

Language at work | Discourse markers

1 74▶ Listen to these extracts from the presentation and complete sentences 1–12.

- 1 I've been doing some research into our position in the market and what opportunities are available to us, and _____, I'm excited.
- 2 I'm excited because what comes across from talking to you is your collective enthusiasm in what we do and your genuine wish for us to succeed. _____, without your support my plans won't be possible.
- 3 _____, things are going well now, but ...
- 4 We could be missing out on a great opportunity if we don't diversify – _____, this won't be cheap and it won't be easy.
- 5 _____, I can't expect you to buy into this plan without some facts.
- 6 _____, studies show that most companies only invest a small percentage of their advertising budget in print media.
- 7 _____, most of our customers want agencies that offer a variety of advertising media – they want options.
- 8 _____, this information should ring alarm bells for us.
- 9 ... we're third in our region for print media. _____, I'm not happy with that.
- 10 Ravi, our key account manager, actually comes from the field of online advertising so he's going to be our guru, _____.
- 11 Now, _____ before, we've secured external investment for our diversification plan and we've employed a consultant.
- 12 I accept that you may not like an outsider telling you what is the right thing to do, but we have to recognize that this person is an expert, and they may well see things, opportunities, that we might not. _____, he's on our side.

2 Match the discourse markers in 1 to these categories. Note that some discourse markers could fit into more than one category.

- a Indicates how open the speaker is going to be: _____
- b Connects information from before with something that will follow: _____
- c Emphasizes how clear / fundamental the following point is: _____
- d Indicates that words are used which don't have their normal meaning: _____
- e Indicates change of topic: _____

» For more information, go to **Language reference Unit 12** on page 133.

3 Work with a partner. Look again at the discourse markers in 1 and discuss questions 1–4.

- 1 Do you usually notice discourse markers when listening to spoken English or when reading written English? Why?
- 2 Why do we use them?
- 3 Which do you currently use in your spoken English?
- 4 Which would you like to start using more often?

» For more exercises, go to **Practice file 12** on page 125.

4 Think of some recent news. It could be one of the following.

- company news
- national news
- international news
- competitor activity
- celebrity news
- personal news

Work with a partner. Take turns to talk about the news using discourse markers from 1.



5 Match phrases a–j with categories 1–5 in 4.

- a Not only that. It's also essential that we ... ___
- b ... having said that, it's important to remember ... ___
- c We're committed, we're motivated, and we believe in what we do. ___
- d I know that, like me, you're concerned about where we're going. ___
- e We could be missing out on a great opportunity if we don't ... ___
- f OK, that's the first benefit. Now, the second point ... ___
- g You could argue that ..., but on balance ... ___
- h ... is achievable. No question. ___
- i Please give serious consideration to ... ___
- j I'm calling on you to ... ___

6 Work with a partner. Look at the slides for this presentation and discuss which phrases from the *Key expressions* the speaker could use for each point. Then practise giving the presentation to each other.

<p>1</p> <p>Why change from once-yearly to twice-yearly staff appraisals?</p> <ul style="list-style-type: none"> • Many staff want it • Helps HR focus its goals • Short-term goals are easier to visualize for staff 	<p>3</p> <p>Possible issues with solutions</p> <ul style="list-style-type: none"> • Time-consuming – HR will assist • Some staff resistance – voluntary basis to begin with • Costs – more appraisals = more training? (not clear if this is true yet)
<p>2</p> <p>How do we benefit?</p> <ul style="list-style-type: none"> • Avoid losing staff – we can pick up on dissatisfaction quickly • Will ensure motivated staff • Will keep us all proactive 	<p>4</p> <p>What next?</p> <ul style="list-style-type: none"> • Great staff – make them even better! • HR will support us • Help retain our best staff – give them what they want!

»» For more exercises go to **Practice file 12** on page 124.

7 Work with a partner. Think of an idea for your own department or company – it can either be completely new or one that has already been implemented. Prepare a mini-presentation to persuade your colleagues to adopt this. Find out if you have convinced them.

i »» Interactive Workbook »» Email

Key expressions

Establishing the need for a change

I know that, like me, you are concerned about ...

What comes across from talking to you is ...

It's become apparent that ...

We could be missing out on a great opportunity if we don't ...

Building the argument

We not only benefit from ..., we also gain ...

Not only that. It's also essential that we ...

OK, that's the first benefit. Now, the second point ...

In addition to that ...

Acknowledging different points of view

Having said that, it's important to remember ...

I accept that ... but we have to recognize that ... / put this into perspective ...

You could argue that ..., but on balance ...

Reinforcing the message

So, as I said before, ...

... is achievable. No question.

We're in an extremely strong position. Why? Because ...

We're committed, we're motivated, and we believe in what we do.

Asking for commitment / concluding

I very much hope that ...

Please give serious consideration to ...

We can't afford to miss this opportunity ...

