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Appendix A – Teaching Notes
Appendix B – Vocabulary List
Situation:

Alan has just come to work late for the third time this week. His manager asks to see him.

Student A: You are Alan. You need to explain to your boss why you are late. You may wish to apologise.

Student B: You are Alan’s manager. Find out why Alan has been late and decide whether you need to discipline him.

Suggested phrases:

“I’m sorry I was late.”
“It won’t happen again.”
“This behaviour cannot continue.”
“We expect our employees to be punctual.”
Situation:

Jeremy has been working with your company for over thirty years and is going to retire next week.

With a partner, you have been tasked with choosing a retirement present for him.

Discuss the situation with your partner and come to a decision on what to get him.

Suggested phrases:

“What is our budget?”
“I think we should get him a…”
“What sort of things does he like?”
“I believe he already has one of those.”
Situation:
You come to work one day and notice an expensive car parking in the company’s handicapped parking space. A man exits the car and he looks perfectly fine.

**Student A:** You are the employee. Approach the visitor and find out why he is parking in a disabled spot. This spot is usually used by one of the employees, who is a wheelchair user.

**Student B:** Explain why you parked in the disabled space. You have a sore foot and you are in a hurry for an important meeting.

**Suggested phrases:**

“Excuse me, may I ask you something?”
“We do have disabled employees who need that spot.”
“I have an extremely urgent meeting.”
“I’ll be less than half an hour.”
Situation:

Recently, on a business trip, you stayed for two nights at the Fortuna Hotel at a cost of $200. You wish to claim the expenses back from your company. However, you have lost the receipt. You decide to speak to the Finance Manager.

**Student A:** You are eager to claim your money as the two nights were quite expensive. Although you lost the receipt, the company knows that you stayed at the hotel.

**Student B:** You are the Finance Manager. You like to follow rules, especially where money is concerned. Your company has a simple rule: no receipt, no money.

**Suggested phrases:**

“I hope you can be lenient.”
“It’s a lot of money.”
“We have strict guidelines that we must follow.”
“I don’t like to bend the rules.”
5 Cover Me

**Situation:**

Your co-worker often asks you to ‘cover’ for him. For example, yesterday he took an extra half-hour for lunch and he asked you to tell the boss that he was in a meeting.

**Student A:** Your co-worker wants you to cover for him again. You are becoming fed up with his behaviour and you are worried that the boss will catch both of you out.

**Student B:** You need to take an extra half hour on your lunch break to pick up some medicine for your daughter from the pharmacy. Ask your co-worker to cover for you if the boss is around.

**Suggested phrases:**

“You’re going to get both of us in trouble.”
“The boss is very suspicious.”
“I really need you to do me a favour.”
“This is an emergency.”
 Situation:

You work for a small company, which only has one nice conference room for meetings. You booked this room for an important meeting with a client today at 4pm. However, when you arrive at the room at 4pm, you find out that an employee from another team claims to have booked the room at the same time.

 Student A: You really need to use the conference room. Your meeting is important and it cannot be rescheduled.

 Student B: You also really need to use the conference room. Your meeting is important too and it cannot be rescheduled.

 Suggested phrases:

“*Our meeting is extremely urgent.*”

“We booked the room three days ago.”

“There’s no way we can reschedule.”

“Let’s come to a compromise.”
Situation:

Jack has just received an urgent phone call from his wife. Her car has broken down by the side of the road. He has to go and help her out. But first, he needs to get permission from his boss.

Student A: You are Jack. Your wife’s vehicle has broken down and she needs your help. It will likely take you an hour or two to sort it out.

Student B: You are Jack’s boss. You only allow employees to leave the office during working hours in cases of emergency.

Suggested phrases:

“I’ve just received a phone call from my wife.”
“She’s very upset.”
“How long will it take you to sort this out?”
“I’m not sure that I would classify this as an emergency.”
8 An Intruder

Situation:

You work for a bank and most of the building is closed off to the general public. One day you see a strange person wandering about the hallways. Challenge the person and deal with the situation.

