



全国教学型本科院校商务英语系列规划教材

INTRODUCTION TO BUSINESS

商务知识导读（双语版）

徐凡 主编



对外经济贸易大学出版社

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出版说明

随着经济全球化浪潮的日益高涨，中国与世界各国之间的经贸往来日益密切，既掌握娴熟英语又具有扎实商务专业知识的复合型人才已成为市场的主要需求。根据教育部发布的《国家中长期教育改革和发展规划纲要》，“建立高校分类体系，实行分类管理”的要求，对外经济贸易大学出版社专门针对教学型本科院校组织编写了这套“全国教学型本科商务英语系列规划教材”。

现时，我国的高等院校大致可分为研究型、教学研究型、教学型三大类。不同类型高等院校在人才培养类型、创新贡献和服务社会方面都应有各自的定位；与之相应，其适用教材也各有不同。教学型高校作为我国高等教育的主力，量大面广、层次多、类型多，是培养应用型高级人才的主要力量。教学型高校以培养应用型、复合型人才为出发点，按“基础扎实，知识面宽，应用能力强，素质高，有较强的创新精神”的要求，以人为本，使学生“会学习”、“会创新”、“会做人”；既加强通识教育，同时也为终身教育作准备，打基础。

本系列教材面向全国教学型本科院校，目标群体明确，教材选题和内容均根据全国教学型本科院校课程设置而定，作者队伍也拟联合全国教学型本科院校的优秀一线师资，适用于全国教学型本科院校商务英语专业、财经专业和英语专业校商务/应用/外贸外语方向的学生。

本套“全国教学型本科商务英语系列规划教材”适用于全国应用型本科院校商务英语专业、英语专业的商务/应用/外贸英语方向以及财经类专业的学生，内容包括《商务英语综合教程 1-4 册》、《商务英语听说》、《商务英语阅读》、《商务英语写作》、《商务英语函电》、《商务英语翻译》、《商务英语口译》、《商务知识导读》、《英语财经报刊阅读》、《跨文化交际基础》、《国际商务礼仪》、《进出口贸易实务》、《国际商务制单》、《国际贸易实务》、《国际贸易理论与实务》等。

本系列的编撰者们不仅具有丰富的语言教学经验，而且具备商务活动的实践经验，他们集教学经验和专业背景于一身，这是本套商务英语系列教材编撰质量的有力保证。

此外，本套教材配有辅导用书或课件等立体化教学资源，供教师教学参考（可登录我社网站 www.uibep.com 下载）。

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2014 年 2 月

前言

跨入 21 世纪第二个十年,我国正处于实现民族复兴的关键时期。作为世界第一出口大国,世界第二大经济体,中国在世界经济舞台上的角色举足轻重,在国际商务活动中的作用不可或缺。对通晓英语及国际商务知识之人才的客观需求催生了本教材的编写选题。

国际商务学是一门年轻的综合学科,形成于 20 世纪 50 年代,涉及经济学、管理学、社会学等多个学科,具有跨专业性、交叉性、务实性特点。其跨专业性要求学习者广泛涉猎不同学科,博采众长;交叉性要求学习者跳出单一学科,实现融会贯通;务实性要求学习者能够学以致用,切实解决实际问题。

本书是为高等院校本科生编写的国际商务双语教材,同时适合商务实践人士自学使用。作为一本入门教材,编者无意详尽介绍国际商务各学科的高深知识和完整体系,而是将其留给各学科的专门教材。本教材力图将最新的知识信息展现在读者面前,为读者日后深入学习相关领域传达启发。国际商务教材的编撰尚无一个约定俗成的模式,一些教材立足于企业国际化发展战略,展示从国际化准备到国际化管理全过程当中的知识体系——即以商务需求为导向;另一些教材力求理论上的系统性,将国际商务理论分为可控力量和非可控力量理论框架,全书的主题线索简洁明晰。而国外教材则秉持体系庞大、事无巨细的一贯特征,这种体例对于入门教材显得过于复杂,对于主要学科教材则与各相关专业课程有所重叠。本教材作为商学入门双语教材具有如下特点:

