

**turn the tables on somebody** /'tɜ:(r)n də 'teɪb(ə)lz ɒn sʌmbədi/ phrase to change a situation from being bad for you and good for someone else to the opposite: *First, they were losing market share, but they managed to turn the tables on the market leader by presenting the rival product as environmentally unfriendly.*

#### 4.4 Management skills Assertiveness

**have a bone to pick with somebody** /hæv ə 'bəʊn tə pik wið sʌmbədi/ phrase INFORMAL to want to talk to someone about something they have done that has annoyed you: *I've got a bone to pick with you.*

**hearing** /'hiəriŋ/ noun [count] LEGAL a meeting of a court of law or official organization to find out the facts about something: *A court hearing has been scheduled for 31 August.*

#### 4.5 Writing Letters

**grievance** /'gri:v(ə)ns/ noun [count] a complaint about being treated in an unfair way: *The managers were presented with a long list of grievances from their unhappy employees.*

**infringe** /ɪn'frɪndʒ/ verb [intransitive/transitive] to limit or reduce someone's legal rights of freedom

**remonstrate** /'remən,streɪt/ verb [intransitive] FORMAL to argue with, complain to or criticise someone about something: *He remonstrated with her disastrous decision to close down the department.*

**statutory** /'stætʃʊt(ə)ri/ adjective controlled by a law or statute: *a statutory minimum wage*

**wilful** /'wɪlf(ə)l/ adjective done deliberately in order to cause damage or harm: *The enforced closure of the factory is the result of the firm's wilful neglect of health and safety regulations.*

#### 4.6 Case study Olvea Brasil

**concern** /kən'sɜ:(r)n/ noun [count] something that worries you. In Human Resources, a person whose performance is in some way inadequate, disappointing or worrying: *The team have consistently underperformed this season: in particular, coach Jack Harris has labelled outfielders Darren Hollins and Marty Schneck as concerns.*

**to go over somebody's head** /tə ɡəʊ ,əʊvə(r) 'sʌmbədiz hed/ phrase to go to a more important or powerful person in order to get what you want: *I was furious that he went over my head and complained to my manager.*

### 5 Marketing and sales

#### 5.1 About business Strategic marketing and partnering

**air time** /eə(r) taɪm/ noun [uncount] the amount of time given to someone or something in a radio or television broadcast: *We need more air time for the new advertising campaign.*

**be up to something** /bi ʌp tu 'sʌmθɪŋ/ phrase doing or planning something secretly: *We knew they were up to something because they had been shut up in the conference room all day in a special meeting.*

**M&A** /em ən 'eɪ/ noun [plural] BUSINESS Mergers and Acquisitions, the activities of companies that combine with or take control of other companies: *Visit our web page for the latest M&A news, including recent consolidations, hostile takeovers and other corporate deals.*

**sign on the dotted line** /saɪn ɒn ðə dɒtɪd laɪn/ phrase to sign a contract or other legal agreement: *They have agreed to the contract, but they haven't signed on the dotted line yet.*

**testimonial** /'testɪ'məʊniəl/ noun [count] a formal statement about someone's qualities and character, usually provided by an employer. A more usual word is 'reference'.

**workhorse** /'wɜ:(r)k,hɔ:(r)s/ noun [count] a very useful piece of equipment that you use a lot: *My old laptop is a real workhorse - I've had it for ages and it's never broken down - but I need something lighter and faster.*

#### 5.2 Vocabulary Marketing

**Generation Y** /dʒenə'reɪʃ(ə)n waɪ/ noun people born between 1979 and 1994: *The baby boomers were followed by Generation X, the children of the sixties and seventies, who were themselves succeeded by Generation Y.*

#### 5.3 Grammar Prepositions

**joined-up strategy** /dʒɔɪnd ʌp 'strætədʒi/ noun a plan which carefully links all parts of the company so that they all follow the same strategy: *Your job is to ensure we have a joined-up strategy by liaising with every department involved in the operation.*

#### 5.5 Writing Business proposals

**concessive clause** /kən'sesɪv 'klɔ:z/ noun [count] a concessive clause is a subordinate clause referring to a situation that contrasts with the main clause: *Although the company is expanding rapidly, we haven't yet recruited any additional personnel to help manage the workload.*

**credentials** /kri'denʃ(ə)lz/ noun [plural] personal qualities, achievements or experiences that make someone suitable for something: *The company is looking to enhance its environmental credentials.*

**metrics** /'metrɪks/ noun [plural] standards of measurement used to measure, compare and track the performance of a process or product: *Market analysts use metrics to compare the performance of different companies.*

**pro prowess** /'praʊs/ noun [uncount] great skill or ability: *Our technical prowess has enabled us to develop products of ourstanding quality unmatched by our competitors.*

### 6 Risk management

#### 6.1 About business Crisis management

**canard** /'kænɑ:(r)d/ noun [count] a false story or piece of information, especially one that is intended as a joke or to make someone stop respecting someone: *If this type of canard is repeated often enough people start believing it's true.*