

高等学校商务英语系列教材

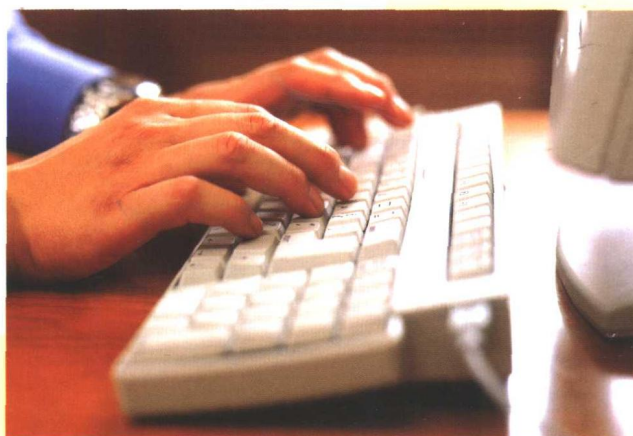
Peter Shen(美国) 主审

商务英语

综合教程参考答案

第3册

Keys to Business English Integrated Course III



■ 总主编 杨翠萍
■ 主 编 谢丹焰 印丕杰
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· 北京 ·

内 容 简 介

《商务英语综合教程》是一套针对高校经贸英语专业的学生及相应水平的商务工作者与英语爱好者而编写的基础课系列教材。本书是《商务英语综合教程·第3册》的配套参考答案,该答案详细,便于任课教师操作及英语自学者参考。

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Keys to Unit 1

Reading I

Pre-reading Task

1. (omitted)

2. *Negative*

- ☐ More time is wasted during meetings than any other business activities.
- ☐ Most meetings are unnecessary. They are just a way of making people feel important.
- ☐ The purpose of most meetings is to decide when the next one will take place.
- ☐ A meeting is a group of people who can decide nothing alone and who decide together that nothing can be done.
- ☐ The chairman is always domineering, monopolizing meeting discussion time and attempting to impose personal views.

Positive

- ☐ Meetings lead to better decisions, because of the exchange of information.
- ☐ A meeting may be the only chance the members of a group actually see each other face to face.
- ☐ Meetings help everyone to feel personally involved in decision-making process.
- ☐ Brainstorming is often very productive to generate new ideas or concept.
- ☐ Meetings ensure that everyone concerned has the same understanding of information.

3. Much of the effort that goes into making a meeting successful occurs before the meeting happens. Only through careful planning and thorough preparation can you ensure a meeting as successful as possible. As you prepare for an important meeting, you should consider the following questions.

- ◇ What is the objective of the meeting?
- ◇ Who should attend the meeting?
- ◇ How should people be notified of the meeting?
- ◇ When and where will the meeting be held?
- ◇ How much time will the meeting probably take?
- ◇ What information, if any, do participants need before the meeting?
- ◇ What follow-up, if any, will be needed after the meeting?
- ◇ What agenda will the meeting follow?



- ◇ What physical arrangements (materials, equipment, refreshments, room layout, etc.) need to be made for the meeting?

The physical location of a meeting and equipment used during a meeting have a powerful impact on the success of the meeting. As a result, you should give careful consideration to the physical facilities to be used during the meeting. Generally, you should consider five basic elements: task (a consideration of the work to be done in the meeting and of the equipment necessary to do that work), comfort (various aspects of environment, such as temperature, ventilation, etc.), acoustics (the ability of people to hear one another), visibility (everyone must be able to see the speaker or visuals to be used), and interference (interruptions should be prevented and background noise eliminated if possible).

