

A WIN-WIN GAME.- Session 3.- The art of effective negotiation.

Caso práctico

Script

Daniel: Well **Ryan**, this is the first of the ten talks you're going to have as a trainee manager in this company. Remember, you can take notes if you like and please feel free to ask questions at any time.

Ryan: Thank you, **Daniel**. I'm eager to start with my training and I really appreciate the opportunity. There are many things you can't learn at university.

Daniel: I guess so...well today we're going to talk about what we call here the top ten rules for a good negotiation. These are part of the company's code of conduct and you have to stick to them when negotiating even if you don't agree with them at all. I'd like to make sure that's clear enough for you.

Ryan: Crystal clear. No problem.

Daniel: Ok then. I'll start with number 1, which is, 'no price is fixed, everything is negotiable', which is especially connected to our second rule, 'be tough but pleasant'. Negotiations are very long processes so don't be afraid to talk over the price as much as necessary and remember there's no need to be rude or sharp with your potential customer.

The third is 'never accept anyone's first offer' also connected to the fourth, 'don't be afraid to shock with your first offer'. We all know it is important to fix a starting point somewhere but be careful with how far you go.

Ryan: Yes, but offering a low price can be as harmful as offering a high price.

Daniel: That's why the fifth rule is 'don't haggle too much about the price'. For example, you can raise your price during the negotiation because the client is forcing you, however, you can eventually get a successful deal if you manage to get a long-term contract. And the other way round, as our sixth rule says 'it's always easier to get extra goods than a lower price' so, think of the best deal for the company.

In terms of prices remember as well our seventh rule, 'you shouldn't say how much you can spend', that would mean telling your customer about your margins and that's wrong. It usually works using our eighth rule 'when selling pretend not to have total authority'. That will give you some extra time to think how to escape if you feel trapped by the negotiation. And now **Ryan**, is everything clear? Do you have any questions so far?



Ryan: Yes, one. Am I the one to close the deals or will I be under someone's supervision?

Daniel: You will have full responsibility for your deals but of course, if you want advice from any of us, we'll be happy to help. OK? Well, I'll go on with rule number nine 'don't be the first to make a concession, be the first to make an offer'. It doesn't matter how many quotes you have to put forward, that's part of the negotiation, find ways to face objections to your proposals.

Ryan: OK I'll keep that in mind. And what's the last one?

Daniel: The tenth rule is 'don't complain; try to find something positive in return' Remember that your opponent in the negotiation today might be your customer tomorrow. There's no point in complaining if they finally decide not to close the deal. ...And I think that's all...In the next prep talk we'll chat about quotes and contracts. Don't worry; you'll get an appointment by email.

Think about it

What's your opinion about the company's top ten rules?

Would you change anything?

Do you agree with the company's policy?



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[Aviso Legal](#)

1.- What to say. Writing Meeting Agendas.

Citas Para Pensar

"The beginning is the most important part of the work."

Plato

Think about it

How important is it to write an agenda for a meeting? Which points should be included in any agenda?

Writing an agenda is really important since it structures and regulates how the meeting flows. Meeting agendas are a part of any well functioning staff team. They ensure that all important topics are addressed and also minimize wasted time by keeping staff focused. It will also allow a meeting to be well-planned to make this time productive. A meeting agenda must be distributed ahead of time to allow attendees to prepare questions and input.

Ryan has to attend his first meeting with the rest of staff and this is the agenda he has got:

AGENDA
RURAL MARKET RESEARCH MEETING
DATE: February 17th 2012
TIME: 9.00 a.m.
LOCATION: 3rd Floor Conference Room.

I. Call to order.

II. Roll call.

III. Reading and approval of the minutes from the last meeting.

IV. Sales improvement in rural market areas.

V. Announcements.

VI. Adjournment.

As you can see at the top of the page you must write the date, time, location as well as the title or purpose of the meeting. You can also add a welcome message or an inspirational quote which will help to get your staff members engage.



Compile a list of topics to be discussed in the meeting and don't forget to estimate the time which will be spent on each item. Let everyone feel that they have a voice in the meeting so that they can participate in any concern which may arise.

Agenda

- What is the Essence?

The meeting chairman is the person in charge of calling the meeting to order. As far as the roll call is concerned if the meeting is a small group it is not necessary to call out the names of each person attending the meeting. The person who is taking the minutes will know everyone personally and will indicate who is present and who is absent. On the contrary, he/she will call the roll in a loud, clear voice with pauses for response.

When reading the minutes from the last meeting additions or corrections can be made. If not, the minutes will stand approved as read.

If a meeting is announced at the end of another meeting, it is important to issue a reminder. You can do it by sending an e-mail to the members expected to attend or you can announce it with a notice on a bulletin board.

