APPENDIX A

PROFICIENCY TEST

Name: ____________________________

Matric number: ______________________

Course: VG 2023

Courses completed in proficiency programme: ________________________

Name of instructor: ______________________

Faculty: ____________________________

Marks awarded: ______________________
Answer all questions and circle the correct answer.

1. Water _________ at a temperature of 100 C.
   a. is to boil  
   b. is boiling  
   c. boils

2. In some countries _________ very hot all the time.
   a. there is  
   b. is  
   c. it is

3. In cold countries people wear thick clothes _________ warm.
   a. for keeping 
   b. to keep  
   c. for to keep

4. In England people are always talking about _________
   a. a weather  
   b. the weather  
   c. weather

5. In some places _________ almost everyday.
   a. it rains  
   b. there rains.  
   c. it raining

6. In deserts there isn’t _________ grass.
   a. the  
   b. some  
   c. any

7. Places near the Equator have _________ weather even in the cold season.
   a. a warm  
   b. the warm  
   c. warm
8. In England ________ time of year is usually from December to February
   a. coldest      c. colder
   b. the coldest
9. ________ people don’t know what it’s like in other countries.
   a. The most      c. Most
   b. Most of
10. Very ________ people can travel abroad.
    a. less      c. few
    b. little
    a. has won      c. is winning
    b. won
12. After he ________ an Olympic gold medal he became a professional boxer.
    a. had won      c. was winning
    b. have won
13. His religious beliefs ________ change his name when he became champion
    a. have made him      c. made him
    b. made him to
14. If he ________ his first fight with Sony Liston, no one would have been
    surprised.
    a. has      c. had
    b. would have.
15. He has traveled a lot _______ as a boxer and as a world famous personality.
   a. both  
   b. and  
   c. or

16. He is very well known _______ the world.
   a. all in  
   b. all over  
   c. in all

17. Many people _______ he was the greatest boxer of all time.
   a. is believing  
   b. are believing  
   c. believe

18. To be the best _______ the world is not easy.
   a. from  
   b. in  
   c. of

19. Like any top sportsman Ali _______ train very hard.
   a. had to  
   b. must  
   c. should

20. Even though he has now lost his title, people _______ always remember him as a champion.
   a. would  
   b. will  
   c. did
The history of the aeroplane is short. For many centuries men tried to fly, but with little success. In the 19th century a few people succeeded in balloons. But it wasn't until the beginning of the century that anybody was able to fly in a machine was heavier than air, in other words, in we now call a 'plane'. The first people to achieve 'powered flight' were the Wright brothers. was the machine which was the forerunner of the Jumbo jets and supersonic airliners that are common sight today. They hardly have imagined that in 1969 more than half a century later, a man landed on the moon.
Already____35____ is taking the first steps towards the stars. Although space satellites have existed____36____ less than forty years, we are now dependent____37____ them for all kinds of____38____. Not only____39____ being used for scientific research in space, but also to see what kind of weather____40____. By 1998 there____41____ have been satellites in space for forty years and the 'space superpowers' are planning to____42____ massive space stations built. When these____43____ completed it will be the first time____44____ astronauts will be able to work in space in large numbers.____45____ all that, in many ways the most remarkable flight____46____ all was

35. a. a man  
   b. man  
   c. the man

36. a. since  
   b. during  
   c. for

37. a. from  
   b. of  
   c. on

38. a. informations  
   b. information  
   c. an information

39. a. are they  
   b. they are  
   c. there are

40. a. is coming  
   b. comes  
   c. coming

41. a. would  
   b. must  
   c. will

42. a. have  
   b. make  
   c. let

43. a. will be  
   b. are  
   c. will have been

44. a. when  
   b. where  
   c. that

45. a. Apart  
   b. For  
   c. Except

46. a. of  
   b. above  
   c. at
47. a. it  
   b. that  
   c. that one  
48. a. flying  
   b. to fly  
   c. fly  
49. a. apart  
   b. but  
   c. than  
50. a. I realize  
   b. I've realized  
   c. I am realizing  

