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Interactive Language Course

Business English

Negotiations



NHÀ XUẤT BẢN TỔNG HỢP
THÀNH PHỐ HỒ CHÍ MINH

NTV

Công ty TNHH
Nhân Trí Việt

Interactive Language Course Business English: Negotiations

Cornelsen

Chịu trách nhiệm xuất bản

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Interactive Language Course Business English: Negotiations

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Interactive Language Course

Business English

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NHÀ XUẤT BẢN TỔNG HỢP
THÀNH PHỐ HỒ CHÍ MINH

NTV

Công ty TNHH
Nhân Trí Việt

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Hướng dẫn:

Trước khi xem phim, bạn phải đảm bảo có thiết bị phát hình và thu hình thích hợp, đồng thời chọn thiết lập 16:9 cho màn hình

Bạn có thể chọn mở hoặc tắt phụ đề phim bằng tiếng Anh. Trước khi thực hiện thao tác này, hãy đọc kỹ hướng dẫn sử dụng được ghi trên đầu DVD

Chào mừng bạn đã tham gia *Interactive Language Course Business English: Negotiations!*

Bạn đã chọn lựa đúng khi sở hữu DVD này. Với *Interactive Language Course: Business English*, bạn có thể nâng cao kiến thức về tiếng Anh thương mại và tự tin hơn trong các giao dịch thương mại.

Mỗi đĩa DVD trong series *Interactive Language Course: Business English* có độ dài 70 phút và gồm ba phần:

1. Các đoạn phim của 5 chương bài học
2. Lời hướng dẫn và giải thích cho từng chương
3. Các bài tập thực hành có tương tác với người học

Kết thúc mỗi chương là lời giải thích của người hướng dẫn (được trình bày theo hệ thống và phù hợp với các bài tập). Bạn hãy thực hành ngay các bài tập ở từng chương. Những bài tập này sẽ giúp bạn kiểm tra được khả năng hiểu các lời thoại, ngữ pháp và tình huống trên phim. Mặt khác, hãy luôn xem các đoạn phim ngắn ở mỗi chương. Việc thường xuyên nghe và xem phim sẽ giúp bạn ghi nhớ tốt từng cấu trúc và lời thoại. Các bài tập “nghe và lặp lại” (listen and repeat), “đóng vai” (role-play) cũng rất có ích cho bạn. Qua đó, bạn sẽ có dịp thử nghiệm nghe hiểu và phát âm tiếng Anh một cách sinh động trong những tình huống giao tiếp thương mại điển hình. Hãy thực hành các bài tập nhiều lần cho đến khi bạn thấy hài lòng với kỹ năng của mình.

Phần phụ đề Hãy mở các phụ đề tiếng Anh khi xem lần đầu. Sau đó, khi đã cảm thấy yên tâm hơn, bạn có thể xem phim mà không cần phụ đề.

Sách hướng dẫn: Sách hướng dẫn chuẩn bị cho bạn các bài tập liên quan đến từng chương. Bạn có thể chọn một người học, chọn tình huống và xây dựng bối cảnh. Trong phần phụ lục, bạn sẽ thấy đáp án, cấu trúc ngữ pháp, toàn bộ lời thoại của phim, các cách diễn đạt trong cuộc họp và từ vựng có dịch sang tiếng Việt.

Bạn sẽ luôn duy trì được vốn tiếng Anh thương mại nếu thường xuyên sử dụng nó. Hãy xem đĩa DVD này thật kỹ trong vài tháng. Bạn cũng có thể tìm mua một đĩa DVD tiếp theo trong loạt đĩa về chủ đề này để củng cố kiến thức của mình.

Chúc bạn giao tiếp tốt và gặt hái nhiều thành công!

1 Getting ready



In this chapter you will:

- read a dialogue in which two people set up negotiations
- read an article about first moves in negotiations
- write an email to confirm arrangements
- practise vocabulary and expressions from this chapter of the DVD

Dialogue

A phone call to set up negotiations

Read the dialogue and then complete the memo from Jerry to his assistant, Jane Frears, at the bottom of the page.

A: Hello Maki. Jerry MacKenzie here. I'm calling to let you know that we've been through your proposal and we're ready to discuss it with you.

B: Oh, that's wonderful. Jerry. Why don't you come to our offices in Helsinki to work out the details?

A: That's an excellent idea.

B: I'll also arrange for you to meet the development team and I'd like to personally give you a tour of our production offices.

A: Sounds very interesting, Maki. However, we do need to reach an agreement on some important issues raised by your proposal, particularly about timescales and costs involved. I think we'll need a good half-day of discussions to sort out these points.

B: Sure, I agree completely. Could you come over for two days? Perhaps next week?

A: Unfortunately not, but I think we could come for one full day at the end of next week. Thursday or Friday. We could talk in the morning and have a tour in the afternoon. Is that possible for you?

B: Thursday's difficult for me, but Friday the 11th would be fine. I can also have my assistant arrange your accommodation.

A: Oh, that would be very helpful. Thanks, Maki.

Memo

To: *Jane Frears*

From: *Jerry MacKenzie*

Re: *Negotiations with Maki Asplund*

Date: _____

Duration: _____

Location: _____

Key points for discussion:

Morning agenda: _____

Afternoon agenda: _____

Accommodation: _____

Reading

Select the correct heading (1–5) for each of the paragraphs (A–E) below.

- 1 The conventional strategy
- 2 Proving the theory
- 3 Prepare before you offer
- 4 Who goes first?
- 5 Why it's better to bid first

The opening offer

A _____

Someone has to do it. In every negotiation, one of the parties has to make the first offer. At the beginning of negotiations, both parties are very cautious and no one really wants to make the first move. But eventually someone will have to put forward a proposal. But who has the advantage? Is it better to make an opening offer or to wait and see what the other side puts on the table?

B _____

People often believe that it is better to let the other side make the first move. This traditional approach goes something like this: If you keep your offer secret until the other side has made an offer, there is a chance that the other side will make a much better offer than the one you had planned. If this does happen, you can then pretend that their offer is similar to what you had in mind. On the other hand, if their offer is worse than what you had expected, then you can start to discuss a better deal.

C _____

However, research has shown that this traditional negotiation strategy is all wrong. In fact, those who make opening offers are much more likely to get a satisfactory outcome from the negotiations. Why so? Well, this is because of what psychologists call the 'anchoring' effect of opening offers. For example, imagine that you are negotiating a raise with your employer, and that he or she makes the first move by suggesting a 5% increase. This figure may not have been what you had wanted originally, but because it was the first figure mentioned, it sticks in your mind. The 5% will now be the 'anchor' for the rest of the negotiations. You may

manage to raise it a little, but the final figure will not be very far off 5%. Anchors have a strong effect on negotiations because they make both parties reassess the value of the main issues being discussed.

30 **D** _____

A number of psychological studies have demonstrated the anchoring effect. One study asked property experts to suggest an appropriate selling price for a house. Before inspecting the property, they were given a fake evaluation report by another evaluator. Sometimes the fake evaluation
35 was much higher than the real value of the house. Sometimes the fake suggested a much lower figure. In all cases, the fake evaluation influenced the opinion of the expert. The expert's evaluation was always very close to the fake evaluation they had read before seeing the property for themselves. In other words, the figures in the fake evaluations acted
40 as an anchor to subsequent evaluations by the experts.

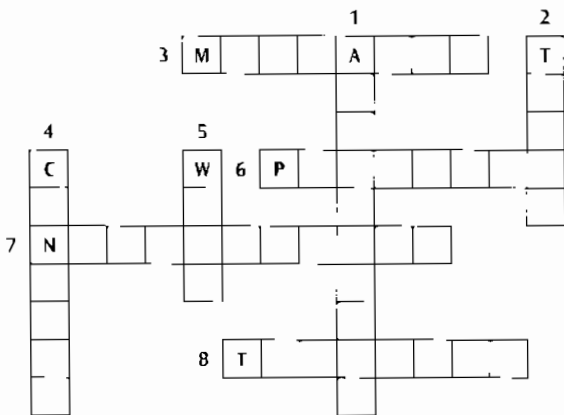
E _____

The anchor theory suggests that it is to your advantage to make the first offer in any negotiations. Nevertheless, a few words of warning are necessary. Never make an opening offer without doing your research first.
45 You can't make a realistic first offer if you lack information about the other party and what they are likely accept. What if your opening offer is far too high or far too low? The other party may reject it completely. Then what do you do?



Vocabulary

Complete the crossword with words from this chapter of the DVD.



Across

- Both sides try to reach a solution that is ... beneficial.
- Another word for an offer.
- The noun of negotiate.
- Sometimes you need to put ... a package of offers to interest the other party.

Down

- Another word for colleagues.
- Discussions take place at the negotiating ...
- Another word for 'hold' a meeting.
- You need to come up ... an offer that the other party will find acceptable

Structures

Reorder the words to complete each sentence with a phrase from this chapter of the DVD.

that I it take

1 _____ you have read through
our proposal and are ready to talk.

the under that I'm impression

2 _____ you would like more time
to think about this.

deal enter with into a

3 We can't _____ them unless we can
get a guaranteed price.

for work of us both

4 We need to reach an agreement that will _____
_____.

the finalize details

5 We just need to _____ and I think
we've got a deal.

cut with a deal

6 I'm sure we can _____ them that
will be to our benefit.

Structures

Reorder the words to complete each sentence with a phrase from this chapter of the DVD.

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4 We need to reach an agreement that will _____

the finalize details

5 We just need to _____ and I think we've got a deal.

cut with a deal

6 I'm sure we can _____ them that will be to our benefit.

Evaluation

Use words from the word bank to complete the sentences.

advantage – anchoring – associates – beneficial – cut forward –
opening reach – stake – strategy – table – take

- 1 It didn't take us too long to _____ an agreement.
- 2 Their _____ offer was better than I had expected.
- 3 It's time for us to sit round the negotiating _____ and overcome these obstacles.
- 4 One of the major issues at _____ is the risk of people losing their jobs if the takeover happens.
- 5 We need to work out what our negotiating _____ will be.
- 6 Being the first to make an offer can work to your _____.
- 7 I _____ it that you have read through our proposal?
- 8 Two of my _____ will be sitting in on the meeting, if that's okay.
- 9 We're going to meet them in Strasbourg to see if we can _____ a deal.
- 10 It's been shown that opening offers have an _____ effect on the rest of the negotiations.
- 11 I think we ought to let them put _____ a proposal first.
- 12 It was impossible for them to reach a mutually _____ agreement.

2 Beginning the negotiations



In this chapter you will:

- read a dialogue between Fiona and Jan
- read the minutes of a meeting
- write notes about the Burgerworks team
- practise vocabulary and expressions from this chapter of the DVD
- practise verb + preposition
- practise adjective + preposition combinations



Dialogue

Fiona and Jan talk just before the negotiations begin

Put the dialogue in the correct order.

- 1 I just hope the presentation doesn't go on too long.
- 2 I hope not, because we need plenty of time to discuss the issues. Especially the issue of unit price.
- 3 That's right. I thought we could just quickly go round the table and tell each other what our respective roles are.
- 4 Hmm. That's going to be a difficult one to solve
- 5 Then Jack and Jennifer will make their presentation about Maxicola.
- 6 That seems like a good way to break the ice. And then?
- 7 It shouldn't last more than ten minutes.
- 8 Yes. And the other important issue is how they can guarantee that an exclusivity agreement won't compromise our commitment to offering a wide selection of beverages.
- 9 Sure. You're going to start, aren't you, with a few introductions?