You should know

Have a look at the following samples to remind a meeting:

[Sample e-mail and notice to remind a meeting.](#)

Text summary

Text summary

Text summary

A step ahead

Read the following article to know how to write an effective meeting agenda:

[Writing a meeting agenda.](#)

Ejercicio Resuelto

Click to read the Spanish translation:

Escribir el orden del día de una reunión es realmente importante para así estructurarla y regularla. Deben formar parte de cualquier equipo que funcione bien. Así nos aseguramos de tratar todos los temas y de mantener al personal centrado. Tener una reunión bien planeada nos permitirá que el tiempo que invirtamos sea productivo. El orden del día de toda reunión debe distribuirse por adelantado para que los asistentes tengan el tiempo suficiente para preparar cualquier pregunta relacionada con los temas a tratar.

Como puedes ver en el ejemplo, en la parte de arriba de la página debes especificar la fecha, la hora, el lugar y el título o propósito de la reunión. También puedes añadir un mensaje de bienvenida o una cita que inspire a los miembros de tu equipo.

Realiza una lista de temas a tratar y no olvides estimar el tiempo que necesitarás para cada uno de ellos. Deja que cada miembro presente en la reunión exprese su opinión y participe en cualquier asunto que pudiera surgir.

En lo que a pasar lista se refiere, no es necesario nombrar en voz alta a cada persona si el número de asistentes es pequeño. El secretario o persona encargada de las actas conocerá a cada asistente e indicará en las mismas

quién está presente y quién ausente. Por el contrario, pasará lista con voz alta y clara con pausas para que los miembros contesten.

Al leer las actas de la reunión anterior se pueden hacer correcciones o aclaraciones. Si no es así las actas se aprobarán una vez leídas.

Si al final de la reunión se fija la fecha para la siguiente, es importante enviar un recordatorio a todos los miembros que tengan que asistir, puedes hacerlo a través de e-mail o bien puedes poner una nota en el tablón de anuncios.

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

Autoevaluación

Read the following dialogue which is the business meeting which Ryan attended. It is divided into different parts which correspond to the points stated in the agenda. Order the dialogue and write one of the following numbers for each part.



1. Call to order.
2. Reading and approval of the minutes from last meeting.
3. Sales improvement in rural market areas.
4. Announcements.
5. Adjournments.

Tom Robbins: Thank you Daniel. Let me just summarize the main points of the last meeting. We began the meeting by approving the changes in our sales reporting system discussed on October 30th. After briefly revising the changes, we moved on to a brainstorming session concerning after sales customer support improvements. You'll find a copy of the main ideas developed and discussed in these sessions in the photocopies in front of you. The meeting was declared closed at 11.30.

Meeting Chairman: Good idea Donald. How does Friday in two weeks time sound to everyone? Let's meet at the same time, 9 o'clock. Is that OK for everyone? Excellent. I'd like to thank Jack for coming to our meeting today.

Meeting Chairman: Good morning everybody. Let's get started as soon as possible.

As I can see that everybody is here I won't call each name, but I'd like you to please join me in welcoming Jack Peterson, our Southwest Area Sales Vice President.

Jack Peterson: Thank you for having me, I'm looking forward to today's meeting.

Meeting Chairman: I'd also like to introduce Ryan Simmons who recently joined our team.

Ryan Simmons: Thank you very much. I'm eager to start working with you all.

Meeting Chairman: Welcome Ryan. I'm afraid our international sales director,

Anne Trusting, can't be with us today. She is in Kobe at the moment, developing our Far East sales force.

Meeting Chairman: Let's get started. We're here today to discuss ways of improving sales in rural market areas. First, let's go over the report from the last meeting which was held on January 20th. Right, Tom, over to you.

Meeting Chairman: Thank you Tom. So, if there is nothing else we need to discuss, let's move on to today's agenda. Have you all received a copy of today's agenda? I'd like to move on to item 4: Sales improvement in rural market areas. Jack has kindly agreed to give us a report on this matter. Jack?

Jack Peterson: Before I begin the report, I'd like to get some ideas from you all. How do you feel about rural sales in your sales districts? I suggest we go round the table first to get all of your input.

John Ruting: In my opinion, we have been focusing too much on urban customers and their needs. The way I see things, we need to return to our rural base by developing an advertising campaign to focus on their particular needs.

Alice Linnes: I'm afraid I can't agree with you. I think rural customers want to feel as important as our customers living in cities. I suggest we give our rural sales teams more help with advanced customer information reporting.

Donald Peters: Excuse me, I didn't catch that. Could you repeat that, please?

Alice Linnes: I just stated that we need to give our rural sales teams better customer information reporting.

John Ruting: I don't quite follow you. What exactly do you mean?

Alice Linnes: Well, we provide our city sales staff with database information on all of our larger clients. We should be providing the same sort of knowledge on our rural customers to our sales staff there.

Jack Peterson: Would you like to add anything, Jennifer?

Jennifer Miles: I must admit I never thought about rural sales that way before. I have to agree with Alice.

Jack Peterson: Well, let me begin with this Power Point presentation (Jack presents his report).

Jack Peterson: As you can see, we are developing new methods to reach out to our rural customers.

