



EINFACH BESSER BUSINESS-ENGLISCH



AUDIO

Business Spotlight

17 | 3

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Business Spotlight



EASY ENGLISH

**Performance
reviews**

INSIGHT

Business news

BUSINESS SKILLS

**How to manage your
time effectively**

INTRODUCTION | Track 1

David Ingram: Welcome to Business Spotlight Audio 3/2017. I'm David Ingram from England.

Erin Perry: And I'm Erin Perry from the United States. We're glad you could join us! In this recording, you can listen to articles and interviews from the world of business English. We also offer lots of exercises to help you to improve your language and communication skills.

David Ingram: As in each recording, we have a special focus on two particular areas. For our first main topic, we look at the question of time management at work.

Erin Perry: Our other main focus comes from our Easy English section and looks at how to discuss your work performance with your boss. And we also have a special short story for you — about business and family problems.

David Ingram: As always, you can find all the texts, dialogues and exercises in your audio booklet. OK, let's get started!

NAMES & NEWS

Introduction (I) | Track 2

David Ingram: We'll begin with our Names & News section, with a story about the expenses of working life.

Erin Perry: You mean like the cost of commuting and so on?

David Ingram: Not exactly, Erin. We're talking here about things such as birthday and Christmas parties, leaving presents and so on.

Erin Perry: Tell me about it! Costs a fortune!

David Ingram: Well, as you listen to our story, try to answer this question: according to a British study, how much does the average office worker spend on such expenses over a 40-year career?

Easy come, easy go | Track 3 EASY

Office life isn't all work. And you're not always getting money for it. In fact, office workers often have to spend money — frequently in the interests of their colleagues.

According to a British study, the average office worker spends over £350 a year on things like birthday and Christmas parties, leaving presents and tea. That adds up to about £14,500 during a 40-year career.

But wait, it gets worse. If you calculate evenings out with colleagues and the money you spend on office clothing, the total could average £1,000 a year. That's an expenditure of about £40,000 over a working life.

easy come, easy go

► wie gewonnen, so zerronnen

expenditure ► Ausgabe(n)

leaving present

► Abschiedsgeschenk

“Working in an office can be an expensive business, especially in big teams,” says Alan Oliver of Nationwide Current Account, which did the study. Oliver told *The Guardian* that even when workers enjoy friendly interaction with colleagues, requests for money may still be annoying.

About 42 per cent of men said they were unhappy about spending money at office Christmas parties, compared to 34 per cent of women. As for office birthdays, 28 per cent of office workers said they felt pressured to contribute money for gifts.

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David Ingram: OK? According to a British study, how much does the average office worker spend on birthday and Christmas parties, leaving presents and so on over a 40-year career?

- The answer is about £14,500. Listen again.
- “According to a British study, the average office worker spends over £350 a year on things like birthday and Christmas parties, leaving presents and tea. That adds up to about £14,500 during a 40-year career.”

David Ingram: If you didn’t get the answer the first time, go back and listen to the text again. And note that, including evenings out with colleagues and money spent on clothing, that figure rises to about £40,000 over a working life.

Introduction (II) | Track 4

Erin Perry: For our next story, we’ll turn to New York to hear about a woman who has an unusual combination of jobs.

David Ingram: What, like policewoman and thief?

Erin Perry: No, David. Don’t be silly. Although the real combination may seem just as strange to some people. Sarah Fearon works as a real estate agent during the day and as a comedian at night.

David Ingram: Oh, wow! And what’s the connection between those two jobs?

Erin Perry: A sense of humour apparently, as we’ll hear now.

Room with a laugh? | Track 5 MEDIUM US

By day, New Yorker Sarah Fearon is a successful real estate agent. By night, she is a stand-up comedian. A strange combination? Not really, Fearon says.

“If you are in the real estate business, you have to have a sense of humor, and if you are in show business, you have to have a real job,” Fearon told *The New York Times*. She says that she has found clients via her shows, and that clients have become fans.

annoying ➤ ärgerlich;

hier: nervig

as for... ➤ was ... betrifft

contribute sth.

➤ etw. beitragen, beisteuern

real estate agent US

➤ Immobilienmakler(in)

“In both [professions], you have to pound the pavement, and audition to win people over, and hopefully you get a callback and close the deal,” Fearon explains. Her day job has led to her being named one of Corcoran Group’s top realtors. But when real estate deals are slow, Fearon auditions for paid jobs as an extra on television shows or in movies. She has appeared in films such as Reversal of Fortune and on TV shows like Saturday Night Live.

Working as a realtor has given Fearon lots of material for comedy, including a character called Snazzy Peabody, an aggressive Manhattan real estate agent. “Snazzy treats everything as if it’s for sale. She’s a real estate legend in her own mind,” Fearon comments.

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BUSINESS SKILLS

Ken Taylor on time management Introduction | Track 6

David Ingram: We’ll now move on to our first main focus, from our Business Skills section. And the topic is one that is relevant for everyone at work: time management.

Erin Perry: Yes, David. How good are your, um, time management skills? You always seem to be so hectic and, how can I put it, in a panic about things.

David Ingram: Well, that’s just because I’m so busy. You have no idea — all these meetings, emails, projects, discussions. I just don’t know where to start sometimes.

Erin Perry: Yes, well, it sounds to me like you’re the one who needs help with time management.

David Ingram: Hmm, you’re probably right. Anyway, here’s our communication skills expert, Ken Taylor, with some exercises on this topic.

Exercise: Dialogue | Track 7 MEDIUM

Ken Taylor: Hello. This is Ken Taylor from London. Many of us get stressed at work. There just don’t seem to be enough hours in the day to do everything we should do. That is why managing our time efficiently is such an important business skill.

Listen to this conversation between two colleagues, George and Lisa, during a coffee break. George is feeling stressed. As you listen, count

audition ▶ vorspielen

callback ▶ Rückruf

close a deal ▶ ein Geschäft zum Abschluss bringen

extra ▶ Komparse/Komparsin

legend in one’s own mind

▶ etwa: Person, die zur Selbstüberschätzung neigt
(Wortspiel mit „a legend in one’s own time“ = schon zu Lebzeiten zur Legende geworden)

pound the pavement

▶ die Straßen (auf der Suche nach Arbeit) abklappern

realtor US

▶ Immobilienmakler(in)

reversal of fortune

▶ Schicksalswende; hier: „Die Affäre der Sunny von B.“

slow be - ▶ hier: flau sein

win sb. over

▶ jmdn. überzeugen

the number of reasons why he feels that way. And listen to Lisa's advice.

