

Unit 13

headword	pronunciation	translation/notes	example sentence
business presentation (n)	/ˈbɪznəs prezənˌteɪʃən/	geschäftliche/r Präsentation/Vortrag	It's vital to start off any business presentation on the right note.
cash flow (n)	/kæʃ ˌfləʊ/	Cashflow	' Cash flow ' is the rate at which a business gets money and then pays it out again.
charisma (n)	/kəˈrɪzmə/	Charisma, Ausstrahlung	The magic ingredient that many great presenters have is charisma .
economic development (n)	/ekəˌnɒmɪk dɪˈveləpmənt/	wirtschaftliche Entwicklung	The programme of careful economic development has ensured that Bhutan has kept a balance between the needs of progress and those of conservation.
foreign investment (n)	/ˈfɔːrən ɪnˈvestmənt/	Auslandsinvestitionen	Many of the current improvements in Bhutan are the result of foreign investment .
get across (phr v)	/ˌɡet əˈkrɒs/	vermitteln	One of the questions you should ask yourself before giving a presentation is: 'What's the central message that I'm trying to get across ?'
impact (n) make an impact on	/ɪmpækt/ /ˌmeɪk ən ˈɪmpækt ɒn/	Eindruck Eindruck machen auf	Making an impact on your audience right at the beginning of a presentation is vitally important.
infrastructure (n)	/ɪnfɹəˌstrʌktʃə/	Infrastruktur	The Progress Party wish to make improvements to the infrastructure of Bhutan and to speed up communications.
key point (n)	/kiː ˈpɔɪnt/	Hauptgedanke	One of the seven rules of rhetoric is to group key points in threes.
outperform (v)	/ˌaʊtpəˈfɔːm/	übertreffen	Not one single company has ever outperformed us in this market.
rhetorical question (n)	/rɪˈtɔːrɪkəl ˈkwestʃən/	rhetorische Frage	A rhetorical question is one that you ask without expecting or wanting an answer.

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air traffic control (n)	/eə ˌtræfɪk kənˈtrəʊl/	Luftverkehrskontrolle	I looked out of the window and saw a fighter plane flying alongside us – apparently air traffic control had lost radio contact with our plane.
apology (n) make an apology	/əˈpɒlədʒi/ /ˌmeɪk ən əˈpɒlədʒi/	Entschuldigung sich entschuldigen	One way of starting a conversation with a stranger is to make an apology – for example, about your children’s behaviour.
and the strange thing was ...	/ænd ðə streɪndʒ θɪŋ wɒz/	und das Seltsame war...	There was a loud noise from outside the plane, and the strange thing was that the cabin crew just seemed to be ignoring it.
around the time of ...	/əraʊnd ðə taɪm əv/	etwa zu der Zeit von...	I was flying from Malaga to Stansted in the UK – this was around the time of the attacks on the World Trade Center in 2001.
assistance (n) offer assistance	/əˈsɪstəns/ /ɒfə əˈsɪstəns/	Hilfe Hilfe anbieten	Offering assistance , for example by saying ‘Let me help you with that’ is another way of starting conversation.
business traveller (n)	/ˈbɪznəs ˌtrævlə/	Geschäftsreisende/r	Macon Leary’s advice to business travellers is to travel light.
to cut a long story short	/tə ˌkʌt ə ˌlɒŋ ˌstɔːri ˈʃɔːt/	um es kurz zu machen	Anyway, to cut a long story short , the captain of the plane managed to keep everybody calm and we were able to continue our journey.
end up (phr v) end up doing	/end ˈʌp/ /end ʌp ˈduːɪŋ/	enden, landen schließlich etwas tun	You won’t believe this but I ended up sitting next to a guy with a snake in a basket!
incidentally (adv)	/ɪnsəˈdentəlɪ/	übrigens	Incidentally , did I tell you I won’t be in the office on Monday afternoon?
industrial tribunal (n)	/ɪnˌdʌstriəl ˈtraɪbjʊːnəl/	Arbeitsgericht	He won back his job after an industrial tribunal ruled that he had been unfairly dismissed.
luggage (n) lost luggage (n)	/ˈlʌɡɪdʒ/ /lɒst ˈlʌɡɪdʒ/	Gepäck verlorenes Gepäck	Have you ever had any bad experiences with lost luggage ?