John Ruting: I suggest we break up into groups and discuss the ideas we've seen presented.

Meeting Chairman: Unfortunately, we're running short of time. We'll have to leave that to another time.

Jack Peterson: Before we close, let me just summarize the main points

- ✓ Rural customers need special help to feel more valued.
- ✓ Our sales teams need more accurate information on our customers.

- ✔ A survey will be completed to collect data on spending habits in these areas.
- ✔ The results of this survey will be delivered to our sales teams.

Meeting Chairman: Thank you very much Jack. Right, it looks as though we've covered the main items. Is there any other business?

Donald Peters: Can we fix the next meeting, please?

Meeting Chairman: The meeting is closed.

Adapted from: http://esl.about.com/cs/onthejobenglish/a/a_meetex.htm

2.- How to say it – Verb patterns – To infinitive and –ing form.

If you look at the following examples, you will realize that in English there are different verb patterns.



- ✔ *Would you **mind repeating** that again?* (**Mind** + -ing form)
- ✔ *I **decided not to accept** his first offer.* (**Decide** + to infinitive)
- ✔ *I **want you to be pleasant** with our potential customers.* (**Want** + object + to infinitive)
- ✔ *They didn't **let me fix** a price.* (**Let** + object + infinitive without to)
- ✔ *Do you **remember being** a trainee manager in your company?* (**Remember** + -ing form)
- ✔ ***Remember to take notes** during the meeting.* (**Remember** + to infinitive)

As you can see it depends on the first verb if we need infinitive or –ing form after it. In the following table you will see which verb pattern each verb needs:

Verb patterns

Verb + -ing form	Verb + to infinitive	Verb + object + to infinitive	Verb + object + infinitive without to
1. Avoid.	24. Aim.		
2. Be used to.	25. Arrange.		
3. Be worth.	26. Ask.		
4. Cannot help.	27. Cannot afford.	46. Advise.	
5. Cannot stand.	28. Be about to.	47. Allow.	
6. Deny.	29. Decide.	48. Ask.	
7. Dislike.	30. Deserve.	49. Beg.	
8. Enjoy.	31. Expect.	50. Command.	
9. Feel like.	32. Fail.	51. Expect.	
10. Get used to.	33. Hope.	52. Forbid.	
11. Give up.	34. Manage.	53. Force.	
12. Go on.	35. Need.	54. Help.	
13. Hate.	36. Offer.	55. Invite.	
14. Like.	37. Plan.	56. Order.	
15. Look forward to.	38. Promise.	57. Persuade.	
16. Love.	39. Refuse.	58. Remind.	
17. Mind.	40. Seem.	59. Tell.	
18. Miss.	41. Swear.	60. Want.	
19. Put off.	42. Used to.	61. Warn.	
20. Risk.	43. Want.	62. Wish.	
21. Suggest.	44. Wish.		
22. There's no point in.	45. Would like.		63. Let.
23. There's no			64. Make.

Verb + -ing form	Verb + to infinitive	Verb + object + to infinitive	Verb + object + infinitive without to
use.			

A piece of advice

Pay attention to those verbs which can be used with two different verb patterns, for example, **ask, expect, want**.

Verbs + -ing form or to infinitive with a difference of meaning

Verb	Meaning 1: Verb + -ing form	Meaning 2: Verb + to infinitive
Remember.	Remember + -ing form: <i>I remember going to Disneyland when I was a child.</i> (Acordarse de haber hecho algo)	Remember + to infinitive: <i>Remember to send the fax to the travel agency.</i> (Recordar hacer algo).
Forget.	Forget + -ing form: <i>I'll never forget visiting Bali.</i> (Olvidarse de haber hecho algo).	Forget + to infinitive: <i>Don't forget to bring the brochures.</i> (Olvidar hacer algo).
Stop.	Stop + -ing form: <i>We stopped travelling with low cost airlines.</i> (Dejar de hacer algo).	Stop + to infinitive: <i>We stopped to visit the museum.</i> (Parar para hacer algo).
Mean.	Mean + -ing form: <i>My new job means moving to a different country.</i> (Implicar algo).	Mean + to infinitive: <i>I didn't mean to hurt you.</i> (Tener la intención de algo).
Regret.	Regret + -ing form: <i>I regret travelling with him.</i> (Arrepentirse de haber hecho	Regret + to infinitive: <i>We regret to tell / inform you that you haven't got the position you applied for.</i>

Verb	Meaning 1: Verb + -ing form	Meaning 2: Verb + to infinitive
	algo).	(Lamentar informar o decir algo).

Other uses of -ing form.

In the tables above we have studied that the form -ing is used after certain verbs. And now we are going to study other uses of this form:

- ✓ After prepositions: *Apart **from negotiating**, try not to complain too much.*
- ✓ As the subject of a sentence: ***Reaching an agreement with that important company is our dream.***
- ✓ After verbs of perception like *hear, see, watch, feel, notice...* you can use two structures:
 - ◆ Verb of perception + object + infinitive without to: *I **saw him enter**.*
 - ◆ Verb of perception + object + -ing form: *I **saw him entering**.*
 - ◆ This second structure is used when the progress of the action is emphasized.

