

Case Study: Adverse Reactions

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

career (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 career coaching in the months after people left the company.
career path	/kə'riə pɑːθ/	vorgezeichnete Laufbahn	Before the takeover I had a clear career path .
check up on sb (phr v)	/tʃek 'ʌp ɒn ˌsʌmbədi/	jdn. überprüfen, Nachfor- schungen über jdn. an- stellen	There has been a lot of checking up on the Turkish managers and plenty of inspections of lab procedures too.
collaborate (v)	/kə'læbəreɪt/	zusammenarbeiten	This is a good opportunity for us to collaborate but there's no real synergy.
come up for sth (phr v)	/kʌm 'ʌp fə ˌsʌmθɪŋ/	für etw. anstehen	Before the takeover I was coming up for promotion.
comparison (n)	/kəm'pærɪsən/	Vergleich, Abgleich	A cross-cultural comparison 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 in comparison with their own goals.
competitive (adj) (opposite = uncompetitive)	/kəm'petɪtɪv/	wettbewerbsorientiert, konkurrenzbetont	Most scientists are pretty competitive about their research.
competitiveness (n) (opposite = uncompetitiveness)	/kəm'petɪtɪvnəs/	Konkurrenzdenken, Wettbewerb	There is lot more competitiveness between the research teams now.
competitor (n)	/kəm'petɪtə/	Wettbewerber/in, Konkurrent/in	If our company was to be taken over by a foreign competitor , I'd be concerned about losing authority.
confirm (v)	/kən'fɜːm/	bestätigen	This morning Zantis Pharmaceuticals confirmed

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

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

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

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

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

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

R&D (= Research and Development) (n)	/ɑːrən'diː/	F&E (Forschung und Entwicklung)	Several new products are still stuck in clinical trials due to problems in the R&D department.
random (adj) random check	/'rændəm/	willkürlich Stichprobe	It has been a nightmare. They keep coming into the laboratory to do these random checks.
rationalisation (n)	/'ræʃənəlaɪ'zeɪʃən/	Rationalisierung	A certain amount of rationalisation may be necessary to finance the acquisition.
raw materials (n pl)	/rɔː mə'tɪəriəlz/	Rohstoffe	Nilay is a vertically integrated company - it not only does drug research, it owns several raw materials suppliers and a domestic distributorship.
realise (v)	/'riːəlaɪz/	(hier:) liquide machen, verkaufen	The news that some assets may need to be realised was not universally welcomed amongst board members and shareholders.
recommendation (n)	/'rekəmen'deɪʃən/	Empfehlung	This is a summary of our recommendations for improving staff morale.
redundancy (n)	/'rɪ'dʌndənsi/	Entlassung	The worst thing has been the redundancies . A lot of my closest friends have lost their jobs.
replication (n)	/'replɪ'keɪʃən/	Funktionsdoppelung	When you merge two companies you get job replication .
response (n) in response to sth	/'rɪ'spɒns/	Antwort, Reaktion als Reaktion auf etw.	In response to news of the takeover, Nilay's share price went up by 29%.
responsive (adj) (opposite = unresponsive)	/'rɪ'spɒnsɪv/	(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 responsive to change'.
retreat (n)	/'rɪ'triːt/	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 retreat .

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

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

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