EASY E

MEDIUM M

CEF level A2

ADVANCED A CEF levels B1-B2

CEF levels C1-C2

CEF: European Framework of Reference for Languages

INTRODUCTION [1] Let's get started! E

Sion Dayson: Welcome to Business Spotlight Audio. In this issue, we'll focus on topics ranging from answering difficult questions at work to the vocabulary of financial crime. We'll also consider whether dress codes are really necessary and what bees mean for the economy. Are you curious to find out more? Let's start with some trending news topics.

issue - Ausgabe

topic - Thema

NAMES AND NEWS [2] A Brit in America E US

Emma Tucker had a <u>blunt</u> message for her staff of journalists and editors at The Wall Street Journal (WSJ): "We don't want to be the German car industry of news publishing." Founded in 1889, the Journal is a highly respected American business publication. Tucker has been its editor-in-chief since early 2023 and has been making big changes to help the newspaper modernize and adapt to a changing media industry.

Tucker, 57, grew up in England. She has lots of experience in journalism, starting her career as a trainee at the Financial Times. She used to be the chief editor of The Sunday Times in Britain which, like WSJ, is owned by News Corp, the media group founded by Rupert Murdoch. As a Brit in the U.S., however, Tucker has had a lot to learn about America's political system and its biggest companies.

Like many newspapers, WSJ has faced falling print circulation and strong competition. As most of its subscribers are older and male, however, Tucker sees women and younger generations as a market of potential new readers. "We need to make our journalism more accessible without, in any way, diluting the standards or integrity of the reporting," she told The New York Times. "And I think it's possible to do both."

Business Spotlight 4/2024, p. 8

etw.verdünnen:

blunt 🗢 unverblümt;	circulation - Auflage		
hier: deutlich	competition		
editor 🗢 Redakteur(in)	 Wettbewerb, Konkurrenz 		
found sth. 🗢 etw. gründen	subscriber		
editor-in-chief	 Abonnent(in) 		
 Chefredakteur(in) 	accessible		
Brit (ifml.) - Brite/Britin	 zugänglich, verfügbar 		
face sth.	dilute sth. 🗢 etw. verdünne		
 etw. gegenüberstehen 	hier: mindern		

[3] Wine worries M

In the 1920s, the average French person drank 136 litres of wine a year — about two and a half standard glasses a day. However, at least for the

French wine industry, the number in the 2020s is much more <u>sobering</u>: around 40 litres a year per person. Lower demand combined with the rising costs of <u>fuel</u> and <u>fertilizer</u> mean that many French wine-makers cannot price bottles of their product high enough to make a profit.

As a result, producers in some of France's best-known wine regions, including Languedoc and Bordeaux, have been struggling. To help stabilize prices, France destroyed a lot of wine in 2023, enough to fill 100 Olympic-sized swimming pools, at a cost of \notin 200 million. The wine is not simply <u>tipped down the drain</u> but distilled into pure alcohol, which can be used in cleaning products or perfumes, for example.

Despite this, France has now overtaken Italy as the world's largest wine producer — after unusually dry conditions across southern Europe reduced Italy's 2023 <u>harvest</u> by about 12 per cent. Globally, extreme weather made that year's grape harvest the worst in over 60 years.

Business Spotlight 4/2024, p. 9

sobering 🗢 ernüchternd	
fuel 🗢 Kraftstoff	
fertilizer 🗢 Dünger	

tip sth. down the drain etw. in den Ausguss kippen harvest • Ernte

[4] Robot helpers M

Housework is <u>literally</u> a <u>chore</u> but, soon, robots could be doing almost half of the chores we do today. Robot <u>vacuum cleaners</u> are already busy in many households, but similar machines could take over about 40 per cent of all housework, and 28 per cent of care work, by 2035.

This is the <u>conclusion</u> of a study by Oxford University, in the UK, and Ochanomizu University, in Japan. The <u>researchers</u> studied which tasks are easiest to automate and how much time that would likely save. <u>Grocery shopping</u> is seen as the next big area for automation, allowing people to spend up to 59 per cent less time on this job. Cooking, cleaning and gardening are also high on the list. In many cases, the technology already exists but has to get cheaper to become widespread.

Automation will <u>free up</u> more <u>leisure time</u> but also allow people to work more, <u>boosting</u> incomes and economic growth. The people who will benefit the most are the ones who currently do the most housework — particularly women, who, globally, spend more than four hours a day on unpaid work (about twice as much as men do).

Business Spotlight 4/2024, p. 9

- literally im wahrsten Sinne des Wortes chore - Arbeit, lästige Pflicht vacuum cleaner - Staubsauger conclusion - Schlussfolgerung researcher - Forscher(in)
- grocery shopping

 Lebensmitteleinkauf

 free sth. up

 etw. verfügbar machen

 leisure time

 Freizeit

 boost sth.

 etw. steigern, ankurbeln

INNOVATION

[5] Powerful ideas M

Sion: Sometimes, big ideas come in small packages. From drugs that can be taken to treat genetic disorders to small nuclear reactors that are quicker and cheaper to run, innovative ideas can make a big impact on people's lives.

disorder - hier: Erkrankung run sth.

 hier: etw betreiben impact - Auswirkung(en)

[6] Gene dreams Ā

We inherit a lot from our parents; not all of it is good. Genetic disorders affect millions of people and are often difficult to treat. However, 2024 could be a big year for gene-edited drugs, which can be designed to target specific diseases. The first CRISPR drug, called "exa-cel", arrived in late 2023 and treats two genetic blood disorders: sickle-cell disease and beta thalassaemia.

Created by CRISPR Therapeutics and Vertex Pharmaceuticals, CRISPR is a gene-editing technique that precisely cuts and edits DNA. Stem cells taken from a patient are edited and put back into the body, where they counteract the genetic defect. This treatment can potentially last a lifetime, but gene therapy is still extremely expensive, costing more than \$2 million per patient.

Cost is a major challenge for the industry. Even though gene editing could prevent the

long-term dependence on expensive drugs, many doubt that existing health-care systems, even those of wealthy countries, could cope with such high costs.

Business Spotlight 4/2024, p. 11

inherit sth. 🗢 etw. erben	sickle-cell disease
disorder 🗢 hier: Erkrankung	 Sichelzellkrankhe
affect sb jmdn. beein-	zellenanämie
trächtigen, betreffen	beta thalassaemia
gene-edited	🗢 Beta-Thalässamie
 auf Genomchirurgie/Genom- editierung basierend 	edit sth. ► hier: etv bearbeiten
target sth.	stem cell 🗢 Stamm
target sth. • auf etw. abzielen	counteract sth.
	etw entgegenwir

 Sichelzellkrankheit, Sichelellenanämie eta thalassaemia Beta-Thalässamie dit sth.
hier: etw editieren earbeiten

tem cell 🗢 Stammzelle ounteract sth.

etw. entgegenwirken

[7] Small but powerful Ā

They say good things come in small packages. That's certainly what some in the nuclear energy industry believe. Supporters of small modular reactors (SMRs), small-scale nuclear power plants, say these are not only cheaper and faster to build than large-scale plants, but are also safer to operate.