A step ahead

For a full list of verb patterns, click on the following link:

[Verb patterns.](#)

Ejercicio Resuelto

Click to read the Spanish translation:

En inglés hay verbos que rigen diferentes pautas verbales. En la siguiente tabla se muestran los verbos organizados según la forma verbal de la que deben ir seguidos:

Pautas verbales

Verbo + forma -ing	Verbo + infinitivo con to	Verbo + objeto + infinitivo con to	Verbo + objeto + infinitivo sin to
1. Evitar. 2. Estar acostumbrado. 3. Merecer la pena.	24. Tener la intención. 25. Disponer. 26. Preguntar. 27. No poder	46. Aconsejar. 47. Permitir. 48. Preguntar. 49. Rogar. 50. Ordenar.	63. Permitir. 64. Hacer.

Verbo + forma -ing	Verbo + infinitivo con to	Verbo + objeto + infinitivo con to	Verbo + objeto + infinitivo sin to
4. No poder evitar.			
5. No poder soportar.	28. permitirse.		
6. Negar.	29. punto de.		
7. Disgustar.	30. Decidir.		
8. Disfrutar.	31. Merecer.	51. Esperar.	
9. Apetecer.	32. Fallar.	52. Prohibir.	
10. Acostumbrarse.	33. Tener	53. Forzar.	
11. Dejar.	esperanzas.	54. Ayudar.	
12. Seguir.	34. Manejar.	55. Invitar.	
13. Odiar.	35. Necesitar.	56. Ordenar.	
14. Gustar.	36. Ofrecer.	57. Persuadir.	
15. Desear con ilusión.	37. Planear.	58. Recordar.	
16. Encantar.	38. Prometer.	59. Contar.	
17. Importar.	39. Negarse.	60. Querer.	
18. Echar de menos.	40. Parecer.	61. Advertir.	
19. Posponer.	41. Jurar.	62. Desear.	
20. Arriesgar.	42. Solía.		
21. Sugerir.	43. Querer.		
22. No sirve de nada.	44. Desear.		
23. No sirve de nada.	45. Gustaría.		

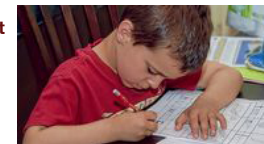
Hemos estudiado que la forma -ing se usa detrás de ciertos verbos que aparecen en la tabla de arriba, pero esta forma puede tener otros usos:

- ✓ Detrás de preposiciones.
- ✓ Como sujeto de una oración.
- ✓ Detrás de verbos de percepción. Estos verbos pueden ir seguidos de dos posibles estructuras:
 - ➔ Verbo de percepción + objeto + infinitivo sin to.
 - ➔ Verbo de percepción + objeto + forma -ing. Esta estructura se usa cuando se enfatiza la duración de la acción verbal expresada por el verbo con la forma -ing.

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

Think about it

Complete the following sentences so that they are true for you:



I never let my boss.....

I'll never forget....

I really enjoy....

I want my teacher...

I'm thinking of...

Autoevaluación

Complete the sentences using the following verbs in the correct form. Use each verb only once:

Smoke → Talk → Dance → Hear → Visit → Close → Travel → Take → Leave → Go

- ✓ They enjoy _____ during the traditional festivals of the village.
- ✓ The plane was about to _____ when we arrived at the airport.
- ✓ We are looking forward to _____ from you soon.
- ✓ Would you mind _____ the window, please?
- ✓ They went on _____ although they were tired.
- ✓ Don't forget _____ photos.
- ✓ Bali is worth _____.
- ✓ Are you thinking of _____ to Disneyland next summer?
- ✓ Please, stop _____. I've got a headache.
- ✓ _____ on the plane is not allowed.

Enviar

Autoevaluación

Match the halves of these sentences to form correct sentences:

Matching exercise

1 st part	Number	2 nd part
I don't allow my students	<input type="checkbox"/>	1. me feel sad.
Your behaviour makes	<input type="checkbox"/>	2. help you.
Let me	<input type="checkbox"/>	3. driving every day.
I want you	<input type="checkbox"/>	4. to travel by plane.
The thief denied	<input type="checkbox"/>	5. to smoke in class.
She got used to	<input type="checkbox"/>	6. stealing the money.
I would like	<input type="checkbox"/>	7. to tell me the truth.
We stopped	<input type="checkbox"/> <input type="checkbox"/>	8. to buy some souvenirs.
We stopped	<input type="checkbox"/> <input type="checkbox"/>	9. study really hard.
She made him	<input type="checkbox"/>	10. smoking last year.

Enviar

Are you familiar with verb patterns now?

A step ahead

For more practice on verb patterns click on the following link:

[Verb patterns.](#)

You should know

Choose the correct verb pattern:

[Infinitive or -ing form 1.](#)

[Infinitive or -ing form 2.](#)

[Infinitive or -ing form 3.](#)

2.2.- Intensifying adverbs.

