

- 全国高等院校商务英语精品教材
- 全国商务英语研究会推荐教材

新编商务英语 (第二版)

阅读教程 4

Business English (Second Edition)
A Reading Course

总主编 虞苏美 张春柏
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XINBIAN SHANGWU YINGYU YUEDU JIAOCHENG

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前言

《新编商务英语(第二版)阅读教程》是商务英语系列教材之一,教材中的语言材料均选自当代英美报纸杂志以及某些商务专著,其内容新颖、涉及面广。本教材旨在通过较大量的阅读,使学生巩固已学的基本词汇和语法知识,扩大词汇量,加强语感,提高英语阅读能力。若配合本系列教材的其他分册使用,则更能系统地掌握商务英语的基本词汇及其表达方式,全面地获得有关商务的基本知识。

本教材共计4册,每册10个单元。每单元分两个部分。第一部分由课文(Text)及相应的练习组成,其中Text A可作为主课文使用,Text B可作Home Reading使用,教师亦可根据需要作适当调整;两篇课文在生词表后都增加了Useful Expressions,供学生参考掌握运用。第二部分为快速阅读(Fast Reading),每单元都配有两篇短文及相应的练习,其目的是培养学生在有限时间内快速准确地获取主要信息的能力,此部分可在课堂规定的时间内完成。本教材每册各配有期中与期末两套自测题,用以检查已学过的词汇、语言知识、商务知识及阅读理解能力。每册书后新增了Some Important Reading Strategies and Skills,以帮助学生掌握阅读技巧,提高阅读速度,增强阅读能力。此外还附有该册生词总表及练习答案,供教师和学生参考。

第二版阅读教程的课文进行了改变。旧版中非商务部分均已换成商务材料,内

容也进行了更新,增加了基本商务知识并更贴近当前的经济形势以及学生将来要进行的商务活动。此外,练习也做了改动。新的Fast Reading的练习以及旧版中的True or False练习均作了调整,体现了练习的多样化并更接近全国性的测试。

本教材可供普通高等学校、高等职业学校、高等专科学校以及成人高等学校商务英语专业的学生使用,亦可用作爱好英语的非商务英语专业学生的自学课本。各学校在使用本教材时可根据学生英语及商务知识的基础灵活掌握。英语基础好的学生可以直接用第2册作起点,也可有选择地使用课本中的商务材料。

由于时间仓促,编者水平有限,疏漏和错误之处在所难免,欢迎批评指正。

编 者

于华东师范大学

2012年12月

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Unit 1



Part A Text

Text A

Customer Relations

- 1 Customer relations describes the resources of a company — be it a store, manufacturer, or service industry — that are devoted to discerning and then serving the needs of customers. In earlier times, this was known as the complaint department, the part of the operation that dealt with negative customer comments, returns, and other concerns. Renaming this function customer relations is more than a word game. It reflects the proactive nature of the department in modern industry and retailing. Customer service extends beyond sales and advertising to ensure that the company understands its customer base and what its customers really want. Customer relations works within the business to direct the quality of the product or service, its delivery, and advertising strategy to meet that need. This part of a business operation responds to customer inquiries and complaints and resolves problems so as not to lose customers; at the same time, customer relations works with the marketing department to attract new customers.
- 2 The short answer to why so much attention should be paid to customer needs and dissatisfied customers is that such attention has been found to support long-term success. Some of the earliest such endeavors began with concern over product reputation — as far back as the early days of the

Industrial Revolution in the 1890s. Placing one's name on a product was considered to be a bond of tie between the customer and the merchant and /or the manufacturers.

