

# The vocabulary challenge: bilingual or monolingual?

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*Business Spotlight*

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## Overview

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- **Is vocabulary the answer?**
- **Guessing games**
- **Monolingual approach**
- **Bilingual approach**
- **Our blend**
- **Our support**
- **Your feedback**

## Is vocabulary the answer?

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**“[...] there are hundreds of thousands of chunks in English; learning enough of these to have an appropriate chunk to hand in a given situation is not a quick or trivial job. With much less time and effort, learners can acquire **grammar** for putting together comprehensible phrases and sentences that can serve them on the long journey towards more native-like proficiency.”**

**“This does not mean that grammar is the most important thing to teach: the title probably goes to **vocabulary**.”**

Dr Catherine Walter  
Lecturer in applied linguistics at the University of Oxford  
Co-author with Michael Swan of the Oxford English Grammar Course  
*Guardian Weekly*  
18 September, 2012



## Is vocabulary the answer?

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**“Poor sentence structure can hinder comprehension, but poor vocabulary can stop comprehension immediately.”**

Keith S. Folse  
TESOL Professor  
University of Florida (2012)

**“Grammar is important, but more learners need to focus much more on vocabulary.”**

Keith S. Folse  
*Business Spotlight 5/2012*

## What do learners want most?

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<b>Extend my vocabulary</b>	<b>92 %</b>
<b>Be proficient in English</b>	<b>84 %</b>
<b>Learn specialist terms/vocabulary</b>	<b>82 %</b>
Learn grammar	55 %
Test my English	50 %
Improve intercultural communication	43 %
Attain soft skills	40 %

*Business Spotlight* survey, 2011. Respondents 1,011. Selected results.

## Guessing from context

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### Star power

“I was living in a [redacted] in New York when somebody asked me if I cooked. I said yes. That person told me ‘we have a party of 200 people and you have to make one [redacted]’, and I made [redacted].” A party guest recommended Khanna for a job at a restaurant called Salaam Bombay. This led to his current position as [redacted] at Junoon. “Although it’s a [redacted] restaurant, I have always tried to keep simple food in it,” he says. Khanna, who is single, says his mother wants him to marry an Indian girl. “All I want is that she be as proud an Indian as I am,” he says. Khanna adds that he’s not looking for a woman who can cook well. “I don’t want the [redacted],” he laughs.

Extract from “Star power”, *Business Spotlight International*, 2/2012, p. 6

## Guessing games

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**“In reality, unknown words within texts are very often not deducible from contextual clues.”**

Della Summers, lexicologist,  
study for Longman Dictionaries, 1980

## Guessing games

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- Guessing words from context is an excellent reading strategy: it's not a learning strategy
- Research suggests that 95 per cent of the words in a text need to be known in order to understand it (Liu Na and I.S.P. Nation, 1985)
- Guessing a word does not mean that the students have learned the word
- Students often guess words incorrectly

## What would you do?

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How can we help learners to understand unfamiliar words?

- disposable
- appeal
- bill
- cap
- means
- benefits
- malign
- modest
- Lords

You can call it welfare, social security or the safety net, and each carries a distinct nuance. But ever since the days of the parish loaf, the basic idea has been ensuring every hungry mouth gets fed. Until now. The bill wending its way through the Lords under the misnomer of welfare “reform” is in truth more a litany of cuts. Of its many objectionable features one stands out — an arbitrary annual cap on any family’s total benefits of £26,000. The appeal ... is easy enough to understand in the context of the Tory conference, which is where George Osborne ... [declared] that no one would get more in welfare than the typical working wage. But this sloganising rests upon confusions ... both deliberate and malign. For one thing, there is the muddle between earnings and disposable incomes, which for working families of modest means will include tax credits which the coalition are busily cutting. ... The second wilful mix-up is between individual and household incomes. The same cash ... has to stretch much further with a family of six than a single wage earner. ...

### A CLOSER LOOK

Under the Elizabethan Poor Law of 1601, people who were too old or sick to work were provided with food and clothing by local church parishes. Because bread was an important part of the diet, the provision of food became known as the parish loaf. The law was named after Queen Elizabeth I (1533–1603).

**Guessing is not enough — give concrete help in context**

## “Knowing” a word

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### What does it mean to know a word?

We know a word or expression when we know its...

- spoken and written form
- lexical class
- use
- collocations
- appropriacy
- level of formality
- synonyms and antonyms
- word family
- meaning/definition
- L1 translation

## Why provide English definitions?

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**Translations can cause problems:**

**“Mapping second-language vocabulary onto the mother tongue is a basic and indispensable learning strategy, but also inevitably leads to error.”**

Michael Swan, linguist and author

*The influence of the mother tongue on second language vocabulary acquisition, 1997*



## Define!

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- Students may gain only superficial knowledge of the new words if they learn the meaning only as a translation
- True meaning may be lost in translation
- Definitions work best if they are context-related, clear, brief and as unambiguous as possible
- Definitions make the student think about the word in relation to the text and to its meaning
- Definitions also draw the learners attentions to synonyms or antonyms and so help them to remember
- “Students learn to make use of general words and to develop the skill of talking around a word” (Brown 1979)

## Why provide translations?

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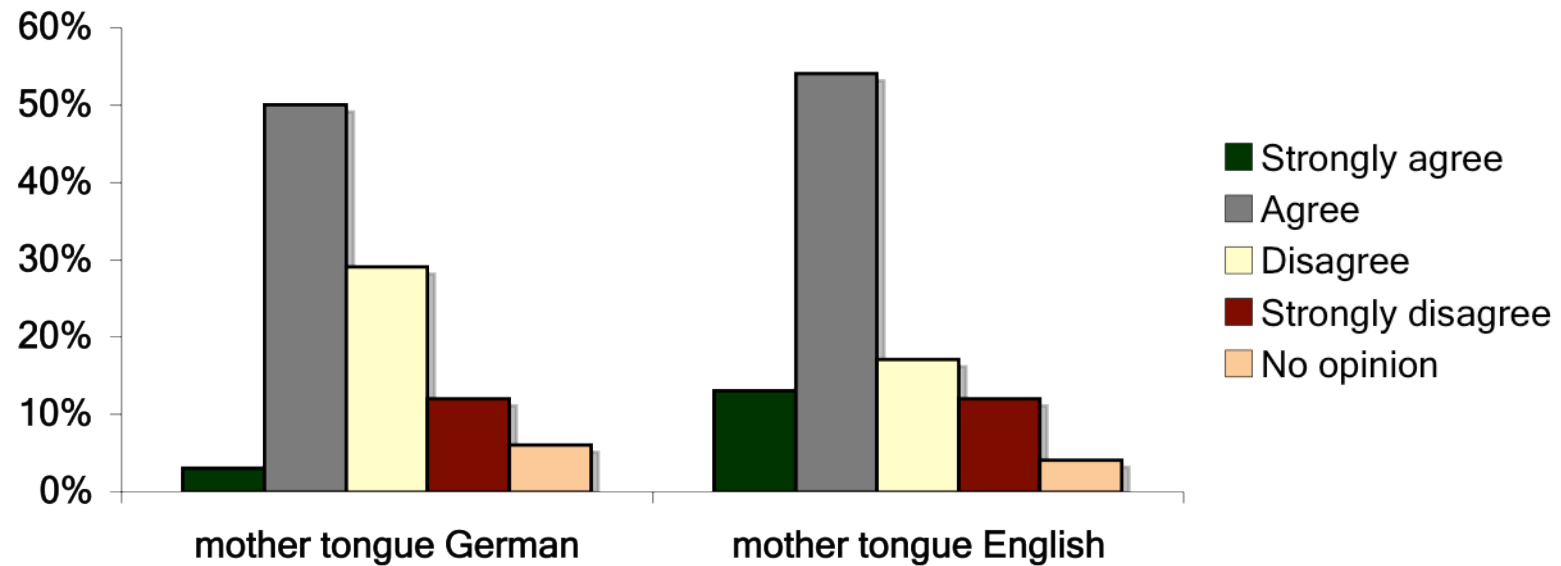
### Translations help:

**“First language translations are probably the simplest kind of definition in that they are short and draw directly on familiar experience.”**

I.S.P. Nation, Professor of applied linguistics,  
Victoria University of Wellington, 2001

## Translating difficult vocabulary

In monolingual classes, I'm more likely to use my students' first language to translate difficult vocabulary items



Source: Business Spotlight Teacher's Survey 2011, 289 respondents

## Which dictionary?

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### Selected research results:

- 37% allow monolingual dictionaries
- 32 % favour context clues
- 5% allow bilingual dictionaries
- 8% allow different dictionary type depending on learners' level
- 7% allow students to choose the dictionary
- 11% ban dictionaries

K. Folse, 2004

## Why provide translations?

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**“There is absolutely no research showing that translations are bad.”**

Keith S. Folse (2012)  
“Getting to know you”, *Business Spotlight* 5/2012

## Translate!

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- Translations can provide confirmation of correct meaning
- Translations can provide a quick answer
- Students will translate the words anyway (if not out loud then definitely in their heads) so why try to forbid it?
- Related languages often share a great deal of cognate vocabulary
- Languages may have exact translation equivalents
- Studies have shown that less proficient students were able to learn more vocabulary items when they had learned the words via translation and not in context (Prince, 1995)
- Bilingual dictionaries are more generally employed in the initial stages of learning a language (Ronald Carter & Michael McCarthy, 1988)

## Tricky translations

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- **appreciate:** *an Wert gewinnen, schätzen, zu schätzen wissen, dankbar sein für, verstehen, begreifen, sich (dessen) bewusst sein*
- **spike:** *Gleisnagel, Belegnagel, plötzlicher Anstieg, stark anziehen, jemand Drogen ins Getränk tun, (einen Bericht) stoppen/verhindern/einstampfen/zurückziehen*
- **equity:** *Eigenkapital, (equities) Aktien, Aktienkapital, Kapital, Kapitalbeteiligung, Neutralität, Unbefangenheit*
- **drive:** *Spritztour, Einfahrt, Antrieb, Vorderradantrieb, fahren, von etw. angetrieben werden, Biss, Aktion, Kampagne, Festplatte, Laufwerk, Datenträger*

## Tricky Translations

### TRICKY TRANSLATIONS

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#### How do you say “appreciate” in German?

In financial English, to “appreciate” is to become more valuable: “I expect this building to appreciate over the next ten years.” This is best translated as **im Wert steigen** or **an Wert gewinnen**: *Ich erwarte, dass der Wert dieses Gebäudes in den nächsten zehn Jahren steigt.*

The word is also used to signal that you recognize how good or useful someone or something is: “My boss just doesn’t appreciate my skills.” This is translated as **schätzen** or **zu schätzen wissen**: *Mein Chef weiß meine Fähigkeiten einfach nicht zu schätzen.*

We also use it to express thanks for something someone has done for us: “I really appreciate your help.” This can be translated as **(zu) schätzen (wissen)** or **dankbar sein für**: *Ich bin sehr dankbar für Ihre Hilfe.*

To “appreciate” something is also to understand it fully and know what it means: “I don’t think he appreciates the seriousness of our situation.” This is often translated as **verstehen**, **begreifen** or **sich (dessen) bewusst sein**: *Ich glaube nicht, dass er sich bewusst ist, wie ernst unsere Lage ist.*

#### EXERCISE 1 Translate the following sentence.

I appreciate how difficult this must be for him.

