

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.