Sometimes, when we describe something or some experience, we want to give emphasis so as to express our feelings and emotions associated to it. This emphasis can be conveyed by what can be called **intensifiers**.



- ✓ Intensifiers are degree adverbs and can be used:
 - ◆ Before gradable adjectives, that is adjectives which express qualities that can exist in different degrees. For example: *big, comfortable, common, dirty, important, quiet, rich, young...*

Intensifying adverbs which can be used with gradable adjectives are: *awfully, extremely, deeply, fairly, hugely, immensely, pretty, rather, really, reasonably, slightly, terribly, very.*

- ◆ Before non-gradable adjectives, that is adjectives which express extreme qualities. For example: *awful, dreadful, enormous, furious, huge, impossible, invaluable, terrible, wonderful, useless...*

Intensifying adverbs which can be used with non-gradable adjectives are: *absolutely, completely, entirely, pretty, really, simply, totally, utterly.*

A piece of advice

The intensifying adverbs **really** and **pretty** can be used with both gradable and non-gradable adjectives.

- ✓ Intensifying adverbs can be positive or negative:
 - ◆ *It was an **amazingly** large amount of money* (positive)
 - ◆ *An **awfully** bad negotiation* (negative)
 - ◆ Sometimes a negative intensifier is used before a positive adjective, what produces a confusing effect. However, it results in great emphasis. This is particularly popular with upper-class British people.
 - ◆ *What a **ridiculously interesting** thing!* (negative intensifier + positive adjective)
 - ◆ Intensifiers can be divided into **amplifiers** and **downtoners**.
 - **Amplifiers** are those which increase or amplify the quality or state expressed by the adjective. The most common amplifiers are: *absolutely, amazingly, deeply, entirely, really, so, strongly, terribly, too, totally, very...*
 - ✳ *It was **really** good!*
 - ✳ *Is it **so** expensive?*
 - ✳ *She's **very** happy now.*
 - ✳ *That was **too** bad.*
 - **Downtoners** are those adverbs which decrease the quality or state expressed by the adjective. The most common downtoners are: *.....barely.*

fairly, hardly, quite, rather, relatively, slightly,somewhat...

- ✳ *It was **rather** late.*
- ✳ *That's **quite** interesting.*
- ✳ *It's a **slightly** humorous article.*
- ✳ *He was **somewhat** offended.*

A step ahead

To know more about those intensifying adverbs which can be used with gradable and non-gradable adjectives, click on the following link:

[Gradable and non-gradable adjectives.](#)

Ejercicio Resuelto

Click to read the Spanish translation:

Quando describimos sentimientos, emociones o experiencias y queremos enfatizar algo hacemos uso de adverbios que intensifican la cualidad del adjetivo.

- ✓ Estos adverbios se pueden usar:
 - ◆ Delante de adjetivos que expresan una cualidad en diferentes grados.
 - ◆ Delante de adjetivos que expresan cualidades en su grado más extremo.
- ✓ Estos adverbios pueden ser positivos o negativos. A veces un intensificador negativo se puede usar delante de un adjetivo positivo lo que produce un efecto confuso. Sin embargo, aumenta el grado de énfasis.
- ✓ Estos adverbios pueden aumentar o disminuir la cualidad o el estado expresado por el adjetivo.

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

Autoevaluación

Match the following gradable adjectives with their corresponding non-gradable adjectives.



Matching exercise

Gradable adjectives	Number	Non-gradable adjectives
Angry.	<input type="checkbox"/>	01. Essential.
Big.	<input type="checkbox"/>	02. Delightful.
Clever.	<input type="checkbox"/>	03. Brilliant.
Expensive.	<input type="checkbox"/>	04. Extraordinary.
Happy.	<input type="checkbox"/>	05. Delighted.
Important.	<input type="checkbox"/>	06. Endless.
Long.	<input type="checkbox"/>	07. Amazed.
Pleasant.	<input type="checkbox"/>	08. Exhausted.
Surprised.	<input type="checkbox"/>	09. Furious.
Tasty.	<input type="checkbox"/>	10. Exorbitant.
Tired.	<input type="checkbox"/>	11. Devastated.
Unusual.	<input type="checkbox"/>	12. Delicious.
Upset.	<input type="checkbox"/>	13. Huge.

Enviar

Do you remember which intensifying adverbs can go with gradable adjectives

and which ones with non-gradable adjectives?

You should know

Choose the correct adverb for the following gradable or non-gradable adjectives:

[Gradable and non-gradable adjectives quiz.](#)

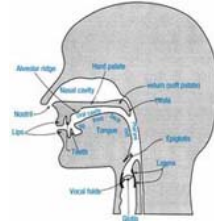
Click on the following link to do the activity on intensifying adverbs.

[Intensifying adverbs.](#) (0.08 MB)

2.4.- Pronunciation of the phoneme /ŋ/.