Standardized designs that are prefabricated in a factory make SMRs easier to mass-produce and expand as necessary. Since they're small, they can be transported to remote areas where energy-intensive activities, such as mining, usually take place. Small reactors have been used on navy vessels, for example, for decades, but recently, companies like Rolls-Royce and

GE Hitachi Nuclear Energy have begun to consider them for electricity generation on land.

Are they a good idea? Nuclear is by far the most expensive form of power generation, and the concerns about safety and <u>nuclear waste</u> remain. But the need for reliable, emission-free energy may be greater.

Business Spotlight 4/2024, p. 1	1
---------------------------------	---

packages: good things come	
in small ~ 🗢 etwa: klein,	
aber oho	
small-scale	
 kleinmaßstäbig; hier: Klein- 	
power plant - Kraftwerk	

refabricated - vorgefertigt
emote 🗢 abgelegen
nining 🗢 Bergbau
avy vessel 🗢 Kriegsschiff
uclear waste 🗢 Atommüll

HEAD-TO-HEAD [8] Dialogue: Should workplaces have dress codes? M

Sion: Some people love dress codes. Others hate them. Listen carefully to the following dialogue between Jack and Clive, two colleagues with different opinions on dress codes. We'll test your understanding of what they spoke about in the following track. Ready? Let's begin. Jack: Hi, Clive.

Clive: How's it going, Jack?

Jack: Not too bad. I'm <u>looking forward to</u> the <u>off-site</u> event next week. It'll be nice to spend a couple of days in the countryside. Have you packed yet?

Clive: No, not yet. I always <u>put off</u> packing. It's not something I enjoy very much.

Jack: Well, at least we've got some information about the expected dress code. I would have been <u>hesitant</u> about what to pack otherwise. But knowing that management wants us to wear "business casual attire" makes it a lot easier.

Clive: Does it? I find all these rules and regulations a bit <u>suffocating</u>. We're not stupid. Having a <u>stringent</u> dress code is so <u>condescending</u>.

Jack: Well, I think it's pretty standard practice and helps to avoid <u>awkward</u> situations. Imagine wearing jeans and a T-shirt to a meeting where everyone else was in suits. You'd <u>feel out</u> <u>of place</u> and unprofessional.

Clive: Personally, I find personal expression through clothing really <u>liberating</u>. I think employers often use dress codes to <u>enforce</u> power dynamics.

Jack: I understand that employers want to <u>exert</u> a certain level of control over what we wear. After all, they need to prioritize customer satisfaction and make a good impression on <u>sharehold-</u> ers. That only works if people are presentable.

Clive: But dress codes are often <u>biased</u> and restrictive. Management said they expected men to wear trousers to the off-site event. That's a very <u>binary approach</u> to clothing. Why can't I wear a skirt if I want to? The whole thing is excessively conservative. I'm <u>tempted</u> to send an email to <u>HR</u> about it.

Business Spotlight 4/2024, pp. 16-17

look forward to sth.	feel out
 sich auf etw. freuen 	 sich f
off-site 🗢 hier: außerhalb des	liberati
Arbeitsplatzes	enforce
put sth. off 🗢 etw. aufschieben	🗢 etw. e
hesitant 🗢 zögerlich	exert st
business casual • Anzug mit Hemd ohne Krawatte	shareho Aktio
(casual 🗢 leger)	biased
attire 🗢 Kleidung	voreinge
suffocating	binary
 erstickend, erdrückend 	approa
stringent 🗢 strikt, streng	tempte
condescending	🗢 versu
 herablassend 	HR (hu
awkward 🗢 peinlich	🗢 Perso
	abteilung

eel out of place
 sich fehl am Platz fühlen
iberating 🗢 befreiend
enforce sth.
 etw. durchsetzen
exert sth. 🗢 etw. ausüben
hareholder Aktionär(in)
piased 🗢 tendenziös,
/oreingenommen
pinary 🗢 binär
approach 🗢 Ansatz
empted: be ~ to do sth.
 versucht sein, etw. zu tun
HR (human resources) ► Personal; hier: Personal- abteilung

[9] Exercise: Check your understanding M

Sion: OK, now it's time to test your understanding of some of the words and phrases used in the dialogue you have just heard. Are the following statements true or false?

- 1. Clive usually packs well in advance of trips.
- This statement is false. Clive says that he always "puts off packing". If you "put off doing something", then you avoid doing it until later on.
- 2. Jack would have been unsure what to pack without the dress code.
- This statement is true. Jack says he would have been "hesitant about what to pack" otherwise. "Hesitant" is another word for "unsure".

- **3.** Management has requested that employees wear "business formal <u>attire</u>".
- This statement is false. The requested dress code is "business casual attire". This means that the style will be less formal, but still professional.
- 4. Clive finds the use of a strict dress code <u>patronizing</u>.
- This statement is true. He finds the use of a "stringent dress code" "condescending". If something is "stringent", it is strict. And people refer to things as "patronizing" or "condescending" if they feel that they are being treated as if they were stupid.
- **5.** Jack thinks a dress code can help to prevent uncomfortable situations.
- This statement is true. Jack thinks a dress code can help to "avoid awkward situations". If a situation is "awkward", it is uncomfortable or <u>embarrassing</u>. He also says that people might feel "out of place" if they wore the wrong clothing. This is another way of saying that they might feel uncomfortable and different to the other participants.
- **6.** For Clive, dress codes are a way of making people feel equal.
- This statement is false. Clive thinks that dress codes "enforce power dynamics", making it clear who is in control (or "in charge") and who is not.

- 7. Clive has written to \underline{HR} about the dress code.
- This statement is false. Clive says that he is "tempted to send an email to HR", but he has not sent one yet. If you are "tempted to do something", you have an <u>inclination</u> to do something or you want to do something.

Sion: Did you get all those right? If not, go back and try this exercise again.

Business Spotlight 4/2024, pp. 16-17

well in advance	
 lange vorher 	
attire 🗢 Kleidung	
 patronizing bevormundend 	

emb	arrassin	g ►	peinlich
	 Perso Personala 		ung
	nation leigung, V	orliel	De

METROPOLITAN MAYHEM [10] Urban beekeeper Charlene Potter M US

Sion: Did you know that bees are important for humankind and the economy? Listen to this extract from the interview between Business Spotlight correspondent Talitha Linehan and Los Angeles-based urban <u>beekeeper</u> Charlene Potter. We'll test your understanding of their conversation afterwards. Ready? Let's begin.

