

## Case Study: Company Structure

headword	pronunciation	translation/notes	example sentence
<b>according to ...</b>	/ə'kɔ:dɪŋ tu:/	gemäß, entsprechend	Some businesses organise their activity <b>according to</b> geographical area.
<b>accountability</b> (n)	/ə'kaʊntə'bɪləti/	(hier:) Verantwortung, klare Zuständigkeit	If employees report to several different managers, the lines of <b>accountability</b> may get confused.
<b>accountable</b> (adj) be accountable for sth	/ə'kaʊntəbəl/ /bi: ə'kaʊntəbəl fə ,sʌmθɪŋ/	verantwortlich, rechen- schaftspflichtig	Every part of the company structure must <b>be</b> responsible and <b>accountable for</b> its results.
<b>adapt</b> (v)	/ə'dæpt/	anpassen	As the company has grown the structure has been <b>adapted</b> .
<b>administration</b> (n)	/æd,mɪnɪ'streɪʃən/	Verwaltung, Organisation (auch:) Unternehmens- führung	The company should centralise its <b>administration</b> .
<b>approach</b> (n)	/ə'prəʊtʃ/	Herangehensweise, Verfahren	The company is promoting a more aggressive commercial <b>approach</b> for certain activities.
<b>base</b> (v) be based on sth	/beɪs/ /bi: 'beɪst ɒn ,sʌmθɪŋ/	basieren, sich gründen auf auf etw. basieren	The company's structure <b>is based on</b> geographical areas.
<b>begin life</b>	/bə'ɡɪn laɪf/	anfangen	Truck & Wheel <b>began life</b> as a transport company and has grown over the years.

<b>branch</b> (n)	/brʌnʃ/	Zweig, Bereich	Each <b>branch</b> has a manager with profit responsibility.
<b>central</b> (adj)	/'sentrəl/	zentral	Costs can be reduced by providing <b>central</b> services such as HR and finance.
<b>centralise</b> (v)	/'sentrəlaɪz/	zentralisieren	The company should <b>centralise</b> its administration.
<b>clarity</b> (n)	/'klærəti/	Klarheit	There needs to be more <b>clarity</b> , so that employees understand their own and others' roles.
<b>commercial</b> (adj)	/kə'mɜ:ʃəl/	kommerziell	The company is promoting a more aggressive <b>commercial</b> approach for certain activities.
<b>communication</b> (n) closed communication	/kə,mju:nɪ'keɪʃən/ /ˌkləʊzɪd kə,mju:nɪ'keɪʃən/	Kommunikation geschlossene Kommuni- kation	<b>Closed communication</b> can lead to a lack of focus.
<b>company structure</b> (n)	/'kʌmpəni/ /ˌkʌmpəni 'strʌktʃə/	Firmenstruktur	Every part of the <b>company structure</b> must be responsible and accountable for its results.
<b>competition</b> (n)	/ˌkɒmpə'tɪʃən/	Wettbewerb	We encourage positive <b>competition</b> between divisions.
<b>concentration</b> (n)	/ˌkɒnsən'treɪʃən /	Konzentration, Schwerpunkt(bildung)	Certain branch managers with specialist knowledge and a <b>concentration</b> of a particular activity in their area will have a double role.
<b>control</b> (n) central control	/kən'trəʊl/ /ˌsentrəl kən'trəʊl/	Steuerung, Kontrolle zentrale Steuerung	In a company which is organised by activity there can be a lack of <b>central control</b> over each separate division.
under sb's control	/ˌʌndə sʌmbədɪz kən'trəʊl/	in jds. Verantwortungsbereich	Certain managers will have two accounts <b>under their control</b> .