Student A: You are the bank employee. It is very important to keep unauthorized persons out. If a person is allowed to be there, they must have a visitor’s tag.

Student B: You wandered into the bank building because one of your friends works there and you thought you might pop in and say hello.

Suggested phrases:

“Are you looking for someone?”
“I’m afraid that this area is restricted.”
“I’m just here to see a friend.”
“I’m not doing anything wrong.”
Situation:
You have ordered catering for a company event today at 4pm. However, it is now 3:45pm and the catering service hasn’t shown up. Call the caterer and resolve the problem.

Student A: You are the employee. It will be very embarrassing for you if the catering is late or does not appear. All the senior managers will be at the event.

Student B: You are the caterer. You mistakenly thought that the event was tomorrow, not today.

Suggested phrases:
“We were expecting you to be here already.”
“This really makes us look bad.”
“It appears that we made a mistake.”
“You have my sincere apology.”
10 The Moody Secretary

Situation:
Your secretary has been very moody recently and it has been affecting her work. You suspect that she is having some sort of trouble at home.

Student A: Speak to your secretary. You want to be empathetic, but you also want to make sure her problems do not affect her work.

Student B: You are the secretary. Recently, you have been fighting with your husband a lot and this has put you under a lot of stress. However, this is a personal problem and you would prefer not to discuss it with your boss.

Suggested phrases:
“Is everything okay?”
“I have noticed that you cannot concentrate on your work.”
“I’m having some personal issues.”
“I’ll find a way to get through this.”
**Situation:**

It is a normal day at work when suddenly one of your co-workers collapses. Call emergency services and explain the situation.

**Student A:** Your co-worker has just collapsed. Call emergency services and ask them what to do.

**Student B:** You work for emergency services. When you receive a call about someone who has collapsed, you need to dispatch an ambulance to the correct address while asking the caller to check for a pulse. The caller should also check that the person is breathing and administer aid if necessary.

**Suggested phrases:**

“My co-worker has just collapsed.”
“Our address is...”
“You need to check for a pulse.”
“The ambulance should be there in approximately ten minutes.”
**Situation:**

You have arranged to meet a client along with your boss. You have never met this client before. Unfortunately, your boss is running about fifteen minutes late. Make ‘small talk’ with the client until your boss arrives.

**Student A:** Make small talk with the client.

**Student B:** You are the client. Make small talk with the employee.

**Suggested phrases:**

“Where are you from?”
“What exactly does your company do?”
“Have you worked here very long?”
“How is business these days?”
**Situation:**

You are trying to get some important work done, but some other employees are horsing around near the water cooler. They’re very loud and you need to ask them to stop.

**Student A:** Ask your co-workers to stop making so much noise.

**Student B:** You are chatting with some co-workers near the water cooler. Another employee asks you to keep the noise down.

**Suggested phrases:**

“Excuse me!”
“I don’t mean to sound rude…”
“I didn’t realize we were being so loud.”
“We’ll try to be a bit quieter.”
Situation:

You have just parked your car in the company car park when another vehicle knocks into you. The driver is one of the senior managers.

Student A: You need to ensure that the senior manager takes responsibility for the accident.

Student B: You are the senior manager. If you acknowledge that the accident was your fault, you need to get the other person’s details for your insurance claim.

Suggested phrases:

“It looks like there is some damage.”
“It could cost a lot to repair.”
“It was my fault; I’m sorry.”
“I will put in an insurance claim.”
**Situation:**

You urgently need to photocopy a pile of documents and the office photocopier has broken down... again. You need to call the maintenance company and get them to come as soon as possible.

**Student A:** Call the maintenance company. You really need to finish your photocopying by lunchtime and it’s now 9:30 am.

**Student B:** You work for the maintenance company. You will be able to attend to the photocopier in the afternoon. According to the contract you signed with the company, you are obligated to respond to a service call only within 24 hours.

**Suggested phrases:**

“This happens all the time.”
“We really need it fixed this morning.”
“We will send someone this afternoon.”
“The earliest we can get there is 3pm.”
16 Japanese Visitors

Situation:

A group of Japanese businesspeople are going to be spending a few days visiting your company and your boss has asked you and your partner(s) to spend half a day showing them around your city.

