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ОБРАЗОВАНИЕ



ИНСТИТУТ РАЗВИТИЯ
ПРОФИЛЬНОГО
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Предпринимательский
класс

Сборник практико-ориентированных заданий
для учащихся 10–11-х классов
проекта «Предпринимательский класс
в московской школе» по теме

“Negotiations”

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Название: Практико-ориентированные задания по ведению переговоров для учащихся 10–11-х классов проекта «Предпринимательский класс в московской школе»

Сборник практико-ориентированных заданий предназначен для учащихся 10–11-х классов московского образовательного проекта «Предпринимательский класс в московской школе». Основная цель сборника — развитие практических навыков ведения переговоров, необходимых будущим предпринимателям и специалистам сферы бизнеса. Задания помогают освоить ключевые элементы переговорного процесса, такие как подготовка, аргументация, достижение компромисса и управление конфликтами. Книга включает задания различной степени сложности, кейсы реальных ситуаций, рекомендации по улучшению переговорных способностей и инструменты оценки эффективности проведенных переговоров.

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■ Структура пособия

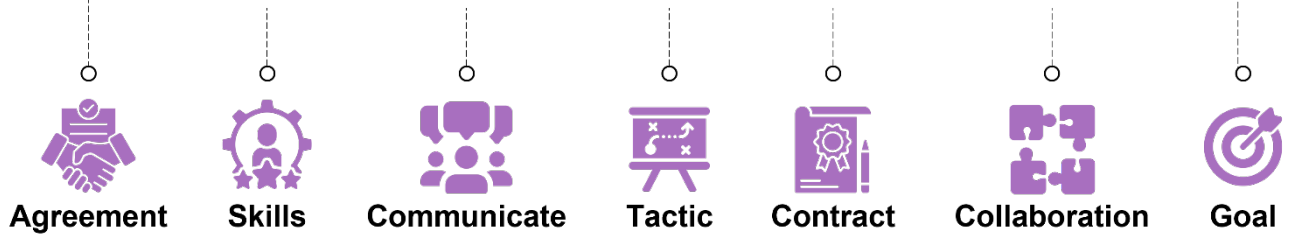
- Основные понятия и правила ведения переговоров
- Практическое освоение техник аргументации и убеждения
- Анализ ошибок и коррекция поведения в переговорах
- Методики подготовки к переговорам различного уровня сложности
- Рекомендации по проведению деловых встреч и презентаций
- Кейсы реальных бизнес-кейсов и ситуации в практике предпринимательства
- Самостоятельные задания и тесты для самооценки

Книга предназначена учителям-предметникам, педагогам дополнительного образования, учащимся старших классов московских школ, стремящимся развить свою компетентность в области ведения успешных переговоров.

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NEGOTIATION



Introduction

The English word 'negotiation' originates from the Latin 'negotatio', which literally meant "doing business, trading". In the sense of "discussing and agreeing on the terms of a deal or contract", it was first used in sources in 1570, and the word 'negotiator' ("negotiator") in the 1590s meant "businessman" or "someone who is engaged in wholesale trade". And although now "negotiations" mean only one of the directions in business, one should not forget that this process is the very essence of commercial activity and ultimately ensures the success of the enterprise and its divisions.

The past 25 years have seen dramatic shifts in the psychological study of negotiation. The study of negotiation was an active field within the domain of social psychology in the 1960s and 1970s, but the cognitive revolution in the late 1970s left little room for interpersonal processes, leaving the study of negotiation to decline. By the early 1980s, negotiations blossomed anew as perhaps the fastest growing area of teaching and research in schools of management. Much of this growth was based on psychological research, specifically a behavioral decision-making perspective. The 1980s and 1990s have witnessed an explosion of research on the negotiator as decision maker. But the late 1990s brought many calls to reintroduce the social aspects of the negotiation process—with an explicit criticism of the behavioral decision paradigm of negotiation as overly restrictive. In this paper, we review these developments and also explore an emergent body of work integrating cognitive and social aspects of negotiation. This work examines the negotiation as it is perceived and constructed by the negotiators themselves.

Current trends in the field of organizational development indicate that the need for constructive negotiations is increasing. Here we refer to areas such as decentralization, the trend towards smaller and more autonomous organizations, and the growing market and entrepreneurial orientation. Under these conditions, the organization's divisions are increasingly forced to solve internal problems on their own.

Negotiations have always been seen as the ability to follow one's interests along with the awareness of the inevitability of interdependence. Moreover, negotiations even increase the importance of interdependence in the sense that people realize how to use

it to gain an advantage. Having become interested in the problems of negotiations, we realized that it is not so easy to determine what truly successful negotiations are.

For some individuals, negotiation revolves around achieving victory. For others, it focuses on finding a middle ground. However, if we view it as a partnership, both parties can frequently attain their goals.

Task 1. Describe a situation when you had to negotiate.

- Who was involved in the negotiation?
- What was the negotiation about?
- How did you approach the negotiation?
- What was the outcome?

Negotiations Vocabulary



Mediation



Compromise



Tactic



Collaborative



Agreement



Proposal

Negotiation is a process in which two or more parties strive to reach a mutually beneficial agreement.

This can take place in formal contexts, such as corporate meetings or contract signings, as well as in informal scenarios, like shopping, bartering, or personal conversations.

To facilitate a successful negotiation, the following essential elements are important:

1. Preparation. Conduct research and clearly outline your goals prior to initiating negotiations. Equip yourself with strong arguments and supporting evidence for your proposals.

2. Clarity. Communicate your offers and proposals in a clear and direct manner to prevent any misunderstandings.

3. Active Listening. Make an effort to comprehend the needs of the other party to identify potential areas where you can make a contribution.

4. Friendliness. Maintain a polite, respectful, and empathetic demeanor. Avoid overly aggressive or passive tones.

5. Flexibility. Be willing to adjust if disagreements occur. Have alternative solutions ready that could be beneficial for all parties involved.

6. Effective Closing. Ensure that agreements are clearly articulated so all parties have a mutual understanding, and adhere to your commitments.

