rearranged in different ways as their pensions and developments could be taken into the broadest consideration.

Seven aged above 55 were retired with a sum of pension over \$4,600 per year, which was paid as compensation. Those aged between 45 and 54 were sent to take a 5-week training course of new system of management. After finishing the course, a test was made, involving all together 35. The first 24 were sent to plants to strengthen the management. The rest of the nine quit the job with three months' salary.


In short, the slimming-down costs time and money, but it is worthy. With the help of the Union,

it could be done without too much conflict. It also made staff realize that regular training courses are very important and they are now very eager to take some part-time courses.

I suggest that such actions concerned with staff interest need consultation with the Union beforehand.

### Answers

- 1) The slimming-down on the head office in Chessington.
- 2) The slimming-down costs time and money, but it is worthy.
- 3) Such actions concerned with staff interest need consultation with the Union beforehand.

**B**  Now listen to the report again and decide whether each of the following statements is true or false by putting a tick (✓) in the correct box.

### Answers

- 1) T 2) F 3) F 4) T 5) F 6) T

## 4 Investigation report

### 4.1 Reporting on problems

Justin Woods is an area manager in Midway International, an international merchandising company. He is giving a report on the problems in the north of the country.

**A**  Listen to the report and choose the right answer to each of the following questions.

### Script

There are distribution difficulties in the north of the country which was affected by flood during the last few months. There have been 22 truck breakdowns and these have resulted in complaints about poor delivery times. On the other hand, there have been no problems with delivery times in the south. In fact, there is evidence that the warehouse is both overstocked and overstaffed.



Another problem is difficulty in obtaining prompt payment for goods delivery. Evidence of this can be found in the annual accounts which indicate that \$25,000 was owed at the end of the year. Small customers are largely to blame. In two cases, customers have gone bankrupt and this has resulted in bad debts of \$45,000.

In conclusion, the major geographical difference between the north and the south were not taken into account when planning the distribution network to Morlanda. Besides, the payments problem will continue as long as the economy is depressed.

I would recommend that the feasibility of warehousing more goods in the north should be considered. What's more, a penalty clause should be included in all delivery contracts.

### Answers

1) D 2) C 3) A


**B**  Listen to the report again and fill in the blanks with the missing words.

### Answers

- 1) There have been 22 truck breakdowns and these have resulted in complaints about poor delivery times.
- 2) Evidence of this can be found in the annual accounts which indicate that \$25,000 was owed at the end of the year.
- 3) Small customers are largely to blame.
- 4) Besides, the payments problem will continue as long as the economy is depressed.

## 4.2 Reporting on causes and possible solutions

**John Lee is the marketing manager of Huachen Communication Ltd. He is reporting to the company's sales manager about sales performance of the Beijing Office.**

**A**  Listen to the first part of the report and note down the main ideas of the four causes on poor performance of the Beijing Office.

## Script

John Lee: I've visited the Beijing Office and most of the major customers in that area to find out the causes of decline in sales. I examined the possible causes. The first is some of our major customers in Beijing have closed down, and some moved to other areas. Then, other customers are thinking of moving to new towns such as Langfang. There are quite generous government incentives for movement to these and other developing zones. The third is the Beijing Office has not kept an up-to-date mailing list for sending circulars to customers who have moved, or potential customers new to the area. The last one is the customers I visited were interested in more advanced intercommunication systems instead of the traditional model we supply at present.

## Answers

- 1) Some of our major customers in Beijing have closed down, and some moved to other areas.
- 2) Other customers are thinking of moving to new towns such as Langfang.
- 3) The Beijing Office has not kept an up-to-date mailing list for sending circulars to customers who have moved, or potential customers new to the area.
- 4) The customers I visited were interested in more advanced intercommunication systems instead of the traditional model we supply at present.



**B** **Work in pairs and discuss the words and expressions which can be used when doing recommendations in an oral report.**

Omitted.



**C** **Listen to the second part of the report and fill in the blanks with the missing words. Then compare the words with your list in Part B.**

## Script and answers


John Lee: So **I think it's important** to appoint a traveling salesperson to the Beijing Office

in charge of sale in the northern part of China. **What would be really helpful is** to contact our old customers at their new addresses, and keep the mailing list up-to-date. The salesperson should cooperate with the Sales Department in Beijing Office to find new customers in the area. In addition, **I'm suggesting** we begin to supply our customers with our latest intercommunication systems.

## 5 Feasibility report

### 5.1 Reporting on staff training

**Ricky Bland is a new appointed HR manager. He is reporting to the general manager of Dicos (德克士) on how the company conducts staff training.**

A  **Listen to the report and tick (✓) the approach(es) used in this report.**

#### Script

Ricky Bland: Hello. I looked at the provision of training in our company, and found that we have a “winner-takes-all” approach to training. Despite low levels of basic skills, we spend most of the training budgets on our most qualified employees, particularly managers. This simply doesn’t result in the quality we need.

Steve Brown: But does this really matter?

Ricky Bland: Yes, because even though there have been enormous efforts to make training available to everyone, the under-development of the workforce in our company is a major factor for our poor performance. It’s also true that the time staff spend being trained is below the average of the fast-food industry. Well, the fast-food industry certainly has the image of offering low-paid, low-prestige jobs with no future prospects. And there are jobs that don’t demand a great deal of skill, for instance using the latest technology for cooking. But in fact, that image isn’t entirely accurate. Some fast-food chains are benefiting from combining commercial success with the development of its workforce.

Steve Brown: Can you give an example?

Ricky Bland: Well, the Burger House chain encourages people to spend as much time being trained as they think they can benefit from it. In the long term, the company gains financially, because it creates a source of potential managers. I think good or bad quality depends on training.

Steve Brown: What recommendations did you make?

Ricky Bland: My main one is that we should support training by letting staff take courses in all sorts of things, including those needed for cooking or serving. When the annual training programme is circulated, staff plan with their managers which courses to attend. We should also work to improve training and working conditions where it's necessary.

### Answers

√ Problem analysis      √ Recommendations


**B**  Listen to the report again and fill in the blanks with the missing information.

### Answers

- 1) Despite **low levels of basic skills**, we spend most of the training budgets on our most qualified employees, **particularly** managers. This simply doesn't **result in** the quality we need. **Even though** there have been enormous efforts to make training available to everyone, the under-development of the workforce in our company is **a major factor** for our poor performance.
- 2) My main one is that we should support training by **letting staff take courses in all sorts of things**, including those needed for cooking or serving. When the annual training programme is circulated, staff **plan with** their managers which courses to attend. We should also work to **improve training and working conditions** where it's necessary.

## 5.2 Reporting on profits

**Mike Oben, a branch manager of the Pearl Group, is giving a report on the re-investment of this year's profits.**

**A**  **Listen to the report and answer the following questions.**

**Script**

I'd like to examine how the company should re-invest this year's profits. The areas under consideration are, first, the purchase of new computers, second, the provision of language training courses and third, the payment of special bonuses.


I've carried out the following evaluations: for one thing, the majority of company computers are quite new and fast enough to handle the work done on them. Consequently, new computers would not be recommended. For another, the company aims to increase exports, particularly in Spain and France. Therefore, language training courses would be an excellent idea for those employees who deal with business partners and customers overseas. In addition, training courses would increase motivation; staff would enjoy the lessons and perceive that the company is investing in them. So, language training would be an option. As for the last one, although special bonus payments would have a beneficial impact on motivation, they would have no direct effect on the company's operations. There are also potential problems concerning the selection of staff eligible for the payments and the setting of a precedent for future payments. Therefore, bonus payment would not be advisable.

In conclusion, purchasing new computers is not necessary at present. And special bonus payment may result in problems. And language training courses are good for both the company's operation and the employees' motivation. The best solution for both the company and staff would be to invest in language training. It is suggested that the company should organize courses in French and Spanish. Those employees who have contact with partners should be assured of places but other interested members of staff should also be allowed to attend.

**Answers**

- 1) What are the three areas under consideration in the report?
  - a. The purchase of new computers.
  - c. The payment of special bonuses.
- 2) Which is the feasible one in conclusion?

Language training courses

**B**  Listen to the report again and fill in the blanks with the missing words.

**Answers**

- 1) For one thing, **the majority of company computers** are quite new and fast enough to handle the work done on them.
- 2) For another, the company aims to **increase exports**, particularly in Spain and France.
- 3) In addition, training courses would **increase motivation**; staff would enjoy the lessons and perceive that **the company is investing in them**.
- 4) There are also potential problems concerning **the selection of staff eligible for the payments** and the setting of a precedent for future payments. Therefore, bonus payment would not be **advisable**.
- 5) It is felt that the best solution for both the company and staff would be **to invest in language training**.
- 6) It is suggested that the company should **organize courses in French and Spanish**.

**C**  Role play

**Group-work: Work in a group of three. Student A and B are the sales managers of Ford Motor Company. Its sales in the American market fell 15.9% to 217,377 vehicles from 258,391 the prior year. A and B work together, trying to find out the causes of the decline of the sales and report to Student C, who is the general manager of Ford. Then, you three collect the possible solutions to increase the sales and then make a feasibility report.**  
Omitted.

# Unit 5

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## Dealing with Clients



**In this unit we will talk about**

- communication with clients;
- scenes in a business conference; and
- secrets of business communication.

### 1 Starting up


Look at the following pictures. Work with your partner and decide what kinds of communication situations they are.

**Answers**

1) job interview 2) banquet 3) conference

### 2 Communication with clients

#### 2.1 Meeting new clients

A  You are going to hear a short passage in which Jennifer introduces herself to Bob Jones, the new client. Listen carefully and try to fill in the blanks with the missing key words you hear.

## Script and answers


### Introducing Yourself to New Clients

Good afternoon. It's a pleasure to finally meet you. I'm Jennifer Wong from Action Appliances. I hope the two of you had a pleasant flight. Please take a seat.

As you know, Action is looking to **expand** into western Canada and the United States. What we need to get our foot in the door is a well-known **distributor**. To be perfectly honest, it would be quite a head start for us if we could **secure** a deal with a respected distributor like you, Standard Suppliers.


I'll be responsible for the first **round** of negotiations here in Taipei. I hope we can make some definite headway during your stay in Taiwan. As the **stakes** get higher, so to speak, my supervisor, Mr. Cheng, will join us at the **bargaining** table.

And now, I'm sure you must have questions.

**B**  Suppose your partner is a new client whom you meet for the first time. Try to introduce yourself to him/her by following the passage above.

Omitted.

## 2.2 Dealing with the clients

**A**  Listen to the following passage and answer the questions.

### Script

### Dealing with Unhappy Clients

In this talk we'll explore how to deal with angry or difficult customers. We'll highlight specific tips and techniques that you can use to smooth things over, so that you can leave them feeling satisfied.



### Step One: Adjust Your Mindset

Once you're aware that your client is unhappy then your first priority is to put yourself into a customer service mindset.

### Step Two: Listen Actively

The most important step in the whole of this process is listening actively to what your client or customer is saying—he wants to be heard, and to air his grievances.

Start the dialogue with a neutral statement, such as, “Let’s go over what happened,” or “Please tell me why you’re upset.” This subtly creates a partnership between you and your client, and lets him know that you’re ready to listen.

### Step Three: Repeat Their Concerns

Once he’s had time to explain why he’s upset, repeat his concerns so you’re sure that you’re addressing the right issue. If you need to, ask questions to make sure that you’ve identified the problem correctly.

### Step Four: Be Empathic and Apologize

Once you’re sure that you understand your client’s concerns, be empathic. Show him/her you understand why he/she is upset.

### Step Five: Present a Solution

Now you need to present him/her with a solution. There are two ways to do this.

If you feel that you know what will make your client happy, tell him/her how you’d like to correct the situation.

You could say, “I know you need these samples by tomorrow to show to your own customers. I will call our other clients to see if they have extras that they can spare, and, if they do, I’ll drop them off at your offices no later than 5:00 pm this evening.”

If you’re not sure you know what your client wants from you, or if they resist your proposed solution, then give them the power to resolve things. Ask them to identify what will make them happy.

For instance, you could say, “If my solution doesn’t work for you, I’d love to hear what will make you happy. If it’s in my power I’ll get it done, and if it’s not possible, we can work on another solution together.”

### Step six: Use the Feedback

Your last step is to reduce the risk of the situation happening again.

If you haven't already done so, identify how the problem started in the first place. Was there a bottleneck that slowed shipment? Did a sales rep forget to confirm an order? Find the root of the problem and make sure it's fixed immediately.

### Answers


1. The first priority is to put yourself into a customer service mindset.
2. To listen actively. With a neutral statement.
3. To repeat the clients' concerns.
4. To show the client your empathy.
5. To ask the client what makes her/him happy.
6. To identify how the problem started first or find the root of the problem and get it fixed at once.

### B Group-work:

Work in pairs to practice dealing with complaints.

Omitted.

## 2.3 Buy and sell

A  Bob and Jennifer have a negotiation on OEM, listen to the dialogue and decide whether each of the following statements is true or false by putting a tick (✓) in the correct box.

### Script

Jennifer: We found your proposal quite interesting, Mr. Jones. We would like to weigh the pros and cons with you.

Bob: Ms. Wong, we've looked all over Asia for a manufacturer; your company is one of the most suitable.

Jennifer: If we can settle a number of basic questions, I'm confident in saying that we are the most suitable for your needs.

- Bob: I hope so. And what might be the basic questions you may have?
- Jennifer: First, do you intend to take a position in our company?
- Bob: No, we don't, Ms. Wong. This is just OEM.
- Jennifer: I see. Then, the most important thing is the size of your orders. We'll have to invest a great deal of money in the new production process.
- Bob: If you can guarantee continuing quality, we can sign a commitment for 75,000 pieces a year, for five years.
- Jennifer: 75,000 pieces a year, we'll make an average return of just 4%. That's too great a financial burden for us.
- Bob: I'll check the numbers later, but what do you propose?
- Jennifer: Here's how you can demonstrate commitment to this deal. Make it ten years, increase the unit price, and provide technology transfer.
- Bob: We can't sign any contract for ten years. But if your production quality is good after the first year, we could extend the contract and increase our yearly purchases.
- Jennifer: That sounds reasonable. But could you shed some light on the size of your orders?
- Bob: If we are happy with your production quality, we might increase our purchases to 100,000 a year, for the first two years.
- Jennifer: Excuse me, Mr. Jones, but it seems to me we're giving up too much in this case. We'd be giving up the five year guarantee for increased yearly sales.
- Bob: Ms. Wong, you've got to give up something to get something.
- Jennifer: You're asking us to take such a large gamble for just two years' sales, I'm sorry, but you're not in our ballpark.
- Bob: What would it take to keep Action interested?
- Jennifer: A three-year guarantee, not two. And a quality inspection tour after one year is fine, but we'd like some of our personnel on the team.
- Bob: Acceptable. Anything else?
- Jennifer: We'd be making a huge capital outlay for the production process, so we'd like to set up a technology transfer agreement, to help us get off the ground.

### Answers


- 1) F 2) T 3) F 4) T 5) T

**B**  Listen to the conversation again and try to answer the following questions.

### Answers

- 1) Bob's answer is "what would it take to keep Action interested".
- 2) Firstly, Bob tries to show his politeness and friendliness to Action by saying "most suitable". Secondly, Bob implies he still has other choices by using the expression "one of", which implies Action gets competitors.

### 2.4 OEM partners

**A**  SAMSUNG intends to find an OEM partner in Taiwan. Tiffany and Jennifer meet for the first time to talk about the issue. Listen to the dialogue, and choose the best answer to each of the following questions.

### Script

Tiffany: We have the capital ready. Right now I am looking at three different companies to produce our products. And your company, Ms. Wong, seems to me to be the best for what we want.

Jennifer: I appreciate your remarks. And we are always happy to do more business. But, you know, if we take on a contract to produce new products, we want to be confident the product is marketable. Because, to start producing new things requires a lot of preparation. It requires a lot of investment for us.

Tiffany: You have some doubts about our products, I understand.

Jennifer: I would like to offer you a good price. But I won't be able to do that if I think this is a one-shot deal. So I would like to have some confidence in your idea.

Tiffany: Of course. Let me tell you in some detail about our idea. You know the popular "Hello Kitty" products.

Jennifer: Yes, of course.

Tiffany: Well, the products in themselves are very simple. It is the logo that is successful. So "Hello Kitty" is successful because of the logo, but the products are very simple.

Jennifer: And I would say the logo is successful mainly because it comes from Japan. It is the Japanese that have made it a fad.

Tiffany: That might be true. But we have a logo concept that is great. It is really great. I think it will catch on in Taiwan at least. Young people will love it. It is because of our logo that our products will sell. We just need someone to produce the products for us. We have the backup and people to do the marketing.

Jennifer: I understand. But why won't you show me the logo?

Tiffany: Because it hasn't been copyrighted. We want to get some protection for it. But while we wait for copyright, we are investigating companies to produce the products.

Jennifer: I see. The problem, however, is that I can't be confident in giving you a good price unless I am confident your product will last.


Tiffany: I understand. For now, though, you could just give us an estimated price. We aren't going to sign a contract yet. We are just investigating. I only need to know that your company is capable of producing the products. And then, I only need a very rough idea of how much it might cost.

Jennifer: Alright. I understand. Right now you just want estimates.

Tiffany: Yes.


### Answers

1) D 2) C 3) B

**B**  Suppose you are the product manager in Hello Kitty headquarter and you need to find an OEM partner of your products in China. Try to make a dialogue according to the following pictures and the language focus.

Omitted.

### 2.5 In a travel agency


**A**  Monica works in a travel agency, and she is helping a customer book a holiday. Listen to their dialogue and fill in the blanks with the missing words you hear.

### Script and answers

Monica: Hello, can I help you?


Customer: Er, yes, I took a brochure yesterday and now I'd like to book a **holiday**, please.

- Monica: OK, which holiday are you interested in?  
Customer: Em, this one here, on page 34.  
Monica: Oh, yes, that one's on special offer. You get a 10 percent **discount**, is that the one?  
Customer: Yes, that's the one.  
Monica: Good. Could you please fill in this booking form? We need your full **address** and a deposit of 20 percent. You can pay by cash or credit card or cheque.  
Customer: I'll need a receipt.  
Monica: Yes, of course. And within a week you should **receive** confirmation of your booking. We then need to receive the balance at least ten days before the holiday begins.  
Customer: Thank you very much.  
Monica: OK, if you'd like to **fill** in this form...

**B**  Suppose you are a customer interested in a holiday in Beijing and your partner is a representative of a travel agency. Read the following brochure and make a dialogue by following the conversation above.

Omitted.

## 2.6 Facing with a tele-promotion

**A**  You are going to hear a short dialogue of a tele-promotion. Listen carefully and choose the best answer to each of the following questions according to what you hear.

### Script

- Man: Hello.  
Woman: Good evening, sir. Is this Mr. Charles Philips?  
Man: Yes, it is.  
Woman: Well, Mr. Philips. I'm calling to offer you a special discount on...  
Man: Ah, no, let me guess. You want to offer me a subscription to the newspaper or a great deal on airfare to Hawaii, right?  
Woman: Well...  
Man: Or, you want to offer me an unbelievable bargain on dance lessons.

Woman: No, no, actually... Mr. Jones.

Man: Huh?

Woman: Oh, sorry. That was the last guy. Uh, we want to offer you a free trial membership to our sports club downtown at the introductory price of \$39.95...

Man: Thirty-nine ninety-five? I thought you said free! Uh, listen. I'm not interested.

Woman: Well, it includes unlimited access to all our facilities, including the gym, weight room, racket-ball courts, and swimming pool.

Man: Again, I'm not interested. I have my own fitness program I do around the house anyway.

Woman: Well, this is a one-in-a-lifetime deal.

Man: No. Like I said, I'll pass this time. And please put me on your "do not call" list.

Woman: Okay. It'll take between four and six months before your name will be removed from our database.

Man: Months?!

Woman: You might be called by another representative during that time.


Man: Ah, great.

Woman: Have a nice evening, Mr. Phillips.

Man: Ah, thank you.

### Answers

1) C 2) D 3) B 4) B


**B**  Listen to the dialogue again and decide which of the following pictures can best describe the man's attitude in finishing the dialogue, then mark the correct answer with a tick(✓).

### Answer

Annoyed

### 3 Scenes in a business conference

#### 3.1 Registering a stand

A  Tony and May go to register for the conference. Suppose you are Wayne Harvey, the conference assistant, listen and try to complete the form with the information you hear.

#### Script

Wayne: Good morning. Can I help you?

May: Yes, good morning. Er, we've come to register for the conference. I'm May Smith and this is my colleague, Tony Liu.

Wayne: Can you wait please? The queue is over there.

May: Well, we've been queuing for half an hour already, actually.

Wayne: What's the name of your company?

May: Comfort Tours.

Wayne: I'm afraid I can't find any registration papers for that name. Could you please fill out some forms, and then I can register you?

Tony: What a pain! Can't you tell us the number of our stand? Where is it exactly?

Wayne: I can give you number 56, sir. You can see it on the plan. It's the small one at the back near the toilets. Here are your badges and here is your conference pack. Thank you.

May: But that's a terrible position! Can't we get a better stand?

Wayne: I'm afraid you'll have to speak to the conference manager about that, madam. He's over there.

Tony: Come on May, let's sort this out.

(Footsteps...they walk to the conference manager...)

John: Yes, hello? Can I help you? I'm John Smyth, the conference manager.


Tony: Hello. I'm afraid we are not happy at all with our stand. It is too small, too far from everywhere and near the toilets. We requested a medium-sized stand near the entrance. Can't you find somewhere better for us?




- John: I'm afraid all stands are already taken, sir, it's not possible to change now. Your booking was probably late.
- May: Well, we're very unhappy with this. I'm sure our boss will have something to say about it too.
- Tony: And look at those boxes, there should be many more than that. Half of our brochures and order forms are missing! And these two boxes are damaged as well!
- May: What a disaster! We'll have to phone head office tomorrow to tell them what is going on. They'll be furious!

### Answers

Company Name	Comfort Tours
Number of Attendees	Two
Attendee Name	Tony Liu, May Smith
Stand No.	56

- B**  Suppose you are the manager of the marketing department, try to register a stand for your company in an exhibition according to the following table and the language focus. Omitted.

### 3.2 Finding an agent

- A**  May is trying to find an agent to represent her company in Shanghai. You are going to hear a short dialogue on that issue. Listen carefully and answer the following questions.

#### Script

- May: Excuse me. I work for "Comfort Tours".
- Businessman: Good morning, yes. How can I help you?
- May: Em, we're looking for a Shanghai company to help us with marketing and promotion in Shanghai.
- Businessman: I see. So you're looking for a partner?
- May: Yes, exactly. We would like to discuss a partnership, and some sort of

agreement or contract.

Businessman: Ok. Well, we work in Shanghai, mainly. So I don't think we could help you, I'm sorry to say.

May: Ok, do you know any other agency which might be interested?

Businessman: Well, em, why don't you talk to Anita Handley over there? She's the manager of a company called "On Your Own Travel".

May: Oh, thank you. I'll speak to her.

(Footsteps ... May walks to Anita...)

May: Excuse me, are you Anita Handley?

Anita: Yes, that's me. How can I help you?

May: I represent "Comfort Tours". We're looking for a Shanghai company to help us with marketing in Shanghai.

Anita: Ah, so you are looking for a Shanghai agent to represent you here? Is that right?

May: Yes, exactly.

Anita: Well, that's perfect. We already represent a number of companies, so I'm certainly interested in discussing a partnership of some kind.

May: Oh, what other partnerships do you have?


Anita: Well, we represent a large Japanese company and we have agreements with agents in Canada and Greece. We handle all their marketing in Shanghai.

May: That sounds great. Why don't we sit down and talk a bit more about it?

Anita: Fine, let's get a coffee at the same time.

### Answers

- 1) May's purpose is to try to find an agent for her company.
- 2) Yes, Anita is interested in discussing a partnership with May.
- 3) Anita has listed three companies. They are a Japanese company, a Canadian and a Greek company.
- 4) No.

**B**  Tony and May try to negotiate a deal with Anita, do they make it? Listen to the dialogue and decide whether each of the following statements is true or false by putting a tick (✓) in the correct box.

### Script

May: Anita, thanks for coming. Perhaps we should start by telling you what we are looking for, and then you can tell us what you think, OK?

Anita: Fine.

Tony: Yes, what we are looking for mainly is an agent in Shanghai to represent us. Someone to help us with marketing...

May: Yeah, and dealing with any queries from customers...

Tony: Taking customer orders, dealing with any problems...

May: Once they get on the plane, we look after them...

Tony: Yes. Really, someone to deal with everything here in Shanghai.

Anita: I see, OK. Fine, I see no problem with that. We represent other companies in exactly the same way.

Tony: Well, perhaps now we should discuss payment? Commission...how do you normally work?

Anita: Well, normally, we work on a commission of around 14 percent for each holiday booked.

May: Oh, I think our boss usually pays around 8%. Is that right, Tony?

Tony: I think so, but in this case it's a bit different.

Anita: You are talking about quite a lot of marketing, dealing with customers and so on.

May: Yeah, I can see that. But, we'd have to discuss it with head office first.

Tony: Yes, we could phone them this afternoon, to discuss it with our boss.

Anita: Fine, and perhaps we can meet again to discuss it tomorrow?

May: Fine. Good idea.

### Answers

1) T 2) F 3) F 4) F 5) T



### C Questions for discussion


### Answers

1) The representative usually says that he needs to report to the head office or boss.

2) We can go to places like a coffee shop or teahouse.

## 4 Secrets of Business Communication

### 4.1 Seven secrets of business communication

A  Professor Levy is giving a lecture on the topic of “Seven Secrets of Business Communication”. Listen to the lecture and note down the seven secrets in the following box.

#### Script

Good morning everyone:

First I'd like to thank you for inviting me to give this lecture. Today I'm very happy to share with you some of my thoughts on the topic of “Seven Secrets of Business Communication”. Over the next ten minutes you are going to hear about something that will change the way companies are operated. I'll divide my lecture into seven parts:

First: Be professional

Looking businesslike is the first step to acting businesslike, and people will take you more seriously if you are well-groomed. This also applies to body language, so always make eye contact and keep a good posture, or you may appear to lack confidence.

Second: Make it personal

Remember people's names and they will remember you. Do everything you can to avoid addressing a message “Dear Sir/Madam”. Remember that business is about building relationships.

Third: Be formal but not stiff

If you are too formal, people won't be at ease with you. Act too casual and people may not take you seriously. Aim for the middle ground!

Fourth: Be clear and concise

Get to the heart of the matter quickly and don't waste words. On the other hand, don't assume

that the person you're talking to knows who you are and why you are contacting them—they may need a reminder and some background.

Fifth: Reply to correspondence quickly

Acknowledge receipt of important emails and phone calls, and if you are away for longer than a day, let people know you'll be out of the office.

Sixth: Keep yourself cool

In any job, difficult situations will crop up. Losing your temper won't help and will just complicate things. Show that you can handle stress, and people will take notice and give you more responsibility in the future.


Last but not least: Keep quiet

Communication is a two-way street. Listen to the opinions of others, don't interrupt people when they are speaking, and don't ignore criticism. We all make mistakes and our colleagues often have good suggestions. Also, people will be more willing to listen to you if they see that you're listening to them!

## Answers

### Seven Secrets of Business Communication

- |           |  |
|-----------|--|
| Secret 1: | <b><u>Be professional.</u></b>                 |
| Secret 2: | <b><u>Make it personal.</u></b>                |
| Secret 3: | <b><u>Be formal but not stiff.</u></b>         |
| Secret 4: | <b><u>Be clear and concise.</u></b>            |
| Secret 5: | <b><u>Reply to correspondence quickly.</u></b> |
| Secret 6: | <b><u>Keep yourself cool.</u></b>              |
| Secret 7: | <b><u>Keep quiet.</u></b>                      |

**B**  Listen to the lecture again and match the secrets on the left to their main contents on the right.

## Answers

Be professional	—	Acknowledgement of emails and phone calls
Be formal but not stiff	—	Make eye contact and keep body posture
Reply to correspondence quickly	—	Don't act too formal or too casual

## 4.2 Overcoming business communication barriers



Try to make a lecture about “Overcoming Business Communication Barriers” according to the following box and the language focus.

### Suggested answer

Good morning everyone:

First I'd like to thank you for inviting me to give this lecture. Today, I'm very happy to share with you some of my thoughts on the topic of “Overcoming Business Communication Barriers”.

The communication process is successful only when the listener understands the message sent by the speaker. It sounds quite simple. Yet, it's not. How many times have you thought that you delivered a clear message, only to learn later that your minds were totally misunderstood?

You can improve your chances of communicating successfully by learning to recognize barriers that are known to disrupt the process. The most significant barriers for business communication are bypassing, frame of reference, lack of language skill, and distractions. Therefore, I've divided my lecture into four parts.

First: Bypassing

One of the biggest barriers to clear communication involves words. Each of us attaches a little bundle of meanings to every word, and these meanings are not always similar. Bypassing happens when people miss each other with their meanings. Actually, meanings are in people. For communication to be successful, the receiver and sender must attach the same symbolic meanings to their words.

Second: Frame of reference

Another barrier to clear communication is your frame of reference. Everything you see and feel in the world is translated through your individual frame of reference. Your unique frame is formed by a combination of your experiences, education, culture, expectation, personality and many other elements. As a result, you bring your own biases and expectations to any communication situation. Because your frame of reference is totally different from everyone else's, you will never see things exactly as others do.

