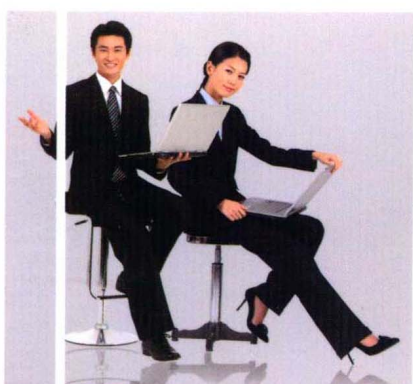




# International 国际商务英语 Business English

主编 李宏波



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**国际商务英语**

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## 内 容 简 介

本书是国际商务英语综合教程。全书共8个单元,涵盖了商务文化、品牌、广告、国际营销、国际贸易、商务谈判、金融及商务英语考试复习等方面的内容,旨在全面培养、提升学生听、说、读、写、译等方面的商务英语技能,同时巩固、拓展学生在管理、商贸及市场营销等方面的专业技能,帮助学生顺利通过商务英语考试,为将来从事国际商务工作打好基础。

本书可供高校商务、商务英语等相关专业学生和教师使用,也可供国际商务工作者自学参考。

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# 前言

本书是根据国际商务工作的需要及编者丰富的商务英语教学研究经验,为商务专业和商务英语专业学生编写的国际商务英语综合教程。

本书的商务主题单元主要包括下列项目:

## 一、主题引入(Starting up)

这一部分为引入主题的热身准备,主要就单元相关的主题做些讨论,包括回答问题等。

## 二、听力(Listening)

本教材各单元的听力内容与各单元的主题基本一致,材料大都来自 BBC 和 VOA 关于商务英语学习的广播节目。

## 三、口语实践(Speaking)

口语实践主要根据单元主题材料而展开,可提高学生商务口语能力和解决实际商务问题能力。

## 四、商务阅读(Reading)

商务阅读的文章与各单元的商务主题有关,主要来自英美主要网站和经典的英语原版商务、经贸著作,有利于学生学习与欣赏。

## 五、商务写作(Writing)

商务写作主要包括备忘录(Memo)、电子邮件(Email)、传真(Fax)、商务信函(Letter)等方面内容。掌握这些方面写作技能一定能极大地提高书面商务沟通能力。

## 六、练习(Excercise)

练习是单元内容的重要组成部分,练习项目包括商务词汇与结构选择题、商务短语及句子翻译、商务篇章翻译及口译、商务写作等。独立完成各单元练习必将能提高学生的商务英语能力。

由于编写者水平有限,教材中难免出现不足之处,请各位读者批评指正。

本书配套的教学课件、听力音频和练习答案,请联系:sunnyhbl@126.com

编者

2012年11月

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# Unit 1

## Business Cultures



Starting up: What is culture?

**A** What is culture? Find out the meaning of the following words and expressions.

cultural awareness

culture shock

cultured

culture event

cultural sensitivity

corporate culture

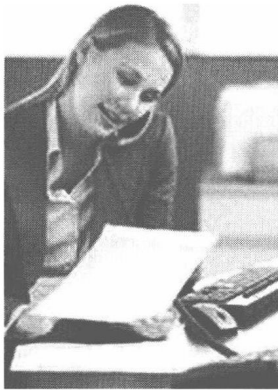
popular culture

consumer culture

**B** What will you miss most about China or Chinese culture when you study or work abroad?

**C** Cultures are becoming more and more alike. Is this a good or bad thing?

**D** What are the important factors of culture? Give examples.



## Listening: Corporate Culture

A

What is corporate culture? Find out some features of corporate culture.

B

Miss Tate is a business consultant and Peter Neil the Vice President at the World Graphics and they are now talking Peter's company business matters. What aspects have they talked about?

C

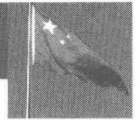
What kind of employees does World Graphics hire? What is very important to the manager?