Now that you're familiar with how to achieve successful negotiations, let's explore the key terms and phrases that will assist you in navigating business negotiations in English.

Essential English Vocabulary for Negotiations

This section introduces you to the basic terms you'll need when negotiating in English, whether for work or personal matters.

Key Participants in a Negotiation

Before learning some negotiation terms and phrases, it's important to know the key vocabulary for the people involved in a negotiation:

- **Negotiator.** The person responsible for discussing and reaching agreements between two or more parties in a negotiation.
- **Party.** Refers to a group or individual involved in the negotiation.
- **Opposing party.** The other side with whom the negotiation is taking place.
- **Third party.** Entities that are not directly involved but have relevance or influence in the negotiation.
- **Stakeholder.** Any person, group, or organization that has an interest in or is affected by the negotiation outcome.
- **Mediator.** A neutral person who facilitates harmonious communication between both parties.
- **Arbitrator.** An impartial person who has the authority to make a final decision if there is a disagreement.
- **Decision-Maker.** A person with the authority to accept or reject proposals during the negotiation.

- **Advisor.** An expert who provides guidance and recommendations throughout the negotiation.
- **Legal representative.** The person authorized to make decisions and sign documents on behalf of a company or group.

General Negotiation Terms

Now that you know the key participants in a negotiation, it's time to learn essential vocabulary related to the negotiation process:

- **Proposal.** An offer or set of terms that one party presents to the other in order to reach an agreement.
- **Counteroffer.** An alternative proposal made after receiving an offer that was not entirely satisfactory.
- **Agreement.** A mutual understanding or decision reached between two or more parties, establishing commitments, conditions, or rules that all agree to follow.
- **Bargaining.** A type of negotiation where the involved parties try to adjust the terms until they reach a price or agreement more favorable than the initial offer.
- **Compromise.** An agreement in which each party takes on responsibilities or makes promises that must be fulfilled to achieve a common goal.
- **Deal.** A business or professional agreement reached after completing negotiations. It implies that both parties accept specific conditions or commitments, such as the exchange of goods, services, or favors, and are expected to uphold the agreed-upon terms.
- **Consensus.** A general agreement reached between the parties, where everyone agrees on a decision, even if they are not completely satisfied with it.
- **Concession.** When one party agrees to give up or modify part of their initial proposal or demand in order to reach an agreement.
- **Dispute.** A conflict or disagreement between parties, often due to differences in opinions, interests, or rights. If unresolved, disputes can escalate and lead to legal proceedings or major confrontations.
- **Settlement.** An agreement or resolution that puts an end to a conflict or dispute between the involved parties.
- **Collaboration.** An act of working together to produce a piece of work, especially a book or some research.
- **Misconception.** An idea that is wrong because it has been based on a failure to understand a situation.

Task 2. Match the definitions (a–h) with the vocabulary (1–8).

1. To clash	a. A situation where people work together to achieve the same thing
2. To get your (own) way	b. The capacity to make a profit
3. To compromise	c. A wrong idea that is based on a failure to understand a situation
4. Collaboration	d. To get what you want, even though other people disagree
5. A misconception	e. To reduce your demands in order to reach an agreement
6. A foundation	f. An argument
7. Profitability	g. To be in conflict
8. A quarrel	h. A base or starting point

Negotiation Expressions

Task 3. Complete the key phrases using the words below. Then match them to group A or B.

fancy, appreciate, good, explore, forward, instead, pleasure, consider, not, discuss, prefer, seems, rather, would, keep, find

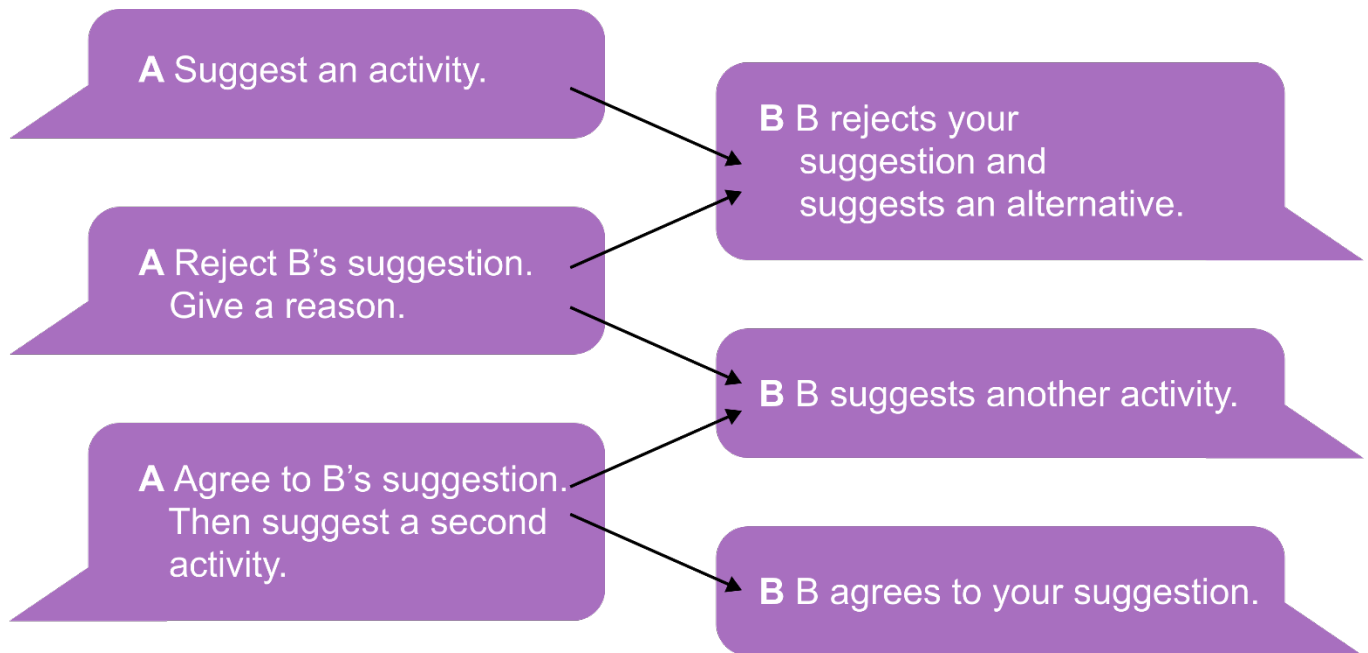
1. Let's _____ the terms of the agreement.
2. Let's move _____ with this deal.
3. I _____ your offer, but I was expecting something different.
4. Would you _____ our partner's offer?
5. I would like to _____ potential opportunities.
6. That _____ like a reasonable solution to me.
7. Let's see if we can _____ some common ground.
8. It was a _____ negotiating with you.
9. Let's _____ the conversation open for future opportunities.
10. I don't really _____ doing that.
11. I'd _____ to _____.
12. I'd rather _____.
13. I'd _____.