Lisa: George. Relax. Have a coffee. You look stressed out.

George: I am! I've got a report to finish by Friday and I haven't even started it yet.

Lisa: Too much on your plate?

George: You can say that again. I've got the department meeting this afternoon, and in five minutes, I'm due at the project review meeting. I seem to spend half my life in meetings.

Lisa: Maybe you have to say no to some of those meetings or just turn up for the bit that affects you.

George: You're right. But it's not just that — it's the hundred or so emails I've got to answer. And while I'm doing that, the phone keeps ringing with urgent messages from customers.

Lisa: You don't have to answer all the emails immediately. You can always send a short holding one and get back to the sender later. And put your phone on voice mail when you don't want to be disturbed.

George: You're right, of course. But there's all that travelling I do, too.

Lisa: When I travel, I look at the airport lounge or the rail carriage as my office. In fact, it's often easier to work there than in my real office.

George: I'm just always so tired that the thought of working then seems too much.

Lisa: Maybe that's a signal you need to change your work habits. It could be a first sign of burn-out. Look. If your first priority is the quarterly report, cancel the meeting this afternoon, put your phone on voice mail and get on with it.

George: Again, you're right, Lisa. Look, you seem well-organized and in control of things. Maybe we could sit down and have a proper chat about this. I could show you what I have to do, and you could give me some more advice.

Lisa: I'd be happy to. When? On Monday?

George: Hmm, I'm not sure. I've got three meetings that day, and a proposal to write and there's probably some other...

Lisa: George!

Ken Taylor: Poor George! He doesn't seem able to manage his time at work very well at all. I counted six reasons why he was stressed: the report that is needed by Friday, the number of meetings he has to attend, the 100 or so emails

affect sb. ► jmdn. betreffen

chat ► Unterhaltung

department ► Abteilung

due: be ~ at sth.

► bei etw. sein sollen

holding ► hier: die Antwort auf einen späteren Zeitpunkt verschiebend

plate: have too much on one's ~ UK

► zu viel am Hals haben

project review

► Projektbericht

proposal ► hier: Angebot

quarterly ► vierteljährlich, Quartals-

rail carriage ► Zugabteil

to answer, the phone calls that interrupt him, his travelling and his tiredness.

Now, think about your work situation for a moment. What are the things that can make you feel stressed? How do you deal with them? Is there anything about the way you work that you need to change?

In the next exercise, we'll look at how you can deal with some of these sources of stress.

Exercise: Giving advice | Track 8 **ADVANCED**

Ken Taylor: In the dialogue between George and Lisa, we heard about George's time management problems. But we also heard Lisa give him some advice. In this exercise, you will hear George tell you about his time pressure problems. In the following pause, give him some advice on how to deal with it. Then you will hear Lisa's version. Don't worry if your version isn't exactly the same as Lisa's. OK?

George: I have to attend too many meetings. ▶
Lisa: Maybe you have to say no to some of those meetings or just turn up for the bit that affects you.

George: I also get so many emails. ▶
Lisa: You don't have to answer all the emails immediately. You can always send a short holding one and get back to the sender later.

George: But while I'm answering emails, I get interrupted all the time by phone calls. ▶

Lisa: You could put your phone on voice mail when you don't want to be disturbed.

George: Also, I waste a lot of time travelling. ▶

Lisa: When I travel, I look at the airport lounge or the rail carriage as my office. In fact, it's often easier to work there than in my real office.

George: But I'm always so tired. ▶

Lisa: Maybe that's a signal you need to change your work habits. It could be a first sign of burn-out.

George: I've got to get the quarterly report done by Friday. ▶

Lisa: If your first priority is the quarterly report, cancel the meeting this afternoon, put your phone on voice mail and get on with it.

Ken Taylor: Was your advice similar to Lisa's? Think about your own work situation again. What are the two or three main priorities in your work at the moment? Do you feel you have enough time to deal with these priorities appropriately? If not, how are you going to

affect sb. ▶ jmdn. betreffen

holding ▶ hier: die Antwort auf einen späteren Zeitpunkt verschiebend

quarterly ▶ vierteljährlich, Quartals-

rail carriage ▶ Zugabteil

manage your time in future so that you can deal with them properly?

Exercise: Vocabulary | Track 9 MEDIUM

Ken Taylor: In his latest article in *Business Spotlight*, Bob Dignen discusses the time management issues that we've looked at in the first two exercises. He also uses some interesting language about time management, some of which we can practise now. In this exercise, you will hear a word or phrase. Then you will hear two explanations, **a)** and **b)**. In the pause, choose the explanation which you think is the most appropriate. Then you will hear the correct answer with a sentence using the word or phrase. Good. We'll start.

1. **Time buffers.** Are these...

- a) extra amounts of time that are added to a time plan?
- b) very tight deadlines for a project?
 - a) is correct. "Time buffers" are extra amounts of time that are added to a time plan. Listen to this sentence:
We need time buffers in the plan in case something unexpected occurs.
OK. Next one.

2. **Ad hoc tasks.** Are these...

- a) unimportant, minor tasks that need to be done?

b) unexpected tasks that have to be dealt with?

- b) is correct. "Ad hoc tasks" are unexpected tasks that have to be dealt with. Listen to this sentence:

We need to delegate some of these ad hoc tasks that have come up today.
OK. Last one.

3. **To adjust a plan.** Is this...

- a) to change what you intended to do?
- b) to reject what you intended to do?
 - a) is correct. "To adjust a plan" is to change it. Listen to this sentence:
The project team adjusted its plan to take account of customer demands.

Ken Taylor: Good. How did you get on? If there were some words or phrases you didn't know, go back and practise them again. And remember: it is essential that you manage your time effectively. As Bob Dignen says, "if you don't control time, time will control you".

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PERSONAL TRAINER

Interview with Ken Taylor

Introduction | Track 10

David Ingram: We'll stay now on the subject of communication skills and also stay with Ken

Taylor, the author of our Personal Trainer section in *Business Spotlight*.

Erin Perry: Yes, this is the section in which Ken has a discussion with somebody from the business world about the challenges they face in using English at work. And Ken is in the studio now to tell us more about his latest interview partner.

Interview: Ken Taylor | Track 11 EASY

Erin Perry: Welcome, Ken. So, tell us, who is the subject of your latest dialogue in the Personal Trainer section in *Business Spotlight*?