1. 英汉双语,力求术语规范纯正。教材文章均选自西方主流财经期刊,避免中国人编写英语教材的行文习惯影响。中文注释简洁明快,符合国际商务的英文语境。

2. 题材以点带面,适应时代要求。课文主题均为国际商务热点话题,避免对陈旧事件的赘述,使读者贴近时代发展脉搏,例如社会效益债券,制造业回流等话题即很具有新颖性和导向性。

3. 学以致用，练习题量充足。主课文后附带不同类型习题，既有对语言能力的考察，也有对理论知识的应用，还配有适合小组讨论的案例分析。希望这样的设计能够使教学形式灵活高效。

4. 资料详实，适合自学及独立思考。核心商务术语及知识扩展占据了全书较大篇幅，便于读者进行独立分析解读，并在课本框架之外延伸挖掘时效财经信息。

本教材的编写体例如下：

本书总共 12 章，每章提供一个讨论主题，均为国际商务活动中不可或缺的组成部分。九章主题划分为世界经济、国际金融、环球商务、中国经济等几个单元。

各章结构安排：

第一部分：章节导入。每章开篇提供一段 3~10 分钟视频，或是新闻报道，或是人物专访，均为与该章主题密切相关的现时财经话题。为了训练学生的信息解读能力，每段视频配置两个问答题目。

第二部分：主课文。课文选自西方主流财经期刊，内容紧扣本章主题；作为双语教材，该部分提供重点词汇及长难语句的中文释义，降低阅读难度的同时增强各章节主题的知识含量；该部分还设有商务术语 and 知识扩展两个重要栏目。商务术语部分阐述文中出现的商务术语，并且附有辅助材料。知识扩展部分提供相关的商务概念释义，以使读者系统解读核心原理，准确把握国际商务的现状及趋势。

第三部分：自测题。习题句子尽量贴近商务语境，学生不但可以检验学习成果，还能够深刻体会商务词汇在具体情景中的现实运用。

第四部分：案例分析。要求结合自己的观察和所学理论解决实际问题，做到学以致用。

由于编写时间有限，本教材难免存在疏漏之处，在此恳请读者指正以便及时改进完善。

编者

2014 年 2 月于惠园

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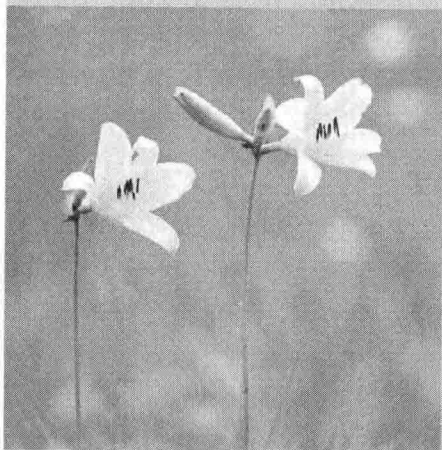
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Chapter One

World Economy



Unit One

Here, There and Everywhere

Part I Lead-in

Watch the video clip and discuss the questions given below.

1. Why did the company bring the factory back to the U.S?

One reason is quality control. The customers perceive Chinese products as cheap. They would need five workers to do the job of one skilled American worker. Although the Chinese labor is less expensive, the move actually makes more profits.

2. Will the American manufacturing industry in the future look the same as today? Why?

Maybe not. A lot of the jobs tied to manufacturing are actually white-collar jobs. (students' opinions may vary.)

Video source: Production Back to the U.S., *CNN*

Part II Text

Reading

Here, There and Everywhere

After decades of sending work across the world,

Vocabulary

companies are rethinking their offshoring strategies, says Tamzin Booth.

Jan 19th 2013 | From the print edition

Early next month local **dignitaries** will gather for a ribbon-cutting ceremony at a facility in Whitsett, North Carolina. A new production line will start to roll and the seemingly impossible will happen: America will start making personal computers again. Mass-market computer production had been **withering** away for the past 30 years, and the vast majority of laptops have always been made in Asia. Dell shut two big American factories in 2008 and 2010 in a big shift to China, and HP now makes only a small number of business desktops at home.

