



展望(Prospect)全国高等院校英语专业系列精品教材

经贸英语文章选读

董晓波 主编

*Selected English
Readings on
Economy and Trade*

对外经济贸易大学出版社

University of International Business and Economics Press

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on Economy and Trade

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“展望（Prospect）全国高等院校英语专业系列精品教材”由对外经济贸易大学出版社联合全国多所重点本科大学推出。教材根据针对全国本科院校英语专业设计，内容涵盖英语专业必修和选修课教学，包括基础技能、语言学、文学、文化、商务等方面，囊括当前我国高校英语专业所开设的大部分课程，并充分考虑到我国英语教育的地区差异和不同院校英语专业的特点，为英语教学提供更多的选择。

展望系列教材在内容选材上反映了各个学科领域的最新研究成果，除了帮助学生打下扎实的语言基本功外，在编写上更着力培养学生分析问题、解决问题的能力，并提高学生的思辨能力和人文、科学素养，培养健康向上的人生观，使学生真正成为我国新时代所需要的英语专门人才。

本系列教材的作者为中的学科带头人和一线优秀教师，教材充分体现了当今大学英语专业教育的发展方向和水平。具体书目包括《基础英语教程 1-4》、《英语听力教程》、《英语口语教程》、《英语视听说》、《英语阅读教程 1-2》、《英汉/汉英口译基础教程》、《大学英汉翻译教程（第三版）》、《大学汉英翻译教程》、《英语写作》、《学术类论文写作手册（第三版）》、《经贸英语文章选读》、《经贸英语翻译》、《经贸英语口语译》、《商务英语写作》、《跨文化交际》、《国际商务礼仪》、《英美国家概况》、《英国文学简史》、《美国文学简史》、《英美文学作品选读》、《实用英语文体学教程》、《英语语言学教程》、《英美报刊高级阅读教程》等。

教材选配 PPT 课件（网站下载），并根据教材自身特点选配教学参考书或者 MP3 光盘，建设立体化教学资源。本系列教辅资料请登录 <http://www.uibep.com/> 下载。

对外经济贸易大学出版社外语图书事业部

2011 年 10 月

Preface

前 言

改革开放三十多年以来,我国综合国力显著提升,经济对外开放与融合的程度不断加深。大型企业向国际化管理模式的转变以及工商企业走出去战略的实施,对商务英语专业人才培养模式提出了更高的要求。全球经济一体化、中国对外开放的进一步扩大需要大量英语基础好,又熟悉经济贸易知识的复合型人才。从外语教育的角度来看,商务英语专业学生除扎实的语言基本功底外还要具备较强的跨文化商务交际能力。为满足各大专院校培养复合型经贸英语人才以及社会上各阶层经济贸易工作者进一步学习和提高的需要,我们特编写了《经贸英语文章选读》一书。

阅读是语言学习者最重要的信息输入形式之一,本教材的编写设计以学习者的需求为出发点,重在培养学习者的语言应用能力。文章的选题力求做到广泛而精要,宏、微观领域并重,能够反映世界经济和贸易发展的主流和大趋势。内容具有时代性、知识性和趣味性。全书共十五章,以企业的创立发展模式来规划章节,内容涉及从创立企业到市场营销、广告宣传、打造品牌到人力资源培训、领导力、企业管理、谈判技巧、电子商务到企业文化、企业道德再到国际贸易、展会、经济危机等等。全书所选文章来自国内外的主要报章杂志,包括《经济学家》(The Economist)、《金融时报》(Financial Times)、《财富》(Fortune)、《华尔街日报》(Wall Street Journal)、《哈佛商业评论》(Harvard Business Review)、《中国日报》(China Daily)、《北京周报》(Beijing Review)等等。需要指出的是,《经贸英语文章选读》的许多文章出自西方媒体,其内容多反映西方的观点,我们不能期望从每篇文章都能读到纯粹客观的报道和评述,相信读者能有分析、有批判地去学习和认识,使之真正“洋为中用”。全书每章包含三篇文章,紧扣单元主题,Reading A 和 Reading B 作为精读文章,Supplementary Reading 作为泛读的补充材料。Reading A 和 Reading B 都附有中文导读、注释和练习,便于教学之用。