Ken Taylor: Frank Wahlandt. Frank is head of national and international sales at OKW, a manufacturer of plastic enclosures for the electronics industry. They're based in Buchen in the German Odenwald.

Perry: And which topics did you discuss with Frank?

Taylor: We talked about negotiating, especially the soft preparation. By that I mean finding out as much as you can about the people involved. And we also talked about managing cultural differences in negotiation.

Perry: What were some of the key points that came out of your discussion?

Taylor: We discussed a kind of checklist for what you need to know or find out about your part-

ner. And we also discussed two cross-cultural problems: different concepts of time and different styles of communication. Anyway, you can read the full interview in the latest issue of *Business Spotlight*.

Perry: And, finally, what can listeners do if they'd like to ask you questions related to their work?

Taylor: All they need do is write to us, and the email address is: business.trainer@spotlight-verlag.de

Perry: Thank you very much, Ken.

Taylor: Thank you.

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SKILL UP!

The language of business travel

Introduction | Track 12

David Ingram: Let's “skill up” now on our language, with some idiomatic terms related to business travel.

based: be ~ in...

► seinen Sitz in ... haben

issue ► Ausgabe

manufacturer ► Hersteller

negotiate sth.

► etw. verhandeln

negotiation ► Verhandlung

plastic enclosure

► Kunststoffgehäuse

sales ► Vertrieb

topic ► Thema

Erin Perry: Yes, many people have to travel as part of their job. That's why business travel is the subject of our latest *Skill Up!* supplement. And there are lots of idioms that are formed with words from the area of travelling, so let's practise some of them now.

Exercise: Business travel idioms | Track 13

MEDIUM

Erin Perry: In this exercise, we'd like you to form some idioms. First, you'll hear a description of a situation and then two suggestions, **a)** and **b)**. In the pause, choose the correct suggestion to form the idiom from the world of business travel. Then, you'll hear the correct answer. OK? Let's get started.

1. If you travel a lot, do you...
 - a) live from your suitcase?
 - b) live out of your suitcase?

➤ **b)** is correct. If you have to travel frequently, you "live out of your suitcase". The idea behind this idiom is that most of your trips are so short that you do not even unpack your suitcase between trips. Next one.
2. If your hotel is situated away from the hustle and bustle of the city, is it...
 - a) off the beaten track?
 - b) off the noisy track?

- **a)** is correct. To "be off the beaten track" means to "be away from busy places that are well-known and where a lot of people go, such as city centres or tourist attractions". OK, another one.

3. If you have to work very hard to get something done, is this...

- a) an uphill struggle?
- b) an upstairs struggle?

- **a)** is correct. "An uphill struggle" is a situation in which you have to work very hard and overcome a number of problems. OK, here's the last one.

4. If someone does not want to have any contact with you, do they try to...

- a) steer clean of you?
- b) steer clear of you?

- **b)** is correct. If someone avoids you, they "steer clear of" you.

Erin Perry: Did you get all those idioms right? You might hear some of them on your next business trip.

Skill Up!, no. 44, pp. 18–19

hustle and bustle

➤ geschäftiges Treiben

steer ➤ steuern

track ➤ Pfad

FALSE FRIENDS

Exercise: Translation | Track 14 MEDIUM

David Ingram: Let's continue "skilling up" on our vocabulary. Here, we'll look at some false friends relating to business travel. False friends are pairs of words that sound similar in German and English. But their meanings are very different, so they can cause misunderstandings. Now, in this exercise, we'd like you to translate some German words and sentences into English, being careful to avoid the false friends. Let's begin.

Erin Perry: Our first word refers to the place where ships anchor, find shelter or load and unload goods. Translate this word, please.

German: *Hafen*

English: port, harbour

David Ingram: Don't say "haven", here. A haven is a place where people, not ships, find rest and shelter. And by the way, a tax haven is a place where people put their money to find shelter, legal or otherwise, from paying taxes in their own country. The German word *Hafen* is "port" or "harbour" in English. Translate this sentence, please.

German: *Der Hafen von Rotterdam ist der größte in Europa.*

English: Rotterdam's port is the largest in Europe. Rotterdam's harbour is the largest in Europe.

Erin Perry: You use our next word to describe a small hotel. Translate this word now.

German: *Pension*

English: guest house

David Ingram: Don't say "pension" as this refers to the money that is paid to people who are retired. The German word *Pension* is translated as "guest house" in English. Translate this sentence, please.

German: *Ich kenne eine wunderschöne Pension in Whitby.*

English: I know a wonderful guest house in Whitby.

Erin Perry: OK, our last word is a verb that you need when making an appointment. Translate this word, please.

German: *terminieren*

English: schedule

David Ingram: "Terminate" is wrong here, as this means "finish". The English translation of *terminieren* is "schedule" [ˈfɛdʒu:l] or, in US English, "schedule" [ˈskɛdʒu:l]. Translate this sentence now.

German: *Eine ihrer Aufgaben ist es, Sitzungen zu terminieren.*

English: One of her tasks is to schedule meetings.

Erin Perry: Well done.

Skill Up!, no. 44, pp. 14-15

anchor ▶ ankeren

tax haven ▶ Steueroase

shelter ▶ Zuflucht, Schutz

CAREERS

Compliance and corruption

Introduction | Track 15

Erin Perry: David, a friend of mine is looking for some publicity for his new business — do you think we could do some, well, you know, secret advertising for it here on *Business Spotlight Audio*?

David Ingram: You mean, use this audio product to promote a stranger's business? Well, I'm not sure. I mean, is he going to pay us to do that for him?

Erin Perry: David!

David Ingram: What?

Erin Perry: It was a joke. That would be totally unethical!

David Ingram: Yes, I was joking, too.

Erin Perry: Yeah, right! Well, anyway, issues of ethics, compliance and corruption are the subject of Margaret Davis's latest article in the Careers & Management section of *Business Spotlight*. And Margaret Davis is here in the studio now. So, David, why don't you ask her for some advice on how you should behave?

David Ingram: OK, I'll do just that.

Interview: Margaret Davis | Track 16 **ADVANCED**

David Ingram: Margaret, in your article, you write that the concept of compliance is becoming more widespread. But what exactly does compliance mean?

Margaret Davis: If you "comply with" something, you do what is expected of you. So, if you comply with regulations or the law or a corporate code of conduct, you obey them. And that's what's behind the idea of compliance. With globalization and EU regulations, staying within the law has become more complicated, which is why compliance is so important.

Ingram: Who needs to be concerned about compliance?

