

Activity file

1 Careers, Skills, Exercise F, page 11

Student A

- 1 You receive a call for your colleague, Laurie Thompson. Laurie is not in the office at the moment. Take the caller's details and say that Laurie will call them back.
- 2 You are Laurie Thompson. Telephone the person who called about the job advertisement. Offer to send an application form. The closing date for applications is in two weeks' time.

2 Selling online, Skills, Exercise A, page 18

Negotiating tips: Group B

- Be strong and try to win.
- Prepare carefully before you negotiate.
- Ask a lot of questions.
- Have a lot of options.
- Summarise often the points you agree on.
- Change your strategy during the negotiation, if necessary.
- Never show any emotion.

2 Selling online, Skills, Exercise E, page 19

Website maintenance company representative

You want:

- 1 A three-year contract
This allows you to offer the best service to customers and it will be profitable for you.
- 2 To test the website each month
This will give the best level of service to the client and increase your earnings.
- 3 Response time – 24 hours
You want the company to contact you by e-mail if there is an emergency. You want up to 24 hours to solve any problems.

9 Managing people, Case study: The way we do things, page 85

A Sales Manager

You will lead the meeting with the support of the Deputy Sales Manager. It is your job to listen to the representatives' opinions and to agree on an action plan which will:

- improve the atmosphere in the department
- encourage staff to work together effectively

Note: You are impressed by the Muller sales representatives. You think their ambition and energy are good for the company. They are also successful in financial terms.

7 Marketing, Skills, Exercise H, page 67

Marketing Director

You want to do the following during the phone call.

- 1 Note down when and where the focus group meeting will take place.
- 2 Suggest that these people attend the meeting:
Irina Pavlovskaya
Tel no. (812) 275 6381
She is a Marketing Consultant based in Moscow, Russia.
Bozena Lenat
Tel no. (361) 339 4032
She is Head Buyer for a department store in Budapest, Hungary.
- 3 Ask the European Sales Manager about last month's sales results in France.
Did they increase or decrease?

9 Managing people, Case study: The way we do things, page 85

B Deputy Sales Manager

You will help the Sales Manager to run the meeting. It is your job to listen to the representatives' opinions and to agree on an action plan which will:

- improve the atmosphere in the department
- encourage staff to work together effectively

Note: You are impressed by the Peterson sales representatives. You think they have a very positive attitude. You think their efficiency and good customer service are important for the future success of the company.

10 Conflict, Starting up, page 90

Key

Give yourself the following marks.

- | | | | | | |
|--------|--------|--------|--------|--------|--------|
| 1 a) 2 | 2 a) 2 | 3 a) 3 | 4 a) 4 | 5 a) 4 | 6 a) 4 |
| b) 3 | b) 3 | b) 4 | b) 2 | b) 2 | b) 3 |
| c) 1 | c) 1 | c) 2 | c) 3 | c) 1 | c) 1 |
| d) 4 | d) 4 | d) 1 | d) 1 | d) 3 | d) 2 |

Results

- 6–11 You need to improve your conflict management skills.
 12–17 You are quite good at conflict management in certain situations.
 18–22 You are good at conflict management in most situations.
 23–24 You are excellent at conflict management. You should be working for the United Nations.

10 Conflict, Case study: European Campers, page 97

Charles Holden

You like both Todd Foster and Olivier Moyon. Olivier is a difficult employee, but you have been friends with him for years. He is very valuable to the company. You'd like to keep Olivier if possible and to find ways of dealing with the situation.

1 Careers, Skills, Exercise F, page 11

Student B

- 1 You want to apply for the job in the advertisement. Call Lochlin Plc and ask for Laurie Thompson.
- 2 Some time after you call Lochlin Plc, Laurie Thompson calls you back. Ask about how you can apply for the job. You also want to know when the closing date for applications is.

Lochlin Plc Sales representatives

Exciting new career opportunities
for the right people.

Have you got the qualities we need?

Call Laurie Thompson on

020 7946 4021

for more information.