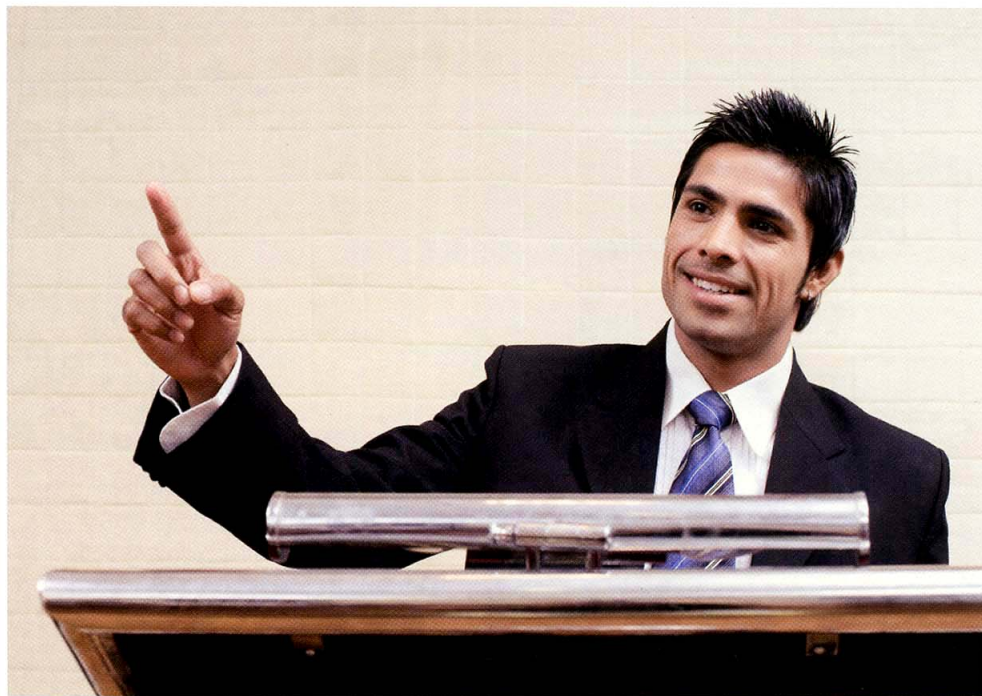
I'm calling on you to ...

i »» Interactive Workbook
»» Phrasebank

Context

Ranjit Shetty, an entrepreneur based in Edinburgh, has a flourishing advertising company (AA Ads) which has focused on print media up to now. He has the opportunity to break into multimedia advertising after recruiting a colleague with expertise in this field. He has also secured financial backing, but Ranjit now has to sell his diversification concept to his key staff.

Presenting | Selling an idea



- 1** Work with a partner and discuss questions 1–2.
 - 1 What are some of the reasons for a company to diversify?
 - 2 How important is it to gain staff acceptance of new ideas and plans?
- 2** 70–73▶ Listen to four extracts from Ranjit’s presentation and answer questions 1–4.
 - 1 What does Ranjit think will happen if the company doesn’t diversify now?
 - 2 What are the advantages of moving into multimedia advertising?
 - 3 What steps will be taken to help the company achieve this?
 - 4 Why does Ranjit think the company is in a strong position?
- 3** 70–73▶ Listen to the four extracts again and answer questions 1–2.
 - 1 Which of the following attitudes does Ranjit convey during the presentation?
 - assertive
 - pushy
 - tentative
 - upbeat
 - enthusiastic
 - insincere
 - 2 Which of the following techniques does he use to convince the audience and keep their attention?
 - invites audience members to speak
 - uses rhetorical questions
 - addresses the audience directly
 - uses word stress and intonation
 - asks the audience to do an activity
 - shocks the audience
 - uses visuals
 - speaks slowly
 - keeps a fast pace
 - uses tripling (lists of three points)
 - uses positive language / vocabulary
 - shouts at times
 - plays music
 - speaks with enthusiasm
- 4** Match categories 1–5 in A to explanations a–e in B.

A	B
1 reinforcing the message	a saying why change is necessary
2 acknowledging different points of view	b making your beliefs absolutely clear
3 establishing the need for a change	c adding more information
4 asking for commitment	d dealing with counter-arguments
5 building the argument	e getting people on board

3 Make phrases with a verb from **A** and a preposition / noun phrase from **B**, then match them to definitions 1–13.

A	B	Definition
to reinforce	a demand for	1 to encourage people to buy something
to tailor	into	2 to promote a connection between two things
to promote	(sth) towards a need	3 to create the need for something
to generate	an association between	4 to adapt something to suit a requirement
to hold	across (message / idea)	5 to attract or interest someone or something
to appeal	into	6 to wait until you get what you want
to live	on (emotions)	7 to notice something and react to it
to play	up to	8 to use / exploit something for your own benefit
to be taken	up on	9 to be as good as someone expected
to buy	to	10 to believe in something
to pick	in by	11 to be persuaded to believe something that might not be true
to put	out for	12 to take advantage of someone's feelings
to tap	consumption of	13 to convey some information

4 Work with a partner. Turn to File 53 on page 148 and look at the advertisements. Discuss what each advertisement is trying to achieve using phrases from 3.

5 69▶ Listen to an interview with Jacob McFarlane, a marketing specialist.

- 1 What does he say about how advertisers approach selling a product in the US?
- 2 How are Denmark, Russia, and China different?

