

A WIN-WIN GAME.- Session 2.- It's a deal.

Caso práctico

Script

You might think it's easy to describe the word negotiation, two people or more trying to reach an agreement about something, but actually it is not. In fact, the human being has negotiated from the very early ages of human kind. Imagine the apes in the Prehistoric Era trying to reach an understanding about who the leader of the pack will be. They will probably simplify things by beating each other to death, however some theorists would ironically call that the debating phase.



Little by little that 'negotiation' turned into dialogue and things became easier...or maybe not. At least the stronger is not always the one to win. Negotiation becomes the process where each party involved in negotiating tries to gain an advantage for themselves by the end of the process. Whether the negotiation is useful for getting a better husband for your daughter in your tribe or to get the best divorce agreement, we should not forget the word also means compromise and it should be a win-win game.

Nowadays, when we listen to the word negotiation we all imagine two young brokers at New York Stock Exchange. They wear stylish suits and live very stressful lives but enjoy the energy of tough negotiation. However, negotiation is also what a Ready Mix Concrete dispatcher does when he prepares the daily plan for his trucks or what a marketing consultant does when dealing with his or her clients...

Union negotiators, peace negotiators, hostage negotiators, diplomats, legislators... they all follow the same rules, they all speak the same language, and they all want the same thing... They all want to win.

Think about it

Which is the opposite of a win-win negotiation or a collaborative negotiation?

It is called **competitive negotiation**. Its goal is for one party to win and the other to lose. In this type of negotiation dishonest practices, such as lying, manipulation, intimidation, and bribery are used.



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[Aviso Legal](#)

1.- What to say. Making suggestions.

Citas Para Pensar

'In business, you don't get what you deserve, you get what you negotiate'

Chester Karras

When negotiating a good deal you need to use good skills to come out of the meeting feeling positive and confident. That's why it's important that you get acquainted with different ways of making suggestions and giving advice when discussing a proposal.



Here are some ways of making suggestions you should know by now:

Text summary

Now we are going to learn other possibilities for making suggestions.

✓ One way of doing so is by means of conditional sentences that we have already studied in session 1:

- If you are interested in merging, try to reach a compromise as soon as possible.
- If I were you, I would use the money raised.
- If I were in your shoes/ If I were in your position, I would start my own business.

✓ There are certain expressions that you can use to make suggestions:

- Reaching an agreement is a **must** in negotiations.
- I **recommend** that you stick to the company's code of conduct when negotiating.
- It's **best** not to accept the first offer.
- It's a **good idea** to create jobs for local people.
- **Why don't** you take her on?
- Let's **launch** the new product after carrying out market research.
- **What about/ How about** selling direct to the public?

A piece of advice

✓ Remember to use -ing after the structure **What about** and **How about**.

✓ You can also give advice by means of modal verbs: **SHOULD** and **OUGHT TO**

- You **should** change the marketing policy.
- You **ought to** compete with overseas producers.

Their meaning is the same, but it is important to consider their differences in form:

As you can see from the examples the modal verb **should** is followed by an infinitive without to as any other modal verb.

Negative form: Should + not / Shouldn't.

✔ You shouldn't resign now.

Interrogative form: Should + subject + infinitive without to.

✔ Should I resign now?

On the contrary, **Ought** to is followed by an infinitive with to.

Negative form: Ought not to

✔ Your company ought not to branch out.

Interrogative form: In interrogative sentences **should** is more common than **ought** to.

Ejercicio Resuelto

Click to read the Spanish translation:

En cualquier proceso de negociación necesitas tener habilidad para llevar a cabo un buen trato de manera que al salir de la reunión te invada un sentimiento positivo de haber logrado lo que perseguías. Esta es la razón por la que necesitas familiarizarte con una serie de estructuras para hacer sugerencias y dar consejo en inglés.

✔ Haciendo uso de oraciones condicionales:

- Si estás interesado en fusionarte, intenta llegar a un acuerdo tan pronto como sea posible.
- Si yo fuera tú, usaría el dinero recaudado.
- Si estuviera en tu posición, montaría mi propio negocio.

