# 商务英语快车

田德新 杨延龙 王树昌 李舫军 编著 贺富考 Deirdre Dwyer 审校



西北工业大学出版社

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【内容简介】 为加深和拓宽对外经贸各专业学生基础阶段商务英语学习的背景知识,使其掌握并巩固必备的商务英语读写基本技能,并以优异的成绩通过 BEC 考试。我们精心编写了(商务英语快事)一书,以飨读者。

本书总体分为读写指南和模拟题库两大部分。指南包括 15 个单元,各单元由精读、阅读技巧、写作练习和泛读四篇课文组成,每篇课文后均附有形式多样、实用性极强的各种练习,其中精读和泛读课文后还附有详尽的中英文注释。课文内容涉及管理、外贸、营销、金融、投资、银行、保险、运输、图表、丽电和商务英语语言等各个方面。模拟题库包括 5 套 BEC 1 和 5 套 BEC 2 试题,除没有编排听力部分外,其余均模拟 BEC 全真试题。

本书编排合理,读写渗透,学、练、考环环相扣、相辅相成,恰似一列从 BEC 1,经过 BEC 2,直奔 BEC 3 的特别快车。

本书适用于大、专院校对外经贸各专业基础阶段课内外商务英语阅读课的数学或自学,是剑桥商务英语证书考生的极 好参考书。





#### 商务英语快车

田德新 杨延龙 王树昌 李舫军 编著 贺富考 Deirdre Dwyer 审校 责任编辑 雷 鹏 责任校对 田 雨

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# 前前

随着我国改革开放的不断深入发展,中外商务活动日益频繁,商务英语热已成为一种趋势,参加 BEC 的考生逐年剧增。

但是,不管是商务英语的学习者还是BEC的考生,都普遍存在三个弱点:其一,商务英语学习背景知识欠缺;其二,商务英语语言运用能力较差;其三,BEC应试经验和信心不足。

为此,我们特编写了《商务英语快车》一书。本书的编写首先严格按照《剑桥商务英语考试大纲》(第1、2级)的有关要求,力求从内容和形式上与其吻合。其次,本书采用高起点、大容量的方式从管理、外贸、营销、金融、投资、银行、保险、运输、函电和图表等各个方面拓宽和加深学生的商务英语学习背景知识。同时,书中有大量针对性强、形式多样的读写练习,可使学生在充分理解课文的同时,掌握和运用必要的读写技巧与技能。最后本书所编辑的5套BEC1和5套BEC2模拟题,经有关人士鉴定均达到标准。考生可通过做题,达到知己知彼。若参加BEC1,一定得"A";若参加BEC2,信心十足。

参加本书编写的有田德新(主编并编写读写指南第1至第10单元及答案),杨延龙(编写读写指南第11至第15单元、BEC2模拟题库及答案),王树昌和李舫军(合编BEC1模拟题库及答案)。本书在编写过程中得到了贺富考教授和外籍专家 Deirdre Dwyer 以及谢倩、王英和刘洁等同志的关心和热情支持,在此一并表示由衷的谢意。

限于编者的水平,不足之处在所难免,望读者不吝赐教。

编 者 1995年5月

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Keys

## Part One Business English: Guided Reading and Writing

### I Business People

Unit One

#### Passage 1 The Right Job and the Right Person

- 1.1 Warm up: Answer the following questions before reading the passage in detail.
  - 1) If you want to enter business, which field do you want to enter?
  - 2) Where can you usually find job vacancies as advertised?
  - 3) Which kind of person do the companies often welcome?
- 1.2 Intensive Reading:

The Right Job and the Right Person

Finding the Right Job

The young people who are thinking of going into business just need to look at the advertisement pages of the newspapers. Most of the big firms now realize the need to employ talents for management, and a few are even looking for top business people.

In order to attract graduates, the leading companies have for some years been advertising on a half or a whole page in such papers as the <u>Guardian</u> or the <u>Times</u>. They set forth the advantages to be got by a keen young person from joining the company. He is likely to be told as follows:

For young people who want an exciting and different career, the future is here.

We need you because, in a large organization like ours, we must never stand still. Today's outstanding career opportunity offers a future as big as you are big enough to make it.

