



IFAM – ENGLISCH IM AUFSICHTSRAT

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DIE KRAFT
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1. ASKING QUESTIONS

Why are questions helpful?

- Questions can help diffuse difficult situations
- The person asking the questions has a certain degree of control
- Questions signal the willingness to listen to the answer
- Questions open the door for new input

How to deal with questions which are not answered:

- Have them put on the agenda for next time
- Ask for an extra meeting to take care of this specific topic

There are different types of questions for different purposes:

Open questions (what, when, where, how, who...)	
Purpose:	getting people to talk and provide new input and ideas
Examples:	How can we retain our employees? Which training courses would make sense? How can we improve teamwork?

Questions about alternatives (this or that?)	
Purpose:	limiting the options
Examples:	Should we pursue option A or B? Would you rather send him to China, Indonesia or Korea? Which one of these designs should we use?

Polar questions (answer is yes/no)

Purpose:	getting a decision, keeping things short
Examples:	Should we offer flu shots this year? Is this year's revenue higher than last year? Has there been any decision on whether we will open a new branch office?

Circular questions (taking another person's perspective)

Purpose:	changing perspective & developing new ideas
Examples:	How would the staff react to that? What would the owners think? What impression would our customers gain?

Solution-focused questions (focussing on resources)

Purpose:	moving away from again and again discussing the problems and looking at possible solutions and available resources
Examples:	What are our possibilities? What would we need for a smooth-running operation? Which problems did we already solve?

Hypothetical questions (eliminating limiting factors)

Purpose:	hypothetic experiments may open doors to new ways of thinking
Examples:	How would you handle this problem if your budget were unlimited? What would happen if we had more space? How would we solve this issue if the two department heads were not fighting?

Questions about reasons (reflecting and explaining)

Purpose:	insight into the conversation partner's way of thinking, challenging alleged facts
Examples:	<p>What makes you so sure about that?</p> <p>What do you think is the reason for this?</p> <p>What would be the advantages of this approach?</p>

Scaling questions (putting things in perspective)

Purpose:	temporary reduction of complexity
Examples:	<p>Compared to our other issues, how grave is this one?</p> <p>One a scale from 1 to 10 – how urgent is this right now?</p> <p>How large is the impact on the staff?</p>

How to build questions correctly:

Polar questions (yes/no):

Present tense	
How to build it:	<p>do/does + 1st form (action)</p> <p>is (situation)</p>
Examples:	<p>Does the new chairman of the supervisory board speak German?</p> <p>Is the HR manager good with numbers?</p>

Past tense

How to build it:	<p>did + 1st form (action)</p> <p>was (situation)</p>
Examples:	<p>Did the management board give any reason for that?</p> <p>Was there any other issue at the last meeting?</p>

Present perfect

How to build it:	have/has + 3rd form
Example:	Has the marketing department sent the update on the market shares yet?

Future tense

How to build it:	will + 1st form
Example:	Will there be any additional contracts?

Conditional I

How to build it:	would + 1st form
Example:	Would you please explain that graphic to me?

Open questions (any answer possible):

Start with **when, where, why, how, how many, how much, how long, who** etc.

The rest works just the same as with polar questions:

Present tense:	How much does the new supplier charge?
Past tense:	When did they sign the contract?
Present perfect:	Who has changed the WIFI code?
Future tense:	How long will the delivery take?
Conditional I:	Why would we do that?

2. AGREEING & DISAGREEING

There are many different phrases for agreeing and disagreeing – with **different nuances**. Some are more hesitant, others more emphatic.

Phrases for expressing AGREEMENT:

- I agree.
- I totally agree.
- Definitely.
- I couldn't agree more.
- Absolutely.
- Precisely.
- I see your point.
- I see what you are getting at.
- I'd go along with that view to a point.
- Sure, that's one way of looking at it.
- I have to side with you on this one.
- I suppose so.
- I think so, too.
- I'd go along with that.
- That's a good point.
- I see exactly what you mean.
- You're right, that's a good point.
- Actually, I think you're right.
- That's true.
- Well, I agree with you here.
- You have my full agreement.
- I second that.
- Ok, that's convincing.
- I take your word on it.
- You took the words right out of my mouth.

Phrases for expressing DISAGREEMENT:

- I see your point, but...
- I see what you are getting at, but...
- That's one way of looking at it, however...
- I completely disagree.
- Well, I see things rather differently.
- Umm, I'm not sure about that.
- I'm not sure I go along with that view.
- I don't really agree with that idea.
- I agree up to a point, but...
- You could say that, however...
- I wouldn't quite put it that way myself.
- I still have my doubts.
- I can't/ couldn't go along with that.
- That's out of the question.
- You've got to be kidding.
- Well, I don't quite agree with you.
- I find that very difficult to accept.
- We don't seem to agree here.
- Not necessarily.
- That's not always true.
- There is no way I could agree with that.
- I don't think so.
- No, I'm not sure about that because...
- I'm afraid, I disagree.
- We don't seem to be in complete agreement.

Be sure to phrase your objections and disagreements in a **neutral and polite** manner – or your conversation partner may take advantage and focus on being treated in a disrespectful manner. Which would enable them **to wiggle out of answering inconvenient questions**.

3. INTERRUPTING

Why interrupt?

In many cultures, interruptions are considered impolite. Yet particularly in business, time is money, as they say. Sometimes it really makes sense to interrupt since a minute later the topic might be a different one. Provided, you do it in a respectful manner.

When is a good time to interrupt?

When the speaker is making a pause to breathe .

When the speaker is finishing a phrase or sentence .

When you are sure that your contribution would be valuable for the discussion at this point.

How can you interrupt?

You can indicate with some kind of sound or short word that you wish to interrupt:

Uhm, Hmm, Ah, Oh, Well, So...

Phrases for POLITE INTERRUPTION:

- Sorry to interrupt, but...
- Can I add something here?
- Is it ok if I jump in for a moment?
- If I might add something...
- If I may interrupt...
- Can I throw my two cents in?
- Do you mind if I add something?
- Excuse me, but in my opinion...
- May I say something here?
- Excuse me for interrupting, but...
- Can I just mention something?
- Hold on...
- Sorry to cut you off, but...
- So, you're telling me...
- I don't mean to be rude, but...
- Well, if that is the case...
- Wait a minute...
- Before you move on, I'd like to say something.
- Just a moment, I like to add something here.
- One quick thing...
- Just let me say...

Interrupting an INTERRUPTION:

- Let me finish what I have to say first...
- Sorry, but can you let me finish...
- Sorry, but I'm not done yet...

4. DISCUSSION PHRASES

Focussing on the main problem/issue

- What is the main problem?
- What is the real issue (here)?
- (I think) the major problem is ...
- Our primary concern is ...
- The crux of the matter is ...
- (As I see it), the most important thing is ...
- The main problem we need to solve is ...
- We really need to take care of ...
- It all comes down to this: ...

Asking for input

- What should we do about it?
- What needs to be done?
- What do you think we should do?
- What are we going to do about it?
- Do you have any suggestions?
- Any ideas?

Making recommendations

- I recommend that ...
- I suggest that ...
- I would like to propose that ...
- Why don't we ...

Getting back to the topic

- Anyway ...
- Now, where was I?
- Where were we?
- What were you saying?
- You were saying ...
- To get back to ...

