

INTRODUCTION | Track 1

David Ingram: Welcome to Business Spotlight Audio 6/2018. 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: In this recording, we focus on the topic of audio conference calls and how you can make them more effective. We also look at the language of internal company presentations and have a special short story for you about a football fan and her former idol.

Erin Perry: And for something completely different, in our Technology section, Eamonn Fitzgerald talks about the importance of supply chains and supply-chain management in business.

David Ingram: And 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

Erin Perry: We'll begin with our Names & News section, with a story about a Greek restaurant in San Francisco that offers excellent food.

David Ingram: OK, well what's so special about that? That's what restaurants are supposed to do, isn't it?

Erin Perry: Indeed, they are. But the difference with this restaurant is that, although the food is very good, there is virtually no service.

David Ingram: Hey, that does sound strange!

Erin Perry: Indeed. Anyway, as you listen to the story now, try to answer this question: What is the new level of the minimum wage in California? Ready? Listen now.

Putting customers to work | Track 3 MEDIUM US

No one complains about the food at Souvla, a Greek restaurant in San Francisco. That's because it's excellent. But some might complain about the service. That's because there isn't any — or at least not much.

Souvla is one of a growing number of U.S. restaurants that make customers do the work of servers. If you eat there, you can expect to have to find your own table, pour your own water, and carry it to the table. If you want another glass of wine, you have to go to the counter and pick it up.

The New York Times reports that high labor costs are partly to blame. California raised its

complain about sth.

► sich über etw. beschweren

counter ► Theke

pour sth.

► etw. einschenken

server US ► hier: Kellner(in)

minimum wage to \$15 (€13) an hour in 2018. Employers with 20 workers or more must also provide healthcare benefits, sick leave, and parental leave. Meanwhile, restaurant staffers say that housing is so expensive in San Francisco that they can't afford to live there.

Anjan Mitra, who owns two top Indian restaurants, says he would have to charge \$20 for a burger to meet staff costs. Since kitchen staff is necessary to prepare the food, "something [had] to give," Mitra comments. "And that is what we did — we got rid of our servers."

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Erin Perry: OK? Did you get the answer? What is the new level of the minimum wage in California?

- The answer is \$15 an hour. Listen again.
- "The New York Times reports that high labor costs are partly to blame. California raised its minimum wage to \$15 (€13) an hour in 2018."

Erin Perry: If you didn't get the answer the first time, go back and listen to the text again.

Introduction (II) | Track 4

David Ingram: For our next story, we'll turn to New Zealand to hear about a woman who has had a baby.

Erin Perry: Are you serious, David? This doesn't sound like much of a story.

David Ingram: Well, no, it wouldn't be if that were the end of it. But first, the woman in question is Jacinda Ardern, the prime minister of New Zealand. And second, she became the first elected world leader to take maternity leave. Let's hear more.

Another day in (the) office | Track 5 MEDIUM

For Prime Minister Jacinda Ardern of New Zealand, having a baby while in office was nothing out of the ordinary. When she announced her pregnancy in January of 2018, she was surprised at the reaction. "I'm just pregnant, not incapacitated," she told the New Zealand news media.

In August, she returned to work after six weeks of maternity leave. Although she is not the first national leader to give birth while in

get rid of sb./sth.

• jmdn./etw. loswerden

give: something has to -

• etwa: etwas muss weichen

healthcare benefits

• Gesundheitsvorsorgeleistungen

housing ➤ Wohnung;

Wohnen

incapacitated

• arbeitsunfähig

maternity leave

• Mutterschutz, Mutterschaftsurlaub

minimum wage

• Mindestlohn

office: in - ➤ hier: im Amt

ordinary: be nothing out of the -

• nicht ungewöhnlich sein

parental leave ➤ Elternzeit

pregnancy

• Schwangerschaft

pregnant ➤ schwanger

sick leave ➤ hier: Lohnfortzahlung im Krankheitsfall

staffer US

• Mitarbeiter(in)

office — that was Benazir Bhutto of Pakistan in 1990 — Ardern is the first elected world leader to take maternity leave.

The prime minister and her partner, Clarke Gayford, named their baby daughter Neve Te Aroha. *Te aroha* is a Maori word meaning “love” and is the name of a mountain near where Ardern grew up.

Ardern says she and Gayford want Neve to grow up speaking both English and Maori. Ardern’s Labour government has announced plans to have the Maori language taught in all New Zealand schools by 2025.

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BUSINESS SKILLS

Ken Taylor on conference calls

Introduction | Track 6

David Ingram: Erin, do you ever have to take part in audio conference calls at work?

Erin Perry: I certainly do. And I can tell you that I am not a big fan.

David Ingram: Because?

Erin Perry: Where shall I start, David? There’s often no proper agenda. People don’t join the calls on time. And when they do, they’re often on their cell phones and the connections are bad. People don’t introduce themselves when they speak, so you often don’t know who’s talking.

Or they all speak at the same time. The calls go on too long... Shall I continue?

David Ingram: No, I think I get the picture. But it doesn’t have to be like that, of course. Bob Dignen’s latest *Business Skills* article is about how to make conference calls far more effective. And our communication skills expert, Ken Taylor, is here now with some tips and exercises on this subject.

Exercise: Strategies | Track 7 MEDIUM

Ken Taylor: Hello. This is Ken Taylor from London. Conference calling is an integral part of doing business internationally. Because of costs, audio conferencing is more common than videoconferencing, and this can bring with it some problems. It’s harder to communicate effectively if you cannot see the other people in the conference. It’s harder to understand others without visual clues. And it’s easier for participants to become distracted and lose concentration. In the latest *Business Spotlight* magazine, Bob Dignen has some suggestions for making audio conferences more effective.

In this first exercise, you will hear some statements about running and participating in an audio conference. In the pause after each statement, decide whether you agree or disagree with what was said and why. Then you will hear my opinion. Ready? We’ll begin.

- You should prepare a short agenda before the conference.
- ▶ I agree. But make sure it defines precisely the decisions needed and the benefits of making those decisions.

