

## ■ Unit 7

headword	pronunciation	translation/notes	example sentence
<b>accounting</b> (n) accounting consultancy (n)	/ə'kaʊntɪŋ/ /ə'kaʊntɪŋ kən,sʌltənsɪ/	Buchführung, Buchhaltung Finanzberatung	<b>Accounting consultancy</b> Arthur Andersen, the company employed by Enron, was fined \$500 million.
<b>accounting system</b> (n)	/ə'kaʊntɪŋ ,sɪstəm/	Buchführungssystem	Enron's <b>accounting system</b> had always been complex and obscure but no one suspected the company of dishonest practices.
<b>creative accounting</b> (n)	/kri:ɛɪtɪv ə'kaʊntɪŋ/	„kreative Buchführung“	' <b>Creative accounting</b> ' is another way of saying that a firm has been 'cooking the books'.
<b>boom</b> (n) (opposite = <b>slump</b> , <b>collapse</b> ) Internet/property/ oil boom (n)	/bu:m/ /ɪntənət/prɒpərtɪ/ɔɪl 'bu:m/	Boom, Aufschwung Internet-/ Immobilien-/ Ölboom	The <b>Internet boom</b> didn't last and on April 14 <sup>th</sup> 2001 more than one trillion dollars in market capitalisation was lost.
<b>cash flow situation</b> (n)	/kæʃ fləʊ sɪtʃu:ɛɪʃən/	Cashflow-Situation	Creative accounting transformed the company's <b>cash flow situation</b> from a \$154 million outflow to a \$3 billion inflow.
<b>company report</b> (n)	/kʌmpəni rɪ'pɔ:t/	Geschäftsbericht	The latest <b>company report</b> shows a 16% increase in profits over the last 12 months.
<b>cook the books</b>	/kʊk ðə 'bʊks/	die Bücher fälschen	Stock market investors were unaware that the company had been ' <b>cooking the books</b> ', inventing partner companies that did not exist to hide huge debts.
<b>corporation</b> (n)	/kɔ:pə'reɪʃən/	Unternehmen, Aktien-, Kapitalgesellschaft	Before its collapse Enron was the USA's seventh-largest <b>corporation</b> .
<b>debatable</b> (adj) It's debatable whether ...	/dɪ'beɪtəbəl/ /ɪtɪz dɪ'beɪtəbəl ,weðə/	strittig Es ist strittig, ob...	<b>It's debatable whether</b> global warming is caused by heavy industry.
<b>end-of-year accounts</b> (n pl)	/endəvɜ:jə ə'kaʊnts/	Jahresabschluss	<b>End-of-year accounts</b> show an unexpected drop in profits.

## Unit 7

headword	pronunciation	translation/notes	example sentence
<b>failure</b> (n) (opposite = <b>success</b> ) end in failure	/ˈfeɪljə/  /,end ɪn ˈfeɪljə/	Fehlschlag, Misserfolg  scheitern	According to a recent study by KPMG, 83% of company mergers <b>end in failure</b> .
<b>free market economics</b> (n pl)	/ˈfriː ˌmɑːkət ˌekəˈnɒmɪks/	freie Marktwirtschaft	Do you agree that <b>free market economics</b> bring prosperity to developing countries?
<b>growth</b> (n) (opposite = <b>decline</b> ) steady growth (n)	/grəʊθ/  /ˌstedɪ ˈgrəʊθ/	Wachstum  stetiges Wachstum	Wall Street trusted the company's <b>steady growth</b> without asking many questions about how it was achieved.
<b>guru</b> (n) management guru (n)	/ˈɡʊrʊː/ /ˌmænɪdʒmənt ˈɡʊrʊː/	Guru Management-Guru	All the <b>management gurus</b> pointed to Enron as the model modern company.
<b>information</b> (n) source of information	/ˌɪnfəˈmeɪʃən/ /sɔːs əv ˌɪnfəˈmeɪʃən/	Information Informationsquelle	Is the Internet always a reliable <b>source of information</b> ?
<b>market research</b> (n)	/ˌmɑːkət ˈriːsɜːtʃ/	Marktforschung	<b>Market research</b> is a useful way of finding out more about client preferences but it's not always 100% reliable.
<b>net</b> (adj) (opposite = <b>gross</b> ) net income/profit etc	/net/  /ˌnet ˈɪŋkʌm/ˌprɒfɪt/	netto  Nettoeinkommen/-gewinn	In 2000 Enron reported a <b>net income</b> of \$979 million.
<b>opinion poll</b> (n)	/əˈpɪnɪən ˌpəʊl/	Meinungsumfrage	According to the latest <b>opinion polls</b> , the government is more popular than ever before.
<b>panic selling</b> (n)	/ˌpænik ˈselɪŋ/	Panikverkäufe	One trillion dollars of market capitalisation was lost in six and a half hours of <b>panic selling</b> .
<b>partner company</b> (n)	/ˌpɑːtnə ˌkʌmpənɪ/	Partnerfirma	Accountants at Enron invented <b>partner companies</b> that did not exist in order to hide huge debts.

## Unit 7

headword	pronunciation	translation/notes	example sentence
<b>press release</b> (n) put out a press release	/ˈpres rɪˌliːs/ /pʊt ˌaʊt ə ˈpres rɪˌliːs/	Pressemitteilung eine Pressemitteilung herausgeben	People working in public relations often <b>put out press releases</b> that are little more than sales promotion.
<b>public relations</b> (n)	/ˌpʌbɪk rɪˈleɪʃənz/	Öffentlichkeitsarbeit	People in <b>public relations</b> have a vested interest in promoting the company or organization they work for.
<b>scandal</b> (n) financial scandal (n)	/ˈskændl/ /fəˌnæŋʃəl ˈskændl/	Skandal Finanzskandal	The company was damaged by a <b>financial scandal</b> in 2001.
<b>scandalous</b> (adj) It's scandalous that ...	/ˈskændələs/ /ɪts ˈskændələs ðət/	skandalös Es ist skandalös, dass ...	<b>It's scandalous that</b> the richest 30% of the planet gets 90% of its income.
<b>speculator</b> (n)	/ˈspekjəleɪtə/	Spekulant	<b>Speculators</b> loved Enron, especially when its share price reached a phenomenal \$90.
<b>spin doctor</b> (n)	/ˈspɪn ˌdɒktə/	PR-Berater	A <b>spin doctor</b> gives journalists information that makes people or organizations seem as good as possible.
<b>staggering</b> (adj) a staggering £1 million	/ˈstægərɪŋ/ /ə ˈstægərɪŋ ˌwɒn mɪljən ˈpaʊndz/	Schwindel erregend Schwindel erregende 1 Million Pfund	Arthur Andersen, the accounting consultancy employed by Enron, was fined a <b>staggering \$500 million</b> .
<b>suppress</b> (v) suppress debts	/səˈpres/ /səˈpres ˈdets/	vertuschen Schulden vertuschen	Enron <b>suppressed</b> their <b>debts</b> by inventing partner companies that did not actually exist.
<b>tax</b> (n) tax loss (n)	/tæks/ /tæks ˌlɒs/	Steuer Steuerverlust	Some <b>tax losses</b> were claimed twice in order to increase tax savings.
tax savings (n pl)	/tæks ˌseɪvɪŋz/	Steuerersparnis	By using 'creative accounting' Enron managed to make \$2 billion in <b>tax savings</b> .
<b>up-to-date</b> (adj)	/ˌʌptəˈdeɪt/	aktuell	Nowadays the Internet allows us easy access to the most <b>up-to-date</b> information.
<b>venture</b> (n)	/ˈventʃə/	Unternehmen	In addition to traditional businesses, Enron was also involved in several obscure e-commerce <b>ventures</b> .

# in company Upper intermediate

## ■ Unit 7

headword	pronunciation	translation/notes	example sentence
<b>vested interest</b> (n) have a vested interest in (doing)	/,vestəd 'intrəst/ /hæv ə ,vestəd 'intrəst in (,du:ɪŋ)/	persönliches Interesse ein persönliches Interesse daran haben zu	In business, many specialists <b>have a vested interest in presenting</b> companies in a favourable light.
<b>wipe out</b> (phr v)	/,waɪp 'aʊt/	zunichte machen	Company profits have been <b>wiped out</b> by the recent slump in the economy.

## Unit 8

headword	pronunciation	translation/notes	example sentence
<b>authorisation</b> (n)	/ˌɔːθəraɪ'zeɪʃən/	Befugnis, Genehmigung	We're hoping that the Board of Directors will give us the <b>authorisation</b> we need to move on to the next stage.
<b>bestselling</b> (adj) bestselling product/service	/ˌbest'selɪŋ/ /best'selɪŋ 'prɒdʌkt/'sɜːvəs/	meistgekauft meistgekauftes/-r Produkt / Service	We really do believe that the Micro-GYM could be a <b>bestselling product</b> .
<b>blank</b> sb's mind goes blank	/'blæŋk/ /sʌmbədɪz ˌmaɪnd gəʊz 'blæŋk/	leer einen Blackout haben	<b>My mind</b> just went <b>blank</b> and I had no idea what to say next.
<b>brand</b> (n) stretch a brand	/brænd/ /stretʃ ə 'brænd/	Marke eine Marke erweitern	Adding cosmetics to our range is an ideal opportunity to <b>stretch our brand</b> .
<b>break down</b> (phr v)	/breɪk 'daʊn/	versagen, kaputtgehen	I'm always worried that the equipment will <b>break down</b> when I'm giving a presentation.
<b>breakdown</b> (n) breakdown of costs/figures etc	/'breɪkdaʊn/ /'breɪkdaʊn əv 'kɒsts/'fɪgəz/	Aufschlüsselung Aufschlüsselung der Kosten / Zahlen etc	A complete <b>breakdown of costs</b> is included in the report.
<b>business</b> (n) business idea (n)	/'bɪznəs/ /'bɪznəs aɪdɪə/	Geschäft, Unternehmen Geschäftsidee	Try to come up with an innovative <b>business idea</b> that could be developed by your company.
line of business (n)	/laɪn əv 'bɪznəs/	Geschäftszweig, Branche	Is it important in your <b>line of business</b> to be able to present your ideas professionally?
<b>cater for</b> (phr v) cater for a demand/need	/'keɪtə ˌfɔː/ /'keɪtə fəɪ ə dɪ'mɑːnd/'niːd/	sorgen für, versorgen eine Nachfrage / einen Bedarf bedienen	It's important that the product you suggest meets a <b>need</b> that is not <b>catered for</b> at present.
<b>challenge</b> (n) set a challenge	/'tʃæləndʒ/ /set ə 'tʃæləndʒ/	Herausforderung vor eine Aufgabe stellen	One way of making your presentation more interesting is by <b>setting</b> your audience a <b>challenge</b> .