Davis: Well, basically everybody, because we all need to obey the law. But depending on your position in a company and depending on your profession or industry, it could be more or less important. So, as an employee, you need to find out whether your company has a code of conduct and then follow it. If you're a manager, you need to know whether there are rules against hiring relatives or accepting gifts and so on. But it's not always so black and white.

Ingram: Can you give an example?

Davis: Yes, journalism is one area where the lines can get blurred. Journalists meet a lot of people

blurred: get -

• sich verwischen

code of conduct

• Verhaltenskodex

comply with sth.

• etw. einhalten, befolgen

corporate

• Unternehmens-

obey sth.

• etw. gehorchen, befolgen

widespread: become -

• sich weit verbreiten

and sometimes they become friends with contacts. This can lead to conflicts. Two years ago, a prominent radio and television journalist was fired because he had brokered an art deal between a friend, who was an art dealer, and Mark Carney, who was then the governor of the Bank of Canada. The journalist had interviewed Mark Carney on a couple of occasions and they became quite friendly. The journalist was also friends with an art dealer, so he brought Carney and the dealer together and the dealer sold Carney a picture. So you might say that this was just networking, except that the journalist then got a commission on the sale of the picture. His employer, the Canadian Broadcasting Corporation, said this violated its code of conduct. The code said that journalists should not use contacts made via their work for personal gain. Evidently the journalist hadn't read the code of conduct. And maybe he'd still have his job if he hadn't been paid for the deal!

Ingram: Thank you very much, Margaret. I'll do my best to stay out of trouble in future!

Davis: Thank you. You're welcome.

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art dealer ➤ Kunsthändler(in)
broker sth. ➤ etw. aushandeln
commission ➤ Provision
gain ➤ Gewinn; Vorteil

networking ➤ Aufbau und
 Pflege von Kontakten
violate sth. ➤ etw. verletzen
you're welcome
 ➤ gern geschehen

GRAMMAR

Multi-word verbs

Introduction | Track 17

David Ingram: After all that helpful advice from Margaret Davis, it's time for some grammar! And this time, we're going to practise some multi-word verbs.

Erin Perry: That's right. You take a single verb and add another small word to it — or even two — such as a preposition or an adverbial particle. And depending on which word or words you add to the original verb, you'll get a completely different meaning.

David Ingram: For example, from the verb “put”, we can create “put up”, “put up with”, “put off”, “put on”, etc. All very confusing. So, let's do some exercises now on this rather tricky topic.

Exercise: Multi-word verbs | Track 18 MEDIUM

Erin Perry: In our first grammar exercise, you'll hear a sentence with a multi-word verb and then two options, **a)** and **b)**. In the pause, decide which option refers to the meaning of the multi-word verb. Ready? Here's the first one.

- If you “get on with someone”, do you...
 - have a difficult relationship with that person?
 - have a good relationship with that person?

- **b)** is correct. If you “get on with somebody”, you have a good relationship with them. OK, next one.
2. If you “take to someone”, do you...
- a) go and meet that person?
 - b) start liking that person?
- **b)** is correct. If you “take to somebody”, you start liking that person. OK, next one.
3. If you “speak up”, do you...
- a) speak louder?
 - b) stand up and speak?
- **a)** is correct. If you “speak up”, you raise your voice and speak louder. OK, last one.
4. If you “put up with someone”, do you...
- a) enter into a relationship with that person?
 - b) tolerate that person?
- **b)** is correct. If you “put up with somebody”, you tolerate that person (or situation), even though you don’t really like him or her.

Erin Perry: Well done.

Exercise: Choosing the right verb | Track 19

ADVANCED

Erin Perry: In formal language, a verb consisting of a single word is often used instead of a multi-word verb. In our second grammar exercise, you’ll hear two multi-word verbs and then a

sentence that includes a formal, single-word verb. In the pause, repeat the sentence, using the correct multi-word verb in the correct form. Here’s an example.

look at / look for

- She searched for her glasses everywhere in the flat.
- She looked for her glasses everywhere in the flat.

Erin Perry: And now it’s your turn. Ready?

1. take over / take up

- Our company was acquired by a competitor.
- Our company was taken over by a competitor.
OK, next one.

2. get in / get on

- The train arrived two hours late.
- The train got in two hours late.
Next one.

3. put off / put on

- Why has the meeting been postponed?
- Why has the meeting been put off?
OK, last one.

competitor ➤ Konkur-
rent(in), Mitbewerber(in)

postpone sth.
➤ etw. verschieben

4. give out / give up

- Most batteries fail after a while.
- ▶ Most batteries give out after a while.

Erin Perry: How did you do? If you had problems with this exercise, go back and do it again.

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EASY ENGLISH

Ken Taylor on work performance

Introduction | Track 20

Erin Perry: David, have you got a few minutes?

David Ingram: Sure, Erin, what's up?

Erin Perry: Well, I'd just like to have a quick chat with you about your performance so far this year and, you know, how you think things are going.

David Ingram: My performance? How things are going? What is this? Are you my boss suddenly?

Erin Perry: No, just kidding, David. But being able to talk clearly and convincingly to your line manager about your performance at work is a key skill. Here's our communication skills expert, Ken Taylor, with some helpful exercises.

Exercise: Strategies | Track 21 EASY

Ken Taylor: Whenever you talk to your manager about your performance at work, you need to be able to do so convincingly. And if you are a line manager, you need to be able to find out

how your staff are doing. In his latest Easy English article, Mike Hogan gives some useful tips on how to do these things. In this first exercise, you will hear a number of statements. In the pause, decide whether you agree or disagree with each statement and why. Then, I will tell you what Mike says in his article. OK? We'll start. Here's the first statement.

1. Many organizations have moved away from annual performance reviews.

- ▶ Mike agrees. He says that many organizations prefer talking about performance all the year round, not just once a year.

2. You should wait until your line manager decides to give you feedback on your performance.

- ▶ Mike disagrees. He thinks you should ask for feedback on a regular basis.

3. Your line manager needs only a general idea about how you are doing.

- ▶ Mike disagrees. Your manager needs specific details and examples of what you have achieved.

achieve sth.

- ▶ etw. erreichen

annual performance

review ▶ jährliches
Mitarbeitergespräch

4. You should thank your manager for any positive feedback that you receive.

- Well, Mike agrees up to a point. But he thinks that you should thank your manager for all the feedback — not just the positive feedback.

Ken Taylor: How did you get on? Did you agree with Mike Hogan's opinions? If you want to learn more, read Mike's Easy English article in the latest issue of *Business Spotlight*.

