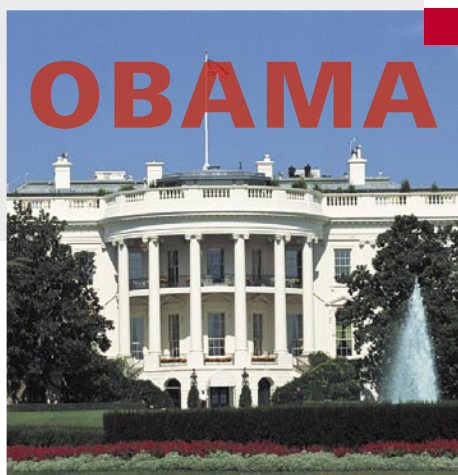


# business-english advanced

Think Business, Talk English!

www.business-english.de



## Der neue US-Präsident And the winner is... Barack Obama

Hope for change is **running high** in today's **precarious** economic and political climate. Many people expect the new US President to provide a **road map** for this change. In the coming months, the rest of the world will be looking to see whether Barack Obama can translate his elegant rhetoric into firm policy. Where does he stand on some key issues that affect European business?

### Foreign policy

Barack has been clear that he wants out of Iraq. He has stated that his goal is to responsibly end the war and get US troops home. A clock on Times Square in New York calculates the cost of US military involvement in Iraq and increases every minute by \$122,820. Ending the Iraq campaign would therefore save the US economy approximately \$177 million per day and might be one way to break the country's economic free fall. If America's economic situation picks up, other economies around the world are likely to follow suit.

### International trade

Based on what Obama has said to date, it is clear that he pledges commitment to ordinary American workers and is critical of corporate benefits such as big business tax cuts. Some believe he seeks to implement protectionist policies to look after US industry and re-introduce regulations on free trade. This would result in restrictions, such as quotas and tariffs on European goods and thus a fall in exports to the US. However, Obama is a firm supporter of globalisation, believing that America has the goods, services, skills and innovation to compete anywhere in the world. His message is that free trade is positive, as long as jobs are not lost in the process, such as when markets are flooded by cheap, imported goods. Nevertheless, it remains to be seen how he manages to unify the interests of American workers with his support of global free markets in his policies.

### Energy

Obama supports the use of renewable energy. The oil industry comes in for criticism from the Obama camp as they make the US dependent on Middle East nations and are sources of pollution. Obama understands that the best way to protect the environment is to save energy in the first place, thereby reducing carbon emissions. As the USA is the second largest producer of carbon emissions after China, this is a major issue for Europeans. Experts agree that it is essential for the US government to initiate the change from coal-burning plants to renewable energy sources. If this happens, it is good news for European energy businesses. ■

#### Conversation

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#### Small Talk

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## Tip!



### "Soft power"

The term "soft power" has been coined to describe Obama's charisma and negotiation skills. This signals a reversal of US foreign policy under Bush that was characterized by thinly veiled threats to rogue nations. It signals openness and interest under the new US administration that may benefit the global political climate.

### Vocabulary

• "soft power"	„weiche Macht“
• to coin	erfinden
• to veil	verhüllen
• rogue nation	Schurkenstaat
• to run high	sehr stark sein
• precarious	prekär
• road map	Straßenkarte, hier: Fahrplan
• to want out	rauswollen
• free fall	rasante Talfahrt
• to follow suit	jmd. nacheifern
• to pledge sth.	etwas versprechen
• protectionist	protektionistisch
• renewable	erneuerbar
• carbon emission	Kohlendioxidemission

» listen and practise

# Gehaltsverhandlungen führen

## Pay rise negotiations



The end of the year is often accompanied by pay rise discussions. Many employees need to negotiate their objectives, but how to put forward a good argument in English? How to demonstrate the advances you have made and how to react to a “no” when it comes to an increase in salary?

As with any important event in business, preparation is key when discussing a pay rise with your boss. This means researching the market range of salary for your position and, if you are already close to the top of the range, accepting that a pay rise per se may not be on the cards.