Talitha Linehan: Why are bees so important, and why do we need to save them?

Charlene Potter: OK. Erm, well, first of all, it's about food. Every third bite of food you take is thanks to the bees. And that's a lot of food — 33.3 per cent of our food. So, if we have a

problem with our most ambitious and efficient <u>pollinators</u>, which is the honeybee, then we're going to have problems because <u>crops</u> are not <u>pollinated</u> — you don't get the food. So, the fruits and vegetables and nuts that we expect to eat are thanks to the bees. I'm really <u>big</u> into food, and I see the bees as a big part of that. And then, <u>in terms of</u> saving the bees. You know, it's an <u>issue</u>, right? And there's always two sides to every story. So, I think it's important because I follow scientific beekeeping.

The science shows there's an organization called the Bee Informed Partnership, and they do a study every year and ask — it's a <u>survey</u> — and they ask beekeepers, you know, "What happened with your <u>hives</u> this year? You know, how many did you lose? How did you lose them?" It's a <u>lengthy</u> survey, and then they collect all this data, and they share it with, you know, the world. And last year, <u>take a guess</u> what percentage of hives were lost. And by lost, I mean died — dead.

Talitha: 50 percent?

Charlene: Yeah, 48.2 percent.

Talitha: I mean, I've read a lot of the stats and studies, so...

Charlene: Just, I mean, think if you were, I don't know, a farmer with, with chickens or cows or <u>goats</u> or sheep or whatever, or even just a farmer with, you know, a <u>grain</u>, like <u>corn</u> or <u>wheat</u> or something. Imagine that you lost half of your crop every year. It's not <u>sustainable</u>. So, do we have to save the bees? Yeah, we do. We do. We definitely have to save the bees. Why are almost half of the bees dying? There's a lot of answers, and you could place the blame in a lot of places, but I think those are questions that we need to ask ourselves, right? And I think it has to do with, of course, pesticides.

Pesticides work their way up the food chain. So, if it's killing bees, I mean, these tiny little insects... You ignore them most of your life, unless you know a beekeeper, you just ignore them, you know? And you're afraid of them, and you kill them and you, you know, you pesticide [non-standard usage] them, and you kill them with toxic chemicals, but that goes up the food chain. And it's just like when you poison rats, you know, and or whatever you're trying to kill. Even if it's ants or cockroaches, it goes up the food chain and that becomes our food. I think it's damning for us as well, in terms of, you know, just your immune systems, your health. And I think we need to save the bees because we need to save ourselves I have a T-shirt — it's a picture of a bee and it says, you know, "If I die, you're coming with me." So, we need to save the bees.

Sion: Now, let's move on to an exercise to test your understanding of some of the words and phrases used in the interview. You'll hear an in-

complete sentence based on what you have just heard. Choose option **a**) or **b**) to complete the sentence correctly based on Charlene Potter's answers. Ready? Let's begin.

- 1. A "pollinator" ...
- a) is an animal or insect that moves pollen from one plant to another.
- **b**) is a device made to extract pollen from plants.
- a) is right. A "pollinator" is an animal or insect that moves pollen from one plant to another. "Pollen" is the yellow substance found at the center of flowers that is carried from one plant to another by animals and insects. Honeybees are the most efficient pollinators.
- 2. A "hive"...
- a) is a place for bees to <u>nest</u>.
- **b)** is the busy activity of a swarm of bees.
- a) is right. A "hive" is a place for bees to nest. You might have also heard the expression "a hive of activity". This expression is used to talk about very busy places, for example: "The conference center was a hive of activity."
- 3. A "crop"...
- a) is a field used for farming purposes.
- **b)** is a plant that is grown <u>at scale</u> and sold commercially.
- b) is right. A "crop" is a plant that is grown at scale and sold commercially.

- 4. The "food chain"...
- a) is a problem that occurs when an organism's <u>supply</u> of food becomes <u>endangered</u>.
- b) is a group of living things, each of which is dependent on the next one as a source of food.
- **b**) is right. The "food chain" is a group of living things, each of which is dependent on the next one as a source of food.

Business Spotlight 4/2024, pp. 18-21

beekeeper
 Bienenzüchter(in), Imker(in)
pollinator - Bestäuber(in)
crop - Nutz-, Kulturpflanze
pollinate sth.
 etw. bestäuben
big: be ~ into sth. (ifml.)
 sich f ür etw. stark machen
in terms of 🗢 in Hinsicht auf
issue ► Problem
survey - Umfrage
hive - Bienenstock
lengthy - hier: umfangreich
take a guess
 schätzen, raten

goat ► Ziege
grain 🗢 Getreide
corn (US) 🗢 Mais
wheat 🗢 Weizen
sustainable 🗢 tragbar
ant 🗢 Ameise
cockroach 🗢 Kakerlake
damning 🗢 vernichtend
nest 🗢 nisten
at scale
 hier: in großem Umfang
supply
 Lieferung, Versorgung
endangered: become ~
 gefährdet werden

[11] Dialogue: A bee-friendly office garden A

Sion: At Metropolitan Mayhem, our fictional London-based advertising agency, colleagues Michelle and Doug talk about the company's plans to turn the roof terrace of the company's office into a bee-friendly garden. Listen carefully because we'll test your understanding of the dialogue afterwards. Ready? Let's go!

Michelle: I'm really <u>excited</u> about our teambuilding activity tomorrow. I love the idea of having a bee-friendly office garden on the roof. I can't wait to get my hands dirty.

Doug: I know! I like to think I'm quite green-fingered, myself. I spend most Sundays tending to my plants in my back garden and my greenhouse.

Michelle: Oh, I didn't realize you were <u>into</u> gardening. You'll probably have some great suggestions for bee-friendly plants, then.

Doug: Yes, the most important thing is that the plants are nectar-bearing — those are the <u>fra-grant</u> plants that attract the bees. I'm a big fan of <u>lavender</u> and <u>verbena</u>.

Michelle: Oh, yes, they smell lovely! I've heard that a few people are a bit concerned about attracting too many bees to the roof terrace, though. I suppose many people are <u>scared</u> of getting stung, but I think if you don't <u>bother</u> them, the bees won't bother you.

Doug: Yes and, <u>let's face it</u>, with the bee population in <u>decline</u>, it's important for us to stop the honeybee from becoming <u>extinct</u>. You don't need to be a <u>conservationist</u> or have experience in <u>apiculture</u> to support bee populations. It's just about doing a bit of <u>research</u> and planting the right plant <u>species</u>. Michelle: I couldn't agree more. And I think having a bee-friendly office garden will be great for the company's <u>corporate</u> image, too. Since posting on LinkedIn about our plans for the garden, we've been contacted by the press and a local beekeeper who wants to sell her honey in the office.

