

## Case Study: Adverse Reactions

headword	pronunciation	translation/notes	example sentence
<b>acquire</b> (v)	/æ'kwɪə/	kaufen, erwerben, an-schaffen	The quickest way to speed up pharmaceutical research is often to <b>acquire</b> a company which already has the expertise you need.
<b>acquisition</b> (n)	/ækwɪ'zɪʃən/	Kauf, Anschaffung	A certain amount of rationalisation may be necessary to finance the <b>acquisition</b> .
<b>agenda</b> (n)	/ə'dʒendə/	Tagesordnung	Could you draft an <b>agenda</b> for tomorrow's problem-solving meeting?
<b>appraisal</b> (n)	/ə'preɪzəl/	Mitarbeitergespräch, -beurteilung	I'd like to discuss the upcoming annual <b>appraisals</b> in more detail.
<b>assets</b> (n pl)	/'æsets/	Vermögenswerte, Aktiva	They have sold off the most valuable <b>assets</b> .
<b>authority</b> (n)	/ɔ:'θɒrəti/	Respekt, Autorität	If our company was to be taken over by a foreign competitor, I'd be concerned about losing <b>authority</b> .
<b>bad feeling</b> (n)	/bæd 'fi:lɪŋ/	schlechte Atmosphäre, schlechtes Klima	All these inspections just create <b>bad feeling</b> and mistrust.
<b>brain drain</b> (n)	/'breɪn dreɪn/	Braindrain, Abwanderung von Experten ins Ausland	We appear to be losing key members of staff at an alarming rate. We are close to suffering a full-scale <b>brain drain</b> .
<b>break sth up</b> (phr v)	/breɪk ˌsʌmθɪŋ 'ʌp/	auseinanderbrechen	They <b>have broken up</b> a very successful Turkish company for global strategic reasons.

<b>career</b> (n)	/kə'riə/	berufliche Laufbahn, Karriere	
career coaching	/kə'riə ,kəʊtʃɪŋ/	Laufbahnberatung	It would have been more professional to offer some kind of counselling or <b>career coaching</b> in the months after people left the company.
career path	/kə'riə pɑːθ/	vorgezeichnete Laufbahn	Before the takeover I had a clear <b>career path</b> .
<b>check up on sb</b> (phr v)	/tʃek 'ʌp ɒn ,sʌmbədi/	jdn. überprüfen, Nachfor- schungen über jdn. an- stellen	There has been a lot of <b>checking up on</b> the Turkish managers and plenty of inspections of lab procedures too.
<b>collaborate</b> (v)	/kə'læbəreɪt/	zusammenarbeiten	This is a good opportunity for us to <b>collaborate</b> but there's no real synergy.
<b>come up for sth</b> (phr v)	/kʌm 'ʌp fə ,sʌmθɪŋ/	für etw. anstehen	Before the takeover I was <b>coming up for</b> promotion.
<b>comparison</b> (n)	/kəm'pærɪsən/	Vergleich, Abgleich	A cross-cultural <b>comparison</b> of Turkish and North American leadership styles might help predict some of the problems the newly merged company might face.
in comparison with sth		im Vergleich zu/mit	US executives are less likely to consider the needs of the team <b>in comparison with</b> their own goals.
<b>competitive</b> (adj) (opposite = <b>uncompetitive</b> )	/kəm'petɪtɪv/	wettbewerbsorientiert, konkurrenzbetont	Most scientists are pretty <b>competitive</b> about their research.
<b>competitiveness</b> (n) (opposite = <b>uncompetitiveness</b> )	/kəm'petɪtɪvnəs/	Konkurrenzdenken, Wettbewerb	There is lot more <b>competitiveness</b> between the research teams now.
<b>competitor</b> (n)	/kəm'petɪtə/	Wettbewerber/in, Konkurrent/in	If our company was to be taken over by a foreign <b>competitor</b> , I'd be concerned about losing authority.
<b>confirm</b> (v)	/kən'fɜːm/	bestätigen	This morning Zantis Pharmaceuticals <b>confirmed</b>

