Do the exercises (grammar and listening). Don't do the group or role play activities.

Language review

Modals 2: *must, need to, have to, should*

- We use *should* or *shouldn't* to say that it is a good or a bad idea to do something.
  *Online retailers **should** acknowledge all orders by e-mail.*
  *Websites **shouldn't** be too complicated.*
- We use *have to* or *need to* to say that something is necessary or very important.
  *The site **has to** work quickly and effectively.*
  *Online retailers **need to** offer guarantees to their customers.*
- We use *don't have to* or *don't need to* if something is not necessary.
  *You **don't have to** queue when you buy online.*
  *If you buy now, you **don't need to** pay anything until next year.*
- *must* is very similar to *have to*.
  *I really **must** try to spend less money online.*
- But *mustn't* is **not** the same as *don't have to*. You use *mustn't* to say that somebody is not allowed to do something.
  *You **mustn't** use the Internet at work for personal purposes.* (= ***Don't** use the Internet at work for personal purposes.*)

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A **Read these rules of an online book club. Then answer the questions.**

> You must be 18 or over.
> You shouldn't give your password to anyone.
> You don't have to buy every month.
> You don't have to buy our recommendations.
> You need to buy ten books per year.
> You don't have to pay after each purchase.
> You must pay within three months.

1 Can you join if you are 17? No
2 Can you give your password to a friend if you want to?
3 Is it necessary to buy a book every month?
4 Is it necessary to buy the recommendations?
5 Can you buy only five books per year?
6 Is it necessary to pay after each purchase?
7 Is it necessary to pay within three months?

B **Complete these sentences (1–8) with suitable endings (a–h).**

1 It's getting late	a) so we don't need to order any more yet.
2 I can work from home	b) so we must not make a mistake.
3 I've been transferred to Madrid	c) so you must not forget to back up the files.
4 This deal is too important to lose	d) so you'll have to stay and finish it.
5 We lost our database once before	e) so I have to learn some Spanish.
6 I'm afraid this report is urgent	f) so we have to go.
7 I think we're all in agreement	g) so I don't have to go into the office much.
8 We've still got plenty of stock in the warehouse	h) so we don't need to discuss it any further.

C ~~**Look at the transcript of the interview with Indira Thambiah on page 146. Then write a list of tips for an online retailer. For example, *Your website must be easy to use.***~~

LIVEWORKSHEETS

Skills
Negotiating: reaching agreement

A **Work in two groups, A and B. Group A looks at the negotiating tips below. Group B looks at the negotiating tips on page 136.**

1 **Each group agrees on the five most important negotiating tips on their list.**
2 **Then form new groups with members from Groups A and B. Agree on a *single* list of the five most important tips from *both* lists.**

Negotiating tips: Group A

- Be friendly.
- Have clear aims.
- Tell the other side what you want.
- Listen carefully.
- Pay attention to the other side's body language.
- Don't change your plan during the meeting.
- Never be the first to make an offer.

B 2.4, 2.5, 2.6 **You will hear three parts of a negotiation between Michelle, the manager of a bookstore chain, and a website designer. Listen to each part and complete the chart.**

Negotiating point	What Michelle wants	What the designer wants	What they agree
Schedule for setting up the website		Two months	
Payment terms	Fixed amount. $6,000		
Website design			Two covers per page



LIVEWORKSHEETS

C 2.4, 2.5 **Listen again to the first two parts of the conversation. After each part, complete the missing words. Then check your answers with a partner.**

Part 1

Michelle Let's talk about the time for setting up the website. We want it in a month's time. That's the end of July.

Designer It's a bit early. I was hoping to have two months to do the job. If I finish in one month, ..*will*.. ..*you*.. ..*agree*..[1] to reduce the number of pages?

Michelle Yes, that's no problem. Just do the best you can. Our .....[2] is to have the website up and running as soon as possible.

Designer OK then, ...[3].

Part 2

Michelle Now about payment. You want to charge us $50 an hour. That works out at $400 a day, I believe.

Designer Yes, that's the ....[4] for the job.

Michelle Well, ...[5] to pay you a fixed amount for the work. We can .....[6] you $6,000.

Designer I see. Do you ....[7] ask you why you want to pay that way?

Michelle Well, you see, that way we can control the cost of the project. If we pay you per hour, the cost could become high. It could get out of control. This way, we know where we stand.

Designer I see. $6,000. Mmm, that could be all right, I suppose, ...[8] I get some money in advance. ....[9] paying me half when I start the work and half at the end?

Michelle Yes, I think we could arrange that. OK. I ....[10] that.