Conceding to make a point

- That may be true, but ...
- I may be wrong, but ...
- You might be right, but ...
- You have a good point, but ...
- You could say that, but ...
- Correct me if I'm wrong, but ...
- I don't mean to be rude, but ...
- I hate to bring this up, but ...
- I don't mean to be negative, but ...
- This may sound strange, but ...

Clarifying your own ideas

- In other words, ...
- What I mean is ...
- What I'm trying to say is ...
- What I wanted to say was ...
- To clarify ...

Asking for Clarification

- What do you mean (by that)?
- What are you trying to say?
- What was that again?
- Could you clarify that?

Clarifying another person's ideas

- You mean ...
- What you mean is ...
- What you're saying is ...
- (I think) what she means is ...
- What he's trying to say is ...
- If I understand you, (you're saying that ...)
- If I'm hearing you correctly, ...
- So, you think (that) ...
- So, your idea is ...

5. NEGOTIATING

Opening statements

Welcoming

- Welcome to ...
- I'm sure we will have a useful and productive meeting ...

Stating your aims and objectives

- I'd like to begin with a few words about our general expectations ...
- May I outline our principal aims and objectives today ...
- We want to clarify our positions ...
- We have a formal agenda ...
- We don't have a formal agenda, but we hope to reach agreement on ...
- There are three specific areas we would like to discuss. These are ...
- We have to decide ...

First meeting

- We see this as a preparatory meeting ...
- We would like to reach an agreement on ...

Stating shared aims and objectives

- Together we want to develop a good relationship ...
- We agree that ...
- It is important for both of us that we agree on ...

One of a series of meetings

- Following previous meetings, we have agreed on some important issues. Today we have to think about...
- We have reached an important stage ...

Handing over

- I'd like to finish here and give you the opportunity to reply to this.
- I'd like to hand over to my colleague ..., who has something to say about ...

Bargaining and making concessions

Bargaining

- We can agree to that if ...
- ... on condition that ...
- ... so long as ...
- That's not acceptable unless ...
- ... without ...

Accepting

- We agree.
- That seems acceptable.
- That's probably all right.

Making concessions

- If you could ... we could consider ...
- So long as ... we could agree to ...
- On condition that we agree on ... then we could ...
- Let's think about the issue of ...
- We could offer you ...
- Would you be interested in ...?
- Could we tie this agreement to ...?

Confirming

- Can we run through what we've agreed?
- I'd like to check / confirm what we've said
- I think this is a good moment to repeat what we've agreed so far.

Moving towards the end of the meeting / negotiations

Summarising

- I'd like to run through the main points that we've talked about.
- So, I'll summarise the important points of our offer.
- Can we summarise the proposals in a few words?

Rejecting

- I'm afraid we can't ...
- Before agreeing to that we would need ...
- Unfortunately ...
- I don't think it would be sensible for us to ...
- I think if you consider our position, you'll see that ...

Looking ahead

- So, the next step is ...
- We need to meet again soon.
- In our next meeting we need to ...
- So, can we ask you to ...?
- Before the next meeting we'll ...
- We need to draw up a formal contract.

Ending negotiations

- So, can we summarise the progress we've made?
- Can we go through the points we've agreed?
- Perhaps if I can check the main points ...
- So the next step is ...
- What we need to do now is ...
- It's been a very useful and productive meeting.
- We look forward to a successful partnership.

Dealing with conflicts

- I think we should look at the points we agree on ...
- We should focus on the positive aspects...
- We should look at the benefits for both sides ...
- It is in our joint interests to resolve the issue ...
- What do you think is a fair way to resolve this problem?
- We hope you can see our point of view...
- Let us explain our position ...
- Could you tell us why you feel like that?
- I think we should look at the whole package, not so much at individual areas of difficulty.
- Perhaps we could adjourn for a little while.
- I think we need to consider some fresh ideas ...

Breaking off negotiations

- I think we've gone as far as we can.
- I'm sorry, but I don't think we're going to agree a deal.
- It's a pity we couldn't reach an agreement this time.
- Unfortunately we appear unable to settle our differences.
- It would be better if we looked for some independent arbitrator.

6. PRESENTATIONS

Introduction

Greeting

- Good morning/afternoon ladies and gentlemen
- (Ladies and) Gentlemen ...
- Hello, everyone

Timing

- My talk will take about ten minutes.
- The presentation will take about two hours ... but there'll be a twenty-minute break in the middle.

Subject

- I plan to say a few words about ...
- I'm going to talk about ...
- The subject of my talk is ...
- I'd like to give you an overview of ...

Policy on questions/discussions

- Please interrupt if you have any questions
- After my talk there'll be some time for a discussion and any questions

Structure

- I've divided my talk into (three) parts
- My talk will be in (three) parts
- I'm going to divide ...
- First, ...
- Second, ...
- Third, ...
- In the first part ...
- Then in the second part ...
- Finally ...

The main body

Ending the introduction

- So that concludes the introduction.
- That's all for the introduction.

Ending parts within the main body

- That completes/concludes ...
- That's all (I want to say for now) on ...

Beginning the main body

- Now let's move to the first part of my talk, which is about ...
- So, first
- To begin with ...

Beginning a new part

- Let's move on to (the next part which is) ...
- So now we come to ...
- Now I want to describe ...

Listing

- There are three things to consider. First ... Second ... Third ...
- There are two kinds of ... The first is ... The second is ...
- We can see four advantages and two disadvantages. First, advantages.
- One is ... Another is ... A third advantage is ...
- Finally ...
- On the other hand, the two disadvantages. First ... Second ...

The end of the presentation

Ending the main body of the presentation

- Right, that ends (the third part of) my talk.
- That's all I want to say for now on ...

Concluding

- There are two conclusions/recommendations.
- What we need is ...
- I think we have to ...
- I think we have seen that we should ...

Beginning of the summary and/or conclusion

- I'd like to end by emphasizing the main point(s).
- I'd like to finish with ...
 - > a summary of the main points
 - > some observations based on what I've said
 - > some conclusions / recommendations
 - > a brief conclusion

Inviting questions and/or introducing discussion

- That concludes (the formal part of) my talk.
- Now I'd like to invite your comments.
- Now we have (half an hour) for questions and discussion.
- Right. Now, any questions or comments?
- So, now I'd be very interested to hear your comments.

