

FILE CARD

16A

You represent an international company with business links in Tokyo. You urgently need to buy a brand-new luxury apartment in Tokyo's Shinjuku district.

You could spend up to ¥250m, but you would prefer to spend only about ¥150m because you would also like to buy a second, smaller apartment in Hachioji – but this is not essential.

**Notes:**

- Shinjuku is one of the most famous and prestigious districts in downtown Tokyo.
- You would like the apartment to be near Shinjuku Gyoen Park, or close to Shinjuku station.
- Hachioji is a suburb – you are not sure exactly where.
- You need the apartment to be ready in less than three weeks.
- You want the inside decorated to your specific requirements – you will pay extra for this.
- You would like an apartment with a swimming pool and tennis courts.
- You want a large apartment – about 200 sq.m.
- If you cannot have any of the above, you would like to pay less.

FILE CARD

19A

**Team A: HBT Rexis Ltd – a subsidiary of HBT Inc.**

Your company has recently developed an anti-inflammatory drug to treat arthritis. You plan to market the drug within two years. You want to include your sister company, HBT Short Ltd., in the project because they have more experience in testing and marketing this type of drug. They already produce *Arpan*, an anti-arthritis drug with a large market share.

You:

- would like to set up a Project Team, based at Rexis. You think the team should consist of three members from Rexis and two from Short.
- expect the final development of the drug, including the trials and salaries (calculated in employee-hours) of Project Team members, will cost \$900,000.
- have to apply for a patent for the drug and for it to be licensed by the American Food and Drug Administration. You expect approval within two years.

**Note**

If you cannot reach agreement, you plan to develop the drug alone.

FILE CARD

17A

**Team A: Coen Brothers**

**The negotiation.** Clearly you would like to supply all three buildings to Fratelli Taviani, but be sure not to give away too much in terms of discount. Against this, it is very important that you enter the Italian market.

There are certain extras that you can provide at little extra cost: you can decorate the finished buildings and you can agree to an extended warranty of up to ten years. This means total building replacement in the event of structural faults developing. Ordinary maintenance and wear and tear is not included.

Discount	2%	4 points
	5%	3 points
	8%	2 points
	10%	1 point
	>10%	0 points
Delivery and completion of work	30 days	0 points
	60 days	1 point
	90 days	3 points
To pay all of delivery costs		0 points
To pay half of delivery costs		1 point
To pay no delivery costs		2 points
Payment over 12 months		-1 point
Payment over 6 months		2 points
Payment on completion		3 points
To offer complete free decoration		- 1 point
Extended 10-year warranty		- 1 point

FILE CARD

18A

*Situation 1*

You work for a translation agency. You can translate legal contracts into any language:

- cost: \$300 per 1,000 words
- a job of more than 5,000 words will take a week
- if it is more urgent than a week, the cost will be a lot higher.

*Situation 2*

You are in Hamburg. You urgently need to rent four vans from a local car and van rental company:

- you expect to pay about €100 per day per van
- you have to have the vans today or tomorrow.

*Situation 3*

You are the Conference Organiser for Lake View Hotel. You rent conference space:

- cost: normally \$1,000 per day for facilities for five people
- 50% non-refundable deposit six months before the conference date (this is negotiable)
- bed and breakfast conference rate – another \$1,000 per day for five people
- no deposit required for bed and breakfast.



# File cards 1B to 19B

FILE CARD

4B

You receive a visitor to the town where you now live, or to your birthplace.

You agree to have a meal in a restaurant. *Either* use a menu from a local restaurant, printed in your own language (explain in English what the various dishes are), *or* use the menu below. Talk about what there is to eat, choose what to have, comment on the restaurant, talk about the town and the number of visitors, tourism, places of interest, etc.

If you like, develop small talk about business, work or the state of the country's economy and / or business prospects.

Act out parts of the meal. Comment on the food.

Finally, ask for the bill. *You* intend to pay – you are the host. Final comments on the meal. Decide what to do next.