The most important characteristics of this sound are:

- ✓ Nasal sound: When you pronounce it the air escapes through the nose.
- ✓ Velar sound: The back of the tongue must be against the soft palate.
- ✓ Voiced sound: The vocal cords vibrate when you pronounce this sound.



This phoneme can appear:

- ✓ In the middle of a word:
ng: *finger* /'fɪŋgə(r)/, *angry* /'æŋɡri/, *longer* /lɒŋɡə(r)/, *singer* /'sɪŋə(r)/
nk: *donkey* /'dɒŋki/, *monkey* /'mʌŋki/, *ankle* /'æŋk(ə)/
nc: *uncle* /'ʌŋk(ə)/

As you can see from the examples, the spelling **nk**, **nc** is always pronounced with /ŋk/. However the spelling **ng**, when it is in the middle of a word, can be pronounced with /ŋɡ/ or simply /ŋ/. The difference lies in the way the words are constructed. For example, the word *singer* is derived from the word *sing* and the suffix **-er** is added. However, the word *finger* is not derived from any other word. Therefore, words which are derived are pronounced with /ŋ/ unlike words which are not derived from other words.

But, there is an exception to this rule. It is the case of comparatives and superlatives. They do not follow the rule explained above. Although they are derived from another adjective plus the suffix **-er/-est**, they are always pronounced with /ŋɡ/ like *longer* /lɒŋɡə(r)/.

- ✓ At the end of a word:
ng: *long* /lɒŋ/, *song* /sɒŋ/, *thing* /θɪŋ/, *wing* /wɪŋ/, *wrong* /rɒŋ/
nk: *think* /θɪŋk/, *thank* /θæŋk/

At the end of a word the spelling **ng** is always pronounced /ŋɡ/ and the spelling **nk** always /ŋk/

Win →Wing
 Sinner → Singer
 Ran → Rang
Ton → Tongue

Ejercicio Resuelto

Click to read the Spanish translation:

Este sonido puede ser descrito con las siguientes características:

- ✓ Nasal: Al pronunciarlo el aire sale a través de la nariz.
- ✓ Velar: El postdorso de la lengua se apoya en el velo del paladar.
- ✓ Sonoro: Las cuerdas vocales vibran al pronunciar este sonido.
- ✓ Este sonido puede aparecer en posición media o en posición final, pero nunca en posición inicial.
- ✓ En posición media las realizaciones ortográficas pueden ser **ng**, **nk**, **nc**. Los dos últimos siempre se pronuncian con el sonido /ŋk/. Sin embargo, el grafema **ng** puede pronunciarse como /ŋɡ/ o bien /ŋ/. Cuando la palabra que contiene el grafema **ng** es derivada de otra palabra dicho grafema se pronuncia como /ŋ/. Tenemos una excepción a esta regla que es el caso de los comparativos y superlativos, que a pesar de ser derivados de otro adjetivo siempre se pronuncian como /ŋɡ/.
- ✓ En posición final, el grafema **ng** siempre se pronuncia como /ŋɡ/ y el grafema **nk** como /ŋk/.

You should know

Can you notice the difference between these two sounds? Read them aloud.

/n/ → /ŋ/

Sin → Sing

Thin → Thing

.....Ban →Bang

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

Autoevaluación

How do you pronounce the spelling ng in the following words? Write 1 or 2 according to their pronunciation.



Matching exercise

Example	Number	Pronunciation
Youngest	<input type="radio"/>	1. /ŋ/
Language	<input type="radio"/>	
Singer	<input type="radio"/>	
Longer	<input type="radio"/>	
Ingredients	<input type="radio"/>	
Finger	<input type="radio"/>	2. /ŋg/
Walking	<input type="radio"/>	
Young	<input type="radio"/>	
England	<input type="radio"/>	
Wrong	<input type="radio"/>	
Tongue	<input type="radio"/>	

Enviar

Read the words aloud to practice the pronunciation.

Autoevaluación

Read the following transcriptions aloud and write the corresponding word:

- ✓ /wɪŋ/:
- ✓ /θɪŋ/:
- ✓ /sɪŋɪŋ/:
- ✓ /'i:vŋɪŋ/:
- ✓ /'rɪŋɪŋ/:
- ✓ /'lŋk(ə)l/:
- ✓ /tʌŋ/:
- ✓ /rɒŋ/:

Enviar

3.- Words you need. How to run a business meeting.

Think about it

Imagine you are running a business meeting and you want it to be as effective as possible:

- ✔ How do you welcome and introduce the participants?
- ✔ How do you apologize someone who is absent?
- ✔ How do you thank participants for attending the meeting?
- ✔ How do you close the meeting?



Now that you know that a business meeting is divided into different stages it is really important for you to know how to move on from one to another.