We are a progressive organization operating in a continually expanding world market. We offer opportunities to responsible young people who are seeking a worthwhile career.

If you feel you would be interested in working with the team that achieved these successes for Great Britain, write to us.

It is noticeable that the companies give no definite indication of salaries in their advertisements. What the companies stress is the prestige of their name and the prospects of their firm or industry. The aircraft industry has high prestige, while oil, especially international oil, is almost like going into the civil service. The manufacturer of consumer goods is even lower in prestige.

Finding the Right Person

Some companies consider that their management trainee schemes are useful to catch able employees. These schemes do give the graduate who is unused to industry a chance to look

round before taking a particular job. But the trouble with such schemes is that graduates of any worth quickly get bored, going from department to department without a job to do.

Sometimes, businessmen may say that university education simply spoils young people, destroys their simple enthusiasm and makes them too sophisticated to be loyal to the firm.

Among the traits mentioned as essential for the young person applying for his first job in an industrial empire are: drive, decisiveness, determination, push, an inquiring mind, analytical ability, and the ability to get on with colleagues. The last is highly regarded by businessmen as the "dependable, combinable type" in the words of Andrew Carnegie.

Above all, they want good mixers and, of course, drive. These afe the alpha and omega of desirable traits for entering management and going into business. There is wide agreement that academic distinction is less important than personality.

#### 1.3 Notes.

- 1) go into business 经商
- 2) firm /fə;m/n. a business company 商号,商行
  company 公司 corporation 法人;公司(美) incorporated 股份有限公司
- 3) talent / 'tælent/ n. man with ability 人才
- 4) the Guardian 《卫报》(英)
- 5) the Times 《泰晤士报》(英)
- 6) set forth: state clearly 宣布,发表
- 7) career /kə'riə/ n. profession, vocation 职业
- 8) stand still: remain where one is 停滯不前
- 9) progressive /prə'gresiv/ adj. keeping up with new developments 上进的
- 10) operate /'opəreit/v. manage 经营
- 11) noticeable /'noutisəbl/ adj. that can be noticed, worth noticing 值得注意的—able; that can be (done) 可……,能够……

washable 可洗的 reliable 可靠的 respectable 值得尊敬的

- 12) give indication of: indicate, show 指出
- 13) prestige /pres'ti:3/ n. respect from good reputation 声望
- 14) prospect //prospekt/n. sth. expected or hoped for 前景
- .15) go into the civil service 做文职,当公务员
- 16) consumer goods 消费品
- 17) trainee scheme: plans to train employees 职工培训计划
  - -ee: a person to whom the stated action is done 被……的人,……的承受者 trainee 受训者 employee 雇员 examinee 考生
- 18) enthusiasm /in'θju;ziæzəm/n. strong emotion or interest 激情,热心
- 19) sophisticated /sə'fistikeitid/ adj. worldly wise 世故的,老练的
- 20) trait /treit/n. characteristic 品质,特性
- 21) push n. aggressiveness, determination to succeed 奋进
- 22) drive n. energy 精力
- 23) inquiring mind: having the habit of asking questions and not being content with ready made answers 勤学好问
- 24) combinable /kəm'bainəbl/ adj. getting on well with others 与人相处融洽的