47 of the flying bicycle, which the world saw on television...d8...across the Channel from England to France, with nothing...49...a man to power it. As the bicycle-flyer said, "it's the first time...50...what hard work it is to be a bird!"
51. Many teachers ________ their students should learn a foreign language.
   a. say to
   b. say
c. tell

52. Learning a second language is not the same ________ learning a first language.
   a. as
   b. like
c. than

53. It takes ________ to learn any language.
   a. long time
   b. long
c. a long time

54. It is said that Chinese is perhaps the world's ________ language to master.
   a. harder
   b. hardest
c. more hard

55. English is quite difficult because of all the expectations ________ have to be learnt.
   a. who
   b. which
c. what

56. You can learn the basic structures of a language quite quickly, but only if you ________ make an effort.
   a. are wanting
c. are willing to
   b. will to
57. A lot of people aren’t used ________ grammar in their own language.
   a. to the study  c. to studying
   b. to study

58. Many adult students of English wish they ________ their language, studies earlier.
   a. would start  c. had started
   b. would have started

59. In some countries students have to spend a lot of time working ________
    their own.
   a. on  c. in
   b. by

60. There aren’t ________ easy ways of learning a foreign language in your own
    country.
   a. no  c. some
   b. any

61. Some people try to improve their English by ________ the BBC World Service.
   a. hearing  c. listening to
   b. listening

62. ________ with a foreign family can be a good way to learn a language.
   a. Live  c. Living
   b. Life
63. It's no use _______ to learn a language just by studying a dictionary.
   a. to try
   b. trying
   c. in trying

64. Many students of English _______ take tests.
   a. would rather not
   b. would rather prefer
   c. would rather not to

65. Some people think it's time we all _______ a single international language.
   a. learn
   b. should learn
   c. learnt
Wong is a teacher at a secondary school in Ipoh. He joined the staff of the school in 1968 and has been there ever since. Before he moved to Ipoh, he taught in Penang and in Johor, and before that he was a student at Universiti Kebangsaan Malaysia. So far he hasn’t left Ipoh for as long as he was in Johor, but he likes the town a lot and would like to stay there for at least another two years, or longer.

He puts it until his two children have grown up a bit. He met his wife, Ai May, in 1972 while he was abroad for a while, and they got married in 1986. Their two children, Kim Meng and Yoke Chin, both born in Ipoh. Kim Meng, is four, and has just started at kindergarten, but sister 77 sister is still at home for another couple of years.

60. a. has joined b. joined
61. a. has been working c. works b. worked
62. a. move c. moving b. to move
63. a. has been c. was being b. was
64. a. isn’t c. hasn’t been b. wasn’t
65. a. should c. could b. would
66. a. how c. as b. which
67. a. have c. will be b. will have
68. a. was to live c. had been living b. was living
69. a. are c. have been b. were
70. a. who c. he b. which
71. a. his c. her b. their
72. a. shall stay c. will be staying b. stays
years, because she is nearly two years younger than him. Mr and Mrs Wong used to live in a village, but now that they have children, they moved into the town. Mr Wong wanted a house near the school, but the two of them really wanted one that was not too expensive, so they had to buy one a bit further away. By the time the children went to secondary school, Mr and Mrs Wong hope will be in Ipoh, the Wongs living there for at least fifteen years. They can't be sure if they will stay, but if they don't, their friends won't be too surprised.
Now choose the correct question tag in the following 10 items and circle the correct answer.

91. John’s coming to see you,
   a. hasn’t he?    b. wasn’t he?    c. isn’t he?

92. It’s been a long time since you’ve seen him,
   a. hasn’t it?    b. isn’t it?    c. haven’t you?

93. He’s due to arrive tomorrow,
   a. won’t he?    b. isn’t he?    c. will he?

94. He won’t be getting in till about 10.30 a.m.,
   a. isn’t he?    b. is he?    c. will he?

95. You met him while you were on holiday,
   a. didn’t you?    b. weren’t you?    c. haven’t you?

96. I think I’m expected to pick him up,
   a. aren’t I?    b. don’t I?    c. are you?

97. No doubt you’d rather he stayed in Malaysia now,
   a. didn’t you?    b. wouldn’t you?    c. shouldn’t you?
98. Nobody else has been told he's coming, 
   a. is he?  
   b. has he?  
   c. have they?