D 2.6 **Listen again to the third part of the conversation. Note down all the expressions for *agreeing* and *disagreeing*. Decide whether they express a) strong, b) polite or c) hesitant agreement or disagreement.**

E **Role-play this situation.**

A representative of a website maintenance company meets a company manager to negotiate a maintenance contract.

Website representative: turn to page 136.
Company manager: turn to page 139.
Read your role cards. Then do the negotiation.

Useful language

Stating aims
We'd like to have it in a month's time.
We must have delivery by the end of next week.

Making concessions
If I have to finish in one month, I'll need to have an extra designer.
That could be all right – as long as I get some money in advance.

Rejecting suggestions
We'd prefer to pay you a fixed amount.

Bargaining
How about paying me half when I start the work?

Focusing the discussion
Let's talk about the time for setting up the website.

LIVEWORKSHEETS

Language review
Conditionals

- **First conditional**
  if + present simple, *will* + base form of the verb
  This describes a possible condition and its probable result.
  ***If we meet** our sales target, we'll **get** a bonus.*
- **Second conditional**
  if + past simple, *would* + base form of the verb
  This describes an unlikely condition and its probable result.
  ***If he listened** more, he'd **be** a better manager.*
- **Conditionals and negotiating**
  Conditionals are often used when negotiating.
  ***If you give** us an 8% discount, we'll **make** a firm order.*
  ***If we increased** our order, they'd **give** us a bigger discount.*

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A **Correct the grammatical mistakes in these sentences.**

1 If you give us a 10% discount, we would place our order today.
2 If I would have more money, I would go on a cruise.
3 If I will go to London next week, I'll visit their sales office.
4 If I would work from home, I would have more time with my children.

B **Combine phrases from columns A and B to make conditional sentences. For example, *If you pay in euros, we'll deliver within seven days*. More than one answer may be possible in each case.**

A	B
1 pay in euros	a) pay you a higher commission
2 order today	b) offer you a special discount
3 finish everything tonight	c) reduce the price
4 deliver by the end of the month	d) give you a signing-on bonus
5 give us a one-year guarantee	e) pay all the transport costs
6 exceed the sales target	f) give you a 5% discount
7 pay all the advertising costs	g) deliver within seven days
8 sign the contract now	h) give you the day off tomorrow

C **Discuss these questions in pairs.**

What would you do if:

1 you saw two colleagues having an argument? *I wouldn't get involved*
2 a colleague criticised you?
3 you saw a colleague stealing something?
4 your boss never listened to your ideas?
5 your boss asked you to work till midnight?



What would you do if you saw two colleagues having an argument?

LIVEWORKSHEETS

Skills
Negotiating: dealing with conflict



A **Which of the following are good ways of dealing with conflict in a negotiation?**

1 Avoid eye contact.
2 Smile a lot.
3 Sit back and appear relaxed.
4 Stop the discussion and come back to it later.
5 Say nothing for a long time.
6 Say 'I see what you mean.'
7 Find out why the other side is unhappy.
8 Focus on the issues, not on personalities.
9 Say something humorous.
10 Speak calmly and slowly.

B 10.3 **A union representative meets a general manager. The representative is angry because the company's staff are no longer allowed to use the company car park. Listen to the conversation and answer these questions.**

1 What is the general manager's first suggestion to solve the problem?
2 Why does the union representative reject the suggestion?
3 What solution do they finally agree on?

C 10.3 **Listen again and complete the extracts.**

1 Look, Tracy, I ..*understand*.. what you're ..... , but it just isn't possible anymore.
2 We've got to do something about it. OK, ... this? .... we keep five spaces for staff, and it's first come, first served?
3 There is another ..... . How about if the staff park their cars in the car park near the station?
4 OK, Tracy. What if we ..... help towards the cost? We ..... be able to pay, say, 30 per cent.

D **Discuss whether the extracts in Exercise C are examples of *calming people down* or *creating solutions*.**

Useful language

Calming down
I understand what you're saying.
I can see your point of view.
Well, I know/see what you mean.
Why don't we come back to that later?
Let's have a break and come back with some fresh ideas.
You don't have to worry about ...

Creating solutions
A compromise could be to ...
How about if ...
What if ...
Let's look at this another way.
Another possibility is ...

Closing a negotiation
Let's see what we've got.
Can I go over what we've agreed?
Let's go over the main points again.
OK, I think that covers everything.
We've got a deal.
Fine. Right. That's it then.

E **Work in pairs. Role-play this situation.**

One day staff find that prices have risen by over 50% in the staff restaurant. This is because the company has stopped subsidising all drinks and meals. Their union representative meets the general manager to discuss the situation.

You are *either*:
the union representative (turn to page 140) *or*
the general manager (turn to page 144).

LIVEWORKSHEETS