Fiona: We have a few minutes before they arrive. Can we just go over how we've organized the meeting one more time?

Jan: _____

Fiona: _____

Jan: _____

Fiona: _____

Jan: _____

Fiona: _____

Jan: _____

Fiona: _____

Jan: _____

Reading

Minutes from Aspen project planning meeting

Date: 28/06 Time: 11:30

Location: Meeting room 205

Chair: Maki Asplund

Attendees: Carita A, Helja S, Lotta B,

Erno H, Jan K, Kim K

Minutes: Rolf G

A Agenda item I _____:

Discussion: Aspen CEO Jerry MacKenzie and three associates will be arriving Thursday night, July 10th. We have agreed to organize their accommodation. Main meeting room is already booked on the morning of the 11th, so we will need to find an alternative. Make sure meeting room is fully equipped for Jan's audio-visual presentation.

Action: Book hotel rooms; find and book meeting room; contact Aspen once arrangements are ready.

Owner: Rolf G

B Agenda item II _____:

Discussion: The Aspen people are concerned about our proposed project length and want us to commit to closer deadlines. This is not realistic and we will have to persuade Aspen that our suggested timetable is typical for this kind of project. We can show them data from similar projects. The production office tour will also help to show them how efficient our production systems are.

Action: Create a slide show of data from recent projects to run through at the meeting with Aspen; organize the production tour.

Owner: Lotta B

C Agenda item III _____:

Discussion: Aspen's other main concern is our budget for the project. In particular they think we are overstaffed. Maki A thinks they may have a point, and we need to look into ways in which we can cut down on staffing costs for this project.

Action: Reassess the staffing policy for the Aspen project plan to see if we can cut costs. Need to weigh up options: reduce staff or take on cheaper staff for the project – or cut costs elsewhere.

Owner: Erno H

D Agenda item IV _____:

Discussion: Maki A and Carita A suggest that we may be trying to outsource too much of this project to third-party suppliers. There is some concern over the choice of suppliers, and the fact that many are new to us. The Aspen deal is too important to risk.

Action: Reassess this policy for the project and see where we can reasonably use in-house resources and staff instead.

Owner: Helja S

Exercise 1

Match the Agenda item headings (1–4) with the sections in the minutes (A–D).

- 1 Outsourcing on Aspen project
- 2 Timescales for Aspen project
- 3 Meeting with Aspen Co representatives – logistics
- 4 Costing for Aspen project

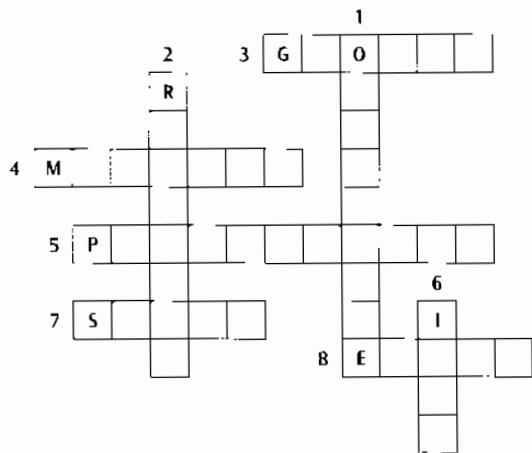
Exercise 2

Decide if the following statements are true or false according to the minutes of the meeting, or if this information is not mentioned.

- 1 Rolf will need to book four hotel rooms for the Aspen team.
 (A) True (B) False (C) Not mentioned
- 2 The main meeting room is available for the Aspen negotiations on the morning of the 11th.
 (A) True (B) False (C) Not mentioned
- 3 Aspen Co wants to start the project at an earlier date.
 (A) True (B) False (C) Not mentioned
- 4 Lotta must find ways to shorten the project length.
 (A) True (B) False (C) Not mentioned
- 5 Maki tends to agree with Aspen that the proposed project may be overstaffed.
 (A) True (B) False (C) Not mentioned
- 6 Aspen have never outsourced so much work for a project before.
 (A) True (B) False (C) Not mentioned

Vocabulary

Complete the crossword with useful words connected with meetings.



Across

- Jack spent many years in the company working his way from the ... up.
- Companies are always trying to find ways to increase their profit
- A ... deal is one that might be agreed on in the future.
- New companies are often called ...-ups.
- Maxicola and Burgerworks decided to ... into negotiations.

Down

- Every meeting should have a clear
- Large companies usually have a headquarters and many ... offices.
- What's the next ... on the agenda?

Structures

All the sentences below include expressions used in this chapter of the DVD. Put the missing prepositions in the gaps.

- 1 By the end of the day we need to come _____ an agreement regarding the exclusivity deal.
- 2 Shall we proceed _____ the next item on the agenda.
- 3 I've done a good deal of research our customer profile.
- 4 It's been good doing business _____ you.
- 5 We're sure this deal will be beneficial . . . both companies.
- 6 The company started _____ as a supplier of inks to the printing industry.
- 7 Everyone with the exception _____ Michael voted in favour.
- 8 Kim has been promoted _____ area sales manager.
- 9 In 2007 they entered _____ partnership with Ingram's Pharmaceuticals.
- 10 Our customers are used _____ getting excellent after-sales service.

Evaluation

Use words from the word bank to complete the sentences.

chair – commit commitment – margins minutes – objective – of
overstaffing – out point – reassess – weigh up

- 1 Who's going to take the _____ for this meeting?
- 2 We need to find ways to increase our profit _____.
- 3 We don't want to _____ ourselves to a long contract.
- 4 They have a _____ to providing the best service they can.
- 5 I think we are _____ this project and we need to reduce the number of people involved.
- 6 Yes, you may have a _____ there. We need to discuss this further
- 7 Let's _____ our options and see if we can make a decision.
- 8 You need to _____ the pros and cons of outsourcing work to third-party suppliers.
- 9 We started _____ as a sole trader company, but grew into something much bigger.
- 10 With the exception _____ Hedva, everyone turned up to the meeting
- 11 What exactly is our _____ for this meeting?
- 12 I think it's your turn to _____ the meeting.

3 Making an offer



In this chapter you will:

- read a dialogue between two people negotiating
- read a text about alternatives to the 'bottom line' in negotiations
- write an informal email to update a colleague
- practise words and phrases from this chapter of the DVD
- practise using 'inversion' to add emphasis

Dialogue

Negotiations begin between Juvo Systems and Aspen Co

Complete the dialogue with phrases from the list below.

Maki: So, that's the way we see the project developing. Do you have any questions?

Jerry: Hmm. Yes, I do. This mostly seems fine, but ① Maki, is the timescale you're suggesting. I'm afraid it really doesn't fit with our schedule.

Maki: I'm not sure ②.

Jerry: Well, we expect to have the product on the market by early spring next year. That means ③ a maximum of eight months development time for your side of the project.

Maki: So ④, you'd like us to have the beta version of the software ready by November.

Jerry: That's correct.

Maki: I understand your position, Jerry, but I'm afraid ⑤ we can meet such a deadline. You see, we have to ⑥ the time necessary to test the system thoroughly. That's likely to take a few months.

Jerry: ⑦ the time spent testing. Naturally, that's important. Aren't there other aspects of the development you can speed up?

Maki: No, not really. It's quite a complex process. ⑧ we take a short tour of the production office so that you become more familiar with our processes.

Jerry: Okay. But first, how about a short break?

- A I don't object to
- B I'd like to propose that
- C if I understand you correctly
- D one of our main concerns,
- E take into account
- F there's no way
- G we're talking
- H what you're getting at is

Use your BATNA

It would be foolish to enter into any form of negotiations without first knowing exactly what you want. You have to come to the table with a best possible outcome clearly defined in your mind. Of course, you may not get exactly what you want – compromises will usually have to be made – but still you need something to aim for.

Likewise, you need to have an equally clear idea of what is not acceptable. You need to know at what point the compromising must stop. In other words, you need to have a clearly defined ‘bottom line’.

- 10 So, in you go to the negotiating room armed with your ultimate goal and your bottom line. But is that enough? In a word, no. The trouble with this approach is that it puts you at the mercy of the other party. Although you know what you want, and what you won't accept, you do not know what to do if negotiations fail.
- 15 This puts you under enormous pressure to close some kind of deal, and you may end up committing to an agreement that is far below your expectations, even if it is above your bottom line.

This is why you need a BATNA – a best alternative to a negotiated agreement. Before going into negotiations with the other party, you need to consider the very real possibility that an agreement is impossible to reach. You need to brainstorm ideas and develop an alternative solution. This may be to approach a third party for negotiations. However, it's possible that your BATNA may be to find a totally different plan of action.

- 25 Whatever the actual plan, a BATNA is an insurance policy against discussions collapsing, and a way to reduce the pressure to accept the unacceptable. In short, if negotiations are clearly not going your way, then it's time to get off your bottom line and use your BATNA!

Exercise 1

Decide whether these statements are true or false according to the text.

- 1 According to the writer, it's not a good idea to go into negotiations expecting to get everything you want.
 (A) True (B) False
- 2 The writer believes that you should have three things in mind when you enter into negotiations.
 (A) True (B) False
- 3 A BATNA is a way to ensure that you get something useful out of the other party.
 (A) True (B) False

Exercise 2

Complete each sentence with one word from the text so that it summarizes a point made in the article.

- 1 You need to enter negotiations with a clear understanding of the best possible _____.
- 2 In most negotiations, _____ have to be made.
- 3 You should also have a clear idea of what is _____.
- 4 Knowing only what you want and your bottom line is not the best _____.
- 5 Bottom lines create _____ to reach a deal.
- 6 Negotiators need to know how to deal with the _____ that neither party can be satisfied.
- 7 A _____ is basically an alternative course of action beyond what's on the negotiating table.

Vocabulary

Make eight different dialogues. Each dialogue uses an expression from this chapter of the DVD.

- 1 I agree. There's no way we can do that.
- 2 We'll be happy to pay for that.
- 3 Well, because I believe it will really enhance your brand image.
- 4 Yes, go right ahead.
- 5 Well, let me explain more clearly.
- 6 Yes, I could do with stretching my legs.
- 7 You're right. Let's get back to discussing the costs involved.
- 8 Yes, something along those lines.

A Who will cover the costs of the extra research?

B _____

C I'm not sure what you're getting at.

D _____

E Could I make a point, here?

F _____

G Do you think it's time for a break?

H _____

I Do you mean we should devise joint advertising campaigns?

J _____

K It would be a mistake to agree to their terms.

L _____

M Why do you think we need to redesign our packaging?

N _____

O Excuse me, but details of who does what are not our immediate concern.

P _____

Structures

To add emphasis to what we want to say, we can use a structure called 'inversion'. Jack uses an example in this chapter.

... not only are they getting the same quality food ... but they're also getting the same consistent beverage selections.



Sentences that use inversion begin with

- Not only
- Seldom
- Never + question form
- Not once
- Under no circumstances
- Only after

Chapter 3

Rewrite these sentences using inversion.

Their price is good and their service is good, too.

1 Not only _____

I have seldom seen such poor quality work.

2 Seldom _____

We have never had a better opportunity to cut a deal.

3 Never _____

They have never let us down.

4 Not once _____

We must not make the opening offer for any reason.