<b>coordinate with sb</b> (phr v)	/kəʊ'ɔ:dɪneɪt wɪθ ˌsʌmbədi/	sich abstimmen, koordinieren	Product line bosses will have to <b>coordinate with</b> branch bosses to make the most efficient use of each specialist in the organisation.
<b>coordination</b> (n)	/kəʊ'ɔ:dɪneɪʃən/	Abstimmung, Koordination	The <b>coordination</b> of different departments can be difficult and may take too long.
<b>core activity</b> (n)	/'kɔ: æk'tɪvəti/	Kerngeschäft, Hauptaktivität	The company would make better use of its employees' skills if it was organised according to its <b>core activities</b> .
<b>costs</b> (n pl) reduce costs	/kɒsts/ /rɪ'dju:s 'kɒsts/	Kosten, Aufwand Kosten verringern	<b>Costs can be reduced</b> by providing central services such as HR and finance.
<b>cross-functional</b> (adj)	/krɒs'fʌŋkʃənəl/	funktionsübergreifend	A <b>cross-functional</b> approach will work best if we organise the company by projects.
<b>customer base</b> (n)	/'kʌstəmə 'beɪs/	Kundenbestand, -stamm	The manager of the Madrid office is also responsible for Portugal which has a <b>customer base</b> with very different needs to Spanish clients.
<b>department</b> (n)	/də'pɑ:tmənt/	Abteilung	The business is organised into <b>departments</b> which focus on different products.
<b>develop</b> (v)	/dɪ'veləp/	entwickeln	The company has recently <b>developed</b> logistics support.
<b>distribute</b> (v) be distributed over	/dɪ'strɪbjʊ:t/ /bi: dɪ'strɪbjʊ:təd ˌəʊvə/	verteilen, vertreiben verteilt sein	The company's depots <b>are distributed over</b> the UK.
<b>diversify</b> (v)	/daɪ'vɜ:sɪfaɪ/	diversifizieren	The company now has a fleet of over 350 trucks and it has recently <b>diversified</b> .
<b>division</b> (n)	/dɪ'vɪʒən/	Unternehmensbereich	We encourage positive competition between <b>divisions</b> .

<b>duplication</b> (n)	/ˌdjuːplɪˈkeɪʃən/	Duplizieren, Doppelung	If you organise your company by product, it is important to avoid a <b>duplication</b> of functions.
<b>efficient</b> (adj) (opposite = <b>inefficient</b> )	/əˈfɪʃənt/	effizient	We aim to establish policies which will make the company more <b>efficient</b> .
make efficient use of sth	/meɪk əˈfɪʃənt juːs əv ˌsʌmθɪŋ/	effizient (optimal) nutzen/einsetzen	Product line bosses will have to coordinate with branch bosses to <b>make</b> the most <b>efficient use of</b> each specialist in the organisation.
<b>employee</b> (n)	/ɪmˈplɔɪi/	Arbeitnehmer	<b>Employees</b> with similar functions are grouped together.
<b>establish</b> (v)	/ɪˈstæblɪʃ/	(hier:) festlegen, durchsetzen	Organising the departments by function will make it easier to <b>establish</b> policies which will make the company more efficient.
<b>facilitate</b> (v)	/fəˈsɪlɪteɪt/	erleichtern	Organising the business by project will <b>facilitate</b> a multi-disciplinary way of working.
<b>focus</b> (n)	/'fəʊkəs/	(hier:) Konzentration auf das Wesentliche	Closed communication can lead to a lack of <b>focus</b> .
<b>focus on sth</b> (phr v)	/'fəʊkəs ɒn ˌsʌmθɪŋ/	sich auf etw. ausrichten, konzentrieren	The business is organised into departments which <b>focus on</b> different products.
<b>found</b> (v)	/faʊnd/	gründen	William Tucker Ltd <b>was founded</b> 20 years ago.
<b>function</b> (n)	/'fʌŋkʃən/	Aufgabe(nfeld), Funktion	Employees with similar <b>functions</b> are grouped together.
<b>geographical area</b> (n)	/dʒiːəʊ'græfɪkəl 'eəriə/	geografische Gegend	Some businesses organise their activity according to <b>geographical area</b> .
<b>grow</b> (v)	/grəʊ/	wachsen	Truck & Wheel began life as a transport company and has <b>grown</b> over the years.
<b>growth</b> (n)	/grəʊθ/	Wachstum	Future <b>growth</b> will be faster because each company in the group will have the organisation