99. We'd better not stay up too late tonight, 
   a. didn't we  
   b. have we?  
   c. had we?

100. I suppose it's time we called it a day, 
   a. didn't we?  
   b. isn't it?  
   c. don't I?

THE END
APPENDIX B

VG 2023

SIMULATION: NEGOTIATING FOR A MERGER

THE SITUATION

The 1997 economic crisis has badly affected the Financial sector in Malaysia. Many of the banks and finance companies are saddled with very high non-performing loans.

In line with the government’s policy to consolidate the weaker finance companies, Perfect commercial Finance berhad (PCFB) has invited Asia Cempaka Finance berhad (ACFB) to negotiate a merger of the two financial institutions.

The two teams at the negotiating table are:

<table>
<thead>
<tr>
<th>PCFB</th>
<th>ACFB</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Chief executive Director</td>
<td>1. Chief Executive Director</td>
</tr>
<tr>
<td>(Chairperson)</td>
<td>2. Financial Controller</td>
</tr>
<tr>
<td>2. Financial Controller</td>
<td>3. Personnel manager</td>
</tr>
<tr>
<td>3. Personnel manager</td>
<td></td>
</tr>
</tbody>
</table>
**CEO's Proposal**

<table>
<thead>
<tr>
<th>PCFB</th>
<th>ACFB</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Majority shareholding - determined by team.</td>
<td>1. Equal shareholding: 50 / 50</td>
</tr>
<tr>
<td>2. Percentage of assets to be injected : 60%</td>
<td>2. Percentage of assets willing to inject: only 50%</td>
</tr>
<tr>
<td>3. Not prepared to vacate CEO’s post as proposed by ACFB.</td>
<td>3. PCFB CEO’s post to be vacated.</td>
</tr>
</tbody>
</table>

**Financial controller**

The main role is to provide information on the financial status of own company in order to support arguments proposed by the CEO and the Personnel Manager.

**Personnel Manager**

<table>
<thead>
<tr>
<th>PCFB</th>
<th>ACFB</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Company with majority stakeholding will maintain its staff in employment.</td>
<td>1. Equal percentage of staff to remain in employment.</td>
</tr>
<tr>
<td>2. Opt for VSS ‘Voluntary Separation Scheme then the ‘retrenchment sheme’.</td>
<td>2. Opt for two stages: First the ‘retrenchment’ scheme then the VSS scheme.</td>
</tr>
<tr>
<td></td>
<td>(to decide on the scheme to first implement)</td>
</tr>
<tr>
<td>3. Personnel Dept. to be headed by PCFB.</td>
<td>3. Personnel Dept should be headed by ACFB.</td>
</tr>
</tbody>
</table>
APPENDIX C

The interview questions for the students:

1. How do you define negotiation?
2. Are negotiations interesting? Why?
3. Are negotiations easy or difficult? Why?
4. What are the problems one may encounter in negotiations?
5. How do you find the language used in negotiations?
6. What are the skills required in negotiations?
7. Did you have to do a lot of thinking during negotiations? Explain.
8. What are the criteria of effective negotiations?
9. How should one prepare for negotiations?
Appendix  D

VERIFICATION LIST.

Please tick the most applicable statements in relation to the question. You may also give remarks in the remarks column.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The definition of a negotiation:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. a discussion to reach a solution</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. to come to an agreement where both parties are satisfied</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. a discussion to create a win win situation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. use words to present ideas.</td>
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<td></td>
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<tr>
<td>e. to compromise on a topic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>f. to discuss what we need and what the opponents need</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. A negotiation task is interesting as:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. it is challenging and requires spontaneous response.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. it is a discussion to reach an agreement.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. you can argue with one another</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. a compromise</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. the way a negotiation is handled.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>f. it is an informal discussion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>g. it is exciting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>h. find the best solution for both parties</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3. **Negotiations can be easy or difficult:**
   a. depending on the topic.