			that they have taken over Nilay Medical for an undisclosed sum.
<b>conglomerate</b> (n)	/kən'glɒməɾət/	Mischkonzern, Konglomerat	Jason Roth is spokesperson for the North Carolina-based <b>conglomerate</b> .
<b>consolidate</b> (v)	/kən'sɒlɪdeɪt/	konsolidieren, festigen	Zantis has <b>consolidated</b> its position in the Americas. Now it's time to look to Europe and Asia.
<b>core</b> (adj)	/kɔ:/	Kern-	Zantis-Nilay will be a global operation, focusing on our <b>core</b> business - the development of life-saving drugs.
<b>counselling</b> (n)	/'kaʊnsəlɪŋ/	Beratung	It would have been more professional to offer some kind of <b>counselling</b> or career coaching in the months after people left the company.
<b>cross-cultural</b> (adj)	/krɒs'kʌltʃərəl/	interkulturell	A <b>cross-cultural</b> comparison of Turkish and North American leadership styles might help predict some of the problems the newly merged company might face.
<b>cultural</b> (adj)	/'kʌltʃərəl/	kulturell	Turkey has strong <b>cultural</b> connections with a trading bloc of Asian republics.
<b>cut</b> (n)	/kʌt/	(hier:) Abbau	Staff <b>cuts</b> do not seem to have improved efficiency.
<b>decision-making</b> (n)	/dɪ'sɪʒən,meɪkɪŋ/	Entscheidungsfindung	They don't want to involve the Nilay staff in any of the <b>decision-making</b> .
<b>decline</b> (n)	/dɪ'klaɪn/	(Ab-)Fall, Sinken	Our share price has fallen again this morning, making a 35% <b>decline</b> since it peaked just after the takeover in January.
<b>de-layer</b> (v)	/di:'leɪə/	(hier:) umstrukturieren	We may want to <b>de-layer</b> - remove some of the middle levels of management and merge the two corporate cultures.

<b>disloyal</b> (adj) (opposite = <b>loyal</b> )	/dɪs'loɪəl/	unloyal	I don't want to sound <b>disloyal</b> , but this Latimer woman is not doing a good job as CEO.
<b>distributorship</b> (n)	/dɪs'trɪbjʊtəʃɪp/	Verteilernetz	Nilay is a vertically integrated company - it not only does drug research, it owns several raw materials suppliers and a domestic <b>distributorship</b> .
<b>doubt</b> (n) be in doubt	/daʊt/	Zweifel im Zweifel sein	The future of the company <b>has been in</b> some <b>doubt</b> since the founding Nilay family sold its 30% stake in the firm 18 months ago.
<b>draft</b> (v)	/dra:ft/	entwerfen, erstellen	Could you <b>draft</b> an agenda for tomorrow's problem-solving meeting?
<b>drive</b> (n)	/draɪv/	(hier:) Bestreben	There will be the usual <b>drive</b> to increase efficiency in certain areas, to flatten the corporate hierarchy.
<b>emphasise</b> (v)	/'emfəsaɪz/	betonen	Roth <b>emphasised</b> the strong performance of Nilay and the strategic importance of a presence in Turkey.
<b>environment</b> (n)	/ɪn'vaɪrənmənt/	Umgebung	We should get away from the workplace and talk things through in a more relaxed <b>environment</b> .
<b>expand</b> (v)	/ɪk'spænd/	expandieren, wachsen	We are keen to <b>expand</b> into Europe and Asia.
<b>expertise</b> (n)	/ekspɜ:'ti:z/	Know-how, Expertise	The quickest way to speed up pharmaceutical research is often to acquire a company which already has the <b>expertise</b> you need.
<b>face</b> (v)	/feɪs/	sich einer Sache gegenübersehen, mit etw. konfrontieren	Most Turkish executives don't like to take risks, break rules or face <b>change</b> .
<b>finance</b> (v)	/'faɪnæns/	finanzieren	We plan to <b>finance</b> the takeover by selling off less profitable parts of the company.