# in company Upper intermediate

## Unit 8

headword	pronunciation	translation/notes	example sentence
<b>collaborate</b> (v)	/kə'læbəreɪt/	zusammenarbeiten	The two firms have <b>collaborated</b> to produce an exciting new range of sportswear.
<b>come across</b> (phr v)	/kʌm ə'krɒs/	wirken	The way in which you <b>come across</b> as a person is almost more important than the content of your presentation.
<b>come up with</b> (phr v)	/kʌm 'ʌp wɪð/	sich etwas ausdenken, etwas entwickeln	Try to <b>come up with</b> an innovative idea for a product or service.
<b>complement</b> (v)	/kɒmpləment/	ergänzen	The new product or service should <b>complement</b> the products or services currently on offer.
<b>corporate vision</b> (n)	/kɔ:pərət 'vɪʒən/	Corporate Vision, <i>Teil des Unternehmensleitbilds</i>	
share corporate vision	/,ʃeə kɔ:pərət 'vɪʒən/	die Corporate Vision (mit dem Publikum) teilen	'We think you're going to be as excited about this product as we are' is a way of <b>sharing corporate vision</b> with your audience.
<b>cost</b> (v)	/kɒst/	den Preis / die Kosten kalkulieren	
be fully costed	/bi ˌfʊli 'kɒstəd/	durchkalkuliert sein	The Micro-GYM has <b>been fully costed</b> – a breakdown is included in the report.
<b>departure</b> (n)	/dɪ'pɑ:tʃə/	Ansatz, Start	
be a (completely) new departure for ...	/bi: ə (kəm'pli:tli) nju: dɪ'pɑ:tʃə fɔ:/	ein (völlig) neuer Ansatz für ... sein	Selling mobile phones in-store is a <b>completely new departure</b> for us.
<b>develop</b> (v)	/dɪ'veləp/	entwickeln	
develop a design/ prototype	/dɪ'veləp ə dɪ'zain/'prəʊtətaɪp/	ein Design / einen Prototyp entwickeln	How long did it take to <b>develop the prototype</b> ?
<b>dry up</b> (phr v)	/draɪ 'ʌp/	ins Stocken geraten, den Faden verlieren	I'm always frightened I won't know what to say next and that I might <b>dry up</b> completely.
<b>expectation</b> (n)	/,ekspek'teɪʃən/	Erwartung	
build up expectations	/ˌbɪld ʌp ,ekspek'teɪʃənz/	Erwartungen aufbauen	<b>Building up</b> an audience's <b>expectations</b> of a product is the best way of keeping their interest.
<b>finding</b> (n)	/ˈfaɪndɪŋ/	Ergebnis	
main findings (n pl)	/ˌmeɪn 'faɪndɪŋz/	wichtigste Ergebnisse	The chart below highlights our <b>main findings</b> .

# in company Upper intermediate

## Unit 8

headword	pronunciation	translation/notes	example sentence
<b>focus group</b> (n) set up a focus group	/ˈfəʊkəs ˌgru:p/ /ˌset ʌp ə ˈfəʊkəs ˌgru:p/	Zielgruppe, Untersuchungsgruppe eine Untersuchungsgruppe festlegen	They <b>set up</b> several <b>focus groups</b> to find out what consumers wanted.
<b>global economy</b> (n)	/gləʊbəl ɪˈkɒnəmi/	Weltwirtschaft	Do you think national stereotypes still hold true in an increasingly <b>global economy</b> ?
<b>go-ahead</b> (n) give sb the go-ahead	/ˌgəʊəhed/ /ˌgɪv sʌmbədi ðə ˈgəʊəhed/	Startzeichen jdm grünes Licht geben	We need the Board of Directors to <b>give us the go-ahead</b> before we move on to the next stage.
<b>go down</b> (phr v) go down well	/ˌgəʊ ˈdaʊn/ /ˌgəʊ daʊn ˈwel/	ankommen gut ankommen	Jokes <b>go down well</b> in some countries but not in others.
<b>go dry</b> sb's mouth goes dry	/ˌgəʊ ˈdraɪ/ /sʌmbədɪz ˈmaʊθ ɡəʊz ˈdraɪ/	austrocknen jemand's Mund wird trocken	When you're nervous <b>your mouth</b> tends to <b>go dry</b> .
<b>go for</b> (phr v)	/ˌgəʊ ˈfɔː/	gut finden, stehen auf	American audiences tend to <b>go for</b> jokes and clever remarks.
<b>go funny</b>	/ˌgəʊ ˈfʌni/	verrückt spielen	My microphone <b>went funny</b> and I sounded like Darth Vader out of <i>Star Wars</i> !
<b>go quiet</b>	/ˌgəʊ ˈkwaɪət/	ruhig werden	I hate that moment just before you start speaking when the audience <b>goes quiet</b> .
<b>go wrong</b>	/ˌgəʊ ˈrɒŋ/	<i>hier</i> : nicht funktionieren	The technology <b>went wrong</b> and ruined the whole presentation.
<b>hands-on</b> (adj)	/ˈhændzɒn/	praktisch	'Intrapreneurs' are <b>hands-on</b> managers who make things happen.
<b>highlight</b> (v)	/ˈhaɪlaɪt/	hervorheben	Our findings are <b>highlighted</b> in the chart below.
<b>incur</b> (v) incur costs	/ɪnˈkɜː/ /ɪnˌkɜː ˈkɒsts/	sich zuziehen, auf sich laden Kosten mit sich bringen	Selling the product online would <b>incur</b> extra <b>costs</b> initially.

## ■ Unit 8

headword	pronunciation	translation/notes	example sentence
<b>innovation</b> (n)	/,ɪnə'veɪʃən/	Innovation, Neuerung	<b>Innovation</b> is essential to any good business.
<b>itemise</b> (v)	/aɪtəmaɪz/	einzeln aufführen	Costs of manufacturing, packaging and advertising <b>are all itemised</b> .
<b>major player</b> (n)	/,meɪdʒə 'pleɪə/	Hauptakteur	Microsoft is a <b>major player</b> in the computer software industry.
<b>marketing opportunity</b> (n)	/ˌmɑːkətɪŋ ɒpə'tjuːnəti/	Absatzmöglichkeit	122 million overweight people in the USA is a disgraceful statistic but it represents a wonderful <b>marketing opportunity</b> for us!
<b>presentation</b> (n)	/,prezən'teɪʃən/	Präsentation	Different countries are characterised by their different <b>presentation styles</b> .
presentation style (n)	/,prezən'teɪʃən ,stɑɪl/	Präsentationsstil	
<b>price</b> (v)	/praɪs/	einen Preis festsetzen	The Micro-GYM would probably <b>be priced at</b> around \$35.
be priced at \$100	/bɪ praɪst ət.../	\$100 kosten	
<b>product</b> (n)	/prɒdʌkt/	Produkt	<b>Product testing</b> is still being carried out.
product effort/ features/testing (n)	/prɒdʌkt ,efət/,fi:tʃəz/,testɪŋ/	Produktkonzept /-eigenschaften /-tests	
<b>project budget</b> (n)	/prɒdʒekt ˌbʌdʒət/	Projektbudget	40% of our <b>project budget</b> went into constructing the prototype.
<b>prototype</b> (n)	/ˌprəʊtətaɪp/	Prototyp	A <b>prototype</b> is a model of something, made before it is produced in large quantities.
<b>provider</b> (n)	/prə'vaɪdə/	Anbieter	As one of the world's <b>leading providers of</b> fitness training equipment, we pride ourselves on quality and reliability.
a leading provider of ...	/ə ,liːdɪŋ prə'vaɪdə əv/	ein führender Anbieter von ...	
<b>quote</b> (v)	/kwəʊt/	anführen	You need to <b>quote</b> some <b>statistics</b> to make your presentation interesting but don't overdo it.
quote figures/statistics	/,kwəʊt 'fɪgəz/stə'tɪstɪks/	Zahlen / Statistiken anführen	



## Unit 8

headword	pronunciation	translation/notes	example sentence
<b>run out of</b> (phr v) run out of time/ money etc	/rʌn 'aʊt əv/ /rʌn ,aʊt əv 'taɪm/'mʌni/	nicht mehr haben keine Zeit / kein Geld mehr haben	If you have too much material to present, you may find yourself <b>running out of time</b> .
<b>run over</b> (phr v) run over schedule	/rʌn 'əʊvə/ /rʌn ,əʊvə 'skedʒu:l/	überziehen den Zeitplan überziehen	Audiences hate it when speakers <b>run over schedule</b> .
<b>selling point</b> (n)	/selɪŋ ,pɔɪnt/	Verkaufsargument	During the development phase of a product it's important to think about its main <b>selling points</b> .
<b>sideline</b> (n) a sideline to ...	/saɪdlaɪn/ /ə 'saɪdlaɪn ,tu:/	<i>hier:</i> Ergänzung eine Ergänzung zu	The new range of products have been <b>an</b> enormously successful <b>sideline to</b> our main business.
<b>structure</b> (v) structure a talk/ presentation	/strʌktʃə/ /,strʌktʃə ə 'tɔ:k/,prezən'teɪʃən/	strukturieren eine Rede / eine Präsentation strukturieren	Writing the main points of your presentation on cards will help you to <b>structure your talk</b> .
<b>switch off</b> (phr v)	/,swɪtʃ 'ɒf/	abschalten	Your audience may <b>switch off</b> altogether if you don't make them laugh within the first five minutes.
<b>techno</b> (adj)	/teknəʊ/	mit Technik ausgestattet	Be too <b>techno</b> and your audience may think you're showing off.
<b>untapped</b> (adj) an untapped market	/ʌn'tæpt/ /ən ,ʌntæpt 'mɑ:kət/	unerschlossen, ungenutzt ein unerschlossener Markt	There's obviously a largely <b>untapped market</b> for this type of workout system.
<b>wrap up</b> (phr v) to wrap things up ...	/ræp 'ʌp/ /tə ,ræp θɪŋz 'ʌp/	einpacken; unter Dach und Fach bringen Um zum Schluss zu kommen...	OK, <b>to wrap things up</b> , I'd just like to add that the Micro-GYM has been fully costed and a breakdown is included in the report.

