Module 1

Language Folder 1

Task 2  Listen to the recordings and select the most appropriate answer to each sentence.
1. I’d like to welcome you to our Institute. I am Professor Clark.
2. Very nice to meet you, Mr. Marshall. Here’s a small gift.
3. I’m afraid I must leave now. My plane is at six.
4. On behalf of the team, I’d like to wish you all the best for the future.
5. This is delicious.
6. What’s your monthly capacity?
7. I’m satisfied with your production quality control. I think there is a good chance to place you a big order in the future.
8. You express your sadness when bidding farewell to visitors.
9. You want to invite your clients for a dinner.
10. You want to propose a toast to welcome your visiting client.

Task 3  Listen to the recordings and fill in the blanks.
A. Receiving clients at the airport
   (W: a female manager with a Chinese company  M: a male foreign client)
W: Excuse me, are you Mr. Martin?
M: Yes, I am.
W: My name is Zhang Fen, the sales manager of the Everbright Company. This is my business card.
M: Thank you. And this is mine. How do you do, Ms. Zhang? Glad to meet you.
W: Glad to meet you, too. I came here to take you to the hotel.
M: Thank you. That’s very kind of you.
W: Did you have a good flight?
M: Yes, very good, thanks.
W: May I help you with your luggage?
M: Thank you. They are a bit heavy.
W: My car is in the parking lot. This way, please.

B. Talking about schedule
(W: a female manager with a Chinese company M: a male foreign client)
W: Good afternoon, Mr. Martin. We have worked out a schedule for your 4-day stay in China. I will explain it to you. If you have any suggestions on the details, please don’t hesitate to let me know.
M: You are really thoughtful, Ms. Zhang.
W: At 7 o’clock this evening, there will be a welcoming dinner in your honor at the hotel ball room. I leave tomorrow morning free because I guess you would need a good rest to recover from the long journey.
M: It’s really thoughtful of you.
W: You will meet Mr. Liu, the president at 2:30 tomorrow afternoon in his office.
M: Great. I’ve been looking forward to seeing Mr. Liu.
W: We will show you around our factory site and the research center the day after tomorrow.

C. Making company introduction
Our company was set up in 2001 and is headquartered here in Shanghai. At present, there are more than 15,000 people in our company. We have built up product portfolios including mobile network, broadband network, and optical network. Our company has an advantage in providing competitive communication solutions and services for our customers.

After years of hard efforts, our company is becoming more and more internationalized. Our products and solutions are deployed in over 100 countries and serve over one billion users worldwide.

In 2016, 72% of our contract sales were from the international market, and we have set up more than 100 branch offices in order to provide quick services to our customers. Also, we have established 12 R&D centers around the world such as in the Silicon Valley and Dallas of the United States, and Stockholm in Sweden to ensure global R&D with outstanding people.

We firmly believe in localizing our global operations and make it a point to hire local employees. We plan to set up more training centers worldwide to help our customers and local people to study advanced management and technologies. This can not only enhance our understanding of the local market, but also contribute to the local economy by increasing employment, especially in less developed regions.

D. Talking about local cuisine
Chinese cuisine has a long history, and is one of the Chinese cultural treasures. It is famous all over the world. It is characterized by fine selection of ingredients, precise processing, particular care to the amount of fire, and substantial nourishment. Local flavors and snacks, and special dishes have formed according to regions, local products, climate, historical factors, and eating habits.
An emphasis on preserving the natural flavor of the food is the hallmark of Cantonese cuisine. Guangdong chefs would consider it a culinary sin of the highest order to produce a dish that is overcooked or too heavily seasoned. Clear-steamed fish is a typical Cantonese dish. Guangdong chefs put great stress on the fish being fresh. They put in just a pinch of salt, and a few drops of rice wine to take off the rank smell of the fish. They usually won’t even put in soy sauce. The fish will be steamed just long enough for the flesh to turn white, just barely done.

E. Seeing off at the hotel

(W: a female manager with a Chinese company  M: a male foreign client)

M: Good morning, Ms. Yang.
W: Good morning, Mr. Wright. Are you ready?
M: Yes. I’m going downstairs to the reception desk to check out.
W: OK. We should be at the airport two hours in advance as you need time for check-in and customs formalities. Are you sure nothing is left behind?
M: Sure.
W: I’ll call a porter to take your suitcase down. As I have a meeting this morning, I won’t be able to see you off at the airport. Hope you don’t mind. I’ve arranged a car to the airport.
M: Thank you. That’s very kind of you.
W: Here comes the car. Let’s go now.

F. Seeing off at the airport

(W: a female manager with a Chinese company  M: a male foreign client)

W: I’ve checked the departure time. The plane will take off on schedule. We still have 40 minutes. Let’s wait at the departure lounge.
M: Thank you so much, Ms. Yang. I’m so grateful for your help during my stay in your city. Without your help, I would have been at a loss.
W: It’s my pleasure.

... 
M: Now, time for boarding. It’s very kind of you to see me off, Ms. Yang.
W: My pleasure. I wish you a very pleasant journey.
M: Please remember me to other people in your company. I’m terribly sorry I didn’t have time to say goodbye to them all personally.
W: Sure. Don’t worry about that. I hope you’ll come to our company again.
M: I hope so. See you, Ms. Yang.
W: See you, Mr. Wright. Bon voyage!
Module 2

4.2 Leaving and taking messages

Task 2 Listen to the recordings and fill in the missing information on each of the message pad below.

Message 1
Secretary: Hello, Ultimate Computers. May I help you?
Caller: Yes, this is Jack Kordell from Hunter's Office Supplies. May I speak to Elaine Strong, please?
Secretary: I'm sorry, but she's not in right now.
Caller: Okay, do you know when she'll be back?
Secretary: Uh, yes, she should be here later on this afternoon, maybe about 4:30. May I take a message?
Caller: Yes. Ms. Strong sent me a brochure detailing your newest line of laptop computers with a description of other software products, but there wasn't any information about after-sales service.
Secretary: Oh, I'm sorry. I will inform Ms. Elaine Strong immediately when she's back here. Would you like her to fax the information about after-sales service to you?
Caller: Yes, but our fax is being repaired at the moment, and it won't be working until around 2:30. Hum ... could she try sending that information around 3:30? That should give me time to look over the material before she calls back, say, around 5:00.
Secretary: Sure. Could I have your name, telephone number and fax number, please?
Caller: Yes. Jack Kordell and the phone number is 560-1287. And the fax number is 560-1288.
Secretary: Okay. Jack Kordell. Is your name spelled C-o-r-d-e-l?
Caller: No. It's Kordell with a “K” and two “l”s. “K-o-r-d-e-l-l.”
Secretary: All right, Mr. Kordell. And your phone number is 560-1287, and the fax number is 560-1288. Is that correct?
Caller: Yes, it is.
Secretary: All right. I'll inform Ms. Elaine just when she's back.
Caller: Thanks, bye.

Message 2
This is Alex Brown. I'd like ... I'd like you to give Mr. Collins a message when he gets back. Here's the message: I've got to stay 2 extra days here in Los Angeles and I'm trying to get a flight back on the 14th. The problem is that the direct flight is full, so they've put me on the waiting list. This means I may not be back in the office till Wednesday, that's the 17th. If this is the case, I'd like Mr. Collins to be ready to take over if I can't make it to the meeting on Tuesday with Orion International (that's O-R-I-O-N). All the information he requires is in the file which is on my desk. It's the one with Olivia Flaubert's name on (that's O-L-I-V-I-A F-L-A-U-B-E-R-T). He'll need to pick her up from her hotel first thing in the morning; she'll be staying at the Talbot Hotel (that's TALBOT). If there's any problem you can
leave a message for me at my hotel (on um ... 213 666 4529) or send a fax to the hotel for my attention (on 213 875 4114).

Language Folder II

Task 2  Listen to the recordings and select the most appropriate answer to each sentence.
1. Good morning. This is Francis Jackson of Lemon Limited. May I speak to Mr. David Smithson, please?
2. Hello. This is Janet Crendell of Grenzen Company. I’d like to speak to to Mr. Raimaru, please.
3. Good afternoon. This is Caroline Cordova. I’m with Simlex Company. Could I speak to Mr. Marco Silvana, please?
4. You want to ask for repetition on the phone, what would you like to say?
5. I’m calling about our appointment on Thursday.
6. I’d like some retail price information on your overseas products.
7. Could you tell me where I can buy your products in Singapore?
8. If the person you are calling is away, what can you say?
9. When handling a complaint, what should you say?
10. When you want to end a call immediately, what is the proper expression to use?

Task 3  Listen to the recordings and fill in the blanks.
A. Opening phone calls
W1: Good afternoon, China International Airlines. May I help you?
M: Good afternoon. Could you give me some information about flights to Vancouver, please?
W1: Just a moment and I’ll transfer you to reservations.
W2: Good afternoon, reservations. How can I help you?
M: Yes, I’d like some information on flights to Vancouver, please.
W2: Certainly, Sir. When would you like to leave?

B. Structuring calls
W: Good morning. Donna Alien speaking.
M: Good morning, Ms. Alien. This is Tom Sheldon of Compton Products speaking.
W: Hello, Mr. Sheldon. What can I do for you?
M: Well, I’m calling to arrange a meeting regarding the joint venture proposal we talked about the other day. Could you meet me sometime this week?
W: Yes, I’d be interested in meeting with you this week.
M: Good. What day would be convenient?
W: Unfortunately, the only day I’m free is Wednesday.
M: Great. I have nothing scheduled that day. What time would be best for you?
W: Well, I’ll be in a meeting until 2:30, so how about 3:00 p.m. in my office?
M: Sounds good.
W: So, I’ll see you on Wednesday at 3:00. Thank you for calling.
M: I’m looking forward to seeing you. Goodbye.

C. Handling complaints
W: Hello, may I speak to Mr. Zhang, please?
M: Speaking please.
W: Mr. Zhang, this is Williams of Boston Trading Company. I’m calling to make a complaint about the goods received yesterday.
M: What’s the problem?
W: It’s about the damage of the porcelains delivered on January 12. When the goods arrived in Boston, we checked and found nearly one third of the goods were damaged.
M: I’m so sorry to hear that. It’s likely that the goods were damaged in transit. We’ll send a representative right away to check the extent of the damage.
W: It’s our hope you could take drastic measures to handle this issue.
M: I think first, we have to investigate the cause of the damage. If the goods were damaged during transit, we are not responsible for any damage. Then I think your claim should rest with the insurance company. Of course, we’ll compensate you if we were responsible for it.
W: But I still think you’ll have to do something to compensate us for the loss incurred.
M: In view of our long-term friendly business relationship, we’ll cut the price of the replaced goods by 10%. I hope this will be acceptable to you. In short, we hope we can satisfy you.
W: I think that’s acceptable.
M: We regret that this unfortunate incident has ever occurred and hope it won’t affect the friendly business relationship between us.
W: Well, I appreciate your way of dealing with this problem. Goodbye.
M: Bye-bye.