7. CHAIRING A MEETING

Greeting:	<ul style="list-style-type: none">▪ Hi. Thanks for coming. Come in and help yourselves to a seat.▪ Sit anywhere you like.▪ Would anyone like a drink before we begin?
Call to order:	<ul style="list-style-type: none">▪ Right, let's get down to business shall we?
Introductions:	<ul style="list-style-type: none">▪ Do you all know each other?▪ Let me explain who everyone is.▪ Shall we start by introducing ourselves?
Welcoming:	<ul style="list-style-type: none">▪ It's a great pleasure to welcome you to our Vienna office today.▪ Let me begin by welcoming you to our office.
Purpose:	<ul style="list-style-type: none">▪ Our main aim today is to...
Start:	<ul style="list-style-type: none">▪ We're going to start by ___-ing ...
Contributions:	<ul style="list-style-type: none">▪ Astrid, you look like you have something to say.▪ Astrid, this is your area. Do you have any ideas?
Keeping on topic:	<ul style="list-style-type: none">▪ Can we leave that for AOB (=any other business)?▪ If we could stick to the subjects on the agenda for now.
Keeping on schedule:	<ul style="list-style-type: none">▪ We need to leave time to talk about..., so can we quickly wrap this part up?
Building consensus:	<ul style="list-style-type: none">▪ Can I suggest a compromise?▪ We all seem to more or less agree that...
Votes:	<ul style="list-style-type: none">▪ Can we have a show of hands?
Moving on:	<ul style="list-style-type: none">▪ The next thing we need to talk about is...
Break:	<ul style="list-style-type: none">▪ Shall we take five and start again at quarter past?
Summarize:	<ul style="list-style-type: none">▪ Let's go through what we've decided/ talked about.▪ Can I just go over what we've discussed again?▪ Can I just summarise what we have agreed?
Other business:	<ul style="list-style-type: none">▪ Have I left anything out?▪ Are there any final questions before we finish?▪ Is there any other business?
Closing:	<ul style="list-style-type: none">▪ Well, I guess that about wraps it up.▪ I think we've covered everything.

8. MEETING PHRASES

ASKING FOR OPINION	GIVING OPINIONS
<p>We haven't heard from you yet, (Charles). What do you think?</p>	<p>In my opinion ...</p> <p>If I could just make a point here?</p> <p>I think ...</p> <p>I'm really sorry to interrupt, but ...</p> <p>As I see it ...</p>
AGREEING	DISAGREEING
<p>I'd go along with that.</p> <p>I couldn't agree more.</p> <p>That's a good point.</p> <p>Absolutely!</p>	<p>I agree with you on the whole, but ...</p> <p>Yes, I see what you mean, but ...</p> <p>I'm sorry, but I really can't agree with you on that.</p> <p>Don't you think that ... ?</p> <p>I think ...</p> <p>Do you mean that ...?</p>
TAKING CONTROL	ASKING FOR CLARIFICATION
<p>I think we should really move on to the next point.</p> <p>Let's move on.</p> <p>I think we're getting side-tracked here.</p>	<p>I'm sorry, I didn't catch what you said.</p> <p>Do you mean that...?</p> <p>Are you suggesting that...</p>

9. TENTATIVE STATEMENTS

Make tentative statements rather than direct, categorical ones. For example, rather than writing 'This evidence proves...' it is preferable to use expressions such as:

- tends to...
- appears to...
- suggests that...
- would seem to...

In order to express tentative statements you can use limiting words, modal verbs, and softening or hedging verbs.

Limiting words

Examples of limiting words:

- possible or possibly
- probable or probably
- likely

Limiting words in sentences:

It is possible that the use of a different tool...

It is likely that our supplier can send the product within the next two weeks.

Modal verbs

These change the strength of the main verb and indicate that there is **room for doubt**.

Examples of modal verbs:

- may or may be
- might, might be or might have been
- could be
- could have been
- would
- would have been

Modal verbs in a sentence:

The structure appears to support the weight of the machine, but further testing would need to be undertaken.

Note that this sentence also includes the softener 'appear'.

'Softening' or 'hedging' verbs

Examples of softening or hedging verbs:

- appears
- suggests
- indicates

Softening or hedging verbs in sentences:

The results shown in Figure 1 suggest that quite a lot of people have left the company...

The evidence seems to indicate that the components were faulty.

This result appears to demonstrate that the presence of flower galls at permanently-flooded sites can be accounted for by...

Rephrasing

Use **tentative expressions** to soften statements.

Replace a word with its **opposite term + not**.

Phrase demands as **invitations**.

Use the **passive voice** to avoid accusations.

Use **would** to make things sound less final.

10. DESCRIBING TRENDS

Helpful sentence structure:

time + *subject* + *verb* + *speed or size* + *reason; result; consequence*

Example:

In March 2018 + *our profits* + *increased* + *considerably* + *thanks to the new product range.*

Verbs to describe change and movement:

Upward:

- to climb
- to rise
- to go up
- to improve
- to pick up
- to recover
- to increase
- to reach a peak

Downward:

- to fall
- to decline
- to bottom out
- to decrease
- to drop
- to plummet
- to deteriorate
- to hit a low
- to slip back

Horizontal (= no change):

- to even out
- to remain stable
- to stabilise

Adjectives + adverbs to describe speed and size of change:

Speed:

- rapid / rapidly
- slow / slowly
- sudden / suddenly
- sharp / sharply
- steady / steadily
- gradual / gradually
- fast / quickly

Size:

- noticeable / noticeably
- substantial / substantially
- considerable / considerably
- slight / slightly
- significant / significantly
- dramatic / dramatically
- negligible / negligibly

Expressing reason, consequence and result:

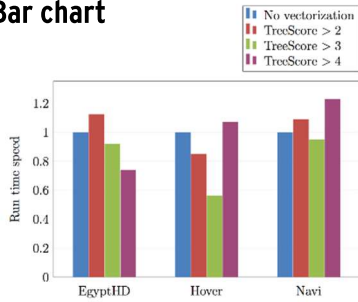
- as a result of...
- due to...
- because of...
- the reason was...
- caused (by)...
- resulted in...
- explains...
- accounts for...
- that is why...
- consequently...
- so...
- thanks to...

Time:

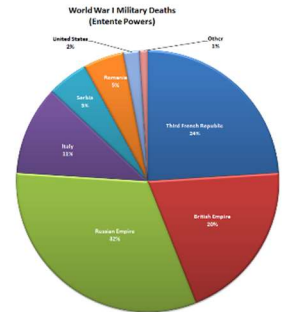
- in 2018 / in January / in the first quarter
- from January to May
- in the course of the first quarter

Types of charts:

