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| **L12 - LINGUA E TRADUZIONE INGLESE III** **Modulo B Lingua e Traduzione per L’impresa Internazionale a.a. 2022-2023****LETTORATO Dott.ssa M. Condon/ Dott.ssa R.O’Doherty****marie.condon@unimc.it****rebecca.odoherty@unimc .it****8/2/2023** |

**Conditionals and Bargaining**

**Discuss the questions.**

• What project(s) are you working on right now?

• What might go wrong when working on a project?

• Do you draft a contingency plan (aka Plan B) for every project?

• When a project ends, do you have a meeting to discuss what went well and what went wrong?

**Read a short dialogue from a final project meeting and underline all the conditional sentences.**

**Peggy:** Who would like to start?

**Manuela:** I can! So, all in all, I think we’ve done pretty well. But, of course, there are some things worth pointing out. During our next project, we definitely need to read the project brief more carefully. As you all know, this time we didn’t and because of this, we faced some serious problems. For example, if we hadn’t missed the functionality requirement described in the last point of the brief, we wouldn’t be working on it now.

 **John:** Yeah, I agree with you. What I would also like to add is that we have to work on setting achievable milestones. I feel that we are sometimes a little over-optimistic. If we were more realistic when planning projects, we would have achieved all of the project’s goals on time.

**Peggy:** Sure, that’s something we need to work on, but, let’s face it, it’s not easy to change personality. Nevertheless, there is one more thing I want to discuss. We need to remember that every project is a joint effort by the whole team and not just one person. For sure, we need to give thanks to you, Manuela. I feel that if you weren’t such a good team player and hard worker, we wouldn’t have done so well.

**Complete the sentences with the correct form of the verbs in brackets.**

a) If we …………… (leave) earlier, we …………… (sit) on the plane now.

b) If you …………… (be) so lazy, you …………… (finish) your task by now.

c) We …………… (be) in a better financial position now if you …………… (not reject) that job.

 d) If he …………… (not steal) money from the company, he …………. still ………… (work) for us.

e) If you …………… (not have) such a good memory, we …………… (not find) that place again.

**Rephrase the sentences using mixed conditionals.**

**EXAMPLE**: You didn’t finish your work on time because you are a procrastinator. If I weren’t such a procrastinator, I would have finished my work on time.

a) You were late for a kick-off meeting. Now, you don’t know the details of the project.

b) You should be participating in a business meeting now, but you are not. Your taxi didn’t come on time.

c) You are a really good worker. You got promoted.

d) You don’t know German well enough. You didn’t get a new job because the company’s language is German.