✔ Hay ciertas expresiones muy comunes para hacer sugerencias:

- Llegar a un acuerdo es una **obligación** en las negociaciones.
- Te **recomiendo** que sigas el código de conducta de la compañía en cualquier proceso de negociación.
- Es **mejor** no aceptar la primera oferta.
- Es una **buena idea** crear empleo para los vecinos de la zona.
- ¿**Por qué no** la contratas?
- **Lancemos** el producto después de realizar un estudio de mercado.
- ¿**Qué te parece** si vendemos directamente al público?

✔ También podemos dar consejo a través de los verbos modales: **Should** y **Ought to**.

- Ambos significan **deberías** pero es muy importante considerar sus diferencias en forma:
- **Should** al igual que cualquier verbo modal va seguido de un infinitivo sin to, a diferencia de **Ought to** que sí va seguido de infinitivo con to.

1.1.- Now you put it into practice (I).

Autoevaluación

Match the following halves and form sentences to make suggestions.



Matching exercise

First half	Number	Second half
If you want to gain control of a company,	<input type="checkbox"/>	1. put off the meeting?
Definitely reaching an agreement	<input type="checkbox"/>	2. that you try one of the exclusive restaurants of the centre.
As you don't agree on all the details of the takeover, why don't you	<input type="checkbox"/>	3. go there early in the morning to avoid long queues.
I recommend	<input type="checkbox"/>	4. going out for a meal?
I wouldn't go into partnership with my old friend	<input type="checkbox"/>	5. it's a good idea to buy most of its shares.
What about	<input type="checkbox"/>	6. is a must when negotiating.
You ought to	<input type="checkbox"/>	7. set a high value on customer service.
You should	<input type="checkbox"/>	8. if I were you.

Enviar

Learning these structures is a must.

You should know

Click on the following link and take a quiz to check your understanding on how to make suggestions.

[Making suggestions quiz.](#)

Autoevaluación

Imagine that a friend of yours is about to start a new job. He is having a meeting to reach an agreement on his/her salary, and as you know, salary negotiation is one of the most difficult aspects of professional life. On the forum, make suggestions and give advice on how to behave to get what he/she wants. Make use of the structures previously studied.

Use the link below if it is useful for you:

[Salary negotiation tips.](#)

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It was funny, wasn't it?

A step ahead

For more formulas to give advice in English, click on the link below:

[Giving advice in English.](#)

2.- How to say it. Direct and indirect questions.

When asking someone something you can use:

- ✓ **A direct wh- question:**
 - ◆ *Where is the manager?*
- ✓ **An indirect question:**
 - ◆ *Could you tell me **where** the manager is?*



Direct questions are less polite than indirect ones in formal occasions, such as when you are involved in a process of negotiation. That's why you must study them in order to make your speech more polite and adequate.

As you can notice, the indirect question has an introductory part and then the question itself:

Introductory part: *Could you tell me* (Auxiliar + subject + verb)

Question: *where the manager is?* (wh- + subject + verb)

In the second part the subject comes in front of the verb. That's the reason why the following indirect question would be incorrect:

- ◆ *Could you tell me where is the manager?*
- ✓ **A direct yes/no question:**
 - ◆ *Do you speak German?*
- ✓ **An indirect question:**
 - ◆ *Could you tell me **if/whether** you speak German?*

As you can see from the example, now the second part of the indirect question is introduced by **if/whether** since there is no wh- item in the direct question.

Think about it

Is the following indirect question correct or not?

- ✓ *I'd like to know what time is it.*

It's incorrect! Remember that in an indirect question the subject must come before the verb.

Direct question: *What time is it?* (Subject after the verb)

Indirect question: *I'd like to know what time it is.* (Subject in front of the verb)

There are some other examples of indirect questions. Look at the table below to understand the relation between direct and indirect questions. All these indirect questions are more polite and more formal than their corresponding direct questions.