- The facilitator can be sure that most people know the rules of participating in an audio conference.
- ▶ I disagree. The facilitator needs to discuss or specify what is expected of the participants.

- Make sure you have a lot of time set aside for the audio conference.
- ▶ I disagree again. It's a common complaint that conference calls take too long. Having shorter conference calls helps ensure that the discussions are crisp and to the point.

- More than eight people in a conference call makes it hard to manage.
- ▶ I agree. A large group of people makes it difficult to get good interaction.

- You should say your name every time you speak.
- ▶ I agree. This is very necessary when people are not familiar with each other and when there are more than three or four people involved.

- Make sure you dial in from a quiet environment.
- ▶ I agree. Noisy backgrounds are very disturbing.

- Silence usually signals that people disagree with what is being said.
- ▶ I disagree. It can mean agreement, disagreement or indifference. Ask participants to verbalize what they are thinking.

- It's not impolite to interrupt someone if you don't understand them.
- ▶ I agree. It's important that you understand what is going on in order to contribute yourself.

Ken: Well done! Did you agree with my opinions?

Exercise: Key phrases | Track 8 MEDIUM

Ken Taylor: OK, let's look now at some words and phrases that will help you to facilitate a conference call. I'll give you a description of a situation. Then you will hear two alternative

agenda

▶ Tagesordnung

conference call

▶ Telefonkonferenz

crisp ▶ frisch, knackig;

hier: kurz gefasst

dial in

▶ sich einwählen

environment

▶ Umgebung

facilitator

▶ Sitzungsleiter(in)

sentences, a) and b). In the pause, choose the sentence that matches the situation. OK? We'll start.

■ You want to say that John has not yet joined the conference call. Do you say...

- a) John has not dialled in yet?
 b) John has not called back yet?
 ➤ a) is correct. To take part in a conference call, you "dial in" to it. Listen and repeat.
 ■ John has not dialled in yet. ➤

■ You want to inform the conference participants about the latest developments. Do you say...

- a) I'd like to upgrade you?
 b) I'd like to update you?
 ➤ b) is correct. To "update" somebody is to give them the latest information. Listen and repeat.
 ■ I'd like to update you. ➤
 OK, next one.

■ You want to ask Helen to give the conference some information. Do you say...

- a) Helen, could you give an input about that?
 b) Helen, could you insert something about that?
 ➤ a) is correct. If you "give an input about" a subject, you provide information on it. Listen and repeat.

■ Helen, could you give an input about that? ➤
 OK, next one.

■ You want Harry to make something he has said easier to understand. Do you say...

- a) Harry, could you clarify that for us, please?
 b) Harry, could you classify that for us, please?
 ➤ a) is correct. To "clarify" something is to make it clearer. Listen and repeat.
 ■ Harry, could you clarify that for us, please? ➤
 Next one.

■ You want to explain the main goal or aim of the meeting. Do you say...

- a) The main object of the meeting is...?
 b) The main objective of the meeting is...?
 ➤ b) is correct. An "objective" is an aim or goal. Listen and repeat.
 ■ The main objective of the meeting is... ➤
 OK, last one.

■ You want to know what John thinks about a proposal. Do you say...

- a) John, what's your viewpoint?
 b) John, what's your point?
 ➤ a) is correct. Your "viewpoint" is what you think about something. Listen and repeat.

conference call

➤ Telefonkonferenz

dial in ➤ sich einwählen

goal ➤ Ziel

insert sth.

➤ etw. einfügen

- John, what's your viewpoint? ➔

Ken Taylor: Well done! Note that if you say “What’s your point?” to someone, you are asking them, rather impolitely, to explain what they are trying to say.

Exercise: Facilitating a conference call | Track 9

MEDIUM

Ken Taylor: In his article, Bob Dignen looks at some techniques for facilitating audio conferences. He suggests that the facilitator should start the meeting with an overview of the aims and key points to be achieved. Listen to this example. Paul is facilitating an audio conference for HR staff. In his opening remarks, he does four things:

- He refers to the agenda.
 - He explains the main aims of the meeting.
 - He explains why the meeting is important.
 - He motivates the participants to be active.
- Listen now to what he says.

Paul: As you will have seen from the agenda, the main items we have to discuss today are standardizing our Young Leader recruitment process and coordinating the way we run our assessment centres. It's important to get these issues resolved as soon as possible because they are key steps towards creating a global HR approach. I'm sure that we all have a lot of

good ideas and suggestions we can add to our discussions.

Ken Taylor: OK, let's practise some of those key expressions. I'll explain what Paul is doing at each step and then you will hear the relevant phrase. Repeat the phrase in the pause. Ready?

1. First, Paul refers to the agenda.

Paul: As you will have seen from the agenda,... ➔

2. Next, Paul explains the main aims.

Paul: The main items we have to discuss today... ➔

3. Next, Paul explains why the meeting is important.

Paul: It's important to get these issues resolved as soon as possible because... ➔

4. Finally, Paul motivates the participants to be active.

Paul: I'm sure that we all have a lot of good ideas and suggestions we can add to our discussions. ➔

agenda

➔ Tagesordnung

assessment centre

➔ Personalauswahlverfahren

HR (human resources)

➔ Personal-

issue ➔ Thema, Frage

item

➔ (Tagesordnungs-)Punkt

recruitment process

➔ Einstellungsverfahren

resolve sth. ➔ etw. lösen

Ken Taylor: How did that go? Do this exercise several times until these phrases become automatic for you. And use them when you are facilitating your next conference call.

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PERSONAL TRAINER

Interview with Ken Taylor

Introduction | Track 10

David Ingram: We'll stay with Ken Taylor now and move on to the Personal Trainer section in *Business Spotlight*.

Erik 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. Here's Ken to tell us more about his latest interview partner.

Interview: Ken Taylor | Track 11 EASY

Erik Perry: Welcome, Ken. Tell us, who is your guest this time?

Ken Taylor: Sonata Petrauskiene is a dance teacher based in London. She's now a British citizen but was originally from Lithuania.

Perry: And which topics did you discuss with Sonata?

