

Unit 6

headword	pronunciation	translation/notes	example sentence
aggressive (adj) (opposite = polite)	/ə'gresɪv/	angriffslustig, aggressiv	When you're rushing around on business, it's easy to sound more aggressive than you mean to.
apology (n) send your apologies	/ə'pɒlədʒi/ /send jər ə'pɒlədʒɪz/	Entschuldigung sich entschuldigen lassen	Mr Hill had to go to a meeting. He sends his apologies .
boom (n)	/bu:m/	Hochkonjunktur, Boom	The boom in financial services attracted real estate, tourism and other service industries to the two cities.
cashpoint machine (n)	/'kæʃpɔɪnt/	Geld(ausgabe)automat	The nearest cashpoint machine is in the airport terminal.
cheque (n) make out a cheque to sb	/tʃek/ /meɪk aʊt ə tʃek tə ,sʌmbədi/	Scheck einen Scheck auf jdn. ausstellen	Who do I make the cheque out to ?
combined (adj) (opposite = separate)	/kəm'baɪnd/	insgesamt, zusammengefasst	More money flows through Wall Street and the City each day than all the rest of the world's financial centres combined .
cruising altitude (n)	/'kru:zɪŋ 'æltɪtju:d/	Flughöhe	This is your captain speaking. We're now at our cruising altitude of 11, 000 metres, making good time and just passing over the Costa Brava.
divert (v)	/daɪ'vɜ:t/	umleiten	This is your captain speaking. I'm afraid I've just

			been notified that, due to bad weather over Zurich, we've been diverted to Geneva.
draw together (phr v)	/drɔ: tə'geɪə/	zusammenziehen	London and New York are drawn together by a shared language and culture, but mostly by money.
dread (v)	/dred/	grauen, etw. scheuen	I dread tight schedules when I'm travelling.
duty (n) come on duty	/'dju:ti/	Pflicht, (hier:) Dienst Dienst haben, mit der Arbeit beginnen	I had just come on duty at the reception desk when the computers went down.
excess baggage (n)	/'eksəs ˌbæɡɪdʒ/	Übergepäck, -fracht, -gewicht	I'm afraid this case is too heavy. You can book it onto the flight but you will have to pay excess baggage .
fasten (v)	/'fɑ:sən/	festziehen	Make sure your seatbelt is fastened .
first-name basis (n) be on a first-name basis with sb	/'fɜ:stneɪm ˌbeɪsɪs/	duzen per du sein	David Eastman travels the JFK-Heathrow route so often he's on a first-name basis with the Virgin Atlantic business class cabin crew.
flow (v)	/fləʊ/	fließen, strömen	More money flows through Wall Street and the City each day than all the rest of the world's financial centres combined.
form (n) be on good form	/fɔ:m/	Form in guter Form sein	I'm off to bed. We've got a long day of meetings tomorrow and I want to be on good form .
go back (phr v) go back the way you came	/gəʊ 'bæk/ /gəʊ 'bæk ðə ˌweɪ yu: keɪm/	zurückgehen, -laufen den Weg zurückgehen, den man gekommen ist	"Is this the right way to Terminal 3?" "Er, no, you need to go back the way you came , past the taxi rank."

honest (adj) (opposite = dishonest) to be honest	/ˈɒnəst/	ehrlich, aufrichtig offen/ehrlich gesagt	I've just arrived two hours late after a nightmare flight from Cologne. There was so much turbulence I was almost sick on the plane. To be honest , I'd like to go straight to my hotel.
inconvenience (n)	/ɪnkənˈviːnjəns/	Unannehmlichkeit, Misslichkeit	This is your captain speaking. I'm afraid I've just been notified that, due to bad weather over Zurich, we've been diverted to Geneva. I am very sorry for the inconvenience this may cause.
in for ...	/ˈɪn fɔː/	sich etw. gegenübersehen	This is your captain speaking again. We're in for some more turbulence, I'm afraid.
jet lag (n)	/ˈdʒet læɡ/	Jetlag, Schwierigkeit mit der Zeitumstellung	You won't suffer so much from jet lag if you take an evening flight to New York.
long-haul (adj) (opposite = short-haul)	/lɒŋ ˈhɔːl/	Langstrecken-	I always try to get as much sleep as possible on a long-haul flight.
neighbourhood (n)	/ˈneɪbəhʊd/	(hier:) (Wohn-)Gegend, Viertel	Ron Kastner has a flat in Belgravia, London's wealthiest neighbourhood .
nightmare (n)	/ˈnaɪtmɛə/	Albtraum	I've just arrived two hours late after a nightmare flight from Cologne. There was so much turbulence I was almost sick on the plane.
notify (v)	/ˈnəʊtɪfaɪ/	in Kenntnis setzen	This is your captain speaking. I'm afraid I've just been notified that, due to bad weather over Zurich, we've been diverted to Geneva
penthouse (n)	/ˈpenthaʊs/	Penthouse (Dachwohnung)	After 25 years in London, Joel Kissin bought a penthouse on New York's Fifth Avenue.
prohibit (v)	/prəʊˈhɪbɪt/	untersagen, verbieten	The use of mobile phones is strictly prohibited on aircraft.

real estate (n)	/ˈrɪəl ɪˌstet/	Immobilien, Grundbesitz	The boom in financial services attracted real estate , tourism and other service industries to the two cities.
recharge (v)	/riːˈtʃɑːdʒ/	(wieder-)aufladen	Could you tell me where I can recharge my laptop, please?
red-eye (n)	/'redaɪ/	(AE:) Nachtflug, auf dem man nicht genug Schlaf bekommt	The red-eye is a long-haul night flight.
regards (n pl) send your regards	/rɪ'gɑːdz/ /ˌsend jə rɪ'gɑːdz/	Grüße, Empfehlungen jdn. grüßen (lassen)	My wife sends her regards and hopes you will come to dinner again next time you are in Valencia.
regret (v)	/rɪ'gret/	bedauern	British Airways regrets to announce that Flight BA922 to Zurich has been delayed for approximately four hours.
relocate (v)	/ri:ləʊ'keɪt/	(hier:) den Standort wechseln, übersiedeln	My company wants me to relocate to the States.
sample (n)	/'sɑːmpəl/	Muster	I had to check in my case of product samples because it was too heavy to take as hand luggage.
schedule (n) tight schedule	/'ʃedju:l/ /taɪt 'ʃedju:l/	(Reise-, Ablauf-)Plan enger Zeitplan	I dread tight schedules when I'm travelling.
sound (v)	/saʊnd/	klingen, sich anhören	When you're rushing around on business, it's easy to sound more aggressive than you mean to.
stand (v)	/stænd/	(hier:) ausstehen können	I can't stand jet lag.
term (n) in terms of ...	/tɜːm/	Bedingung, Bezug bezüglich, hinsichtlich, in/mit Bezug	New York and London are both so trendy and so modern now in terms of fashion, art and photography.

terminal (n)	/ˈtɜːmɪnəl/	Flughafengebäude, Terminal	The nearest cashpoint machine is in the airport terminal .
time (n) about time too!	/taɪm/ /əbaʊt ˈtaɪm tuː/	Zeit höchste Zeit	"... Would you please have your passports and boarding cards ready for inspection?" "And about time too! We've been waiting to board for two hours!"
make good time	/meɪk ɡʊd ˈtaɪm/	gut in der Zeit liegen	This is your captain speaking. We're now at our cruising altitude of 11, 000 metres, making good time and just passing over the Costa Brava.
transatlantic crossing (n)	/trænzətˈlæntɪk ˌkrɒsɪŋ/	Transatlantiküberflug	I make at least five transatlantic crossings per month.
trendy (adj) (opposite = old-fashioned)	/'trendi/	modisch, Schickimicki	New York and London are both so trendy and so modern now in terms of fashion, art and photography.
turbulence (n)	/'tɜːbjʊləns/	Turbulenz	I've just arrived two hours late after a nightmare flight from Cologne. There was so much turbulence I was almost sick on the plane. To be honest, I'd like to go straight to my hotel.
upgrade (v)	/ʌp'ɡreɪd/	in die nächsthöhere Klasse kommen	"How was your flight?" "Pretty good, I got upgraded ."
vibes (n pl)	/vaɪbz/	(hier:) Klima, Atmosphäre	I always give very cold vibes to other passengers who want to chat on a flight.