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observation (n) make an observation	/,ɒbzə'veɪʃən/ /,meɪk ən ,ɒbzə'veɪʃən/	Bemerkung eine Bemerkung machen	Making observations about the weather is another common way of starting a conversation.
request (n) make a request	/rɪ'kwest/ /,meɪk ə rɪ'kwest/	Bitte um etwas bitten	'Do you mind swapping seats?' or 'Could you help me with my bag?' are both examples of someone making a request .
subject (n) On the subject of ...	/sʌbdʒekt/ /ɒn ðə 'sʌbdʒekt əv .../	Thema Apropos ...	On the subject of politics, who do you think is going to win the presidential elections?
To change the subject ...	/tə ɪtʃeɪndʒ ðə 'sʌbdʒekt/	Um das Thema zu wechseln, ...	To change the subject , have you heard who's just been appointed CEO?
swap (v) swap seats	/swɒp/ /swɒp 'si:ts/	tauschen Plätze tauschen	Would you mind swapping seats ? I don't like sitting next to the window.
Talking of ...	/tɔ:kɪŋ əv .../	Apropos ...	Talking of holidays, one of the nicest places I've ever visited is Bali.
To top it all ...	/tə ɪtɒp ɪt 'ɔ:l .../	Als wäre das noch nicht genug, ...	To top it all , I ended up sitting next to a guy with a snake in a basket!
travel light	/trævl 'laɪt/	<i>mit wenig Gepäck reisen</i>	' Travelling light ' means travelling without much luggage.
unfairly dismissed (adj)	/ʌn'feəli dɪs'mɪst/	zu Unrecht entlassen	The industrial tribunal ruled that she had been unfairly dismissed .

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headword	pronunciation	translation/notes	example sentence
acquisition (n) grow by acquisition	/,ækwɪ'zɪʃən/ /grəʊ baɪ ,ækwɪ'zɪʃən/	Übernahme durch Übernahmen wachsen	Carly Fiorina, CEO of Hewlett-Packard, pursued a policy of growing by acquisition .
a stream of acquisitions	/ə ,stri:m əv ,ækwɪ'zɪʃənz/	eine Reihe von Übernahmen	A stream of acquisitions permitted Amazon to expand into areas such as CDs and clothing.
business (n) core business (n)	/'bɪznəs/ /kɔ: 'bɪznəs/	Geschäft Kerngeschäft	We became the world's No.1 mobile phone company by focusing on our core business .
catchphrase (n)	/kætʃfreɪz/	Schlagwort	One of the ways to become a guru is to come up with a catchphrase or catchword such as 'synergy' or 'glocalisation'.
co-opetition (n)	/kəʊ,ɒpə'tɪʃən/	<i>Zusammenarbeit mit der Konkurrenz</i>	' Co-opetition ' is a catchword meaning to co-operate with the competition.
conventional wisdom (n)	/kən'venʃənəl 'wɪzdəm/	vorherrschende Meinung	Semler has chosen to ignore conventional wisdom in allowing his workers to choose and evaluate their bosses.
cut-throat (adj)	/kʌtθrəʊt/	mörderisch	Nokia has overtaken both Ericsson and Motorola in the notoriously cut-throat mobile phone market.
direct-sale (adj)	/dɪ'rekt'seɪl/	Direktverkaufs-	The Dell Corporation is a direct-sale computer business that bypasses the middleman, i.e. the retail stores.
diversify (v) diversify into	/daɪ'vɜ:sɪ'faɪ/ /daɪ'vɜ:sɪ'faɪ ,ɪntu:/	diversifizieren, ausweiten diversifizieren in	Bezos, the founder of Amazon, has not been afraid to diversify into new businesses.
downsizing (n) (opposite = expansion)	/daʊn'saɪzɪŋ/	Stellenabbau	' Downsizing ' basically means cutting costs by making people redundant.
emotional intelligence (n)	/ɪ,məʊʃənəl ɪn'telədʒəns/	emotionale Intelligenz	Someone with emotional intelligence knows how to deal with people.