<i>MENU</i>		<i>Meal</i>	
<i>Appelizers</i>		<i>Vegetarian</i>	
<b>Chilled Andaluz Gaspacho</b>	<b>\$6.00</b>	<b>Sirloin Steak</b>	<b>\$19.50</b>
A superb treat from Southern Spain. A cold soup rich in tomatoes, cucumber, parsley and garlic.		Grilled sirloin cooked to your specifications and garnished with butter and parsley. Served with new potatoes.	
<b>Roasted Piedmont Peppers</b>	<b>\$5.20</b>	<b>Filet Mignon</b>	<b>\$22.00</b>
From Northern Italy. Two halves of red pepper filled with sun dried tomatoes and anchovies. Topped with basil and garlic.		Chargrilled filet steak cooked to your specifications and garnished with butter and parsley. Served with new potatoes.	
<b>Fish Soup</b>	<b>\$6.50</b>	<b>Roast Lamb</b>	<b>\$19.50</b>
A rich broth of fish stock with whole shrimp, squid and mussels.		Oven baked shoulder or leg of lamb with garlic and rosemary. Served with new potatoes.	
<b>Deep Fried Squid</b>	<b>\$5.20</b>	<b>Spiced Lamb and Cashew Kebabs</b>	<b>\$18.00</b>
Squid rings fried in a herb batter and served with a light salad.		Barbecued chunks of lamb with onions, peppers and cashew nuts. Served with rice.	
<b>Mushrooms with Garlic</b>	<b>\$6.00</b>	<b>Chicken with Sherry Vinegar and Tarragon Sauce</b>	<b>\$18.00</b>
An Italian speciality. A steaming hot dish of quality porcini in oil and garlic.		A classic French recipe, fried and served in a deep earthenware dish, with new potatoes.	
<b>Salmon and Dill</b>	<b>\$6.00</b>	<b>Chicken Stir Fry</b>	<b>\$20.00</b>
A Norwegian treat. Smoked salmon served with dill and a chunk of lemon.		Chicken breast lightly fried in a rich assortment of chopped vegetables.	
<b>Caesar Salad</b>	<b>\$6.50</b>	<i>Vegetarian</i>	
Crisp Romaine lettuce with croutons and our own dressing.		<b>Rigatoni with Asparagus au Gratin</b>	<b>\$18.00</b>
<b>Tomato Salad with Garlic and Herbs</b>	<b>\$4.00</b>	Fresh pasta with asparagus and a cheese topping.	
Succulent tomatoes dressed in extra virgin olive oil with chives and basil.		<b>Roasted Vegetables with Cous Cous</b>	<b>\$18.00</b>
<b>Mixed Basque Salad</b>	<b>\$7.00</b>	A colourful assortment of fresh vegetables served with feta cheese on a bed of cous cous.	
From the Basque region of Spain. Asparagus, lettuce, tomatoes, onion and queen olives topped with chunks of tuna fish and egg.		<b>Spaghetti with Oil, Chilli Peppers and Parmesan</b>	<b>\$15.00</b>
<i>Entrees</i>		A classic pasta dish from Italy, with a garlic enhanced olive oil sauce, spiced with dried chillis. Served with fresh Parmesan cheese.	
<i>Fish</i>		<b>Baked Lasagne</b>	<b>\$18.00</b>
<b>Grilled Salmon Steak</b>	<b>\$22.00</b>	The classic vegetarian lasagne with layers of fresh pasta in a white sauce with mixed vegetables, mozzarella and Parmesan cheese.	
With Dijon mustard Sauce. Served on a bed of rice.		<i>Dessert</i>	
<b>Rainbow Trout with Herbs</b>	<b>\$19.50</b>	<b>All desserts \$6.00</b>	
Fresh trout baked in the oven with rosemary and thyme. Served with new potatoes or rice.		Strawberry shortcake with ice cream	
<b>Grilled Gulf Shrimp</b>	<b>\$22.00</b>	Apple and apricot pie	
Served with a white zinfandel sauce over wild rice.		Summer fruits cheesecake	
<b>Thai Fish Cakes with Curry Sauce</b>	<b>\$19.50</b>	Chocolate mousse cake with cream	
A hot and spicy treat from Thailand. White fish cooked with lime, ginger and lemon grass and served with a spicy sauce.		Caramel flan	
<b>Grilled Seafood</b>	<b>\$22.00</b>	Fruit of the day	
A mixture of grilled clams, mussels, shrimp and squid, served with garlic bread and salad.		Fresh fruit salad	
		Ice cream	

FILE CARD

1B

You have just arrived at D.F.M., a New York-based pharmaceuticals company. You have an appointment to see Rowena Stanton in the Research Department.

You are very busy and have another appointment this afternoon and one in Boston tomorrow. It would actually be best for you to spend some time preparing for these appointments.

**Note:**

- Be prepared to engage in a few minutes' small talk with the person greeting you.
- You would like to prepare for your meeting this afternoon.
- You would like a recommendation on what would be a nice gift for your partner (male or female) back home.
- You would like to send and receive a confidential fax.

