

## 1. Business Reports

- **Structure of a report** (200 – 300 seitige Reports enthalten nur die unterstrichenen Titel)
  - **Title Page**
    - Report title
    - Name
    - Submission date
    - Client's name
    - Reference number
    - Classification (e.g. confidential)
  - **Management Summary**
    - overview of subject matter
    - background problem
    - scope of the investigation
    - method of analysis
    - important findings
    - important issues raised in the discussion
    - conclusion
    - recommendations
    - Max. 1 pg
  - **Table of Contents**
    - Optional:
      - list of figures
      - list of tables
      - list of appendices
      - Nomenclature (list of symbols used in the text)
  - **Introduction / Terms of reference**
    - Why was the report commissioned?
    - Who asked for the report?
    - Objective/Purpose of the report
    - Definition of the research problem
    - Structure of the report
    - Scope (boundaries) of the report
    - Description of the range of sources used
    - Procedure (Proceedings) = How you got the information
    - Acknowledgment of any valuable assistance received
  - **Body**
  - **Findings**
    - Summary of the findings
  - **Conclusion**
    - Answer to the original research problem or purpose of the report
    - Reference to the original objectives of the report
    - impact of the findings
    - application of results
    - objective opinion, evaluation or judgment of the evidence
  - **Recommendations**
    - indicates that further work must be done
    - all recommendations must be based on the evidence based in the report, not on new ideas
  - **Reference list**
    - bibliography = list of all reference material consulted during the research, even those materials you did not provide direct or indirect quotations from
    - reference list = list of all the references cited in the text of the report
  - **Appendix**
    - Each separate appendix should be lettered (Appendix A, Appendix B...)

## 2. Meetings

- **Successful communication** rests upon **two pillars**:
  - knowing clearly **what you want to communicate to another person**
  - **your linguistic skills in presenting these thoughts verbally**
- **Important features of discussion/negotiation language**
  - You should be in full command of your subject
  - Understand clearly your objectives
  - Possess a strategy to achieve your objectives (communication or withholding of information, taking extreme positions)
  - Acknowledge participants as partners
  - Listen carefully to all participants
  - Personalize your ideas (think, feel, believe, suggest)
  - Negative interrogative (shouldn't we, Couldn't we, Wouldn't it be a good idea to, Don't you think)
- **Useful phrases**
  - **Giving your opinion**
    - I think that
    - I believe that
    - What I think is that
    - In my opinion
    - I feel that
  - **When you're not sure**
    - That's a difficult question
    - It's true that..., but on the other hand
    - I still have some doubts whether
  - **Agreeing**
    - I firmly/fully/entirely/completely agree with
    - I basically agree with
    - By and large I would accept your idea
    - With certain reservations, I would support your
  - **Disagreeing**
    - I can't quite agree with
    - I'm not totally convinced/persuaded by your argument
    - I'm afraid...
    - I'm sorry
    - I believe it would be a mistake
    - I'm entirely/completely against/opposed to this idea
    - Under no circumstances could I agree
    - I totally disagree
  - **Interrupting**
    - I'm (terribly) sorry to interrupt, but
    - Forgive/Excuse me for interrupting, but
    - Before you go on any further, may I point out
  - **Making a suggestion**
    - Why don't we
    - Wouldn't it be better to
    - One possibility/option would be to
    - I hope you share my view/opinion
    - I prefer
    - I'd rather

### 3. Agenda and Minutes

- **Agenda**
  - **Title:** Agenda – “Management Committee Meeting”
  - **Date**
  - **Time**
  - **Venue (Ort)**
  - **Participants:** RA, BU, MC, XL XS
  - **Traktanden:** 1., 2. ...
    - **Erstes Traktandum:** Apologies, minutes of last meeting and matters arising
    - **Zweitletztes Traktandum:** A.O.B (Any other business)
    - **Letztes Traktandum:** Date of next meeting.
- **Minutes**
  - **Title:** Minutes – “Management Committee Meeting”
  - **Date**
  - **Time**
  - **Venue (Ort)**
  - **Participants:** RA, BU, MC, XL XS (initials are polite) (attendance)
  - **Tabelle**
    - **Traktandum**
    - **Discussion**
      - We discussed.../We agreed.../We decided
      - HS will...
    - **Action**
      - Wer was bis wann machen muss.