D. Leaving and taking messages
W: Hello, Bristol Motor, can I help you?
M: This is Charles Dobrinski. May I speak to Belinda Trubshaw, please?
W: I’m sorry. She’s in a meeting at the moment.
M: I see. May I leave a message?
W: Certainly.
M: Could you ask Belinda to meet me at the Plaza Hotel at 11:00 a.m. tomorrow?
W: Yes, sure. Could you spell your last name, please?
W: Thank you. What’s your telephone number, Mr. Dobrinski?
M: I’m in room 3143 at the Plaza Hotel, telephone 456-7763, room 3143.
W: That’s the Plaza Hotel. The telephone number is 456-7763, room 3143.
M: That’s right.
W: I’ll give this message to Belinda as soon as she’s back, Mr. Dobrinski. Thank you for calling.
M: Thank you. Goodbye.
W: Goodbye.

E. Closing phone calls
W: Right, then Mark, we’ll talk about the marketing campaign when you come. You have all the information you need, I think. Anything else you want to know?
M: How can I get to the hotel after arriving at the airport?
W: When you get to Beijing, take the shuttle bus to the Shangri-La Hotel. It’s easy.
M: OK. Thanks!
W: Okay, look forward to seeing you in Beijing. Bye for now.
M: Goodbye.

Module 3

Language Folder III

Task 2 Listen to the recordings and select the most appropriate answer to each sentence.
1. The presenter wants to give a self-introduction.
2. The outline of the presentation is introduced.
3. The presentation subject is mentioned.
4. The speaker finishes one point and starts another subject.
5. The presenter is going to use an example to illustrate the point.
6. The speaker highlights the importance of offering training to new staff.
7. A visual aid is introduced.
8. In a sales presentation the speaker arouses listeners’ interest with a product.
9. The speaker doesn’t understand the question.
10. The presenter avoids giving the answer to a question.

Task 3 Listen to the recordings and fill in the blanks.
A. Getting started
   Good morning, ladies and gentlemen. It’s a pleasure to be with you today. My name’s Rose Cannon and I’m in charge of corporate finance at our headquarters here in New York. We are here today to review some key figures and to outline financial strategy over the next 5 years. So what I intend to do is to break down this presentation into 3 parts: first, the financial review; second, the options facing us; and finally, the strategy I propose. If you have any questions, please feel free to interrupt me, but I should also say there’ll be an opportunity to discuss any issues at greater length after my talk.

B. Giving a short presentation
   Good morning, ladies and gentlemen! I would like to say thanks for giving me this valuable opportunity to introduce our company at this conference. My name’s Michael Johnson, manager of
Public Relations. Through today’s presentation, I hope you become more interested in Spencer Toys. My presentation is going to cover 3 aspects: our products, markets and people. It will last about 20 minutes. If you have any questions, I’d be pleased to answer them at the end of my talk.

So, let’s start with the products. The first thing to be said about these products is that they’re very diverse. Well, let’s take our premium export toy, Piggy Pitt. Now this product has always been at the top end of the market. It has a high price and is only available through selected retail outlets. Altogether, it’s quite exclusive. On the other hand, our Rabbit Rola is made in a traditional way and sold at a medium price through most supermarkets. So as you can see, there are 2 different products: one an up-market piggy toy, the other a traditional rabbit.

Now, let’s move on to marketing and I only want to mention one point. Our sales account for 20% of the total market at home and 40% of the products are sold to more than 15 countries all over the world.

That covers 2 of the points I plan to introduce. The third aspect is the people. We employ more than 500 staff and all managers have either international education background or working experience. All people are encouraged to contribute wholeheartedly to the company. For example, a worker who puts forward good advice on production or management will be given a reward. Therefore, we say Spencer Toys is a place pushing people to develop.

C. Finishing off

Finally, let me summarize the three aspects I’ve covered in my presentation. First, there’re 2 main products: one is the expensive Piggy; the other is the medium-priced Rabbit. Second, our sales occupy 20% of the total market at home. Third, our staff is encouraged to contribute to the company development. Thank you for listening! If you have any questions, please don’t hesitate to ask.

Module 4

Language Folder IV

Task 2 Listen to the recordings and select the most appropriate answer to each sentence.

1. The chairperson apologizes for a key member’s absence.
2. The chairperson welcomes all participants.
3. The chairperson states the objective of the meeting.
4. When participants have spent too much time arguing one item, the chairperson says.
5. The participant wants to clarify something.
6. The chairperson asks for more information on a particular issue.
7. Being interrupted, the participant explains that he will talk about the issue later.
8. The participant politely expresses his/her disagreement.
9. The chairperson reminds participants that their arguments are irrelevant to the item under discussion.
10. The participant asks to express his/her opinion.
Task 3  Listen to the recordings and fill in the blanks.

A. Opening a meeting

Okay, I think we should start now. It’s 10 o’clock. Thank you all for coming today at such short notice. We’re here to look at some of the reasons for the decline in profits last year. I suppose all of you have seen the agenda. I’d like to ask if anyone has any comments on it before we start?... Fine, may I ask John Harris, the Sales Director, to kick off the meeting with his remarks?

B. Expressing views

Well, on the issue of cooperation with British Spencer Stores, I understand Edgar’s concern over Spencer Stores’ marketing strategy and its strict cooperation terms. But, in my opinion, it will be a good idea to establish a business relationship with the company. Spencer Stores is a British, family owned, mass market retailer in food and textiles. Since the company was founded, it has offered its customers very competitive pricing, a good quality products and choice. So if they were to use our services as a trading firm, we could extend sales to the whole of Europe. What is more, we can also promote our sales of their products throughout China.

C. Handling interruptions

(M: A male meeting participant   W: A female meeting participant)

M: As everyone knows, I have just attended a course on financial control, and as a result, I think we should do the accounts more often than we do at present.
W: Excuse me, but at present the accounts are done every quarter.
M: Yes, but quarterly accounts don’t allow us to keep a close enough control. If the company suddenly makes a heavy loss, we need to be able to act quickly. If we don’t, it could be too late to prevent an excessive loss.
W: Then how frequently would you recommend the accounts to be done?
M: I prefer monthly ones. If sales go down, we reduce stocks, which means cutting down purchases and if necessary, we can reduce personnel.
W: But don’t you think it will cost us a lot by doing monthly accounts?
M: Well, we will come to the cost later. I do have some analysis on that. But before that, please allow me to finish this part ...

D. Controlling the meeting

(M: The chairperson of the meeting   W: A female meeting participant)

M: Can I sum up by saying that everyone here has agreed to establish a business relationship with the Spencer stores? ... Now, the next item on the agenda is the report with recommendations on budgetary control. Ms. Young, perhaps you’d like to give us an outline of your proposals!

... 
M: Glen and Norman, I think we are getting off the point here. Can we hear from Alison on this?
W: What I would like to do is to break down the activities of the company into cost centers.
M: What does this mean?
W: Each manager would be responsible for at least one cost center. He would be required to forecast, well in advance, the income and expenditures of his center ...
M: Will you let us have more details about your proposed budgetary control, exactly how it would operate?
W: Certainly...
M: I'm afraid we are running out of time. Can we leave this item until another date and go on to the next point now? ...

E. Ending a meeting
We've covered all items on the agenda, and I'd like to go over the decisions we've made. We've agreed that cooperation with Spencer Stores will be highly rewarding and Ralph is responsible for handing in a detailed proposal on cooperating with Spencer Stores by next meeting. It's a pity that we failed to reach agreement on the issue of budgetary control. Alison has raised good points. Yet we need more figures and examples. So Alison is going to revise her draft proposal based on your comments and distribute it for feedback before the next meeting. It's been a pleasure to see you today and we will meet again at 14:30 on 12th next month ...

Module 5

Language Folder V

Task 2  Listen to the recordings and select the most appropriate answer to each sentence.
1. Which of the expressions below would be used to switch from small talk subjects to business?
2. Which of the following expressions is frequently used in setting the agenda for an objective?
3. When you are asking for other people's opinions, we usually say ...
4. There are some ways to ensure other people effectively listen to you except ...
5. Negotiating is full of jargon and idioms, for example, knock somebody down means ...
6. If you want to mention the objectives of the negotiation, you can say ...
7. When you are carrying out the negotiation, finally you should reach a conclusion or decision, you should say ...
8. Which of the following sentences can be used for the follow-up action?
9. Which of the following sentences belongs to the ending category?
10. Which of the following expressions can be used for closing?

Task 3  Listen to the recordings and fill in the blanks.
A. Preparing for negotiations
M: Shall we start things off?
W: Good. Before we begin, Mr. Whitman, are you sure you are in a position to negotiate a large order?
M: Sure. We shall place a substantial order with you provided your prices are reasonable.
W: Well, Mr. Butter, how about starting with the contract itself? Then we can move on to the product
range, sales target and discounts.
M: That sounds fine. There’s plenty to talk about there.
W: OK. We can first agree on the principle of price terms and then the specific delivery time later.
M: All right. It's better for us to have a talk on price terms first. Now let's talk specifically about those plush toys.

B. Opening negotiations
W: Let's begin now. First of all, I’d like to say I hope this will be the beginning of a good working relationship.
M: Yes, so do we.
W: OK, can we agree on the overall procedure for today? Our main objective is to find out more about your catering needs and to decide how best to serve them. What we’d also like to achieve from this meeting is to get a clear idea of start dates and development plans. Is that OK with you?
M: We are very interested in your company but what we’d really like to achieve from this meeting is to find out more about your range of food and services. Then, if they suit our needs, we’d also like to talk about possible development plans and the way forward. Does that seem acceptable to you?
W: That's fine, so maybe we can start with our products and services then go on to your specific needs. We can follow by discussing development plans. Do you agree to that?

C. Making inquiry and offers
M: We are quite interested in your Drawn Work items. How about the supply position?
W: For most of the articles in the catalog, we have a good supply.
M: Here’s our inquiry list. You’ll find the required items, specifications and quantities all there.
W: Thanks. I'll look into it and let you have our firm offers tomorrow.
M: As you know, the market has become very competitive.
W: You’ll find our prices very favorable.
M: That's fine. By the way, do you quote FOB or CIF?
W: Either can be done, though we usually quote on CIF basis.
M: Then could you please make your prices CIFC 5%?
W: Certainly. We can work them out for you.