Direct and indirect questions

Direct questions	Indirect questions
<i>Do you need anything else?</i>	<i>I wonder if you need anything else.</i>
<i>Does she live here?</i>	<i>I'm not sure whether/if she lives here.</i>
<i>Did Frank go into partnership?</i>	<i>I'd like to find out if Frank went into partnership.</i>
<i>Where were you born?</i>	<i>I can't remember where you were born.</i>
<i>Are you interested in our offer?</i>	<i>Could you tell me if/whether you are interested in our offer?</i>
<i>Can I use your telephone?</i>	<i>Do you think I could use your telephone?</i>
<i>Does the train leave at 10 o'clock?</i>	<i>Would you mind telling me if/whether the train leaves at 10 o'clock?</i>
<i>Can you fill in this form?</i>	<i>Would it be possible for you to fill in this form?</i>

Ejercicio Resuelto

Click to read the Spanish translation:

Cuando hacemos una pregunta a alguien podemos hacerlo de manera directa o, bien de manera indirecta. Las preguntas directas son menos educadas en las situaciones formales que las indirectas, de ahí que cuando nos encontremos en un proceso de negociación hagamos uso de cuestiones indirectas con el fin de conseguir un discurso más educado y adecuado a la formalidad de la situación.

Las preguntas indirectas están formadas por dos partes, la parte introductoria y la pregunta en sí. En esta segunda parte nunca se produce inversión del sujeto y del verbo. Cuando la pregunta indirecta procede de una pregunta directa cuya respuesta es sí/no, entonces se introduce con las conjunciones *if/whether* (si) ya que no hay elemento *wh-* que funcione como elemento introductor.

Las preguntas indirectas pueden estar introducidas por las siguientes expresiones (me pregunto si..., no estoy segura/o si..., me gustaría averiguar si..., no puedo recordar dónde..., ¿podrías decirme si...?, ¿crees que...?, ¿te importaría decirme si...?, ¿sería posible que tú...?)

2.1.- Now you put it into practice (II).

Autoevaluación

Complete the following indirect questions so that they have the same meaning as the direct ones. Write one word in each gap.

1. **Who called yesterday?**

I'd like to find out () called yesterday.

2. **Did anyone phone while I was out?**

I wonder if anyone () while I was out.

3. **What's your name?**

Could you tell me what your name () ?

4. **Could you wait a minute?**

Would it be possible () you () wait a minute?

5. **Is he all right?**

I'm not sure if () is all right.

6. **What did he want?**

Could you tell me what he () ?

7. **Why did she cry?**

I'm not sure () she cried.

8. **Is this our train?**

Do you think () our train?



Solución

1. **Who called yesterday?**

I'd like to find out **who** called yesterday.

2. **Did anyone phone while I was out?**

I wonder if anyone **phoned** while I was out.

3. **What's your name?**

Could you tell me what your name **is**?

4. **Could you wait a minute?**

Would it be possible **for** you **to** wait a minute?

5. **Is he all right?**

I'm not sure if **he** is all right.

6. **What did he want?**

Could you tell me what he **wanted**?

7. **Why did she cry?**

I'm not sure **why** she cried.

8. **Is this our train?**

Do you think **this is** our train?

Autoevaluación

Choose the correct ending for each sentence:

Would you mind telling me...

- which platform it is?
- which platform is it?

Very good, first the subject and then the verb!

Remember that in an indirect question the subject comes in front of the verb.

Solución

- 1. Opción correcta (Retroalimentación)
- 2. Incorrecto (Retroalimentación)

Would it be possible for you to tell me...

- what time did it started?
- what time it started?

Remember that in an indirect question you never use auxiliary verb in front of the subject?

That's correct!

Solución

- 1. Incorrecto (Retroalimentación)
- 2. Opción correcta (Retroalimentación)

I was wondering...

- why you didn't book the tickets.
- why didn't you book the tickets.

Brilliant!

Don't forget that the second part of an indirect question never has an interrogative order.

