

全国应用型本科商务英语系列规划教材

商务英语综合教程

第四册

An Integrated Course in
Business English Book 4

王素芬 郭亚卿 主编



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出版说明

对外经济贸易的蓬勃发展为我国高校商务英语专业建设提供了难得的机遇,也提出了更多的挑战。为了更好地推动全国应用型本科院校商务英语专业的发展,对外经济贸易大学出版社组织编写了这套“全国应用型本科商务英语系列规划教材”。

面对经济全球化和中国加入 WTO 之后社会对人才需求的新形势,高等院校本科商务英语的人才培养应该定位在“培养德、智、体、美全面发展,英语语言基础扎实,具有较强的英语交际能力,具备基本的商务与文秘知识和业务能力,知识面宽,具有创新精神,知识、能力、素质协调统一,面向经贸、外事、涉外企业、跨国公司、教育等行业,能从事国际商务策划、国际商务谈判、国际贸易、国际金融、国际市场营销、高级商务翻译、教学、科研及管理工作的应用型专门人才”。

本系列教材面向全国应用型本科院校,以培养学生的商务英语应用能力为目标。教材编排均根据全国应用型本科院校课程设置而定,适用于应用型本科院校商务英语专业、财经专业和英语专业商务/应用/外贸外语方向的学生。其内容包括:《商务英语综合教程 1-4》、《商务英语听说》、《商务英语口语》、《商务英语口译》、《商务英语阅读》、《商务英语写作》、《外贸英语函电》、《商务英语翻译》、《商务知识导读》、《国际经贸文章选读》、《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》和《国际贸易理论与实务(英文版)》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(见书末赠送课件说明)。

对外经济贸易大学出版社
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前 言

编写宗旨

《商务英语综合教程》为“全国应用型本科商务英语系列规划教材”的综合教程用书，是为应用型本科院校商务英语专业、英语专业商务或外贸方向的学生编写的英语基础课教材。该教材在编写中，充分考虑了应用型本科院校商务英语专业的特色和实现为地方或区域经济建设发展服务，着重培养面向生产、管理、服务一线的应用型商务英语人才的目标。

《商务英语综合教程》在编写设计上，重视语言技能、商务知识及综合应用能力的培养。突出了以下几个特点：

1. 主题鲜明。本教程采用每一单元设一个主题的形式，主题选自现代生活和商务活动中的最新题材。各单元间具有内在的联系，由浅入深，循序渐进，前后呼应，使学生们的学习过程具有系统性和连贯性。

2. 内容实用。考虑到本书的使用对象，本教程在编写中，尽可能地寻求语言能力培养和商务英语知识学习的最佳结合点，力求将语言学习和对商务知识的了解紧密结合，将语言学习贯穿于了解现实生活和商务活动中的各种语言表达和处理问题的过程中，从而实现商务沟通和交际的目标。

3. 形式多样。各单元练习形式多样，兼顾听、说、读、写、译等各个方面。在培养学生英语语言应用能力的同时，帮助他们更好地掌握和运用商务活动相关技能。

体例说明

《商务英语综合教程》为“全国应用型本科商务英语系列规划教材”的综合教程用书，是为应用型本科院校商务英语专业、英语专业商务或外贸方向的学生编写的英语基础课教材。

本教程每单元的第一部分是导入练习，是与单元主题密切相关的口语表达练习，目的是帮助学生将对将要学习的单元内容有一个初步的认识，为主课文的学习做铺垫。

第二部分是主课文部分，由读前提问、课文、注释、听力和相关练习构成。读前提问通过问题的形式，导入主课文内容，帮助学生更好地理解主课文的知识点。注释提供课文中涉及的商务、文化等背景知识，帮助学生了解不同文化背景和知识。课文后是听力练习，进一步强化课文的相关内容。课文词汇表和短语表达，按字母顺序排列，便于学生对词汇及词语的了解和学习。练习的形式围绕文章主题大意、重要细节的理解以及词汇、重点句型的应用而设计，形式多种多样，旨在帮助学生通过不同形式的练习，掌握语言点和知识

点,从而提高学生的语言应用能力。

第三部分是补充阅读部分,为一篇与主课文有关的阅读材料,侧重从文化的角度对所学习的内容进行补充,使学生在学语言的同时,了解相关的文化内容,旨在培养学生的跨文化意识。针对此部分的练习形式为阅读理解和判断正误。

第四部分是写作部分,每单元设有写作模板和写作练习。训练学生学写不同的商务应用文,如电子邮件、备忘录、便条、信函、报告及其他商务文件等。

第五部分是小组展示部分,以小组为单位设置任务,第一、二册围绕日常活动情景设立应用练习项目活动;第三、四册围绕商务活动设立商务情景下的应用项目活动,学生以小组的形式完成相应的书面或口头任务。此部分旨在培养学生的团队协作意识和团队合作能力。