Unit 7

headword	pronunciation	translation/notes	example sentence
addicted (adj) addicted to sth	/ə'dɪktəd/	süchtig, abhängig nach etw. süchtig, von etw. abhängig sein	According to a survey, 15% of cell phone users are so addicted to their mobiles they are even prepared to interrupt lovemaking to answer them!
afraid (adj) I'm afraid I can't	/ə'freɪd/	ängstlich leider kann ich nicht	I'm afraid I can't talk right now. I'm in a meeting.
block (v)	/blɒk/	blockieren	The Northwestern Mutual Life Assurance Company decided to block all incoming calls for just one hour a week and productivity rose by an amazing 23%.
blow (v)	/bləʊ/	(hier:) etw. vermässeln	Did you hear that Nils blew the presentation?
bother (v)	/'bɒðə/	jdn. mit etw. behelligen, belästigen	I'm sorry to bother you. Your secretary gave me your mobile number.
breakdown (n) communication breakdown	/'breɪkdaʊn/ /kə,mju:nɪ'keɪʃən ,breɪkdaʊn/	Panne, Zusammenbruch Kommunikationspanne	It isn't like them to be late with an order. They must have had a communication breakdown .
cost breakdown	/'kɒst ,breɪkdaʊn/	Kostenaufschlüsselung	I can't finish the cost breakdown for the Budapest contract until the Hungarians send us more detailed figures.

break off (phr v)	/breɪk 'ɒf/	abbrechen	If we can't agree on a price, we'll be forced to break off the negotiations.
break up (phr v)	/breɪk 'ʌp/	unterbrechen	The signal's breaking up . I'll speak to you tomorrow.
catch (v)	/kætʃ/	auf jdn. zugehen, sich jdn. "schnappen"	I'm afraid I've got a meeting now. I'll catch you later, ok?
chaos (n) be in chaos	/'keɪɒs/	Durcheinander, Chaos im Chaos sein	We need you to look at these faulty phone lines immediately. Our customer service department is in chaos!
circulate (v)	/'sɜ:kju:lert/	weiterleiten, verteilen	Could you circulate this memo to all the sales executives?
compulsive (adj)	/kəm'pʌlsɪv/	zwanghaft	Compulsive texting has given smartphone owners a medical condition known as 'Blackberry thumb'.
consultancy (n)	/kən'sʌltənsi/	Beratung	Time-management consultancy Priority Management found that 55% of all calls received by executives are less important than the work they interrupt.
contact number (n)	/'kɒntækt ˌnʌmbə/	Kontaktdaten	If you need to talk to me while I'm in Tokyo, I've left my contact numbers with Lisa.
customer service (n)	/'kʌstəmə 'sɜ:vɪs/	Kundenberatung, -betreuung	We need you to look at these faulty phone lines immediately. Our customer service department is in chaos!
deadline (n)	/'dedlaɪn/	Termin	We'll miss the deadline if those components don't arrive by Thursday.
delegate (v)	/'deləgeɪt/	delegieren, auf jdn. übertragen	I'll have to delegate this week's report to Sabine.
disturb (v)	/dɪs'tɜ:b/	stören	Nick is trying to do his quarterly accounts for the

be disturbed		gestört werden	third time this week, so don't disturb him.
divert (v)	/daɪ'vɜ:t/	um-, weiterleiten	If I don't want to be disturbed , I tell my secretary to hold all my calls.
down (adv)	/daʊn/	ausgefallen, kaputt	If I'm going to be out of the office, I divert my calls.
excuse (n) make an excuse	/ɪk'skju:s/ /ɪmeɪk ən ɪk'skju:s/	Entschuldigung, Ausrede Ausreden machen, sich rausreden	The computer system is down on the whole of the first floor.
executive (n)	/ɪg'zekjətɪv/	Leitende/r, Führungskraft	Fiona always makes excuses to avoid working late.
faulty (adj)	/'fɔ:lti/	fehlerhaft	Time-management consultancy Priority Management found that 55% of all calls received by executives are less important than the work they interrupt.
favour (n) ask sb a favour	/'feɪvə/ /ɑ:sk ɪsʌmbədi ə 'feɪvə/	Gefallen jdn. um einen Gefallen bitten	We need you to look at these faulty phone lines immediately. Our customer service department is in chaos!
figures (n pl)	/'fɪgəz/	Zahlen(werk)	Hi Caroline, I'm calling to ask you a favour .
force of habit (n)	/fɔ:s əv 'hæbɪt/	Macht der Gewohnheit	I can't finish the cost breakdown for the Budapest contract until the Hungarians send us more detailed figures .
get (v)	/get/	(hier:) verstehen, kapieren	When the phone rings, it's force of habit to pick it up.
			Jim, can you get that? I'm trying to do the quarterly accounts.

get back to sb (phr v)	/get 'bæk tə ,sʌmbədi/	auf jdn. zurückkommen	I'll get back to you tomorrow with the details.
get on (phr v)	/get 'ɒn/	(hier:) weitermachen	I'll let you get on now. Phone me tomorrow.
go through (phr v)	/gəʊ 'θruː/	etw. durcharbeiten, -lesen	Karl has just finished going through the 100-page Milan project proposal.
hand in (phr v)	/hænd 'ɪn/	einreichen	The Finance Director has handed in his resignation.
hold (v) hold a call	/həʊld/ /həʊld ə 'kɔːl/	halten Gespräch nicht durchstellen	If I don't want to be disturbed, I tell my secretary to hold all my calls .
incessant (adj)	/ɪn'sesənt/	unaufhörlich	Blackberry owners are so used to incessant calls they report feeling 'phantom vibrations' even when they don't have their smartphones on them.
incoming (adj) (opposite = outgoing)	/'ɪnkʌmɪŋ/	eingehend, Eingangs-	The Northwestern Mutual Life Assurance Company decided to block all incoming calls for just one hour a week and productivity rose by an amazing 23%.
indispensable (adj) (opposite = dispensable)	/ɪndɪs'pensəbəl/	unentbehrlich	Do you think that you are so indispensable that nobody else can deal with your calls?
intake (n)	/'ɪnteɪk/	(hier:) Neueinstellung, Personalerweiterung, Rekrutierung	We need to discuss the training programme for the new intake of sales personnel at Monday's meeting.
itinerary (n)	/aɪ'tɪnərəri/	Programm (Reiseplan)	Would you mind organising the itinerary for our Chinese visitors next week?
late (adv) be running late	/leɪt/ /bi: 'rʌnɪŋ leɪt/	spät sich verspäten, spät dran sein	I'm afraid I'll have to do it later. I'm running late .