6 Complete comments 1–8 using the following words / phrases from the listening.

*materialistic exploitative consumer profile USP
 motivational aspirational status-anxiety market penetration*

- 1 'The way Sam is expected to take leave when he goes to trade conferences is awful. His company just takes advantage of him – it's so _____.'
- 2 'We need to think again – there's nothing at the moment to distinguish our product from the rest on the market. Can't you come up with an exciting _____?'
- 3 'Klara has a very _____ lifestyle. She's never satisfied with what she's got – she always wants to feel that she's moving onwards and upwards in her career and her life.'
- 4 'Jean-Noel is totally obsessed with money and possessions – he always wants to earn more so he can buy the latest designer products. He's incredibly _____.'
- 5 'We went to an external sales-training course last week. Absolutely fantastic! The trainer's approach was really _____ and I can't wait to try out his ideas.'
- 6 'How can we advertise this product when it's got such a high price tag? It won't be normal people we're targeting – only those who hate to feel they can't keep up with the neighbours and who have a high level of _____.'
- 7 'I've just heard the competition is developing a similar product to our X1-11. That means we have to ensure _____ is aggressive or we'll miss out.'
- 8 'The marketing of the new chocolate bar wasn't very successful. Surveys show the under-20s are buying it, but most potential customers aren't being reached. We'll have to analyse our _____ again.'

»» For more exercises go to **Practice file 12** on page 124.

7 Discuss your company / a company you know well. How does it market itself? Is it effective? Would the marketing be effective in other cultures?



12

Persuasion

Learning objectives in this unit

- Talking about how we are persuaded and influenced
- Selling an idea
- Using discourse markers
- Giving and responding to compliments

Case study

- Initiating an expansion programme

Starting point

- 1 Which of your decisions (both personal and work-related) are influenced by the following, and to what extent?
 - family members / friends / colleagues
 - media / advertising
 - politicians
 - celebrities
 - your boss
 - sales representatives
 - statistics
- 2 Are you easily persuaded? Give examples to explain why / why not.

Working with words | Talking about how we are persuaded and influenced

- 1 How does advertising manipulate what we think and the choices we make? Read the text and compare your answers.

Just how easily are you persuaded?

How many forms of advertising do you encounter on your journey to work every day? Can you remember any of the advertisements? Probably not, but somehow the images you see will make an impression, whether you are aware of it or not. Are we taken in by these messages? Of course we are, because it's the advertisers' job to generate demand for the product. But how do they do it? On a very simplistic level, advertising can be divided into three broad areas which identify how we are influenced.

1 Need Can you imagine a life without mobile phones? It wasn't actually that long ago (1992) when the Global System for Mobile communications (GSM) started, and less than 1% of people globally used a mobile phone. Clever marketing promoted the consumption of mobile phones by highlighting their usefulness and the 'necessity' of being reachable. Advertisers targeted our busy lifestyles and sold us a tool which made communication possible wherever we were. We didn't actually *need* mobile phones, but the need was created and the advertising was then tailored towards it. The mobile phone industry had taken off.

2 Belonging The images we are shown by advertisers tap into our fears of becoming an outsider. Two of the most basic human

needs are love and a sense of belonging, so to show images of families and groups of people having fun together subconsciously plays on our emotions. This powerfully persuasive tool works especially well on young people. Take the soft drinks industry for example; the advertising tends to reinforce an association between young people and the product, appealing to young people's desire to be 'cool' and be part of the 'in' group. The product itself then becomes an icon for being 'in' and young people are keen to buy into this image.

3 Esteem As we get older, our urge to conform becomes less important and we are subconsciously attracted to things which gain us more respect or elevate our social status. Advertisers put across this message by using images which say 'if you buy this you'll be more successful, healthier, younger, a leader ...', etc. Therefore, the person who has been holding out for recognition of his or her earning power may buy an expensive car. Often celebrities are selected to endorse a product because the target group aspires to live up to this person's image. Take the L'Oréal advertisements for expensive hair and beauty products; the celebrities may not all be young, but they look young and declare (in most languages), that it's 'because I'm worth it!'

- 2 Work with a partner. Think of your own examples of advertisements which target the areas of *need*, *belonging*, or *esteem* and discuss how they achieve this.

Practically speaking | Giving and responding to compliments

1 75▶ Listen to six conversation extracts and answer questions 1–3.

- 1 Which extracts include a compliment on someone's appearance? ____
- 2 Which extracts include a compliment on someone's work / achievement? ____
- 3 In which extracts does one or both speakers seem uncomfortable? ____



2 75▶ Listen again and decide why the speakers might feel uncomfortable in some of the extracts.

3 Look at phrases 1–15 from the extracts in 1. Decide which are used to compliment someone (C) and which are responses to a compliment (R).

- | | |
|-----------------------------------|---|
| 1 That was great. | 9 I don't know how you can say that, but thanks anyway. |
| 2 A very worthwhile meeting. | 10 I'm glad you enjoyed it. |
| 3 Thanks. | 11 Great design. |
| 4 Thank you. I felt it went well. | 12 I love ... |
| 5 You're looking well. | 13 I was hoping it would be well received. |
| 6 I like your ... | 14 Well done, you all did a great job. |
| 7 I thoroughly enjoyed your talk. | 15 You have very nice ... |
| 8 It was very interesting. | |

»» For extension and revision, go to **Useful phrases** on page 135.

