File cards 1B to 19B

receive of grilled prawns, cockles, mussels, shrimps an id, served with garlic bread and saled.

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 restaura your own language (explain in English what the various dishes are), or use the moabout what there is to eat, choose what to have, comment on the restaurant, talk a 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 eco-

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 m

what to do next.	- That Confinent
Chilled Andalux Gaspacho A superb treat from Southern Space. A cold soup rich in sometimes, occumber, parsiery and garle. Reasted Piedmont Peppers From Northern Soal; Two halves of red papper filed with san dried stamatons and anchories. Finished with basif and garle. Fish Soup. A rich bright of its stock with whole presents sould and imassels. Deep Fried Squid Squid rings frod in a herb baster and served with a light said. Field Mushrooms with Garlic An talian speciality. A meaning hot dish of quality posteriors in oil and garle. Salmon and Dill A Norwegen treat. Sensited salmon from the northern florids. Served with dill and a chunk of lemon. Cream of Vegetable Soup Fresh vegetables in a rich broth topped with cream. Tomato Salad with Garlic and Horte Succident tomatoes dressed in extra virgin olive oil with this and basil. Mixed Basque Salad From the Basque region of Spain, Asparagus, lettuce, tomatoes, orion and queen olives topped with chorks of turns fish and egg.	Grilled Sirlow cooleed to your specifications and garnished with batter and garning Served with new postators. Filled Steak Grilled files steak cooleed to your specifications and garnished with batter and paralier Served with new postators. Roset Lansb Own bakent shoulder or leg of tamb with garlic and rosemary Served with new potenties. Spicod Lansb and Cashew Kebaba Barbecand churks of tamb with owners, poppers and cashew next Served with rice. Robbit Hot Pot A superh stew of risblit cooleed in a rich broth of onions atom and prevent. Served with bakent postators. Chicken with Sheery Vinegar and Tarragon Sauce £14.08 A classic Franch recipe, fixed and served in a deep earthmyware dish, with new postators. Chicken Steir Fry Chicken Steir Fry Chicken Steir Fry Rigatoni with Asparagos and a cheese screen.
Mary Course Fish	Roasted Vegetables with Couscous C14.00 A colourful assortment of fresh regetables served with fina cheese on a bed of couscous.
Sea Bream Plaki A Greek speciality. A meaty whole fish cooked in covere and onion special with temors and coviander Served on a bed of rice. Rainbow Tribut with Herbs Fresh cross baked in the own with resembly and thyme. Served with new postores or rice.	Spaghetti with Oil, Chilli Peppers and Parrriesan A classic parts dish from Italy with a garlic-enhanced olive oil sauce, spiced with dried chills. Served with fresh Parreesan cheese. Lasagne Bake The classic reversation by
Hake with Cockles Fresh hake steak fried in oil with cockles and parsley giving the typical sales words of the Basque region of Seas.	tauce with mixed segmaties, morzarella and Parmesan cheese. Line 100 C. All desserts \$4.50
A hot and spacy creat from Thaland. White fish cooked with time, ginger and lesson grass and served with a space and	Strawberry meringue with ice creare Apple and sprices tars Summer feste steel
Grilled Seafood	Chocolate cake with cream

€15.00

€15.00

£14.00

till dan

You have just arrived at D.F.M., a London-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 Manchester tomorrow. It would actually suit you to spend some time preparing for these appointments.

Note:

- . Be prepared to engage in a few minutes' small talk with the person looking after 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.

HIL CHID

You are expecting a visitor from Caldos, a multinational company with a plant in Germany. 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 are at present strikes affecting trains and buses in your region of the country. The roads are likely to be congested. Finally suggest that you go to meet one of your colleagues, Bert Trautman.

till dan

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.

ille child

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.

HILL GB

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.



Helge Viktor Koberg Account Manager

Hamsun S.A. P.O. Box 484 N-4085 Hundvåg Norway Tel. 47-4-863196 Mobile. 03770-41832196 Email. hvk2@hamsun.no Chin Distribution Company

Peter Chang
Project Director

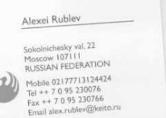
CDC (Malaysia)
Kora Kinabalu
Sabah
Tel (60 88) 243799
Email, chang peter @cdc net.my



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



Choose one of the identities shown below:

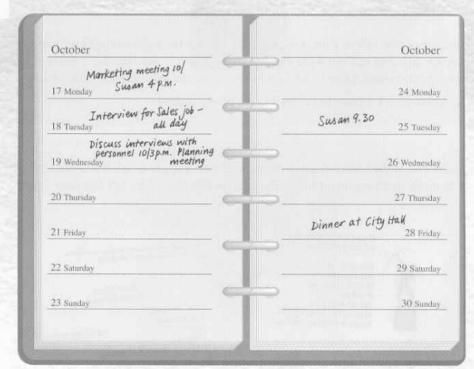




Ring a Japanese contact called Ken Siam. You would like to meet him to talk about the potential of your products.