leave (v)	/li:v/	(über-)lassen	Leave it with me. I'll see what I can do.
media (n pl)	/'mi:diə/	Medien	According to a survey by marketing and media consultancy BBDO, 15% of cell phone users are so addicted to their mobiles they are even prepared to interrupt lovemaking to answer them!
misunderstand (v)	/mɪsʌndə'stænd/	missverstehen	I'm afraid my assistant has never spoken English on the phone and misunderstood almost everything you said.
misunderstanding (n)	/mɪsʌndə'stændɪŋ/	Missverständnis	There's been a misunderstanding . We ordered fifteen thousand, not fifty thousand!
negotiations (n pl)	/nəˌɡəʊʃɪ'eɪʃənz/	Verhandlung(en)	If we can't agree on a price, we'll be forced to break off the negotiations .
pension scheme (n)	/'penʃən ˌski:m/	Versorgungsfonds, -kasse, Altersversorgung	Paola is responsible for the management of the company pension scheme .
personnel (n)	/pɜ:sə'nel/	(hier:) Mitarbeiter/innen	We need to discuss the training programme for the new intake of sales personnel at Monday's meeting.
plant (n)	/plɑ:nt/	Werk, Fabrikanlage	I'm about to go into a meeting with a group of union officials who are unhappy about working conditions at the plant .
postpone (v)	/pəʊst'pəʊn/	auf-, verschieben, verlegen	Could you contact our Japanese clients and postpone the teleconference.
productivity (n)	/'prɒdʌk'tɪvətɪ/	Produktivität	The Northwestern Mutual Life Assurance Company decided to block all incoming calls for just one hour a week and productivity rose by an amazing 23%.
proposal (n)	/prə'pəʊzəl/	Antrag, Vorschlag	Karl has just finished going through the 100-page Milan project proposal .

put sb through to sb (phr v)	/ˈpʊt ˌsʌmbədi θruː tə ˌsʌmbədi/	zu jdm. durchstellen, mit jdm. verbinden	One moment please, I'll put you through to Mr Krajewski.
quarterly (adj)	/'kwɔːtəli/	vierteljährlich	Nick is trying to do his quarterly accounts for the third time this week, so don't disturb him.
query (v) query sth with sb	/'kwɪəri/	in Frage stellen etw. mit jdm. klären	I need to query something with the fund manager.
quote (v)	/kwəʊt/	(hier:) Angebot	Can you let me know if their sales executive calls with a quote ?
reminder (n)	/rɪ'maɪndə/	Zahlungserinnerung, Mahnung	That's the second reminder we've sent their Accounts Department.
resignation (n)	/rezɪg'neɪʃən/	Kündigung (durch den Arbeitnehmer), Rücktritt	The Finance Director has handed in his resignation .
responsible (adj) be responsible for sth	/rɪs'pɒnsəbəl/ /biː rɪs'pɒnsəbəl fə ˌsʌmθɪŋ/	verantwortlich, zuständig für etw. verantwortlich sein	Paola is responsible for the management of the company pension scheme.
row (n) in a row	/rəʊ/	Reihe hinter-, nacheinander	Stefan has worked two Saturdays in a row so I've said he can leave the office early today.
screw up (phr v)	/skruː 'ʌp/	vermasseln	A single misunderstanding screwed up the whole negotiation.
smartphone (n)	/'smɑːtfəʊn/	Smartphone, Handy-Taschen-Computer	Blackberry owners are so used to incessant calls they report feeling 'phantom vibrations' even when they don't have their smartphones on them.
sort out (phr v)	/sɔːt 'aʊt/	etw. regeln	Don't worry, I'll sort something out .
teleconference (n)	/telɪ'kɒnfərəns/	Telefonkonferenz	Could you contact our Japanese clients and postpone the teleconference .

texting (n)	/ˈtekstɪŋ/	SMS schreiben/verfassen	Compulsive texting has given smartphone owners a medical condition known as 'Blackberry thumb'.
time management (n)	/ˈtaɪm ˌmænɪdʒmənt/	Zeitmanagement	Time-management consultancy Priority Management found that 55% of all calls received by executives are less important than the work they interrupt.
union official (n)	/ˌjuːnɪən əˈfɪʃəl/	Gewerkschaftsvertreter/in	I'm about to go into a meeting with a group of union officials who are unhappy about working conditions at the plant.
unplug (v)	/ʌnˈplʌg/	den Stecker ziehen	If I'm having a real crisis, I unplug the phone!
voicemail (n)	/ˈvɔɪsmel/	Voicemail	If I'm in the middle of something important, I let the caller leave a voicemail .
with (prep) be right with sb	/wɪθ/ /biː raɪt ˈwɪθ/ ˌsʌmbədi/	mit direkt auf jdn. zurück- kommen	Give me two minutes and I'll be right with you.
working conditions (n pl)	/ˈwɜːkɪŋ kənˌdɪʃənz/	Arbeitsbedingungen	I'm about to go into a meeting with a group of union officials who are unhappy about working conditions at the plant.

Unit 8

headword	pronunciation	translation/notes	example sentence
agenda (n)	/ə'ʤɛndə/	Tagesordnung	The best advice you can give the new chairman is to stick to the agenda at all times.
agonise (v)	/'æɡənəɪz/	(hier:) sich den Kopf über etw. zerbrechen	I never waste time agonising over simple decisions but nor do I rush decisions that have serious implications.
alliance (n)	/ə'laiəns/	Bündnis, Allianz	We're here to decide whether to proceed with this alliance .
alternative (n)	/ɔ:l'tɜ:nətɪv/	Variante, Alternative	Another alternative is to offer the service on a trial basis.
analyse (v)	/'ænləɪz/	auswerten, analysieren	Once you have analysed the data and presented the alternatives, you can weigh up the pros and cons and make a final decision.
attract (v)	/ə'trækt/	ansprechen, anziehen	If you reverse all the stereotypes you could attract a completely new audience.
bankability (n)	/'bæŋkə'bɪləti/	(hier:) Kreditwürdigkeit	Diane's bankability has increased dramatically since she won a Golden Palm.
barrier (n)	/'bæriə/	(hier:) Grenze	It was Bill Gates, not Steve Jobs, whose personal worth first broke the \$100 billion barrier .
branch (n)	/'brɑ:nʃ/	(hier:) Ableger, Niederlassung	I think we should have a branch in the UK, instead of Scandinavia.

brand (n)	/brænd/	Marke	James Bond is no longer just a Hollywood hero; he's a bestselling brand .
brand awareness	/ˌbrænd ə'weənəs/	Markenbewusstsein	Brand awareness of Bond is so strong that even people who don't like the films instantly recognise the Bond music.
brandstretching (n)	/ˌbrænd'stretʃɪŋ/	Markenausweitung	In 1961, the decision to give Barbie a boyfriend, Ken, was the first step in a successful brandstretching exercise, which now includes Barbie CD-ROMs and Barbie digital cameras.
break off (phr v)	/breɪk 'ɒf/	abbrechen	If we can't reach agreement on this, I suggest we break off here.
budget (n)	/'bʌdʒət/	Etat, Budget	If we're going to meet our deadline without extra staff, I'm going to need a bigger budget , so I can pay my people overtime.
business (n) get down to business	/'bɪznəs/ /get ˌdaʊn tə 'bɪznəs/	Geschäft zur Sache kommen, über das Geschäft sprechen	Ok, now that everyone is here, let's get down to business .
mean business	/mi:n 'bɪznəs/	es ernst meinen	People expect special effects and glamour, but that's no good unless Bond looks like he really means business .
cash flow	/'kæʃ fləʊ/	Cashflow	The directors have called a meeting to discuss how the company should deal with its current cash flow crisis.
clarification (n)	/'klærɪfɪˌkeɪʃən/	Klärung, Klarstellung	If you don't understand at first, don't be afraid to ask for clarification .
collaborate (v)	/kə'læbəreɪt/	zusammenarbeiten	The decision to collaborate came in response to strong Japanese competition.
combined (adj)	/kəm'baɪnd/	zusammengefasst, Gesamt-	The combined earnings of <i>Gone with the Wind</i> and