14. I think _____ be better.
15. I don't think that's a _____ idea.
16. Do you fancy _____?

A. Rejecting a suggestion:

B. Suggesting an alternative:

Task 4. Make a dialogue with a partner where you try to negotiate in an everyday situation using the phrases from the previous exercise.



Task 5. Read the text about negotiation exercises and practice in pairs and small groups. Set the marked words in right forms.

Negotiation Exercises

Negotiation is an essential skill that can improve both personal and professional relationships. Whether you're finalizing a contract, resolving a conflict, or discussing terms, having strong negotiation abilities can have a major impact. These skills can be effectively honed through negotiation exercises and organized activities that replicate real-life negotiation scenarios. Such exercises provide a safe environment to practice and enhance your negotiation techniques, allowing for a deeper understanding of the process. Engaging in these activities helps you anticipate various strategies, respond appropriately, and gain the confidence needed for significant negotiations.

These exercises copy real-world situations, allowing you to engage in role-playing, tactical discussions, and decision-making. By actively participating, you learn to manage various negotiation strategies, boost your communication and problem-solving

skills, and cultivate emotional intelligence. This hands-on experience fosters confidence and equips you to handle negotiations successfully across different contexts.



Communication

Good communication is the foundation of (1) _____ (SUCCESS) negotiation. It ensures that your ideas and positions are clearly understood. In exercises, practice speaking clearly and confidently. Work on explaining complex ideas simply and using positive language to create a friendly atmosphere.

Active listening

Active listening means fully paying attention to the speaker, understanding (2) _____ (THEY) message, and responding thoughtfully. It helps you gather information and understand the other person's perspective. Practise listening carefully during exercises. Summarise what the other person said, ask questions to clarify, and show empathy. This builds trust and helps find common ground.

Building rapport

Building a good relationship with the other person can greatly affect the outcome of a (3) _____ (NEGOTIATE). It creates mutual respect and understanding. During exercises, practice finding things in common, showing genuine interest in the other person, and demonstrating empathy. Building rapport can reduce tension and make negotiations smoother.

Persuasive language

Being (4) _____ (PERSUADE) helps you influence the other person's thinking and shows them the benefits of your proposals. In exercises, work on presenting strong evidence, appealing to the other person's interests, and framing your arguments to highlight mutual benefits.

Problem-solving

Negotiations often involve solving complex problems. Good problem-solving skills help you find (5) _____ (CREATE) solutions that benefit both parties. Approach exercises with a problem-solving mindset. Focus on understanding the issues, brainstorming solutions, and weighing the pros and cons of each option.

Emotional intelligence

Emotional intelligence involves understanding and managing your own emotions and those of others. High EQ helps you handle the (6) _____ (EMOTION) aspects of negotiation and keep the conversation positive. Use exercises to practise being aware of your emotions, managing stress, and showing empathy. Pay attention to emotional cues and stay calm under pressure.

Persistence

Negotiations can be long and tough. Patience helps you stay calm, and (7) _____ (PERSIST) keeps you focused on achieving a good outcome. In exercises, practice staying composed and engaged, even when discussions are difficult. Develop strategies to keep the conversation moving without giving up too easily.

By practising these skills — communication, active listening, building rapport, persuasive language, problem-solving, emotional intelligence, patience, and persistence, you can become a more effective negotiator.

The Framing Exercise

The framing exercise focuses on effectively framing your negotiation position to influence outcomes. By strategically presenting information and options, you can shape perceptions and drive more favourable results. This approach also helps address potential objections and align interests more closely. Mastery of framing techniques can significantly enhance your ability to reach mutually beneficial agreements.

Preparation

- **Roles.** Assign participants as Buyers or Sellers.
- **Scenario.** Provide background on the product/service being negotiated.

Structure

- **Opening statements.** Participants state their positions and initial offers.
- **Negotiation round.** Discuss price, quantity, terms, etc.

- **Information sharing.** Strategically share relevant details.
- **Proposal and counterproposal.** Make offers and adjust based on discussions.
- **Closing.** Debrief on strategies, challenges, and lessons learned.

It helps participants understand the power of framing in shaping perceptions and outcomes in negotiations. By mastering framing techniques, negotiators can influence discussions more effectively and steer them towards favourable agreements.

The “Orange Quarrel” Game

The “Orange Quarrel” game is a dynamic simulation designed to immerse participants in the complexities of negotiation and conflict resolution. Unlike traditional negotiation exercises, this game centres around a single orange, creating a scenario where participants must navigate conflicting interests to find a mutually beneficial solution.

How the Game Works

We need to follow the following steps to begin with the game.

1. Scenario setting

Participants are grouped into pairs or small teams, each receiving a scenario involving the ownership or use of a single orange. For instance, one participant might need the orange for his juice, while the other requires the peel for a recipe.

2. Negotiation dynamics

The game encourages participants to engage in negotiation to resolve the conflict. They must articulate their needs, listen to the opposing viewpoint, and explore possible compromises. This process mirrors real-life negotiation scenarios where parties must balance assertiveness with cooperation.

3. Decision making

Through negotiation, participants explore various options and trade-offs. They might consider dividing the orange, prioritising one use over another, or seeking alternative solutions altogether. This phase emphasises critical decision-making skills under pressure and the importance of considering multiple perspectives.