**BARGAINING AND NEGOTATION.**

**Discuss these questions together:**

1. What exactly does bargaining mean? What does it involve?

2. Why is bargaining so stressful?

3. Does bargaining always involve an element of deception?

4. What exactly is a trade-off?

5. What is the key to successful bargaining?

 6. What is the most important word during the bargaining stage?

**READING: Read the article to answer the questions from exercise 1. What does the diagram show?**

**The Bargaining Stage**

Horse-trading …concession-trading ... give-and-take …haggling ... bartering … bargaining …negotiating. Call it what you like, but this is where the real action in a negotiation happens. We all know that negotiations aren’t all about winning and losing, but try telling that to the executive who has to return home to explain to her Board of Directors why she just accepted a price 10% over her budget. That’s why bargaining is so stressful: the risks of failure are high. You’ll almost never get everything you want out of a negotiation, so sooner or later that means you’re going to have to give something up. But the problem here is that if you agree to a lower price, you’re effectively admitting that your original price was exaggerated. It’s like admitting that you tried to trick your counterpart into paying over the odds, and you got caught and had to admit defeat. But does it have to be like this? The truth is, price is rarely the only factor in a negotiation. It’s usually one of many factors, but let’s assume for a moment that there are only two variables in a negotiation between a manufacturer and a potential distributor – let’s call them price and exclusivity. As the manufacturer, of course I want as high a price as possible, but I also want the distributor to sell my products exclusively, and not my competitors’. So there’s a trade-off here: I’m prepared to accept a high price and no exclusivity, or a low price and total exclusivity, or any combination in between. The point is: there’s no single point where I ‘win’ or ‘lose’ the negotiation; there are an infinite number of winning points for me along that line, where I’d be equally satisfied. And it’s the same for the distributor, who wants a low price and low exclusivity, but is prepared to make a trade-off between them. The trick is to find a point where our two lines cross, or at least come close enough for both sides to be happy. As we start adding in more and more variables, the number of potential ‘wins’ multiplies dramatically. In other words, it really is possible to change your demands during a negotiation, without any hint of deception or failure. All you need to know is the relative value of each variable to you. The golden rule of negotiations is this: never make concessions; always trade concessions. If you give something away, make sure you always get something in return. That way, you’ll never go far from the line of your preferences. Of course, it’s fine to accept a concession from the other party without making one of your own, but chances are, your counterpart will be playing by the same rules. So if you want to get something from them, you’ve got to be ready to give something in return. The best language technique in this stage is to make every sentence an ‘if’ sentence: “we might be able to bring the price down by 5%, but only if you can increase your order by at least 10%”. That way, any concessions you appear to be making are tied to something you want from the other party. Make the link between the two as explicit as possible, in order to avoid misunderstandings and messy situations later.

Look at this example of the wrong way to trade concessions:

A: We’d really like you to increase your order by 10%. So we’re prepared to cut our prices by 5%.

B: OK, I think we can accept that. Thanks a lot.

What exactly has B accepted here? The price cut, certainly, but what about the increased order?



**PRACTICE If-sentences**

Sort these sentences from the most direct offer of a 5% discount to the most hypothetical. Some sentences may be roughly the same as each other.

a. If we give you a discount of 5%, will you increase your order by 10%?

b. If we were to give you a discount of 5%, would you consider increasing your order by 10%?

c. We could give you a discount of 5%, but only if you increase your order by 10%.

d. As long as you increase your order by 10%, we can give you a discount of 5%.

e. What if we were to give you a discount of 5%? Would you be able to increase your order by 10%?

**DISCUSS:**

**1.** Does the order of the clauses make a difference to the meaning? Does it make a difference in terms of attitude*? It makes no difference in terms of meaning – the two clauses can usually be reversed (although clauses with onlyif usually come second).*

**2.** Look at sentence e. What is the effect of using two questions like this? *It makes the hypothetical nature of the suggestion more explicit.*

**SPEAKING 1**

ABC Transport, a fast-growing transport company, wants to outsource its marketing department. It has begun negotiations with 123 Marketing, an agency. They have just called a time-out after presenting and clarifying their initial position statements. Although there is some distance between them, both are willing to compromise because they both really want to make this deal work.

Work in two teams. One team is ABC Transport; the other is 123 Marketing.

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|  | **ABC Transport** | **123 Marketing** |
| **Price** | No more than £250 per day per consultant. | £300 per day (standard service); £450 per day (elite service) |
| **Quantity** | Guaranteed four days’ work per month for one consultant. | Guaranteed ten days’ work per month. |
| **Notice period** | No more than four weeks’ notice for both sides. | Six months’ notice for both sides – this is vital as we will have to recruit new consultants. |
| **Quality** | Marketing consultants to be fully qualified and experienced. | All consultants hold at least minimum qualifications, but most work is done by recent graduates. |
| **Turnover** | No turnover of consultants (i.e. not different people every month). | We aim to keep turnover to a minimum, but cannot guarantee this. |

First, read a summary of the two sides’ opening statements. In your teams, try to work out the interests behind each of your positions and those of the other side. For each variable, plan your target point and your reservation point. Try also to identify creative opportunities for compromise.

Plan at least five if-sentences for the bargaining stage of the negotiation. Think carefully about your choice of language.

**FOLLOW ON**

The negotiations went well but neither side got everything they hoped for. Think of 4 sentences using mixed conditionals on the outcome you wished had happened.

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