Useful phrases for a business meeting

OPENING THE MEETING
1. Good morning / afternoon everyone.
2. If we are all here let's get started / let's start the meeting.
WELCOMING AND INTRODUCING PARTICIPANTS
3. Please, join me in welcoming Ryan Simmons.
4. We're pleased to welcome Mr. Simmons .
5. It's a pleasure to welcome Mr.Simmons.
6. I'd like to introduce Ryan Simmons.
GIVING APOLOGIES FOR SOMEONE WHO IS ABSENT
7. I'm afraid our international sales director, Anne Trusting, can't be with us today. She is in Kobe at the moment, developing our Far East sales force.
8. I have received apologies for the absence of Anne Trusting, our international sales director who is in Kobe at the moment.

STATING THE OBJECTIVES OF A MEETING
9. We're here today to discuss ways of improving sales in rural market areas.
10. Our aim is to improve sales in rural market areas.
11. I've called this meeting in order to find ways of improving sales in rural market areas.
12. By the end of this meeting, I'd like to have different ways of improving rural sales in your sales districts.
READING THE MINUTES OF THE LAST MEETING
13. First, let's go over the report from the last meeting which was held on January 20th.
14. Here are the minutes of our last meeting which was held on January 20th.
INTRODUCING THE AGENDA
15. Have you all received a copy of the agenda?
16. Shall we take the points in order?
17. If you don't mind I'd like to go in order.
18. If you don't mind I'd like to skip item number 2 and move on to item number 3.
ALLOCATING ROLES
19. Jack has kindly agreed to give us a report on this matter. Right, Jack, over to you.
20. Anne will lead point number 1, Ryan will lead point number 2 and Paul number 3.
21. Sally, would you mind taking notes today?
22. I'd like to hand over to Paul who is going to lead the next point.
MOVING ON TO THE NEXT ITEM
23. I think that covers the first item, so let's move onto the next item.
24. If nobody has anything else to say, the next item on the agenda is...
25. Now we come to the question of...
SUMMARIZING THE MAIN POINTS
26. Before we close, let me just summarize the main points.
27. In brief / To sum up, ...
28. Shall I go over the main points?

AGREEING ON TIME, DATE AND PLACE FOR THE NEXT MEETING

29. How does Friday in two weeks time sound to everyone?

30. What about the following Wednesday? How is that?

31. So, see you all then.

THANKING PARTICIPANTS FOR ATTENDING

32. I'd like to thank Jack for joining us today.

33. Thank you all for attending.

34. Thanks for your participation.

CLOSING THE MEETING

35. The meeting is closed.

36. I declare the meeting closed.

Adapted from: http://esl.about.com/cs/onthejobenglish/a/a_runmeet.htm Text summary

Ejercicio Resuelto

Click to read the Spanish translation:

Ahora que sabes que cualquier reunión se divide en diferentes etapas es importante que conozcas expresiones para pasar de una a otra.

Expresiones útiles para una reunión de negocios**COMIENZO DE LA REUNIÓN**

1. Buenas tardes a todos.

2. Si estamos todos aquí, comencemos.

BIENVENIDA Y PRESENTACIÓN DE LOS PARTICIPANTES

3. Por favor, os pido vuestra colaboración para darle la bienvenida a Ryan Simmons.

4. Estamos encantados de darle la bienvenida al Sr. Simmons.

5. Es un placer darle la bienvenida al Sr. Simmons.

6. Me gustaría presentaros a Ryan Simmons.

DISCULPAS POR LA AUSENCIA DE ALGÚN PARTICIPANTE

7. Me temo que nuestra directora nacional de ventas, Anne Trusting, no estará con nosotros hoy. En este momento se encuentra en Kobe, tratando de ampliar nuestras ventas por los países del Este.

8. Debo pedir os disculpas de parte de nuestra directora nacional de ventas, Anne Trusting, quien en este momento se encuentra en Kobe.

OBJETIVOS DE LA REUNIÓN

9. Estamos aquí hoy para tratar diferentes formas de mejorar nuestras ventas en el mercado rural.

10. Nuestro propósito es mejorar las ventas en el mercado rural.

11. He convocado esta reunión para encontrar diferentes formas de mejorar nuestras ventas en el ámbito rural.

12. Al finalizar la reunión, me gustaría haber encontrado formas de mejorar las ventas rurales en vuestros distritos.

LECTURA DEL ACTA DE LA SESIÓN ANTERIOR

13. Primero leamos las actas de la sesión anterior celebrada el 20 de enero.

14. Aquí están las actas de la sesión anterior celebrada el 20 de enero.

PRESENTACIÓN DEL ORDEN DEL DÍA

15. ¿Todos habéis recibido una copia del orden del día?

16. ¿Qué os parece si vamos en orden?