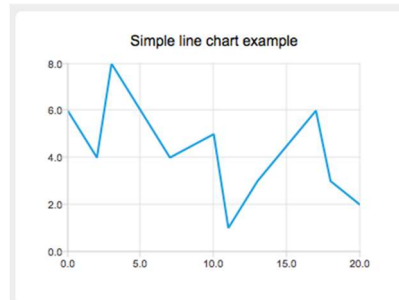
Bar chart



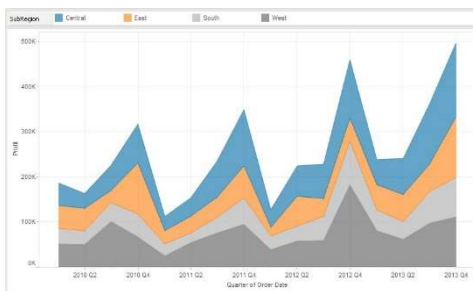
Pie chart



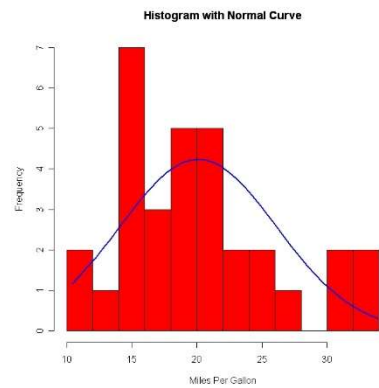
Line chart



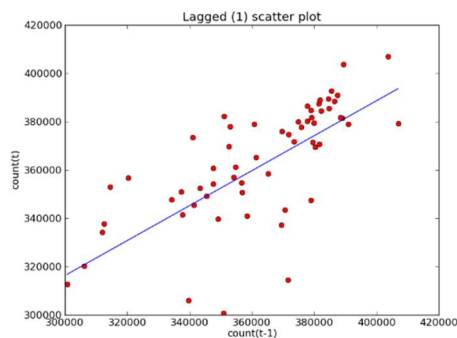
Area chart



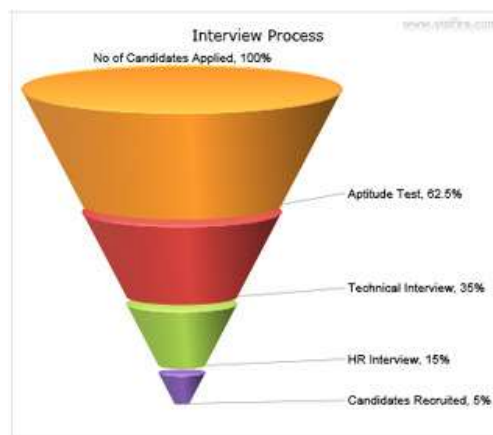
Histogram



Scatter plot



Funnel chart



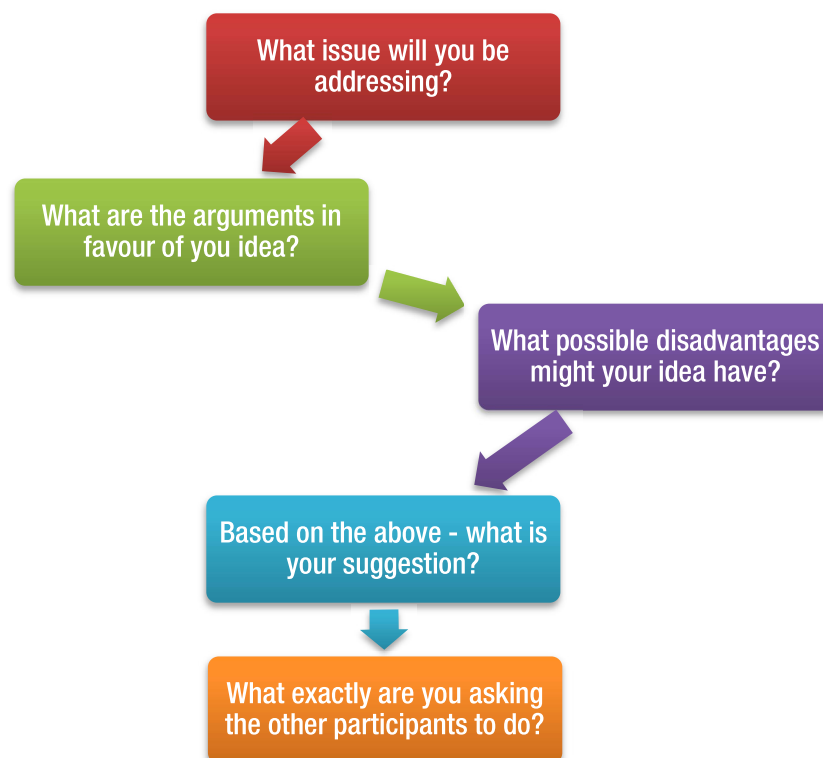
11. RHETORIC TOOLS

5 STATEMENTS

Purpose:

- giving structure to your ideas
- showing that you also tried to see it from another point of view (that shows respect and appreciation)

How to do it:



Example:

Statement 1: I would like to address the issue of downsizing the R&D department.

Statement 2: Laying off team members in this particular area would lead to the loss of critical knowledge. Reducing the number of strategically important employees means that we have to limit our product range to standard solutions instead of the tailor-made services.

Statement 3: Keeping experts in the company of course means higher personnel expenses and running the risk of binding resources for expertise we might not need to that extent in the future.

Statement 4: Since the trend analyses suggest that demand for services such as hour will rise in the next 4 years, I urge you to keep our experts on staff for now. I am convinced that the future turnover will justify this expense.

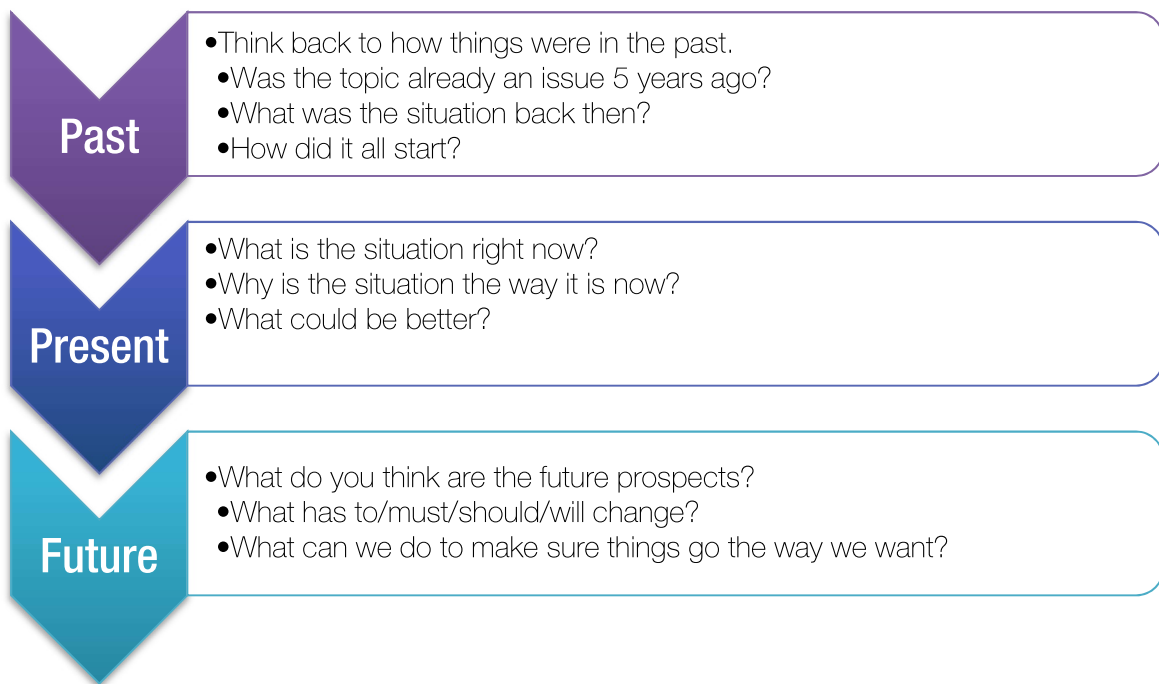
Statement 5: Therefore, I ask you to vote against dismissing the experts in the next two years.

PAST - PRESENT - FUTURE

Purpose:

- giving spontaneous statements, where you have to talk without the chance to prepare yourself
- works for business and private purposes

How to do it:



Example:

Anna, could you say a few words about last quarter's sales figures?

Past: Looking back the beginning of the year, sales looked really promising in the first quarter. This was due to the school holidays and partly because of ideal weather conditions.

