

●高等院校应用型人才培养“十二五”规划教材  
面向21世纪课程教材

# 商务英语

黄颖◎主编

## BUSINESS ENGLISH



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# 前 言

迈入新世纪和加入 WTO,我国正逐步地参与国际竞争,同世界接轨。随着全球经济的发展和市场化运作,英语作为国际贸易用语变得越来越重要,社会上也越来越迫切地需要既有专业知识又能熟练运用英语的人才。在这一新形势下,一些有条件的院校纷纷开设了“商务英语”课程。21 世纪是一个充满机遇和挑战的时代,它给当前的商务英语教学提出了更新、更高的要求。有效地提高学生的实际语言运用能力,培养既有专业知识又能熟练运用英语的人才,使学生所学的知识跟上时代的节奏,符合社会经济生活的实际需求,已成为英语教育工作者的历史责任,也是经济和社会发展的需要。

为了适应新的形势,满足各大专院校商务英语专业学生和社会上各阶层商务工作者的需求,我们组织编写了这本《商务英语》教材。目的是帮助以英语为第一外国语的专业的学生有效地解决英语学习中出现的问题,让更多的人通过商务英语系列课程的学习,快速提高商务英语听、说、读、写等各方面的能力,不断提高自身素质和专业水平,迎接国际竞争的挑战,为祖国的现代化建设服务。

本系列教材可作为高等院校“商务英语”课程的普及教材,也可供社会从事外贸和商务工作的读者使用。

本书由武汉工商学院黄颖主编,乔菲、陈黎、张小曼、刘鹏参与了编写过程。其中黄颖老师主要负责执笔,完成了本教材 1~11 章大部分的编写工作,乔菲、陈黎负责资料收集,张小曼、刘鹏负责资料整理和相关文章体系结构的编排。由于编者水平有限,书中不妥之处在所难免,敬请广大读者批评指正。

编 者

2014 年 4 月

## ***What Does It Take to be an Entrepreneur?***

### **企业家需要哪些素质？**

企业家应具备的 5 种素质：一是看到别人看不到的机会；二是自我激励；三是愿意作出牺牲；四是了解自己的发展方向；五是不怕失败。

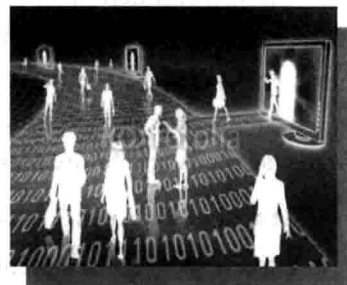
If you want to be your own boss, you will probably encounter some rough patches along the road to the big rewards. Do you have what it takes to hang in there? Entrepreneurs who have been there tend to share five common traits that are key to long-term business success.

#### **Trait No. 1: Seeing Opportunity Where Others Do Not**

One true sign of an entrepreneur is looking at the same circumstances as a dozen other people and seeing something different: opportunity. But great business ideas are not enough. The most important thing is a burning desire to build your dream into reality. That's how 19-year-old entrepreneur Todd Gilliard, owner of Art Installers Inc. in Bowie, Maryland, got started.

Gilliard was working at an art galley when he noticed that, after customers purchased the art, they needed someone to deliver and install it in their homes and offices. He saw this as a golden opportunity and presented his idea to the gallery's owner. The two drew up an agreement, and Gilliard was in business.

When Brad Sweet of Relay, Maryland, needed a Mother's Day gift, he also saw opportunity where many people would not: in a pile of scrap wood.



"I knew how to build things from watching my parents, and I've always been involved with art, so I collected some scrap wood and started making a birdhouse," recalls Sweet, 20. "I needed a roof, so I went to the recycling bin and got some soda cans. I cut the cans open and made the roof out of them. Then I made working gutters out of the cans."

Sweet's ingenuity quickly became a business. His first eight birdhouses were sold out at his first craft show.

Growing up in a ghetto, Karl Kani dreamed of becoming the Ralph Lauren of the streets, so he designed his own clothes and had them custom-made. Kani started selling his creations from his car in front of New York City nightclubs and local basketball tournaments. Now Kani's fashions are sold by such upscale stores as Nordstrom and Macys and his company had 1995 sales of \$69 million. Entrepreneurs like Kani look for opportunities over-looked by others.