Third: Lack of language skill

No matter how extraordinary the idea, it won't be understood or fully appreciated unless the communicators involved have good language skills. Each individual needs an adequate vocabulary, a command of basic punctuation and grammar, and skill in written and oral expression. Moreover, poor listening skills can prevent us from hearing oral messages clearly and thus responding properly.

Last but not least: Distractions

Shaping an intelligent message is difficult when you're feeling joy, fear, resentment, hostility, sadness, or some other strong emotion. To reduce the influence of emotions on communication, both senders and receivers should focus on the content of the message and try to remain objective. Physical distractions such as faulty acoustics, noisy surroundings, or a poor telephone connection can disrupt oral communication. Similarly, sloppy appearance, poor printing, careless formatting, and typographical or spelling errors can disrupt written messages.





# Unit 6

## Money & Payment

*Aims*

### In this unit we will talk about

- money matters;
- stating terms of payment;
- negotiating about terms of payment; and
- business facts of payment.

## 1 Starting up



Let's check your ability of listening to numbers. You will hear ten statements in the business context. Listen carefully and write down the numbers you hear to complete the statements.

### Script and answers

- 1) If you can pay us before 31st this month, we'll give you a 7% discount.
- 2) We ask for a 20% initial payment. You can pay the rest in six monthly installments.
- 3) As for the payment, we suggest 30% by L/C and 70% by D/P.
- 4) If we have to order 3,000 units at a time, we must ask for a delay in payment.
- 5) \$2,500 will help you earn reasonable interest.
- 6) Excuse me, sir, I'd like to change 8,900 pounds.
- 7) The fee charged by the broker for his services is \$1,567.

- 8) We've sent our check for \$14,530.
- 9) The exchange rate of Australian dollar against RMB was 6.5452 on April 28.
- 10) Gold traded in New York at \$886.8 a troy ounce, up from \$883.3 a troy ounce on Thursday.

## 2 Money matters

### 2.1 Foreign exchange



Listen to the following short conversation once and choose the right answer to each question you hear.

#### Script

Man: Excuse me, but where can I change my money?

Woman 1: Will you step right over to the teller's window, please?

Man: Thank you.

...

Man: Could you change some money?

Woman 2: Certainly. What kind of currency have you got?

Man: I'd like to change some US dollars for RMB. What's the rate today?

Woman 2: 690 yuan for \$100.

Man: OK, I'd like to change \$750, please.

Woman 2: No problem. How do you like the money?

Man: Please give me some fifties and twenties.

#### Questions:

- 1) Where does this conversation most probably take place?
- 2) How much RMB can the man get?
- 3) What does the man mean by saying "fifties and twenties"?

**Answers**

1) B 2) C 3) C

**2.2 Check of balance**

**Listen to the following conversation twice and complete the table.**

**Script**

*(George and Martha have a joint checking account. They are balancing their checkbook.)*

George: Let's see here. Check number 200, October 25, \$30.21. Did you write this check?

Martha: \$30.21... I can't remember. Oh yeah, that was last Thursday, ABC Market.

George: Okay, so that leaves a balance of \$490.31. Next: number 201. Electricity bill... \$57.82. So now we have \$432.49. Next: October 27, *Time Magazine*. You forgot to enter the amount again.

Martha: I remember that. It was \$35.

George: Okay, that leaves \$397.49. Now what's this \$70?

Martha: That's Rose's Salon.

George: Do you have to spend \$70 on your hair? Didn't you try to find a cheaper hairdresser?

Martha: But couldn't you find a cheaper hobby? Look at this! \$125 for computer games!

George: Okay, okay. I'm sorry. Let's go on. There's a check here to the dentist, \$86. When did you pay him?

Martha: November 1.

George: Look at this! Another traffic ticket! What did you do this time?

Martha: An illegal left turn.

George: How much was it?

Martha: \$68.


George: You know, Martha. I think you should go to traffic school.

Martha: You know I can't do that. I have to work, just like you do. What's the balance now?

**Answers**

Date	Money Spent (\$)	Balance (\$)
Oct. 25	30.21	<u>490.31</u>
	Electricity bill: <u>57.82</u>	<u>432.49</u>
Oct. 27	<u>Time Magazine</u> : 35	397.49
	<u>Hairdresser</u> : 70	
	Computer games: <u>125</u>	
Nov. 1	<u>Dentist</u> : 86	
	Traffic ticket: <u>68</u>	<u>48.49</u>

**3 Stating terms of payment****3.1 An introduction to terms of payment**

A  You are going to hear a passage about terms of payment. Listen carefully and choose the right answers to complete the following statements.

**Script****Payment Terms**

When negotiating on payment, the seller will often require payment by L/C. This guarantees that the seller will be paid if he makes the agreement on shipment. The seller may also require more of a guarantee of payment and so request an irrevocable L/C. With this L/C, the buyer cannot cancel the L/C without the seller's agreement. The L/C also benefits the buyer because he knows that he won't have to pay unless the seller has actually shipped the goods that were agreed on in the contract.

The L/C, however, requires a fee and a deposit in the bank by the buyer which all add to the cost. For this reason, the buyer may ask to make payment by D/P or D/A. D/P, which means “document against payment”, and suggests that the seller will draw a sight draft on the buyer. The buyer is required then to pay the amount on the draft at the time of the receipt of the draft.

D/A, which means “document against acceptance”, requires the buyer to “accept” a time draft drawn on him by the seller. The buyer will pay the seller the amount shown on the draft at the time of maturity of the draft, now called a bill after acceptance.

Though the buyer may prefer D/A or D/P because of the lower cost, the seller often pushes for payment by L/C because of the added protection on the seller’s interests. And so payment by L/C is the most common method of payment in international trade.

### Answers

1) C 2) B 3) A 4) C 5) D

**B**  Now listen to the passage again and complete the following tables.

### Answers


1)

Trading Party	Preferred Payment Terms	Reason
the seller	L/C	This guarantees that the seller will be paid if he makes the agreement on shipment.
the buyer	D/A or D/P	Its cost is lower.

2)

Feature	Full Term	Short Term
irrevocable	letter of credit	L/C
sight draft	document against payment	D/P
time draft	document against acceptance	D/A

### 3.2 Stating terms of payment


A  You are going to hear four short conversations between buyers and sellers. Listen carefully and write down the terms of payment they agree on.

#### Script

- 1) Milton: Mr. Wang, I think we have come quite a long way. Now shall we go on to discuss the terms of payment?  
Wang: Yes, Mr. Milton, let's. In usual practice, we only accept payment by irrevocable L/C against sight draft.
- 2) Man: Now that the price has been settled, let's go on to the terms of payment.  
Woman: Sure. Would you explain specifically your proposition about the terms of payment?  
Man: We would like payment prior to delivery, since this is your first order.
- 3) Man: What can you offer to compete with some of the new models we see on the market nowadays?  
Woman: We've got these lines. They're much in demand just now. All of them have new features.  
Man: Well, what are your terms, by the way, are they down payment, or full payment?  
Woman: We ask that payment should be by the term of Letter of Credit.  
Man: I see.
- 4) Woman: What are your usual terms of payment?  
Man: Payment is to be made under a documentary credit.  
Woman: Would you accept D/A or D/P payment?  
Man: I'm afraid not.


#### Answers

- 1) terms of payment: **irrevocable L/C against sight draft**  
2) terms of payment: **payment prior to delivery**  
3) terms of payment: **L/C**  
4) terms of payment: **documentary credit**

**B**  Now practice with your partner about stating terms of payment according to the given situation. One acts as the seller, the other the buyer. You can use the language focus to help you.

Omitted.

### 3.3 Checking the L/C

 Mr. Mullen and his secretary Jane are talking about checking the L/C. Listen to their conversation and complete the notes taken down by Jane.

#### Script

Mullen: Have you finished checking the L/C yet, Jane?

Jane: Yes, Mr. Mullen. I've noted down quite a few points.

Mullen: For instance?

Jane: The latest shipment date should be extended to the 31st of October and the expiring date of the L/C to the 15th of November. The credit amount should be increased to \$473,000. Partial shipment and transshipment should be allowed instead of being prohibited.

Mullen: Right.

#### Answers

The latest shipment date: **October 31**

The expiring date of the L/C: **November 15**

The credit amount: **\$473,000**

**Partial shipment and transshipment** should be allowed instead of being prohibited.

## 4 Negotiating about terms of payment

### 4.1 Insisting on certain terms of payment

 You are going to hear two short conversations about insisting on certain terms of

**payment. Listen carefully and choose the right answer to each question you hear.**

### **Scripts**

#### Conversation One

Man: Well, I'm glad that we have almost reached an agreement on this transaction. Now what about the terms of payment?

Woman: We only accept payment by confirmed, irrevocable Letter of Credit available against presentation of shipping documents.

Man: But I heard you could accept different kinds of payment such as D/A and D/P.

Woman: Quite right. But that all depends on circumstances.

#### **Questions:**

- 1) What terms of payment does the woman accept?
- 2) Will the woman agree to the terms of payment raised by the man?

#### Conversation Two

A: Now that the price has been settled, let's go to the terms of payment.

B: In usual practice, we only accept payment by confirmed irrevocable Letter of Credit payable against shipping documents.

A: Well, could you make an exception and accept a document against payment, Mr. Ma?

B: I regret that we are unable to do so.

#### **Questions:**

- 1) What terms of payment does the buyer have in mind?
- 2) Does the seller agree with the buyer on the terms of payment?

### **Answers**

#### Conversation One


1) D 2) C

#### Conversation Two

1) C 2) B



## 4.2 Crossing verbal swords (唇枪舌剑) in the negotiation

**A**  You are going to hear a conversation about negotiating about terms of payment. Listen carefully and complete the following table.

### Script

Black: Mr. Frazer, do you accept D/P? For such a large amount, an L/C is costly.


Frazer: Since the amount of your order is too big and the world monetary market is still very unstable at the time being, we accept no others but L/C.

Black: Can you give us some concession, that is, 50% by L/C and the balance by D/P?

Frazer: I'm sorry I can't accept it. I hope you can understand us, Mr. Black.

### Answers

Trading parties	Surname of the trading parties	Terms of payment	Reasons
Seller	Frazer	L/C	The amount of the order is big and the world monetary market is very unstable.
Buyer	Black	D/P	L/C is costly for such a large amount.
		50% by L/C and the balance by D/P	Give us some concession.

**B**  Mr. Wang and Mr. Wright are two trading parties. They are crossing verbal swords about terms of payment. Listen to their negotiation and put the following sentences in the correct order according to what you hear.

### Script

Wang: Charley, now that we have quantity and price settled, let's talk about how we can make payment. How about payment in D/P terms?

Wright: That won't do. We need you to make payment by irrevocable L/C.

Wang: You know, the method of payment makes a big difference to us. An L/C would tie up


our money in deposit. There are also fees involved. Could you make an exception and allow payment on D/P basis, Mr. Wright? That would be a big help.

Wright: I'm sorry, we can't do that, Mr. Wang. We do need the bank's added protection in payment by L/C. Ask your bank to put the required deposit at the minimum.

Wang: Well, I have no other choice, then.


### Answers

1) d 2) e 3) b 4) c 5) a

 **C** Now listen to the negotiation again and decide whether each of the following statements is true or false by putting a tick (✓) in the correct box.


### Answers

1) T 2) T 3) F 4) T 5) T

 **D** Now practice with your partner about negotiating about terms of payment according to the given situation. One acts as the seller, the other the buyer. You can use the language focus to help you.

Omitted.

### 4.3 Urging the buyer to open the L/C

 You are going to hear a phone call in which Annabel, the seller is urging Mr. Foster, the buyer to open the L/C. Listen carefully and answer the following questions.

### Script

Annabel: Hello, Mr. Foster. This is Annabel of ABC Company.

Foster: Hello, Annabel. Nice to hear your voice again! How are you going?

Annabel: Very well, indeed, thank you. And how are you?

Foster: Oh, on top of the world, thanks.

Annabel: Mr. Foster, I'm phoning to inquire about the L/C under contract No. 990028. Is it

opened now?

Foster: As soon as I received your fax the other day, I got in touch with our bank immediately and instructed them to open the letter of credit without delay.

Annabel: Did you? I suppose that must be OK. But up till now we haven't received the relevant L/C. The goods are ready. The steamer "Santa Maria" is due from Shanghai in the middle of October. If we missed that steamer, we might not be able to find another before the end of next month.

Foster: That would be too bad.

Annabel: Yes, indeed. I wouldn't have bothered you if the matter had not been so urgent, but I fear time is of great importance in this.

Foster: Yes, I can very well understand. Now I'll call our bank and see to it that the L/C will be opened immediately.

Annabel: Will you? Thank you for your kind cooperation.

Foster: You would have done the same in my position, I'm sure. And besides, there's a good chance that the L/C has already been opened, and it may reach you any minute now.

Annabel: Oh, that will be very nice. Thank you very much, Mr. Foster. Goodbye.


Foster: Goodbye.

## Answers

- 1) As soon as Mr. Foster received Annabel's fax the other day, he got in touch with his bank immediately and instructed them to open the letter of credit without delay.
- 2) If Mr. Foster's L/C couldn't reach Annabel on time, Annabel's company might miss the steamer and not be able to find another before the end of next month. In this way, Mr. Foster's goods might be delayed.

## 5 Business facts of payment

### 5.1 The finance of foreign trade

A  You are going to hear a passage about the finance of foreign trade. Listen carefully and choose the right answers to the following questions.

## Script

### The Finance of Foreign Trade

How and when does an exporter receive payment for the goods which he sends abroad?

Paying for goods supplied in the domestic trade is a fairly simple matter. Payment is made either in advance or with a reasonably short period after delivery. As a result, most suppliers can usually afford to give the required short credit of one month in home trading.

These problems are magnified many times in foreign trade. Much time is unavoidably lost in correspondence, dispatch and delivery. Who is to bear this loss? Must the seller wait perhaps six months for his money or shall the buyer pay several months before he even sees his goods? Further, in a case of non-payment, a seller will be involved in expensive legal action and possibly total loss.

Payment in advance by an importer might be helpful to a buyer in urgent need of the goods, or where the buyer is unknown to the seller, or in the case of a single transaction. Another method of transacting the business is that the goods are sent, and the customer is trusted to send a remittance in due course. It is usual for remittances to be sent periodically, say every six months; the exporter is therefore virtually lending his money to the foreign importer.

In every contract for the sale of goods abroad, the clause dealing with the payment of the purchase price includes four elements: time, mode, place and currency of payment. The various methods of financing exporters represent the order and variations of these four elements.


The interest of the exporter is to obtain the purchase price as soon as possible, while the buyer wishes to postpone payment of the price until he has had an opportunity of selling the goods.

The most important of these payment clauses are under Bankers' Commercial Credits under which a large amount of export business is transacted.

This method of payment is usually done with the bank as a middleman between the exporter and the buyer. The bank, on the buyer's instructions, promises to accept, honor or negotiate bills of exchange drawn by the seller. Before dealing with Bankers' Commercial Credits, it is helpful to consider arrangements which provide for direct payment by the buyer without such an interposition of a bank.

### Answers


1) C 2) A 3) B

**B**  Now listen to the passage again and answer the following questions.

### Answers

- 1) Much time is unavoidably lost in correspondence, dispatch and delivery.
- 2) Payment in advance by an importer might be helpful to a buyer in urgent need of the goods, or where the buyer is unknown to the seller, or in the case of a single transaction.
- 3) The interest of the exporter is to obtain the purchase price as soon as possible, while the buyer wishes to postpone payment of the price until he has had an opportunity of selling the goods.

## 5.2 The problem of late payment

**A**  Today, some companies are faced with cash squeeze as late payment of bills grows. The following news is on this issue. Listen to it twice and fill in the gaps with the missing information you get from the record.

### Script and answers

#### Companies Face Cash Squeeze as Late Payment of Bills Grows

Companies are suffering a cash squeeze from 1) delayed invoice payments as the credit crunch begins to hit the "real" economy. Smaller businesses are complaining that some large customers have begun to extend their 2) payment periods arbitrarily, putting a strain on their 3) cashflows.

*The Times* has learnt that small business groups will press the Department for Business to take steps to put more pressure on big customers to 4) **pay on time**. However, the issue is hard to resolve because it hinges on the relationship between 5) **the supplier** and 6) **the customer** and most small businesses feel dependent on 7) **their customers**.

If 8) **late payment** is becoming a trend it could have serious implications for the state of the economy, indicating that cash is becoming an issue for 9) **big customer companies and their suppliers**.

Research from Ernst & Young (E&Y), the accountant, showed that profit warnings from British companies hit a seven-year high in the first quarter. E&Y said companies issued 10) **114 alerts** in the first three months of 2018, mainly in the 11) **retail sector**, as the credit crunch hit customer demand.

The Federation of Small Businesses estimates that 10 percent of small business collapses are triggered by 12) **late or nonpayment of bills**. Stephen Alambritis, head of government affairs at the federation, said: “A number of big customers have raised their payment terms because of 13) **the credit crunch**. It is becoming an area of concern. Normally businesses would 14) **go to their banks** when they need more 15) **cash** but that is not easy at the moment.”

More businesses are being forced to raise cash by invoice discounting—16) **borrowing from banks based on the money they expect to receive from invoiced work**. However, Mr Alambritis said that this was not an option for 17) **the smallest companies** because it and factoring, another form of borrowing based on invoices, can be 18) **expensive**.

...

The Government has limited scope for action against late payment. It is already possible for businesses to claim interest on 19) **money owed** in late payments. However, the FSB said 20) **that few companies actually made claims for fear of damaging the relationship with the customer or of losing the business**.

**B**  **Discuss the following questions according to the news you've just heard.**

Omitted.

# Unit 7

## Sales Strategies

### *Aims*

#### **In this unit we will talk about**


- selling a new product;
- choosing suitable sales strategies; and
- exploring innovative sales strategies.

### **1 Starting up**

Omitted.

### **2 Selling a new product**

#### **2.1 Market positioning strategy**

A  You are going to hear four short conversations about market research. For each conversation, you're required to write down what they are talking about the market and the selling suggestion given by the second speaker.

#### **Scripts**


- 1) A: According to your market research, what areas are suitable for us?  
B: Currently, many consumers in the rural areas wish to buy this sort of low-priced

durable consumer goods which are otherwise not yet widely available. So, there is enough room for us in these markets.

- 2) A: Many people suggested that we extend our sales to the North American market. What do you think about it?  
 B: Since there has not been much competition for this type of product so far, we need to take quicker actions to get established in this market.
- 3) A: We intend to get in the European market, but we know little about the local conditions and preference. What would you suggest we do before entering this market?  
 B: Before we enter the market, we can employ a local specialist to carry out market research for us.
- 4) A: Field surveys are too expensive. I don't want the expense of sending you out there.  
 B: Oh, I don't agree. As you see from my preliminary desk research, Arabia is a rich, expanding district. I'm convinced that we can work up a big demand for our goods there.

### Answers

	Market	Suggestion
1)	Rural areas	There is enough room for us in these markets.
2)	North America	Take quicker actions to get established in this market.
3)	Europe	Employ a local specialist to carry out market research for us.
4)	Arabia	Work up a big demand for our goods there.

 **Role-play:** Your company has been successful in selling its textile products in the North American market over the past years. Discuss with your partner the possibility of entering the European market and give some suggestions. You may use the language focus to help you.

Omitted.

## 2.2 Display strategy



**Listen to the short passage and fill in the blanks with the missing information.**



## Script and Answers

Point-of-sale displays are popular marketing devices for a variety of products, and specializing in point-of-sale display design that helps companies market their products and increase sales can be a lucrative niche for graphic designers. The following 7 tips will help you design powerful point-of-sale displays that earn greater profits.

### 1. Be bold to command attention

A **bright, bold** design will attract the customers' eyes. Use large, **compelling** fonts that match your product theme. Play with bright, **contrasting** colors that can't be ignored. Without a doubt, make sure your display **stands out** from the rest of the point-of-sale merchandising efforts.

### 2. Feature benefits

Tell customers upfront what benefits they'll receive from purchasing your product. This creates **desire**. Add in a call to action ("**Buy Now**" or "**Pull Here**") to motivate immediate transaction.

### 3. Add value

Include a **tear-off** coupon, which can be used immediately (such as a **buy-one-get-one offer**) or later to promote future sales of the same product. If your point-of-sale products work with other products located on shelves, include a coupon for those.

### 4. Add personalization for multiple product types

Use **colors** and **images** to divide different flavors, and **personalize** whenever possible. Instead of saying "grapes", use "for grape lovers". The change in copy is **subtle**, yet powerful. Another example would be the quick-shot energy drinks you often find at counters. If you would have multiple levels of energy, you could divide them up for "the go-getter", "**the foot-dragger**", or "the after-lunch napper", for example. **The more your point-of-sale marketing is personalized, the more effective it will be.**

### 5. Print takeaways

If your point-of-sale products require some thought, or if your customers might want to know

more about how to use them, print **brochures** or **flyers** to place on your point-of-sale displays so your customers can take the **additional** information home with them, and potentially **share** it with others.


#### 6. Make it interactive

QR codes and augmented reality allow customers to interact at the point-of-sale display using their **mobile** devices. You might, for example, print a QR code on your point-of-sale display that takes customers to a **video** that offers more information and a better sales **pitch**.

#### 7. Add a video or touch screen

Put a **screen** on top of your point-of-sale display to play a **commercial** for your products, give more information, and to attract attention. Or, make it an interactive **touch** screen that takes customers through a brief quiz that **reveals which product on your display best fits their lifestyles**. Even better, allow customers to enter an email address to receive future **discounts** and updates, in return for an immediate coupon for purchase.

### 2.3 Personal selling

A  You are going to hear a sales representative promoting a camera to a customer. Listen and note down the questions that the customer asks.

#### Script

Salesman: Well, the best thing to do is to take a look at this print here. You see you get an amazing feeling of depth and realism. And, well, I mean it's as if you're really there, isn't it? You don't need any special glasses, you know, anything like that.

Customer: Humm. That's very impressive. What's the price and what sort of discount are you offering?

Salesman: The cost to the end-user would be under \$100. And we're obviously offering you the usual trade discount.

Customer: Now, the problem is, you see, it does look a bit complicated for a beginner to use.

Salesman: Oh no, not at all. Look, if I could just show you, you see, you just look through the viewfinder here and press the button, the automatic exposure and focusing system take care of the rest.

Customer: Do you have any point of sale advertising material?


Salesman: Yes, we have this showcard and a nice colorful poster.

Customer: I'd like to know what'll happen if the product isn't popular and you stop manufacturing it? I mean, will my customers be left with a piece of equipment that they can't use?

Salesman: No, there's absolutely no danger of that whatsoever. This product is going to be a big success. The reviews in the trade press have been fantastic. Take a look at this one, for instance...


### Answers

- 1) What's the price and what sort of discount are you offering?
- 2) Do you have any point of sale advertising material?
- 3) What'll happen if the product isn't popular and you stop manufacturing it? (Will my customers be left with a piece of equipment that they can't use?)

**B**  Now listen to their conversation again and fill the blanks in this summary of the representative's demonstration.


### Answers

- 1) When you look at the print you get an amazing feeling of **depth** and **realism**.
- 2) The cost to the end-user is under **\$100**. We're offering you the usual **trade discount**.
- 3) You look through the viewfinder and press the **button**, the **automatic** exposure and focusing **system** take care of the rest.
- 4) We send a **showcard** and a nice colorful **poster** for advertising our product.
- 5) The **reviews** of our product in the newspaper have been **fantastic**.

**C**  **Role-play:** You are a salesperson of a computer company. You are promoting your new laptop to a customer who concerns about the price, the discount, the quality, the after-sales service... of your product. Make up a conversation with your partner and try to persuade him/ her to buy your product. You may use the language focus to help you.

Omitted.

## 2.4 Publicity

A  You are going to hear three conversations about using different sales strategies to publicize products. Listen to each conversation twice and choose the right answer to each of the following questions.

### Scripts

#### Conversation One

A: Could you give me an introduction of your products?

B: Certainly. In order to give you a general idea of the various kinds of our products now available for export, I'd like to give you our latest catalogues and price lists.

A: It's very good. Thank you.

B: What do you think of our products?

A: I'm afraid your prices are quite high.

B: But our products are very good in quality. Everyone in the trade knows that our products are of superior quality to those from other countries. Taking the quality of the products into consideration, you will feel that our prices are very reasonable.

#### Conversation Two

A: Now, let me take you down to our show-room. This way, please.

B: Well, what do you have to show me?

A: We have a variety of telephones with a complete range of functions.

B: Do you have any samples with you?

A: Yes, here you are.

B: Are they successful in the market?

A: Yes, our products have been received favorably in many markets abroad.

B: Why are they so successful?

A: Well, that is mainly because of the advanced technology and reliable performance.

#### Conversation Three

Li: Mr. Laine, we've booked a big display stand at Dubai Expo 2020 and we've also bought a lot of advertising space in the main hall. So we'd like your company to

- design the layout of the stand and plan the publicity for the whole thing. Now, first of all, what type of publicity are you thinking of putting out?
- Laine: Mr. Li, I've read all your publicity materials concerning your products, but I wish to know what do you have in mind to highlight in this publicity.
- Li: Our products are mainly the range of beddings, including healthy mattress, toweling coverlet, linen quilt, compound pillow, and so on. They're specially made of the fibers containing a special compound material. This material does a lot of good to the human body. So those who are using our beddings can get fit while sleeping.
- Laine: I see. A wonderful product, I should say. To publicize such a product, I think we'll have to do two things. One is to put up a slogan at the advertising space in the main hall, which can attract visitors' attention and make them eager to visit your stand. The other is the arrangement at your display stand which gives a full idea of the advantages of your products.

### Answers

#### Conversation One


1) A 2) A

#### Conversation Two

1) C 2) C

#### Conversation Three

1) D 2) C 3) B


**B**  **Role-play: You are a salesperson of Samsung Company. You want to publicize your new model—Galaxy SIII (see the product description). Choose a sales strategy from below, make up a conversation with your partner and try to publicize your product. You may use the language focus to help you.**

Omitted.

### 3 Choosing suitable sales strategies

#### 3.1 Apple

**Apple was to change fundamentally the way it sells the iPhone in Europe in 2008 after launching market researches there.**

**A  Listen to the passage and find out consumers' preferences in different markets. Tick off (✓) the market/ markets after related consumers' preferences (G—Germany; F—France; I—Italy; A—America).**

#### **Script**

Carolina Milanesi, the research director of mobile devices at the London office of Gartner, the market research firm, said that Apple would most likely begin to tinker with, if not significantly change, the mechanics of its iPhone business model this year to ease its expansion into new European markets.

Several factors are putting pressure on Apple to abandon its exclusive sales strategy, Ms. Milanesi said.

One is the softening demand for expensive cellphones in Europe, cited by both Nokia and Sony Ericsson in their latest quarterly earnings reports.


Another is the vagaries of the European national markets, which can make a single sales strategy impractical. In Germany and France, for example, consumers are conditioned to pay heavily discounted prices for new cellphones in exchange for one- to two-year service commitments.

But in Italy, where the iPhone has yet to be marketed, many cellphones are not subsidized and more than 90 percent of mobile phone users pay for their service as prepaid clients, refusing to sign binding multiyear contracts.

“We have been advising Apple to change its strategy in Europe,” Ms. Milanese said, referring to Gartner’s research reports. “They need to open up and make the proposition more attractive. Europe has been less excited about the iPhone than the United States. The European market is more competitive and there are more high-end devices to choose from. So the iPhone doesn’t stand out as much.”

**Answers**

1) G F 2) I 3) G F 4) I 5) A 6) G F I

**B**  Now listen to the passage again and decide whether each of the following statements is true or false by putting a tick (✓) in the correct box.

**Answers**

1) T 2) F 3) F 4) T 5) T

**3.2 Dell**

**PC giant Dell unveils radical departure from its original sales strategy, teaming up with world’s largest retailer Wal-Mart.**

**A**  Listen to the passage and choose the right answer to each of the following questions.

**Script**

**Dell Does U-turn on Sales Strategy**

Dell is to sell its computers in Wal-Mart stores in a radical departure from its strategy of only selling directly to customers.

Its deal with the world’s biggest retailer comes as Dell battles to catch Hewlett-Packard, which has overtaken it as the biggest manufacturer of personal computers.

It follows Michael Dell’s decision in February to resume control as chief executive of the

group he founded, replacing his protégé Kevin Rollins. The move came amid criticism that Dell had concentrated too much on its famously efficient supply chain at the expense of customer service and listening to what consumers want.

Other recent changes at Dell have seen the group set up a website where it has invited comments from potential customers.

Heeding that feedback, earlier this month the group also confirmed it is moving forward with plans to sell computers pre-installed with Linux, the “opensource” operating system that competes with Microsoft’s dominant Windows.

The decision to return to Linux in response to consumer demand marks a U-turn for Dell, which first offered the opensource system in 1999 but withdrew it two years later, citing insufficient demand.

Dell will begin selling two of its Dimension desktop computers in about 3,000 Wal Mart stores in the US, Canada and Puerto Rico from June 10. Wal Mart did not say whether Asda, the British supermarket it owns, would follow suit, but Dell added that the arrangement “represents [Dell’s] first step” into retail.

“Customers want more and new ways to buy our products, and we plan on meeting their needs on a global level,” a Dell spokesman said.

Since its founding in the 1980s, Dell has relied on selling PCs and other products directly to consumers and business customers over the phone and Internet. It viewed direct sales as an important cost advantage over competitors who sold computers through retailers.