4. ◇ Be punctual

- ◇ Start on time
- ◇ Begin by stating the purpose of the meeting
- ◇ Make sure one member of the group is keeping minutes
- ◇ Listen carefully
- ◇ Make sure everyone has a chance to contribute
- ◇ Stick to the agenda
- ◇ Don't let anyone dominate
- ◇ Interrupt people when necessary
- ◇ Keep to the time limit

Exercises

Comprehension

1. Questions for Comprehension

- 1) They are: taking phone messages for people who are in meetings; going to meetings.
- 2) Back in the Mezzanine Era, Man found it really worked to sit down and did some brainstorming to come up with a better way to hunt their prey, so they insisted on the practice. But the women pointed out that the men had not produced anything, and the human race was pretty much starving. The men agreed that was serious and said they would put it right near the top of their "agenda". At this point, the women started eating plants, and thus modern agriculture was born.
- 3) They are: meetings that are held for basically tradition; meetings where there is some alleged purpose.
- 4) Because what you do at these meetings depends on what the purpose is. Sometimes the purpose is harmless. All you have to do in this kind of meeting is sit there and have elaborate fantasies. Sometimes you got to meetings where the purpose is to get your "input" on something. This is

very serious because you will have to be responsible for something stupid or fatal.

5) The author has implied that most meetings in American organizations are meaningless, and people are indifferent to or take an irresponsible attitude towards these meetings.

6) First, you may try escaping from the meeting before they have a chance to ask you anything.

Secondly, you may have an accomplice interrupt the meeting and announce that you have something important to take care of.

7) Because "you" are pretending to be quite interested in the speaker and painstakingly take notes.

8) In the author's eyes, Americans are killing time at the meeting. If they were serious, the meetings would have been dramatically shortened. But Japanese are not like Americans in this respect.

9) The author intended to criticize Americans' attitudes towards meetings. He thought at meetings Americans wasted their time and shunned their responsibilities.

10) To achieve the real purpose, the author has written the essay in a humorous and light way, with a touch of sarcasm.

2. Text Analysis

Part Two (paras 5 - 7)

Main Idea: The ineffectiveness of a meeting dates back to the first in Mezzanine Era.

Example(s) of Humor: Modern agriculture would have been impossible without men's ineffective meetings.

Part Three (paras 8 - 9)

Main Idea: The modern business meeting shares similarities with a funeral while there are also differences between them.

Example(s) of Humor: Comparing a modern meeting with a funeral.

Part Four (paras 10 - 14)

Main Idea: Suggested ways to deal with the two major kinds of meetings.

Example(s) of Humor: The first kind, the traditional one, can't even be compared with "Show and Tell" game in nursery school.

Part Five (paras 15 - 18)

Main Idea: Some more tips on how to attend a meeting.

Example(s) of Humor: The tip on how to take notes is just how to scribble at a meeting.

Vocabulary

- | | | | |
|---------------|-----------------|-----------------|---------------|
| 1) prestige | 2) interlocking | 3) get round to | 4) primitive |
| 5) funerals | 6) pointed out | 7) tricky | 8) enraptured |
| 9) accomplice | 10) naked | 11) prey | 12) alleged |

2. 1) The business is still dominated by a handful of powerful families and individuals with interlocking interests.



- 2) I wish you would stop lounging around; you should go and try to find a job!
- 3) Most people take it for granted that weather forecast only means foretelling the weather in two or three days, but in fact, it could also refer to long-range prediction.
- 4) All the successful businessmen cherish the prestige of their products as much as they care for their own eyes.
- 5) The lawyer of the president of the State-owned company described him as a basically good man — only the desperate circumstances drove him to bribery.
- 6) If I get to talk with the top management, I will complain of the poor benefits of the company on behalf of all the colleagues.
- 7) As the leader of the research team, he was so busy that he couldn't get round to seeing his daughter in hospital.
- 8) The firefighters believe someone set fire to the restaurant.
- 9) The minister would only repeat the official government position, namely, it can do nothing at the moment.
- 10) The policeman showed the evidence. At this point, the man had to admit that he was the thief that stole the diamond.