An important factor in selecting a location is that you keep a long-term perspective. Site selection can be a big investment. Choosing the right site now can avoid the costs of relocation in the future.

### 3) Negotiating a lease for your office, if that's your decision.

If you decide that you want to lease office space and you have found a location, the next step is to negotiate a lease agreement for that location. A lease agreement is a contract between you and the owner of the property. Since it is a legal document, you should have your attorney review it before you sign it.

- When to Open Your Business

There really are not too many hard and fast rules about when to open your business. It will largely depend on your individual circumstances.

The simple answer to the question "when?" is: the point at which you have completed all of the steps you need to take in order to set up your business. The important point to remember is that you should not start the business before you are really ready. In some cases, the "when" will be decided for you.

In any event, here are a couple of suggestions for timing the start of your business:

If your business is seasonal, start it at the beginning of your strongest season.

If you want to open a retail business, consider starting it just before the Spring Festival holiday shopping season, or on National Day, etc.

- Buying or Leasing Equipment

As a small business owner, you will probably need some type of equipment, whether it is office furniture, a computer system, or, for some, perhaps even some heavy manufacturing equipment.

For any equipment, the process is the same:

First, you will have to determine what you need.

Next, you will have to determine how to acquire it in the best way (for example, whether you should buy or rent).

Finally, you will have to determine how to install it and take care of it.

If you decide to lease your equipment, you'll have to enter into a lease agreement.

- Getting Licenses and Permits

Most provincial and local governments require businesses operating in their area to obtain licenses or permits.

**Licenses:** There are essentially two types of licenses, general and special. A general business license is assessed annually for the privilege of operating a business in the jurisdiction (权限). A special license is one that is issued to a business that will provide products or services that require regulation. Special licenses are issued to professionals, such as doctors, lawyers, barbers, and others who have met a certain level of training or education.

- B. enables Ed to switch himself from a sole proprietorship to a corporation without any further paperwork
  - C. focuses Ed's attention on his personal talents and experiences
  - D. makes Ed feel how successful he is
2. Which of the following suggestions is an experienced entrepreneur most likely to give someone who is thinking about getting into business?
- A. Starting a new business is always better than buying an existing firm.
  - B. Even small business must keep accurate records.
  - C. In order to keep costs low when the company is just getting started, wait at least a year before hiring an accountant or lawyer.
  - D. Prior business experience is not really important in managing a new firm.
3. When an entrepreneur assesses a market, he or she should consider the following aspects except \_\_\_\_\_.
- A. the likely customers
  - B. marketing options
  - C. the competitors
  - D. site layout
4. John Jiang wants to open a retail business. The best time is \_\_\_\_\_.
- A. before the Labor Day holiday
  - B. after the Labor Day holiday
  - C. at any time of the year
  - D. on his birthday
5. In what stage of the business should an entrepreneur spend all of his or her time in the business?
- A. At the infancy stage.
  - B. At the survival stage.
  - C. At the success stage.
  - D. At all stages.

**II. Decide whether the following statements are TRUE (T) or FALSE (F) according to what you've learned in this chapter.**

- 1. Vivian Chen decided to work for a floral design shop before opening her own shop. This was a poor decision since she used her labor to make someone else successful.
- 2. If a business plan is to be effective it must be specific in analyzing the competition, the money needed to start, and other details of operation.
- 3. Although entrepreneurs frequently earn huge profits for themselves, their impact on society as a whole is quite small.
- 4. The name of a new business given should be easy to remember and must not be misleading.
- 5. Great business ideas and good opportunities are enough to ensure the success of a business.
- 6. It is not necessary for a business to obtain licenses or permits. People can start a business without any permission.
- 7. It is hard for a small business to employ or find good, qualified people.
- 8. An ounce of prevention of the basic pitfalls is surely worth well more than a pound of cures.

**III. Sally Tyler is a college student who has a goal of eventually starting her own business. First, however, she wants to learn more about small business management. She talked to four friends, and each offered her different advice. What do you think about the advice given by Sally's friends? Discuss with your partner and give your advice to Sally.**

JOHN: The best way to learn about running a business is by getting direct experience, so quit school and start your own business as soon as possible.

DAVID: Since every business is unique, don't worry about trying to learn from others. The key to successful small business management is to do things your own way.