Exercise: Dialogue | Track 22 MEDIUM

Ken Taylor: Now, let's practise some of the language that you might need in a performance review. First, listen to this dialogue, in which Pete is talking to his line manager, Sonia. Afterwards, you will take the part of Sonia. Ready?

Pete: Sonia. Can I have a word if you have a few minutes?

Sonia: Sure. My next meeting isn't for another 45 minutes.

Pete: I'd like to get a feeling for how I've been doing since joining the team in January.

Sonia: How do you think it's been going?

Pete: I think I manage all my regular tasks quite well now.

Sonia: Can you give me some examples of what you've done?

Pete: I finished the logistics report on time this quarter, and I have learned how to use our warehouse IT system, which is quite complicated.

Sonia: Good. Well done. So where do you think you still need to improve or where do you need support?

Pete: I'm still struggling a bit with the financial stuff. It takes too long. I could do with some help there.

Sonia: I'll see if I can get Mike to act as a mentor. He's very experienced.

Pete: That would be great. Otherwise, I think everything is going well. I feel part of the team.

Sonia: I'm happy to hear you say that. I think you are settling in well.

Pete: Many thanks. I think so, too.

Ken Taylor: OK, now you take the part of Sonia, the manager. First, you will hear Pete. Then I'll tell you what to say. You speak in the pause. Then you will hear Sonia's version. Don't worry if your version isn't exactly the same as hers. Ready?

Pete: I'd like to get a feeling for how I've been doing since joining the team in January.

■ Ask Pete how he thinks it's been going. ➤

Sonia: How do you think it's been going?

quarter ➤ Quartal
settle in ➤ sich eingewöhnen

warehouse
➤ Lager(haus)

Pete: I think I manage all my regular tasks quite well now.

■ Ask Pete for some examples. ➔

Sonia: Can you give me some examples of what you've done?

Pete: I finished the logistics report on time this quarter, and I have learned how to use our warehouse IT system, which is quite complicated.

■ Say well done and ask where Pete still needs to improve or where he needs support. ➔

Sonia: Good. Well done. So where do you think you still need to improve or where do you need support?

Pete: I'm still struggling a bit with the financial stuff. It takes too long. I could do with some help there.

■ Suggest Mike as a mentor because he is very experienced. ➔

Sonia: I'll see if I can get Mike to act as a mentor. He's very experienced.

Pete: That would be great. Otherwise, I think everything is going well. I feel part of the team.

■ Say you are happy to hear that and that you think Pete is settling in well. ➔

Sonia: I'm happy to hear you say that. I think you are settling in well.

Ken Taylor: Good, well done! So, when talking about your performance at work, follow Mike Hogan's advice and have regular feedback sessions with your line manager. Good luck!

Business Spotlight 3/2017, pp. 68–69

TECHNOLOGY

English 4.0: Street-corner globalization

Introduction | [Track 23](#)

David Ingram: Now, for a complete change of topic, it's time to turn our attention to technology and our regular English 4.0 section in *Business Spotlight*. Erin, you know the concept of “management by walking around”, don't you?

Erin Perry: Yes, that's where managers wander around the workplace, talking to people and seeing how things are going.

David Ingram: Exactly. Well, *Business Spotlight's* technology editor, Eamonn Fitzgerald, has come up with a variation on that theme: “globalization by standing on street corners”. Eamonn's in the studio now, so we'll find out what he means by that.

Interview: Eamonn Fitzgerald | [Track 24](#)

ADVANCED

Erin Perry: Welcome, Eamonn. Your latest column in *Business Spotlight* is titled “Street-corner globalization”. What exactly do you mean by that?

Eamonn Fitzgerald: I got the idea from a theory that was popular in the early 1970s at the headquarters of Hewlett-Packard, the American IT company. And it was called “management by walking around”. And the revolutionary idea at the time was that managers would actually leave their offices, walk around the workplace and see what people were doing. So, to understand globalization, you could go to Hamburg or Rotterdam and see the container ships sailing in and out and you get an idea of the sheer volume of imports and exports. But my idea is to go to one of the new knowledge cities like Munich or Zurich or Lisbon or Dublin, stand on the street corner and look at the people going by. And you will see people from every continent, from so many countries, speaking so many languages and so many variants of English. And then you will see the new shops, and restaurants and cafes. And in this way, you can see globalization in action.

Perry: In your column, you also discuss the investment by IBM in a new headquarters in Munich for its Watson supercomputer business. Why is IBM investing so much in this area?

Fitzgerald: Watson is, yes, a supercomputer, but it’s also an answering machine, a computer that answers questions. And we have seen the enormous popularity of Wikipedia. People want answers to questions. One of Watson’s clients

is the Memorial Sloan Kettering Cancer Center in New York City, perhaps the most prestigious cancer research hospital in the world. And the patients and the doctors and the nurses have endless questions about cancer — and the many different cancers there are. And if Watson can help break down the data and come up with answers, that’s going to be a huge win for everybody.

Another example: the Honda Formula One racing team partners with Watson. You can imagine how much data one of these machines generates. And if Watson can analyse all these data streams and give the technicians who can then give the drivers that tip that will make the difference between being tenth and second or first, then that’s another very important area of business for IBM.

So the goal is to be the leader in the next wave of computing, where intelligent machines will not just be part of our everyday lives — we already have assistants on our smartphones — but the major companies will want answers to critical business questions that will allow them to capture new markets. And that’s what IBM is targeting.

break down data

- Daten aufschlüsseln

capture a market

- einen Markt erschließen

come up with sth.

- auf etw. kommen

critical

- ▶ entscheidend

prestigious

- ▶ angesehen

sheer

- ▶ rein

Perry: You also mentioned in the column that the English language itself is changing and being globalized as a result of technological developments. Could you give some examples of that?