With your partner(s), discuss where you would like to take them and draw up an itinerary.

Suggested phrases:

“Do you think they would like the local food?”
“Perhaps we could take them golfing.”
“What should we do after that?”
“I have a great place in mind.”
17 Fitness Campaign

Situation:

A healthy body means a healthy mind! Your boss has asked you and your partner(s) to come up with a fitness campaign to improve the health of the employees in your organisation.

With your partner(s), discuss and plan how to implement the campaign.

Suggested phrases:

“Should we make it compulsory?”
“There is a gym opposite our office.”
“How can we encourage people to take part?”
“Do you think yoga would be a suitable activity?”
**Situation:**

Your CEO has ordered all departments in your company to find ways to cut costs. You and your partner(s) have been tasked with finding ways to cut costs in your department.

With your partner(s), come up with at least five cost-cutting measures.

**Suggested phrases:**

“One way to cut costs is...”

“Do you realize how much our department spends on...?”

“All air travel should be in economy class.”

“A lot of money is wasted on...”
19 Security Issues

Situation:

You work for a large company. Recently, some of the female employees have been harassed as they walk to the bus stop down the street from the company’s office. If this continues, some of the female employees will leave the company. Your boss has asked you and your partner(s) to have a meeting on this issue and come up with possible solutions, keeping in mind that any solution must be cost-effective.

With your partner(s), brainstorm some ideas and decide which you would like to implement.

Suggested phrases:

“Does anyone have some suggestions?”
“We cannot allow this to continue.”
“Perhaps we could hire more security guards.”
“We could arrange a shuttle service.”
Situation:

You work for a medium-sized company. Your boss has asked you and your partner(s) to come up with some ideas to help the organisation to be more eco-friendly.

With your partner(s), brainstorm some ideas and decide which you would like to implement. Keep in mind that the ideas may not go ahead if they are too costly!

Suggested phrases:

“Does anyone have some suggestions?”
“We use far too much paper.”
“Some employees waste a lot of electricity.”
“What happens to our garbage?”
**Situation:**

You have organised a birthday dinner celebration for your best friend after work today. However, your boss wants you to work late, insisting the work is urgent. In your opinion, the work is not that urgent and you can finish it tomorrow.

**Student A:** Try to convince your boss that it is okay for you to leave early.

**Student B:** You are the boss. You are extremely worried about the current project, for which the deadline is the end of the week. Progress has been slow and you want everyone to work late until things are back on track.

**Suggested phrases:**

“I've been planning this dinner for weeks.”
“I can assure you we will finish the project on time.”
“I’m very concerned about the upcoming deadline.”
“You need to show more commitment.”
22 Asking for a Raise

Situation:
Prices are going up, but your salary is still the same. You need to ask your boss for a raise.

Student A: Prepare a list of reasons that you feel you deserve a raise and then speak to your boss about it.

Student B: You are the boss. Listen to what your employee has to say and then decide whether to give a raise and how much. You feel the employee’s performance so far has been adequate, but not outstanding.

Suggested phrases:
“Could I ask you about something?”
“I have completed all the work given to me.”
“We value your contributions as an employee.”
“I believe we can give you a raise of around 5%.”
A Presentation To Do

Situation:
You have to give an important presentation on Thursday, but you simply do not have time to prepare. Ask one of your co-workers to give the presentation for you.

Student A: Ask your co-worker to give the presentation for you. It’s a big ask, so be sure to be polite and persuasive!

Student B: Your co-worker wants you to give a presentation for them. However, although you are well-versed in the content of the presentation, you are not so comfortable with speaking in public.

Suggested phrases:
“Could I ask you a favour?”
“I really don’t have time to prepare.”
“I’m just not a confident public speaker.”
“It’s a big favour to ask.”
**Situation:**

You were just about to finish an urgent piece of work when your computer crashed and won’t restart. You need to call the IT department and ask them to get your computer back online as soon as possible.