### Set an appointment

If it is not the norm at your place of work to have salary discussions around the turn of the year you may wish to approach your manager and propose a meeting to discuss this. Remember though that if you state what you want the meeting for, the immediate answer might be no, so try:

“I’d like to discuss a personal issue...”

If he or she is not amenable to this suggestion, ask if it would be more appropriate to bring the subject up next month, or in three months’ time, and wait patiently for this time to come. Of course, if your company/department has not performed as expected over the past year it is unlikely that any pay rises will be considered. In such cases you will probably not get the raise you want; you can still use the opportunity of talking one-on-one with your manager to see how you could improve on things for next year though.

### Prepare for the meeting

To prepare for the meeting, as well as knowing the going rate for your position, know your own worth. What can you offer in return for a pay rise – can you take on more responsibility, work longer hours or offer to accept a productivity-based bonus? As in any negotiation, having something to bring to the negotiating table will help sweeten the deal and make

### Tip!

use “if... then” sentences to bargain with your boss, e.g.:

If I forego a week’s holiday this year, could you offer me a 5% raise?

If I can reduce our return rates to 7% or less, would you be able to offer me a company car?

it more likely that you will reach a win-win conclusion to your talks.

### What else to research/think about

- ✓ the current rate of inflation
- ✓ the general cost of living for your region (urban conurbations tend to be pricier to live in than rural areas)
- ✓ think outside the box: what could you accept instead of cold hard cash (benefits that might cost the company little but which mean a lot to you, such as working from home)?
- ✓ your company’s views on staff turnover (are they trying to cut numbers?)
- ✓ the company’s performance (pay rises are more likely in a successful year)
- ✓ the range of salary increases that the company has tended to offer in the past and any information you can find on what they may offer in the future
- ✓ what precedent your desired pay rise would set (an important point for your boss to consider: can everyone be offered a similar increase?)
- ✓ how easily replaceable are you?

### Download

Go to:  
» [www.business-english.de/professional](http://www.business-english.de/professional).  
for the 20 most important phrases to succeed in pay rise negotiations.

- ✓ what you will do if you don’t get the pay rise you want?

You’ll find an exercise on requesting a pay rise on page 8!

### Conclusion

Business is business and money should not be an emotional factor, but for many it is. Treat the discussion as you would a salary negotiation within a job interview for a new job and you are on the path to success. Of course in our tough economic times almost everyone could do with more disposable income, but it is not your employer’s fault if you cannot afford a new car or an exotic holiday this year. Everyone in the company would probably appreciate a higher salary, but most companies cannot afford to raise everyone’s pay across the board. There has to be a budget, and if a pay rise is not included in this then the chances that you will get what you want are slimmer, although not wholly nonexistent. Approach the discussion with a level head, armed with your research and you are far more likely to reach your objectives. ■

### Vocabulary

• per se	per se, an sich
• amenable	zugänglich
• going rate	Marktwert
• conurbation	Ballungsgebiet
• to think outside the box	querdenken
• disposable income	verfügbares Einkommen
• level head	klarer Kopf

» listen and practise

# Wartezeiten am Telefon überbrücken

## Chatting on the line

**Have you ever been in this situation? Your boss is on the other line and an English-speaking caller insists on waiting until he has hung up? You could put the caller on hold and have him listen to music. If you know the caller well, however, it is much more polite to exchange a few words with him/her.**

Mr Brown has been to visit your company several times. You have hung up his coat, enquired about his family and asked how his holiday was – several times. Now he is on the phone and in his friendly but persistent manner, he insists on waiting until your boss, Mr Müller, has finished talking on the other line. There is nothing for it – you’re going to have to talk English to him for a few minutes!

### The art of small talk

It’s no good just making things up as you go along. As with all forms of talk, small talk has some rules. Once you know this, it actually becomes much easier to chat to someone. You can form a map in your mind of where your last conversation left off and build on what information you already know about your client. Asking him the same questions as before will only make him think you never listen. So don’t ask him if he had a nice holiday if he has already shown you his holiday snaps. But do remember details which are important and get an update.