5 Under no circumstances _____

We had a long discussion before we finally reached an agreement.

6 Only after a _____

Evaluation

Use words from the word bank to complete the sentences.

ahead – along – circumstances – concern – concerns – correctly – enhance – getting – object – once – seldom – talking

- 1 I don't _____ to the fee you've quoted, but I'm not happy with the way you plan to organize the project.
- 2 I'm not sure that I understand you _____.
- 3 Your plan to reduce the workforce is one of our major _____.
- 4 What exactly are you _____ at?
- 5 Are we _____ dollars or euros?
- 6 Please, go _____.
- 7 This could do a lot to _____ the effectiveness of your advertising campaign.
- 8 I think they are in the packaging business, or something _____ those lines.
- 9 As this isn't our immediate _____, let's get back to discussing the issue of training.
- 10 Under no _____ can we agree to a lower price.
- 11 _____ have I seen such a well-organized office.
- 12 Not _____ did the share price fall during that period.



4 That's my final offer



In this chapter you will:

- read a dialogue between two people negotiating price
- read an article about effective persuasion
- write an email to move negotiations forward
- practise expressions and phrases from this chapter of the DVD
- practise using if sentences

Dialogue

Continued negotiations between Aspen Co and Juvo Systems

Put the dialogue in the correct order.

- 1 Fine. Since I can't get you to budge on project length, let's see if we can reach an agreement on price
- 2 Yes, I've been very impressed with what I've seen, Maki. However, we have budget restrictions to keep to.
- 3 Yes, let's put that to one side for now and think about costing.
- 4 Okay, but first let me state that the price we've quoted is actually very competitive. Also, as you saw in the presentation, we have an excellent record on client satisfaction.
- 5 To be frank with you, our top limit is some three thousand euros lower than what you quoted.
- 6 I see. Well, we'll have to go away and think about that.
- 7 Hmm. I'm not sure we could come down that far. We may be able to cut fifteen hundred, but that really would be all.
- 8 Well, what sort of figure were you thinking of?

Jerry: I think it's quite apparent that we aren't going to be able to come to an agreement today with regard to timescales.

Maki: _____

Jerry: _____

Maki: _____

Jerry: _____

Maki: _____

Jerry: _____

Maki: _____

Jerry: _____

Are you persuaded?

Some people regard negotiations as contests of strength. One party must battle against another in a struggle to win. We can call this kind of negotiator the 'boardroom warrior'. But just how useful is this approach? In fact, viewing the negotiation table as a battlefield does not really help anyone.

Persuasion is more about skill than strength. There is another kind of negotiator who we can call the 'people's persuader'. What is their approach, and why is it more effective than the warrior's strategy?

Boardroom warriors mostly rely on the strength of their argument. They believe strongly in the power of rational, logical thinking and in forceful presentations. While logic and high-energy presentations do have an important role to play, they are actually less persuasive than people often believe. Persuaders, on the other hand, realize that logic is not enough. They also try to connect with people's emotions and feelings in order to persuade them.

The warrior views persuasion as one-way. That is, he or she views the other party as either passive accepters or stubborn rejecters. Success or failure, the warrior believes, is entirely in his or her own hands. Persuaders,

however, see negotiation as a dialogue. They understand that in order to get people to listen to you, you need to show that you're listening to them.

Warriors regard negotiations as one-off 'happenings'. They know that hard preparation is essential, but once this is done, the difficult bit is over. They can then go in, dazzle the opponent and walk away victoriously. This is in stark contrast to persuaders, who see negotiations as a process; as a steady and considered exchange of views and ideas from both sides that leads to a mutually satisfactory outcome.

Finally, there is the issue of credibility. If you have credibility, people trust you and they think you know what you're talking about. Credibility and persuasiveness go hand in hand. You cannot persuade someone if they think you lack the necessary knowledge or skills. The warrior doesn't worry about credibility. He or she either assumes that they have the necessary skills, or thinks they can trick people into believing that they do. By contrast, persuaders always respect how others view them. If they lack the necessary knowledge or skills, they will consult with others, or bring in experts who can support them at the negotiating table.

Finish each sentence so that it summarizes a point made in the text.

- 1 Many people regard negotiations as ...
Ⓐ a fight. Ⓑ a game. Ⓒ a danger.
- 2 The boardroom warrior relies on ...
Ⓐ aggressiveness. Ⓑ rationality. Ⓒ impressive speeches.
- 3 The persuader ...
Ⓐ is bad at arguments.
Ⓑ generally gets on well with people.
Ⓒ uses emotion to persuade people.
- 4 The warrior thinks that success in negotiation ...
Ⓐ depends completely on his or her own skill.
Ⓑ depends on the other party.
Ⓒ is a sort of cooperation between them and the other party.
- 5 Persuaders want the other party to believe that ...
Ⓐ they want to help.
Ⓑ they are friendly.
Ⓒ they are listening carefully.
- 6 The warrior believes that negotiations are ...
Ⓐ long process. Ⓑ a waste of time. Ⓒ singular events.
- 7 If warriors lack the necessary knowledge or skills, they ...
Ⓐ pretend that they have them.
Ⓑ get someone to help them.
Ⓒ prepare more carefully.
- 8 If persuaders lack the necessary knowledge or skills, they ...
Ⓐ pretend that they have them.
Ⓑ get someone to help them.
Ⓒ prepare more carefully.

Vocabulary

All the sentences in this exercise use expressions and phrases you heard in this chapter of the DVD. Match the two halves of each sentence.

- 1 In the end we reached an amicable ...
- 2 They've been trying to drive ...
- 3 The company produces a diverse ...
- 4 Their director of sales says he's not going ...
- 5 By the end of the meeting we had tentatively ...
- 6 Good after-sales care is one way in which we satisfy ...
- 7 I have a feeling that your idea will help clinch ...
- 8 There are certain issues above and ...
- 9 I think that you made a perfectly ...
- 10 They have decided to reject ...

- A ... the price down, but without success.
- B ... our clientele better than the competition.
- C ... agreement, which pleased everyone.
- D ... our offer.
- E ... range of goods.
- F ... the deal for us.
- G ... to budge on the price.
- H ... agreed on the major issues.
- I ... beyond price that we need to discuss.
- J ... valid point there.



 refer to Grammar section, p. 51

Complete each sentence with the correct form of the verb in parenthesis.

- 1 If we _____ (reduce) our staffing costs, we will be able to offer them a better deal.
- 2 I think the negotiations _____ (go) better if you attended the meeting, too.
- 3 We _____ (have) more room for manoeuvre if we aim for a unit price of two dollars.
- 4 If management _____ (be) more flexible, we would be able to negotiate a better salary deal.
- 5 If everything _____ (go) well, we'll be able to cut a deal by the end of the day.
- 6 The negotiations would be much easier if they _____ (know) exactly what they wanted.

Evaluation

Use words from the word bank to complete the sentences.

am amicable budge – clinch consult – counter-productive –
credibility – drive frank – tentatively – were – win

- 1 I don't think that senior management are going to _____ on the issue of hourly rates.
- 2 To be _____ with you, I don't agree with your marketing policy at all.
- 3 Being too aggressive in negotiations can be _____.
- 4 The only way to _____ them over is to lower our unit price.
- 5 It's essential that managers have _____ in the eyes of their employees.
- 6 If I _____ in New York next week, I'll come by and see you.
- 7 I think we need to _____ with a design expert before making this decision.
- 8 The good news is that it looks like we can reach an _____ agreement.
- 9 During negotiations, Tom was able to _____ them down to five dollars per unit.
- 10 We _____ agreed to have the project completed by May, but we may have to revise that.
- 11 Kim's presentation really helped us _____ the deal.
- 12 If I _____ you, I'd send them an email.

5 Finalizing the deal



In this chapter you will:

- read a dialogue between two people who reach an agreement
- read part of a promotional leaflet for a training seminar
- write up part of the minutes for the final meeting between Maxicola and Burgerworks
- practise words and expressions from this chapter of the DVD
- review modal verbs

Dialogue

Maki and Jerry cut a deal

Read the dialogue and then decide whether the statements which follow are true, false or are not mentioned.

Jerry: We've gone through your most recent proposal thoroughly and we're happy to accept your offer, as long as you can make certain guarantees.

Maki: Okay. What do you have in mind?

Jerry: The first guarantee is that Juvo will provide us with a three-year support package that includes some kind of online help desk.

Maki: Okay. We already have similar packages in place for other systems we've produced, so adapting those should be feasible. And the second condition?

Jerry: Secondly, we want someone from our team to be directly involved with the project management on a day-to-day basis.

Maki: Do you mean they'd be working here with us?

Jerry: That's right. It would involve secondment to Helsinki for one of our team for the duration of the project. Are you okay with that?

Maki: Absolutely. Jerry, I think we've got a deal.

- Jerry will agree to the price that Maki has suggested.
(A) True (B) False (C) Not mentioned
- Jerry wants Juvo to provide training for end-users of the product.
(A) True (B) False (C) Not mentioned
- Part of the user support that Jerry wants may be delivered over the internet.
(A) True (B) False (C) Not mentioned
- Juvo usually produces support packages of this kind for end customers.
(A) True (B) False (C) Not mentioned
- Jerry wants one of his team to move to Helsinki for the project.
(A) True (B) False (C) Not mentioned

Whole Mind Negotiation – seminars that lead to success

1 _____

Whole Mind Negotiation is aimed at anyone whose work frequently involves negotiation. Our delegates come from a range of professions and backgrounds, including CEOs, sales executives, educationalists and public service professionals.

2 _____

What makes the Whole Mind approach so special? First of all, we believe that it is essential to get the right balance between interaction within the whole group and individual development. That's why we set a strict limit of eight participants per seminar. Secondly, delegates learn through active exploration and participation. Finally, our trainers are amongst the most experienced and talented in the industry.

3 _____

On completing the course, you will:

- understand why negotiations so often fail.
- become aware of your own negotiation style and of the impact it has on others.
- be able to prepare effectively for any negotiations.
- develop the key skills of questioning, framing and closure.

4 _____

Each Whole Mind Negotiation seminar involves two days of exploration and experimentation. Before this, however, we conduct an hour-long profiling meeting, either face-to-face or over the phone. The two days of in-seminar work involve several cycles of input – practice – reflection.

- Input includes the presentation of key concepts and skills.
- Practice includes a range of simulation activities where new skills are applied in both one-to-one and team negotiation contexts.
- During reflection, each person in the group discusses their experiences, and how they could improve.

Finally, delegates take a short online assessment, which is followed up by a one-to-one consultation between the trainer and each delegate.

Exercise 1

Match the headings from the promotional leaflet with the gaps in the text.

- A What will you learn?
- B Who can benefit?
- C What's involved?
- D What is our approach?

Exercise 2

Decide whether these statements are true or false according to the text, or if this information is not mentioned.

- 1 The seminars are not only aimed at business people.
 A True B False C Not mentioned
- 2 The seminars last five days.
 A True B False C Not mentioned
- 3 The training company specializes only in negotiation training.
 A True B False C Not mentioned
- 4 Groups never include more than eight trainees.
 A True B False C Not mentioned
- 5 At the end of the course, trainees receive a certificate.
 A True B False C Not mentioned
- 6 Trainees must do some preparation before the seminars begin.
 A True B False C Not mentioned
- 7 There is no end-of-course assessment.
 A True B False C Not mentioned
- 8 Each trainee is given some one-to-one time with the trainer.
 A True B False C Not mentioned

Structures

Modal verbs are often used for making offers, suggestions, and for asking and giving advice. For example:



 refer to Grammar section, p. 50

In each of the sentences below, underline the modal verb and decide what idea is being expressed.