Taylor: We discussed her struggle to learn English and how, when her English was still limit-

ed, she started to teach dancing, and the difficulties she faced.

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

Taylor: We talked about the power of practical demonstration and the power of motivation — using the language you are learning for another purpose that is important to you. In Sonata's case, it was to pass exams to become a qualified dance teacher. Anyway, you can read the full interview in the latest issue of *Business Spotlight*.

Perry: What can listeners do if they would 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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based in...

► in ... ansässig

face sth.

► etw. gegenüberstehen

issue

► Ausgabe

Lithuania ► Litauen

topic ► Thema

SKILL UP!

The language of projects

Introduction | Track 12

David Ingram: Let's "skill up" now on our language, with some terms relating to projects and project management.

Erin Perry: Yes, a lot of work in companies is organized in projects nowadays. And there are a number of idiomatic expressions that can be used when talking about this area of business life. Let's practise some of them. OK?

Exercise: Project idioms | Track 13 MEDIUM

Erin Perry: In this exercise, we focus on some idioms. First, you'll hear an idiom and then two suggestions, **a)** and **b)**, for what it could mean. In the pause, choose the correct suggestion for the meaning of the idiom. Then you'll hear the correct answer. OK? Let's get started.

- If you "get the go-ahead",...
 - a) you are asked to work faster to finish a project.
 - b) you are told that you can start work on a project.
 - **b)** is correct. If you "get the go-ahead", you can start work on a project because the necessary approval has been given. OK, next one.

- If you do something "at the eleventh hour",...
 - a) you do something at the very last moment.
 - b) you do something earlier than is necessary.
 - **a)** is correct. If you do something "at the eleventh hour", you do it at the very last possible moment. If you had waited longer, it would have been too late. Next one.

- If you "have too much on your plate",...
 - a) you have too much work to do.
 - b) you have too much time.
 - **a)** is correct. If you "have too much on your plate", your workload is so large that it is difficult for you to cope with it. OK, here's the last one.

- If you "come in under the wire",...
 - a) you are very nervous.
 - b) you manage to do something just in time.
 - **b)** is correct. If you "come in under the wire", you just about manage to do something in time.

Erin Perry: Did you get all those idioms right? If not, go back and practise them again.

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approval

➤ Genehmigung

cope with sth.

➤ etw. bewältigen

workload

➤ Arbeitsbelastung,

-pensum

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 projects. 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: You use our first term when talking about doing your work at home rather than in the office. Please translate this word.

German: Heimarbeit

English: working from home

David Ingram: You can't say "homework" here, as this refers to the tasks that children have to do for school. For the German word *Heimarbeit*, you say "working from home" in English. Translate this sentence now.

German: Das Gute an der Heimarbeit ist, dass man nicht pendeln muss.

English: The good thing about working from home is that you don't have to commute.

Erin Perry: Our next word refers to an area that someone is in charge of. Translate this word, please.

German: Ressort

English: department, area of responsibility

David Ingram: "Resort" would be wrong here, as this is a place where you can spend your holiday. The English translation of the German word *Ressort* is "department", or "area of responsibility". Translate this sentence, please.

German: Arbeitest du im selben Ressort wie John?

English: Do you work in the same department as John?

Erin Perry: The next word is a verb that is used if you fail to notice something. Translate this word now.

German: übersehen

English: miss, overlook

David Ingram: Don't say "oversee". This verb means to "watch" or "monitor" something, in order to make sure that it is done. The German word *übersehen* is translated as "miss" or "overlook" in English. Please translate this sentence.

German: Oh je! Ich habe die Bestellung gestern Nachmittag übersehen.

English: Oh, dear! I missed the order yesterday afternoon.

Oh, dear! I overlooked the order yesterday afternoon.

Erin Perry: OK, our last word refers to saying something in a few clear words. Please translate this word.

German: *prägnant*

English: concise

David Ingram: “Pregnant” is wrong here, as this refers to a woman who is expecting a baby. The German word *prägnant* is “concise” in English. Translate this sentence now.

German: *Danke für die prägnante Erklärung.*

English: Thank you for the concise explanation.

Erin Perry: Well done. If you found these translation exercises difficult, go back and try them again.

Skill Up!, no. 51, pp. 14–15

CAREERS & MANAGEMENT

Changing jobs respectfully

Introduction | Track 15

Erin Perry: David, come and have a look at this job ad!

David Ingram: Job ad? You’re looking for a new job?

Erin Perry: Yeah, this one sounds great! Much better than the gig we’re doing now.

David Ingram: Erin, you can’t talk about getting a new job on air while you’re still doing the old one.

Erin Perry: Whoops — er, I completely forgot the microphones were still on.

David Ingram: Oh, Erin! If you’re seriously thinking about changing jobs, you ought to read the latest column by our Careers editor, Margaret Davis, in which she gives tips on how to do this respectfully.

Erin Perry: I guess I should.

David Ingram: And we’re certainly not letting you change jobs anyway, Erin. But for any of our listeners who are thinking of doing so, here’s Margaret with some tips.

Erin Perry: I didn’t mean it, David. Honest.

David Ingram: Hmm. OK, well, let’s listen to what Margaret has to say.

Interview: Margaret Davis | Track 16 MEDIUM

David Ingram: Welcome, Margaret. Your latest How to... column is about how to change jobs respectfully. Before we talk about that, what are the signs that you need to change jobs?

Margaret Davis: Career experts say that one of the signs is that you're not being given any chances for advancement. Another is that your job is stressful but repetitive. And if you look forward to weekends but still find yourself worrying about work — or even going into the office to get things done — that could be a sign that it's time to move on.

Ingram: So, when should you actively start looking for a new job?

Davis: Well, as the saying goes, it's always easier to find a job when you already have one. Being employed takes away the stress of wondering if you can pay the bills while you're job hunting. So, ideally, you shouldn't wait till you've been laid off to start looking. Also, potential new employers actually like interviewing people who have jobs, because that means you are employable.

Ingram: Should you tell your current employer that you are looking for a new job?