4. Outcome reflection

Following negotiations, facilitators lead a debriefing session. Participants reflect on their strategies, the challenges encountered, and the outcomes achieved. This reflection encourages learning by highlighting effective negotiation tactics, areas for improvement, and insights into collaborative problem-solving.

The “Orange Quarrel” game provides participants with practical benefits in negotiation and conflict resolution by immersing them in realistic scenarios where they negotiate over a single orange. Through this exercise, participants develop crucial skills such as effective communication, empathetic listening, creative problem-solving, and strategic decision-making. This hands-on experience not only enhances understanding of negotiation dynamics but also promotes collaboration to achieve mutually beneficial outcomes. Reflecting on their negotiation strategies and outcomes equips participants with valuable insights applicable in diverse personal and professional settings, enabling them to manage conflicts constructively and foster stronger relationships.

Task 6. Complete the following typical stages of a negotiation.

compromise, concessions, counter, details, interests, procedure, proposals, rapport, stalemate, table

1. Build _____ ⇒ develop an understanding of and ability to communicate with someone.
2. Probe _____ ⇒ find out the other side's expectations.
3. Begin the bargaining _____ ⇒ start to negotiate the terms of an agreement.
4. Make _____ ⇒ make suggestions.
5. Make proposals _____ ⇒ react to suggestions.
6. Reach a _____ ⇒ arrive at a situation, which no progress can be made.
7. Make _____ ⇒ allow or give up things in order to reach an agreement.
8. Reach a _____ ⇒ arrive at an agreement where both parties reduce their demands in order to agree.
9. Work out the _____ ⇒ discuss all the aspects of the deal.
10. Return to the negotiating _____ ⇒ re-negotiate an agreement.

Task 7. Discover the key differences between a win-win situation and a zero-sum game in negotiations.

Win-Win Situation vs Zero-Sum Game: Understand the Difference

A win-win situation occurs when both parties involved in a negotiation achieve positive outcomes. This type of agreement benefits everyone, fostering cooperation and mutual satisfaction. For instance, in business partnerships, a win-win situation ensures that both companies gain value, leading to long-term collaboration and success.

A zero-sum game refers to a scenario where only one party benefits at the expense of the other. In this situation, the gain of one party directly correlates with the loss of

the other. Zero-sum games often create competitive environments, as seen in markets where companies vie for limited resources or market share.

By understanding these concepts, you can navigate negotiations more effectively, aiming for win-win outcomes that promote positive relationships and sustainable success.

Task 8. Read the following extracts from a negotiation.

Extract 1.

A: I notice you have a Russian name.

B: Yes, my father is from Moscow.

A: Oh really? Do you speak the language?

B: I speak intermediate Russian and I can also read. It's quite a challenge to learn, though. Have you been to Russia?

A: Not yet, but I'd love to visit St Petersburg.

B: Oh, I recommend you do. St Petersburg is a magnificent city. So, shall we get down to business, then?

A: Sure. We were looking to make an order for 100 cases.

B: What sort of price did you have in mind?

A: We were hoping for unit price of around €4.50.

B: Ha-ha. Come on, let's be reasonable here. We've never gone that low on any deal before, even on much higher quantities. For your stated volume, the lowest I could go is around €7.50. *[Pause]*

Listen, I don't have any more room to negotiate this fee. € 7.50 is the bottom limit.

A: OK, well what if we were to...?

Extract 2.

A: Would you be willing to meet us halfway? If you cut your delivery time by, say, 10 days, we would be prepared to pay the price you have proposed. Most of your competitors are offering 30 days anyway.

B: Hmm... I suppose we could manage that. But we'd need to see a bit more flexibility on terms of payment.

A: I think we could work something out there. I'll have to check with head office, but I think we could agree on 3 weeks.

B: Fine. It's a deal.

A: Oh, transportation is included, isn't it?

B: Err, sure. We can throw that in.

Which stages did you notice?

- A win-win situation $\Rightarrow$ a situation in which both sides benefit.
- A zero- sum game $\Rightarrow$ a situation in which a benefit gained by one side means a loss to the other side.

Task 9. Read the text and do the task after it.

Tactics Used in Cooperation, Negotiation, and Struggle

The relationship between the negotiating parties is determined by the following parameters: the parties to the negotiations are interdependent, the parties to the negotiations represent different interests, and there are no significant differences in strength between them. How to act in such a situation? There is less and less control from above, and changes in the structure of power, formal hierarchy, and powers are becoming more significant. Neither the consent model nor the conflict model is suitable for this situation. The model of the so-called soft confrontation or, to be more precise, the negotiation model is more appropriate here.

Collaboration is appropriate among people with similar interests and goals. **Cooperation** in this situation is absolutely understandable: the partners' profits directly depend on their desire to use their opportunities together—an absolutely obvious situation of strong interdependence.

Negotiations are a necessary strategy when different, if not mutually exclusive, interests are at stake, but at the same time, there is a certain degree of interdependence between the two sides that will allow reaching an agreement beneficial to both sides. Of course, the parties will not agree with each other, but, nevertheless, they would like to come to some kind of agreement, since neither delay nor struggle for their interests will benefit them.

Strategy of struggle. When the interests of the parties are rigidly opposed to each other, and one of the parties is deeply convinced that fighting for their interests will bring more benefits than negotiations. Sometimes people use methods of confrontation intentionally to prove and show that they are serious negotiating partners. In general, the strategy of struggle is directly related to the aspect of the balance of power and has a significant impact on it: one side is trying to subjugate the other, using every opportunity to strengthen its power position.

Identify the tactics used in cooperation, negotiation, and struggle.

Cooperation	Negotiations	Struggle
The conflict is considered by the parties as a common problem	Conflict is a clash of different but interdependent interests	Conflict is a matter of "victory or defeat", "on the shield or under the shield", "us or them"
People are trying to get into the opponent's position, to put themselves in his place	Being interested in the opponent's problems is used as a tactic	No one cares about the interests and problems of the other party

Task 10. Appraise a situation and answer the question.