- 3 Over the years, many firms developed a policy of "the customer is always right," finding that it was more profitable to take a small loss and keep a customer than to argue with customers about alleged defective products or problems that occurred with staff. Firms developed complaint departments to deal with customers who had bad experiences with products or services.
- 4 As consumer consciousness grew in the late twentieth century the focus of the industry shifted from dealing with dissatisfied customers as they complained to a more active approach of reaching out to discover why the complaint was made, to ensure that the dissatisfied customers remain customers, and to study each case and improve the product or service and the way in which it was delivered to customers. In the 1960s the complaint department began to be known as the customer relations department. Customer relations departments still take on complaints. The advent of **toll-free numbers** makes it easier for people to register complaints — and praise. Customers who phone in praise for or complaint about a product are often offered free coupons and recipes for that product.
- 5 Studies of the customer relations movement show that the shift to an aggressive policy of customer study is more than "nice"; it is profitable for business. Resources expended in the customer service area are more than offset by savings from customers not lost. Goodwill toward all customers reaps tangible rewards in the form of increased profits for business.
- 6 In a study of service industries, Ron Zemke cited two studies by Technical Assistance Research Institute (TARP) in Washington D. C. , on consumer complaints. TARP found that one in four customers was upset enough about a product or service or both to seek an alternative business for that product or service. Of those unhappy customers, however, only five percent had bothered to complain. The other 95 percent just voted with their cash by switching. To reduce the loss of customers in the future, customer relations tries to analyze the five percent who complained in order to understand the ninety-five percent who did not complain yet were unhappy. Customer relations must anticipate the needs of each individual customer, up and down the social scale, across the racial and cultural lines that make up the American melting pot.
- 7 Zemke and others offer many strategies for building a good customer relations department. The best strategies involve learning as much as possible about the customer base and training

staff well as to what the customers want and the way they want it. Zemke and others show that a company with excellent service toward customers is one that understands the tie between employee relations and customer relations. A well-trained satisfied employee is better able to satisfy the needs of the customer.

- 8 An acknowledged leader in customer service in the retailing field is Nordstrom's department store. Nordstrom's stresses quality in every aspect of its service and merchandise down to the last detail. A 1994 *Washington Post* article about a survey of the quality of women's rest rooms in metro-D. C. stores and malls reported that the best overall was Nordstrom's. Nordstrom's was not seeking to highlight this area. When interviewed, the Nordstrom local officials seemed not to understand the fuss. Maintaining their store rest rooms as one would maintain one's home bathroom for expected guests is just one small part of Nordstrom's total commitment to customer service. Nordstrom associates are encouraged to learn about their customers, to send thank-you notes, to send postcard reminders to customers when products they might like arrive and to give regular customers advance notification of Nordstrom's infrequent sales.
- 9 The conversion of complaint departments to customer relations departments became so widespread that in 1973 the Society of Consumer Affairs Professionals in Business was founded. Consisting of more than 3,000 members who are involved with the management of consumer affairs divisions of business, the society takes the cause of customer relations to a national level, promoting harmonious relationships between business, government, and consumers. The society works on ways to help businesses assess and compare their successes and failures in consumer relations and maintains a library and bookstore of materials on customer relations as well as publishing a magazine, *Mobius Quarterly*.

(950 words)

New Words

1 proactive /prəʊ'æktɪv/

a. 〈心〉前摄的(指回忆时先知资料较后知资料占优势的)

2	inquiry /ɪn'kwɪəri/	n.	打听, 询问
3	toll /təʊl/	n.	〈美〉(长途)电话费
4	advent /'ædvənt/	n.	(事件、时期等的)出现, 到来
5	recipe /'resɪpi/	n.	烹饪法; 食谱
6	offset /'ɒfset/	vt.	补偿; 抵消
7	scale /skeɪl/	n.	等级; 级别
8	racial /'reɪʃəl/	a.	种族的
9	acknowledged /ək'nɒlɪdʒd/	a.	公认的
10	metro /'metrəʊ/	n.	〈美〉〈加拿大〉大都市
11	associate /ə'səʊʃɪət/	n.	同事; 同伴
12	reminder /rɪ'maɪndə(r)/	n.	催单; 起提醒作用的东西
13	notification /nəʊtɪfɪ'keɪʃən/	n.	通知单; 通报

Useful Expressions

1	a word game	文字游戏
2	defective products	次品
3	take on complaints	负责投诉
4	toll-free numbers	免费电话号码
5	in praise for	赞扬
6	a bond of trust	信任关系
7	rest room	〈美〉(公共建筑物内的)公共厕所
8	<i>Washington Post</i>	《华盛顿邮报》

Notes

- 1 Washington D. C. = District of Columbia: 哥伦比亚特区[美国联邦直辖区], 即美国首都华盛顿。
- 2 the American melting Pot: 美国社会常被称作各种族同化的大熔炉。

Exercises

Comprehension

Choose the right answer.

- 1 Customer relations _____.
 - A. develops from the complaint department which handled such problems as consumers' negative comments, the returning of goods and so on
 - B. is a better-sounding name for the complaint department
 - C. is another name for after-sale service
 - D. Both A and C.