Davis: Oh, this is a minefield of potential disasters! On the one hand, employers don't like surprises. But on the other hand, if you say you're

looking, you risk being seen as not committed to your current tasks. It may depend on what kind of relationship you have with your boss. If they've been supportive of you and your ambitions, then it may seem wise to give them a heads-up. But on the whole, I think you should not volunteer the information unless you are directly confronted. Then, after you accept a new job offer, tell your employer at once and offer to help train your replacement. Most people will have contracts that require a certain notice period, and unless your employer can be flexible about it, you will probably have to work for that full period. So you want to be fair and leave on good terms.

Ingram: So, I guess that means you shouldn't yell, "Take this job and shove it!" and slam the boss's door on your way out?

advancement ▶ Aufstieg

as the saying goes

▶ wie man so schön sagt

committed: be - to sth.

▶ sich für etw. engagieren

give sb. a heads-up US

▶ jmdm. vorab Bescheid geben

interview sb.

▶ hier: mit jmdm. ein Bewerbungsgespräch führen

lay sb. off ▶ jmdm. entlassen

leave on good terms

▶ im Guten gehen

look forward to sth.

▶ sich auf etw. freuen

minefield

▶ Minenfeld

notice period

▶ Kündigungsfrist

slam sth. ▶ etw. zuschlagen

take this job and shove it

ifjml. ▶ etwa: steck dir den Job sonstwohin (Songtitel)

volunteer sth.

▶ hier: etw. von sich aus mitteilen

yell ▶ schreien

Davis: No, tempting though that might be in some circumstances, it's really not a good idea. For one thing, you want to receive a good reference from your current boss. And for another, you never know when your paths may cross again. The same goes for dealing with colleagues. You could wind up working with them elsewhere or need their help for something you can't even imagine at the moment.

Ingram: Indeed, you could! And many thanks for coming in again to talk to us, Margaret.

Davis: You're welcome. Thank you!

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LANGUAGE TEST

Meetings

Introduction | Track 17

David Ingram: Erin, can we hurry up a bit? I need to go to a meeting in about half an hour.

Erin Perry: Now who's behaving unprofessionally? Focus on the job at hand, David... ah, OK, I get it. You're just winding me up because meetings are the topic of our language test this time.

David Ingram: Well spotted! Yes, in the test, we look at the things you have to do to prepare a meeting well, at what might happen during a meeting and at what has to be done afterwards. And now let's do an exercise on this topic.

Exercise: Vocabulary | Track 18 EASY

Erin Perry: In this exercise, you can test your knowledge of some terms relating to meetings. You'll hear a sentence asking you for a specific word. In the pause, say the word. Then you'll hear the correct answer. OK? Let's begin.

- What do you call the people who take part in a meeting?
 - ▶ The people who take part in a meeting are called the "participants" or the "attendees".
- What do you call a meeting of a company's employees?
 - ▶ This is a "staff meeting".
- Which verb do you use if you want to say that a meeting will be on a later date than was originally planned?
 - ▶ If you move a meeting to a later date, you "postpone" it or "put it off".
- What do you call the list of items to be discussed in a meeting?
 - ▶ The list of items to be discussed in a meeting is the "agenda".

circumstances ▶ Umstände

for another ▶ zum anderen

for one thing ▶ zum einen

go for sth. ▶ für etw. gelten

item ▶ (Tagesordnungs-)

Punkt

reference ▶ (Arbeits-)Zeugnis

tempting ▶ verlockend

wind up doing sth.

▶ am Ende etw. tun

you're welcome

▶ gern geschehen

- What do you call the document that records what was discussed at a meeting?
- ▶ The document that records what was discussed at a meeting is called “the minutes”.

- OK, last one. Under which item on the agenda would you find the names of the people who have said that they cannot attend a meeting?
- ▶ The names of the people who have said that they cannot attend a meeting are listed on the agenda under the item “Apologies”.

Erin Perry: Well done.

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EASY ENGLISH

Ken Taylor on internal presentations

Introduction | Track 19

David Ingram: Erin, do you like giving presentations?

Erin Perry: What, you mean formal public speaking to large audiences? Not really, David! I just get too nervous.

David Ingram: Yes, I know what you mean. But I wasn't really thinking of that. I was thinking more of relatively informal presentations within an organization or even department, often to fairly small groups.

Erin Perry: That certainly sounds a bit more manageable, although it's still not always easy.

David Ingram: No, but help is at hand. Our communication skills expert, Ken Taylor, is here now with some exercises and advice on internal presentations.

Exercise: Useful phrases | Track 20 EASY

Ken Taylor: Short, internal presentations often take place in team meetings or meetings with other colleagues. The presenters want to give their audience a progress report or provide information and results. They might also want to discuss problems to be solved or challenges to be faced.

We'll now look at some useful phrases for such presentations. I'll tell you what you want to say. Then you will hear two phrases, **a)** and **b)**. Choose the phrase that best matches the situation. OK?

1. You want to say how long the presentation will take. Do you say...
 - a) this presentation shouldn't take more than ten minutes?
 - b) this presentation won't take long?
- ▶ **a)** is correct. “This shouldn't take more than ten minutes” is more professional than saying the presentation won't take long. Listen and repeat.

- This presentation shouldn't take more than ten minutes. ▶
OK, next situation.
2. You want to talk about the importance of the project. Do you say...
- a) as you know, this is a controversial project?
 - b) as you know, this is a key project?
 - ▶ b) is better, saying that this is a "key project". Listen and repeat.
 - As you know, this is a key project. ▶
A "controversial project", by the way, is one where there is a disagreement about its value. Next situation.
3. You want to say that the project has had some difficulties that haven't yet been solved. Do you say...
- a) we've had to overcome some problems with the project?
 - b) we've encountered some problems with the project?
 - ▶ b) is correct. If you "encounter problems", it means that you face problems. Listen and repeat.
 - We've encountered some problems with the project. ▶
If you say you have "overcome problems", it means you have already solved them. OK, next situation.
4. You want to check that your audience has understood what you've been saying. Do you say...
- a) does that make sense?
 - b) do you make sense?
 - ▶ a) is correct. If you ask if something "makes sense", you are asking whether it is understandable and clear. Listen and repeat.
 - Does that make sense? ▶
OK, next situation.
5. You want to ask for support. Do you say...
- a) I need some help with this project.
 - b) I need to help with this project.
 - ▶ a) is correct. Listen and repeat.
 - I need some help with this project. ▶
OK, last situation.
6. You want to talk about what will happen in the future. Do you say...
- a) so what are the key steps?
 - b) so what should be the next steps?
 - ▶ b) is correct, as "what should be...?" looks to the future. Listen and repeat.
 - So what should be the next steps? ▶
- Ken Taylor:** How did you get on? You'll find more useful phrases for internal presentations in

audience

▶ Zuhörer(innen)

face sth.