3. 1) take 2) attend 3) long-range 4) slay
- 5) circle 6) rise up 7) observe 8) yes
- 9) alleged 10) elaborate 11) fatal 12) vice
4. 1) b 2) a 3) c 4) b 5) a
- 6) c 7) a 8) c 9) b 10) b
- 11) c 12) a 13) c 14) a 15) b

Translation

1. At this point, we sincerely hope that the parties concerned would be able to negotiate friendly for a solution.
2. He is not lounging around but doing some marketing research on household appliances.
3. The manager of the sales department pointed out that it was quite necessary to test the new products before they come into the market.
4. If the working hours are extended, the workers will rise up and strike, asking for higher pay or improved working conditions.
5. If the policy-holders set fire to the insured articles deliberately, the insurance company will not compensate for the losses.
6. It is encouraging that the sales on the European and American markets account for 60% of the total income of the company.
7. He dreamed of traveling around the world, but never got round to it because he was too busy with his business.

8. The general manager got to the project after he returned from his business trip abroad.
9. The marketing department came up with a new promotion plan, aiming at double the sales of the products.
10. We would rather do over the products of inferior quality than let them ruin the reputation of our company.

Reading II

Comprehension Checkup

1. T 2. T 3. F 4. T 5. T 6. F 7. T 8. F 9. F 10. NM

Vocabulary

1. b 2. a 3. d 4. c 5. a 6. a 7. d 8. d 9. c 10. b

Cloze

1. c 2. b 3. a 4. d 5. c 6. b 7. a 8. d 9. d 10. c
11. a 12. c 13. c 14. b 15. d

Post-reading Task

Task 1-5. (omitted)

Task 6. ☐ A member who dominates the meeting out of a desire to show off his or her knowledge.

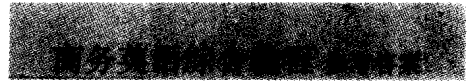
You might politely interrupt with a summarizing statement and ask someone else a direct question: "Tom, you've made some interesting points, but I want everyone to have a chance. Let's hear what Tina thinks about this." In addition, you could assign the member some specific responsibility.

☐ A member who babbles incessantly and invariably takes the group away from the topic and on to something else.

When the member stops for a breath, you might thank him or her and move back to the relevant topic with a question to the group. Or you could refer to the agenda and ask the member which topic he or she is discussing.

☐ A member who insists on conducting private meetings of their own, whispering or muttering to each other during the meeting.

You could direct a question to the member: "Susan, what do you think of that?" Susan either will have to answer, which automatically brings her back into the discussion, or she will have no idea what you are talking about, and her embarrassment will keep her involved in the discussion.



- A member who has a problem of his or her own and continually brings the group back to that problem.

You could have the group discuss the member's problem and then return to the original topic. In addition, you might talk about the behavior and suggest that the member's problem be considered when the group has completed its current task: "*Bob*, you keep raising this problem. What if we hold off on it for a while and talk about it when we have finished what we are doing?"

- A member who lacks communication skills, speaking too softly or expressing ideas poorly.

The member's ideas may be good, but no one can tell because he or she is inaudible or incomprehensible. To assist this sort of member, you may need to repeat the member's comments for everyone to hear or you might repeat his or her ideas in your own words: "In other words, you are suggesting that. . ."

- A member who does not care about the topic, looking out of the window or doing something of his or her own.

To deal with the situation, you might direct a question to the uninterested member and ask for experiences as they relate to the topic. In addition, you could assign the member some specific duty. Have him or her collect information, list possible solutions, and so on. You might also play this game: ask the member for his or her opinion, and when it is given, disagree. By starting an argument, you are likely to stir his or her interest and draw him or her back into the group.

- A member who is interested in the topic but prefers to listen rather than speak and contribute any ideas.

To build such a listener's participation, you might ask him or her to give an opinion whenever the member shows either agreement or disagreement nonverbally: "*Betty*, you seem to agree/ disagree with *Mike's* point. Why do you feel that way?" You also could direct questions to the member or try to bring the topic around to an area in which the member has some experience. Then ask the member to recount those experiences.

- A member who sits quietly for fear of ridicule or disapproval or seeming stupid in other participants' eyes.

To gain a fearful member's participation, you could ask him or her a question that you know he or she can answer and then praise the answer given. In addition, you might turn frequently to the member for agreement or approval, thus building his or her status in the eyes of other members. You should try to protect the member from ridicule or attack. Take his or her side and provide a defense any time another member launches an attack.