25) Andrew Carnegie 安德鲁·卡内	基
26) good mixers 善于交际的人	
27) alpha and omege //ælfə ənd 'əum	igə/ 始终,全部
28) academe distinction: success in u	niversity studies 学业
1.4 Exercises.	
1.4.1 Analysis of Ideas and Relationships	: Circle the best choice according to the passage.
1) Young men can find out about	business jobs in the
A. advertisements B.	newspapers C. big firms
2) Leading companies try to attract	et graduates by
A. publishing newspapers	
B. advertising on a whole news	spaper page
C. making clear the advantages	to be got
3) In the advertisement, the comp	anies lay stress on
A. salaries B.	their prestige and prospects
C. their names	that is placed to see that
4) The value of the management t	rainee scheme is
A. that it is useful to catch abl	e employees
	e a chance for a job
C. both A and B	
5) Management trainee schemes ru	un into such difficulties as boring the
	worthy graduates C. the companies
6) Some business men say that un	iversity education
A. spoils young business gradu	ates
B. destroys the product	the state of the state of the state of
C. makes young men disloyal t	o the firm some of the control of th
7) The essential traits for those er	itering management are
A. dependable and combinable	्रिक्त के प्रतिकृति । विश्वविद्यालया । विश्वविद्यालया । विश्वविद्यालया । विश्वविद्यालया । विश्वविद्यालया । विश विश्वविद्यालया ।
B. drive, decisiveness and dete	rmination; etc.
C. good mixers and drive	Supplied to the second second
8) For those entering management	, the more important trait is
A. personality B.	academic distinction C. neither A nor B
1. 4. 2 Vocabulary: Match the words in Co	lumn A with their synonyms in Column B
${f A}$	Burney Commence of the mark
1) firm	a. emphasize
2) keen	b. expectation
3) stress	c. company
4) prospect	Ad. increase
5) expand	e. extraordinary
6) opportunity	f. chance
7) outstanding	g. necessary
8) drive	h. make clear
9) set forth	i. energy

10) definite	j. look for
11) seek	k. plan
12) consider	l. strong interest
13) dependable	m. aggressiveness
14) scheme	n. characteristic
15) essential	o. clear
16) enthusiasm	p. reliable
17) push	q. think about
18) trait	r. worldly - wise
19) particular	s. exact
20) sophisticated	t. eager
1.4.3 Structure: Fill in the blanks with the app	propriate phrases listed below.
set forth, go into, apply to for, be us	sed to, be bored of, in the words of, look
round, alpha and omega, be loyal to, abo	ove all
1) This young man is thinking of	big business.
2) Leading companies the advantage	antages of joining them.
3) He is a good mixer, most o	of his colleagues.
4) A trainee scheme gives a graduate a c	chance to before making the final
decision.	$\mathcal{A}_{\mathbf{k}}(x) = \mathcal{A}_{\mathbf{k}}(x) + \mathcal{A}_{\mathbf{k}}(x)$
5) Those who are industry have	ve to attend the training course.
6) the companies need good m	ixers.
7) Why do you th	is job?
8) An employee is required to be	his firm.
9) Graduates quickly get going	g from department to department.
10) He was on the spot and saw the	of the negotiation.
Passage 2 Building a Stronger Vocabulary	$\mathcal{L}_{\mathrm{L}} = \{ (x_{1}, x_{2}, \dots, x_{n}) \mid x_{n} \in \mathbb{N} \}$
2.1 Reading Skills: Ways to work out and reme	ember the meanings of words
Building a Stronger	· Vocabulary
To read well, you need a stronger vocabulary	. To build a stronger vocabulary, you need
to read well.	
Most of us have vocabularies that allow us to	o read widely from the everyday sources of
information that surround us. These sources are	newspapers, magazines, signs, advertise-
ments, credit card and job applications. The person	on with the richest and most useful vocabu-
lary, however, can read more complicated and var	ried sources of information easily. You may
not be as confident about reading a psychology te	xtbook, a history journal, or an encyclope-
dia entry as you are about reading other kinds of	material. Still supplementing your familiar
and usual resources with a wide variety of mate	rials offers you the opportunity to expand
your knowledge of words as it improves your read	ding skills.
Here are some ways to find the meanings of	difficult words.
1) Learn to use the context—that is, clues	that surrounding sentences sometimes give
about the meanings of new words.	A Section 6