D. Bargaining and making concessions
W: To be frank, it would be very difficult for us to market your product at the price offered.
M: Our price is in line with the world market. It's workable.
W: We have been approached by other suppliers with offers about 10% lower than yours.
M: 10% lower? It's impossible. Have you compared our product with theirs? Are they in the same class?
W: Your product may have certain advantages over theirs, but the price gap shouldn’t be as big as 10%.
We'll have to turn to other suppliers if you don’t make some reduction.
M: What did you have in mind?
W: A reduction of 5% is only reasonable.
M: I'm afraid you're asking too much. A 5% reduction is out of the question. We can never go as far as that.
W: Then how much can you go down?
M: To help you sell our product, we'll make an exception and reduce the price by 1%.
W: This is the first business contact between us. I sincerely hope we can make a transaction. I'm ready to move another step forward. Let's split the difference and meet each other halfway.
M: I appreciate what you said. As a gesture of our goodwill, we accept your bid.
W: Thank you.

E. Reaching an agreement
M: We are ready to agree to your conditions provided you grant us a reasonable reduction, say, 6% off.
W: We're eager to conclude the deal with you but we regret it is impossible for us to accept the reduction, even to meet you halfway. You know the price of raw material and labor has advanced a lot this year. I'm afraid the gap between us is too great.
M: Yes, but no matter how great the difference is, you'll have to move. You can't expect me to make the move alone. Anyway, taking your production cost into consideration, we still find your price too much higher than other suppliers. We insist you bring down your price by 5%.
W: We value our business relations very much, but I really can't make any move here. The price you suggested would leave us no margin of profit on our sales. I appreciate the steps you've taken, but the distance is not on our side. And I hope you'll continue to move forward.
M: To close the deal, shall we both make concessions? We can meet each other half way, 4% off. That's the least. We can’t make any further concessions.
W: In view of your substantial order, we can consider the said reduction, 4% off. It's settled then.
M: I'm so glad that we've finally come to a basic agreement on price and I think we've settled all the points under dispute. Ms. Mason, you drive a hard bargain.

F. Ending negotiations
W: Perhaps, I could just summarize our conclusions so far. You’ve agreed to purchase 15 of our new model running machines and 4 rowing machines to be delivered by the end of July.
M: That's right.
W: OK, from our side, we’ve agreed to receive payment in 3 installments, a third immediately as down payment, another third on delivery and the rest at the end of the credit period. We’ll also take care of the delivery and installation of the equipment.
M: That's right.
W: There are a couple of outstanding points, the question of an extended warranty period needs to be clarified as does the separate 5-year service contract for maintenance. By our next meeting, we'll be able to work out and make you an offer on both of these points.
M: That'd be helpful. We haven’t talked about equipment training in much detail either. We’ll need further information about that from you.
W: Of course, so we’ll discuss warranty period, service contracts and equipment training at our next
meeting on the 15th June. Is there anything else you’d like to add?
M: No, that seems to cover everything.
W: Well, it’s been a very successful negotiation and I’m pleased to be working with you. So, that’s all. Let’s meet in the foyer in about 10 minutes before we go on to lunch.

Module 6

Language Folder VI

Task 2 Listen to the recordings and select the most appropriate answer to each sentence.
1. Did you have any difficulty finding our company?
2. How would your friends or colleagues describe you?
3. What qualities would you expect of people working as a team?
4. What are your major and minor at college?
5. How do you think of your proficiency in spoken English?
6. For what do you decide to leave your present job?
7. Would you like to tell me something about your outstanding achievements?
8. Where do you want to be in 5 years?
9. How long would you like to stay with this company?
10. I am calling to offer you the Sales Manager position. I am wondering if you are still interested in it.

Task 3 Listen to the recordings and fill in the blanks.
A. Talking with a career advisor
(M: A male final year student   W: A female career advisor)
M: Good morning, Ms. Kate Sweeney. I’m Jack Chan, a final year student in the language division.
W: Good morning, Jack! You phoned me days ago and we made an appointment. Sit down please.
M: Thank you!
W: You said on the phone that you hoped to know more about finding vacancies?
M: Yeah. I’ve learnt that there’re several ways, but which is the most effective.
W: It actually depends. What have you known so far?
M: For example, looking for job ads in the newspaper, searching job listings on the Net, etc.
W: Right. Newspapers and the Internet are obviously helpful, and here I’ve got a list of useful newspapers and websites. You take it and have a try!
M: Thanks! Are there other ways you’d like to recommend?
W: OK. Actually nearly 80% vacancies are not put up; this we call the “hidden market”. And the most effective way by accessing these openings are through networking. For example, you tell your parents, relatives, friends you’re looking for a job, and if they can introduce you to a potential employer, it’s more likely to be successful.
M: I see ... but how can I network with others?
W: Good question! For students in our college we can give information on distinctive graduates. You
either contact them directly or participate in the social activities for graduates, and then get to know them. Here is the contact list I prepare for you.

M: Ms. Sweeney. Thank you so much! This is really helpful.
W: You’re welcome. By the way, there’s a job fair next Monday on campus. Remember attending job fairs may bring you more opportunities.

M: Oh, yeah! Shall I prepare for it?
W: Sure. Here are the employers to come. Review the material and pick up some you’re interested in.
M: I will. Thanks a lot! Now I’m more confident about finding job openings.
W: I’m glad to hear that. If you have more questions, please do come to me.
M: No problem. Thank you and bye-bye!
W: Good-bye! Wish you good luck!

B. Participating in a job interview 1

(M: A male interviewer W: A female interviewee)

M: OK, Miss Zhou. I’m Peter Lamb. Do please sit down.
W: Thank you. Good afternoon, Ms. Lamb.
M: Good afternoon!
How do you think of the weather today?
W: I don’t like the weather like this. Cold and rainy. Hope it becomes sunny as soon as possible.
M: Right. Tell me about yourself and your past experience.
W: I have worked as a secretary for 2 years in a trading company. I thrive on challenge and work well in high-stress environments.
M: You’ve worked there for 2 years. Why do you want to leave?
W: Because my company is going to move to Hong Kong, but I don’t want to relocate.
M: My next question is what are the main responsibilities of your present job?
W: Routine work, like typing, filing, etc. and draft business correspondence for the general manager.
M: What are your salary expectations?
W: I really need more information about the job before we start to discuss salary. Maybe you could tell me what is budgeted for the position.
M: The starting monthly salary would be ¥2,000, with rises after the half year according to your competence.
W: I think it’s acceptable and I really like the job. And when can I know the decision?
M: We’ll inform you of our final decision by early July. Do you have any other questions?
W: No. Thank you for the time.

C. Participating in a job interview 2

(M: A male interviewer W: A female interviewee)

M: So you must be Zhang Li. Sit down please. Make yourself at home.
W: Thank you.
M: Did you have any trouble in finding your way to our company?
W: No trouble at all. HSBC is so famous that I can’t miss it.
M: Let's get started. Would you please begin with a self-introduction?
W: OK. I'm an English major specialized in administration. I'll graduate this July. I've been working very hard in my 3-year college life. My progress has been shown in the steady increase of my grades. But I'm not a bookworm. I've taken part in a lot of social activities. As the general secretary of the Students' Union, I'm responsible for organizing parties, meetings and contests. I also have a part-time job in a company.
M: What did you gain from your part-time job?
W: I've gained a lot. First of all, I've improved my typing skill. I can type 65 words per minute. My job is to key in the names and relevant information of staff and to make staff files. In this way, I've learnt something of filing and computer operations.
M: What do you enjoy most at university?
W: I enjoyed a lot of things at university, but what I enjoyed most is practicing spoken English with different types of people, such as strangers in the English corner, classmates, foreign students and teachers. It is not only a good way to improve my spoken English but also a means to communicate with people, to exchange information and to make friends.
M: Why do you want to join our company?
W: Firstly, because HSBC is a very famous company. I will feel proud if I am a member of you. Secondly, the vacancy your company offers happens to be exactly what I've been looking for because in this job I can put what I've learned into practice.
M: Actually we are looking for someone with work experience.
W: I know experience is important, but I'm willing to make up my lack of experience by working harder and I'm a fast learner.
M: Good. Do you have any questions to ask?
W: Yes. Just one. I wonder if I could know the salary and working hours.
M: The starting salary is ¥2,000 a month, and working hours, from 9:00 a.m. to 5:00 p.m.
W: Thank you for taking time off to interview me. Good-bye.
国际商务交际
Unit 1

1.1 First contact

Task 1  (Open.)

Task 2

Hotel Registration Form

Guest Name:  Chris Gordon

Arrival Date:  Nov. 3rd, 2017  Time:  15:00

Departure Date:  Nov. 7th, 2017

Address to which confirmation should be sent (please type or print):

Provide your personal information here

Name:  

Company/Organization:  

Address:  

City:  State:  Zip code:  

Country:  Phone:  

Fax:  E-mail:  

Room preference:  Single  Double

Smoking  Non-smoking

I have the following special needs:


**INVITATION LETTER**  
**June 8, 2017**

Dear Mr. Gordon,

It is our pleasure to invite you to visit Mixmore Electronics Company (your company), for 5 days (duration of stay) starting from November 3rd (arrival day). This letter serves as our formal invitation to you and will provide you with more details about your visit.

This visit will provide you with an opportunity to gain better knowledge of our company and our factory sites and to exchange views with our management. (briefly introduce the itinerary for your client, using the information in Task 3)

I understand that you will cover all the expenses during your stay in China (state who will cover the cost for the trip).

We are looking forward to welcoming you to Shenzhen. If there is anything I can do to help, please do not hesitate to contact me. (close the letter)

Yours sincerely,
(your own name)

---

Dear Mr. Smith,

It’s our great honor to receive you for a visit to our company this month. I am writing to confirm with you the arrival and accommodation details.

The flight you will take is UA845 arriving at the _______ (your nearest international airport) International Airport at 15:35 (local time) on 11th November. A non-smoking single room with free Internet access and local call available will be reserved for you at the Shangri-La Hotel (a five-star hotel) from November 11th to 16th.

It would be much appreciated if you can confirm the above information at your earliest convenience so that we can finalize the arrangement. What is more, if you have any suggestions concerning the draft schedule I’ve sent you, please don’t hesitate to let me know.

We are looking forward to seeing you in our city.

Sincerely,

(Signature)

______,
Sales Manager
Fun Gift Manufacture Company
1.2 Receiving visitors

Task 1  \(2 \rightarrow 3 \rightarrow 1 \rightarrow 4\)

Task 2

- The person of less importance, regardless of gender, is introduced to the person of greater importance and the client is always more important than anyone in the host company.
- Make firm and brief handshake accompanied by a direct look into the eyes of the person you are shaking hands with.
- Wait for the ladies to extend their hands first.