2 Selling online, Skills, Exercise E, page 19

Company manager

You want:

- 1 A one-year contract
You want to see how well the company does the job and if they are reliable before giving them a long contract.
- 2 To have the website tested every three months
You want the maintenance costs to be as low as possible. However, you would like to have weekly checks on the security of the website.
- 3 Response time – two hours
You want to contact them at any hour by phone if there is an emergency. You want the maintenance company to solve any problems within two hours.

2 Selling online, Case study: Lifetime Holidays, page 21

Director: Lifetime Holidays

The points you need to negotiate are listed below, together with your negotiating position for each one.

Negotiating point

Length of contract

Destinations

Customers

Car hire and insurance

Advertising budget

Investment and profits

Project management

Your position

- Three years
e.g. 'We need a three-year contract.'
- Focus only on your Mediterranean holidays
- Aim at the 30–50 age group
- Do not offer these services at present
- £100,000. Share costs on a 50/50 basis
- Media: Mail shots and press advertising
- 60% Lifetime Holidays/40% DirectSun
(Your company is bigger and better known.)
- Suggest that your company manages the project as you have greater management experience and knowledge.

9 Managing people, Case study: The way we do things, page 85

C Sales representatives (Muller group)

You should give your opinions about the points on the agenda. Try to persuade the Sales Manager and the Deputy Sales Manager to accept your point of view, but help them to work out an action plan which will improve the effectiveness of the team.

Note: You usually meet your sales targets and often exceed them.

4 Great ideas, Skills, Exercise E, page 39

Role card A

Chairperson

You will lead the meeting. Ask for participants' opinions, encourage discussion and help them reach agreement. You must decide the following points concerning the marketing of Worldbeater.

- | | |
|-----------------------|-------------------------------------|
| 1 Its selling price | 3 Special offers for first purchase |
| 2 Its target consumer | 4 Advertising/promotion |

Role card B

Participant

You have the following opinions concerning Worldbeater.

Selling price:	\$240 approximately
Target consumer:	Professional players and serious club players
Special offer for first purchase:	30 free tennis balls
Advertising/promotion:	Specialist magazines such as <i>Professional Tennis</i>

Role card C

Participant

You have the following opinions concerning Worldbeater.

Selling price:	\$150
Target consumer:	All tennis players, all age groups
Special offer for first purchase:	Free tennis at a local club
Advertising/promotion:	Advertisements in national/local newspapers and television commercials

Role card D

Participant

You have the following opinions concerning Worldbeater.

Selling price:	\$180
Target consumer:	All tennis players, all age groups
Special offer for first purchase:	A free T-shirt with the Freestyle logo on it
Advertising/promotion:	Advertising in clubs, at public tennis courts and in the press

Role card E

Participant

You have the following opinions concerning Worldbeater.

Selling price:	\$200
Target consumer:	People with money and fashion-conscious tennis players
Special offer for first purchase:	A 20% discount off any Freestyle product
Advertising/promotion:	Endorsement contracts with famous players or film stars

10 Conflict, Case study: European Campers, page 97

Todd Foster

You want Olivier Moyon to leave the company. Try to persuade Charles Holden to let Olivier go. If Charles does not agree, try to negotiate a suitable solution to the problem.

5 Stress, Discussion, Exercise A, page 45

Actor	7.2	Hairdresser	4.3
Teacher	6.2	Banker	3.7
Bus driver	5.4	Librarian	2.0

9 Managing people, Case study: The way we do things, page 85

D Sales representatives (Peterson group)

You should give your opinion about the points on the agenda. Try to persuade the Sales Manager and the Deputy Sales Manager to accept your point of view, but help them to work out an action plan which will improve the effectiveness of the team.

Note: You often meet your sales targets but rarely exceed them.

10 Conflict, Skills, Exercise E, page 95

Union Representative

The workers are very unhappy with the price increases. They think that the subsidised restaurant is part of their terms and conditions of work. They are also angry that management did not discuss their plans with them first. You want to negotiate a solution to the problem. Your objectives are:

- 1 to get subsidised meals back immediately, or
- 2 to postpone the cuts in subsidies until the staff have been properly consulted.