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#### How do you say *bestehen* in English?

In the context of testing, *bestehen* means to sit an examination or test successfully: *Ich habe gerade die TOEFL-Prüfung bestanden.* This is translated as **pass**: “I’ve just passed the TOEFL test.” *Bestehen* can also be used in the sense of continuing despite problems: *Wir müssen am Markt bestehen.* This is translated as **succeed**, **prevail** or **endure**: “We must prevail in the marketplace.”

*Bestehen* can also be used to refer to the existence of something. *Diese Tradition besteht seit Jahrhunderten; Wie lange besteht das Unternehmen schon?* This is translated as **exist**, **be in force** (said about laws) or **be in business** (said about companies): “This tradition has existed for hundreds of years”; “How long has the company been in business?” Informally, one can also say **be around**: “The tradition/firm/theory has been around for a long time.”

Followed by the preposition *auf*, *bestehen* means something very different: *Ich bestehe darauf, zu bezahlen.* This is best translated as **insist on**: “I insist on paying.”

Followed by the preposition *aus*, *bestehen* describes the components of something: *Die Prüfung besteht aus zwei Teilen.* This is translated as **consist of** or **comprise**: “The exam consists of two parts.”

#### EXERCISE 2 Translate the following sentence.

*Ich hoffe, ich habe diesmal bestanden.*

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# Article with translations

**The Guardian**

## Welfare cuts

Sozialhilfe ja, aber in welcher Höhe? Was steht dazu in dem Gesetz, das derzeit im britischen Oberhaus verhandelt wird?



**You** can call it **welfare**, social security or the safety net, and each carries a distinct nuance. But ever since the days of the **parish loaf**, the basic idea has been ensuring every hungry mouth gets fed. Until now. The **bill** wending its way through the Lords under the misnomer of welfare "reform" is in truth more a litany of cuts. Of its many **objectionable** features one stands out — an arbitrary **annual cap** on any family's total **benefits** of £26,000. The **appeal** ... is easy enough to understand in the context of the Tory conference, which is where George Osborne ... [declared] that no one would get more in welfare than the typical working wage. But this sloganising rests upon confusions ... both **deliberate** and **malign**. For one thing, there is the muddle between earnings and disposable incomes, which for working families of modest means will include **tax credits** which the coalition are busily cutting. ... The second **wilful** mix-up is between individual and household incomes. The same cash ... has to stretch much further with a family of six than a single wage earner. ...

**A CLOSER LOOK**


Under the Elizabethan Poor Law of 1601, people who were too old or sick to work were provided with food and clothing by local **church parishes**. Because bread was an important part of the **diet**, the provision of food became known as the **parish loaf**. The law was named after Queen Elizabeth I (1533–1603).

annual cap [ˌænjʊəl ˈkæp]	Jahresobergrenze
appeal [əˈpiːl]	Anziehungskraft, Wirkung
benefits [ˈbenɪfɪts]	Sozialleistungen
bill [bɪl]	Gesetz
church parish [ˌtʃɜːtʃ ˈpærɪʃ]	Kirchengemeinde
deliberate [dɪˈlɪbərət]	absichtlich
diet [ˈdaɪət]	Ernährung
disposable income [dɪˌspəʊzəbəl ˈɪnkʌm]	verfügbares Einkommen
loaf [ləʊf]	Brotlaib
Lords: the (House of) ~ [ˈlɔːdz] UK	das britische Oberhaus
malign [məˈlaɪn]	niederträchtig
misnomer [ˌmɪsˈnɒmə]	falsche Bezeichnung
modest means: of ~ [ˌmɒdɪst ˈmiːnz]	über-sehr-bescheidene Mittel verfügend
muddle [ˈmʌdʌl]	Durcheinander
objectionable [əbˈdʒɛkʃənəbəl]	zu beanstandend
stand out [ˌstænd ˈaʊt]	hervorstechen
tax credit [ˈtæks ˈkredɪt]	Steuerfreibetrag, -vergünstigung
welfare [ˈwelfeə]	Wohlfahrt, Sozialhilfe
wend one's way through sth. [ˌwɛnd wʌnz ˈweɪ θruː]	durch etw. hindurchziehen; hier: (in einem Parlament) verhandelt werden
wilful [ˈwɪlfəl]	bewusst, vorsätzlich

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2/2012


Für eine Sammlung, die komplett begeistert.




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wilful [ˈwɪlfəl]	bewusst, vorsätzlich

Source: Business Spotlight, 2/2012 p. 27

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Das Magazin für Business-Englisch September-Oktober | Ausgabe 5/2012

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Dear Colleagues,  
If your students complain that they have too little memorizing time, try the activity on page 3, which helps them practice some useful phrases for learning new vocabulary. With the help of a Guide in London (see free booklet with this issue), your students are sure to have a great time in the UK capital. We also have a task, so they can help you improve their writing. Listen to the audio and help us to improve our further. Thank you very much for your support in the Business Spotlight and Business Spotlight International website.

Helena Steinhilber  
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Business slang	Listening, reading, discussion	80	Advanced	"The word of the day" on the 100	2
GROUP WORK	Reading, speaking	15	Low	None and free to go	2
Grammar	Vocabulary, speaking	15	All levels	The Last Leaf by John Galsworthy, pp. 21-25	2
Learn to write!	Reading, writing, speaking	80/80	medium	"The word of the day" on the 100	2
A useful tip	Speaking, grammar	30	medium	Booklet: A Guide in London	2
Group work	Reading, speaking	15	Low	Booklet: "On the spot" by 70	2
COPY FILE	Photocopiable material for the use to use various "Business slang"				2
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Business	Intermediate	Christina Götz			5
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5/12

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On the Job  
**Busy, busy, busy**  
WORDLOAD: "If you want something done, ask the busiest person you know." There's a certain logic behind this popular saying, since busy people are often very well organized. But many of us feel overwhelmed by the demands of job and home life.

Word of the Day  
**cancel sth. (verb)**  
to withdraw something, for example an application or registration  
German: abkündigen

Listen here: [audio icon]  
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**cancel sth. (verb)**  
Adjectives: different position, different meaning  
Make sure you position your adjectives correctly – or you could create the wrong meaning!

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How many immigrants can Britain handle? The debate continues.

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"A volunteer does something for free. An item gets paid."

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**"I shouldn't really say 'I told you so', but, well..."**  
Im McMaster

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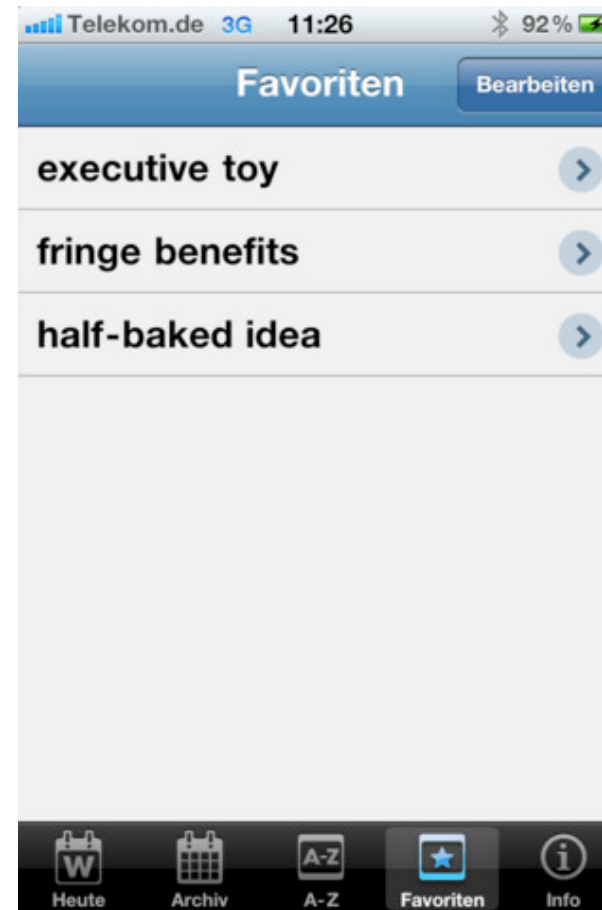
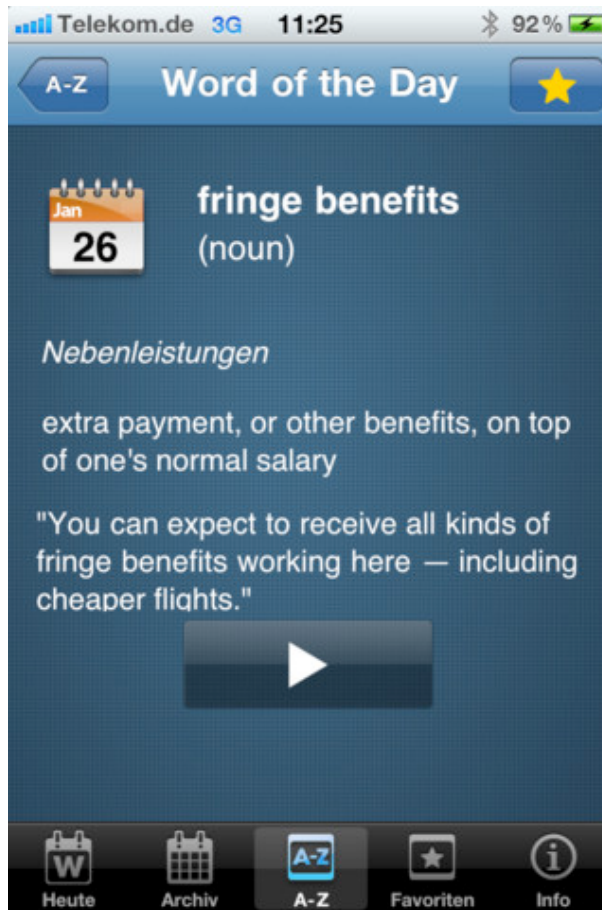
## Combination?