compatible (adj) (opposite = incompatible)	/kəm'pætɪbəl/	zusammenpassend, kompatibel	the <i>Star Wars</i> and <i>Star Trek</i> series still fall \$750 million short of Bond at the box office. We must be sure that our two cultures are compatible .
competition (n)	/kəm'pi:tɪʃən/	Wettbewerb, Konkurrenz	The decision to collaborate came in response to strong Japanese competition .
the competition	/ðə kəm'pi:tɪʃən/	der Wettbewerb, die Konkurrenz	If we cut wages, our people will simply go and work for the competition .
competitive (adj)	/kəm'petɪtɪv/	(hart) umkämpft, konkurrenzbetont	The PC market has been so fiercely competitive that many European firms have been forced out of it altogether.
competitor (n)	/kəm'petɪtə/	Wettbewerber/in, Konkurrent/in	We may lose our technological lead if we don't get this product out before our competitors .
conglomerate (n)	/kən'glɒməreɪt/	Konglomerat, Großkonzern	In 1886, gold prospector Sors Hariezon decided to stop digging for gold and sell his land to a South African mining conglomerate for \$20.
consistently (adv) (opposite = inconsistently)	/kən'sɪstəntli/	dauerhaft, fortwährend	Selling direct to consumers is a strategy which has put Dell consistently amongst the top three PC manufacturers in the world.
consumer (n)	/kən'sju:mə/	Verbraucher/in, Konsument/in	We have received very positive feedback from consumers .
course of action (n)	/kɔ:s əv 'ækʃən/	Vorgehensweise, Handlungsoption	The best course of action would be to sell now before the share price falls any further.
crippling (adj)	/'krɪplɪŋ/	lähmend	The company suffered crippling losses.
deadline (n)	/'dedlaɪn/	(End-)Termin	If we're going to meet our deadline without extra staff, I'm going to need a bigger budget, so I can pay my people overtime.

decision (n) make/reach a decision	/dɪ'sɪʒən/ /meɪk/ri:tʃ ə dɪ'sɪʒən/	Entscheidung zu einer Entscheidung gelangen, eine Entschei- dung fällen	Once you have analysed the data and presented the alternatives, you can weigh up the pros and cons and make a final decision .
decision-maker (n)	/dɪ'sɪʒən,meɪkə/	Entscheidungsträger/in	A reflective decision-maker takes time to think things through before coming to a final decision.
decision-making (adj)	/dɪ'sɪʒən,meɪkɪŋ/	beschlussfassend, entscheidend	Next week we are holding the final, decision-making casting meeting for the new James Bond.
decisive (adj)	/dɪ'saɪsɪv/	entscheidend	Most methodical thinkers can still be decisive when they need to be.
define (v)	/dɪ'faɪn/	festlegen, definieren	The first two steps in a decision-making meeting are to define your objectives and set priorities.
development (n) in development	/dɪ'veləpmənt/	Entwicklung in (der) Entwicklung	The product is still in development . If we rush the launch through, we won't have time to run the final tests.
direct (adv) sell direct to sb	/daɪ'rekt/ /sel daɪ'rekt tə ,sʌmbədi/	direkt an jdn. direkt verkaufen	Selling direct to consumers is a strategy which has put Dell consistently amongst the top three PC manufacturers in the world.
dominate (v)	/'dɒmɪneɪt/	beherrschen, dominieren	Even a very small or niche market can be profitable if you totally dominate it.
exclusive (adj)	/eks'klʉ:sɪv/	exklusiv, ausschließlich	In 1955, Sam Phillips sold the exclusive contract he had with a young, unknown singer to RCA for \$35,000. Unfortunately for Phillips, that singer was Elvis Presley and he lost the royalties to over a billion record sales.
expertise (n)	/ekspɜ:'ti:z/	Know-how, Expertise, Wissen	They have exactly the expertise we need.

falling (adj) (opposite = rising)	/ˈfɔ:lɪŋ/	fallend, sinkend	I have been watching the falling price of shares.
fall short of sth (phr v)	/fɔ:l ˈʃɔ:t əv ˌsʌmθɪŋ/	etw. unterschreiten, verfehlen, nicht erreichen	The combined earnings of <i>Gone with the Wind</i> and the <i>Star Wars</i> and <i>Star Trek</i> series still fall \$750 million short of Bond at the box office.
feasibility study (n)	/fi:zəˈbɪləti ˌstʌdi/	Machbarkeitsstudie	We can draw fairly favourable conclusions about the proposal from the feasibility study .
feedback (n)	/ˈfi:dbæk/	Resonanz, Feedback	As you can see, client feedback is very positive.
flood (v)	/flʌd/	überfluten, -schwemmen	Market saturation occurs when the demand for a product is satisfied but you continue to flood that market.
fortune (n)	/ˈfɔ:tju:n/	Vermögen	Sam Phillip's decision to sell his contract with Elvis Presley cost him a fortune .
freeze (v)	/fri:z/	einfrieren	Some filling stations have frozen the price of fuel.
go ahead with sth (phr v)	/gəʊ əˈhed wɪθ ˌsʌmθɪŋ/	etw. umsetzen, mit etw. in die Umsetzung gehen	Provided that the market research is positive, we'll go ahead with the new design.
gross (adj) (opposite = net)	/grəʊs/	die Einspielzahlen betreffend	The James Bond movies are the longest-running, highest grossing film series in history.
heavy (adj) (opposite = slight)	/ˈhevi/	schwer, heftig, erheblich	The company suffered heavy losses.
hike (v)	/haɪk/	anheben, erhöhen	Travel companies hike their prices during the school holidays.
honest (adj) (opposite = dishonest) to be honest, ...	/ˈɒnəst/	ehrlich, aufrichtig ehrlich/offen gesagt ...	To be honest , we feel very much the same as our

			German colleagues.
implement (v)	/'ɪmpləmənt/	umsetzen, in die Umsetzung bringen	We need to discuss how to implement the decision and how it will affect our Scandinavian office.
implication (n)	/ɪmplɪ'keɪʃən/	Auswirkung, Folge, Konsequenz	I never waste time agonising over simple decisions but nor do I rush decisions that have serious implications .
launch (n)	/lɔːnʃ/	(Produkt-)Einführung	The product is still in development. If we rush the launch through, we won't have time to run the final tests.
lead (n)	/liːd/	Führerschaft, Vorsprung	We may lose our technological lead if we don't get this product out before our competitors.
leadership (n)	/'liːdəʃɪp/	Führerschaft, Spitzenposition	Pepsi has always been the No 2, the market challenger threatening Coke's global market leadership .
license (v)	/'laɪsəns/	lizensieren, Lizenz vergeben	Apple refused to license its products to other manufacturers.
logistic (adj)	/lə'dʒɪstɪk/	logistisch	The decision to relocate makes good logistic and economic sense.
marital status (n)	/,mæɪrɪtəl 'stetəs/	Familienstand	Four of the candidates have put 'single' in the marital status section.
market (n)	/'mɑːkɪt/	Markt	The PC market has been so fiercely competitive that many European firms have been forced out of it altogether.
be forced out of the market	/biː fɔːst ,aʊt əv ðə 'mɑːkɪt/	aus dem Markt gedrängt werden	
market challenger	/,mɑːkɪt 'tʃæləndʒə/	Marktherausforderer	
market research	/,mɑːkɪt 'riːsɜːtʃ/	Marktforschung	Provided that the market research is positive, we'll

market share	/ˌmɑːkɪt ˈʃeə/	Marktanteil	go ahead with the new design.
merchandising (n)	/'mɜːtʃəndaɪzɪŋ/	Merchandising	Between the mid-70s and the early 80s, Swiss watchmaking companies saw their world market share fall from 30 to just 9%.
methodical thinker (n)	/mə'θɒdɪkəl ˌθɪŋkə/	methodische/r Denkerin	The special effects may cost much more these days but the Bond films still enjoy 30% profit margins, not including merchandising .
moderate (adj)	/'mɒdərət/	bescheiden, mäßig, moderat	Most methodical thinkers can still be decisive when they need to be.
modernise (v)	/'mɒdənaɪz/	modernisieren	The company suffered moderate losses.
modest (adj)	/'mɒdəst/	bescheiden, gering	Bond is something unique, a British institution. He shouldn't be modernised .
monitor (v)	/'mɒnɪtə/	überwachen, beobachten	The company made a modest profit.
niche (adj)	/niːʃ/	Nische	We have been carefully monitoring the effects of merging the two departments.
objective (n)	/ɒb'ʤɛktɪv/	Ziel	Even a very small or niche market can be profitable if you totally dominate it.
OK (v)	/əʊ'keɪ/	freigeben	The first two steps in a decision-making meeting are to define your objectives and set priorities.
option (n)	/'ɒpʃən/	Handlungsempfehlung, Alternative, Option	I'll get us to the launch stage on time, if you can get head office to OK a budget increase.
output (n) (opposite = input)	/'aʊtpʊt/	Ausstoß	One option would be to work with them on just this project.
			Coca-Cola's daily output is one billion bottles.

