

高等学校商务英语规划教材

Writing and Translation Course in Business English

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商务英语写作与翻译



王战平 主编



华中科技大学出版社

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商务英语写作与翻译

A Writing and Translation Course in Business English

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内 容 提 要

《商务英语写作与翻译》是高等学校商务英语规划教材之一,是为顺应当前国内对既熟悉国际商务知识又具有扎实英语语言技能的复合型人才的需求而编写的,旨在培养学员在商务环境下运用商务知识和英语语言技能进行商务写作和翻译的能力。

本教程分为十二个单元,内容主要涉及企业商务活动中常用的英文写作和翻译技巧。写作分六个单元,内容包括求职信、传真、电子邮件、备忘录、报告和建议书、商贸信函、促销文案的基本知识和写作方法。翻译分六个单元,内容包括商务信函翻译、商标翻译、产品说明书翻译、商业广告翻译、商务合同翻译的基本知识和翻译技巧。本教材由在商务、外贸方面具有多年工作和教学经验的编者编写,在语言上深入浅出,通俗易懂,在商务主题和语料的选择上具有较高可操作性和实用性。

本教材适用于高校英语专业学生、非英语专业二级英语水平以上的学生、中外企业员工以及各大专院校和培训机构商务英语口语的学员和教师。由于笔者水平有限,希望各位读者指正和批评。

前 言

《商务英语写作与翻译》教材的编写是顺应当前国内对既熟悉国际商务知识又具有扎实英语语言技能的复合型人才的需求,旨在培养学员在商务环境下运用商务知识和英语语言技能进行商务写作和翻译的能力。本教材是商务英语听、说、读、写、译等系列教材的写作与翻译分册,其内容涵盖商务环境下最基本、最实用的技能。掌握商务环境下的写作与翻译技能不仅能满足高等院校培养英语复合型人才的要求,而且能为学员将来从事各种商贸或跨文化交流工作奠定坚实的基础。

本教材力求在商务知识和英语语言技能之间找到一个平衡点,以适合中国学员的方式进行深入浅出的引导和训练,确保学员在了解和掌握商务行业特点、术语和基本概念后,写作能言之有物、言之有据,翻译能做到专业、准确和贴切。本教材内容紧扣各个商务环节及流程,分模块提高学员在真实商务环境下的英语写作与翻译技能。由于本教材的编者在商务、外贸方面具有多年的工作和教学经验,因此该教材在语言上难易适中,循序渐进,在商务主题和语料的选择上具有较强的可操作性和实用性,其特点归纳起来主要包括以下几个方面。

1. 实用性强。本教材所选主题多为企业商务环境下典型的沟通活动,内容真实可靠,实用性强。学员在学完所有单元后,能整体了解常见的商务写作种类和商务资料翻译,在增加商务知识的同时也学到了商务写作和翻译的方法。

2. 层次分明,环环相扣。本教材将写作与翻译合二为一,前者是后者的铺垫,而后者在内容和技能上又是前者的延伸和提高。写作部分从求职信、传真、电邮直至促销文案,内容涉及商务书面沟通的各个环节,每个环节都自然地过渡到下一个环节,其书面沟通的难度和所需语言技能也随着单元的推进而提高。翻译部分的内容安排也是从易到难,循序渐进。

3. 语言技能与商务知识有机结合。本教材在确保所选素材来自真实商务环境的前提下,语言的使用浅显易懂,每个单元都有详细的主题背景知识介绍,即使是没有任何企业工作经验的学员,也能保持较高的信心,并做到举一反三。

4. 翻译对比分析的应用。本教材在教学理念上强调翻译的对比鉴赏分析,以使学员通过对比分析,发现商务翻译中常犯的毛病,真正领悟商务翻译的途径和诀窍。

5. 写作与翻译练习内容丰富,形式多样。写作练习既有命题式,也有解决问题式;而翻译练习则兼有语句翻译和篇章翻译以及对比分析,确保学员能同步进行接受性技能(商务知识的习得)和产出性技能(写作与翻译能力)的训练。