FILE CARD

2B

You are expecting a visitor from Caldos, a multinational company with a plant in Brazil. You have arranged a meeting to talk about the products and services you offer. You have sent your visitor an outline plan for the day.

Welcome the visitor and spend a few minutes making him/her feel relaxed. There is a strike affecting air travel in your region of the country. Flights are likely to be delayed.

Finally suggest that you go to meet one of your colleagues, Bert Trautman.

FILE CARD

3B

You are visiting your partner in the town where he / she lives and / or works. He / she wants to arrange some social event or entertainment for you. Make an arrangement with him / her.

FILE CARD

5B

Someone calls to talk to your boss, Andrea Koss. Ask the caller to spell his / her name / company name so you can write it down. Andrea Koss is not available – she is in a meeting and cannot be disturbed. Offer to take a message or say she will call back – later today.

If you plan to ask Andrea to call back, get a phone number.

FILE CARD

6B

Choose one of the identities given below. Call your partner to ask if you can visit him / her and try to make an arrangement today. You want to talk about his / her company's products.





**FILE CARD**  
**7B**

You are the secretary to Robin Freeley, Production Controller at Hamwell Inc. Your boss is busy and cannot be disturbed. Deal with the caller and do not disturb your boss!

**FILE CARD**  
**8B**

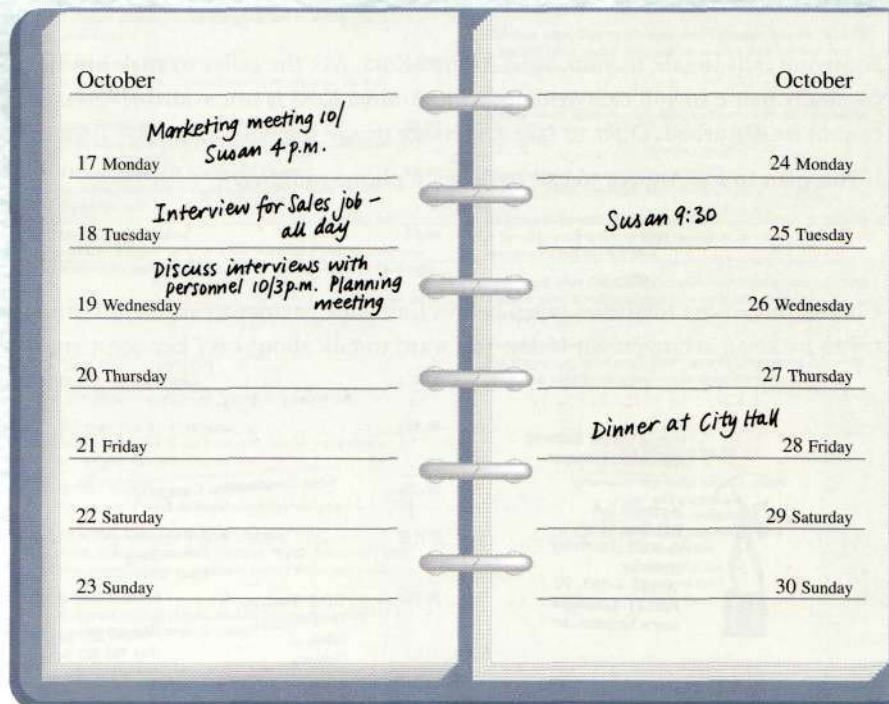
Choose one of the identities shown below:



Ring a Japanese contact called Ken Siam. You would like to meet him to talk about the potential of your products.

**FILE CARD**  
**9B**

You are Production Manager at Salco Services. A supplier, Comcosol Ltd., telephones you. Here is an extract from your diary.



FILE CARD

11B

You have bought office equipment and stationery supplies from a company called Office Universe Ltd. Unfortunately there have been problems with the service. Here is a copy of the invoice they sent you for the last order:

**Office Universe**

386 Wheaton Avenue  
Boston, MA 02138  
Tel: 617 328-4444 Fax: 617 326-3878

**INVOICE**

Angus Ltd  
Galloway Industrial Estate North Side  
Unit 15  
Aberdeen AB24 5TR

Your ref: OOU22.10  
Our ref: RG3472/5

Part ref	Qty	Item	Price
2356-1	100	Letter Size Zoom Copy Paper @ \$3.50	\$350.00
4563-1	2	packs Marker pens @ \$4.25	\$8.50
2156-2	1	Staples 5000 pack	\$7.00
2134-8	20	Rulers @ \$0.50	\$10.00
3672-2	100	Colored ring binders @ \$2.10	\$210.00
3482-1	100	Pack of dividers @ \$0.75	\$75.00

Sub-total	\$660.50
Less discount 5%	\$33.00
Sub-total	\$627.50
State tax @ 6%	\$37.65
Sub-total	\$665.15
Shipping and handling	
10%	\$66.52
<b>TOTAL</b>	<b>\$731.67</b>

Terms: 30 days from invoice date.