Present: The current quarter has seen a certain decrease in sales, which we attribute to the news competitor from France, which has entered our market. They offer a wider product range than us and move in the same price segment as we do. This in combination with their special offers to gain attention on the market has led to a noticeable decline.

Future: I expect that we will regain some of that turnover during the summer holidays in the third quarter, which usually is our strongest season. In addition, our competitor can hardly afford to keep offering their current prices for much longer, particularly in the segment, which our main target group prefers.

12. BALANCE SHEET

AKTIVA

A. Anlagevermögen

- I. Immaterielle Vermögensgegenstände
 1. Konzessionen, gewerbliche Schutzrechte und ähnliche Rechte und Vorteile sowie daraus abgeleitete Lizenzen
 2. Geschäfts(Firmen)wert
 3. Geleistete Anzahlungen
- II. Sachanlagen
 1. Grundstücke, grundstücksgleiche Rechte und Bauten, einschließlich der Bauten auf fremdem Grund
 2. technische Anlagen und Maschinen
 3. andere Anlagen, Betriebs- und Geschäftsausstattung
 4. geleistete Anzahlungen und Anlagen in Bau
- III. Finanzanlagen
 1. Anteile an verbundenen Unternehmen
 2. Ausleihungen an verbundene Unternehmen
 3. Beteiligungen
 4. Ausleihungen an Unternehmen, mit denen ein Beteiligungsverhältnis besteht
 5. Wertpapiere (Wertrechte) des Anlagevermögens
 6. sonstige Ausleihungen

B. Umlaufvermögen

- I. Vorräte
 1. Roh-, Hilfs- und Betriebsstoffe
 2. unfertige Erzeugnisse
 3. fertige Erzeugnisse und Waren
 4. noch nicht abrechenbare Leistungen
 5. geleistete Anzahlungen
- II. Forderungen und sonstige Vermögensgegenstände
 1. Forderungen aus Lieferungen und Leistungen
 2. Forderungen gegenüber verbundenen Unternehmen
 3. Forderungen gegenüber Unternehmen, mit denen ein Beteiligungsverhältnis besteht
 4. Sonstige Forderungen und Vermögensgegenstände
- III. Wertpapiere und Anteile
 1. Anteile an verbundenen Unternehmen
 2. Sonstige Wertpapiere und Anteile
 3. Anteile an Mutterunternehmen
- IV. Kassenbestand, Schecks, Guthaben bei Kreditinstituten

C. Rechnungsabgrenzungsposten

D. Aktiv latente Steuern

ASSETS

A. Fixed assets

- I. Intangible assets
 1. Concessions, patents, trademarks and similar rights and assets, as well as licences derived from any of these
 2. Goodwill
 3. Payments on account
- II. Tangible assets
 1. Land, rights to immovable, and buildings, including buildings on land owned by third parties
 2. Plant and machinery
 3. Other fixtures and fittings, tools and equipment
 4. Payments on account and tangible assets in the course of construction
- III. Financial assets
 1. Shares in affiliated undertakings
 2. Loans to affiliated undertakings
 3. Participating interests
 4. Loans to undertakings with which the undertaking is linked by participating interests
 5. Investments held as fixed assets
 6. Other loans

B. Current assets

- I. Stocks
 1. Raw materials and consumables
 2. Work in progress
 3. Finished goods and goods for resale
 4. Services rendered but not yet billable
 5. Payments on account
- II. Debtors and other assets
 1. Trade debtors
 2. Amounts owed by affiliated undertakings
 3. Amounts owed by undertakings with which the undertaking is linked by virtue of participating interests
 4. Other debtors and assets
- III. Investments and securities
 1. Shares in affiliated undertakings
 2. Other investments and securities
 3. Shares in the parent company
- IV. Cash at bank and in hand

C. Prepayments and accrued income

D. Deferred tax assets

PASSIVA

A. Eigenkapital

- I. Nennkapital (Grund- und Stammkapital)
- II. Kapitalrücklage
 1. gebundene
 2. nicht gebundene
- III. Gewinnrücklagen
 1. Gesetzliche Rücklage
 2. Satzungsmäßige Rücklage
 3. Andere Rücklagen (freie Rücklagen)
- IV. Bilanzgewinn (-verlust)
- V. davon Gewinn-/Verlustvortrag

B. Rückstellungen

1. Rückstellungen für Abfertigungen
2. Rückstellungen für Pensionen
3. Steuerrückstellungen
4. Sonstige Rückstellungen

C. Verbindlichkeiten

1. Anleihen, davon konvertibel
2. Verbindlichkeiten gegenüber Banken
3. Erhaltene Anzahlungen auf Bestellungen
4. Verbindlichkeiten aus Lieferungen und Leistungen
5. Verbindlichkeiten aus der Annahme gezogener Wechsel und der Ausstellung eigener Wechsel
6. Verbindlichkeiten gegenüber verbundenen Unternehmen
7. Verbindlichkeiten gegenüber Unternehmen, mit denen ein Beteiligungsverhältnis besteht
8. Sonstige Verbindlichkeiten

D. Rechnungsabgrenzungsposten

LIABILITIES

A. (negative) Capital and reserves

- I. Nominal capital (Share capital)
- II. Capital reserves
 1. appropriated
 2. free
- III. Retained earnings
 1. Legal reserve
 2. Reserve provided for by the articles of association
 3. Other reserves (free reserves)
- IV. Profit (loss)
- V. of which profit/loss brought forward

B. Provisions

1. Provisions for severance payments
2. Provisions for pensions
3. Provisions for taxation
4. Other provisions

C. Creditors

1. Debenture loans, showing convertible loans separately
2. Amounts owed to credit institutions
3. Payments received on account of orders
4. Trade creditors
5. Amounts owed as a result of the acceptance of drafts or the issue of promissory notes
6. Amounts owed to affiliated undertakings
7. Amounts owed to undertakings with which the undertaking is linked by virtue of participating interests
8. Other creditors

D. Accruals and deferred income

Gewinn und Verlustrechnung

(Gesamtkostenverfahren)

1. Umsatzerlöse
2. Veränderung des Bestandes an fertigen und unfertigen Erzeugnissen sowie an noch nicht abrechenbaren Leistungen
3. Aktivierte Eigenleistungen
4. Sonstige betriebliche Erträge

Betriebsleistung

5. Materialaufwand und Aufwendungen für bezogene Leistungen
6. Personalaufwand
7. Abschreibungen
8. Sonstige betriebliche Aufwendungen

Betriebserfolg

9. Erträge aus Beteiligungen
10. Erträge aus anderen Wertpapieren und Ausleihungen der Finanzanlagen
11. Sonstige Zinsen und ähnliche Erträge
12. Erträge aus dem Abgang von und der Zuschreibung zu Finanzanlagen und Wertpapieren des Umlaufvermögens
13. Aufwendungen aus Finanzanlagen und aus Wertpapieren des Umlaufvermögens
14. Zinsen und ähnliche Aufwendungen

Finanzergebnis

Ergebnis vor Steuern

Steuern vom Einkommen und Ertrag

Ergebnis nach Steuern

Sonstige Steuern

Jahresüberschuss/-fehlbetrag

Auflösung von Kapitalrücklagen

Auflösung von Gewinnrücklagen

Zuweisung von Gewinnrücklagen

Gewinn-/Verlustvortrag aus dem Vorjahr

Bilanzgewinn/-verlust

Profit and loss account

(aggregate cost method)