本教程分为十二个单元,内容主要涉及企业商务活动中常用的英文写作和翻译技巧。写作分六个单元,内容包括求职信、传真、电子邮件、备忘录、报告和建议书、商贸信函、促销文案的基本知识和写作方法,每个单元包括四个模块。①写作指引。该模块对所涉及商务写作类型进行定义和解释,并在此基础上提供写作的注意事项和指导原则。②组成部分与格式。该模块对特定商务写作类型的组成部分以及惯用的格式进行说明和解释。③样例。该模块一般包括3组样例,每组样例都有详细的注释。样例便于学员了解和模仿商务写作的步骤、格式和主题内容,并在此基础上进行相应的操练。④写作练习。该模块形式多样,内容全面涵盖每个单元所涉及的要点,丰富多样的练习也有助于学员进一步巩固所学知识和内容。翻译分六个单元,内容包括商务信函翻译、商标翻译、产品说明书翻译、商务广告翻译和商务合同翻译的基本知识和翻译技巧,每个单元包括四个模块:①背景知识介绍。该模块通过介绍主题对象的功用、格式和语言特点等,使学员了解和掌握与单元主题相关的背景知识和专业商务知识,为下一步正式的翻译实践打下基础。②翻译原则与技巧。该模块根据单元主题对象的特点,有针对性地提出翻译的原则以及常用的翻译技巧,帮助学员更准确、更专业地把握商务翻译

的方式方法。③译例分析。该模块一般包括 8 组样例(英译汉和汉译英样例各 4 组),每组样例都有译文和点评。译例分析旨在培养学员翻译鉴赏的能力,帮助他们发现商务主题翻译中常见的失误和问题,力求在商务知识和语言功底(包括翻译能力)上能同步提高。④翻译练习。该模块包括句子翻译练习、篇章翻译练习和译文对比分析三大部分,练习的安排遵循“从简到繁,从易到难”的原则,以使学员分阶段逐渐达到较高层次的专业翻译水平。

本教程由王战平老师主编并负责全书内容的策划和审订工作,郑晓利、池桂敏、罗燕媚、潘桂林、廖顺珠和王战平等六位老师参与了编写工作,其中池桂敏老师负责写作部分 1—2 单元的编写;郑晓利老师负责写作部分 3—4 单元的编写;罗燕媚老师负责写作部分 5—6 单元的编写;廖顺珠老师负责翻译部分 1—2 单元的编写;潘桂林老师负责翻译部分第 3 和第 5 单元的编写;王战平老师负责翻译部分第 4 和第 6 单元的编写。

本教材适用于高校英语专业学生、非英语专业二级英语水平以上的学生、中外企业员工以及各大专院校和培训机构商务英语写作与翻译的学员和教师。由于笔者水平有限,希望各位读者指正和批评。

编 者

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Part I Writing in Business English

Unit 1 Business Writing Basics

In this unit, you will learn

- *Why good business writing skills essential for career success*
- *What general principles to start with*
- *Which steps to follow in the writing of a business assignment*
- *How to model on some successful business writings*

1 What Is Good Business Writing?

1.1 Business Writing and Career Success

Business writing is the essential instrument to navigate people to the path of career success. The first attempt to knock at the door of business is the cover letter for your job application, which provides the first impression for your future boss. What strike the employer most in the first place are the job-hunting writings to start your career. It will surely pay off if you pay enough attention to the crucial business writing skills.

In the business context, people need not only to be experts of English, but skillful English users as well. Business people are required to communicate with others involved in different business affairs. They need to apply their command of English to meet the needs of various tasks. Writing is the most important and fundamental language tool for helping them achieve their goals. For instance, they need an impressive resume to get the positions in their ideal companies, and they also need an invulnerable contract to maintain their deals. They even need an informal business letter or e-mail to confirm their orders. Though business people can use a diversity of ways to do their business, writing is the essential skill they use most of the time. Before business people start to write, there are some basic rules that they shall bear in mind.

1.2 The Difference Between Personal and Business Writing

To begin with the writing principles we need to distinguish between personal and business writing. People are usually more acquainted with personal writing due to their familiarity with and identification of personal needs. Personal writing involves personal interaction with acquaintances such as a greeting letter to your family or an affectionate letter to your lover. While business writing focuses on communicating information with functions, writers must have careful and discreet consideration about what to write and how to convey their ideas effectively and efficiently. In this case the formats of personal writing and business writing vary with distinct characteristics.