*Thank you for your custom.*

*Telephone or fax your orders to Julie 24 hours a day, 365 days a year.*

**Notes:**

- The company normally give you 10% discount and normal terms are 60 days from invoice.
- The OU catalogue offered ring binders at £1.50 and A4 copy paper at £1.45.
- They do not usually charge for carriage or packing on orders of over £200.00.
- You did not order any staples.
- You have used OU in the past and have had problems with wrong deliveries.
- Ask for your order to be despatched again and the wrong order taken away.
- Ask for a new invoice.
- Be prepared to say you will use other suppliers in future.



**FILE CARD**  
**10B**

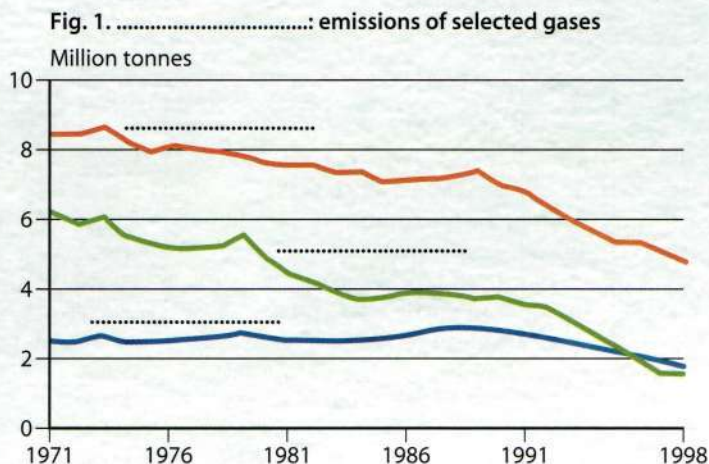
You are still the Production Manager at Salco Services. A day after your conversation with Comcosol, you learn that you have to go to Japan on urgent business to discuss a legal problem. Unfortunately you must change your appointment with Comcosol.

Telephone Comcosol. Try to fix an appointment for the following week – when you have no commitments.

Write a fax to confirm the new arrangement.

**FILE CARD**  
**12B**

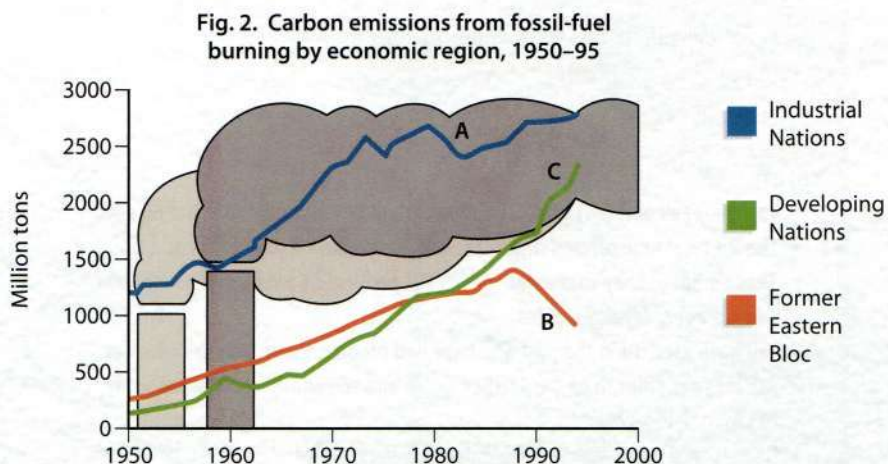
Listen to your colleague describing this graph. Write the missing information. Ask any questions you want.



Source: *Social Trends 2001*. Crown Copyright 2001.

Reproduced by permission of the Controller of HMSO and of the Office for National Statistics.

Now you describe this graph. Begin by saying what the picture represents, then explain the details. Highlight any especially important information.



FILE CARD

13B

Your position is to defend the freedom of private car ownership. You think:

- quality of life depends on freedom of choice
- people want personal space – cars make this possible
- people want to leave and to arrive when they want
- public transport is massively expensive, through taxation
- the car industry employs many thousands of people.