### Answers

1) D 2) B 3) C



**B** Now listen to the passage again and answer the following questions.



## Answers

- 1) Dell set up a website where it has invited comments from potential customers.
- 2) Dell can offer better customer service, listen to what consumers want, and meet their needs on a global level.

### 3.3 Discussion



What can you learn from the cases of Apple and Dell? Among the following factors, which do you think are important for a company to choose suitable sales strategies? Why? Omitted.

## 4 Exploring innovative sales strategies

### 4.1 Cyber sales



A Listen to the passage and choose the right answer to each of the following questions.

### Script

#### Amazon Accelerates Its Move to Digital

Over the last 24 years, Amazon.com has mastered the art of getting copies of books, music and movies to customers through the mail. Now it is trying to add to its repertoire in a hurry.

The market for entertainment and information is going digital. One day, most music, movies and perhaps even words will be sent as bits over the Internet instead of in bulky boxes.

More than half of Amazon's \$258 billion in sales last year came from CDs, DVDs and books, shipped from Amazon's 30 large distribution centers around the world.

Last week, in what could be an omen of this shift, Apple proclaimed its iTunes store had surpassed Wal-Mart to become the No. 1 source of music sales in the U.S.

Amazon, which still sells mostly CDs, was third in sales last year but has since lost market share and is now tied with Target for fourth place. Best Buy is No. 3.

“Digital is where the growth in music is, and other industries are likely to follow,” said Bill Rosenblatt, chief executive of GiantSteps Media Technology Strategies, a New York consulting firm. “Amazon needs to position itself to capture that.”


If there were a Committee for the Preservation of Amazon.com, it would include Steven Kessel, Bill Carr and Ian Freed.

Kessel oversees digital efforts for the company. Carr heads the Amazon MP3 digital-music store and its Amazon Unbox video-download service. Freed oversees the e-book-reading device, the Kindle.

Amazon’s digital team expresses urgency but does not appear to be in a rush. Kessel noted that it took the company five to seven years to build many of its businesses to maturity. He expects digital offerings to follow the same path. “One of the assets of Amazon, we believe, is a culture that supports investment in future businesses.”

### Answers


1) C 2) B 3) A

**B**  Now listen to the passage again and decide whether each of the following statements is true or false by putting a tick (✓) in the corresponding box.

### Answers

1) T 2) F 3) T 4) F 5) T

## 4.2 Sponsorship

**A**  You are going to hear some excerpts of CRI’s interview with Ms. Li Xiaojun. Listen and choose the right answer to each of the following questions.

## Script

CRI: The Olympics draw a wide variety of spectators. How does Coca Cola go about marketing toward your target audience? How does your strategy work?

Li: The marketing programs we do may be different, but the core values we want to bring to the Games and to our consumers do not change. We want them to experience the excitement of the Olympic Games from the very special creative programs that only Coca Cola can provide for consumers in the host country as well as around the world. Some of our programs are really ever-green, like the pin trading center, that is the number one spectator sport during the Games, and like all the Torch-Relays that we have sponsored in the past Olympic Games. If you compare the first Olympic Games that we sponsored in 1928 in Amsterdam, we provide one soft drink only that is Coca Cola. Nowadays, you have a full range of products, we have Coca Cola, diet Coke (健怡可乐), Fondas (芬达), Sprite (雪碧), with juice, tea, water, sport drink, you name it.

CRI: How do you keep young consumers active and involved in your product as well as in the Olympics? What is the marketing strategy that Coca Cola has undertaken to get people here in China excited about the Olympics?

Li: I would say that the Olympics is for everyone, not only for the young people. So do the Coca Cola Olympic programs. I can not disclose at the moment that what we are planning to do for 2022. But, certainly, looking at our history during the previous Olympic Games, we have really fabulous cultural programs, like the folk art bottle design that we bring artists and artistic representation of the local culture to the Olympic Games. And we have virtual sporting ground at the Olympic Village. And also, we have very unique commemorations of cans and pens to celebrate special occasions. In China, right now, we are already doing a lot of programs with BOCOG (Beijing Organizing Committee for the 24th Olympic Winter Games), especially with the community side and environmental side. And this is also something we want to involve our young people to prepare for the Games and have a green, inclusive and clean Olympics ready for 2022.

CRI: When it comes to suggestion for other organizations wanting to take part in such as the Olympics, what would you suggest be the best approach for a marketing point of view?

Li: Be unique and try to be creative in our programs so that we can stand out from the crowd. I think that applies to every sponsor especially when we come to the Olympic

Games or like the World Cup that there are so many sponsors and other competitors who like to lavish the sporting event. And it is also very important to have enough resources and adequate planning beforehand to activate the programs appropriately and effectively after they've got the sponsorship right.

### Answers

1) C 2) B 3) D 4) B



**B** In the interview with Ms. Li Xiaojun, she talked about “cultural programs”. Suppose you plan for Coca Cola’s sales strategies during 2022 Beijing Winter Olympics, what cultural programs will you launch to cater for Chinese consumers? Work in pairs and then in groups to discuss about this.

Omitted.

# Unit 8

## Marketing



### In this unit we will talk about

- market report;
- market forecast; and
- marketing strategy.

## 1 Starting up

Omitted.

## 2 Market report

### 2.1 Haier Group



You are going to hear four short talks about Haier. Listen carefully and mark the correct answers with a tick( ✓).

### Scripts

- 1) If you ask “Is Haier doing better this year?” It’s a mixed picture really. Sales have risen by about fifty percent, which is excellent, but our total market share is down to five percent from twenty percent last year.

- 2) Now, look at it in detail. In the first six months, the sales volume of K71 refrigerator reached to \$170 million and K73 rose to \$150 million, which are not easy considering they had dropped below 100 million at the end of last year, but our new product K75 did not sell well as predicted, only 110 million.
- 3) Now, ladies and gentlemen, look at this chart. In the last six months, Haier took up three quarters of the refrigerator market. However, LG did much better than we expected. They occupied one fifth of the market.
- 4) Our sales figures show that mobiles haven't done very well, although we've sold a reasonable number of the air-conditioners. As for refrigerators, we've sold so many that we can't produce enough!

### Answers

1) A 2) A 3) B 4) C

## 2.2 Mobilephone

 **A** You are going to hear a market report about mobilephone. Listen carefully and complete the following tables.

### Script

I'm here today to present my research about the newly developed mobile phone. Since this is a new product, our main goal is to establish brand awareness among our target audience, which is working women, aged 25 to 40.

According to my figures, of the 500 working women we polled, 50% said they read at least one of the top-five selling women's magazines in China. And a full 80% said they watch at least one hour of television each night. So the best media mix would be a combination of TV and magazine advertisements. I suggest 60% of the budget go toward spot ads, 35% toward print ads, and 5% toward outdoor advertising.


As for the competitors, the top five companies and their market shares are: Huawei leads the pack with 27%, followed by OPPO, at 20%. Vivo is next with 19% and Xiaomi with 14%, and the US company, Apple, is last with 6%.

To conclude, even though our target audience is clearly defined, introducing a new product is always a gamble. But with the proper media mix we can certainly lessen the chance of failure.

### Answers


Brands	Market share
Huawei	27%
OPPO	20%
Vivo	19%
Xiaomi	14%
Apple	6%

Types of ads	Suggested ads budget( %)
Spot ads	60%
Print ads	35%
Outdoor ads	5%

**B**  Now listen to the report again and complete the following sentences.

### Answers

- 1) Since this is a new product, our main goal is **to establish brand awareness among our target audience.**
- 2) According to the research, the best media mix would be **a combination of TV and magazine advertisements.**


**C**  Try to make a market report about the changing market share of the search engines according to the following table and the language focus .

According to the table, the market share of Baidu was 61.9% in 2017 and 69.5% in 2018, increased by 7.6%. The market share of Google was down to 23.0% in 2018 from 24.1% in 2017 by 1.1%. The figure also shows that Yahoo's market share decreased by 2.9% from 5.2% in 2017 to 2.3% in 2018. As for Sogou, its market share was also on a downward trend. The

number is down to 1.8% in 2018 from 5.6% in 2017, decreased by 1.4%. Other search engines occupied 5.6% of the whole market in 2017 and 3.4% in 2018 with a 2.2% decrease.

### 3 Market forecast

#### 3.1 Sales targets

A  A Sales Director from the marketing department of Haier Group is presenting the sales targets for four types of freezers. As you listen, match the graphs with the model numbers of the products. Models: LC129, LC130, LC131, LC132.

#### Script

Right, let's move on to targets for next year and our plans over the next five years.

As you saw earlier, sales of the LC129 have been falling for some time and were only 250,000 in 2017. We expect sales will be roughly the same in 2019, although we will be starting a large-scale promotion in March. If this is successful, perhaps we can boost sales to 300,000. Still, I prefer to keep our forecast figure at 250,000.

Now, we come to the LC130. We don't expect sales will be quite as high as in 2017 as we are not going to push this product this year. My view is that sales should reach 450,000. This may be a little optimistic for a product that is now six years old, but I think we should be able to achieve it.

We are sure the sales of LC131 will start to recover. Indeed, sales may go as high as 650,000 in 2019. However, I have set the target slightly lower, at 600,000.

Now, let's look at our medium-term plans. Next year we intend to launch our new product—the LC132—and we are sure sales will take off very quickly. We estimate first year sales figures at 200,000 and we hope that within three years the LC132 will replace the LC129. We intend to stop production of the LC129 within five years.



Finally, R & D (Research and Development) are working on a new medium-range product and they hope to have this ready in two years' time, so that we could be launching it within three or four years.

### Answers

Model LC129        D    

Model LC130        B    

Model LC131        C    


Model LC132        A    

**B**  Now listen to the passage again and answer the following questions.

### Answers

- 1) The LC129 will be replaced by LC132 within three years.
- 2) The new medium-range product will be launched next year.

## 3.2 Air traffic market growth

**A**  You are going to hear a passage about the world's air traffic market forecast. Listen carefully and match the market on the left to the growth rate on the right.

### Script

The widely varying growth rates seen in different air passenger markets largely reflect their degree of maturity. Airbus foresees a twenty-year average annual growth of 3.2% for the mature domestic US market and 8.7% for the domestic Chinese market. The airlines domiciled in Asia will experience the fastest growth rates, to the extent that by 2025 the North American domestic market will have lost its historical dominance, having been overtaken by both Europe and the dynamic Asia-Pacific region as the world's largest air travel markets.


The Middle East is also expected to grow rapidly, with a 7.1% average annual growth forecast over the next 20 years. This growth is driven by the region's unique geographical advantages,

combined with today's new aircraft capabilities in terms of range and size, for example the A380. The region's growing importance as a tourist destination from within the Middle East and India, and the airlines and airports' strategy to position the major airports as international hubs are also contributing to the strong growth.

Emerging markets will become increasingly important. Routes to China, for example, represent five of the top 10 fastest growing traffic flows. Airlines domiciled in China will grow 9.1% per year in the first 10 years, whilst airlines in North America and Europe will grow 4.8% and 5.8% respectively, over the same period.


### Answers

Domestic market	Twenty-year average annual growth
US	7.1%
China	3.2%
Middle East	8.7%

**B**  Now listen to the passage again and complete the following sentences.

### Answers

- 1) By 2025, **the North American domestic** market will have lost its historical dominance, and both **Europe and Asia-Pacific** region will be the world's largest air travel markets.
- 2) The growth of Middle East is driven by **the region's unique geographical advantages**, combined with **today's new aircraft capabilities** in terms of range and size.


**C**  Try to make a forecast about Chinese air traffic growth in the next 20 years according to the following chart and the language focus.

We can foretell that the average annual growth of the world air traffic market would be 6.0% from 2019—2028 and 4.6% from 2029—2038 respectively, with a twenty-year average annual growth of 5.3%. The ten-year average annual growth of the Chinese market would be 9.1% and 7.4% respectively, and the twenty-year average annual growth would be 8.2%. We foresee

a twenty-year average annual growth of 8.7% for the domestic Chinese market and 6.9% for China-Europe market. The China-Asia market will experience the fastest growth with 9.1%. The China-North America market is also expected to grow rapidly with an average annual growth of 7.9%.

## 4 Marketing strategy

### 4.1 Flexible strategy

**A  Mark, Bob, and Carol are from the marketing department of Lenovo China. Listen to their discussion about company strategy and match the measures to the results.**

#### Script

Mark: We need to define a new strategy but this strategy must be flexible enough to take account of changing market conditions.

Bob: I agree with Mark. Our main objective must be to gain market share, and to do this we must reduce prices.

Mark: So, Bob, are you sure that if we reduce prices, our market share will increase?

Bob: Yes, I'm sure. What do you think, Carol?

Carol: That's probably true, but if we reduce prices, our margins will be lower and that will cut profits.

Bob: In the short term that's right, but we can slowly increase production, and with increased production, we'll cut unit costs.

Carol: That's really a long-term prospect. Unit costs can only come down if we invest in new plant and machinery.

Mark: Ok, Bob. Let's stop there a minute and try to define our strategy in two directions—firstly, the market and secondly, manufacturing. Do we agree that increased market share is the objective?

Carol: No, I don't agree. I think we should go for higher profitability. If we can upgrade the product, we'll get better prices and therefore higher profits.

Bob: Look, the market is already very competitive and getting more so. If we increase prices, whatever the quality, sales will drop rapidly. What do you think, Mark?

Mark: Right, let's look at it from the other point of view—manufacturing.


Carol: Well, if we can reduce costs in manufacturing, that must put us in a strong position to adapt to the market. The only way we can be flexible enough is to sub-contract more of the production. Bob?

Bob: But it'll mean job losses if we do that.

Carol: Yes, but the jobs that remain will be more secure.

### Answers

1) d 2) a 3) e 4) c 5) f 6) b

**B**  Now listen to the conversation again and discuss the following questions in pairs.

Omitted

## 4.2 Cola wars

**A**  Listen to the interview and choose the right answer to each of the following questions.

### Script

Reporter: Good morning, Mr. Lowden!

Lowden: Good morning!

Reporter: The intensity of cola wars has diminished somewhat, and that is a trend we are observing across world markets. Your comments?

Lowden: To be honest, I am a fan of the “cola wars” as everybody calls them and they are good things. There has always been a Pepsi versus “the other guy” battle. In fact, it has almost been an expectation from consumers.

But I must admit that we have so many more things to talk about now. We have to tell consumers about so many more products and talk to them about health benefits of our products. So the focus on cola wars diminishes automatically.

Reporter: How is PepsiCo tailoring its marketing strategies to address a more health-conscious consumer?

Lowden: Well, for surely, consumers are looking at the beverage world with a much broader lens, and so it is very important to offer them a variety of choices. Across global

markets, aerated drinks account for about 35%~55% of PepsiCo's total beverage spend on marketing and advertising. In mature markets, we are aggressively supporting Pepsi Max—a no-sugar variant.

Reporter: PepsiCo India is among one of the biggest spenders in terms of marketing and advertising. Where does the Indian subsidiary rank in terms of spend compared to other markets?

Lowden: India is importantly competitive for PepsiCo globally—it is a diverse, aggressive and captivating market for us. In fact, India is among the top five countries for PepsiCo in terms of marketing spend, though I cannot give you absolute numbers. Also, India is at the forefront of the PepsiCo universe as far as corporate social responsibility communication goes.

Reporter: Has there been a sharing of best practices across PepsiCo markets, from the marketing and ad perspective?

Lowden: Yes, of course. We share and borrow strategies not only in terms of products, but PepsiCo has been able to strike a balance between local and global platforms on the communication front as well.


The difference between the US and India, for example, is that while the Indian subsidiary tailors, most of its communications are around cricket and Bollywood. In the US and European markets, we rely more on soccer and the music industry as marketing platforms.

Reporter: Thank you for your time!

Lowden: My pleasure!

### Answers

1) B 2) A 3) D 4) C 5) D


**B**  Listen to the interview again and answer the following questions.

### Answers

- 1) Since the fierce competition between PepsiCo and Coca-Cola may bring down the prices of the drinks, the consumers will benefit from it.
- 2) India is importantly competitive for PepsiCo globally. It is a diverse, aggressive and

captivating market for PepsiCo. India is among the top five countries for PepsiCo in terms of marketing spend.

### 4.3 Viral marketing

A  You are going to listen to a passage about viral marketing. Listen to the passage and choose the right answer to each of the following questions.

#### Script

When word of mouth turns to word of mouse in the computer world, “viral marketing” becomes the Internet marketing buzzword. What does it really mean? The concept itself was by no means new, businesses worldwide from the smallest corner shop to the biggest multinational had long relied on and benefited from word of mouth. For example, someone buys your product, if they like it, they tell their friends how good it is. Then the friends go and buy the same product and like it and tell their friends and so on and so forth until you have reached a huge market without spending a single penny on advertising.

What is remarkable about “viral marketing”? A great example of the first viral marketing campaign, is the huge growth of the free email provider Hotmail.

Hotmail was first launched in 1996 and it grew faster than any other company in the history of the world. Within the first eighteen months of its launch it had already signed up over 12 million subscribers and continues to gain more than 100,000 subscribers every day.

So how is it done?

This may not seem like a very sound business practice as there is no immediate profit in giving something away for free, but viral marketing campaigns rely on patience. By giving something away for free you attract customers and once you have them using your product you have the opportunity to sell them other desirable things, not to mention the possibilities you have for generating revenue through advertising.

Your message will only spread if it is easy to transmit. This is where the Internet has been so

successful. Communication is cheap and can be as simple as a single mouse click. Hotmail for example spread their message “Get your private, free email” by ensuring that this message was automatically copied into the bottom of every email sent through their mail server.

If your campaign is to be successful you must ensure that you can meet rapidly growing demand for your product or service. If demand exceeds your ability to supply, then instead of growing it, your viral campaign will start to kill your business.

Most people are driven by a desire to be loved or popular or even financially better off. These desires are part of what generates the huge amount of Internet communication each day. A successful viral marketing campaign will be able to build on these common motivations in some way.

Most people have on average a network of some 10 to 12 close friends or family who they are in regular communication with. Added to this they often have a wider network of associates and casual or work contacts of tens perhaps even hundreds or thousands. A campaign that taps into this wider network will soon bring huge rewards.

Some of the most successful campaigns try to position messages on other people’s programs. If they can put links on other people’s websites or supply content to others that carries their message then they will soon find that other people are doing their marketing for them.

Viral marketing campaigns can achieve great success using all or only one or two of these key elements.

### **Answers**

1) B 2) D 3) B

**B**  Now listen to the passage again and answer the following questions.


### **Answers**

1) If someone buys your product and likes it, he/she then tells his/her friends how good it is.

Then, the friends go and buy the same product and like it and tell their friends and so on and so forth until you have reached a huge market without spending a single penny on advertising.

- 2) Another site that uses effective viral marketing is the popular video sharing website YouTube. If you go there and see a video that you enjoy, then you can send that video to your friends in an email. Then your friends send it to their friends and then all of a sudden more and more people are showing up to the site to view this video and to find others that they might enjoy.

#### 4.4 Mobile marketing

**A**  **Listen to the report and decide whether each of the following statements is true or false by putting a tick (✓) in the correct box.**

##### Script

Cereal boxes are, by and large, poor works of literature. Yet many people sit at breakfast reading them over and over again. Last year Kellogg's realised it could make its packets more entertaining—and guessed that people also had their phones to hand (anything beats talking to the family). The cornflake-maker put 2D codes, better known as QR (for quick response) codes, on its Crunchy Nut boxes in America. When scanned, these took cereal-munchers to a video of dawn in, say, Washington state. The idea was to push cereal as an all-day snack: “It’s morning somewhere.”

QR codes—squares of black-and-white patterns—have much to recommend them. They store far more information than plain, old bar codes. For example, they can fit in web addresses and logos. And they are cheap. They have been popular in Japan for years, but elsewhere have for a while been touted as the next big thing.

Over the past year, QR codes have quietly slipped into the marketing mainstream. Three-quarters of American online retailers surveyed by Forrester, a research firm, use them. According to comScore, another research company, more than two-thirds of Americans and Europeans who scan QR codes do so in order to obtain information about a product. Japanese smartphone-owners, by contrast, are most likely to download a discount coupon or a special



offer.

Scanlife, a provider of QR code services, saw the number of unique users scanning codes through its system triple in the year to March. One reason for the rise is the proliferation of smartphones with high-quality cameras and the corresponding decline in data charges. It also took time for people to realise why advertisements contained mutant crosswords. And perhaps most important, marketers have only now worked out how best to use QR codes. “Simply sending customers to the company website is not enough,” says Melissa Parrish, an analyst at Forrester. In-store promotions are catching on. Coupons are always popular. Real-world treasure hunts have also been successful.

For marketers, QR codes bridge the gap between offline and online worlds. Customers who use them are, in effect, asking to be told more about the company. The success of a campaign is easy to measure by the number of scans. Expect to see a lot more of those funny little black-and-white patches.


### Answers

1) F 2) F 3) T 4) F 5) F

**B**  Listen to the report again and answer the following questions.

- 1) People would be more inclined to buy morning cereal under the influence of scanning QR.
- 2) They store far more information than plain, old bar codes. And they are cheap.

## 5 Speaking task: role play

 Haier Group is considering introducing a new product to the market. As the manager of the marketing department, you are making a plan with the other three members of your department according to the following information.

Omitted.



# Unit 9

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## Inquiry and Offer

### *Aims*

#### In this unit we will talk about


- how to make an inquiry about certain product;
- how to make an offer on certain product; and
- how to accept or decline an offer.

### 1 Starting up

Omitted.

### 2 Inquiry

#### 2.1 Basic terms

A  Listen to the following dialogues and fill in the blanks with the exact words you've heard.

#### Scripts and answers

- 1) A: I'm interested in your carpet. May I have your lowest price?  
B: Here's the price list, but the prices are subject to our final confirmation.
- 2) A: We're quite interested in your hardwares. How about the supply position?

- B: For most of the articles in the catalogue, we have an **ample supply**.
- 3) A: Thank you for your inquiry. Would you tell us the **quantity** you require so that we can work out the offers?  
B: We would like **5,000 pieces** of Article No. 125.
- 4) A: Does your price include any **commission** for us? You know, we're commission agents.  
B: Yes, it includes a **5% commission** for you.
- 5) A: The price sounds good. When would be the earliest **delivery date** for an order of 2,000 units?  
B: That's not a difficult matter. I think **20 days from the day the order is made** would be the earliest date possible.
- 6) A: Then what about the **terms of payment**?  
B: **Letter of credit payable at sight**.
- 7) A: How long will you leave your offer **open**?  
B: It's **valid** for three weeks.



**B** Discuss the following question with your partner according to the above dialogues.

### Answer

When making an inquiry, besides the name of the inquired item, more information may be mentioned, such as prices of goods, supply position, quantity, commission, delivery date, terms of payment and validity of the offer.

## 2.2 Making an inquiry—toys

Mr. Brown, a businessman from Canada, is having a talk with Mr. Zhao, the sales representative of a Chinese toy manufacturer.



**A** Listen to the conversation and choose the right answer to each of the questions you've heard.

### Script

Zhao: It's a great pleasure to meet you again, Mr. Brown. I believe you have seen our exhibits at the fair. May I know what particular items you're interested in?

Brown: I'm interested in most of your products. I've seen the exhibits and studied your catalogues. I think some of the items will find a ready market in Canada. How about the supply position of your products?

Zhao: For most of the articles in the catalogue, we have an ample supply. All the articles displayed here are available. Generally speaking, we can supply from stock.

Brown: Good, here is a list of my requirements, for which I'd like to have your lowest quotations, CIF Ottawa.

Zhao: Thank you for your inquiry. Would you tell us the quantity you require so that we can work out the offers?

Brown: We would like 3,000 pieces of toy pandas.

Zhao: OK, we can offer you 3,000 pieces of toy pandas at \$15 per piece CIF Ottawa.

Brown: What about the commission? From European suppliers I usually get a 3 to 5 percent commission for my imports. It's the general practice.

Zhao: As a rule we don't allow any commission. But since your order is a substantial one, we'll consider it.

Brown: All right. Now what could be the earliest possible date of shipment?

Zhao: The coming November.

Brown: Then what about the terms of payment?

Zhao: Letter of credit payable at sight.

Brown: How long will your offer remain open?

Zhao: Three days.

Brown: Good. I'll give a definite reply before then.

Zhao: Thank you!

### Questions

- 1) What kind of product is Mr. Brown inquiring about?
- 2) Which item is important for Mr. Zhao to work out the offer?
- 3) From suppliers of which area does Mr. Brown usually get a commission?

**Answers**

1) A 2) B 3) D


**B**  Listen to their conversation again and complete the following table.

**Answers**

Required item	Supply position	Price	Quantity	Commission	Delivery date	Terms of payment	Valid period
Toy panda	Ample supply	\$15 per piece CIF Ottawa	3,000 pieces	To be considered	The coming November	Letter of credit payable at sight	Three days

**2.3 Making an inquiry—digital products**

Mr. Johnson is a businessman from England, who is interested in digital products. Mr. Wang is a digital product manufacturer. They are discussing the related issues about a product.

**A**  Listen to the conversation and choose the right answer to each of the questions you've heard.

**Script**

Johnson: Nice to see you again, Mr. Wang. How's everything going?

Wang: Fine, thanks. How's everything going with you?

Johnson: Good, thank you.

Wang: Please have a seat.

Johnson: Thanks. Now I'd like to know if you have worked out the offers, Mr. Wang?

Wang: Yes, we have. Here is our FOB quotation sheet for digital cameras. Please have a careful look.

Johnson: Are the prices on the list firm offers?

Wang: Yes, they are.

Johnson: How long does your offer remain open?

Wang: In reference to the international market practice, our offer will remain good for only three days. After this, all the quotations on the list are subject to our final confirmation.

Johnson: You mean there could be some possible changes in your prices?

Wang: I don't rule out that possibility. All these products are our best selling lines in the international market because of their superior quality and fine designs. So the prices of our products will vary according to the demand of the international market. What's more, there is already a rising tendency today.

Johnson: Let's see... If your prices are favorable, we can place an order right away.

Wang: But the size of your order is also significant. If your order is big enough, we may consider adjusting our prices a little.

Johnson: Then what are your terms of payment?

Wang: Letter of credit payable against draft at sight.

Johnson: When is the earliest delivery date?

Wang: If your order is placed within the next three days, we can guarantee shipment in May.

Johnson: I'm afraid it's a bit late. Can you try to make the delivery in February?

Wang: We'll try.

Johnson: Thank you for your offer. Let me think it over, and I'll give you a phone call tomorrow.

Wang: We will be anticipating your reply. We believe through our cooperation, we can bring this transaction to a speedy conclusion.

Johnson: I hope so. Bye.

Wang: Bye.

### Questions

- 1) What kind of product is Mr. Johnson inquiring about?
- 2) How long does the offer remain open?
- 3) What is also a significant factor according to the conversation?
- 4) What will be the terms of payment?

### Answers

- 1) B 2) A 3) C 4) D


**B**  Listen to the conversation again and answer the following questions.

### Answers

- 1) All the products are our best selling lines in the international market, so the prices of the products will vary according to the demand of the international market. What's more, there is already a rising tendency.
- 2) The earliest delivery date might be in February.

### 2.4 Making an inquiry—refrigerators

**Mr. Green, the president of ABC Trading Company in New York, is talking with Mr. Zhang, the sales manager of Haier Group at Guangzhou Trade Fair.**

 Listen to the dialogue and choose the right answers to the questions you've heard.

### Script

Mr. Green: I've seen your exhibits and catalogues and I'm interested in your mini refrigerators.

Mr. Zhang: You have good judgment. Haier has developed mini refrigerators especially those lockable refrigerators for university students and auto-defrosting refrigerators for hotels in various designs and colours to meet the demand in the US. You'll find that our mini refrigerators will sell well in your country.

Mr. Green: Here is a list of my requirements. I'd like to have your lowest quotation.

Mr. Zhang: Here is our latest price for your reference.

Mr. Green: Well, all your prices are on a CIF basis. We'd rather have offers on FOB prices.

Mr. Zhang: That can easily be done. I'll work it out for you... Here you are. May I remind you that we always allow a quantity discount if your order is large enough?

Mr. Green: Sounds good. If your price is reasonable, we will be prepared to place a large order, say 10,000 sets of lockable refrigerators and 20,000 sets of auto-defrosting refrigerators.



Mr. Zhang: You can see that our prices are most attractive in the world market.

Mr. Green: By the way, do you allow any commission?

Mr. Zhang: I'm sorry, sir. The prices are quoted on an FOB net basis. As a rule, we don't allow any commission.

Mr. Green: But you know we are a commissioned agent. We do business on a commission basis. Commission transaction will surely help to push the sales of your products.

Mr. Zhang: Well, since you are thinking of placing such a large order, we'll allow you a commission of 2% as an encouragement for future business. We can't do more than that.

Mr. Green: Good. For how long does your quotation price remain open?

Mr. Zhang: It's open for three days.

Mr. Green: When can we expect shipment for an order of this size?

Mr. Zhang: We usually deliver our order within 3 months after receipt of the covering L/C. It takes longer, of course, for a special big order, but in no case would it take longer than 6 months.

Mr. Green: Do you take special order? That is, do you make mini refrigerators according to customers' specifications?

Mr. Zhang: Yes, we do, if the order is a sizable one.