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empire (n) the Virgin/Dell/Microsoft etc empire	/ˈempaɪə/ /ðəˌvɜːdʒɪn/del/ ˌmaɪkrəʊsɒft ˈempaɪə/	Imperium das Virgin-/ Dell-/ Microsoft-Imperium	Richard Branson is head of the huge Virgin empire .
empowerment (n)	/ɪmˈpaʊəmənt/	Befähigen, Bevollmächtigen	‘Empowerment’ has become a popular catchword meaning giving people control over what they do.
focused (adj) tightly focused	/ˈfəʊkəst/ /ˌtaɪtlɪ ˈfəʊkəst/	konzentriert zielgerichtet	Nokia sold off its non-core operations in order to become more tightly focused .
founder (n) the founder of Dell Corporation	/ˈfaʊndə/ /ðə ˌfaʊndər əv ˈdel kɔːpəreɪʃən/	Gründer der Gründer von Dell Corporation	Dell is the founder and CEO of Dell Corporation.
glass ceiling (n)	/ˌɡlɑːs ˈsiːlɪŋ/	gläserne Decke	The glass ceiling certainly exists where I work – there’s hardly a woman who gets promoted beyond unit manager.
glocalisation (n)	/ˌɡləʊkələɪˈzeɪʃən/	„Glocalisation“	Glocalisation describes a business strategy in which you keep your business small and local but aim at the whole world as your market.
innovate (v)	/ɪnəveɪt/	Neuerungen einführen	In the mobile phone business it’s a case of innovate or die.
JIT (= Just-in-Time)	/ˌdʒeɪtɪˈtiː/	absatzsynchrone Produktion	‘JIT’ means manufacturing things just in time to meet customer demand.
invest (v) invest time/money	/ɪnˈvest/ /ɪnˌvest ˈtaɪm/mʌni/	investieren Zeit/Geld investieren	A lot of time and money has been invested in the project.
logistics (n pl)	/ləˈdʒɪstɪks/	Logistik	The logistics of a situation are the practical arrangements that are necessary in order to organize or achieve something.
market (n) market leader (n)	/ˌmɑːkət ˈliːdə/	Markt Marktführer	Branson’s company, Virgin, has earned a reputation for stealing business off complacent market leaders .

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marketspace (n)	/ˈmɑːkətspeɪs/	Marktlücke	If you create your own marketspace , you break free of your competitors altogether.
merger (n) push through a merger	/ˈmɜːdʒə/ /ˌpʊʃ θruː ə ˈmɜːdʒə/	Fusion, Unternehmenszusammenschluss eine Fusion durchziehen	She's a tough manager who pushed through a highly successful merger with PC giant Compaq.
middleman (n)	/ˈmɪdlmæn/	Zwischenhändler	Retail stores act as the middlemen who sell the product.
overtake (v)	/əʊvəˈteɪk/	überholen	Under the guiding hand of Jorma Ollila, Nokia has overtaken rivals Motorola and Ericsson to become the No.1 mobile phone company.
position (n) maintain your position	/pəˈzɪʃən/ /meɪnˌteɪn jɔː pəˈzɪʃən/	Position seine Position behalten	In spite of the dot.com crash of 2001, Amazon has maintained its position as the world's largest Internet retailer.
portfolio career (n)	/pɔːtˌfɒljʊəriə kəˈrɪə/	Portfolio-Karriere, <i>flexibler Karriereentwurf, bei dem man verschiedene Tätigkeiten parallel ausübt</i>	'What is this so-called portfolio career ?' 'It's the idea that you have to keep changing direction in your career every seven years.'
publicity (n) generate publicity	/pʌbˈlɪsəti/ /dʒenəreɪt pʌbˈlɪsəti/	Werbung, Reklame Reklame machen	One of Branson's greatest skills is the ability to generate publicity for his company.
re-engineering (n)	/ˌriːendʒəˈnɪəriŋ/	innerbetrieblicher Strukturwandel	Re-engineering was the big thing in the 90s – all about improving efficiency and performance ... by sacking half your staff!
recession (n) ride out the recession	/rɪˈseʃən/ /ˌraɪd aʊt ðə rɪˈseʃən/	Rezession die Rezession überstehen	She rode out the recession to rise meteorically to become head of one of Silicon Valley's biggest companies.
self-publicist (n)	/selfˈpʌblɪsɪst/	<i>jemand, der sich selbst gut vermarktet</i>	A skilled self-publicist , there is nothing Branson wouldn't do to promote the Virgin brand.