Solución

- 1. Opción correcta (Retroalimentación)
- 2. Incorrecto (Retroalimentación)

Could you tell me...

- how much the ticket costs?
- how much the ticket cost?

Very good, the third person singular is really important!

There must be third person singular agreement between the verb and the subject.

Solución

- 1. Opción correcta (Retroalimentación)
- 2. Incorrecto (Retroalimentación)

Would you mind telling me if...

- the museum closes on Monday.
- closes the museum on Monday.

Well-done!

Remember! Subject before the verb in an indirect question.

Solución

- 1. Opción correcta (Retroalimentación)
- 2. Incorrecto (Retroalimentación)

A step ahead

To practice how to make indirect questions click on the following links and do the exercises.

[Indirect questions exercises.](#)

[Indirect questions exercises II](#)

2.2.- Clauses of purpose.

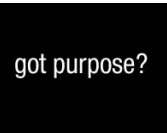
You use a purpose clause when you want to state the purpose of the action in the independent clause, the reason why somebody does something

- ✓ The most common type of purpose clause is a to-infinitive clause:
 - ✦ *I went to the bank **to ask for information**.*
 - ✦ *I needed to work hard **to win the contract**.*

As you can see from the examples we are using **to+infinitive** to indicate the purpose. In more formal situations **in order to** and **so as to** can also be used with the same meaning.

- ✓ When the purpose is negative **in order not to** and **so as not to** are used:
 - ✦ *We made a great effort **in order not to lose the job**.*
 - ✦ *We made a great effort **so as not to lose the job**.*

In order not to and **so as not to** are followed by an infinitive verb.



Think about it

Can you find any difference between these two sentences?

- ✓ *Our manager went abroad **for a holiday**.*
- ✓ *Our manager went abroad **to carry out market research**.*

Why are we using **for** to indicate purpose in the first sentence and **to** in the second?

- ✓ As you can see in the first sentence **for** is followed by a noun; however, **to** is used when it is followed by an infinitive verb.
 - ✦ *Why don't we go out **for dinner**?*
 - ✦ *Why don't we go to the travel agent's **to book our tickets**?*

When you are asking for the general purpose of a thing, both **for** and **to** can be used:

- ✓ *What is this knife **for**? It's **for cutting** bread.*
- ✓ *What is this knife **for**? It's **to cut** bread.*

A piece of advice

Remember to use **-ing** after the preposition **for** when indicating purpose.

- ✓ **So that** can also be used to indicate purpose. But it must be followed by subject and verb unlike **to**:
 - ✦ It is used when the purpose is **negative**:
 - ✦ *Work hard **so that you don't get fired**.*
 - ✦ And **so that** can also be followed by a modal verb (**can/could/will/would/may/might**):
 - ✦ *He went abroad **so that he could carry out market research**.*

To summarize, in the table below you can see the different ways of expressing purpose in English:

How to express purpose in English

How to express purpose in English	Examples
1. To/in order to/so as to + infinitive	<i>I went to the bank to ask for information.</i>
2. In order not to /so as not to + infinitive	<i>We made a great effort in order not to lose the job.</i>
3. For + noun.	<i>Why don't we go out for dinner?</i>
4. For + -ing form.	<i>This knife is for cutting bread.</i>
5. So that + subject + negative verb.	<i>Work hard so that you don't get fired.</i>
6. So that + subject + modal verb.	<i>He went abroad so that they could carry out market research.</i>

Click to read the Spanish translation:

Las oraciones subordinadas de finalidad expresan el propósito por el que una persona lleva a cabo una determinada acción verbal. Para ello podemos utilizar las siguientes estructuras gramaticales:

- ✓ **To** seguido de infinitivo que en situaciones más formales puede verse sustituido por **in order to** o **so as to** (para).
- ✓ Cuando el propósito es negativo usamos **in order not to** o **so as not to** (para no). Ambos van seguidos siempre de infinitivo.
- ✓ **For** (para) también puede utilizarse para expresar finalidad, bien cuando va seguido de un sustantivo o bien cuando va seguido de la forma -ing. En este último caso estaría indicando la utilidad de un instrumento.
- ✓ **So that** (para) se utiliza para indicar finalidad y, a diferencia de los demás casos citados anteriormente, va seguido de sujeto y verbo. Se utiliza en las siguientes dos situaciones:
 - ✦ Cuando el propósito es negativo.
 - ✦ Cuando va seguido de un verbo modal.