1. Turnover
2. Variation in stocks of finished goods and work in progress as well as in services rendered but not yet billable
3. Work performed by the undertaking for its own purposes and capitalised
4. Other operating income

Sales plus changes in inventories

5. Expenditure for raw materials and consumables and other external expenses for production services
6. Staff costs
7. Value adjustments
8. Other operating expenses

Earnings before interest and tax (EBIT)

9. Income from participating interests
10. Income from other investments and loans forming part of the fixed assets
11. Other interest receivable and similar income
12. Income from the disposal or revaluation of financial fixed assets
13. Expenditure resulting from financial fixed assets and securities shown in current assets
14. Interest payable and similar expenses

Financial results

Profit or loss before taxation

Taxes on income and profit

Profit or loss after taxation

Other taxes

Profit or loss

Release of capital reserves

Release of retained earnings

Allocation of retained earnings

Profit or loss brought forward from the preceding financial year

Profit or loss (balance sheet)

14. KEY PERFORMANCE INDICATORS

Erfolgs- und Bilanzkennzahlen	Key performance and balance sheet indicators
Abschreibungsquote	depreciation ratio
Cash-Flow-Marge	cash flow margin
EBIT	EBIT (earnings before interest and taxes)
EBITA	EBITA (earnings before interest, taxes and amortisation)
EBITDA	EBIDTA (earnings before interest, taxes, depreciation and amortisation)
EBIT-Marge	EBIT margin
Eigenkapitalquote	equity ratio
Eigenkapitalrentabilität	return on equity
Fremdkapitalquote	debt ratio
Gesamtkapitalrentabilität	return on investment (ROI)
Investitionsquote	investment ratio
NOPAT	NOPAT (net operating profit after tax)
Rückstellungsquote	provisions ratio
Steuerquote	tax ratio
Umsatzrentabilität	return on sales
Umschlaghäufigkeit der Vorräte	turnover of inventory
Umschlaghäufigkeit des Kapitals	equity turnover
Vermögensveränderung	change in assets
Verschuldungsgrad	debt equity ratio

Liquiditätskennzahlen	Key figures of liquidity
Debitorenumschlag	accounts receivable turnover
Deckungsgrad I	cover ratio I
Deckungsgrad II	cover ratio II
Deckungsgrad III	cover ratio III
Kreditorenumschlag	accounts payable turnover
Kreditstruktur	loan structure
Kundenziel	days sales outstanding (DSO)
Lieferantenziel	days payable outstanding (DPO)
Liquidität 1. Grades	cash ratio
Liquidität 2. Grades	quick ratio
Liquidität 3. Grades	current ratio
Net Working Capital (exclusive Bank+Kassa)	net working capital
Working Capital (inklusive Bank+Kassa)	working capital
Working Capital Ratio	working capital ratio

Kennzahlen der Personalwirtschaft	Key figures HR
Abwesenheitsstruktur	structure of absence
Beschäftigungsgrad	level of employment
Beschäftigungsstruktur	employment structure
durchschnittliche Arbeitszeit	average work time
durchschnittlicher Personalaufwand	average personnel expenses
durchschnittlicher Stundenlohn	average hourly wage
Entlassungskoeffizient	dismissal ratio
Fehlzeitenquote	absence rate
Krankenquote	illness rate
Krankheitsleistungen	sickness benefit
Leistung des Mitarbeiters	employee performance
Lohnquote	wage share
Personalaufwandsquote	personnel expenses ratio
Personalintensität	payroll to value ratio
prozentueller Personalabgang	ratio of staff departure
prozentueller Personalzugang	ratio of staff entrance
Unfallkoeffizient	accident ratio

Kennzahlen von Produktion und Logistik	Key figures for production and logistics
Ausschussquote	reject rate
durchschnittlicher Lagerbestand	average stock
Eiserner Bestand	base stock
Grad der Fehllieferungen	ratio of incorrect deliveries
Lagerdauer	duration of storage
Lagerreichweite in Tagen	days of sales in inventories
Lagerumschlagsgeschwindigkeit	stock turnover rate
Lagerumschlagshäufigkeit	inventory turnover ratio
Lagerverluste	stock losses
Mechanisierungsgrad	degree of mechanisation
Meldebestand	reorder level
Optimaler Lagerbestand	optimum stock
Produktivität	productivity
verfügbarer Bestand	available stock
Wirtschaftlichkeit	efficiency

Kennzahlen von Marketing und Vertrieb	Key figures for marketing and sales
absoluter Marktanteil	absolute market share
Angebotserfolgsquote	offer acceptance rate
Auftragsreichweite	order range
Break Even Point	break-even point
Deckungsbeitrag pro Vertriebsmitarbeiter	contribution margin per sales employee
durchschnittlicher Rabatt	average discount
Grad der Fehllieferung	ratio of incorrect deliveries
Kundenstruktur	customer structure
Marktwachstum	market growth
Rabattstruktur	discount structure
relativer Marktanteil	relative market share
Umsatz pro Kunde	turnover per customer
Umsatz pro Vertriebsmitarbeiter	turnover per sales employee
Umsatzindex	sales index
Umsatzstruktur	turnover structure
verfügbare Bestand	available stock

Kennzahlen des IT-Controllings	Key figures for IT controlling
Anzahl Endbenutzer pro IT-Mitarbeiter	number of end-users per IT employee
Anzahl Endgeräte pro IT-Mitarbeiter	number of terminal devices per IT employee
Betriebskosten Server	operating costs server
End-User operations & downtimes pro Desktop	end-user operations & downtime per desktop
Hard- und Softwarekosten pro Desktop	hard- and software costs per desktop
IT-Investition pro Umsatz	IT investment – turnover ratio
IT-Kosten pro IT-Mitarbeiter	IT cost per IT employee
IT-Kosten pro Mitarbeiter	IT costs per employee
IT-Kosten pro PC/Endgerät	IT costs per PC/terminal device
IT-Kosten pro Umsatz	IT costs – turnover ratio
Projekt-/Entwicklungskosten pro Anwender	project/development cost per user
Prozent pro Mitarbeiter, die Endbenutzer sind	end-user ratio
Prozent pro Mitarbeiter, die IT-Mitarbeiter sind	IT employee ratio
Softwarelizenzkosten pro User	software licence costs per user
Supportkosten pro Anwender	support costs per user
Supportkosten pro Desktop	support costs per desktop
Verwaltung pro Desktop	administration per desktop
Wartungskosten pro Anwender	maintenance costs per desktop

Kennzahlen Einkauf und Bestellwesen	Key figures procurement and ordering
Beanstandungsquote	complaint ratio
Beschaffungshäufigkeit in Tagen	procurement frequency in days
Bezugskostenquote	purchasing costs ratio
durchschnittliche Kosten je Bestellung	average costs per order
durchschnittlicher Bestellwert	average order value
durchschnittlicher Einkaufswert je Lieferant	average sales value per supplier
Mindestbestellmenge	minimum order quantity
Optimale Anzahl an Bestellungen	optimum number of orders
Optimale Bestellmenge	optimum order quantity
Struktur der Bestellung	order structure
Struktur des Einkaufs	procurement structure

