

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ**  
**ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ**  
**МІСЬКОГО ГОСПОДАРСТВА імені О. М. БЕКЕТОВА**

**МЕТОДИЧНІ ВКАЗІВКИ**

для практичних занять  
з дисципліни

**«ІНОЗЕМНА МОВА**

**(за ПРОФЕСІЙНИМ СПРЯМУВАННЯМ)»**

*(для студентів 2 курсу денної форми навчання  
напряму 6.030601 – Менеджмент)*

**Харків – ХНУМГ ім. О. М. Бекетова – 2015**

Методичні вказівки для практичних занять з дисципліни «Іноземна мова (за професійним спрямуванням)» (для студентів 2 курсу денної форми навчання напрям 6.030601 – Менеджмент) / Харків. нац. ун-т міськ. госп-ва ім. О. М. Бекетова; уклад.:ст. викл. Бугаєва В. Ю. – Харків : ХНУМГ ім. О. М. Бекетова, 2015. – 32 с.

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Методичні вказівки призначені для організації практичних занять зі студентами 2 курсу згідно із затвердженою робочою програмою навчальної дисципліни «Іноземна мова (за професійним спрямуванням)», укладеної відповідно освітньо-кваліфікаційним вимогам до знань і вмінь студентів напрям підготовки «Менеджмент».

Рецензент: канд. філол. наук, доцент О. Л. Ільєнко

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**Unit 1**  
**Telephoning to Make Arrangements**

**1. You are going to read three telephone calls about the itinerary below. Read and make any necessary changes.**

***PO WERGUDE SYSTEMS***  
***INTERNAL MEMORANDUM***

TO	DM. LH, KO. MB
FROM	Emma Wood
DATE	15 June
RE	Visit of Ernesto Garrone June 22nd-23rd

Please check these arrangements and let me know asap if there are any problems.  
Thanks.

Thursday 22nd  
Arrival. Preliminary discussions with Dermot Murphy.  
11.30 Presentation of TQM - Louise Harvey.  
Lunch with Louise Harvey and Kjell Olafsson. The Eight Bells.  
Workshop tour with Emma Wood.  
Final discussions with Dermot Murphy.  
Car to Dorchester Hotel.  
Theatre visit and supper with Michael Black.

Friday 23rd  
10.00 visit to Peterborough plant.  
5.00 Car to Stansted airport.  
6.20 Flight UK496 to Milan.

**Conversation 1**

A Powerglide Systems.

B I'd like to speak to Emma Wood, please.

A Who's calling, please?

B Ernesto Garrone.

A One moment. I'll put you through.

C Emma Wood.

B Good morning. This is Ernesto Garrone.

C Hello, Mr Garrone. Nice to hear from you. How are you?

B Fine thanks, and you?

C Fine.

B I'm phoning about my visit on the 22nd. I'm afraid I've had to change my flight and I'm not arriving until eleven.

C Oh, right. Thank you for letting us know.

B And there's something else.

C Yes?

B Would you mind if I brought a colleague with me?

C Of course not. Can I have his name?

B Yes, it's a woman actually. Signora Agnelli, that's A-G-N-E-double L-I.

C Signora Agnelli.

B That's right. She'd like to have a look at your rolling mill.

C Would you like me to arrange a demonstration?

B That would be very kind.

C Not at all. Was there anything else?

B No, that's everything, I think.

C Let me know if there's anything else we can do.

B Thank you.

C Until Thursday at around eleven, then.

B Yes, I'm looking forward to meeting everyone.

C Thank you for calling. Goodbye.

## **Conversation 2**

A Emma Wood.

B Ah Emma. It's Kjell Olaffsson here.

A Hello Kjell. What can I do for you?

B It's this visit by Ernesto Garrone.

A Yes?

B I'm afraid I can't make lunch on Thursday.

A That's a pity.

B Louise can, so it's not a major problem, but I was looking forward to seeing him. Could we meet on Friday instead?

A He's going to the Peterborough plant.

B I know, but how about a breakfast meeting?

A Yes, that would be possible.

B Shall we say 8.30 at the Dorchester?

A Yes, OK. And a colleague is coming with him.

B Is that Signora Agnelli?

A Yes.

B Fine. Would you put it on the schedule, then?

A Yep. No problem.

B Thanks a lot, then. Bye.

A Bye.

## **Conversation 3**

A Michael Black.

B Hello Michael. Emma here.

A Hello Emma. I got the schedule.

B Good. The reason I'm calling is there have been some changes.

A Oh yes?

B Mr Garrone is bringing a colleague — a Mrs Agnelli. Would you mind showing her the rolling mill in operation?

A No, not at all.

B That's very good of you.

A When would suit you best?

B Some time on Thursday, if possible. Would you prefer the morning or the afternoon?

A The afternoon, I think. What about two o'clock?

B That should be fine. We were going on a workshop tour at 2.30 but I can put that off till three.

A Right then.

B So that's two on Thursday, then. Thanks a lot, Michael.

A You're welcome. Take care.

B And you. Bye.

**2. Here are some extracts from the three conversations. Supply the missing words or phrases.**

**Conversation 1**

Operator Powerglide Systems.

Ernesto I'd like to speak to Emma Wood.

Operator ?

Ernesto Ernesto Garrone.

Operator One moment. I'll .

Emma Was there ?

Ernesto No, that's everything, I think.

Emma if there's anything else we can do.

Ernesto Thank you.

Emma Thursday at around eleven,

Ernesto Yes, I'm looking forward to

Emma Thank you for . Goodbye.

**Conversation 2**

Kjell Could we meet on Friday instead?

Emma He's the Peterborough plant.

Kjell I know, but a breakfast meeting?

Emma Yes, that be possible.

Kjell 8.30 at the Dorchester?

Emma Yes, OK.

**Conversation 3**

Emma Mr Garrone a colleague — a Mrs

Agnelli. Would you mind her the

rolling mill in operation?

Michael No,.

Emma That's very good of you.  
 Michael When, you best?  
 Emma Some time on Thursday, if possible.  
 the morning or afternoon?  
 Michael The afternoon, I think.

**3. We often use the word would when we are making arrangements. Match the two halves of these sentences from the conversations.**

1. Would you mind if I...	a. put it on the schedule then?
2. She'd like to ...	b. arrange a demonstration?
3. Would you like me to ...	c. very kind.
4. That would be ...	d. have a look at your rolling mill.
5. Would you ...	e. brought a colleague with me?
6. Would you mind ...	f. showing her the rolling mill?
7. Would you prefer ...	g. the morning or the afternoon?