Task 3

<table>
<thead>
<tr>
<th>When your client and you arrive at the hotel too early for check-in, and your client says</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I'm really thirsty and tired. Could I get something to drink?</td>
</tr>
<tr>
<td>2. Could I just make a quick phone call to my office?</td>
</tr>
<tr>
<td>3. Is there somewhere I can leave my bag till later?</td>
</tr>
<tr>
<td>4. Is it possible for me to check my e-mails?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>When you discuss the itinerary with your client, he says</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Could I have a tour of the factory at some stage?</td>
</tr>
<tr>
<td>2. It is a pity that I might not have time to give the presentation as scheduled.</td>
</tr>
<tr>
<td>3. Sorry for giving you the great inconvenience by asking for a local sight-seeing trip.</td>
</tr>
</tbody>
</table>

Task 4  (Open.)

Task 5  (Open.)

Task 6  (Open.)
1.3 Welcoming dinner

Task 1
1. Three courses are usually contained in a full western meal, namely starter, main course and dessert.
   - Starter: soup/appetizer/salad
   - Main course: beef/potato/chicken/sea food
   - Dessert: cakes/cookies/puddings/pies/ice-cream
2. (Open.)

Task 2

Task 3 (Open.)

Task 4 (Open.)
3. Don’t talk with your mouth full.
4. Men should make sure all of the women are seated before they sit down.
5. Don’t chew with your mouth open or make loud noises when you eat.
6. Women shouldn’t leave a lipstick mark on their glass.
7. Don’t order one of the most expensive things on the menu, and don’t order more than two courses unless your host suggests that it’s all right. Also, don’t order a first course if no one else does.
8. Try not to order more than you are going to eat.
2.1 Introducing your company

Task 1

<table>
<thead>
<tr>
<th>Types of company</th>
<th>Company philosophy</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>law firm</td>
<td>innovative</td>
<td>managing director (GB)</td>
</tr>
<tr>
<td>wholesaler</td>
<td>creative</td>
<td>CEO (USA)</td>
</tr>
<tr>
<td>retailer</td>
<td>team work</td>
<td>section chief</td>
</tr>
<tr>
<td>importer</td>
<td>equality</td>
<td>head of department</td>
</tr>
<tr>
<td>exporter</td>
<td>flat management</td>
<td>director</td>
</tr>
<tr>
<td>designer manufacturer</td>
<td>strict hierarchy</td>
<td>supervisor</td>
</tr>
<tr>
<td>finance company</td>
<td></td>
<td>assistant</td>
</tr>
<tr>
<td>travel company</td>
<td></td>
<td>secretary</td>
</tr>
<tr>
<td>transport company</td>
<td></td>
<td>manager</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Task 2
A & B

◇ Business activity
◇ Headquarter
◇ Number of employees
◇ History
◇ Capabilities and capacities
◇ Company philosophy
◇ Track record (demonstrate your ability to meet contracts up to a certain value)

Task 3

Task 4  (Open.)

Task 5  (Open.)
2.2 Entertaining

Task 1 (Open.)

Task 2
1. Decide the exact time
2. Prepare wine (white and red) and/or champagne
3. Send invitation and confirm attendance
4. Set up a bar area
5. Prepare the menu
6. Prepare liquors, mixers & garnishes

Task 3

<table>
<thead>
<tr>
<th>Topic</th>
<th>A</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>work/office life</td>
<td>a</td>
<td></td>
</tr>
<tr>
<td>school life</td>
<td>a</td>
<td></td>
</tr>
<tr>
<td>corporate culture</td>
<td>a</td>
<td></td>
</tr>
<tr>
<td>current international issues</td>
<td>a</td>
<td></td>
</tr>
<tr>
<td>shared hobbies &amp; interest</td>
<td>a</td>
<td></td>
</tr>
<tr>
<td>religion</td>
<td>n</td>
<td></td>
</tr>
<tr>
<td>weather</td>
<td>a</td>
<td></td>
</tr>
<tr>
<td>famous people</td>
<td>a</td>
<td></td>
</tr>
<tr>
<td>age</td>
<td>n</td>
<td></td>
</tr>
<tr>
<td>marriage status</td>
<td>n</td>
<td></td>
</tr>
</tbody>
</table>

Task 4 (Open.)

Task 5 (Open.)

2.3 Bidding farewell

Task 1
At the airport, at the hotel, in the office, at the railway station, at the bus station, etc.
Task 2

① Memories of the good days or fruitful cooperation with the person(s)
② Pity that the guest is leaving
③ Gratitude for his work (cooperation)
④ Good wishes for the guests

Task 3 (Open.)

Task 4 (Open.)

Culture Salon

1. Most pubs have no waiters — you have to go to the bar to buy drinks. Pub culture is designed to promote sociability in a society known for its reserve. Standing at the bar for service allows you to chat with others waiting to be served. The bar counter is possibly the only site in the British Isles in which friendly conversation with strangers is considered entirely appropriate and really quite normal behaviour.

2. Some of them serve food. Children under age of 14 are not allowed to go into pubs. But they are permitted to go into pubs which are also restaurants.

3. People can have beers. They can have games and activities at pubs including darts, pool, karaoke, video games, slot machines and quiz games. Tournaments may be held and major sporting events might be broadcast on the television.

Language Folder I

Task 1

1. n 2. t 3. c 4. p 5. j 6. m 7. o 8. h 9. q 10. s
11. l 12. f 13. k 14. i 15. e 16. a 17. d 18. b 19. g 20. r

Task 2


Task 3

A.
1. the sales manager
2. Glad to meet you
3. I came here to take you to the hotel
4. Did you have a good flight
5. May I help you with your luggage

B.
1. a schedule
2. don’t hesitate to let me know
3. a welcome dinner in your honour
4. a good rest
5. our factory site

C.
1. product portfolios
2. has an advantage
3. more and more internationalized
4. the international market
5. global operations
6. the local market
7. increasing employment

D.
1. the Chinese cultural treasures
2. It is characterized by
3. regions, local products, climate,
4. the natural flavor of the food
5. the fish being fresh
6. take off

E.
1. two hours in advance
2. Are you sure nothing is left behind
3. I won’t be able to see you off

F.
1. take off on schedule
2. I’m so grateful for your help
3. It’s very kind of you to see me off
4. Please remember me to other people
Unit 3

3.1 Preparing for calls

Task 1
1. The main problem is lack of preparation. The caller in Shenzhen has not checked the time in New York is 2 a.m. There is a time difference of 12 hours.
2. One should always check the time when calling different time zones. The earth is divided into 24 time zones, each of which is about 15° wide. Each time zone is one hour different to the next. Within each zone all clocks are set to the same time. This is the case all over the world — there are very few exceptions, such as Australia, where there are half-hour zones. The middle line, or meridian, is located in Greenwich in London. All time zones are based around Greenwich Mean Time. Each time zone to the west of Greenwich is on an earlier time zone, while those to the east of Greenwich are on a later time. Directly around the world from Greenwich is the International Date Line, where the time zones meet. The Date Line is 12 time zones to the east of Greenwich and 12 time zones to the west. Therefore, instead of a one-hour time difference, there is a 24-hour time difference. People who cross this line do not need to change their watch, but they need to change the date.

Task 2

<table>
<thead>
<tr>
<th></th>
<th>Beijing</th>
<th>New York</th>
<th>London</th>
<th>Tokyo</th>
<th>Sydney</th>
<th>Paris</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 30</td>
<td>9:00 a.m.</td>
<td>March 29</td>
<td>March 30</td>
<td>March 30</td>
<td>March 30</td>
<td>March 30</td>
</tr>
<tr>
<td></td>
<td>12 hours behind Beijing</td>
<td>9:00 p.m.</td>
<td>2:00 a.m.</td>
<td>10:00 a.m.</td>
<td>11:00 a.m.</td>
<td>3:00 a.m.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>7 hours behind Beijing</td>
<td>1 hour ahead of Beijing</td>
<td>2 hours ahead of Beijing</td>
<td>6 hours behind Beijing</td>
</tr>
</tbody>
</table>

Task 3

Situation 2:
1. To ask for help of solving the paper jam problem.
2. To complain about the poor quality of HB printers (possible).
3. To enquire about whether he can get an exchange or refund if the problem still cannot be solved (possible).

Situation 3:
1. To find out if Office World could be interested in buying his/her products.
2. To suggest that he/she send information to or visit Office World.
Situation 4:
1. To inform that his boss can’t meet the appointment.
2. To tell the reason.
3. To cancel the appointment or to fix another date for the meeting.

Task 4
List of Main Points
1. Mention your friend’s recommendation.
2. Indicate you wish to distribute the new type of shampoo in your neighborhood.
3. Ask if they can provide information on whether customers would like to try this new product and the price is acceptable or not.
4. Ask if there is a consulting fee and if there is, how much it will be.

Task 5
Call 1
Preparation List
1. Getting your pen and paper ready.
2. Checking the called person’s name & phone number.
3. Objective: to make an appointment with him/her.
4. Key points:
   ◆ Mention the person’s name given by your friend XXX.
   ◆ Introduce yourself to him/her briefly (looking for a job, needing help, etc.).
   ◆ Try to fix a date for meeting with him/her to talk about this matter in detail.
5. Ending the call by double-checking the time & place for meeting him/her and express thanks.

Call 2
Preparation List
1. Getting your pen and paper ready.
2. Checking the time difference between London and here. Then determining an appropriate time for calling.
3. Checking the called person’s name & phone number.
4. Objective: to get more information about that British company.
5. Key points:
   ◆ Mention the person’s name given by your colleague XXX.
   ◆ Indicate your company wants to be an agent of that British company.
   ◆ Ask the consultant for more information of that British company.
   ◆ Enquire whether you can get a hard copy or not.
   ◆ Ask whether there is a consultancy fee and how much it will be.
6. Ending the call by expressing thanks.
### 3.2 Opening phone calls

**Task 1**

**What you will do**

- Ask the caller to hold the line and fetch the person wanted
- Hang up and redial
- Apologize and hang up gently
- Leave a message
- Call back sometime later

**Task 2**


**Task 3**

Call 1: 3  6  5  4  7  2  1  
Call 2: 4  5  6  3  2  1  
Call 3: 3  6  5  2  1  4

**Task 4**  (Open.)

**Task 5**  (Open.)

### 3.3 Structuring telephone calls

**Task 1**

C A E D F N B G H K J I L M

**Task 2**

**Words spoken**

2. Could I speak to Ms. Carol Harris please?
3. Good morning. Ms. Carol Harris.
4. This is Mark Zhang from Com International.
5. I’m calling to ask you for help with our visit to New York.
6. Actually I’ve got 2 things here. The first one is that I’d like you to help organize our reception in a 5-star hotel for 20 people. The other one is to rent 2 cars for us to take specialists.

