

Sales and Business Development English

Instructor guide for advanced ESL learners working in sales and business development

Audience: account executives, business-development representatives, sales managers, partnership teams, solutions consultants, channel managers, and revenue leaders

Focus: A sales and business development English curriculum for discovery, qualification, objection handling, pricing, procurement, enterprise buying committees, negotiation, partnership language, and CRM discipline.

Designed for advanced ESL learners who already use professional English and need industry-specific terminology, realistic meetings, role-play pressure, careful pushback, and polished workplace outputs.

Teaching stance: this is language and workplace-communication training, not legal, medical, financial, safety, or regulatory advice. Instructors should connect every scenario to the learner's current company policies, local rules, and approved procedures.

Purpose and Course Logic

A sales and business development English curriculum for discovery, qualification, objection handling, pricing, procurement, enterprise buying committees, negotiation, partnership language, and CRM discipline.

Core language challenge

Advanced learners do not only need vocabulary. They need the ability to ask which standard applies, who owns the decision, what evidence is sufficient, what risk is being accepted, and how to disagree without sounding vague, defensive, or reckless.

Each module trains a realistic workplace pressure point with role-specific terms, decision language, pushback practice, and a written output learners can adapt to their own work.

Course objectives

- Use sales and business development terminology accurately in meetings, written updates, handoffs, escalations, reviews, and client or stakeholder conversations.
- Turn vague requests into specific questions about evidence, owner, deadline, constraint, risk, and decision rights.
- Push back on unsafe, unsupported, noncompliant, unrealistic, or poorly scoped proposals while preserving professional trust.
- Handle realistic dialogues from the field, including conflict, uncertainty, documentation gaps, customer or stakeholder pressure, and cross-functional disagreement.
- Produce concise workplace outputs: briefing notes, escalation updates, meeting scripts, risk memos, decision records, and follow-up messages.

Instructor Module Plans

Module 1. Discovery and Qualification (90 minutes)

Ask business questions before pitching features.

Learners should be able to

- Use these terms accurately: discovery, qualification, pain point, buying process.
- Explain the workplace tension: Pain, priority, authority, timeline, and business impact need qualification.
- Respond professionally when a stakeholder says: Show the full demo immediately.
- Draft a usable discovery call plan with facts, caveats, owner, and next step.

Customized scenario

Workplace pressure

A prospect asks for a demo before explaining their problem.

Show the full demo immediately.

Pain, priority, authority, timeline, and business impact need qualification.

Classroom sequence

1. Terminology drill: define each term, then use it in one sentence from the learner's own role.
2. Risk map: identify the stakeholder, the decision, the evidence gap, the operating constraint, and the cost of being wrong.
3. Pushback ladder: move from clarifying question to evidence-based objection to consequence to decision request.

4. Output lab: draft and revise a discovery call plan.

Module 2. Value Proposition and Use-Case Fit (90 minutes)

Connect product value to the buyer's actual workflow.

Learners should be able to

- Use these terms accurately: value proposition, use case, success metric, stakeholder.
- Explain the workplace tension: Use case, stakeholder value, success metric, and urgency need definition.
- Respond professionally when a stakeholder says: Push for next steps anyway.
- Draft a usable value mapping note with facts, caveats, owner, and next step.

Customized scenario

Workplace pressure

A prospect likes the product but cannot name a use case.

Push for next steps anyway.

Use case, stakeholder value, success metric, and urgency need definition.

Classroom sequence

1. Terminology drill: define each term, then use it in one sentence from the learner's own role.
2. Risk map: identify the stakeholder, the decision, the evidence gap, the operating constraint, and the cost of being wrong.
3. Pushback ladder: move from clarifying question to evidence-based objection to consequence to decision request.
4. Output lab: draft and revise a value mapping note.

Module 3. Objection Handling and Competitive Pressure (90 minutes)

Respond to objections without sounding defensive.