	2)	In a word you don't know, loo	ok for parts within the word, parts whose meanings
		you might know.	
	3)	Learn the difference between wh	at a word means and what a word suggests or makes
		you feel.	$\langle x_i, x_i \rangle^2 = 0$ (2)
	4)	Learn to use a dictionary so you	can find meanings easily.
	5)	Keep a list of words you want to	o add to your vocabulary.
	On	ce you've learned a new word an	d you think you understand it; try to make sure that
you	dor	n't forget it. To remember new	words, you may make use of the following methods.
	1)	Learn to pronounce the word co	rrectly. अस्तर के किया कुरिया के अन्य के अने किया है है है है है
	2)	Make up a phrase or a sentence	that uses the word in a way you understand.
	3)	Use the word when you talk or	write in class, on the job or at home.
	4)	Spell the word and say its mean	ing over and over again in your mind:
	5)	Don't try to learn long lists of r	new words. Study just a few words each day for sev-
			by repeating.
2. 2	E	xercises.	A comparation of the control of the
2. 2.	1	List your own steps to learn new	w words.
		1)	tato ede la profesiona de la composición del composición de la com
		2)	
		3)	$= \{ (a,b) \in \mathcal{M} : \{ (a,b) \in \mathcal{M} : (a,b) \in \mathcal{M} : (a,b) \in \mathcal{M} : (a,b) \in \mathcal{M} : (a,b) \in \mathcal{M} \} \}$
		Now compare your steps with	those in the passage and revise your steps below.
		1)	
		2)	$(0,1,\dots,0,1,2,1,\dots,0,1,1,0,1,\dots,0,1,1,0,1,\dots,0,1,1,\dots,0,1,1,\dots,0,1,1,\dots,0,1,1,\dots,0,1,1,\dots,0,1,1,\dots,0,1,1,\dots,0,1,1,\dots,0,1,1,\dots,0,1,1,\dots,0,1,1,1,1$
		3)	the many the same alternative property
		4)	
		5)	$(x_1, x_2, x_3, x_4, \dots, x_{n-2}, x_{n-2}, x_{n-2}, \dots, x_{n-2}, \dots$
2. 2.	2	List your own steps to remember	er new words.
		1)	Strate in the strain of the st
		2)	and the second of the second of the second
		3)	er end a company
		Now compare your steps with	those in the passage and revise your steps below.
		1)	$g_{ij} = g_{ij} + g$
		2)	and the second of the second o
		3)	
		4)	
		5) ' / '	(x,y) = (x,y) + (x,y
2. 2.	3	Work out the meanings of the p	problem words taken from Passage 1 and Passage 2,
		and remember them by pronoun	cing, spelling and using them correctly.
		1) leading	_, r0
		3) worthwhile	4) prestige
		5) sophisticated	6) psychology
		7) encyclopedia	8) entry
		9) supplement	<b>10)</b> context ( ) ( ) ( ) ( ) ( ) ( ) ( ) ( ) ( ) (
			<del>- 5</del>

#### Passage 3 Good Business Writing

#### 3.1 Writing Practice: Writing correct sentences

#### Good Business Writing

What is good business writing? Why is it important? How do you achieve it?

You might answer that good business writing is grammatically correct, the sentences are well written, and the choice of words is precise. In addition, such mechanics as spelling and punctuation are correct; otherwise, the reader's attention can be diverted from the content of the letter by these errors. However, there are other factors. Good business writing is coherent. The sentences go together, the parts of the sentences are parallel and the message or purpose of the letter is easily understood and can't possibly be misunderstood. There is a directness to the sentences and to the meanings of the sentences that stresses the right points and conveys a clear meaning. The letter or report contains everything the reader needs to know but nothing that he or she does not need or want to know.

The next question that arises is how to achieve good business writing. To do so, you must get rid of the major problems and frequent errors in business writing and become familiar with the important writing devices that can be used to convey certain meanings.

#### 3. 2 Exercises.

- 3. 2. 1 Correct the mistakes in the following sentences.
  - 1) Good business writing is grammatically correct, all the sentences are well written.
  - 2) Good business writing is grammatically correct, in addition, spelling and punctuation should also be correct.
  - 3) The sentences go together the parts of the sentences are parallel the message of the letter is easily understood.
  - 4) The letter or report containing everything the reader needs to know.
  - 5) The next question is how to achieve good business writing?
- 3. 2. 2 Join the following pairs of sentences with the relatives or conjunctions given within the brackets.
  - 1) Big firms advertise jobs in newspapers. They realize the need to employ talents for management. (since)
  - 2) The aircraft industry has high prestige. Oil is like going into the civil service.