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sell off (phr v)	/,seɪ 'ɒf/	abstoßen	Nokia decided to sell off its non-core operations and to focus exclusively on mobile phones.
synergy (n)	/ˈsɪnɜːdʒi/	Synergie	Synergy is based on the principle that we are all more effective as individuals if we work as a team.
TQM (= Total Quality Management) (n)	/ˈtiːkjuː'em/	TQM, Gesamtqualitätssicherung	TQM involves monitoring production, inventory, logistics etc and making sure that they are accurate.
trend (n) buck the trend (opposite = follow the trend)	/trend/ /ˈbʌk ðə 'trend/	Trend sich dem Trend widersetzen	Amazon bucked the e-commerce trend by remaining the world's largest Internet retailer.

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headword	pronunciation	translation/notes	example sentence
advertising technique	/ædvətəɪzɪŋ tek,nɪ:k/	Werbetechnik	The use of celebrities to endorse products is a powerful advertising technique .
authorise (v)	/ɔ:θəraɪz/	genehmigen	A total shutdown of the Hamburg plant has been authorised .
back up (phr v)	/bæk 'ʌp/	sich stauen	If we close the plant down, we'll have container lorries backed up from Hamburg to Lübeck!
blue-chip client (n)	/blu:tʃɪp 'klaɪənt/	erstklassiger Kunde	Geoconference has an impressive list of blue-chip clients , including IBM and Merrill Lynch.
bottleneck (n)	/bɒtlnek/	Engpass	If you authorise a plant shutdown, we'll have a terrible production bottleneck .
production bottleneck (n)	/prə'dʌkʃən ,bɒtlnek/	Produktionsengpass	
budget (n)	/bʌdʒət/	Budget, Etat	Unfortunately the rumours of a budget overrun on the <i>Vivacity</i> campaign turned out to be true.
budget overrun (n)	/bʌdʒət 'əʊvəɾʌn/	Überziehen des Budgets	
exceed a budget	/ɪk'si:d ə 'bʌdʒət/	ein Budget überziehen	
run over budget	/rʌn əʊvə 'bʌdʒət/	das Budget überschreiten	With post-production costs, we could run € 500,000 – € 700,000 over budget on this one.
costs (n pl)	/kɒsts/	Kosten	The Chief Financial Officer is concerned about the costs RJK are running up on the Éternelle account.
run up costs	/rʌn ʌp 'kɒsts/	Kosten in die Höhe treiben	
delivery (n)	/dɪ'lɪvəri/	Lieferung	A large number of delayed deliveries could harm the company's reputation.
delayed deliveries (n pl)	/dɪ,leɪd dɪ'lɪvəri:z/	verspätete Lieferungen	
endorse (v)	/ɪn'dɔ:s/	empfehlen, unterstützen	The use of celebrities to endorse products is a powerful advertising technique.
endorse a product/brand	/ɪn,dɔ:s ə 'prɒdʌkt/'brænd/	ein Produkt / eine Marke empfehlen	

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fall (n) fall in productivity/ sales etc	/fɔ:l/ /fɔ:l ɪn ,prɒdʌk'tɪvətɪ/'seɪlz/	Rückgang Produktivitäts- /Verkaufsrückgang	A fall in productivity could seriously damage our position as market leader.
manhours (n pl) lost manhours (n pl)	/mænaʊəz/ /lɒst 'mænaʊəz/	Arbeitsstunden verlorene Arbeitsstunden	How many lost manhours do you estimate a plant shutdown would result in?
order (n) meet an order	/ɔ:də/ /mi:t ən 'ɔ:də/	Bestellungen, Auftrag einer Bestellung nachkommen, einen Auftrag ausführen	If we close down the plant for a few days, we won't be able to meet any of our current orders .
oversee (v)	/əʊvə'si:/	beaufsichtigen	Max Schiller is told to oversee and ensure completion of the repairs within three days.
publicity (n) adverse publicity (n)	/pʌb'lɪsəti/ /ædvɜ:s pʌb'lɪsəti/	Werbung Negativpresse	A total plant shutdown could generate a great deal of adverse publicity .
reserve stocks (n pl)	/rɪzɜ:v 'stɒks/	Reservebestand	We have insufficient reserve stocks to fully meet current orders.
safety (n) safety check (n) safety hazard (n)	/seɪftɪ/ /seɪftɪ ,tʃek/ /seɪftɪ ,hæzəd/	Sicherheit Sicherheitsüberprüfung Sicherheitsrisiko	The site must be evacuated in order to conduct safety checks . We have to shut the plant down – at the moment it's a safety hazard .
shutdown (n)	/ʃʌtdaʊn/	Schließung	The shutdown of the Hamburg plant has now been officially confirmed.
smooth over (phr v) smooth things over	/,smu:ð 'əʊvə/ /,smu:ð θɪŋz 'əʊvə/	in Ordnung bringen, gerade biegen die Sache gerade biegen	Somebody in after-sales will have to ring round our key customers and smooth things over with them.
teleconferencing (n)	/,telɪ'kɒnfərənsɪŋ/	(Abhalten von) Telekonferenz (en)	Teleconferencing allows people in different places to communicate using an electronic communications system, usually television.

