

11 Time management

Get ready!
Before you read the passage, talk about these questions.

1. What tools do people use to help them manage their time?
2. Do you think employees make the most use of the internet? How can they be persuaded?



Business TIMEKEEPING

Seminar with Keith Tyler
Wednesday 9:00 pm, Conference Room

Are you always trying to make up for time? Do you sometimes feel there's not enough hours in the day?

If you said 'yes', your business is suffering. You can't run a business profitably or your staff can't get their payments or your own projects to completion if your projects are discouraged or ignored.

Come to Keith Tyler's seminar on Timekeeping and learn the secrets to keep track of your workload, prioritize and set realistic deadlines. The best ways to delegate work to people or other businesses will be covered. You'll also learn how to minimize distractions and maximize your concentration. You'll leave with a plan for your business to run efficiently and ahead of schedule.

Reading

Listen and read the brochure advertising a seminar. Then complete the table using information from the passage. Use the completed table to say why someone should attend the meeting.

Disadvantages of bad time-keeping:	<p>A. It can delay sales.</p> <p>B. It can cost a lot of money.</p> <p>C. You will get a reputation.</p>
What you will learn:	<p>A. How to keep track of your workload.</p> <p>B. How to set realistic deadlines.</p> <p>C. How to delegate.</p> <p>D. How to minimize distractions.</p>

Vocabulary

Match the words (1-6) with the definitions (A-F).

1. distraction
 2. interruption
 3. completion
 4. to give someone your work to do
 5. to do a job or task by yourself
 6. to do a job or task by yourself
- A. to do a job or task by yourself
 - B. to do a job or task by yourself
 - C. to do a job or task by yourself
 - D. to do a job or task by yourself
 - E. to do a job or task by yourself
 - F. to do a job or task by yourself

Check (✓) the sentence that uses the underlined part correctly.

1. A calendar keeps track of appointments.
 A good business is always behind schedule.
2. Late workers rarely have to make up for lost time.
 Companies set a deadline when they start a project.
3. Distractions help people stay ahead of schedule.
 Delegating work helps managers with timekeeping.

Speaking

With a partner, act out the roles below, based on the dialogue from Task 5. Then switch roles.

USE LANGUAGE SUCH AS:

- I thought that was a wonderful seminar.
- I do have a question about setting priorities.
- Just complete the jobs that ... first.

Student A: You have attended a seminar on time management. Ask the speaker for advice. Talk to Student B about:

- the seminar
- setting priorities
- multiple deadlines

Student B: You are a speaker at a seminar on time management. Answer Student A's questions and give advice.

Listening

Listen to a conversation between the seminar speaker and an audience member. Mark the following statements as true (T) or false (F).

1. The woman is a small business owner.
2. The man recommends setting deadlines close to one another.
3. The man suggests the woman complete the smallest jobs first.

Listen again and complete the conversation.

Speaker: I'm glad to hear it. Are you a 1 _____?

Woman: I am, and I have a lot of the problems you talked about: late deadlines, losing sales.

Speaker: Hopefully this will help you 2 _____ things.

Woman: I hope so. But I do have a question about setting priorities.

Speaker: Let's hear it. Maybe it will improve my presentation.

Woman: Well, let's say I have multiple deadlines set for the same time period. How do I 3 _____ them?

Speaker: That's difficult. First, I'd say spread the 4 _____ out.

Woman: Oh, I definitely will from now on.

Speaker: Good, good. But as for the deadlines you already have, I'd prioritize them by their 5 _____.

Writing

You are a seminar speaker. Use the conversation from Task 7 to write notes about improving your seminar. Talk about:

- How to schedule deadlines
- How to prioritize multiple deadlines



12 Negotiations

Business World

TIPS for Better Negotiations

BY HELEN BROWN

Your working life is full of negotiations. You don't just negotiate with your own company. You negotiate with other companies. You negotiate with your customers. There are two **parties** with different needs. And even though each party involved wants to find a **compromise**, that is **mutually acceptable**, many people dislike negotiating because of **conflicting interests**.

But negotiations need not be **confrontational**. Don't try to win the negotiation. If you treat it as a game, you will create a **hostile atmosphere**. Respect the other person's needs. Try to understand his or her needs. If you can create a spirit of cooperation, sometimes the other party will accept your suggestions, and you can **anticipate** this. A negotiator who is **back off**, and sometimes you will **back down**. So prepare several options in case your preferred option is unacceptable. Finally, don't **close the deal** when negotiations are too **intense**. Reschedule to another day.



Get ready!

1 Before you read the passage, talk about these questions.

- How can negotiations help or harm a business?
- What are some qualities of a good negotiator?

Reading

2 Listen and read the article in the business magazine. Then, mark the following statements as true (T) or false (F). When should you not negotiate?

- A good negotiator wins each part of a negotiation.
- Successful negotiations do not always end with ideal outcomes.
- Changing negotiation times can help people compromise.