### Questions

- 1) What kind of price terms does the buyer want for sale quote?
- 2) What percentage of commission does Mr. Zhang give to Mr. Green?
- 3) When will Mr. Zhang deliver the order after receiving the L/C?


### Answers

1) C 2) A 3) B

## 2.5 Role-play

**A**  **Make up a dialogue of inquiry with your partner according to the information in the following table and the language focus.**

Omitted

**B**  **Listen to the sample dialogue and make a comparison with your own version.**

## Script

Smith: Mr. Zhang, can you show us your catalogue?

Zhang: Certainly. Here's a catalogue for some of our popular items.

Smith: Thank you. We're very interested in some of your products. Here's an inquiry sheet we've drawn up.

Zhang: Thanks. We'll look through it carefully.

Smith: How about the supply position of your products?

Zhang: We have a steady supply for most of them.

Smith: Do you quote FOB or CIF?

Zhang: We usually quote on CIF basis.

Smith: The market at our end has become pretty competitive. In order to sell successfully there, your goods will have to be competitive in price too.

Zhang: You'll find our prices are very attractive.

Smith: Would you give us an offer for Article No.17 CIF 5% London now?

Zhang: What's the quantity?

Smith: We'd like to start with 10,000 pieces. It's an attractive quantity, isn't it?

Zhang: When do you want the goods to be delivered?

Smith: Could you make it in May?

Zhang: I think we can manage.

Smith: We pay by letter of credit.

Zhang: OK. So now we can offer you 10,000 pieces of Art. No.17 at \$80 per piece CIF 5% London for shipment in May.

Smith: Thank you. How long will this offer be open?

Zhang: It's valid for three days.

Smith: I will study your offer with my colleagues and give you a definite reply in three days.

Zhang: I'll be waiting for your good news.

## 3 Offer

### 3.1 Basic terms

A  Listen to the following conversation between Mr. White, a buyer from California,

and Mr. Zhou, a Chinese seller. Then fill in the blanks with the corresponding terms listed in the word bank below.

**Script and answer**

White: Your **selling offer** sounds good, Mr. Zhou. But we'd like to place some of the details under negotiation.

Zhou: Mr. White, we understand that our offer was simply to open the negotiations. Can you give us the details of your **counteroffer**?

White: Well, in our **buying offer** we would like to ask for 10 percent off your prices if we place orders over 5,000 units per month.

Zhou: Well, that sounds reasonable, but I can't make a decision yet. I must discuss it with my boss.


White: That's fine.


Zhou: Can I tell my company this is a **firm offer**?

White: Yes. But I must point out that the offer is only valid until the end of the month.

Zhou: I understand fully. I promise to get back to you as soon as possible with a counter offer.

White: I must make it clear that there can be no counter offer. The answer must be either yes or no. If no, we'll look for another supplier.

**B**  **Suppose you are the seller of a famous brand of reading lamp, which is the best one in the national market. Your customer said that the price offered is higher compared with those of other suppliers and made a counter-offer much lower than your offer. In order to have the business done, you meet each other halfway and make it a deal. Make up a conversation with your partner according to the information in the following table.**  
Omitted.

**C**  **Listen to the sample dialogue and make a comparison with your own version.**

Customer: We discussed your selling offer and concluded that your price was higher than that we had expected.

Seller: Oh, really? I think the quotation is lower than the current market price.

Customer: I'm afraid I disagree with you there. It compares unfavorably with other origins,

Indonesia, for instance.

Seller: Ah, but it's well known that our reading lamps are of top quality. Few others can compare with ours either for design or function. So, besides price, you'd better take some other items into consideration.

Customer: Yes, I agree. But there is keen competition in the reading lamp market. Your price will add to our cost and lead to difficult selling.

Seller: I understand fully, but to reduce the price is also a hard thing to us. Anyway, can you give me your counter offer?

Customer: Well, in our buying offer we'd like to ask for 10% off your price.

Seller: Oh, that's too much. It's impossible to get it. And 5% off is our rock-bottom price.

Customer: Ok, let's meet each other halfway and make it 8% off.


Seller: If you will place an order for 1,000 pieces more, we can accept the price.

Customer: OK, that sounds reasonable. But I still have to report it to my boss and then I'll confirm it with you.

Seller: Thank you. We'll be waiting for your confirmation.

### 3.2 Making an offer—candles

**Mr. Wang, a Chinese candle manufacturer, is talking about prices with a US customer, Mr. Taylor.**

**A  Listen to the conversation and choose the right answer to each question.**

#### **Script**

Wang: Nice to meet you again, Mr. Taylor. It's almost twenty years since we first supplied you with our products in 2000. To our regret, for one reason or another, business between us has failed to develop. I hope we'll succeed in concluding some business this time.

Taylor: As we've repeatedly stated, the US does business on the basis of equality, mutual benefit and exchange of needed goods. If these principles are adhered to, I'm certain that mutually beneficial business will result.

Wang: May we hear your comments on our products?

Taylor: We find the quality of your samples well up to standard and suitable for our

requirements. So business depends very much on your prices.

Wang: Taking everything into consideration, you'll find that our prices compare favorably with the quotations you can get elsewhere.

Taylor: I'm not sure of that. Before coming to the discussion of price, may I point out that we would like to have you quote us on an FOB basis?

Wang: I don't quite understand. For bulk goods such as candles, it's the sellers who arrange the shipping space.

Taylor: Well, we prefer to have the US National Chartering Corporation take care of the shipping. It doesn't make a difference to you, does it?

Wang: Well, it does make a slight difference, but we'll do as you request. I have here our price sheet on an FOB basis. The prices are given without engagement.

Taylor: I can tell you at a glance that your prices are much too high.

Wang: I'm surprised to hear you say so. You know that the cost of production has been skyrocketing in recent years.

Taylor: We only ask that your prices be comparable to others. That's reasonable, isn't it?

Wang: But first, you'll have to give me an idea of the quantity you wish to order from us, so that we may adjust our prices accordingly.

Taylor: The size of our order depends greatly on the prices. Let's settle that matter first.

Wang: Well, as I've said, if your order is large enough, we're ready to reduce our prices by 2 percent.

Taylor: When I say your prices are much too high, I don't mean they are higher merely by 2 or 3 percent.

Wang: If the difference is this big, I'm afraid we'll not be able to make the deal. Can you give me your counter offer?

Taylor: Well, in our buying offer we'd like to ask for 10% off your price.


Wang: Impossible. Frankly speaking, your counter-offer cannot even cover our production cost. 5% off is our rock-bottom price.

Taylor: I think you are as well-informed as I am about the market for candles. It's unnecessary for me to point out that supply exceeds demand at present and that this situation is apt to continue for a long time yet. May I suggest that you call your home office and see what they have to say?

Wang: Very well, I will.

## Answers

1) C 2) D 3) B 4) A 5) B

**B**  Listen to the conversation again and decide whether each of the following statements is true or false with a tick (√).

## Answers

1) F 2) T 3) F 4) F 5) T 6) F

### 3.3 Making an offer—camping goods

An Australian camping goods distributor, Mr. Teeger, is talking about prices with a Chinese exporter, Mr. Yang.

**A**  Listen to the conversation and choose the right answer for each question.

## Script

Mr. Teeger: My company really likes the variety and quality of your camping goods.

Mr. Yang: Thank you. I'm quite certain that we can satisfy your customers. We've had great success in exporting our products to America, for example.

Mr. Teeger: I'm ready to place an order as soon as we negotiate the final prices.

Mr. Yang: We'd be only too pleased to do business with you. What items are you interested in?

Mr. Teeger: I'm thinking of ordering the tent model we discussed. I'm also interested in your aluminum camping stove. What prices do you offer on those two items?

Mr. Yang: The tents go for \$63.00 each, and the stoves are \$20.50, wholesale.

Mr. Teeger: Are those prices CIF or FOB?

Mr. Yang: All prices are FOB.

Mr. Teeger: I don't think the price on that tent is workable for us. It will be rather difficult for us to push any sales if we place an order at this price.

Mr. Yang: This is our rock-bottom price, I'm afraid we can't go any lower. We do have a similar tent which uses high-impact plastic poles instead of aluminum. It's considerably cheaper—at \$45.00.

Mr. Teeger: That sounds like a possibility. Of course, I'll have to inspect the tent before placing an order.

Mr. Yang: No problem. You can see it right here at our showroom.

Mr. Teeger: How do you pack the goods?

Mr. Yang: The tents come in individual carrying cases, wrapped in plastic, in lots of one dozen.

Mr. Teeger: I think we'd need 10 gross.

Mr. Yang: Fine. We do request all our overseas customers to do one thing.

Mr. Teeger: What's that?

Mr. Yang: We'd like to ask you to establish a local letter of credit in our favor.

Mr. Teeger: My company can easily do that. Let's have a look at the tent. Then I'll let you know as soon as a letter of credit is arranged.

### Answers

1) C 2) B 3) A

**B**  Listen to the conversation again and answer the following questions.

### Answers

- 1) Because the other similar tent is made of high-impact plastic poles instead of aluminum ones.
- 2) Mr. Yang wants all his overseas customers to establish a local letter of credit in his favor.

### 3.4 Accepting an offer—canned meat

Price is one of the most sensitive factors in the negotiation of business. The following is a talk between Mr. Brown and Mr. Wu about the price of luncheon meat.



**Listen to the conversation and answer the questions.**

**Script**

- Brown: Well, Mr. Wu, we've done canned meat business for many years, yet this is my first trip here. But I've heard quite a lot about your firm from my colleague, Mr. Smith. He has been to the Fair the last two years. By the way, Mr. Smith asked me to convey his best regards to you.
- Wu: It's very kind of him to remember me. Please give Mr. Smith my best wishes when you are back home.
- Brown: I'll certainly do that.
- Wu: Now, how is your business going?
- Brown: Not bad, I should say.
- Wu: You've done pretty well these years. We've contracted with each other in a wide range of canned meat. Mr. Smith got a pile of contracts at the last Fair.
- Brown: I'm certainly with you in principle, but I have to say that the volume of business does not always mean a corresponding margin of profit. You see, most of your canned meat is still new to our market. A lot of money has to be spent on advertising in order to push the sales.
- Wu: Advertising is necessary as a means of telling the customers about the goods and services that are offered. But once your people begin to know our goods, it's quite easy to keep the ball rolling.
- Brown: Yes, but the thing is to start the ball rolling. Now, Mr. Wu, at the last Fair, Mr. Smith placed a trial order with you for 400 cases of pork luncheon meat. I'm prepared to order a much larger quantity. And for an attractive order, you will no doubt give me a lower price.
- Wu: A lower price? You don't really mean to say so, do you? In fact, when I fixed the price with Mr. Smith last time, I told him repeatedly that it was for the trial order only, just to help you to get a start. That's an exceptional case. We can't close any more business on the same basis, to say nothing of making reduction.
- Brown: Then what is the lowest price?
- Wu: \$280 per case.
- Brown: It's too high for us to accept. You know, the order is for a much larger quantity.



Han: May I ask what's your idea of a much larger quantity?

Brown: Say, 3,000 cases.

Wu: You can hardly call it a large quantity, can you?

Brown: Perhaps not, but it still is an order of some size. I hope you will leave us some margin to cover the advertising expenses. Mr. Wu, you certainly appreciate the painstaking efforts we have made in pushing the sale of your canned meat in our market.

Wu: Then what's your idea of price?

Brown: The best price we can do is \$260 per case.

Wu: I'm afraid that's quite impossible. You can't expect us to reduce the price to that extent, just for the purpose of supporting your efforts.

Brown: I think you are well informed about the market for luncheon meat. Some Dutch firms are offering the same at much lower prices.

Wu: Price can't be taken separately from quality. A comparison of the quality of our products with that of rivals' goods will show you that ours is far more superior. It's the excellent quality that makes it worth the difference in price.

Brown: I agree that yours are of better quality. But your price is still on the high side even we take quality into consideration. How about meeting each other half-way with the price gap?

Wu: The gap is too wide to be filled. The largest cut we can offer is 5%.

Brown: So you really don't see your way to get it down a bit?

Wu: No. I'm sorry. This is our rock-bottom price and it is in fact more advantageous than others. I'm sure the goods will be readily saleable in your market at such a price. If you find it unworkable, we have no other choice but to call the deal off.

Brown: It seems there is nothing I can do but take you up. Mr. Wu, would you ship the goods from October to December in equal monthly quantities?

Wu: That can be managed.

Brown: So all the other terms will be the same as those for the last contract?

Wu: Yes, if you have nothing new to bring up, we'll work out the contract.

Brown: All right. Just give me a ring any time when it is ready. I'll come over to sign it.

## Answers

- 1) \$280
- 2) \$260
- 3) To cover the advertising expenses.

### 3.5 Rearranging and role-play



**Mr. Levine, a businessman from Los Angeles, is in China to buy some silk shirts. Mr. Meng, who works for Suzhou Foreign Trade Corporation, is the person to receive him. They are now talking about the price terms for silk shirts. The following conversation is out of order. Try to rearrange it with your partner and make a role-play based on the conversation.**

#### Answer

Mr. Levine: Good morning, Mr. Meng.

Mr. Meng: Good morning, Mr. Levine. Since we have agreed on other terms, I think it's better for us to have a talk on price terms because it is one of the key points in our dealing.

Mr. Levine: That's right. You quoted your price of \$120 per dozen CIF Los Angeles, right?

Mr. Meng: Yes. Do you think it's reasonable?

Mr. Levine: No, I'm afraid your price is on the high side. I have here an offer from Hangzhou at a much lower price.

Mr. Meng: Our price is a little high, but the quality of our products is better. What price are you looking for?

Mr. Levine: Maybe \$100 per dozen is acceptable.

Mr. Meng: Sorry. We can't negotiate business on this basis. \$100 per dozen can barely cover our production cost. You should recognize the fact that the price of raw materials is increasing, and labor costs are increasing as well.

Mr. Levine: Ok, let me see... Considering the real quality of your shirts, how about \$110 per dozen?

Mr. Meng: Good, let's call it a deal.

Mr. Levine: Cheers!

# Unit 10

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## Negotiating Prices

### *Aims*

In this unit we will talk about

- preparing for the negotiation;
- face-to-face bargaining; and
- negotiating tactics.

### 1 Starting up

Omitted.

### 2 Preparing for the negotiation

#### 2.1 Basic terms



Listen to the following short passage and fill in the blanks with the exact words you hear.


#### Script and answers

Negotiations must be prepared **beforehand**. If the company that is buying knows that there are alternative suppliers, then that information puts the buyer in a strong **bargaining** position. Similarly, if the seller knows that the buyer has few or no alternatives, then the seller is at a

distinct advantage. Following some sort of **set** plan helps greatly in negotiating. The negotiation plan functions as the **guideline** for the negotiators, thus whether it is complete can be critical to a team's success. The plan aims to meet the objectives set within a **negotiable** range. It should be kept simple, clear and **flexible**. Generally, a negotiation plan consists of the negotiating **objective**, acceptable term (the acceptable approximate rate for each term), time period, negotiating **team**, the order of negotiating items, **channel** of communication (the way one interacts with or manages people), location of the meeting, negotiation **strategy**, etc.

## 2.2 Negotiation plan

**You are going to hear a simple plan drawn up by the representative of a company who is about to enter into a negotiation with the office landlord. The building owner is proposing a 20% rental increase on all office units, which the company is not prepared to pay.**


**A  This negotiation plan consists of six elements as follows, but they are not in the same order as what you'll hear in the record. Listen and rearrange them.**

### Script

1. Hold the negotiation in the company's office.
2. Face-to-face negotiation is recommended.
3. The company wants to stay if at all possible, that is, they do not wish to move if they have the choice.
4. The maximum increase (the exit point) it will accept is 12%, it being significantly more than the current average rate of increase of between 7%~9%.
5. It will enter into the negotiation by asking the landlord to justify the reason for such a large increase, and then it will present all the hard data why it thinks the landlord should reduce rental instead of raising it!
6. The company organizes a team of three including one chief negotiator, one financial expert and one legal specialist.


### Answers

3, 6, 5, 2, 1, 4

**B**  Now listen to the negotiation plan again and decide whether each of the following statements is true or false with a tick (✓).

**Answers**


1) T 2) T 3) F 4) F

**C**  **Role-play:** You work for a publishing company which wants to buy some color-printing machines from a foreign exporter. Your company prepares for a negotiation with the exporter for the price. Discuss within your group and make a negotiation plan according to the information in the following table and the language focus.

Omitted.

### 3 Face-to-face bargaining

#### 3.1

**A**  Listen to the following dialogues and fill in the blanks with the exact words you hear.

**Scripts and answers**

- 1) A: The cost is a little high.  
B: Hmm. What do you think is a fair price?  
A: We can **discount 10%**.  
B: That sounds fair.
- 2) A: We didn't expect the price to be so high.  
B: What's your proposal?  
A: **A reduction of 5%**.  
B: I'm afraid that's impossible.
- 3) A: Your price is rather high. I'm afraid it's **unacceptable**.

B: It compares **favorably** with our competitors.

A: Is there any room to negotiate on this price?

B: We can offer you **a discount of 5% on 100 units**.

4) A: It's \$74 per unit.

B: I'm afraid both of us need to make a **compromise**. What do you think?

A: For our **long-term interest**, we'll reduce the price to \$72 per unit.

B: Well, this will be **acceptable**. That's a deal.

5) A: I think your price is **on the high side**. Is there any room to negotiate on the price?

B: Well, our price is based on **reasonable profit**, not on wild speculation. I'm afraid there is little **flexibility** for this price.

A: I appreciate the good quality of your products, but the **price gap** shouldn't be as big as 10%. To be honest, if you insist on your original price, there is no point in further discussion.

B: Let's meet each other **half way** and each makes a **concession**.



**B** Discuss the following question with your partner according to the above dialogues.

Omitted.

### 3.2

**Mr. Johnson, a businessman from England, is negotiating about prices with Mr. Wu, a Chinese manufacturer of in-line skates.**



**A** Listen to the first part of the negotiation and choose the right answer to each of the following questions.

### Script

Johnson: These in-line skates do look nice, but their prices are much too high. I'd like to hear what you have to say about your prices and discounts, Mr. Wu.

Wu: The tag price of these in-line skates is \$50 a pair, but I'll make it \$45 for you. What do you think, Mr. Johnson?

Johnson: That's much more than I was prepared to pay.

Wu: How about \$43?

Johnson: I offer you \$30 a pair.


Wu: That's too little. Well, I'll come down to \$40.

Johnson: All right. To meet you half way I go up to \$35, but not a penny more. Is that acceptable?

Wu: OK, it's agreed.

### Answers

1) B 2) D 3) C

**B**  Listen to the second part of the negotiation. Complete the chart of negotiation between Mr. Johnson and Mr. Wu with sentences from a) to f) on the right.

### Script

Johnson: That leads us to the question of discounts. What discount would you offer on an order of say one thousand pairs?

Wu: For an order of that size, Mr. Johnson, I can give you a discount of 10%.

Johnson: Ten percent! I hope you realize I must have a larger discount than what you've offered.

Wu: Well, if you commit to buy 2,000 pairs then I could consider a larger discount.

Johnson: How much larger?

Wu: If you order 2,000 pairs I can offer you a 20% discount.

Johnson: Ten percent, twenty percent. I'm getting tired of this. You are playing games. I'm looking for a much larger discount. I'm ordering in large quantities and I operate on small margins, you see?

Wu: If you want a big discount then you must make the order a large one.

Johnson: We are going in circles. Isn't an order of 2,000 pairs large enough? Unless you make a concession we're getting nowhere.

Wu: Mr. Johnson, don't let us get stuck over the question of price. We can meet each other half way: you increase your order to 2,500 pairs and I increase the discount to 25%. Is that agreeable?

Johnson: Well, I suppose so.

### Answers

1) c 2) f 3) e 4) a 5) d 6) b

### 3.3

**A Chinese importer, Mr. Jiang, is negotiating about prices with an American refrigerator manufacturer, Thomas.**

**A  Listen to the dialogue and choose the right answer to each of the following questions.**

### Script

Thomas: How do you like our price, Mr. Jiang?

Jiang: I think it's rather on the high side.

Thomas: I should say that our price is reasonable. As you know, our products enjoy a high reputation and are always popular abroad. Comparing with the price of the other companies, I think our price is the most competitive.

Jiang: No, Thomas. You know now in China large quantities of homemade refrigerators have appeared on the local market in recent years. Their quality is good, but their price is much lower. If we import your refrigerators at your price, I'm sure few customers will buy them.

Thomas: Our price might be higher than your homemade refrigerators, but our refrigerators are of better quality.

Jiang: Now more and more customers like to use homemade refrigerators because of its low price and good quality, and if you don't want to lose the market in China, I think you'd better reduce your price by at least 5%.

Thomas: To be frank with you, Mr. Jiang, if we cut the price by 5%, it can barely cover our production cost. I should say a cut of 3% would be more realistic.

Jiang: That leaves a gap of 2%. Our purpose is to do business on the basis of equality and mutual benefit, so I suggest we meet each other halfway.

Thomas: All right. In order to conclude the transaction, let's meet halfway.



**Answers**

1) C 2) B 3) A


**B**  Now listen to the dialogue again and answer the following questions.

**Answers**

- 1) Now in China large quantities of homemade refrigerators have appeared on the local market in recent years. Their quality is good, but their price is much lower.
- 2) Because Thomas thinks it can barely cover their production cost.

**3.4**

**Mr. Scott, a food importer from the US, is negotiating with Mr. Wang, an exporter of farm products.**

**A**  Listen to the dialogue and answer the following questions.

**Script**

Mr. Scott: Your offer for walnut meat at \$400 per metric ton FOB Sydney is on the high side. Actually your price has gone up by 20% over the last year. Such an increase is uncommon in the international market. It'll create a lot of difficulties for us in selling the product.

Mr. Wang: I agree that we have increased our price by a large margin. But you must be aware that the price of walnut meat has been increasing since last year. It is fixed according to the upward trend in international market price.

Mr. Scott: But your price is much higher than the market price. Thailand gives us a much lower price.

Mr. Wang: The quality of this kind of walnut is much better. I can quote you on walnut of lower quality and the price will definitely be lower. Our price varies according to the quality.

Mr. Scott: What I mean is that your price is higher than that of the same quality. It will be

hard for us to persuade our clients to accept such a price. If you insist on your price, I'll have no choice but to switch to purchasing from other suppliers. You'll stand no chance if you don't bring your price in line with the world market.

Mr. Wang: Well, what are you looking for then?

Mr. Scott: I'm afraid you'll have to make a reduction of 10%.

Mr. Wang: Your counter-offer is way out of my reach. Frankly speaking, even though you are a regular customer, we could hardly accept an offer at such a price.

Mr. Scott: We make this counter-offer based on the offers by other suppliers. Well, we are moving round and round in circles here. What we need is some sort of concession. What would you say if I placed a substantial order, say 20,000 metric tons?

Mr. Wang: Such an order would be large enough for us to offer a 3% discount. If you could place an order of 50,000 metric tons, we would be happy to give you a 5% discount. This is the best I can do. I really can't reduce my price much since it will leave us with too small a margin.

Mr. Scott: You certainly have a way of talking me into it. Originally, we were thinking of importing 20,000 metric tons only, but considering the good quality of your walnuts and your price reduction, we'll import another 30,000 metric tons. Let's call it a deal, shall we?

Mr. Wang: All right then! Glad to hear it.

### Answers

- 1) Walnut meat.
- 2) \$400 per metric ton FOB Sydney.
- 3) A reduction of 10%.
- 4) 50,000 metric tons.
- 5) 5%.




**B** Make up a dialogue according to the following situation.

Omitted.

### 3.5

**Ms. Green, an importer from Canada, is bargaining with Mr. Li, a representative from a**

**famous computer company of China.**

**A  Listen to their negotiation twice and complete the following charts of Discount and Price (divided into three phases). For the chart of Price, you are also required to underline the phase/ phases in which Ms. Green and Mr. Li make concessions.**

**Script**

- Li: Ms. Green, if you order 1,000 sets this time for each of the two products, we are ready to reduce our price by 2% to 3%.
- Green: When I say your prices are much too high, Mr. Li, I don't mean yours are higher only 2% or 3%, yours are at least 10% to 15% higher according to our market research. By the way, our order is large enough, the number of the desktops and laptops combined has well exceeded 1,000 sets.
- Li: Then you mean we are to reduce at least 10%, right? If we do so, we are going to lose our capital.
- Green: The unit price of your computer for desktop is \$100 higher than that of Korea's, for the laptops \$150. It is hard for us to accept the prices.
- Li: Then what you mean is that we will have to make a reduction of \$100 in our unit price of desktops, and \$150 in laptops respectively, right? That's almost impossible, on our part.
- Green: To be frank with you, Mr. Li, we can get a better offer from other suppliers. We don't really want our efforts to have a zero-sum end. Just let's try to see what we can possibly do to meet each other halfway.
- Li: In order to get the business and promote sales volume in overseas market, our suggestion is we can reduce \$50 on desktops, \$75 on laptops. This is our rock bottom price, we can't afford to make more reductions.
- Green: For the sake of business, I can accept the prices of your desktops, though I know there is a gap of \$50 in the unit price of them in comparison with that of other suppliers, no more bargain for me on that item. You said that you can reduce \$75 in the unit price of laptops. Let's meet each other halfway, say \$90 for laptops. In this way, both sides make concessions, as expected, so the gaps will be closed, and business will be done.
- Li: Ms. Green, you are quite handy and experienced in bargaining, you do have your own

way of talking to people, me as well into agreeing with your prices. For the business and friendship as well, I accept your prices.

Green: I'm very glad we've come to an agreement on prices, so business will be closed at this price for sure.

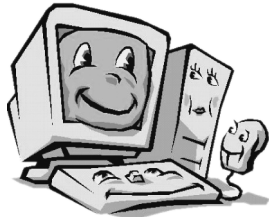
## Answers

### Discount

Li: suggested discount 2%~3% Green: **not accept** reason **Your prices are much higher than only 2% or 3%.**

Green: suggested discount 10%~15% Li: **not accept** reason **We are going to lose our capital.**

### Price



### *Phase One (compare with another competitor)*

Green: \$100 higher than that of Korea's

Li: Make a reduction? **No.**

### *Phase Two (offer rock bottom price)*

Li: suggested reduction \$50

Green: Accept? **Yes.**

### *Phase Three (bargain over one product)*

Green:

Li:

\$150 higher than that of Korea's


Make a reduction? **No.**

suggested reduction \$75

Accept? **No.**

suggested reduction \$90

Accept? **Yes.**

B  Pair work: You deal in air-conditioners. Now a customer wants to buy nine air-conditioners for his/her new offices, two of which are floor-type, four split-type, and three window-type. Their prices are listed as follows:



floor-type air-conditioner  
unit price: ¥6,500



split-type air-conditioner  
unit price: ¥4,200



window-type air-conditioner  
unit price: RMB ¥3,570

**Now talk with him/her about the deal and try hard to sell your products. As the competition for air-conditioners is very severe, your prices are negotiable. You are willing to take 6% off the listed price, but your customer wants more. You finally reach an agreement by meeting each other halfway.**

Omitted.

## 4 Negotiating tactics (策略)

### 4.1 The art and science of negotiation



**Listen to an interview to Mr. Verges, a management consultant, who is giving his opinion on the art and science of negotiation. Choose the correct answer to complete the sentences.**

#### Script

Interviewer: Mr. Verges, what would you say are the rules of negotiation?

Verges: Number one: you can't negotiate everything. I believe that negotiating is a specific task for a specific field. Being able to negotiate purchasing from hospital suppliers doesn't make you capable of negotiating the terms of a long-term loan

with banks, for example. In my experience, it takes quite a long time for a person to develop negotiating skills in a certain field because he or she has to be or become a specialist in that field. Once a person knows how to negotiate within a specific field, he or she may feel totally awkward or incapable of negotiating in other fields.

Interviewer: Rapport is also important, isn't it?

Verges: Generally you try to build up a positive feeling and a good atmosphere during the negotiations. But you have to know when to say "no" and when to be tough... and very often, the stronger party usually tries to impose itself, because it wants to earn more money.

Interviewer: To what extent do you have to put yourself in the other person's shoes when you're negotiating?

Verges: Well, it's very difficult to quantify that, but I would say, at least 50 percent. You have to understand the other person's needs, their objectives. You also need to know the status they have in the organization. How much authority do they have? What experience do they have? And so on.


Interviewer: How does negotiation change when you're dealing with somebody from a different country or culture?

Verges: I think that negotiation is smoother when both parties are of the same culture, and it's more efficient. I also think it's always necessary, in a transcultural situation, if you're from different cultures, to have somebody from the other culture as an advisor, somebody to tell you what the pros and cons or the hidden messages of the negotiation with the other culture are.

## Answers

1) C 2) B 3) C 4) B 5) B

## 4.2 Cross-cultural negotiation


A  You are going to hear a passage about negotiating differences between Chinese and Westerners. Listen and complete the following table.

### Script

The Chinese culture places a much higher value on taking time to build a business relationship before starting to bargain. It is a process-oriented negotiation. While, the outcome of negotiation in Western countries is more important than process. In this way, not understanding when to start bargaining may ruin many an otherwise positive business negotiation. Most Chinese use indirect mode of communication, while Western businessmen try to communicate in a clear, precise and explicit way, which normally brings conflicts comparing with Chinese vague and indirect communication in some transactions. Westerners want to agree on specific terms first while the Chinese want to determine the general principles and then discuss the specifics. In other words, westerners are too interested in short-term goals, such as profits, without showing enough concern for Chinese long-term interests, such as the acquisition of foreign technology and business techniques.