4 Work with a partner. Use phrases from 3 and have conversations 1–4. Avoid making your partner feel uncomfortable and respond to any compliments appropriately.

- 1 A You've just given a presentation.
B Compliment your partner on his / her presentation.
- 2 A Compliment your partner on his / her cake.
B You've brought in a homemade cake for a colleague's birthday.
- 3 A You've presented a new package design to your company.
B Compliment your partner on his / her design.
- 4 A Compliment your partner on his / her hair.
B You have a new haircut.

» Interactive Workbook » Exercises and Tests

Key word | kill

Match the phrases in *italics* with *kill* to definitions a–f.

- 1 I'm going to have to sit down, my feet *are killing me*.
- 2 I heard he *made a killing* from selling doughnuts at the World Cup!
- 3 ... but don't tell Sandra – she'd *kill me* if she knew what I'd done!
- 4 When I heard José wanted to become a singer I *killed myself laughing* – I mean, he's tone deaf!
- 5 *It won't kill you* to admit we targeted the wrong market with that advert.
- 6 John asked Abi about her new job, but she didn't get asked to second interview – it was a real *conversation killer*!

- a to make a lot of money from something
- b to laugh a lot about something
- c to be a lot of effort to do something
- d to be very angry about something
- e to hurt
- f to stop something abruptly

Culture question

- How would you feel if someone complimented you on a) your general appearance, b) a specific part of your appearance – eyes, hair, etc., c) your belongings?
- Do you know of any cultures where these types of compliments are not appropriate?
- Does it depend how the compliment is made and who is making the compliment?

Company profile

FJR Immo

FJR Immo is a small international property company which has recently gone public. Its core business is buying and managing properties for the commercial sector. Its headquarters are in Belgium. It has already expanded into several international markets and has used local partners in these countries to ensure its success. FJR Immo now wants to initiate a gradual expansion programme into some of its new markets: China, Russia, and Brazil. The decision has been made to focus on Brazil first. It has already helped a few clients to find property there, and now FJR Immo considers it an important strategic step towards becoming more established in Brazil to open an office there.

Initiating an expansion programme

Background

Property company seeks international expansion

Belgium-based FJR Immo is on the up. Having successfully conquered the German, Italian, UK, and Bulgarian markets, discussions are now in the pipeline for branching out into Brazil. FJR Immo is a relatively young company, but due to its clever strategy it has managed to become a key player in a highly competitive market.

Strategy

FJR Immo's strength lies in specializing in certain industry sectors, giving them the edge over the competition. At the moment their main client base lies with IT companies. By specializing in this way they now know exactly what IT companies' requirements are when looking for office space, and can give their local agents a very specific brief. FJR Immo also has a good track record in finding reliable and committed local agents who they work in partnership with – a rare commodity! By supporting them, providing them with international information about the property industry through newsletters, and offering yearly conferences, the agents feel well looked after and their results speak for themselves.

Communication

Expansion doesn't come cheap, but FJR Immo doesn't seem concerned by this. Henri Laurent, head of planning, is convinced the stakeholders will buy into the opportunities Brazil has to offer. 'Our stakeholders are involved in our business planning and kept informed of every strategic move we wish to make. Maintaining an open dialogue with them ensures we are all clear about the direction we're going in and why. If the stakeholders understand what we want to achieve, it's easier to move forward and make changes.'

Watch this space to see how FJR Immo's stakeholders affect the decision to enter the Brazilian market.

Discussion

- 1** How has FJR Immo tried to gain an advantage over its competitors?
- 2** Why might the stakeholders reject the expansion plan?
- 3** Would you consider expansion into a country such as Brazil a good idea? Give your reasons.
- 4** **76▶** Listen to this phone call between two members of the strategic planning team and compare your answers to **2** and **3**. What's the plan of action?

Task

1 Work in groups of three.

Student A, turn to File 55 on page 149 and read Michelle's email attachment.

Student B, turn to File 25 on page 141 and read Yves' fact file about Brazil.

Student C, turn to File 48 on page 147 and read Yves' research on doing business in Brazil.

Discuss FJR Immo's internal strengths and weaknesses and external opportunities and threats using information from your Files. Make notes during the discussion and work together to create a SWOT analysis of the company.

Strengths	Opportunities
Weaknesses	Threats

2 You are on FJR Immo's committee for the expansion plan. You have to convince the stakeholders that this is a good idea. Prepare a presentation to 'sell' the idea to the stakeholders. Follow points 1–4 to help you.

- 1 Decide what the implications for the company could be.
- 2 What USPs and skills does your company have to make the expansion a success?
- 3 Look at your KPIs: could they remain the same?
- 4 Look at your SWOT analysis. Are there any points that may be of concern to your stakeholders? How will you address these?

3 Give your presentation to the rest of the class. When listening to presentations from other groups, you become the stakeholders and should decide how convincing each presentation is – would you agree to their expansion plans?

