

Case Study: Toy Story

headword	pronunciation	translation/notes	example sentence
accusation (n) make an accusation	/ækjʊ'zeɪʃən/ /ˌmeɪk ən ækjʊ'zeɪʃən/	Anschuldigung, Anklage eine Anschuldigung erheben	There's something very suspicious going on and I want all the facts in front of me before I start making accusations .
allegation (n)	/ælə'geɪʃən/	Anschuldigung, Vorwurf	Would you care to comment on these allegations ?
apologetic (adj)	/æpɒlə'dʒetɪk/	entschuldigend, bedauernd	The CEO sounded apologetic but confident.
apology (n)	/æ'pɒlədʒi/	Entschuldigung	The Chinese manufacturers claim you are blaming them to cover up your own responsibility. They are demanding a public apology .
authorise (v)	/'ɔ:θəraɪz/	autorisieren, genehmigen	Were you authorised to use subcontractors to manufacture Thompson Toys? It seems this particular subcontractor did not use the authorised paints.
aware (adj) be aware of sth	/ə'weə/	bewusst etw. bewusst sein	I am very much aware of our contractual obligations, but it is also in the spirit of that contract that we work together to solve our present difficulties.
ban (n)	/bæn/	Sperre, Verbot	The stockholders are in a panic. We may be looking at a worldwide product ban if we don't act

boycott (v)	/ˈbɔɪkɒt/	boykottieren	fast. Concerned parents are boycotting Thompson Toys throughout the USA.
brand (n)	/brænd/	Marke	The Thompson Toys website tries to communicate the message that its brand is safe and reliable and its values are socially responsible.
care (v) care to do sth	/'keə/	mögen, sorgen etw. tun mögen	Would you care to comment on these allegations?
cause (n)	/kɔːz/	Grund	The company has everything under control and customers have no cause for alarm.
clarify (v)	/'klærɪfaɪ/	klären, klarstellen	Please clarify what the new safety procedures will be.
commitment (n)	/kə'mɪtmənt/	(hier:) Verbindlichkeit	Contractual commitment is vital to the US executive.
common practice (n)	/'kɒmən 'præktɪs/	gang und gäbe sein, üblich sein	It's common practice in China to use subcontractors.
communicate (v)	/kə'mjuːnɪ'keɪt/	kommunizieren	The Thompson Toys website tries to communicate the message that its brand is safe and reliable and its values are socially responsible.
communication (n)	/kə'mjuːnɪ'keɪʃən/	Kommunikation	It is possible to predict some of the communication problems you may face in cross-cultural business discussions.
compensate (v)	/'kɒmpənsət/	kompensieren, eine Ausgleichszahlung leisten	The company will have to compensate parents who have bought defective Thompson Toys.
competitor (n)	/kəm'petɪtə/	Wettbewerber/in, Konkurrent/in	Your company, and your competitors as well, outsource manufacturing to China to reduce your production costs.

confidence (n) lose confidence in sb/sth	/ˈkɒnfɪdəns/ /luːz ˈkɒnfɪdəns ɪn ˌsʌmθɪŋ/	Vertrauen das Vertrauen in etw. ver- lieren	There are many ways customers can lose confidence in a company.
content (n)	/ˈkɒntent/	Inhalt, Gehalt	The paint on the toys has an extremely high lead content . It could be toxic.
contractual obligations (n pl)	/kənˌtræktʃʊəl ɒblɪˈɡeɪʃənz/	vertragliche Verpflichtungen	I am very much aware of our contractual obligations , but it is also in the spirit of that contract that we work together to solve our present difficulties.
control (n) under control	/kənˈtrəʊl/ /ˌʌndə kənˈtrəʊl/	Kontrolle unter Kontrolle	The company has everything under control and customers have no cause for alarm.
costs (n pl) cut costs	/kɒsts/ /kʌt ˈkɒsts/	Kosten, Aufwand Kosten senken/reduzieren	With wages rising in China, we have to cut our costs by subcontracting other factories to do some of the work.
cover up (phr v)	/ˌkʌvə ˈʌp/	vertuschen	The Chinese manufacturers claim you are blaming them to cover up your own responsibility. They are demanding a public apology.
creative (adj)	/kriːˈeɪtɪv/	kreativ	Thompson Toys sponsors an annual awards ceremony for creative children.
crisis (n) be in crisis	/'kraɪsɪs/	Krise in einer Krise sein	Thompson toys is in crisis at the worst possible time of year, the run-up to Christmas.
criticism (n)	/'krɪtɪˌsɪzəm/	Kritik	These recalls have opened us up to a lot of criticism from the media .
cross-cultural (adj)	/krɒsˈkʌltʃərəl/	interkulturell	It is possible to predict some of the communication problems you may face in cross-cultural business discussions.