Ejercicio Resuelto

2.3.- Now you put it into practice (III).

[How to express purpose in English.](#)

Autoevaluación

Fill in the gaps using for or to.

- ✔ Our manager is going to Florida () a holiday.
- ✔ You should study languages () this job.
- ✔ You ought to study languages () do this job.
- ✔ We'll need a map in order not () get lost.
- ✔ Do you use credit card () paying?
- ✔ They went to the beach () a swim.
- ✔ They went to the bank so as () be informed.



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Autoevaluación

Join the following sentences using the words in brackets. Do not use contractions.

1. I have a map. I don't get lost in the city. (in order not to)

2. I am saving up. I want to go on holidays. (for)

3. He is going to the meeting. He wants to reach an agreement. (so that)

4. She studies English. She wants to be successful in the world of international business. (so as to)

5. They bought the one week pass. They didn't want to lose money. (in order not to)

6. She changed her job. She wanted to work at the new office. (to)

Enviar

1. I have a map. I don't get lost in the city. (in order not to)

I have a map in order not to get lost in the city

2. I am saving up. I want to go on holidays. (for)

I am saving up for holidays / I am saving up for going on holidays

3. He is going to the meeting. He wants to reach an agreement. (so that)

He is going to the meeting so that he can reach an agreement

4. She studies English. She wants to be successful in the world of international business. (so as to)

She studies English so as to be successful in the world of international business

5. They bought the one week pass. They didn't want to lose money. (in order not to)

They bought the one week pass in order not to lose money

6. She changed her job. She wanted to work at the new office. (to)

She changed her job to work at the new office

You should know

Click on the link below to practise how to express purpose in English.

[Expressing purpose.](#)

A step ahead

If you want to consolidate what you have studied on clauses of purpose, click on the following link:

3.- Words you need. Words related to the process of negotiation.

Citas Para Pensar

'Let us never negotiate out of fear. But let us never fear to negotiate'.

John F. Kennedy

Think about it

What's the meaning of the quotation? Do you agree with it?

As you already know in any process of negotiation two or more parties are involved trying to reach an agreement to satisfy their interests. The following words may be useful for you when being involved in such a process.

The process of negotiation:

1. Afford.
2. Agenda.
3. Agreement.
4. Alternative.
5. Be paid peanuts.
6. Bargain.
7. Bedrock price.
8. Bottom-line.
9. Borrow.
10. Break even.
11. Bribe.
12. Budget.
13. Cancellation.
14. Capital.
15. Commission.
16. Comply.
17. Compromise.
18. Concession.
19. Condition.
20. Confront.
21. Consensus.
22. Cost an arm and a leg.
23. Counter proposal.
24. Counter attack.
25. Counter offer.
26. Counterpart.
27. Counter-productive.
28. Deal.
29. Deadlock.
30. Deadline.
31. Dispute.
32. Estimate.
33. Feasible.
34. Goal.
35. (in) Gross.
36. Guarantee.
37. Haggle.
38. Income tax.
39. Inflation.
40. Lend.
41. Leverage.
42. Loss.
43. Make ends meet.
44. Memo.
45. Mislead.
46. Mutual.
47. Net.
48. Party.
49. Penalty.
50. Pressure.
51. Profit.
52. Proposal.
53. Quarter.
54. Reach an agreement.
55. Tactics.
56. Tentative solution.
57. Terms.