STEVEN: Stay in school and take small business courses, but also look into part-time work with a successful entrepreneur.

LILY: Small businesses are much simpler to manage than big firms are. In fact, anyone with common sense and a willingness to work long hours has what it takes to successfully manage a small firm. Therefore, there is no need to waste time and money taking small business courses.

## ***Case Study 1 Alternative Publishing & Communications***

### **Alternative 出版和通讯公司**

Suhail Rahman and Majid Anwar are both from Asian families, and have used this background to generate a business with real potential for growth.

The two young men started Alternative Publishing and Communications Ltd in 1992 "on a shoestring". With determination and perseverance (坚定不移), they built the foundation for a substantial business specializing in design and electronic publishing.

They had an unexpected start to their business. Suhail was a graduate engineer in a secure job with a UK defence contractor. Majid was a doctor with an established position in a Glasgow hospital. Their respective career paths seemed well established, except for a set of important factors. Both Suhail and Majid felt frustrated by the lack of control over their own destinies.

Suhail explains: "We both wanted to feel more responsibility for what we did. We wanted more control. We were also frustrated by all the red tape (官样文章) of a large employer. And as well as that, through our voluntary work within our own Asian community, we could see opportunities for a business."

As part of this work, the two were already producing publications, newsletters and leaflets. Of

unlimited liability (无限责任). If the business is being sued, so is the business owner. If the business owes money, the business owner is responsible for the debts, and the owner may have to use personal assets to pay. If the owner cannot pay the debts of the business, he or she may have to claim personal bankruptcy. Another disadvantage is that the owner must spend long hours working. The owner of a store, for example, may put in 12 hours a day, seven days a week, almost twice the hours worked by a salaried laborer. The only way to transfer ownership of a sole proprietorship is to sell entire business to someone else. Otherwise, the life of the business ends when the sole proprietor dies. It is difficult to hire and keep high-achievement employees. If you are your own boss, you lose the fringe benefits (附加福利) that come from working for others. You have no automatic health insurance, no disability insurance, no sick leave, no vacation pay, and so on.

### Questions for Discussion

1. Why would unlimited liability be considered as one of the biggest drawbacks to sole proprietorships?
2. Why is the sole proprietorship the most popular form of business ownership?

## *Partnership*

### 合伙企业

合伙企业是有两人以上组成，各合伙人之间订立合伙协议，共同出资，合伙经营。共享收益，共担风险，并对合伙企业债务承担无限连带责任的赢利型组织。

Many people do not have money, time, or desire to run a business on their own. They prefer to have someone else or some group of people get together to form the business. A **partnership** is a legal relationship between persons carrying on a profit-motivated business. It may be a partnership between two people, or among thirty; the law doesn't set a limit on how many partners may be involved. The three key elements of any general partnership are (1) common ownership, (2) shared profits and losses, and (3) the right to participate in managing the operations of the business.

There are two types of partnership. The most common type is the general partnership. A **general partnership** (普通合伙) is a business with at least one general partner who has unlimited liability for the debts of the business. Regardless of the percentage of the business they own, general partners have authority to act and to make binding decisions as owners of the business. The general partner may be liable for all the debts of the business. Partners generally share profits and losses according to a plan specified by agreement between them. With the

务模式下从事经营活动，并向特许者支付相应的费用。由于特许企业的存在形式具有连锁经营，统一形象，统一管理等基本特征，因此也称之为特许连锁。

An attractive business opportunity for people is to obtain a franchise and become the owner of a restaurant, motel, fast-food shop, drugstore, dry-cleaning services, training programs, service station, beauty salon, or other businesses. A **franchise** is the right to use a business name and sell products or service, usually in a specific geographical territory.

Some people are more comfortable not starting their own business from scratch. They would rather join a business with a proven track record through a franchise agreement. A franchise can be formed as a sole proprietorship, partnership, or corporation. In the United States, a new franchise business opens every 15 minutes. Numerous American franchises are also opening around the world. Franchised businesses also grow quickly in China. Two of the best-know franchises are McDonald's and KFC.

The franchiser has developed a system for reproducing his/her business. As a franchise, you rent the franchiser's trademark and method of doing business. The method of doing business involves a standardized approach to delivering product or service.