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**Sixty-five per cent of our readers favour definitions in English, in addition to the translations**

*Business Spotlight survey, 2011. Selected results.*

# Business Words



## Customized solutions

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- Content syndication
- Customized print publication
- Customized e-paper
- Web-based solutions for companies
- Special subscription offers



## Content syndication



- Licence edition (Czech Republic)
- Single articles for interested clients or publications
- longer term newsletter content agreement

# Customized print publications



# Customized e-paper: Business Spotlight International





## Web-based solutions

- Intranet for companies:  
e.g. Siemens website  
exercises, podcasts,  
business words
- Customized online content  
for companies/publishers:  
Spiegel Online  
Manager Magazin  
Postbank  
Handelsblatt

The screenshot shows the 'Business Spotlight' website, which is part of the 'SIEMENS learning campus'. The page is in English and is designed for business professionals. It features a header with the logo and the tagline 'ENGLISCH FÜR IHREN BERUFLICHEN ERFOLG | ONLINE'. Below the header, there is a main content area with a 'Halten Sie Ihre Englischkenntnisse fit und aktuell!' message. A 'Abonnement' (Subscription) section is visible on the right, featuring a 'Business Spotlight' magazine cover with the headline 'IMPROVE YOUR EMAILS!'. Below this, there is an 'Archive' section listing various topics and dates, such as '13.09.2011 Vocabulary: Street life' and '06.09.2011 Business Skills: Matrix organizations'. A 'Feedback' section is also present at the bottom right. The main content area includes a section for 'Updated every day' with a 'Listen here:' button and a 'Download' button, and a section for 'Updated every week' with a 'Vocabulary: Street life' heading and a navigation arrow.

## What to learn/teach?

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Which words and expressions might learners have problems with and why?

audience graveyard slot talk through  
assembly room long time no see  
go over like a lead balloon  
catch up hospitality staff well-seasoned  
don't mind me same old same old  
lecture mess straight talk  
off the cuff

[www.wordle.net](http://www.wordle.net)

## Skill Up! Vocabulary guide



## Methods for presenting vocabulary

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### Brainstorm some methods (there's one!)

- Mind maps/brainstorming
- Vocabulary in context
- Feeding in lexis during task-based activities
- Grouping/sorting words
- Semantic sets/fields/groups
- Synonyms, antonyms, homophones
- Pictures/photos/realia
- Explanations
- Examples: why would you swerve in a car?
- Labelling
- Completing diagrams and charts/describing processes
- Scales, e.g. always-----never
- Wordlists

## Methods for consolidating vocabulary

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### Review, repeat, remember

#### Self-study tips

- Create memory aids and associations
- Practise visualization
- Draw mind maps
- Use wordlists

#### Classwork

- Group writing activities
- Gap-fill exercises
- Games
- Dictations/dictogloss activities
- Jumbled letters or sentences
- Use wordlists

## Vocabulary lists are useful

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**“Lists are clear. Lists are concrete.”**

Keith Folse, 2004

# Vocabulary list and MP3 audio

VOCABULARY LIST LANGUAGE ■

## IMPROVE YOUR BUSINESS ENGLISH [27]

Use this page to practise the vocabulary from the current issue of Business Spotlight. Collect the lists to create your own vocabulary learning system.

**Pronunciation**  
The first pronunciation given is British English. The US pronunciation, if different, is found after the double line (//).  
**enforce sth.** [ɪnˈfɔːs // -fɔːrɪs] etw. durchsetzen

**Nouns and noun phrases**

abbreviation [əˈbrɪvɪʃ(ə)n]	Abkürzung
accuracy [ˈækjʊərəsi]	Genauigkeit
annoyance [əˈnɔɪəns]	Ärger, Verärgerung
basket case [ˈbɑːskɪt keɪs // ˈbæskɪt ˈkeɪs]	hoffnungsloser Fall
belch [bɛltʃ]	Rölpser
butt [bʌt] US /bʊt/	Po, Hintern
chain of command [tʃeɪn əv kəˈmænd // kəˈmænd]	Weisungslinie
clarity [ˈklærəti]	Klarheit
concrete [ˈkɒkriːt // ˈkɒnkriːt]	Beton
congregation [ˌkɒŋgrɪˈɡeɪʃ(ə)n // ˌkɒŋ-]	(Kirchen-)Gemeinde
containment [kənˈteɪnmənt]	Eindämmung
cosmetic surgery [kɒzˌmetɪk ˈsɜːdʒəri // kɒz-]	Schönheitschirurgie
elderly: the ~ [ˈeldəli // ˈeldrli]	Ältere Menschen
exposure [ɪkˈspəʊʃə // -ˈspəʊər]	Ausgesetztsein
fund [fʌnd]	Fund
franchisee [ˈfrʌntʃaɪzɪ]	Franchisenehmer(in)
franchisor [ˈfrʌntʃaɪzə // -ˈzɔːr]	Franchisegeber(in)
interdependence [ˌɪntəˈdɛndənˌs // ɪˈtɪn-]	wechselseitige Abhängigkeit
minor offence [ˈmaɪnə ˈɒfəns // ˈmaɪn-]	Bagatelldelikt
natural gas [ˈnætʃrəl ˈɡæz]	Erdgas
nervous breakdown [ˈnɜːvəs ˈbreɪkdaʊn]	Nervenzusammenbruch
pastime [ˈpɑːstaɪm // ˈpæz-]	Freizeitaktivität
petrol [ˈpetrəl] UK	Benzin
PhD (Doctor of Philosophy) [ˌpiːdi ˈdiː]	Doktor(in)
precaution [ˌpreɪˈkæʃ(ə)n]	Vorsichtsmaßnahme
prevention [ˌpreɪˈvenʃ(ə)n]	Verhütung
procrastinator [ˌprɒkˈræstɪneɪtə]	Zauderer, Zauderin
recovery [rɪˈkʌvəri]	Erholung
renaissance [ˌrenˈæsəns // ˌrenˈsɑːns]	Wiedererwachen
roundabout [ˈraʊndəˌbaʊt] UK	Kreisverkehr
signage [ˈsɪnɪdʒ]	Beschildeerung
speeding ticket [ˈspiːdɪŋ ˈtɪkɪt]	Strafzettel wegen Geschwindigkeitsüberschreitung
storage [ˈstɔːrɪdʒ]	Lagerung, Speicherung
strights [straɪts]	Strumpflose
timetable [ˈtaɪmˌteɪbəl]	Stunden-, Fahrplan
trading post [ˈtreɪdɪŋ ˌpɔːst // ˌpɔːst]	Handelsniederlassung
travel insurance [ˈtrævl ɪnˌʃʊərəns // -ˌjʊə-]	Reiseversicherung

**weedkiller** [ˈwiːdˌkɪlə // -r] Unkrautvernichtungsmittel

**wheelchair** [ˈwiːltʃeə // ˌtʃeə] Rollstuhl

**Whitsun** [ˈwɪtsn] Pfingsten; Pfingstsonntag

**Verbs**

**decipher sth.** [dɪˈsaɪfo // -r] etw. entziffern

**exclude sb.** [ɪkˈsklʊd] jmdn. ausschließen

**exploit sth.** [ɪkˈsploɪt] etw. nutzen, ausbeuten

**foster sth.** [ˈfɒstə // ˈfɔːstə] etw. fördern

**hiss [hɪs]** fauchen

**prompt sth.** [prɒmpt // ˌpɒmpt] etw. hervorufen

**strangle sb.** [ˈstræŋgl] jmdn. androsseln

**write back** [ˌraɪt ˈbæk] zurückschreiben

**Adjectives and adverbs**

**abusive** [əˈbjuːsɪv] beleidigend

**combustible** [kəmˈbʌstəbəl] brennbar

**equitable** [ˈekwɪtəbəl // -ət] gerecht

**liquidated** [ˈlɪkwɪdət] verflüssigt

**miscellaneous** [ˌmɪsɪˈleɪniəs] verschiedenartig

**supremely** [ˌsʊpreɪmli] absichtlich

**unruly** [ʌnˈruːli] widerpenstig, auflosig

**Idioms and collocations**

**be half: on one's own ~** in eigener Sache  
(bɪˈhaːf // -ˈhaɪf)

**brink: be on the ~ of sth.** [brɪŋk] kurz vor etw. stehen

**follow through (with sth.)** [fɒləʊ θruː] mit etw. weitermachen

**footsteps: follow in sb.'s ~** in jmds. Fußstapfen  
(ˈfʊtstɒps // ˈfʊtstɒps)

**for the time being** [fɔːr ðə taɪm biːŋ] vorerst, einstweilen

**high: put sb. on a ~** [haɪ] jmdn. in Hochstimmung versetzen

**in a row** [ɪn ə ˈrəʊ // ˈrəʊ] hintereinander

**in sequence** [ɪn ˈsiːkwəns] in Folge

**keep one's feet on the ground** [kiːp wʌnz ˈfiːt ɒn ðə ˈɡraʊnd // ˈɡraʊnd] auf dem Teppich bleiben

**leaps and bounds: in ~** [liːps əv baʊndz] in Riesenschritten

**see face** [siː ˈfeɪs] das Gesicht wahrnehmen

**speak up** [spiːk ˈʌp] das Wort ergreifen

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www.business-spotlight.de 79



# ESP – Financial English and Legal English

LANGUAGE FINANCIAL ENGLISH



## A BANKING UNION

Der Ruf nach einer europäischen Bankenunion wird immer lauter. Für den Zusammenschluss fehlen allerdings noch wichtige Voraussetzungen, wie IAN McMASTER erläutert.

There has been much discussion recently about the conditions that would be necessary to guarantee the success of the euro. As many experts have said, a key problem is that a **monetary union** was created before introducing either a political union or a **fiscal union**.

The eurozone countries share a **single currency** and a common monetary policy, with **interest rates** set by the European Central Bank in Frankfurt. But there is no central eurozone government with control over spending and taxation in the area. Nor is there an automatic system for **fiscal transfers** from rich countries to poor countries, as there normally is between the regions of individual countries, via taxes and **social benefits**.

As well as discussions about the need to move towards greater political and fiscal union, there has been a lot of debate in recent months about whether the eurozone also

### Many of the eurozone's problems have come from the banking sector

needs a "banking union". This would be a closer coordination of banking activities within the area.

A key reason for this discussion has been recognition of the **link** between the **debt** problems of banks and the debt problems of the countries in which those banks operate. For example, in Ireland, the financial problems of private-sector banks — caused largely by the collapse of **property** prices — became a **sovereign** debt crisis when the government had to **rescue** the banks.

Proposals for a banking union (or "bank union") usually include one or more of the following elements:

1. **Central regulation and supervision** of eurozone banks. At the EU **summit** in Brussels at the end of June, it was agreed in principle that the European Central Bank (ECB) would play a key role here. However, many details still have to be worked out, in particular, the ECB's exact

powers, its relationship with non-eurozone EU countries, such as Britain, and exactly which eurozone banks would be covered. Germany wants only the biggest banks to be regulated, and not, for example, all regional **savings banks** as well. Agreement is unlikely before the end of 2012.

2. A common **recapitalization and resolution authority**. This would have the power to restructure and, ultimately, close down struggling banks — if necessary, against the wishes of national governments. At the summit, it was agreed only to allow the European Stability Mechanism (ESM), the eurozone's new permanent **rescue fund**, to recapitalize banks directly rather than via individual governments. Spain and Ireland will be the first **beneficiaries** of this decision. This proposal is not planned to take effect until central regulation and supervision have been introduced.