D

In terms of business expansion, what are the two options put forward by Miss Tate? What do they want to minimize when they pick up a site for an overseas branch?



## Speaking: Chinese business culture



A

Look at the following ten tips on Chinese business culture and have a talk about them with your partners. Then make a mini presentation about some aspects of Chinese business culture.

- Tip 1:** Guanxi, or personal relationships are of vital importance when doing business in China. Do not underestimate the importance of the relationship building process.
- Tip 2:** There are often close relationships between senior management of a company and local party officials.
- Tip 3:** It is important that you do not make people ‘lose face’ in front of their group. Always respect seniority and do not openly disagree with people.
- Tip 4:** Business cards should be formally exchanged at the beginning of meetings. Treat the business card with great respect, as the card is the man.
- Tip 5:** Meetings are often long and seemingly without clear objectives. Very often the meeting is an exercise in relationship-building and the aim of the meeting is to move the relationship, rather than any specific business task, forward.
- Tip 6:** It can take several, very long meetings before any tangible progress is made. Patience is essential if you wish to capitalize on the situation.
- Tip 7:** Do not be too direct. Strive for diplomacy, consensus and harmony. Remember that this takes time to achieve.



**Tip 8:** It is difficult for the Chinese to say no directly. Anything other than a direct ‘yes’ could mean ‘no’. Be circumspect and reflect on seeming agreements reached. Has an agreement actually been reached?

**Tip 9:** Gift giving is an everyday part of Chinese business culture. Giving and receiving gifts helps to cement relationships. Take gifts with you when visiting and put some thought and effort into the gift selection process. Always wrap gifts before giving them. Gifts are rarely opened in front of the giver.

**Tip 10:** Entertaining is very important in the relationship building process. If entertaining, do it well. If being entertained at a banquet, take your lead from your hosts—they will enjoy taking you through the process.

## Reading: Business across cultures

- A** Think of some examples of fringe benefits in the business world. What benefits would you like to receive from the company you work for?
- B** What are the advantages for a company of offering fringe benefits to their employees?
- C** Are bonuses always good? Should they be cancelled in the business circle?
- D** Now read the following news article and then find out what damages can be generated from bonuses.

## How damaging is our bonus culture?

By Peter Day

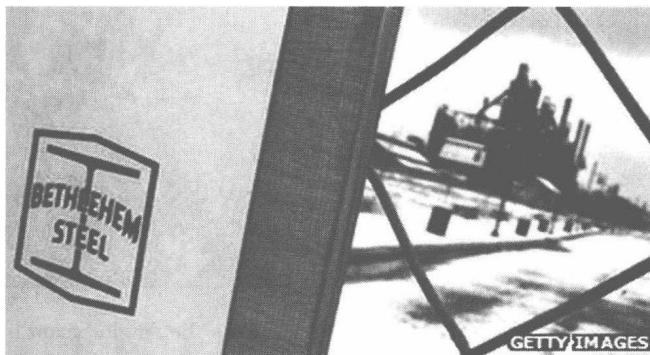
**Bonuses were supposed to reward exceptional performance, but as the culture has spread**



Is it possible to call time on the bonus culture?