Personal writing tends to be informal and personalized, while business writing is inclined to be formal and businesslike. The former one is more subjective, expressing writers' concern,

happiness, affection, sympathy or misery; the latter one, by contrast, is more objective, designed to inform, request, persuade or confirm with a sensible organization. The attitude and tone used by the writers for personal or business writing are different depending on their communication purposes. Personal writing is more self-involved, while business writing is reader-oriented. Business writers need to target their readers and their demands in order to solve problems successfully. They should employ good writing techniques of tact and discretion showing goodwill to attract and convince readers, while personal writing can escape from these worries for the reason of personal safety to talk whatever they want. Generally speaking, personal writing is more flexible, and business writing is more formulated by the following several steps.

1.3 What Characterizes Good Business Writing?

How to write effectively in business correspondence is the core of this course. There are some basic principles for us to follow to create successful writings, which are “specific, accurate, brief, purpose-oriented and receiver-oriented”.

1) Specific

Business writing has to be specific enough to ensure its clarity that tells receivers exactly what they want and what they need to know. Any vague and ambiguous expressions cost innumerable loss in business. Concrete words are more understandable and meaningful than any broad and general ones. Try to tell readers what is happening and how something goes directly, and avoid some unclear words such as *some, better, probably, assumable, later, perfectly* and so on. It is essential to provide enough information like statistical data, facts or examples to convince readers and let them evaluate the message and act on it accordingly. Compare the following sentences:

Vague: That project will be implemented soon.

Clear: Project No. 753 will be carried out on July 13.

Vague: This new word-processor is better than the other.

Clear: This new word-processor has a specialized proofreading program.

Vague: The brakes stop a car with a short distance.

Clear: These brakes stop a 2-ton car, traveling 60 miles an hour, within 240 feet.

2) Accurate

Apart from using correct grammar, punctuation and spelling, business writers pay more attention to their diction, sentence structure and the formality of the language. Business writers choose precise words to say exactly what they mean in vivid and informative language. To be accurate also means to use the proper level of language and select the correct information and data. This can help writers get expected receivers’ responses and achieve desired objectives. See the following sentences:

Inaccurate: He is concerned about the interview.

Accurate: He is anxious about the interview.

Inaccurate: The salesman presented a poor report about the new product.

Accurate: The salesman presented an inaccurate report about the new TV.

Inaccurate: Their new telephone system has great sound quality.

Accurate: Their new telephone system has clear sound quality.

3) Brief

Business writing is chiefly written for busy businessmen who may not have too much time to read thoroughly. Therefore business language should try to be easy-to-follow and brief enough because every word counts. Any redundancy will probably arouse impatience and misunderstanding on the part of the receiver. However the elimination of wordy expressions does not mean making sacrifice of accuracy or courtesy. It just highlights the efficiency of communication. Business writing needs to be time-saving and effective. Try to analyze the following sentences.

Wordy: I can't make a decision whether or not I will apply for this job.

Brief: I can't decide if I will apply for that job.

Wordy: Would you please ascertain if Sam can be in charge of the conference?

Brief: Please ask Sam to be in charge of the conference.

Wordy: I am writing in order to list the potential issues in regard to the customer service in advance of the promotion.

Brief: I am writing to list the potential issues about customer service before the promotion.

4) Purpose-Oriented

The purpose of writing refers to why you need to write this message and what you want to achieve through it. The writing purpose should be the gist to direct your ideas. Knowing your writing purpose will help you determine exactly what you can and must say. The objectives of writing can be generally classified into promoting goodwill, informing, recording, requesting and persuading. You can decide your writing purpose by asking yourself what you hope to accomplish with the written communication. This will lead you to the next steps of determining the main idea and choosing the supporting information. Different writing purposes result in different writing styles and ways of expressing. For instance, a letter to inform the time for meeting will be presented in direct order and in an affirmative tone, while a letter of asking for leave will be indirect and in a persuasive tone.

5) Receiver-Oriented

An astute writer will place the receiver in the center of the writing. For business writing the first writing task is to promote goodwill. To make your readers feel being respected and valued is more important than any other writing element. To assume the way you like to be treated can help you modulate your writing in a more courteous and sincere way. It is strongly recommended to employ you-attitude instead of I-attitude which patronizes receivers in your writing. You-attitude focuses on the interests, needs and concerns of the receiver rather than the writer. For example:

I-attitude: I am pleased to inform you your credit card has been approved.

You-attitude: Thanks for your choice. You can use your credit card soon.

I-attitude: I am sorry I can't ship your order until Monday next week because we are temporarily out of stock.