- 2 Customer relations should be responsible for all of the following **EXCEPT** _____.
 - A. the quality of product or service
 - B. customer inquiries and complaints
 - C. finding new resources for the company
 - D. attracting new customers

- 3 A business should pay much attention to customer needs and dissatisfied customers because _____.
 - A. customers are always right
 - B. a business' success depends on these
 - C. customer needs are on the increase

D. customers are more and more difficult to satisfy

4 According to the text, when dissatisfied customers complain, the most important thing a business should do is to _____.

- A. set up a complaint department
- B. deal with customers' complaints
- C. find out why they complain
- D. study some typical cases

5 The other 95 percent just voted with their cash by switching. The underlined part is the closest in meaning to _____.

- A. turned to other businesses
- B. made purchases with cheques
- C. bought things with their cash
- D. wanted their money back

6 According to Zemke and others, a company with excellent service toward customers should be able to _____.

- A. find out why only a small percentage of unhappy customers make complaints
- B. understand the tie between employee relations and customer relations
- C. anticipate the needs of each individual customer
- D. understand that the American melting pot is made up of different races and cultures

7 Which of the following is **NOT** true according to the text?

- A. Nordstrom's department store is devoted to retailing.
- B. Keeping women's rest rooms clean has made Nordstrom's department store an acknowledged leader in customer service.
- C. Maintaining women's rest rooms clean is only one example that shows Nordstrom's stresses on quality in every aspect of its service and merchandise.
- D. The Nordstrom officials thought it fussy to be interviewed.

8 We can infer from the text that _____.

- A. with the introduction of toll-free numbers, fewer and fewer customers have complaints to make
- B. whenever customers phone in to complain about a product, they will be given free coupons
- C. the importance of customer relations cannot be overemphasized
- D. the magazine, *Mobius Quarterly*, has as long a history as the Society of Consumer Affairs Professionals in Business

Vocabulary

Choose the right meaning of the underlined part according to the context.

- 1 Customer relations describes the resources of a company, a store, manufacturer, or service industry — that are devoted to discerning and then serving the needs of customers.
A. discussing B. disclosing C. discovering D. discarding
- 2 This part of a business operation responds to customer inquiries and complaints and resolves problems as not to lose customers.
A. studies B. solves C. raises D. welcomes
- 3 Some of the earliest endeavors began with concern over product reputation — as far back as the early days of the Industrial Revolution in the 1890s.
A. efforts B. successes C. trials D. ideas
- 4 ... it was more profitable to take a small loss and keep a good customer than to argue with customers about alleged defective products or problems ...
A. fake B. low-quality C. rejected D. faulty
- 5 Goodwill toward all customers reaps tangible reward in the form of increased profits for business.
A. receives B. harvests C. increases D. means
- 6 TARP found that one in four customers was upset enough about a product or service or both to seek an alternative business for the product or service.
A. a good B. another C. a familiar D. a nearby
- 7 Maintaining their store rest rooms as one would maintain one's home bathroom for expected guests is just one small part of Nordstrom's total commitment to customer service.
A. contribution B. suggestion C. devotion D. engagement
- 8 ... the society takes the cause of customer relations to a national level, promoting harmonious relationships between business, government and consumers.
A. close B. agreeable C. personal D. equal

Discussion

Questions for discussion.

- 1 Has customer relations always been an important consideration? In what kind of economy does it play a lesser role?
- 2 What do customers do when they are dissatisfied with the products or services purchased? What mentality do their diversified behaviors reflect? In what way do they facilitate or encumber the development of a business?
- 3 Do you approve of the policy of "the customer is always right"? Why or why not?

Text B

Stew Leonard's: The World's Largest Dairy Store

- 1 Stew Leonard's is the top-grossing, highest-volume food store in the world. Built on the philosophy that the customer is always right, Stew Leonard's offers food shoppers low prices, high product quality, excellent customer service, and a festive, Disney-like atmosphere. The Norwalk, Connecticut store draws 100,000 shoppers a week, some from as far away as Massachusetts, Rhode Island, Pennsylvania, and New York. Annual sales total \$100 million.
- 2 A 106,000-square-foot complex built around a highly automated milk-processing operation, Stew Leonard's presents a narrow product mix — about 750 items, as compared to the 15,000 items conventional supermarkets stock. Nevertheless, the store sells in such volume that its per square foot sales of \$2,700 recently earned the business a place in the *Guinness Book of World Records*.