**Student A:** Call the IT department. Explain the problem and explain that you need your computer running again before the end of the day.

**Student B:** You work for IT department. From the sound of it, the problem with Student A’s computer is quite serious and they will need a new motherboard. It will take two or three days to replace.

**Suggested phrases:**

“It’s extremely urgent.”
“All my work is on the hard drive.”
“It sounds like the motherboard is the problem.”
“It will take a few days to replace.”
Situation:

You work very closely with one particular co-worker. However, your co-worker is not a good listener. They tend to brush off your suggestions and dominate with their own ideas. You need to discuss this with the co-worker and ask that your ideas are appreciated more.

Student A: Discuss this issue with your co-worker.

Student B: You work with Student A. Student A sometimes has some good ideas, but they do not have nearly as much work experience as you. You feel that you ought to take the lead in matters.

Suggested phrases:

“I feel that you don’t take me seriously.”
“I do have some good ideas.”
“I have more experience.”
“I don’t mean to be rude, but...”
Situation:
You work with a team of ten other people in a sales department. You need one of your co-workers to come with you to visit a client next week. Although you asked politely, nobody seems to want to help you. You are not happy about this and you decide to speak to the head of department.

Student A: Speak to the head of department and explain that you feel let down. Ask for the head’s assistance in getting your co-workers to help you.

Student B: You are the head of the sales department. You have noticed that there is a lack of teamwork in your department and you have been thinking about ways to address the issue.

Suggested phrases:
“They’re not being helpful.”
“All I want is a little assistance.”
“I know that this is a problem.”
“People need to learn how to work together here.”
Situation:

You need to place an order for 300 coffee mugs with the company logo on them. Your boss has asked you to make sure that you don’t pay over $5 per mug.

Student A: Call the supplier and discuss the order.

Student B: You work for an office supply company. Your company produces premium mugs for $10 each and economy mugs for $5 each. It costs a further $1 per mug to apply a personalised message or logo. You are authorised to give a bulk discount if absolutely necessary.

Suggested phrases:

“I need to place an order for a large number of coffee mugs.”
“Our budget is $5 per mug.”
“We offer two types of mug.”
“We can only give a small discount.”
Situation:

You have promised to take your spouse on a long weekend holiday next week and so you need to take Friday and Monday off. The only problem is that you have already taken your quota of annual leave this year. Ask the HR manager if there is still a way to take the time off.

Student A: Discuss your issue with the HR manager.

Student B: You are the HR manager. You are proud of the fact that you stick strictly to the rules. You don’t like to make exceptions. Employees have a certain amount of holiday entitlement. They can also take unpaid leave, but only in emergencies.

Suggested phrases:

“I really need to take this time off.”
“I need your assistance.”
“We have this rule for a reason.”
“We cannot give you special consideration.”
29 Getting Ahead

**Situation:**

You have been working at your current job for three years now, and you feel that you have not been recognised for it, even though you have done a good job. A promotion is nowhere in sight. You decide to ask one of your co-workers for advice.

**Student A:** Ask your co-worker for some tips on how to get ahead in the company.

**Student B:** Give your co-worker some tips on how to get ahead in the company.

**Suggested phrases:**

“I don’t feel appreciated.”
“How can I get my promotion?”
“You need to make people notice you.”
“You need to be more proactive.”
Situation:
You are the HR manager of a small firm. When employees claim business expenses, they send the receipts to you. Recently, you noticed that the receipts of one employee do not match up. For example, he was on a business trip from March 21 – March 24, but he submitted receipts for March 25, too.

Student A: You are the HR manager. Speak to the employee and find out what is going on.

Student B: You are the employee. Speak to the HR manager and give reasons for your actions.

Suggested phrases:
“I’ve noticed some issues with your receipts.”
“You were not on a business trip on those days.”
“I can explain everything.”
“I may have made a mistake.”
Situation:

You work for a medium-sized company that produces food products. Recently, your company has come up with a new product: fruit-flavored toothpaste for kids. You have been asked to come up with a name for the product and some ideas for marketing it.