3. A common **bank deposit insurance scheme**. At the moment, individual countries have their own schemes. The proposal for a common scheme across the eurozone would again help to break the link between banking and sovereign crises in individual countries. But the German government is firmly against such a scheme being introduced at the eurozone level for fear that the country's taxpayers would have to **bail out** bank customers in other countries.

authority [ˈɔːθərɪti]	Instanz
bail sb. out [beɪl ˈaʊt]	(jmdm.) aus der Klemme helfen
bank deposit insurance scheme [ˌbæŋk dɪˈpɒzɪt ɪnʃʊərəns ˈskiːm]	Bankenlagensicherungssystem
beneficiary [ˌbenɪfɪˈʃiəri]	Nutznahmer(in)
debt [deɪt]	Schulden
fiscal transfers [fɪʃəl ˈtrænzfərs]	Finanzübergabe
fiscal union [fɪʃəl ˈjuːnən]	Steuer-, Fiskalunion
interest rate [ˈɪntərəst reɪt]	Zinssatz
link [lɪŋk]	Verknüpfung
monetary union [ˌmɒnətəri ˈjuːnən]	Währungsunion
property [ˈprɒpərti]	Immobilien
rescue sb./sb. [ˈreskjuː]	etw. (jmdn.) retten
rescue fund [ˈreskjuː fʌnd]	Retterungsfonds
resolution [ˌrezəˈluːʃən]	Abrückung
savings bank [ˈseɪvɪŋz bæŋk]	Sparkasse
single currency [ˌsɪŋɡl ˈkʌrənəsi]	Einheitswährung
social benefits [ˌsəʊʃəl ˈbenɪfɪts]	Sozialleistungen
sovereign [ˈsɒvərɪn]	Staats-
summit [ˈsʌmɪt]	Gipfel(treffen)
supervision [ˌsʊpəˈvɪʒən]	Aufsicht

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LANGUAGE LEGAL ENGLISH



Celebrities: do they have the right to be let alone?

## PRIVACY LAW

Darf jeder alles über jeden erfahren? MATT FIRTH befasst sich mit den Gesetzen zum Schutz Ihres Persönlichkeitsrechts.

Do we need **privacy**? In a highly respected essay of 1890, Louis D. Brandeis — who later became a US **Supreme Court justice** — stated "the right to be let alone" was fundamental to a free society. **Privacy law** aims to protect this right by regulating the use and **storage** of personal information collected by governments and private organizations. Regulation is provided by international laws on privacy (for example, Article 8 of the European **Convention** on Human Rights, or ECHR), as well as specific national laws.

As with other areas of law, there is often conflict between the aims of privacy law and laws that seek to protect other rights. Article 8 of the ECHR guarantees a "right to respect for privacy and family life". However, this right is qualified by a number of restrictions included in the law. One of these restrictions is the right to freedom of expression, which is necessary for the exercise of a free press, and is also guaranteed by the ECHR.

Other international legislation on privacy includes the United Nations' convention on political and civil rights. This states that the individual's "privacy, family, home, correspondence, honour and reputation" are to be protected from unlawful attacks.

In some countries, including the UK, individuals have no **absolute** right to privacy beyond that which is **granted** under the international conventions their governments have signed. Other nations have a range of privacy laws that regulate, for

example, the use and storage of data regarding citizens' health, finances, communication as well as other areas of their private lives.

Nonetheless, states frequently attempt to give themselves greater **access** to their citizens' private information. In 2009, the UK government failed to **pass** controversial legislation that would have given it access to details of every aspect of its citizens' online activities. The current government is trying to pass similar legislation, but there is still strong opposition from the press and civil-rights organizations.

### Princess Caroline's privacy

In February 2012, the European Court of Human Rights, in Strasbourg, **rejected** an **invasion-of-privacy** complaint by Princess Caroline of Monaco. She claimed that photographs taken of her and her husband on a skiing holiday in Switzerland **violated** their right to privacy. German courts had rejected their argument, a decision **upheld** by the European court. It said freedom of expression for the magazine *Frauen Spiegel* had been "carefully balanced... against the right of the **applicants** to respect for their private life", and the photographs had contributed to a "debate of general interest". This landmark decision supports the media's right to report on **celebrities**.

### EXERCISE: Respect or reject?

Choose the words that best complete the text.

Article 8 of the European Convention on Human Rights (ECHR) guarantees the right to respect for one's privacy, but this is **a) qualified / regulated** by other rights, such as the right to freedom of expression. The United Nations also seeks to protect individuals against unlawful attacks on their **b) restriction / reputation**. A decision made by a German court against a complaint by Princess Caroline of Monaco was **c) rejected / upheld** by the European Court of Human Rights. The court stated that the rights of the **d) applicants / arguments** had been considered, but that photographs of them had made a contribution to a "debate of general interest". This was considered a **e) landmark / celebrity** decision.

Answers on page 89

access [ˈæksɪs]	Zugang
applicant [ˌæplɪkənt]	Antragsteller(in); Kläger(in)
celebrity [ˌselɪbrəti]	Früh
convention [kənˈvɛnʃən]	Abkommen
explicit [ɪkˈspɪsɪt]	ausdrücklich
grant sb. [grɑːnt]	etw. gewähren
invasion [ɪnˈveɪʃən]	Eingriff, hier: Verletzung
pass legislation [ˌpɑːs ˌledʒɪˈleɪʃən]	ein Gesetz/Gesetze verabschieden
privacy [ˈpraɪvəsi]	Privatsphäre; Datenschutz
privacy law [ˈpraɪvəsi lɔː]	Gesetzgebung zum Schutz der Persönlichkeit
reject sb. [rɪˈdʒekt]	etw. zurückweisen
storage [ˈstɔːrɪdʒ]	Speicherung
Supreme Court justice [ˌsʊːprɪm ˌkɔːrt ˈdʒʌstɪs]	Richter(in) am Bundesgerichtshof
uphold sb. [ʌpˈhəʊld]	hier: etw. bestätigen
violate sb. [ˈvaɪəleɪt]	etw. verletzen

\*This symbol marks standard US pronunciation that differs from standard UK pronunciation.

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# ESP – Technical language focus

TECHNOLOGY LANGUAGE FOCUS



Danger symbol: it warns of a risk to health or to the environment

Was verbindet einen Computer mit einem Unkrautvernichtungsmittel? Es ist die Tatsache, dass beide gefährliche Stoffe enthalten. EVAN FRENDO gibt nähere Informationen. [advant44](#)

What do the following things have in common: the computer in your office, the **petrol** in your car, the medicine you take for allergies and the **weedkiller** you use in your garden? They are all potentially dangerous because they contain **hazardous materials**, or "hazmat" for short.

Organizations and industries classify hazardous materials, sometimes called "dangerous substances", in different ways. In the transportation industry, hazardous materials are those that present a risk to public safety or the environment while they are being moved from one place to another. In the building industry, concerns include what happens to materials as they **deteriorate** over time and whether they cause a current or future threat. One example is the health problems created by

<b>asbestos</b> [əˈbestʌs]	Asbest
<b>decontamination</b> [ˌdɪkɒnˈtæməˈneɪʃən]	Entgiftung
<b>deteriorate</b> [dɪˈtɪəriəreɪt]	verfallen, sich zersetzen
<b>emergency response team</b> [ɪˈmɜːdʒənˌsɪspɒnsˈtiːm]	Notfallsatzteam
<b>hazard control zone</b> [ˌhæzəd kənˈtrɒl zəʊn]	Gefahrenzone
<b>hazardous material</b> [ˌhæzədəs məˈtɪəriəl]	Gefährstoff
<b>incident</b> [ˈɪnɪdənt]	Zwischen-, Stoßfall
<b>petrol</b> [ˈpetrəl] UK	Benzin
<b>regulation</b> [ˌregjʊˈleɪʃən]	Vorschrift, Regulierung
<b>safety data sheet (SDS)</b> [ˈseɪfəti ˈdeɪtə ʃiːt]	Sicherheitsdatenblatt
<b>storage</b> [ˈstɔːrɪdʒ]	Lagerung
<b>weedkiller</b> [ˈwiːdˌkɪlə]	Unkrautvernichtungsmittel

**asbestos**. In the recycling industry, a key question is how best to deal with the range of materials found in electronic goods. Every industry has its own view, resulting in a great number of rules and **regulations**.

Hazardous materials can be classified in various ways, for example, as solid, liquid or gas. Alternatively, substances can be divided into categories such as nuclear, chemical or biological materials. Other classification systems are based on potential risks. The United Nations' "Recommendations on the Transport of Dangerous Goods" form the basis of hazmat regulations in many countries.

Many materials come with a **safety data sheet** (SDS) that describes safe handling procedures, information about the material and warnings of potential dangers. People have to be certified to deal with hazardous materials. Their training depends on the industry, the worker's specific role and the level of risk. Basic training covers areas such as handling, **storage** and transport.

For people working with very hazardous materials, the training must be rigorous and include instructions for using personal protection equipment (PPE), for responding to **incidents** and emergencies, for setting up **hazard control zones** and for **decontamination** procedures. In certain contexts, such as the oil industry, it is normal to have **emergency response teams** on standby, ready to deal with any problems that may arise. [ES](#)

## EXERCISES

### 1. Handle with care

Complete these sentences using the correct words from the box.

- certified ■ environment ■ procedures  
■ radioactive ■ regulations

- a) Many rules and \_\_\_\_\_ exist for dealing with **hazardous materials**.  
b) To avoid accidents, it is essential to follow safe **handling** \_\_\_\_\_.  
c) Our staff are all \_\_\_\_\_ to deal with hazardous materials.  
d) A **nuclear** reactor produces \_\_\_\_\_ waste.  
e) Hazardous materials may threaten the \_\_\_\_\_.

### 2. Describing danger

Match the words to their descriptions.