**from the City through big business to the public sector, how much damage do they cause?**

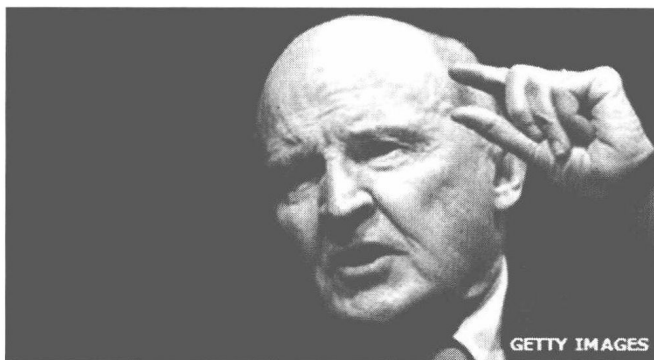
- (1) It seems obviously most "fair" to a lot of people if everyone shares equally in the world's wealth. It is the sort of idea that animated those forerunners of the Occupy movement, the Diggers encamped in 1649 on St George's Hill in Weybridge in Surrey.
- (2) A product of the English Revolution, they were outraged by imbalances of wealth in a still land-based agricultural society. They sought justice by occupying and trying to cultivate the land they had squatted on.
- (3) In a modern industrial society, fairness is more complicated. Some people make more, invent more, score more goals, give more pleasure, enable more people to be employed than others.
- (4) Isn't it fair that their creativity, effort, leadership, hard work etc, be rewarded? That is certainly one of the tenets of capitalism.



In the 19th century, Bethlehem Steel's pig-iron shovellers were offered bonuses for speedier work.

- (5) And it is—of course—where bonuses come in. They started off, in business anyway, as a recognition for success in the previous year: a capon at Christmas, an extra week's pay. A heart-warming token gesture.

- (6) The first management guru, the American Frederick Winslow Taylor, was a time-and-motion man.
- (7) He used his stopwatch to clock the performance of the pig-iron shovellers at Bethlehem Steel Corp in Pennsylvania at the very end of the 19th century.
- (8) Taylor told his company clients that production went better if the workers were motivated: bonuses for more shovelling, or more chickens eviscerated. Piece-work, in other words.
- (9) It seems fair, if not particularly generous to those people unable to work at top speed.
- (10) Meanwhile partnerships, in the law, accountancy, banks and other financial institutions, were devised around a remuneration system you might see as institutionalised bonuses.
- (11) Ratchet effect
- (12) Partnership divided up the profits of the business between partners at the end of the financial year. If there were losses, they were divided up, too. Liability was not limited up to the 19th century.
- (13) And much of this fairly benign system of reward stayed in place in Britain until the 1980s.
- (14) Then several things happened. First the financial markets in the City of London were changed out of all recognition by the great deregulation (known as Big Bang because it happened all at once).



GE's Jack Welch helped spread the bonus culture across the Anglo-Saxon business world.

- (15) For the first time outsiders such as the great international investment banks were permitted to buy London Stock Exchange brokers and jobbers, and they did, leading to an orgy of wealth changing hands in the 1980s.
- (16) The new employees in the City were no longer partners, they were salary men and

women.

- (17) But the sharing out of partnership profits was swiftly replicated by a new distribution of bonuses to top people and the so-called "marzipan layer" underneath the top.
- (18) It was like a new form of socialism right at the heart of capitalism. The workers shared directly in the profits generated by their labours.
- (19) But the bonus world grew at ferocious speed. Bonus promises were the way people were hired and motivated to take daily risks with other people's money.
- (20) The ratchet effect began to work its magic as comparisons were made and overtopped by new offers. Bonuses became multiples of basic pay. Bonuses were guaranteed and no longer necessarily rewards for performance. Bankers could become rich, fast.
- (21) Meanwhile the cult of shareholder value was making itself felt in Britain and America. It all seems to have started with an extraordinarily influential article in the rarefied pages of the Journal of Financial Economics in 1976.
- (22) Race to the top
- (23) This argued that top people's compensation based on shares in the corporation—for example, granting options as bonuses—was the most effective way to align the interests of management with that of shareholders.
- (24) It was taken up in a big way by Jack Welch, the chairman of General Electric, and spread quickly across corporate thinking in the Anglo-Saxon business world.



Few company remuneration committees want their chief executive to earn less than competitors.