通过本书的学习,学生不仅可以初步掌握阅读和理解英文报刊经贸文章的方法与技巧,为从事国际经贸调研作好准备,还可以熟悉大量当今经贸领域惯用的词语和句式。该书不但可用于阅读课,还有助于商务写作和口语的提高;同时,选文的内容还有利于学生了解当前世界经贸形势和主要特点。本书不仅适用于商务英语专业,也可供高等院校用作财经

类、国际贸易类教材，还适用于其他有志于从事经济贸易的读者作自学参考之用。

本书由董晓波主编华黎、王辰诚、殷文婷、秦艺沔、周里静编写。感谢孙茂华、董长生、侯远秀、董晓峰、王欣的支持与帮助，以及于银磊、施剑、周斌、关琦、陈琳、张明明等同学在资料搜集整理过程中所提供的帮助。因水平所限，书中不免有疏漏和欠妥之处，恳请广大同仁和读者指正。

董晓波

2011年10月

于南京东方城紫金山麓

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Starting a Business



Text A Starting a Business: The Idea Phase

导读

许多人认为创业是一个神秘的过程，他们想创业但不知道如何开始，或者要采取哪些步骤。创业需要贡献必要的时间，付出极大的努力，承担必然存在的风险。对于一个真正的创业者，创业过程不但充满了激情、艰辛、挫折、忧虑、痛苦和徘徊，而且还需要付出坚持不懈的努力。当然，渐进的成功也将带来无穷的欢乐与分享不尽的幸福。

Many people believe starting a business is a mysterious process. They know they want to start a business, but they don't know the first steps to take. In this chapter, you're going to find out how to get an idea for a business—how you figure out what you exactly want to do and then how to take action accordingly.

But before we get started, let's clear up one point: People always wonder if this is a good time to start their business idea. The fact is, there's really never a bad time to launch a business. It's obvious why it's smart to launch in strong economic times. People have money and are looking for ways to spend it. But launching in tough or uncertain economic times can be just as smart. If you do your homework, presumably there's a need for the business you're starting. Because many people are reluctant to launch in tough times, your new business has a better chance of getting noticed. And, depending on your idea, in a down economy there is often equipment (or even entire businesses) for sale at bargain prices.

Estimates vary, but generally more than 600 000 businesses are started each year in the

United States. Yet for every American who actually starts a business, there are likely millions more who begin each year saying “OK, this is the year I am going to start a business,” and then don’t.

Everyone has his or her own roadblock, something that prevents them from taking that crucial first step. Most people are afraid to start; they may fear the unknown or failure, or even success. Others find starting something overwhelming in the mistaken belief that they have to start from scratch. They think they have to come up with something that no one has ever done before—a new invention, a unique service. In other words, they think they have to reinvent the wheel.

But unless you’re a technological genius—another Bill Gates or Steve Jobs—trying to reinvent the wheel is a big waste of time. For most people starting a business, the issue should not be coming up with something so unique that no one has ever heard of it but instead answering the questions: “How can I improve on this?” or “Can I do this better or differently from the other guy doing it over there?” Or simply, “Is there market share not being served that makes room for another business in this category?”

Get the Juices Flowing

How do you start the idea process? First, take out a sheet of paper and across the top write “Things About Me.” List five to seven things about yourself—things you like to do or that you’re really good at, personal things (we’ll get to your work life in a minute). Your list might include: “I’m really good with people, I love kids, I love to read, I love computers, I love numbers, I’m good at coming up with marketing concepts, I’m a problem solver.” Just write down whatever comes to your mind; it doesn’t need to make sense. Once you have your list, number the items down one side of the paper.

On the other side of the paper, list things that you don’t think you’re good at or you don’t like to do. Maybe you’re really good at marketing concepts, but you don’t like to meet people or you’re really not that fond of kids or you don’t like to do public speaking or you don’t want to travel. Don’t overthink it; just write down your thoughts. When you’re finished, ask yourself: “If there were three to five products or services that would make my personal life better, what would they be?” This is your personal life as a man, woman, father, husband, mother, wife, parent, grandparent—whatever your situation may be. Determine what products or services would make your life easier or happier, make you more productive or efficient, or simply give you more time.