7. Altogether 2 things to do. One is a reception for 20, at 7 p.m. on June 5; the other is to rent 2 cars.

8. Could you fax me the information by tomorrow afternoon?

9. Yes, wish our work a great success!

10. Then see you on June 5. Bye-bye.

Task 3

Changing arrangements
(2) Statement of problem — need for change
(3) Fixing new arrangement
(4) Confirmation

Solving problems
(2) Apologizing
(3) Suggesting a solution
(4) Agreeing to the suggested solution
(5) Confirming a task
(6) Apologizing again

Task 4

1. c 2. a 3. b 4. h 5. e 6. f 7. g 8. d

Task 5 (Open.)

Task 6 (Open.)

Unit 4

4.1 Handling complaints

Task 1 (Open.)

Task 2

1. The complaint is about a video recorder.

2. She first shows her sympathy toward the customer, and then asks what the problem is. When the appropriate person is not available, she asks whether the customer can be called back. Finally she takes down the telephone number of the customer and promises to urge the appropriate person to call back.

3. 1) Listen to the complaint carefully to see whether it is reasonable.

2) Express your regret for the complainer’s dissatisfaction but remember not to assume the blame for
your company.
3) If a complaint is made on the phone, try to arrange a meeting.
4) All in all, the attitude is crucial. Give full attention to the complaint, carry out investigation and provide supporting document.

Task 3  (Open.)

Task 4  (Open.)

Task 5  (Open.)

4.2 Leaving and taking messages

Task 1
1. Have your pen/pencil and pad at hand
2. The message should include the following items:
   - Name
   - Date and Time
   - Telephone number
   - Matters in the message
3. Keep confirming the important details
4. Check and rewrite the notes made immediately to make sense

Task 2
Message 1

| From: Jack Kordell from Hunter’s Office Supplies |
| To: Elaine Strong |
| Date: |
| Matters: He has already received a brochure of our newest line of laptop computers but without information concerning after-sales service. |
| ☑ Ask you to call back |
| Telephone No. 560 1287 |
| ☑ Ask you to do the following |
| fax the material around 3:30 |
| fax number 560 1288 |

Taken by ______________________________
Message 2

ALEX BROWN called:
Staying 2 extra days in Los Angeles and trying to get flight back on 14th.
Direct flight is full — they’ve put him on the waiting list.
May not be back till Wednesday 17th.
If not back, please take over at meeting on Tuesday with Orion International.
All information in file on his desk with Olivia Flaubert’s name on.
Please collect O.F. from Talbot Hotel first thing in the morning.
Any problem, leave a message at his hotel 213 666 4529 or send fax 213 875 4114.

Task 3  (Open.)

Task 4  (Open.)

Task 5  (Open.)

4.3 Closing phone calls

Task 1  (Open.)

Task 2

<table>
<thead>
<tr>
<th>Situation 1</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>B: You too. Bye.</td>
<td>4</td>
</tr>
<tr>
<td>A: I’ll be there. Have a good weekend.</td>
<td>3</td>
</tr>
<tr>
<td>B: Just about. So we’ll see you on Monday around 10:00?</td>
<td>2</td>
</tr>
<tr>
<td>A: So, I think that just about covers everything, don’t you?</td>
<td>1</td>
</tr>
<tr>
<td>B: Goodbye.</td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Situation 2</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>B: Thank you. I hope that’ll be before the end of the month.</td>
<td>4</td>
</tr>
<tr>
<td>A: Right. Thank you for getting in touch, Mr. Henderson. We’ll get back to you as soon as we can.</td>
<td>3</td>
</tr>
<tr>
<td>B: Goodbye.</td>
<td>6</td>
</tr>
<tr>
<td>A: Excuse me. I’m afraid I didn’t catch your name.</td>
<td>1</td>
</tr>
<tr>
<td>B: It’s Henderson, David Henderson.</td>
<td>2</td>
</tr>
<tr>
<td>A: I should think so. Goodbye.</td>
<td>5</td>
</tr>
</tbody>
</table>
Situation 3

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A:</td>
<td>Thanks. Bye. 7</td>
</tr>
<tr>
<td>B:</td>
<td>Yes. Have a good trip. 6</td>
</tr>
<tr>
<td>A:</td>
<td>So, it was useful to talk to you and I'll contact you on my return. 1</td>
</tr>
<tr>
<td>B:</td>
<td>Of course. I won't keep you any longer. 4</td>
</tr>
<tr>
<td>A:</td>
<td>Thank you. Right, speak to you soon. 5</td>
</tr>
<tr>
<td>B:</td>
<td>I look forward to that. In the meantime I'll send you a copy of the contract. 2</td>
</tr>
<tr>
<td>A:</td>
<td>I'm afraid I've got a plane to catch. 3</td>
</tr>
<tr>
<td>B:</td>
<td>Goodbye. 8</td>
</tr>
</tbody>
</table>

Task 3

Case 1: This is an effective ending. First, details are confirmed including the time and date. Second, a pleasantry is used — “Look forward to meeting you”.

Case 2: This ending is not so good. Reasons are: First, the call ends too abruptly and it may give a bad impression. Second, there is no confirmation of what they have agreed on. Third, there’s no check whether the person needs to ask any other questions. Finally, there is not a pleasantry involved.

Task 4  (Open.)

Task 5  (Open.)

Culture Salon

1. In North America, emergency numbers are usually printed on the first page of the yellow book.
2. It’s for fire, police and ambulance.

Language Folder II

Task 1

1. n 2. i 3. m 4. p 5. o 6. a 7. q 8. e 9. c 10. b
11. g 12. d 13. f 14. r 15. t 16. k 17. s 18. h 19. 1 20. j

Task 2


Task 3

A. Opening phone calls
1. May I help you
2. Could you give me some information
3. How can I help you

B. Structuring calls
1. What can I do for you
2. I’m calling to arrange a meeting
3. What day would be convenient
4. What time would be best for you
5. how about 3:00 p.m.

C. Handling complaints
1. make a complaint
2. one third of the goods were damaged
3. investigate the cause
4. cut the price
5. We regret that
6. appreciate your way of dealing with

D. Leaving and taking messages
1. She’s in a meeting at the moment
2. 11:00 a.m.
3. What’s your telephone number
4. give this message

E. Closing phone calls
1. Anything else you want to know
2. look forward to seeing you

Unit 5

5.1 Planning a presentation

Task 1  (Open.)

Task 2
1. Technical level is too high with certain terms not explained.
2. The structure of the talk is not well organized.
3. The age of audience is not fully considered.
4. The timing of presentation is not well planned or kept.
Task 3

**Situation 1**
1. Company technical managers.
2. To sell your new computer.
3. The audience probably has high level of specialist knowledge, as they may be experts in the line. But they may not have more knowledge about your new product.
4. The talk is probably very formal.

**Situation 2**
1. Staff family members, including husbands, wives, children, etc.
2. To inform them of the coming event.
3. The audience probably knows little of the subject, so details of the gathering may be highly expected.
4. The talk is probably informal.

Task 4 (Open.)

Task 5 (Open.)

5.2 Using visual aids

**Task 1**
A. A laptop/notebook computer.  B. A tablet/tablet computer/(an) iPad.  C. A whiteboard.

*More equipment:* e.g. a smartphone, an overhead projector, a blackboard, paper handouts, a flip chart, video.

**Task 2**
1. b  2. e  3. d  4. c  5. f  6. a

**Task 3**
1. Use a pointer on the transparency/screen.
2. Don’t turn your back on the audience. Don’t stand in front of the machine obscuring the image. Try to face the audience as much as possible when referring to the visuals. Stand aside, using a pointer on your visuals (not your hands).
3. The presenter can write or draw directly on the transparency while in use.
4. Don’t overcrowd visuals with too much information. Use key words or phrases, not complete sentences. Use large enough letters, leaving space between lines.

**Task 4**

*Suggested answers:*

*Topic 1:* The possible visual can be an organization chart, as it shows lines of responsibilities between...
departments or managers. Since all multi-media equipment is available, this chart can be done over the PowerPoint package on computer, which will make your work easier.

Topic 2: The possible visual can be a word chart on whiteboards or on PowerPoints. Since you are supposed to illustrate a business/management concept, word charts are more effective in illustrating concepts or meanings by listing main points in a concise way.

Task 5

<table>
<thead>
<tr>
<th>Introduction</th>
<th>Explanation</th>
<th>Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>What the graph is about</td>
<td>What the two axes represent</td>
<td>Highlight key information</td>
</tr>
</tbody>
</table>

Task 6 (Open.)

5.3 **Rehearsing the presentation**

Task 1 (Open.)

Task 2

**Situation 1:** The presenter can either get somebody to listen to him and give comments or video his performance. Since the overhead projector is the only available equipment, his visuals must be transparencies. Therefore, he had better rehearse with OHPs.

**Situation 2:** The presenter can either get somebody to listen to him and give comments or video his performance. But he must rehearse against clock as he has only ten minutes to deliver his presentation. Besides, he had better rehearse with slides or without slides, as he designed visuals on PowerPoint via a computer and it may break down or suffer from other technical problems, which may influence his use of visuals.

Task 3

<table>
<thead>
<tr>
<th><strong>Dos</strong></th>
<th><strong>Don’ts</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Show friendliness and an open mind</td>
<td>Stare or look blankly into people’s eyes</td>
</tr>
<tr>
<td>Have eye contact</td>
<td>Sway back and forth like a pendulum</td>
</tr>
<tr>
<td>Stand straight but relaxed</td>
<td>Turn back to the audience</td>
</tr>
<tr>
<td>Lean forward to emphasize but with no hands in pockets</td>
<td>Fold arms like a barrier</td>
</tr>
<tr>
<td>Open arms to include or welcome ideas</td>
<td></td>
</tr>
</tbody>
</table>
Unit 6

6.1 Getting started

Task 1
1. who you are
2. the purpose of your presentation (including perhaps what you want your audience to get out of it)
3. the title of your presentation
4. how long your presentation will last
5. an outline of what you will be covering in your presentation
6. whether you are willing to answer questions during the presentation or would prefer them afterwards

Task 2
Structure:
1. Greeting
2. Self-introduction
3. Title/Subject
4. Outline (timing)

Techniques:
1. Being credible — the presenter mentions his professional experience and job title (the director of Lowell Head-hunting Company, a hiring specialist with 10 years of experience in staff recruitment).
2. Emphasizing the importance of his topic — the presenter mentions what the audience will gain from his presentation (I hope after my presentation you will know how to hunt for a job in the following months before graduation).
3. Having a “title” slide — the presenter puts the title on a slide (as you can see from the PPT slide).
4. Telling the arrangement — the presenter tells the audience the outline, timing, question time, and when to have handouts (My talk will be divided into 3 parts, which last about one hour, and be followed by a 20-minute question time. Firstly, I’d like to give an overview of the job market in this city; then focus on the skills for assessing yourself and finally effective ways of finding vacancies. All the main points are put on the handouts and you can take them away before leaving this room).