   **Can be easy when:**
   b. one is prepared / know his stand.
   c. there is a compromise.
   d. the person naturally likes to negotiate.
   f. you get what you want
   g. one understands the issue.

   **Can be difficult when:**
   a. one is not prepared and lacks knowledge.
   b. finding ideas to cooperate
   c. there is more advantage to the other side.
   d. you are not at ease with the person.

4. **Problems encountered during negotiation.**
   a. Difficult to contribute ideas when arguments are of advantage to the opponents.
   b. when the team need to decide on the spot.
   c. not enough information on the topic.
   d. the other party is not interested to listen and compromise.
   e. nervous
   f. trying to identify points made by opponent.
   g. cannot contribute matters which were not his part.
   h. misunderstanding due to body language / tone of voice.
   i. unexpected questions.
5. Language used in negotiations
   a. language that is easily understood.
   b. no complex language needed
   c. to choose appropriate words.
   d. there is a special language
   e. simple and clear language.
   f. tactful.
   g. proficient in language

6. Required skills to negotiate:
   a. must be able to talk
   b. listen well
   c. language used in good manner and appropriate
   d. cooperation.
   c. think fast and carefully.
   f. able to identify important points to counter argue.
   g. know what the opponent is thinking.
   h. appropriate gestures.
   i. understands the topic and able to express ideas.
   j. to avoid emotional reaction.

7. Thinking is needed in negotiations to:
   a. responding to Qs spontaneously
   b. able to counter argue
   c. able to give concrete reasons
   d. responding to unexpected questions.
c. how to influence opponents.

f. careful considerations with language use.

g. how to prove them wrong

h. be analytical and creative to give alternative ideas.

i. to reject or to accept arguments

j. to defend own ideas and be critical to opponents’ ideas


a. Both parties agree with the decisions made.

b. when agenda is completely discussed and results achieved.

c. The other party is satisfied.

d. no emotional reactions and no taking advantage.

e. there is a compromise.

f. the chairperson managed to handle the discussion.

9. Preparation for negotiations:

a. prepare information thoroughly on topic.

b. know your points / facts.

c. confident.

d. know opponents’ / negotiators’ characteristics and be prepared for their usual reactions.

e. dwell on what the opponents say.

f. have alternative plans to compromise.

g. have a team discussion before meeting opponent.
APPENDIX E

COMMENTS ON LEARNERS' PERFORMANCE OF THE NEGOTIATION TASK.

Please comment on the effective or ineffectiveness of the performance of the task and factors / learner factors that contribute to the success or failure of the task.

THANK YOU FOR YOUR COOPERATION
Appendix F

Teachers' comments

FPP 1 Teacher 1

"The negotiation for this group was quite effective because the participants greeted each other, created rapport and also introduced themselves. The successful factors due to first ao all the agendas from both teams which led the negotiation to be smoothly done. The Ss understood their roles well, displayed confidence in presenting their ideas, tolerated the other party's views / points and portrayed good / active listeners / participants. The points were thoroughly discussed and the most important was the decisions were obtained after each point discussed. In addition, the teams also gave out their reasons to validate / strengthen their points.

As for the unfavourable factors, the Ss (some had lack of eye contact and facial expression, some of members' body gestures also were a little bit awkward. In terms of language of negotiation used: weren't used excessively, some interruptions weren't properly done. In the tense condition, not much buffer words to ease the situation. Used too direct language when suggesting the positions in which favored one own company. This showed less respect on the other party's ability. Towards the end all the points and decisions were rephrased - good! In my opinion, even though the decisions were achieved and the negotiations were done but the approach was not too favourable for one party since the two main decisions (position of CEO and personnel) were given to the hosting company.