**4. We often use the present continuous tense to talk about planned future arrangements.**

*Mr Garrone is bringing a colleague.*

*I'm not arriving until eleven.*

And we use the past continuous to talk about previous plans.

*We were going on a workshop tour at 2.30, but I can put that off.*

**Work with a partner. Ask and answer questions about Mr Garrone's itinerary.**

A *When's he arriving?*

B *He was arriving at ten, but now he's coming at eleven.*

A *And what's he doing first?*

## LANGUAGE WORK

**5. Study this conversation. Does B agree to A's request or refuse?**

A *Would you mind if I opened the window?*

B *No, not at all.*

**Work with a partner to ask and answer questions. Use the correct question form from the box.**

Would you ...?	Would you like to ...?
Would you mind...?	Would you like me to ...?
Would you mind if I...?	Would you prefer...?

Ask for permission to use your client's phone.

Find out whether your guest wants tea or coffee.

Offer to call a taxi for your visitor.

Invite your partner to play golf with you next week.

Ask your supplier to make you a copy of their new price list.

Ask your colleague to give you a lift to the airport.

We use a lot of standard phrases to start and finish telephone calls.

Make yourself a checklist for future reference. Study the table below then add these phrases.

*Anyway ... I'll look forward to seeing you on Tuesday, then.*

*How are things? Let me know if there's anything I can do.*

*I'm phoning to ask ... Thank you for calling.*

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<b>Welcoming the call</b>	Nice to hear from you.
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<b>Polite enquiries</b>	How are you?
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<b>Saying why you're phoning</b>	The reason I'm phoning is ...
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<b>Indicating you're ready to finish</b>	Right then ...
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<b>Offering help</b>	Give me a ring if you have any problems.
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<b>Confirming future plans</b>	See you on the 26th, then. Until Friday, then.
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<b>Ending on a friendly note</b>	Thanks for your help.
	Have a nice day.

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## 6. Now complete the beginning and ending of the conversation below Use words and phrases from the table.

The start

A Sandra Parker.

B Hello Sandra, Hans Grass here.

A Hans. . ?

B Pm fine, thanks with you?

A Not bad at all, thanks.

B Sandra, if you have the details for the multimedia meeting.

The finish

A

B Yes, I'll do that. Thanks.

A Friday, then.

B Yes.

A You're welcome.

## 7. Telephone quiz

Work with a partner. Test yourself with this quiz.

How efficient do you sound on the phone? Can you impress foreign callers with your telephone English? Find out by doing this quiz.

1. Think of another way of saying

a) *I'll connect you.*

b) *Just a minute.*

c) *The line's busy.*

2. Explain these words:

a) *a code*

b) *an extension*

3. You hear the following expressions on the phone. What do you think the speakers mean?

a) *You're very faint*

b) *He's tied up at the moment*

c) *Could you read that back to me?*

d) *Can you bear with me for a second?*

e) *I'll get back to you first thing on Monday.*

4. Choose the polite reply in each of these situations

a) Would morning or afternoon suit you best?

*I don't mind.*

*I don't care.*

b) *Is that everything?*

*Yes, of course.*

*Yes, that's the lot.*

c) Can I speak to Loretta?

*Who are you please?*

*Who's calling please?*

d) Could I have your name please?

*Yes, I'm Anna Long.*

*Yes, it's Anna Long.*

e) This is Terry Rance.

*Sorry?*

*Repeat, please.*

d) Is she free on Friday?