Customer Orientation

- 3 Stew Leonard's low prices — about 10 to 20 percent lower than prices at stores in a five-mile radius — are partly responsible for the store's popularity, but even more important is the store's responsiveness to customers. Indeed, the store opened in response to requests from Leonard's former milk route customers. Today, customer demand continues to dictate what products the store carries. Although Stew Leonard's may test-market as many as 10,000 different products in a year, an item must sell 1,000 units weekly to remain in inventory. Thus the store carries only the best-selling brands of such items as cereal, yogurt, and peanut butter. Stew Leonard's also emphasizes product quality. Because of its enormous sales volume, the store can buy by the truckload directly from producers, passing along the savings and freshness to customers. Stew Leonard's also has the leverage to order house brands made to its own specifications.
- 4 Stew Leonard's strong customer orientation is reflected in the two rules carved in a huge, three-ton granite boulder just outside the door. Rule 1 states that "the customer is always right". Rule 2 says, "If the customer is ever wrong, reread Rule 1." Customer service is the top priority at Stew Leonard's. To eliminate long check-out lines, the Leonards have equipped the store with twenty-five cash registers. Should any line back up to more than three customers, a store employee immediately passes out free ice cream or snacks to waiting customers. The Leonards also actively solicit ideas from their customers, both to keep up with trends and to improve service. About once a month, focus groups of customers are invited to criticize the store's products and policies — and management listens (Stew Leonard's pays 10 customers \$20 each in gift certificates to participate in the focus groups). For example, at the focus groups' suggestion, Stew Leonard's began to sell strawberries loose, instead of packaged. Originally the store's profit margin on strawberries decreased, but sales increased tenfold; the store was able to get a better deal from the supplier, and ultimately profits on strawberries were higher.
- 5 Stew Leonard's also acts promptly on the hundred-odd messages dropped into the store's suggestion box each day. When the Leonards followed one customer's suggestion that English muffins be displayed near bacon and eggs, muffin sales increased 50 percent. Another customer reported that he would have bought deli roast beef on special if the hard rolls had not been located clear across the store at the bakery. Leonard moved some rolls near the deli counter; sales of both rolls and deli roast beef doubled.
- 6 At Stew Leonard's nothing is too good for a customer. When a woman complained to Leonard the

day after Thanksgiving that her turkey had been too dry, he immediately handed her a \$20 turkey free of charge, knowing that her week-in, week-out business meant much more to the store than the price of a single turkey. Leonard also had high praise for the new courtesy booth employee who surprised a distraught customer with \$50 in gift certificates after the customer was unable to find her missing sterling silver pen. Leonard's oft-repeated slogan gets the point across to all employees: "Satisfy the customer; Teamwork gets it done; Excellence makes it better."

Building Customer Loyalty

- 7 The Leonards also enhance the appeal of their products by bringing store functions out front, where customers can watch. The milk-processing plant (so highly automated that a tank truck's load of raw milk can be pasteurized and packaged in one day by just four employees) is enclosed in glass; customers see 150 half-gallon cartons of milk per minute moving along a conveyor belt. A plastic cow's head affixed to the front wall of the dairy plant moos when customers press a button. Butchers and fish cutters slice and package in full view of shoppers, and in the deli department an employee uses a special in-store demonstration oven to make pizza. Throughout the store, employees hand out samples of everything from gazpacho to cupcakes, in accordance with the Leonards' observation that sales quadruple when samples are available.
- 8 Because of all this, Stew Leonard's satisfied customers often take it on themselves to tell others about the store. The Leonards are fond of reminding their staff "Lower the price; sell the best; word of mouth will do the rest." Several years ago a customer presented Leonard with a snapshot of herself standing in front of the Kremlin in Moscow, holding a Stew Leonard's plastic shopping bag. When Leonard posted the picture on the store's bulletin board, other customers began following suit. Today, an entire wall in the store is covered with more than seven thousand photos of customers at locations around the world — the Matterhorn, the Great Wall of China, the Egyptian pyramids, the North Pole, and the floor of the Pacific Ocean — each customer holding one of the 250,000 bags Stew Leonard's gives away each year. Such practices build customer loyalty, say the Leonards, and inspire customers to pass the word to friends.



(971 words)