- 1 Could I ask you to come again tomorrow to try to finalize the deal?
(A) Request permission (B) Ask for advice
- 2 I think you ought to go over the contract with them again.
(A) Express ability (B) Give advice
- 3 I can do the 12th if that suits you.
(A) Express obligation (B) Express ability
- 4 We must try to drive the price down by at least two thousand euros.
(A) Express obligation (B) Request permission
- 5 You should try to convince them that this deal is beneficial to them.
(A) Give advice (B) Express obligation
- 6 I'm afraid you'll have to commit to an earlier deadline.
(A) Express obligation (B) Express ability
- 7 We could use cheaper materials in order to reduce costs.
(A) Request permission (B) Express possibility
- 8 I think we can impress them by taking them on a tour of the factory.
(A) Express ability (B) Make a request

Evaluation

Use words from the word bank to complete the sentences.

approach – can – delegate – drives – face – iron – might – online – package – pertains – shouldn't – terms

- 1 We treat each _____ in the seminar as an individual.
- 2 The company provides an excellent support _____ for all their products.
- 3 Since most of our clients have internet connections, we do a lot of our training _____.
- 4 My _____ to negotiation is very different from yours.
- 5 We _____ finalize the deal at your offices if you prefer.
- 6 Can we meet face-to-_____ to talk this through?
- 7 You _____ hurry to close the deal. Take your time.
- 8 The agreement only _____ to the current tax year.
- 9 We still have a lot of issues to _____ out.
- 10 She certainly _____ a hard bargain.
- 11 All the _____ we agreed to are clearly listed in the document.
- 12 I have a feeling that they _____ be about to agree to our terms.

CHAPTER 1

Dialogue Model

Memo

To: Jane Frears; From: Jerry MacKenzie; Re: Negotiations with Maki Asplund;
Date: Friday 11th; Duration: 1 day; Location: Maki's offices in Helsinki ;
Key points for discussion: Timescales, costs involved; Morning agenda: Discuss Maki's proposal; Afternoon agenda: Meet development team and tour of production offices;
Accommodation: Arranged by Maki's assistant.

Reading

1 B; 2 D; 3 E; 4 A; 5 C

Writing Model

Dear Mr McKay

I'm very pleased that we are moving forward towards a possible working relationship with Maxicola. Let me just summarize what we agreed over the phone.

Negotiations between Burgerworks and Maxicola will take place at Burgerworks' headquarters here in Amsterdam on the 23rd of March. My assistant will make the necessary arrangements and will be in contact with your assistant Dan (extension 253) in order to finalize the details.

Looking forward to meeting you and other members of your team in two weeks' time.

Kind regards

Fiona Richards

Vocabulary

1 associates; 2 table; 3 mutually; 4 conduct; 5 with; 6 proposal; 7 negotiation;
8 together

Structures

Exercise 1 1 I take it that; 2 I'm under the impression that; 3 enter into a deal with;
4 work for both of us; 5 finalize the details; 6 cut a deal with

Evaluation

1 reach; 2 opening; 3 table; 4 stake; 5 strategy; 6 advantage; 7 take; 8 associates; 9 cut;
10 anchoring; 11 forward; 12 beneficial

CHAPTER 2

Dialogue

9; 3; 6; 5; 1; 7; 2; 8; 4

Reading

Exercise 1 1 D; 2 B; 3 A; 4 C

Exercise 2 1 A; 2 B; 3 C; 4 B; 5 A; 6 C

Writing Model

Fiona Richards is the CEO of Burgerworks. She has been with the company for over twenty years. For fifteen of those she was based in their London office, starting as manager of public relations and working her way up. She is now based in Burgerworks' Amsterdam headquarters.

Jan de Kroon is the vice president of purchasing. He spent five years in one of Burgerworks' regional offices, but apart from this, he has spent the rest of his career in their Amsterdam offices.

Helena Meminger is the assistant vice president of purchasing. She has only recently joined the Amsterdam team, having worked, until one year ago, in their offices in Germany.

Vocabulary

1 objective; 2 regional; 3 ground; 4 margins; 5 prospective; 6 item; 7 start; 8 enter

Structures

1 to; 2 to/with; 3 into; 4 with/for; 5 to; 6 out; 7 of; 8 to; 9 into; 10 to

Evaluation

1 minutes; 2 margins; 3 commit; 4 commitment; 5 overstaffing; 6 point; 7 reassess; 8 weigh up; 9 out; 10 of; 11 objective; 12 chair

CHAPTER 3

Dialogue

① D; ② H; ③ G; ④ C; ⑤ F; ⑥ E; ⑦ A; ⑧ B

Reading

Exercise 1 1 B; 2 A; 3 B

Exercise 2 1 outcome; 2 compromises; 3 unacceptable; 4 approach; 5 pressure; 6 possibility; 7 BATNA

Writing Model

Hi Olga

I'm just about to go down for lunch, but I thought I would give you a quick update on how the negotiations with Maxicola are going so far.

Jack McKay has come accompanied by his vice president of sales, Jennifer Langley. She seems very bright, although she made an overly long presentation at the beginning of the meeting.

Jack got us rather distracted by talking about promotional campaigns, and who should fund them. It seems as though they want us to share the cost of advertising Maxicola products at our outlets.

That's an issue we need to resolve, but first we need to sort out the unit price for syrups. Their opening offer was \$1.15 per litre, and Jan told them straight away that that's unacceptable. It looks like we can get them down to \$1.05 per litre, but the other surprise was that they want us to commit to a seven-year contract. I was quick to point out that initially we wouldn't go beyond a one- or two-year deal. Hopefully we can sort this out after lunch.

Best, Fiona

Vocabulary

B2; D5; F4; H6; J8; L1; N3; P7

Structures

1 Not only is their price good, but their service is good, too.; 2 Seldom have I seen such poor quality work.; 3 Never have we had a better opportunity to cut a deal.; 4 Not once have they let us down.; 5 Under no circumstances must we make the opening offer.; 6 Only after a long discussion did we finally reach an agreement.

Evaluation

1 object; 2 correctly; 3 concerns; 4 getting; 5 talking; 6 ahead; 7 enhance; 8 along; 9 concern; 10 circumstances; 11 Seldom; 12 once

CHAPTER 4

Dialogue

3; 1; 4; 2; 8; 5; 7; 6

Reading

1 A; 2 B; 3 C; 4 A; 5 C; 6 C; 7 A; 8 B

Writing Model

Dear Fiona

First of all, let me thank you for hosting us yesterday. It was a genuine pleasure for Jennifer and me to meet you and your team at last.

In our discussions you made it very clear that being able to offer variety and choice is a key aspect of the Burgerworks philosophy. I would like you to understand that we fully appreciate that. Indeed, we share that same philosophy. Bear in mind that the Maxicola range includes a very wide variety of beverages, certainly diverse enough to satisfy your clientele. We would be happy to supply different beverages to different locations according to local needs and tastes.

With regard to price, we are happy to agree to \$1.05 if you can commit to a minimum five-year contract.

I continue to believe that our partnership would be an excellent development for both companies and I feel sure that we can reach an agreement that suits us both. If you would like us to sit down and discuss this further while Jennifer and I are still here in Amsterdam, please let me know.

Kind regards

Jack

Vocabulary

1 C; 2 A; 3 E; 4 G; 5 H; 6 B; 7 F; 8 I; 9 J; 10 D

Structures

1 reduce; 2 would go; 3 'll have; 4 were; 5 goes; 6 knew

Evaluation

1 budge; 2 frank; 3 counter-productive; 4 win; 5 credibility; 6 am; 7 consult;
8 amicable; 9 drive; 10 tentatively; 11 clinch; 12 were

CHAPTER 5

Dialogue

1 (A); 2 (C); 3 (A); 4 (A); 5 (B)

Reading

Exercise 1 1 B; 2 D; 3 A; 4 C

Exercise 2 1 (A); 2 (B); 3 (C); 4 (A); 5 (C); 6 (A); 7 (B); 8 (A)

Writing Model

We have agreed to enter into an exclusivity deal with Maxicola. The terms of the deal are as follows:

1 Maxicola will supply us with syrups for sodas including cola, lemon-lime, diet versions of these, orange and iced tea. The agreed purchase price for these products is \$1.05 per litre.

2 Maxicola will provide syrups for all our restaurants, but the syrup variety will vary according to location.

3 The deal does not cover the following products: juices, sports beverages or mineral water.

4 Burgerworks has committed to an initial five-year contract with Maxicola.

Issues around the promotion of Maxicola products have yet to be resolved. These issues include the nature of such promotions, who should cover the costs and to what extent there will be profit-sharing between the parties.

Vocabulary

1 face; 2 agreement; 3 bargain; 4 word; 5 pertains; 6 iron; 7 terms; 8 close;
9 consultation; 10 shake

Structures

1 (A) (could); 2 (B) (ought to); 3 (B) (can); 4 (A) (must); 5 (A) (should); 6 (A) (have to);
7 (B) (could); 8 (A) (can)

Evaluation

1 delegate; 2 package; 3 online; 4 approach; 5 can; 6 face; 7 shouldn't; 8 pertains;
9 iron; 10 drives; 11 terms; 12 might

Present perfect simple and present perfect continuous

Use We use the present perfect simple to show that an action has been completed and therefore has an effect in the present, or to talk about experiences.

We use the present perfect continuous when we want to emphasize that an action or situation that started in the past is still continuing or to point out how long an action has been going on.

Form *present perfect simple*

I **have ('ve) reserved** the VIP area.

I **have ('ve) never been** to Paris.

present perfect continuous

Jan **has been skiing** since childhood.

You **have ('ve) been working** on the sale now for six months.

... the team and I **have been talking** about Anna's suggestions while you were gone.

Talking about the future:

will, going to, present continuous, present simple

There are many ways to talk about the future in English. Here are the most common future forms and their uses.

Use We use **will** to make predictions or when we are fairly certain that something will or won't happen (a) or to express 'on-the-spot' decisions (b).

We use **going to** when we talk about things that we have planned or have decided to do (c) or to express intentions (d).

We can use the **present continuous** to talk about arrangements and firm plans we have made for the future.

We use the **present simple** to talk about future events that have been scheduled. This is sometimes called the 'time-table' future.

Form *will*

- (a) An exclusivity agreement **will be** highly beneficial to both our companies.
 (b) I **will ('ll)** let him know that he is expecting a call.

going to

- (c) First, Marc **is ('s) going to make** his presentation.
 (d) I **am ('m) going to show** you some statistics.
 Financially speaking, it **is ('s) going to be** great for this company.

present continuous

Tonight you **are ('re) coming** over to our place for dinner.

present simple

His plane **leaves** at six o'clock this evening.

Giving advice and making requests, offers and suggestions:

Modal verbs

Use The verbs *should*, *ought to*, *had better* can all be used for *giving advice* and have a similar meaning.

The verbs *can*, *could*, *will*, *would* are useful in *question form* to *make requests*.

Remember that *could* and *would* are more polite than *can* and *will*.