### Topics

Suitable topics for small talk are generally safe topics. Asking someone you can not see and who is sitting in a different country what the weather is like does not have to be boring. Other possible topics include:

Health: How are you? How’s your family?

Hobbies (related to the season): How is your tennis/mountain-hiking/skiing?

Current events: have you been affected by the airline strike/bad weather

The day/week so far: how’s your week/day been?

### Keep it short

No-one has time to chat endlessly, and if you spend more than a few minutes talking on the phone, the client might think you are fobbing him off or you are simply inefficient. By the time one of the above topics has been exhausted, your boss should have hung up and be ready to take Mr Brown’s call. If not, it might be a good idea to suggest that your boss will call Mr Brown as soon as he is able. Otherwise Mr Brown might think you have no work to do! For a sample dialogue, see below.

### Dialogue

*You:* Good afternoon, Jenny Schell, Mr Müller’s secretary, how can I help you?

*Mr Brown:* Good afternoon Jenny. Bob Brown here. How are you?

*You:* Hello Mr Brown. Nice to hear from you. I’m fine, thanks. How are things in London?

*Mr Brown:* To be honest, it’s pouring with rain and I can’t wait for the weekend! Still, I have to talk to your boss first. Is he available?

*You:* I’m afraid he’s just making a call on the other line. But I think he should be finished in a moment. Would you like to wait?

*Mr Brown:* Yes, I will. It’s rather urgent and I won’t be easy to reach later on.

*You:* No problem. So it’s been a long week then if you are looking forward to the weekend?



*Mr Brown:* You could say that! But it is Friday, thank goodness.

*You:* That’s true. Are your family well?

*Mr Brown:* Yes, they’re all fine thanks. The kids are coming back from a school trip today and some friends of ours are coming over for dinner tonight. So it’s all go!

*You:* It sounds like it! Well, I wish you a very restful weekend Mr Brown. Mr Müller is ready to talk to you now so I’ll put you through.

*Mr Brown:* Thanks Jenny. Goodbye.

*You:* Goodbye!

### Download

Go to

» [www.business-english.de/professional](http://www.business-english.de/professional) to learn more phrases for filling in time on the phone.

### Vocabulary

• to hang up	auflegen
• persistent	hartnäckig
• there is nothing for it	es bleibt nichts anderes übrig
• to make things up as you go along	improvisieren
• to leave off	anhalten
• holiday snaps	Urlaubsfotos
• endlessly	endlos
• to fob someone off	jmd. abwimmeln
• It’s all go!	Hier ist was los!

 » listen and practise

# Neue Mitarbeiter begrüßen

## Welcoming a new employee

**New employees often start their jobs in January; to make this new beginning easier, companies should send out a letter sometime in December to let them know how welcome they will be and to give details of what to expect in the first week. This is also an opportunity to let them know where and to whom they should report on their first day of work.**

What do you do when an employee leaves the company? Is there a party or dinner? A leaving gift, a card signed by the team/department and speeches by management or even the Board to let your colleague know how much s/he will be missed? Whatever your company culture is, you probably mark a departure in some way. So what do you do about greeting a new colleague?

### What would you have liked?

Do you remember your first day at work? Was it a perfect first day or did you feel left to your own devices? If the latter, what could have been done to improve on this? Would you have liked more time to learn the layout of the office? Less time watching the HR Director's presentation and more time to get to know your new colleagues? A more in-depth look at the new software, or a welcome party? The best way to determine how to improve things for the new employees entering your company is to draw on your own and on your colleagues' personal experiences and to imagine the perfect first day.

### The welcome letter

This is your opportunity to make the newbie feel truly valued and welcome by making sure s/he has all necessary information. The traditional information pack for new hires contains company literature, current newsletter, a plan of the building and a procedure for explaining benefits,

roles, targets and expectations, even the dress code.