Vocabulary

3 Choose the word that is closest in meaning to the underlined part.

- Just stop demanding what you want.
A anticipate B back down C close the deal
- The parties are very eager to argue with each other.
A intense B mutually acceptable C confrontational
- Mr. Brown will offer a deal, so try to think about it before you say yes.
A anticipate it B close the deal C negotiate
- Try to discuss and change the contract terms.
A close the deal B anticipate C negotiate
- Give up something in order to get something more if you have to.
A trade-off B party C interest

4 Match the words (1-7) with the definitions (A-G).

- | | |
|------------------------|--------------|
| 1 hostile | 5 deal |
| 2 intense | 6 compromise |
| 3 conflicting interest | 7 party |
| 4 mutually acceptable | |

- an agreement
- being competitive and eager to argue
- a person or group in a negotiation
- being satisfactory to both sides of a negotiation
- a solution in which both sides of a negotiation give up something
- a point of a negotiation which both sides consider very important
- being extremely stressful

Listening

5 Listen to a conversation between two employees. Then answer the questions.

- What can you infer about the woman?
 - She has not negotiated before.
 - She will not accept the current prices.
 - She has offered several trade-offs.
 - She did not anticipate higher prices.
- What compromise does the man suggest?
 - purchasing the paper at full price
 - allowing the suppliers to delay delivery
 - buying a large amount of paper at once
 - paying a portion of the transportation costs

6 Listen again and complete the conversation.

- M: How is the negotiation with the paper suppliers going?
 W: It's intense. They won't drop their prices.
 M: Well, we 1 _____ that. Their transportation costs are much higher these days.
 W: But if they don't 2 _____, we'll never close the deal.
 M: Have you offered a 3 _____?
 W: Not yet. I can't think of anything that we can give up.
 M: Think of it from their point of view. They can't lower their prices because of transportation costs.
 W: Exactly.
 M: So what if we offer to 4 _____ of paper at once?
 W: How would that help us?
 M: They'll only have to deliver it once, which will 5 _____ on their transportation costs.

Speaking

7 With a partner, act out the roles below, based on the dialogue from Task 6. Then switch roles.

USE LANGUAGE SUCH AS:

How is the negotiation with ... going?
 Think of it from their point of view.
 How would that help us?

Student A: Student B is having problems with a negotiation. Give advice about:

- anticipating problems
 - offering compromise
 - how to lower prices
- Make up a type of supplier.

Student B: You are having trouble negotiating with suppliers. Ask Student A for advice.

Writing

8 You are a manager. Use the conversation from Task 7 and the article to write advice for a co-worker who is leading a negotiation for the first time. Talk about:

- How to treat the people in the other party
- What to do before the negotiation
- What to do in order to close the deal

13 Customer service

Adventure
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Adventure
TRAVEL LTD

5.4 Customer Service

Customer satisfaction is the most important part of our business. Our success depends on customers. We rely on repeat business, and many of our customers come to us through word-of-mouth recommendations. We can only manage this well if we continually meet, or preferably exceed, customer expectations. To accomplish this, we have two policies:

5.4.1 We value feedback

When a customer complains, do not be defensive. We are pointing out something that we can improve. Thank them for bringing this problem to our attention, and then that you will rectify it as soon as possible.

5.4.2 We go the extra mile

All staff should be prepared to go beyond their duty. Customers appreciate helpful service, and they appreciate it when they receive something that always goes out of your way to fulfil customer



Get ready!

- Before you read the passage, talk about these questions.
 - Why can working in customer service be challenging or frustrating?
 - Have you had a bad experience with customer service? What happened, and how could it have been better?

Reading

- Listen and read the extract from an employee manual. Then, read the summary of the passage. Fill in the blanks with the correct words from the word bank. What kind of staff do customers appreciate?

Word Bank
 feedback reliable
 recommend satisfaction

The employee manual states that customer 1 is very important. This is because it gets a lot of business from customers who 2 the company to their friends. In order to keep customers 3, the company pays attention to their 4 and also encourages workers to be helpful and 5.

Vocabulary

- Check (✓) the sentence that uses the underlined part correctly.
 - Employees should use feedback to rectify problems.
 - A company with a large customer base has high customer satisfaction.
- Employees who go the extra mile in their duty are appreciated.
 - Word-of-mouth recommendations can be bad for a business.
- Business don't like employees who recommend the extra mile.
 - If you see a problem, bring it to the boss's attention.

Write a word that is similar in meaning to the underlined part.

- I promise you that I will solve this problem. a - - -
- Your reports are better than I thought they would be. Exaapl o cccogitllocs
- The client's happiness with our service is key. sctssocfctts
- Use extra effort to make the customer happy. go ony at youc las
- A customer's choice to remain with one company is hard to earn. lyoallr
- The company asks for opinions about its service. oefabok

Speaking

- With a partner, act out the roles below, based on the dialogue from Task 5. Then switch roles.

USE LANGUAGE SUCH AS:
 You wanted to see me?
 Did I offend a customer?
 That's not what I hear

Student A: You are a hotel manager. An employee has been mentioned in customer feedback. Talk to Student B about:
 • customer satisfaction
 • feedback
 • result of employee's actions
 Make up a name for a hotel.

Student B: You are an employee at a hotel. Answer Student A's questions.

Listening

- Listen to a conversation between a hotel manager and an employee. Then answer the questions.

- What is the main idea of the conversation?
 - the man's performance at work
 - negative feedback about the hotel
 - steps to increase customer loyalty
 - additions to the man's responsibilities
- What can you infer about the man?
 - He has asked for raises in the past.
 - He is remembered by hotel guests.
 - He accidentally offended a customer.
 - He will be promoted to manager.

- Listen again and complete the conversation.

Manager: Well, you understand how important 1 _____ is here at the Regal Inn.
Employee: Of course. Did I offend a customer?
Manager: No, no, just the opposite. It's been 2 _____ that your name comes up frequently in positive customer feedback.
Employee: Oh, good. But I'm just doing my job, really.
Manager: That's not what I hear. Making calls for guests and helping them get tickets to shows - you're going 3 _____ to make sure customers are satisfied.
Employee: It's not that much, really.
Manager: Still, the business from 4 _____ you're bringing in means a lot to us. So we're giving you a 5 _____.

Writing

- You are a manager. Use the conversation from Task 7 and the employee manual to write an employee profile for the company newsletter (100-120 words). Make up a name for the employee. Include:

- The importance of customer loyalty
- What the employee does well
- How the employee was rewarded