Doug: The news has created quite a \underline{buzz} , it seems.

Michelle: Good one, Doug. Well, I'm a busy bee myself, so I'd better get back to it. See you tomorrow. Don't forget your gardening gloves!

Business Spotlight 4/2024, pp. 18-21

excited: be ~ about sth.

 auf etw. gespannt sein green-fingered: be ~ (ifml.) einen grünen Daumen haben tend to sth. etw. hegen, pflegen back garden Garten hinter dem Haus greenhouse Gewächs-, Treibhaus into: be ~ sth. (ifml.) sich mit etw. befassen fragrant - duftend lavender verbena Verbene, Eisenkraut scared: be ~ of sth. vor etw. Angst haben

bother sb.

jmdn. belästigen, ärgern

let's face it

seien wir ehrlich

decline: be in ~

- abnehmen
- extinct: become ~

aussterben

- conservationist
- Natur-, Umweltschützer(in)

apiculture

Bienenhaltung, Imkerei

research - Forschung; hier auch: Recherche(n)

species - Art

corporate

- Firmen-, Unternehmensbuzz (ifml.)
- Begeisterung

[12] Exercise: Comprehension M

Sion: OK, let's test your understanding of some of the language used in the dialogue. Listen to the following extracts from the dialogue and decide what their meaning is by choosing option **a**) or **b**).

- **1. Doug:** I like to think I'm quite greenfingered, myself.
- a) I like to think I'm quite good at making plants grow.
- **b)** I have little experience gardening, but I'm ready to learn.
- The correct answer is a). If someone is "green-fingered", then they are good at making plants grow when they plant and look after them.
- 2. Doug: I spend most Sundays tending to my plants.
- a) On most Sundays, I look after my plants.
- **b)** On most Sundays, I choose new plants for my garden.
- The correct answer is a). If you "tend to your plants", you take care of them by watering them, giving them plant <u>food</u> or <u>pruning</u> them. "Pruning" involves cutting away dead or overgrown parts of a bush, tree or plant to encourage growth.
- **3. Doug**: The most important thing is that the plants are nectar-bearing...
- **a**) It is essential that the plants have fruit that can be juiced.

- **b)** It is essential that the plants have a sweet substance called "nectar".
- The correct answer is b). "Nectar" is a sweet, fragrant substance produced by plants to attract pollinators, like bees and other insects.
- **4. Doug**: With the bee population in decline, it's important for us to stop the honeybee from becoming extinct.
- a) With the number of bees going down, it's important for us to stop the honeybee from dying out completely.
- b) Although the bee population is stable, that doesn't mean we shouldn't make an effort to stop the bees from becoming <u>endangered</u>.
- The correct answer is a). If a population is "in decline", it is becoming smaller. If a species is "extinct", then it no longer exists because it has died out.
- 5. Doug: The news has created quite a buzz, it seems.
- a) The news has annoyed people and made them angry.
- **b)** The news has attracted attention and generated interest.
- The correct answer is **b**). If news "creates quite a buzz", it attracts attention and generates interest.

Sion: Did you get all those right? If not, go back and try the exercise again.

Business Spotlight 4/2024, pp. 18-21



endangered: become ~ • gefährdet werden

BUSINESS SKILLS [13] Responding in the right way <u>i</u>

Sion: Have you ever been asked a question at work that you had no idea how to answer? Listen carefully to the following advice on how to deal with difficult questions. It might help you to avoid an uncomfortable situation in the future.

Business Spotlight 4/2024, pp. 30-32

[14] Dealing with difficult questions M

When you are giving a presentation, most of the questions you get are simply requests for information. Sometimes, however, people may ask questions to impress the group with their own knowledge (especially if their boss is present!). Others might want to <u>unbalance</u> you or have the need to feel <u>superior</u>. How should you manage those situations?

As you can't be sure of people's motives, treat all questions as <u>genuine</u> requests for information. As the presenter, you are in a position of authority. Act like the <u>chairperson</u> of a meeting. Think about your answers. Keep calm and try not to become emotional or confrontational but also be <u>firm</u> in your reply. <u>Hesitancy</u> is often seen as incompetence.

Deep mistrust

Keep eye contact with the whole group during your answer. Looking only at the questioner <u>invites</u> them to continue. Never try to <u>bluff</u>, as you'll nearly always be <u>found out</u>. And you certainly don't want to sound like a politician. Politicians are skilled at <u>evading</u> questions and answering questions no one asked.

If you don't know, be honest (perhaps give a reason why) and offer to find the answer. Then, get the questioner's agreement on what you intend to do.

Questioner: Can you show us how the consultants calculated the proposed changes?

Presenter: I don't have the <u>figures</u> to hand, but if you leave me your contact details, I'll send you their report when I'm back in the office. Is that OK? And if anyone else is interested, just let me know afterwards.

In some cases, you might not be the right person to answer the question. If you aren't, offer to find the right person and get the answer or put the questioner in contact with them. Again, get agreement with your <u>approach</u>.

Questioner: What's the present status of the <u>recruit-</u> <u>ment</u> of the IT staff you will need?

Presenter: That's really a question for our head of recruitment. I'll ask her to <u>drop</u> you an email with the latest report. Is that OK for you? I'll ask her to copy in anyone else interested in this, too.

If the question requires a long and complicated answer that would take up too much time, arrange to have a private discussion after the presentation.

Questioner: Could you go through the technical details of the new equipment for me, please?

Presenter: As we only have another few minutes until the <u>break</u>, I suggest you and I meet privately afterwards to go through the details. Would that be OK with you? Anyone else who's interested is welcome to join us.

You could also suggest a private meeting for <u>persistent</u> questioners who take up too much time. Whatever approach you use to <u>put off</u> answering a question, get the questioner's agreement. Once the questioner agrees, the <u>issue</u> is temporarily removed from the discussion and you can move on.

If you need time to think of a good answer to a difficult question, you might have the questioner repeat the question to give you a few moments to gather your thoughts.

Questioner: What criteria did you use during the recruitment process?

Presenter: Sorry, I didn't quite <u>catch</u> that. Could you repeat your question, please?

Or ask the questioner to <u>rephrase</u> the question. **Questioner:** Would all the <u>stakeholders</u> agree with your <u>assessment</u>, and be <u>on board</u> with the changes you are making? Are your stakeholders fully informed about what is happening?

Presenter: I don't quite follow you. Could you rephrase the question for me, please?

A third option is to <u>paraphrase</u> the question yourself.

Questioner: What are the main tasks of the project team over the next six months, and where do you expect <u>bottlenecks</u> to occur?