### Advantages

Buying a franchise is a popular choice for starting a business. It is a way to reduce risk and receive support from a large network. The preliminary work has been done with an infrastructure well established, a product line in place, and the marketing strategy developed. The customer base may be set, sometimes with good name recognition. The franchiser usually provides management assistance and training and may offer financial support. Historically, the failure rate for franchises has been lower than that of other business ventures.

### Disadvantages

On the other hand, a franchise offers less freedom than an independent business. There are likely to be lots of rules and regulations in place. The franchisee may lose the spirit and incentive of being their own boss with their own business. The owner cannot change products and services. Initial franchise fees may be expensive. Start-up costs for a KFC restaurant is about \$5 million to \$6 million in China. You need to take into consideration start-up and operational costs. The franchiser often demands a large share of the profits, referred to as *royalty payments* (专利税金). The reputation of one franchisee could be adversely affected by the failings of others. Many franchisees face restrictions in the reselling of their franchises with transfer of ownership possibly requiring approval of the franchiser.

### Questions for Discussion

1. What are some of the factors to consider before buying a franchise?
2. Go to visit a local franchise and find how it operates, then share your findings with your partner.



### Group Activities

1. Carefully examine the following partnership agreement and decide if it is sound, complete, and accurate. Then discuss with your classmates and present your ideas to the class.

#### Agreement

This partnership agreement is entered into on January 8, 2001, between Mary Richards and Niki Stutzman.

One: We will become equal general partnerships in the women's cosmetics business.

Two: We will use the name YELLOW ROSE of 1818 Milam Street, Houston Texas 77001.

Three: Each general partner will contribute \$20,000 to the partnership on January 8, 2001.

Four: All profits earned from selling YELLOW ROSE cosmetics will be divided equally by the general partners, and all losses incurred by the business will be equally shared by them.

Five: Proper accounting books will be kept by the business; a public accounting audit will be conducted each year by a firm mutually agree upon. Profits, inventories, and losses will be accurately accounted for each year.

Six: Each partner will earn no more than \$1500 per month, if earnings permit this amount to be taken out of the business. No more than \$1800 per partner per year will be drawn out during the first four years of the partnership.

Seven: No new partners can be added without the full written consent of both partners.

Eight: If grievances between partners cannot be resolved, an arbitrator will be hired that is acceptable to both partners. The decision reached after arbitration is binding.

Nine: In the event of the death or retirement of a partner, the remaining partner will pay the estate or retiring partner the full amount of the original investment, plus 1.5 times the most recent year's gross sales for all YELLOW ROSE products. The payment will be made within one year of the death or retirement of the partner.

Ten: At the termination of the partner, a full inventory and balance sheet will be prepared by an accounting firm. All debts will be paid, and all property will be divided between the partners.

The parties have carefully reviewed the contract and have freely signed, in the presence of a witness, this document.

Witness \_\_\_\_\_

Partne \_\_\_\_\_

Date \_\_\_\_\_

Date \_\_\_\_\_

Partner \_\_\_\_\_

Date \_\_\_\_\_

2. Let's assume you want to open one of the following new businesses. What form of business ownership would you choose for each business? Why?

A. Video game rental store.

B. Wedding planning service.

C. Software development firm.

D. Computer hardware manufacturing company.

The McDonald's formula, however, has been successfully tried and tested. Ray Kroc's insistence that all McDonald's outlets sell the same products and achieve the same quality has led to a standardization of the process and great to detail.

The cooking processes in McDonald's restaurants are broken down into small, repetitive tasks, enabling the staff to become highly efficient and adept in all tasks.

This division of labour and the high volume turnover of a limited menu allows for considerable economies of scale. For the franchisee, this can considerably reduce the risk of setting up their own business. There is no need to develop the product or do expense market research. Nor will they have sleepless nights wondering if the product will appeal to the consumer. McDonald's carries out regular market research.

### **3) Intensive initial training**

Every franchisee has to complete a full-time training program, lasting about nine months, which they have to fund themselves. This training is absolutely essential. It begins with working in a restaurant, wearing the staff uniform and learning everything from cooking and preparing food to serving customers and cleaning.