Task 3
Introduction 1: 4 3 2 5 6 7 1
Introduction 2: 7 1 3 8 4 9 2 6 5

Task 4  (Open.)

6.2 Holding the audience’s attention

Task 1  (Open.)
Task 2

The first thing to be said about these products is that they’re very diverse. Well, let’s take our premium export toy, Piggy Pitt. Now this product has always been at the top end of the market. It has a high price and is only available through selected retail outlets. Altogether, it's quite exclusive. On the other hand, our Rabbit Rola is made in a traditional way and sold at a medium price through most supermarkets. So as you can see, there are two different products: one an up-market piggy toy, the other a traditional rabbit.

Now, let's move on to marketing and I only want to mention one point.

Task 3

Situation 1: Lily had better pause for a deep breathing, reminding herself that she’s prepared very well and should avoid saying those filler words.

Situation 2: Michael can do the following: refer to his visuals, slides or power point screens; focus on friendly faces in the audience and take a drink of water while he thinks of where he was; repeat what he last said.

Situation 3: David shouldn’t panic and talking faster won’t help. Since eight points are too many for listeners to remember, he can quickly limit his main points to three. Also, in order to have a good timing, he’d better keep an eye on his watch while speaking.

Task 4  (Open.)

Task 5  (Open.)

6.3  Finishing off

Task 1

The end of a presentation contains summary, conclusion, recommendations, questions, discussion and thanks. But presentations do not always end with these items. It depends on what presentation you give in what situations. In business, thanks and questions are fairly standard at the end of a presentation.

Task 2

<table>
<thead>
<tr>
<th>Presentation 1</th>
<th>Purpose</th>
<th>Suggestions on closing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>To convey information—to instruct</td>
<td>Give a summary of the key skills mentioned in the body, arouse their enthusiasm with a famous saying “Where there is a will, there is a way” and then inviting questions.</td>
</tr>
</tbody>
</table>
(Continued)

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Suggestions on closing</th>
</tr>
</thead>
</table>
| **Presentation 2**  
To get the audience to take action | State the time and place for donating books, computers or money, then ask the audience to raise his/her hand to show who are going to do something and finally thank the audience. |
| **Presentation 3**  
To convey information — to explain | Summarize the reasons for changing working hours or other concerns, then invite questions and finally thank the listeners. |
| **Presentation 4**  
To convey information — to instruct/teach | Summarize the main methods of international payment with their advantages and disadvantages, then draw a conclusion that a combination of different ways are used in reality or L/C is the most preferred way, and finally answer questions. |

**Task 3**

**Task 4**

**Task 5** (Open.)

**Culture Salon**

1. Europeans, prefer information to be presented in detail and in a way that sets down foundations that act as the support to a final argument or point. In such a presentation the speaker should gradually lead the audience, using a logical succession of points, to a conclusion.

2. In Japan, for example, it’s common to show concentration and attentiveness by nodding the head up and down slightly and even closing the eyes occasionally. In Germany and Austria, for example, listeners seated around a table may show their approval by knocking on the table instead of applauding. Applause is accepted as a form of approval in most areas of the world but in the USA you might even get a few whistles if you have really made a great impression.

**Language Folder III**

**Task 1**
Task 2

Task 3
A. 1. in charge of  
   2. to outline financial strategy  
   3. break down this presentation  
   4. feel free to interrupt

B. 1. giving me this valuable opportunity  
   2. become more interested in  
   3. about 20 minutes  
   4. The first thing to be said  
   5. Altogether  
   6. On the other hand  
   7. So as you can see  
   8. let’s move on to marketing  
   9. The third aspect

C. 1. let me summarize  
   2. don’t hesitate to ask

---

**Unit 7**

**7.1 Planning a meeting**

Task 1

<table>
<thead>
<tr>
<th>Meetings are held</th>
<th>A good meeting is</th>
<th>A bad meeting is</th>
</tr>
</thead>
<tbody>
<tr>
<td>to give information</td>
<td>friendly</td>
<td>hostile</td>
</tr>
<tr>
<td>to solve problems</td>
<td>collaborative</td>
<td>uncooperative</td>
</tr>
<tr>
<td>to interact with clients</td>
<td>cooperative</td>
<td>unproductive</td>
</tr>
<tr>
<td>to exchange ideas</td>
<td>participative</td>
<td>fruitless</td>
</tr>
<tr>
<td>to make decisions</td>
<td>fruitful</td>
<td>pointless</td>
</tr>
<tr>
<td>to brainstorm</td>
<td>effective</td>
<td>time-consuming</td>
</tr>
<tr>
<td></td>
<td>productive</td>
<td>unhelpful</td>
</tr>
<tr>
<td></td>
<td>well-planned</td>
<td></td>
</tr>
</tbody>
</table>
Task 2

Checklist: Planning a meeting

- Is the meeting necessary?
- Who is to participate in the meeting?
- When is the meeting to be held?
- Where is the meeting to take place?
- What equipment needs to be prepared for the meeting?
- What is the budget?
- Are accommodation, transportation and catering arrangements needed?

Task 3

2. Who is to participate in the meeting?
   Invite those members of the organization who have the information or opinions necessary for the meeting. Contact the participants to ensure their presence.

3. When is the meeting to be held?
   Popular meeting time is early in the morning and right after lunch. Take the travel needs of the participants into consideration. Calculate how much time a participant may need and thus how long the meeting will last. A time for the next meeting will be scheduled at the end of the current one.

4. Where is the meeting to take place?
   Possible options will include the manager’s office, a conference room, someone else’s office, or an outside location. Consider the amount of space needed and the best type of environment.

5. What equipment needs to be prepared for the meeting?
   Meeting attendees will likely bring laptops to access and present computer-based information. You’ll need equipment to project that information for presenting. A speedy Internet connection is becoming standard.

6. What is the budget?
   Here’s a list of items to consider: transportation, facility rental, equipment rental, accommodation, catering entertainment.

7. Are accommodation, transportation and catering arrangements needed?
   Consider the needs of the participants.

Task 4  (Open.)

Task 5  (Open.)
7.2 Preparing paperwork

Task 1
Meeting agenda, meeting notice, specifying location, date, time and who to participate, background information, proposals, sales figures, business reports, etc.

Task 2

To: Eric@fancytours.com
cc: Gordon@fancytours.com; Natalie@fancytours.com; ...
Subject: Meeting

Hi, everyone,

We will be having a meeting next Tuesday (June 7th) from 2:00 p.m. to 4:00 p.m. in Meeting Room 2.

All supervisors are expected to attend. The purpose of the meeting is to discuss the upcoming tourist season. (As you probably have heard, this could be our busiest season to date. There are already 20 bus tours booked from Japan, and 15 walking tours booked from North America. We are also expecting Korean and Australian tours in late summer.) Please make arrangements to have other staff members cover your duties during the meeting.

Best regards,

Pierre

Task 3

OPERATIONS MEETING
The monthly Operations Meeting will be held in Conference Room 3, on Friday, 21th July 2017 at 9:30 a.m.

AGENDA
1. Apologies for absence: Mr. Dickinson
2. Matters arising
3. Chairman’s speech: Mr. Michael Stevenson
4. Sale’s report: Mr. G. Mead
5. Paris business exhibition: Mr. D. Cope
6. Any other business
7. Date of the next meeting
7.3 Opening a meeting

Task 1
5 1 4 3 2 6 7

Task 2
1. Calling everyone’s attention
   Right, if everyone is here, let’s begin. If you have a mobile phone, could you please turn it off?
2. Welcoming the participants
   I’d like to start by welcoming you all to this meeting.
3. Apologies for absence
   Unfortunately, Ken cannot join us today. He has been called away on business. His assistant Jane will
   be here on behalf of him.
4. Stating the purpose or objectives of the meeting
   As you all know, we will be mainly talking about the new company training project. At the end of the
   meeting we should have a clear idea of how to proceed, but I’d like to hear what you all think before
   we make any decisions.
5. Outlining the agenda
   As you’ll see from the agenda, there are 3 items for us to discuss.
6. Allocating or confirming the participants’ responsibilities
   First, Rene will report on the training funds available. After that, all directors will give a brief report
   on the training needs of their departments. Finally, we will discuss the allocation of funds.
7. Introducing the first item
   OK, the first item on the agenda is an overview of the project plan. Alain, would you like to start?

Task 3
1. When some participants are late, you should establish a start and a stop time. Start on time, even if
   someone isn’t there. Don’t penalize punctual people and reward tardy people.
2. When people notified only one day before the meeting that they want to attend the meeting, you
   should thank them for their presence and say “First, I’d like to welcome you all and thank everyone
   for coming, especially at such short notice. I know you are all very busy and it’s difficult to take time
   away from your daily tasks for meetings.”
3. When an important figure is absent, you should apologize for his or her absence and offer a brief
   explanation for it.
4. If anyone at the meeting is new to the group, or if there is a guest speaker, you should introduce the
   new person, or ask the person to introduce him or herself.
5. When there are some changes to the original agenda, you should print out the updated versions for
participants at the meeting and explain the changes.

Task 4  (Open.)

Unit 8

8.1 Taking active participation

Task 1

Task 2
A: The fall in sales is mainly due to the recession affecting world markets.
B: Can you tell us exactly how much sales have gone down?
(Ask for clarification of specific figure.)
A: Well, it’s a general fall of around 3% in sales for most product areas. Also, specifically in the skincare sector, we have much lower sales, mainly because we sold our French subsidiary.
B: Can we talk about the decision to sell the French subsidiary?
(Ask for more details about the sale of the French subsidiary.)
A: Well, no, I’d rather not go into that. We discussed that in previous meetings. I’d prefer to talk about future prospects. The outlook is very good right now ...
(Disagree with A’s optimistic prediction of the market.)
A: I’m very surprised you say that. In fact, sales forecasts are much better now. Anyway, let me tell you ...
B: Sorry, I think I’d like to hear more about new markets.
(Add an opinion, express necessity to explore new markets.)

Task 3
1. e  2. c  3. b  4. d  5. a

Task 4  (Open.)

Task 5  (Open.)

8.2 Controlling the direction and ending

Task 1
Task 2
1. c  2. b  3. g  4. f  5. e  6. d  7. a

Task 3
1. Indicate that the meeting is almost over.
2. Check that no one has anything else to say.
3. Introduce a summary of the decisions made.
4. Assign after-meeting tasks.
5. Ask if everyone is happy with your summary.
6. Set a date for a new meeting and assign after-meeting tasks.
7. Thank people for coming.
8. Announce end of the meeting.

Task 4 (Open.)

Task 5 (Open.)

8.3  Taking and distributing minutes

Task 1
Minutes are a written record of a meeting — a record of what took place at a meeting in a condensed or summarized form.