Extension

Translation Skills

1. 1) 麦斯威尔咖啡 2) 伏特加 3) 阿迪达斯 4) 香格里拉
5) 沃尔沃 6) 托普 7) 夏耐尔 8) Dabao
9) Wahaha 10) Changhong
2. 1) 先锋 2) 雀巢 3) 壳牌 4) 微软 5) 骆驼
6) 东方 7) 蓝鸟 8) Bright 9) Three Gun 10) White Cat
3. 1) 奔腾 2) 耐克 3) 奔驰 4) 百事可乐 5) 快克
6) 汰渍 7) 金利来 8) Only One 9) Robust 10) Zest

Special Usage

1. 1) 他们只是抱怨。
2) 他很幸运，没被解雇。
3) 我们感激地接受了他要帮助我们的承诺。
4) 我们要是参加讨论，就会造成利益的冲突。
5) 你这个傻瓜，竟然把签合同的日子都给忘了！
6) 他最难做出的决定就是不让销售人员前往中国出口商品交易会。
7) 他看上去很年轻，不像已经出版了十年书的人。
8) 要是当时我能增加销售量，我是什么代价都愿付出的！
9) 要是那时我能够取消整个这件事的话，那我是多大的牺牲都愿意做出来的。
10) 使这些优点逊色的是，企业家们就整体而言至今仍不愿意接受在政府中的新地位和新职责。
11) 在股东要求披露更多详情的压力下，主席坦白利润可能进一步下降。
12) 董事会的成员承认他们的许多预测过分乐观了。

2. 1) c 2) a 3) b 4) b 5) d 6) b 7) c 8) d 9) a 10) c

Practical Reading

1. 1) Seattle 2) technical 3) on 4) before 5) 55
6) registration 7) seminars 8) two 9) MasterCard 10) bank transfer

2. 1) F 2) F 3) F 4) T 5) F 6) T



Writing Strategy

1.

Company Introduction

Zhenhua Electronics is one of China's leading trading companies specializing in electronic parts. We have been working in the business area of electronic parts since 1997 as an exporter, importer and sale representative of domestic and overseas companies for both domestic and overseas market.

Although the history of this company is not long, most of us have experience in this business longer than 10 years. We are well networked with Chinese manufacturers and the suppliers of electronic parts. If you are looking for Chinese products, please start work with us. You would be highly satisfied with our capability.

On the other hand, if you are looking for the reliable partner to come into the Chinese market, we will be the right company. We are in the center of this business in both location and capability.

2.

Introduction

Established in 1996, MTR Consulting helps companies to meet the heightened expectations of customers and changing demands to improve their commercial performance through the application of customer relationship management strategies.

MTR Consulting is one of the leading vendor independent CRM consulting companies, with experience in over 26 countries. With offices in New York, Paris, Tokyo and Hong Kong we have a truly international team of experienced consultants working at the leading edge of their field. We work closely with market leading blue chip organizations to improve their understanding of their customer base and make a real difference to how they engage with and manage their customers.

Our ability to combine systems integration expertise with core strategic expertise and operational deployment skills, enables us to break the mould of traditional CRM consulting organizations and deliver significant improvements for our clients in their customer engagements.

Our continued growth and success is built on a solid foundation of real operational experience gained from working with multinational organizations across Eastern and Western Europe, North and South America and Asia.

Supplementary Reading

- I. 1. b a b d b
2. d a b b c
3. b a b c a
4. c d d d d

- II. 1. 长期以来，政府官员们都有着这样的坏名声——周五下午不在。可现在这种毛病已蔓延到了企业界。
2. 在这儿，你能见到的书店五花八门、大小不一：有号称“世界第一”的著名大书店，也有灰尘到处可见、仿佛是从狄更斯年代遗留下来的小书店。
3. 这在某种程度上也只能归咎于殖民时期本身。因为在那个时期，非洲的历史遭到忽视；非洲的许多传统及有文物价值的手工制品遭到毁坏；而许多关于非洲社会制度、文化习俗的错误认识却冒了出来，并渐渐变得根深蒂固。
4. 非洲人民对他们的过去普遍有着浓烈的兴趣。当代历史学家在这一兴趣的激励下，正试图重现非洲历史。当然这不仅仅只依赖于少得可怜的文字记载，还要把民间故事、诗歌、艺术作品、建筑等都作为资料加以利用。
5. 对人类学家来说，没有哪种文化比另一种文化更优越；这就像对语言学家来说，各种语言之间并没有高级、低级之分。