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video (n) video phone (n)	/ˈvɪdɪəʊ ˈfəʊn/	Video Bildtelefon	The advantage of videoconferencing is that you can hold meetings with people in other places using a video phone .
videoconferencing (n)	/ˈvɪdɪəʊˈkɒnfərənsɪŋ/	(Abhalten von) Videokonferenz(en)	Although there are many advantages to videoconferencing , it will never eliminate the need for a face-to-face meeting.

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acumen (n) financial acumen (n)	/ækjəmən/ /fə,nænfəl 'ækjəmən/	Scharfsinn Geschäftssinn	Someone who has financial acumen makes good financial decisions and judgments.
agreement (n) jeopardise an agreement	/ə'gri:mənt/ /dʒepədaɪz ən ə'gri:mənt/	Abkommen ein Abkommen gefährden	Some negotiators make a last-minute demand in the hope that his or her opponent will not want to jeopardise the agreement for one small detail.
bottom line (n) be sb's absolute bottom line	/ˌbɒtəm 'laɪn/ /bi ˌsʌmbədɪz ˌæbsəlu:t ˌbɒtəm 'laɪn/	Verhandlungsminimum jemandes absolutes Verhandlungsminimum sein	O-Zone is a unique product and I'm afraid € 4 a bottle is our absolute bottom line .
business (n) a rock-solid business	/ˈbɪznəs/ /ə ˌrɒksɒlɪd 'bɪznəs/	Geschäft ein grundsolides Geschäft	Firmly established rock group, the Stones, are also a rock-solid business generating millions of dollars a year.
compromise (n) reach a compromise	/ˈkɒmprəmaɪz/ /ˌri:tʃ ə 'kɒmprəmaɪz/	Kompromiss einen Kompromiss treffen	During negotiations you must often be prepared to reach some kind of compromise .
concession (n) obtain a concession	/kən'seʃən/ /ɒbˌteɪn ə kən'seʃən/	Zugeständnis ein Zugeständnis bekommen	Experienced negotiators know how to obtain concessions from their opponents without giving too much in return.
deadlock (n) end in deadlock	/ˈdedlɒk/ /ˌend ɪn 'dedlɒk/	Stillstand ergebnislos enden	Neither side was prepared to move and so the negotiation ended in deadlock .
demand (n) make a demand	/dɪ'mɑ:nd/ /ˌmeɪk ə dɪ'mɑ:nd/	Forderung fordern	Don't make all your demands at the start of negotiations – make a small demand first and get agreement on it before proceeding.
emotional blackmail (n)	/ɪ,məʊʃənəl 'blækmeɪl/	emotionale Erpressung	Emotional blackmail involves trying to make other people feel guilty in order to get what you want.
essentials (n pl)	/ɪ'senʃəlz/	das Entscheidende	' Essentials ' are the things that it is very important for you to obtain during negotiations.