Next, ask yourself the same question about your business life. Examine what you like and dislike about your work life as well as what traits people like and dislike about you.

Finally, ask yourself why you're seeking to start a business in the first place. Then, when you're done, look for a pattern to emerge (i.e., whether there's a need for your doing one of the things you like or are good at).

They Delivered

Here's a business startup story, a great example of seeing a need and filling it. Entrepreneur magazine is located in Irvine, California, a planned community. Many years ago, there weren't many fast-food restaurants in the business area. Most were across town, where the neighborhoods were. Two young men in Irvine found this lunch situation very frustrating. There weren't many affordable choices. Sure, there were some food courts located in strip centers, but the parking lots were really small and the wait was horrendous.

One day, as they were lamenting their lunch problem, one of them said, "Wouldn't it be great if we could get some good food delivered?" The proverbial light bulb went on! Then they did what many people don't do—they did something about their idea. Coincidentally, they purchased one of Entrepreneur's business startup guides and started a restaurant delivery business.

To date, their business has served more than 15 million people! It's neither a complicated business nor an original one. Their competition has gotten stiffer, and yet they're doing phenomenally well. And it all began because they listened to their own frustrations and decided to do something about them. Little did they know that research cites the shrinking lunch hour as one of the biggest complaints by American workers. Some only get 30 minutes, making it nearly impossible to get out, get lunch and get back on time. So while these young entrepreneurs initially thought they were responding to a personal need in their local area, they actually struck a universal chord.

That is one way to get ideas—listening to your own (or your co-workers', family's or neighbors') frustrations. The opportunities are all there; you just need to search them out. If your brain is always set in idea mode, then many ideas may come from just looking around or reading. For instance, if you had read an article about the shrinking lunch hour, and if you were thinking entrepreneurially, you would say "Wow, maybe there's an opportunity there for me to do something. I should start researching it."

Inspiring Moments

Inspiration can be anywhere. Here's another classic startup story: Ever get charged a fee for returning a video late? Bet you didn't do anything about it. Well, when Reed Hastings got a whopping \$40 late charge, instead of getting mad, he got inspired. Hastings

wondered “How come movie rentals don’t work like a health club, where, whether you use it a lot or a little, you get charged the same?” From this thought, Netflix.com, an online DVD rental service, was born. From its start in 1999, Netflix has grown into a big business with revenues topping \$1.3 billion.

Getting an idea can be as simple as keeping your eyes peeled for the latest hot businesses; they crop up all the time. Many local entrepreneurs made tons of money bringing the Starbucks coffeehouse concept to their hometowns and then expanding from there. Take Minneapolis-based Caribou Coffee. The founders had what they describe as an “aha moment” in 1990, and two years later launched what is now the nation’s second-largest company-owned gourmet coffeehouse chain. Other coffee entrepreneurs have chosen to stay local.

And don’t overlook the tried and true. Hot businesses often go through cycles. Take gardening as an example. For the last few years gardening products and supplies have been all the rage, but you wouldn’t consider gardening a 21st century business.

In other words, you can take any idea and customize it to the times and your community. Add your own creativity to any concept. In fact, customizing a concept isn’t a choice; it’s a necessity if you want your business to be successful. You can’t just take an idea, plop it down and say “OK, this is it.” Outside of a McDonald’s, Subway or other major franchise concept, there are very few businesses that work with a one-size-fits-all approach.

One of the best ways to determine whether your idea will succeed in your community is to talk to people you know. If it’s a business idea, talk to co-workers and colleagues. Run personal ideas by your family or neighbors. Don’t be afraid of people stealing your idea. It’s just not likely. Just discuss the general concept; you don’t need to spill all the details.

Just Do It!