### Answers

Businesspeople	Orientation of the negotiation	Mode of the negotiation	Sequence of negotiating items	gains of the negotiation
Chinese	<i>process</i>	indirect, vague	determine general principles and then discuss specifics	long-term interests, such as the acquisition of foreign technology and business techniques
Westerners	outcome	clear, precise and explicit	agree on specific terms first	short-term goals, such as profits

**B**  You are going to hear another passage about negotiating customs in America, Japan and England. Listen and choose the right answer to each of the following questions.

### Script

As for the Americans, meetings will proceed after some brief, preliminary “small talk”. Usually, business is conducted at an extremely fast pace. The concept “time is money” is taken seriously in US business culture, so Americans always get to the point quickly and decisively.

Americans often know little of concepts such as “saving face” and the social niceties and formalities that are vitally important to other cultures. In general, people can be very blunt and will not hesitate to disagree with you.

For the Japanese, it’s a good policy to refrain from discussing business until the first 15 minutes of any conversation. In your dealings with Japanese business culture, remain indirect. “Saving face” is an important concept to understand. In Japanese business culture, a person’s reputation and social standing rests on this concept. When a person loses his or her composure or otherwise causes embarrassment, even unintentionally “losing face”, this can be disastrous for business negotiations.

English business people are generally interested in long-term relationships rather than quick deals. Once they decide to do business with you, the English can be blunt, direct, and probably will not hesitate to speak their minds. Humor is often an important part of business discussions in England. The English can use humor, especially irony or sarcasm, as a weapon in ridiculing an adversary or showing disagreement or even contempt.

### Answers

1) A 2) C 3) B 4) D 5) A 6) B

### 4.3 Group Work



**The picture below is about four kinds of outcomes in negotiations. Work in groups and discuss: which outcome do you prefer and why?**

Omitted.



# Unit 11

## Contract



### In this unit we will talk about

- drafting a contract;
- checking the contract; and
- signing the contract.

## 1 Starting up

Here is a sample “behavior contract” written by a teacher to urge a student to participate in P. E. class. Role-play with your partner. Complete the contract with proper acceleration (激励) and deceleration (惩罚) clauses, and then sign the contract.

This exercise aims to help students get some ideas of making a contract: negotiating with each other, writing down proper clauses to meet both parties’ needs, and signing the contract. This is a warming-up for learning the following parts. As for the blanks, the “teacher” and the “student” can fill in clauses to their mutual satisfaction or in accord with certain rules in the school or the class.

### Answers

- 1) a prize/ a gift/ a coke/ a grade/ an extra chance of P. E. test
- 2) take away 1 token/ deduct one grade/ call your parents
- 3) be sent to the principal/ be disqualified (使丧失资格) for the exams/ receive a detention

(禁闭, 留堂)

## 2 Drafting a contract

### 2.1 Suggesting a contract



Listen to the following short conversations and choose the right answer to each question you hear.

#### Scripts

##### Conversation One

A: Look, everything seems all right, Mr. Baker.

B: So I think we can make a contract now.

A: Yes, certainly. I'll put all the conditions clearly in the contract. You can just sign it and send back a duplicate to me.

B: All right, thank you. Well, Mr. Li, I must be going now.

A: It is nice to have met you again, Mr. Baker.

B: Goodbye.

#### Question:

What will Mr. Baker do?

##### Conversation Two

A: If everything is satisfactory, we can draw up a formal contract.

B: I'll look over this contract and have my president look at it.

A: When will the contract papers be ready?

B: We expect to make a formal contract by the end of this month.

A: Please feel free to ask me any questions which you may have on your mind.

B: I'll let you know if anything important happens.

A: Is it possible to conclude the contract this month?

B: Yes, I'll send you the contract note by the end of this month.

**Question:**

When will the formal contract be ready?

**Conversation Three**

A: Shall we draw up a draft of the contract, Mr. Wang?

B: Fine. About the format of our sales contract, we always use copies prepared and printed by our own company. Will that be all right, Mr. Brown?

A: I guess so. As long as you've got an English version, I have no objections.

B: Yes, we do have that. And all the content is written both in Chinese and in English; therefore, in terms of the law, they're equally authentic.

A: Thanks. Let's use your own copies then, Mr. Wang.

B: OK, that's done.


**Question:**

Which one of the following is **NOT** true?

**Answers**

1) D 2) B 3) C

**2.2 Negotiating the terms of a contract**

A  Mr. Qin and Mr. Martin are negotiating about such terms as validity, cancellation and annulment of their contract. Listen to their conversation and answer the following questions.

**Script**

Qin: Mr. Martin, we've prepared a rough draft of the contract. Please examine it as quickly as you can.

Martin: I don't have time to read the contract in detail now. Could you briefly explain its content to me, Mr. Qin?

Qin: Well, this contract is composed of two parts. The first part consists of the general conditions and the second part consists of the special conditions.

Martin: Fine. Now, how long will the contract last, Mr. Qin?

Qin: I would suggest one year.

Martin: I'm afraid that one year is too short. This contract must be valid for at least three years.

Qin: If everything's going satisfactory, Mr. Martin, it could be extended for two years.

Martin: This is something we have to consider. Let me think it over, please. It's impossible for me to give a definite answer now. I have one more question to ask.

Qin: Yes. What is it?

Martin: Is it possible to change the details of the contract after it's been made?

Qin: The contract can be cancelled by mutual agreement and with three month's notice it can be annulled.


Martin: It's quite clear. I am satisfied with the terms of this contract for the most part, but before signing it, I'd like to take it back to go over the details. Is that OK?

Qin: Yes. We'd appreciate a quick response.

Marin: I'll do my best.

### Answers

- 1) The general conditions and the special conditions.
- 2) If everything's going satisfactory, the contract could be extended for two years.
- 3) The contract can be cancelled by mutual agreement and with three month's notice it can be annulled.

**B**  **Mr. Simpson, an exporter from England, is negotiating the terms of the contract with Mr. Green, an importer from Belgium. Listen to their conversation and decide whether each of the following statements is true or false by putting a tick (✓) in the correct box.**

### Script

Green: Well, Mr. Simpson, let's continue from where we left off yesterday. At yesterday's meeting, we talked about the clauses to be covered by the contract, including formation of the contract, terms of delivery, packing and inspection, questions of payment, provision of guarantee as well as the arbitration clause. We also discussed some of the items in detail. We've covered quite a lot of things, haven't we?

Simpson: Yes, Mr. Green, it seems to me we've come quite a long way, but there's still a fair few points left over to clear up.

Green: Yes, I'd like to go over the terms of payment. Would you be agreeable to payment by irrevocable letter of credit on your London Bank?

Simpson: OK, and sixty days after delivery I'd suggest. Now what about deliveries?

Green: I've been looking into the question of having the goods sent by air. It's quick, the goods are less liable to damage than by sea and rail.

Simpson: I'm certainly with you, Mr. Green.

Green: The next point is the guarantee. We should like to have a guarantee for at least six months.

Simpson: No trouble about that. We offer a standard guarantee of twelve months in all the countries we're selling in, and I think Belgium should be no exception.

Green: So a similar guarantee would be written into our contract also?

Simpson: Certainly.

## Answers

1) F 2) T 3) F

## 2.3 Role-play



**You, a seller of garden tools from China, has got an order from your partner, a buyer from America. You two suggest drafting a contract and negotiate the terms of the contract (see in the chart below). Act out the conversation.**

Omitted.

## 3 Checking the contract

### 3.1 Stressing the terms of the contract



**A Listen to the following short conversations and choose the right answer to each question you hear.**

## Scripts

### Conversation One

- A: The contract is ready. Will you please check the particulars and see if everything is in order?
- B: Well, everything is all right. There's only one thing I should like to point out, that is, your L/C must be opened at least one month before the time of shipment; otherwise we won't be able to catch the ship.

### Question:

What's the issue pointed out about the contract?

### Conversation Two


- A: The draft of the contract is ready. Will you please check the particulars and see if there is anything to be amended?
- B: There's one point I'd like to stress. If the quantity of the goods does not conform to that stipulated in the contract, we will refuse to accept the goods.

### Question:

What's the point stressed in the conversation?

## Answers

1) B 2) D

**B**  **Mr. Lee, an exporter from China, and Mr. Alexander, an importer from Australia, are checking their sales contract. Listen to their conversation and answer the following questions.**

## Script

Lee: Now let's check the items in the sales contract, Mr. Alexander. Let's start from the name of the commodity, specifications, quantity, unit price and total amount. Do you think they're okay?

Alexander: Yes, very good, Mr. Lee. But I want to point out here that shipment should be completed before the end of June. We can't accept any delay.

Lee: Of course not.

Alexander: And the stipulations in the relevant credit should strictly conform to the terms stated in the contract in order to avoid the subsequent amendment.

Lee: All right. I'll see to it. Any other questions, Mr. Alexander?

Alexander: No, nothing more.

Lee: Then everything else is stated clearly in the sales contract and you can go through them on your own. Should there be a problem, you can contact us any time tomorrow before 5 p.m.

Alexander: Sounds good to me.

### Answers

- 1) Shipment should be completed before the end of June. We can't accept any delay.
- 2) They should strictly conform to the terms stated in the contract in order to avoid subsequent amendment.

## 3.2 Amending the terms of the contract

### A Mistaken clause



Listen to the following short conversations and choose the right answer to each question you hear.

### Scripts

#### Conversation One

A: I'm sorry, Mr. Su. I can't sign this contract the way it reads now. The price indicated on page 4, for item 7, is not what we agreed on.

B: Let's see it. Oh, yes. I see. The price should be \$27 each, not \$37 as it says here.

### Question:

What is the problem with the contract?

### Conversation Two

A: Isn't it difficult to ship the exact number of units stated in the contract?

B: Yes, but sometimes there is an allowable tolerance and the percentage usually varies from three to five percent.

#### Question:

What is the percentage for the allowable tolerance?

#### Answers

1) A 2) C

### B Missing clause (1)



**Mr. Chow, an exporter of men's pajamas from China, and Mr. White, an importer from the US, are talking about the amendment of their contract after checking. Listen to their conversation twice, decide which terms in the sample contract below should be revised and what sentence should be added (in "Other Terms") and write down your revisions.**

#### Script

Chow: Good morning, Mr. White. Here is our contract, please go through it and see if everything is in order.

White: Let me read it over and consider it. Everything seems all right except some minor points. First, the time of shipment...

Chow: The time of shipment? It is clearly stated that "Shipment is to be made in June, July, August, 2019".

White: Yes, that's right but not exact, Mr. Chow. So I'd like you to amend it to read: "shipment is to be made in three equal lots respectively in the middle of June, July, August, 2019".

Chow: Well, I'll see to it right away.

White: Thanks. And secondly, don't you think we should add a sentence here like this "If one side fails to observe the contract, the other side is entitled to cancel it, and the loss for this reason should be charged against the side breaking the contract."



Chow: That's good. I think all the terms should meet with unanimous agreement. Do you have any comment on this clause?

White: I think this clause suits us well, but the time of payment should be prolonged, three to four months.

Chow: We are accustomed to payment within two months, but for the sake of friendship, we'll fix it at three months.

White: Thank you for your friendly cooperation. No wonder everyone speaks highly of your commercial integrity.

### Answers

6. Time of Shipment: Shipment is to be made in three equal lots respectively in the middle of June, July, August, 2019.

9. Payment: Irrevocable Letter of Credit on CITI Bank within three months of delivery.

10. Other Terms: If one side fails to observe the contract, the other side is entitled to cancel it, and the loss for this reason should be charged against the side breaking the contract.

### C Missing clause (2)



**Mr. Brown, a US businessman, plans to import luncheon meat from Mr. Wu, a Chinese food producer. Mr. Wu sends the contract to the hotel for Mr. Brown to look over. They check all the terms and conditions in the contract. Listen to the conversation and answer the following questions.**

### Script

Wu: Mr. Brown, for the convenience of both of our parties, we have checked the contract once more time. There seems to be nothing wrong. Shall we sign the contract now?

Brown: Just a minute please. We have checked the clauses, too. Everything turned out satisfactory except one thing is missing.

Wu: What is it?

Brown: We don't have a "force majeure" clause included. As you know, there is no peace in the Middle East nowadays. Yet, the Suez Canal is the only route for our liners. We'd better have it included in case the execution of the contract be frustrated.

Wu: No problem. At the same time, the following words should also be added: "If one

party fails to execute the contract, the other party is entitled to cancel it.”

Brown: It's fair. Can I write them right here? There is just enough room for the new clause.

Wu: In order to save the trouble of typing, please write them there.

Brown: Now, it's ready for our signatures.

Wu: All right. Let's sign it.

### Answers

- 1) The force majeure clause is missing.
- 2) If one party fails to execute the contract, the other party is entitled to cancel it.

### D Missing clause (3)



**Mr. Michael and Mr. Williams are two businessmen that engage in international trade. They are revising the contract. Listen to the conversation and answer the following question.**

### Script

Michael: Good morning, Mr. Williams. Here's the draft of our contract. Could you please go over it and see if everything is in order?

Williams: Thank you. Mr. Michael, maybe we should add a term here. "If one party fails to observe the contract, the other will be entitled to cancel it, and the loss for that reason should be born by the side breaking the contract."

Michael: That's OK. I shouldn't have ignored it. Anything else you've noticed?

Williams: Well here, we mentioned the deferred payment for some of the items, but it has not been included in the contract.

Michael: Someone has made a mistake. I'll have my secretary take care of it right away.

Williams: OK. I think we've got everything clear now and we can sign it very soon.

Michael: Well, we have revised the contract and checked it once again. Both our parties have agreed to all the terms and conditions of it. Now shall we sign the contract?

Williams: Yes, I've been looking forward to this moment.

Michael: Each of us will sign two copies of the contract: the Chinese copy and the English one. Here they are, Mr. Williams.

Williams: After you.

Michael: Please, Mr. Williams. Please sign your name here. I'll sign it here.

Williams: Done. Congratulations.

### Answers

- 1) If one party fails to observe the contract, the other will be entitled to cancel it, and the loss for that reason should be borne by the side breaking the contract.
- 2) the deferred payment for some of the items

### 3.3 Role-play



**You and your partner, one the buyer, the other the seller, are checking your sales contract (below) in a meeting room. The buyer stresses (underlined in the contract) and amends (marked in the small boxes) some terms of the contract. Act out the conversation according to the information given in the contract.**

Omitted.

## 4 Signing the contract

### 4.1 Preparing for signing



**Listen to the following conversation and fill in the blanks with the exact words you hear.**

### Script and answers

A: Mr. Li, have you any question **as regards the contract**?

B: No. I think we have **settled all the points under discussions**.

A: Good. If some problems arise in the process of work we shall deal with them there and then.

B: Some principle points can be included into **a supplement** to the contract upon **mutual agreement**.

A: Agreed.


B: Fine. In that case we'll tell our experts and lawyers to **prepare the contract for signing**. I

don't think this purely technical work will take this much time and we can sign the contract at **8 o'clock in the evening**.

A: I believe that time will be fine for signing the contract.

B: Great.

## 4.2 Signing

A  Mr. Lee, an exporter from China, and Mr. Alexander, an importer from Australia, are signing their sales contract. Listen to their conversation, put the following eight sentences in a correct order according to what you hear, and write down your answer.

### Script

Lee: The copies of the sales contract are all here now. Please take one more look before you sign.

Alexander: Thanks. (*Going through the contract*) Looks good enough to me. Things that should be there are there. You've done a good job.

Lee: Well, then, why don't we proceed to our next item on the agenda: the signing of the contract?

Alexander: Oh, yes, of course. I've been looking forward to this moment.

Lee: After you. Please sign your name here, here and here. I'll sign it here, here and... here. Okay now, each of us has two formal copies of the contract: one in Chinese and one in English. Would you keep these two copies? We'll keep these two.


Alexander: Thank you very much. I'm so pleased that we've made this deal together and it's really nice to get to know all of you.

Lee: Yes, I have the same feeling and I'm sure my colleagues have the same feeling, too. Let me propose a toast to the success of our negotiation, and to our future cooperation, cheers!

Alexander: I'll drink to that too. Cheers!

### Answers

4), 8), 1), 6), 2), 5), 7), 3)

**B**  **Role-play:** In a meeting room, you and your partner are signing a contract that contains all you have agreed upon during your negotiations. Act out the conversation with your partner, following the clues given below.

Answer: Omitted.



# Unit 12

## Packing and Shipment

*Aims*

**In this unit we will talk about**


- basic knowledge of packing;
- basic knowledge of shipment; and
- key issues in the negotiation on packing and shipment.

### 1 Starting up

Omitted.

### 2 Packing

#### 2.1 Basic knowledge

A  You are going to hear a short passage about packing. Listen carefully and choose the right answer to each of the following questions.

#### Script

An important stage after manufacturing is packing for shipment. We usually have three types of packing including outer packing, inner packing and neutral packing. Different articles require different packing. Normally, packing charge is included in the contract price. Generally

speaking, buyers pay the charges of packing. Proper packing not only makes the final product look attractive but also saves a huge amount of money.

The primary role of packing is to contain, protect and preserve a product. Packing also refers to the process of design, evaluation, and production of packages. The packing can be done within the export company or by an outside packing company.

Packing provides many benefits to the goods to be exported. First, packing provides protection against shock, moisture and dust. Second, packing gathers small objects into one package for reason of efficiency and cost factor. For example it is better to put 1,000 pencils in one box rather than putting each pencil in separate 1,000 boxes. Third, proper and attractive packing plays an important role in encouraging a potential buyer. What's more, packing can play an important role in reducing the security risks of shipment.


### Answers

1) B 2) A 3) C 4) B 5) D

**B**  Now listen to the passage again and complete the following table.

### Answers

Types of packing	Primary role of packing
1) <b>Inner</b> packing 2) <b>Outer</b> packing 3) <b>Neutral</b> packing	To <b>contain</b> , protect and <b>preserve</b> a product.

**C**  Andrew is a newcomer in a shipping company, while Malone has worked in the company for many years. Malone is telling Andrew how to judge proper packing. Listen to the following dialogues three times and fill in the blanks with the exact words you hear.



### Script and answers

Andrew: I know that claims can be denied for insufficient packing. How do I know something is packed well enough?

Malone: There are no definitive rules on packing.

Andrew: What might be adequate packing for a relatively small package weighing less than 10 kilos?

Malone: Well, no insurance company can give a hard and fast rule because of the variance in what is shipped. You have to use your judgment, but there is one guideline I can offer. **Studies show that at some point during the average journey, goods being shipped either fall 2 metres or receive an impact that is equivalent of a 2-metre fall.** The best guideline I can give is: If whatever you ship cannot survive a 2-metre fall, it is not packed well enough.

Andrew: What if someone brings an item to be shipped that I do not think is packed well?

Malone: You have several options. **First, you can accept the shipment but refuse to insure it for anything but total loss—noting poor packing on the receipt of goods.** Secondly, you can offer to repack the goods adequately, and upon proper packing, can then offer full cargo insurance coverage. **And thirdly, you can refuse the shipment entirely because the quality of packing may well be an indication of the type of overall operation the shipper runs...slipshod and spotty.** Do you need that kind of client?

Andrew: What if my shipper demands I send the shipment?

Malone: You accept legal responsibilities once you accept goods to move on behalf of others. You accept obligations which may result in financial or even legal penalties if anything goes wrong. Understand these obligations so that you can make an informed decision on whether or not to accept the risk on a shipment if you feel is poorly packed. Is the value of the client worth it? Only you can make that determination.

### 2.2 Packing for electronic goods

**Mr. Eden is from a British company. Ms. Xu is the sales manager of a Chinese company. They are having a talk about packing.**

**A**  **Listen to the conversation and choose the right answer to each of the following questions.**

**Script**

Xu: Mr. Eden, since this is the first time you purchase from us, I'd like to hear what you say about the matter of packing.

Eden: Your tablet should be competitive not just in price, quality, but in packing as well. Because the appearance of the package that catches the eye will certainly help us push the sales. So I like the packing which is novel and attractive.

Xu: Packing also affects the reputation of our products. Actually, in order to meet the needs of the world market, we keep making improvements in our packing. Our packing now is wrapping each tablet in a transparent plastic bag first and then pack it in a beautifully-designed box. The unique design will help you promote the sale of the products.

Eden: I'm glad to hear that. Can I have a look at a model?

Xu: Very sorry. I don't have a model at hand. I'm sure that you'll find the packing beautiful and quite well-done.

Eden: Then, what about the packing for transport?

Xu: For transport, we usually use cartons.

Eden: Please take necessary precautions that the packing can protect the goods from dampness or rain.

Xu: Yes. Each carton is lined with waterproof paper, so that they can't be damaged by dampness or rain.

Eden: And you should make sure the cartons should be strong enough to stand rough handling.

Xu: Certainly. We will use metal straps to reinforce the outside.

Eden: Very good.


Xu: Do you have any other questions or demands about packing?

Eden: No, nothing else.

Xu: OK, let's call it a deal.

**Answers**

1) B 2) C 3) A 4) D


**B**  Listen to the conversation again and complete the following answers to each question.

**Answers**

- 1) What precautions does Mr. Eden put forward in the conversation?
  - A. The packing should protect the goods from **dampness or rain**.
  - B. Make sure the cartons should be **strong enough to stand rough handling**.
- 2) What measures does the company take to eliminate Mr. Eden's worries?
  - A. Each carton is **lined with waterproof paper**.
  - B. Reinforce the outside with **metal straps**.

**2.3 Packing for fragile products**

**Mr. Lyons is going to buy wineglass from Mr. Yuan's company. He is very much concerned about packing, because he knows very well that proper packing is almost as important as the quality of the product itself. He is now talking with Mr. Yuan in detail of the package for his goods.**

**A**  Listen to the conversation and choose the right answer to each of the following questions.

**Script**

Yuan: Mr. Lyons, I understand that you have some special packing requirements for your order.

Lyons: Yes. Package for wineglass needs extra care. I don't like my goods to be broken during transit.

Yuan: Certainly. We always take extra care with every shipment.

Lyons: Now, I'd like to know something about your package for such kind of goods.

Yuan: We use cartons for transit.

Lyons: Cartons? I'm afraid that won't do. The fragile goods should be wrapped in soft material and firmly packed in wooden case.

Yuan: Well, the wooden case is much heavier than a carton, and you know that the ocean

freight is by weight but not by measurement. It would cost more for you to pack the goods in wooden cases.

Lyons: I'm afraid the cartons are not strong enough for ocean transportation.

Yuan: As a matter of fact, our cartons are strong enough to stand even rough handling in transit.

Lyons: Could you explain in detail?

Yuan: Sure. We use metal angles at each corner of the carton and strengthen them with double straps outside and inside the cartons; each carton is lined with foam plastics in order to protect the goods against press. So, using this method to pack fragile goods is as safe as using wooden cases.

Lyons: Fine! We agree to use cartons for outer packing. Then what about inner packing?

Yuan: For the inner packing, we would use boxes with designs of the article itself, all ready for shelf display. When the customer sees the box, he will have a clear view of the graceful shape, as well as the color of the article packed in. So it is attractive and helpful to the sales.

Lyons: Good! I like that.

### Answers

1) C 2) A 3) B



**B** Listen to the conversation again and complete the following sentences.

### Answers


- 1) Mr. Lyon thinks that fragile goods should be **wrapped in soft material** and firmly packed in wooden case.
- 2) It would cost more for Mr. Lyon to pack the goods in wooden cases because the ocean freight is **by weight** but not **by measurement**.
- 3) Mr. Lyon worries that the cartons are not strong enough for **ocean transportation**.
- 4) Each carton is lined with foam plastics in order to **protect the goods against press**.



**C** Mr. Charles is an American businessman dealing with garments. To avoid dampness, he is trying to persuade the supplier Mr. Feng to pack the overcoats he

**ordered in wooden cases instead of cartons. Make up a dialogue about packing with your partner according to the Language Focus.**

Omitted.

**D**  **Listen to the sample dialogue and make a comparison with your own version.**

### **Script**

Charles: Mr. Feng, Can we discuss the packing now?

Feng: Sure. For transport, we usually use cartons.

Charles: As for the packing of the overcoats, we'd like to have it packed in wooden cases because in the last goods we received, there were a few items damaged by dampness.

Feng: Yes, we've noticed that. Besides, we've improved our packing this time. Although we still use cartons, we have lined them with plastic sheets from inside. Every two dozen are packed in a paper carton. In addition, we've put a "keep dry" sign on the outside. So we think cartons will be just as good.

Charles: The cartons should be strong enough to stand rough handling.

Feng: Of course. We will use metal straps to reinforce the outside.

Charles: Well, I guess that's much better. Let's still use cartons.


Feng: Do you have any other questions or demands regarding packing?

Charles: No, nothing else.

Feng: OK, let's call it a deal.

## **3 Shipment**

### **3.1 Basic knowledge**


**A**  **Listen to some sentences about shipment twice and fill in the blanks with the missing words.**

### **Script and answers**

1) To avoid possible disputes, the **date of shipment** should be stipulated as clearly as possible

in the contract.

- 2) As most goods in world trade are conveyed by **sea transport**, exporters and importers are more concerned with **transport by sea** than in other ways.
- 3) Usually, it is **cheaper** to have the goods sent by sea than by **railway**.
- 4) The most important shipping document is the **bill of lading**.
- 5) Some B/L may allow **transshipment**, which means that the cargo may be **transferred** from one ship to another at some **intermediate port**.
- 6) Some buyers don't prefer **partial shipment** in order to save money and energy for customs clearance.


**B**  **Discuss the following question with your partner.**

### Answers

When negotiating on shipment issues, we should pay attention to the date of shipment, means of shipment, and the shipping documents. Also, we should consider if partial shipment and transshipment are allowed.

### 3.2 Shipment with a fixed date

**Ms. Wei, the sales department manager of a Chinese company, is taking Mr. Nash, a businessman from Australia, to visit a factory. On the way to the factory, they talk about the shipment of the ordered goods.**

**A**  **Listen to the conversation and choose the right answer to each of the following questions.**

### Script

Nash: I'm so glad we have settled the price and payment terms for our transaction. Should we discuss the time of shipment now?

Wei: Certainly.

Nash: Could you possibly effect your shipment on 4th, July?

Wei: On 4th, July? I'm sorry to say that we can't meet your requirement. Because we are

fully engaged during this season.

Nash: Ms. Wei, I think you certainly understand that the prompt delivery is important to us.

Wei: Yes. But you know, we are doing business with customers from many other countries. And more than 5 firms have placed orders with us ahead of you. Our manufacturers are fully committed at the moment.

Nash: But could you find a way to advance the shipment somehow? You see if we place our goods on the market at a time later than the other importers, we shall lose profit.

Wei: I see your point, but we can't promise delivery earlier than October. The best we can do is to deliver the goods partially. That is, we deliver 50% on 4th, July and the balance will be shipped on 8th, October.

Nash: Thank you for your kindness. But I still hope you can ship the whole lot in July.

Wei: Mr. Nash, please trust me that we don't want to disappoint our customers, especially an old customer like you. If we had not a heavy backlog on our hands, we would surely ship your goods accordingly.

Nash: But could you make it better as we need it badly? Say, 70% will be delivered in July?

Wei: Well, we can't make a decision right now. But we'll contact our manufacturers to see if they can step up production.

Nash: Thank you very much for your cooperation. When could you give me your decision?

Wei: May I phone you tomorrow morning around 9:00?

Nash: Sure. I'll be waiting for your call.

### Answers

1) C 2) B 3) A 4) D


**B**  Listen to the conversation again and answer the following questions.

### Answers

- 1) Because if Mr. Nash places his goods on the market at a time later than the other importers, he will lose profit.
- 2) According to the conversation, one way I can get my goods ahead of schedule is partial delivery.

### 3.3 Shipment with a time in the near future

**Mr. Horton is a businessman from England. He is talking about the time of shipment with Ms. Hu, the export department manager of a Chinese company.**

**A  Listen to the conversation and choose the right answer to each of the following questions.**

#### Script

Horton: Ms. Hu, as I said at the beginning of our discussion, early shipment means a lot to us. So, is it possible for you to effect shipment during January?

Hu: Mr. Horton, I'm sorry to say that we can't advance the time of delivery.

Horton: Then when is the earliest shipment we can expect?

Hu: By the end of February, I think.

Horton: That's too late. You see, March is the season for this commodity in our market, and our customs formalities are rather complicated.

Hu: I understand.

Horton: Besides, after shipment it will be four to five weeks altogether before the goods can reach our retailers. Therefore, the goods ordered by us must be shipped before February; otherwise we won't be in time for the selling season.

Hu: But our factories are fully committed for the first half of the year. In fact, many of our clients are placing orders for delivery in the second half.

Horton: Ms. Hu, you certainly realize that the time of delivery is a matter of great importance to us. If we can't place our goods on the market on time, we shall lose out.

Hu: I understand. However, we received more orders this year, and I'm really sorry to say that we cannot advance the time of delivery.

Horton: That's too bad, but I sincerely hope you'll give our request a special consideration.

Hu: You may rest assured that the last thing we want to do is to disappoint a customer, particularly an old customer like you. But the fact remains that our manufacturers have a heavy backlog on their hands.

Horton: But can't you find some way to get around your producers for an earlier delivery?




Make a special effort, please.

Hu: All right, Mr. Horton. We'll get in touch with our producers and see what they have to say.