The Expert View

When expanding your business into a new geographic market, it is vital to gain a solid understanding of the local customer market, the competitors, and relevant target market attributes including suppliers, government requirements, and legislation. Moreover, you need to correctly define the company's current financial, human, and technical resources. This will determine the best mode of market entry: exporting, licensing, joint venture, franchising, or direct investment. It should be noted that in an international business every single aspect of the business from contracts to packaging and payments has to have a local flavour. Subtle nuances can make a big difference! Serious planning and preparation can hence make entering foreign markets easier, faster, and much more successful.

Dr Stephanie Hussels, Lecturer in Entrepreneurship, Bettany Centre for Entrepreneurial Performance and Economics Cranfield School of Management

Only before 30 September **can you** hand in a non-calculated tax return.

Only by travelling overland **can you** really appreciate a country.

Participles

When participles are moved to the front position, inversion takes place in formal English.

Waiting for us in his office was my boss.

Conditionals

Instead of saying *if I had, if she was*, etc., we can use inversion.

Note that *was* becomes *were*.

Had the minister announced the tax increases more openly, he would have faced a storm of criticism.

Had I been told about the dress code, I wouldn't have felt such a fool.

Were she to be fired, she'd probably sue.

We can use the inverted structure *should* + subject as another way of expressing condition.

Should we require further information, we will contact you again. (= If we require ...)

These forms are especially common with passive structures.

Unit 12 | Discourse markers

Truthfulness

1 *Honestly* and *frankly* are used to claim that the speaker is telling the truth. Often they introduce criticism or negative remarks.

Quite adds emphasis to both words.

Frankly, I didn't like the venue.

Quite honestly, I thought your comments were ill-judged.

2 *To tell you the truth* and *to be honest* have a similar function.

To tell you the truth, I didn't enjoy the conference.

To be honest, the meeting was a complete waste of time.

Strengthening arguments

All of the following discourse markers stress the importance of the point that follows.

1 We can use *in fact*, *as a matter of fact*, and *after all* to suggest that an opinion is not personal, but is based on evidence.

As a matter of fact, house prices fell by 2.5% last month.

2 We can use *if you ask me* and *I must say* to suggest that it is personal.

If you ask me, the government is to blame for ruining the economy.

3 We can use *clearly*, *of course*, *naturally*, *obviously*, *undoubtedly*, and *after all* to suggest that what will follow is not controversial or will not be questioned.

Clearly, the next two years will be critical for the future of the economy.

Concession

1 We can use *admittedly*, *to be sure*, *it's true that*, to acknowledge that someone has made a good point before disagreeing with them, or to concede a negative point before making a different point.

The sentence that follows often begins with *but* or *however*.

Admittedly, the result could have been better. However, we retained our position as market leader.

2 We can concede that someone else has a point before making our own point, to make our own point sound stronger or more carefully thought out. To do this, *admittedly*, *to be sure*, and *it's true that ... but / however* are possible.

A We're in danger of missing the deadline.

B It's true that we're dealing with an incredibly large workload at the moment, but I know that we can meet this deadline.

Discourse patterns

Some discourse markers draw attention to the discourse itself – the pattern of what is said.

1 We can use the following to rephrase or paraphrase an argument: *as I was saying*, *as it were*, *I mean*, *if you like*, *so to speak*, *that's to say*, *to put it another way*, *well*.

Your holiday could cause a real problem for ... well, I mean, we need to amend the schedules, really.

2 We can use the following to link to a new topic: *now*, *anyway*, *mind you*, *moving on*, *actually*, *indeed*.

So, that's the plan for the next two months. Anyway, didn't you want to ask me about the sales figures?

3 We can use the following to return to a previous topic: *anyway*, *as I was saying*.

The contract was signed yesterday and ... oh, David, you've decided to join us! Anyway, as I was saying, the contract has just been signed and ...

4 We can use the following to introduce a conclusion: *so*, *anyway*, *basically*, *in conclusion*, *to sum up*.

That was what my report uncovered, so basically, we have to consolidate our product list over the next year.

Acknowledging non-literal meanings

Some discourse markers show that language is being used in a way that is different from its usual, literal meaning: *so to speak*, *as it were*, *if you will / like*.

A George seems quite volatile.

B Yeah, he's a bomb waiting to go off, so to speak.

No, I'm sorry. I don't see what you're getting at.
I'm not sure I agree with you.
I'd like a second opinion on this, if you don't mind.

6 | Using vague language

Something about ..., I think!
... you've put me on the spot there.
I'm not quite sure now.
I seem to remember ...
... something like that, in any case.
I'm sure I would have done.
I'm trying to think ...
I'd say you're on the right track.
... it's the kind of thing ...
It just needs a bit more ...
You know, ... and so on.
Something along those lines ...
Yes, ... something like that.
No, not really.
It's difficult to explain, really ...
It almost had a hint of ...
It was kind of ...
... you know, that sort of thing.
... a bit like that, but not quite as ...
It was a bit ... oh, I don't know.