Keys to Unit 2

Reading I

Pre-reading Task

1. Success sounds so dear, so sweet to ambitious young people. But success is such an abstract concept that it can be defined in a great many diverse ways today. In some cultures, success and personal worth is being measured in terms of material possessions and social status. For some people, success means a good family, a decent salary, a sporty car, and an annual vacation abroad. Meanwhile, success is not always measured in dollars and cents or the position that one has reached in life. Maybe a housewife will tell you quite happily that success is cooking a good dinner for the family and a salesperson will say proudly that success is measured by customer satisfaction. Different people will give different definitions to the word *success*, but they may all agree that success is achieving happiness and fulfillment in life. Here goes the saying: "Success does not always bring one happiness, but the guy who feels happy always believes he is successful."
2. ambitious / aggressive / active / enthusiastic / vigorous / dynamic / well-educated / creative / originaive / imaginative / versatile / resourceful / open-minded / farsighted / confident / courageous / independent / optimistic / talented / intelligent / hard-working / assiduous / industrious / diligent / economical / thrifty / self-disciplined / sociable / amiable / easy-going / agreeable / charismatic / tactful / warm-hearted / generous / unyielding / indomitable / resolute / persistent / determined / perseverant / sharp / shrewd / smart / agile / nimble-witted / tough / adaptable / sensible / cunning / practical / cautious / passionate / efficient / persuasive / humorous / sophisticated / ingenuous / upright / honest / candid / responsible / reliable / strong-willed / headstrong / unsympathetic / cold / stubborn / stonehearted / oily / greedy...
3. to adjust to new market-economy rules / to be more flexible in management style / to be more adaptable to changing market conditions / to enhance brand image and company reputation / to lower overheads and expand profit margins / to stretch established brands into new markets / to better cash flow situation / to reduce financial risks / to emphasize PR and marketing activities / to be more sensitive to customers' needs / to raise efficiency and productivity / to diversify products and services / to increase hi-tech and IT investment / to offer staff better training / to recruit both local and overseas talented professionals / to intensify international cooperation / to

strengthen comprehensive competition ability...

4. human talent / quality of workforce / labor cost / production facilities / product development / quality control / company image / management style / after-sales service / distribution channels / interpersonal relationship / brand awareness / product pricing / customer satisfaction / marketing strategies / PR (Public Relations) efforts / promotion campaigns / transport logistics / legal guarantee system / development of new ideas and technology / smooth cash flow / adaptability to market changes / internal incentive mechanism / political and economic stability / preferential policies / government grants / financial aids / pro-business environment / corporate culture...

5.

| Brand name | Industry / line | Major competitor | Secret to success |
|------------|-------------------------|------------------|--|
| Coca-Cola | Soft drinks | Pepsi-Cola | Superior products; high standards of performance; distinctive competitive strategies; high integrity of staff... |
| Siemens | Electrical/ electronics | Philips; Sony | Zest for innovation; Reliable and farsighted management; emphasis on engineering excellence... |
| Nike | Sportswear | Adidas; Reebok | Well-financed and clearly focused marketing strategies, e.g., endorsing star athletes to prop up its image... |

Exercises

Comprehension

1. Questions for Comprehension

- 1) The author thought of his first business as a financial failure. The failure was rewarding in a sense, for preparing him for necessary sacrifices to succeed.
- 2) Few of his customers could afford to pay the price he settled on. At last, he had to give away his merchandise.
- 3) The most basic quality that an entrepreneur needs is his willingness to take risks.
- 4) He meant that lack of confidence had nothing to do with the nature of a person. It is a thing at the surface, a thing that could be eradicated.
- 5) He made a list of his pluses and minuses, making efforts to get rid of the pluses from the list. Thus, through facing his negatives, he developed a more positive sense of himself.
- 6) When one makes an investment, he should think about whether the idea is good and whether



the products are welcomed.