### Answers

1) D 2) C 3) B


**B**  Listen to the conversation again and decide whether each of the following statements is true or false by putting a tick (✓) in the correct box.

### Answers

1) F 2) T 3) F 4) F 5) F

## 3.4 Port of shipment

**Mr. Wu is the manager of the import department from a Chinese company. He is talking about the shipment issue with Ms. Monroe, one of his American suppliers.**

**A**  Listen to the conversation and choose the right answer to each of the following questions.

### Script

Wu: It has just occurred to me that there is still another possibility to ensure a prompt shipment of the goods.

Monroe: And that is...

Wu: How about making Hong Kong the port of shipment instead of New York?

Monroe: I'm afraid we can't agree to that. We concluded the business with you here in Houston, and the goods you ordered are manufactured in New York. We wish to point out that all orders accepted by us are shipped from New York or Seattle. Hong Kong is out of the question.

Wu: It's like this. There are only one or two sailings a month from New York to Guangzhou, while sailings from Hong Kong are quite frequent. If shipment were

effected from Hong Kong we could receive the goods much earlier.

Monroe: I see. You want to have your goods shipped from New York to Guangzhou via Hong Kong, where they will be transshipped. Is that the idea?

Wu: Yes, exactly, because I want these goods on our market at the earliest possible date.

Monroe: Your idea may be a good one, but the trouble is that there are risks of damage to the goods during transshipment at Hong Kong. How about shipping them from Seattle instead of New York? You may choose either one as port of shipment. It makes no difference to us. There are more sailings from Seattle than from New York.

Wu: It sounds all right to me, but I will have to think about it. I'll give you a definite answer tomorrow. If I choose Seattle, will it be possible for you to ship the goods by the end of March?


Monroe: We'll try our best. Anyway, we assure you that shipment will be made no later than the first half of April.

Wu: It's very nice to meet you, Ms. Monroe. Good-bye!

Monroe: Good-bye, Mr. Wu!


### Answers

1) A 2) C 3) B

**B**  Listen to the conversation again and complete the following sentences.

### Answers

- 1) Mr. Wu puts forward another possibility to **ensure a prompt shipment** of the goods.
- 2) Mr. Wu and Ms. Monroe **concluded** the business in Houston.
- 3) There are only **one or two** sailings a month from New York to Guangzhou, while sailings from Hong Kong are quite **frequent**.
- 4) Ms. Monroe worries that there are risks of **damage** to the goods during **transshipment** at Hong Kong.
- 5) Ms. Monroe assures that shipment will be made no later than **the first half of April**.


**C**  **Mr. Fraser from Manchester purchases 3,000 sets of club (高尔夫球杆) from China. He is now negotiating the terms of shipment with Mr. Zhou, the marketing manager of a Chinese import and export company. The following conversation is out of order. Try to rearrange it with your partner and make a role-play based on the conversation.**

### **Answers**

- 1) Fraser: Well, in that case, there is nothing more to be said.
- 2) Zhou: That's true. In fact, we want to deliver the goods as quickly as possible, so that we can get paid early. So we will try our best to advance the shipment.
- 3) Fraser: Transshipment adds to the expenses, risks of damage and may possibly delay arrival.
- 4) Zhou: For preparing the goods we need about one month, then we need to send the goods by train to the loading port, also we have to book the space of a steamer since our price term is CIF. But if you will allow us to transship at Hong Kong, it might be possible to do as what you require.
- 5) Fraser: But I don't think you need as long as four months.
- 6) Zhou: I'm afraid it's very difficult to improve any further on the time. You see, from the time we prepare the goods till we are able to load the goods on board of ship, it really takes a long time.
- 7) Fraser: Could you possibly effect shipment more promptly? It's early September now. I think you have enough time to effect shipment before late October.
- 8) Zhou: Our earliest time of shipment is December.
- 9) Fraser: Good morning, Mr. Zhou. May I know when we could expect the shipment?

## **4 Chartering an aircraft**

**Mr. Simpson, a businessman, is talking with Mr. Hoffman, an employer from Capital Cargo.**

 **Listen to the following dialogue three times and fill in the blanks with the exact words you hear.**

### Script and answers

Mr. Simpson: I'd like to know something about chartering an aircraft. Can you help me?

Mr. Hoffman: I'd be happy.

Mr. Simpson: Can a charter aircraft deliver my product to its destination at the exact time I need it?

Mr. Hoffman: Of course. Chartering an aircraft allows you to set your own schedule and ensure that the delivery is guaranteed.

Mr. Simpson: Is it very expensive to charter an aircraft?

Mr. Hoffman: **If special parts are required to keep a plant or line from shutting down, you need to consider the cost of having to stop production versus the cost of using a charter flight to keep the line or plant in production. I would say it's cost effective.**

Mr. Simpson: What if I have too much cargo, and I need more than one flight?

Mr. Hoffman: You are in control of when you need the flight and how much cargo to send. We customise each flight to your needs, not ours.

Mr. Simpson: But I don't know what paper work is needed to move this cargo.

Mr. Hoffman: Capital Cargo will work with your shipping department or forwarder to assist in this area, or we will handle this in our service option to ensure all requirements are met.

Mr. Simpson: Can the shipment contain oversize, heavyweight, hazardous materials?

Mr. Hoffman: **A charter flight is dedicated to your cargo only. We will customise the loading to ensure all cargo is loaded for a damage free arrival.**

Mr. Simpson: I have a warehouse full of freight. What kind of aircraft do I need?

Mr. Hoffman: Use the simple formulas to determine what type of volume you have, and give us a call. If the cargo won't fit in our aircraft, we can source an aircraft that's the right size to do the job.

Mr. Simpson: Thank you very much.

Mr. Hoffman: You are welcome.

# Unit 13

## Services

*Aims*

**In this unit we will talk about**

- offering help in various fields;
- providing consulting before sales; and
- handling complaints after sales.

### 1 Starting up


Omitted.

### 2 Offering help

Jeff, a sales manager from an England company, is going to sign up a contract with a US company. Here are three scenes on his business trip.

#### 2.1 In-flight services

Jeff is taking a flight. He pushes the call button to get attention of the flight attendant.

A  Listen to the conversation and choose the right answer to each of the following questions.

### Script

Flight attendant: Yes? What can I do for you?

Jeff: It's very cold in the cabin. Is it possible to get a blanket?

Flight attendant: We're out of blankets, but here's a pillow.

Jeff: Okay, thanks. I was asleep during the meal service. Could I get a meal?

Flight attendant: We don't have any more of the Baked Chicken. We only have the Bean Salad left.

Jeff: Oh, okay, I'll take that. Could I also get a drink?

Flight attendant: What would you like?

Jeff: What do you have?

Flight attendant: The complimentary drinks are listed on our in-flight magazine. Beer, wine, and other cocktails are \$5.

Jeff: I'll have a diet soda.

Flight attendant: OK, just wait for a moment. I'll get back to you soon.

Jeff: Thank you very much.

Flight attendant: My pleasure.

### Answers

1) C 2) D 3) A

### B Role-play

**Pair work: Now you and your partner choose one topic to practice, and then change your roles to practice the other.**

Omitted.

### 2.2 Check-in and check-out services

**Jeff has to put up at a hotel because his plane was delayed and he has missed his connection.**

### A Listen to the conversation and answer the following questions.

**Script**

Receptionist: Good afternoon, welcome to Holiday Inn. Can I help you?

Jeff: Good afternoon. Yes, could you let me have one single room?

Receptionist: Have you made a reservation, sir?

Jeff: No. I have just arrived here and the plane was delayed and I have to take the next plane tomorrow.

Receptionist: Let me check. Oh, we still have single rooms available.

Jeff: I'd like a quiet one. I do wish to have a good night's sleep and hate noise at night.

Receptionist: I can assure you that the room is nice and quiet. Would you like to check in, sir?  
Please fill in the hotel registration form.

Jeff: (After having finished filling in the form) Here you are.

Receptionist: May I have a look at your passport, sir?

Jeff: Certainly, here is my passport. I've put my passport numbers in the form already.  
Do I have to pay in advance?

Receptionist: No, you don't have to pay now. Do you need any morning call if you wish to get up early tomorrow?


Jeff: No, thank you.

Receptionist: Here is the card key to your room and it's also used as the switches for your lights. Have a good night's sleep, sir.

Jeff: Thank you. Good night.

**Answers**

- 1) No. He has just arrived here and the plane was delayed and he has to take the next plane tomorrow.
- 2) He hates noise at night and he'd like a quiet room for a good sleep.
- 3) The hotel can provide morning-call service but Jeff does not need it.

**B**  Listen to the conversation again and decide whether each of the following statements is true or false by putting a tick (✓) in the correct box.

## Answers

1) F 2) T 3) F 4) F

Jeff is leaving the hotel now and he has come to reception desk to check out.

C  Listen to the conversation and fill in the blanks with the missing information.

## Script and answers

Receptionist: Good morning, sir. May I help you?

Jeff: Yes. I'm checking out now. Is this where I can **have my bill settled**?

Receptionist: Yes. Please tell me your name and your room number.

Jeff: Jeff, **Room 1219**.

Receptionist: All right. Here you are, sir. Please check it.

Jeff: I'm sorry. What is this for?

Receptionist: That's for **the drinks and phone calls** you made from your room.

Jeff: Oh, I see. Can I pay by check?


Receptionist: Sorry, sir. We don't accept **personal checks**. You can **use your credit card**.

Jeff: OK.

Receptionist: Thank you very much. Here are **your bill and receipt**. Mr. Jeff. We hope you enjoyed your stay with us here and hope you'll have a pleasant trip.

## 2.3 Room services

After few hours, Jeff arrived at the nice resort hotel in Arizona in the afternoon. Now he has some clothes to wash and asks for laundry service.

A  Listen to the conversation and answer the following questions.

## Script

Room Service: What can I do for you, sir?

Jeff: Could you send someone up for my laundry, please? Room 1201, Jeff.




- Room Service: Certainly, sir. There is a laundry form as well as a bag in your dresser's drawer. Please fill it out and a valet will be up in a few minutes.
- Jeff: Good. I'd like my overcoat dry-cleaned, and my shirts need laundering, and my suit needs to be pressed. How soon can I have my clothes back?
- Room Service: Usually it will take a day to have laundry done. We'll bring it back tomorrow afternoon. But would you like express service or same-day?
- Jeff: What is the difference in price?
- Room Service: We charge 40% more for express, but it only takes 3 hours.
- Jeff: And for same-day, will I get the dress back this evening?
- Room Service: Yes, sir. It will be made before ten o'clock.
- Jeff: Good, I need my suit for the conference tomorrow morning. Thank you.

### Answers

- 1) Jeff would like his overcoat dry-cleaned, and his shirts need laundering, and his suit needs to be pressed.
- 2) The hotel charges 40% more for express, but it only takes 3 hours.
- 3) He prefers to have it back for same-day.

**At midnight, Jeff wants a snack, so he takes a look at the room service menu and calls their number.**

**B  Listen to the telephone conversation and fill in the blanks with the exact words you hear.**

### Script


- Woman: Room service. What would you like to order?
- Jeff: Hi, I'm in room 1201 and I'd like an order of the calamari and a slice of cheesecake.
- Woman: Do you want the calamari appetizer or the entree?
- Jeff: I'd like the appetizer.
- Woman: Anything to drink?
- Jeff: A diet Coke. About how long will that take?
- Woman: It'll be about 30 minutes.

Jeff: Okay. Thanks.

### Answers

- 1) What would you like to **order**?
- 2) Do you want the calamari **appetizer** or the entree?
- 3) **Anything** to drink?
- 4) About **how long** will that take?

About half an hour later, there's a knock on Jeff's door.

C  Listen to the conversation and decide whether each of the following statements is true or false by putting a tick (✓) in the correct box.

### Script

Jeff: Who is it?

Woman: Room service...Hi, where would you like me to put the tray?

Jeff: On the desk would be fine.

Woman: The total is \$16.75.

Jeff: Oh, that's higher than I'd expected.

Woman: There's a 12% service charge for room service and there's also the usual food tax.

Jeff: Oh, I see. Can I charge it to the room?

Woman: Sure. Just fill in the total here, write down your room number, and sign at the bottom.


Jeff: Okay, there you go. Thanks.

Woman: Thank you and have a nice day.


### Answers

- 1) T 2) F 3) F 4) T 5) F

## 2.4 Do's and Don'ts in services

A  **Group work: work in a group of four and discuss the best and worst services you have got in your daily life. List five Do's and Don'ts in services, then exchange your views with other groups.**

Omitted.

**B**  Listen to a passage and fill in the blanks with the exact words you hear.

### Script

Is it just me, or is service really bad all over the place? It's bad in retail shops, on the phone, through the mail, and on the Web...

But you don't have to be part of the problem! Here are some tips to help you improve your relationships with customers through outstanding service.

First, don't ever break your promises. If you say, "I will e-mail you back with that information today," or "We will ship that out to you within 24 hours," then DO IT. Make a promise once to a customer and then break it, and they will think, "Oh, too bad, this business has poor customer service just like every other business..."

Second, don't make things overly complicated for your customers. Whatever they want and need from you, make it painfully easy and obvious for them to get it.

Third, don't let your automated systems difficult for your customers. If you're going to automate, do it right, so that customers really CAN help themselves.

Fourth, don't forget that your customers have a strong sense of fair play. You need to make sure that you always treat them fairly, first come—first served; fair pricing and shipping charges; fair policies—because if you don't treat them fairly, they will find out about it and leave you.


Finally, don't forget to say "Thank you" .Your customers will feel like you really appreciate and value them.

### Answers

Don'ts

1) Don't ever break your promises.

- 2) Don't make things overly complicated for your customers.
- 3) Don't let your automated systems difficult for your customers.
- 4) Don't forget that your customers have a strong sense of fair play.
- 5) Don't forget to say "Thank you".

**C**  Listen to another passage and fill in the blanks with the exact words you hear.

### Script

The following are the five Do's. First, do answer your emails and voice messages promptly. And also, do make the information that your customers want easily available to them.

Besides, do treat every customer like a completely precious individual. Relate to him or her as if they were the only person in the world, while you're on the phone, in chat, or writing an e-mail to them.

Then, try your best to cultivate an environment in your business where each employee takes personal responsibility for your customers. Your customers will keep coming back if they know that they can talk to Bob, or Susan, or whoever just once and get their problem fixed.

Lastly, every so often, make an outrageous, extravagant effort to serve a customer. That customer will be yours forever, and might even tell his or her friends about you.

### Answers


Do's

- 1) Do answer your e-mails and voice messages promptly.
- 2) Do make the information that your customers want easily available to them.
- 3) Do treat every customer like a completely precious individual.
- 4) Do try your best to cultivate an environment in your business where each employee takes personal responsibility for your customers.
- 5) Do make an outrageous, extravagant effort to serve a customer.

### 3 Pre-sales services

#### 3.1 Consulting

**Donna, the pre-sales representative of First Direct, a banking service company, is receiving a call from a potential customer, Ahmed Aziz.**

**A  Listen to the conversation and choose the right answer to each of the following questions.**

#### **Script**

Donna: Hello, this is First Direct, how can I help you?

Ahmed: This is Ahmed Aziz speaking. Er, I'm interested in opening an account with you, but I have a couple of questions.

Donna: What exactly would you like to know, Mr. Aziz?

Ahmed: First of all, if I bank with you, how do I pay money into my account?

Donna: Well, as you probably know, First Direct is part of the Midland Bank. That means you can pay into your First Direct account at any of their branches.

Ahmed: I see. Er...do they charge me for that?

Donna: No, that's free.

Ahmed: Ok, right. The other thing I wanted to know was, do you pay interest on current accounts?

Donna: Yes, we do. As long as your account is in credit. The interest is then calculated daily, and we add it to your account at the end of each month.

Ahmed: Uh uh.

Donna: Is there anything else you'd like to know, Mr. Aziz?

Ahmed: No, I think that's all for the time being. Thank you, I'll consider that.

Donna: Thank you for calling, Mr. Aziz. I'm glad to be of service. Goodbye.

#### **Answers**

1) B 2) A 3) D

**B**  Listen to the conversation again and fill in the blanks with the exact words you hear.

### Answers

- 1) What exactly **would you like to know**, Mr. Aziz?
- 2) Do they **charge me for that**?
- 3) As long as your account is **in credit**.
- 4) We add it to your account **at the end of each month**.
- 5) I'm glad to **be of service**. Goodbye.

### 3.2 Demonstrating

**Maria, the pre-sales manager, is demonstrating the use of Pocket Reader to a customer, Alan.**

**A**  Listen to the conversation and answer the following questions.

### Script

Maria: Excuse me, Sir, have you seen this product before?

Alan: No, I haven't.

Maria: Well, it's called the Pocket Reader. Would you like a quick demonstration to see how it works?

Alan: All right.

Maria: May I use your newspaper?

Alan: Yes, here you are.

Maria: Thank you. OK, now, first I press this little button to switch it on and then I move it across the top of the article like this... And you can read the sentences I've scanned here in the little window.

Alan: Ohh!

Maria: Now you try with the next paragraph.

Alan: Oh, yes! Very impressive. This is the kind of thing I might go for.

Maria: And it's totally reliable—we do have a no quibble return policy, but so far nobody has sent one back to us with any fault. So you won't have to worry about providing servicing.

Alan: Oh, good. I see, it mentions an interface. What does that mean?

Maria: There is a small cable which plugs into the right side of the Pocket Reader and the other end goes into the serial socket on your computer. The software is on a CD-ROM which comes in the box with the product. You can download the text to a PC in just a few seconds. Just like this... I can show you...

Alan: Mm, then how big is it?

Maria: Er... the picture in the ad is life size. The length is 16 centimeters. It'll easily fit in a pocket or small handbag. It's remarkably small.

Alan: Yes, it sounds quite good. But I bet it's not compatible with Macintosh.

Maria: Oh, but it is. You can download the software from our website.


Alan: Really!

Maria: The best thing about this product is that you can take it anywhere and read any document. It's the only product that will do this.

Alan: Yes, I'm impressed. Thank you.

### Answers

- 1) First I press this little button **to switch it on** and then I move it **across the top of the article**. And you can read the sentences I've scanned here in the little window.
- 2) You can **take it anywhere** and **read any document**.

**B**  Listen to the conversation again and decide whether each of the following statements is true or false by putting a tick (✓) in the correct box.


### Answers

- 1) T 2) F 3) T 4) F 5) T

## 4 After-sales services

### 4.1 Handling Complaints

Jenna is the receptionist at the Majestic, a five-star hotel in Shanghai, she's receiving a call from an angry customer, Steve.

**A**  **Listen to the conversation and answer the following questions.**

**Script**

Jenna (in a very languid voice): Hello. Front desk.

Steve: My room is freezing. I have tons of work to do, but I can't concentrate like this.

Jenna (no real attention): Oh... uh-huh.

Steve: Well, are you gonna do something for this?

Jenna (indifferent): I'll send someone right away, Sir.

Steve: Yes, please do that. This is very important.

Jenna: OK, anything else?

Steve: Uh... Can I get your name?


Jenna: It's Jenna.


Steve: OK, I'm going out to dinner now. It'd better heat on by the time I get back.

Jenna: Certainly, Sir.

**Answers**

- 1) The room is freezing.
- 2) By asking her name.
- 3) No, she's a little bit impatient and indifferent towards Steve's complaint.

**B**  **Pair work: Suppose one is Jenna, and the other is Steve. Try to make a better conversation to handle the complaints. Pay attention to the voice you're using.**  
Omitted.

**C**  **Now Steve is complaining again to Jenna's replacement, Sandy. Listen to the first part of the conversation, and fill in the blanks with the exact words you hear.**

**Script**

Sandy (friendly): Front desk, this is Sandy. How can I help?



- Steve: My room is freezing.  
 Sandy: Freezing? I'm terribly sorry to hear that.  
 Steve: And this is the third time I called you guys.  
 Sandy (patiently): I can see why that's frustrating.  
 Steve: That's great. But what I want to know is what you're going to do about it. I'm at the end of my rope.  
 Sandy (shows much concern): Yes, of course, sir. Can you please explain the background so that I can get a clear understanding on the problem?  
 Steve: Two hours ago, I called the front desk to get someone to turn on the heat in my room.  
 Sandy: Two hours ago, uh-huh.  
 Steve: I spoke to someone, Jenna.  
 Sandy: En... Jenna, I see.  
 Steve: And she said it would be taken care of.  
 Sandy: But it wasn't?  
 Steve: No. I came back after dinner and it's still freezing here. I've got work to do.  
 Sandy: I understand.

### Answers

- 1) Freezing? **I'm terribly sorry to hear that.**
- 2) I can see why **that's frustrating.**
- 3) Can you please explain the background so that I can **get a clear understanding** on the problem?



**D** Discuss the following questions with your partner.

Omitted.



**E** Listen to the second part of the conversation, and choose the right answer to each of the following questions.

## Script

Steve: I have a meeting with a very important client tomorrow, but it's so cold. I can't concentrate.

Sandy: Yes, I can totally see what you mean. Can I repeat the problem to make sure I understand it correctly?

Steve: OK.

Sandy: So, two hours ago, you called the front desk to say that your room was too cold.

Steve: Freezing!

Sandy: Freezing. And you spoke to Jenna, who said she would have someone take care of it, but nobody ever did.

Steve: No.

Sandy: That's terrible. What I can provide is to ensure that the problem is solved to your satisfaction.

Steve: I just need a warm room, NOW!

Sandy: Oh, I have a couple of suggestions. One, we can upgrade you immediately to a suite. Let me see... there's one on the floor right above you. Or, two, I can have a heater to place in your room while we send someone to fix the problem.

Steve: I think I prefer the first solution. You have no idea how painful it is.

Sandy: Yes, I...I'm sorry, sir. It must be hard to concentrate. Would it help if I send a butler with your key to help you move your things?

Steve: Alright. That'll be a step in the right direction.

Sandy: And... I'll have room service up with her complimentary hot beverage to help warm you up.

Steve: That would be nice, I suppose.

Sandy: What would you like?

Steve: I'd like a cup of green tea.

Sandy: OK. Are you satisfied with the solution?

Steve: Yes. I think that would be fine. Just let's try to move quickly, OK? I can't wait another two hours.

Sandy: Yes, of course, sir. The butler on your floor will be right over. I'll check back with you in 30 minutes in your new room to make sure everything is to your satisfaction.

Steve: That would be good.

Sandy: And again, thank you for bringing this matter to our attention and giving us the opportunity to provide better services to you during your stay at the Majestic.

Steve: Thanks, Sandy.

Sandy: You're welcome, sir.

### Answers

1) B 2) B 2) A


**F**  Listen to the second part of the conversation again, and fill in the blanks with the exact words you hear.

### Answers

- 1) What I can provide is to **ensure** that the problem is solved **to your satisfaction**.
- 2) Would it help if I send a **butler** with your key to help you move your things?
- 3) I'll check back with you in **30 minutes** in your new room to make sure everything is to your satisfaction.
- 4) Thank you for bringing this matter to **our attention** and giving us the opportunity to provide **better services** to you during your stay at the Majestic.

## 4.2 Handling Claims

**Mr. Zhang with Guangzhou Development Corporation is calling Mr. Smith with an American company to lodge a claim for the poor quality of the imported cosmetics.**

**A**  Listen to the conversation and decide whether each of the following statements is true or false by putting a tick (✓) in the correct box.

### Script

Smith: John Smith here.

Zhang: Hello, Mr. Smith. This is Zhang speaking.

Smith: How are you doing, Mr. Zhang?

Zhang: Fine, thank you. Mr. Smith, if you don't mind, I'll get straight down to the actual

business.

Smith: Perfectly OK with me.

Zhang: I'm calling to explain the poor quality of the cosmetics.

Smith: What's the exact problem with it?

Zhang: We think your products are of inferior quality. These days we've received a lot of complaints from customers about the goods we imported from you. According to them, the effects and functions of the goods are exaggerated. What's worse is some customers are allergic to the skin-care whitening cosmetics. In such a case, we've decided to ask for a claim on you for the amount of \$500,000.

Smith: We hope you can provide convincing evidence for the claim.

Zhang: The certificate issued by the Guangzhou Commodity Inspection Bureau shows that the cosmetics are of such inferior quality that they are unfit for human skin.

Smith: What kind of organization is the Guangzhou Commodity Inspection Bureau?

Zhang: It's an authoritative organization in commodity inspection, whose testimony is absolutely reliable.

Smith: We still doubt its authoritativeness. Could you send back some of the cosmetics to us for analysis?

Zhang: OK, no problem. By the way, who'll be responsible for the expense?

Smith: I think your side will. We hope we can settle this issue amicably. If we are responsible for it, we'll compensate your loss. But a claim for the amount of \$500,000 is a little unjustified.

Zhang: If we cannot handle this matter through friendly negotiation, let's go through arbitration.

Smith: Maybe you're right.

### Answers

1) F 2) F 3) T 4) F 5) T



**B** Listen to the conversation again and fill in the blanks with the exact words you hear.

### Answers

1) What's worse is some customers are allergic to the skin-care whitening **cosmetics**.

- 2) We hope you can provide **convincing evidence** for the claim.
- 3) It's an authoritative organization in **commodity inspection**.
- 4) If we are responsible for it, we'll **compensate** your loss. But a claim for the amount of \$500,000 is a little unjustified.
- 5) If we cannot handle this matter through friendly **negotiation**, let's go through arbitration.

**C**  **Role-play**

**Pair work: Now you and your partner choose one topic to practice, and then change your roles to practice the other.**

Omitted.



# Unit 14

## Human Resources Management

### *Aims*

**In this unit we will talk about**

- training new employees;
- building team spirit; and
- evaluating performance.

### 1 Starting up

Omitted.

### 2 Training new employees

#### 2.1 Job introductions

**Brian, manager of the Human Resources Department in the United States Almar Sales Company, is describing the job responsibilities to a new employee, Cook.**

**A  Listen to the conversation and complete the information in the following table.**


#### **Script**

Brian: Are you ready to have the on-the-job training?

- Cook: Yes. I cannot wait to know what kind of job I will do.
- Brian: You will be in the marketing department. As a marketing assistant, you have to look for the information of potential customers and call them. If you want to get an appointment with that company, you should report to your manager.
- Cook: I see. That seems pretty straightforward. Who do I report to?
- Brian: Your immediate supervisor is Mr. Michael Jones. We all work under him in this department. Okay, here's the employee manual. Make sure you read it.
- Cook: Great. Thanks. I guess I will have a lot of appointments.
- Brian: Good. Then it is you who need to contact those companies and try to do business with them.
- Cook: What will I do if I come into some problems?
- Brian: You can ask those experienced colleagues and consult your boss. I am sure they will be ready to help you. When the business is almost done, you need to prepare the contract.
- Cook: Will I work alone and do all the things by myself?
- Brian: Of course not alone. If it is a big deal, a lot of people will do it together. There are four people in the marketing department, so you will work with them.
- Cook: OK, thank you very much.

### Answers

Cook's department:	<b>Marketing</b>
Cook's position:	<b>Marketing assistant</b>
Cook's immediate supervisor:	<b>Michael Jones</b>

**B**  Listen to the conversation again and fill in the blanks with the exact words you hear.

### Answers

- 1) You have to look for the information of **potential customers** and call them.
- 2) If you want to get an appointment with that company, you should report to **your manager**.
- 3) You can ask those experienced **colleagues** and **consult** your boss.
- 4) If it is a **big deal**, a lot of people will do it together.




**C**  **Role-play**

**Pair work:** Now student A is the HR manager of Random Semi-conductors, an Asian chip manufacturer. B is a new employee. A is introducing B's job responsibilities. The following information may be useful for you.

Omitted.

## 2.2 Demonstrations

**Mr. Mei Dong, manager of Human Resources Department in Yihong Welding Company, Guangdong, assigns the training task to the trainer, Mr. Sam Roy.**

**A**  **Listen to the conversation and choose the right answer to each of the following questions.**

### Script


Mei: Sam, there are some new employees here. They must be trained before working. Please draft a training program.

Sam: OK. Maybe in this way, first, divide them into several groups according to their professional duty requirements: sales program, service program and working procedure demonstrations, then train them separately. How about that?

Mei: Yes, that's it. Make a schedule.

### Answers

1) C 2) A

**B**  **Sam demonstrates the working procedure to the employees. Chris is one of the new employees. Listen to the conversation and fill in the blanks with the exact words you hear.**

### Script

Sam: When you get here in the morning, warm up the machine for 3 to 5 minutes because it

needs to be heated to work well.

Chris: I got it.

Sam: Hot liquid is used in production. Remember to wear your protective gloves provided. That way you won't get burnt. Now make sure to wear the respirator at all times. There are harmful vapors in the area.

Chris: Don't worry. We'll keep that in mind.


Sam: When you remove the wrapped packs from the machine, use these tongs because they are very hot.

Chris: OK, we'll do that.


### Answers

- 1) When you get here in the morning, warm up the machine for **3 to 5** minutes because it needs to be heated to work well.
- 2) Remember to wear your **protective** gloves provided. That way you won't get **burnt**.
- 3) When you remove the wrapped packs from the **machine**, use these tongs because they are very **hot**.

### 2.3 New employee training—Is it worth the investment?

**A**  **Team work: work in two rival teams, one for training new employees, and the other against it. Try to list all the possible pros and cons of training new employees, and then defend your arguments.**

Omitted.