## Unit 9

headword	pronunciation	translation/notes	example sentence
<b>background</b> (n) hover in the background	/ˈbækgraʊnd/ /hɒvə ɪn ðə 'bækgraʊnd/	Hintergrund sich im Hintergrund halten	<b>Hovering in the background</b> waiting to be introduced is not an effective way of networking.
<b>break the ice</b>	/breɪk ðɪ 'aɪs/	das Eis brechen	Cracking jokes is one way of <b>breaking the ice</b> when you meet new people.
<b>business</b> (n) business community (n)  conduct business	/ˈbɪznəs/ /ˈbɪznəs kəˌmjuːnəti/  /kənˌdʌkt 'bɪznəs/	Geschäft, Unternehmen Geschäftswelt  Geschäfte abwickeln	Golf is becoming increasingly popular within the <b>business community</b> .  Most executives seem as comfortable <b>conducting business</b> on the golf course as in the office.
<b>come through (to)</b> (phr v)	/kʌm 'θruː (tə)/	durch-, weitergehen (zu)	<b>Come through to</b> my office, please.
<b>firm</b> (adj) (opposite = <b>limp</b> ) firm handshake	/fɜːm/ /fɜːm 'hændʃeɪk/	fest fester Händedruck	A <b>firm handshake</b> shows that you are confident and in control.
<b>first impression</b> (n) create/make a good/ poor etc first impression	/fɜːst ɪmˈpreʃən/ /kriːeɪt ə ˌɡʊd/pɔː fɜːst ɪmˈpreʃən/	erster Eindruck einen guten/schlechten ersten Eindruck hervorrufen/machen	<b>Creating a positive first impression</b> is very important at a job interview.
<b>job market</b> (n)	/dʒɒb ˌmɑːkət/	Arbeitsmarkt	In a competitive <b>job market</b> it's essential to make a good first impression.
<b>look sb in the eye</b>	/lʊk sʌmbədi ɪn ðiː 'aɪ/	jdm in die Augen schauen	When you meet people for the first time, you should <b>look them in the eye</b> and say hello.
<b>mingle</b> (v)	/mɪŋɡəl/	sich unter die Leute mischen	' <b>Mingling</b> ' is a word meaning talking to and socialising with people.

# in company Upper intermediate

## ■ Unit 9

headword	pronunciation	translation/notes	example sentence
<b>networker</b> (n)	/ˈnetwɜ:kə/	<i>jemand, der (Geschäfts)kontakte knüpft und nutzt</i>	
effective networker	/ɪˈfektɪv ˈnetwɜ:kə/	<i>jemand, der effektiv (Geschäfts)kontakte knüpft und nutzt</i>	You need to be confident and outgoing to be an <b>effective networker</b> .
<b>networking</b> (n)	/ˈnetwɜ:kɪŋ/	Networking	
networking skills	/ˈnetwɜ:kɪŋ ˌskɪlz/	Kontaktfähigkeit	Good <b>networking skills</b> are essential in business.
<b>off-putting</b> (adj) (opposite = <b>appealing</b> )	/ɒfˈpʊtɪŋ/	abstoßend	A limp handshake can be very <b>off-putting</b> .
<b>preliminaries</b> (n pl)	/prɪˈlɪmənəriːz/	einleitende Floskeln	
cut the preliminaries	/ˌkʌt ðə prɪˈlɪmənəriːz/	auf einleitende Floskeln verzichten	<b>Cutting the preliminaries</b> and getting straight to the point can be too abrupt when you're dealing with a first-time client.
<b>relationship-building</b> (n)	/rɪˌleɪʃənʃɪpˈbɪldɪŋ/	Aufbau von Beziehungen	Networking and <b>relationship-building</b> are vital to businesses.
<b>talk shop</b>	/ˌtɔ:k ˈʃɒp/	sich über die Arbeit unterhalten	' <b>Talking shop</b> ' with colleagues means talking about work and not relaxing and talking about other things.

# in company Upper intermediate

## ■ Unit 10

headword	pronunciation	translation/notes	example sentence
<b>absence</b> (n) in the absence of ...	/æbsəns/ /ɪn ði: 'æbsəns əv/	Abwesenheit mangels	<b>In the absence of</b> proof of contamination, Coca-Cola could have appealed to have the ban lifted.
<b>agreement</b> (n) (opposite = <b>disagreement</b> ) be in agreement	/ə'gri:mənt/ /bi: ,ɪn ə'gri:mənt/	Übereinstimmung übereinstimmen	I take it <b>we're all in agreement</b> that the first priority is the safety of our personnel.
<b>anti-globalisation</b> (n) anti-globalisation protest	/,æntɪ,gləʊbəlɪ'zeɪʃən/ /,æntɪ,gləʊbəlɪ,zeɪʃən 'prəʊtest/	Anti-Globalisierung Protest gegen die Globalisierung	Many large companies have been faced with <b>anti-globalisation protests</b> in recent years.
<b>back up</b> (phr v)	/bæk 'ʌp/	sichern	Always remember to <b>back</b> your work <b>up</b> at the end of the day.
<b>backlog</b> (n) backlog of orders	/bæk'lɒg/ /bæk'lɒg əv 'ɔ:dəz/	Rückstand Auftragsrückstand	With the current <b>backlog of orders</b> a strike's the last thing we need!
<b>boycott</b> (n)	/bɔɪ,kɒt/	Boycott	The firm was worried that rumours of contamination could lead to a widespread consumer <b>boycott</b> .
<b>compensatory damages</b> (n pl)	/kɒmpən'seɪtəri 'dæmɪdʒəz/	Schadensersatz	McDonald's was ordered to pay the woman \$200,000 in <b>compensatory damages</b> .
<b>cool-headed</b> (adj)	/ku:l'hedəd/	besonnen	Rafferty, the new CEO of the company, has a reputation as a <b>cool-headed</b> decision maker.
<b>course of action</b> (n)	/kɔ:s əv 'ækʃən/	Vorgehensweise	I'd like your input before committing us to a definite <b>course of action</b> .

## Unit 10

headword	pronunciation	translation/notes	example sentence
<b>crisis</b> (n) a crisis unfolds	/ˈkraɪsɪs/ /ə ˌkraɪsɪs ʌnˈfəʊldz/	Krise eine Krise entwickelt sich	<b>A crisis unfolded</b> when a customer spilt coffee on herself and suffered severe burns.
crisis management (n)	/ˈkraɪsɪs 'mænɪdʒmənt/	Krisenmanagement	<b>Crisis management</b> consultants help companies to deal with difficult situations.
financial/image etc crisis (n)	/fəˌnæɪnʃəl/ɪmɪdʒ 'kraɪsɪs/	Finanz-/Imagekrise	Buyers cancelled their orders after reading the report – for Mercedes this was a <b>financial</b> as well as an <b>image crisis</b> .
<b>decision maker</b> (n)	/dɪ'sɪʒən ˌmeɪkə/	<i>jemand, der Entscheidungen trifft;</i> <i>Entscheidungssträger/-in</i>	Are you a cool-headed <b>decision maker</b> or do you panic when you're under pressure?
<b>delegate</b> (v) delegate tasks/jobs/ duties etc	/ˈdeləgeɪt/ /ˌdeləgeɪt 'tɑːks/dʒɒbz/djuːtɪz/	delegieren Aufgaben / Arbeiten / Pflichten delegieren	It's important to learn to <b>delegate tasks</b> when you're a manager.
<b>delivery</b> (n) take delivery (of)	/dɪ'lɪvəri/ /teɪk 'dɪlɪvəri (əv)/	Lieferung eine Lieferung annehmen	The company was hit hard when hundreds of buyers, waiting to <b>take delivery</b> , cancelled their orders.
<b>disaster</b> (n) disaster strikes	/dɪ'zɑːstə/ /dɪˌzɑːstə 'straɪks/	Katastrophe die Katastrophe bricht herein	<b>Disaster struck</b> after the publication of a critical report in a Swedish auto magazine.
<b>downsize</b> (n)	/daʊnsaɪz/	verkleinern, abbauen	There's a rumour that the company is going <b>to be downsized</b> and people are worried about the threat of redundancy.
<b>environmental disaster</b> (n)	/ɪnˌvaɪrəˌmentl dɪ'zɑːstə/	Umweltkatastrophe	The oil spillage from a tanker off the coast of Spain was an <b>environmental disaster</b> of major proportions.
<b>fraud</b> (n) accusations of fraud	/frɔːd/ /ˌækjəˌzeɪʃənz əv 'frɔːd/	Betrug Anklage wegen Betrugs	The US corporation, Enron, faced <b>accusations of fraud</b> after irregularities in their accounting methods were discovered.

## ■ Unit 10

headword	pronunciation	translation/notes	example sentence
<b>industrial dispute</b> (n)	/ɪnˌdʌstriəl ˈdɪspju:t/	Arbeitskampf	An <b>industrial dispute</b> between senior management and union leaders is threatening to disrupt production.
<b>input</b> (n)	/ɪnpʊt/	Beitrag, Input	I'd appreciate the <b>input</b> of all team members before coming to any decision.
<b>insider trading</b> (n)	/ɪnsaɪdə ˈtreɪdɪŋ/	Insiderhandel	One of the most famous cases of <b>insider trading</b> was that of Nick Leeson, which caused the collapse of Barings Bank.
<b>launch</b> (n)	/lɔ:ntʃ/	Markteinführung	Disaster struck just before the December <b>launch</b> of the new 'A class' model.
<b>lawsuit</b> (n)	/lɔ:su:t/	Rechtsstreit	The company was faced with an expensive <b>lawsuit</b> when customer Stella Liebeck decided to sue for damages.
<b>liable</b> (adj)	/laɪəbəl/	haftbar	At the trial the jury found McDonald's <b>liable</b> and ordered them to pay over \$2.7 million in damages.
<b>market</b> (n)	/mɑ:kət/	Markt	The <b>markets</b> directly involved in the crisis were France, Belgium, Luxembourg and the Netherlands.
<b>monopolies commission</b> (n)	/mənɒpəlɪz kəmiʃən/	Kartellamt	The <b>monopolies commission</b> is an organisation aimed at preventing companies having total control of a market.
<b>objection</b> (n) objection to	/əb'dʒekʃən/ /əb'dʒekʃən ˌtu:z/	Einwand Einwand gegen	What's the nature of your <b>objection to</b> the proposal?
<b>option</b> (n) keep your options open	/ɒpʃən/ /ki:p jər ˈɒpʃənz əʊpən/	Option, Möglichkeit sich die Möglichkeiten offen halten	It's more sensible to <b>keep our options open</b> at this stage.
<b>out-of-court settlement</b> (n)	/aʊtəv,kɔ:t ˈsetlmənt/	außergerichtliche Einigung	Both parties in the McDonald's dispute eventually made an <b>out-of-court settlement</b> for an undisclosed sum.