Can, *could* and *may* are useful in *making requests* or *giving permission*. We usually use *be allowed to* when we are talking about *rules*.

We can use the verbs *will*, *shall*, *can* in questions to make offers to *do something for others*.

The verbs *let's*, *shall*, *can*, *could* are useful for *proposing ideas*. *Let's* and *can* are more certain than *could* and *shall*.

Form *Giving advice*

We **should** start now.

We **shouldn't** start yet.

You **ought to** leave early.

You **ought not to** leave early.

You **had better** leave early.

You **had better not** leave early.

Making requests – question form

I'm sorry, **could** you repeat your question please?

Do you think you **could** give me some sort of figure or percentage?

Can you please hold your question until the end?

Making offers

So, Lucille, **would** you like something to drink before you begin?

May I offer you something to drink?

Making suggestions

Shall we go?

Let's get back in there.

Talking about possibilities:

If sentences

Use Use **if** + present simple + the future with **will** to talk about situations or events that are likely to happen if a certain condition occurs. You can also use modal verbs **do**, **must**, **can**, etc. instead of **will**.

Form **If** all **goes** according to plan **we'll** see you in Amsterdam in two weeks.

If you still **feel** this way afterwards we **don't** have to hire him for the rest of the launch.

If they **don't take up** our offer, they **will** ('ll) miss a great opportunity.

Note that the *if* clause does not always come first. You can also say:
We'll meet on Monday if we don't find time on Friday.

Making suggestions using if sentences

Use We can also use **if** + past simple + **would** or **could** to make polite suggestions and to talk about something that is not true now and probably will not be true in the future.

Form **If** Burgerworks **didn't** have branches all over Europe they **wouldn't** need to serve different drinks in each branch.

If I **were** you I would get on the phone with Fiona.

Again, the *if* clause does not always come first. You can therefore also say:
I **would** get on the phone with Fiona if I were you.

Speaking politely:

Polite forms

When speaking to colleagues, customers or strangers, a certain level of politeness is expected. For example, if you wanted to borrow a pen from a client during a meeting, 'Give me a pen' would sound very rude! How can we make the request sound more polite? In English, there are a number of different ways.

Adding please:

Give me a pen, please.

Using can, could and would to make polite questions:

Can you give me a pen?

Could you give me a pen?

Would you give me a pen?

Using question tags with negative statements:

You don't have a pen I could borrow, do you?

Using other polite expressions with any of the above forms:

Would you mind giving me a pen?

Could I possibly borrow a pen from you, please?

You don't happen to have a pen I can borrow, do you?

Reported speech

Use Instead of quoting someone's words directly, we use the following form for reporting things that people have said:

Direct speech: "I'm the CEO of Burgerworks."

Reported speech: She said she was the CEO of Burgerworks.

Notice that we use quotation marks "" around direct speech, but not with reported speech.

Form When we report what someone says, we use reporting verbs such as **He said, He asked, He mentioned, He enquired, He ordered** and then report the speaker's words.

Tense changes

The main verb in direct speech is often 'shifted back' a tense in reported speech, as follows:

"I'm the CEO of Burgerworks."	She said she was the CEO of Burgerworks.
"I've been working here for five years."	He said he had been working there for five years.
"I started out as a manager in public relations."	She said she had started out as a manager in public relations.
"It will enhance our brand."	She said it would enhance their brand.

Phrasal verbs

Many English verbs consist of two or three parts: a base verb and one or two particles. These are called phrasal verbs and they are very common in English.

Examples of two-part verbs: help out, sum up, sit down

Examples of three-part verbs: catch up with, look forward to

Many phrasal verbs are easy to understand because their meaning is simply the combined meaning of the two parts.

For example: sit down, come in, come back

However, many other phrasal verbs have a special idiomatic meaning that is very different.

For example: **hang on** = wait
 give up = stop doing something

Form and use

Some phrasal verbs do not take an object.

For example: Can you **come back** later? / Why don't you **sit down**?

Others do take an object. There are two types: separable and inseparable.

Separable: With these verbs, we can place the object of the verb between the verb and the particle.

For example: Please **bring back** the report tomorrow.
OR Please **bring** the report **back** tomorrow.

Note: If the object is a pronoun (him, her, it, me, etc), then we must separate the verb.

For example: Please **bring it back** tomorrow. ✓
 Please ~~bring back it~~ tomorrow.

Inseparable: With these verbs, the base verb and the particle cannot be separated.

For example: Thieves **broke into** the office last night. ✓
Thieves ~~broke~~ the office ~~into~~ last night.

All three-part verbs are inseparable.

For example: Can you **get hold of** John? ✓
~~Can you get~~ John ~~hold of~~?

Note: If you're unsure whether a phrasal verb is separable or not, it's always safer to keep the base verb and particle together.

Here is a list of the phrasal verbs which you heard in the DVD. Note that many of these phrasal verbs have a number of different meanings; the meaning shown here is the one used in the DVD. For the phrasal verbs that take an object, the object is shown in *italics* in the sample sentence from the DVD.

Verb	Meaning	Separable	Example from DVD
bring down	to reduce	yes	... bonuses do bring down <i>your expenditure</i> .
bring in	to introduce	yes	I think it will enhance our brand and bring in <i>more uniformity</i> .
call for	to require	no	I think this calls for <i>a celebration</i> .
come back	to return	no	When we come back I'd like to return to our agenda.
come on over	to visit	no	Come on over to my office.
come to	to reach (an agreement)	no	Our objective today is to come to <i>an agreement</i> .
come up with	to think of an idea or plan	no	Provided that we can come up with <i>a common plan</i> .
drive down	to force to reduce something	yes	She was trying to drive <i>our price</i> down.
enter into	to agree to a deal or contract	no	Burgerworks has never entered into <i>an exclusivity deal</i> before.

get at	to mean	no	I think we understand what you're getting at, Jennifer.
get down to	to start working seriously on something	no	We need to get down to <i>business</i> .
go ahead	to give permission to someone to speak or do something	no	Jan, why don't you go ahead?
go on	to approach, get near to (a time)	no	If I might interrupt, it's going on <i>one o'clock</i> .
iron out	to find solutions to small problems	yes	It will of course be necessary to meet again with our marketing teams and iron out <i>the last details</i> .
look forward to	to wait for something to happen which you expect will be enjoyable	no	... we look forward to <i>working with Maxicola</i> .
move up	to get promoted at work	no	I started out in public relations and moved up
put aside	to stop talking about an issue with the intention of returning to it later	yes	I'd like to put aside <i>this issue</i> for a moment
send over	to send	yes	The <i>most recent proposal</i> you sent over was rather attractive
set up	to prepare equipment for something	yes	Fiona Richards is having her assistant call Dan to set up <i>all the details</i> .
speak up	to express your opinion during a discussion to make sure your opinion is heard	no	Next time I want you to speak up earlier.
take care of	to be responsible for a task	no	You're having Dan take care of <i>the details</i> ?
take place	to happen	no	And where will <i>the meeting</i> take place?

CHAPTER 1

Jack Hello, Jack McKay here

Fiona Hello, Mr. McKay, this is Fiona Richards calling from Burgerworks European Head Office

Jack Oh, hello, Ms. Richards. How are you?

Fiona Very well, thank you. Mr. McKay. And you?

Jack Good. It's nice to hear from you. I take it from this phone call that our most recent proposals have found their way to your desk, and you've decided to use my direct number.

Fiona Yes, the proposals have arrived. I'm phoning to invite you and any associates you care to bring to Amsterdam to come and negotiate a mutually beneficial deal.

Jack Well, that's great news. When would you like hold the negotiations?

Fiona Would the 23rd of March be possible for you?

Jack Well, let me take a look here. Okay, I think that will work just fine on our end. But, let me ask you something, Ms. Richards.

Fiona Yes.

Jack What made you change your mind? I was under the impression that you were against entering into any exclusivity deal with Maxicola, or with anyone, for that matter.

Fiona Well, Mr. McKay, the most recent proposal you sent over was rather attractive. And after consulting with my associates and our board, it's been decided that perhaps this is a deal that could work well for both of us, provided that we can come up with a common plan and finalize a deal.

Jack. I couldn't have said it better myself.

Fiona. So, how about if I have my assistant Inga get in touch with your assistant to finalize the travel details?

Jack Okay. My assistant's name is Dan and his extension is 253. I'll let him know that he's expecting a call.

Fiona: Wonderful.

Jack: So if all goes according to plan, we will see you in Amsterdam in two weeks.

Fiona: Yes, that's right.

Jack I'm looking forward to it.

Fiona Me too. Goodbye, then.

Jack Bye now.

Jack Jennifer? It's Jack. You'll never guess who just called!

Jennifer So, tell me, who?

Jack: Come on over to my office; let's talk about this in person.

Jennifer You always leave me in suspense. I'll be right there.

Jennifer: So, who was it?

Jack: Pack your bags, we're going to Amsterdam!

Jennifer: What? Burgerworks? You're joking!

Jack: I just received a call from Fiona Richards. Apparently she received the latest proposal we sent.

Jennifer: And, she's interested?

Jack: Well, let's just say she went from being totally against any sort of exclusivity deal to phoning me personally to invite us out to Amsterdam to negotiate a deal.

Jennifer: That's amazing, Jack. This is such great news!

Jack: Yep, not too bad at all.

Jennifer: So when are we going?

Jack: The first meeting will be in a couple of weeks. Fiona Richards is having her assistant call Dan to set up all the details. Once the date is finalized, Dan will let you know.

Jennifer: You're having Dan arrange the details? Well, just make sure that this time...

Jack: Not to worry, everything will be fine. By the way, you should give yourself a big pat on the back. I know how hard you worked on this proposal and it was a good one.

Jennifer: Thanks, I appreciate that, Jack.

Jack: I'll speak to you later.

Jennifer: Yep. See you later.

Jan: So, when are the people from Maxicola arriving?

Fiona: I don't know exactly. The meeting's confirmed for March 23rd and I'm having Inga take care of the travel details with McKay's assistant.

Jan: And where will the meeting take place?

Fiona: I'm going to suggest our offices. It could be in the boardroom, or perhaps even one of the meeting rooms, depending on how many people we are.

Jan: Fine.

Fiona: Perhaps.

Jan: Oh, Fiona, you needn't be so anxious. This deal is going to work for us. We need to be cutting costs somewhere and I'm sure they're going to agree on a very attractive unit price.

Fiona: Yes, I know. Of course you're right, Jan. Their last proposal was heading in the right direction, so hopefully the negotiations will go well and we can cut a good deal.

Jan: I feel confident that we can.

Fiona: By the way, I'd like you to be in charge of doing some price per unit research. I want us to be as ready as possible when we get to the negotiating table.