Presenter: So, you want to know our priorities and expected problems, right?

You should use these approaches if you really don't understand a question. Often, the questioner knows the answer and is happy to <u>show</u> <u>off</u> their knowledge. Sometimes, you can throw the question back to the questioner or someone else in the audience.

Questioner: Isn't it usually the case that projects of this size automatically overspend by at least ten per cent? **Presenter:** I'm not aware of the exact figures. Does that match your own experience?

If you expect some difficult questions, make it clear in your introduction that you will take questions only at the end of the presentation. Get agreement on this and stick to it. This way, you won't <u>get sidetracked</u> by <u>hostile</u> questions.

Business Spotlight 4/2024, pp. 30-32

unbalance sb.			
🗢 jmdn. aus der Ruhe bringen			
superior 🗢 überlegen			
genuine 🗢 echt			
chairperson 🗢 Vorsitzen-			
de(r); hier: Sitzungsleiter(in)			
firm 🗢 entschieden,			
verbindlich			
hesitancy 🗢 Zögern			
invite sb. 🗢 hier: jmdn. auf-			
fordern, ermutigen			
bluff (sb.)			
 (jmdn.) bluffen, täuschen 			
found out: be ~			
 ertappt werden 			
evade sth.			
 etw. ausweichen, umgehen 			
figure 🗢 Zahl			
approach 🗢 Vorgehensweise			
recruitment - Einstellung,			
Personalbeschaffung			
drop sb. sth. (ifml.)			
 jmdm. etw. schreiben 			
break 🗢 hier: Pause			

persistent 🗢 hartnäckig put sth. off etw.hinausschieben issue 🗢 Problem, Thema catch sth. - hier: etw. verstehen rephrase sth. • etw. umformulieren stakeholder Projektbeteiligte(r) assessment Beurteilung, Einschätzung on board: be ~ with sth. (ifml.) - hier: mit etw. einverstanden sein paraphrase sth. 🗢 etw. mit anderen Worten ausdrücken bottleneck - Engpass show sth. off mit etw. glänzen get sidetracked abgelenkt werden hostile feindselig; hier: schwierig

[15] Essential phrases for dealing with difficult questions M

Sion: In this exercise, you practise some phrases that are useful for dealing with difficult questions. I'll tell you what to say and give you some of the words that you'll need. In the pause, form the necessary phrase. Afterwards, you'll hear the correct version. Don't worry if your phrase is slightly different from ours. Then repeat the correct version. Ready? Here's the first one.

- 1. You say that you do not know the answer.
- Use "not have", "that information" and "hand".
- I don't have that information to hand.
- 2. You do not know the answer and state what you will do.
- Use "find out", "get back" and "you".
- I'll find out and get back to you.
- 3. You suggest a private discussion.
- Use "we can", "go", "detail", "during", "break", "if you" and "interested".
- We can go into detail during the break if you are interested.
- You are not sure that you understood the question. Ask someone to repeat or <u>rephrase</u> it.
- Use "could", "rephrase", "question", "for me" and "please".
- Could you rephrase the question for me, please?
- 5. You give the question to your audience.
- Use "is there" "anyone", "audience", "who" and "knows".
- Is there anyone in the audience who knows?

Sion: Excellent. Well done!

Business Spotlight 4/2024, pp. 30-32

rephrase sth.

etw. umformulieren

SPELLING

[16] How do you spell that? Try the NATO alphabet M

Sion: Even if you are familiar with the English alphabet, spelling out your name on the phone can still be <u>tricky</u>. It's easy for the listener to <u>mistake</u> certain letters of the alphabet. That's where the NATO alphabet <u>comes in handy</u>. It was officially <u>adopted</u> by NATO and the International Civil Aviation Organization (ICAO) in 1956 to make communication easier. It uses a series of easily <u>recognizable</u> words to identify each letter of the Roman alphabet. Before using the NATO alphabet on a phone call, it is important to ask the other person if they are familiar with the NATO alphabet to avoid confusion. Listen carefully to the NATO alphabet because we'll do an exercise on it afterwards. Ready?

A = Alfa	N = November
B = Bravo	O=Oscar
C = Charlie	P = Papa
D = Delta	Q=Quebec
E = Echo	R=Romeo
F = Foxtrot	S = Sierra
G=Golf	T = Tango
H = Hotel	U = Uniform
I = India	V = Victor
J = Juliett	W = Whiskey
K = Kilo	X = X-ray
L = Lima	Y = Yankee
M = Mike	Z=Zulu

Sion: OK, now, we'll give you a series of names. Practise spelling them out using the NATO alphabet. After the beep that follows each name, you'll hear the name in the NATO alphabet.

- 1. David Jones
- Delta, Alfa, Victor, India, Delta, (space), Juliett, Oscar, November, Echo, Sierra
- 2. Celine Collier
- Charlie, Echo, Lima, India, November, Echo, (space), Charlie, Oscar, Lima, Lima, India, Echo, Romeo
- 3. Jane Ruskin
- Juliett, Alfa, November, Echo, (space), Romeo, Uniform, Sierra, Kilo, India, November
- 4. Djamal Saleh
- Delta, Juliett, Alfa, Mike, Alfa, Lima, (space), Sierra, Alfa, Lima, Echo, Hotel

Sion: Did you get all those right? If not, listen to the NATO alphabet again, and try the exercise once more.

Business Spotlight 4/2024, pp. 33

tricky	 schwierig

mistake sth.

etw. missverstehen

come in handy

sich als nützlich erweisen



REFORM

[17] Exercise: Essential financial crime vocabulary M

Sion: This language exercise is about key words needed to talk about financial crime. First, we'll give you a word connected to financial crime. Then, you'll hear two suggestions for what the term could mean: a) and b). In the pause, choose the correct option. OK? Here's the first one.

- 1. "Bribery" is ...
- a) giving money or something of value to someone to help them to support people in need.
- **b)** offering money or something else of value to influence the actions of an official or other person in a position of power.
- b) is right. "Bribery" is offering money or something else of value to influence the actions of an official or other person in a position of power.
- 2. "Embezzlement" is...
- a) the act of stealing money that belongs to your employer or that you are in some way responsible for.
- **b**) the withdrawal of money from your employer's account to invest it in a <u>competing</u> company.
- a) is right. "Embezzlement" is the act of stealing money that belongs to your employer or that you are in some way responsible for.