Further training at regional training centers focuses on areas such as business management, leadership skills, team building and handling customer enquiries. The franchisees will have to recruit, train and motivate their own workforce, so they must learn all the skills of human resources management. During the final period, trainee learns about stock control and ordering, profit and loss accounts and the legal side of hiring and employing staff. Consequently, no McDonald's franchisee would have to ask a member of his or her staff to do something that they couldn't do themselves. Knowing this can also be a powerful motivator for the staff.

### **4) Continuous support**

McDonald's commitment to its franchisees does not end with the training. It recognizes that the success and profitability of McDonald's is inextricably linked to the success of the franchises. A highly qualified team of professional consultants offer continuous support on everything from human resources to accounting and computers. The field consultant can become a valued business partner and a sounding board for ideas.

### **5) Benefit from national marketing carried out by McDonald's**

A brand is a name, term, sign, symbol or design, which identifies one organization's products from those of its competitors. The phenomenal growth of McDonald's is largely attributed to the creation of its strong brand identity. McDonald's trademark, the Golden Arches, and its brand name has become amongst the most instantly recognized symbol in the world.

In the U.K., McDonald's recognized the need for a coordinated marketing policy. In order to be successful, an organization must find out what the customers want, develop products to satisfy them, charge them the right price and advertising has played a major part in McDonald's marketing mix. McDonald's is now the biggest single brand advertiser on British television.

Radio and press advertisements are used to get specific messages across emphasizing the quality of product ingredients. Promotional activities, especially within the restaurant, have a

individual's needs. It is on a one-to-one basis. Advantages are that questions can be answered immediately and problems can be sorted out at a personal level. The salespeople remain with the customers through to the completion of the sale.

The procedures of personal selling are: 1) Determine what is to be sold; 2) Plan programme; 3) Prepare a sales call; 4) Record the interview.

**Advertising:** Advertising is non-personal communication of information paid for by an identified sponsor such as an individual or an organization. Advertising can either be concentrated on the general image of the company or a specific product, for example, a special offer. Modes of advertising include television, magazines, Internet, radio, videos, posters, cinema, catalogues, direct mail, exhibitions and trade fairs, perimeter advertising in stadiums, and outdoor advertising such as billboards.

Television ads is the most costly and can cost thousands of pounds for only a few minutes. National radio and newspapers are cheaper ways to advertise and the local newspaper is even cheaper. The Trade Press is another good option when wanting to aim your product at a particular market.

Firms make considerable effort and expense to design, create, and evaluate advertisements that will accomplish their promotional goals. To develop an effective advertising campaign, they generally must take these steps:

- Identify the target audience.
- State the objective to be accomplished.
- Determine how to spend the money to achieve the advertising objectives.
- Create the actual advertisements.
- Place the advertisements with the media.
- Through sales or research, evaluate the effectiveness of the advertisements.

Some firms handle their own advertising through an employee or an in-house department that plans, designs, and creates advertisements and place them with the media. Others can use an advertising agency. The advertising agency consists of specialized people who are able to promote the campaign more effectively and can be called upon when needed to assist the operation, without the necessity of having to employ full-time staff dedicated to advertising within the business.

**Sales promotion:** Sales promotion is a paid form of non-personal communication that provides direct incentives to customers, salespeople, and marketing intermediaries for purchasing a product. Methods such as coupons, rebates, premiums, bonus packs, money-off-promotions, free samples, contests or displays can get consumers excited about a product, motivate salespeople to be enthusiastic, and stimulate dealers to be interested and involved in distribution of the product. Sales promotion activities, generally short-term, offer the advantage of

**Growth Phase 成长期**

The growth phase is a period of rapid revenue growth. Sales increase as more customers become aware of the product and its benefits and additional market segments are targeted. If your product or service has benefited from being the only one on the market, you may have noticed that others are joining in and entering a competitive product or service and this will have an effect on the healthy sales you might be enjoying at the moment. How you react to this will have an impact on the survival of your product – will you drop the price to compete, will you change the way in which you promote it, will you change the distribution method? During the growth phase, the goal is to gain consumers' preference and increase sales. The marketing mix may be modified as follow:

- Product – New product features and packing options; improvement of product quality.
- Price – Maintaining at a high level if demand is high, or reducing to capture additional customers.
- Distribution – Distribution becomes more intensive. Trade discounts are minimal if resellers show a strong interest in the product.
- Promotion – increasing advertising to build brand preference.