- Jan Of course, I've already begun
- Fiona Excellent. And please also brief Helena
- Jan Will it just be the three of us negotiating the deal?
- Fiona Well, I'm not sure how many people Maxicola is sending so I think three is sufficient for now. And Helena is the Assistant VP for Purchasing, so I think she should be in on this deal, even if it's just to learn.
- Jan. Of course. I'll speak to her right away.
- Fiona Thanks. Jan.
- Jan My pleasure

CHAPTER 2

- Fiona: Well, now that we have all been introduced I'd like to thank both of you for coming to Amsterdam. As we all know, our objective today is to come to an agreement about a prospective exclusivity contract between Burgerworks and Maxicola.
- Jack Thank you for your generous invitation. If I may, I'd like to say a little bit about the company philosophy at Maxicola.
- Fiona: Of course, go right ahead.
- Jack Well, I know you've all probably done your homework and know what we sell, where we sell it, and maybe even how. But what you may not know is that at Maxicola we think of ourselves as a family. And each company that enters into a partnership with us is naturally a part of our extended family. We've done a lot of research into the type of company Burgerworks is, and, above and beyond how much you sell, and have decided yours is the kind of company we like to do business with.
- Fiona Well, thank you, Jack. It's very nice of you to begin with a compliment. If it's alright with everybody else, I thought each one of us could say a bit about our roles at our respective companies. I'll begin. I'm the CEO here at Burgerworks. I've been in this position for five years now. Before that I lived in London, where incidentally, I was born and raised. I worked at the London Burgerworks offices for about fifteen years. I started out as a manager in public relations and moved up in the company from there. Jan, why don't you go ahead?
- Jan Yes, well, I'm the Vice President of purchasing and have been based here in Amsterdam for most of my career, with the exception of five years where I ran one of our regional offices.
- Helena I'm Helena, well, I'm from Germany and came to the head offices in Amsterdam one year ago, when I was promoted to the position of assistant Vice President of Purchasing.

- Jack: Well, guess it's my turn. I'm the CEO at Maxicola, a company founded by my grandfather exactly 81 years ago. I began working at Maxicola directly out of college and have had the good fortune to jump from position to position in order to build up my knowledge from the ground up. I've been the CEO for six years now ever since my father decided it was finally time to retire.
- Jennifer: That leaves me. Like Helena, I'm also somewhat new to my position. I've been VP of Sales for about a year and a half now. Before that I founded and then sold a start-up, at which point I decided to change paths.
- Fiona: Very interesting. Okay, shall we proceed with the next item on the agenda?
- Jack: Yes, please. Jennifer, the stage is all yours.
- Jennifer: Thanks, Jack. Okay, as we all know, we're here today because we all agree that entering into an exclusivity agreement will be highly beneficial for both our companies. I'd therefore like to know what some of the key aspects of this deal are from Burgerworks' point of view.
- Jan: I'll answer that question. Burgerworks is interested in increasing our profit margin on beverages. We want to continue to offer our clients a wide selection of drinks that suit their tastes, and we are hoping that Maxicola can provide just that, while reducing our price per unit.
- Jennifer: Thanks, Jan. Okay, if I may, I'd like to begin by going through our most recent offer and detailing the ways in which this deal will not only save you money, but also increase your sales.

CHAPTER 3

- Fiona: I think we understand what you are getting at, Jennifer, but I just don't know if that can work for us.
- Jennifer: I appreciate your concerns, and would like to propose a solution. I suggest we make a co-operative merchandising agreement.
- Fiona: Sorry, Jennifer, I don't follow you here. Can you please explain that?
- Jack: Let me clarify. Your concern is that you should be making profits on any and all promotions taking place in your locations, regardless of whether it is a Burgerworks initiative or a Maxicola initiative, is that correct?
- Fiona: Exactly.
- Jack: I'd like to propose an arrangement in which we cover the costs of advertising our products at Burgerworks, along with a co-merchandising agreement in which we agree to share the costs for all mutually beneficial promotions.
- Jan: May I respond to this one?
- Fiona: Please, Jan, go ahead.
- Jan: What about the profits brought in by these promotions? Would you expect some sort of extra profit?

- Jack: Well, the specifics of that can still be worked out. In the first phase we could start by getting the coordinated advertising and merchandising underway and then possibly work towards creating initiatives together.
- Fiona: While I don't object to cooperative advertising as part of this deal, I don't think that there's any way we could agree to any extra payment to Maxicola as a result of such campaigns.
- Jennifer: Well, wouldn't it be possible to agree that all in-store promotions could be cost-shared? That is, anything that relates to Maxicola products.
- Fiona: You know, I'd like to put aside this issue for a moment. I think that maybe we should take a short break, a few minutes to stretch our legs a bit. Jennifer made quite a long presentation and I'm sure that she and the rest of us would be glad for a break. Is that okay with everyone?
- Jack: Okay.
- Fiona: Great. When we come back I'd like to return to our agenda.
- Jack: Fiona, can I make you a coffee?
- Fiona: No, that's all right. I'm a bit picky with how I take my tea, so I'd rather just make it myself, thank you.
- Jack: Sure, no problem.
- Jennifer: Hey Jack, how do you think it's going?
- Jack: Not as smoothly as I'd like, but not too badly. I think we need to focus on each point, iron them out one by one.
- Jennifer: I agree. I think my presentation was a little long and they got a bit antsy.
- Jack: Maybe so.
- Jennifer: Oh, they seem to be back at the table. Maybe we should .
- Jack: That was quick. Let's get back there.
- Fiona: I do think that for all concerned it is a little early in the negotiation to deal with additional issues such as advertising. I suggest we return to our original agenda and discuss price per litre. After all, increasing beverage profits at point of sale is the reason Burgerworks is at the negotiating table today.
- Jack: Agreed. I'll go straight to the figures. We'd like to offer a price of 1.15 per unit of syrup. Does that make sense?
- Helena: Is that euro or dollars?
- Jack: Dollars. We're talking in dollars. Is that okay with everyone?
- Jan: Yes, yes, that's fine. But when you say unit, are you referring to litres or gallons?
- Jack: We're talking litres. We actually adjusted it for you, as we normally deal in gallons.

- Jan: If I understand you correctly, you are proposing \$1.15 per litre of syrup notwithstanding the syrup bonuses that Jennifer spoke about during her presentation?
- Jack: Yes, that's right. The syrup bonuses are connected to the quantities used at each location and are a separate issue. What I mean to say is that while the bonuses do bring down your expenditure, that is, if you buy more you earn more bonuses, I think we should focus on the price per litre and talk about the bonuses afterwards.
- Jan: According to our figures, I'm afraid there's no way we could agree to that \$1.15 per litre would not just be much of a saving for us.
- Jack: Okay, then, why don't you suggest a figure?
- Jan: Well, we were thinking more along the lines of 95 American cents.
- Jack: I see. Well, I think you need to keep in mind that the saving on the cost of syrup is not the only benefit from this deal.
- Jan: Well, we realize that, but as we agreed, the other points will be discussed later on.
- Jack: Yes, of course, I didn't explain myself properly. You're right. We have agreed to discuss marketing issues later on. However, we haven't spoken about the length of the contract.
- Jan: Well, an important issue, but I don't see why it is an immediate concern.
- Jack: The longer the length of the contract, the lower we can take the syrup price. We didn't specify length in our initial proposal.
- Jan: That's right, it only mentions 'years', not the number of years.
- Fiona: Well, Jack, how many years are you considering?
- Jack: We were thinking about seven years to begin with.
- Fiona: Seven years! I'm afraid there is just no way that we could agree to that. You need to understand that Burgerworks has never entered into an exclusivity deal before. In fact we prided ourselves on offering a wide range of popular beverages that vary based on location. At present, in France, for example, we offer a completely different selection than in the Czech Republic.
- Jack: And by introducing Maxicola products into all of your locations as the exclusive beverage you are enhancing your brand image. Customers will know that not only are they getting the same quality food in every single Burgerworks location in Europe, but they are also getting the same consistent beverage selections.
- Fiona: Let's just take a step back for a moment. Your proposal did not refer to a seven-year contract. We were considering around one to two years. Give it a good run and see how it goes. If what you are saying about brand uniformity works in our favour, then we can talk about the possibility of contract extension.

- Jennifer: Allow me to interrupt for just a moment. I suggest, as we agreed, we first settle the issue of unit price. Jan, you mentioned 95 cents. How about \$1.10?
- Jan: Well, I think that is still a bit high. How about \$1.00?
- Jack: I don't know about that.
- Jan: We would seriously consider \$1.05 . . .
- Fiona: . . . and I'd be willing to negotiate a term longer than the one or two years that I mentioned, but I'm afraid that is my final offer.
- Jack: Alright, well, we'll have to take that away with us for consideration.
- Fiona: Okay, good. Now the next matter at hand is the term of the contract, and then, of course, promotional and marketing issues.
- Helena: If I might interrupt, it's going on one o'clock now, so . . .
- Fiona: Yes, Helena, right you are. And this seems like a sensible point in the negotiation to break for lunch. I thought that maybe you two would like to join us at the company dining room downstairs. I've reserved the VIP area.
- Jack: Yes, thank you, that would be great.
- Jennifer: We'd love to.
- Jan: Let's go.

CHAPTER 4

- Jennifer: What are you thinking, Jack?
- Jack: Hmm, what? Oh, what was I thinking . . . ?
- Jennifer: We need to get down to business. You wandered off there for a minute.
- Jack: Yes, I did. I was thinking about Fiona Richards.
- Jennifer: Were you really?
- Jack: Oh, Jen, come on. I mean, I was thinking about what she said yesterday, about each of the Burgerworks restaurants being identifiable as part of the brand, yet distinct according to its location.
- Jennifer: What about that?
- Jack: The more I think about it, the more I understand her objections to an exclusivity deal. She's sincerely worried about Burgerworks losing this quality of distinct identity according to location.
- Jennifer: Let's suppose that you're right. It doesn't change the fact that she was trying to drive our price down and wouldn't even consider a contract longer than four years . . .
- Jack: Well, I think that if Maxicola can demonstrate its ability to work with their philosophy than we can come to a more amicable agreement.
- Jennifer: Well, there is no reason why we can't. We have a diverse range of products – it's not like every Burgerworks in Europe will only be carrying cola.
- Jack: Of course not. We know that and Burgerworks knows that. Maybe . . .
- Jennifer: You mean they need to feel that we support their image as a company

- Jack Exactly
- Jennifer If I were you I'd get on the phone with Fiona
- Jack No, no, too much I think, and it's a bit late. The numbers are on the table, and it's time for us to agree or disagree. It seemed pretty apparent that they were not going to budge.
- Jennifer Then how about this? Send her an email thanking her for their hospitality and add a paragraph about how we understand their commitment to their customers across Europe. Remind her that our diverse range of products will certainly be able to satisfy their clientele. And make sure you say that we can most definitely supply different products to different locations.
- Jack And then I'll mention that while we can agree to the \$1.05 per litre for the basic syrups and the prices of the other products that were discussed yesterday, we expect a minimum five year contract.
- Jennifer What?
- Jack What?
- Jennifer First, are you saying that we are agreeing to \$1.05? And second, do you think it's appropriate to declare now that we want a longer term? Don't we have to reject the deal first and then go back to the negotiating table?
- Jack Well, you're right, in a way. But why not give it a shot? I have a feeling that this email might just clinch the deal.
- Jennifer You have a very unorthodox style, Jack.
- Jack But one that's been known to work.
- Jennifer Okay, I support the idea. If they don't agree, we've got nothing to lose. We can always decide if we want to accept their previous offer.
- Jack That's what I thought you'd say!
- Fiona Helena. I want to hear a little more from you. You were very quiet at the negotiations yesterday.
- Helena Yes. I'm sorry, but I just didn't want to interfere or make a mistake.
- Jan I'm sorry, Fiona, it's partially my fault. I asked Helena to take more of an observer's role. I didn't want to overwhelm the Maxicola people. There's only two of them. Plus she is new to her position.
- Fiona Well, that's perfectly valid, Jan. But tell me, Helena, what do you think about the deal?
- Helena Well, actually, I support the idea of an exclusivity arrangement. Above and beyond the money it will save us, which will be substantial, I think it will enhance our brand and bring in more uniformly to our restaurants. Not to mention the fact that the entire purchasing process will be simplified and standardized.
- Jan She does have a point, Fiona. A few good ones in fact.