- 3. "Forgery" is ...
- a) an illegal copy or imitation of a signature, official document, banknote or work of art.
- **b)** a copy of a legal signed document in which some parts have been <u>blurred out</u>.
- a) is right. "Forgery" is an illegal copy or imitation of a signature, official document, banknote or work of art.
- 4. "Fraud" is...
- a) a legal but immoral and unethical act to convince others to give you money.
- **b**) an illegal trick performed for financial or personal gain.
- **b**) is right. "Fraud" is an illegal trick performed for financial or personal gain.
- 5. "Insider trading" is...
- a) the act of selling products from your partner's company to your colleagues at a higher price.
- **b**) the act of buying or selling <u>shares</u> in a company with the help of non-public information.
- **b**) is right. "Insider trading" is buying or selling shares in a company with the help of non-public information.
- 6. "Identity theft" is...
- a) the act of stealing and using another person's name or identification for financial or criminal purposes.
- **b**) the act of stealing and using another person's identity card for opening a bank account.
- a) is right. "Identity theft" is the act of stealing and using another person's name

or identification for financial or criminal purposes.

- 7. "Money laundering" is...
- a) the process of changing bitcoins into US dollars of a lower value.
- **b)** the process of making money earned from illegal activity appear legal.
- **b**) is right. "Money laundering" is the process of making money earned from illegal activity appear legal.

Sion: Well done. Did you get all those definitions right? If not, go back and try the exercise again.

Business Spotlight 4/2024, pp. 34–37

competing

konkurrierend, Konkurrenz-

etw. verwischen
 share
 Anteil, Aktie

blur sth. out

CAREER COACH [18] Interactive meetings <u></u>

Sion: In groups, it's normal to have a mixture of louder and quieter people. This often means that certain people dominate meetings, while others rarely express themselves. But how can meeting <u>facilitators</u> make things fairer and give quieter people a chance to talk? Here's the answer.

facilitator ← Moderator(in), Sitzungsleiter(in)

[19] How to get quiet people to talk M

Have you heard about the 80/20 rule in team meetings? Twenty per cent of the people do 80 per cent of the talking. Why is that? Some people love to talk and enjoy hearing themselves talk. (Full disclosure: I'm one of them.) Others prefer to listen first and are <u>hesitant</u> to <u>speak up</u> even in a group of people they know.

If only a few people speak and the majority remains silent most of the time, you <u>miss out on</u> alternative points of view. Maybe you <u>cover</u> certain <u>topics</u> too quickly because people who actually disagree don't express their views. Risks and opportunities may be overlooked. And, worse, you might lose the <u>commitment</u> or motivation of your team. This is why it's important to involve those quiet team members in the conversation. Here's how to do that in an <u>unobtrusive</u> way that <u>ensures</u> everybody can contribute.

My experience of hundreds of meetings and workshops is that people who dislike speaking in front of a group feel much more comfortable if they can write their thoughts down beforehand and share their written ideas with the group. When you set up a meeting, be sure to incorporate a writing exercise.

Before the meeting Written exercise

It's useful to have everyone prepare their answers to a given question before the meeting. This helps <u>level the playing field</u> by <u>boosting</u> those who don't feel comfortable answering questions <u>on the spot</u>.

Begin the meeting by asking to hear the answers your team has prepared. Be careful not to call on quiet members unexpectedly, as they may feel uncomfortable being <u>exposed</u>. It's better to directly address people who are well prepared.

Talk one-on-one

This simple tool is rarely used. If this is a <u>recurring</u> meeting, you'll already know who talks and who doesn't. Tell one or two people from each group a few days before the meeting what you expect of them. To the talkers, you can say something like: "I really <u>appreciate</u> your contributions in our meetings. Next time, though, can you help me make sure that everyone contributes? Tell me your ideas <u>in advance</u>."

To the quiet team members, you could say: "I really appreciate your contributions in our meetings. From time to time, I'm going to ask you for your thoughts and ideas, especially when we talk about..." (this should refer to a topic your team member is familiar with).

During the meeting Upside-down

When I want to do something differently or implement changes in a meeting, I choose a playful <u>approach</u>. This is more fun and more <u>mem-</u> <u>orable</u>. If you want different behaviour from your people, announce at the start of the meeting that you're going to play "upside-down".

That means everyone should <u>exhibit</u> the opposite of their normal behaviour. People who tend to be <u>cautious</u> and quiet should now be <u>outspoken</u>, while the usual talkers should be reserved and quiet.

Make sure you announce "upside-down" in a playful way — and include yourself in the game. If you're the one who usually dominates the conversation, keep your participation to a minimum. You can do this for the entire meeting or for only part of the meeting, whatever suits the situation. If people fall back into their normal <u>patterns</u>, it's important that you and the team intervene. Say "upside-down" to remind people of the task at hand.

Allow for some time to reflect on the experience as a team. This can be a great chance for everyone to see things from a different perspective.

Cheat sheet

During a meeting, hang three cards on the wall that say "Listen more", "Talk less" and "Help others to speak up". In a <u>remote</u> meeting, you can prepare a <u>slide</u> with these three phrases and use it as your virtual background.

This is the meeting <u>cheat sheet</u>. It's easy to implement and has a direct effect. The first time you use this, you should explain why you are doing so and that your goal is to have more balanced participation.

Calling on people

When you call on people who are hesitant to speak in a group, provide some warning to avoid catching them <u>off guard</u>. <u>Preface</u> calling on them by saying something like: "Emily, in a minute, I'd like to hear your thoughts on..." That gives them a little warning of what's coming.

Writing in silent mode

I wrote about the benefits of writing in advance. Writing could also be helpful during the meeting to make sure that everyone has their <u>say</u>. The next time you ask for <u>input</u>, don't ask for verbal feedback, but have the team write down what they want to say. That could be on a card or <u>sticky note</u> to be pinned on a board. In a remote <u>setting</u>, use the chat or an online white board.

Break-out sessions

In workshops or seminars with teams, it's often the case that when you ask the whole group a question, no one answers. However, if you have people work in pairs or small groups and you ask the same question, you'll find there's a lot more energy in the room and people come up with ideas or answers relatively quickly. This is because it takes more courage to speak up in a larger group. It's like <u>stage fright</u>. When people talk in smaller groups, it feels more like a <u>casual</u> conversation with friends, and people open up more easily.

After the meeting Encourage helpful behaviour

Let's <u>assume</u> that all goes well. The talkers listened, and the listeners spoke up. Now comes the moment of truth: personal, direct and <u>time-</u> ly feedback. This is important. Tell the individual team members what you thought was good. You can say something like: "In our meeting this morning, we had quite a <u>vivid</u> discussion in which everybody was <u>engaged</u>. Thanks very much for keeping your contributions to a reasonable length. That allowed others to speak up as well. It was really helpful that you asked Matthew for his opinion when you saw that he wanted to speak. Keep it up!"

As you can see, you can change the balance of your meetings, playfully and together with your team. Your team members will gain an understanding and accept each other and become more flexible in their behaviour in other <u>circumstances</u> as well.