17. Si no os importa me gustaría ir en orden.

18. Si no os importa me gustaría saltarme el punto número 2 y pasar al punto número 3.

ASIGNACIÓN DE PAPELES

19. Jack amablemente ha accedido a informarnos sobre este punto. Muy bien, Jack, es tu turno.

20. Anne hablará sobre el punto 1, Ryan sobre el punto 2 y, finalmente, Paul tratará el punto 3.

21. Sally, ¿te importaría redactar hoy las actas?

22. Me gustaría darle la palabra a Paul que se va a encargar del siguiente punto.

PASO AL SIGUIENTE PUNTO DEL ORDEN DEL DÍA

23. Creo que con esto queda cubierto el primer punto, así que pasemos al siguiente.

24. Si nadie tiene nada más que decir, el siguiente punto del orden del día es...

25. Ahora llegamos al punto de...

RESUMEN DE LOS PUNTOS PRINCIPALES

26. Antes de terminar me gustaría resumir los principales puntos.

27. En breve/Resumiendo...

28. ¿Qué os parece si resumimos los principales puntos?

HORA, FECHA Y LUGAR DE LA PRÓXIMA REUNIÓN

29. ¿Os parece bien el viernes dentro de dos semanas?

30. What about the following Wednesday? How is that? ¿Qué tal el próximo miércoles? ¿Estaría bien?

31. Entonces nos vemos en la fecha acordada.

AGRADECIMIENTO A LOS PARTICIPANTES POR SU ASISTENCIA

32. Me gustaría agradecerle a Jack su presencia hoy con nosotros.

33. Gracias por vuestra asistencia.

34. Gracias por vuestra participación.

CIERRE DE LA REUNIÓN

35. La reunión se da por terminada.

36. Se cierra la sesión.

[Text summary](#)

A step ahead

To know more about each stage, click on the following link:

[Meeting stages.](#)

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

Autoevaluación

At what point of a meeting do you use the following phrases? Match them to the corresponding number.



Matching exercise

Phrases	Number	Stages
Shall I go over the main points?	<input type="checkbox"/>	01. Opening the meeting.
I'd like to thank Jack for joining us today.	<input type="checkbox"/>	02. Welcoming and introducing participants.
So, see you all then.	<input type="checkbox"/>	03. Giving apologies for someone who is absent.
Let's go over the report from the last meeting which was held on December 15 th .	<input type="checkbox"/>	04. Stating the objectives of a meeting.
Sally, would you mind taking notes today?	<input type="checkbox"/>	05. Reading the minutes of the last meeting.
I'd like to introduce our new secretary.	<input type="checkbox"/>	06. Introducing the agenda.
I've called this meeting in order to find ways of improving sales in rural market areas.	<input type="checkbox"/>	07. Allocating roles.
I declare the meeting closed.	<input type="checkbox"/>	08. Moving on to the next item.

Phrases	Number	Stages
I think that covers the first item, so let's move onto the next item.	<input type="checkbox"/>	09. Summarizing the main points.
If you don't mind I'd like to go in order.	<input type="checkbox"/>	10. Agreeing on date, place and time for the next meeting.
I'm afraid our international sales director can't be with us today. She is in Asia at the moment, developing our Far East sales force.	<input type="checkbox"/>	11. Thanking participants for attending.
If we are all here let's get started.	<input type="checkbox"/>	12. Closing the meeting.

Enviar

For a meeting to be effective you should be familiar with the phrases to be used at each stage.


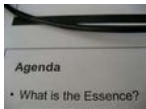






A step ahead




For more business English vocabulary, click on the following link:

[List of words related to business meetings.](#)

Appendix.- Licenses of resources.

Licenses of Resources used in session 03. "The art of effective negotiation."

Resource (1)	Resource information (1)	Resource (2)	Resource information (2)
	By: MyTudut. License: CC by-nc-sa. From http://www.flickr.com/photos/mytudut/5183268107/sizes/m/in/photostream/		By: bump. License: CC by-nc. From http://www.flickr.com/photos/bump/2369272920/sizes/m/in/photostream/
	By: mikecogh. License: CC by-nc-sa. From http://www.flickr.com/photos/mikecogh/3479000511/sizes/m/in/photostream/		By: Shane Global Language Centre. License: CC by. From http://www.flickr.com/photos/shaneglobal/5839121430/sizes/t/in/photostream/
	By: Chris Yarzab. License: CC by-nc-sa. From http://www.flickr.com/photos/chrisyarzab/5659535221/		By: manyacyak. License: CC by-nc. From http://www.flickr.com/photos/maniacyak/282669573/sizes/t/in/photostream/
	By: 5500. License: CC by-nc-sa. From http://www.flickr.com/photos/5500/133476608/sizes/t/in/photostream/		By: Jeff McNeill. License: CC by-sa. From http://www.flickr.com/photos/jeffmcneill/3530675848/sizes/t/in/photostream/

	By: Hans_van_Rijnberk. License: CC by. From http://www.flickr.com/photos/hansvanrijnberk/3496947134/sizes/t/in/photostream/		By: Nick Sherman. License: CC by-nc-sa. From http://www.flickr.com/photos/nicksherman/2384493006/sizes/m/in/photostream/
	By: daveypea. License: CC by-nc-sa. From http://www.flickr.com/photos/daveyp/163291410/sizes/m/in/photostream/		