You-attitude : Sorry for the high demand for your ordered items. Your order will be shipped next Monday.

Moreover, the background information of your receivers determines the way of conveying your message. It greatly influences the choice of words and the language style. Writers need to consider messages catering to the receivers' level of interest, knowledge, involvement, or opinions on the subject. Please compare the following examples of promoting TV advertising to increase business to different receivers:

To an advertising manager

According to your understanding, the cost of TV adverting is justified on the basis of reach, frequency and CPT (cost per thousand)...

To a small business owner

TV advertising can increase your business considerably by reaching more prospective buyers more times and for less cost per thousand viewers than any other advertising medium.

2 A Guided Tour of Business Writing Process

To write effective business writing, writers need to accommodate their readers and identify purposes clearly on paper. The articulation has to be courteous and appropriate enough, addressing to the demands of the receivers. There are several steps to follow when business people write.

2.1 Identify the Objective of the Writing

Before the writing writers have to examine what the purpose of the writing is. Is it going to inform like sales reports or is it going to analyze like troubleshooting proposals? The purposes of writing can be ranged into a variety of categories. To clear out what the writing aims at plays an important role and paves the next step in your writing. Writing without objectives is equal to traveling without a map. Aimless business writing will be something disastrous. Therefore, identifying the objective of the writing mounts to the first place.

2.2 Analyze the Readers

To study readers' demographics weighs a lot for writers. Finding out what readers want to know and what they have already known varies the content and the style writers need to write. Are readers professional or green in the topics you are going to write? Do readers have an intimate knowledge of the technical terms you need to use on paper? What special consideration for your specific group of readers? Whether your readers are from the same background or a mixed group? If they are from multi-cultural areas, what will be the taboos in your writing? All these questions need to be taken into account, or you will cost great loss. This important information will help writers discreetly decide what details to provide and what should be tactfully deleted. Writers will also carefully choose the best way to present the ideas.

2.3 Plan the Writing Carefully

Time spent in planning will be compensated in more efficient and effective writing. To plan the writing means to position your writing purpose and your readers and decide your content and style. It is a comprehensive brainstorming for writing. You can picture your writing by answering the following questions: What must the writing do? What problem must the writing solve? What information must your writing include? What features are relevant to this writing? How can you support your point of views? What can your readers benefit from your writing? Does your writing

gear to your readers? Taking all these questions into account can facilitate meaningful and useful sources for your writing.

2.4 Organize the Content Considerately

The organization of business writing can be generally divided into two ways: direct order and indirect order. If the message you convey expects favorable responses from your readers you may use direct order, otherwise the roundabout way will be recommended. In direct order writers usually present the main idea of the message first and then the supporting details, while in indirect order writers will state the supporting details objectively before presenting the main idea instead. The choice depends on the needs of the readers and the purpose of writing. For instance, a staff cut message will definitely be organized in an indirect way.

2.5 Adjust the Content to the Needs of the Readers

As mentioned before, business writing tends to be receiver-oriented. It will be better to consult the relevant professionals to check your draft. This will be beneficial because they can anticipate the possible responses of the readers from their experience. Any suggestion of rearrangement or adjustment will be useful to the writers. Changes have to be customized to the needs of the readers.

2.6 Revise and Edit the Writing

Revising is essential and rewarding for writing. Apart from common mistakes such as spelling or grammar, pay more attention to the organization of the paper on the aspects of unity, coherence and consistency and edit the paper professionally at the request of the readers.

3 A Showcase of Business Writing Samples

Sample 1 A Memo for a Routine Request

TO: Sarah Dell, Supplies Clerk

FROM: Gilbert Thomas

DATE: June 2, 2005

SUBJECT: Supplies Needed by Publishing Services

Please prepare an order of supplies for the Publishing Services Department. The following supplies are needed:

1. eighteen boxes of envelopes with the company's return address;
2. seven packages of plain bond stationery;
3. five packages of company letterhead stationery;
4. twelve cartridges for Zippy Laser Printers (Model 400).

I know you are busy and have no assistants to deliver this order; therefore, Kate Kenos, a department member, will come to the supply room tomorrow at 10 a. m. to pick up the order. Thank you for your help.