58. Trade-off.
59. Work out.
60. Yield.

Ejercicio Resuelto

Click to read the Spanish translation:

Como ya sabes, en cualquier proceso de negociación dos o más partes participan intentando llegar a un acuerdo que satisfaga sus intereses. El siguiente listado de palabras puede ser útil cuando te veas envuelto en un proceso como tal.

El proceso de negociación:

1. Permitirse el lujo.
2. Orden del día.
3. Acuerdo.
4. Alternativa.
5. Tener un salario muy bajo.
6. Ganga.
7. El precio más bajo posible.
8. El resultado final.
9. Pedir prestado.
10. Salir sin pérdidas ni ganancias de una operación.
11. Sobornar.
12. Presupuesto.
13. Cancelación.
14. Capital.
15. Comisión.
16. Estar de acuerdo, acatar.
17. Acuerdo mutuo, compromiso.
18. Concesión.
19. Condición.
20. Enfrentar, hacer frente a.
21. Consenso.
22. Costar un ojo de la cara.
23. Contraoferta.
24. Contraataque.
25. Contraoferta.
26. Oponente en una negociación.
27. Contraproducente.
28. Trato.
29. Punto muerto (en una conversación, un acuerdo).
30. Fecha límite.
31. Disputa.
32. Estimar.
33. Viable, factible.
34. Propósito.
35. En bruto.
36. Garantía.
37. Regatear.
38. Impuesto sobre la renta.
39. Inflación.
40. Prestar.
41. Influencia.
42. Pérdida.
43. Llegar a fin de mes.
44. Memorándum, nota.
45. Engañar, inducir a error.
46. Mutuo.
47. Red.
48. Cada parte de una negociación.
49. Multa.
50. Presión.
51. Beneficios, ganancias.
52. Propuesta.
53. Trimestre.
54. Llegar a un acuerdo.
55. Táctica.
56. Acuerdo provisional.
57. Términos.
58. Solución de compromiso.
59. Calcular.
60. Ceder.

3.1.- Now you put it into practice (IV).

Autoevaluación

Fill in the gaps using words from the box below. There are extra words you shouldn't use.

Deadline → deadline → tactics → alternatives → meet → bargain → mutual counterpart → haggled → confronted → deal → peanuts → parties → comply.

- a. We can't offer you the vacation times you requested, but let's discuss some other _____.
- b. I _____ my boss because of my salary rise, but we're going to talk about it next week.
- c. The more you know about your _____, the more likely you will achieve your goals.
- d. When the discussion came to a _____, we considered to put off the meeting.
- e. When you are unemployed it's difficult to make ends _____.
- f. It was a _____ decision to merge with a larger company.
- g. If you are a skillful negotiator there are some _____ you should use.
- h. They _____ over the price for hours.
- i. I won't accept the offer because I'm paid _____.
- j. The goals of negotiating _____ should always be for mutual gain.



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You should know

Do the following quiz to check if you have learnt this vocabulary.

[Negotiations in English – Vocabulary quiz.](#)

A step ahead

If you want to widen your vocabulary related to the process of negotiation, click on the following link.

[Vocabulary related to negotiations I.](#)

If you want to go on practicing vocabulary related to negotiations do the following activities.

[Multiple choice exercises on negotiation vocabulary I.](#)

[Multiple choice exercises on negotiation vocabulary II.](#)

Appendix.- Licenses of resources.

Licenses of Resources used in session X. "It's a deal."

Resource (1)	Resource information (1)	Recurso (2)	Resource information (2)
	By: americawildlife. License: CC by. From: http://www.flickr.com/photos/americawildlife/6277356510/sizes/m/in/photostream/		By: Julia Manzerova. License: CC by-nc-sa. From: http://www.flickr.com/photos/julia_manzerova/4298991491/sizes/m/in/photostream/
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	By: Alex France. License: CC by-sa. From: http://www.flickr.com/photos/alexfrance/3194662301/sizes/t/in/photostream/		By: epSos.de. License: CC by. From: http://www.flickr.com/photos/epsos/5902557577/sizes/m/in/photostream/
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