The new manufacturing facility is being built not by an American company but by Lenovo, a highly successful Chinese technology group. Founded in 1984 by 11 engineers from the Chinese Academy of Sciences, it bought IBM's ThinkPad personal-computer business in 2005 and is now by some measures the world's biggest PC-maker, just ahead of HP, and the fastest-growing.

Lenovo's move marks the latest twist in a globalisation story that has been running since the 1980s. The original idea behind offshoring was that Western firms with high labour costs could make huge savings by sending work to countries where wages were much lower. Offshoring means moving work and jobs outside the country where a company is based. It can also involve outsourcing, which means sending work to outside **contractors**. These can be either in the home country or abroad, but in offshoring they are based overseas. For several decades that strategy worked, often brilliantly. But now companies are rethinking their global footprints.

The first and most important reason is that the global

dignitary: someone who has an important official position.

高官, 显要人物

wither (away): if plants wither, they become drier and smaller and start to die. 枯萎, 凋谢

contractors: a person or company that agrees to do work or provide goods for another company. 承包商

labour “**arbitrage**” that sent companies rushing overseas is running out. Wages in China and India have been going up by 10-20% a year for the past decade, whereas manufacturing pay in America and Europe has barely **budged**. Other countries, including Vietnam, Indonesia and the Philippines, still offer low wages, but not China’s scale, efficiency and supply chains.

There are still big gaps between wages in different parts of the world, but other factors such as transport costs increasingly offset them. Lenovo’s labour costs in North Carolina will still be higher than in its factories in China and Mexico, but the gap has narrowed substantially, so it is no longer a **clinching** reason for manufacturing in emerging markets. With more automation, says David Schmooch, Lenovo’s president for North America, labour’s share of total costs is shrinking anyway.

Second, many American firms now realise that they went too far in sending work abroad and need to bring some of it home again, a process inelegantly termed “reshoring”. Well-known companies such as Google, General Electric, Caterpillar and Ford Motor Company are bringing some of their production back to America or adding new capacity there. In December Apple said it would start making a line of its Mac computers in America later this year.

Choosing the right location for producing a good or a service is an inexact science, and many companies got it wrong. Michael Porter, Harvard Business School’s **guru** on competitive strategy, says that just as companies pursued many unpromising **mergers and acquisitions** until painful experience brought greater discipline to the field, a lot of chief executives offshored too quickly and too much. In Europe there was never as much enthusiasm for offshoring as in America in the first place, and the small number of companies that did it are in no rush to return.

arbitrage: the process of buying something such as raw materials or currency in one place and selling them immediately in another place in order to make a profit from the difference in prices. 套利

budge: to move, or to make someone or something move. 挪动, 使让步

clinch: to finally agree on something or get something after trying very hard. 成交

guru: someone who knows a lot about a particular subject, and gives advice to other people. (受尊重、有影响力)的教授和专家

Firms are now discovering all the disadvantages of distance. The cost of shipping heavy goods halfway around the world by sea has been rising sharply, and goods spend weeks in **transit**. They have also found that manufacturing somewhere cheap and far away but keeping research and development at home can have a negative effect on innovation. One answer to this would be to move the R&D too, but that has other drawbacks: the threat of losing valuable intellectual property in far-off places **looms** ever **larger**. And a succession of wars and natural disasters in the past decade has highlighted the risk that supply chains a long way from home may become disrupted.

Third, firms are rapidly moving away from the model of manufacturing everything in one low-cost place to supply the rest of the world. China is no longer seen as a cheap manufacturing base but as a huge new market. Increasingly, the main reason for **multinationals** to move production is to be close to customers in big new markets. This is not offshoring in the sense the word has been used for the past three decades; instead, it is being “onshore” in new places. Peter Löscher, the chief executive of Siemens, a German engineering firm, recently commented that the notion of offshoring is in any case an odd one for a truly international company. The “home shore” for Siemens, he said, is now as much China and India as it is Germany or America.