You might want to compose a pleasant personal letter to make the newbie feel truly welcome. In it you can let him/her know how happy you/the department or even the company are that s/he will be joining, what you expect and a personal invitation, perhaps for coffee, lunch or even a drink or dinner after work if this would be appropriate. See our sample letter on the following page for inspiration!

### Points to consider

The following will help you to improve the first few days for newbies, either by including some of these details with your welcome letter or by covering these points during orientation:

- Have you informed all members of the department when their new colleague will be starting?
- What security needs are there in your company – will the new employee need a photo ID card or iris-scanning, PINs or door codes?
- Is there a desk ready for the new employee? This should include any necessary computer passwords, business cards, phone system set-up and anything else you feel may help the person to get started.
- Have you drawn up a detailed plan/schedule for the first day, including who to meet and when, a tour of the department/company, a list of who will be making presentations and when?
- If the new hire has a spouse/partner/children, will you involve them by inviting them to lunch to see the new workplace to help make them feel "part of the family"?

### Tip!



If there isn't any information on your company's culture perhaps you could produce a brief guide yourself. Details on the decision-making process or dress code are essential, as are seemingly minor details such as who is responsible for refilling the coffee machine, switching off the printer, etc. as this will all help the newbie fit in.

### Conclusion

Don't overwhelm the new employee with information on the first day, but do make sure they are not left wandering or sitting aimlessly on their very first day. Employees who leave a company after a brief period often state that they had an awkward and uncomfortable first day: first impressions really do count, so if you want your new colleague to stick around then put some time into planning that perfect first day!

Volunteer to take the new hire under your wing or find a colleague to act as mentor for the first week or so. Arrange to take them to lunch, chat during coffee breaks, and make sure they are not left to fend for themselves until they are truly integrated into the company/department! ■

### Vocabulary

• to be left to one's own devices	sich selbst überlassen sein
• in-depth	gründlich, eingehend
• to draw on	sich auf etwas stützen
• newbie	Neuling
• eatery	Lokal, Restaurant
• to take someone under one's wing	jmd. unter seine Fittiche nehmen
• to fend for oneself	für sich selbst sorgen

### Tip!



How about including a map of the area with eateries etc. marked on it too?

» listen and practise

## Sample welcome letter

**Computerised Research Ltd**  
**123 ABC Street**  
**London E1**

Paul Harrison  
 17 Myrtle Close  
 Harrow  
 Middlesex TW22

1. 11 December 2008

2. Dear Paul,

3. I am delighted to welcome you as a new employee of Computerised Research Ltd. I am very pleased that you have chosen to accept our offer of employment and sure that you will find your career with us to be both challenging and rewarding. This is the beginning of a long-lasting, mutually beneficial association, so I thank you in advance for your contribution in helping us accomplish our missions.

4. We would like all our new employees to feel at home from Day One, so I am including information on our offices, the company in general, the products your department is responsible for, and of course material from the HR Department on benefits, policies and salaries.

5. You have agreed to start on Monday, 5 January 2009, and I would suggest that you arrive at 10 am that day (although we all usually start work at 9 am), so that we will all have time to meet with you and welcome you personally. When you get to our offices, Jorge will be on reception and he will let me know that you are there so that I can come down and take you on a tour of the offices. 6. Your first day will be spent in meeting everyone in the department as well as the CFO, Angela White. Jamie Preston, our CEO, is away that week but will meet with you the following week. 7. I'd be delighted if you would join me for lunch that day in the canteen, and Tom, the head of your department, has been asked to join us.

8. Once again, welcome to Computerised Research Ltd, and best wishes for your personal and professional success.

*Stephanie*  
**Stephanie J. Kopp**  
 HR Director

## Vocabulary

• challenging	herausfordernd
• rewarding	lohnend
• benefit	Zuwendung, Zuschuss
• mutually beneficial	für beide Seiten vorteilhaft
• policy	Verfahrensweise

 » listen and practise

## Download

You can download your sample welcome letter at  
 » [www.business-english.de/professional](http://www.business-english.de/professional)

## Tip!



1. Send the letter out in good time.
2. It is usual to use first names in English-speaking countries/ companies.
3. The first paragraph should focus on greetings and looking ahead to a great future.
4. The second paragraph gives details of any materials being included with the letter.
5. The next paragraph(s) can give details of specific plans for the first day, including what time to arrive.
6. An idea of what to expect on the first day is vital.
7. An invitation is a nice touch to make the newbie feel wanted.
8. End with a repeated welcome and your signature.