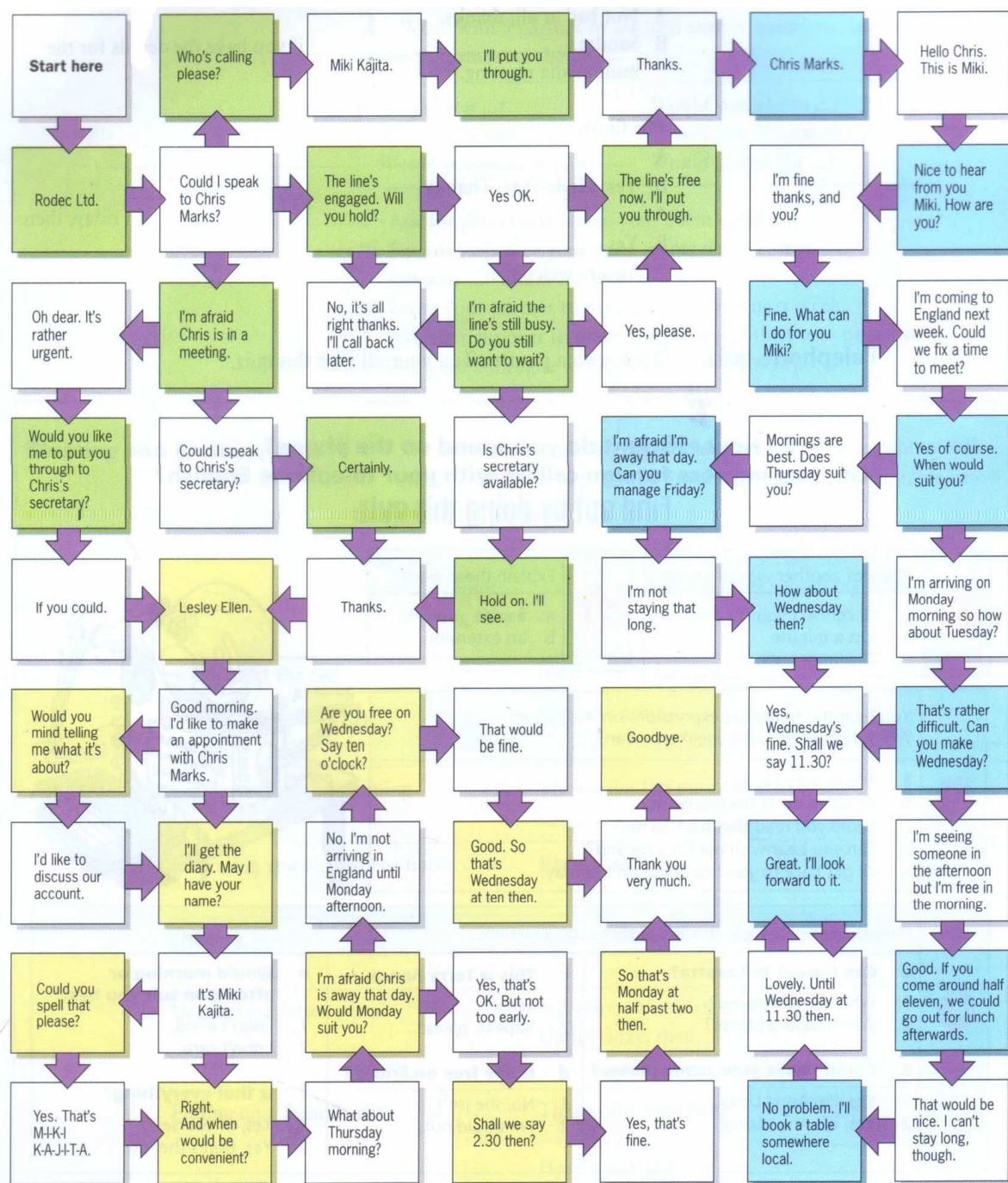
*No, she isn't.*

*I'm afraid not.*

## **8. Making appointments**

Work with a partner. One person is the caller (white boxes) and the other person is everyone else: a switchboard operator (green boxes), a secretary (yellow boxes), and the person receiving the call (blue boxes). Follow the arrows to make as many different calls as you can.





## Unit 2

### Internal communications

#### **1. Discuss these questions in small groups.**

1. Which of the methods in the box do you use most often for communicating with colleagues?
  2. Does your choice depend on ...
    - who you are communicating with?
    - the purpose of the communication?
    - something else?
- email
  - one-to-one interview
  - memo
  - meeting
  - handwritten note notice on the notice board suggestion box
  - article in the in-house magazine informal chat phone call

#### **2. What methods from Exercise 1 would you use to communicate each of the following inside a company?**

Informing office staff of a visit by senior managers (you are the office manager).

Reminding staff about the annual meeting to discuss the sales budget and sales targets next Wednesday morning.

Asking for staff suggestions on ways in which production could be streamlined.

Informing a manager that his present job is being transferred to another office in another city (you are the human resources director).

Communicating the need for better timekeeping to unpunctual staff (you are the team leader).

Informing staff about changes in the way they will work (you are the managing director).

Asking your assistant to address envelopes and send letters (he's out at the moment and when he comes back, you'll be in a meeting).

#### **Internal messages**

##### **Reading**

#### **1. Read the four internal messages (a memo, an email, a note and a notice).**

#### **Decide which of these statements (1-8) refers to which message (A-D).**

1. Could you deal with this urgently?
2. Employees can arrange how they want to put this change into effect.
3. I realise my colleagues are making a considerable effort.
4. I've got a technical problem.
5. It's important to keep costs within the agreed limits.
6. This is where you can find further information.
7. We want to be able to check the types of problems our clients are having.
8. Working practices will undergo some reorganisation.

## A memo

### Memo

**To:** New Product Development Team

**From:** Max Faur6To

**Subject:** Timekeeping

Dear all,

I've noticed in the last few weeks that a number of team members have been arriving late for work and, as a result, arriving late for our daily team meetings. This unfortunately means that:

- the meetings themselves start late and as a consequence, we don't have time for all the items on the agenda
- valuable time is wasted while latecomers are updated on discussions and decisions.

I'm very aware of the hard work and long hours you are all putting in on this project, so, rather than speaking to the individuals concerned, I would ask you all to please make an extra effort with timekeeping. This will help to ensure that the project finishes on time and within budget.

Many thanks,

Max

## B note

*Carl*

*Sorry - no time time - to speak to you .*

*Director's meeting staring in 3 mins.*

*Can't get my printer to work.*

*Pls cd you print out the envelopes*

*for these letters on your printer*

*And post the letters asap? Thanks.*

*Mary*

## C email

To: Jennifer Lang  
From: Mohammed Azizplease  
Subject: Our phone conversation

Hi Jenny,

Good to talk to you on the phone this morning, and thanks for your useful ideas. Here's a summary of what we decided. Let me know if you disagree or understood something different from the points below:

Customer-service staff to work half an hour more Mon-Thurs and have Fri p.m. free in lieu.

Members of existing staff to organise rota amongst themselves so that there is one member of staff on duty on customer service desk on Fri p.m.

I will advertise and recruit one more part-time post to provide extra cover at peak times.

Staff to keep a computerised record, from now on, of all customer queries and complaints and the action they have taken.

BW,  
Mohammed

## D notice

### IMPORTANT

#### Visit from Haneul Corporation

As you will already know, we are engaged in important negotiations for a contract to supply Haneul Corporation. As a result of this, a group of senior managers from the Haneul Corporation will be visiting our offices on Wed 29 and Thur 30 April. The visit will include meetings with the board of directors and the marketing department. We shall also be showing them round the offices and the production facilities during the course of the two days, so they will be meeting staff on an informal basis. I'm sure you will all make them feel very welcome.

The provisional programme for their visit, which you can find on the Intranet under Forthcoming Events, will include coffee and a chat on Thursday morning from 10.00 to 11.00. Please let my PA, Melanie Ehlers, know if you would like to attend.

Many thanks

Manfred Schuller CE

## **2. Work in pairs. Read these statements (1 -7) about the style and match them to the messages (A-D). Some statements refer to more than one message.**

1. None of these messages is written in a very formal style, but this is the most formal.
2. Some of the sentences in these messages are not complete sentences.
3. There are some abbreviations in these messages.
4. These messages use bullet points.
5. This is the only message which does not have a subject heading.

6. This message contains informal punctuation.
7. This type of message does not need to be addressed to anyone.

### Writing

**1. Work in pairs. Choose one of these tasks (1 -4). Decide what would be the most appropriate format for your message (memo, email, note or notice) and write your reply together.**

1. Reply to the memo. Apologise for your poor timekeeping and explain the reasons for it (e.g. heavy traffic). Suggest team meetings be held later.
2. You are Jenny: reply to the email - there are two points you think are not *exactly* what was agreed. Point these out to Mohammed.
3. You are Carl: reply to the note - you printed out the envelopes, but haven't posted the letters. Give a reason. Also, the technician has fixed her printer. Say what was wrong.
4. Reply to the notice. You want to go to the coffee and chat (give a reason). Ask if this is possible.

**Exchange your message with another pair of students. Discuss how the messages could be improved.**

### Useful language

Thanks for your email, etc.

Just a brief note to say / let you know...