# in company Upper intermediate

## ■ Unit 10

headword	pronunciation	translation/notes	example sentence
<b>overlook</b> (v)	/əʊvə'lʊk/	hinwegsehen über	Can we really afford to <b>overlook</b> the fact that we'll be putting the local factory workers out of a job?
<b>product recall</b> (n)	/prɒdʌkt ˌri:kɔ:l/	Rückrufaktion	I think we should authorise a total <b>product recall</b> while we conduct further tests.
<b>production plant</b> (n)	/prə'dʌkfən ˌplɑ:nt/	Produktionswerk	We need to think carefully before closing down our biggest <b>production plant</b> .
<b>pros and cons</b> (n pl) weigh up (all) the pros and the cons	/ˌprəʊz ən 'kɒnz/ /weɪ ʌp (ɔ:l) ðə ˌprəʊz ən 'kɒnz/	Vor- und Nachteile (alle) Vor- und Nachteile abwägen	We need to <b>weigh up all the pros and the cons</b> before we reach a final decision.
<b>punitive damages</b> (n pl)	/ˌpjʊ:nətɪv 'dæmɪdʒəz/	Bußgeld	McDonald's had to pay \$2.7 million in <b>punitive damages</b> because of their 'unacceptably dismissive attitude'.
<b>put our/their/your heads together</b>	/pʊt ˌaʊə/ðeə/jɔː 'hedz təˌgeðə/	die Köpfe zusammenstecken	Let's <b>put our heads together</b> and see what ideas we can come up with.
<b>redundancy</b> (n) mass redundancies (n pl)	/rɪ'dʌndənsɪ/ /ˌmæs rɪ'dʌndənsɪz/	Entlassung Massenentlassungen	<b>Mass redundancies</b> were announced by the firm yesterday following a 43% drop in profits.
<b>rush into sth</b> (phr v)	/rʌʃ 'ɪntə ˌsʌmθɪŋ/	etwas überstürzen	We mustn't <b>rush into</b> anything – this issue requires long and careful consideration.
<b>safeguard</b> (v)	/ˌseɪfɡɑ:d/	gewährleisten, schützen	Our first priority is to <b>safeguard</b> the well-being of our personnel.
<b>strike</b> (n)	/straɪk/	Streik	'The union might consider taking industrial action.' 'A <b>strike</b> ?' 'It's a possibility.'
<b>sue</b> (v)	/suː/	verklagen	When McDonald's refused to pay the woman's medical bills, she went to an attorney and <b>sued</b> the company.
<b>Time is short.</b>	/ˌtaɪm ɪz 'ʃɔ:t/	Die Zeit ist knapp.	<b>Time is short</b> – the deadline for completion of the project is in just three weeks.
<b>an undisclosed sum</b> (n)	/ən ˌʌndɪsklɔʊzd 'sʌm/	eine ungenannte Summe	The parties eventually made an out-of-court settlement for <b>an undisclosed sum</b> .

# in company Upper intermediate

## ■ Unit 11

headword	pronunciation	translation/notes	example sentence
<b>adbuster</b> (n)	/ædbʌstə/	Werbekritiker	' <b>Adbusters</b> ' are people who try to stop big companies advertising their products.
<b>advertising budget</b> (n)	/ædvətəɪzɪŋ ˌbʌdʒət/	Werbebudget	Multinationals such as Nike and Vodaphone spend a fortune on advertising – their <b>advertising budgets</b> are huge.
<b>anti-corporate activism</b> (n)	/ˌæntɪˌkɔːpərət ˈæktɪvɪzəm/	<i>Protestaktionen gegen große Unternehmen</i>	<b>Anti-corporate activism</b> refers to the attempts made to reduce the power and influence of large corporations.
<b>anti-corporation movement</b>	/ˌæntɪkɔːpəˌreɪʃən ˈmuːvmənt/	<i>Bewegung gegen große Unternehmen</i>	Klein's book, <i>No Logo</i> , represents the voice of the <b>anti-corporation movement</b> .
<b>billboard</b> (n) ( <i>especially</i> AmE) (BrE = <b>hoarding</b> )	/ˌbɪlbɔːd/	Reklametafel, Plakatwand	<b>Billboards</b> advertising products made by multinationals can be seen in most major cities.
<b>brand</b> (n)	/brænd/	Marke	Most people today are more <b>brand-aware</b> than at any time in the past.
brand-aware (adj)	/ˌbrændəˈweə/	markenbewusst	
brand awareness (n)	/ˌbrænd əˈweənəs/	Markenbewusstsein	
brand loyalty (n)	/ˌbrænd ˈlɔɪəltɪ/	Markentreue	There seem to be no limits to what the world's biggest companies will do to raise <b>brand awareness</b> .
well-known/major brand	/ˌwelnəʊn/ˌmeɪdʒə ˈbrænd/	bekannte Marke	' <b>Brand loyalty</b> ' is a marketing term describing the tendency that customers have to stick to the names they trust.
<b>celebrity endorsement</b> (adj)	/səˌlebrətɪ ɪnˈdɔːsmənt/	Werbeunterstützung durch Prominente	How many <b>well-known brands</b> are you wearing right now?
<b>consumption</b> (n)	/kənˈsʌmpʃən/	Konsum, Verbrauch	<b>Celebrity endorsement</b> , e.g. Britney Spears advertising Pepsi or Michael Jordan advertising Nike, is a well-known form of advertising.
<b>cool hunter</b> (n)	/kuːl ˌhʌntə/	Trendjäger	<b>Consumption</b> in the USA is roughly 30 times greater than in India.
			' <b>Cool hunters</b> ' report back to big companies on the latest trends among young people.



## ■ Unit 11

headword	pronunciation	translation/notes	example sentence
<b>corporate sponsorship</b> (n)	/ˌkɔːpərət 'spɒnsəʃɪp/	Firmensponsoring	Seeing the Vodaphone brand name on the side of Michael Schumacher's Ferrari is an example of <b>corporate sponsorship</b> .
<b>direct mail</b> (n) (= <b>junk mail</b> )	/daɪˌrekt 'meɪl/	Direktwerbung	Most people throw <b>direct mail</b> or 'junk mail' straight in the garbage.
<b>downmarket</b> (adj) (opposite = <b>upmarket</b> )	/daʊnˌmɑːkət/	für den Massenmarkt anspruchsvoll, exklusiv	Products that are <b>downmarket</b> are cheap or of low quality.
<b>endorse</b> (v)	/ɪn'dɔːs/	empfehlen	Michael Jordan was paid more for <b>endorsing</b> the trainers than the entire 30,000-strong workforce was for making them!
<b>expose</b> (v) be exposed to	/ˌek'spəʊz/ /biː ek'spəʊz tuː/	aussetzen ausgesetzt sein	The average American <b>is exposed to</b> 274 advertisements a day!
<b>free-trade zone</b> (n)	/friːtreɪd ˌzəʊn/	Freihandelszone	A lot of the products we buy are produced under terrible conditions in <b>free-trade zones</b> in poorer countries.
<b>global integration</b> (n) (= <b>globalisation</b> )	/ˌɡləʊbəl ,ɪntə'ɡreɪʃən/	Globalisierung	Do you agree that poor countries are victims of <b>global integration</b> ?
<b>globalisation</b> (n)	/ˌɡləʊbəlɪzaɪʃən/	Globalisierung	In her book <i>No Logo</i> Klein claims that <b>globalisation</b> has hit poor countries badly.
<b>job security</b> (n)	/dʒɒb sɪˌkjʊərəti/	Sicherheit des Arbeitsplatzes	There's no <b>job security</b> – it's 'no work, no pay' when orders don't come in.
<b>junk mail</b> (n) (= <b>direct mail</b> )	/dʒʌŋk ˌmeɪl/	Junkmail	There's been a marked increase in the amount of <b>junk mail</b> coming through our doors in recent years.
<b>logo</b> (n)	/ˈləʊɡəʊ/	Logo	<b>Logos</b> or company symbols have almost become an international language.
<b>market</b> (n) marketplace (n)	/ˈmɑːkət/ /ˈmɑːkətˌpleɪs/	Markt Markt	In a highly competitive <b>marketplace</b> thinking up distinctive names for new products is a specialist business.
market segmentation (n)	/ˈmɑːkət ,seɡmən'teɪʃən/	Marktsegmentierung	' <b>Market segmentation</b> ' is the process of dividing up the market into sectors.

## ■ Unit 11

headword	pronunciation	translation/notes	example sentence
target market (n)	/tɑ:ɡɪt ˌmɑ:kət/	Zielmarkt	It's essential to define your <b>target market</b> when you're marketing a product.
upmarket (adj) (opposite = <b>downmarket</b> )	/ʌpˌmɑ:kət/	anspruchsvoll, exklusiv	Products that are <b>upmarket</b> are expensive or of good quality.
<b>multinational</b> (n)	/ˌmʌltɪˈnæʃənəl/	multinationales Unternehmen	<b>Multinationals</b> such as Nike, Microsoft and Starbucks try to be the chief communicators of all that is good in our culture.
<b>overbranded</b> (adj)	/ˌəʊvəˈbrændəd/	<i>zu sehr von Marken dominiert</i>	Klein has become a campaigner against a world that she sees as being ' <b>overbranded</b> '.
<b>overcapacity</b> (n)	/ˌəʊvəkəˈpæsəti/	Überkapazität	' <b>Overcapacity</b> ' – in which you produce more of something than you can sell – is the norm in most businesses.
<b>overtime</b> (n)	/ˌəʊvətɑɪm/	Überstunden	In many of the factories used by the multinationals there is forced <b>overtime</b> but no job security.
<b>PDA</b> (n) (= <b>personal digital assistant</b> )	/ˌpi:diˈeɪ/	PDA	A <b>PDA</b> is a small palmtop computer used for storing names and addresses and for writing reports.
<b>price sensitivity</b> (n)	/ˌpraɪs ˌsensətɪvətɪ/	Preisempfindlichkeit	' <b>Price sensitivity</b> ' is an expression describing the tendency of some customers to buy the cheapest products available.
<b>product</b> (n) product development (n)	/ˌprɒdʌkt/ /ˌprɒdʌkt ˌdiːveləpˌmɛnt/	Produkt Produktentwicklung	A company such as Disney must spend billions on <b>product development</b> annually.
product launch (n)	/ˌprɒdʌkt ˌlɔ:ntʃ/	Produkteinführung	The number of grocery <b>product launches</b> increased from 2,700 in 1981 to 20,000 in 1996.
product placement (n)	/ˌprɒdʌkt ˌpleɪsmɛnt/	Schleichwerbung	<b>Product placement</b> is the use of a company's product in a film or TV show as a way of advertising it.

# in company Upper intermediate

## ■ Unit 11

headword	pronunciation	translation/notes	example sentence
product positioning (n)	/prɒdʌkt pəˌzɪʃənɪŋ/	Produktpositionierung	The process of deciding whether your product is up- or downmarket is called <b>product positioning</b> .
<b>promotion</b> (n)	/prəˈmɒʃən/	Werbung	Our advertising budget dictates how much we can spend on <b>promotion of</b> our products.
promotion of	/prəˈmɒʃən əv/	Werbung für	
<b>spam</b> (n)	/spæm/	Spam, <i>unerwünschte, nicht angeforderte E-Mail-Werbung</i>	' <b>Spam</b> ' is a term describing unwanted email that is sent to large numbers of people using the Internet.
<b>strategic alliance</b> (n)	/strəˌtɪ:dʒɪk əˈlaɪəns/	strategisches Bündnis	A <b>strategic alliance</b> is formed when two or more rival companies work together in order to achieve something.
<b>target</b> (v)	/tɑːɡət/	abzielen auf	Video games companies tend to <b>target</b> young males with their action-packed titles.
<b>workforce</b> (n)	/wɜːkfɔːs/	Belegschaft	Many of the multinationals exploit their <b>workforces</b> , denying them job security but forcing them to do overtime when necessary.