# Business international: Lateinamerika

## Business international: Latin America

**Latin America, above all Argentina, is appearing more and more often as the focus of the European economy. Which countries are in Latin America? Which languages are spoken there? And what to be aware of when welcoming guests from Latin America, greeting them, making small talk, negotiating and entertaining?**

You know where Latin America is, you may do business with Latinos, but what do these terms really mean? Well, the answer really depends on where in the world you are, as it can mean different things to different people.

### The countries

The United States tends to use the term "Latin America" to refer to all areas of the Americas south of itself (including English-speaking areas of the Caribbean). However, many agree that it should only include those countries which use Spanish or Portuguese, while others contend that any Romance language counts, which would mean including countries/regions in which French is spoken (such as Haiti, French-speaking Quebec or even Louisiana). Countries using English or other languages, such as Surinam, a former Dutch colony, would still not be included under this definition.

### The languages

Spanish and Portuguese are most commonly thought of when Latin America is mentioned but, as we have seen above, French might also be included and – for the US at least – English also has a role be-

cause the US includes Jamaica and others in their definition of Latin America. Within each country several languages may be in use, for example: in Brazil (officially Portuguese-speaking), German is commonly used in the south, while Welsh is used in parts of Argentina. Creoles, pidgins and native languages such as Quechua in Peru or Guarani in Paraguay are also widely spoken and may have official status in some countries: Quechua does not hold any official status in Peru, but is an official language in Bolivia, for example.

### Guests from Latin America

Personal space is an issue that may be unsettling for northern Europeans, as Latin notions of appropriacy may include putting an arm around a business partner's shoulder if they feel they know you well. Women should be treated with old-world courtesy: before a man shakes hands with a Latina, wait to see if her hand is offered. Between men a brief, firm handshake is fine as long as you maintain eye contact; offer your business card (which should be translated into the appropriate language on one side) and announce your name and position.

### Small talk

Politics and sports are hot topics across much of Latin America. Frank exchanges of views may appear common, but don't be fooled: not offending your partner is crucial, so the discussion may in fact be fairly superficial and indirect. Religion, although important in most lives, is a topic best steered clear of. The family is an equally important part of life and most Latinos will be proud to show off photos of children; they will also happily discuss aspects of their culture or describe the beauties of their country.

### Negotiating

After getting to know you, formality will melt away and you will be treated more like a friend; if you try your best to develop a real rapport with your business partner you may well be on the path to success. Bureaucracy is notorious and can indeed be problematic in many Latin American countries, but once higher level management is involved things should run more smoothly.

### Entertaining

The biggest meal of the day is usually lunch, but business people know that large dinners are common elsewhere so don't be concerned about serving sandwiches for lunch and inviting your business partner out for a good dinner later. Do what you can to make your guest feel comfortable and make sure s/he has a good time, including dealing discreetly with the bill (you could perhaps even arrange payment before the meal). Let your partner initiate business discussions over dinner – if the topic doesn't come up then leave it for the next meeting instead and relax and enjoy your evening! ■

### Tip!



If you are hosting guests from one of the Latin American countries, it might be a good idea to check:

"la hora inglesa, o la hora espanol?"

As punctuality is generally not so highly valued amongst Latinos, delays of 30 minutes or more are common, but using "English" time is more likely to guarantee a measure of punctuality!