7 | Expressing dissatisfaction

I have to admit, I'm not getting much out of it.
It's doing my head in!
It's really testing my patience.
I think I've reached my limit.
It hasn't lived up to expectations so far.
I have to say, I was expecting something a bit more ...
It's just not up to scratch.
To be frank, I'm not very happy with ...
I can't really see the the point of ... -ing.
To be honest, I'm finding it a bit frustrating that ...
I just don't think this is the best use of my time.
This is ridiculous.
This is just not good enough.

8 | Dealing with difficult questions

Admitting ignorance

I'm afraid I don't know any more than you do.
Sorry, I don't know what you mean.
I'm afraid I'm not up to speed on ...

Refusing to answer

I'm sorry, but I can't answer that.
I would prefer not to talk about it.
I'm afraid I can't disclose that information – it's confidential.

Avoiding the question

Well, it's not that straightforward.
It's hard to say at the moment.
I can't really comment.

Distancing yourself from the question

I'm afraid I'm really not in a position to talk about that.
It's not for me to say.
It's nothing to do with me.

9 | Dealing with misunderstandings

Saying you haven't understood

I don't know what you're talking about.
What do you mean?
I don't get it.

Responding to a misunderstanding

I didn't mean that.
Sorry if I didn't make that clear.
No, you've got it wrong.
I was thinking more along the lines of ...
That's not really what I meant – what I actually wanted to say was ...
What I meant was ...
Can I put this straight?
It may seem ..., but actually ...
No, that's not right.
No, that's not exactly what I'm saying.

10 | Expressing personal views

Encouraging someone to express personal views

So what did you think of ...?
Such as?
You're not in favour of ..., then?
I was interested in what you said earlier about ...
What did you like about it in particular?
It must have been ...?
How does it feel to ...?
You were saying earlier that ...
I heard ...
What do you mean?
So ...?
What are your thoughts on ...?
I'd like to know what you think about it.

Expressing personal views

To be honest with you, ...
Personally speaking, ...
I have to say ...
To tell you the truth, ...
To be perfectly honest, ...
Honestly?
Personally, I think ...
I look at it like this: ...
My attitude is ...

11 | Raising a difficult point

I don't mean to sound rude, but ...
This is a bit delicate.
Please don't take offence.
Please don't take this the wrong way.
You see, the thing is, ...
I'm not quite sure how to put this.
With respect, ...
I have to say that ...
The fact is, ...
Don't be offended, but ...
I'm sorry to have to say this, but ...

12 | Giving and responding to compliments

Complimenting

That was great.
A very worthwhile meeting / discussion.
You're looking well.
I like your ...
I thoroughly enjoyed that.
It was very interesting.
Great design.
I love ...
Well done, you did a great job.
You have very nice ...
That was brilliant.
I saw your ... and I thought it was excellent.

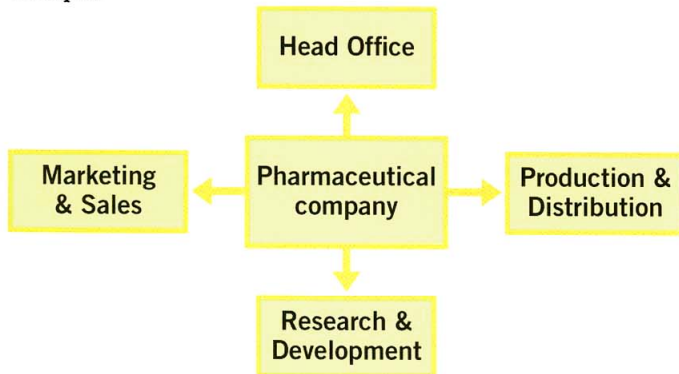
Responding

Thanks.
Thank you. I felt it went well.
Thanks for the feedback.
I don't know how you can say that, but thanks anyway.
I was hoping it'd be well received.
Glad you enjoyed it.
I'm glad you liked it.

File 21 | Unit 2

Case study, Task, Exercise 1, page 21

Group A



Due to the rapid expansion HR have employed staff on a short-term needs basis. They have had to give particular attention to

- R&D roles (e.g. research scientists)
- Head Office roles (e.g. legal, financial, HR, secretarial, IT).

Commercial roles (e.g. medical reps) and production / distribution roles (e.g. production operatives, supervisors) will become more important once the company has developed more commercially-viable products. This means that the Marketing, Sales, and Production departments are not yet fully resourced.

File 22 | Unit 5

Practically speaking, Exercise 5, page 43

Student A

- 1 Give feedback to Student B on her / his report.

The report your colleague wrote was incomplete. You are particularly concerned about the summary. Most of the summary doesn't link with the findings of the report. However, you thought the report was well presented and the findings that are included are very interesting.

- 2 Student B is going to give you some feedback.

Your boss wants to talk to you. You think it is about the mistakes you made in the database management.

File 23 | Unit 6

Business communication skills, Exercise 5, page 49

Students A and B

Choose two of these ideas to discuss in the meeting.

- Introduce a yearly summer ball for staff, with free food, wine, and entertainment.
- Provide in-house gym facilities with showers.
- Offer staff a 'work at home' option.
- Install in-house 'nap machines' to allow staff to power-sleep for 20 minutes when necessary.

Discuss the advantages of the ideas and how they would work. Think of possible disadvantages and prepare a counter-argument.