# in company Upper intermediate

## Unit 12

headword	pronunciation	translation/notes	example sentence
<b>chief executive</b> (n)	/tʃi:f ɪg'zɛkjətɪv/	Geschäftsführer, leitender Angestellter	According to Owens, someone who sends messages with lots of spelling and grammar mistakes probably has the makings of a <b>chief executive</b> !
<b>computer</b> (n)	/kəm'pjʊ:tə/	Computer	<b>Computer hardware</b> is equipment such as the monitor, mouse and keyboard that you need to run computer programmes.
computer hardware (n)	/kəm'pjʊ:tə ,hɑ:dweə/	Computer-Hardware	
computer industry (n)	/kəm'pjʊ:tə ,ɪndʌstri/	Computerbranche	
computer rage (n)	/kəm'pjʊ:tə ,reɪdʒ/	<i>gewalttätiges Verhalten gegenüber dem Computer</i>	A survey by MORI revealed that 75% of computer users suffer from ' <b>computer rage</b> ' and actually damage their hardware.
<b>copy sb in (on)</b> (phr v)	/kɒpi sʌmbədi 'ɪn (ɒn)/	jdn einkopieren	The person to contact is called Margrethe Rasmussen and remember to <b>copy me in on</b> any correspondence.
<b>corporate ladder</b> (n)	/kɔ:pərət 'lædə/	Karriereleiter	Mark Howarth reached <b>the top of the corporate ladder</b> in October 2002 when he was appointed managing director of the firm.
the top of the corporate ladder	/ðə ,tɒp əv ðə ,kɔ:pərət 'lædə/	die Spitze der Karriereleiter	
<b>cost</b> (n)		Kosten	I require a complete <b>cost breakdown</b> for the project as quickly as possible.
cost breakdown (n)	/kɒst ,breɪkdaʊn/	Kostenaufschlüsselung	
costing (n)	/kɒstɪŋ/	Kosten	
<b>earnings</b> (n)	/ɜ:nɪŋz/	Einkommen, Einkünfte	Outbursts of computer rage can cost companies up to £25,000 in <b>lost earnings</b> and damaged hardware!
lost earnings (n pl)	/lɒst 'ɜ:nɪŋz/	ausgefallene Einkünfte	
<b>fall (by)</b> (v)	/fɔ:l (baɪ)/	fallen (um)	Cerner stock <b>fell by</b> 28% after emails which the CEO had sent to his staff found their way onto the Yahoo! website!
(opposite = <b>increase (by)</b> )			
<b>fire off</b> (phr v)	/faɪə 'ɒf/	„abfeuern“	' <b>Firing off</b> ' an e-mail means writing it and sending it as quickly as possible.

# in company Upper intermediate

## ■ Unit 12

headword	pronunciation	translation/notes	example sentence
<b>forward</b> (v)	/fɔ:wəd/	weiterleiten	Using office e-mail to <b>forward</b> jokes to colleagues is a bad idea!
<b>get back to sb</b> (phr v)	/get 'bæk tə ,sʌmbədi/	noch einmal mit jdm sprechen, sich wieder mit jdm in Verbindung setzen	I'd be grateful if you could have a quick look at the report and <b>get back to me</b> about it.
<b>get on to sb</b> (phr v)	/get 'ɒn tə ,sʌmbədi/	jdn ansprechen, sich in Verbindung setzen mit	I must <b>get on to</b> our suppliers about the delay with the order.
<b>go down</b> (phr v) go down well/badly etc	/,gəʊ 'daʊn/ /,gəʊ daʊn 'wel/'bædli/	ankommen gut/schlecht ankommen	You did a good job. The product demonstration <b>went down</b> really <b>well</b> .
<b>high-status</b> (adj)	/,haɪ'steɪtəs/	hochrangig	<b>High-status</b> people within a company tend to send messages that are shorter and more direct.
<b>keep sb in the loop</b>	/ki:p sʌmbədi ɪn ðə 'lu:p/	jdn auf dem Laufenden halten	<b>Keep me in the loop</b> on any important developments.
<b>makings</b> (n pl) have (all) the makings of	/meɪkɪŋz/ /hæv ,(ɔ:l) ðə 'meɪkɪŋz əv/	Beschaffenheit das Zeug haben zu	She's a competent middle manager but I don't think she <b>has the makings of</b> a CEO.
<b>middle management</b> (n)	/,mɪdl 'mænɪdʒmənt/	mittleres Management	Long, overcomplicated e-mail messages tend to characterise those who will go no further than <b>middle management</b> .
<b>neutral</b> (adj)	/nju:trəl/	neutral	Generally speaking, a friendly but <b>neutral</b> style works best when you're emailing.
<b>packaging design</b> (n)	/,pækɪdʒɪn dɪ'zaɪn/	Verpackungsdesign	Our people in marketing weren't too happy with the <b>packaging design</b> .
<b>product demo</b> (n) (= <b>product demonstration</b> )	/prɒdʌkt ,deməʊ/	Produktvorführung	The audience was really impressed with the <b>product demo</b> .

## ■ Unit 12

headword	pronunciation	translation/notes	example sentence
<b>respond</b> (v) respond to	/rɪˈspɒnd/ /rɪˈspɒnd tuː/	antworten antworten auf	How long does it generally take you to <b>respond to</b> your e-mails?
<b>rethink</b> (n) have a rethink (about)	/riːθɪŋk/ /hæv ə ˈriːθɪŋk (əˌbaʊt)/	Überdenken überdenken	You need to <b>have a rethink about</b> the packaging design.
<b>send button</b> (n) press the send button	/send ˌbʌtn/ /pres ðə ˈsend ˌbʌtn/	Schaltfläche „Senden“ auf „Senden“ klicken	Sending an e-mail is so easy – you just type your message and then <b>press the send button</b> .
<b>sound sb out (on)</b> (phr v)	/saʊnd sʌmbədi ˈaʊt (ɒn)/	jdn aushorchen über	When you have a spare moment, I'd like to <b>sound you out on</b> this new packaging idea.
<b>stress factor</b> (n)	/stres ˌfæktə/	Stressfaktor	The survey showed that computers are among the top ten <b>stress factors</b> at work, with 75% of employees shouting and swearing at their machines.
<b>take sth off sb's hands</b>	/ˌteɪk sʌmθɪŋ ɒf sʌmbədɪz ˈhændz/	jdm etwas abnehmen	I've too much to do at the moment – I'd be grateful if you could <b>take the arrangements for the Milan meeting off my hands</b> .
<b>take on</b> (phr v)	/ˌteɪk ˈɒn/	übernehmen	She's totally stressed out at work and feels she can't <b>take on</b> any more.
<b>time-saver</b> (n)	/taɪmsɛɪvə/	Zeitersparnis	Do you think e-mail is a <b>time-saver</b> or a time-waster?
<b>trash</b> (n)	/træʃ/	Müll	Out of 753 e-mails only ten were really useful – the rest could all have been sent straight to the <b>trash!</b>
<b>unread</b> (adj)	/ˌʌnˈred/	ungelesen	Several of the people we interviewed admitted sending many of their e-mails to the trash <b>unread</b> .
<b>update</b> (v) update sb on sth	/ˌʌpˈdeɪt/	auf den neuesten Stand bringen jdn über etwas auf den neuesten Stand bringen	Can you <b>update me on</b> where you are with the Rome Expo arrangements.

# in company Upper intermediate

## Unit 14

headword	pronunciation	translation/notes	example sentence
<b>air traffic control</b> (n)	/eə ˌtræfɪk kənˈtrəʊl/	Luftverkehrskontrolle	I looked out of the window and saw a fighter plane flying alongside us – apparently <b>air traffic control</b> had lost radio contact with our plane.
<b>apology</b> (n) make an apology	/əˈpɒlədʒi/ /ˌmeɪk ən əˈpɒlədʒi/	Entschuldigung sich entschuldigen	One way of starting a conversation with a stranger is to <b>make an apology</b> – for example, about your children’s behaviour.
<b>and the strange thing was ...</b>	/ænd ðə streɪndʒ θɪŋ wɒz/	und das Seltsame war...	There was a loud noise from outside the plane, <b>and the strange thing was</b> that the cabin crew just seemed to be ignoring it.
<b>around the time of ...</b>	/əraʊnd ðə taɪm əv/	etwa zu der Zeit von...	I was flying from Malaga to Stansted in the UK – this was <b>around the time of</b> the attacks on the World Trade Center in 2001.
<b>assistance</b> (n) offer assistance	/əˈsɪstəns/ /ɔfə əˈsɪstəns/	Hilfe Hilfe anbieten	<b>Offering assistance</b> , for example by saying ‘Let me help you with that’ is another way of starting conversation.
<b>business traveller</b> (n)	/ˈbɪznəs ˌtrævlə/	Geschäftsreisende/r	Macon Leary’s advice to <b>business travellers</b> is to travel light.
<b>to cut a long story short</b>	/tə ˌkʌt ə ˌlɒŋ ˌstɔːri ˈʃɔːt/	um es kurz zu machen	Anyway, <b>to cut a long story short</b> , the captain of the plane managed to keep everybody calm and we were able to continue our journey.
<b>end up</b> (phr v) end up doing	/end ˈʌp/ /end ʌp ˈduːɪŋ/	enden, landen schließlich etwas tun	You won’t believe this but I <b>ended up sitting</b> next to a guy with a snake in a basket!
<b>incidentally</b> (adv)	/ɪnsəˈdentəlɪ/	übrigens	<b>Incidentally</b> , did I tell you I won’t be in the office on Monday afternoon?
<b>industrial tribunal</b> (n)	/ɪnˌdʌstriəl ˈtraɪbjʊːnəl/	Arbeitsgericht	He won back his job after an <b>industrial tribunal</b> ruled that he had been unfairly dismissed.
<b>luggage</b> (n) lost luggage (n)	/ˈlʌɡɪdʒ/ /lɒst ˈlʌɡɪdʒ/	Gepäck verlorenes Gepäck	Have you ever had any bad experiences with <b>lost luggage</b> ?

# in company Upper intermediate

## ■ Unit 14

headword	pronunciation	translation/notes	example sentence
<b>observation</b> (n) make an observation	/,ɒbzə'veɪʃən/ /,meɪk ən ,ɒbzə'veɪʃən/	Bemerkung eine Bemerkung machen	<b>Making observations</b> about the weather is another common way of starting a conversation.
<b>request</b> (n) make a request	/rɪ'kwest/ /,meɪk ə rɪ'kwest/	Bitte um etwas bitten	'Do you mind swapping seats?' or 'Could you help me with my bag?' are both examples of someone <b>making a request</b> .
<b>subject</b> (n) On the subject of ...	/sʌbdʒekt/ /ɒn ðə 'sʌbdʒekt əv .../	Thema Apropos ...	<b>On the subject of</b> politics, who do you think is going to win the presidential elections?
To change the subject ...	/tə ɪ'ʃeɪndʒ ðə 'sʌbdʒekt/	Um das Thema zu wechseln, ...	<b>To change the subject</b> , have you heard who's just been appointed CEO?
<b>swap</b> (v) swap seats	/swɒp/ /swɒp 'si:ts/	tauschen Plätze tauschen	Would you mind <b>swapping seats</b> ? I don't like sitting next to the window.
<b>Talking of</b> ...	/tɔ:kɪŋ əv .../	Apropos ...	<b>Talking of</b> holidays, one of the nicest places I've ever visited is Bali.
<b>To top it all</b> ...	/tə ɪtɒp ɪt 'ɔ:l .../	Als wäre das noch nicht genug, ...	<b>To top it all</b> , I ended up sitting next to a guy with a snake in a basket!
<b>travel light</b>	/trævl 'laɪt/	<i>mit wenig Gepäck reisen</i>	' <b>Travelling light</b> ' means travelling without much luggage.
<b>unfairly dismissed</b> (adj)	/ʌn'feəli dɪs'mɪst/	zu Unrecht entlassen	The industrial tribunal ruled that she had been <b>unfairly dismissed</b> .