With your partner(s), brainstorm some ideas and decide which are best. Come up with a shortlist of three ideas.

Suggested phrases:

“I think a good name would be....”
“How about calling it...?”
“The good thing about this name is...”
“We could market it by...”
Situation:

You are a manager in a company with a few dozen employees working under you. One day, you come across one of your employees lazing about and doing nothing with his feet up on his desk. Find out what is going on.

Student A: You are the employee. You are relaxing because you have finished all of your work and there’s nothing to do. You offered to help others with their work, but they all said that they did not need any assistance.

Student B: You are the manager. You believe that all employees should be hard at work at all times. There is always work to be done. Plus, if the CEO sees one of your employees slacking off, you’ll get into trouble too.

Suggested phrases:

“Don’t you have anything to do?”
“Why don’t you help the others?”
“I’ve completely finished all of my work.”
“There’s absolutely nothing to do.”
33 A Phone Reference

Situation:

One day, you receive a phone call regarding a previous employee. This employee listed you as a reference and the company wants to ask you a few questions about the employee’s performance. You’re not quite sure why the employee gave your name as a reference as you actually have mixed feelings about them.

**Student A:** Answer the questions about the previous employee.

**Student B:** You are calling about the reference. Ask a few pertinent questions to find out more about your potential new employee.

Suggested phrases:

“They gave your name as a reference.”
“If it’s alright, I’d like to ask you a few questions.”
“We worked together for many years.”
“This employee did have both strengths and weaknesses.”
Situation:

You are working on an extremely important project, which is due by the end of the month. Despite previously promising your boss that you would finish it on time, you now realise that there is no way you can finish it by the end of the month.

Student A: Explain to your boss that the project will be late and apologize.

Student B: You are the boss. This project absolutely must be finished by the end of the month, no matter what. The employee must work late every night if that’s what it takes to make it happen.

Suggested phrases:

“I’m afraid it won’t be finished by the end of the month.”
“I’m sorry to let you down.”
“This project is extremely urgent.”
“It must be completed no matter what.”
Situation:

You work for a medium-sized company. Staff motivation is a major problem. Your boss has asked you and your partner(s) to come up with some ideas to help the staff become more motivated.

With your partner(s), brainstorm some ideas to re-motivate the employees and decide which you would like to implement.

Suggested phrases:

“What we could do is…”
“We need to find the root cause of the problem.”
“People don’t enjoy their work.”
“How can we reward good work?”
Situation:

You have decided to resign from your company after working there for over five years. Your boss has asked to speak to you to find out why.

**Student A:** Explain to your boss why you have decided to resign

**Student B:** You are the boss. You would like to ask the employee some questions to find out the reason for the resignation.

**Suggested phrases:**

“Why have you decided to resign?”
“You’ve been with us for a long time.”
“It’s time to move on.”
“I would like to pursue other opportunities.”
Who to Promote?

Situation:
You run a small business with your partner. As the business has grown more successful, you both would like to promote one of your employees to run it on a day-to-day basis while you focus on other business concerns. You have shortlisted two people for the promotion, Alice and Steve. Who will you choose?

Alice works hard every day and often goes home late. She speaks well and is knowledgeable about the company. Her weak areas are that she can be moody and stubborn. She has been with the company for six years.

Steve is a natural leader and everyone seems to respect him. He is especially capable with financial matters and he rarely makes mistakes in his work. His weak areas are that he is not a fast worker and he often comes to work late. He has been with the company for four years.

Suggested phrases:
“Both candidates have strengths and weaknesses.”
“Alice is more experienced.”
“Steve commands more respect.”
“If we choose Alice…”
Situation:

You have just been promoted to a management position. However, you are worried about the new responsibilities and whether you are suited to a management position or not. Discuss your concerns with the Head of Department.

Student A: Discuss with the Head of Department your concerns.

Student B: You are the Head of Department. Reassure the employee that they will be able to do a good job as a manager.