- |                    |                                    |
|--------------------|------------------------------------|
| a) biological      | 1. poisonous                       |
| b) corrosive       | 2. easily catches fire             |
| c) decontamination | 3. get worse and worse             |
| d) deteriorate     | 4. removing hazardous substances   |
| e) explosive       | 5. relating to living things       |
| f) flammable       | 6. having the potential to explode |
| g) toxic           | 7. causing damage to metal         |

- a-□ b-□ c-□ d-□ e-□ f-□ g-□

### 3. Focusing on safety

Choose a word from each column to create three-word collocations found in the text.

control data protection	equipment sheet zone
-------------------------	----------------------

- a) safety \_\_\_\_\_  
b) hazard \_\_\_\_\_  
c) personal \_\_\_\_\_

Answers  
1. a) regulations; b) procedures; c) certified; d) radioactive; e) environment  
2. a-e; b-f; c-d; d-g; a-e; f-z; g-1  
3. a) safety data sheet; b) hazard control zone; c) personal protection equipment

## Useful vocabulary

<b>assess sth.</b> [əˈses]	etw. bewerten
<b>biological</b> [baɪˈɒlədʒɪkəl]	biologisch
<b>certified</b> [ˈsɜːtɪfaɪd]	(staatlich) geprüft
<b>chemical</b> [ˈkemɪkəl]	Chemikalie; chemisch
<b>classification</b> [ˌklaɪfɪˈkeɪʃən]	Einordnung, Unterteilung
<b>classify sth.</b> [ˈklaɪfai]	etw. einordnen, unterteilen
<b>combustible</b> [kəmˈbʌstəbəl]	brennbar; Brennstoff
<b>compliance</b> [kəmˈplaɪəns]	Einhaltung (von Vorschriften)
<b>containment</b> [kənˈteɪnmənt]	Eindämmung
<b>corrosive</b> [kəˈrɒsɪv]	korrosiv, ätzend
<b>emergency</b> [ɪˈmɜːdʒən]	Notfall
<b>emergency response team</b> [ɪˈmɜːdʒənˌsɪspɒnsˈtiːm]	Notfallsatzteam
<b>exposure</b> [ɪkˈspəʊʃə]	Ausgesetztsein
<b>evacuation</b> [ɪˈvækjuːeɪʃən]	Evakuierung
<b>explosive</b> [ɪkˈsplɒsɪv]	Sprengstoff; explosiv
<b>flammable/inflammable</b> [ˌflæməbəl/ɪnˌflæməbəl]	entflammbar; feuergefährlich
<b>guideline</b> [ˈɡaɪdlaɪn]	Richtlinie
<b>handling</b> [ˈhændlɪŋ]	Handhabung
<b>hazard</b> [ˈhæzəd]	Gefahr, Gefährdung
<b>hazard control zone</b> [ˌhæzəd kənˈtrɒl zəʊn]	Gefahrenzone
<b>hazardous material</b> [ˌhæzədəs məˈtɪəriəl]	Gefährstoff
<b>isolate sth.</b> [ˈaɪsəleɪt]	etw. isolieren, eingrenzen
<b>label sth.</b> [ˈleɪbəl]	etw. kennzeichnen
<b>labelling</b> [ˈleɪb-ɪŋ]	Kennzeichnung
<b>miscellaneous</b> [ˌmɪsəlæniəs]	sonstiger(s)
<b>monitor sth.</b> [ˈmɒnɪtə]	etw. überwachen
<b>nuclear</b> [ˈnjuːklɪə]	nuklear; atomar; Kern-oxidationsmittel
<b>oxidizer</b> [ˈɒksɪdaɪzə]	
<b>personal protection equipment (PPE)</b> [ˌpɜːsnəl ˈprɒtɛkʃən ˌeɪkwɪpmənt]	persönliche Schutz-ausrüstung
<b>precaution</b> [ˌpreɪˈkɔːʃən]	Vorsichtsmaßnahme
<b>prevention</b> [ˌpreɪˈvenʃən]	Vorbeugung
<b>procedure</b> [ˌprəʊˈsiːdʒə]	Verfahren, Vorgehen
<b>radioactive</b> [ˌreɪdɪoʊˈæktɪv]	radioaktiv
<b>recover sth.</b> [ˌriːkəvə]	etw. wiederherstellen
<b>regulation</b> [ˌregjʊˈleɪʃən]	Vorschrift, Regulierung
<b>regulator</b> [ˌregjʊˈleɪtə]	Regulator
<b>respond to sth.</b> [rɪˈspɒnd tuː]	auf etw. reagieren
<b>response</b> [rɪˈspɒns]	Reaktion
<b>safety data sheet (SDS)</b> [ˈseɪfəti ˈdeɪtə ʃiːt]	Sicherheitsdatenblatt
<b>spill</b> [spɪl]	Lache; auch: Ölgleich
<b>spill kit</b> [ˈspɪl kɪt]	Notfallset bei einem Ölunfall
<b>substance</b> [ˈsʌbstəns]	Umfalts-Stoff; Substanz
<b>toxic</b> [ˈtɒksɪk]	giftig
<b>toxicity</b> [ˈtɒksɪsəti]	(au) Gift; Giftigkeit

## For more information

**BOOK**  
■ *English for Construction*, Evan Frenndo (Pearson ELT); see page 89

**WEBSITES**  
■ Control of **Substances** Hazardous to Health (COSHH): [www.hse.gov.uk/coshh](http://www.hse.gov.uk/coshh)  
■ United Nations Economic Commission for Europe (UNECE) on the transport of dangerous goods: [www.unece.org/trans/danger/danger.htm](http://www.unece.org/trans/danger/danger.htm)  
■ **plus** For related exercises, see *Business Spotlight plus*



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# ESP – English for...

■ LANGUAGE ENGLISH FOR...

## CORPORATE HOSPITALITY



### Be my guest

This summer, major sporting events included the European football **championshiping** in Poland and Ukraine and the 2012 Olympic Games in London. Many large companies use such events to provide **corporate hospitality**, a way to **wine and dine** their clients with **lassoque** packages for enjoying the sporting events in comfort and style.

These packages include **facilities** such as corporate boxes or **marques**, from which guests can watch the match; the opportunity to "meet and greet", in other words, to shake hands and chat with the footballers or other athletes; exclusive catering services ranging from canapés to a full sit-down, three-course meal; reserved parking areas; and hosts and hostesses who are responsible for taking care of the visitors.

All this care and attention isn't only during the game or match. In many football stadiums, for example, corporate

Die Bewirtung und Unterhaltung von Firmengästen kann, abhängig von den Steuergesetzen des Landes, ein lukratives Geschäft sein, wie MIKE SEYMOUR erklärt.

hospitality begins up to three hours before the match starts and extends for another hour after it ends, so departing participants do not have to deal with too much traffic when leaving. The planners really do think of everything — and they have to, because entertaining business guests is big business. A recent report by Market & Business Development Ltd estimates the value of the UK market for corporate hospitality in 2012 at nearly £1.3 billion (€1.6 billion).

However, the corporate hospitality industry does have its critics. Some say that the number of corporate tickets provided for sporting events reduces the number available for true fans, and that many of the tickets sold on the black market were originally intended for corporate clients. The practice of providing corporate hospitality to clients is also sometimes criticized for being very close to **bribery**.

But corporate hospitality isn't just about "schmoozing" clients. There are also events for employees, and it seems the providers' imagination is practically unlimited. Corporate occasions include **incentives**, team-building events, Christmas parties, as well as seminars or conferences. Event managers might offer golfing, flying, off-road driving, **clay pigeon shooting** or fly fishing and, for the not-so-sporty employees, wine tasting, chocolate making or learning **magic tricks**.

In Germany, recent sex scandals involving insurance salesmen at a corporate event have given the industry a bad image. However, this is one of the countries where corporate hospitality is not offered as widely as in Britain, for example, because the guest has to pay tax on the value of the package. This means that many business people in Germany prefer not to accept invitations.

### QUIZ: Company fun

Choose the correct answer for each question.

- Keith Prowse Ltd, a UK firm, has provided events and corporate hospitality for over \_\_\_\_\_ years.  
1. 220    2. 120    3. 76
- Hiring an Executive Club box at Chelsea FC costs \_\_\_\_\_ per person per season.  
1. £1,825;    2. £8,250    3. £12,000
- Manchester United player Roy Keane referred critically to VIP spectators as the "\_\_\_\_\_ brigade".  
1. champagne    2. black tie    3. prawn sandwich
- One hospitality ticket for the 2012 men's singles final at Wimbledon costs \_\_\_\_\_.  
1. £1,000    2. £2,000    3. £4,000

Answers on page 89



MIKE SEYMOUR is a business English trainer and consultant in Bonn. He is the author of *Hotel & Hospitality English* (Collins) and regularly writes for *Business Spotlight*. Contact: [www.mikeseymour.com](http://www.mikeseymour.com)

### Facilities and services

<b>amenity</b> [ə'mi:niəti]	Annehmlichkeit
<b>bespoke</b> [bɪ'spɔ:k]	maßgeschneidert; hier: auf den Kunden zugeschnitten
<b>tailor-made</b> [ˈteɪlər 'meɪd] US	maßgeschneidert
<b>betting facility</b> [ˈbetɪŋ fə'saɪlɪ]	Wettmöglichkeit
<b>facility</b> [fə'saɪlɪ]	Einrichtung
<b>freebie</b> [ˈfri:bi] /fmi/	Graßli-, Werbegegenstand
<b>host sb./sb.</b> [haʊst]	etw. austragen / jmdn. bewirten
<b>marquee</b> [ˈmɑ:ki:] /	(Ausweis-)Tageband
<b>party tent</b> [ˈpɑ:ti 'tent] US	Bewirtungszeit
<b>parking space</b> [ˈpɑ:kɪŋ speɪs]	Parkplatz
<b>separate entrance</b> [ˈseɪprət 'entrəns]	separater Eingang
<b>(sporting) legend</b> [ˈledʒənd] UK	(Sport-)Legende
<b>VIP pass</b> [ˌvi:ə 'pi: pɑ:s]	VIP-Ausweis

### Places and locations

<b>arena</b> [ə'reɪnə]	(Fußball-)Arena
<b>backstage</b> [ˈbæk steɪdʒ]	Bückstage, Hinterbühne
<b>corporate box</b> [ˌkɔ:pəreɪt 'bɒks]	Firmenloge, VIP-Loge
<b>grandstand</b> [ˈgrændsta:nd]	Haupttribüne
<b>lower/upper tier</b> [ˌləʊə/ˌʌpə 'taɪə]	oberer/unterer Rang, obere/untere Reihe
<b>main stand</b> [ˌmeɪn 'sta:nd]	Haupttribüne
<b>players' lounge</b> [ˈpleɪəz laʊndʒ]	Spielerlounge
<b>stadium</b> [ˈsteɪdiəm]	Stadion
<b>stall</b> [stɔ:l]	Stand, Bude
<b>upholstered seat</b> [ˌʌp'hɒlɪstəd 'si:t]	gepolsterter Sitz
<b>vantage point</b> [ˌvɑ:ntɪdʒ 'pɔɪnt]	Aussichtspunkt
<b>venue</b> [ˈvenju:]	Veranstaltungsort

### The dark side

<b>black market</b> [ˈblæk 'mɑ:kt]	Schwarzmarkt
<b>bribe</b> (sb.) [brɪb]	Bestechungsgeld, -geschenk; jmdn. bestechen
<b>bribery</b> [ˈbrɪəri:bi]	Bestechung
<b>corruption</b> [ˌkɔ:rəpʃən]	Korruption
<b>counterfeit</b> [ˌkaʊntə'faɪt]	Fälschung
<b>fake sb.</b> [feɪk]	etw. fälschen
<b>forgery</b> [ˈfɔ:dʒəri]	Fälschung
<b>markup</b> (on a ticket) [ˈmɑ:kɪp]	Aufschlag (auf eine Eintrittskarte)
<b>more than face value</b> [ˌmɔ: bʌn 'feɪs 'vælju:]	mehr als der ausgewiesene Preis
<b>ticket tout</b> [ˈtɪkɪt taʊt] /	Schwarzhändler(in)
<b>ticket scalper</b> [ˈtɪkɪt 'skælpə] US	(von Eintrittskarten)

### Idioms

<b>be a rip-off</b> [bi: ə 'rɪp əf] /fmi/	eine Abzocke sein
<b>cater for (sb.'s needs)</b> [ˌkeɪtə 'fɔ: /	auf jmds. Bedürfnisse zugeschnitten sein
<b>grandstand view</b> [ˌgrændsta:nd 'vju:]	feiner Blick
<b>meet and greet</b> [mi:t ən 'gri:t]	Treffen mit Prominenten
<b>pay over the odds</b> [peɪ əʊvə ðɪ 'ɒdz] UK	überzogene Preise zahlen
<b>rip sb. off</b> [ˌrɪp 'ɒf] /fmi/	jmdn. abzocken
<b>schmooze sb.</b> [ˌʃmu:z] US	etwa. sich bei jmdn. einschleimen
<b>wine and dine</b> [ˌwaɪn ən 'daɪn]	jmdn. fürstlich bewirten; fürstlich speisen

\* This symbol marks standard US pronunciation that differs from standard UK pronunciation.