## Unit 15

headword	pronunciation	translation/notes	example sentence
<b>acquisition</b> (n) grow by acquisition	/,ækwɪ'zɪʃən/ /grəʊ baɪ ,ækwɪ'zɪʃən/	Übernahme durch Übernahmen wachsen	Carly Fiorina, CEO of Hewlett-Packard, pursued a policy of <b>growing by acquisition</b> .
a stream of acquisitions	/ə ,stri:m əv ,ækwɪ'zɪʃənz/	eine Reihe von Übernahmen	A <b>stream of acquisitions</b> permitted Amazon to expand into areas such as CDs and clothing.
<b>business</b> (n) core business (n)	/'bɪznəs/ /kɔ: 'bɪznəs/	Geschäft Kerngeschäft	We became the world's No.1 mobile phone company by focusing on our <b>core business</b> .
<b>catchphrase</b> (n)	/'kætʃfreɪz/	Schlagwort	One of the ways to become a guru is to come up with a <b>catchphrase</b> or catchword such as 'synergy' or 'glocalisation'.
<b>co-opetition</b> (n)	/'kəʊ,ɒpə'tɪʃən/	<i>Zusammenarbeit mit der Konkurrenz</i>	' <b>Co-opetition</b> ' is a catchword meaning to co-operate with the competition.
<b>conventional wisdom</b> (n)	/'kɒn,venʃənəl 'wɪzdəm/	vorherrschende Meinung	Semler has chosen to ignore <b>conventional wisdom</b> in allowing his workers to choose and evaluate their bosses.
<b>cut-throat</b> (adj)	/'kʌt,θrəʊt/	mörderisch	Nokia has overtaken both Ericsson and Motorola in the notoriously <b>cut-throat</b> mobile phone market.
<b>direct-sale</b> (adj)	/'dɪ,rekt'seɪl/	Direktverkaufs-	The Dell Corporation is a <b>direct-sale</b> computer business that bypasses the middleman, i.e. the retail stores.
<b>diversify</b> (v) diversify into	/'daɪvɜ:sɪsə'faɪ/ /'daɪvɜ:sɪsə'faɪ ,ɪntu:/	diversifizieren, ausweiten diversifizieren in	Bezos, the founder of Amazon, has not been afraid to <b>diversify into</b> new businesses.
<b>downsizing</b> (n) (opposite = expansion)	/'daʊn,sɑɪzɪŋ/	Stellenabbau	' <b>Downsizing</b> ' basically means cutting costs by making people redundant.
<b>emotional intelligence</b> (n)	/'ɪ,məʊʃənəl ɪn'telədʒəns/	emotionale Intelligenz	Someone with <b>emotional intelligence</b> knows how to deal with people.

# in company Upper intermediate

## ■ Unit 15

headword	pronunciation	translation/notes	example sentence
<b>empire</b> (n) the Virgin/Dell/Microsoft etc empire	/ˈempaɪə/ /ðəˌvɜːdʒɪn/del/ ˌmaɪkrəʊsɒft ˈempaɪə/	Imperium das Virgin-/ Dell-/ Microsoft-Imperium	Richard Branson is head <b>of</b> the huge <b>Virgin empire</b> .
<b>empowerment</b> (n)	/ɪmˈpaʊəmənt/	Befähigen, Bevollmächtigen	<b>‘Empowerment’</b> has become a popular catchword meaning giving people control over what they do.
<b>focused</b> (adj) tightly focused	/ˈfəʊkəst/ /ˌtaɪtlɪ ˈfəʊkəst/	konzentriert zielgerichtet	Nokia sold off its non-core operations in order to become more <b>tightly focused</b> .
<b>founder</b> (n) the founder of Dell Corporation	/ˈfaʊndə/ /ðə ˌfaʊndər əv ˈdel kɔːpəreɪʃən/	Gründer der Gründer von Dell Corporation	Dell is <b>the founder</b> and CEO <b>of</b> Dell Corporation.
<b>glass ceiling</b> (n)	/ˌɡlɑːs ˈsiːlɪŋ/	gläserne Decke	The <b>glass ceiling</b> certainly exists where I work – there’s hardly a woman who gets promoted beyond unit manager.
<b>glocalisation</b> (n)	/ˌɡləʊkəlaɪˈzeɪʃən/	„Glocalisation“	<b>Glocalisation</b> describes a business strategy in which you keep your business small and local but aim at the whole world as your market.
<b>innovate</b> (v)	/ɪnəveɪt/	Neuerungen einführen	In the mobile phone business it’s a case of <b>innovate</b> or die.
<b>JIT (= Just-in-Time)</b>	/ˌdʒeɪtɪˈtiː/	absatzsynchrone Produktion	<b>‘JIT’</b> means manufacturing things just in time to meet customer demand.
<b>invest</b> (v) invest time/money	/ɪnˈvest/ /ɪnˌvest ˈtaɪm/mʌni/	investieren Zeit/Geld investieren	A lot of <b>time and money has been invested</b> in the project.
<b>logistics</b> (n pl)	/ləˈdʒɪstɪks/	Logistik	The <b>logistics</b> of a situation are the practical arrangements that are necessary in order to organize or achieve something.
<b>market</b> (n) market leader (n)	/ˌmɑːkət ˈliːdə/	Markt Marktführer	Branson’s company, Virgin, has earned a reputation for stealing business off complacent <b>market leaders</b> .

## Unit 15

headword	pronunciation	translation/notes	example sentence
<b>marketspace</b> (n)	/ˈmɑːkətspeɪs/	Marktlücke	If you create your own <b>marketspace</b> , you break free of your competitors altogether.
<b>merger</b> (n) push through a merger	/ˈmɜːdʒə/ /ˌpʊʃ θruː ə ˈmɜːdʒə/	Fusion, Unternehmenszusammenschluss eine Fusion durchziehen	She's a tough manager who <b>pushed through a</b> highly successful <b>merger</b> with PC giant Compaq.
<b>middleman</b> (n)	/ˈmɪdlmæn/	Zwischenhändler	Retail stores act as the <b>middlemen</b> who sell the product.
<b>overtake</b> (v)	/əʊvə'teɪk/	überholen	Under the guiding hand of Jorma Ollila, Nokia has <b>overtaken</b> rivals Motorola and Ericsson to become the No.1 mobile phone company.
<b>position</b> (n) maintain your position	/pə'zɪʃən/ /meɪn'teɪn jɔː pə'zɪʃən/	Position seine Position behalten	In spite of the dot.com crash of 2001, Amazon has <b>maintained its position</b> as the world's largest Internet retailer.
<b>portfolio career</b> (n)	/pɔːtɪfəʊlɪəʊ kə'riə/	Portfolio-Karriere, <i>flexibler Karriereentwurf, bei dem man verschiedene Tätigkeiten parallel ausübt</i>	'What is this so-called <b>portfolio career</b> ?' 'It's the idea that you have to keep changing direction in your career every seven years.'
<b>publicity</b> (n) generate publicity	/pʌb'lɪsəti/ /dʒenə'reɪt pʌb'lɪsəti/	Werbung, Reklame Reklame machen	One of Branson's greatest skills is the ability to <b>generate publicity</b> for his company.
<b>re-engineering</b> (n)	/ˌriːendʒə'nɪərɪŋ/	innerbetrieblicher Strukturwandel	<b>Re-engineering</b> was the big thing in the 90s – all about improving efficiency and performance ... by sacking half your staff!
<b>recession</b> (n) ride out the recession	/rɪ'seɪʃən/ /raɪd aʊt ðə rɪ'seɪʃən/	Rezession die Rezession überstehen	She <b>rode out the recession</b> to rise meteorically to become head of one of Silicon Valley's biggest companies.
<b>self-publicist</b> (n)	/selfpʌblə'sɪst/	<i>jemand, der sich selbst gut vermarktet</i>	A skilled <b>self-publicist</b> , there is nothing Branson wouldn't do to promote the Virgin brand.

## ■ Unit 15

headword	pronunciation	translation/notes	example sentence
<b>sell off</b> (phr v)	/,seɪ 'ɒf/	abstoßen	Nokia decided to <b>sell off</b> its non-core operations and to focus exclusively on mobile phones.
<b>synergy</b> (n)	/ˈsɪnɜːdʒi/	Synergie	<b>Synergy</b> is based on the principle that we are all more effective as individuals if we work as a team.
<b>TQM</b> (= <b>Total Quality Management</b> ) (n)	/ˈtiːkjuː'em/	TQM, Gesamtqualitätssicherung	<b>TQM</b> involves monitoring production, inventory, logistics etc and making sure that they are accurate.
<b>trend</b> (n) buck the trend (opposite = <b>follow the trend</b> )	/trend/ /ˈbʌk ðə 'trend/	Trend sich dem Trend widersetzen	Amazon <b>bucked the</b> e-commerce <b>trend</b> by remaining the world's largest Internet retailer.