**Maturity Phase 成熟期**

The maturity phase is the most profitable. While sales continue to increase into this phase, they do so at a slower pace. Brand awareness is strong, consequently advertising expenditures will be reduced. However competition may result in decrease in market share and/or prices. If your product is one of many competing products, then you can consider that your product when it risks being swamped by competing product. Sales promotions may be offered to encourage retailers to give the product more shelf space over competing products.

During the maturity phase, the primary goal is to maintain market share and extend the product life cycle. Marketing mix decisions may include:

- Product – Modifications are made and features are added in order to differentiate the product from competing production products that may have been introduced.
- Price – Possible price reductions in response to competition while avoiding a price war.
- Distribution – new distribution channels and incentives to resellers in order to avoid losing shelf space.

**Decline Phase 衰退期**

Perhaps you have noticed that one of your products is losing appeal; sales or interest might have dropped. If this is the case, your product may be in decline and if you are not careful it may die. This part of the cycle needs careful consideration. You might decide, enough is enough, and remove it from your product range or you could re-invent it by changing the packing or product name.

so it was decided to test its potential in Great Britain. Product evaluation involved carrying out taste testing to identify the best formula/flavor for consumers' palates in Great Britain. At the same time, considerable effort was put into graphic development. It was important for the pack design to incorporate the Coca-Cola trademark, thus remaining true to the Coca-Cola family, but also to differentiate the new flavor. Consumer focus groups were used to identify the preferred design.

In addition a simulated test market was used to carried out. On the basis of the background market research it was possible to forecast likely sales volumes. This calculation was based on the type and level of support the brand flavor launch would receive, consumer perceptions and claimed behavior. The results were favorable and supported the launch of this flavor in Great Britain.

## **2) Fanta Icy Lemon**

The development of this new flavor stemmed from listening directly to consumers who called the Company's carlines about the availability of a lemon Fanta based on their experience on holidays abroad. As a result, the Company undertook a series of quantified product taste test and once the preferred flavor was identified, Fanta icy lemon was launched in 2001. The launch was a great successful and a range of other flavors has subsequently complemented the brand.

## **3) Coca-Cola share size 1.25 liter bottle**

Desk research showed a growth in the number of smaller households, plus a change in the way we shop. The research identified a need for a bottle size that was ideal for top-up shoppers or 1-2 person households to share over dinner. This was followed up by qualitative research to confirm consumer appeal in relation to alternative pack formats. Quantitative in-store test marketing was also carried out to measure rates of sale. This was supported by the scrutiny of retailer loyalty card data to identify types of households purchasing the new bottle size.

## **4) Winnie the Pooh Roo Juice**

Desk research identified an opportunity to offer mothers a new product, suitable for children aged 2-5 years. The development of this new product concept involved assessing consumers' perception of the product on offer and the links with Winnie the Pooh and the mothers and their children, offering diluted pure juice with no added sugar, colorings or preservatives combined with well-loved characters. Because it is very different to conduct research amongst very young children, in this project the product development involved a taste psychologist conducting group interviews with mothers and children to identify preferred flavors.

## **5) Powerade**

Desk research identified an opportunity for a new brand within the sports drink segment. Research was used to identify target consumers and desirable product positioning. Qualitative research using focus groups was carried out to assess the PowerAde proposition and the most suitable creative advertising. Quantitative product taste testing was also carried out to make comparisons with other products, already in the market place.

ceremonies celebrate important accomplishments. For example, one accounting firm celebrated its move to much better facilities by throwing a party, a celebration signifying that “it has arrived” or “made it to the big time”. Such ceremonies convey meaning to people inside and outside the organization.

**Defining Culture in Writing:** Some organizations have explicitly written their principles for all to see. For example, Forest Mars, the founder of the candy company M&M Mars, developed the “Five Principles of Mars”, which still guide the company today. The principles are quality, everyone is responsible for maintaining quality; responsibility, all employees are responsible for their own actions and decision; mutuality, creating a situation in which everyone can win; efficiency, most of the company’s 41 factories operate continuously; and, freedom, giving employees opportunities to shape their futures.

Some companies have chosen to make explicit the moral aspects of their cultures by publishing codes of ethics, explicit statements of a company’s ethical values. According to Hershey Foods’ chief executive officer, this is an effective device: “Often, an individual joins a firm without recognizing the type of environment in which he will place himself and his career”. The loud and clear enunciation (宣告, 阐明) of a company’s code of conduct allows the employee to determine whether or not he or she fits in that particular culture.