HIE CHED

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





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 Limited

430–4 Upper Richmond Road London SW15 STY England Telephone 0207 434 7272 Fax 0207 434 5286 www.officeuniverse.com Email accounts@officeuniverse.co.uk

INVOICE

Angus Ltd Galloway Industrial Estate North Side Unit 15 Aberdeen AB24 STR

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

Part ref	Qty	Item	Price
2356-1	100	A4 Zoom Copy Paper @ £2.20	£220.00
4563-1	2	packs Marker pens @ £5.80	£11.60
2156-2	1	Staples 5000 pack	£5.20
2134-8	20	Rulers @ £0.80	£16.00
3672-2	100	Coloured ring binders @ £2.10	£210.00
3482-1	100	Pack of dividers @ £0.56	£11.20

	4.
Sub-total	£473.00
Less discount 5%	£23.65
Sub-total	£449.35
VAT @ 17.5%	£78.64
Sub-total	£527.99
+ Carriage and packing	
£20 + £3.50 VAT @ 17.5%	£23.50
TOTAL	£551.49

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.



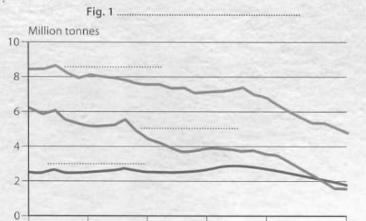
You are still the Production Manager at Salco Services. A day after your conversation with Comcosol, you learn that you have to go to Japan on urgent business to discuss a legal problem. Unfortunately you must change your appointment with Comcosol.

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

Write a fax to confirm the new arrangement.

HIF DEB

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



1986

1991

1998

Source: Social Trends 2001. Crown Copyright 2001.

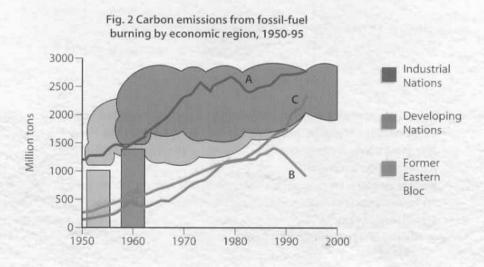
Reproduced by permission of the Controller of HMSO and of the Office for National Statistics.

1981

1976

1971

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





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.

ille child

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.

HIL THE

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.

till data

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).

HIL 16B

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

Costs: Shinjuku district

Y100m to Y200m

Ueno

Y70m to Y80m

Hachioji

Y60m



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.



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:



INTERNAL MEMO—CONFIDENTIAL

To: Purchasing Dept From: DA

Daniele Edill prices are up 10% on 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%	4 points
Delivery and completion of work	30 days	3 points
	60 days	1 point
	90 days	0 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		3 points
Payment over 6 months		2 points
Payment on completion		-1 point
1-year warranty		0 points
2-year warranty		1 point
3-year warranty		2 points
10-year warranty		3 points



Team B: HBT Short Ltd. - a subsidiary of HBT Inc.

Your colleagues in a sister subsidiary, HBT Rexis Ltd., have asked you to participate in the development and marketing of a new drug to treat arthritis.

Your

- · are experienced in this sector of the drug industry
- presently market Arpan, which has 25% of the domestic market and a growing export market
- would like to cooperate with Rexis, because you do not want to compete with them in the arthritis drug market
- · need to be flexible in negotiating with them
- do not believe a single Project Team is required. You think there should be one team in charge of the tests, based at Rexis, and one team in charge of marketing, based at Short
- think that \$500,000 is the absolute maximum that should be spent on developing the drug
- are sceptical about its market potential. You feel that it could simply take sales away from Arpan. The following memo was written following a meeting of your Product Development Executive:



HBT Short Ltd.: Internal Memo

CONFIDENTIAL

Re. Arpan / New Rexis anti-inflammatory drug

This Rexis product could be a threat to ARPAN.

Development should avoid high investment, especially by Short.

Some commitment is acceptable, but ... keep costs down!

Product Development Executive

- think further tests will take at least three years before the American Food and Drug Administration give approval
- would prefer that Short take responsibility for the trials and in exchange you will
 provide information about potential markets once the tests have been completed.