## ■ Unit 16

headword	pronunciation	translation/notes	example sentence
advertising technique	/ædvətəɪzɪŋ tek,nɪ:k/	Werbetechnik	The use of celebrities to endorse products is a powerful <b>advertising technique</b> .
authorise (v)	/ɔ:θəraɪz/	genehmigen	A total shutdown of the Hamburg plant has been <b>authorised</b> .
back up (phr v)	/bæk 'ʌp/	sich stauen	If we close the plant down, we'll have container lorries <b>backed up</b> from Hamburg to Lübeck!
blue-chip client (n)	/blu:tʃɪp 'klaɪənt/	erstklassiger Kunde	Geoconference has an impressive list of <b>blue-chip clients</b> , including IBM and Merrill Lynch.
bottleneck (n)	/bɒtlnek/	Engpass	If you authorise a plant shutdown, we'll have a terrible <b>production bottleneck</b> .
production bottleneck (n)	/prə'dʌkʃən ,bɒtlnek/	Produktionsengpass	
budget (n)	/bʌdʒət/	Budget, Etat	Unfortunately the rumours of a <b>budget overrun</b> on the <i>Vivacity</i> campaign turned out to be true.
budget overrun (n)	/bʌdʒət 'əʊvəɾʌn/	Überziehen des Budgets	
exceed a budget	/ɪk'si:d ə 'bʌdʒət/	ein Budget überziehen	
run over budget	/rʌn əʊvə 'bʌdʒət/	das Budget überschreiten	With post-production costs, we could <b>run</b> € 500,000 – € 700,000 <b>over budget</b> on this one.
costs (n pl)	/kɒsts/	Kosten	The Chief Financial Officer is concerned about the <b>costs</b> RJK are <b>running up</b> on the Éternelle account.
run up costs	/rʌn ʌp 'kɒsts/	Kosten in die Höhe treiben	
delivery (n)	/dɪ'lɪvəri/	Lieferung	A large number of <b>delayed deliveries</b> could harm the company's reputation.
delayed deliveries (n pl)	/dɪ,leɪd dɪ'lɪvəri:z/	verspätete Lieferungen	
endorse (v)	/ɪn'dɔ:s/	empfehlen, unterstützen	The use of celebrities to <b>endorse products</b> is a powerful advertising technique.
endorse a product/brand	/ɪn,dɔ:s ə 'prɒdʌkt/'brænd/	ein Produkt / eine Marke empfehlen	

# in company Upper intermediate

## ■ Unit 16

headword	pronunciation	translation/notes	example sentence
<b>fall</b> (n) fall in productivity/ sales etc	/fɔ:l/ /fɔ:l ɪn ,prɒdʌk'tɪvətɪ/'seɪlz/	Rückgang Produktivitäts- /Verkaufsrückgang	A <b>fall in productivity</b> could seriously damage our position as market leader.
<b>manhours</b> (n pl) lost manhours (n pl)	/mænaʊəz/ /lɒst 'mænaʊəz/	Arbeitsstunden verlorene Arbeitsstunden	How many <b>lost manhours</b> do you estimate a plant shutdown would result in?
<b>order</b> (n) meet an order	/ɔ:də/ /mi:t ən 'ɔ:də/	Bestellungen, Auftrag einer Bestellung nachkommen, einen Auftrag ausführen	If we close down the plant for a few days, we won't be able to <b>meet</b> any of our current <b>orders</b> .
<b>oversee</b> (v)	/əʊvə'si:/	beaufsichtigen	Max Schiller is told to <b>oversee</b> and ensure completion of the repairs within three days.
<b>publicity</b> (n) adverse publicity (n)	/pʌb'lɪsəti/ /ædvɜ:s pʌb'lɪsəti/	Werbung Negativpresse	A total plant shutdown could generate a great deal of <b>adverse publicity</b> .
<b>reserve stocks</b> (n pl)	/rɪzɜ:v 'stɒks/	Reservebestand	We have insufficient <b>reserve stocks</b> to fully meet current orders.
<b>safety</b> (n) safety check (n)  safety hazard (n)	/seɪftɪ/ /seɪftɪ ,tʃek/  /seɪftɪ ,hæzəd/	Sicherheit Sicherheitsüberprüfung  Sicherheitsrisiko	The site must be evacuated in order to conduct <b>safety checks</b> .  We have to shut the plant down – at the moment it's a <b>safety hazard</b> .
<b>shutdown</b> (n)	/ʃʌtdaʊn/	Schließung	The <b>shutdown</b> of the Hamburg plant has now been officially confirmed.
<b>smooth over</b> (phr v) smooth things over	/,smu:ð 'əʊvə/ /,smu:ð θɪŋz 'əʊvə/	in Ordnung bringen, gerade biegen die Sache gerade biegen	Somebody in after-sales will have to ring round our key customers and <b>smooth things over</b> with them.
<b>teleconferencing</b> (n)	/,telɪ'kɒnfərənsɪŋ/	(Abhalten von) Telekonferenz (en)	<b>Teleconferencing</b> allows people in different places to communicate using an electronic communications system, usually television.

## ■ Unit 16

headword	pronunciation	translation/notes	example sentence
<b>video</b> (n) video phone (n)	/ˈvɪdɪəʊ ˈfəʊn/	Video Bildtelefon	The advantage of videoconferencing is that you can hold meetings with people in other places using a <b>video phone</b> .
videoconferencing (n)	/ˈvɪdɪəʊˈkɒnfərənsɪŋ/	(Abhalten von) Videokonferenz(en)	Although there are many advantages to <b>videoconferencing</b> , it will never eliminate the need for a face-to-face meeting.

## Unit 17

headword	pronunciation	translation/notes	example sentence
<b>acumen</b> (n) financial acumen (n)	/ækjəmən/ /fə,nænfəl 'ækjəmən/	Scharfsinn Geschäftssinn	Someone who has <b>financial acumen</b> makes good financial decisions and judgments.
<b>agreement</b> (n) jeopardise an agreement	/ə'gri:mənt/ /dʒepədaɪz ən ə'gri:mənt/	Abkommen ein Abkommen gefährden	Some negotiators make a last-minute demand in the hope that his or her opponent will not want to <b>jeopardise the agreement</b> for one small detail.
<b>bottom line</b> (n) be sb's absolute bottom line	/ˌbɒtəm 'laɪn/ /bi ˌsʌmbədɪz ˌæbsəlu:t ˌbɒtəm 'laɪn/	Verhandlungsminimum jemand's absolutes Verhandlungsminimum sein	O-Zone is a unique product and I'm afraid € 4 a bottle is <b>our absolute bottom line</b> .
<b>business</b> (n) a rock-solid business	/ˈbɪznəs/ /ə ˌrɒksɒlɪd 'bɪznəs/	Geschäft ein grundsolides Geschäft	Firmly established rock group, the Stones, are also a <b>rock-solid business</b> generating millions of dollars a year.
<b>compromise</b> (n) reach a compromise	/ˈkɒmprəmaɪz/ /ˌri:tʃ ə 'kɒmprəmaɪz/	Kompromiss einen Kompromiss treffen	During negotiations you must often be prepared to <b>reach</b> some kind of <b>compromise</b> .
<b>concession</b> (n) obtain a concession	/kən'seʃən/ /ɒbˌteɪn ə kən'seʃən/	Zugeständnis ein Zugeständnis bekommen	Experienced negotiators know how to <b>obtain concessions</b> from their opponents without giving too much in return.
<b>deadlock</b> (n) end in deadlock	/ˈdedlɒk/ /ˌend ɪn 'dedlɒk/	Stillstand ergebnislos enden	Neither side was prepared to move and so the negotiation <b>ended in deadlock</b> .
<b>demand</b> (n) make a demand	/dɪ'mɑ:nd/ /ˌmeɪk ə dɪ'mɑ:nd/	Forderung fordern	Don't <b>make</b> all your <b>demands</b> at the start of negotiations – make a small demand first and get agreement on it before proceeding.
<b>emotional blackmail</b> (n)	/ɪ,məʊʃənəl 'blækmeɪl/	emotionale Erpressung	<b>Emotional blackmail</b> involves trying to make other people feel guilty in order to get what you want.
<b>essentials</b> (n pl)	/ɪ'senʃəlz/	das Entscheidende	' <b>Essentials</b> ' are the things that it is very important for you to obtain during negotiations.



## Unit 17

headword	pronunciation	translation/notes	example sentence
<b>gross revenues</b> (n pl)	/ˌgrəʊs ˈrevənjuːz/	Bruttoeinkünfte	The Stones have generated more than \$1.5 billion in <b>gross revenues</b> since 1989.
<b>halfway</b> (adv) meet sb halfway	/hɑːfweɪ/ /ˌmiːt sʌmbədi hɑːfweɪ/	in der Mitte sich in der Mitte treffen	Maybe we could sort something out on price. Would you be willing to <b>meet us halfway</b> ?
<b>hassle</b> (n) not be worth the hassle	/hæsəl/ /ˌnɒt bɪ ˈwɜːθ ðə ˈhæsəl/	Schwierigkeiten die Schwierigkeiten nicht wert sein	Sometimes people give in to their opponent completely, deciding that prolonged negotiations <b>are</b> simply <b>not worth the hassle</b> .
<b>head-on conflict</b> (n)	/hedɒn ˈkɒnflɪkt/	direkter Konflikt	If neither person is prepared to compromise then the discussions may turn into a <b>head-on conflict</b> .
<b>high-pressure tactics</b> (n pl)	/haɪpreʃə ˈtæktɪks/	aggressive Taktik	Using <b>high-pressure tactics</b> involves using every strategy you can in order to get what you want.
<b>ideals</b> (n pl)	/aɪˈdɪəlz/	Ideale	' <b>Ideals</b> ' are the things you will fight to get but not if it costs you the deal.
<b>income stream</b> (n)	/ɪnkʌm ˈstriːm/	Einkommensstrom	Music rights, not concerts, provide the steadiest <b>income stream</b> .
<b>long-term relationship</b> (n)	/ˌlɒŋtɜːm rɪˈleɪʃənʃɪp/	lang andauernde Beziehung	It's not worth sacrificing a <b>long-term relationship</b> for the sake of winning a deal.
<b>manoeuvre</b> (n) room for manoeuvre (n)	/məˈnuːvə/ /ruːm fə məˈnuːvə/	Manövrieren Spielraum	The problem with getting involved in a single-issue negotiation is that you leave yourself little <b>room for manoeuvre</b> .
<b>movement</b> (n) movement on price	/muːvmənt/ /muːvmənt ɒn ˈpraɪs/	Bewegung Flexibilität des Preises	We'd like to see a little more <b>movement on price</b> – say, a 10% discount?
<b>negotiate</b> (v) negotiable (adj)	/nɪˈɡəʊʃɪeɪt/ /nɪˈɡəʊʃɪəbəl/	verhandeln verhandelbar	Pointing out to your opponent that some things are not <b>negotiable</b> is an example of the 'strictly off-limits ploy'.

## Unit 17

headword	pronunciation	translation/notes	example sentence
negotiating objective (n)	/niˌɡəʊʃieɪtɪŋ ɒb'dʒektɪv/	Verhandlungsziel	Your <b>negotiating objectives</b> are the things you want to achieve during negotiations.
negotiator (n)	/niˌɡəʊʃieɪtə/	Verhandlungsführer/-in, Unterhändler/-in	Experienced <b>negotiators</b> have a range of high-pressure tactics that they use to get what they want.
<b>one-off deal</b> (n)	/ˌwʌnɒf 'di:l/	einmaliges Geschäft	The tactics that you use for negotiating a <b>one-off deal</b> are very different from those you use when there's a long-term relationship involved.
<b>out-earn</b> (v)	/ˌaʊt'ɜ:n/	ein höheres Einkommen haben als	The dead Elvis Presley started <b>out-earning</b> the live Elvis Presley in 1988!
<b>pay off</b> (phr v)	/ˌpeɪ 'ɒf/	auszahlen	Mariah Carey was <b>paid off</b> to the tune of £19.5 million when Virgin Records decided they didn't want to record her at all!
<b>pressurise</b> (v)	/ˌpreʃəraɪz/	unter Druck setzen	Which of the high-pressure tactics listed do you most often use to <b>pressurise</b> your opponents?
<b>royalties</b> (n pl)	/ˌrɔɪəlɪz/	Lizenzgebühren	Each time the Stones get airplay they collect 50% of the <b>royalties</b> .
<b>set sth to one side</b>	/ˌset sʌmθɪŋ tə ˌwʌn 'saɪd/	etwas zurückstellen	Let's <b>set the price issue to one side</b> for a moment, shall we? Tell me a bit more about the product.
<b>single-issue negotiation</b> (n)	/ˌsɪŋɡəlɪʃuː niˌɡəʊʃieɪʃən/	<i>Verhandlung über einen einzigen Punkt</i>	The problem with all <b>single-issue negotiations</b> is that there is very little room for manoeuvre for either party.
<b>small print</b> (n)	/ˌsmɔ:l 'prɪnt/	Kleingedrucktes	The <b>small print</b> of a contract consists of the details printed in small letters that often limit your rights.
<b>throw sth in</b> (phr v)	/ˌθrəʊ sʌmθɪŋ 'ɪn/	(gratis) dazugeben	We could offer you a 6% discount, free delivery and we could <b>throw in</b> free parts and service as well.
<b>topic</b> (n)	/ˌtɒpɪk/	Thema	A single-issue negotiation is one where only one <b>topic</b> is being discussed.