- Helena Well, that's just my opinion, and I . . .
- Fiona No, no, Helena, don't say that. Your opinion is a valued one, that's why you were made assistant VP of Purchasing. Next time I want you to speak up earlier. Now I'm wondering if I was a bit harsh yesterday. It's possible that Maxicola won't agree to our terms.
- Jan I think they can agree to the price. \$1.05 is pretty standard. I know, I've researched it thoroughly. But . . .
- Fiona What is it?
- Jan The thing is, I understand your reservations about exclusivity, but financially speaking, it's going to be great for this company. If I were you, I'd reconsider the contract term and offer something a bit longer.
- Fiona Do you think we should . . . oh, sorry, it's an email from Jack.
- Jan Really?
- Fiona Listen to this. In the email, Jack thanks us for hosting them and explains that he understands how we feel about wanting to offer our clients variety and choice. He mentions their various product lines and says that Maxicola also finds it extremely important to vary the selection according to location. Essentially, they want to make a deal.
- Fiona He agrees to the \$1.05 unit price, with one condition.
- Jan Yes . . .
- Fiona Five-year contract, minimum.
- Jan Fiona . . .
- Fiona I know, I know . . .
- Helena Would you like me to call them to confirm tomorrow's meeting?
- Fiona: No, no, that's okay. I'd prefer to call Jack myself.
- Jan This is the right decision, Fiona. Five years is reasonable.
- Fiona Yes. I'm going to my office. I need some time to consider these recent developments carefully.
- Helena Of course. I'll make sure the conference room is free tomorrow.
- Fiona Thanks, Helena.

CHAPTER 5

- Fiona: I do sincerely want to thank you for letting us know that you understand and support our philosophy. Yesterday I was still feeling unsure if this deal would be the best thing for the company. However, after receiving your email and upon further consultation with my team, essentially I think we have a deal.
- Jack A deal?
- Fiona: Yes. If you agree to \$1.05, you've got your five years.
- Jack That's great. Wonderful!

- Jennifer We shouldn't forget that we still have some finalizing to do in terms of the promotional side of the agreement
- Jack: Yes, yes, of course. But it seems that we all agree here
- Fiona: I'm happy to say that we do. It will, of course, be necessary to meet again with our marketing teams and iron out the last details. But that should only take a few weeks.
- Jan For everyone's benefit, I'd like to summarize the main points of the agreement again.
- Fiona: Yes, of course Jan, go ahead.
- Jan We are agreeing to an exclusivity deal to sell only Maxicola products in all Burgerworks restaurants for a term of five years. We have agreed to a purchase price of \$1.05 American dollars, for every litre of syrup. The syrup pertains to sodas, including cola, lemon-lime, their diet versions, orange, and iced tea. Juice products, sport beverages and mineral water will be sold in bottles at a price per case, which is still to be determined based on the quantities purchased.
- Jennifer Yes, we'll be able to settle that in a matter of days.
- Jan Good. And, in addition, I would just like to remind everyone that the promotional aspects of this deal are yet to be closed, but as of today we have an oral agreement.
- Jack: You can take me at my word.
- Fiona: Shall we shake on it?
- Jack: Absolutely.
- Fiona: I'd like to say that we look forward to working with Maxicola.
- Jack: And we look forward to working with you.
- Fiona: I think this calls for a celebration* If it's convenient for both of you, I'd like to invite you out to a celebratory dinner this evening, something a little nicer than yesterday's lunch.
- Jack: We'd love to, but on one condition.
- Fiona: Condition?
- Jennifer: Oh, Jack's only teasing.
- Jack: The condition is that you let us invite you.
- Fiona: No, please, you are our guests.
- Jack: And you have been very hospitable hosts. But I insist that tonight's dinner is on us.
- Fiona: You drive a hard bargain, Jack, but you've got yourself a deal.

Useful Expressions

GETTING READY

Inviting another company to the negotiating table

We'd like to invite you to come to (place) to negotiate a deal

Are you ready to come to ... and begin the negotiations?

We would like to propose a meeting

Acknowledging a proposal/ an invitation

We are ready to come to ... to negotiate a deal

We are interested / are not interested ...

We feel the time is now right to begin negotiations on

This is to confirm ...

Arranging negotiations

Where should the negotiations be held?

When do you suggest holding the meeting?

How many people will attend ...?

How many will be negotiating the deal?

We are sending ...

Our negotiating team will consist of ...

Who will be leading / taking part in the negotiations?

We suggest holding the negotiations

at your / our headquarters

at a neutral location

on neutral ground.

We would prefer the meeting to be held

at our headquarters

in a neutral location

Describing preparations for negotiations

By the time we have ...

You will be receiving / we will be sending (a detailed proposal / further information about our company / further information about our prices / costs involved)

We will need to draw up an agenda / a detailed proposal.

Following our telephone conversation / discussion we have revised the agenda.

Have you received the agenda?

You will find the agenda attached to this email

BEGINNING THE NEGOTIATIONS

Stating objectives

We are here today to ...

Our objective today is ...

Our goals are ...

We look forward to coming to an agreement about

Making introductions

Why don't we all say something about our roles in our respective companies?

I've been in my present position for ...

I was promoted to ... in ...

I am responsible for ...

In my role as

Expressing good intent

We are grateful for your willingness to

We're happy to have this opportunity to discuss ...

We believe you are the kind of company we would like to work with.

We certainly feel that ...

We believe this is a deal that could be beneficial for both of our companies.

I think I speak for all of us when I say ...

We are very much looking forward to ...

Expressing commitment

We are committed to finding a solution

I have no doubt .

I'm sure we can find a compromise/
solution.

We hope to be able to come to an
agreement.

Describing a current situation

Some of the key aspects of this deal .

Fortunately .

Unfortunately we haven't been able to

We are very satisfied / dissatisfied by

. would make this easier for us

It has become apparent that we need
to modernize / branch out

Up to now .

To date

Following the agenda

I'd like to begin by going through our/
your most recent proposal

Shall we proceed to the next item on
the agenda?

Does anyone want to say anything else
before we move on?

Since we have a lot of items on the
agenda I would like to suggest we
move on.

Shall we come back to that point later?

I suggest we return to this item later

MAKING AN OFFER

Describing a future situation

In future we hope to be able to offer/
get .

By the time we have . you will be
receiving / we will be sending . .

Hopefully we will be able to work on
this together ...

Defining a problem

Up to now we have not been satisfied /

. has not been satisfactory.

Generally we tend to do . . . but in this
case .

In our line of business, it is important
that

We are currently . .

Let me explain something about

Confirming understanding

Any questions?

Are we all in agreement?

Asking for and giving information and clarification

May I respond to that? / I'd like to
respond to that

I don't think I made myself clear .

What I mean is . .

We would like to know if ...

How would you do this / go about doing
this?

You say ... does that mean . ?

Are you suggesting that ...?

What do you mean by . ?

If I understand you correctly .

What about ? / Would you expect . ?

I don't follow you. / I'm not following you

I'm not sure I understand what you mean.

Allow me to explain in more detail.

Can you please explain that?

Let me just make sure I understand what
you are saying.

Can you clarify why ...?

Expressing open discussion points

These are the points we'd like to discuss .

First I'd like to talk about . , then .

We have agreed to discuss / consider .

One point which is still open for discussion is .

Let's not forget that we also wanted to address .

Suggesting a solution

I'd like to propose . . . an arrangement in which .

Based on our (past) experience the best way would be . . .

We could offer you . . .

Would . . . be an option for . . . ?

We'd like to suggest you consider . . . as an alternative.

I think we should . . .

What we have in mind is . . .

We could imagine . . .

Could the problem be solved by . . . ?

It might be possible to . . .

. . . would make this easier for us.

Shall we put this into a written proposal?

Let's draw up a contract based on these points

Do you think we could . . . ?

Responding to a proposal

For us this is one of several options

If we just consider this point, we would say . . .

That sounds like one alternative / option / possibility . . .

Now that you mention it, we . . .

This has / that would certainly have implications for . . .

Of course, that would depend on . . .

From our point of view . . .

In my opinion

We strongly feel that . . .

Expressing agreement

I completely agree with you on that point

This is also our concern / point of view / our goal

That is exactly what we were looking for / hoping for

We have to admit that you are right

Yes, you have a point there.

I agree with you on . . .

That seems reasonable

It's a deal!

Expressing dissatisfaction

It's not in the interest of our company to . . .

It is certainly not our intention to . . .

It would not be beneficial to . . .

I'm not in a position to . . .

I'm afraid we won't / can't . . .

You must understand that . . .

. . . doesn't fit with our policy

. . . is not an option for us

We appreciate your position, but . . .

Frankly speaking, we haven't come here to . . .

Unfortunately that is not how we see it

Returning to an issue

If we could, let's go back to

So when you mentioned . . . earlier

You said earlier that . . .

May I just interrupt you here?

Can we return to . . . ?

Can we go back a couple of steps?

I wanted to ask about . . . which you mentioned in our last meeting.

I suggest, as we agreed, that we first settle the issue of . . .

Asking for and offering alternatives

If you could help us . . . , we could . . .
That's one possibility, but could you also imagine . . .
Well, do you think you / we could . . . ?
There's always the option of . . .
How important is it for you to . . . because . . .
if not we could . . .
Have you also been thinking about . . . ?
How about meeting halfway?
. . . would be a viable alternative
If we can't agree on this, how about . . . ?
Can you offer any other alternatives . . . ?
What do you suggest we do?

THAT'S MY FINAL OFFER

Summing up before a break or without a conclusion

Alright, we'll have to take that away with us for consideration
I'm afraid that's our final offer
If your company can demonstrate its ability to . . . then . . .
The numbers are on the table now
So far we have established . . .
What we are now offering you is . . .
From what I gather, the situation as follows . . .
It seems we've all been able to . . .
I think / believe we all agree here that . . .
We've covered a lot of ground so far today

Expressing opinions within your negotiating team

The numbers are on the table . . . it's time to agree or disagree
I support the idea of . . .
I think they can / will agree to . . .
In my opinion we should . . .
I understand your reservations, but
If I were you, I'd reconsider / reject / accept / agree
This is the right decision.
I think we're ready to go back to the negotiating table

FINALIZING THE DEAL

Concluding the negotiations with an agreement

Upon further consideration / consultation with . . . I think we have a deal
If you agree to . . . you've got yourself a deal.
I'd like to summarize the main points of the agreement

Summarizing the agreement

We are agreeing to . . .
We have agreed to . . .
The agreement pertains to . . .
Some minor points still need to be ironed out.
As of today, we have an oral agreement
Shall we shake on it?

Moving forward

The next step is to . . .
Firstly we should . . .
At the next stage . . .
Further meetings will be necessary to . . .
Finally we will be able to . . .