outsell (v)	/aʊt'sel/	besser verkaufen als, höhere Verkaufszahlen erzielen als	Barbie continues to outsell even Nintendo and Lego.
overtime (n)	/'əʊvətəɪm/	Mehrarbeit, Überstunden	If we're going to meet our deadline without extra staff, I'm going to need a bigger budget, so I can pay my people overtime .
physical pursuit (n)	/ˌfɪzɪkəl pə'sju:t/	sportliche Freizeitbeschäfti- gung	Her physical pursuits at university included swimming and Taekwondo.
plunging (adj)	/'plʌŋdʒɪŋ/	abstürzend, stark fallend	I have been watching the plunging price of shares.
point (n) up to a point	/pɔɪnt/	Punkt bis zu einem bestimmten Punkt, teilweise, nicht ganz	I agree with you up to a point , but I still think we should take on more projects.
position (n) be in a position to do sth	/pə'zɪʃən/	Position, Situation, Lage in der Lage sein etw. zu tun	I'm afraid I am not in a position to change company policy.
priority (n) set priorities	/praɪ'bræti/ /set praɪ'brætɪz/	Priorität, Vorrang Prioritäten setzen	The first two steps in a decision-making meeting are to define your objectives and set priorities .
proceed with sth (phr v)	/prəʊ'si:d wɪθ ˌsʌmθɪŋ/	etw. fortführen, mit etw. weitermachen	We're here to decide whether to proceed with this alliance.
profitable (adj) (opposite = unprofitable)	/'prɒfɪtəbəl/	rentabel, gewinnbringend	Even a very small or niche market can be profitable if you totally dominate it.
profit (n) profit margins	/'prɒfɪt/ /'prɒfɪt ˌmɑ:ʒɪnz/	Gewinn Gewinnspanne, -marge	The special effects may cost much more these days but the Bond films still enjoy 30% profit margins , not including merchandising.
profit share	/'prɒfɪt ʃeə/	Gewinnbeteiligung	A profit share scheme can discourage employees

promotion (n)	/prə'məʊʃən/	Beförderung	from leaving, but only if the company is making good profits. What will you do, supposing they offer you a promotion ?
proposal (n) accept/reject a proposal	/prə'pəʊzəl/ /ək'sept/rɪ'dʒekt ə prə'pəʊzəl/	Angebot (Vorschlag) ein Angebot annehmen/ab- lehnen	We have agreed to accept/reject their proposal .
the pros and cons (n pl)	/ðə 'prəʊz ən 'kɒnz/	Vor- und Nachteile	Once you have analysed the data and presented the alternatives, you can weigh up the pros and cons and make a final decision.
provide (v)	/prəʊ'vaɪd/	etw. voraussetzen	Provided that/providing the market research is positive, we'll go ahead with the new design.
publicity (n)	/pʌb'lɪsəti/	Publicity, Werbeeffekt	If we are not at Seoul, we will miss the publicity event of the year.
question (n) out of the question	/'kwestʃən/	Frage nicht in Frage kommen	I'm afraid that's completely out of the question .
reasonable (adj)	/'ri:zənəbəl/	vernünftig	The company makes a reasonable profit.
record (adj)	/'rekɔ:d/	Rekord-, Spitzen-	Last year the airline made a record profit.
reflective (adj)	/rə'flektɪv/	nachdenklich, abwägend	A reflective decision-maker takes time to think things through before coming to a final decision.
reflexive (adj)	/rə'fleksɪv/	(hier:) spontan	A reflexive decision-maker thinks fast and would rather make the wrong decision occasionally than take too long to decide.
relocate (v)	/ri:ləʊ'keɪt/	den Standort verlagern	The decision to relocate makes good logistic and economic sense.

relocation (n)	/ri:ləʊ'keɪʃən/	Standortverlagerung	I'd like to hear what you have to say about the relocation to the UK.
with respect, ...	/wɪθ rɪ'spekt/	mit Verlaub ...	With respect , you don't quite seem to understand.
retain (v)	/rɪ'teɪn/	bewahren, (an-, beibe-) halten	
retain ownership of sth	/rɪ'teɪn 'əʊnəʃɪp əv ,sʌmθɪŋ/	(hier:) die Rechte an etw. behalten	Shuster and Siegel would have made millions by retaining ownership of Superman.
reverse (v)	/rɪ'vɜ:s/	umdrehen, -kehren	If you reverse all the stereotypes you could attract a completely new audience.
rights (n pl)	/raɪts/	Rechte	Asa Candler's best business decision was deciding to buy the rights to Coca-Cola.
risk (n)	/rɪsk/	Risiko	
take a risk	/teɪk ə 'rɪsk/	ein Risiko eingehen	In some situations you need to be able to take a risk .
royalties (n pl)	/'rɔɪjəlɪz/	Tantiemen, Lizenzgebühren	In 1955, Sam Phillips sold the exclusive contract he had with a young, unknown singer to RCA for \$35,000. Unfortunately for Phillips, that singer was Elvis Presley and he lost the royalties to over a billion record sales.
rush through (phr v)	/rʌʃ 'θru:/	schnell "durchziehen", hastig umsetzen	The product is still in development. If we rush the launch through , we won't have time to run the final tests.
saturation (n)	/sætʃu'reɪʃən/	Sättigung	Market saturation occurs when the demand for a product is satisfied but you continue to flood that market.
schedule (n)	/'ʃedju:l/	(Zeit-)Plan	
on schedule		plangemäß	If I get you a bigger budget, can you promise me

			that we'll be ready on schedule ?
slash (v)	/slæʃ/	drastisch kürzen, senken	To stay competitive we will need to slash our prices.
slight (adj)	/slaɪt/	gering	The company suffered slight losses.
soaring (adj)	/'sɔ:ɪɪŋ/	rapide ansteigend	The soaring cost of raw materials has forced them to raise their prices.
special effects (n pl)	/'speʃəl ɪ,fekts/	Spezialeffekte	The special effects may cost much more these days but the Bond films still enjoy 30% profit margins, not including merchandising.
speed things up	/spi:d θɪŋz 'ʌp/	etw. beschleunigen	Inviting them over here could speed things up .
stable (adj) (opposite = unstable)	/'stɛɪbəl/	stabil, gleichbleibend	The cost of living has remained fairly stable over the last few years.
stake (n)	/steɪk/	Beteiligung	If we gave them a stake in the company, they might stay on.
at stake		auf dem Spiel	With so much money at stake , the choice of a new Bond always makes front-page news.
stand at (phr v)	/'stænd æt/	sich bewegen bei, stehen bei	Current turnover stands at over \$6 billion.
stereotype (n)	/'sterɪəʊ,taɪp/	Stereotyp, Kischee	If you reverse all the stereotypes you could attract a completely new audience.
stick to sth (phr v)	/'stɪk tə ,sʌmθɪŋ/	sich an etw. halten	The best advice you can give the new chairman is to stick to the agenda at all times.
strategic (adj)	/'strə'ti:ʒɪk/	strategisch	Another alternative is to form a more strategic alliance.
strategy (n)	/'strætəʒi/	Strategie, Politik, Leitlinie	Selling direct to consumers is a strategy which has