本教程配有辅导用书,包括对教材中主课文的重点和难点的讲解和例句,主课文和补充阅读的中文译文,所有练习的参考答案等。

本教程配有由外籍专家朗读的录音光盘和 ppt 电子课件。

使用说明

本教程共四册,第一、二册侧重基础英语语言知识和技能的学习和应用,第三、四册侧重英语语言和商务双重知识和技能的学习和应用。每册十个主单元和两个复习单元,供一个学期使用。

本书编写中,我们参考了大量国内外有关书籍和资料,在此向有关作者和提供资料的单位表示衷心的感谢。同时也感谢有关部门和专家的支持和帮助。

水平所限,加上时间有限,难免有疏漏和不当之处,敬请专家和广大读者批评指正。

编 者

2011 年 12 月

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Unit 1

Management Skills

Teaching Objectives

1. To know the definition of management and the importance of managerial effectiveness.
2. To promote the awareness of risk management.
3. To know the importance of management skills to retain staff.



Lead-in

Speaking

Talk about management skill.

1. Use the following sentence pattern to talk about management skills.

A: Management skills are about...

B: ...is always looking for...

C: It is important for a manager...

D: If a leader/manager..., then...

2. Work in pairs and talk about the basic management skills of a good manager.



Text

Pre-reading questions:

1. What is risk management? Is it important for every company?
2. Do you think inadequate risk management would be accountable for financial crisis? And why?

Boards Must Take on Risk Management

By Clarke Murphy and J. Frank Brown

bailout ['beɪlaʊt] *n.* (公司所
得到的) 紧急援助

culprit ['kʌlprɪt] *n.* 肇事
者; 犯错者; 犯罪者

assuage [ə'sweɪdʒ] *vt.* 减
轻; 缓和; 使安静

malaise [mæ'leɪz, -'leɪz] *n.*
隐忧; 不适, 不舒服, 萎靡不振

oversight ['əʊvəsaɪt] *n.* 负
责; 照管; 上级

convulsive [kən'vʌlsɪv] *adj.*
引起痉挛的, 痉挛性的

written down [raɪt'daʊn] *n.* 减
记; *n.* 降低, 削减

The frustration of Federal Chairman Ben Bernanke over a fourth AIG **bailout** is shared by the vast majority of Americans—and rightly so. With the financial industry bailout growing daily, Americans, both publicly and privately, seek **culprits** for the downward spiraling economy. While this may **assuage** popular sentiment, it neither provides a solution to the current situation nor offers a way to prevent what occurred with AIG and the rest of the financial services industry from happening in the future.

Failed risk management is at the heart of Wall Street's **malaise**. The Fed has already suggested stricter regulatory **oversight**. We believe this is not enough. It is time for corporate leadership to consider a disciplined approach to risk management at the highest level: the board. This top-down approach is the only blueprint for preempting tomorrow's catastrophes.

Over the past 18 months, the decline in global financial markets has been like a massive chain reaction that started out in slow motion and accelerated into **convulsive** warp speed. The fallout among financial institutions has included worldwide asset **written downs** estimated at \$1 trillion and the disappearance of legendary names such

as Lehman Brothers and Bear Stearns.

The missing link in this story is a clearer understanding of a board's responsibility for managing risk. Loosely defined, risk management is at the core of any board member's charter—what is now clear is this broad function failed at many companies. This refers to both internal risk management and, subsequently, to boards' ability to act as shareholder **watchdogs**.

Unprepared Directors

In most cases, it's fair to state that directors were not **equipped with** the information necessary to understand the nature, quality, and type of assets and liabilities under their watch—and could not grasp the implications of how their balance sheets were being **overleveraged** and incorrectly valued.

If the importance of managing risk wasn't clear before, there is no question that it should **take first priority** now.

While boards may have been largely **absent from** most discussions about this crisis, their input is clearly necessary. **Casting blame** is easy, and can most obviously fall on a wide **spectrum** that includes **overzealous** mortgage brokers, profit-driven bankers, ratings agencies, regulators, and narrow-minded investors with very high-risk/reward structures driving their actions. Of critical importance now is that boards **take** a more aggressive **stance** as we face the yet undefined challenges of today.

Outrage about the Enron and WorldCom accounting abuses in the 1990s drove Congress in 2002 to pass the Sarbanes-Oxley Act (SOX), which **shook up** the world of corporate governance.