### Incentives and activities

<b>fly fishing</b> [ˈflaɪ ˌfɪʃɪŋ]	Fliegenfischen
<b>magician</b> [mæ'dʒɪʃən]	Zauberer, Zauberin
<b>magic show</b> [ˈmædʒɪk ʃəʊ]	Zauberführung
<b>off-road driving</b> [ˌɒf rəʊd ˈdraɪvɪŋ]	Geländefahren
<b>orienteering</b> [ˌɔ:riən'teɪərɪŋ]	Orientierungslauf
<b>potholing / caving</b> [ˌpɒθə'lɪŋ / ˌkeɪvɪŋ]	Höhlenforschen
<b>UK: spelunking</b> [ˌspɛlˌʌŋkɪŋ] US	Höhlenforschen
<b>pottery making</b> [ˌpɒtəri 'meɪkɪŋ]	Töpfern; Keramik
<b>rock climbing</b> [ˈrɒk ˌklaɪmɪŋ]	Klettern
<b>sailing</b> [ˈseɪlɪŋ]	Segeln
<b>survival training</b> [sə'veɪvəl ˌtreɪnɪŋ]	Überlebensstraining
<b>treasure hunt</b> [ˈtreʒə haʊnt]	Schatzsuche

### Food and drink

<b>appetizer / hors d'oeuvre</b> [ˌæpə'taɪzə / ˌɔ: 'dʌvə]	Vorspeise, Häppchen
<b>beverage</b> [ˈbevədʒɪz]	Getränk
<b>buffet</b> [ˈbʊfeɪ]	Buffet
<b>canapé</b> [ˌkænəpeɪ]	Kanapé
<b>catering</b> [ˌkeɪtərɪŋ]	Verköstigung
<b>champagne</b> [ˌtʃæmp'eɪn]	Champagner
<b>complimentary</b> [ˌkɒmplɪ'mentəri]	kostenlos
<b>free bar</b> [ˈfri: bɑ:]	kostenlose Getränke
<b>liquor</b> [ˈli:kə]	Spirituose(n)
<b>prawn sandwich</b> [ˌpraʊn 'sænwɪdʒ]	Krabbensandwich
<b>sidown meal</b> [ˌsaɪ daʊn 'mi:l]	am Tisch serviertes Essen
<b>sparkling wine</b> [ˌspɑ:kɪŋk 'waɪn]	Sekt

### Corporate events

<b>awayday</b> [ə'weɪdeɪ] UK	Betriebsausflug
<b>breakout session</b> [ˌbreɪkəʊt, seʃən]	thematische Auffteilung in Gruppen
<b>conference</b> [ˌkɒn'fərəns] /	Konferenz, Kongress,
<b>convention</b> [kən'venʃən]	Tagung
<b>event(s) management</b> [ˌi:vent(s) 'menɪdʒmənt]	Event-, Veranstaltungsmanagement
<b>event(s) manager</b> [ˌi:vent(s) 'menɪdʒə]	Eventmanager(in), Veranstaltungsleiter(in)
<b>incentive</b> [ˌɪn'sentɪv]	Leistungs-Anreiz
<b>MICE (meetings, incentives, conferences/conventions and exhibitions/events)</b> [ˌmaɪs]	MICE-Industrie, Tagungswirtschaft
<b>off-site meeting</b> [ˌɒf saɪt 'mi:tɪŋ]	Klausurtagung

### For more information

- BOOKS**
- **Business Travel: Conferences, Incentive Travel, Exhibitions, Corporate Hospitality and Corporate Travel.** Rob Davidson, Beulah Cope (Pearson Education)
  - **Events Management.** Glenn Bowdin, Johnny Allen, William O'Toole et al. (Taylor & Francis)
  - **Planning and Managing a Corporate Event.** Karen Lindsey (How To Books)

\* These products are available at [www.sprachenstop.de](http://www.sprachenstop.de)

### WEBSITES

- **Event magazine:** [www.eventmagazine.co.uk](http://www.eventmagazine.co.uk)
- **Eventia** (trade body for the event-marketing industry): [www.eventia.org.uk](http://www.eventia.org.uk)
- **Sits Global** (network of event managers): [www.sitglobal.com](http://www.sitglobal.com)

[www](http://www) Job vocabulary at [www.business-spotlight.de/vocabulary](http://www.business-spotlight.de/vocabulary)

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# Classroom focus

## Business Spotlight in the classroom

Ideen für Ihr Business-Englisch-Training

**Spend your time wisely**

*Dear Colleagues,*

If your students complain that they have trouble remembering new words, try our activity on page 3, which helps learners practise some useful methods for learning new vocabulary. With the help of *A Guide to London* (our free booklet with this issue), your students are invited to plan a class trip to the UK capital. We also take a look at how you can help your students to improve their online LinkedIn profiles and keep up-to-date in their profession via Twitter #hashtags. Remember, more lesson plans are available on the *Business Spotlight* and *Business Spotlight International* websites.

**Helen Strong**  
Helen Strong      teachers@spotlight-verlag.de

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**5/12**

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<b>C O N T E N T S</b>	<b>ONE-TO-ONE</b>					
	Warmer	Discussion	10	all levels	Names and News (p. 7)	2
	Don't be a twit	Reading, discussion, writing	90	medium	"Good connections" (pp. 48-52)	2
	Singapore sling*	Listening, reading, discussion	60	advanced	"The quiet ones?" (pp. 28-33)	2
	Energy raiser	Reading, speaking	15	easy	Names and News (p. 8)	2
<b>GROUP WORK</b>	Warmer	Vocabulary, speaking	15	all levels	The Last Laugh (p. 94)	3
	What's the word?	Vocabulary, reading, speaking	90/30	medium	"Getting to know you" (pp. 10-15), "Improve your Business English" (p. 79), <i>Skiff Up!</i>	3
	A capital trip	Speaking, grammar	90	medium	Booklet: <i>A Guide to London</i>	3
	Energy raiser	Vocabulary, speaking	15	easy	Vocabulary "On the plane" (p. 74)	3
	<b>COPY FILE</b> *Photocopiable material for the one-to-one exercise "Singapore sling"					
<b>TALKING BUSINESS</b>						
Interview	Kirsten Wächter				5	
Bank review	<i>Thinking about Language Teaching</i>				5	
Service	Important dates ■ onestopenglish Staff Room offer ■ <i>Business Spotlight International</i>				5	

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### SINGAPORE SLING

Activity cards based on "The quiet ones?" (*Business Spotlight* 5/2012, pp. 28-33)

Instructions: Copy and cut up the cards.

economy	culture	languages
safety	levels of education	small talk before meetings
attitude to foreigners	work ethic	family and societal values
types of industries	rules and regulations	levels of employment
company hierarchies	saying yes and no	history and independence
management styles	negotiating with Singaporeans	business relationships

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# Business Skills



Um in Kontakt zu bleiben, tauscht man oft die Telefonnummern aus. KEN TAYLOR nennt Ihnen einige Grundregeln, damit die Zahlenfolge auch richtig verstanden wird. **837**

It's easy to get confused when giving out your telephone number in English. And it's often even more confusing when callers tell you their phone numbers! Let's look at some basic rules:

- 1. Say each figure separately in groups of two or three.** For example, the number 973-8562 is usually said: "Nine-seven-three, eight-five, six-two." Don't say: "nine hundred and seventy-three, eighty-five, sixty-two." This is never done with telephone numbers in English and would confuse most of your international callers. The number "0" is pronounced as "zero", or like the letter "o", and the word "oh". The number 0208 307 160 could be pronounced: "Zero-two, zero-eight, three-zero-seven, one-six-zero." Or you could say: "o-two, o-eight, three-o-seven, one-six-o." In Britain, some people use "nought" instead of zero. Don't use this yourself, as it can be confusing. Just remember what it means when your British business counterpart says it to you.

- 2. If a figure occurs twice in sequence, you can say "double".** For example, 055 677 8899 is "zero-double five, six-double seven, double eight, double nine".

- 3. If a figure occurs three times in a row, you have two choices.** The number 099 444 2333 can be said: "Zero-double nine, triple four, two-triple three." Or say: "Zero-double nine, four-double four, two-three, double three."

- 4. Numbers with several zeros at the end are often said as whole numbers.** For example, 07 2000 is said: "Zero-seven, two thousand."

- 5. Country codes can be said in two ways.** For example, 0049 (or +49) for Germany is "o-o, four-nine for Germany", or "(plus) forty-nine for Germany".

Here's a simple test. Say the following four numbers aloud. The answers are at the end of the article:  
**a) 055 876345                      c) 0049 645 3000**  
**b) 013 444 2377                     d) 077 515 9990**

Now, how do you make sure that you have understood it when someone gives you their number? First, make sure you always get the complete telephone number, including country and area codes.

Here are some useful expressions: "May I have your number, please?" "Can you give me the country code for Britain?" "Eighty-one — is that the area code?" Don't forget to repeat the number after it is given to you. This allows you to check that you've heard it correctly. If you have missed part of the number, repeat the number up to the missing figures like this: "So that's plus 44 for Britain, 2088, 61... Can you repeat the rest?" Your telephone partner will then fill in the missing numbers for you.