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gross revenues (n pl)	/ˌgrəʊs ˈrevənjuːz/	Bruttoeinkünfte	The Stones have generated more than \$1.5 billion in gross revenues since 1989.
halfway (adv) meet sb halfway	/hɑːfweɪ/ /ˌmiːt sʌmbədi hɑːfweɪ/	in der Mitte sich in der Mitte treffen	Maybe we could sort something out on price. Would you be willing to meet us halfway ?
hassle (n) not be worth the hassle	/hæsəl/ /ˌnɒt bi ˈwɜːθ ðə hæsəl/	Schwierigkeiten die Schwierigkeiten nicht wert sein	Sometimes people give in to their opponent completely, deciding that prolonged negotiations are simply not worth the hassle .
head-on conflict (n)	/hedɒn ˈkɒnflɪkt/	direkter Konflikt	If neither person is prepared to compromise then the discussions may turn into a head-on conflict .
high-pressure tactics (n pl)	/haɪpreʃə ˈtæktɪks/	aggressive Taktik	Using high-pressure tactics involves using every strategy you can in order to get what you want.
ideals (n pl)	/aɪˈdɪəlz/	Ideale	' Ideals ' are the things you will fight to get but not if it costs you the deal.
income stream (n)	/ɪnkʌm ˈstriːm/	Einkommensstrom	Music rights, not concerts, provide the steadiest income stream .
long-term relationship (n)	/ˌlɒŋtɜːm rɪˈleɪʃənʃɪp/	lang andauernde Beziehung	It's not worth sacrificing a long-term relationship for the sake of winning a deal.
manoeuvre (n) room for manoeuvre (n)	/məˈnuːvə/ /ruːm fə məˈnuːvə/	Manövrieren Spielraum	The problem with getting involved in a single-issue negotiation is that you leave yourself little room for manoeuvre .
movement (n) movement on price	/muːvmənt/ /muːvmənt ɒn ˈpraɪs/	Bewegung Flexibilität des Preises	We'd like to see a little more movement on price – say, a 10% discount?
negotiate (v) negotiable (adj)	/nɪˈɡəʊʃɪeɪt/ /nɪˈɡəʊʃɪəbəl/	verhandeln verhandelbar	Pointing out to your opponent that some things are not negotiable is an example of the 'strictly off-limits ploy'.

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negotiating objective (n)	/niˌɡəʊʃieɪtɪŋ ɒb'dʒektɪv/	Verhandlungsziel	Your negotiating objectives are the things you want to achieve during negotiations.
negotiator (n)	/niˌɡəʊʃieɪtə/	Verhandlungsführer/-in, Unterhändler/-in	Experienced negotiators have a range of high-pressure tactics that they use to get what they want.
one-off deal (n)	/wʌnɒf 'di:l/	einmaliges Geschäft	The tactics that you use for negotiating a one-off deal are very different from those you use when there's a long-term relationship involved.
out-earn (v)	/aʊt'ɜ:n/	ein höheres Einkommen haben als	The dead Elvis Presley started out-earning the live Elvis Presley in 1988!
pay off (phr v)	/peɪ 'ɒf/	auszahlen	Mariah Carey was paid off to the tune of £19.5 million when Virgin Records decided they didn't want to record her at all!
pressurise (v)	/preʃəraɪz/	unter Druck setzen	Which of the high-pressure tactics listed do you most often use to pressurise your opponents?
royalties (n pl)	/rɔɪəlɪz/	Lizenzgebühren	Each time the Stones get airplay they collect 50% of the royalties .
set sth to one side	/,set sʌmθɪŋ tə ,wʌn 'saɪd/	etwas zurückstellen	Let's set the price issue to one side for a moment, shall we? Tell me a bit more about the product.
single-issue negotiation (n)	/,sɪŋɡəlɪʃuː niˌɡəʊʃieɪʃən/	<i>Verhandlung über einen einzigen Punkt</i>	The problem with all single-issue negotiations is that there is very little room for manoeuvre for either party.
small print (n)	/smɔ:l 'prɪnt/	Kleingedrucktes	The small print of a contract consists of the details printed in small letters that often limit your rights.
throw sth in (phr v)	/θrəʊ sʌmθɪŋ 'ɪn/	(gratis) dazugeben	We could offer you a 6% discount, free delivery and we could throw in free parts and service as well.
topic (n)	/tɒpɪk/	Thema	A single-issue negotiation is one where only one topic is being discussed.