**B**  **Listen to a passage and decide whether each of the following statements is true or false by putting a tick (✓) in the correct box.**

### Script

Many companies provide some sort of introductory training for most of their new employees. It may take the form of an older employee assigned to show the new employee “the ropes”. Or it may be left to the HR department or the individual's new supervisor to show them where the coffee pot is and how to apply for time off. There is a measurable cost to that training, but is it

worth it? Let's look at some of the issues.

For some companies, especially those with traditionally high turnover, it can be a major expense to train new employees. If your profit per employee is less than \$1,500, it would be difficult to convince the stakeholders that training is justified. Besides, we all know it is the responsibility of the school system to train people to be workers. And it is the worker's responsibility to learn how to do a job so that they can get hired.

Not surprisingly, all the reasons not to train new employees (except cost itself) are actually reasons to do that training. If you have high turnover, training new employees will make them more productive. They will feel better about themselves and the job. They will stick around longer.

If your profit per employee is less than \$1,500 per year, you have major problems. You need to start training all your employees, not just your new employees, right away.


And if you still believe that our schools provide adequate training to make students labor-ready, you are living in a dream world. Yes, some job seekers make the effort to learn on their own the skills needed for a new job, but most get that training on the job.

Government regulations and common sense dictate some training that **MUST** be given to every new employee.

Dr. Edward Gordon in American International Assurance recommends companies make training a stand-alone function, separate from HR. He points out that companies such as Sprint, Xerox, General Electric and General Motors have opted to establish Corporate Universities, reflecting the importance they place on employee training.

### **Answers**

1) F 2) T 3) F 4) T 5) T


**C**  Listen to the passage again and fill in the blanks with the exact words you hear.

## Answers

- 1) Reasons not to train new employees:
  - A. For some companies, it can be a major **expense** to train new employees.
  - B. Besides, we all know it is the responsibility of the **school system** to train people to be workers.
  - C. And it is the **worker's** responsibility to learn how to do a job so they can get hired.
- 2) Reasons to train new employees:
  - A. If you have high turnover, training new employees will make them more **productive**.
  - B. If you have major problems, you need to start **training all** your employees, not just your new employees.
  - C. Some job seekers make the effort to learn on their own the skills needed for a new job, but most get that training **on the job**.
- 3) According to Dr.Gordon, the large companies have opted to establish **Corporate Universities**.

## 2.4 Experience teaching

**Margie, the new employee of Marketing Department, ABC Company, is asking advice to Hans, a senior trainer from Human Resource Department, in the training meeting.**

- A  Listen to the conversation and answer the following questions.

### Script

Margie: Hello, Hans. I hear that you do well on work and always get on well with others. I have a question, how did you get to the top of your profession?

Hans: That's a good question. I guess I did it with a few big "yeses" and many small "nos".

Margie: Huh?

Hans: I said yes to the big things like good professional relationships, positive goals, important commitments, things like that.

Margie: What are the "nos"?

Hans: I said no to distractions, time-wasters, even some good things that conflicted with the big yeses. And I did something else. I never said no without pulling in a yes.

Margie: What?

Hans: Whenever I had to say no—that was often enough—I said yes to something else.

Margie: Could you give me some examples?

Hans: Yes. For example, when someone asked for information I didn't have, I said, "No, I don't have it, but, yes, I can tell you where to find it."

Margie: That takes a lot of discipline, doesn't it?

Hans: No. But, yes, it requires that you mind your "ps" and your "qs", I mean your yeses and nos.

### Answers

- 1) Hans got to the top of his profession with a few big "yeses" and many small "nos".
- 2) The big things in Hans's words are like good professional relationships, positive goals, important commitments, things like that.
- 3) When Hans meets distractions, time-wasters, even some good things that conflicted with the big yeses in working, he will say "No" to them.



### B Role-play

**Pair-work:** Suppose Student A is Margie, and Student B is Hans. Margie has asked for a few days' leave because of meeting a traffic accident. She asks Hans to do her a favor, looking after matters of her business while she is away.

Omitted.

## 3 Team building

### 3.1 Team forming

**Mr. Hancock, an expert in team building, is talking with Jim, a salesman.**



**A** Listen to the conversation and choose the right answer to each of the following questions.

### Script

Mr. Hancock: Jim, we've formed a committee to take a new project. Would you be interested

in taking part?

Jim: Sure! Who's on it?

Mr. Hancock: There's Amanda and...

Jim: Amanda! I can't stand her. She's such a goody-goody. Always kissing up to everybody.

Mr. Hancock: Well, there's Dennis and Charles.

Jim: Those two. I can't even talk to them. All they did is hang out in the computer room and talk about the latest software.

Mr. Hancock: And then there's Sabina.

Jim: Sabina's been so stuck up since she got promoted. I don't like her either. I just couldn't work with all those people I don't like.

Mr. Hancock: Why not? You can work well with people you don't necessarily like personally.

Jim: How?

Mr. Hancock: Just concentrate on getting the job done and don't allow personal differences to get in the way. Being on a committee will help you do that. You might even get to like some of them.

Jim: Hmm. I doubt it. But it would be fun to be on the committee.


Mr. Hancock: Why don't you give it a try? Just be tolerant and kind. Be professional. The rest will take care of itself.

Jim: Well... OK.

Mr. Hancock: That's the spirit!

### Answers

1) D 2) B 3) A 4) C

**B**  Listen to the conversation again and fill in the blanks with the exact words you hear.

### Answers

- 1) All they did is hang out in the computer room and talk about the latest software.
- 2) Sabina's been so stuck up since she got promoted.
- 3) Just concentrate on getting the job done and don't allow personal differences to get in

the way.

- 4) Be professional. The rest will **take care of itself**.

**C**  **Role-play**

**Pair work: Now student A is Mr. White, a team leader of the Marketing Department. Student B is Jim, his team member. Mr. White is just back from a business trip and talking with Jim about building a new team for the coming project.**

Omitted.

### 3.2 Team spirit

**Mr. Hancock, an expert in team building, is interviewed by a TV host, Michael.**

**A**  **Listen to the conversation and answer the following questions.**

#### **Script**

Michael: Mr. Hancock, it is well known that you are an expert in team building, would you like to share your experience with us?

Hancock: Of course. I don't think there is a secret.

Michael: Thank you. How do you view the team spirit?

Hancock: Well... I think team spirit is the realization of ideas of overall situation, cooperation spirit and spirit of service.

Michael: I see. How do you think that the new team members are setting in?

Hancock: Very well, on the whole, I think the team is starting to get quite nicely.

Michael: So how have you been organizing things?

Hancock: Well, I've been stressing that everybody—even the new assistants—can have a real influence on our marketing strategy.

Michael: What does that mean, frankly speaking?

Hancock: We're having a weekly team meeting at which everyone has the chance to have his voice heard.

Michael: That's good if everyone gets a proper chance to voice his opinions.

Hancock: Absolutely. And the junior guys know that it's OK for them to say what they

really think.

Michael: In decision making, do you allow your team to disagree with your decisions?

Hancock: This is a key question. If team members are “yes” people and never challenge your ideas, it is time to re-evaluate the team you’ve built.

Michael: Why?


Hancock: Because as a boss, you will always be number one to be responsible for anything you have made.

Michael: Good. You’re happy then, that the team is working well together.

Hancock: Yes. The new marketing assistants are all getting along and helping each other out with problems.

### Answers

- 1) Team spirit is the realization of ideas of overall situation, cooperation spirit and spirit of service.
- 2) Because everyone in the team will be responsible for the things they have done although the boss is always the No.1 to take the responsibility.

**B**  Listen to the conversation again and decide whether each of the following statements is true or false by putting a tick (✓) in the correct box.

### Answers

- 1) T 2) F 3) F 4) T 5) T

**C**  Role-play


**Pair work:** Now student A is a HR manager, and B is an expert in team building. A finds that the company morale is very low and is consulting B’s advice. Make up a dialogue to discuss about building team spirit.

Omitted.

## 3.3 Corporate Culture

**Primeton Technologies Ltd. is a leading provider of component-oriented middleware.**



A  Listen to the introduction of its culture and fill in the blanks with the exact words you hear.

### Script

Primeton has long been conscious of corporate culture building and worked hard to maintain it. We believe that a mature culture forms the bedrock for our company progress, and could drive us to provide world-class products. Our corporate culture is based on the following core values:


First, trustworthiness. We encourage self-respect and respect for others; being honest to colleagues, customers and suppliers; fairness-driven in business; open and direct communication; not making bad remarks; establishment of feedback controls; effective delegation; keeping promise; and facing facts as it is.

Second, dedication. Having a team equipped with proven experience and expertise, we could set high standards and strive to meet and exceed them. High levels of professionalism and sense of responsibility also allow us to deliver quality product offerings and reliable performance.

Third, innovation. Innovation is our never-ending focus. We encourage our people to challenge authorities; to persistently explore new methods; to learn, to share, and to absorb new knowledge and concepts; and to be capable of adapting to the evolving environment.


### Answers

- 1) Primeton's culture is based on **trustworthiness**, **dedication** and **innovation**.
- 2) We encourage **self-respect** and respect for others.
- 3) Having a team equipped with proven **experience** and expertise, we could set high standards and strive to meet and **exceed** them.
- 4) High levels of professionalism and sense of responsibility allow us to deliver **quality** product offerings.
- 5) Innovation is our **never-ending** focus.

**B**  Listen to the passage again and decide whether each of the following statements is true or false by putting a tick (√) in the corresponding box.

**Answers**

1) T 2) T 3) F 4) F 5) T


**C**  **Group work:** Now work in a group of four. Suppose you have your own sales company. Discuss together, thinking out three words to describe your company culture and explain them to other groups.

Omitted.

## 4 Performance evaluation

### 4.1 Evaluation

Neville and Mary are in Human Resources Department, and they're discussing about the performance evaluation of the year.

**A**  Listen to the conversation and answer the following questions.

**Script**

Neville: I hate to be the bearer of bad news, but it's that time of year again. Have you got your performance evaluations finished yet?

Mary: Oh, no! Evaluations! You can tell that's not my favorite job; I haven't even started yet. When is the deadline for turning in the completed forms?

Neville: Well, you do still have three weeks. But remember the employees must sign them, too. Filling forms in is nothing—it's meeting with the employees that takes so much time.

Mary: I never know how to rate the employees' work. Of course, attendance and productivity are easy; I just look at the sales figures.

Neville: So it's the subjective criteria like team-building and colleague support that you find hard?

Mary: Exactly! Attitude... How do you rate attitude?

Neville: I suggest letting each employee fill out his or her own evaluation for those items. Then, based on their self-assessment, you can add your comments. It's a great starting point for discussion of their perceptions versus others, perceptions of their performance.

Mary: Great idea. And after all, that's the whole point of an evaluation. I almost can't wait to give it a try.

### Answers


- 1) Three weeks later.
- 2) Team-building and colleague support.

**B**  Listen to the conversation again and fill in the blanks with the exact words you hear.

### Answers

- 1) Filling forms in is nothing—it's **meeting with the employees** that takes so much time.
- 2) I never know how to **rate** the employees' work.
- 3) Of course, attendance and **productivity** are easy.
- 4) I suggest letting each employee **fill out** his or her own evaluation for those items.
- 5) Then, based on their self-assessment, you can **add your comments**.

## 4.2 Tips of effective performance appraisal

**A**  **Group work: Now work in a group of four, and discuss what is the most important when evaluating the performances of employees. Then, exchange your views with other groups.**

Omitted.

**B**  Listen to a passage and fill in the blanks with the exact words you hear.

### Script

Performance appraisal is a process whereby managers and employees regularly discuss how

individual performance objectives are being met. With that in mind, the Merit Systems Protection Board has advice for supervisors on how to conduct more effective performance appraisals.

The first piece of advice: understand the work. Many employees think their supervisor doesn't know what they do. Make sure that isn't the case with your employees. It isn't necessary to be completely knowledgeable about the employee's job. But you should be very familiar with the agency's mission and goals and how each employee fits into this scheme.


Second, communicate. Make sure employees know what is expected of them. What is important to you and what will you be evaluating when you look at an employee's performance? Communicate these requirements clearly and directly.

Third, track goals and performance. To provide credible, constructive feedback, you need to understand and measure organizational and individual performance. Is the organization meeting its goals? Have goals and priorities changed? Are employees meeting, exceeding, or falling short of their objectives? Why or why not?

Finally, communicate again. Feedback should happen on a regular basis. The employee should not be shocked when it's time to issue an annual performance rating.

### Answers

- 1) understand the work
- 2) communicate
- 3) track goals and performance
- 4) communicate again


**C**  Listen to the passage again and decide whether each of the following statements is true or false by putting a tick (✓) in the corresponding box.

### Answers

- 1) F 2) T 3) T 4) F 5) F

### 4.3 Asking for a raise

**Newman, the Human Resources Manager in Shanghai Asphalt Sales Company, is talking with Kim from Marketing Department.**

**A  Listen to the conversation and choose the right answer to each of the following questions.**

#### **Script**

Newman: So, tell me, what makes you think we should give you a raise?

Kim: I've got several good reasons. I've been here for several years, my work has proven to be good, and I've noticed that people in comparable jobs get paid more than I do.

Newman: Salaries are confidential. How do you know how much money these "other people" make?

Kim: Well, I've noticed all the new cars around here, for one thing.

Newman: Those are company cars provided to the sales staff for their business trips. Also, some employees receive sales commissions. So, good salesmen will naturally earn more.

Kim: That's understandable. Well, rather than comparing my salary with someone else's, perhaps we could talk about my job performance.

Newman: OK.

Kim: Surely you've seen the extra hours I've put in recently. If I were being paid an hourly wage, with the standard time-and-a-half for overtime, I'd be earning much more.

Newman: I see your point. However, it might be hard to get a raise approved. Profits were down last quarter, and the whole company is tightening its belt, so anything that affects the annual budget is hard to get approved.

Kim: But...

Newman: I know. I'll tell you what I'll do. I'll give you a one-time bonus for your recent hard work. And I'll try to arrange some sort of compensation for any future overtime.

Kim: That would be very good of you, Mr. Newman.

### Answers

1) C 2) A 3) D

**B**  Listen to the conversation again and answer the following questions.

### Answers

- 1) A. He's been here for several years.  
B. His work has proven to be good.  
C. People in comparable jobs get paid more than he does.
- 2) Give him a one-time bonus.


**C**  Role-play

**Pair work: Now student A is a HR manager in Adidas, and B is an employee from sales department. B is asking for a raise, and A gives response.**

Omitted.

### 4.4 Promotion

**Mr. Clare, a team leader of the Marketing Department, is just back from a fortnight holiday and is talking with his assistant, Kim, about the recent events and decisions in the company.**

**A**  Listen to the conversation and choose the right answer to each of the following questions.

### Script

Kim: Good morning, Mr.Clare. Welcome back.

Clare: Good morning.Thank you.

Kim: What a tan! Just a perfect picture of health. You must have had a very good time during the holiday.

Clare: Well, the Spanish sunshine is very pleasant and the beach is marvelous. Tell me, what's been happening in the office?

Kim: Oh, it's been really what we usually call—er, an eventful period. Several important things have happened.

Clare: Uh-huh. What are they?

Kim: First, We had a bit of a shake-up over in the Marketing Department. Hans has been replaced by Edward, and two new administrative posts have been created in the section. Hans left the company and has become Managing Director of a smaller company.

Clare: And what about Hans' assistant, David?

Kim: I was just coming to him. He resigned and now is still working for Hans, but as the Marketing Manager there.

Clare: Well, that's some news. What are the other important things?

Kim: You've got a meeting to go to next Tuesday on salary increase.

Clare: Really?

Kim: Yes. Do you think there's a possibility of an increase for me?

Clare: Well, I wouldn't like to commit myself, of course, but I think it is not likely we would be discussing your case if there wasn't quite a possibility, would we? Erm, now, anything else?

Kim: Well, last but not least, there's a bit of a surprise for you, too.

Clare: Don't tell me I've been put on a three-day week?

Kim: Not quite. You have been selected to go on an intensive training course in Athens early next year. That is to say you'll have a chance to be promoted. It is very nice, isn't it?


Clare: I've been waiting for that course since early this year. Wonderful! And if I'm promoted after attending the course, I think it will soon be your turn to be promoted.

Kim: Thank you.

### **Answers**

1) D 2) B 3) D 4) C 5) A

**Newman, the Human Resources Manager in Shanghai Asphalt Sales Company, is talking with Mr. Clare, a team leader from sales department, about his promotion.**

**B**  **Listen to the conversation and answer the following questions.**

**Script**

Clare: Good afternoon, Mr. Newman.

Newman: Good afternoon, Mr. Clare. Congratulations on your added responsibilities!

Clare: Thank you. I've heard that it was you who put me up to the position of Marketing Manager.

Newman: Yes, it's me. I think you are the right person for the position. We got feedback from other employees. You were doing very well on your job, interfacing with colleagues and customers. We decided to give you the promotion.

Clare: Thank you so much. I couldn't have done it without your help.

Newman: And at the same time you will likely get a pay raise next month. When you get your pay-check next month, check on the numbers and let me know if it's not right.

Clare: Thanks so much. The promotion and salary increase mean a lot to me.

Newman: Now with your promotion, it's a good time to set goals for next year.

Clare: That's for sure. I'm working hard on them right now.

**Answers**

- 1) Mr. Clare will get a promotion and a salary increase.
- 2) Mr. Newman thought Mr. Clare was the right person for the position. He got feedback from other employees and knew that Mr. Clare was doing very well on his job, interfacing with colleagues and customers.



# Unit 15

## Managing Conflicts

### *Aims*


**In this unit we will talk about**

- type of conflicts;
- analyzing a conflict; and
- resolving a conflict.

### 1 Starting up

Omitted.

### 2 Basic terms

A  You are going to hear a short passage about five conflict-resolving strategies. Listen carefully and match each strategy with the corresponding animals.

#### Script

A conflict management style may depend on the circumstances and people surrounding the conflict. The best way for managing conflicts is collaboration, and the purpose of collaboration is to reach agreements. It can be characterized as an “owl”. Wise owls use problem-solving behavior in which both sides meet their needs. Everyone wins; conflict is reduced or eliminated. On the contrary, competition is a strategy used to exercise power. It can be characterized as a “shark”. Sharks tend to

use force, causing the other side to give in. This creates a winner and a loser. The shark has a deep personal interest in the outcome of the conflict, but does not care much about the needs of others involved. Some people attempt to avoid conflicts like a “turtle”. Turtles withdraw to avoid the conflict situation entirely. Little attempt is made to satisfy either their personal needs or the needs of others. This strategy is called avoidance. Another strategy is called compromise, which can be characterized as a “fox”. Foxes use compromise, or bargaining behavior in which each side obtains part of what it wants. An attempt is made to find an answer in which gains and losses of both parties are equal. Well, the intent of the last strategy, accommodation, is to preserve the relationship at all costs. It can be characterized as a “teddy bear”. Teddy bears tend to smooth things over and fail to confront areas of conflict. This person probably does not have as much personal interest or stake in the conflict, but does care about the needs of others.


### Answers

competition—shark      avoidance—turtle      accommodation—teddy bear  
 compromise—fox      collaboration—owl

**B**  Listen to the passage again and complete the following sentences.

### Answers


- 1) As the best approach for managing conflicts, the objective of collaboration is to **reach agreements**. Everyone **wins**; conflict is reduced or eliminated.
- 2) On the contrary, competition is a strategy used to **exercise power**. It creates a **winner** and a **loser**.
- 3) Some people attempt to **avoid** conflict like a “turtle.” **Little attempt** is made to satisfy either their personal needs or the needs of others. This strategy is called avoidance.
- 4) Another strategy is called compromise. An attempt is made to find an answer in which **gains** and **losses** of both parties are equal.
- 5) The intent of the last strategy, accommodation, is to **preserve the relationship** at all costs.

**C**  You are going to hear five short dialogues. Listen carefully and find out which conflict-resolving strategy is used.

- 1) A: I totally disagree with what you've just said.  
B: Even though we don't agree on the details, we do agree that we want to make a contribution to the hospital. Let's move on for now.
- 2) A: What do you think about the issue?  
B: It sounds like the budget is your main concern. I'll give up my request if you agree to rearrange the storage room.
- 3) A: You never listen to me during our meetings; you obviously aren't interested in what I have to say.  
B: Can you give me an example of what I did during a staff meeting that led you to believe I wasn't listening to what you have said?
- 4) A: I agree that it is important for salesclerks to be at the store when it opens.  
B: That's an important point, Brad, so let's make sure Brian agrees. How do you feel, Brian?
- 5) A: Why? How can you do that to me?  
B: I'm getting upset and I need to cool down. We'll talk about it later.

**Answers**


- |                  |               |                |
|------------------|---------------|----------------|
| 1) accommodation | 2) compromise | 3) competition |
| 4) collaboration | 5) avoidance  |                |

**D**  Listen to the dialogues again one by one and try to find out the expressions and sentences that support your answers.

**Answers**

- 1) We do agree that we want to make a contribution to the hospital.
- 2) I'll give up my request for ... if you agree to ...
- 3) Can you give me an example of ...?
- 4) I agree that ...How do you feel, Brian?
- 5) I'm getting upset and I need to cool down. We'll talk about it later.

### 3 Types of conflicts

A  You are going to hear a short passage about two types of conflicts. Listen carefully and complete the following table.

#### Script


It is common to categorize conflicts in organizations in terms of whether they are primarily focused on people or issues. By this distinction we mean: Is this a negotiation-like conflict over competing ideas, proposals, interests, or resources; or is this a dispute-like conflict stemming from what has occurred between the parties?

Research has shown that people-focused conflicts threaten relationships, whereas issue-based conflicts enhance relationships. Therefore, in general, when we read about the benefits of “productive conflicts”, the authors are referring to issue-focused conflict.

People-focused conflicts refer to the “in your face” kind of confrontations. Accusations of harm, demands for justice, and feelings of resentment are the common markers of personal disputes. Issue-focused conflicts are more like rational negotiations. In issue-based conflicts, manager-negotiators are typically acting as agents, representing the interests of their department, function, or project. Although negotiators have conflicting priorities, in most day-to-day negotiations within an organization the negotiators recognize the need to find an amicable settlement that appears fair to all parties.

#### Answers

Focus of conflict	<u>people</u>	issues
Feature	dispute-like	<u>negotiation-like</u>
Effect on relationship	<u>threaten</u> relationship	<u>enhance</u> relationship
Common markers	accusation of harm, <u>demands for justice</u> , feelings of resentment	Negotiators are acting as agents, representing the interests of their <u>department</u> , function, or <u>project</u> .

**B**  Listen to the passage again and decide whether each of the following statements is true or false with a tick (✓).


**Answers**

1) F 2) F 3) T 4) T 5) T

## 4 Analyzing conflicts

### 4.1 The automated system

Jack and Laura are employees of a pencil manufacturing company. They are discussing about the new automated system.

**A**  Listen to the conversation and decide whether each of the following statements is true or false with a tick (✓).

**Script**

Jack: Automation will save our company money in processing suggestions.

Laura: But automation will be too expensive to install, operate and maintain.

Jack: We must be modern and efficient.

Laura: We also must consider our long-term employees and be respectful of tradition.

Jack: Anyway, I think the automated system should be installed at once.


Laura: I don't agree. We need to move slower, one step at a time.

Jack: Maybe we can talk about this issue later. Let's move to another point. We want information on suggestions fast, whenever we need it, and it should be retrieved by the people operating the suggestion system.

Laura: It should be used by the engineers who can help process the complex suggestions.

**Answers**

1) F 2) F 3) F 4) T 5) T

**B**  Listen to the conversation again and fill in the blanks with the missing information.

### Answers

Jack's opinion	Laura's opinion
Automation will save the company money in <u>processing suggestions</u> . The company must be <u>modern</u> and <u>efficient</u> .	Automation will be too expensive to <u>install</u> , operate, and <u>maintain</u> . The company should be respectful of <u>tradition</u> .

## 4.2 Budget cutting

Joe, the general manager of a sportswear company, is having a meeting with representatives from the other departments of the company.

**A**  Listen to their conversation carefully and choose the right answers to the questions you've heard.

### Script

Joe: I'm afraid we're all going to have to accept cuts in our budgets. There's no way of avoiding it.

Charles: Well, you can cut my budget if you want. Just don't expect the sort of sales I've predicted, that's all I'm saying.

Joe: Charles, we're trying to make this decision as constructive as possible.

Charles: I'm not being destructive. I'm just saying if you touch my budget, sales will go down. If that's what you want, fair enough. I agree to a cut in my budget.

Joe: What about you, Sharon?

Sharon: Well, I can see we need to share the cuts across the company, but we also have to decide what is essential and what is less important.

Charles: Well, I can't see what's more essential to the company than sales.


- Joe: Just a moment, Charles. Let's hear what Sharon has to say.
- Charles: What she said is that we have to decide what's essential and what isn't. And it's completely obvious that a cut in her training budget is less damaging than a cut in my sales budget.
- Sharon: I'm sorry, but I don't see it that way. I've got a relatively small budget, but it's a key element in the development plan.
- Charles: Sure, sure, but some of the training you organize is hardly central. I mean, assertiveness training—what's that all about?
- Joe: OK, Sharon, let's come back to your budget.
- Sharon: Before we make a decision, I'd just like to emphasize that training has been central to the positive changes we've made in the last couple of years.
- Joe: Yes, you're right of course. But I think we'd all agree that a delay in some of the training programs wouldn't necessarily be too critical to the business.
- Sharon: There may be one or two programs we could put back, but I'm not sure...
- Joe: Daniel, I'm afraid it's your turn. I'd like to look at the IT budget. Now, I know we've had a lot of investment over the last few years in this area.
- Daniel: That's true, but it's very much part of a long-term plan. The upgrading of the system was started three years ago, and we're about sixty percent of the way through. In my opinion, it would be disastrous to call a halt at this stage.
- Joe: Nobody is suggesting we should call a halt. It's more a question of rescheduling.

### Questions

1. What are they talking about?
2. Which department is **NOT** involved in the discussion?
3. According to Charles, what is more essential to the company?
4. What's Sharon's attitude towards the budget cutting plan?
5. Does Daniel agree with the idea of cutting down their budget?

### Answers

- 1) A 2) C 3) C 4) D 5) B

**B**  Now listen to the conversation again and complete the following sentences.

## Answers

- 1) Charles threatens that if **the company cuts down his budget**, sales **will go down**.
- 2) Sharon tries to balance the argument by saying that “well, I can see **we need to share the cuts across the company**, but we also have to decide **what is essential** and what is less important.”
- 3) Daniel argues that **it would be disastrous** to call a halt at the current stage.



C **Discuss the following questions with your partner.**

## Suggested answers

- 1) Whether at home or at work, an individual's needs, values and opinions are different from those of other people. When disagreements build, the conflict occurs.
- 2) The cause of the conflict in the above conversation is the interests of different departments. No department is willing to give up their own interest.

## 4.3 A new product launching

**Robert and Ethan both are leaders belonging to different teams in the Marketing Department. Now they are discussing whether the new product should be put on the market.**



A **Listen to the conversation and decide whether each of the following statements is true or false with a tick (√).**

## Script

Robert: It is my opinion that this is not a good time to put this new product on the market.

Ethan: Why not? Our market report shows that there's a demand for this product.

Robert: I think the report is incomplete. I agree the product is good, but what the report doesn't show is that the market is on the downward trend.

Ethan: A good product will sell whether the market is up or down—it creates its own market.

Robert: I don't think so. When the market slumps, there's no chance for a new product to sell in large numbers.



Ethan: But now it seems that unfavorable market conditions may get better soon.

Robert: That's only a guess. We can't take the chance.

**Answers**

1) F 2) F 3) T 4) T 5) F


**B**  Listen to the conversation again and fill in the blanks with the exact words you hear.

Rober's opinion	Ethan's opinion
Robert thinks it is <u>not a good time</u> to put this new product on the market. The market report is <u>incomplete</u> . It doesn't show that the market is <u>on the downward trend</u> .	A good product will <u>sell</u> whether the market is <u>up or down</u> . And it seems that <u>unfavorable market conditions</u> may get better soon.

## 5 Resolving conflict

### 5.1 A pertinent suggestion

Robert and Ethan are both leaders belonging to different teams in the Marketing Department. Now they are discussing the result of latest advertising campaign.

**A**  Listen to the conversation carefully and choose the right answer to each of the following questions.

**Script**

Robert: Good morning, Ethan. How are you today?

Ethan: I'm doing fine. How about you?

Robert: Great, thanks. So, what's the status of our advertising campaign?

Ethan: The company is not at all satisfied with the result of our latest campaign.

Robert: I don't think that advertising on TV would be suitable for our new product. Quite

apart from the fact that it's much too expensive.

Ethan: Yes, that's too flashy and wouldn't do for the type of product we sell. We want to project a more sedate image. Don't forget we are selling industrial equipment.

Robert: It's urgent to take some steps to put an end to the current problem. May I offer a suggestion?

Ethan: Sure, just say it.

Robert: Why don't we try commercials in the trade press? They are much cheaper and easier to produce than TV spots. And that's exactly what we need to reach our target group.

Ethan: Splendid! That's the idea. But don't you think that we need information before we can decide on a new advertising strategy? We simply don't know enough about our target group.

Robert: Definitely, a new survey is an absolute must.

Ethan: Good. So how about embarking a new survey then and make sure that the questionnaire is designed very carefully?

Robert: Oh, that's what I mean.


Ethan: Sounds like we'll have a winner on our hands! Thank you so much.