▶ etw. gegenüberstehen

Mike Hogan's Easy English article in the latest *Business Spotlight*.

Exercise: Talking about projects | Track 21 EASY

Ken Taylor: Now, let's practise using these phrases. Imagine you are giving a presentation to colleagues. I'll tell you what to say. You speak in the pause and use one of the phrases we just tested. OK, let's start.

- Say how long your presentation should take.
 - This presentation shouldn't take more than ten minutes.
- Emphasize the importance of your project.
 - As you know, this is a key project.
- Say that you have met some difficulties during the project.
 - We've encountered some problems with the project.
- Ask if people understand what you are saying.
 - Does that make sense?
- Ask for some support with the project.
 - I need some help with this project.
- Say you want to talk about what should happen next.
 - So what should be the next steps?

Ken Taylor: How was that? You might like to practise this exercise more than once, until you feel comfortable with these phrases. And whenever you give a presentation in the future, remember one of Mike Hogan's key tips: keep it short and simple (KISS)!

Business Spotlight 6/2018, pp. 54–55

TECHNOLOGY

English 4.0: (Block)chain reaction

Introduction | Track 22

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, are you a Diana Ross fan?

Erin Perry: Diana Ross? What's she got to do with technology? Of course I'm a fan of hers, David. Who isn't? I mean, I'm a big fan of her music, not necessarily of the way she behaves.

David Ingram: So you like the song "Chain Reaction", I guess?

Erin Perry: You bet. "I'm in the middle of a chain..."

David Ingram: Yes, yes, yes. Thank you. OK. Well, with all this modern business talk, do you think she might re-release the song as "Supply-chain reaction" or "Blockchain reaction"? Or...

emphasize sth.

▶ etw. betonen

You bet.

▶ Und ob!

Erin Perry: Now, you're being silly, David.

David Ingram: Sorry, it's just that "(Block)chain reaction" is the title of the latest column by our technology editor, Eamonn Fitzgerald. And Eamonn is here now to tell us more about both supply chains and the blockchain.

Interview: Eamonn Fitzgerald | Track 23 **ADVANCED**

Erin Perry: Welcome, Eamonn. Your latest English 4.0 column looks at supply-chain management, or SCM, as insiders call it. What is supply-chain management, and why is it important?

Eamonn Fitzgerald: Simply defined, supply-chain management is about moving a product or service from a supplier to a customer. And it involves everything from materials to concepts, information, people, logistics, software. And the complexity of it, well, to understand it, we could look at, say, a car. One car might have 20,000 parts, another might have 40,000 parts. So you can imagine arranging the delivery of a car from the very beginning, from the blueprint, from the drawing board to your home, and you can see what's involved. Or a more basic example, maybe easier to understand and one which will take less time, is a T-shirt. So, if we're going to make a T-shirt from natural materials, we'll say cotton. Where do we get cotton? Maybe, from the US or Brazil or Uzbekistan. And then, we've got to move the cotton from there to a

country that specializes in making T-shirts, maybe Bangladesh or Turkey. So the cotton has to be shipped there. It has to be washed, it has to be transformed into material, it has to be dyed maybe, a design has to be printed on it, it has to be cut, it has to be packaged and it has to be shipped to the customer. In this way, we can see the complexity of supply-chain management.

Perry: If any of our listeners and readers want to become a supply-chain manager, what skills and qualifications do they need?

Fitzgerald: I think if you've got a business qualification, a business degree, you can certainly go into a country's trainee programme, if supply-chain management is your career choice. That word, "management", also brings to mind another very popular career at the moment: project management. If you have been trained in project management, if you're experienced in project management, then you can easily make the transition to supply-chain manage-

blueprint

- Entwurf

business degree

- hier: betriebswirtschaftlicher Abschluss

drawing board

- Zeichenbrett

dye sth.

- etw. färben

package sth.

- etw. verpacken

say • zum Beispiel

ship sth.

- etw. transportieren

supply-chain management

- Lieferkettenmanagement

transition

- Übergang; hier: Wechsel

ment. Perhaps you will need to study some finance because costs and controlling costs are a very important part of supply-chain management. As well, there are specific qualifications. And in the column, I mention the University of Bath in south-west England, and there one can do a Master of Science in operations, logistics and supply-chain management.

Perry: Final question: there's a lot of talk today, particularly in relation to cryptocurrencies, about the blockchain. What role might the blockchain play in the future of the supply chain?

Fitzgerald: The blockchain is a very hot topic at the moment in the software industry. We can think of the blockchain as a series of records, joined or linked together in a chain by very high-security technology: cryptography. This means it is very, very difficult — although not impossible, but very difficult — for anybody to hack or break the blockchain. Increasingly, the blockchain is being used to verify all kinds of records, for example qualifications. So if I'm looking for a job, and I have a qualification from Dublin City University, but I'd like to say on my CV that it's actually from Harvard or Oxford. Well, it's not that easy for me to change it because Harvard will also have access to that blockchain. And so it becomes very difficult for people to break the blockchain. Why is this

important in supply-chain management? Well, let's look at the activist role of the European Union. If people want to sell their products into the European Union, they increasingly have to comply with European Union standards that the European Union's 550 million consumers appreciate. That means, if I, as a European Union citizen, want to find out, was my T-shirt made in a factory in Bangladesh, where people are treated properly and paid well, or is it from Myanmar, where there have been reports of sexual exploitation of female garment workers, well, the blockchain can provide a record, from the very beginning, of from where the cotton came to the moment that T-shirt was packaged and delivered to my home. And that's where the blockchain could become very influential in the evolution of the supply chain.