There are a couple of things I'm not sure about:...

Do call me if you'd like to discuss this further.

Apologies for... This has been due to / this is because ...

### Vocabulary

**1. Work in pairs. Decide what these abbreviations from the messages mean.**

BW -

Cd -

PA -

CEO -

mins -

asap -

pls -

yr -

**2. Complete the phrases (1 -9) used in written messages with the words from the box.**

advance answer details further good hearing input know note reference
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1. With .....to your memo concerning training courses in negotiating skills,...
2. ....to our discussions this morning, it occurs to me that...

3. ....talking to you on the phone this morning and thanks for your very useful to this project.
4. As you probably ....., Don Grant will be retiring at the end of this month and ...
5. Just a brief .....to say...
6. Thanks for this information. In .....to your queries ...
7. Many thanks in .....for your co-operation.
8. Further .....can be obtained from ...
9. I look forward to .....from you.

### **Unit 3**

#### **Negotiations**

#### **INTRODUCTION**

##### **1. Discuss the following questions.**

1. What is a 'negotiation'?
2. How would you judge the success of a negotiation?
3. What makes a good negotiator?
4. Have you ever been involved in formal or informal business negotiations? Describe your experiences.

##### **2. What do you think?**

How appropriate is the following advice? Rank each suggestion on a scale from 1-10 (1 = essential, 10 = unhelpful) to indicate your opinion.

How to be a good negotiator

- try to get on well with your opposite number
- use emphatic language
- show respect for your opposite number
- make suggestions to resolve disagreement
- have clear objectives
- be determined to win
- say 'I don't understand', if that is the case
- listen carefully
- always compromise
- discuss areas of conflict

#### **TEXT 1**

**Read the text and summarise the main points as a list of guidelines on negotiating.**

##### **The Art of Negotiation**

There has been a great deal of research into the art of negotiation, and, in particular, into what makes a 'good' negotiator.

One point most researchers seem to agree on is that good negotiators try to create a harmonious atmosphere at the start of a negotiation. They make an effort to establish a good rapport with their opposite number, so that there will be a willingness - on both sides - to make concessions, if this should prove necessary.

Good negotiators generally wish to reach an agreement which meets the interests of both sides. They therefore tend to take a long-term view, ensuring that the agreement will improve, or at least not harm, their relationship with the other party. On the other hand, a poor negotiator tends to look for immediate gains, forgetting that the real benefits of a deal may come much later.

Skilful negotiators are flexible. They do not “lock themselves” into a position so that they will lose face if they have to compromise. They have a range of objectives, thus allowing themselves to make concessions, for example, “I aim to buy this machine for £2,000” and not “I must buy it for £2,000”. Poor negotiators have limited objectives, and may not even work out a “fall-back” position.

Average negotiators look for immediate gains. Good negotiators have a *range of objectives*.

Successful negotiators do not want a negotiation to break down. If problems arise, they suggest ways of resolving them. The best negotiators are persuasive, articulate people, who select a few key arguments and repeat them. This suggests that tenacity is an important quality.

## **TEXT 2**

**Read the advertisement and complete the following recruitment file.**

### **JOB SPECIFICATION**

Company<sup>1</sup>

Location<sup>2</sup>..

Position<sup>3</sup>

Duties<sup>4</sup>.....

### **PERSON SPECIFICATION**

Essential<sup>8</sup>

Desirable<sup>9</sup>

Dealing in the oil and fuels market is a high-powered activity, and Texaco Fuel and Marine Marketing is a major player within it. We deliver bunker fuels to ports worldwide, negotiating the sales of many millions of barrels of fuel each year.

So our small team is critical to profitability. Negotiating spot sales - both prices and volumes - with ship owners and shipping lines is exceptionally competitive. It calls for a clear head and keen commercial acumen. And, since you'll be working under pressure and in rapidly changing conditions, you'll need to be capable of rapid decision-making.

Most important is that you're a gifted communicator. Someone capable of both information gathering and communicating at all levels and with a wide variety of customers, both in the UK and abroad.

Obviously a strong sense of geography is valuable and both a European language and a background in the oil and marine industries would be useful though not essential. The key qualities are an eye for a deal, good telephone skills and the ability to work well within a team environment.

The price of achievement is high. For the right individual we offer a competitive salary and an attractive benefits package which includes a share option scheme as well as the prospect for career advancement within this worldleading oil company.

We are currently based in Knightsbridge but we are moving to brand new custom-designed offices in Westferry Circus, Canary Wharf. These offices will be part of one of the highest quality developments of its kind in Europe and will be linked to other centres in London by greatly improved road and rail transport.

To apply, please write with full CV to Peter Sweetman, Human Resources Adviser, Texaco Limited, Knightsbridge Green, London SW1X 7QJ.

### **Text 3**

**Read the interview. Siobhan Quinn, Sales Manager at Texaco, is talking about negotiating. Read and check whether the following statements accurately reflect what she says.**

- Siobhan Quinn's full title is Manager, Bulk Sales, Texaco Fuel and Marine Marketing Department.

- Negotiators are born not made.
- It is important for both parties to achieve something in a negotiation.
- Some 40% of Texaco's business is with non-native speakers of English.
- Language affects negotiating strategy more than cultural considerations.
- Personality influences negotiating strategy.
- PLAS is a financial magazine.
- Negotiating is a bit like dancing and boxing.

SQ – Siobhan Quinn

DC What is your actual title?

SQ My actual title is Manager, Bulk Sales, Texaco Fuel and Marine Marketing Department, Europe. So you're probably sorry you asked that!

DC Well let's get into negotiation. I mean are negotiators bom or made would you say?

SQ I would say a very rare few are bom, most of us are actually made, and I'd say just about anybody can learn to be a negotiator, because negotiation is really taking skills that exist within yourself, and honing them to the appropriate situation, so although some people, you could say that the market trader or somebody selling bagels in the East End is a bom trader or negotiator, I would say most negotiators are, are made, whether from necessity or desire.

SR What are some of those skills then that you need to be good at negotiating a contract?

SQ You don't want a business deal where you have left the other person so crushed that they are not ever going to come back to do business with you again. You actually want to reach that middle ground where you've achieved something, they've achieved something, and if you can't reach that middle ground then the chances are you shouldn't be looking at a deal at that particular time anyway.

SR So it's important to go for a win-win situation.

SQ Yes it is, yeah.

SR Do you trade, or do you negotiate with a lot of people whose first language isn't English then?