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headword	pronunciation	translation/notes	example sentence
tradeables (n pl)	/ˈtreɪdəbəlz/	verhandelbare Punkte	' Tradeables ' are the things that you take if you can get them but that are not particularly important to you.
win (v) win at all costs	/ˌwɪn ət ɔ:l 'kɒsts/	gewinnen um jeden Preis gewinnen	Becoming hostile because you want to win at all costs is often a big mistake.
win-win situation (n)	/ˌwɪn'wɪn sɪtʃuːeɪʃən/	<i>Verhandlungsergebnis, aus dem alle Parteien Gewinn ziehen</i>	By generating options you create a win-win situation where you both feel you've gained something.

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■ Unit 18

headword	pronunciation	translation/notes	example sentence
anti-ageing (adj) anti-ageing medical advances	/ˌæntɪˈeɪdʒɪŋ/ /ˌæntɪˈeɪdʒɪŋ 'medɪkəl ədˌvɑːnsəz/	Anti-Ageing medizinische Fortschritte/Entwicklungen gegen das Altern	Do you think that anti-ageing medical advances are a good idea?
back office (n) back office staff (n pl)	/ˌbæk 'ɒfɪs/ /ˌbæk 'ɒfɪs ,stɑːf/	Back Office Mitarbeiter des Back Office	Many companies are already employing workers in countries such as India as ' back office staff '.
be a long way off	/biː ə lɔŋ weɪ ɒf/	weit entfernt sein	In my view, the era of robots who are mentally and physically superior to humans is still a long way off .
be bound to	/bi 'baʊnd tuː/	müssen	Bowman thinks that western companies are bound to employ an increasing number of workers in the developing world.
brink (n) be on the brink of doing sth	/brɪŋk/ /biː ɒn ðə 'brɪŋk əv ,duːɪŋ/	Rand, Abgrund kurz davor sein, etwas zu tun	I believe we are on the brink of creating 'lifelike' machines.
commodity (n) precious commodity	/kə'mɒdətɪ/ ,preʃəs kə'mɒdətɪ/	Ware, Gut wertvolles Gut	Cochrane predicts that people will be willing to spend large sums of money saving our most precious commodity – time.
DNA (n) DNA structure (n)	/ˌdiːen'eɪ/ /ˌdiːen'eɪ ,strʌktʃə/	DNA DNA-Struktur	Humans are now beginning to be able to modify their DNA structure and become more artificial.
economic progress (n)	/ˌekə'nɒmɪk 'prəʊɡres/	wirtschaftlicher Fortschritt	Most of today's businesses grew up in a period of population explosion and rapid economic progress .
era (n) enter an era of	/ɪərə/ /ɛntə ən 'ɪərə əv/	Zeitalter in ein Zeitalter kommen	I think we may be about to enter an era of rapid population decline.

Unit 18

headword	pronunciation	translation/notes	example sentence
future (n) a bright future	/ˈfjuːtʃə/ /ə ˌbraɪt ˈfjuːtʃə/	Zukunft eine leuchtende Zukunft	One industry that definitely has a bright future is the pharmaceuticals.
face a bleak future	/ˌfeɪs ə ˌbliːk ˈfjuːtʃə/	sich einer düsteren Zukunft gegenübersehen	Parts of Europe and the US could be facing a bleak future unless they find a way of solving the population problem.
the foreseeable future	/ðə fɔːsɪːəbəl ˈfjuːtʃə/	die absehbare Zukunft	I don't see Dewdney's prediction of 'a different human species' becoming a reality in the foreseeable future .
futurist (n)	/ˈfjuːtərɪst/	Futurist	'Futurists' are people who make predictions about what life will be like in the future.
genetically enhanced (adj)	/dʒəˌnetɪklɪ m'hɑːnst/	genetisch verbessert	The world may end up being divided into people who can afford to be ' genetically enhanced ' and those who can't, leading to a new class of beings.
global economy (n)	/ˌɡləʊbəl ɪkɒnəmi/	Weltwirtschaft	As the global economy becomes more integrated and interdependent so the number of workers in developing countries will grow.
high (adj) high-end (adj)	/haɪ/ /haɪˌend/	hoch anspruchsvoll	Electronic immigrants may soon end up being employed in high-end technical fields such as engineering or IT.
high-tech, high-touch (n)	/haɪˌtek haɪˈtʌtʃ/	modernste, aber auch emotionale und personalisierte Technologie	The high-tech, high-touch approach involves giving the latest technology a personal touch.
horizon (n) be on the horizon	/həˈraɪzən/ /biː ɒn ðə həˈraɪzən/	Horizont sich abzeichnen	Political change and economic change seems to be on the horizon in many countries.
indication (n) All the indications are ...	/ˌɪndəˈkeɪʃən/ /ɔːl ðiː ˌɪndəˈkeɪʃənz ɑː .../	Anzeichen Alles weist darauf hin, ...	At the present time all the indications are that the number of people working from home is set to grow.
lie in store	/laɪ ɪn ˈstɔː/	bevorstehen	It's impossible to predict with 100% accuracy what lies in store for businesses in the future.