Kennzahlen Forschung und Entwicklung	Key figures for research and development
Anteil F&E Investitionen an Gesamtinvestitionen	share of F&E investment in total investment
durchschnittliche Projektkosten	average project costs
F&E-Budgetanteil	F&E budget share
F&E-Kosten am DB I	ratio of F&E cost in contribution margin
Forschungskostenanteil	share of research costs
Innovationsrate	innovation rate
Projekteffizienz	project efficiency
Weiterbildungskosten je F&E-Mitarbeiter	training costs per F&E employee

15. BOARDROOM

LANGUAGE VOCABULARY

easy

The boardroom

In dieser Rubrik präsentieren wir nützliche Begriffe aus der Arbeitswelt. Von CAROL SCHEUNEMANN



- | | | | |
|---|--|--|-------------------------------------|
| 1. boardroom | Sitzungssaal (des Vorstands); Vorstandsetage | 16. take/make notes | (sich) Notizen machen |
| 2. C-level/C-suite executive
[ˌsiː ˌleɪvəl / ˌsiː ˌswiːt ɪgˈzɛkjətɪv] | Führungskraft der höchsten Ebene | 17. proxy [ˈprɒksi] | Vertreter(in) (mit einer Vollmacht) |
| 3. managing director (MD) UK, chief executive officer (CEO), president US | Geschäftsführer(in); auch: Vorstandsvorsitzende(r) | 18. executive assistant
[ɪgˌzɛkjətɪv əˈsɪstənt], assistant to the board | Assistent(in) des Vorstands |
| 4. finance director (FD), chief financial officer (CFO) | Finanzvorstand | 19. take/write the minutes
[ˌteɪk/raɪt ðə ˈmɪnɪts] | Protokoll führen |
| 5. chief operating officer (COO) | Leiter operatives Geschäft | | |
| 6. vice president (VP) US | stellvertretende(r) Vorsitzende(r) | | |
| 7. chairman/chairwoman of the board, chair of the board | Vorstandsvorsitzende(r) | | |
| 8. chair a meeting | eine Sitzung leiten | | |
| 9. corporation | Unternehmen | | |
| 10. board meeting | Vorstandssitzung | | |
| 11. member of the board, board member | Vorstandsmitglied | | |
| 12. auditor [ˈɔːdɪtə] | Wirtschafts-, Rechnungsprüfer(in), Revisor(in) | | |
| | Vorstand | | |
| 13. board of directors, executive board
[ɪgˈzɛkjətɪv bɔːd] | | | |
| 14. annual report
[ˌænjʊəl riˈpɔːt] | Jahresbericht | | |
| 15. agenda [əˈdʒɛndə] | Tagesordnung | | |

Exercise: The top level

Complete the sentences with words from the list.

By law, a publicly traded a) _____ must have a b) _____ for setting company strategy. It often consists of around nine c) _____, and is made up of company outsiders, such as investors, and insiders. The leader, called the d) _____, usually belongs to the firm's management. During a e) _____, this person makes sure that matters on the f) _____ are talked about and that a written record, called the g) _____, is kept. The group select the firm's top manager, the h) _____, and present the firm's yearly financial standing in the i) _____.

Answers on page 62

16. LIST OF (PROBABLY) USEFUL VOCAB

Deutsch	English
abgelaufenes Jahr	previous year
Abgrenzung	deferrals
Abspaltung einer Abteilung	splitting of a department
Abstimmung	vote
Abweichung	deviation/discrepancy
adäquate Verzinsung des eingesetzten Kapitals	adequate return on the invested capital
Aktie	stock
als Erstes...	First of all...
am wenigsten/stärksten betroffen	least affected / most badly affected
Änderungsvorschlag	proposal for modification
Anlagefonds	mutual fund
Anleihe	bond
Anmerkungen	comments/remarks
Antrag des Vorstandes	proposal of the Management Board
Arbeitsinspektorat	work inspectorate
auf den letzten Stand bringen	to update
Aufgliederung der Umsätze nach... (Region, Monat etc.)	breakdown of turnover by... (region, month etc.)
aufholen	to catch up
Aufnahme von Fremdkapital zum Ausgleich	leverage
Aufschlüsselung	breakdown
Aufschwung, Steigerung	boom
Auftragssicherheit	order security
Auftragsstand	order situation
Aufzinsung	compounding
aus dem Plan abgeleitet	derived from the plan
aus Sicht der Eigentümer	from the shareholders' point of view
auseinandersetzen	to deal with
Ausführungen	explanations
ausgliedern	outsource
Auskunftsrecht	right to information
außer Protokoll	off the record
beibehalten	keep
Belegschaftsvertretung	employee representatives
Bereich aufgeben	to abandon a sector
Berichterstattung	reporting
Beschluss	resolution
beschlussfähig	to have a quorum
beschränken auf	limit to
Beschäftigtenstand	number of employees
Betreuung vor Ort	on-site management
Beurteilungskriterien	assessment criteria
Bilanz	balance sheet
Bilanzverkürzung	balance sheet contraction

Deutsch	English
Bonität	credit standing
Börse	stock market
Börsenfachmann	analyst
Börsenmakler	broker
börsennotierter Fonds	exchange-traded fund
Branchenschnitt	industry average
Chancen eröffnen	to extend opportunities
Chancen und Risiken	opportunities and risks
das entzieht sich unserem Verständnis	this escapes our understanding
der Sorgfaltspflicht unterliegen	to be subject to the duty of care
detailgenau	detailed
Dividende ausschütten	to distribute a dividend
durchgehen	to go through
Eigenkapital	equity
Eigenkapital von...	equity of...
Eigenkapitalquote	equity ratio
Eigenmarken	own brands
Einberufung einer Haupt-/Generalversammlung	convening of the General Assembly
Einbringung in eine zu gründende GmbH	contribution of assets into a newly established company
einerseits/andererseits	on the one hand/ on the other hand
Einmaleffekt	one-time effect
Einnahmen lukrieren	to generate an income
Einsichtsrecht	right to inspection
Einsparungen	cuts
Einsparungen erzielen	to cut costs
Einsparungseffekte	savings effects
Einwendungen	objections
Einzelereignis	isolated event
Entscheidung treffen	to make a decision
Entschuldigung (Fernbleiben)	to send one's apologies
entsprechend	respective
entsprechende Maßnahmen sind erforderlich	respective measures are necessary
entwickeln sich kontinuierlich	develop continuously
Erfolgsrechnung = GuV	income statement = profit and loss statement
erhalten bleiben	survive
Erklärungsbedarf	need of an explanation
Erstes Quartal des laufenden Jahres	first quarter of the current year
Ertragslage	income situation
Erweiterung der Produktpalette	diversification
es liegt daran, dass...	this is due to...
fehlende Unterlagen	missing documents
festverzinsliches Wertpapier	fixed-income security
Fixgeschäft (Leerverkauf)	short selling
Fondsmanager	fund manager
Forderungen eintreiben	to recover debts
Forderungsausfälle	bad debts
fristgerecht	on time