Car rally

The distributor of the car manufacturer is holding a non-commercial car rally in the city. Parking near the MANFRED'S shopping center is planned to be the collection point. The director of MANFRED'S wants to receive a reward for this. But the distributor is not ready to pay the money. What to do?

What strategy would be most preferable and which less?

Task 11. Read the text.

Discussing a More Favorable Salary Offer for Your New Position

If you succeed in the recruitment interview, a job offer could be imminent, and you'll need to discuss the important details regarding your financial worth.

While many graduate training programs come with predetermined starting salaries, there are many roles where you'll need to hone your negotiation abilities. A job offer indicates that the organization values you as an asset, so you should aim to align your compensation accordingly.

There are no strict guidelines for when and how to negotiate, but it's crucial to be mindful of the organization's culture. Additionally, there are practical steps you can take to position yourself effectively. Familiarize yourself with the company as well as the salary ranges commonly offered. Conducting thorough research beforehand can be incredibly beneficial. You might check job advertisements online for salaries related to similar roles or seek guidance from professional or personal connections. Local Training and Enterprise Councils can also be helpful resources. Lastly, if you belong to a union, they will provide information regarding acceptable salary ranges for your profession.

If the salary proposed falls short of your expectations, consider negotiating for an early salary review, such as after your first six months. Ensure that the criteria for this review are clearly defined and included in your contract.

Additionally, evaluate the complete salary package rather than just focusing on the salary figure itself. You might discover that the combination of salary and benefits

makes the overall package more attractive. For example, you could receive private health insurance, a non-contributory pension, a work-related vehicle, and/or substantial bonuses. If bonuses are on the table, it's wise to clarify the criteria for receiving them to fully understand the attached terms and conditions. During negotiations, be compelling and consistent in your reasoning, but also be ready to find common ground if you truly desire the position.

If your negotiations go well, make sure to get the confirmed terms and conditions in writing as soon as possible.

Task 12. Complete the sentences below. Choose **ONE WORD ONLY** from the text for each answer. Write your answers in boxes 1–6 on your answer sheet.

1. When negotiating a salary, potential employees should take advantage of the company's view of them as a useful _____. 2. When negotiating a salary, it is important to be aware of the company's particular _____. 3. Some people use the _____ to monitor salaries offered for similar positions. 4. People who belong to a _____ can ask for recommendations on what is the norm for payment in their field. 5. Some people try to arrange for a _____ of their salary to be carried out after an initial period. 6. It is important to be willing to accept a _____ if the negotiations are getting nowhere.

Task 13. Describe a situation when you had to negotiate.

- Who was involved in the negotiation?
- What was the negotiation about?
- How did you approach the negotiation?
- What was the outcome?

Task 14. Read the text and then match the situations with the type of negotiation.

For some individuals, negotiation is a quest for victory, while for others, it revolves around finding a compromise. However, if we approach negotiation as a form of collaboration, both parties can often achieve their desired outcomes.

Whether you're involved in a multimillion-dollar agreement, defining your role within a project, or simply convincing your colleagues to opt for Chinese food during lunch, honing effective negotiation skills can enable you to inspire others, achieve optimal results, and enhance profitability.

A common misunderstanding is that negotiation requires us to stubbornly push our own agenda to secure what we want. On the other hand, some believe that negotiation is solely about compromise, necessitating a readiness to give up half of our desires.

However, simplifying negotiation to insistence or compromise can harm relationships and leave both parties feeling dissatisfied. According to Fisher and Ury in their well-known book "Getting to Yes," there is a more effective approach: collaboration. They illustrate this with the story of the Orange Quarrel.

Joey and Jenny are in conflict over an orange. In a win-lose scenario, Joey might simply take the orange from Jenny, leaving him satisfied but Jenny upset and frustrated. Alternatively, Joey may resort to deceitful tactics to convince Jenny that the orange isn't worth keeping, resulting in Joey getting his way but potentially harming their relationship in the long run.

In a compromise approach, Joey and Jenny might decide to split the orange in half. While this effort to share results in each getting half of what they wanted, neither feels fully content.

However, if Joey and Jenny take the time to communicate, they might discover that Jenny actually wants the orange peel for baking, while Joey enjoys eating the fruit. In this collaborative situation, both Joey and Jenny achieve complete satisfaction since Jenny gets all the peel and Joey receives all the fruit. Yet, as Fisher and Ury point out, many negotiations conclude with each party ending up with half an orange, rather than one party enjoying the whole fruit and the other the entire peel.

To recognize the importance of collaboration in negotiations, we must first understand that it's not always a competitive environment. One person's success does not have to result in another's failure. By exploring the interests and requirements of both parties, we can uncover potential solutions that we may not have previously considered.

a. Collaborative negotiation	1. Joey takes the whole orange and Jenny gets nothing.
b. Negotiating by compromise	2. Joey and Jenny split the orange and each of them gets half.
c. Win-lose negotiation	3. Joey and Jenny find out that they each need different parts of the orange. Jenny takes the peel and Joey takes the fruit.

Task 15. Read the text again and decide whether the sentences are true (T) or false (F).

1. Negotiating involves advocating for our perspective and securing the outcomes we desire.
2. If we reject any compromise, effective negotiation becomes impossible.

3. The lesson of the Orange Quarrel is that both parties can attain complete satisfaction by recognizing each other's needs and approaching the situation with creativity.

4. One goal in negotiation might be to maintain a positive relationship with the other party involved.

5. We should use the majority of our negotiation time expressing our desires to others.

6. It's crucial to identify which of your goals align with those of the other party and which ones might conflict.

7. We might have the same goals and objectives as our negotiation partner. 8. We should follow our instincts and take the first solution that comes to mind.

It turns out, we don't have to look any further than our recent history in order to get a true sense of how powerful negotiation can be politically, economically, socially, and even personally. Part of the reason for this is that many of the most influential figures of the past were able to be that influential because of their ability and willingness to negotiate for themselves and for others. In this section, we will look at three key historical examples of individuals who used negotiation not only to better their own circumstances and the circumstances of others, but to change the whole course of history.

Task 16. Choose the best response to complete each of the sentences below.