Some examples of corporate culture that have been captured in slogans are:

Caterpillar: 24-hour parts service anywhere around the world.

Sears Roebuck: Quality at a good price.

Rouse Company: Create the best environment for people.

Dana Corporation: Productivity through people.

A favorite corporate culture story is one about Mary Kay Ashe of Mary Kay Cosmetics. The story is told by the founder herself when she awards diamond humblebee (大黄蜂, 熊蜂) pins to her leading saleswomen. She says that, according to aerodynamic (空气动力学的) engineers, the body of a bumblebee is too heavy and its wings are too weak for it to fly. However, humblebees do not know this, so they fly anyway! Her message to her salespeople is that all it takes to fly or win is confidence and persistence; and like the busy humblebee, they can do it, too!

In strong cultures and successful companies, stories and actions reinforce the organizational values and are passed on to new generations of employees. Often long after the founder is gone, there is clear communication as to the organizational values.

### Questions for Discussion

1. By what ways is an organizational culture transmitted?
2. How do General Electric and Ford Motor Company transmit their corporate cultures?
3. Do you know any stories about corporate culture? If so, tell them to the class.

companies will continue to maintain parts of their paper-based information systems. With the use of the Internet exploding, however, the ability of companies to conduct business electronically could grow significantly in the years ahead.

**The Effect of B2B E-Commerce:** If the Internet leads to the spread of B2B electronic commerce, companies will realize cost savings at many points in the manufacturing and distribution process. For example, in the ordering process, cycles that took weeks in paper-based systems can be reduced to just a few days. This short turnaround time has the potential to improve the efficiency of the purchasing and procurement process. In addition, companies would no longer need to hold precautionary inventories (预警库存) because the delivery of parts would be swifter and more predictable.

Cost savings might also be realized at the production facility itself. If intermediate goods are delivered on a more timely basis, interruptions in production resulting from parts shortages would vanish. The electronic tracking of goods in storage and shipment would enable suppliers to divert intermediate goods already in the pipeline to locations where supply is more critical. Bar-coding technology, which identifies the product and the manufacturer, can help companies identify the source of defective parts and improve quality control. Some companies produce intermediate products themselves to ensure that parts are available and to reduce the complexity of their supply chains. Because B2B electronic commerce makes managing the flow of information easier and more efficient, some of these companies might choose to outsource (外购) production and save on operating costs. Ultimately, by speeding up the flow of information among suppliers, manufacturers and retailers and by increasing the efficiency of supply-chain management, electronic data interchange could help companies produce goods more efficiently.

### Questions for Discussion

1. Why haven't smaller businesses used EDI networks extensively?
2. How can the B2B electronic commerce realize cost savings in the manufacturing and distribution process?

## ***B2C E-Commerce – Online Shopping***

### **企业与消费者间的电子商务——网上购物**

随着电子商务的蓬勃发展，传统的零售业快要到了转型时期。由 Greenfield 在线公司进行的调查表明，在线销售已经开始占去传统销售的很大份额，至少在了解互联网的顾客中确实是这样。上网的人们可以在网上购买软件、选购服饰、购买书籍等各种商品。

The recent explosion in E-Commerce has made it increasingly clear that a big change for



7. “across the water” within Asia: 亚洲市场作为一个整体。

8. What Unilever found, therefore, was that while the benefits of greater cross-border integration in terms of lower costs and improved margins were both significant and relatively easy to identify, actually achieving them in practice required a complex multistage process through which existing structures and mind-sets could be reshaped: 联合利华发现, 虽然通过增强跨国整合, 降低成本, 提高收益的战略为公司带来利润, 这既是意义重大的, 优势相对显而易见的, 但是要把这个战略付诸实施却要经过许多复杂的环节, 包括要改变现存结构和固有的思维模式。

9. Thinking global, acting local often means that best practices and innovations generated in the course of adapting a global business formula to a local market remain imprisoned locally: 战略全球化, 经营本土化通常是在把全球经营模式运用到当地市场的过程中, 所产生的好的做法以及创新的经营模式只能局限于在当地市场使用, 而不能有效地运用于全球其他市场。