SQ Yes, I would say I do. Probably 50 - 60% of the business we do are with non-native English speakers.

SR Right. And does that affect your strategy during a negotiation or not?

SQ I wouldn't say whether or not English was their native language necessarily affects the strategy, because most of the people that we deal with do speak English rather fluently. What would affect your strategy is a knowledge of, possibly their cultural bias; which you could say also exists within native English speakers. You might approach an American slightly different from you would approach an English or a Scots person you were negotiating with - so it's, it's an awareness of a little more than the language that you're dealing with that would influence how you would approach the negotiation.

SR So do you, do you usually try to familiarise yourself with the background of the people you're dealing with?

SQ Oh absolutely, that's your . . . biggest asset in a negotiation. There is no one winning formula for a negotiation, it is very much a case of not only knowing your own business, but it's an understanding of the personality of the other party involved; and in the course of a day you might take three or four different approaches to negotiations depending on the personality of the other party.

DC What sort of approaches would these be though, I mean would you play it very tough with an American or ... ?

SQ In terms of the people I deal with, and I'm just running through my mind right now, some of the utility buyers that we work with, ...

DC Can you give us a profile of some of these people in broad terms?

SQ Right OK. There's erm, there's one person I deal with wh'o's Irish, well-educated, he actually has a background from a major oil company himself, very gregarious, talkative, knowledgeable about the industry but also quite erratic in the way he deals with things. If you catch him in a certain mood on a certain day he will make up his mind just instantly, and say 'right, I feel good about this - that's that.' On another day, or another week even, it could take you, take you hours and hours of chatting through and you'd get 'Mmm, I don't know, I'm not sure about this, I don't feel good about this.' He's a very intuitive buyer. Whereas somebody else we deal with is very much plays by the book, by the numbers, so it's no use going to buyer number 1 saying, 'this is what historical figures will tell you and this is definitely the time to buy, and this is a fair price', you have to say, 'Ooh, you can feel the market's moving this way, you know now's a good time to buy because if you wait a week it's going to be \$10 higher'. Whereas the second buyer you would very much approach with a straightforward - 'well the PLAS', which is an oil- related index, 'PLAS is telling you that you have a price of X and this is a fair price that we're giving you and therefore you should buy' - and he would buy it on that, whereas trying to put an intuitive approach into this person's mind wouldn't get you anywhere. So it's knowing the person you're dealing with.

DC What areas of a negotiation cause most trouble, would you say?

SQ The areas of a negotiation that would cause most trouble really are when you have somebody on the opposing side that doesn't recognise that they're in a position of negotiating, i.e. you get no feedback whatsoever, so you are speaking and negotiation

. . . it's a bit of a dance really: two steps forward, the other party two steps forward and just edging around maybe even like a boxer is, edging around each other until you actually make contact. But when you have somebody that refuses to give anything back, well then there's not too much you can do about that. Because you . . . you have one of two options - you either give up before you start or you lay all your cards on the table instantly and say that is my position, there's no room in this, I can't budge, and either take it or leave it. That's the only way you can deal with a person in those circumstances. But most business, there should be enough factors at hand that there should be a give and take in the terms of how you negotiate.

DC What advice would you give to someone who wanted to be a sales negotiator?

SQ The advice I would give is, erm . . . know your own business as much as you possibly can; know their business as much you possibly can, and know them. If you know where you're starting from, if you understand your business then you're not going to make a mistake on your side. The more you know their business the better chance you have of actually pitching your own sales strategy appropriately. And the more you know of the person you're dealing with, The better chance you have of success.

To be successful in negotiating you actually need to listen to the other party and hear . . . it's not always said in the words they're saying, but hear the hesitations, hear ... if you're face to face, you can actually read the body language. Since most of our business is not face to face you don't have the body language, so it's even more important that you can pick up over the telephone the clues as to what is actually going through that person's head, whether you are way off mark with the approach you are taking or whether you're actually just two cents apart from each other, so I would say listening is a very important skill.

## **2. Make notes under the following headings and subheadings.**

- personality
- buyer 1, and how to deal with him
- buyer 2, and how to deal with him
- feedback
- how negotiating works
- negotiating without feedback
- advice
- knowledge
- skill

### **Some hints on negotiating**

#### **PREPARATION**

**Planning** Make sure you prepare properly. The less you prepare, the more you will be at a disadvantage and the less likely you will be to achieve a satisfactory outcome.

**Research** Try to find out as much as you can about your opposite number and his or her business. Use the resources of a business library and/or talk to your business contacts.

**Objectives** Try to take a long-term view and decide on a range of objectives so that you can be more flexible and offer more alternatives during the negotiation itself. Remember you are looking for a win-win situation of benefit to both parties, thus paving the way for further deals in the future.

**Limits** Decide what your sticking point(s) must be and why. Knowing your negotiating limits and their reasons will help you negotiate more confidently and comfortably.

**Strategy** Plan your negotiating strategy carefully, taking into consideration the personality and position of your opposite number, as well as your own strengths and weaknesses.

## **TECHNIQUES**

**Rapport** Try to establish a good rapport with your opposite number from the moment you first meet, whether or not you already know each other. Some general 'social talk' is a good ice-breaker and bridge-builder in this respect.

**Parameters** Confirm the subject/purpose of your negotiation early on and try to establish areas of common ground and areas of likely conflict before you move on to the bargaining/trading stage.

**Listen!** Listening attentively at every stage of your negotiation will help to avoid misunderstanding and create a spirit of cooperation.

**Attitude** Be constructive not destructive - treat your opposite number with respect, sensitivity and tact, and try to avoid an atmosphere of conflict. This will create a feeling of harmony and goodwill, which should encourage a willingness to compromise and ultimately lead to a productive negotiation.

**Approach** Keep your objectives in mind - and try to keep a clear head. This will help you to concentrate on your key points. Try to resist the temptation to introduce new arguments all the time. Use the minimum number of reasons to persuade your opposite number, coming back to them as often as necessary.

**Flexibility** Be prepared to consider a range of alternatives and try to make creative suggestions for resolving any problems. Be prepared to make concessions and to compromise, if necessary, to avoid deadlock - but don't be pushed beyond your sticking point.

**Review** Summarise and review your progress at regular intervals during the negotiation. This will give both parties a chance to check understanding - and, if necessary, clarify/rectify any misunderstandings.

**Agreement** When you have reached agreement, close the deal firmly and clearly. Confirm exactly what you have agreed - and any aspects/matters that need further action.