1. To arrange/have talks = to _____ talks. (hope, hold, take)

2. After the last _____ (= series) of talks, they agreed to two of our requirements. (roundabout, circle, round)

3. There are still a _____ of issues (= many issues) that we have to resolve. (digit, number, figure)

4. The person who works for another company but does the same job as you can be referred to as your _____ at that company. (counterpart, counterfeit, counter)

5. We have to _____ (= resolve) these differences as soon as possible. (iron out, iron, iron through)

6. When one speaks of _____ differences, one is saying that there are substantial differences in the negotiating parties' positions. (hollow, expanded, deep)

7. The atmosphere was _____ (= everyone was friendly/polite to each other). (cordial, deep, opinionated)

8. The _____ (= final statement made to journalists) stated that the parties failed to reach an agreement. (communique, community, disagreement)

9. If the atmosphere of a meeting is described as _____, it means it's quite formal. (back-to-business, businesslike, friendly)

10. Which one of these terms does NOT mean "negotiations"? (discussions, talks, counterparts)

Task 17. In pairs, discuss the following questions.

1. Are there possible situations in your country where negotiating could lead to lower prices on products? Are you good at doing that? Why / why not?

2. Does your company offer various prices for different customers? Why / why not?

3. How do you ensure that you get the best price on the items you purchase in your personal life?

Role-playing. Decide with your partner, who will be Student A and Student B, and then role-play the below situations. Read only your role. When you and your partner are ready, you can begin.

The Office

Student A: Your employee, Student B, has not been performing very well recently at work. She/he has many problems (See the problems for #1 above). You have invited him/her to your office. You plan to fire him/her. Talk to him/her nicely, and let him/her know that s/he must leave at the end of the day.

Student B: Your boss has asked you to come into his/her office. You are not sure why. Recently, you have been very stressed out. You have a new baby at home, so you can't sleep. Also, your other workmates are bad at their jobs, which makes it hard for you to do your job.

Task 18. Match the definitions (a–h) with the vocabulary (1–8).

Part A

1. Resolve (v)	a. Strongly suggest that someone do something
2. Confirm (v)	b. Give someone the things that they need or want
3. Negotiate (v)	c. Agree on a conclusion to a situation
4. Wrap up (phr. v)	d. State that some information is correct
5. Settle (v)	e. Discuss a situation to find an agreement
6. Urge (v)	f. End the period of time when an official agreement is in place
7. Accommodate (v)	g. Find a good solution to a problem
8. Expire (v)	h. Bring a meeting or process to a close

Task 19. Complete the following sentences with the noun form of the Part A verb in brackets.

Part B

1. I think we might have found a _____ to the problem we were having with our computers. (resolve)
2. Can you ask them for _____ that they have received our order? (confirm)
3. We're not going to lower the price for them. I'm not interested in a _____. (negotiate)
4. We've reached a _____ with them and we'll send them the first payment next week. (settle)
5. I'm trying to resist the _____ to complain about their sales people. They were so rude to us! (urge)
6. He's starting here next week, but he's currently looking for closer _____ to this office. (accommodate)
7. I've got the present for him, but Janice has gone to buy some _____ paper. (wrap up)
8. We must remember to renew the contract on their website next week before the _____ on October 7th. (expire)

Task 20. Now complete the following sentences with the vocabulary from Part A.

Part C

1. I can _____ that we're interested in what you have to offer.
2. What I want to do is to _____ the terms of the deal.
3. The exact number we need is something we can _____.
4. We can certainly _____ all of your needs.
5. I can't really _____ the problem over price on this model as that is the cheapest I can offer.
6. I would _____ you to consider our helpline service which is a fantastic deal.
7. I can also offer you a 15% discount if you buy from us again when the guarantee _____.
8. Let's _____ this _____ for now, but I will email you later to finalise the details.

Task 21. Read the dialogue and do the task after it.

Stefan: Hi Liz, Great to see you. Thanks for coming.

Liz: Not a problem, I was in the area anyway. You want to talk about the laptops we were discussing last week, yes?

Stefan: I do. I can confirm that we're interested in what you have to offer. What I want to do is to settle the terms of the deal.

Liz: That's great news. Now as I understand it, you wanted to buy 50 laptops from us to begin with, the... uh... the LX model, is that correct?

Stefan: Yes, although the exact number we need is something we can negotiate. We'll need 50 as soon as possible, with another 30 in three months from now when our Berlin office opens. However, we also have plans to open an office in Paris and Amsterdam within the next 48 months.

Liz: I see. We can certainly accommodate all of your needs, but let's start with what you need now and then go from there. The LX model is usually \$800 per unit, but we can let you have it for \$750.

Stefan: That sounds good, but my budget really only covers \$700 per unit.

Liz: I can't really resolve the problem over price on this model as that is the cheapest I can offer. What I can do for you is provide a five-year guarantee on all units. Also, I would urge you to consider our helpline service which is a fantastic deal. We provide a number which your employees can call 24 hours a day to get help. We can access the laptop remotely and try to fix the problem, or if we can't do that, we can replace the laptop for you free of charge. Now that usually costs \$49.99 per unit for two years, but I can offer you that service for free for five years. It's a lot less expensive than running your own IT department.

Stefan: That's a really good offer, thank you. I may need to have a conversation with someone in finance before I can agree to that, but let me ask you this: if we take the 80 units at \$750, will you be open to offering us a discount on future orders?

Liz: I think I could agree to a discount on orders of over 100 units in future. I can also offer you a 15% discount if you buy from us again when the guarantee expires.

Stefan: That sounds great, Liz. Let's wrap this up for now, but I will email you later to finalise the details. I think 80 laptops at \$750 each, plus the five-year guarantee and the hotline service is going to get the green light.

Liz: Wonderful! Thanks a lot for your time today.

Stefan: And you. Let me walk you out.

Decide if the following statements are true (T) or false (F).