Learners should be able to

- Use these terms accurately: objection, competitor, differentiator, total cost.
- Explain the workplace tension: Total value, risk, scope, implementation, and commercial terms need comparison.
- Respond professionally when a stakeholder says: Discount immediately.
- Draft a usable competitive objection response with facts, caveats, owner, and next step.

Customized scenario

Workplace pressure

A prospect says a competitor is cheaper.

Discount immediately.

Total value, risk, scope, implementation, and commercial terms need comparison.

Classroom sequence

1. Terminology drill: define each term, then use it in one sentence from the learner's own role.
2. Risk map: identify the stakeholder, the decision, the evidence gap, the operating constraint, and the cost of being wrong.
3. Pushback ladder: move from clarifying question to evidence-based objection to consequence to decision request.

4. Output lab: draft and revise a competitive objection response.

Module 4. Pricing, Discounting, and Approval (90 minutes)

Negotiate price without eroding value.

Learners should be able to

- Use these terms accurately: discount, procurement, margin, approval path.
- Explain the workplace tension: Pricing policy, margin, term length, volume, and approval path must be reviewed.
- Respond professionally when a stakeholder says: Approve it to close the quarter.
- Draft a usable discount approval request with facts, caveats, owner, and next step.

Customized scenario

Workplace pressure

Procurement demands a last-minute discount.

Approve it to close the quarter.

Pricing policy, margin, term length, volume, and approval path must be reviewed.

Classroom sequence

1. Terminology drill: define each term, then use it in one sentence from the learner's own role.
2. Risk map: identify the stakeholder, the decision, the evidence gap, the operating constraint, and the cost of being wrong.
3. Pushback ladder: move from clarifying question to evidence-based objection to consequence to decision request.
4. Output lab: draft and revise a discount approval request.

Module 5. Enterprise Buying Committees (90 minutes)

Navigate multiple stakeholders and hidden blockers.

Learners should be able to

- Use these terms accurately: champion, economic buyer, buying committee, forecast category.
- Explain the workplace tension: Decision criteria, legal, security, finance, and executive sponsor status matter.
- Respond professionally when a stakeholder says: Forecast the deal as committed.
- Draft a usable deal-risk update with facts, caveats, owner, and next step.

Customized scenario

Workplace pressure

A champion says the deal is done but legal has not reviewed it.

Forecast the deal as committed.

Decision criteria, legal, security, finance, and executive sponsor status matter.

Classroom sequence

1. Terminology drill: define each term, then use it in one sentence from the learner's own role.
2. Risk map: identify the stakeholder, the decision, the evidence gap, the operating constraint, and the cost of being wrong.
3. Pushback ladder: move from clarifying question to evidence-based objection to consequence to decision request.

4. Output lab: draft and revise a deal-risk update.

Module 6. Negotiation and Contract Redlines (90 minutes)

Keep commercial momentum while respecting legal boundaries.

Learners should be able to

- Use these terms accurately: redline, liability, indemnity, commercial term.
- Explain the workplace tension: Risk allocation, legal approval, insurance, and business value need decision.
- Respond professionally when a stakeholder says: Agree because it is a strategic deal.
- Draft a usable redline escalation with facts, caveats, owner, and next step.

Customized scenario

Workplace pressure

A customer requests unlimited liability in the contract.

Agree because it is a strategic deal.

Risk allocation, legal approval, insurance, and business value need decision.

Classroom sequence

1. Terminology drill: define each term, then use it in one sentence from the learner's own role.
2. Risk map: identify the stakeholder, the decision, the evidence gap, the operating constraint, and the cost of being wrong.
3. Pushback ladder: move from clarifying question to evidence-based objection to consequence to decision request.
4. Output lab: draft and revise a redline escalation.

Module 7. Partnerships and Channel Development (90 minutes)

Define partnership value and responsibilities.

Learners should be able to

- Use these terms accurately: channel partner, exclusivity, pipeline, enablement.
- Explain the workplace tension: Territory, targets, enablement, economics, and performance gates need clarity.
- Respond professionally when a stakeholder says: Grant exclusivity to secure the relationship.
- Draft a usable partner term outline with facts, caveats, owner, and next step.