File 24 | Unit 5

Case study, Task, Exercise 2, page 45

Student A

Head of Finance

You've just joined the company and your main objective is to increase profitability.

Your suggestions

- Lose the 'all-for-one' principle – the company is too big now for this to work.
- Create more of a hierarchical structure – several competitors are succeeding with this kind of structure and it may allow you to cut back on staff and save money.
- Servers should just get on with their jobs – they should serve customers as quickly and efficiently as possible and leave the 'ideas' to management.

Ideas that you do not support

- You do not support a continued lack of clarity in roles. Managers should manage and servers should serve.
- You do not want to spend more company profits on expensive Christmas parties or food-tasting days.

File 25 | Unit 12

Case study, Task, Exercise 1, page 101

Student B

Fact file: Brazil

Country size: 8.5 million square kilometres, fifth largest country in world

Population: 180 million

Economic factors

- Property price returns of 20% per annum in some locations.
- Good currency exchange rates, making it cheap for foreign investors.
- President's progressive policies have brought many improvements to Brazil, including a decrease in inflation to an all-time low of 5.7%.
- Active encouragement of and incentives for foreign investment – you can own 100% of land and property.
- Cost of living at only 20% of that in the UK / Europe, while property maintenance costs are extremely low.
- Increase in manufacturing industries relocating to Brazil and boosting the economy.
- Expected to be self-sufficient in oil reserves within the next year.
- Brazil believed by some economists to be amongst the leading economies of the future, along with Russia, India, and China.

Company X in Fairtrade scandal!

Company X has used the Fairtrade labelling in a bid to enhance its reputation, and has seen sales and profits on many of its non-Fairtrade products soar as a result. But is this about to change? An independent report has revealed that Company X does not abide by the terms of the Fairtrade agreement for most of its products, and actually puts pressure on producers to accept lower prices, driving many growers into poverty.

Company X's situation following the news article

- Company directors moved quickly to limit the damage – they issued a press statement playing down the situation.
- Despite the press statement, the share price has fallen very quickly, and sales figures for most key products are much lower than expected.
- Customer surveys suggest the company is no longer trusted.

File 47 | Unit 7

Language at work, Exercise 6, page 58

Discuss what the speaker could say in situations 1–5.

Example: I was going to bring a sample of our new product, but unfortunately I haven't brought it with me today.

Past	Present
1 I intend to take a sample of the new product to the meeting.	I'm at the meeting. I have forgotten the sample of the new product.
2 I have to give a presentation at the conference in Moscow next week.	My boss has asked me to cancel all other arrangements and go to New York for a meeting next week.
3 We think we will make a profit this year.	Our products haven't sold as well as expected.
4 We're aiming to get a 10% discount on all orders over €20,000 during the negotiation.	They are telling us that they can't offer more than an 8% discount on any order.
5 I'm having lunch with Maria tomorrow.	Maria has cancelled our lunch appointment because she's too busy.

File 48 | Unit 12

Case study, Task, Exercise 1, page 101

Student C

Doing business in Brazil

- Remember that relationships are one of the most important elements in Brazilian business culture.
- Cultivate close personal relationships and build trust – you will then have a greater chance of successfully doing business in Brazil.
- Be aware that great importance is placed on the family in Brazil. This means that you will often find a number of family members working for the same company.
- It is common practice in Brazil to hire a *despechante*, or middleman, to help you in your business dealings. A *despechante* will help you navigate Brazilian bureaucracy for a nominal fee.
- DON'T rush business dealings with your Brazilian colleagues and avoid pressing for final decisions.
- Allow time for socializing before and during meetings – this is an important part of the relationship-building process.
- DON'T publicly criticize your Brazilian counterparts. If you need to tell them something negative, do so in private so they do not lose face in front of others.

File 49 | Unit 5

Business communication skills, Exercise 10, page 41

Student C

Situation 1

You are working on a project with very tight deadlines. Student A is expecting a piece of work from Student B tomorrow. Student B is unable to meet the deadline. Help them to discuss the issue, and to reach the best solution for all concerned.

Situation 2

You share an office with Student A and Student B. The office has to be manned constantly so you can't go out at the same time, even for a few minutes. Think of a very important reason which means you have to be somewhere else at 3.00 p.m. tomorrow. Student B will be on annual leave. Talk to Student A and see if she / he can look after the office for you while you are away from your desk.

Situation 3

You work in a team with Student A and Student B. You are very dissatisfied with some work that Student B has just carried out. It's true, she / he followed your instructions, but the quality is very poor and the work seems rushed. You don't want to accept the work, and you would like her / him to do it again.

File 50 | Unit 11

Business communication skills, Exercise 9, page 89

Student A

Employee

You are extremely busy at work and you have an hour's commute every day. You want to start working from home in order to save commuting time and avoid unnecessary interruptions at work. You have an office space at home and an Internet connection, so you feel that your work would not suffer at all from this change and you might even become more productive.

Student B is your line manager. Explain what you want and discuss the possibilities of this arrangement. State your position, try to negotiate some terms with B, and come to an agreement.

File 51 | Unit 5

Case study, Task, Exercise 2, page 45

Student D

Head Office representative

You have been asked to chair the negotiation. You should do the following during the meeting.