Fitzgerald: First, I'll give you some words: pyjamas, shampoo, jungle, curry, bungalow. All of these words came to English from India. And the British East India Company set up its first trading post on the subcontinent in 1615, 400 years ago. So I will come back here in 400 years from now and tell you just how much English has been globalized as a result of what's happening. But I can say this, that English has become the language of globalization, and if you want to see how it's evolving, then go to China. And if you can't go to China, look at the website of Alibaba, which is Asia's answer to Amazon. It's a huge e-commerce website that sells everything. And it was set up by Jack Ma, who was originally an English teacher. And the motto of Alibaba is in English, and it is: "To make it easy to do business anywhere." So from this we will see how English evolves. But already, take a word like "start up", which is now used untranslated in so many different languages. Sure, it means "to create a new business". But there's much more to start up than starting a business. It's about risk-taking, it's about borrowing money, it's about young people living on pizza as they furiously code what they think or hope

might be the next B&B or Snap or Facebook. Or, something like "thought leader". That's a term that's used an awful lot now in Silicon Valley and beyond. And we once used the word "expert". But now, we've got a thought leader, which is something beyond an expert. An example might be the brilliant young Israeli historian Yuval Noah Harari. His new book is called *Homo Deus: A Brief History of Tomorrow*. And if you go on to YouTube and you listen to him talking, you will hear an English with a certain accent, and a certain dialect and a certain mixture of words that is unusual but is part of this new globalized language. And that's what I was talking about when I said English is being globalized.

Perry: Thank you very much, Eamonn! We'll see you again here in 400 years' time.

Fitzgerald: You're welcome.

Business Spotlight 3/2017, pp. 56-57

brilliant ➤ faszinierend
code sth. ➤ etw. kodieren
furiously ➤ wie wild

trading post
 ➤ Handelsniederlassung
you're welcome
 ➤ gern geschehen

ENGLISH ON THE MOVE

Ken Taylor on diverted flights

Introduction | Track 25

David Ingram: We'll move on now to... English on the Move and the topic of diverted flights.

Erin Perry: Don't get me started on that subject, David.

David Ingram: Why, what's up?

Erin Perry: Well, a few years ago, I wanted to fly from Munich to London, but because there was fog in both cities, we had to take a bus from Munich to Nuremberg and fly from there instead. And then, when we wanted to land in London, we were diverted to Birmingham and had to take a bus down the motorway. I arrived in London at four in the morning, instead of nine o'clock the previous evening. I could scream just thinking about it.

David Ingram: Well, there's no need to scream now, because here's Ken Taylor again with some exercises on this topic.

Exercise: Vocabulary | Track 26 MEDIUM

Ken Taylor: Listen to this announcement from the captain of a flight that needs to be diverted. Afterwards, I will ask you about some of the vocabulary that she uses in her announcement. Ready? Listen.

Captain: This is your captain speaking. I've just switched on the seat belt sign as we are ex-

pecting to meet some turbulence in the next few minutes. Please return to your seats and fasten your seat belts. And I'm afraid I have some bad news for you. Heathrow airport has been closed to all flights for the foreseeable future because of persistent thunderstorms in the vicinity. This means that we have been diverted to an alternative airport — Birmingham, where we expect to arrive at 15.30.

Bus transfers are being organized for you back to Heathrow. When we land, our ground staff will be there to assist you. We'll come back to you with news about flight connections as soon as we have any details.

We apologize for the inconvenience but, as you know, passenger safety is our priority. Our cabin staff will help with any queries you may have.

Ken Taylor: Now, let's check whether you have understood some of the words and phrases the captain uses. I'll give you a word or phrase. Then you will hear two alternative explanations, **a)** and **b)**. In the pause, choose the explanation that best matches the word or phrase. Then you

apologize for sth.

► sich für etw. entschuldigen

divert sth. ► etw. umleiten

for the foreseeable future

► für absehbare Zeit

inconvenience

► Unannehmlichkeit(en)

persistent ► anhaltend

query ► Frage

seat belt ► Sicherheitsgurt

vicinity ► Umgebung, Gegend

will hear the correct answer. OK? Let's begin with the first one.

1. **Turbulence.** Is this...

a) erratic movements in the air?

b) a slow descent?

➤ a) is correct. "Turbulence" is erratic movements in the air. Next one.

2. **For the foreseeable future.** Is this...

a) potentially for a long time?

b) for a very short time?

➤ a) is correct. "For the foreseeable" future is potentially for a long time — for as far as you can see, based on the current situation. OK, next one.

3. **Persistent thunderstorms.** Are these...

a) extremely heavy storms?

b) storms that go on for a long time?

➤ b) is correct. "Persistent thunderstorms" are storms that go on for a long time. Next.

4. **In the vicinity.** Is this...

a) nearby?

b) everywhere?

➤ a) is correct. In the vicinity means "nearby". OK, last one.

5. **An inconvenience.** Is this...

a) something that causes a problem or difficulty?

b) a dangerous situation?

➤ a) is correct. "An inconvenience" is something that causes a problem or difficulty.

Ken Taylor: How did you get on? If there were some words or phrases you did not know, go back and practise them again. This is useful vocabulary if you need to understand flight announcements.

Exercise: Dialogue | Track 27 **ADVANCED**

Ken Taylor: Now, listen to Robert and Christine. Robert has come home late after his flight was diverted from Heathrow to Birmingham. He is telling Christine about what happened and uses some of the words and phrases that we've just practised.

Christine: So what happened?

Robert: First of all, the flight was delayed for two hours.

Christine: Did they say why?

Robert: They said it was because of persistent thunderstorms in the vicinity of the airport.

Christine: Then what happened?

Robert: We finally made a very bumpy take off.

bumpy ➤ holprig

descent ➤ Hinuntergehen;

hier: Landeanflug

erratic ➤ ungleichmäßig

persistent ➤ anhaltend

take off ➤ Start

vicinity ➤ Umgebung,

Gegend

Christine: Oh, I hate that.

Robert: And we had to keep our seat belts on most of the flight because of the turbulence.

Christine: But the turbulence wasn't why you were diverted to Birmingham?

Robert: No. That was because of fog at Heathrow.

Christine: And then... ?

Robert: Well, the ground staff arranged bus transfers for us.

Christine: Well, you're home now.

Robert: Yes, thank goodness.

Ken Taylor: Now it's your turn. You take the part of Robert. First, you will hear Christine's questions. Then I'll give you some words to remind you of what to say. You speak in the pause. Then you will hear Robert's version again. OK. Let's start.

Christine: So what happened?

■ delay / two hours ▶

Robert: First of all, the flight was delayed for two hours.

Christine: Did they say why?

■ persistent thunderstorms / vicinity / airport ▶

Robert: They said it was because of persistent thunderstorms in the vicinity of the airport.

Christine: Then what happened?

■ finally / bumpy / take off ▶

Robert: We finally made a very bumpy take off.

Christine: Oh, I hate that.

■ seat belt / most of the flight / turbulence ▶

Robert: And we had to keep our seat belts on most of the flight because of the turbulence.

Christine: But that wasn't why you were diverted to Birmingham?