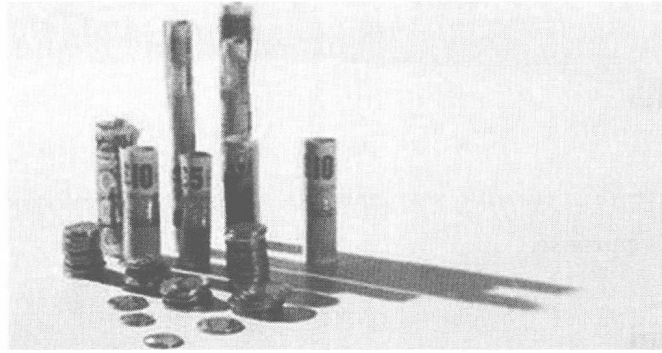
- (25) Share options, stakes, pensions promises and straight bonuses rapidly became a norm in big business. "Everybody" was doing it, so everybody had to do it.
- (26) Remuneration became a talking point, a badge of achievement, a scorecard of success.
- (27) No company's remuneration committee would want its chief executive to be any-

where but in the top quartile of pay. Directors sat on each other's remuneration committees.

- (28) At the same time, shareholder value was a difficult thing to measure, and certainly to explain. While the going was good, shareholders asked few questions. Top people were hired on iron-clad contracts that gave them huge rewards for early dismissal. Failure paid.
- (29) The bonus world took its grip on bosses, and then on managers. Bonuses cascaded through the middle layers of organisations. Fair enough, people said; a motivation for good work. It became a kind of norm, not exceptional.
- (30) The people who missed out were the people on the production line, the very people originally motivated by bonus thinking.
- (31) And then the bonus culture spread into public services, perhaps influenced by the way top managers were for the first time moving from private to public enterprise, setting a trail of comparators on remuneration practice.
- (32) Once you have created a culture which gives so much tangible reward to so many people in power, it is difficult to limit it, control it, or reduce its influence.
- (33) Whether or not it actually makes most top people work harder, or better, is not known at this time. But bankers are certainly rewarded for taking big risks with—as I say—other people's money.
- (34) And when they get into trouble, the other people turn out to be the taxpayers.

## **Voluntary restraint?**

- (35) We have come a long way from arguing about "fairness". It still seems fair to reward good work, but only if it is demonstrably "good".
- (36) And it cannot be healthy for any organisation or society when the gap between the lowest paid and the most rewarded widens as extremely as it has done in Britain and the USA in recent years.
- (37) The Treasury is currently considering what to do about boardroom pay. But in a free society it is probably easier to order an inquiry than it is to come to a conclusion about it.
- (38) The most effective way to tackle bulging bonuses would be to usher in—somehow—an era of voluntary restraint, inducing an aura of shame to conspicuous rewards.



- (39) I had naively thought this might happen as result of the credit crunch, but it has not happened yet. But then, the crisis is also not over yet.
- (40) Nine years ago I met a man called David Bussau, a man with a memorable phrase that still nags in the mind.
- (41) A religious man brought up in a New Zealand orphanage, he then prospered in Australia by starting a group of construction companies.
- (42) He became a millionaire at an early age, but remained at the beck and call of his wealthy clients. He started thinking and decided to change his life.
- (43) He and his family went off volunteering, a move which eventually saw him co-founding what became Opportunity International, the worldwide micro-lending organization.
- (44) It was the phrase he used to describe his wealth that struck me then, and still does. "We had sufficient," he said, in an interview we did at the World Entrepreneur of the Year Awards in Monte Carlo.
- (45) This concept of "sufficient" is a potent one. Not many people think like that in the bonus world.

## Business Writing: Memos

Memorandums or memos are written forms of communication distributed to people within an organization, which can be used to inform, remind, persuade, confirm, and make enquiries and requests.

**Memos are used to bring attention to problems and to solve problems by informing the reader of new information like policy changes, price increases, or by persuading the reader to take an action, such as attend a meeting, or change a current marketing plan. Memos are most effective for they connect the purpose of the writer with the interests and needs of**

the reader.

## Parts of a Memo

Standard memos are divided into segments to organize the information and to help achieve the sender's purpose.