superior (adj) (opposite = inferior)	/su:'piəriə/	höherwertig, überlegen	put Dell consistently amongst the top three PC manufacturers in the world. I'd prefer to take a bit more time and make a superior product.
supply (n)	/sə'plai/	Angebot	Over the next ninety years, the land Hariezon sold produced over a million kilos of gold, 70% of the gold supply to the Western world.
suppose (v)	/sə'pəʊz/	annehmen	What will you do, suppose/supposing they offer you a promotion?
synergy (n)	/'sɪnədʒi/	Synergie	Synergy is one of the most important elements in a partnership.
take on (phr v)	/teɪk 'ɒn/	übernehmen, sich aufbürden	If we take on another project, we'll need to hire teleworkers.
take yourself too seriously	/'teɪk jəsɛlf tu: sɪərəsli/	sich selbst zu ernst nehmen	Bond shouldn't take himself too seriously but he shouldn't be a joke either,
teleworker (n)	/'telɪ,wɜ:kə/	Telearbeiter	If we take on another project, we'll need to hire teleworkers .
think things through	/ɪθɪŋk θɪŋz 'θru:/	etw. (gründlich) durchdenken	A reflective decision-maker takes time to think things through before coming to a final decision.
threaten (v)	/'θretən/	bedrohen	Pepsi has always been the No 2, the market challenger threatening Coke's global market leadership.
tradition (n) break with tradition	/trə'dɪʃən/ /breɪk wɪθ trə'dɪʃən/	Tradition mit einer Tradition brechen	One day the producers may consider breaking with tradition altogether and making the Bond character a woman!
trial (n)	/'traɪəl/	Versuch, Test, Probe	

on a trial basis	/ɒn ə 'traɪəl ˌbeɪsɪs/	probeweise, auf Versuchs- basis	Another alternative is to offer the service on a trial basis .
turnover (n)	/'tɜːnəʊvə/	Umsatz	Current turnover stands at over \$6 billion.
weigh up (phr v)	/weɪ 'ʌp/	abwägen, gegenüberstellen	Once you have analysed the data and presented the alternatives, you can weigh up the pros and cons and make a final decision.
worth (n)	/wɜːθ/	Wert	It was Bill Gates, not Steve Jobs, whose personal worth first broke the \$100 billion barrier.

Unit 9

headword	pronunciation	translation/notes	example sentence
affluent (adj)	/ˈæfluːənt/	wohlhabend, im Überfluss schwimmend	Americans are innovative and, as a result, affluent .
assets (n pl)	/ˈæsets/	Anlagevermögen, Vermögenswerte	Mainland millionaires control some \$350 billion in assets .
boom (n)	/buːm/	Hochkonjunktur, Boom	Russia's energy sector has created the economic boom there.
brain drain (n)	/ˈbreɪn dreɪn/	Abwanderung (von qualifizierten Arbeitskräften ins Ausland)	India is suffering from a brain drain , where many of its graduates are leaving India to work elsewhere.
bust (n)	/bʌst/	Zusammenbruch	Some think the Chinese economy may be growing too fast and that bust may follow boom.
capital-intensive (adj)	/ˈkæpɪtəlɪntensɪv/	anlage-, kapitalintensiv	China manufactures many capital-intensive goods like petrochemicals, digital displays and cars.
changeover (n)	/ˈtʃeɪndʒəʊvə/	Übergang, Wechsel	The changeover from the Soviet energy subsidy system has not been easy.
combined (adj)	/kəmˈbaɪnd/	zusammengefasst, insgesamt, Gesamt-	The European Union has a combined gross domestic product approximately the same as that of the United States.
competition (n)	/kəmpeɪˈtɪʃən/	Wettbewerb, Konkurrenz	Competition from emerging markets is likely to affect many industries in the future.

competitive (adj)	/kəm'petɪtɪv/	konkurrenzbetont, auf Wettbewerb beruhend	In March 2000, EU heads of state agreed to make the European Union 'the most competitive and dynamic knowledge-driven economy by 2010'.
conglomerate (n)	/kən'glɒməreɪt/	Großkonzern, Konglomerat	Gazprom is a state-owned conglomerate which controls gas supplies in Russia.
costly (adj) (opposite = cheap)	/'kɒstli/	teuer, kostspielig	Moscow is said to be the world's most costly city now.
credit terms (n pl)	/'kredɪt tɜ:mz/	Kreditvergabebedingung(en)	Now that inflation is falling, we have much easier credit terms .
danger (n) be in danger of sth	/'deɪndʒə/	Gefahr Gefahr laufen etw. zu tun	China is in danger of overtaking the USA not only in GDP but also as the world's biggest polluter.
decline (v)	/dɪ'klaɪn/	sinken	European gas reserves are declining .
developed economy (n)	/dɪ'veləpɪd ɪ'kɒnəmi/	(hoch-)entwickelte Wirtschaftssysteme	The USA, Japan and Germany are known as developed economies .
dot-com (n)	/dɒt'kɒm/	Internetfirma, Dotcom-Unternehmen	America is still standing. Despite the emergence of India and China, the dot-com bust and the war on terror, the United States remains the economic powerhouse of the world.
dynamic (adj)	/daɪ'næmɪk/	dynamisch	In March 2000, EU heads of state agreed to make the European Union 'the most competitive and dynamic knowledge-driven economy by 2010'.
embrace (v)	/ɪm'breɪs/	willkommen heißen, begrüßen	A few years ago, China's millionaires were running scared. Now China is embracing them.
emergence (n)	/'ɪmɜ:ʒəns/	Aufstieg	America is still standing. Despite the emergence of India and China, the dot-com bust and the war on terror, the United States remains the economic powerhouse of the world.

emerging (adj) emerging economy	/ɪ'mɜːdʒɪŋ/ /ɪ'mɜːdʒɪŋ ɪ,kɒnəmi/	aufsteigend aufstrebende Volkswirtschaft	China and India are known as emerging economies .
emerging market	/ɪ'mɜːdʒɪŋ ˌmɑːkɪt/	Märkte der Schwellenländer	Competition from emerging markets is likely to affect many industries in the future.
entrepreneur (n)	/ˌɒntrəprəʊ'nɜː/ /ˌɒntrəprəʊ'nɜː/	Unternehmer	Entrepreneurs in China today feel much safer than before.
explosion (n)	/ɪk'spləʊʒən /	Explosion	The population explosion is beginning to pose a global threat.
flock to (phr v)	/'flɒk tu/	in Scharen an einen Ort strömen	The brightest minds from China, India, Russia, Brazil and elsewhere flock to the US.
flood (v)	/flʌd/	überschwemmen, -fluten	Cheap Asian imports are flooding Western markets.
be flooded with sth		mit etw. überschwemmt sein	The Chinese banking system is flooded with cash which makes it difficult for the government to control lending and investment.
glorious (adj)	/'glɔːrɪəs/	herrlich, glorreich	Nearly three decades ago, Deng Xiaoping declared that getting rich is glorious .
gross domestic product (GDP) (n)	/'grɔːs də'mestɪk 'prɒdʌkt (dʒiːdiː'piː)/	BIP (Bruttoinlandsprodukt)	The European Union has a combined gross domestic product approximately the same as that of the United States. 200 years ago China and India represented half the world's GDP per capita.
implication (n)	/ɪmplɪ'keɪʃən/	Folge, Auswirkung, Konsequenz	The economic boom in Russia has both short-term and long-term implications .
import (n)	/'ɪmpɔːt/	Einfuhr, Import	Cheap Asian imports are flooding Western