1. Liz and Stefan have never spoken before.
2. Stefan wants to buy a total of 50 laptops.

3. There are plans to open three new offices for Stefan's company over the next two years.

4. Liz's company can supply all of the laptops needed.

5. Liz offers Stefan a lower price per unit.

6. Stefan can afford the price that Liz suggests.

7. The service Liz offers will last longer than it usually does.

8. Stefan is able to make a decision about what to do immediately.

9. If Stefan orders from Liz in future, it will be cheaper.

Task 22. You get a card, read it and prepare to negotiate with the other students.

Student A

You want to buy business phones for your company and have made arrangements to talk to a seller. Note the following points:

- There are 150 people in your company at the moment, but you are expanding and expect to employ 30 more people in the next 6 months, and an additional 60 in the next 18 months.
- Most of the people who work for you will need the phones for international travel and communication.
- The maximum you can spend on the phones is \$600 per unit. However, you have seen that the company you are talking to have a deal for \$400 per unit if you buy more than 100 units.
- You will need to make sure you have insurance for the phones in case anything goes wrong with them.
- Your boss is very worried about money and doesn't want to spend any more than absolutely necessary.

Student B

You sell phones and have a new customer. Note the following points:

- Your sales this year haven't been going as well as usual and you need to increase them.
- You have just received a stock of the brand new LKD phone, which is the best you have seen. It includes an international call and Wi-Fi package and sells for \$650 per unit. However, if you can sell more than 200 units, you could reduce the price to \$600 per unit.

- You have another phone, which doesn't include an international call and Wi-Fi package that you can offer for \$500 per unit on orders of over 100 units. An international call and Wi-Fi package will cost an extra \$40 per phone.
- You currently have a deal on a phone for \$400 if the customer buys more than 100 units, but you know that phone hasn't worked very well, and a lot of customers have had problems with it.
- Your company sells insurance for the phones but will often include that if there's a large order. The insurance is usually \$70 per phone for 3 years.
- Your phones range in price from \$300 up to \$1500 per unit.

Task 23. Match the titles to the paragraphs A-D. Two titles are extra.

- Be Polite and Flexible
- Build a Relationship
- What to Do When It Goes Wrong
- Don't Take the First Offer
- Buying Time
- Do Your Homework

Rules for Negotiations

A. _____

Before any negotiation, you must do your homework and make sure you understand all of the terms of the deal. People often think negotiations are about money, but this is often one aspect. For example, if you have been offered a job and you are invited to discuss the salary, you should also talk over other factors such as transport, holiday, and training. You might focus on the salary and get them to give you £60,000 a year, when they were offering £55,000. But you live 90 minutes away and now you have to spend money on transport or buy a car. It could be that £57,000 plus a company car would have been a better deal. So consider what is acceptable to you and list all of the options.

B. _____

Be sure to be friendly and smile. It's much harder to disagree with someone who is pleasant and polite, so it's easier for you to be persuasive. It doesn't mean that you are going to be pushed into doing something that you don't want to do.

C. _____

Whatever they propose at the beginning, avoid saying yes to it straight away. In negotiations, few people offer the most they are prepared to give right away. Try listening to what they are saying and think about the situation from their point of view. Connect their offer to your situation and try to open up other possibilities. If they offer you £ 55,000 for the job, say something like "I was hoping for £60,000 because I have

a long commute and will need to pay for transport". Now you have given options and provided other possibilities for a resolution. If the salary is important to them, they may be able to make things easier for you to reach an understanding in other ways, for example working from home, or use of company accommodation. Try to politely make sure that when you give something, you get something back.

D. _____

Get to know the people you're working with. You may find yourself negotiating with them again in future and this will be much easier if you know more about them and what they value. The ideal negotiation will be when both sides walk away with something they want and you both have a commitment that you are happy with. You may be able to use future deals as a way to bargain with them too. For example, agree to accommodate their demands for a price in return for a discount the next time you buy from them. This means you both get something of value: you pay less and they get a return customer.

Task 24. Read the article once again and find vocabulary with the following definitions.

1. _____ — the rules of an official agreement.
2. _____ — discuss a plan in detail to make a decision.
3. _____ — of a level that most people are happy with.
4. _____ — able to affect other people's decisions.
5. _____ — encourage someone to do something they may not really want to do.
6. _____ — suggest an action.
7. _____ — an unofficial agreement.
8. _____ — a promise to do something.

Task 25. Match the words and phrases on the left with the explanations on the right.

1. Position	a. This is the figure for a particular variable that you would find satisfactory
2. Interest	b. This is something that doesn't really matter to you, but which you include in your opening position statement because you may be able to trade it for something from the other party
3. Variable	c. This is your best alternative to a negotiated agreement. In other words, it is what you will still have if the negotiation fails
4. Opening point	d. A situation where there is no solution, because neither side can move

5. Target point	e. This is your limit for a particular variable. You cannot go beyond this point
6. Reservation point	f. This is the figure you give for a particular variable when you first state your position
7. BATNA	g. This is what you really need out of the negotiation
8. Deadlock	h. To agree to a compromise half-way between person A's figure and person B's figure
9. Split the difference	i. This is what you say you want out of the negotiation
10. Giveaway	j. This is one of the things that can be negotiated, such as the unit price, guarantees or the delivery date

Task 26. Read the article. Write one of the words/phrases from the previous exercise in each space. Some words need to be in the plural form.

Positions and Interests

They say that negotiating is like mind-reading but the most important mind to read is your own. If you don't fully understand your own needs and wants from the negotiation, there's no point in trying to read the other person's mind!

The mistake most inexperienced negotiators make is that they focus too much on positions and not enough on interests. Almost by definition, (1) _____ are incompatible: I want to pay £500 for your printer, but you want to receive £1000; I want the printer tomorrow, but you want to deliver next month; I want you to install the printer, but you want me to do it. We can't both get what we want. Even if we (2) _____ on price and delivery date, neither of us will be happy.

That's why it's so important to be aware of our interests, the reasons behind our positions. Let's look again at the three (3) _____ in our example. I want the machine quickly so I can complete a big order for a client worth £10,000. You can't deliver quickly because you don't have that particular model in stock. I can't pay £1000 because I've got a cash flow crisis — that's why the big order from my client is so important. You won't accept £500 because the printer will cost you £600 from your supplier. I want you to install the machine because I don't think I could do it properly. You want me to do it because it costs you £50 to send out an engineer.