<b>headquarters</b> (n pl)	/hed'kwɔ:təz/	Zentrale, Hauptsitz	that fits its needs. Truck & Wheel has a small <b>headquarters</b> in the north of Spain.
<b>hierarchy</b> (n)	/'haɪə,rɑ:ki/	Hierarchie	Organising the company by projects has flattened its <b>hierarchy</b> and improved internal communication.
<b>leader</b> (n)	/'li:də/	(hier:) Marktführer	In 20 years William Tucker Ltd has grown to become a <b>leader</b> in its sector.
<b>logistics support</b> (n)	/lə'dʒɪstɪks sə,pɔ:t/	Logistikunterstützung	The company provides <b>logistics support</b> for the automobile, iron and steel industries.
<b>management</b> (n)	/'mænɪdʒmənt/	Management, Leitung	Project-based <b>management</b> is becoming increasingly popular.
<b>manager</b> (n)	/'mænɪdʒə/	Manager, Führungskraft	Each branch has a <b>manager</b> with profit responsibility.
middle manager	/ˌmɪdəl 'mænɪdʒə/	Führungskraft der mittleren Ebene	<b>Middle managers</b> often report to two senior managers.
<b>market segment</b> (n)	/ˌmɑ:kɪt 'segmənt/	Marktsegment	A clear focus on a particular <b>market segment</b> helps meet customers' needs.
<b>matrix</b> (n)	/'metrɪks/	Matrix	In a <b>matrix</b> organisation employees report to a product line boss in the headquarters as well as to a local branch boss.
<b>multi-disciplinary</b> (adj)	/mʌltɪ'dɪsɪ,plɪnəri/	multidisziplinär	Organising the business by project will facilitate a <b>multi-disciplinary</b> way of working.
<b>multinational</b> (adj)	/mʌltɪ'næʃənəl/	multinational	This structure is common in large <b>multinational</b> companies.
<b>needs</b> (n pl)	/ni:dz/	(hier:) Anforderungen, Bedarf	Departments can also be organised to serve

specific needs		Spezialanforderungen	groups of customers with <b>specific needs</b> .
fit the needs of	/spəˌsɪfɪk 'niːdz/ fit ðə 'niːdz əv	Anforderungen entsprechen	Future growth will be faster because each company in the group will have the organisation that <b>fits its needs</b> .
meet sb's needs	ˌsʌmbədi/ /mi:t ˌsʌmbədɪz 'niːdz/	(Kunden-)Bedürfnissen entsprechen, einen Bedarf decken	A clear focus on a particular market segment helps <b>meet customers' needs</b> .
<b>operate</b> (v)	/'ɒpəreɪt/	(hier:) agieren, Geschäft betreiben	The company continues to <b>operate</b> out of a small headquarters.
<b>operational</b> (adj)	/'ɒpə'reɪʃənəl/	operativ, betrieblich	These activities have very different <b>operational</b> needs.
<b>order</b> (n)	/'ɔːdə/	Bestellung, Bestelleingang	There are only 90 minutes between the <b>order</b> for each individual car and delivery on the production line.
<b>organise into sth</b> (phr v)	/'ɔːgənəɪz ɪntə ˌsʌmθɪŋ/	(hier:) in etw. hineingelenkt werden	The business is <b>organised into</b> departments which focus on different products.
<b>overall</b> (adj)	/'əʊvər'ɔːl/	auf das Ganze bezogen, Gesamt-	Certain managers will have <b>overall</b> responsibility for an activity over the whole company.
<b>production line</b> (n)	/prə'dʌkʃən laɪn/	Fertigung(sanlage), Fließband	There are only 90 minutes between the order for each individual car and delivery on the <b>production line</b> .
<b>product line</b> (n)	/'prɒdʌkt laɪn/	Produktgruppe, -palette, Sortiment	In a matrix organisation employees report to a <b>product line</b> boss in the headquarters as well as to a local branch boss.
<b>profit</b> (n)	/'prɒfɪt/	Gewinn	Each branch has a manager with <b>profit</b> responsibility.
profit and loss account		Gewinn- und Verlust-	Each manager is responsible for two <b>profit and</b>