Business Spotlight 4/2024, pp. 38-41

full disclosure

hier: ganz ehrlich
 (disclosure - Offenlegung)

hesitant - zögerlich

speak up 🗢 sich äußern

miss out on sth.

 etw. verpassen; hier: nicht mitbekommen

🗢 hier: etw. behandeln

topic 🗢 Thema

commitment

hier: Engagement

unobtrusive
unauffällig
ensure sth.

etw. sicherstellen

incorporate sth.	sl
 etw. integrieren 	ch
level the playing field	•
 gleiche Bedingungen 	of
herstellen	
boost sb.	er
 hier: jmdn. stärken 	pr
on the spot - sogleich	sa
exposed • exponiert	•
recurring - wiederkehrend;	in
hier: regelmäßig stattfindend	st
appreciate sth.	se
 etw. zu schätzen wissen 	br
in advance 🗢 im Voraus	
approach 🗢 Methode	Te
memorable 🗢 einprägsam	st
exhibit sth.	-
🗢 etw. zur Schau stellen	ca
cautious 🗢 zurückhaltend	as
outspoken	•
 offen, geradeheraus 	ti
pattern	vi
 (Verhaltens-)Muster 	er
task at hand	•
 anstehende Aufgabe 	ci
remote - hier: virtuell	•

lide 🗢 Folie heat sheet (US ifml.) Spickzettel ff guard: catch sb. ~ imdn. unvorbereitet wischen reface sth. 🗢 etw. einleiten ay: have one's ~ sich äußern dürfen put - Beitrag/Beiträge ticky note 🗢 Haftnotiz etting - Umgebung reak-out session Sitzung mit reduzierter eilnehmerzahl tage fright Lampenfieber asual 🗢 zwanglos ssume sth. etw annehmen melv 🗢 zeitnah ivid 🗢 lebhaft ngaged: be ~ in sth. hier an etw mitwirken rcumstances Umstände, Situation

ENGLISH FOR...

[20] Exercise: Accident and emergency M

Sion: This exercise will focus on false friends related to a <u>department</u> found in hospitals, called <u>accident and emergency</u> (A&E). False friends are pairs of words that sound similar in German and English, but their meanings are different. They can cause confusion and misunderstanding. When talking about a hospital, the German word Station is "ward" in English. It is not "station", which is translated as Bahnhof. However, for Intensivstation, "intensive care unit" (ICU) is usually used.

First, you'll hear a series of sentences with a missing word. In the pause, decide whether you need "ward" or "station". You'll hear the correct answer after the "ping" sound. Ready?

- 1. Which [beep] does the train leave from, Paddington or Charing Cross?
- Which station does the train leave from, Paddington or Charing Cross?
- 2. Due to staff <u>shortages</u>, at least one [beep] in the orthopaedic clinic will have to be closed down.
- Due to staff shortages, at least one ward in the orthopaedic clinic will have to be closed down.
- **3.** There are two missing words in the next sentence.

She lives with her family in the former [beep] building and works as a [beep] at the local hospital — she is happy with her life!

 She lives with her family in the former station building and works as a ward manager at the local hospital — she is happy with her life! **Sion:** Did you choose the right words to complete the sentences? If not, go back and try this exercise again.

Business Spotlight 4/2024, pp. 42-43

shortage - Mangel

department - Abteilung accident and emergency (A&E) - Notaufnahme

SKILL UP!

[21] Dialogue and exercise: Let's talk about food M

Sion: Whether it's what you're having for lunch or what people have left in the fridge at work, food is something that people talk about frequently. Let's practise the language needed to talk about food by listening to a dialogue between two colleagues, Jon and Anna. They are talking about <u>restocking</u> the office kitchen. Listen carefully to their conversation. We'll test your understanding of it afterwards.

Jon: Cleaning out the fridge was the worst task I've done all week.

Anna: Oh, it wasn't that bad. It could have been much worse. At least nothing had <u>gone off</u>.

Jon: You're right, although some things were well past their <u>best-before date</u>, and the bread had started to <u>go mouldy</u>.

Anna: The question is what new things should we buy?

Jon: What do you think would be better: biscuits or energy bars?

Anna: Energy bars sound like they should be <u>nutritious</u>, but they often contain hidden sugar. Why don't we get some of each, but look carefully at the <u>nutritional information</u> when choosing them?

Jon: Good idea. And as well as sweets, let's get some things that are <u>low-fat</u> and use <u>organic</u> <u>ingredients</u>.

Anna: Why don't we buy some kind of healthy fast food?

Jon: Sounds good, but does that exist?

Anna: I mean things like <u>instant</u> noodles. I think Onlygoodstuff is the best. Each <u>serving</u> has less than 300 calories, and they're really <u>tasty</u>.

Jon: OK, and let's buy some things that are vegan and gluten-free. That way, we'll keep everyone happy.

Anna: Agreed. What else shall we buy...? Sion: Now, you'll hear a series of incomplete statements based on some of the vocabulary and phrases used in the dialogue. Choose the right option to complete each sentence.

- 1. If food is no longer good to eat, it has...
- a) gone out.
- b) gone off.
- **b**) is right. If food is no longer good to eat, it has "gone off".
- 2. Another word for "portion" is...
- a) serving.

b) ration.

- a) is right. Another word for "portion" is "serving".
- **3.** A word to describe food that contains healthy ingredients is...
- a) nutritious.
- b) delicious.
- a) is right. Food that contains healthy ingredients is "nutritious". If food is "delicious", it tastes good, but it is not necessarily nutritious because somebody might find an unhealthy snack delicious, for example.
- Sugar that is not immediately <u>noticeable</u> in <u>processed</u> foods is called...
- a) hiding sugar.

Nährwertangaben

- **b)** hidden sugar.
- b) is right. Sugar that is not immediately noticeable in processed foods is called "hidden sugar".

Sion: Great work. Well done.

Business Spotlight 4/2024, pp. 44–47

restock sth. ← etw. (Vorräte) wieder auffüllen	low-fat 🗢 fettarm, mager
	organic 🗢 biologisch, Bio-
go off (UK) ← verderben, schlecht werden	ingredient 🗢 Zutat
	instant 🗢 Instant-, tafel-/
 Mindesthaltbarkeitsdatum go mouldy (ver)schimmeln 	tassenfertig
	serving - Portion
	tasty - schmackhaft
nutritious nahrhaft, nährstoffreich	noticeable - erkennbar
nutritional information	processed 🗢 verarbeitet
nutritional intormation	

[22] Text and exercise: Collocations M

Sion: This exercise is on collocations that use the word "options". Collocations are words that frequently go together to form word partnerships. Listen carefully to a message informing employees about food options in the new canteen. We'll then do an exercise on it.