Hopefully by now, the process of determining what business is right for you has at least been somewhat demystified. Understand that business startup isn’t rocket science. No, it isn’t easy to begin a business, but it’s not as complicated or as scary as many people think, either. It’s a step-by-step, common-sense procedure. So take it a step at a time. First step: Figure out what you want to do. Once you have the idea, talk to people to find out what they think. Ask “Would you buy and/or use this, and how much would you pay?”

Understand that many people around you won’t encourage you (some will even discourage you) to pursue your entrepreneurial journey. Some will tell you they have your best interests at heart; they just want you to see the reality of the situation. Some will envy

your courage; others will resent you for having the guts to actually do something. You can't allow these naysayers to dissuade you, to stop your journey before it even begins.

In fact, once you get an idea for a business, what's the most important trait you need as an entrepreneur? Perseverance. When you set out to launch your business, you'll be told "no" more times than you've ever been told before. You can't take it personally; you've got to get beyond the "no" and move on to the next person—because eventually, you're going to get to a "yes."

One of the most common warnings you'll hear is about the risk. Everyone will tell you it's risky to start your own business. Sure, starting a business is risky, but what in life isn't? Plus, there's a difference between foolish risks and calculated ones. If you carefully consider what you're doing, get help when you need it, and never stop asking questions, you can mitigate your risk.

You can't allow the specter of risk to stop you from going forward. Ask yourself "What am I really risking?" And assess the risk. What are you giving up? What will you lose if things don't work out? Don't risk what you can't afford. Don't risk your home, your family or your health. Ask yourself "If this doesn't work, will I be worse off than I am now?" If all you have to lose is some time, energy and money, then the risk is likely worth it.

Determining what you want to do is only the first step. You've still got a lot of homework to do, a lot of research in front of you. Most important: Do something. Don't sit back year after year and say "This is the year I'm going to start my business." Make this the year you really do it!

Words & Expressions

1. presumably [pri'zju:məbli,pri:-] *adv.* 大概; 推测起来; 可假定
2. reluctant [ri'laktənt] *adj.* 不情愿的; 勉强的
3. estimate ['estimeit] *n.* 估计, 估价; 判断, 看法
4. overwhelming [əuvə'hwelmin] *adj.* 压倒性的; 势不可挡的
5. scratch [skrætʃ] *n.* 擦伤; 抓痕; 刮擦声; 乱写 *adj.* 打草稿用的; 凑合的; 碰巧的
6. category ['kætigəri] *n.* 种类, 分类; 范畴
7. trait [trei,treit] *n.* 特性, 特点; 品质
8. horrendous [hə'rendəs] *adj.* 可怕的; 惊人的
9. lament [lə'ment] *vi.* 哀悼; 悲叹; 悔恨 *vt.* 哀悼; 痛惜
10. proverbial [prəu'vəbjəl] *adj.* 谚语的; 众所周知的; 谚语式的

11. light bulb 电灯泡
12. stiff [stɪf] *adj.* 呆板的; 坚硬的; 严厉的; 拘谨的; 拘谨的
13. shrink [ˈrɪŋk] *vi.* 收缩; 畏缩 *vt.* 使缩小, 使收缩 *n.* 收缩
14. chord [kɔ:d] *n.* 弦; 和弦
15. peel [pi:l] *v.* 剥, 剥落; 削 *n.* 皮
16. crop up 突然出现
17. gourmet coffee 精制的咖啡
18. all the rage 时尚; 风行一时的事物
19. plop [plɒp] *vt.* 把……沉重地放下 *vi.* 扑通落下 *adv.* 扑通一声地; 突然地; 出其不意
20. franchise ['fræntʃaɪz] *n.* 特权; 公民权; 经销权; 管辖权 *vt.* 给……以特许 (或特权)
21. demystify [di:'mɪstɪfaɪ] *vt.* 使非神秘化; 阐明; 启发
22. naysayer ['neɪsɪə] *n.* 否定者; 拒绝者; 老是唱反调的人
23. dissuade [di'sweɪd] *vt.* 劝阻, 劝止
24. perseverance [pə'sɪ:vɪərəns] *n.* 坚持不懈; 不屈不挠
25. mitigate ['mɪtɪgeɪt] *vt.* 使缓和, 使减轻 *vi.* 减轻, 缓和下来