damage (v)	<i>/'dæmɪdʒ/</i>	schaden, Schaden zufügen	The Chinese are making a political issue out of this. They're saying we overreacted to the paint problems and have damaged their reputation.
defect (n)	<i>/'di:fekt/</i>	Fehler	This sudden increase in serious product defects could be the result of sabotage by someone within the company.
defective (adj)	<i>/'dɪ:fektɪv/</i>	fehlerhaft	All the high-powered magnets that we put in the toys are defective . Children could swallow them.
directness (n)	<i>/'daɪ'rektnəs/</i>	Direktheit	There is more directness in the US approach to business and more formality in the Chinese.
donation (n)	<i>/'dəʊ'neɪʃən/</i>	Spende	Thompson Toys has made a \$5 million donation to a UNICEF project in Africa.
environmentally unfriendly (adj) (opposite = environmentally friendly)	<i>/'ɪnvəɪrən'mentəli ʌn'frendli/</i>	umweltschädlich	They have been fined for using environmentally unfriendly packaging.
face (v)	<i>/'feɪs/</i>	sich etw. gegenübersehen, sich mit etw. konfrontiert sehen	It is possible to predict some of the communication problems you may face in cross-cultural business discussions.
fault (n)	<i>/'fɔ:lt/</i>	Fehler	The Chinese say that this time it is not their responsibility because there is a design fault .
formality (n)	<i>/'fɔ:lti/</i>	Förmlichkeit	There is more directness in the US approach to business and more formality in the Chinese.
get back to sb (phr v)	<i>/'get 'bæk tə ,sʌmbədi/</i>	auf jdn. zurückkommen	I haven't got all the figures with me. Can I get back to you on that?
go on (phr v)	<i>/'gəʊ 'ɒn/</i>	passieren, sich abspielen/ ereignen	There's something very suspicious going on and I want all the facts in front of me before I start

head (v)	/hed/	(hier:) ansteuern	making accusations. Fiona plans to head straight out to the Hangzhou plant as soon as she touches down.
hostile (adj) (opposite = friendly)	/'hɒstail/	feindlich	Do not react to hostile questions in a hostile way.
let sb down (phr v)	/let ˌsʌmbədi 'daʊn/	jdn. im Stich lassen	Chen Enterprises have let us down rather badly by not using the correct paint in this case.
margin (n) profit margins	/'mɑ:ʒɪn/ /'prɒfɪt ˌmɑ:ʒɪnz/	Spanne, Marge Gewinnspanne, Marge	Questions are being raised about Thompson's profit margins and working conditions in their Asian plants.
materials (n pl)	/mə'tɪəriəlz/	Material	Our contract is very clear about safety standards and the use of proper materials .
the media (n pl)	/ðə 'mi:diə/	die Medien	The media have been quick to criticise Thompson Toys about their safety record.
nightmare (n)	/'naɪtmə/	Albtraum	Whoever's responsible for this, it's our worst nightmare come true!
nominate (v)	/'nɒmɪneɪt/	nominieren	Nominate your child for a creative award and you could win \$3000 of Thompson toys and games!
open sb up to sth (phr v)	/'əʊpən ˌsʌmbədi ʌp tə ˌsʌmθɪŋ/	jdn. für etw. öffnen, (hier:) jdn. angreifbar machen	These recalls have opened us up to a lot of criticism from the media.
option (n)	/'ɒpʃən/	Möglichkeit, Alternative, Option	I'm afraid I really have no option . We must withdraw all the faulty toys from the market.
have no option	/hæv nəʊ 'ɒpʃən/	keine Alternative/Wahl haben	