### Answers

1) C 2) D 3) A 4) B

**B**  Listen to the conversation again and fill in the blanks with the exact words you hear.


- 1) We want to project a more sedate image. Don't forget we are selling industrial equipment.
- 2) Why don't we try commercials in the trade press? They are much cheaper and easier to produce than TV spots.
- 3) We simply don't know enough about our target group.
- 4) Sounds like we'll have a winner on our hands!

**C**  Pair work: Suppose Student A is Robert, and Student B is Ethan. Try to make a better conversation to find a pertinent suggestion and the following Language Focus maybe useful for you.

Omitted.

## 5.2 A good settlement

**Betty Brown is the director of the Engineering Center, and she strongly disagrees on some issues with Peter Wilson, the manager of the Factory Control Department. Benjamin Hoover, the head of the Human Resources Department, is trying to solve the conflict between them. After explaining to them each other's views separately in privacy, Benjamin manages to get them down to cooperation again.**

**A  Listen to the conversation carefully and choose the right answer to each of the following questions.**

### Script

Benjamin: Ms. Brown and Mr. Wilson, you know, if none of you compromise, I'm afraid it will destroy the relationship between Engineering Center, Human Resources Department and Factory Control Department, and you would be responsible for the result. You can't go further without each other. In fact, if it broke, the Headquarter will no more make any efforts. I think you both don't want to face such a result, right?

Betty&Peter: No.

Betty: Maybe I was a little bit tough. I will send 3 contact persons to the factory for better communication.

Benjamin: Are they temporary or permanent? And can you make it clear to the responsibilities of the contact persons?

Betty: They will be permanent contact persons in the factory and are responsible for communication between the Center and the factory, like providing firsthand materials of our designs to the factory staff and sending requirements and troubles back to us.

Peter: OK, I can accept this and I'll make a memo for circulation accordingly. However, what about our design work?

Betty: If we transfer some project designs to you, how can you guarantee the quality?

Benjamin: I suggest that the Engineering Center perform the function of checking and

coordinating if the factory Control Department is to conduct some project independently. What do you say?

Betty: That's a good idea, but we should first define what kind of project goes to the factory. In my opinion, the project within \$2 million may go to the factory. What do you think about it?

Peter: It's worth trying. We'd better commit our ideas to paper and make them regulations.

Benjamin: Fine, we've reached some common ground. I think it's a good sign of future prosperous projects with your cooperation. Let's have a drink and go to details later.


### Answers


1) C 2) A 3) B 4) D

**B**  Now listen to the passage again and answer the following questions.

### Answers

- 1) He suggests that the Engineering Center perform the function of checking and coordinating if the factory Control Department is to conduct some project independently.
- 2) The responsibility of the contact people is to provide firsthand materials of the designs to the factory staff and sending requirements and troubles back to the Center.

**C**  Read the following dialogue with your partner, then try to modify this dialogue with the expressions in the Language Focus, so that it sounds less confrontational (对抗的).  
Omitted.

**D**  Listen to the sample dialogue and make a comparison with your own version.

### Script

A: I'm afraid your sales volume of last quarter doesn't look so good.

B: No, they could be better.

A: I'm not sure how we can do business like this.

B: Sorry, could you explain?

A: Well, we're worried about your track record. It could be better.

B: I'm surprised you should say that. Perhaps you've forgotten some of our excellent customers?

A: No, I haven't forgotten. It's just that they haven't been with you for very long.


B: I think you'll find that we have some very well-established clients. For example, we've been working with Rubber International for almost three years.

A: I'm afraid we like to see a slightly longer track record.

B: I understand, but as I'm sure you know, we've only been in business for five years!

### 5.3 The training specialist

**Coleman is a company that designs and manufactures outdoor equipment. Tim has recently joined Coleman as a training specialist. When he started, he was promised that Coleman would hire someone to help him with his work-load, but he is still doing almost everything by himself. He was also promised the opportunity to do some course design, but instead, his manager, Terry, insists on closely supervising all of Tim's work.**

**A  Listen to their conversation carefully and choose the right answer to each of the following questions.**

#### **Script**

Terry: So, Tim, I sense there might be some issues with work you are not 100 percent satisfied with, and I just want to sit down with you informally and thrash things out a little.

Tim: OK.

Terry: So I can see that you've been working really hard, and that might be an area of concern for you.

Tim: Well, yes. You know, I am the last one out of here almost every night, and I got to admit it's getting to be kind of a strain.

Terry: Uh-huh, last one out every night. Yes, that could be frustrating.

Tim: Yeah, it's not that I mind putting in the extra hour. It's ... it's just ... it seems you are a little unfair, when other people are leaving at five everyday.

Terry: Yes, that's understandable.

Tim: And it seems to me that we are pretty understaffed in the training area.

Terry: Right, I think that's a valid concern. As you know, we are working on getting someone in here.

Tim: Yes, and I know that it's just taking a little longer than usual.

Terry: That's right. But in the company one thing we might try is passing on as much admin to the trainer as possible.

Tim: Well, frankly, I'm already doing that to some extent, and I just think that there's a limit to how much it helps if you know what I mean.

Terry: Uh-huh, well, what are your views? How do you think we should deal with this?

Tim: Well, for sales trainings, for example, don't you think we could get their team to help out a little? I mean, after all, we've all got the same objective.

Terry: Yes, that might be worth a try.

Tim: Yeah, you know, that would free me up quite a bit and give me a bit more time for course planning. I think it's an area where I can make a real contribution.

Terry: Sure. OK, that's what we will do then. I'll talk to sales and IT and try to get some admin support for the next round of training, so that you can get more involved.

Tim: Sounds good.

Terry: Can you conduct the needs analysis for the IT department and give me a proposal by next Wednesday?

Tim: OK, let's get the ball rolling on this and see where we are next week.

### Answers

1) B 2) A 3) A 4) D 5) C




**B** Now listen to the conversation again and answer the following questions.

### Answers

1) According to Terry, in the company one thing they might try is passing on as much administration work to the trainer as possible.

- 2) Tim suggests that for sales trainings, they get the team of the sales department to help out a little.

**C**  **John Turner is a new department manager of the Hi-tech Funds Company. Some old employees of the company disagree with his aggressive investment approach. Robert Borden, one of the original founders of the company, is having a meeting with John bowing (屈服) to the pressure of his peers, hoping to find some basis for compromise. Make up a dialogue with your partner according to what you have learnt and the Language Focus below.**

Omitted.





# Unit 16

## Intercultural Communication

### *Aims*

#### **In this unit we will talk about**

- basic knowledge about intercultural communication;
- barriers to intercultural communication; and
- effective communication in intercultural business settings.

### 1 Starting up

What do the following gestures mean?

#### **Answers**


- A: The “V” for victory gesture, holding two fingers upright with palm and fingers faced outward, is widely used in the United States and many other countries. In England, however, it has a crude connotation when used with the palm in.
- B: The vertical horns gesture has a positive connotation associated with the University of Texas longhorn football team. This gesture has an insulting connotation in Italy, but in Brazil and Venezuela, it is a sign for good luck. This symbol has various meanings in US subcultures including serving as a satanic cult recognition sign signifying the devil’s horns. The symbol should be used only when you are sure the other person understands its intended meaning.
- C: The thumb up gesture has been widely recognized as a positive signal meaning “everything is OK” or “good going”. Although well known in North America and most of

Europe, in Australia and West Africa it is seen as a rude gesture.

D: The “OK” sign, with the thumb and forefinger joined to form a circle, is a positive gesture in the United States while in Brazil it is considered obscene. The gesture has yet another meaning in Japan—it is a symbol for money.

## 2 Basic knowledge

### 2.1 High-context and low-context culture

A  You are going to hear a short passage about two types of culture. Listen carefully and choose the right answer to each of the following questions.

#### Script

Edward T. Hall has suggested the concept of high and low context as a way of understanding different cultural orientations.


In a low-context culture, messages are explicit; words carry most of the information in communication. People in a low-context culture focus on the words rather than the character and backgrounds and values of the participants. In a high-context culture, less information is contained in the verbal part of a message, since much more information is in the context of communication, which includes the backgrounds, associations, and basic values of the communicators. Who you are—that is your values and position or place in society—is crucial in the high-context culture, such as in China or Japan.

In management, low-context culture, such as American culture, emphasizes the work itself, while high-context culture takes into consideration more human relationship besides the work itself. For example, the style of Chinese employees is quite different from that of American employees. An American manager urges his subordinates directly and seriously, while a Chinese manager beats around the bush to do so. Why does the Chinese manager behave like that? He is concerned more about human relationship and he communicates with his subordinates in a high-context style, that is, he uses some hints to remind his subordinates instead of telling him directly. That is the reason why a Chinese manager is quite

uncomfortable to work with the staff that has an overseas background.


### Answers

1) C 2) B 3) A 4) D

**B**  Listen to the passage again and decide whether each of the following statements is true or false with a tick (✓).

### Answers

1) T 2) T 3) F 4) F 5) T

**C**  Discuss the following question with your partner.


Omitted.

## 2.2 Communication practices

### Tips

Communication practices vary from culture to culture. Thus, to conduct business with those from different cultures, you must understand the communication practices of that culture.

**Mr. Polk and Ms. Chen are two experts on intercultural business communication from the US and China respectively. They are talking about different communication practices in different cultures.**

**A**  Listen to the conversation and choose the right answer to each of the following questions.

### Script

Chen: You know, different cultures put different emphasis on task and relationship-building.

Polk: Yes. People from the US often pride themselves on getting down to business quickly

and efficiently.

Chen: But in most Asian and Latin American countries, people put a premium on first developing relationships based on such non-business factors as common schools, family connections, and similar interests.

Polk: In large and established US firms, written communication also plays an important role in informing and persuading people, as well as in documenting information, positions, and decisions.

Chen: But in Japanese firms, written communication usually plays a more ceremonial and documentary role.

Polk: As far as I know, oral agreement for a proposed action is generally achieved before anything is written down. Then the written memorandum with the proposal is circulated to gain official approval from all involved.

Chen: Yes. So you wouldn't want to propose something initially in writing when working in that culture.

Polk: How about meetings? In a US business, meetings are often conducted so that people can come together to discuss a project, an issue, or an initiative. Sometimes, participants in a meeting "brainstorm" with one another, proposing ideas and then discussing their pros and cons.

Chen: In other cultures, as in Japan for example, decisions are forged behind the scenes, so that by the time a meeting is held, consensus has already been reached.

## Answers


1) B 2) D 3) A

**B**  Now listen to the conversation again and fill in the blanks.

## Answers

1) But in most Asian and Latin American countries, people put a premium on first developing relationships based on such non-business factors as common schools, family connections, and similar interests.


2) In other cultures, as in Japan for example, decisions are forged behind the scenes, so that by the time a meeting is held, consensus has already been reached.

**C**  **Discuss the following questions with your partner.**

### **Answers**

- 1) People from the US often get down to business quickly and efficiently. While in most Asian countries, such an immediate focus on task might seem inappropriate. Instead, these cultures put a premium on first developing relationships based on such non-business factors as common schools, family connections, and similar interests.
- 2) In a US business, meetings are often conducted so that people can come together to discuss a project, an issue, or an initiative. Sometimes, participants in a meeting “brainstorm” with one another, proposing ideas and then discussing their pros and cons. In Japan, decisions are forged behind the scenes, so that by the time a meeting is held, consensus has already been reached.

### **2.3 Culture difference**

**A**  **You are going to listen to a passage about different communication styles between American and Japanese. Listen carefully and give the right answer to each of the following questions.**

### **Script**

When I worked in the branch company in Japan, I often had trouble talking with Japanese people. Whenever I tried to join a conversation, the others would look surprised and suddenly stop talking. I knew I was doing something wrong, but I didn't know what.

Maybe I can explain my problem by comparing conversations to certain types of ballgames. A Western-style conversation is like a game of tennis. I start by “serving” a topic and I expect someone to hit it back by commenting on it in some way. There's no waiting around. Whoever's nearest and quickest steps up and hits the “ball”.

Japanese conversations, however, are completely different. They're more like bowling. When it's your turn, you step up to the line and carefully roll the ball down the lane. Then everyone else stands around and watches, pausing at the end to record your “score”. Two people never

talk at the same time, and no one has to connect what they say to what the last person said.

This explains why everyone reacted so strangely when I started jumping into conversations in Japan. By following the Western rules, it was like I was playing the wrong game. I kept jumping in when it wasn't my turn.

Now I see why my Japanese colleagues have so much trouble conversing naturally in English. Even when they know enough of the language, it's hard for them to get used to jumping in to hit the conversational "ball". If you've been trained all your life to play one game, it's very hard to switch to another even after someone explains the rules.

### Answers

1) A 2) C 3) A 4) B 5) D

**Tom and David are talking about culture difference.**



**B** Now listen to the conversation and complete this conversation with the missing words.

### Script and answers

Tom: It's very kind of you to invite me to your company party.

David: It's my pleasure.

Tom: I didn't know you have such a beautiful car.

David: Thank you.

Tom: How much did you spend on it?

David: Um... well... you know it's hard for me to give **a specific answer**.

Tom: I am very sorry I have **unconsciously** violated the taboo.

David: I understand. Sometimes we need time to **bridge the culture gap**.

Tom: Yes, you are right. Just like people in some countries kiss each other when they first meet.

David: In which countries?


Tom: In **Russia, France, Arabian countries** and some of **the South American countries**.

David: But as far as I know, people don't kiss each other in either China or **English-speaking countries**.

Tom: Yea, you are right.

David: But what do they do when they meet for the first time?

Tom: Well, in Britain, people usually **shake hands**; and in France, it is the custom to shake hands with people in the office every morning, and **kiss each other** when they meet for the first time or leave.


C  Pair work: People from different cultures have different ideas about many things. For example, North Americans like to stand about 18 to 20 inches apart from each other when they talk. People from Saudi Arabia, however, like to stand 12 to 14 inches apart. As a result, when a North American talks to a Saudi Arabian, everyone is uncomfortable. The North American feels that the Saudi Arabian is trying to be too close, too intimate, and so the American moves away as they talk. The Saudi Arabian, on the other hand, feels that the North American is too unfriendly, too distant. Now suppose Student A is Robert, a salesman from North American and Student B is Ethan, a sales man from Saudi Arabia. Try to make a conversation to talk about the solution of communication difference.

Answer: Omitted.

### 3 Case study

#### 3.1 Praise

**The American manager praises a Japanese employee in front of his group.**

A  **Listen to the conversation and fill in the blanks with the missing information.**

#### **Script and answer**

Manager: Mr. Sugimoto, I have noticed that **you are doing an excellent job** on the assembly line. I hope that the other workers notice how it should be done.

Japanese: (He is uneasy.) **Praise is not necessary**. I am only doing my job. (He hopes that the other Japanese workers do not hear.)


Manager: You are the best, most excellent and **dedicated worker** we have ever had at the Jones Corporation.

Japanese: (He blushes and nods his head several times, and keeps working.)


Manager: Well, are you going to say “Thank you”, Mr. Sugimoto, or just **remain silent**?

Japanese: Excuse me, Mr. Jones. May I leave for five minutes?

Manager: Sure. (He is annoyed and watches Sugimono exit.) I can’t believe **how rude** some Japanese workers are. They seem to be **disturbed by praise** and don’t answer you... just remain silent.

**B**  Listen to the conversation again and discuss the following questions with your partner.


Omitted.

**C**  Suppose you are an American manager and your partner is a Chinese employee; you are praising him for his/her excellent work. Make up a dialogue according to the above conversation, and then, change the role with your partner.

Omitted.

### 3.2 Decision-making

Roland Klein is DaimlerChrysler’s manager of corporate communications. He is attending a TV program about intercultural communication.

**A**  Listen to the conversation and choose the right answer to each of the following questions.

#### Script

Hostess: What cultural problems do you think DaimlerChrysler had after their merger?

Klein: Well, at the beginning, one side tried to impose its working style on the other. But it just didn’t fit in with the people’s culture.

Hostess: Could you give us a specific example?



- Klein: I remembered that when one of the Americans from Chrysler brought up what he thought was a new issue, a German counterpart said, “But we have agreed on this already in an earlier discussion. It is all written in the protocol.”
- Hostess: What happened?
- Klein: The American looked puzzled, and said, “What protocol? I remember you sent me some papers recently, but I didn’t think they were important.”
- Hostess: That must have been caused by the differences between the two cultures.
- Klein: Yes. Germans analyze a problem in great detail, find a solution, discuss it with their partners, and then make a decision. It’s a very structured process.
- Hostess: How about the Americans?
- Klein: They start with a discussion, then come back to new aspects after a process called creative, and finally, they come to a conclusion.
- Hostess: It sounds a little bit complex.
- Klein: Yes. Former Daimler-Benz executives found the system chaotic. They were often puzzled by the American tendency to return to a subject they thought had been settled.
- Hostess: That’s really a big difference.
- Klein: And also the two sides make decisions in different ways.
- Hostess: You mean...
- Klein: In America, you can just pop into your boss’s office at any time and tell him something. The boss can make an instant decision—without explaining the reasons or involving other employees.
- Hostess: It seems quite simple.
- Klein: Exactly! But in Germany, the underlings must prepare extensive reports and make recommendations at formal meetings before the top bosses make a decision.

### Answers

- 1) C 2) B 3) A 4) C

**B**  Now listen to the passage again and answer the following questions.


### Answers

- 1) Because Americans tend to return to a subject that the former Daimler-Benz executives

thought had been settled.

- 2) In America, you can just pop into your boss's office at any time and tell him something. The boss can make an instant decision—without explaining the reasons or involving other employees. While in Germany, the underlings must prepare extensive reports and make recommendations at formal meetings before the top bosses make a decision.

### 3.3 Culture awareness in web design

**A**  You are going to hear a passage about the cultural factors in web design. Listen carefully and choose the right answer to each of the following questions.

#### Script

The relevance to web design might apply to boldness and color. Text that is bolded, in italics, flashing or shimmering might come across as “shouting” to some people.

Recent research on color preferences of web sites show Nordic countries prefer subtler color shades, Americans brighter colors while sub-Saharan African and Caribbean cultures tend to like the boldest colors. An American computer company encountered problems when it launched an e-commerce site to sell PCs in Japan. Designers had surrounded most of the content with black borders—which communicates negativity in Japanese culture. Green is a popular color in Islamic countries as it represents the color of heaven. White is the color of mourning in many places.

A study done in the UK last year showed how computer interface color preferences vary by nationality. English students used pastel color schemes with a lot of grey and low contrast. Scandinavian students tended toward dark colors also with low contrast. Students with a Jamaican background chose strong and bright colors with high contrasts and combined them into very colorful schemes. African students usually chose black as the ground color and added some brighter colors. European and American students basically chose a bright background, black text and a few moderately colorful objects.

The message here is that it is worth researching the markets you are trying to reach to ensure your web site is designed with them in mind. If targeting multiple countries and regions with

one site, then avoid extremes.


### Answers

1) A 2) C 3) B 4) A

**B**  Now listen to the passage again and answer the following questions.

### Answers


- 1) Designers had surrounded most of the content with black borders—which communicates negativity in Japanese culture.
- 2) European and American students prefer a bright background, black text and a few moderately colorful objects.

**C**  Discuss the following question with your partner.

Omitted.

## 3.4 Business negotiation

**Ms. Wilson, a negotiation expert from the US, is talking with the Japanese negotiation expert Mr. Tokuma about their cultures in negotiation process during an international meeting.**

**A**  Listen to the conversation and decide whether each of the following statements is true or false with a tick (✓).

### Script

Ms. Wilson: American negotiators are usually interested in fast interactions and immediate results. In general, they expect to spend little time on all stages of the negotiation, especially on formalities.


Mr. Tokuma: The Japanese negotiation process is extremely time consuming and requires patience as a key ingredient.

- Ms. Wilson: I heard that in order to find out whether or not they can trust the foreign partner, The Japanese spend much time on face-to-face contact to build up a personal relationship.
- Mr. Tokuma: That's right. If a personal relationship does not exist, the Japanese buyer will express uncertainty about the seller's propositions due to a lack of trust.
- Ms. Wilson: In the American legal system, a contract determines the rights and responsibilities of the involved parties. Business contracts are reinforced by the law, so trust is less important as a basis of the business deal.
- Mr. Tokuma: The Japanese prefer to blur the line between personal and public relationship by encouraging an informal continuation of relationship building outside the negotiating table and within social arenas.
- Ms. Wilson: What is that for?
- Mr. Tokuma: In this way, true feelings can be acquired through the informal channels of communication with the low-level negotiators of the two parties.
- Ms. Wilson: On the contrary, Americans expect to do business during the formal meeting times. American negotiators are used to an argumentative process taking place at the negotiation table.
- Mr. Tokuma: Speaking of the process, one of the most important characteristics of the Japanese is their strong sense of group identity.
- Ms. Wilson: A friend told me that the Japanese negotiation style requires the interaction between top, high and low-level executives, leading to a larger negotiation team. Is that true?
- Mr. Tokuma: It's true. That's why the members of Japanese negotiation teams usually outnumber Americans'.
- Ms. Wilson: Yes. Americans value independence very much, thus favoring negotiating alone or with only few negotiators forming a team.
- Mr. Tokuma: And also, I know that status distinctions are considered to be less important in America.
- Ms. Wilson: Exactly. Americans first try to establish an informal atmosphere, diminishing status distinctions.
- Mr. Tokuma: But in Japan, people first try to ascertain their position, or "rank", in relation to the others present, and then behave according to their position. So, Japanese feel

very uncomfortable if rank is not apparent.

**Answers**


1) F 2) T 3) T 4) F 5) T 6) F

**B**  Now listen to the conversation again and complete the following table.

**Answers**

	American	Japanese
Time for the negotiation	Negotiators are interested in <b><u>fast interactions</u></b> and immediate results.	The negotiation process is extremely <b><u>time consuming</u></b> .
Importance of trust	Trust is <b><u>less important</u></b> as a basis of the business deal.	Spending much time on <b><u>face-to-face contact</u></b> to build up a <b><u>personal relationship</u></b> .
Use of informal channels	Expecting to do business during <b><u>the formal meeting times</u></b> .	Encouraging an <b><u>informal continuation</u></b> of relationship building outside the negotiating table.
Size of the negotiation team	Favoring negotiating <b><u>alone</u></b> or with only <b><u>few negotiators</u></b> forming a team.	The members of negotiation teams usually <b><u>outnumber</u></b> Americans.
Importance of status distinctions	Status distinctions are considered to be <b><u>less important</u></b> .	People first try to ascertain their <b><u>position</u></b> , or " <b><u>rank</u></b> ".

**3.5 Business communication**

**A**  You are going to listen to a passage about how to improve nonverbal communication skills. Listen carefully and choose the right answer to each of the following questions.

## Script

Enterprises from countries around the globe, such as Germany, the US, the UK, and Russia, conduct a lot of business in China—the biggest market in the world. Here are some tips to help you deal more successfully with people from those nations.

Firstly, you must be punctual with the Germans. Being even five minutes late makes a poor impression. Being punctual is also very important with the Americans and the British. But while it's important to be on time for business meetings, nobody expects you to be punctual for a social event. Half past seven really means a quarter to eight, or even eight o'clock. With Russians, always be on time, but don't be surprised if your Russian contact is very late. It is not unusual for them to be one or even two hours late.

In business environments of those four countries, it is best to wear formal clothes of dark colors. In Russia, designer clothes are rather common. However, don't be surprised if you go to an office in the UK on a Friday and find everyone wearing jeans. Many companies in the UK have “dress down Fridays”, when people wear casual attire.


In conversations, the British and the Americans love humor and talking about sports. The weather is also a good topic of conversation with the British, but you should avoid political talk. With the Russians, say positive things about their country, and avoid making complaints. The Germans, however, prefer to get straight down to business.

Remember that with the Germans, once a deal has been agreed upon, you can't change it. With the Americans, money is more important than relationships, whereas with the Russians it's important to get to know your contacts well. Also, don't be surprised if a British meeting seems like chaos, with everyone participating and giving opinions.

Remember these tips and you will be on your way to a successful international business career.

## Answers


1) D 2) A 3) D 4) A 5) C

**B**  Now listen to the passage again and complete the following sentences.

- 1) Being even five minutes late makes a poor impression on the Germans.
- 2) Don't be surprised if your Russian contact is very late.
- 3) In business environments, it is best to wear formal clothes of dark colors.
- 4) In conversation, the British and the Americans love humor and talking about sports.
- 5) Don't be surprised of a British meeting seems like chaos, with everyone participating and giving opinions!

## 4 Improving communication in intercultural business

### 4.1 Improving nonverbal skills

**A**  You are going to listen to a passage about how to improve nonverbal communication skills. Listen carefully and choose the right answer to each of the following questions.

#### Script

Nonverbal communication is a very important method of conducting interpersonal communication. Proper nonverbal signals can help people understand what others say, and improper nonverbal signals may contradict what one says and cause confusion. To avoid confusion and misunderstanding as well as to strive for effective nonverbal communication, business persons need to improve their nonverbal skills. The following suggestions may be of some help.

First, be careful of the thought pattern of your customer. Whatever business we do with western or eastern people, we should know the other party's thought pattern. Only after grasping the thought pattern of our customer, will we have a great chance to conclude business successfully.

Second, pay attention to your paralanguage. Paralanguage refers to the rate, pitch and volume qualities of the voice, which often reveals his or her real thought. When talking things over with your customer, you need to attend to your speaking rate, voice volume and pitch.

Third, use body language properly. People should try to use body language to express warmth, respect, concern, equality, and willingness to listen. For example, keep a proper distance between you and your customer when you are talking; pay attention to the eye contact according to the local custom; keep yourself clean and keep from emitting bad smell.

Fourth, observe the nonverbal signals of other people carefully. Every individual gives off nonverbal signals in communication. These signals provide significant insight into the exact meaning of the message. We should use the nonverbal signal of our customer to grasp his or her own thought.

Fifth, arrange time appropriately. When you work overseas, please be aware of the custom of local people's time. Punctuality is a good habit for business people, but on some occasions, for example, attending a party, you will cause embarrassment to the host if you arrive on time.

Sixth, develop a cultural awareness of diversified nonverbal systems. This last suggestion is actually the most important one for people who work with foreign colleagues or work abroad. They should try to learn more about the different nonverbal systems, understand the diversified implication of some commonly used nonverbal signals, and refrain from using nonverbal signals that are unacceptable to your colleagues or local people.

### Answers

1) D 2) B 3) A 4) C



**B** Now listen to the passage again and complete the following sentences.

### Answers

- 1) Proper nonverbal signals can help people understand what others say, and improper nonverbal signals may contradict what one says and cause confusion.
- 2) When talking things over with your customer, you need to attend to your speaking rate, voice volume and pitch.
- 3) People should try to use body language to express warmth, respect, concern, equality, and willingness to listen.




**C**  **Discuss the following question with your partner.**

### **Suggested Answers**

- 1) While making apologies the Chinese often use a smile either as a display of embarrassment or to placate the speaker. However, Americans don't accept apologies with a smile or expect to have far different facial reactions.
- 2) For a speaker to "bury his nose in his manuscript", to read a speech instead of looking at and talking to his audience, as some Chinese speakers are in the habit of doing, would be regarded as inconsiderate and disrespectful in some other cultures.
- 3) During a speech, the speaker or performer claps at the same time when the audiences applaud. In China, this gesture conveys the mutual positive feelings by each other or means "Thank you". But in America, it is improper and immodest for one speaker or performer to do like that.

## **4.2 Developing communication flexibility**

**A**  **You are going to listen to a passage about how to develop communication flexibility. Listen carefully and choose the right answer to each of the following questions.**

### **Script**

When deciding on how to present ourselves to another person, particularly if that person is from a culture different from our own, we must be flexible. One definition of competence is having the ability to adjust our communication behaviors to fit the settings, the other person and ourselves. We need to acquire the skills that will allow us to respond to various conditions, people, and situations.

When talking about the skill of communication flexibility, cultural adaptation is another point we should learn about. Adaptation means that either party has to make certain compromise or to make some changes in behaviors that are different from one's own culture in the process of intercultural communication. For example, the Chinese usually don't accept a present until several refusals. But when some Chinese people get a present from an American, they accept it at once and open it immediately before the guest with compliments. Also, the Americans who know that handshaking is often practiced in China will take the initiative to shake hands while

visiting China. The purpose of such adaptation is to achieve smooth communication.

During the adaptation process, business people with overseas assignments must cope with many potential problems such as custom and language problems. To positively solve those problems, we should acquire knowledge about the host culture, get familiar with the host culture and increase contact with the host culture. Successful intercultural communication should always begin with gaining a lot of knowledge about another culture. Communication, language and culture cannot be separated. Successful intercultural communication demands cultural fluency as well as linguistic fluency. For example, if we are to communicate effectively in English, we need more than just competence in English grammar and vocabulary. We must also have an awareness of the culturally-determined patterns of verbal and nonverbal communication which English-speakers follow, how they treat time and space, why they think and behave the way they do. Once we acquire this knowledge, we can decide what appropriate and inappropriate behaviors are. Then adaptation is greatly advanced by our awareness of the characteristics of the host culture with which we will be interacting.

### Answers

1) C 2) A 3) D 4) B



**B** Now listen to the passage again and answer the following questions.

### Answers

- 1) One definition of competence is having the ability to adjust our communication behaviors to fit the settings, the other person and ourselves.
- 2) Adaptation means that either party has to make certain compromise or to make some changes in behaviors that are different from one's own culture in the process of intercultural communication.

## 5 Speaking task: group work

Omitted.

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