Suggested phrases:

“I’m worried about my new position.”
“I feel I don’t have enough experience.”
“We chose you because of your capability.”
“I’m sure you’ll do just fine.”
39 A Transfer

Situation:

Things are not going so well for you at work. However, since you work for a large organisation, you have decided to ask for a transfer to work in a different department.

Student A: Ask your boss for a transfer. Give reasons.

Student B: You are the Head of Department. One of your employees wishes to transfer to a different department. Find out why. Specifically, you wish to know if there are any problems with your department that you need to deal with.

Suggested phrases:

“Things just aren’t going so well.”
“I would like to ask for a transfer.”
“I need to know the reasons for your request.”
“There may not be anything available right now.”
Situation:

You work for a medium-sized company. Recently, your boss has come up with the idea of a ‘Family Fun Day’ to foster better relations between employees.

With your partner(s), plan out the Family Fun Day, including the activities, times, venue and budget.

Suggested phrases:

“Should we hold it on a Saturday?”
“How can we keep the costs down?”
“We need to have activities for the kids.”
“How many people do you suppose will turn up?”
Teaching Notes

The content in this PDF is made available as a free resource from roadtogrammar.com.

Teachers may print out and distribute this content freely. Please note that there is an online, mobile-friendly version here: www.roadtogrammar.com/businessenglish/roleplays

Most of the role plays are set up for two people to perform. Others, such as Japanese Visitors (#16) are suitable for ‘mock meetings’ with four or more students participating.

Ideas for using role plays:

- Role plays usually come at the end of a class, to provide ‘free practice’.
- For lower level students, have them write out the dialogue first before performing it.
- Have the students write the dialogue out for homework.
- Model the dialogue with one of the better students before letting the rest of the class try it in pairs.
- Some sample phrases are given for each role play – make sure that the students are aware of these. However, they do not need to use these phrases if they do not wish to.
- Some of the role plays could lead on to class discussions, such as An Intruder (#8). Alternatively, you could discuss the topic first and then try the role plays.
- Most of the topics are as generic and open as possible. Always encourage the students to use their imagination to fill in any details they need. Assure them that there is no right or wrong answer.
Vocabulary List

Here are some words and phrases covered in these contents, which you may want to go over with your students.

1 Late to work  discipline, punctual
2 A Retirement Gift  retirement, budget
3 Bad Parking  handicapped, disabled
4 No Receipt  expense, lenient, bend the rules
5 Cover Me  fed up, suspicious, cover (for someone)
6 Double-booking  compromise, urgent
7 An Urgent Message
8 An Intruder  intruder, wander, unauthorised, pop in, restricted
9 The Late Caterer  caterer, resolve (a problem), sincere
10 The Moody Secretary  moody, empathetic, get through (something)
11 A Medical Emergency  collapse, dispatch, pulse
12 Small Talk  small talk, running late
13 Noisy People  horsing around
14 A Little Accident  knock into, insurance claim
15 Broken Photocopier  pile, obligated
16 Japanese Visitors  itinerary, have in mind
17 Fitness Campaign  implement, compulsory
18 Cutting Costs  cutting costs
19 Security Issues  harass, shuttle service
20 Going Green  go green, eco-friendly
21 Working Late  insist, assure, on track, deadline, commitment
22 Asking for a Raise  raise, contribution, adequate
23 A Presentation To Do  persuasive, favour, well-versed
24 Technical Help
25 Bossy Co-worker  bossy, brush off, dominate, take the lead

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26 No Team Spirit  team spirit, let down, address an issue
27 A Better Price  premium, bulk
28 No More Leave  quota, exception, consideration
29 Getting Ahead  get ahead, nowhere in sight, take notice, proactive
30 Monkey Business  monkey business
31 A New Product  shortlist
32 Nothing to Do  slack off
33 A Phone Reference  mixed feelings, pertinent
34 A Late Project
35 Motivation  root cause
36 Goodbye  pursue (opportunities)
37 Who to Promote?  shortlist, moody, stubborn, command respect
38 New Responsibilities  capability
39 A Transfer  transfer
40 Family Fun Day  foster relations, venue