output (n)	/ˈaʊtput/	Ausstoß, Produktion	This may affect the entire output of the Hangzhou plant since the last safety check.
outsource (v)	/ˈaʊtsɔ:s/	ausgliedern, “outsourcen”	Many Western companies outsource manufacturing to China to reduce their production costs.
overpriced (adj)	/ˌəʊvəˈpraɪst/	überteuert	Their products are overpriced compared with their competitor's.
overreact to sth (phr v)	/ˌəʊvəriːˈækt/	auf etw. überreagieren	The Chinese are making a political issue out of this. They're saying we overreacted to the paint problems and have damaged their reputation.
panic (n) be in a panic	/ˈpænik/	Panik durchdrehen, in Panik geraten	The stockholders are in a panic . We may be looking at a worldwide product ban if we don't act fast.
plant (n)	/plɑ:nt/	Werk, Betrieb	This may affect the entire output of the Hangzhou plant since the last safety check.
point (n) come straight to the point	/pɔɪnt/ /kʌm ˌstreɪt tə ðə ˈpɔɪnt/	Thema, Punkt, Aspekt direkt zum Thema kommen	I'm glad you raised that point . I'll come straight to the point . Your actions have put Thompson Toys in a very difficult position.
political issue (n)	/pəˌlɪtɪkəl ˈɪʃuː/	politisches Thema	The Chinese are making a political issue out of this. They're saying we overreacted to the paint problems and have damaged their reputation.
position (n)	/pəˈzɪʃən/	Lage, Situation	I'm afraid I'm not in a position to answer that.
post (v)	/pəʊst/	(hier:) veröffentlichen	Thompson Toys has posted record results for the third quarter of this year.
precaution (n)	/priːˈkɔːʃən/	Vorsichtsmaßnahme	We will withdraw all toys manufactured by this plant since our last safety inspection. I'm sure you'll see

predict (v)	/prə'dɪkt/	vorhersagen	that this is a necessary precaution .
prepared (adj) (opposite = unprepared)	/prə'peəd/	vorbereitet	It is possible to predict some of the communication problems you may face in cross-cultural business discussions.
press (n) press conference	/pres/ /'pres ˌkɒnfərəns/	Presse Pressekonferenz	Sorry, I'm not prepared to answer that at the moment.
press pack	/'pres pæk/	Pressemappe, -dokumentation	The PR team is holding an international press conference in New York to reinforce its message that the company has everything under control and that customers have no cause for alarm.
prime objective (n)	/ˌpraɪm əb'dʒektɪv/	Hauptziel	You'll find more detailed information in your press packs .
product recall (n)	/ˌprɒdʌkt 'ri:kɔ:l/	Produktrückruf	The prime objective of the US executive is to do business, while the Chinese executive wants to build up a relationship first.
question (n) raise a question	/'kwestʃən/ /reɪz ə 'kwestʃən/	Frage eine Frage stellen/aufbringen	It would be very bad for Liang Manufacturing's reputation if you were to order a total product recall .
rapport (n)	/ræ'pɔː/	gutes Verhältnis/Klima	Questions are being raised about Thompson's profit margins and working conditions in their Asian plants.
reassure (v)	/ri:ə'ʃʊː/	jdm. etw. versichern, jdn. beruhigen	You can create a rapport with a questioner by showing that you share their concerns.
			The CEO of Thompson Toys wants to reassure parents that the company has withdrawn all unsafe products from sale.

recall (v)	/ri:'kɔ:l/	rückrufen	We are going to have to recall 18 million products.
record (adj)	/'rekɔ:d/	Rekord-, Spitzen-	Thompson Toys has posted record results for the third quarter of this year.
regardless (adv) regardless of ...	/rɪ'gɑ:dləs/	ungeachtet, gleichgültig ohne Rücksicht auf ...	It is important to get your message across at a press conference, regardless of the questions you're asked.
reinforce (v)	/ri:m'fɔ:s/	bekräftigen	The PR team is holding an international press conference in New York to reinforce its message that the company has everything under control and that customers have no cause for alarm.
relations (n pl)	/rɪ'reɪʃənz/	Beziehung	It would be a great pity if this were to damage our relations .
rephrase (v)	/ri:'freɪz/	umformulieren	Try to rephrase negative questions in a positive way.
reputation (n)	/repju:'teɪʃən/	Ruf	It would be very bad for Liang Manufacturing's reputation if you were to order a total product recall.
responsibility (n)	/rɪs,pɒnsɪ'bɪlɪtɪ/	Verantwortung	The Chinese say that this time it is not their responsibility because there is a design fault.
responsible (adj) be responsible for something	/rɪs'pɒnsɪbəl/	verantwortlich für etw. verantwortlich sein	Whoever's responsible for this, it's our worst nightmare come true!
run (v) run tests	/rʌn/ /rʌn 'tests/	(hier:) durchführen Tests durchführen	I ran some tests and it seems the paint on the toys is not our usual paint.
run-up (n) the run-up to sth	/'rʌnʌp/	Anlauf(phase) die Anlaufphase von etw.,	Thompson toys is in crisis at the worst possible