Perry: Thank you very much, Eamonn.

Fitzgerald: You're welcome.

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access ► Zugang, Zugriff

appreciate sth.

► auf etw. Wert legen

break sth.

► hier: etw. ausschalten

comply with sth.

► etw. einhalten

CV (curriculum vitae)

► Lebenslauf

evolution ► Entwicklung

exploitation ► Ausbeutung

garment

► Kleidung(sstück)

hot topic ifml.

► hochaktuelles Thema

linked ► verknüpft

you're welcome

► gern geschehen

ENGLISH ON THE MOVE

Ken Taylor on airport lounges

Introduction | Track 24

David Ingram: Erin, when you fly to the US — or anywhere else — do you take advantage of the lounges at airports?

Erin Perry: That depends whether the type of ticket I have lets me in or not. Why do you ask?

David Ingram: Well, I must confess, I do enjoy getting a bit of peace and quiet in there, getting away from the crowds and the hustle and bustle at the airport.

Erin Perry: I'm with you on that — peace and quiet, bring it on!

David Ingram: Anyway, airport lounges are the topic of our latest English on the Move column. And here's Ken Taylor once again with some exercises on this subject.

Exercise: Useful phrases | Track 25 MEDIUM

Ken Taylor: If you are a frequent flyer, it's good to have access to an airport lounge. This gives you the chance to relax between flights or to work in comfort. If you use an airport lounge, you might also meet other business travellers you know.

In this next exercise, I want you to imagine you meet a business acquaintance in an airport lounge. I'll give you a situation. Then you will hear two phrases that you could say, **a)** and **b)**. In the pause, choose the correct phrase for the

situation described. Then you will hear our answer, and we'll ask you to repeat the phrases. Good. We'll start.

■ You are surprised to see someone you know in the lounge. Do you say...

a) fancy seeing you here?

b) good to see you here?

► **a)** is correct. If you say “fancy seeing you here”, it means that you are surprised to see someone. Listen and repeat.

■ Fancy seeing you here. ►
OK, next situation.

■ You want to know the other person's destination. Do you say...

a) where are you now?

b) where are you off to?

► **b)** is correct. If you ask “Where are you off to?”, this means “Where are you going?”. Listen and repeat.

■ Where are you off to? ►
Next situation.

■ You want to ask what the other person has been doing recently. Do you say...

a) what have you seen recently?

b) what have you been up to recently?

► **b)** is correct. If you ask someone “what they have been up to?”, you are asking what they have done. Listen and repeat.

- What have you been up to recently? ▶ OK, last situation.
- You want to say that you will contact the other person next week. Do you say...
 - a) I'll touch basic with you next week?
 - b) I'll touch base with you next week?
 ▶ b) is correct. To "touch base with someone" is to get in contact with them. Listen and repeat.
 - I'll touch base with you next week. ▶

Ken Taylor: Well done. The phrases we have just practised are all useful in a number of situations when meeting old friends and acquaintances, not just in an airport lounge.

Exercise: Vocabulary | Track 26 MEDIUM

Ken Taylor: Now, listen to this short talk by Michaela Polanski, a representative of Comfort Lounges, a company that specializes in providing facilities for business travellers at most major airports. Afterwards, I will ask you some questions about the language Michaela uses. Ready? Listen carefully.

Michaela: Comfort Lounges provides a comfortable, relaxed oasis of calm. The business traveller can get away from the hustle and bustle. And enjoy peace, quiet and a reliable wi-fi service.

All of our lounges have well-stocked bars with a good assortment of snacks and bever-

ages. Showers and sleeping rooms are also available. At major airports, our lounges provide spa services, manicures, pedicures and private meeting rooms. These can either be booked online or at the reception desk when checking in. Naturally, these services cost a little extra.

You can book into our lounges on a one-off basis or pay a yearly membership fee. If you are a frequent flyer, I would recommend you join our Gold Club. Gold Club membership entitles you to use all our facilities with no extra costs. It also permits you to use other lounges at airports where Comfort Lounges is not represented.

Ken Taylor: Good, now, let's look at some of the language Michaela used to describe Comfort Lounges. First, you will hear an extract from her talk. I'll then ask you a question about the extract. You answer in the pause. Then you will hear my model answer. OK? Let's begin.

assortment

▶ Auswahl

beverage ▶ Getränk

entitle sb.

▶ jmdn. berechtigen

facility ▶ Einrichtung

fee ▶ Gebühr

hustle and bustle

▶ Trubel, geschäftiges Treiben

oasis

▶ Oase

one-off UK

▶ einmalig

reliable

▶ zuverlässig

spa ▶ hier: Wellness

well-stocked

▶ gut gefüllt

Michaela: The business traveller can get away from the hustle and bustle.

- What is “hustle and bustle”?
- “Hustle and bustle” means “very busy and excited activity”. Next one.

Michaela: All of our lounges have well-stocked bars with a good assortment of snacks and beverages.

- What is a “well-stocked bar”? And what are “beverages”?
- A “well-stocked bar” is one with a good selection of drinks. And “beverages” are simply drinks. OK, next one.

Michaela: Gold Club membership entitles you to use all our facilities with no extra costs.

- What does Michaela mean when she says “entitles you to use all our facilities”?
- “Entitles you to use all our facilities” means you have the right to use everything that is available in the lounge. OK, last one.

Michaela: It also permits you to use other lounges at airports where Comfort Lounges is not represented.

- What does the word “permits” mean here?
- Here, “permits” simply means “allows”. You are allowed to use lounges at airports where Comfort Lounges is not represented.

Ken Taylor: Well done. If you found that difficult, go back and try the exercise again until you can explain clearly the vocabulary that Michaela uses.