FE 1 Teacher 1

"The negotiation for this group was really effective because from the beginning everything was very impressive: the way they dress up, greetings, etc. The successful factors due to several reasons. First of all, the brief explanation of the gatherings, the agendas from both teams, good language of negotiation from the participants and the alertness (refer to Aravind). The Ss understood their roles excellently, displayed a lot of confidence when they talked, good support from the members of team to strengthen the points given / pursued by them. Portrayed a good team work. The Ss were good listeners whereby the members were able to explain their points without constant and instant interruptions. The best thing, both teams (esp. the CEO (HC)) were able to handle the toughest decisions (to choose the CEO and personnel positions). The CEO also gave buffer statements/reasons before he appointed himself for that position. In addition, I think all of them portrayed good personalities, some even acted as peacemakers. In terms of communication skills, they were quite fluent, their voices were clear, the points were easily understood. They also had very good eye contact, really showed their interest and respect for each other. They also could use the language of negotiation excellently. In my opinion the Ss will be able to be good negotiators when they work.

FPP2 Teacher 2

To me, the task looked more like a mini presentation of each role. There are some efforts to negotiate on certain matters but there is still a lack in the skills. Eg: one person tries to put forth a suggestion the other party disagrees with it... and that’s it. I think there are a few reasons to this.

1. Unable to respond to another person's views at the spur of the moment. They take some time to digest the idea and cannot provide the correct reaction. Probably because they have planned what they want to say and how things go a little bit different they are not prepared.
2. They might not be really sure of what their teams wants (objectives)
3. They might not be prepared with their limitations (to what extent are they willing to negotiate)

On the other hand, there are also some good efforts in using the language of negotiation. I think they have tried their best, considering the short time given.
Appendix G

Informant Personal biodata.

1. Name: Informant A

2. Age: 35

3. Qualifications: B. Sc in Computer Science

4. Working experience: 10 years in Management

5. Current position: Technical Development Manager

6. Employer: CELCOM

7. Years: 6 years

8. Do you use negotiations in your work? If yes:
   a. please describe the kinds of negotiations that you do and the kinds of people involved in your negotiation.
      • mostly contract negotiation which involves product pricing and service offerings.
      • people involved are mostly professionals.
   b. Do you negotiate mostly in English / in Bahasa.
      All in English
Informant Personal biodata.

1. Name: *Informant B*

2. Age: 34

3. Qualifications: *B. Education (hons)*

4. Working experience:
   - 5 years Language training
   - 1 year Management training
   - 5 years Marketing

5. Current position: *Senior Account Manager*

6. Employer: *Ericsson Telecommunications*

7. Years: 5 years

8. Do you use negotiations in your work? If yes:
   a. please describe the kinds of negotiations that you do and the kinds of people involved in your negotiation.
      - *Negotiate with customers on contract matters, pricing of products and services*
      - *Negotiate with suppliers on pricing*
      - *People: various background - technical, financial, commercial & management level*
   b. Do you negotiate mostly in English / in Bahasa.
      
      *All negotiations are in English*
APPENDIX H

Table 26: Informants' perception on learners' performance on the effectiveness of the negotiation task of group B1

<table>
<thead>
<tr>
<th>Informant</th>
<th>Positive factors / Strength</th>
<th>Negative factors / Weakness</th>
</tr>
</thead>
<tbody>
<tr>
<td>INFORMANT A</td>
<td>* better use of facts and data by PCFB group.</td>
<td>* objectives and purposes were not properly laid out.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* should use a lot more figures and facts</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* too quick in making decisions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* easily accepted opponents' argument</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* shows no confidence in own proposal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* participants were not relaxed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* no development leading to the decision made.</td>
</tr>
<tr>
<td>INFORMANT B</td>
<td>* structure of meeting was presented to allow an understanding of discussion.</td>
<td>personal attack on CEO's qualities.</td>
</tr>
<tr>
<td></td>
<td>* good visual preparation</td>
<td>ACFB easily agreeing</td>
</tr>
<tr>
<td></td>
<td>* better arguments from PCFB group</td>
<td></td>
</tr>
<tr>
<td></td>
<td>* clear presentation of arguments and clear expression of oneself.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>* positions of each party was well stated.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>* a summary was presented.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>* both parties able to agree:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ACFB too easily agreeing.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>good command of language by the CEO</td>
<td></td>
</tr>
</tbody>
</table>
Table 27: Informant’s perception of the effectiveness of learners’ performance in the negotiation task of group B 2.