Notes

1. This is a common routine request memo presented in the direct order. It reveals the main idea clearly in the first paragraph, provides necessary supporting information concisely to aid the receiver in the response and closes in a helpful and polite manner with consideration.
2. an order of 订(货)
3. plain bond stationery 普通证券纸信笺
4. company letterhead stationery 带公司信头的信笺

5. pick up the order 提货

Sample 2 Positive Response to an Inquiry

Dear Ms. Samantha,

Thanks for your letter dated February 4, 2004, expressing your interest in our auto parts. Enclosed please find our latest catalogue, price list and a booklet regarding our new line of parts for your consideration. You will get a special discount of 10% if you place an order of over 10 000 sets.

Since we are a well-experienced and specialized maker and exporter in this line in Canada, we will be able to offer you the top-quality products at low prices. Due to the increasing demand for the parts in the market, we will be forced to raise our price in the near future. We suggest you order with us before May 2004.

We hope you give us the chance to provide you with our best quality products.

Sincerely yours,
Sally Anderson

Notes

1. This letter is a positive response to a request for product information. The writer starts with a positive statement directly and provides necessary information for the receiver with a special offer. At the same time the writer is making necessary request as a reminder for urging the receiver to order products. It ends with a courteous statement for expressing goodwill.
2. auto parts 汽车零部件
3. new line of parts 新的零部件系列产品

Sample 3 A Letter Declining a Request

June 16, 2009

Mr. Tim Andrew
3748 South Whitestone Drive
Allentown, TN 37662-1240

Dear Mr. Andrew,

Your request for a refund or replacement of a DVD player was brought to my attention. You bought an excellent player when you purchased the R-201J.

When a sale such as the "clearout sale" is held, prices are cut drastically in an effort to clear out selected models of merchandise. During these sales, signs are posted at many places throughout the store stating that all sales are final. To provide refunds or replacement on sales merchandise would drive up consumer prices 50 percent. For example, a \$ 150 item would cost \$ 225.

Mr. Andrew, if the DVD player had been purchased at a regular retail price, a refund or replacement would have been possible. However, if you will bring the DVD player in, we will repair it free of charge.

Enclosed is a certificate for 20 percent off your next purchase at White's. Presently, we are having a 33 percent off sale on computers and software. Come in, use your certificate, and take advantage of this opportunity.

Sincerely,
Joe White
Manager

Notes

1. This is a well-written letter with the negative message of declining a request. For this type of writing, the writer usually softens the negative message by implying it rather than stating it directly, which has been well presented in the first paragraph in this letter. The writer focuses on what he can do instead of what he can't do. From the content of the letter the writer is receiver-oriented and purpose-oriented for solving the problem for the receiver.
2. clearout sale 清仓出售
3. retail price 零售价

Sample 4 A Complaint Letter of Delay Delivery

Mrs. Audrey Malison
Action Advertising Agency
65 North Lakeside Avenue
Autumn Park, FL 7243
August 8, 2009

Dear Mrs. Malison,

According to the purchase contract dated May 10, 2009 the goods should have been delivered by July 30, 2009 at the latest.

Unfortunately, we have not yet received the shipment, nor have we received any notice of shipment.

As we need the goods urgently, we will set another 20 days as deadline for delivery. If you do not deliver by this time, we must cancel this order.

Look forward to your prompt attention to this matter.

Sincerely yours,
Mathew Johnson
Vice President and Manager

Notes

1. This is a brief letter of complaint. The writer states the purpose directly and clearly at the beginning of the letter by providing specific details about the issue for the receiver. The writer also makes another request and employs a warning in a polite way.
2. notice of shipment 装运通知

Sample 5 An Acknowledgement Letter

PO Box 125
Seoul
Ms. Karen Kinjiang
Chief Buyer
Shopper's Department Store
Los Angeles
19 December, 2008
Dear Ms. Kinjiang,

Thank you for your message of 12 December and order No. 9029. I am happy to say that we can supply every item that you require. A parcel has been dispatched to you via Delivery Express, and will reach you within three days. I hope very much that you will find everything in it completely to your satisfaction; your comments will be welcome.

We enclose our *pro forma* invoice for the complete shipment, which you will see a total of US\$ 117 000, CIF. San Francisco. Please make arrangements for an irrevocable credit to be opened in our favor with the Korean Trading Bank for this amount. As soon as we are advised by the bank that this has been done, the consignment will be shipped.

We are pleased to have this opportunity of doing business with you, and we hope that there will be many more.