	/ˈprɒfɪt ənd ˌlɒs əˈkaʊnt/	rechnung, Erfolgsrechnung	<b>loss accounts.</b>
<b>project</b> (n)	/ˈprɒdʒekt/	Projekt	<b>Project</b> teams have specialised employees working for them from other departments.
<b>project-based</b> (adj)	/ˈprɒdʒektˌbeɪst/	projektorientiert	<b>Project-based</b> management is becoming increasingly popular.
<b>promote</b> (v)	/prəˈməʊt/	(hier:) fördern	The company is <b>promoting</b> a more aggressive commercial approach for certain activities.
<b>report to sb</b> (phr v)	/rɪˈpɔ:t tə ˌsʌmbədi/	an jdn. berichten	Specialised employees <b>report to</b> two managers - departmental and project.
<b>resistant</b> (adj) resistant to sth	/rɪˈzɪstənt/ /rɪˈzɪstənt tə ˌsʌmθɪŋ/	resistent, widerstandsfähig resistent gegen	Departments can become <b>resistant to</b> change.
<b>resources</b> (n pl)	/rɪˈzɔ:səz/	Ressourcen, Betriebsmittel	I am concerned about the duplication of <b>resources</b> .
<b>responsibility</b> (n)	/rɪsˌpɒnsɪˈbɪlɪtɪ/	Verantwortung	Each branch has a manager with profit <b>responsibility</b> .
<b>responsible</b> (adj) be responsible for sth	/rɪsˈpɒnsəbəl/ /bi: rɪsˈpɒnsəbəl fə ˌsʌmθɪŋ/	verantwortlich für etw. verantwortlich sein	Each manager <b>is responsible for</b> two profit and loss accounts.
<b>re-think</b> (v)	/ri:ˈθɪŋk/	überdenken	The company needs to <b>re-think</b> its structure.
<b>role</b> (n)	/rəʊl/	Funktion, Aufgabenbereich	Certain branch managers with specialist knowledge and a concentration of a particular activity in their area will have a double <b>role</b> .
<b>run</b> (v) run by sb	/rʌn/	(hier:) führen, leiten geleitet von	Each branch has a team <b>run by a</b> manager who is

	/ˈrʌn baɪ ˌsʌmbədi/		responsible for a profit and loss account.
<b>sales force</b> (n)	/ˈseɪlz ˌfɔːs/	Verkaufsmannschaft, Vertrieb, Außendienst	Do we really need a different <b>sales force</b> for each product?
<b>sector</b> (n)	/ˈsektə/	Sektor, Sparte, Bereich	In 20 years William Tucker Ltd has grown to become a leader in its <b>sector</b> .
<b>serve</b> (v)	/sɜːv/	betreuen	Departments can also be organised to <b>serve</b> groups of customers with specific needs.
<b>specialisation</b> (n)	/ˈspeʃəlaɪzɪʃən/	Spezialisierung	<b>Specialisation</b> will mean that each department focuses on its own work.
<b>specialised</b> (adj)	/ˈspeʃəlaɪzd/	spezialisiert	Project teams have <b>specialised</b> employees working for them from other departments.
<b>specialist</b> (adj) (opposite = <b>general</b> )	/ˈspeʃəlɪst/	speziell, Spezial-	Certain branch managers with <b>specialist</b> knowledge and a concentration of a particular activity in their area will have a double role.
<b>specialist</b> (n)	/ˈspeʃəlɪst/	Experte, Spezialist	Product line bosses will have to coordinate with branch bosses to make the most efficient use of each <b>specialist</b> in the organisation.
<b>stock control</b> (n)	/ˈstɒk kənˌtrəʊl/	Bestandskontrolle, Lagersteuerung	The logistics support to car factories is more concerned with <b>stock control</b> than transport.
<b>structure</b> (n)	/ˈstrʌktʃə/	Struktur	As the company has grown the <b>structure</b> has been adapted.
<b>team</b> (n)	/tiːm/	Mannschaft, Team	Each branch has a <b>team</b> run by a manager who is responsible for a profit and loss account.
<b>technology</b> (n)	/tekˈnɒlədʒi/	Technologie	Modern <b>technology</b> makes it easier to centralise services.