### Heading Segment

Generally, the heading segment goes like this:

**TO:** (recipient's name and job title)

**FROM:** (sender's name and job title)

**DATE:** (time when the memo is written or sent))

**SUBJECT:** (what the memo is about, highlighted in some way)

Make sure you address the reader by his or her correct name and job title. Be specific and concise in your subject line. For example, "Clothes" as a subject line could mean anything from a dress code update to a production issue. Instead use something like, "Winter Clothes Line Promotion."

### Opening Segment

The purpose of a memo is usually found in the opening paragraph and includes: the purpose of the memo, the context and problem, and the specific assignment or task. Before indulging the reader with details and the context, give the reader a brief overview of what the memo will be about. Choosing how specific your introduction will be depends on your memo plan style. The more direct the memo plan, the more explicit the introduction should be. Including the purpose of the memo will help clarify the reason the audience should read this document. The introduction should be brief, and should be approximately the length of a short paragraph.

### Context

The context is the event, circumstance, or background of the problem you are solving. You may use a paragraph or a few sentences to establish the background and state the problem. Often it is sufficient to use the opening of a sentence to completely explain the context, such as,

"Through market research and analysis. . ."

Include only what your reader needs, but be sure it is clear.

## **Task Segment**

One essential portion of a memo is the task statement where you should describe what you are doing to help solve the problem. If the action was requested, your task may be indicated by a sentence opening like,

"You asked that I look at. . ."

If you want to explain your intentions, you might say,

"To determine the best method of promoting the new winter line, I will. . ."

Include only as much information as is needed by the decision-makers in the context, but be convincing that a real problem exists. Do not ramble on with insignificant details. If you are having trouble putting the task into words, consider whether you have clarified the situation. You may need to do more planning before you're ready to write your memo. Make sure your purpose-statement forecast divides your subject into the most important topics that the decision-maker needs.

## **Summary Segment**

If your memo is longer than a page, you may want to include a separate summary segment. However, this section is not necessary for short memos and should not take up a significant amount of space. This segment provides a brief statement of the key recommendations you have reached. These will help your reader understand the key points of the memo immediately. This segment may also include references to methods and sources you have used in your research.

## **Discussion Segments**

The discussion segments are the longest portions of the memo, and are the parts in which you include all the details that support your ideas. Begin with the information that is most important. This may mean that you will start with key findings or recommendations. Start with your most general information and move to your specific or supporting facts. (Be sure to use the same format when including details; strongest to wea-



kest. ) The discussion segments include the supporting ideas, facts, and research that back up your argument in the memo. Include strong points and evidence to persuade the reader to follow your recommended actions. If this section is inadequate, the memo will not be as effective as it could be.

## **Closing Segment**

After the reader has absorbed all of your information, you want to close with a courteous ending that states what action you want your reader to take. Make sure you consider how the reader will benefit from the desired actions and how you can make those actions easier. For example, you might say,

"I will be glad to discuss this recommendation with you during our Tuesday trip to the spa and follow through on any decisions you make. "

## **Necessary Attachments**

Make sure you document your findings or provide detailed information whenever necessary. You can do this by attaching lists, graphs, tables, etc. at the end of your memo. Be sure to refer to your attachments in your memo and add a notation about what is attached below your closing, like this:

Attached: Market Survey Report

## **Format**

The format of a memo follows the general guidelines of business writing. A memo is usually a page or two long, should be single spaced and left justified. Instead of using indentations to show new paragraphs, skip a line between sentences. Business materials should be concise and easy to read. Therefore it is beneficial to use headings and lists to help the reader pinpoint certain information.

You can help your reader understand your memo better by using headings for the summary and the discussion segments that follow it. Write headings that are short but that clarify the content of the segment. For example, instead of using "Summary" for your heading, try "New Advertising Recommendations," which is much more specific. The major headings you choose are the ones that should be incorporated in your purpose-statement in the opening paragraph.