Sincerely,
Amanda Miller

Notes

1. This is a typical acknowledgement letter in response to an order. The main purpose of an acknowledgement letter is to build or maintain goodwill. The writer expresses the gratitude for the order and supplies the supporting information for further shipment details.

2. *pro forma* invoice 形式发票; 估价发票

3. CIF. San Francisco 成本、保险加运费至三藩市

CIF, 贸易术语, 为成本加保险费加运费, 其全称为 Cost, Insurance and Freight (... named port of destination), 按此术语成交, 货价的构成因素中包括从装运港至约定目的港的通常运费和约定的保险费, 卖方为买方办理货运保险, 交付保险费, 按一般国际贸易惯例, 卖方投保的保险金额应按 CIF 价加成 10%。如买卖双方未约定具体险别, 则卖方只需取得最低限度的保险险别, 如买方要求加保战争险, 在保险费由买方负担的前提下, 卖方应予加保, 卖方投保时, 如能办到, 应以合同货币投保。

4. irrevocable credit 不可撤销信用证

信用证 (Letter of Credit, L/C), 是指开证银行应申请人的要求并按其指示向第三方开立的载有一定金额的、在一定期限内凭符合规定的单据付款的书面保证文件。不可撤销信用证是指开证行一经开出、在有效期内未经受益人或议付行等有关当事人同意, 不得随意修改或撤销的信用证; 只要受益人按该证规定提供有关单据, 开证行 (或其指定的银行) 保证付清货款。凡使用这种信用证, 必须在该证上注明“不可撤销” (Irrevocable) 的字样, 并载有开证行保证付款的文句。按《跟单信用证统一惯例》(第 600 号出版物) 第 3 条 C 款的规定: “信用证是不可撤销的, 即使信用证中对此未作指示也是如此。”

Sample 6 An Application Letter

Dear Mr. Yang,

I should like to apply for the position of senior secretary at your company that was advertised in the Classified Section of the *Business Post* on 8 January, 2009.

Having worked as a personal assistant in a busy foreign trade company for the past three years and as a secretary in the retail trade for two years before that, I believe that I may have developed skills which would be useful to your company.

My experience has given me a basic understanding of import-export trading practices, and having taken a Higher Certificate in Secretarial Studies with Languages, I am fairly fluent in Mandarin, Cantonese, and English, and have a fair understanding of Japanese. In the last five years, I have also learnt the importance of being efficient and methodical in my work. I am confident that these skills are required by senior secretarial staff at the Far East Finance Centre.

I enclose my resume and look forward to having the opportunity to answer any questions you may have regarding my application. I am free for interview at any time, providing you can give me at least two days' notice. You can reach me at 65793562.

Yours faithfully,

Jeff Xue

Encl. Resume

Notes

1. This is a solicited application letter. The writer writes in response to an advertisement for a specific post. The writer highlights his working experience related to the wanted post. In the last paragraph the writer has a confident tone and asks for an interview by providing necessary information.
2. Classified Section 分类广告栏目
3. senior secretarial staff 高级秘书人员

Sample 7 A Brief Proposal for Company Training

Company In-House Course: Finance for Managers

The Training Department has been asked to run this very successful course again. It will take place from 10 to 21 October at the Training Center of the Company.

1. This is an intensive, practical, and residential course with the purpose of improving the ability of managers to deal with the financial and numerical aspects of their work. It will cover:

The underlying principles of financial management; developing the skills needs in planning and implementing a budget; improving the ability of managers to read and interpret accounting data; understanding and interpreting the Company's internal financial systems.

By the end of the three days, managers will have a greater knowledge of how finance works in the company. They will also have learned how a more effective use of information technology is essential for improving profitability.

2. There was very positive feedback after the April course, especially from the managers of the more recently established departments, who particularly appreciated the practical and the "Company-based" aspects of the course. We believe that this course meets the needs of non-financial managers who may already have some involvement in budget planning and financial management as part of their job, and who wish to increase their expertise in job-related finance. The course is not intended for managers who have undergone a professional training in finance.

3. Participants will have to do a certain amount of work in preparation for the course. Managers will be asked to analyze the financial procedures of their own departments. This will support a program of group exercises and case studies to stimulate discussion and decide on action, relating specially to the actual Company issues and problems. The topics expected to come out of this work are: costing methods and cost control; the structure of the Company's internal accounting systems; profit analysis and cash-flow forecasts; capital and revenue spending; and the practical tools of measurement in financial performance.