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INSIGHT

Business news with Ian McMaster

Introduction | Track 27

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 it would be good for Britain to leave the European Union without reaching a proper deal — the so-called no-deal Brexit. And we’ll also discuss the current state of the Brexit negotiations.

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

Business news: A no-deal Brexit and the Brexit negotiations | Track 28 **ADVANCED**

Erin Perry: So, Ian, you said the first topic was about whether it would be good for Britain to

leave the EU without reaching a proper deal first. Is that even possible? And what exactly are the arguments on each side of this debate?

Ian McMaster: There is a certain group of anti-EU politicians and economists in Britain who have always said that “no deal is better than a bad deal”. These people are worried that Britain will have to compromise so much to get a deal with the EU that, on the one hand, this will be very expensive for Britain and, on the other hand, Britain will remain tied , at least indirectly, to many EU rules. So they believe it would be better for Britain to just walk away from the EU, pay the absolute minimum in remaining financial obligations, trade with the EU on World Trade Organization (WTO) rules and carve out free trade deals with the rest of the world. Opponents of this no-deal scenario argue that this would be the worst of all possible options for the UK and would result in a significant fall in GDP for Britain. One of the reasons for this, opponents say, is that Britain would lose out on not just tariff-free trade with the EU, but also on the new trade deals that the EU is negotiating with countries such as Canada and Japan. Anyway, you can read more about this debate in the Head-to-Head section of the latest issue of *Business Spotlight*.

Perry: And what is the current state of the Brexit debate? Where does Britain stand?

McMaster: There’s an old joke about the employee who asks his boss, “How do I stand for pay rise?” — meaning “what are the chances of me getting a pay rise?” And the boss replies, “You don’t stand, you grovel ”. And increasingly, that seems to be the position that the British government is in — having to grovel to the EU to get a good Brexit deal before 29 March 2019, the date when Brexit is supposed to take place. But the EU, of course, has no real interest in offering Britain a good deal because they don’t want to encourage other countries to leave the EU. Back in July, the British government came up with a proposal — the so-called Chequers plan, named after the prime minister’s official country house — which would, in effect, leave Britain half in and half out of the EU, controlling immigration but still accepting many EU rules. That proposal angered those on the right of the Conservative Party, who want a clean break with the EU and prefer no deal to

argue

- den Standpunkt vertreten

carve sth. out

- etw. erarbeiten

clean

- hier: endgültig

GDP (gross domestic product)

- BIP (Bruttoinlandsprodukt)

grovel

- kriechen, katzbuckeln

issue

- Ausgabe; Frage, Problem

negotiate sth.

- etw. aushandeln

tariff-free

- zollfrei

tied: be - to sth.

- an etw. gebunden sein

such a fudge. The Chequers plan also annoyed the EU, which sees the UK as trying to cherry-pick the bits they like about the European Union and ditch the rest. And there is currently no majority in the British parliament for the Chequers proposal or indeed any other plan. The whole thing is a complete mess, and, despite the EU's proven ability to come up with fudged deals on all kinds of issues, it is very hard to see how this one can be resolved in time for an orderly Brexit in March next year.

Perry: So that means no Brexit then, does it?

McMaster: I wouldn't go that far at the moment. It might simply mean that Brexit gets postponed from 29 March. But we also could see the collapse of the current British government, new elections in Britain and even, though this is less likely, a second referendum on Brexit. In short: total chaos.

Perry: OK, thanks very much, Ian. We'll keep a close eye on this. And we look forward to hearing from you again next time.

McMaster: My pleasure.

Business Spotlight 6/2018, pp. 24–25

SHORT STORY

Introduction | Track 29

Erin Perry: David, let me ask you about being a fan this time. Are you a big soccer fan — sorry, “football fan”, as you guys would say?

David Ingram: Football? Yeah, sure. I certainly enjoyed England's success in the World Cup this summer — well, at least up to the semi-final. That game wasn't much fun for us.

Erin Perry: OK, but I mean, as a child, did you have, like, a footballing hero? Someone you worshipped, posters on your bedroom wall, pictures in your little scrapbook, that kind of thing?

David Ingram: Erin, why do I have the feeling that you're making fun of me now?

Erin Perry: Oh, sorry, David. I got carried away. It's just that a soccer fan — and her idol — is the subject of our latest short story by James Schofield, called “The debt”. Let's listen now and find out more.

annoy sb. ▶ jmdn. verärgern

cherry-pick ▶ sich die Rosinen herauspicken

ditch sth. jfml.

▶ etw. wegschmeißen;
hier: verwerfen

fudge ▶ Schummelei;

hier: fauler Kompromiss

fudged ▶ hier: aus weichen Kompromissen bestehend

keep a close eye on sth.

▶ etw. genau im Auge behalten

look forward to sth.

▶ sich auf etw. freuen

mess ▶ Chaos

my pleasure

▶ gern geschehen

postpone sth.

▶ etw. verschieben

resolve sth. ▶ etw. lösen

David Ingram: Oh, yes, this should be fun! Engerland, Engerland...

Erin Perry: Oh, do stop being so childish. Just listen!

The debt | Track 30 MEDIUM

It was the shape of his nose that I first recognized. I hadn't seen Jimmy King for 40 years, but that nose — created through the coming together of Jimmy's face and the head of some Sunderland defender in the last minutes of extra time of a League Cup semi-final match — was unmistakable.

I noticed him while talking to some elderly ladies, friends of my mother-in-law's, in an old people's home. My mother-in-law had died a couple of weeks earlier and I was visiting the home for the last time to collect her things and pay some bills. Because my face is familiar to many people — I'm a newsreader on the television — the head of the home, Mrs Marsden, asked if I would have tea with her friends. She said they would like it, so I agreed.

The home had two pleasant rooms connected by a door where the residents could be together. We were sitting at a table in the larger room, while in the other one, a television was showing football and a few elderly men were watching sleepily. I could hear the commentators' voices in the background, rising and falling as the ball travelled here and there.

"Will you turn the bloody telly up?" a voice suddenly roared.

"I can't hear a thing they're saying! Where's the remote?"