11 New business, Skills, Exercise D, page 103

Student A

Ask and answer questions to complete the information in your tables. For example, *What's the population of Tokyo?* (Twenty-six point four million OR Twenty-six million, four hundred thousand).

Biggest cities (population in millions)

1 Tokyo	
2 Mumbai (Bombay)	18.2
3 Mexico City	
4 São Paulo	17.8
5 New York	16.6
6 Lagos	

Computers per 100 people

1 Luxembourg	73.2
2 Singapore	45.8
3 United States	
4 Switzerland	
5 Australia	
6 Denmark	37.7

Oldest populations (% aged over 65)

1 Italy	
2 Greece	17.9
3 Sweden	
4 Japan	17.1
5 Spain	17.0
6 Belgium	

Cars per 1,000 people

1 Lebanon	
2=Brunei	576
2=Luxembourg	576
4 Italy	
5 Iceland	510
6 Germany	

2 Selling online, Case study: Lifetime Holidays, page 21

Director: DirectSun

The points you need to negotiate are listed below, together with your negotiating position for each one.

Negotiating point	Your position
Length of contract	Five years e.g. 'We need a five-year contract.'
Destinations	Offer all the holidays in both companies' catalogues
Customers	Aim at all age groups
Car hire and insurance	Provide these services as they are very profitable for your company.
Advertising budget	£300,000 – at least! Share costs on a 70%/30% basis (70% Lifetime Holidays) - Media: Include radio advertising
Investment and profits	50/50 basis
Project management	Suggest that your company manages the project because of your greater experience and knowledge of selling online.

12 Products, Skills, Exercise C, page 111

Product 1: OUTDOOR HEATER

Function: To heat the air outside a building

- Gives out a lot of heat for 26 hours
- Powered by propane gas
- Easy to regulate the heat
- Light and easy to move
- Can be used in all weathers
- Easy to clean
- Attractive design

PRICE: €299

Product 2: LEATHER ATTACHÉ CASE

Function : To carry business documents

- Expandable case with desktop facility
- Twin combination locks
- 3 compartments
- 2 extra pockets
- Pen and credit card holders
- 2-year guarantee
- Dimensions: 40cm (height) 49cm (width) 15cm (depth)

PRICE: €70

Product 3: BABY MONITOR

Function : To check the health of a sleeping baby

- Works up to a 100-metre range
- Powered by mains or battery
- Low-battery indicator
- Adjustable volume
- Has a belt clip and also a stand
- Easy to use and very light
- 3-year guarantee

PRICE : €48

Product 4: JUICE EXTRACTOR

Function : To extract juice from fruit and vegetables

- Juices whole fruit and vegetables (hard and soft)
- Powerful motor
- Easy to pour juice
- Safety locking lid
- All parts easy to remove and can be washed in a dishwasher
- Stainless steel filter
- 10-year motor guarantee, 3-year parts and labour guarantee
- Free recipe book

PRICE : €68

7 Marketing, Skills, Exercise H, page 67

European Sales Manager

You want to do the following during the phone call.

- 1 Tell the Marketing Director when and where the focus group takes place.
Details are as follows:
Location Commercial Institute
 5 Rue Pierre Charron
 Paris
Date/Time Friday 29 July at 14.00
- 2 Note down the names of two people who the Marketing Director wishes to invite to the focus group.
- 3 Answer his/her questions about last month's sales results in France.
Details are as follows:
Total sales €3.2 million
 Sales were 8% higher than the same period last year.

10 Conflict, Skills, Exercise E, page 95

General Manager

You think the staff restaurant still offers good value for money, despite the cuts in subsidies. Prices are roughly similar to those in other companies in your area. The company has to reduce costs or the staff's salaries will be affected. You want to negotiate and get a good solution to the problem. Your objectives are:

- 1 to listen carefully to what the union representative says.
- 2 to explain why the cuts in subsidies are necessary.

11 New business, Skills, Exercise D, page 103

Student B

Ask and answer questions to complete the information in your tables. For example, *What's the population of Mumbai?* (Eighteen point two million OR Eighteen million, two hundred thousand).