# in company Upper intermediate

## ■ Unit 17

headword	pronunciation	translation/notes	example sentence
<b>tradeables</b> (n pl)	/ˈtreɪdəbəlz/	verhandelbare Punkte	' <b>Tradeables</b> ' are the things that you take if you can get them but that are not particularly important to you.
<b>win</b> (v) win at all costs	/ˌwɪn ət ɔ:l 'kɒsts/	gewinnen um jeden Preis gewinnen	Becoming hostile because you want to <b>win at all costs</b> is often a big mistake.
win-win situation (n)	/ˌwɪn'wɪn sɪtʃuːeɪʃən/	<i>Verhandlungsergebnis, aus dem alle Parteien Gewinn ziehen</i>	By generating options you create a <b>win-win situation</b> where you both feel you've gained something.

# in company Upper intermediate

## ■ Unit 18

headword	pronunciation	translation/notes	example sentence
<b>anti-ageing</b> (adj) anti-ageing medical advances	/,æntɪ'eɪdʒɪŋ/ /,æntɪ,eɪdʒɪŋ 'medɪkəl əd,vɑ:nsəz/	Anti-Ageing medizinische Fortschritte/Entwicklungen gegen das Altern	Do you think that <b>anti-ageing medical advances</b> are a good idea?
<b>back office</b> (n) back office staff (n pl)	/bæk 'ɒfɪs/ /bæk 'ɒfɪs ,stɑ:f/	Back Office Mitarbeiter des Back Office	Many companies are already employing workers in countries such as India as ' <b>back office staff</b> '.
<b>be a long way off</b>	/bi: ə lɔŋ weɪ ɒf/	weit entfernt sein	In my view, the era of robots who are mentally and physically superior to humans <b>is still a long way off</b> .
<b>be bound to</b>	/bi 'baʊnd tu: /	müssen	Bowman thinks that western companies <b>are bound to</b> employ an increasing number of workers in the developing world.
<b>brink</b> (n) be on the brink of doing sth	/brɪŋk/ /bi: ɒn ðə 'brɪŋk əv ,du:ɪŋ/	Rand, Abgrund kurz davor sein, etwas zu tun	I believe we <b>are on the brink of creating</b> 'lifelike' machines.
<b>commodity</b> (n) precious commodity	/kə'mɒdətɪ/ ,preʃəs kə'mɒdətɪ/	Ware, Gut wertvolles Gut	Cochrane predicts that people will be willing to spend large sums of money saving our most <b>precious commodity</b> – time.
<b>DNA</b> (n) DNA structure (n)	/di:en'eɪ/ /di:en'eɪ ,strʌktʃə/	DNA DNA-Struktur	Humans are now beginning to be able to modify their <b>DNA structure</b> and become more artificial.
<b>economic progress</b> (n)	/,ekə,nɒmɪk 'prəʊgres/	wirtschaftlicher Fortschritt	Most of today's businesses grew up in a period of population explosion and rapid <b>economic progress</b> .
<b>era</b> (n) enter an era of	/ɪərə/ /entə ən 'ɪərə əv/	Zeitalter in ein Zeitalter kommen	I think we may be about to <b>enter an era of</b> rapid population decline.

## Unit 18

headword	pronunciation	translation/notes	example sentence
<b>future</b> (n) a bright future	/ˈfjuːtʃə/ /ə ˌbraɪt ˈfjuːtʃə/	Zukunft eine leuchtende Zukunft	One industry that definitely has a <b>bright future</b> is the pharmaceuticals.
face a bleak future	/ˌfeɪs ə ˌbliːk ˈfjuːtʃə/	sich einer düsteren Zukunft gegenübersehen	Parts of Europe and the US could be <b>facing a bleak future</b> unless they find a way of solving the population problem.
the foreseeable future	/ðə ˈfɔːsɪːəbəl ˈfjuːtʃə/	die absehbare Zukunft	I don't see Dewdney's prediction of 'a different human species' becoming a reality in <b>the foreseeable future</b> .
<b>futurist</b> (n)	/ˈfjuːtərɪst/	Futurist	'Futurists' are people who make predictions about what life will be like in the future.
<b>genetically enhanced</b> (adj)	/dʒəˌnetɪklɪ m'hɑːnst/	genetisch verbessert	The world may end up being divided into people who can afford to be ' <b>genetically enhanced</b> ' and those who can't, leading to a new class of beings.
<b>global economy</b> (n)	/ˌɡləʊbəl ɪˈkɒnəmi/	Weltwirtschaft	As the <b>global economy</b> becomes more integrated and interdependent so the number of workers in developing countries will grow.
<b>high</b> (adj) high-end (adj)	/haɪ/ /haɪˌend/	hoch anspruchsvoll	Electronic immigrants may soon end up being employed in <b>high-end</b> technical fields such as engineering or IT.
high-tech, high-touch (n)	/haɪˌtek haɪˈtʌtʃ/	modernste, aber auch emotionale und personalisierte Technologie	The <b>high-tech, high-touch</b> approach involves giving the latest technology a personal touch.
<b>horizon</b> (n) be on the horizon	/həˈraɪzən/ /biː ɒn ðə həˈraɪzən/	Horizont sich abzeichnen	Political change and economic change seems to <b>be on the horizon</b> in many countries.
<b>indication</b> (n) All the indications are ...	/ˌɪndəˈkeɪʃən/ /ɔːl ðiː ˌɪndəˈkeɪʃənz ɑː .../	Anzeichen Alles weist darauf hin, ...	At the present time <b>all the indications are</b> that the number of people working from home is set to grow.
<b>lie in store</b>	/laɪ ɪn ˈstɔː/	bevorstehen	It's impossible to predict with 100% accuracy what <b>lies in store</b> for businesses in the future.

## Unit 18

headword	pronunciation	translation/notes	example sentence
<b>lifelike</b> (adj)	/ˈlaɪf,laɪk/	realistisch, lebensesecht	Ironically as humans are playing with their DNA structure and becoming more 'artificial', machines are becoming more ' <b>lifelike</b> '.
<b>marketing potential</b> (n)	/ˈmɑːkətɪŋ pəˈtenʃəl/	Marktpotenzial	Which of the technologies listed do you think has the most <b>marketing potential</b> ?
<b>multitasking</b> (n)	/ˌmʌltɪˈtɑːskɪŋ/	Multitasking	Cochrane predicts that we will fit much more into the lives we've got by <b>multitasking</b> (= doing more than one thing at the same time) at work.
<b>networked</b> (adj)	/ˈnetwɜːkt/	vernetzt	In Bowman's opinion, in the <b>networked</b> world of the future where you live will have little effect on where you work.
<b>on stream</b> (adv) come on stream	/ˌɒn 'striːm/ /ˌkʌm ɒn 'striːm/	in Betrieb in Betrieb gehen	While some of the technologies mentioned will never be implemented, others will gradually <b>come on stream</b> and improve our lives.
<b>population</b> (n) population decline (n)	/ˌpɒpjəˈleɪʃən/ /ˌpɒpjəˈleɪʃən dɪˈklaɪn/	Bevölkerung Bevölkerungsrückgang	Gary Wright thinks that immigration will offset <b>population decline</b> to a certain extent in many Western countries.
<b>population explosion</b> (n)	/ˌpɒpjəˈleɪʃən ɪkˈspləʊʒən/	Bevölkerungsexplosion	Many of today's businesses grew up in a period of <b>population explosion</b> .
<b>possibilities</b> (n pl) open up possibilities	/ˌpɒsəˈbɪlətɪz/ /ˌəʊpən ˌʌp ˌpɒsəˈbɪlətɪz/	Möglichkeiten Möglichkeiten eröffnen	Recent developments in computing technology have <b>opened up</b> all kinds of exciting <b>possibilities</b> .
<b>prospects</b> (n pl) the long-term prospects (n pl)	/ˈprɒspekts/ /ðə ˌlɒŋtɜːm 'prɒspekts/	Aussichten die langfristigen Aussichten	In my opinion <b>the long-term prospects</b> for conventional medicine are limited.
<b>smart machine</b> (n)	/ˌsmɑːt məˈʃiːn/	intelligente Maschine	<b>Smart machines</b> use computer technology to make them more effective.
<b>be targeted to</b>	/bɪ ˈtɑːɡətəd ˌtuː/	ausgerichtet sein auf	Hopefully technological advances will mean that products and services can <b>be better targeted to</b> the needs of the customer.

# in company Upper intermediate

## ■ Unit 18

headword	pronunciation	translation/notes	example sentence
<b>technological shift</b> (n)	/ˌteknəˌlɒdʒɪkəl ˈʃɪft/	technologische Veränderung	Angell argues that every major <b>technological shift</b> creates winners and losers.
<b>technology</b> (n)	/tek'nɒlədʒɪ/	Technologie, Technik	People will always rush to <b>embrace technology</b> that makes their life easier.
embrace technology	/ɪmˌbreɪs tek'nɒlədʒɪ/	Technik annehmen	
reject technology	/rɪˌdʒekt tek'nɒlədʒɪ/	Technik ablehnen	
<b>technophile</b> (n) (opposite = <b>technophobe</b> )	/teknəˈfaɪl/	„Technik-Freak“	A <b>technophile</b> is someone who appreciates advances in technology.
<b>technophobe</b> (n) (opposite = <b>technophile</b> )	/teknəˈfəʊb/	Technikfeind	A <b>technophobe</b> is someone who does not like or trust new forms of technology.
<b>virtual reality</b> (n)	/ˌvɜːtʃʊəl rɪˈæləti/	virtuelle Realität	<b>Virtual reality</b> is the images and sounds generated by computers in order to simulate reality.
<b>way</b> (n) be a long way off	/weɪ/ /biː a lɔŋ weɪ ɒf/	Weg noch weit entfernt sein	In my view, the era of robots who are mentally and physically superior to humans is still a <b>long way off</b> .