My tea companions clucked like startled chickens at this interruption and, through the door, I could see the elderly men were resentful of the newcomer disturbing their peaceful afternoon.

He was wearing a rather dirty old dressing gown and walking slowly and painfully, using a stick. One side of his body seemed very stiff and I guessed he must have had a stroke. Except for his nose, he was no longer the athlete I had worshipped as a child.

"Who's that gentleman?" I asked one of the ladies, wanting to be sure I was right. "I haven't seen him here before."

bloody UK *ifml.*

► verdammt

cluck ► gackern

defender

► Abwehrspieler(in)

dressing gown UK

► Morgenmantel

elderly

► älter, bejahrt

extra time

► Verlängerung (Fußball)

League Cup UK

► Pokalwettbewerb im englischen Fußball

mother-in-law

► Schwiegermutter

remote ► Fernbedienung

resentful: be ~ of sb.

► jmdm. etw. übel nehmen

roar ► brüllen

startled ► (v)erschreckt

stroke ► Schlaganfall

telly UK *ifml.*

► Fernseher

unmistakable

► unverkennbar

worship sb.

► jmd. verehren

“Oh, that’s Mr King. He’s new. We don’t like him at all. He shouts rude things at the television when the football is on. We’ve had to complain to Mrs Marsden about it!”

Oh, Jimmy, I thought, why did this have to happen?



I was the only girl in our family. From the time I was very little, my brothers always took me to watch our local football team, Trent United. When I started, we were in the third division, but when this story takes place, I was 16 and we’d just been promoted to the first division, as it was then called. We went to every game, home or away, and most of the family conversation was about the team. I was as enthusiastic as my brothers, but in 1967, when Jimmy King joined the club, I became obsessed.

He came with a reputation. So-called experts would shake their heads wisely and say things like, “Nice footwork, but that’s not what it’s all about, is it? He doesn’t play for the team, does he?”

And there were the scandals. The Jaguar he crashed after a night out in London, the models he dated, the parties the police were called to — but I didn’t care. What he did on the pitch was art and somehow he turned our team, which was made up of solid but fairly ordinary professionals, into something special.

The 1967–68 season was magical. With Jimmy there, everybody feared us, even the big clubs like Leeds, Liverpool or the Manchesters. My family was ecstatic and, after the games, we’d get the players to sign programmes or photographs.

But there was one player I could never speak to, even though I always carried his picture with me, and that was Jimmy. You see, though I was used to young men because of my brothers, I couldn’t talk or even go near Jimmy. If he looked in my direction, I would treble and turn away.

Instead, I wrote articles about his playing for a school magazine. Then a teacher showed them to the editor of a local newspaper and he asked me for match reports from the point of view of a fan. Five shillings an article — it was good money for our family, but more importantly, for me, it meant I could write about Jimmy. And I poured my heart into everything I wrote about him.

date sb.

► mit jmdm. ausgehen

division ► Liga

editor ► Redakteur(in);
hier: Chefredakteur(in)

footwork ► Beinarbeit

**obsessed: become ~
(with sth.)** ► (von etw.)
besessen werden

pitch UK

► Fußball-, Spielfeld

pour one’s heart into sth.

► etw. mit großer Leidenschaft tun

rude ► derb,
ungehörig

treble ► zittern

One day, I was dropping off my article at the newspaper when the regular sports journalist shouted out to me: “Heard about Jimmy? One of the Italian clubs wants him next season! I’m going down to the club now for the official announcement.”

Oh, it was hard. I couldn’t let anyone know my heart was breaking, though it was. That night, and many nights afterwards, I cried myself to sleep. I didn’t want to write any more, but the editor wouldn’t stop asking me and finally I started again, which was how my career as a journalist began. Later, I went into television and ended up as the anchor for the main news programme on the BBC. And I owed it all to Jimmy.

I looked at him secretly as the conversation went on around me. It hadn’t worked for him in Italy. He’d had a bad injury in his first game and never really recovered. Soon, he started drinking and causing trouble, and no club would take him. And now, he sat in an old people’s home, where nobody knew anything about the star he’d once been, sick, old and waiting to die. But perhaps, I thought, there was still a small thing I could do for him. I stood up and walked over to his chair.

“Mr King?” I asked. “Jimmy King of Trent United in 1967? Would you do me the honour of signing this photograph I have of you from those days?”

I opened my handbag and handed over the picture I’d carried all those years. It was quite battered, even though I’d looked after it carefully. Everybody, including Jimmy, looked at me in amazement, and then I sat down and we talked about the old days while they listened. The time the crowd at Manchester United stood and clapped him off the pitch at the end of a game. The goal he’d scored against the great Tottenham team of ‘67, which had won the FA cup. The match at West Ham, when Bobby Moore asked for his shirt at the final whistle.

“Thank you,” said Mrs Marsden when I finally left. “You made Jimmy very happy. Nobody would have believed him if he’d told those stories himself. It’ll be much easier for him now.”

I drove home.

“Everything settled?” my husband asked me.

“Yes,” I said. “All debts paid.”

Business Spotlight 6/2018, pp. 56–57

all debts paid

► alle Schulden beglichen

amazement: in -

► verwundert

anchor ► Nachrichten-sprecher(in)

battered ► ramponiert

clap sb. off the pitch UK

► jmdn. klatschend beim Abgang vom Spielfeld begleiten

Everything settled?

► Alles erledigt?

FA cup (Football Association Challenge Cup) UK

► größter Pokalwettbewerb im englischen Fußball

final whistle

► Schlusspfeiff

owe sth. to sb.

► jmdm. etw. verdanken

score a goal

► ein Tor schießen

work: not ~ for sb.

► für jmdn. nicht gut laufen

CONCLUSION | Track 31

David Ingram: Well, we've come to the end of Business Spotlight Audio 6/2018. 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: Yes, and on our website, you'll find details about our latest audio product, Business Spotlight express, a 15-minute audio vocabulary trainer, produced twice a month to help you to boost your word power for the world of work. You can try the first two issues of Business Spotlight express completely free of charge. So, 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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