■ fog / Heathrow ▶

Robert: No. That was because of fog at Heathrow.

Christine: And then... ?

■ ground staff / bus transfers ▶

Robert: Well, the ground staff arranged bus transfers for us.

Christine: Well, you're home now.

■ yes / goodness ▶

Robert: Yes, thank goodness.

Ken Taylor: Good. Well done. Go back and repeat any sentences that you found difficult. With the words and phrases we have practised, you will not only understand announcements from the captain, you'll also be able to talk about any delays to your flight as a result of diversions.

Business Spotlight 3/2017, p. 78

diversion ▶ Umleitung

divert sth. ▶ etw. umleiten

fog ▶ Nebel

seat belt ▶ Sicherheitsgurt

INSIGHT

Business news with Ian McMaster

Introduction | Track 28

David Ingram: Welcome now to our Insight section, in which *Business Spotlight* editor-in-chief Ian McMaster gives his views on the recent business news.

Erin Perry: Yes, welcome, Ian. And what are the topics that you've chosen for us this time?

Ian McMaster: Well, Erin, first, we're going to look at whether we still really need email at work. We'll also be discussing the upcoming presidential elections in France and Donald Trump's plans to cut imports with the help of tax changes.

Erin Perry: OK, as always, we're intrigued.

Business news: Email, elections in France and border taxes | Track 29 **ADVANCED**

Erin Perry: So, Ian, you said the first topic was whether we still need email at work. Is there really a debate about this? I mean, everyone needs email, don't they?

Ian McMaster: Well, you might think so, Erin. But, as so often, things turn out to be a bit more complicated than they appear at first sight. And this debate about the role of email is the topic of our latest Head-to-Head section in *Business Spotlight*. Those who favour the use of email for work purposes argue that, although the "email

is dead" discussion has been going on for about ten years, there really isn't a satisfactory alternative in terms of flexibility and security. And they ask, how can you give up using email if all your key customers, suppliers and other business partners are still using it? On the other hand, opponents of email argue that it has lost its way because we have become swamped by the sheer number of emails we receive and this makes communication, and business, less efficient. They also argue that other tools, such as instant messaging, Skype and social networking platforms, can take over much of the communication from emails. Interestingly, what both sides agree on is that we need to learn to use email more efficiently and sensibly — and not to see it as a substitute for face-to-face communication. Anyway, you can read more about this fascinating debate in our latest magazine.

Perry: For your next topic, you said you were going to look at the presidential elections in France. Is this just a political issue or an economic one, too?

argue that...

► behaupten, dass ...

face-to-face ► persönlich

instant messaging

► Sofortnachrichten

lose one's way

► etw.: zu einer verfahrenen Sache werden

opponent ► Gegner(in)

sensibly ► vernünftig

sheer ► rein

substitute ► Ersatz

swamped: be - by sth.

► von etw. überschwemmt werden

McMaster: It's both. The French presidential elections take place over two rounds — on 23 April and 7 May. In advance, the polls suggested that the candidate who would win the first round would be Marine Le Pen of the right-wing, nationalist National Front party. When listeners hear this recording, they will likely know whether Le Pen did indeed win. And certainly, the financial markets were spooked by this possibility, which led to investors selling French bonds, thereby pushing down their prices and pushing up interest rates. But the real issue is what happens on 7 May, when the top two candidates from the first round face off against each other. And here it seems highly unlikely that Le Pen can win. If she did, however, Europe would face even more turmoil than is already the case, because Le Pen has said she would hold a referendum on France's membership of the EU. If that happened, and the French voted to leave the EU, then the EU would, in effect, be finished. Personally, I regard both events as unlikely: I don't believe Le Pen will win the second round on 7 May and, even if she does, I don't believe the French would vote to leave the EU. If both these things did happen, that would be a bigger shock than Brexit and Donald Trump put together.

Perry: Talking of Donald Trump, you said your last topic was about his plans to cut imports

into the US. Surely, that's a good thing if you want to protect jobs.

McMaster: OK, so this is another issue that is more complicated than it first seems. The US economy has a huge balance-of-payments deficit with the rest of the world, meaning that it imports more than it exports. And Donald Trump, who has a pretty simplicistic view of economics, seems to think that imports are always bad and exports are always good. But this is simply not the case. To take an absurd example, imagine an economy that exported everything that it produced. It would receive money from abroad but, unless it also imported goods, its people would have nothing to consume: no food, no clothes, no televisions, nothing. As for Donald Trump's plans, it seems that he wants to discourage imports and encourage exports not [only] by putting tariffs on imports, but by changing the corporate tax system to allow firms to exempt income from exports from their taxable income

bond ➔ Anleihe

corporate tax

➔ Unternehmenssteuer

exempt sth. from sth.

➔ etw. von etw. befreien;

hier: ausnehmen

face off against each other

➔ gegeneinander antreten

face sth. ➔ sich etw.

gegenübersehen

interest rate ➔ Zinssatz

poll ➔ Meinungsumfrage

simplicistic ➔ allzu simpel

spook sb. ➔ jmdm. einen

Schrecken einjagen

tariff ➔ Zoll

taxable ➔ steuerpflichtig

turmoil ➔ Aufruhr

and to prevent firms from deducting the costs of imports when calculating their taxable profits. This is called the “border adjustment”. This would be a significant and complicated change to the tax system. And it is not at all clear whether Congress would support such a change, or, if it did, exactly what the impact would be. Some experts believe it would simply lead to a further rise in the price of the dollar, which would hit American exports and boost imports, so that, in the end, there would be no reduction in the US’s balance-of-payment deficit. So, it’s very much a case of: watch this space!

Perry: OK, thanks very much, Ian. We look forward to hearing from you again next time.

McMaster: My pleasure.

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SHORT STORY

Introduction | Track 30

Erin Perry: David, you know what they say about not mixing money and friendship?

David Ingram: Yes, a very good principle, if you ask me.

Erin Perry: Indeed. And mixing business and family can be equally, if not more, problematic, as we’ll hear in our latest short story, by James Schofield. It’s called “The old king”. Let’s listen now and find out more.

The old king | Track 31 MEDIUM

Are you two from my lawyers? I told the hospital to call you a long time ago. I’m here because of a little health issue I had the other day, but I need you because of a problem I have with my grandchildren. I want you to listen to a recording I made of a phone call they had last week, talking about me. Then you’ll understand what I’m saying. So are you both listening? ARE YOU LISTENING? This is important. Here we go...