importer (n)	/ɪm'pɔ:tə/	Importeur	markets. The USA is the biggest importer of Chinese goods.
indicator (n)	/'ɪndɪkətə/	Indikator, Kennzeichen	Higher house prices are an indicator that the Russian economy is doing well.
inflation (n)	/ɪn'fleɪʃən/	Inflation	The real is gaining against the dollar and Brazilian inflation is falling.
inflexible (adj) (opposite = flexible)	/ɪn'fleksɪbəl/	starr, unflexibel, unbeweglich	Brazil's labour laws are still very restrictive and their unions are strong and somewhat inflexible .
infrastructure (n)	/'ɪnfɹə'strʌktʃə/	Infrastruktur	In India there are no great mega-cities like Shanghai, Beijing or Guangzhou and no modern infrastructure like China's.
innovation (n)	/ɪnəʊ'veɪʃən/	Innovation	Innovation creates temporary monopolies which allow you to print money.
innovative (adj)	/'ɪnəvətɪv/	innovativ	Americans are innovative and, as a result, affluent.
loaded (adj)	/'ləʊdəd/	(stink-)reich	Wang Zhongjun is loaded . He wears Prada shoes, Versace jackets and a Piaget watch.
long-term (adj) (opposite = short-term)	/'lɒŋtɜ:m/	langfristig	The economic boom in Russia has both short-term and long-term implications.
map (n) be on the map	/mæp/	(Land-)Karte (hier:) eine Rolle spielen	In the bio-medical sciences Europe is not on the map .
market (n)	/'mɑ:kɪt/	Markt	Cheap Asian imports are flooding Western markets .
mega-city (n)	/'megəsɪti/	Millionenstadt (mit mehr als 5 Mio Einwohnern)	In India there are no great mega-cities like Shanghai, Beijing or Guangzhou and no modern infrastructure like China's.

monopoly (n)	/mə'nɒpəli/	Monopol	Innovation creates temporary monopolies which allow you to print money.
net (adj) (opposite = gross)	/net/	netto, bereinigt	More than 300,000 Chinese have a net worth over \$1 million, excluding property.
outsource (v)	/'aʊtsɔ:s/	outsourcen, ausgliedern	Brazil has become a good place to outsource business.
per capita (adv)	/pɜ: 'kæpɪtə/	pro Kopf	200 years ago China and India represented half the world's GDP per capita .
polluter (n)	/pə'lu:tə/	Umweltverschmutzer	China is in danger of overtaking the USA not only in GDP but also as the world's biggest polluter .
pollution (n)	/pə'lu:ʃən/	Umweltverschmutzung	The biggest problem for China today is pollution .
pose (v)	/pəʊz/	(hier:) darstellen	The population explosion is beginning to pose a global threat.
powerhouse (n)	/'paʊəhaus/	Kraftwerk	America is still standing. Despite the emergence of India and China, the dot-com bust and the war on terror, the United States remains the economic powerhouse of the world.
print (v) print money	/prɪnt/ /prɪnt 'mʌni/	drucken Geld drucken	Innovation creates temporary monopolies which allow you to print money .
recovery (n)	/rɪ'kʌvəri/	Erholung, Aufschwung	Brazil's recovery is being driven by its natural resources.
redevelopment (n)	/rɪ:də'veləpmənt/	(hier:) Sanierung	Brazil has a multi-billion redevelopment programme to help poorer regions of the country.
relocate (v)	/rɪ:ləʊ'keɪt/	Standort verlagern/verlegen	The company's directors are considering relocating to India.
reserves (n pl)	/rɪ'zɜ:vz/	Reserve(n), Bestände	European gas reserves are declining.

resources (n pl)	/rɪ'zɔ:səz/	Ressourcen, (hier:) Bodenschätze	Brazil's recovery is being driven by its natural resources .
restrictive (adj)	/rɪ'strɪktɪv/	restriktiv	Brazil's labour laws are still very restrictive and their unions are strong and somewhat inflexible.
scared (adj) be running scared	/'skeəd/	ängstlich, Angst haben in Panik geraten	A few years ago, China's millionaires were running scared . Now China is embracing them.
sector (n)	/'sektə/	Branche, Wirtschaftszweig	Russia's energy sector has created the economic boom there.
shift (n)	/ʃɪft/	Verschiebung, Wechsel	Is there already a global power shift , where emerging economies are becoming a threat to developed economies?
shortage (n)	/'ʃɔ:tɪdʒ/	Knappheit	There is a shortage of skills in the Chinese business sector.
short-term (adj) (opposite = long-term)	/'ʃɔ:t'tɜ:m/	kurzfristig, auf kurze Sicht	The population explosion has both short-term and long-term implications.
soar (v)	/sɔ:/	in die Höhe schnellen, rasant (an-)steigen	Gas prices have soared , causing an economic boom in Russia.
stand (v)	/stænd/	stehen	America is still standing . Despite the emergence of India and China, the dot-com bust and the war on terror, the United States remains the economic powerhouse of the world.
standard of living (n)	/'stændəd əv ˌlɪvɪŋ/	Lebensstandard	The standard of living in India has risen so much that India itself is now outsourcing to places like Brazil and Ukraine.
straightforward (adj)	/streɪt'fɔ:wəd/	geradeheraus, aufrichtig, direkt	The answer is straightforward . America's success lies in its ability to attract the greatest talent.
subsidy (n)	/'sʌbsədi/	Subvention, Zuschuss	The changeover from the Soviet energy subsidy

sure (adj) that's for sure	/ʃʊ:/ /'dætʃ fɔː ʃʊ:/	sicher, gewiss soviel ist sicher, ganz be- stimmt	system has not been easy. Entrepreneurs in China today feel much safer than before. That's for sure.
surplus (n)	/'sɜːpləs/	Überschuss	China's trade surplus has increased by 500 per cent.
threat (n)	/θret/	(Be-)Drohung, Gefährdung	Is there already a global power shift, where emerging economies are becoming a threat to developed economies?
trade deficit (n)	/'treɪd ˌdefɪsɪt/	Handelsdefizit	The US trade deficit with China is growing by \$1 billion a day.
trend (n)	/trend/	Trend, Entwicklung	The most important trend of the next decade may be the economic decline of Europe.
turn out (phr v)	/tɜːn 'aʊt/	sich herausstellen	It may well turn out that China will eventually dominate the USA.
unstable (adj) (opposite = stable)	/ʌn'steɪbəl/	unbeständig, labil	The Brazilian currency, the real, used to be very unstable . Now it is gaining against the dollar and Brazilian inflation is falling.
workforce (n)	/'wɜːk fɔːs/	Arbeitnehmer, Arbeitskräfte, Personal	India has a well-educated workforce .
worth (n)	/wɜːθ/	Wert	More than 300,000 Chinese have a net worth over \$1 million, excluding property.

Unit 10

headword	pronunciation	translation/notes	example sentence
adversarial (adj)	/ædvɜː'seəriəl/	gegensätzlich, antagonistisch	The American negotiating style tends to be both informal and adversarial .
affair (n) have an affair with sb	/ə'feə/	Affäre mit jdm. eine Affäre haben	Our vice-president is having an affair with the head of finance.
appropriate (adj) (opposite = inappropriate) consider sth appropriate	/ə'prəʊpriət/ /kənsɪdə ˌsʌmθɪŋ ə'prəʊpriət/	angemessen, angebracht, passend etw. als angemessen be- trachten	In some cultures humour is not considered appropriate in a business context.
aptitude test (n)	/ˈæptɪtjuːd ˌtest/	Eignungstest	We had to do an aptitude test in the morning, followed by two interviews in the afternoon.
aware (adj) (opposite = unaware) culturally aware	/ə'weə/ /'kʌltʃərəli ə'weə/	bewusst sich der kulturellen Unter- schiede bewusst sein	If you do a lot of international business, it's important to be culturally aware .
business (n) get down to business	/'bɪznəs/ /get ˌdaʊn tə 'bɪznəs/	Geschäft zur Sache kommen, über das Geschäft sprechen	In China, you may not get down to business until you have had nearly half an hour of introductions and small talk.