## Terms

### 1. Globalization 全球化

文中指经济全球化。经济全球化至今没有一个公认的定义。从生产力运动和发展的角度分析, 经济全球化是一个历史过程: 一方面在世界范围内各国、各地区的经济相互交织、相互影响、相互融合成统一整体, 即形成全球统一市场; 另一方面在世界范围内建立了规范经济行为的全球规则, 并以此为基础建立了经济运行的全球机制。在这个过程中, 市场经济一统天下, 生产要素在全球范围内自由流动和优化配置。因此, 经济全球化是指生产要素跨越国界, 在全球范围内自由流动, 各国、各地区相互融合成整体的历史过程。

20 世纪 90 年代以来, 以信息技术革命为中心的高新技术迅猛发展, 不仅冲破了国界, 而且缩小了各国、各地区间的距离, 是世界经济越来越融为一体。

但经济全球化是一把双刃剑。一方面, 它推动了全球生产力大发展, 加速了世界经济增长, 为少数发展中国家追赶发达国家提供了一个难得的历史机遇。另一方面, 它加剧了国际竞争, 增加了国际风险, 并对国家主权和发展中国家民族工业造成了严重冲击。

但是, 经济全球化已显示出强大的生命力, 并对世界各国经济、政治、军事、社会、文化, 甚至包括思维方式等, 都造成了巨大的冲击。任何一个国家既无法反对, 也无法回避, 唯一的办法就是去适应它, 积极参与经济全球化, 在历史大潮中接受检验。发展中国家只有根据自己的实际情况, 实行正确得当的政策, 采取有力的措施, 扬长避短, 迎接挑战, 才能变不利为有利, 在参与经济全球化中求得本国利益最大化, 从而实现现代化。

### 2. Growth Market 增长市场

指发展中的市场, 成长型企业的市场。(与萧条市场 Flat Market 相对应)

### 3. Supply Chain Management 供应链管理

从结构上来看, 供应链是一个网络, 即自主或半自主的企业实体构成的网络, 这些企业实体共同负责与一类或多类产品相关的采购、生产并最终将产品送达顾客等各项活动; 从运行机制来看, 供应链是一个过程, 即根据顾客订单, 通过原材料供应、存储、产品生产、产品送达顾客的一个物品的移动过程。供应链中需要三个流: 物资流、资金流和信息



12. The upside of globalization explains why and how the move toward globalization brought us opportunities, and the downside describes the newest \_\_\_\_\_ to modern politicians, economists, environmentalists, and sociologists.
13. The \_\_\_\_\_ of crises in the 1990s – Mexico, Thailand, Indonesia, Korea, Russia, and Brazil – suggested to some that financial crises are a direct and inevitable result of globalization.
14. Economic “globalization” is a historical process, the result of human \_\_\_\_\_ and technological progress. It refers to the increasing integration of economies around the world, particularly through trade and financial flows.
15. Global markets offer greater opportunity for people to \_\_\_\_\_ more and larger markets around the world.

### III. Translating Translate the following passages into Chinese. The translation of the first paragraph of each passage is given.

#### 1. An Early Globalist

One great figure who saw the inevitability of a world coming closer together was Franklin Roosevelt. He became a strong advocate of closer ties between the United States and the world. In preparing for his State of the Union Address in 1940, President Roosevelt laid out what he called the Four Freedoms. One, the freedom of speech and expression, everywhere in the world. Two, the freedom to worship, everywhere in the world. Three, the freedom from want. And four, the freedom from fear.

Those four freedoms have never been more relevant than today. As Roosevelt prepared his State of the Union remarks, Harry Hopkins – his closest adviser – questioned whether it was wise for the president to include the words “everywhere in the world” in the freedom proclamations.

It’s a small world after all.

Hopkins was quoted as saying, “What covers an awful lot of territory, Mr. President. I don’t know how interested Americans are going to be in the people of Java.”

Roosevelt shot back “I’m afraid they’ll have to be, Harry. The world is getting so small that even the people in Java are getting to be our neighbors now.”

#### 1. 一位早期的全球主义者

世界变得越来越小，越来越融合，看到这一必然性的是美国历史上一位重要人物——富兰克林·罗斯福，他强烈主张美国要与世界保持更紧密的关系。