“Hello?”

“Hi, Julia. George here. How are things?”

There they are — the little worms! I should never have made them joint company directors — in my company, which I created from nothing! It took me 60 years, but I’ve built a business with 800 people and sales offices around the world.

“Excellent first-quarter sales figures. The economy is holding up at the moment, so the

boost sth. ▶ etw. ankurbeln

deduct sth. ▶ etw. abziehen

here we go ▶ jetzt geht’s los

hold up ▶ sich halten;

hier: gut laufen

impact ▶ Auswirkung(en)

issue ▶ Problem

joint company directors:

make... ~ ▶ (zwei oder mehr Personen) gemeinsam die Geschäftsführung übertragen

lawyer ▶ Anwalt/Anwältin

look forward to doing sth.

▶ sich darauf freuen, etw. zu tun

my pleasure

▶ es war mir ein Vergnügen

price ▶ hier: Kurs

quarter ▶ Quartal

sales office

▶ Vertriebsstelle

worm jfml. ▶ hier: Fiesling

ROI is looking good. What about you? How was the sales workshop?"

That's how they always talk! They think they're so clever just because they went to university. They use all this economic nonsense to try and confuse me. But I'd like to see how successful they'd be negotiating with one of those Soviet industrial managers I had to deal with back in the 1960s. Those two can barely drink a cup of tea, let alone a bottle of vodka over breakfast!

"Very good. I got Johannes to come and tell them about some of the sales trips he used to take with Grandad. They loved him!"

Johannes Götz is a friend of mine, and my first salesman in Germany. He retired ten years ago now, plays golf and goes on cruise-ship tours with his wife, Lotte. Says it makes them very happy. The boredom would kill me. Anyway, George and Julia's grandmother divorced me a long time ago. Sandra said I loved the company more than her, which was true, actually.

"How's Grandad?"

"Hmm..."

Do you hear that? DO YOU HEAR THAT? I'll play it again.

"Hmm..."

That "Hmm..." is all you need to hear if you want to know what they think of me. "Hmm..." really means: "Grandad is being difficult to work with and he won't listen to me." But it gets worse!

"I have to keep checking whether he's taking his medicine. If he doesn't, he makes mistakes and then he gets angry."

That's a lie! She knows it's the other way round. It's the drugs that make me do stupid things. When I'm not drugged, I see things clearly. I see what they're trying to do. They're trying to steal my company from me, and that makes me angry.

"Will he agree to talk to the banks, do you think? If we're serious about expanding into China, we need to borrow money from them."

"I don't know. He's suspicious of banks..."

See? She's criticizing me again. But it's common sense. Never let the banks get their hands on your company. They're vultures.

"He's so volatile. It's going to be difficult... as long as he's around."

around: be ~ ▶ da sein;
auch: am Leben sein

barely ▶ kaum

boredom

▶ Langeweile; hier: Eintönigkeit

cruise-ship tour

▶ Kreuzfahrt

divorce sb. ▶ sich von jmdm.

scheiden lassen

drug ▶ Medikament

drugged: be ~ ▶ unter
Medikamenten stehen

let alone ▶ ganz zu
schweigen von

negotiate with sb.

▶ mit jmdm. verhandeln

other way round: the ~ UK

▶ umgekehrt

ROI (return on investment)

▶ Kapitalrendite, -erträge

salesman ▶ Verkäufer,

Handelsvertreter

suspicious: be ~ of sb.

▶ jmdm. argwöhnisch
gegenüberstehen

volatile ▶ unberechenbar

vulture ▶ Geier

Did you hear that last part? No? Damn you, LISTEN! I'm sorry, I didn't mean to shout at you, Miss... Miss... whatever your name is: "...as long as he's around." Do you hear it now? Good! You see, this is where they start plotting to get rid of me.

"George, I think we may have to intervene in some way. You know, what worries me most is this new commercial agent he's hired in China, Eric Lin."

"The man he visited in Shanghai? The one with all the business connections?"

Lin is good. He respects me and he has excellent contacts.

"Yes, but did you know Grandad has given him a platinum American Express card, without asking us? I only found out yesterday, when both their November bills arrived on my desk. The two of them spent a huge amount on restaurants, nightclubs, casinos..."

Oh, God help me! I don't have to ask for permission — it's my company, isn't it? We had a bit of fun, but why not?

"He's doing this in Shanghai? Jesus, Julia, he's putting the whole company at risk! If they entertained government officials and anybody finds out, then it'll be seen as corruption. It's not like 40 years ago. You can't do that sort of thing any more, and China has really tough regulations. We have to stop this! Can you cancel the cards?"

I had a little situation when I lost my temper at a petrol station because I couldn't pay with any of my credit cards. I couldn't believe they would actually cancel them all, but they did. So, I want to...

...

Much later, Julia Hill and George Mellon left the hospital and drove slowly back to the office.

"That was strange," said Julia. "Why didn't he recognize us?"

"The doctor thinks he had a small stroke as well as a heart attack," said George. "And it has damaged his memory centres. But it was lucky the hospital called us and not the lawyers. It could have caused complications. We'll have to get ownership transferred to us immediately. It's the only sensible thing to do to keep the company going."

"Of course." Julia was silent for a while, looking out of the passenger window. "Do you think we were in any way responsible for this?" she asked finally.

cancel sth. ▶ hier: etw. für ungültig erklären lassen

commercial agent
▶ Handelsvertreter(in)

damn you if/ml.
▶ verdammt noch mal
lose one's temper
▶ in Zorn geraten

memory centres
▶ hier: Erinnerungsvermögen

platinum ▶ Platin
plot ▶ sich verschwören

sensible ▶ vernünftig, sinnvoll
stroke ▶ Schlaganfall
tough ▶ streng

“Julia,” said George, keeping his eyes fixed on the road, “we’ve done absolutely nothing wrong. It’s not our fault that he can’t control his temper, is it?”

Business Spotlight 3/2017, pp. 76–77

CONCLUSION | TRACK 32

David Ingram: Well, we’ve come to the end of *Business Spotlight Audio 3/2017*. We hope you’ve enjoyed it and have found our exercises helpful.

Erin Perry: As an alternative to the CD, we also offer *Business Spotlight Audio* as a subscription download, so you can take the sound of business with you wherever you go. For more information, or to find out about our range of products, visit our website at www.business-spotlight.de

David Ingram: Until next time, this is David Ingram...

Erin Perry: And Erin Perry...

David Ingram: Wishing you success with your business English.

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