Notes

1. **Entrepreneur magazine** (《企业家》杂志): It is a publication that carries news stories about entrepreneurialism, small business management, and business opportunities. It is published by Entrepreneur Media Inc., headquartered in Irvine, California. This magazine is published monthly, 12 issues annually. No special extra issues are published. Entrepreneur includes sections like Tech, Money, Sell, and Lead. It is edited by Amy C. Cosper and published under license in countries around the world including Mexico, Russia, India, Hungary, the Philippines and South Africa.
2. **Irvine** 欧文: Irvine (pronounced /'ɜ:vain/) is an incorporated city in Orange County (奥兰治县, 在美国加利福尼亚州洛杉矶南, 以保守著称), California, the United States. It is a planned city, mainly developed by the Irvine Company since the 1960s. Formally incorporated on December 28, 1971, the 45 square mile (115 km²) city has a population of about 217 686 as of January 1, 2010. It has annexed in the past an undeveloped area to the north, and has also annexed the former El Toro Marine Corps Air Station (托洛海军陆战队航空站), most of which is planned to be converted into the Orange County Great Park. Irvine is home to a number of corporations, particularly in the technology and semiconductor

sectors.

Exercises

I. Match the words on the left with their meanings on the right.

- | | |
|-----------------|---|
| 1. overwhelming | to become smaller from the effect |
| 2. reluctant | unwilling |
| 3. horrendous | continuing or repeating behavior |
| 4. lament | to lessen the seriousness of (evil, harm, pain, etc.) |
| 5. shrink | a mark or small wound made by scratching |
| 6. dissuade | not easily bent or changed in shape; |
| 7. stiff | to advise sb., against doing sth. |
| 8. perseverance | difficult to fight against; very great/large |
| 9. mitigate | to feel or express deep sorrow |
| 10. scratch | really terrible; causing great fear |

II. Translate the following phrases into Chinese or English.

- start a business
- bargain price
- marketing concept
- the parking lots
- personal trait
- 热门行业
- 突然发生, 突然出现
- 精品咖啡连锁
- 风行一时
- 减轻风险

III. Fill in the blanks with the most suitable words. Change the form when necessary.

risk profit agreement stock dividend
 partnership ownership investor responsibility accountant

Another kind of business is the partnership. Two or more people go into business together.

An 1 is usually needed to decide how much of the 2 each person controls. There are limited liability partnerships. These have full partners and limited partners. Limited partners may not share as much in the 3, but they also do not have as many 4. Doctors, lawyers and 5 often form partnerships to share the profits and 6 of doing business. A husband and wife can form a business partnership.

The most complex kind of business organization is the corporation. Corporations are designed to have an unlimited lifetime. Corporations can sell 7 as a way to raise money. Stock represents shares of 8 in a company. 9 who buy stock can trade their shares or keep them as long as the company is in business. A company might use some of its earnings to pay 10 as a reward to shareholders. Or it might reinvest the money into the business.



Text B How to Launch a Business Abroad

导读

想要在海外拓展业务并不是一件容易的事。首先应当考虑的是, 你是否可以合法移民到该国或至少获取长期居留权; 同时, 你需要提前了解当地的劳工法和商务惯例, 注重地域文化环境等。

After working in Mexico City as a manufacturer's representative for two years, Elizabeth Helsley thought about returning to her hometown of San Diego to start her own company. Then she ran the numbers and discovered that bootstrapping her business in Mexico would drastically reduce her overhead. She decided to stay.

"The cost of living here is so much cheaper," says Helsley, who launched Global Luxe, a firm that helps manufacturers enter the Mexican market, this spring. "I just moved into a really nice place with three bedrooms, and I'm paying less than \$800. In San Diego, the same place would be \$2 000 a month."

But she's not just saving on room and board. Her operating costs are also significantly lower.

"Here, I can hire an accountant for \$20 a month," Helsley says. Also cheaper: legal services, printing costs, trade show fees and, most significantly, corporate taxes. (According to KPMG's latest "Competitive Alternatives" report, Mexico's business taxes are 40 percent lower than those in the United States.)