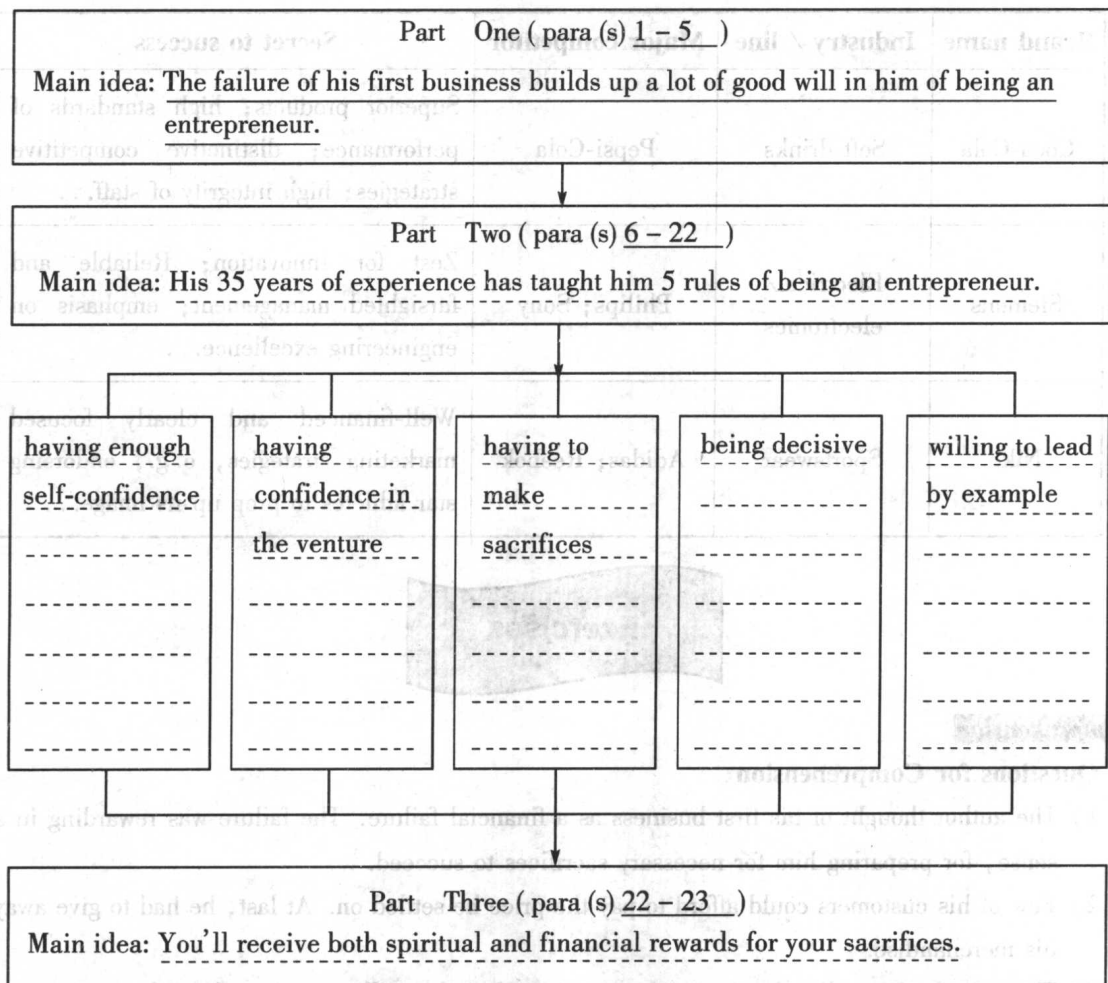
7) He values marriage more. Marriage is one sacrifice he doesn't recommend.

8) The quality of decisiveness is marked as being able to develop a quick, positive response to adversity.