Biggest cities (population in millions)

1 Tokyo	26.4
2 Mumbai (Bombay)	
3 Mexico City	18.1
4 São Paulo	
5 New York	
6 Lagos	13.4

Computers per 100 people

1 Luxembourg	
2 Singapore	
3 United States	45.5
4 Switzerland	42.1
5 Australia	41.1
6 Denmark	

Oldest populations (% aged over 65)

1 Italy	18.2
2 Greece	
3 Sweden	17.4
4 Japan	
5 Spain	
6 Belgium	16.7

Cars per 1,000 people

1 Lebanon	732
2=Brunei	
2=Luxembourg	
4 Italy	539
5 Iceland	
6 Germany	506

Activity file

1 Careers, Skills, Exercise F, page 11

Student A

- 1 You receive a call for your colleague, Laurie Thompson. Laurie is not in the office at the moment. Take the caller's details and say that Laurie will call them back.
- 2 You are Laurie Thompson. Telephone the person who called about the job advertisement. Offer to send an application form. The closing date for applications is in two weeks' time.

2 Selling online, Skills, Exercise A, page 18

Negotiating tips: Group B

- Be strong and try to win.
- Prepare carefully before you negotiate.
- Ask a lot of questions.
- Have a lot of options.
- Summarise often the points you agree on.
- Change your strategy during the negotiation, if necessary.
- Never show any emotion.

2 Selling online, Skills, Exercise E, page 19

Website maintenance company representative

You want:

- 1 A three-year contract
This allows you to offer the best service to customers and it will be profitable for you.
- 2 To test the website each month
This will give the best level of service to the client and increase your earnings.
- 3 Response time – 24 hours
You want the company to contact you by e-mail if there is an emergency. You want up to 24 hours to solve any problems.

9 Managing people, Case study: The way we do things, page 85

A Sales Manager

You will lead the meeting with the support of the Deputy Sales Manager. It is your job to listen to the representatives' opinions and to agree on an action plan which will:

- improve the atmosphere in the department
- encourage staff to work together effectively

Note: You are impressed by the Muller sales representatives. You think their ambition and energy are good for the company. They are also successful in financial terms.

7 Marketing, Skills, Exercise H, page 67

Marketing Director

You want to do the following during the phone call.

- 1 Note down when and where the focus group meeting will take place.
- 2 Suggest that these people attend the meeting:

Irina Pavlovskaya
Tel no. (812) 275 6381
She is a Marketing Consultant based in Moscow, Russia.

Bozena Lenat
Tel no. (361) 339 4032
She is Head Buyer for a department store in Budapest, Hungary.
- 3 Ask the European Sales Manager about last month's sales results in France. Did they increase or decrease?

9 Managing people, Case study: The way we do things, page 85

B Deputy Sales Manager

You will help the Sales Manager to run the meeting. It is your job to listen to the representatives' opinions and to agree on an action plan which will:

- improve the atmosphere in the department
- encourage staff to work together effectively

Note: You are impressed by the Peterson sales representatives. You think they have a very positive attitude. You think their efficiency and good customer service are important for the future success of the company.

10 Conflict, Starting up, page 90

Key

Give yourself the following marks.

- | | | | | | |
|--------|--------|--------|--------|--------|--------|
| 1 a) 2 | 2 a) 2 | 3 a) 3 | 4 a) 4 | 5 a) 4 | 6 a) 4 |
| b) 3 | b) 3 | b) 4 | b) 2 | b) 2 | b) 3 |
| c) 1 | c) 1 | c) 2 | c) 3 | c) 1 | c) 1 |
| d) 4 | d) 4 | d) 1 | d) 1 | d) 3 | d) 2 |

Results

- 6–11 You need to improve your conflict management skills.
 12–17 You are quite good at conflict management in certain situations.
 18–22 You are good at conflict management in most situations.
 23–24 You are excellent at conflict management. You should be working for the United Nations.

10 Conflict, Case study: European Campers, page 97

Charles Holden

You like both Todd Foster and Olivier Moyon. Olivier is a difficult employee, but you have been friends with him for years. He is very valuable to the company. You'd like to keep Olivier if possible and to find ways of dealing with the situation.