<b>flatten</b> (v)	/ˈflætən/	verflachen, verschlanken	There will be the usual drive to increase efficiency in certain areas, to <b>flatten</b> the corporate hierarchy.
<b>focus on sth</b> (phr v)	/ˈfəʊkəs ɒn ˌsʌmθɪŋ/	in den Mittelpunkt stellen, fokussieren	Zantis-Nilay will be a global operation, <b>focusing on</b> our core business - the development of life-saving drugs.
<b>foresee</b> (v)	/fɔːˈsiː/	vorhersehen, erwarten	You have raised the issue of culture, which is something I wanted to talk to you about. Do you <b>foresee</b> problems there?
<b>founding</b> (adj)	/ˈfaʊndɪŋ/	Gründer-	The future of the company has been in some doubt since the <b>founding</b> Nilay family sold its 30% stake in the firm 18 months ago.
<b>full-scale</b> (adj)	/fʊlˈskeɪl/	umfassend	We appear to be losing key members of staff at an alarming rate. We are close to suffering a <b>full-scale</b> brain drain.
<b>global</b> (adj)	/ˈɡləʊbəl/	global	They have broken up a very successful Turkish company for <b>global</b> strategic reasons.
<b>goal</b> (n)	/ɡəʊl/	Ziel	It might improve staff morale if the two cultures shared more <b>goals</b> .
<b>head</b> (v) to head home	/hed/	(an-)führen sich auf den Heimweg machen	When they offered me a transfer to Istanbul, I thought it would be a good opportunity but now I think I'll stick it out a couple of years and then <b>head</b> back home.
<b>hierarchical</b> (adj) (opposite = <b>flat</b> )	/ˌhaɪəˈrɑːkɪkəl/	hierarchisch	Nilay has a <b>hierarchical</b> corporate culture.
<b>hierarchy</b> (n)	/ˈhaɪəˈrɑːki/	Hierarchie	There will be the usual drive to increase efficiency in certain areas, to flatten the corporate <b>hierarchy</b> .
<b>hit</b> (v)	/hɪt/	(hier:) erreichen	We're not <b>hitting</b> any of our sales targets.

<b>homework</b> (n) do your homework	/ˈhəʊmwɜ:k/ /ˌduː jə ˈhəʊmwɜ:k/	Hausaufgabe(n) seine Hausaufgaben machen	Zantis has <b>done its homework</b> on this deal. We are confident that the acquisition will be a success.
<b>honeymoon</b> (n)	/ˈhʌnɪmu:n/	Flitterwochen	Everything was fine during the <b>'honeymoon'</b> period just after the takeover.
<b>incentive</b> (n)	/ɪnˈsentɪv/	Anreiz	A loyalty <b>incentive</b> scheme might discourage key members of staff from leaving.
<b>integrate</b> (v)	/ˈɪntəɡreɪt/	integrieren, zusammen- führen	It's important not to try to <b>integrate</b> too quickly.
<b>integrated</b> (adj)	/ˈɪntəɡreɪtəd/	integriert	Nilay is a vertically <b>integrated</b> company - it not only does drug research, it owns several raw materials suppliers and a domestic distributorship.
<b>intercultural</b> (adj)	/ˌɪntəˈkʌltʃərəl/	interkulturell	It would have been useful to have some <b>intercultural</b> training after the takeover.
<b>issue</b> (n) raise an issue	/ˈɪʃuː/ /reɪz ən ˈɪʃuː/	Thema ein Thema aufbringen	You have <b>raised the issue</b> of culture, which is something I wanted to talk to you about. Do you foresee problems there?
<b>key</b> (adj)	/kiː/	zentral wichtig, Schlüssel-	We appear to be losing <b>key</b> members of staff at an alarming rate. We are close to suffering a full-scale brain drain.
<b>launch</b> (v)	/lɔːnʃ/	(in den Markt) einführen	Several new products were scheduled to be <b>launched</b> onto the market by now.
<b>leadership</b> (n)	/ˈliːdəʃɪp/	Führung	A cross-cultural comparison of Turkish and North American <b>leadership</b> styles might help predict some of the problems the newly merged company might face.
<b>line manager</b> (n)	/ˈlaɪn,mænɪdʒə/	Linienmanagement (untere Führungsebene)	They left it to the <b>line managers</b> to give people the bad news about the redundancies.