Message to all employees

As you know, our new canteen will be opening next week. We have worked closely with the new <u>operator</u> to increase and improve your dining options. Every day, the menu will include healthy options, which will be marked low-salt, low-carb or gluten-free. Additionally, there will not only be a vegetarian option every day, but also a vegan option. If you require any further meal options, or have any food <u>allergies</u>, please let me know and I will talk to the canteen staff.

Sion: In this exercise, you'll hear the beginning of a sentence describing a situation. In the pause, complete the sentence using the matching collocation with "options" from the text that you have just heard. Then, you'll hear the correct answer. OK, here's the first sentence.

- 1. The different kinds of food offered by the canteen are the...
- **dining options.** The different kinds of food offered by the canteen are the dining options.
- 2. The different dishes that can be chosen are the...

- **meal options.** The different dishes that can be chosen are the meal options.
- 3. Foods that are good for your health are...
- healthy options. Foods that are good for your health are healthy options.
- 4. Dishes that contain few carbohydrates are...
- **low-carb options.** Dishes that contain few carbohydrates are low-carb options.
- 5. Meals that have only a little salt in them are...
- low-salt options. Meals that have only a little salt in them are low-salt options.
- 6. Dishes that won't cause any problems for people who are allergic to gluten are...
- gluten-free options. Dishes that won't cause any problems for people who are allergic to gluten are gluten-free options.
- 7. People who do not eat any fish and meat choose...
- vegetarian options. People who do not eat any fish and meat choose vegetarian options.
- **8.** Foods that do not contain any animal products are...
- vegan options. Foods that do not contain any animal products are vegan options.

Sion: Well done. If you didn't get all those collocations right, listen to the text again and then try the exercise once more.

Business Spotlight 4/2024, pp. 44-47

[23] Exercise: Essential words and phrases for food facts \underline{M}

Sion: In this language exercise, we'll practise some words and phrases that can be used to talk about food facts. First, you'll hear a definition of a word or phrase. Then, you'll hear two suggestions for the word or phrase that is being defined: **a**) and **b**). In the pause, choose the correct option. OK? Here's the first one.

1. A substance that is needed to keep you alive and enables you to grow is...

- a) an ingredient.
- b) a nutrient.
- b) is right. A "nutrient" is a substance you need to live and grow. An "ingredient" is one of the things you need to make something, for example flour to make a cake.
- 2. <u>Substitutes</u> for milk products are called...
- a) dairy alternatives.
- b) supplements.
- a) is right. "Dairy alternatives" include products of a milk-like appearance and taste that are not made from the milk of animals, but from products like soya, <u>oat</u> or <u>almonds</u>. A "supplement" is something added to your <u>diet</u> to improve or complete it, for example vitamins.
- 3. Food that has a pleasant flavour is...
- a) tasty.
- b) tasteful.

- a) is right. Food that you enjoy is "tasty".
 "Tasteful" refers to good judgement in style and quality.
- **4**. Food that is produced without using chemical substances is...
- a) locally sourced.
- b) organic.
- b) is right. "Organic" describes food that is grown without using <u>fertilizers</u>, pesticides or other artificial chemicals. "Locally sourced" refers to food that is grown nearby.
- **5.** A substance that is used to prevent food from going bad is a...
- a) preservative.
- b) conservative.
- a) is right. To stop food from <u>going off</u> too quickly, you may add a "preservative". "Conservative" means "traditional" and "<u>reluctant</u> to change".
- 6. Food that is covered by a white, grey or green furry substance has gone...
- a) mouldy.
- b) muddy.
- a) is right. Food that has gone "mouldy" is covered with a kind of soft growth and is inedible. Something that is "muddy" is covered with soft and sticky wet earth.
- 7. The date printed on food packages and after which food must not be sold is the...
- a) sell-by date.
- **b)** pull date.

 a) and b) are right here. Both terms refer to the date after which a product must not or should not be sold. "Sell-by date" is the term in British English and "pull date" is the term in American English. Another date that is printed on food packages is the "best-before date" in British English and "best-if-used-before date" in American English, indicating the date before which food or drink should be consumed.

Sion: Well done. Did you get all those words right? If not, go back and try the exercise again. Business Spotlight 4/2024, pp. 44-47

substitute 🗢 Ersatz
oat ► Hafer
almond ► Mandel
diet 🗢 Ernährung
fertilizer 🗢 Dünger

go off (UK) • verderben, schlecht werden reluctant • zögernd, abgeneigt

CONCLUSION

[24] Until next time... E

Sion: Thanks so much for joining us and taking the time to practise your business English. We hope you enjoyed our selection of articles, interviews, dialogues and exercises. Keep up the good work! IMPRESSUM Chefredakteurin: Judith Gilbert (V.I.S.d.P.) Geschäftsführende Redakteurin (CvD): Maja Sirola Audioredaktion: Melita Cameron-Wood (Autorin, Produktion, Redaktion; frei), Hildegard Rudolph (frei) Gestaltung: Georg Lechner, Christiane Schäffner (frei) Fachredaktion: Hildegard Rudolph (frei), Michele Tilgner (frei)

Audioproduzent: Matthieu Rouil Aufnahme und Abmischung: Domenic Meinhold

Druck und Vervielfältigung: optimal media GmbH, D-17207 Röbel/Müritz

Verlag und Redaktion ZEIT SPRACHEN GmbH Kistlerhofstr. 172 81379 München Tel. (089) 8 56 81-0 www.business-spotlight.de Kundenservice: abo@zeit-sprachen.de Redaktion: business-spotlight@ zeit-sprachen.de Einzelverkaufspreis: Deutschland £12,50

SPRECHER

Melita Cameron-Wood (UK): Names and News, Metropolitan Mayhem, Business Skills, Spelling, English for Skill Up! Owen Connors (IRE): Names and News, Metropolitan Mayhem, Reform Sion Dayson (US): Anmoderation Talitha Linehan (IRE): Metropolitan Mayhem Richard Mote (AU): Names and News, Skill Up!, Head-to-Head, Business Skills, Career Coach, Skill Up! Charlene Potter (US): Metropolitan Mayhem Rachel Preece (UK): Innovation, Head-to-Head, Business Skills, Skill Up! Damion Sanchez (US): Names and

Damion Sanchez (US): Names and News, Head-to-Head, Business Skills, Skill Up!

GEMA

Geschäftsführer: Ulrich Sommer Amtsgericht München HRB 179611 USt-IdNr. DE 265 973 410 ZEIT SPRACHEN ist ein Tochterunternehmen der Zeitverlag Gerd Bucerius GmbH & Co. KG

@ZEIT SPRACHEN 2024

Bestellen Sie Business Spotlight Audio unter: www.business-spotlight.de/audio