Unit 18

headword	pronunciation	translation/notes	example sentence
lifelike (adj)	/ˈlaɪf,laɪk/	realistisch, lebensesecht	Ironically as humans are playing with their DNA structure and becoming more 'artificial', machines are becoming more ' lifelike '.
marketing potential (n)	/ˈmɑːkətɪŋ pəˈtenʃəl/	Marktpotenzial	Which of the technologies listed do you think has the most marketing potential ?
multitasking (n)	/ˌmʌltɪˈtɑːskɪŋ/	Multitasking	Cochrane predicts that we will fit much more into the lives we've got by multitasking (= doing more than one thing at the same time) at work.
networked (adj)	/ˈnetwɜːkt/	vernetzt	In Bowman's opinion, in the networked world of the future where you live will have little effect on where you work.
on stream (adv) come on stream	/ˌɒn 'striːm/ /ˌklʌm ɒn 'striːm/	in Betrieb in Betrieb gehen	While some of the technologies mentioned will never be implemented, others will gradually come on stream and improve our lives.
population (n) population decline (n)	/ˌpɒpjəˈleɪʃən/ /ˌpɒpjəˈleɪʃən dɪˈklaɪn/	Bevölkerung Bevölkerungsrückgang	Gary Wright thinks that immigration will offset population decline to a certain extent in many Western countries.
population explosion (n)	/ˌpɒpjəˈleɪʃən ɪkˈspləʊʒən/	Bevölkerungsexplosion	Many of today's businesses grew up in a period of population explosion .
possibilities (n pl) open up possibilities	/ˌpɒsəˈbɪlətɪz/ /ˌəʊpən ˌʌp ˌpɒsəˈbɪlətɪz/	Möglichkeiten Möglichkeiten eröffnen	Recent developments in computing technology have opened up all kinds of exciting possibilities .
prospects (n pl) the long-term prospects (n pl)	/ˈprɒspekts/ /ðə ˌlɒŋtɜːm 'prɒspekts/	Aussichten die langfristigen Aussichten	In my opinion the long-term prospects for conventional medicine are limited.
smart machine (n)	/ˌsmɑːt məˈʃiːn/	intelligente Maschine	Smart machines use computer technology to make them more effective.
be targeted to	/bɪ ˈtɑːɡətəd ˌtuː/	ausgerichtet sein auf	Hopefully technological advances will mean that products and services can be better targeted to the needs of the customer.

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headword	pronunciation	translation/notes	example sentence
technological shift (n)	/ˌteknəˌlɒdʒɪkəl ˈʃɪft/	technologische Veränderung	Angell argues that every major technological shift creates winners and losers.
technology (n)	/tek'nɒlədʒɪ/	Technologie, Technik	
embrace technology	/ɪmˌbreɪs tek'nɒlədʒɪ/	Technik annehmen	People will always rush to embrace technology that makes their life easier.
reject technology	/rɪˌdʒekt tek'nɒlədʒɪ/	Technik ablehnen	Just as we embrace some forms of technology, we reject technology that makes us feel less alive, less human.
technophile (n) (opposite = technophobe)	/teknəˈfaɪl/	„Technik-Freak“	A technophile is someone who appreciates advances in technology.
technophobe (n) (opposite = technophile)	/teknəˈfəʊb/	Technikfeind	A technophobe is someone who does not like or trust new forms of technology.
virtual reality (n)	/ˌvɜːtʃʊəl rɪˈæləti/	virtuelle Realität	Virtual reality is the images and sounds generated by computers in order to simulate reality.
way (n)	/weɪ/	Weg	
be a long way off	/biː a lɒŋ weɪ ɒf/	noch weit entfernt sein	In my view, the era of robots who are mentally and physically superior to humans is still a long way off .