<b>loyalty</b> (n) (opposite = <b>disloyalty</b> )	/ˈlɔɪjəlti/	Loyalität	A <b>loyalty</b> incentive scheme might discourage key members of staff from leaving.
<b>major player</b> (n)	/ˌmeɪdʒə ˈpleɪə/	Hauptakteur, wichtiger Marktteilnehmer	Zantis is a <b>major player</b> in the US and Latin America.
<b>market share</b> (n)	/ˌmɑːkɪt ˈʃeə/	Marktanteil	<b>Market share</b> and turnover are both well down.
<b>merge</b> (v)	/mɜːdʒ/	fusionieren, verschmelzen	We may want to de-layer - remove some of the middle levels of management and <b>merge</b> the two corporate cultures.
<b>mistrust</b> (n) (opposite = <b>trust</b> )	/mɪsˈtrʌst/	Misstrauen	All these inspections just create bad feeling and <b>mistrust</b> .
<b>morale</b> (n)	/məˈrɑːl/	Moral, Stimmung	Morale is <b>low</b> in the newly merged company.
<b>nightmare</b> (n)	/ˈnaɪtmɛə/	Albtraum	It has been a <b>nightmare</b> . They keep coming into the laboratory to do these random checks.
<b>operate</b> (v)	/ˈɒpəreɪt/	wirtschaftlich tätig sein	Zantis has decided to venture into Europe. No major company can afford not to <b>operate</b> globally these days.
<b>operation</b> (n)	/ˈɒpəˈreɪʃən/	Unternehmen	Zantis-Nilay will be a global <b>operation</b> , focusing on our core business - the development of life-saving drugs.
<b>peak</b> (v)	/piːk/	den Höchststand erreichen	Our share price has fallen again this morning, making a 35% decline since it <b>peaked</b> just after the takeover in January.
<b>performance</b> (n)	/pəˈfɔːməns/	(hier:) Ergebnis	Roth emphasised the strong <b>performance</b> of Nilay and the strategic importance of a presence in Turkey.
<b>podcast</b> (n)	/ˈpɒdkɑːst/	Podcast	Welcome to the Rosberg Business <b>Podcast</b> . I'm your host David Robinson and today we turn our

<b>position</b> (n)	/pə'zɪʃən/	(hier:) Stellung	attention to the pharmaceutical industry. Zantis has consolidated its <b>position</b> in the Americas. Now it's time to look to Europe and Asia.
<b>predict</b> (v)	/prə'dɪkt/	vorhersagen, -sehen	A cross-cultural comparison of Turkish and North American leadership styles might help <b>predict</b> some of the problems the newly merged company might face.
<b>presence</b> (n)	/'prezəns/	Präsenz	Roth emphasised the strong performance of Nilay and the strategic importance of a <b>presence</b> in Turkey.
<b>prior</b> (adj) prior to ...	/'praɪə/	(be-)vor vor etw.	Please fill in this questionnaire <b>prior to</b> your appraisal.
<b>procedure</b> (n)	/prəu'sɪ:dʒə/	Prozess, Ablauf, Vorgehen(sweise)	There has been a lot of checking up on the Turkish managers and plenty of inspections of lab <b>procedures</b> too.
<b>profitable</b> (adj) (opposite = <b>unprofitable</b> )	/'prɒfɪtəbəl/	profitabel, gewinnbringend	We plan to finance the takeover by selling off less <b>profitable</b> parts of the company.
<b>promote</b> (v)	/prə'məʊt/	befördern	I am proud to <b>be promoted</b> but I don't seem to be making any more money than I used to.
<b>promotion</b> (n)	/prə'məʊʃən/	Beförderung	Before the takeover I was coming up for <b>promotion</b> . I had a clear career path.
<b>prospect</b> (n)	/'prɒspekt/	Aussicht, Perspektive	For the people who stay on, the <b>prospects</b> are good but this is not what we acquired the company for.
<b>prove</b> (v) prove yourself	/'pru:v jə,seɪf/	beweisen sich beweisen, sich unter Beweis stellen	If we get taken over, I'll have to <b>prove myself</b> all over again.