Companies now want to be in, or close to, each of their biggest markets, making customised products and responding quickly to changing local demand. Pierre Beaudoin, chief executive of Bombardier, a Canadian maker of aeroplanes and trains, says the firm used to focus on cost savings made by sending jobs abroad; now Bombardier is in China for the sake of China.

Lenovo, as a Chinese company, has its own factories in China. The reason it is moving some production to America is

transit: the process of moving goods or people from one place to another. 运输

loom large: to seem important, worrying, and difficult to avoid. 成为焦点

multinational: a large company that has offices, factories etc in many different countries. 跨国公司

that it will be able to customise its computers for American customers and respond quickly to them. If it made them in China they would spend six weeks on a ship, says Mr Schmoock.

Under this logic, America and Europe, with their big domestic markets, should be able to attract plenty of new investment as companies look for a bigger local presence in places around the world. It is not just Western firms bringing some of their production home; there is also a wave of emerging-market champions such as Lenovo, or the Tata Group, which is making Range Rover cars near Liverpool, that are coming to invest in brands, capacity and workers in the West.

Such changes are happening not only in manufacturing but increasingly in services too. Companies may either outsource IT and back-office work to other companies, which could be in the same country or abroad, or offshore it to their own centres overseas. Software programming, call centres and data-centre management were the first tasks to move, followed by more complex ones such as medical diagnoses and analytics for investment banks.

As in manufacturing, the labour-cost arbitrage in services is rapidly **eroding**, leaving firms with all the drawbacks of distance and ever fewer cost savings to make up for them. There has been widespread disappointment with outsourcing information technology and the routine back-office tasks that used to be done in-house. Some activities that used to be considered **peripheral** to a company's profits, such as data management, are now seen as essential, so they are less likely to be **entrusted** to a third-party supplier thousands of miles away.

Coming full circle

Even General Electric is reversing its course in some

erode: to gradually reduce something such as someone's power or confidence. 腐蚀

peripheral: related to the key issue but not of central importance. 次要的

entrust: to make someone responsible for doing something important, or for taking care of someone. 委托

important areas of its business. In the 1990s it had pioneered the offshoring of services, setting up one of the very first “**captive**”, or fully owned, offshore service centres in Gurgaon in 1997. Up until last year around half of GE’s information-technology work was being done outside the company, mostly in India, but the company found that it was losing too much technical expertise and that its IT department was not responding quickly enough to changing technology needs. It is now adding hundreds of IT engineers at a new centre in Van Buren Township in Michigan.

This special report will examine the changing economics of offshoring in the corporate world. It will show that offshoring in its traditional sense, in search of cheaper labour anywhere on the globe, is maturing, **tailing off** and to some extent being reversed. Multinationals will certainly not become any less global as a result, but they will distribute their activities more evenly and selectively around the world, **taking heed of** a far broader range of variables than labour costs alone.

That offers a huge opportunity for rich countries and their workers to win back some of the industries and activities they have lost over the past few decades. **Paradoxically**, the narrowing wage gap increases the pressure on politicians. With labour-cost differentials narrowing rapidly, it is no longer possible to point at rock-bottom wages in emerging markets as the reason why the rich world is losing out. Developed countries will have to compete hard on factors beyond labour costs. The most important of these are world-class skills and training, along with flexibility and motivation of workers, extensive clusters of suppliers and sensible regulation.

Source: <http://www.economist.com/news/special-report/21569572-after-decades-sending-work-across-world-companies-are-rethinking-their-offshoring>

captive: kept in prison or in a place that you are not allowed to leave.
被监禁的, 被俘虏的

tail off: When something tails off, it gradually becomes less in amount or value, often before coming to an end completely.
变小, 缩小

take heed of something: to pay attention to something, especially something someone says, and seriously consider it.
注意某事

paradoxical: seemingly contradictory but nonetheless possibly true.
似矛盾而(可能)正确的