concentrate on sb (phr v)	/ˈkɒnsəntreɪt ən ˌsʌmbədi/	sich auf jdn. konzentrieren	You should concentrate on the deputy at a meeting in China, since this is almost certainly the actual decision-maker.
context (n)	/ˈkɒntekst/	Kontext, Zusammenhang	In some cultures humour is not considered appropriate in a business context . The 'high- context ' Latin and Arab cultures place greater emphasis on personal relationships than 'low- context ' Northerners do.
counterpart (n)	/ˈkaʊntəpa:t/	Pendant, Gegenspieler	Business people from Latin and Arab countries tend to have a more flexible, 'polychronic' attitude to time than their 'monochronic' North American and North European counterparts .
decision-maker (n)	/diˈsɪʒənˌmeɪkə/	Entscheidungsträger/in	In China, you should concentrate on the deputy at a meeting, since this is almost certainly the actual decision-maker .
decline (v)	/drɪˈklaɪn/	ablehnen	I politely declined when my Finnish colleague suggested that we finish the meeting in the sauna.
departmental (adj)	/ˌdi:pɑ:tˈmentəl/	die Abteilung betreffend, Abteilungs-	I'll announce it at the departmental meeting on Thursday.
deputy (n)	/ˈdepjəti/	Stellvertreter	The Chinese senior executive seemed bored with what I had to say, so I decided not to persevere and concentrated on his deputy instead.
dilemma (n)	/daɪˈlemə/	Dilemma	We do a lot of international business so I am constantly faced with intercultural dilemmas .

dividing line (n)	/dɪˈvaɪdɪŋ laɪn/	Trennlinie	In many cultures there may be a strong dividing line between work and home.
emphasis (n) place an emphasis on sth	/'emfəsɪs/ /pleɪs ən 'emfəsɪs ɒn ,sʌmθɪŋ/	Schwerpunkt, Betonung etw. in den Mittelpunkt stellen, besonders betonen	The 'high-context' Latin and Arab cultures place greater emphasis on personal relationships than 'low-context' Northerners do.
exaggerate (v)	/ɪgˈzædʒəreɪt/	übertreiben	Jim tends to exaggerate , while Stuart is a master of understatement.
executive (n)	/ɪgˈzɛkjətɪv/	Leitende/r, Führungskraft	Tibor is planning to send his sales executives on a team-building survival course.
experience (n)	/'ɪkspɪəriəns/	Erfahrung	A good way to socialise in England is to talk a little about some of the experiences you've had.
field (n)	/fi:ld/	Branche, Bereich	They have been the market leader in their field for the last five years.
figures (n pl)	/'fɪgəz/	Zahlen	Tibor still hasn't done the quarterly sales figures .
found (v)	/faʊnd/	gründen	A friendship founded on business is better than a business founded on friendship.
hierarchy (n)	/'haɪə,rɑ:ki/	Hierarchie	When doing business with Chinese and most other Southeast Asian cultures, you should be aware of their strong sense of hierarchy .
integral (adj)	/'ɪntəgrəl/	wesentlich, integral	Mixing with colleagues out of work-hours is an integral part of business in America.
intercultural (adj)	/'ɪntə'kʌltʃərəl/	interkulturell	'We do a lot of international business so I am constantly faced with intercultural

interpersonal skills (n pl)	/ɪntə'pɜ:sənəl ,skɪlz/	soziale Kompetenz	dilemmas. Last year's interpersonal skills course obviously wasn't as successful as I'd hoped.
keynote (n)	/'ki:nəʊt/	Hauptvortrag, -rede	I missed the beginning of the keynote because I was stuck in traffic.
lead (n)	/li:d/	Führerschaft, Vorsprung	Follow your opponent's lead but do all you can to create rapport.
leader (n)	/'li:də/	(Markt-)Führer	They have been the market leader in their field for the last five years.
mess up (phr v)	/mes 'ʌp/	durcheinanderbringen	Try not to be too busy for Brazilians or Italians and don't mess up Americans' tight schedules.
mind (n) make up your mind	/maɪnd/ /meɪk ʌp jə 'maɪnd/	Geist, Verstand sich eine Meinung bilden, sich entscheiden	I still hadn't made up my mind at the beginning of the meeting.
mingle (v)	/'mɪŋɡəl/	sich (unter Leute) mischen	We like to mingle with the opposing team during the pre-negotiation coffee, but they preferred to stick with their own people.
monochronic (adj) (opposite = polychronic)	/mɒnə'krɒnɪk/	monochron (eindimensional)	Business people from Latin and Arab countries tend to have a more flexible, 'polychronic' attitude to time than their ' monochronic ' North American and North European counterparts.
negotiate (v)	/nə'gəʊʃɪeɪt/	verhandeln	The American negotiating style tends to be both informal and adversarial.
negotiation (n)	/nə'gəʊʃɪ'eɪʃən/	Verhandlung	The amount of socialising you do prior to and during a negotiation will depend on where the negotiation is held.

network (n)	/ˈnetwɜ:k/	Netzwerk	Many people attend conferences because they offer a good opportunity to network .
persevere (v)	/pɜ:səˈviə/	beharrlich bleiben, sich nicht beirren lassen	The Chinese senior executive seemed bored with what I had to say, so I decided not to persevere and concentrated on his deputy instead.
point (n) get to the point	/pɔɪnt/ /get tə ðə ˈpɔɪnt/	Punkt, Kern auf den Punkt (zur Sache) kommen	The British sales executive we deal with seems to like telling a lot of jokes before he gets to the point .
polychronic (adj) (opposite = monochronic)	/pɒlɪˈkrɒnɪk/	polychron (mehrdimensional)	Business people from Latin and Arab countries tend to have a more flexible, ' polychronic ' attitude to time than their 'monochronic' North American and North European counterparts.
prior (adj) prior to ...	/ˈpraɪə/	vor(her) vor etw., bevor ...	The amount of socialising you do prior to and during a negotiation will depend on where the negotiation is held.
proposition (n)	/prɒpəˈzɪʃən/	(geschäftliches) Angebot	The fact that a senior executive is present means that the Chinese are taking your business proposition seriously but don't expect them to show much interest in the details.
quarterly (adj)	/ˈkwɔ:təli/	vierteljährlich	Tibor still hasn't done the quarterly sales figures.
rapport (n) create rapport	/ræˈpɔ:/ /kriːet ræˈpɔ:/	Übereinstimmung, Harmonie Übereinstimmung erzeugen	Follow your opponent's lead but do all you can to create rapport .

respect (n)	/rɪ'spekt/	Achtung, Respekt	In China, the senior figure present must be shown respect at all times.
run late (phr v)	/rʌn 'leɪt/	(zu) spät dran sein	I'd like to stop and chat but I'm running late for an appointment.
rush (v)	/rʌʃ/	überstürzen, beschleunigen	In China, any decision will be made after the meeting in small, informal groups, so never rush things.
schedule (n) tight schedule	/'ʃedju:l/ /taɪt 'ʃedju:l/	(Ablauf-)Plan enger (Ablauf-)Plan	Try not to be too busy for Brazilians or Italians and don't mess up Americans' tight schedules .
seriously (adv) take sth seriously	/'sɪəriəsli/ /teɪk ˌsɪəriəsli/	Ernst etw. ernst nehmen	The fact that a senior executive is present means that the Chinese are taking your business proposition seriously but don't expect them to show much interest in the details.
small talk (n)	/'smɔ:l tɔ:k/	Geplauder, Smalltalk	In Germany there may be little time for small talk .
socialise (v)	/'səʊʃəlaɪz/	sich unter (die) Leute begeben, Kontakte knüpfen	The amount of socialising you do prior to and during a negotiation will depend on where the negotiation is held.
stick (v)	/stɪk/	(hier:) bleiben	We like to mingle with the opposing team during the pre-negotiation coffee, but they preferred to stick with their own people.
team-building (n)	/'ti:mɪldɪŋ/	Teamentwicklung	Tibor is planning to send his sales executives on a team-building survival course.
understatement (n) (opposite = exaggeration)	/ʌndə'stɜ:tmənt/	Untertreibung	Jim tends to exaggerate, while Mike is a master of understatement .

vary (v)

/ˈveəri/

schwanken, sich ändern

Humour may **vary** from wordplay to sarcasm to innuendo and even the surreal.