SOX significantly strengthened the importance and independence of the corporate internal audit function at public companies and put its oversight squarely in the hands of the board. Among other things, SOX required that a designated board member be a "Qualified Financial Expert" and defined the knowledge that a QFE must possess. **In practice**, the QFE typically heads the board's audit committee and is a former top-level accountant, chief financial officer,

watchdog ['wɒtʃdɒg, 'wɔː-,
-dɔːg] *n.* 看门狗; 监管者

be equipped with 具有, 装备

overleverage ['əʊvə'li:vərɪdʒ]
v. 过高财务杠杆作用, 过度举债

take priority 优先, 首先

absent from 缺席, 不在场

cast blame 指责, 责备

spectrum ['spektrəm] *n.* 范围, 系列

overzealous ['əʊvə'zeləs]
adj. 过分热心的

take... stance 采取……的姿态, 采取……的立场

outrage ['aʊtreɪdʒ] *n.* 骇人听闻的事件

shake up 动摇, 彻底调整, 重组 (机构、行业等)

in practice 在实践中, 实际上

reregulation [re,regju'leiʃən]
n. 加强管制, 管制改革

materialize [mə'tiəri:ə,ləɪz]
vi. 具体化; 成为现实

balance sheet 资产负债表

illiquid [i'likwid] adj. 非现
金的, 无流动资金的

illiquid mortgage 非流动性
抵押资产

outsize ['aut,saɪz] adj. 特大
的

stay on the sidelines 采取
观望态度

structured investment
vehicles 结构性投资工
具 (它是银行支持的一种
投资业务, 主要销售商业
票据等短期债券, 购买次
贷债券等长期债券。其利
润所得主要来自短期债
券和长期债券之间的利
差。)

vehicle ['vi:kl] n. 手段; 工
具

off-balance-sheet 资产负债
表外的

murkiness ['mɜ:ki: nes] n.
黝暗, 阴沉

or corporate controller.

Risk Management Leaders Needed

The financial crisis has prompted a psychological shift toward **reregulation**, suggesting that boards may soon find themselves with increased risk-focused responsibilities mandated by law. Even if a latter-day SOX does not **materialize**, boards should take it upon themselves to create a QFE-equivalent role for risk management: Let's call it a "Qualified Risk Expert" (QRE).

At financial companies, the QRE director ideally should be a former senior executive in a sophisticated financial organization—an investment bank, commercial bank, or insurance company—with a complicated **balance sheet**. He or she should have a deep understanding not only of the entire spectrum of financial instruments and trading strategies but also of the asset-liability management process.

The most likely QRE candidates will already have run a large-scale risk management operation or served as a chief financial officer.

For any number of financial companies—regardless of their relative condition—the lack of a QRE director's oversight has had a painful impact. At Lehman, for example, the board did not stop the fatal practice of borrowing short via commercial paper and lending long via big concentrations in **illiquid mortgages** and real estate. At Bear, there was no one to question either the firm's **outsize** commitment to the mortgage market or management's failure to address the liquidity concerns that ultimately scarred the firm's reputation and buried it in Wall Street's graveyard.

Among surviving firms, Citigroup's (C) directors **stayed on the sidelines** even as the company's exposure to **structured investment vehicles** and other **off-balance-sheet** holdings mushroomed in size and **murkiness**. And Merrill Lynch, long considered to be among the healthiest and best-run financial companies, reported a third-quarter 2008 loss of \$5.1 billion before its integration with Bank of America (BAC).

More generally, there has been no QRE director anywhere to understand or be held accountable for the toxic combination of balance-sheet concentrations, **plummeting** asset valuations, and vanishing trading liquidity that has created an ocean of red ink.

Although the financial industry is the most obvious source of candidates for the QRE role, we think there should be a QRE at every public company in any industry. Industry-specific factors affecting risk management will vary, but the role is universal.

plummet ['plʌmɪt] vi. 垂直
落下, 骤然跌落, 暴跌,
速降



(860)

<http://www.businessweek.com/managing/content/mar2009/>

Notes

1. Ben Shalom Bernanke (Paragraph 1): **Ben Shalom Bernanke** (born December 13, 1953) is an American economist, and the current Chairman of the Federal Reserve, the central bank of the United States. During his tenure as Chairman, Bernanke has overseen the response of the Federal Reserve to late-2000s financial crisis. Ben S. Bernanke began a second term as Chairman of the Board of Governors of the Federal Reserve System on February 1, 2010. Dr. Bernanke also serves as Chairman of the Federal Open Market Committee, the System's principal monetary policymaking body. He originally took office as Chairman on February 1, 2006, when he also began a 14-year term as a member of the Board.
2. Sarbanes-Oxley Act (SOX) (Paragraph 8): **Sarbanes-Oxley Act of 2002** (Pub.L. 107-204, 116 Stat. 745, enacted July 30, 2002) also known as the 'Public Company Accounting Reform and Investor Protection Act' (in the Senate) and 'Corporate and Auditing Accountability and Responsibility Act' (in the House) and commonly called Sarbanes-Oxley, Sarbox or SOX, is a United States federal law enacted on July 30, 2002, which set new or enhanced standards for all U.S. public company boards, management and public accounting firms. It is named after sponsors U.S. Senator Paul Sarbanes (D-MD) and U.S. Representative Michael G. Oxley (R-OH). The bill was enacted as a reaction to a number of major corporate and accounting scandals including

those affecting Enron, Tyco International, Adelphia, Peregrine Systems and WorldCom. These scandals, which cost investors billions of dollars when the share prices of affected companies collapsed, shook public confidence in the nation's securities markets.