You need to be exact when giving and taking down telephone numbers — one small mistake can ruin everything. So, be careful, be patient and be correct. **88**

**ANSWERS**

a) Zero-double five, eight-seven-six, three-four-five, b) Zero-one-three, triple four (four-double four), two-three-double seven, c) Zero-zero (plus) four-nine for Germany, six-four-five, three-thousand, d) Zero-double seven, five-one-five, triple nine-zero (nine-double nine-zero)

abroad [ə'brɔ:d]	laut
area code [ˈeəriə ki:ʊd]	Ortsvorwahl
consultancy [kən'sʌltəns]	Unternehmensberatung
counterpart [ˈkaʊntəpɑ:t]	Gegenüber
country code [ˈkʌntri ki:ʊd]	Landeskennzahl, -vorwahl
double [ˈdʌbəl]	hier: zwei Mal die (Zahl)
figure [ˈfɪɡə]	Zahl
fill sb. in [ˌfɪl 'ɪn]	etw. ausfüllen; hier: ergänzen
in a row [ɪn ə 'rɔ:]	hintereinander
in sequence [ɪn 'si:kwɪns]	in Folge
nought [nɔ:t]	null
occur [ə'kɜ:]	geschehen; hier: auftauchen
pronounce sb. [prə'naʊns]	etw. aussprechen
take sb. down [teɪk 'daʊn]	etw. notieren
triple [ˈtrɪpl]	hier: drei Mal die (Zahl)



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SAY IT IN STYLE BUSINESS SKILLS

## DATES AND TIMES

Anfänger und selbst fortgeschrittene Lerner haben oft Probleme mit Kalenderdaten und Uhrzeiten. ANNA HOCHSIEDER gibt Hilfestellung. **medium**



There are a number of ways of saying calendar dates and clock times in English. British and American English usage also differ. To avoid making mistakes, choose one way and try to keep to it.

**CALENDAR DATES**

Dates can be written in several different ways, and there are also various ways of saying them. Speakers of British English often say the day first, then the month and then the year:

- It's the tenth of October, two thousand and twelve. (10 October 2012)

In American English, the month usually comes first; in this case, the definite article is dropped:

- President Lincoln was assassinated on April fourteenth, eighteen sixty-five. (April 14, 1865)

Lincoln died on a **Good Friday** — the Friday just before Easter Sunday. Here are the English names of some other important international holidays:

- New Year's Day (1 January)
- Whit Sunday, Whitsun, Pentecost (the seventh Sunday after Easter)
- Christmas Eve (24 December)

Normally, no article is used before days of the week ("See you on Monday!"). Sometimes, however, an article is possible:

- This year, the annual general meeting will be held on a Friday, not a Saturday.

abbreviation [əˌbrɪvɪ'eɪʃn]	Abkürzung
annual general meeting (AGM) [ˌænjuəl dʒenərəl 'mi:tɪŋ]	Jahreshauptversammlung
assassinate sb. [ə'sesɪneɪt]	ein Attentat auf jmdn. verüben
by my watch [baɪ 'maɪ wɒtʃ]	nach meiner Uhr
definite article [ˌdefaɪnət 'ɑ:tɪkəl]	bestimmter Artikel
drop [drɒp]	hier: weglassen
Good Friday [ˌɡʊd 'frɑɪdeɪ]	Karfreitag
noon [nu:ən]	zwei Uhr mittags
Pentecost [ˌpen.tɪ.kɒst]	Pfingsten
sharp [ʃɑ:p]	hier: Punkt
timetable [ˌtaɪm'teɪbəl]	Stunden- Fahrplan
Whitsun [ˈwɪtsən]	Pfingsten; Pfingstsonntag
Whit Sunday [ˌwɪt 'sʌndeɪ]	Pfingstsonntag

**CLOCK TIMES**

Except for timetables or other cases where it is important to be precise, the 12-hour clock is preferred to the 24-hour clock. Instead of "The meeting's at 15.30", say:

- The meeting's at half past three / at three thirty.
- The meeting's at half past three in the afternoon / at three thirty p.m.

The abbreviations a.m. (from Latin *ante meridiem*, "before noon") and p.m. (from *post meridiem*, "after noon") are not used with "o'clock", "past" and "to". So, don't say "nine o'clock a.m." or "half past three p.m." — say "9 a.m." or "three thirty p.m.". For "12 o'clock", say "12 noon" or "12 midnight" to avoid possible misunderstandings. Learners often find English clock times confusing, but they are really quite logical. For example, 2.30 is half an hour later than two o'clock, and is therefore "half past two". For the minutes between 0 and 30, say "past"; between 31 and 59, say "to":

- It's ten past two by my watch.
- The train should arrive at 19 minutes to three.

**PREPOSITIONS**

Remember to use the correct prepositions: "on" for calendar dates and days of the week, "in" for months and years, and "at" for clock times:

- Normally, I don't work on Mondays.
- She was born in 1960 — in July, just like me.
- Bill wants us to begin the meeting at ten sharp.

The preposition "by" with a clock time or date means "no later than":

- I need your report by Friday the 19th.

Learn more phrases at [www.business-spotlight.de/skills](http://www.business-spotlight.de/skills)



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# Business Skills



## POSTPONING ARRANGEMENTS

Terminverschiebungen kommen im Geschäftsleben tagtäglich vor. ANNA HOCHSIEDER präsentiert Beispiele, wie Sie schriftlich um Aufschub bitten können. medium

If you need to change a meeting, you should inform people as soon as possible, normally by phone or email. Emails, which may be quite informal when you know the people well, are especially useful if more than one person is going to be **affected**.

Hello Nigel  
I'm **looking forward** to talking to you about the details of our project. However, I'm **afraid I can't make Wednesday** after all. **Something has come up**, and I won't be able to get away all week. How about the following week? **Afternoons** are usually best for me. Please let me know which day would **suit** you.  
Thanks a lot  
Duncan

Dear Pauline  
**Apologies** for not letting you know sooner, but I'm **afraid** we're going to have to **put off** your visit. Things are rather hectic here, with both Jorge and Yvette on **sick leave**. Do you think we could **leave it open for the time being**? I'll **get back in touch** as soon as I know more.  
**All the best**  
Andreas

Hi Megan, Tanya and Harriet  
I'm **afraid** there's been a change of plan yet again. Derek has decided to **put back** the **sales meeting** until after his trip to **Prague**. Could you please **let me know** about your **availability** in the last week of September?  
Hoping to see you all soon  
Carla

<b>affected: be ~ by sth.</b> [ə'fektəd]	von etw. betroffen sein
<b>all the best</b> [ɔ:l ðə 'best]	herzliche Grüße
<b>apologies</b> [ə'pɒlədʒi]	etwa: ich bitte vielmals um Entschuldigung
<b>availability</b> [ə'veɪlə'bɪləti]	hier: freie Termine
<b>for the time being</b> [fɔ: ðə taɪm 'bi:ɪŋ]	vorerst, einstweilen
<b>look forward to doing sth.</b> [lʊk fɔ:wəd tu 'du:ɪŋ]	sich darauf freuen, etw. zu tun
<b>occur</b> [ə'kɜ:]	sich ereignen
<b>phrasal verb</b> [ˌfrezl 'vɜ:b]	Grundverb mit präpositionaler oder adverbialer Ergänzung
<b>postpone sth.</b> [ˌpəʊst'pəʊn]	etw. verschieben
<b>Prague</b> [ˈprɑ:ɡ]	tschech. Aussprache
<b>sales meeting</b> [ˈseɪlz 'mi:tɪŋ]	Besprechung der Vertriebsmitarbeiter(inen)
<b>sick leave: be on ~</b> [sɪk li:v]	krankgeschrieben sein
<b>softening</b> [ˈsɒftənɪŋ]	abschwächend

### Tips

- All three writers use the **softening phrase** 'I'm afraid...'. This is a very common way of introducing an unpleasant piece of news.
- The expression **I can't make Wednesday** means "Wednesday is not possible for me". (This is British usage. In American English, you would say, "I can't make it on Wednesday".) To ask about someone else's availability, you can write, "Can you make Thursday?"
- If you **postpone** a meeting, it is polite to give a reason, however vague. **Something has come up** means "An important event has occurred (or will occur) to prevent our meeting".
- Duncan asks which day would **suit** Nigel — that is, which day would be convenient for him and not cause him problems.
- All three emails contain **phrasal verbs**. These are very common in informal, everyday communication. Many of their one-word synonyms are used only in formal correspondence, for example, "postpone" or "delay" instead of **put off** or **put back**.
- Andreas asks Pauline if they can **leave it open** when to meet. This means that he would prefer not to make a fixed date yet.
- Other informal phrases in the emails include **I'll get back in touch** (for "I'll contact you") and **let me know** (for "inform me").

**Also** You can find exercises relating to this topic in *Business Spotlight plus*  
**More** There are more exercises on this topic at [www.business-spotlight.de/skills](http://www.business-spotlight.de/skills)

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### LANGUAGE ENGLISH ON THE MOVE

medium



## ON THE MOTORWAY

Können Sie die vielen Dinge bezeichnen, die zu einer Autobahn gehören? KEN TAYLOR geht mit Ihnen auf Fahrt.

### Starting out

**Phyllis:** I'm glad we decided to hire a car, Mike. The train to Birmingham was so crowded last time!  
**Mike:** And I enjoy the driving even when there is a lot of traffic — like now. I thought we were never going to get onto that **roundabout**.  
**Phyllis:** How long will it take us to get to Birmingham, do you think?  
**Mike:** I'm not sure — an hour and a half? We should be coming up to the M1 **interchange** soon. Then, it's about 80 miles. I think.  
**Phyllis:** Look! There's a sign for the M1 **turnoff**.  
**Mike:** Great. I'll move over and get ready to turn onto the **slip road**.  
**Phyllis:** There's a **flyover** ahead. That's probably where we go off onto the M1.  
**Mike:** You're right. We just have to follow the traffic. There are a lot of cars turning off here.  
**Phyllis:** Probably all going to Birmingham, like us.

### On the road

**Mike:** The traffic seems to have thinned out since we passed Luton airport. I can drive a bit faster now.  
**Phyllis:** What's the speed limit?  
**Mike:** Seventy. Don't worry. I don't intend to get a **speeding ticket**. There are lots of speed cameras around.

<b>accelerate</b> [ək'seləreɪt]	beschleunigen
<b>concourse</b> [ˈkɒŋkɔ:s]	Eingangsbereich, Halle
<b>consultancy</b> [kən'sʌltəns]	Unternehmensberatung
<b>flyover</b> [ˈflaɪəʊvə] UK	Überführung
<b>gap</b> [ɡæp]	Lücke
<b>hard shoulder</b> [hɑ:d 'ʃəʊldə] UK	Seitenstreifen, Bankett
<b>interchange</b> [ˌɪntə'tʃeɪŋ]	hier: Autobahnkreuz
<b>lorry park</b> [ˈlɒri pa:k] UK	LKW-Parkplatz
<b>parking bay</b> [ˈpɑ:kɪŋ beɪ] UK	Parkbuch
<b>petrol</b> [ˈpetrəl] UK	Benzin
<b>reverse</b> [rɪ'vɜ:s]	zurücksetzen
<b>roundabout</b> [ˈraʊndə'baʊt] UK	Kreisverkehr
<b>service road</b> [ˈsɜ:vɪs roʊd]	Zufahrtsstraße
<b>service station</b> [ˈsɜ:vɪs ˌsteɪʃən]	Tankstelle
<b>slip road</b> [ˈslɪp roʊd] UK	Autobahnauffahrt
<b>speeding ticket</b> [ˈspi:dn̩g ˌtɪkɪt]	Strafzettel wegen Geschwindigkeitsüberschreitung (im Auto abschleppen)
<b>take away (a car)</b> [ˌteɪk ə'weɪ]	Abzweigung
<b>turnoff</b> [ˈtɜ:nɒf]	

**Phyllis:** Would you like to stop for a coffee sometime? There was a sign back there saying the next services are ten miles ahead.  
**Mike:** Sounds good to me. Let me know when you see the next sign.