<b>R&amp;D (= Research and Development)</b> (n)	/ɑːrən'diː/	F&E (Forschung und Entwicklung)	Several new products are still stuck in clinical trials due to problems in the <b>R&amp;D</b> department.
<b>random</b> (adj) random check	/'rændəm/	willkürlich Stichprobe	It has been a nightmare. They keep coming into the laboratory to do these <b>random</b> checks.
<b>rationalisation</b> (n)	/ˌræʃənəlɪ'zeɪʃən/	Rationalisierung	A certain amount of <b>rationalisation</b> may be necessary to finance the acquisition.
<b>raw materials</b> (n pl)	/rɔː mə'tɪəriəlz/	Rohstoffe	Nilay is a vertically integrated company - it not only does drug research, it owns several <b>raw materials</b> suppliers and a domestic distributorship.
<b>realise</b> (v)	/'riːləɪz/	(hier:) liquide machen, verkaufen	The news that some assets may need to be <b>realised</b> was not universally welcomed amongst board members and shareholders.
<b>recommendation</b> (n)	/'rekəmen'deɪʃən/	Empfehlung	This is a summary of our <b>recommendations</b> for improving staff morale.
<b>redundancy</b> (n)	/'rɪdʌndənsi/	Entlassung	The worst thing has been the <b>redundancies</b> . A lot of my closest friends have lost their jobs.
<b>replication</b> (n)	/'replɪ'keɪʃən/	Funktionsdoppelung	When you merge two companies you get job <b>replication</b> .
<b>response</b> (n) in response to sth	/'rɪspɒns/	Antwort, Reaktion als Reaktion auf etw.	<b>In response to</b> news of the takeover, Nilay's share price went up by 29%.
<b>responsive</b> (adj) (opposite = <b>unresponsive</b> )	/'rɪspɒnsɪv/	(hier:) reaktionsfähig, anpassungsfähig	According to Charles Darwin, 'it is not the strongest species that survive, nor the most intelligent, but the ones who are most <b>responsive</b> to change'.
<b>retreat</b> (n)	/'rɪtriːt/	Rückzug	We need some time to create a real team spirit. It might be a good idea for some of the senior managers to go on some kind of <b>retreat</b> .

<b>risk</b> (n) take risks	/rɪsk/ /teɪk 'rɪskz/	Risiko Risiken eingehen	Most Turkish executives don't like to <b>take risks</b> , break rules or face change.
<b>roof</b> (n) go through the roof	/ru:f/ /gəʊ θru: ðə 'ru:f/	Dach die Schallmauer durchbrechen, durch die Decke gehen	Our stock price <b>is going through the roof!</b>
<b>schedule</b> (v)	/'ʃedju:l/	(hier:) planen, vorsehen	Several new products were <b>scheduled</b> to be launched onto the market by now.
<b>sell sth off</b> (phr v)	/sel ,sʌmθɪŋ 'ɒf/	(ab-)verkaufen	They have <b>sold off</b> the most valuable assets.
<b>shared vision</b> (n)	/'ʃeəd 'vɪʒən/	gemeinsame Vision	We need a <b>shared vision</b> but to be allowed to manage things our way.
<b>shareholder</b> (n)	/'ʃeə'həʊldə/	Aktionär/in, Anteilseigner/in	The news that some assets may need to be realised was not universally welcomed amongst board members and <b>shareholders</b> .
<b>spokesperson</b> (n)	/'spəʊks,pɜ:sən/	Sprecher/in	Jason Roth is <b>spokesperson</b> for the North Carolina-based conglomerate.
<b>stake</b> (n)	/steɪk/	Anteil, Beteiligung	The future of the company has been in some doubt since the founding Nilay family sold its 30% <b>stake</b> in the firm 18 months ago.
<b>stick it out</b> (phr v)	/stɪk ɪt 'aʊt/	etw. durchhalten, -ziehen	When they offered me a transfer to Istanbul, I thought it would be a good opportunity but now I think I'll <b>stick it out</b> a couple of years and then head back home.
<b>strategic</b> (adj)	/strə'ti:ʤɪk/	strategisch	Roth emphasised the strong performance of Nilay and the <b>strategic</b> importance of a presence in Turkey.
<b>stuck</b> (adj)	/stʌk/	festsitzen	