Listening

I. Listen to the following passage twice and fill in the blanks with what you hear.

In new businesses, “management” is often considered “whatever needs to be done just to keep things 1._____”. However, for your business to grow and remain 2._____, you must master certain basic skills in management and 3._____ skills that will help you avoid the crisis situations where you have to do “whatever it takes to stay afloat”. The basic skills include problem solving and decision making, planning, meeting management, 4._____, communications and managing yourself.

Frequently businesses are started by someone with a strong 5._____ for a new product. That person often goes on to become the first 6._____ executive of the new business. Typically, that person also takes a very strong role (often the leading role) in the 7._____ organization and development of the board of directors. Therefore, the founder (and often the first chief executive) should effectively apply basic skills in management and leadership when 8._____ the board of directors.

9._____ is a major aspect of managing and leading. There are certain roles and responsibilities and 10._____ that are highly unique to the role of supervision and highly critical to the success of the organization.

II. Listen to the following passage twice and choose the best answer to each question.

1. According to Robert L. Katz, three important managerial skills that must be cultivated and enhanced by the organization are _____.
 - A. technical skill, human skill, and conceptual skill
 - B. human skill, time management skill, conceptual skill
 - C. technical skill, human skill, and control skill
 - D. technical skill, time management skill, and conceptual skill
2. How can technical skills be obtained?

- A. Technical skills can be obtained through self study.
 - B. Technical skills can be obtained by following the instructions of managers.
 - C. Technical skills can be obtained through training programs of the company and by way of a college degree.
 - D. Technical skills can be obtained through on-line training program.
3. The followings are the human skills often necessary for managers to display EXCEPT _____.
- A. effective communication and motivation of subordinates
 - B. creation of a positive attitude toward others and the work setting
 - C. development of cooperation among group members
 - D. control and supervision of operations
4. Examples of situations that require conceptual skills include the following EXCEPT _____.
- A. recruitment of new members of the organization
 - B. the passage of laws that affect hiring patterns in an organization
 - C. a competitor's change in marketing strategy
 - D. the reorganization of one department which ultimately affects the activities of other departments in the organization
5. Which skill is critical for top managers?
- A. Technical skills
 - B. Conceptual skills
 - C. Human skills
 - D. All skills are important.

Text Comprehension

I. Answer the following questions.

1. What is the attitude of most Americans towards the fourth AIG bailout?
2. Do you think casting blame is enough to face the undefined challenge today? And why?
3. What's the impact of Sarbanes-Oxley Act on boards?
4. What is QFE and what is QRE?
5. What kind of person would be the ideal QRE director?

II. Decide whether each of the following statements is true (T) or false (F) or not mentioned in the text (NM).

1. Seeking culprits for the downward spiraling economy can provide a solution to the current situation. ()

2. The stricter regulatory oversight suggested by the Fed is not enough to prevent what occurred with AIG from happening in the future. ()
3. Now it is the time for us to attach importance of managing risk. ()
4. The Sarbanes-Oxley Act (SOX) required that a designated board member be a “Qualified Risk Expert”. ()
5. The financial industry is the only source of candidates for the QRE role. ()

III. Explain in your own words the following sentences taken from the text.

1. The frustration of Federal Chairman Ben Bernanke over a fourth AIG bailout is shared by the vast majority of Americans—and rightly so.
2. The fallout among financial institutions has included worldwide asset writedowns estimated at \$1 trillion and the disappearance of legendary names such as Lehman Brothers and Bear Stearns.
3. While boards may have been largely absent from most discussions about this crisis, their input is clearly necessary.
4. For any number of financial companies—regardless of their relative condition—the lack of a QRE director’s oversight has had a painful impact.
5. Industry-specific factors affecting risk management will vary, but the role is universal.

Vocabulary Exercises

I. Match the words with their definitions.

() oversight	1. To leverage excessively
() fallout	2. To make an unpleasant feeling less painful or severe
() bailout	3. a guardian or defender against theft or illegal practices or waste
() outrage	4. being in cash or easily convertible to cash
() spectrum	5. financial help given to a person or a company that is in difficulty
() watchdog	6. someone who perpetrates wrongdoing
() liquidity	7. any adverse and unwanted secondary effect
() culprit	8. a feeling of righteous anger
() assuage	9. the state of being in charge of sb/sth
() overleverage	10. broad range of related values or qualities or ideas or activities