### The services

**Phyllis:** Do we need to buy a parking ticket?  
**Mike:** No, the first two hours are free. But if you stay longer than that, you need to pay. Otherwise, you could be **lowed away**.  
**Phyllis:** OK. Before we have a coffee, I just need to find the toilet.  
**Mike:** Yeah, me too. Let's meet back here at the entrance. Then we can get our coffees.  
*(A few minutes later)*  
**Phyllis:** So, what do you want?  
**Phyllis:** A cappuccino.  
**Mike:** A cappuccino and a double espresso, please. And two chocolate muffins.  
**Phyllis:** Oh, dear! I'll get fat. But they do look good. I'll get us a table so we can look out over the **concourse** and do some people watching.

### On the road again

**Mike:** These are very narrow **parking bays**. Can you check for other cars while I **reverse**?  
**Phyllis:** OK. Nothing coming in either direction.  
**Mike:** Great. Now where?  
**Phyllis:** There's the exit sign over there — just follow that mimbis.  
**Mike:** Right. Oh, wait a second — they've just turned off. I don't want to go into the **service station**. I've got plenty of **petrol**.  
**Phyllis:** I think you need to take that **service road** to the right, past the petrol station and the motel. Be careful, you don't land on the **hard shoulder**.  
**Mike:** As long as I don't end up in the **lorry park**! No, you're right. Here's the slip road onto the motorway. I'll just **accelerate** a bit and have a look for a **gap** in the traffic. There, that's it.  
**Phyllis:** Well done! It's not easy when everything is travelling so fast.  
**Mike:** Next stop, Birmingham! ES



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# Business Skills

■ BUSINESS SKILLS GROUP DYNAMICS

## WORKING TOGETHER

Vieles lässt sich besser gemeinsam in einer Gruppe erledigen. Doch welche Faktoren garantieren die erfolgreiche Gruppenarbeit? Bob DIGNEN geht dieser und weiteren Fragen nach. MEDIUM

Much of our working lives takes place in groups, whether in departmental or project teams, formal committees or looser peer networks. The success of organizations depends on the performance of such groups, and leaders expect team members to create an atmosphere and structure that can deliver high performance. In this article, we will examine the concept of group dynamics and identify key success factors. Before you read on, think about the following questions:

- What exactly is a group?
- What are the key success factors of groups?
- What structures can groups have?
- How do group dynamics typically develop?
- How do successful groups communicate?

### 1. What is a group?

The term "group dynamics" is usually attributed to the German-American social psychologist Kurt Lewin (1890-1947). The concept focuses on the processes, conscious and unconscious, that shape individual and collective behaviour in groups. But what exactly is a group? If we focus on the world of work, we find that groups generally have the following characteristics:

- **Defined membership.** The group is named, and specific individuals are formally assigned to the group.
- **Group awareness.** The members of the group see themselves as a group and identify with it.
- **Shared purpose.** There is a common set of objectives.
- **Interdependence.** The group members need to cooperate to complete their task or reach their objective.
- **Interaction.** Members of the group need to communicate with each other.

The less pronounced these characteristics are, the weaker the group identity is likely to be. For example, imagine a group of people — let's call them the Global Marketing Team — who are located in different countries and are asked to work towards a high-level strategic goal. However, because of a separation of their tasks, a lack of regular interaction and a strong loyalty to their local organizations, these individuals do not connect emotionally to the group. This reduces their commitment and effort, and weakens the role of global marketing in the organization.

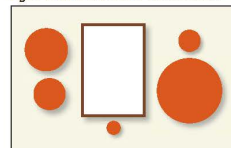
### 2. Success factors

A number of factors can influence the behaviour and success of groups:

a) **History.** In new groups, team members will spend time getting to know each other by asking questions about work experience, interests and hobbies. In more established teams, there is a certain routine, and people have defined roles. Past experience can provide a positive sense of identity. But history can also be an obstacle to success, as a result of bad habits (failing to deliver on time) or feelings (broken promises and lack of trust). **Ask yourself:** What is the history of my group, both in terms of positive and negative experiences? What could be done to build a more positive story (looking back and looking forward) in order to develop a stronger sense of shared identity and common purpose?

b) **Communication.** In any group, some people talk more than others. Take a look at the graphic below. It shows a typical distribution of talking time in a group meeting. The smaller circles indicate the quieter individuals, and the larger circles represent the noisier ones.

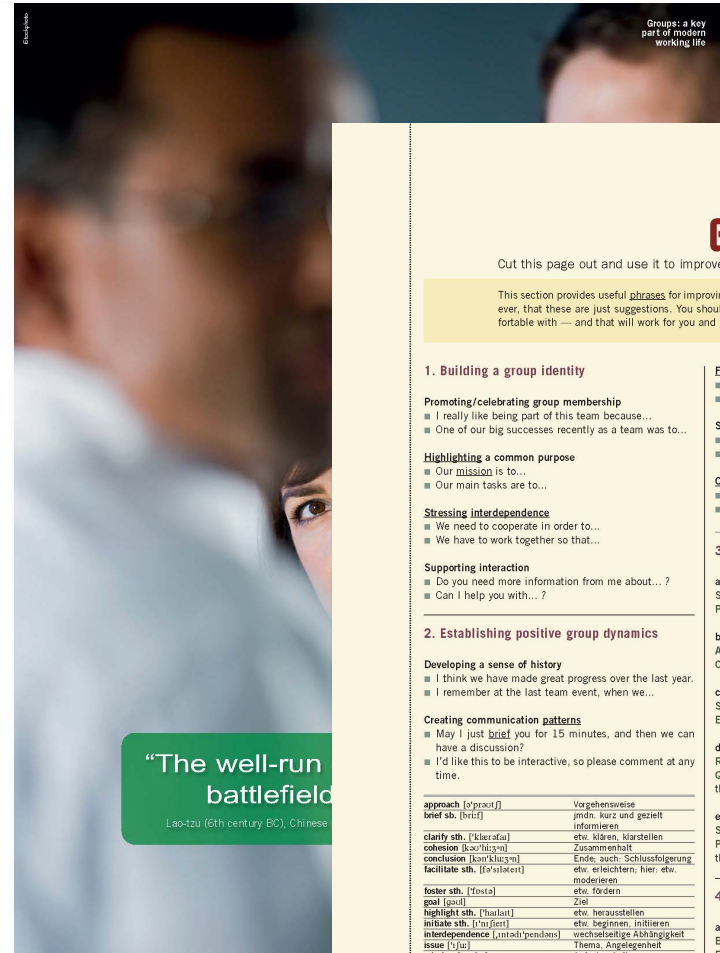
Figure 1: the distribution of communication



assign sb. to sth. [ə'saɪn tu]	jmdn. einer Sache zuordnen
attribute sth. to sb. [ə'trɪbjʊt tu]	jmdm. etw. zuschreiben
commitment [kə'mɪtmənt]	Engagement
departmental [ˌdɪpɑ:rt'men'tl]	Abteilungs-
distribution [dɪ'strɪ'bju:ʃn]	Verteilung
goal [gəʊl]	Ziel
interdependence [ˌɪntə'dɪ'pendəns]	wechselseitige Abhängigkeit
objective [əb'dʒektɪv]	Zielvorgabe
obstacle [ˈɒstəkl]	Hindernis
on time [ɒn 'taɪm]	termingerecht
peer [ˈpi:ə]	gleichgestellter/ Mitarbeiter(in)
performance [pə'fɔ:məns]	Leistung
pronounced [prə'naʊnst]	ausgeprägt

"The well-run battlefield"

Lao-tzu (6th century BC), Chinese



Groups: a key part of modern working life

SURVIVAL GUIDE BUSINESS SKILLS ■

## GROUP DYNAMICS

Cut this page out and use it to improve the group dynamics within your organization.

This section provides useful phrases for improving group dynamics within organizations. Remember, however, that these are just suggestions. You should use only language and approaches that you feel comfortable with — and that will work for you and your colleagues in your specific context. MEDIUM

### 1. Building a group identity

#### Promoting/celebrating group membership

- I really like being part of this team because...
- One of our big successes recently as a team was to...

#### Highlighting a common purpose

- Our mission is to...
- Our main tasks are to...

#### Stressing interdependence

- We need to cooperate in order to...
- We have to work together so that...

#### Supporting interaction

- Do you need more information from me about...?
- Can I help you with...?

### 2. Establishing positive group dynamics

#### Developing a sense of history

- I think we have made great progress over the last year.
- I remember at the last team event, when we...

#### Creating communication patterns

- May I just brief you for 15 minutes, and then we can have a discussion?
- I'd like this to be interactive, so please comment at any time.

approach [ə'prəʊtʃ]	Vorgehensweise
brief sb. [brɪf]	jmdn. kurz und gezielt informieren
clarify sth. [kɪlə'reɪf]	etw. klären, klarstellen
cohesion [kə'hi:ʃən]	Zusammenhalt
conclusion [kən'klu:ʒən]	Ende, auch: Schlussfolgerung
facilitate sth. [fə'sɪleɪt]	etw. erleichtern; hier: etw. moderieren
foster sth. [fɒstə]	etw. fördern
goal [gəʊl]	Ziel
highlight sth. [haɪlaɪt]	etw. herausstellen
initiate sth. [ɪ'nɪʃeɪt]	etw. beginnen, initiieren
interdependence [ˌɪntə'dɪ'pendəns]	wechselseitige Abhängigkeit
issue [ɪʃu]	Thema, Angelegenheit
mission [mɪʃən]	Aufgabe, Auftrag
pattern [pə'tɜ:n]	Muster
phrase [frez]	Ausdruck, Formulierung
punctuality [pʌŋktɪ'ju:əliətɪ]	Pünktlichkeit
relationship [rɪ'leɪʃənʃɪp]	Beziehung
stress sth. [stres]	etw. betonen

## It's your choice

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**“The characteristic sound of a new breakthrough in language teaching theory is a scream, a splash, and a strangled cry, as once again the baby is thrown out with the bathwater.”**

Michael Swan, 1985



## Q & A

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