		in den letzten Tagen vor etw.	
sabotage (n)	/'sæbətɑ:ʒ/	Sabotage	time of year, the run-up to Christmas. This sudden increase in serious product defects could be the result of sabotage by someone within the company.
safety (n)	/'seɪfti/	Sicherheit	
safety procedures	/'seɪfti prə'si:dʒəz/	Sicherheitsverfahren	Please clarify what the new safety procedures will be.
safety regulations	/'seɪfti regjʊ'leɪʃənz/	Sicherheitsbestimmungen	Thompson Toys has the strictest safety regulations in the business.
safety standards	/'seɪfti ,stændədz/	Sicherheitsstandard	Our contract is very clear about safety standards and the use of proper materials.
scare (n)	/'skeə/	Schreck, Hysterie	1.5 million toys have been removed from shelves because of a scare that they may be toxic.
share price (n)	/'ʃeə praɪs/	Aktienkurs	The share price of Thompson Toys has fallen by 39%.
sort out (phr v)	/sɔ:t 'aʊt/	etw. regeln	I hope we are able to sort out this unfortunate business.
speculate (v)	/'spekjʊ'leɪt/	spekulieren, Mutmaßungen anstellen	When holding a press conference don't speculate about anything you can't answer.
spirit (n)	/'spɪrɪt/	Geist	
in the spirit of sth		im Geiste/Sinne von etw.	I am very much aware of our contractual obligations, but it is also in the spirit of that contract that we work together to solve our present difficulties.
sponsor (v)	/'spɒnsə/	Sponsor	Thompson Toys sponsors an annual awards ceremony for creative children.

stockholder (n)	/ˈstɒkheʊldə/	Aktionär/in, Anteilseigner/in	The stockholders are in a panic. We may be looking at a worldwide product ban if we don't act fast.
subcontract (v)	/sʌbkənˈtrækt/	an jdn. einen Untervertrag vergeben, einen Subunternehmer verpflichten	With wages rising in China, we have to cut our costs by subcontracting other factories to do some of the work.
subcontractor (n)	/sʌbkənˈtræktə/	Subunternehmer/in	Were you authorised to use subcontractors to manufacture Thompson Toys?
suspicious (adj)	/səˈspɪʃəs/	verdächtig	There's something very suspicious going on and I want all the facts in front of me before I start making accusations.
touch down (phr v)	/ˈtʌtʃ daʊn/	landen	Fiona plans to head straight out to the Hangzhou plant as soon as she touches down .
toxic (adj)	/ˈtɒksɪk/	giftig	The paint on the toys has an extremely high lead content. It could be toxic .
unethically (adv) (opposite = ethically)	/ʌnˈeθɪkəli/	ethisch nicht vertretbar	The supermarket chain has promised not to stock any items which are unethically produced.
unreliable (adj) (opposite = reliable)	/ʌnrɪˈlaɪəbəl/	unzuverlässig	Their systems have a reputation for being unreliable .
values (n pl)	/ˈvæljuːz/	Werte	The Thompson Toys website tries to communicate the message that its brand is safe and reliable and its values are socially responsible.
view (n) in view of ...	/ˈvjuː/	(An-)Sicht im Lichte ..., in Anbetracht	In view of what we discussed at our last meeting, I've asked Simon to join us.
widespread (adj)	/ˈwaɪdspred/	weit verbreitet	The problem is more widespread this time.
withdraw (v)	/wɪθˈdrɔː/	zurückziehen	We will withdraw from sale all toys manufactured by this plant since our last safety inspection. I'm

working conditions (n pl)

/'wɜ:kɪŋ kən,dɪʃənz/

Arbeitsbedingungen

sure you'll see that this is a necessary precaution.

Questions are being raised about Thompson's profit margins and **working conditions** in their Asian plants.

worldwide (adj)

/wɜ:ld'waɪd/

weltweit

The stockholders are in a panic. We may be looking at a **worldwide** product ban if we don't act fast.