<table>
<thead>
<tr>
<th>Informant</th>
<th>Positive factors / Strength</th>
<th>Negative factors / Weakness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Informant A</td>
<td>* good strategy: taking all into account in making stands</td>
<td>* not a convincing appearance of the CEO of ACFB:</td>
</tr>
<tr>
<td></td>
<td>* professional appeareance</td>
<td>. shows weakness in management</td>
</tr>
<tr>
<td></td>
<td>use current company’s strength in negotiating.</td>
<td>. opening did not clarify objectives</td>
</tr>
<tr>
<td></td>
<td>* use good points in seeking clarification</td>
<td>. the meeting was not well conducted by the chairperson.</td>
</tr>
<tr>
<td></td>
<td>* good presentation on financial status.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>* use of figures consistently</td>
<td></td>
</tr>
<tr>
<td></td>
<td>* the group appeared relax.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>* defer decisions for further discussion</td>
<td></td>
</tr>
<tr>
<td></td>
<td>* gave a number of alternatives</td>
<td></td>
</tr>
<tr>
<td>Informant B</td>
<td>* good command of language by PCFB allow them to overwhelm ACFB</td>
<td>* meeting did not have a structure.</td>
</tr>
<tr>
<td></td>
<td>* good visual preparations by both parties</td>
<td>*presentation of financial figures were not linked to any part of discussion.</td>
</tr>
<tr>
<td></td>
<td>* position well stated</td>
<td>*chairperson was not confident: unable to control meeting</td>
</tr>
<tr>
<td></td>
<td>PCFB able to clearly show disagreement.</td>
<td>: meeting had no direction</td>
</tr>
<tr>
<td></td>
<td>* PCFB able to offer alternatives</td>
<td>* facts and figures were presented without considering other party.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* ACFB not able to counter argue maybe due to language command and preparation.</td>
</tr>
</tbody>
</table>
Table 28: Informants’ perception of the effectiveness of learners’ performance in the negotiation task of group E 1

<table>
<thead>
<tr>
<th>Informant A</th>
<th>Positive factors / Strength</th>
<th>Negative factors / Weakness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Informant A</td>
<td>* understand subject matter well: ACFB CEO’s arguments &amp; counter argument&lt;br&gt;  * use figures and data to advantage&lt;br&gt;  * able to dictate the direction of discussion&lt;br&gt;  * a good proposal by PCFB&lt;br&gt;  * a good conduct of meeting but lacking in terms of development.</td>
<td>* making decisions too quick without exploring the alternatives&lt;br&gt;  * PCFB not able to counter argue&lt;br&gt;  * negotiating without presenting the bottomline: financial status not consistent in using figures to support argument.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Informant B</th>
<th>Positive factors / Strength</th>
<th>Negative factors / Weakness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Informant B</td>
<td>* introduction by chairperson: allowed all present to understand reason and purpose of meeting.&lt;br&gt;  * agenda: showed structure of meeting&lt;br&gt;  * both sides able to present company’s position&lt;br&gt;  * good command of language by both CEOs&lt;br&gt;  * summary at the end of meeting.&lt;br&gt;  * a good discussion process before reaching agreement.</td>
<td>* PCFB CEO not taking control of meeting for his side: always giving others to talk.&lt;br&gt;  * Personnel managers showed less command of language: at times it was difficult to understand points.</td>
</tr>
</tbody>
</table>