They are set out in the same way as the agenda, but with a statement under each item of what was discussed and what was agreed upon.

Task 2

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

Task 4

Layetana Beef Company

MINUTES OF ANNUAL MEETING

The meeting was called to order on Thursday, July 5, at 9:00 a.m.
Presiding: Michael Stevenson, Chairman
Present: All staff

1. Minutes of the last meeting
   The minutes of the September meeting were approved unanimously.

2. Chairman’s speech:
   The company was now performing extremely well and profits were better than forecast. Our markets had come out of recession and were continuing to be strong. The company was planning to expand its business into some other countries in Europe this year.

3. Sale’s report: Mr. G. Mead
   Turnover had improved by 20% to $90 million. Pre-tax profit was $8 million — an increase of almost 50%. All divisions contributed to the year’s earnings but the best profit earner had been children’s bicycles.

4. Other business
   The Paris business exhibition was to be held in October. Preparation was doing well. Mr. D. Cope with the help of the secretary would see to it that everything was up to requirements.

The meeting adjourned at 11:35 a.m.

Respectfully submitted,
Signature

Culture Salon

Questions:
1. In the western culture, especially the American culture, people often are encouraged to deal directly with conflicts and they prefer face-to-face meetings. While in eastern culture, open conflict is experienced as embarrassing or demeaning and disagreement and seeming criticism of a senior member of the team and authorities is horribly rude.
2. Asian cultures tend to attach more value to developing relationships at the beginning of a shared project and more emphasis on task completion toward the end. Americans tend to focus immediately on the task at hand, and let relationships develop as they work on the task.

Language Folder IV

Task 1
1. l   2. g   3. d   4. c   5. e   6. q   7. o   8. a   9. n   10. t
Task 2

Task 3
A. 1. I think we should start now
    2. at such short notice
    3. the reasons for the decline in profits
    4. if anyone has any comments on it
    5. to kick off the meeting with his remarks

B. 1. concern over
    2. its strict cooperation terms
    3. to establish a business relationship with the company
    4. we could extend sales to the whole of Europe
    5. promote our sales of their products

C. 1. we should do the accounts more often
    2. don’t allow us to keep a close enough control
    3. it could be too late to prevent an excessive loss
    4. cutting down purchases
    5. we will come to the cost later

D. 1. establish a business relationship with
    2. the report with recommendations on budgetary control
    3. we are getting off the point here
    4. He would be required to forecast
    5. the income and expenditures
    6. Can we leave this item until another date

E. 1. cooperation with Spencer Stores will be highly rewarding
    2. we failed to reach agreement on the issue of budgetary control
    3. figures and examples
    4. It’s been a pleasure to see you today

Unit 9
9.1 Preparing for negotiations

Task 1  (Open.)
Task 2

<table>
<thead>
<tr>
<th>Types of Negotiation</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Win-win negotiation</td>
<td>obtaining mutual benefit</td>
</tr>
<tr>
<td>Independent negotiation</td>
<td>obtaining best deal possible for one's own side</td>
</tr>
<tr>
<td>Win-lose negotiation</td>
<td>resolving conflicts</td>
</tr>
<tr>
<td>Task-oriented negotiation</td>
<td>focusing on specific issues</td>
</tr>
<tr>
<td>People-oriented negotiation</td>
<td>reinforcing issues by some small talks before the meeting</td>
</tr>
</tbody>
</table>

Task 3

Task 4

Task 5 (Open.)

9.2 Opening negotiations

Task 1
4 3 1 6 8 7 5 2

Task 2 (Open.)

Task 3

<table>
<thead>
<tr>
<th>Steps in opening a negotiation</th>
<th>Words spoken</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Welcome the other side.</td>
<td>On behalf of our Managing Director, I’m very glad to welcome you to ABC Corporation.</td>
</tr>
</tbody>
</table>
| 2. Develop small talk (trip, weather). | Did you have a good journey?  
                   | Is this your first visit to China?                                          |
| 3. Mention plans for lunch — make your visitors feel welcome (sight seeing or local food). | It will take 2 hours, after that we will have lunch together, and in the afternoon, you can go to the Splendid China for sightseeing. |
| 4. Suggest you start talking about the main subject of your meeting. | We’ve got a very full agenda, so perhaps we’d better get down to business. |
Steps in opening a negotiation

5. Introduce a colleague.  
   This is ... He’s in charge of ...  
   This is our Marketing Manager.

6. Explain general aim or purpose of the meeting.  
   The main objective of today’s negotiation is on the principle of supply and then the specific delivery time later.

7. Say what your side wants from the meeting (establish beginnings of a partnership/learn about supply systems, price variations and supply costs).  
   We aim to establish beginnings of a partnership. We’d like to learn about supply systems, price variations and supply costs of this product.

Task 4  (Open.)

Task 5  (Open.)

9.3 Making inquiry and offers

Task 1
1. ✓  2. ✓  3. ✓  4. ✓  5. ✓  6. ✓  7. ✓  8. ✓

Task 2

Task 3
1. Let’s talk specifically about the delivery, how about the proper time for delivery?
2. August 23. That’s in 2 weeks.
3. Would next Monday be convenient?
4. I’m afraid that’s just not possible.
5. What is the earliest time you can deliver?
6. The earliest time we can manage will be on Wednesday.
7. I’m afraid we really need it by the end of next week.
8. Maybe we should reconsider the question.

Task 4  (Open.)
Unit 10

10.1 Managing conflicts

Task 1
A. 4    B. 7    C. 6    D. 9    E. 11    F. 12    G. 13    H. 10

Task 2
a. 4    b. 3    c. 1    d. 2    e. 5

Task 3
Situation 1
Since we have a difficulty here, perhaps it would be better to leave the problem of warranty for a while and come back to it later. Could we talk about another aspect, perhaps the question of delivery?

Situation 2
There are a number of problems, but I would like to summarize the positive aspects where we have made progress. First, we agree that the terms of our original agreement need to be changed. Second, we also agree that the change will depend on the different market conditions ... These are important areas of progress.

Situation 3
We can offer you a 5% discount, but only if the order is increased by 10% over the next 3 years.

Situation 4
I think it is useful to think about what would happen if we do not reach an agreement. We both will lose a large proportion of our market shares and our competitors will win the market finally.

Task 4  (Open.)

10.2 Bargaining and making concessions

Task 2
1. We could extend your contract as long as you offered us a 1% discount
2. We could give you a 2% discount as long as you place a guaranteed order
3. We could place a firm order as long as you can guarantee early delivery
4. We can give you a new car if you can reach the sales target
5. We can offer you a position on the board if you promise to work overseas
6. We can offer you a pay rise as long as you promise to move to Tokyo
Task 3
S: We might consider including them in the contract, but will you agree to pay by L/C?
C: Payment by L/C is the safest method, but it is rather complicated.
S: That’s our usual practice. In this way we’re sure we’ll get the right amount of money.
C: I quite understand. The point is to open an L/C with a bank does mean additional expense. By the way, when shall we open the credit?
S: 30 days before the month of shipment.
C: May I ask when we can expect delivery?
S: We can deliver 50% promptly, that is, in August. And the balance in October.
C: Can’t you make the second delivery a little earlier — say, September?
S: I’m afraid October is the best we can do.
C: October then, if that’s the way it is. But make sure that there’ll be no delay in shipment. We will agree to pay by L/C so long as delivery times are guaranteed.
S: We’re fully aware of that. It’s not good for you, nor for us.
...

Task 4  (Open.)

Task 5

<table>
<thead>
<tr>
<th>Preparation questions before bargaining:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>What do I want?</td>
<td>A 20% pay rise</td>
</tr>
<tr>
<td>What are my reasons for a raise?</td>
<td>Do more work than others with better performance</td>
</tr>
<tr>
<td>What are my options if there are any?</td>
<td>A lower pay rise or promotion</td>
</tr>
<tr>
<td>What shall I gain?</td>
<td>At least a 10% pay rise</td>
</tr>
<tr>
<td>What shall I lose?</td>
<td>A 10% rise or the opportunity for promotion</td>
</tr>
<tr>
<td>What should be my attitude?</td>
<td>Polite, patient, persuasive, etc.</td>
</tr>
<tr>
<td>What will the boss’s attitude be?</td>
<td>Unhappy even angry</td>
</tr>
</tbody>
</table>

Task 6  (Open.)

Task 7  (Open.)
10.3 Reaching an agreement and ending

Task 1
5 4 3 2 1 6

Task 2
The agreements reached are: 1) a 2% cut on the price of Computer 408T, with a slight increase, not more than 1% on some of its parts; 2) the delivery time to be the same as before, but payment within 30 days not 60 in future.

Task 3
Suggested answer: The second is more appropriate, which is more courteous, more sincere and expresses a good wish to establish future cooperation. The first one is simple, direct but still polite.

Task 4
Words spoken
2. Now, can I just go through the main areas of agreement and those that are still left open?
3. Firstly, we’ve agreed to the purchase of 500 machines YT102 at the unit price of RMB 5,000 for this year ... Now the other item we were able to agree on was the payment terms and we have written those down for inclusion in a draft contract.
4. Now, that leaves two outstanding issues: firstly, delivery costs, and secondly, a penalty clause.
5. It’s been a very productive meeting.
6. So it only remains for me to thank you for coming over ... We’ll look forward to seeing you here again on the tenth. And let’s hope we can reach agreement on everything else.

Task 5 (Open.)

Task 6 (Open.)

Culture Salon

Americans and other Western business executives tend to take a sequential approach to solving complex problems. In the American view, a business negotiation is a problem-solving activity and the solution is a deal that suits both parties. If the negotiation processes are handled adroitly, the American negotiators can look forward to long, mutually beneficial business relationships with Japanese partners.

From the standpoint of the Japanese, a business negotiation is a time to develop a business relationship with the goal of long-term mutual benefit.
Language Folder V

Task 1
1. g  2. m  3. o  4. a  5. i  6. b  7. n  8. e  9. q  10. d

Task 2

Task 3
A. Preparing for negotiations
1. are you sure you are in a position
2. provided your prices are reasonable
3. how about starting with the contract itself
4. That sounds fine
5. first agree on the principle of price terms

B. Opening negotiations
1. of a good working relationship
2. Our main objective is to find out more about
3. if they suit our needs, we’d also like to talk about
4. start with our products and services
5. Do you agree to that

C. Making inquiring and offers
1. How about the supply position
2. For most of the articles in the catalog
3. items, specifications and quantities
4. have our firm offers
5. the market has become very competitive
6. Either can be done
7. We can work them out for you

D. Bargaining and making concessions
1. Our price is in line with
2. with offers about 10%
3. compared our product with theirs
4. have certain advantages over theirs
5. A reduction of 5% is only reasonable
6. an exception and reduce the price by 1%
7. split the difference and meet each other halfway

E. Reaching an agreement
1. you grant us a reasonable reduction
2. to meet you halfway
3. no matter how great the difference is
4. insist you bring down your price by 5%
5. leave us no margin of profit on our sales
6. continue to move forward
7. We can’t make any further concessions
8. come to a basic agreement on price

F. Ending negotiations
1. summarize our conclusions so far
2. agreed to receive payment in 3
3. take care of the delivery
4. By our next meeting
5. further information about that
6. Is there anything else you’d like to add
7. seems to cover everything
8. a very successful negotiation

Unit 11

11.1 Evaluating yourself

Task 1 (Open.)