A	ability	khả năng
	abroad	ở nước ngoài
	accepter	người tiếp nhận
	accommodation	phòng ở
	according to	theo
	to act	hành động
	to adjust	điều chỉnh
	advantage	lợi thế
	advertising	chiến dịch quảng cáo
	campaign	
	after-sales service	dịch vụ hậu mãi
	agenda	chương trình nghị sự
	to agree	chấp thuận
	agreement	sự thỏa thuận
	to aim for	hướng về
	along, ~ those lines	theo cách đó
	amicable	thân thiện
	anchor	cái neo tàu
	to anchor	thả neo, ấn định
	antsy	mất kiên nhẫn
	anxious	lo âu
	apparent	rõ ràng
	to apply	đưa ra yêu cầu
	approach	phương pháp
	approach	tiếp cận
	appropriate	thích hợp
	area sales manager	giám đốc kinh doanh khu vực
	armed	được trang bị
	to arrange	thu xếp
	arrangement	sự thu xếp
	associate	cộng sự
	to assume	cho rằng
	at stake	cán bản/thảo luận
	to attend	tham dự
	available	có thể có, dùng, mua ... được
	aware	biết, nhận thấy

B	base, to be ~d on	trên cơ sở
	basis	cơ sở
	battle	cuộc chiến
	beneficial	có lợi
	beverage	đồ uống
	beyond	vượt xa hơn
	bid	giá đấu thầu
	board	ban giám đốc
	boardroom	phòng họp
	bonus	tiền thưởng thêm
	bottom, the ~ line	giới hạn cuối cùng
	to brainstorm	động não

brand image	hình ảnh thương hiệu
break	nghỉ giải lao
break, to ~ the ice	xua tan e ngại
to brief	tóm tắt lại
to budge	thay đổi quyết định
budget	ngân sách
build up	tạo dựng, tích lũy được
business, to do ~	kinh doanh

C	cautious	thận trọng
	CEO	giám đốc điều hành
	to chair	làm chủ tọa
	change, to ~ one's	đổi ý
	mind	
	clinch, to ~ a deal	đạt được thỏa thuận
	close	gần
	close, to ~ a deal	kết thúc sự thỏa thuận
	closure	sự kết thúc
	to collapse	thất bại, sụp đổ
	to come down	hạ giá
	come, to ~ to an	đi đến thỏa thuận
	agreement	
	to commit	cam kết
	commitment	sự cam kết
	competitive	cạnh tranh, ré
	completely	hoàn toàn
	concern	mối quan tâm
	concerned	có liên quan
	to conduct	hướng dẫn
	to confirm	xác nhận
	to consider	xem xét
	consideration	sự cân nhắc
	considered	được xem xét
	consistent	nhất quán
	to consult	tham khảo
	contest	cuộc thi
	contract	hợp đồng
	conventional	thông thường
	cooperation	sự hợp tác
	costing	sự định giá
	course of action	đường lối hành động
	cover the costs	trang trải chi phí
	to create	tạo ra
	credibility	sự tin nhiệm
	currently	vào thời gian này
	to cut down	cắt giảm
	cut, to ~ costs	giảm chi phí
	cycle	chu trình

D to dazzle
to deal with
deal, to cut a ~
defined
to demonstrate
detail
to develop
development
to devise
distinct
diverse
to draw up
drive, to ~ a hard
bargain; to ~ sth
down
duration

E to earn
educationalist
effect
emphasis
to end up
to enhance
to ensure
to enter into
enter, to ~ into
negotiations
entirely
equally
equipped
essential
evaluator
eventually
exception
exchange
exclusivity
to expect
expenditure
exploration
expression
extended family
extension

F to fail
failure
fake
to fall
familiar
favour, in sb's ~
feasible
fee

làm lóa mắt
giải quyết
thực hiện thỏa thuận
được xác định rõ
chứng minh
chi tiết
phát triển
sự phát triển
sáng chế, nghĩ ra
rõ ràng
đa dạng
thảo (hợp đồng)
cò kè trả giá

thời hạn hoạt động

kiếm được, đạt được
chuyên gia giáo dục
tác động
sự nhấn mạnh
đạt tới
nâng cao
bảo đảm
bắt đầu cái gì đó
tiến hành đàm phán

hoàn toàn
tương tự
được trang bị
thiết yếu
nhà thám định
cuối cùng
ngoại lệ
sự trao đổi
sự độc quyền
trông đợi
chi phí
sự thăm dò, cuộc khảo sát
sự biểu lộ
đại gia đình
số máy nhánh, sự mở rộng

thất bại
sự thất bại
giả
rơi, hạ giá
quen thuộc
có lợi cho ai
khả thi
phí, lệ phí

figure
final
to finalize
to fit with
foolish
forceful
form
formal
founded
framing
frank
frequently

G to get at
give, to ~ sth a good
run
give, to ~ sth a shot
to go ahead
to go on
goal
good deal
to grow into
to guess

H hand in hand,
to go ~
harsh
have, to ~ in-mind
headquarters
hold, to ~ a
meeting

I identifiable
afraid, I'm ~
immediate
impact
impression
in favour
incidentally
to increase
increase
to influence
informal
in-house
ink
to inspect
insurance policy
interfere
interrupt
to iron out
issue
item

con số, giá cả
cuối cùng
hoàn tất
phù hợp với
ngớ ngẩn
sinh động
hình thức
trang trọng
được thành lập
(kỹ năng) tạo dựng
thẳng thắn
thường xuyên

đạt được
cạnh tranh khốc liệt
run
có gắng làm việc gì đó
bắt đầu làm việc gì đó
tiếp tục
mục tiêu
phí vụ có lợi
trở thành
dự đoán

đi liền với nhau

ngghiêm khắc
nghĩ về việc gì đó
trụ sở chính
tổ chức cuộc họp

(được) nhìn nhận/xem là
Tôi e rằng
ngay lập tức
tác động
ấn tượng
ủng hộ
nhân thể
gia tăng
sự gia tăng
ảnh hưởng đến
thần mật
nội bộ
mực
xem xét kỹ
hợp đồng bảo hiểm
can thiệp
cản trở
giải quyết vấn đề
vấn đề
mục

J joint	chung	pride oneself on printing industry	tự hào về điều gì đó nên công nghiệp in ấn
K key point kind	điểm mấu chốt loại; tốt bụng	to proceed process profit margin	tiến hành tiến trình lãi ròng thăng tiến
L to lack likely likewise limit logistics to look into	thiếu có khả năng tương tự giới hạn hậu cần điều tra	to promote promotional leaflet property proposal to propose prospective	từ bướm khuyến mãi thích hợp, đúng đắn tài sản sự đề nghị, đề xuất đưa ra, đề nghị về sau, sắp tới chứng minh miền là dịch vụ công sự mua hàng đề xuất giải quyết cái gì đó sau
M to manage to mention merchandising mercy, at the ~ of minutes move to move forward mutually	xoay xở đề cập nghề buôn bán phó mặc cho biên bản động tác, bước tiến lên lẫn nhau	to prove provided public service purchasing to put forward put, to ~ sth to one side	được bảo giá
N to negotiate negotiating table notwithstanding	đàm phán bàn đàm phán mặc dù	Q quoted	được báo giá
O to object to objection objective obstacle to offer, that's my final ~ one-off opening offer opponent outcome to outsource to overcome overstaffed overwhelm	phản đối sự phản đối khách quan trở ngại đó là đề nghị nhân nhượng cuối cùng của tôi rồi! độc nhất sự chào giá đầu tiên đối thủ kết quả khoản (cho bên ngoài thực hiện) vượt qua thừa nhân công áp đảo	R raise to raise range reach, to ~ an agreement realize reasonably to reassess recent to redesign to reduce reflection to regard regarding to reject rejecter to relate to rely on representative research to research resources respective restriction retire to revise room for manoeuvre to run through	sự nâng lên, nâng lương nâng lên, nêu ra loại, dạng đi đến một thỏa thuận nhận thức hợp lý định giá lại gắn đây thiết kế lại giảm bớt sự phản ánh đánh giá về (ai, cái gì) bác bỏ người từ chối gắn liền với trông cậy vào người đại diện sự nghiên cứu nghiên cứu tài nguyên, tiềm lực riêng từng (người) sự hạn chế về hưu sửa lại cơ hội đảo ngược tình thế lướt qua
P package packaging party pat sb on the back to persuade persuasion picky plenty point of sale policy to prepare pressure pretend	gói, kiện hàng sự đóng gói bên, tiệc khen ngợi ai đó thuyết phục sự thuyết phục kén cá chọn canh nhiều điểm bán hàng chế độ chuẩn bị áp lực giả vờ		

S salary	lương
satisfactory	hợp lý, thỏa đáng
satisfied	thỏa mãn
to save	tiết kiệm
secondment	sự biệt phái
secret	điều bí mật
section	đoạn, phần khúc
selection	sự lựa chọn
selling price	giá bán
to set up	tạo dựng
settle	giải quyết, thanh toán
shake, to ~ on sth	bắt tay
to share	chia phần
share price	giá cổ phiếu
to shorten	rút ngắn lại
simplified	được đơn giản hóa
sit, to ~ in on	tham dự
skill	kỹ năng
slide show	màn trình chiếu
smoothly	suôn sẻ
sole trader	nhà kinh doanh độc quyền
solution	giải pháp
to solve	giải quyết
to sort out	tim giải pháp
to speak up	lên tiếng
to speed up	tăng tốc
staffing	liên quan đến nhân sự
stark	rõ ràng
to state	phát biểu
steady	vững chắc
stick, to ~ in sb's	in vào đầu ai đó
mind	
strategy	chiến lược
strength	điểm mạnh
stretch, to ~ one's	duỗi chân (cho thoải mái)
legs	
struggle	sự tranh đấu, nỗ lực lớn
stubborn	bướng bỉnh
subsequent	tiếp theo
substantial	đáng kể, trọng yếu
success	sự thành công
to suggest	đề nghị, đưa ra
to suit	thỏa mãn
to summarize	tổng kết lại
supplier	nhà cung cấp
suspense	sự hồi hộp căng thẳng

T take, to ~ into	tính đến
account	
to take on	thuê mượn
to take place	diễn ra
to take sth; to ~ sb	tin tưởng vào lời của anh/cô ấy
at his/her word	
takeover	sự tiếp quản
to tend to	có khuynh hướng
tentatively	sơ bộ
term	điều khoản (hợp đồng)
third-party	bên thứ ba
thoroughly	kỹ lưỡng
timescale	thời hạn
timetable	thời gian biểu
to trick	lừa
trouble	điều rắc rối
U ultimate	sau cùng
under no	không bao giờ
circumstances	
under way	đang tiến hành
uniformity	sự nhất quán (về thương hiệu ...)
unit	đơn vị
unorthodox	không chính thống
to update	cập nhật
V valid	hợp lý
value	giá trị
victorious	giành được thắng lợi
to vote	biểu quyết
W to walk away	bỏ đi
to wander off	lạc đường
warrior	chiến binh
waste	sự lãng phí
way, to go one's ~	theo cách của ai
to weigh up	cân nhắc kỹ
to work out	tiến triển tốt đẹp
work, to ~ one's	được đề bạt từ thấp lên cao, cố
way up; to ~	gắng đạt tới
towards	
workforce	lực lượng lao động
worse	tồi tệ hơn

Interactive Language Course

Business English: Negotiations

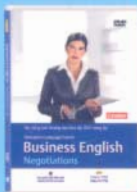
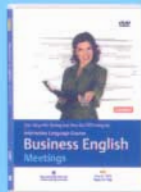


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