**Confirmation** Write a follow-up letter to confirm in writing the points agreed during your negotiation and clarify any outstanding matters.

## **LANGUAGE**

**Simplicity** Keep your language simple and clear. Take your time and use short words and sentences that you are comfortable with - there is no point complicating a difficult task with difficult language.

**Clarity** Don't be afraid to ask questions if there is anything you don't understand. It is vital to avoid any misunderstandings that might jeopardise the success of your negotiation.

## Unit 4

### Job description. Writing CV. Interview

#### 1. Job descriptions and person specifications are two important tools.

**What type of information do they include? Divide them into:**

*Job description      Person specification*

location of workplace  
previous experience  
skills and qualities needed for job  
reporting relationship (who person is responsible to and for)  
qualifications/training  
job title  
key duties/responsibilities  
main purpose of job  
practical requirements (shift work, travel, etc.)  
personal style/behaviour  
desirable skills

#### 2. Label the sections of the job description extract below with section headings from the box.

Essential experience  
Job title  
Key duties and responsibilities  
Main purpose of job  
Reports to  
Responsible for  
Workplace location

#### JOB DESCRIPTION

1. \_\_\_\_\_ Training Manager – U.K.
2. \_\_\_\_\_ General Manager, U.K. and Northern Europe
3. \_\_\_\_\_ A small team of U.K. trainers, 2 administrators, 1 secretary/personal assistant
4. \_\_\_\_\_ To design, develop, and carry out general training programmes for U.K. based personnel, with particular emphasis on IT and sales-related training. To work closely with branch managers on implementing team-building training and monitoring effectiveness.
5. \_\_\_\_\_ To design and implement new training courses and record results and to identify future needs of the company.  
To prepare a staff training manual for use at all branch offices.

To carry out an initial training audit and prepare a report on findings with on-going suggestions.

To be responsible for the annual U.K. training budget, to report to the Board annually, and to work within the agreed budget.

To visit all branch offices regularly in order to train branch managers, review on-going training, and assess customer service.

To report weekly to the General Manager, U.K. and Northern Europe.

6. \_\_\_\_\_ Training management and evaluation experience. Management and coordination of team of trainers. Budget management.

7. \_\_\_\_\_ Based in Manchester, the job involves substantial travelling in Great Britain and Northern Ireland (e.g. to visit lira neb offices and carry out training programmes).

### **3. True or false? Correct the false statements.**

1. The job is based in Northern Ireland and doesn't require much travelling.
2. The training manager is responsible for three people.
3. The job is for somebody with an extensive training background.
4. The training manager reports directly to the Board of Directors.
5. The training manager is responsible for conducting an audit of training requirements and preparing a new training manual.

### **4. Choose the correct verbs to complete the sentences.**

1. The training manager reports to/manages/monitors the general manager.
2. The suitable applicant must be able to develop/work/implement closely with branch offices and develop/introduce/support a good team spirit.
3. We need to contribute/implement/train new training courses and identify/develop/manage needs for the future development of the staff.
4. There is a certain amount of hands-on work which involves carrying out/ensuring/contributing training courses for U.K.-based personnel.
5. First you need to maintain/prepare/operate a new staff training manual.
6. U.K. branch offices need to be supported, so the job maintains/ensures/involves a lot of travelling.

### **5. Complete the gaps with verbs from the list to describe some of the competencies of a manager. Try to use each verb once.**

build • develop • ensure • identify • improve • motivate • react to

A manager should be able to:

- 1 \_\_\_\_\_ staff performance.
- 2 \_\_\_\_\_ an effective team.
- 3 \_\_\_\_\_ change.

- 4 \_\_\_\_\_ staff.  
 5 \_\_\_\_\_ creativity.  
 6 \_\_\_\_\_ problems.  
 7 \_\_\_\_\_ deadlines are met.

**6. Use some of the verbs covered in this unit so far to write a short job description of your own job. Then swap job descriptions with a partner and discuss any improvements that could be made.**

**7. Now look at the person specification on the next page. It is for the training manager's position described in exercise 2. Work with a partner to decide where the section headings go.**

Additional information • Skills and qualities needed for job • Desirable skills \*  
 Personal style/behaviour • Previous experience • Qualifications/training

### **Person Specification**

Training Manager – U.K.

1  
 Educated to degree level or equivalent experience  
 Institute of Training certificate  
 Language skills in French and German an advantage

2  
 At least five years' experience in a leadership/managerial training role in an IT or a high-tech company  
 Member of recognized training organizations)

3  
 Applicants must be able to demonstrate success in the following areas:  
 Managerial ability  
 Team building and ability to motivate staff  
 Creativity:  
 to identify future training needs  
 to design materials and manuals  
 to design and carry out training programmes  
 Preparation and implementation of training budgets and audits  
 Monitor staff performance throughout the organization  
 Maintain open lines of communication on all training issues with managers and Board

4  
 Sound IT experience and knowledge of all general software programs  
 Customer care and quality management experience

5  
 Proven interpersonal skills  
 Ability to communicate at all levels of the organization  
 Active decision-maker able to work on own initiative  
 Innovative

Intercultural awareness and sensitivity

Team worker

6

Must be mobile and able to travel on a weekly basis.

This is a progressive role with opportunities for promotion in the U.S. or Europe.

**8. Read the following job interview between an interviewer and a candidate for a job. From the context, try to guess what the meaning of the words/phrases in bold are. Then do the quiz at the end to check if you are right.**

Interviewer: 'From looking at your CV, it seems that you studied at the University of Birmingham. Can you tell me a little about what you studied?'

Candidate: 'No problem. I studied there for 4 years. I did English Language as my **undergraduate degree**. I enjoyed it very much and my high final **grade** demonstrates that.

But it was an **academic** degree. So in order to improve my job prospects, when I graduated I did a **master's** in Business Organisation, was very **vocational**.

As part of my master's, I did a **work placement** in the human resources department of MacDonalds during the winter **term**, which lasted about 3 months. It was a very rewarding experience.

All the **courses** in the master's were very practical or vocational, like for example courses on employment law and business administration. In fact, my **thesis** was on employment law in the retail sector. I enjoyed everything about the master's and I got a very high final grade.

After that, I decided that I didn't want to do a PHD, I wanted to start my career and use what I'd learnt in the real world.'

Interviewer: 'Excellent, and what about at school?'