Deutsch	English
geben wir zu Protokoll	to state for the record
Gegenstimmen	dissenting votes
gekennzeichnet durch	characterised by
Geld fließt ab	money flows out
Gesamtbild	overall picture
Gesamtumsatz	total turnover/sales
gesättigter Markt	saturated market
Geschäft ausbauen	to expand/develop a business
Geschäfte abgeben	to shed business
Gesellschafterzuschuss	shareholder contribution
Gespräche verlaufen erfolgreich	talks are positive
gewachsen von ... auf ...	increased from ... to ...
gewährleisten	ensure/guarantee
Gibt es sonst noch Fragen?	Are there any questions?
große Herausforderung	great challenge
günstig / ungünstig	favourable / unfavourable
GuV	profit and loss statement
Haftungserklärung	declaration of liability
Handelsspanne	trade margin
heikel	sensitive
hochgesteckte Ziele	ambitious goals
Hypothek	mortgage
ich muss widersprechen	I have to disagree
ich reiche das nach	to hand in later
Ich stelle zur Abstimmung...	I put ... to the vote
ich übergebe an...	I hand over to...
im Detail diskutieren	to discuss in detail
im Interesse der MitarbeiterInnen	in the employees' interest
Immobilien	real estate
in absoluten Zahlen	in absolute numbers
in aller Kürze	very briefly
in dem Zusammenhang	in this context
in der Schwebe	undecided
in einem gewissen Ausmaß	to a certain degree
Investition tätigen	to make an investment
Jahresabschluss	annual financial statement
Jahresaufstellung	annual inventory
Kapazitäten schaffen	provide capacity
Kapazitätsgrenze	capacity limit
Kapitalbindung	capital commitment
Kapitalgeber	investor
Kapitalgewinne	capital gains
Kapitalkosten	cost of capital
Kapitalverluste	capital loss
Kapitalverteilung (in einem Portfolio)	asset allocation
Kapitalvertreter	capital representative
Kapitalverzinsung	capital return
Kennzahlen	key performance indicators (KPIs)

Deutsch	English
Kerngeschäft	core business
Kernkompetenz	core competency
Konjunkturlage	economic situation
konkrete Ausgestaltung	concrete form
konkrete Fragen	specific questions
können wir uns darauf einigen...	can we agree on...
Können wir zur Abstimmung schreiten?	Can we continue with the vote?
konservativ	conservative
konstant	constant
konzernintern	intra-group
Konzernverrechnung	intercompany charges
Kostenposition	cost items
Kredite bedienen	to service loans
Kreditsumme	principal
kurzfristig Kosten senken	short-term cost reduction
langfristig absichern	to secure ... in the long term
Liegenschaften verkaufen	sell property
Lohnsteigerung	pay rise
Lücken	gaps
Managementletter an den Vorstand	management letter to the management board
Marge	margin
Markt mit stetig fallenden Kursen	bear market
Markt, wo steigende Kurse erwartet werden	bull market
Marktanalyse	market analysis
Märkte erschließen	to develop markets
Markteinstieg	market entry
Marktüberblick	market overview
Monatsvorschau	monthly forecast
Nachbesetzungen	replacements
nachhaltig	sustainable
Nachholbedarf	catching up to do
nachlesen	look up
nachliefern	to deliver subsequently
näher eingehen auf...	to elaborate on...
nehmen wir zur Kenntnis	to take note of
Neubewertung	reassessment
operativ bedingt	related to operations
Personal kündigen	to dismiss personnel
Personalstand reduzieren	to lay off employees
Planwert	targeted figure
positiver Bestätigungsvermerk	positive audit opinion
Produktivität	productivity
Prognose	forecast
Prognose an Aktienmarkt	prospectus
Quelle von Problemen	source of problems
rasche Entscheidung	quick decision
rein buchhalterisch bedingt	purely due to accounting reasons
Rentenplan	pension plan

Deutsch	English
risikofreie Anlage	risk free asset
Risikokapital	venture capital
Rohstoff, Handelsgut	commodity
saisonale Unterschiede	seasonal differences
Schatzanweisung	Treasury bill
Schlüsse ziehen	draw conclusions
Schriftform	written form
schwankend	volatile
Schwankungsanfälligkeit	volatility
schwierige Lage	difficult situation
Sektoren / Branchen	sector/industry
sichere Investition	blue chip
Sind alle einverstanden?	Does everyone agree?
soll/ist	target/actual
soweit man das einschätzen kann	as far as it can be assumed
Sparplan	savings plan
Spekulation	speculation
Standort absichern	to secure a location
Standorte konsolidieren	consolidate locations
Standortvorteil	locational advantage
Stichwort	cue
stille Reserven realisieren	realise hidden reserves
Stimmenthaltung	abstentions
Synergieeffekte	synergy effects
Tagesordnungspunkt	item on the agenda
tägliches Geschäft	everyday business
technisch auf den neuesten Stand bringen	update to the state of the art technology
über- / unterproportional	disproportionate
übersichtlich	clear
Umsatzeinbruch	drop in sales
Umsatzrückgang	decline in turnover/sales
Umsatzsteigerung / Umsatzzuwachs	increase in turnover/sales
unserer Einschätzung nach	In our view
variable/fixe Kosten	variable/fixed costs
Verbesserung erreichen	to achieve an improvement
Vergleich mit den Vorjahren	comparison with prior years
verglichen mit	compared to
Verlustvortrag	loss carried forward
verstärkte Werbeaktivität	increase in advertising
vertraglich gesichert	contractually guaranteed
vertretbar	acceptable
vor Ort	on-site
Vorgaben des Eigentümers	requirements by the owners
Vorkehrungen treffen	take precautions
Vorschau	forecast
Vorsitzender	chairperson
Wachstumsaktie	growth stock
Wachstumsinvestition	growth investment

Deutsch	English
Wachstumsraten liegen über/unter...	the rate of growth is above/below...
Wagnis	wager
Weichen stellen	to pave the way
Weisung	instruction
wenig erfreulich	not very pleasant
Wenn Sie auf Seite ____ gehen...	If you turn to page
Wenn wir uns ____ ansehen...	If we look at ...
Wer stimmt mit ja?	Who is in favour?
wesentlichsten Punkte	most relevant points
wetterbedingt	due to the weather
Wie Sie wissen...	As you know...
Wir haben uns vorgenommen...	We have resolved to...
Wir haben unsere Umsatzziele nicht erreicht	We did not achieve our sales target
Wir setzen fort in der Tagesordnung	We continue with the agenda.
wir sind bestrebt...	we strive for...
wir stehen unter Zeitdruck	we are pressed for time
wirtschaftliche Lage	economic situation
Wirtschaftsprüfer	auditor
Wirtschaftsprüfungsbericht	auditor's report
Zahlen liegen vor	figures are available
Zahlungsziele einhalten	to comply with the terms of payment
zeitgemäß	up-to-date
zeitgerecht	with the agreed time
Zeithorizont	time horizon
zentralisieren	centralise
Zinsen	interest
zu Buche stehen mit ...	to be valued at ...
Zusammenlegung von...	consolidation of...
Zustimmung zum Jahresabschluss	consent to the financial statement
Betriebsrätin/Betriebsrat (1 Person)	show steward
Betriebsrat (Gremium)	works council
Satzung	articles of association
freigestellt	full-time
Vollmacht	power of attorney
schließlich	eventually