- Invite each person to make their suggestions.
- Check that you have understood each suggestion.
- Ask the other participants for their opinions.
- Keep the discussion on track.
- Ask the participants to compromise and agree on at least two suggestions that you can take to Head Office.

File 52 | Unit 11

Case study, Task, Exercise 2, page 93

Students C and D

What we would recommend

- Carbon emission reduction, rather than offsetting. It tends to be more popular with investors and customers.
- For a reduction programme suggest: paper-free bills, conference calls to replace some international travel, hybrid company cars to replace standard cars.
- A policy to educate customers as part of the reduction programme is recommended. Previous clients asked customers to charge phones only when the battery has run down and to unplug the charger once it has charged.

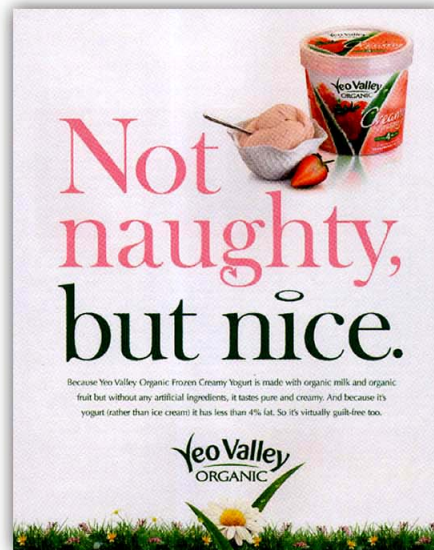
What we wouldn't recommend

- If the company insists on offsetting, investing in forests is not recommended. Studies show that forestry projects are less reliable in offsetting carbon emissions than first thought. This is because trees are vulnerable to a number of problems, e.g. fires. It would be better to invest in renewable energy.

File 53 | Unit 12

Working with words, Exercise 4, page 95

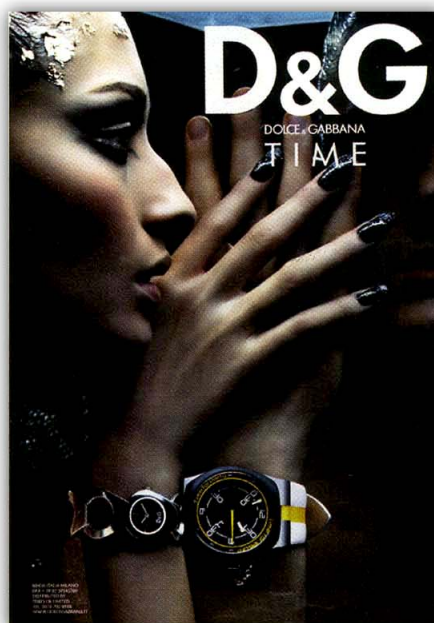
1



2



3



File 54 | Unit 6

Business communication skills, Exercise 5, page 49

Students C and D

Choose two of these ideas to discuss in the meeting.

- Provide free coffee and biscuits for staff every day.
- Introduce a yearly paid bonus for all staff.
- Offer all staff three extra holiday days.
- Offer staff the option to work their hours in three or four days, rather than five.

Discuss the advantages of the ideas and how they would work. Think of possible disadvantages and prepare a counter-argument.

File 55 | Unit 12

Case study, Task, Exercise 1, page 101

Student A

Key performance indicators

FJR Immo's Key Performance Indicators (KPIs)

KPI = ensuring customer satisfaction - monitored in the form of a survey

KPI = focusing on investors - returns are judged on measures of profitability and efficiency

KPI = focusing on employees - measuring productivity and employee satisfaction whilst rewarding good work and offering opportunities for education

KPI = measuring standards of the suppliers (i.e. local agents) and ensuring our high standards are met, e.g. customer care, documentation, communication, etc.

These benchmarks give a quantitative indication of how the company is performing and if it is achieving the targets it has set itself.

Objectives can be readjusted from time to time depending on progress.

File 56 | Unit 4

Case study, Task, Exercise 3, page 37

Pair B

Possible strategies

Information and education

- Take steps to inform the public about the quality of AST's products.
- Emphasize the cleanliness of preparation factories.
- Educate the nation about curry and its benefits.
- Make spokespeople available for talk shows.
- Get articles into magazines.
- Use advertisements for information-giving.
- Offer supermarket taste tests.
- Position ourselves at the front of the healthy-eating movement.
- Other options?

Product development

- Introduce new US-only lines.
- Improve product ingredients to allay fears.
- Remove all artificial additives.
- Reduce fat levels.
- Make sure all fats in products are 'good' ones.
- Consider specializing in a purely vegetarian range.
- Source more local, natural, or even organic ingredients.
- Other options?

Sell differently

- Find a US partner - i.e. work with a local food producer and combine our expertise in Asian food with their trading name and reputation.
- Focus sales drive on regions or cities with large minority populations who are most likely to buy products.
- Other options?

Start up production in the US

- Buy or rent production capacity and have US-sourced products.

Exit the US market

- Focus on the markets we know best and stop the haemorrhage of money before it becomes too serious.
- Find ways to expand in Europe instead.