Candidate: 'I studied at Skipton Secondary School in Yorkshire. I passed all my A-levels with high grades. In addition, I did a lot of **extracurricular activities** like being secretary of the drama club, a very rewarding and enjoyable experience.'

## 9. Quiz:

**Below is a definition/description of each of the words/phrases in bold from the above text. Now fill in the blanks with one of these words/phrases in bold. Only use one word/phrase once and write it as it is in the text.**

1. A more correct way to describe the mark of an exam/essay/course/degree, is
2. A one or two year course after you have graduated, is called a
3. The big project/essay in a degree/master's, is called a
4. Activities that you participate in or organise that aren't part of school/university courses, are called
5. Traditional subjects at school/university like Maths, Physics, History etc..., are called
6. Subjects at school/university which are connected to a job/career like Engineering, Business
7. The school/university year is divided in to 3 parts, each part is called a

8 Part of a course at school/university where you have experience of working, is called a

9. The first qualification at university, is called an

10. The different parts/subjects of a degree or masters, are called

**10. Look at the following CV/resume. The person is applying for a position as a senior sales executive in a multinational furniture manufacturer. Focus on both how and what information the person has included in their CV/resume, and on how this information is structured and presented. Then do the quiz at the end of exercise to find out why this CV/resume has been both written and structured well for the job the person is applying for.**

## **CURRICULUM VITAE**

Juan Cruz

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Madrid 28007

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E-mail: juan\_cruz871@gmail.com

Nationality: Spanish

Date of Birth: 21st July 1981

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## **PROFILE**

A highly motivated individual with over 10 years experience of working in business-to-business sales. Experienced in selling a variety of different products to market leading business clients in both English and Spanish. Able to both work under pressure and apply different sales techniques and strategies when the situation demands. Have throughout my career constantly surpassed sales targets and won several sales awards.

## **WORK EXPERIENCE**

**Jan 11 – Now**

**Senior International Sales Executive,  
Telefonica SA, Alcorcon, Madrid, Spain**

Senior member of the international sales team at Telefonica. The team is responsible for landing large scale telecommunication networking contracts with businesses throughout the world.



## **Responsibilities & Achievements:**

- Performed full cycle sales process (from creating bids, through negotiations to closing) for multi-million dollar projects with clients from across the world.
- Building up & maintaining relationships with both existing & potential new clients.
- Implemented a new lead generating process which contributed to a €240 million growth in revenue.
- Fire warden for the floor of the office.
- Member of the sales strategy committee at Telefonica. Responsible for devising and implementing sales processes and procedures across the company.
- Awarded 'Telefonica sales executive of the year' in 2013 for sales revenue generated.
- Have been responsible for obtaining contracts for Telefonica worth over €61.3 million.

**Sep 09 – Dec 10**

**Sales Executive, Telefonica SA, Alcorcon, Madrid, Spain**

Member of the small business sales team at Telefonica which is responsible for selling telecommunication solutions for small businesses throughout Spain.

## **Responsibilities & Achievements:**

- Onsite sales visits to existing and potential new business clients in Madrid.
- Creating tailored solutions and offers to existing and potential new business clients.
- Performed regular workshops to local business owners to promote the company and generate leads.
- Due to performance, promoted to a senior position in the international sales team.

**Mar 08 – Jun 09**

**Australian & New Zealand Travel**

Travelled through Australia and New Zealand for a over year to both improve my English level and to see more of the world. During the year, I held various short-term jobs.

**Feb 02 – Mar 08**

**Sales Executive,**

**Almagro Construction SA, Leganes, Madrid, Spain**

Member of the sales team in the building materials division of Almagro Construction, one of Europe's leading constructors and suppliers of building related materials.

## **Responsibilities & Achievements:**

- Performed full cycle sales process (from creating bids, through negotiations to closing) for multi-million dollar projects with business clients from across the Europe.
- Building up & maintaining relationships with both existing & potential new clients.
- Co-created a sales team application to both document progress and aid in time management. Led to a 9% growth in new contracts.
- I was a member of the division's marketing strategy group.
- Created a training programme for all new sales staff in the division.
- Generated the highest volume of new accounts in the department in 2004 & 2006. Won the company's 'sales executive of the year' award in both years.

**Aug 01 – Jan 02**

**Customer Services Assistant,  
Santander SA, Madrid, Spain**

A temporary position in the customer services call centre of the bank Santander. Responsibilities included dealing with inbound customer enquiries and promoting the bank's products.

**Jul 97 - Sep 00**

**Life Guard,  
Alcorcon Municipal Pool, Alcorcon, Madrid, Spain**

A part-time and temporary position during the summer holidays.

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## **EDUCATION AND TRAINING**

**1998 - 2001**

Universidad de Complutense, Madrid, Spain:

**BA(Hons) Geography**

**1991 - 1998**

St Michael's Secondary School, Madrid, Spain:

**A-levels: Geography (B), English (B), Sociology (B) & Economics (C)**

**GCSEs: 9 Grade C or above**

## **Vocational Courses & Qualifications**

Advanced Microsoft Access Certificate

Microsoft NT4 Network Support Certificate

Presentation Skills Course

Technical Writing Course

Diploma in Advanced Sales Methodology  
Diploma in Ethical Sales Strategies  
Time Management & Prioritization Course  
Online Sales & Marketing Course  
Advanced Microsoft Excel Certificate

**Languages:**

Native language: Spanish  
Fluent: English

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**INTERESTS**

In my spare time I enjoy cycling, cooking, socializing and reading history and fiction.

**Quiz:**

**1. Below are 12 questions about the above CV/resume. Choose the correct answer from each question's selection box.**

1. Which of the five main sections in the CV/resume can you choose not to include?

*Contact and Essential Information*

*Education and Training*

*Profile*

*Work Experience*

*Interests*

2. What is the reason why the different sections on the CV/resume are in the order they are?

*It looks good.*

*Potential employers are used to CVs having this section order.*

3. Why are the section titles in the middle of the page and use a large font?

*To make the resume look pretty.*

*To help people quickly find the information they are looking for.*

4. Why do some of the sentences on the CV/resume have bullet points (•) in front of them?

*To separate different sentences.*

*To highlight important abilities, experiences and achievements.*

5. What is the main purpose of the profile section on a CV/resume?

*To self-promote yourself*

*To summarize the important information contained on the rest of the CV*

*To say things you don't on the rest of the CV*

6. What style of vocabulary should you use on a CV/resume?

*Informal*

*Formal*

*It does not matter.*

7. Why do some jobs in the work experience section have a list of 'responsibilities & achievements', while others don't?

*These jobs are more relevant for the job being applied for than the others.*

*The person did more things in these jobs than the others.*

8. In a CV sent for a sales position, which sentence in the responsibilities & achievements part of the 'Senior International Sales Executive job at Telefonica' should not be included?