Customized scenario

Workplace pressure

A potential partner wants exclusivity before proving pipeline.

Grant exclusivity to secure the relationship.

Territory, targets, enablement, economics, and performance gates need clarity.

Classroom sequence

1. Terminology drill: define each term, then use it in one sentence from the learner's own role.
2. Risk map: identify the stakeholder, the decision, the evidence gap, the operating constraint, and the cost of being wrong.
3. Pushback ladder: move from clarifying question to evidence-based objection to consequence to decision request.

4. Output lab: draft and revise a partner term outline.

Module 8. CRM Hygiene and Pipeline Reviews (90 minutes)

Discuss pipeline honestly under target pressure.

Learners should be able to

- Use these terms accurately: CRM, pipeline, close date, commit, slippage.
- Explain the workplace tension: Next step, close date, buyer evidence, and risk should drive forecast accuracy.
- Respond professionally when a stakeholder says: Leave them because the pipeline looks stronger.
- Draft a usable pipeline inspection notes with facts, caveats, owner, and next step.

Customized scenario

Workplace pressure

A rep keeps stale opportunities in late stages.

Leave them because the pipeline looks stronger.

Next step, close date, buyer evidence, and risk should drive forecast accuracy.

Classroom sequence

1. Terminology drill: define each term, then use it in one sentence from the learner's own role.
2. Risk map: identify the stakeholder, the decision, the evidence gap, the operating constraint, and the cost of being wrong.
3. Pushback ladder: move from clarifying question to evidence-based objection to consequence to decision request.
4. Output lab: draft and revise a pipeline inspection notes.

Nomenclature and Jargon

These are classroom working definitions. Learners should adapt wording to their organization's policies, systems, and local regulatory environment.

Discovery and Qualification

Term	Working meaning
discovery	Working sales and business development term used in discovery and qualification; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
qualification	Working sales and business development term used in discovery and qualification; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
pain point	Working sales and business development term used in discovery and qualification; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
buying process	Working sales and business development term used in discovery and qualification; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.

Value Proposition and Use-Case Fit

Term	Working meaning
value proposition	Working sales and business development term used in value proposition and use-case fit; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.

Term	Working meaning
use case	Working sales and business development term used in value proposition and use-case fit; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
success metric	Working sales and business development term used in value proposition and use-case fit; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
stakeholder	Person or group with an interest, risk, authority, or dependency in the work.

Objection Handling and Competitive Pressure

Term	Working meaning
objection	Working sales and business development term used in objection handling and competitive pressure; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
competitor	Working sales and business development term used in objection handling and competitive pressure; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
differentiator	Working sales and business development term used in objection handling and competitive pressure; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
total cost	Working sales and business development term used in objection handling and competitive pressure; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.

Pricing, Discounting, and Approval

Term	Working meaning
discount	Working sales and business development term used in pricing, discounting, and approval; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
procurement	Working sales and business development term used in pricing, discounting, and approval; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
margin	Working sales and business development term used in pricing, discounting, and approval; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
approval path	Working sales and business development term used in pricing, discounting, and approval; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.

Enterprise Buying Committees

Term	Working meaning
champion	Working sales and business development term used in enterprise buying committees; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
economic buyer	Working sales and business development term used in enterprise buying committees; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
buying committee	Working sales and business development term used in enterprise buying committees; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
forecast category	Working sales and business development term used in enterprise buying committees; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.

Negotiation and Contract Redlines

Term	Working meaning
redline	Working sales and business development term used in negotiation and contract redlines; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
liability	Working sales and business development term used in negotiation and contract redlines; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
indemnity	Working sales and business development term used in negotiation and contract redlines; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
commercial term	Working sales and business development term used in negotiation and contract redlines; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.