be stuck in sth		in etw. festsitzen, -hängen	Several new products <b>are</b> still <b>stuck in</b> clinical trials due to problems in the R&D department.
<b>supplier</b> (n)	/sə'plaiə/	Lieferant	Nilay is a vertically integrated company - it not only does drug research, it owns several raw materials <b>suppliers</b> and a domestic distributorship.
<b>supply chain</b> (n)	/sə'plai tʃeɪn/	Beschaffungs-, Lieferkette	Nilay has almost complete control of the pharmaceutical <b>supply chain</b> in Turkey.
<b>synergy</b> (n)	/'sɪnədʒi/	Synergie	This is a good opportunity for us to collaborate but there's no real <b>synergy</b> .
<b>takeover</b> (n)	/'teɪkəʊvə/	Übernahme	We plan to finance the <b>takeover</b> by selling off less profitable parts of the company.
<b>take sth over</b> (phr v)	/teɪk ˌsʌmθɪŋ ˈəʊvə/	etw. übernehmen	This morning Zantis Pharmaceuticals confirmed that they have <b>taken over</b> Nilay Medical for an undisclosed sum.
<b>talk things through</b> (phr v)	/tɔ:k ˌθɪŋz ˈθruː/	etw. durchsprechen	We should get away from the workplace and <b>talk things through</b> in a more relaxed environment.
<b>target</b> (n)	/'tɑːɡət/	Ziel	We're not hitting any of our sales <b>targets</b> .
<b>team spirit</b> (n)	/'tiːm ˈspɪrɪt/	Teamgeist	We need some time to create a real <b>team spirit</b> . It might be a good idea for some of the senior managers to go on some kind of retreat.
<b>teamwork</b> (n)	/'tiːmwɜ:k/	Teamarbeit	Americans talk a lot about <b>teamwork</b> but really it is everyone for themselves.
<b>thinking</b> (n)	/'θɪŋkɪŋ/	(hier:) strategische Überlegung	What's the <b>thinking</b> behind the acquisition of Nilay Medical?
<b>thought</b> (n)	/θɔ:t/	Gedanke	I just <b>keep my thoughts to myself</b> and do as I'm told.
keep your thoughts to yourself	/ki:p jə ˈθɔ:ts tu jə self/	seine Gedanken für sich behalten	

<b>track record</b> (n)	/træk 'rekɔ:d/	Erfolgsgeschichte	Nilay has an excellent <b>track record</b> in drug research.
<b>trading bloc</b> (n)	/'treɪdɪŋ blɒk/	Handelsblock	Turkey has strong cultural connections with a <b>trading bloc</b> of Asian republics.
<b>transfer</b> (n)	/'trɑ:nsfɜ:z/	Versetzung, Transfer	When they offered me a <b>transfer</b> to Istanbul, I thought it would be a good opportunity but now I think I'll stick it out a couple of years and then head back home.
<b>transfer</b> (v)	/'trɑ:ns'fɜ:z/	versetzen	If the company is taken over, I might be <b>transferred</b> abroad.
<b>trial</b> (n)	/'traɪəl/	Erprobung	Several new products are still stuck in clinical <b>trials</b> due to problems in the R&D department.
<b>turnover</b> (n)	/'tɜ:nəʊvə/	Umsatz	Market share and <b>turnover</b> are both well down.
<b>underperform</b> (v)	/'ʌndəpɜ:fɔ:m/	(hier:) die gesteckten Ziele nicht erreichen	The annual accounts show that we have badly <b>underperformed</b> in our first year.
<b>undisclosed</b> (adj) (opposite = <b>disclosed</b> )	/'ʌndɪs'kləʊzd/	nicht bekanntgegeben, ungenannt	This morning Zantis Pharmaceuticals confirmed that they have taken over Nilay Medical for an <b>undisclosed</b> sum.
<b>upcoming</b> (adj)	/'ʌpkʌmɪŋ/	bevorstehend, demnächst stattfindend	I'd like to discuss the <b>upcoming</b> annual appraisals in more detail.
<b>venture</b> (v)	/'ventʃə/	(hier:) nach ... expandieren, eine Niederlassung gründen	Zantis has decided to <b>venture</b> into Europe. No major company can afford not to operate globally these days.
<b>workplace</b> (n)	/'wɜ:kpleɪs/	Arbeitsplatz, -umgebung	We should get away from the <b>workplace</b> and talk things through in a more relaxed environment.