### Quiz

What do you know about Latin America? Test yourself:

» [www.business-english.de/professional](http://www.business-english.de/professional)

### Vocabulary

• to contend	behaupten
• Romance language	romanische Sprache
• appropriacy	Angemessenheit
• frank	offen
• crucial	äußerst wichtig
• to steer clear of	vermeiden

» listen and practise

# Trennen, aber richtig!

## Where to split words

**This month we are going to look at the rules for splitting words in written English. Do we write “hyphen-ation” or “hyph-enation” (meaning „Worttrennung” in English) when there is too little space on a page at the end of a line? Is it correct to write coworker or co-worker? Most native speakers would prefer the first version. However, they might not always know why.**

### Separating

The rules of hyphenation are notoriously shrouded in mystery. Very few people could actually tell you what they are and then you would have to put them into practice too. Therefore, it might be best to take a pragmatic approach and follow the rule that, where there is a clear syllable breakpoint (e.g. min-ister, ad-minister, or even admin-istration), you can split a word. What is not possible is adm-inister, for example as adm- is not a syllable and neither is -inister.

Hyphens should enhance the reader’s ability to make sense of a text. By separating words where there is a syllable breakpoint, a reader’s knowledge of where segments of words start and end is supported or confirmed by the separation in a written text.

### Syllables

Since we are talking about syllables, we need to define what one is. It helps to read a word out loud to check how many syllables it has. For instance, this makes it clear that the word “friend” has one syllable, no matter what part of the world you learnt English in. “Friend” has two vowels, but they are pronounced as one sound, and so “friend” has only one syllable. So this is an example of a word that cannot be split in a text i.e. fr-iend or fri-end are not possible. If the word you are writing is hyphenated (e.g. thirty-five), you repeat the hyphen at the end of the line and at the beginning of the next line to indicate this.

### Joining

Straying into the general use of joining hyphens – as in whether it is correct to write coworker and email, or co-worker

and e-mail – the rules are not hard and fast. British English favours the hyphenated version of prefixes to nouns, whereas American English does not normally use them in the above examples. Supporters of the hyphen argue that coworker could be mistaken for “cow” and “worker” as the reader cannot find the split in the word easily. Other prefixes where hyphe-

### Tip!



As hyphenation rules are complex and vary according to areas of usage, make a note of hyphen use in words you frequently use. In addition, purchase a dictionary or style manual to look up individual words.

nation depends on British or American usage rules are anti-, mid-, pre- and non-, among others.

### The most important guidelines

English does not normally hyphenate adjective-adverb (e.g. high speed) or noun-noun word combinations (e.g. Internet connection). Some frequent combinations have become compound nouns (e.g. headache). Bearing in mind that the purpose of a hyphen, as with all punctuation, is to make meaning clearer, a hyphen indicates that a word modifies the following word. It is worth considering whether the word you are thinking of hyphenating modifies the word that comes after it. If so, then they should probably be hyphenated.

### Comic errors

The meaning of ‘a man eating shark’ changes when it takes a hyphen as in ‘a man-eating shark’. Whereas the first is a man enjoying his lunch, the second is a

fierce creature to be avoided. So not using a hyphen can sometimes change the meaning of a phrase or even a word, as in the difference between re-creation (to create something again) and recreation (leisure time). ■

### Exercise

#### Put hyphens in the right places.

- American football player (a person who plays the game of American football)
- X ray
- Dot matrix printer
- Sister in law
- Twenty first century
- Co owner
- Anti establishment
- President elect
- Vice chairwoman
- Self made man

### Answers

- American-football player
- X-ray
- Dot-matrix printer
- Sister-in-law
- Twenty-first century
- Co-owner
- Anti-establishment
- President-elect
- Vice-chairwoman
- Self-made man

### Tip!



Look on page 8 for another exercise about punctuation.

### Vocabulary

- |                       |                  |
|-----------------------|------------------|
| • hyphenation         | Silbentrennung   |
| • shrouded in mystery | geheimnisumwoben |
| • to enhance          | steigern         |
| • breakpoint          | Stopp            |

» listen and practise

**Exercise: A request for a salary increase**

Fill in the gaps in the following dialogue with the words given.  
**contribution - achievements - outcome - seat - request - discuss - do - earned - could - current – specific:**

Supervisor: Hello Susan, what can I 1.  for you?