In the discussion:

- oppose simplistic arguments for the expansion of public transport
- interrupt when you think your colleague says something simplistic or wrong
- present the arguments above
- be polite, but firm.

*Your partner will start.*

FILE CARD

14B

**Team B: Fratelli Taviani.** You are representatives of Fratelli Taviani, an Italian agricultural feeds manufacturer. You have a meeting with Coen Brothers, a London-based Anglo-Dutch company.

**Your requirements.** You need to build a new office and storage buildings at your Asti plant in Piedmont, in Northern Italy. There are many suppliers of prefabricated industrial buildings.

You need two standard-quality storage buildings with electricity, water and air-conditioning systems. You also need an office building of the highest quality. You expect to have the buildings decorated at extra cost by a local decorator.

You want the buildings to be supplied and erected within 30 days, but you could allow 60 days.

**The market.** You would like to use a local supplier, Daniele Edili, who supplied some of your existing buildings. Unfortunately they are on average 10% more expensive than Coen Brothers. Coen products are also better quality. On the other hand, Coen is a new company and you need assurances on their quality and ability to meet deadlines.

FILE CARD

18B

*Situation 1*

You want a legal contract translated into English:

- it is 6,000 words long
- you expect to pay between \$1,200 and \$1,500
- you need it in two days – three days maximum.

*Situation 2*

You are a car and van rental company in Hamburg:

- van rental costs €120 per day
- 10% discount for orders over €1,000
- no vans are available today and only two tomorrow.

*Situation 3*

You want to rent conference space at the Lake View Hotel:

- find out the cost for ten people for your two-day sales conference in eight months' time
- ask for a discount
- ask if you have to pay a deposit
- insist that it is refundable.



FILE CARD

15B

You represent an international fashion house with a major youth market, especially in Italy and Spain. You want to advertise at Italian Serie A (first division) football matches. You have a budget of \$10,000. You would like the following:

- electronic advertising at matches on live television only
- a minimum of ten flashes in every game (a flash = one minute)
- you prefer halfway line positions (they are most often seen by the TV cameras)
- you don't want behind the goal unless you get a good discount
- you would like to advertise at between four and six matches in the early part of the year (January–March).

FILE CARD

16B

You represent an international property company. You are selling luxury apartments in Tokyo.

Costs: Shinjuku district	¥100m to ¥200m
Ueno	¥70m to ¥80m
Hachioji	¥60m
Chofu	¥80m

**Notes:**

- Apartments in Tokyo are small: land is very expensive.
- 70 sq.m is normal, 100 sq.m is large by Tokyo standards.
- It is virtually impossible to provide a swimming pool or tennis courts.
- You have two new apartments in Shinjuku:
  - 100 sq.m at ¥120m
  - 150 sq.m, near the Shinjuku Gyoen Park, ¥200m.
- Shinjuku is one of the most famous and prestigious districts in downtown Tokyo.
- Prices are negotiable – but no more than 20% less.
- Hachioji is a suburb, about 40 minutes by train from the centre.
- You have an excellent apartment in Chofu (nearer the centre) for sale at ¥120m.
- The apartments could be ready in 5 to 6 weeks.
- Special interior designs can be arranged – cost about ¥20m.

FILE CARD

17B

Team B: Fratelli Taviani

**The negotiation.** You would like to buy all three buildings from the one supplier, but if you do this you expect a good discount and favourable delivery and payment terms.

You have received the following confidential information:

○ fratelli taviani s.p.a. ○

### INTERNAL MEMO—CONFIDENTIAL

To: Purchasing Dept

From: DA

Daniele Edili prices are up 10% over last year – a common trend in the Italian prefabricated building sector. Consider buying outside Italy – quality guarantees must equal those available in Italy – i.e. 3 years' free maintenance. Suggest looking for this in any contract agreed with Coen Brothers.

Discount	2%	1 point
	5%	2 points
	8%	3 points
	10%	<u>4 points</u>
Delivery and completion of work	30 days	3 points
	60 days	1 point
	90 days	<u>0 points</u>
To pay all of delivery costs		0 points
To pay half of delivery costs		1 point
To pay no delivery costs		<u>2 points</u>
Payment over 12 months		3 points
Payment over 6 months		2 points
Payment on completion		<u>-1 point</u>
1-year warranty		0 points
2-year warranty		1 point
3-year warranty		2 points
10-year warranty		3 points