9) An entrepreneur will find satisfaction in creating something out of nothing. He will gain a positive sense of self. And of course, there are some financial rewards.

10) To have enough self-confidence; to have confidence in his venture; to be willing to make sacrifices; to be decisive; to be willing to lead by example.

2. Text Analysis



Vocabulary

1. dwarf

distasteful

trample

impetus

ego

brisk

snug

seminar

boldness

lousy

profile

precept

- | | | | |
|----------------|------------|-------------|-------------|
| 1) boldness | 2) precept | 3) brisk | 4) trampled |
| 5) seminar | 6) profile | 7) ego | 8) snug |
| 9) distasteful | 10) lousy | 11) impetus | 12) dwarfs |

2. 1) passed out faint, lose consciousness
 2) broke even to have no profit or loss at the end of a business activity
 3) in support of supporting
 4) buy into buy a part of to have some control over it
 5) robbing the central bank of take the money illegally by force
 two million dollars
 6) in black and white in finished form in writing
 7) makes it a point to keep take particular care to keep
 8) dropped off drop away, become less
 9) inviting people to get into debt encourage people to get into debt
 10) respond to do as a reaction to

3. 1) a. He will probably give it away to some charity foundation.
 b. Someone in our team must have given away our secret to them.
 2) a. It took her ten years to build up her publishing business.
 b. Yes, the chicken soup will help him to build up his strength.
 3) a. Their marriage will fall apart, of course.
 b. No, it fell apart completely because of a lack of financing.
 4) a. No, with the market getting increasingly mature, the chances to get rich fast become few and far between.
 b. No, flats that are both comfortable and reasonably priced are few and far between.
 5) a. Apply the suntan cream to the exposed areas of your skin every three hours and after swimming.
 b. I applied to the bank for the loan, but was rejected because of my poor credit.
 6) a. As the war progresses, it's inevitable that more and more countries will be involved in the war.
 b. My Chinese has never progressed beyond the stage of being able to order food at restaurants.

- | | | |
|----------------------|------------------|---------------------|
| 4. 1) staked: 资助 | 2) raw: 未加工的 | 3) raw: 不熟练的, 没有经验的 |
| 4) staked: 以桩支撑 | 5) spun: 讲故事 | 6) bond: 联系 |
| 7) elements: (恶劣的)天气 | 8) spun: 纺成纱 | 9) stakes: 赌注 |
| 10) Bonds: 债券 | 11) spin: 使……旋转 | 12) elements: 要素 |
| 13) bond: 粘住 | 14) elements: 元素 | 15) raw: 擦掉皮的, 疼痛的 |

**Translation**

1. The toy factory gave away some toys to the children in an orphanage and received praise from the public.
2. At the board meeting, the chairman spoke in support of the strategy for capturing a major market share.
3. They make it a point to create favorable investment environment so as to attract investment from businesses both at home and abroad.
4. Successful entrepreneurs are those who are ready to respond to the change of markets.
5. We have reached an agreement in black and white. If one party breaks the agreement, he should take the consequences.
6. The old international economic order has fallen apart and a new one is beginning to take shape.
7. Since I sold the car for exactly what I paid for it, I broke even on the deal.
8. The best way to build up one's business is to provide quality products and services.
9. He has bought into a shoe-repair shop and became its shareholder.
10. Under the influence of global economic recession, the company's sales dropped off in the fourth quarter.

Reading II**Comprehension Checkup**

1. b 2. c 3. a 4. b 5. c 6. d 7. a 8. c

Vocabulary

1. a 2. c 3. d 4. c 5. d 6. a 7. b 8. b 9. d 10. c

Cloze

1. brands 2. to 3. pronounced 4. enough 5. obsession
6. content 7. that 8. precise 9. still 10. into
11. breakthrough 12. creation 13. accuracy 14. weightless 15. reliability

Post-reading Task**Group Discussion****Task 1.**

- ☐ *Success is a ladder you cannot climb with your hands in your pockets.*

Success never comes easily. Here is another saying that has proved itself over time: "Success is 99 percent perspiration and 1 percent inspiration."

- ☐ *Success breeds success.*