Employee: I was wondering if I 2.  come in for a quick chat.

Supervisor: Certainly, have a 3. . What's it about?

Employee: Well, I would like to 4.  a pay rise.

Supervisor: OK. What's your request based upon?

Employee: I haven't had a salary increase for two years now, though I feel I've 5.  one. I've taken on a lot more responsibility in the last few months and I have some major 6.  that should be rewarded.

Supervisor: So you believe that your 7.  salary doesn't match your responsibilities?

Employee: That's right. Apart from the fact that inflation has increased but my salary hasn't. I've made a big 8.  to the department and I think that this should be recognised.

Supervisor: Did you have a 9.  amount in mind?

Employee: I think four per cent would be a fair request.

Supervisor: Hm. Well, the personnel department will be having a salary review meeting in the next couple of weeks, so if you wouldn't mind putting this in writing, we can 10.  it then.

Employee: Right. I'll put it all in an e-mail straightaway. Thanks.

Supervisor: No problem. I'll let you know the 11.  as soon as possible.

**Answers**

1. do, 2. could, 3. seat, 4. request, 5. earned, 6. achievements, 7. current, 8. contribution, 9. specific, 10. discuss, 11. outcome

**Vocabulary**

- outcome Ergebnis
- supervisor Vorgesetzte(r)

» listen and practise

**Quiz Christmas Greetings**



**The winners are:**

Beate E. aus Nistertal  
 Birgit G. aus  
 Bad Wünnenberg  
 Dirk M. aus München

**The languages we asked for are:**

German, Turkish, French, Spanish,  
 Mandarin Chinese, Danish, Russian,  
 Polish, Italian.

**Exercise: in-, im- or un-?**

During the US election campaign the following adjectives have no doubt been used to describe the presidential nominees or their ideas. Please complete the table.

adjective	opposite
credible	1. <input type="text"/>
practicable	2. <input type="text"/>
believable	3. <input type="text"/>
plausible	4. <input type="text"/>
tenable	5. <input type="text"/>
conceivable	6. <input type="text"/>
feasible	7. <input type="text"/>
dependable	8. <input type="text"/>
viable	9. <input type="text"/>
suitable	10. <input type="text"/>

**Answers**

1. incredible, 2. impracticable, 3. unbelievable, 4. implausible, 5. untenable, 6. inconceivable, 7. unfeasible, 8. undependable, 9. unviable, 10. unsuitable.

**Exercise: Do you know your punctuation?**

Match the punctuation mark with the correct name.

- |        |                               |
|--------|-------------------------------|
| 1. ( ) | a) full stop (BE)/period (AE) |
| 2. " " | b) exclamation mark           |
| 3. .   | c) question mark              |
| 4. :   | d) inverted commas            |
| 5. ;   | e) comma                      |
| 6. -   | f) colon                      |
| 7. !   | g) semicolon                  |
| 8. ,   | h) dash/hyphen                |
| 9. ?   | i) brackets                   |