*Implemented a new lead generating process*

*Fire warden for the floor of the office*

*Member of the sales manager committee*

9. Which sentence in the responsibilities & achievements the 'Senior International Sales Executive job at Almagro Construction' is written incorrectly for a CV/resume?

*Created a training programme for all sales staff in the new division*

*Co-created an sales team application*

*I was a member of the division's marketing strategy group*

10. In a CV sent for a sales position in a furniture manufacturer, which vocational course/qualification in the education & training section is not necessary to include?

*Microsoft NT4 Network Support Certificate*

*Diploma in Advanced Sales Methodology*

*Time Management & Prioritization Course*

11. Which of the 3 factors below is the most important in deciding what information to include on a CV/resume?

*It sounds professional*

*It is relevant for the job you are applying for*

*It makes you seem more important*

12. Why should a CV/resume be short (2 pages long), well organised/structured and only contain information relevant to the job you are applying for?

*It makes it quicker and easier to read for potential employers*

*That's what other people do*

**Read the following covering/cover letter from Juan Cruz for a sales executive position/job with a large multinational engineering company.**

**From the context, try to guess what the meaning and purpose of the words/phrases in bold are. Then do the quiz at the end to check if you are right.**

Dear Sir/Madam,

**I am writing in response to the advertisement for** the position of a sales executive in the Madrid office of your company. **I am confident that I would be an excellent candidate for** both this position and for working within a company such as your own which has a reputation for excellence and innovation.

**I am a highly motivated, diligent and committed individual, who throughout my 10 year career in sales has demonstrated the ability of being:**

Goal-Orientated – Surpassing my annual sales targets every year of my professional career.

Adaptable – Having the ability to quickly learn and use new techniques, methodologies, strategies when selling a variety of different products.

Able to speak fluently in English – I have the Cambridge Advanced Certificate in English and use English on a daily basis in my current position.

**I have extensive experience of working** as a sales executive for two large multinational companies, Almagro Construction SA and Telefonica SA. **During my time in** Telefonica I have been responsible for several multi-million Euro project negotiations that **were conducted entirely in English** and lead to Telefonica obtaining contracts that totalled a value of €61.3million.

**Please find attached a copy of my CV which expands** on my experience and achievements.

**I would welcome the opportunity to discuss further the possibility of** working for you in this position. **I am available to do an interview when it is convenient for yourselves.**

**If you have any questions, I can be reached** on either my mobile (0034 71761231) or by email (juan\_cruz871@gmail.com).

**Thank you for your time and consideration.**

Yours faithfully,  
Juan Cruz

#### Quiz

1. A professional way to say that you have worked in a type of job for a long time, is  
*I am a highly motivated, diligent and committed individual.*  
*I have extensive experience of working*  
*During my time in*  
*Were conducted entirely in English*

2. A phrase where you say what your three main abilities are and is used to introduce the section about your skills, is  
*I am confident that I will be an excellent candidate for*  
*I am a highly motivated, diligent and committed individual.*  
*I would welcome the opportunity to discuss further the possibility of*  
*Thank you for your time and consideration*

3. A phrase that is used to provide the candidate's contact details, is  
*Please find a copy of my CV which expands*  
*I would welcome the opportunity to discuss further the possibility of*  
*I am available to do the interview when it is convenient to yourselves.*

4. A phrase which means 'I'm perfect for this job', is  
*I am confident that I will be an excellent candidate for*  
*I am a highly motivated, diligent and committed individual.*  
*Has demonstrated*  
*I would welcome the opportunity to discuss further the possibility of*

5. A phrase that means that something was done only using English, is  
*I have extensive experience of working*  
*During my time in*  
*Were conducted entirely in English*  
*Please find a copy of my CV which expands*

6. A polite phrase that asks for an interview or a phone call to talk about the job, is  
*Please find a copy of my CV which expands*  
*I would welcome the opportunity to discuss further the possibility of*  
*I am available to do the interview when it is convenient to yourselves.*  
*If you have any questions, I can be reached.*

7. A verb that has the same meaning as 'show', is  
*Throughout*  
*Has demonstrated*  
*I have extensive experience of working*  
*During my time in*

8. Another way to say something happened 'for a part (or parts) of a period of time', is  
*Throughout*  
*I am a highly motivated, diligent and committed individual.*

*I have extensive experience of working*  
*During my time in*

9. A phrase that tells the person receiving the covering letter that they can decide when the interview happens, is  
*I would welcome the opportunity to discuss further the possibility of*  
*I am available to do the interview when it is convenient to yourselves.*  
*I am writing in response to the advertisement*  
*If you have any questions, I can be reached.*

10. A polite phrase that shows your appreciation for the person reading the covering letter, is

*I am writing in response to the advertisement*

*If you have any questions, I can be reached.*

*Were conducted entirely in English*

*Thank you for your time and consideration.*

11. Another way to say 'from the beginning to the end', is

*Throughout*

*Has demonstrated*

*I have extensive experience of working*

*During my time in*

12. A phrase which tells the person reading the letter that you have also sent them your CV/résumé, is

*If you have any questions, I can be reached*

*I am confident that I will be an excellent candidate for*

*I am a highly motivated, diligent and committed individual.*

*Please find a copy of my CV which expands*

13. A phrase that says why you are sending the email or letter, is

*Please find a copy of my CV which expands*

*I am writing in response to the advertisement*

*I would welcome the opportunity to discuss further the possibility of\*

*I am available to do the interview when it is convenient to yourselves*

[http://www.blairenglish.com/exercises/cv\\_interviews/exercises/job\\_covering\\_letter/job\\_covering\\_letter.html](http://www.blairenglish.com/exercises/cv_interviews/exercises/job_covering_letter/job_covering_letter.html)

*Навчальне видання*

## МЕТОДИЧНІ ВКАЗІВКИ

для практичних занять  
з дисципліни

## ІНОЗЕМНА МОВА

**(за ПРОФЕСІЙНИМ СПРЯМУВАННЯМ»**

*(для студентів 2 курсу денної форми навчання напряму  
6.030601 – Менеджмент)*

*(англ. мовою)*

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