Task 2
Sample answers

<table>
<thead>
<tr>
<th>Personal Goals</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. What is my ideal lifestyle?</td>
<td>I can travel internationally, and have more time to surf the Internet.</td>
</tr>
<tr>
<td>2. What are my interests?</td>
<td>I want to be involved in a business.</td>
</tr>
<tr>
<td>3. What is success to me?</td>
<td>I want to be financially secure.</td>
</tr>
<tr>
<td>4. Do I want to work mainly with people, machines, products, ideas, figures or some combination?</td>
<td>I want to work with people.</td>
</tr>
</tbody>
</table>
Career Goals

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. What kind of work do I enjoy? What do I want to be doing 5 years from now?</td>
<td>I enjoy selling products and want to be a sales manager in 5 years.</td>
<td></td>
</tr>
<tr>
<td>2. How much do I hope to earn in my first year? Would I be comfortable getting paid on commission, or do I prefer steady paycheck?</td>
<td>I want to earn ¥25,000 the first year and prefer steady paycheck.</td>
<td></td>
</tr>
<tr>
<td>3. Do I prefer steady, predictable working hours or a flexible working schedule?</td>
<td>I prefer a flexible work schedule.</td>
<td></td>
</tr>
<tr>
<td>4. What size company would I prefer?</td>
<td>I like a large corporation.</td>
<td></td>
</tr>
<tr>
<td>5. What working environment do I like?</td>
<td>I like to work in a downtown high-rise building.</td>
<td></td>
</tr>
</tbody>
</table>

Task 3  (Open.)

Task 4  (Open.)

Task 5  (Open.)

11.2 Finding a vacancy

Task 1
A. The Internet  
B. Newspapers  
C. Job fairs

Task 2
1. She first uses her network, then websites and finally goes back to networking.  
2. Networking looks promising but dependant, because she has to wait until her personal contacts have the information for vacancies. Surfing websites can be more obvious, but challenging. She needs to phone potential employers and tries to speak to those decision-makers. Nevertheless, it seems that the way she extends her network — having lunch meetings with prospects — deserves to be adopted.

Task 3
A. Position: HR Assistant  
B. Employer: Mattel Toys Technical Consultancy (SZ) Ltd.  
C. Job description:  
   ● File and maintain HR records in good manner
● Screen job applications and arrange interview professionally
● Liaise with government including social insurance, labor bureau, etc.

D. Qualifications:
● College graduate with 1 year HR experience
● Good interpersonal skill, willing to learn and share
● Good English is highly preferred

E. Contact detail: e-mail recruitprc@mattel.com
F. Location: Shenzhen

Task 3 (Open.)

Task 4 (Open.)

Task 5 (Open.)

11.3 Preparing employment messages

Task 1
1. A resume/CV & an application letter/a cover letter.
2. Normally an employer needs to know your qualifications, details of education, work experience, personal information, hobbies and accomplishments, but it depends. Sometimes only your education, work experience and qualifications (e.g. foreign language proficiency level) are what they want to know.

Task 2
A. ③  B. ②  C. ⑤  D. ④  E. ①

Task 3

Mr. John Smith
Director
Icon Management
5854 Tampon Road
New York, NY 55555

RE: Sales Manager Position — Posted in Washington Post ③

Dear Mr. Smith,

I am writing to you with regards to your advertisement, February 19th, in the Washington Post,
for a Sales Manager for the Tampon Branch, Peterson Stores. As you can see from my enclosed resume, my experience and qualifications match this position's requirements. 1

I especially would like to point out at this time that I graduated from the renowned George Washington University with a master's degree and I have a history of managing four departments with annual sales of nearly $8 million in K-mart, Alexandria. During my stay there, I reorganized displays, developed new marketing approaches, and improved customer service. 4

I look forward to the opportunity to speak with you and will call you within the next three days to arrange an interview that will be convenient for you. 2

Sincerely,
Lucy Cannon
Lucy Cannon

Enclosure

Task 4 (Open.)

Task 5 (Open.)

Unit 12

12.1 Preparing for an interview

Task 1 (Open.)

Task 2 (Open.)

Task 3

Questions for interviewees
1. B
2. A
3. C

Questions for interviewers
2. How many people work in this department?
3. Will traveling be required in this position?
4. What are the chances of promotion in this position?
More questions:

**Typical Interview Questions**

- What are the most important rewards you expect in your career?
- What are your strengths, weaknesses and interests?
- How do you think a friend or professor who knows you well would describe you?
- In what ways have your college experiences prepared you for a career?
- Describe a situation in which you had to work with a difficult person (another student, co-worker, customer, supervisor, etc.). How did you handle the situation? Is there anything you would have done differently in hindsight?
- In what ways do you think you can make a contribution to our organization?
- Describe a contribution you have made to a project on which you worked.
- What two or three accomplishments have given you the most satisfaction? Why?
- What have you learned from participation in extracurricular activities?
- In what kind of work environment are you most comfortable?
- How do you work under pressure?
- Describe a situation in which you worked as part of a team. What role did you take on? What went well and what didn’t?

**Sample Interview Questions to Ask**

Questions about the job

- Which specific skills are necessary to succeed in this job?
- Would you please describe the ideal candidate for this job?
- How many hours are in a typical workweek?
- If you hire me, which duties would you like for me to accomplish first?
- Who would be my immediate supervisor and where does he or she fit into the organization?

Questions about the company

- How does ABC Company acknowledge outstanding employee performance?
- What’s ABC’s policy about employees advancing their education?
- Would you please describe ABC’s strengths and weaknesses?

**Task 4**

The man: A two-piece suit in dark color, navy, or grey a silk tie in simple pattern that matches the suit, white long-sleeved button down dress shirt, polished dress shoes.


The woman: A suit in a dark color with a skirt, a white blouse, pantyhose, basic pumps with 1”–2” heels.

Comments: Simple accessories. No visible piercing (e.g. nose rings, eyebrow rings, etc.). Makeup is minimal and in conservative tones. Light briefcase.
Task 5  (Open.)

Task 6  (Open.)

12.2 Participating in an interview

Task 1  (Open.)

Task 2

Task 3
Inappropriate answers:
1) I would like to have my own company.
2) Because it’s too small and I don’t like the boss. He is bad-tempered and doesn’t know how to motivate the staff.
3) Weaknesses? I suppose I don’t have any.

Suggestions on how to make improvements:
1) Avoid mentioning having your own company. Few employers would like to hire those who take this job as a stopover until something better comes along. Reflect your long-term goals and the organization’s advancement opportunities.

   The answer to “What are your goals for the future?” or “Where do you see yourself in 5 years?” is to refer to the position and the company you are interviewing with. Don’t discuss your goals for returning to school or having a family, they are not relevant and could knock you out of contention for the job. Rather, you want to connect your answer to the job you are applying for. Examples of good responses include: I see myself as a top performing employee in a well-established organization, like this one. I plan on enhancing my skills and continuing my involvement in (related) professional associations. For example, “Once I gain additional experience, I would like to move on from a technical position to management”.

2) Avoid saying any negative things about your ex-employers. This kind of criticism only shows you are not an upright person.

   The question like “Why did you leave your last job?” is actually more of a test than a question. The interviewer wants to see what pushes your buttons. Your answer should be as honest as possible, but whatever you do, try not to sound bitter, angry or violent. And most importantly, do not badmouth your former company, boss or co-workers.

3) Describe a weakness as it shows that you are not honest if no weaknesses mentioned.

   Most career books tell you to select a strength and present it as a weakness. Such as “I work too much. I just work and work and work.” Wrong. First of all, using a strength and presenting it as a weakness is deceiving. Second, it misses the point of the question. You should select a weakness that you have been actively working to overcome. For example, “I have had trouble in the past with planning and prioritization.”
However, I’m now taking steps to correct this. I just started using a pocket planner ...” then show them your planner and how you are using it.

Task 4
Positive points:
1) He greeted interviewers with a smile although he felt nervous.
2) He encouraged himself to ask the employer about the result at the end of the interview.

Negative points:
1) He didn’t dress himself appropriately, simply in a T-shirt.
2) He was late for the interview, because of getting up late.
3) He extended his hand to interviewers when both of them are busy, instead of waiting for them to extend hands first.
4) He didn’t say anything to the interviewers before leaving and showed no sign of courtesy at the close stage.

Task 5 (Open.)

Task 6 (Open.)

12.3 Accepting a job offer

Task 1 (Open.)

Task 2
Peter Chen had better accept the job offer B. Peter has to support himself and his family, so being financially adequate is very important to him. Compared with A, B offers a higher salary. In addition, he needs to think about the commute, the job B is in the same street with his college near which he rents a flat.

Christy has no financial worries and only wants to work with a light burden. The job offer A should be her choice. In comparison with B, a sales Rep, the HR assistant is less stressful. Besides, she lives downtown, and if she accepts the job offer A, it will take her less time from home to company everyday.

Task 3
The points included are:
1) Thanks and appreciation for the opportunity: Thank you for the opportunity. I am eager to make a positive contribution to the company and to work with everyone in your team.
2) Written acceptance of the job offer: As we discussed on the phone, I am very pleased to accept the position of HR assistant with Dunnes.
3) The terms and conditions of employment (salary, benefits): As we discussed, my starting salary will
be ¥35,000 and health and life insurance benefits will be provided after 90 days of employment.  
4) Starting date of employment: I look forward to starting employment on June 1, 2017.

Task 4

Task 5  (Open.)

Culture Salon

1. He will be paid $1,225 in total this week.
2. You can find out the information in the Yellow Pages.

Language Folder VI

Task 1

Task 2

Task 3
A. 1. made an appointment  
   2. looking for job ads in the newspaper  
   3. hidden market  
   4. networking  
   5. a potential employer  
   6. a job fair  
   7. Review the material

B. 1. How do you think of the weather today  
   2. yourself and your past experience  
   3. is going to move to Hong Kong  
   4. need more information about the job  
   5. I think it's acceptable

C. 1. Did you have any trouble  
   2. specialized in administration  
   3. organizing parities, meetings
4. filing and computer operations
5. different types of people
6. the vacancy your company offers
7. make up my lack of experience
8. the salary and working hours