**Answers**

11, 12, 2d, 3a, 4f, 5g, 6h, 7b, 8e, 9c

**Phrase!**

to kill two birds with one stone

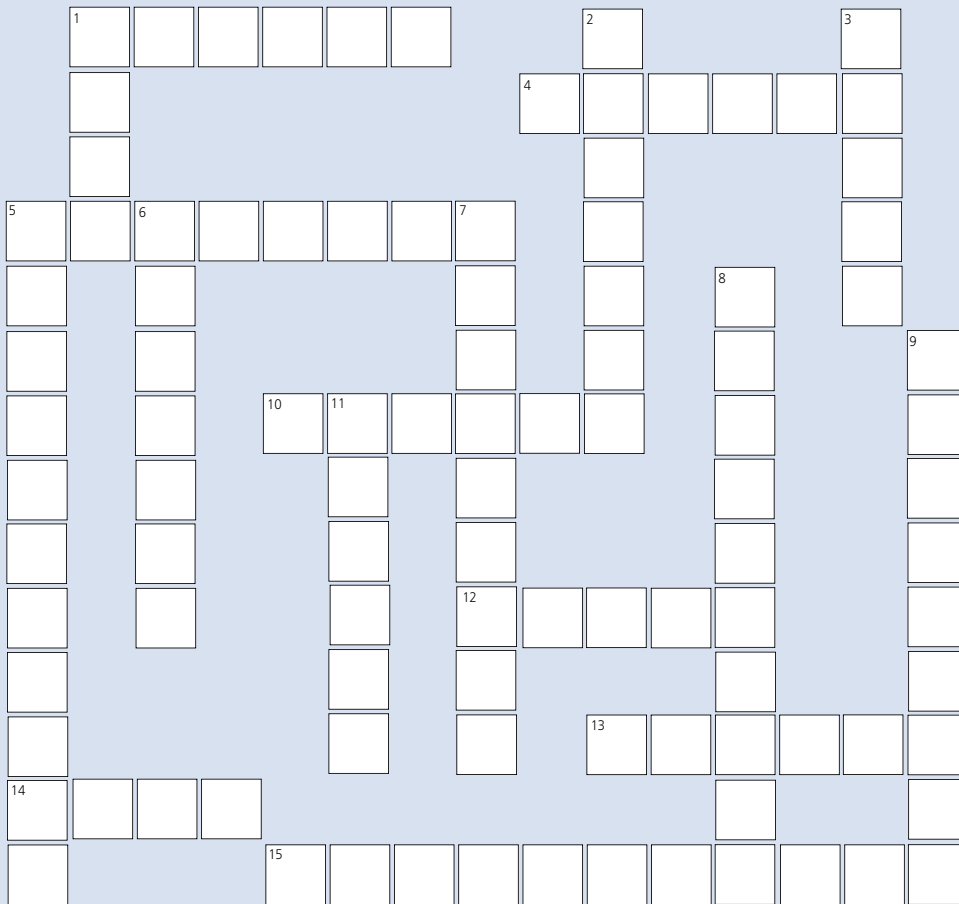
Do you know what this means?

zwei Fliegen mit einer Klappe schlagen.

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Crossword



**Across**

1. someone new in a group
4. another verb meaning "agree"
5. friendly, persuadable
10. covered
12. another word for photos, meaning those taken by non-professionals
13. a promise
14. a verb meaning to invent (a word or phrase)
15. something that does not exist

**Down**

1. the usual or standard
2. another verb meaning "dispute"
3. an adjective used to describe a person who is open and honest
5. a quality indicating whether or not something is appropriate
6. to improve on something
7. without end
8. to keep trying
9. someone who speaks up for something
11. another word for restaurant or other location for eating

**Answers**

**Across:** 1. newbie, 4. concur, 5. amenable, 10. veiled, 12. snaps, 13. pledge, 14. coin, 15. nonexistent  
**Down:** 1. norm, 2. contend, 3. frank, 5. appropriacy, 6. enhance, 7. endlessly, 8. persistent, 9. proponent, 11. eatery

# Vorschau Januar

## In next month's issue

Looking ahead to January, we'll see how people celebrate the dawning of a New Year. Of course we'll also check out what happens in the US when a new President is inaugurated; and we'll remain abroad with our look at business in Australia, as well as seeing how international payments are made and helping the world-travellers to get through customs easily.

- **Title**  
A New Year around the world: How do people celebrate? And what can we expect from 2009?
- **Conversation**  
The inauguration of a new US President
- **Business Skills**  
Business international: Australia
- **Correspondence**  
International payments  
The information you need to successfully complete payments internationally
- **Small Talk**  
Customs: travelling right around the world
- **Grammar**  
Learning Tips and Strategies

### Impressum

**WRS Verlag**

Wirtschaft, Recht und Steuern GmbH & Co. KG  
 Ein Unternehmen der Haufe Mediengruppe  
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Der business-english Trainer erscheint monatlich, Jahrespreis € 106,80 inkl. MwSt. und Versand.

Bestell-Nr.: 00839-0550

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