Partnerships and Channel Development

Term	Working meaning
channel partner	Working sales and business development term used in partnerships and channel development; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
exclusivity	Working sales and business development term used in partnerships and channel development; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
pipeline	Working sales and business development term used in partnerships and channel development; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
enablement	Working sales and business development term used in partnerships and channel development; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.

CRM Hygiene and Pipeline Reviews

Term	Working meaning
CRM	Working sales and business development term used in crm hygiene and pipeline reviews; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
pipeline	Working sales and business development term used in crm hygiene and pipeline reviews; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
close date	Working sales and business development term used in crm hygiene and pipeline reviews; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
commit	Working sales and business development term used in crm hygiene and pipeline reviews; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.
slippage	Working sales and business development term used in crm hygiene and pipeline reviews; define the owner, evidence source, governing document, risk, and decision impact before using it in a meeting.

Industry-Specific Meeting Moves

Situation	Useful language
Discovery and Qualification	Before we commit, I want to confirm discovery, qualification, the owner, and the evidence behind the decision. If pain, priority, authority, timeline, and business impact need qualification., I recommend we document the risk and agree on the next step.
Value Proposition and Use-Case Fit	Before we commit, I want to confirm value proposition, use case, the owner, and the evidence behind the decision. If use case, stakeholder value, success metric, and urgency need definition., I recommend we document the risk and agree on the next step.

Situation	Useful language
Objection Handling and Competitive Pressure	Before we commit, I want to confirm objection, competitor, the owner, and the evidence behind the decision. If total value, risk, scope, implementation, and commercial terms need comparison., I recommend we document the risk and agree on the next step.
Pricing, Discounting, and Approval	Before we commit, I want to confirm discount, procurement, the owner, and the evidence behind the decision. If pricing policy, margin, term length, volume, and approval path must be reviewed., I recommend we document the risk and agree on the next step.
Enterprise Buying Committees	Before we commit, I want to confirm champion, economic buyer, the owner, and the evidence behind the decision. If decision criteria, legal, security, finance, and executive sponsor status matter., I recommend we document the risk and agree on the next step.
Negotiation and Contract Redlines	Before we commit, I want to confirm redline, liability, the owner, and the evidence behind the decision. If risk allocation, legal approval, insurance, and business value need decision., I recommend we document the risk and agree on the next step.
Partnerships and Channel Development	Before we commit, I want to confirm channel partner, exclusivity, the owner, and the evidence behind the decision. If territory, targets, enablement, economics, and performance gates need clarity., I recommend we document the risk and agree on the next step.
CRM Hygiene and Pipeline Reviews	Before we commit, I want to confirm CRM, pipeline, the owner, and the evidence behind the decision. If next step, close date, buyer evidence, and risk should drive forecast accuracy., I recommend we document the risk and agree on the next step.

High-pressure pushback frames

- I understand the urgency. The risk is that we move faster than the evidence or process supports.
- I am not blocking the goal. I am naming the condition we need before the decision is safe and credible.
- If we accept this risk, we should name the owner, document the assumption, and define the trigger for escalation.
- That may be possible, but not under the current scope, timeline, or approval path.
- Let's separate what we know, what we assume, and what still needs confirmation.

Assessment and Coaching

Performance rubric

Skill	Developing	Proficient	Strong
Terminology	Recognizes terms but uses them loosely.	Uses field terms accurately in context.	Defines terms, connects them to evidence, and explains decision impact.
Pushback	Disagrees vaguely or avoids disagreement.	Names concern with evidence and next step.	Balances urgency, relationship, risk, owner, and decision rights.
Scenario judgment	Focuses on one stakeholder's preference.	Identifies constraint, risk, and process.	Guides the group toward a documented, realistic decision.
Written output	Writes general summaries.	Produces clear notes with facts and owner.	Creates concise, decision-ready workplace communication.

Source orientation

- Company sales process, approval matrix, and pricing policy.
- Contract review and procurement procedures.
- CRM definitions and forecast governance.
- The learner's own company policies, SOPs, contracts, systems, templates, and approved communication standards.