When we start thinking in terms of (4) _____, creative solutions become possible. Maybe there's a way for me to borrow a different machine to complete the big order, and to pay the full price, plus the £50 cost of installation, in two months, when the right machine's in stock and my cash flow crisis is over.

In other words, instead of treating the negotiation like a game of poker, we can both benefit from being honest and open about what we really need and why we need it. Of course, openness and honesty carry their own risks: a completely open and honest negotiator can easily be manipulated by a more cynical adversary. Revealing your interests can be a great way of breaking a (5) _____, but there's no need to

reveal too much if there's no deadlock to break. At the end of the day, you've got a duty to get the best possible deal for yourself or your organization.

That's why, for each variable, it's essential to plan three points. Start by working out your (6) _____. If you're the seller, this might be the price you need simply to cover your costs. Below this price, you're better off walking away from the negotiation. You can then decide what you actually want from each variable – the figure that would make you feel satisfied. This is your (7) _____. Finally, plan your (8) _____ some way beyond that target point. This means you can show some flexibility in the negotiation and still come away with what you want – and you may even get more than you want!

Once you've worked out these three points for every variable (and of course, how they relate to each other), there's still one vital piece of information you need: your BATNA, or best alternative to negotiated agreement. For example, if you're trying to sell your car to person A, it's useful to know how much person B would be prepared to pay. If A can't match B's price, walk away from the negotiation. Even if there's no person B, you can work out the probability of finding another buyer, and making a realistic calculation of how much you could expect that buyer to pay. Of course, real person A's concrete offer of £1000 may be worth more to you than hypothetical person B's potential offer of £1200, but these are things you can calculate or at least estimate. And even if there's no hope of finding a person B, you've still got a (9) _____.: you get to keep your car. Finally, professional negotiators always plan a few (10) _____.: things that cost them nothing, but which they can exchange for something of value from the other side. For example, one variable might be delivery time. The supplier has actually got the goods in stock, and is desperate to get them out of the warehouse. But he still asks for a four-week delivery period. The customer needs the goods as soon as possible, and accepts a higher price in exchange for quicker delivery. Of course, this can be a risky strategy — deceiving the other person is in direct conflict with your aim of building long-term trust! But if used in moderation, this technique can be good for breaking deadlocks.

Keys

Task 1.

Sample Answer

“One notable situation when I had to negotiate was during my final year project at university. I was leading a team of three members, and we faced a conflict about the project's deadline. The project was a software development task, and one team member felt we had sufficient time, while another was worried we might not meet the deadline.

To resolve this, I organized a meeting to discuss each member's perspective. I emphasized the importance of compromise and understanding each other's concerns. We collectively decided to divide the project into smaller, manageable tasks with

individual deadlines. This approach not only eased the tension but also kept the project on track. Eventually, our team successfully completed the project on time, earning high marks for our effort.”

Task 2.

1 — g; 2 — d; 3 — e; 4 — a; 5 — c; 6 — h; 7 — b; 8 — f

Task 3.

1) discuss, 2) forward, 3) appreciate, 4) consider, 5) explore, 6) seems, 7) find, 8) pleasure, 9) keep, 10) fancy, 11) prefer, 12) not, 13) rather, 14) would, 15) good, 16) instead

A — 10, 15; B — 12, 13, 14, 16

Task 5.

1 — successful; 2 — their; 3 — negotiation; 4 — persuasive; 5 — creative; 6 — emotional; 7 — persistence

Task 6.

1) rapport; 2) interests; 3) procedure; 4) proposals; 5) counter; 6) stalemate; 7) concessions; 8) compromise; 9) details; 10) table

Task 12.

1) asset; 2) culture; 3) Internet; 4) union; 5) review; 6) compromise

Task 13.

Sample Answer

“One notable situation when I had to negotiate was during my final year project at university. I was leading a team of three members, and we faced a conflict about the project’s deadline. The project was a software development task, and one team member felt we had sufficient time, while another was worried we might not meet the deadline.

To resolve this, I organized a meeting to discuss each member’s perspective. I emphasized the importance of compromise and understanding each other’s concerns. We collectively decided to divide the project into smaller, manageable tasks with individual deadlines. This approach not only eased the tension but also kept the project on track. Eventually, our team successfully completed the project on time, earning high marks for our effort.”

Task 14.

1 — c, 2 — a, 3 — b

Task 15.

1 — T, 2 — T, 3 — T, 4 — T, 5 — F, 6 — T, 7 — T, 8 — F

Task 16.

1) hold, 2) round, 3) number, 4) counterpart, 5) iron out, 6) deep, 7) cordial, 8) communicate, 9) businesslike, 10) counterparts

Task 18.

1 — g, 2 — d, 3 — e, 4 — h, 5 — c, 6 — a, 7 — b, 8 — f

Task 19.

1) resolution (n), 2) confirmation (n), 3) negotiation (n), 4) settlement (n),
5) urge (n), 6) accommodation (n), 7) wrapping (adj.), 8) expiration (n)

Task 20.

1) confirm, 2) settle, 3) negotiate, 4) accommodate, 5) resolve, 6) urge, 7) expires,
8) wrap up

Task 21.

1 — F, 2 — F, 3 — T, 4 — T, 5 — T, 6 — F, 7 — T, 8 — F, 9 — T

Task 23.

A. Do Your Homework. B. Be Polite and Flexible. C. Don't Take the First Offer.
D. Build a Relationship/

Task 24.

1) terms (n), 2) talk over (phr.v), 3) acceptable (adj), 4) persuasive (adj), 5) push
(someone into doing something), 6) propose (v), 7) understanding (n), 8) commitment
(n)

Task 25.

1 — I, 2 — g, 3 — j, 4 — f, 5 — a, 6 — e, 7 — c, 8 — d, 9 — h, 10 — b

Task 26.

1) positions; 2) split the difference; 3) variables; 4) interests; 5) deadlock; 6)
reservation point; 7) target point; 8) opening point; 9) BATNA; 10) giveaways