    (but)
  - 3) The sentences are well-written. The choice of words is precise. (and)
  - 4) The reader's attention can be diverted. Business writing should be correct and precise. (otherwise)
  - 5) The letter contains everything. The reader needs to know. (that)
- 3. 2. 3 Answer the following questions on Passage 1 in complete sentences, leaving out the question numbers. Your answers together will make a complete paragraph.
  - 1) Can young men find out about business jobs in newspapers or not?
  - 2) Do leading companies try to attract graduates by taking a half or a whole page in such papers as the Guardian and the Times or not?

- 3) Do the companies usually emphasize their prestige and prospects instead of setting forth the salaries in their advertisements or don't they?
- 4) Does prestige vary greatly between industries such as aircraft and petroleum or not?
- 5) Do some companies, therefore, carry out trainee schemes to attract able employees and provide graduates with job opportunities or don't they?
- 6) Is it essential for those entering business to be dependable and combinable or not?
- 7) Is there wide agreement that personality is more important than academic distinction or isn't there?

#### Passage 4 A Great Success as a Businessman

- 4.1 Warm up: Answer the following questions before skimming over the passage.
  - 1) Can you name several world-famous businessmen?
  - 2) Do you know who Ronald McDonald is?
  - 3) Why is McDonald's so famous?
- 4.2 Extensive Reading:

#### A Great Success as a Businessman

Who is Ronald McDonald? The question might be hard for some grown-ups to answer, but not hard for American school-children. Even many children in other countries know the name. In the U.S. A., almost 96 percent of children could identify Ronald McDonald—only Santa Claus has a higher rating.

McDonald's is a most successful American corporation today. And we owe it all to Ray A. Kroc. In the 1940s Kroc became the exclusive salesman for a new invention, a milk-shake machine. Once a small hamburger restaurant owned by two brothers named McDonald attracted his attention. They bought eight of his machines. Kroc thought that a chain of similar restaurants would use many such machines, so he began his own hamburger restaurants under a royalty arrangement with the two brothers.

As McDonald's restaurants began appearing across the country, Kroc soon realized that his future would be in the restaurant and not the machine business. He bought out the McDonald brothers at last. "I needed the McDonald name ..." he said. "What are you going to do with a name like Kroc?"

Since then McDonald's has established outlets all over the world, from New York to Paris to Tokyo. Operating under a strict set of rules the units provide high-quality service and good food for the whole family. By connecting his operations to consumer needs and, at the same time, making McDonald's a household word, Ray A. Kroc succeeded as a businessman. Millions who left his units would say, "Nobody can do it like McDonald's can."

4.3 Notes.

- 1) Ronald McDonald /'rənəld mek'dənəld/ n. 罗纳德·麦克唐纳
- 2) identify /ai'dentifai/ v. recognize 认出
- 3) Santa Claus /'sæntə 'klɔːz/n. Father Christmas 圣诞老人
- 4) rating /reitin/ n. rank 级别

	5) owe ··· to ··· 把······归功于······			
	6) Ray A. Kroc /'rei'ei 'krok/ n. 雷•埃•克罗克			
	7) exclusive /iksk'lusiv/ adj. not shared with others 独家的			
	8) a cliain of: a series of 一系列			
	9) royalty /'roielti/ n. money paid to use a certain patent 专利权使用费			
	10) buy out, pay sb. to give up all his property 买下某人的全部产权			
	11) outlet /'autlit/n. shop 商店,销路			
	12) Tokyo /'təukiəu/n. 东京(日本首都)			
	13) a set of rules 一套制度			
	14) a household word: a household name, well-known 家喻户晓的词			
4. 4	Comprehension Exercise: Circle the best choice based on your understanding of the			
	passage.			
	1) McDonald's is the family of			
	A. Mr. McDonald B. Ray A. Kroc C. neither A nor B			
	2) Most of the American children know Ronald McDonald.			
	A. Right. B. Wrong. C. Doesn't say.			
	3) Who is the most well-known to American children?			
	A. McDonald. B. Ray A. Kroc. C. Santa Claus.			
	4) McDonald's is a most successful American corporation today owing to			
	A. McDonald B. Hamburger C. Ray A. Kroc			
	5) In the 1940s Kroc alone			
	A. invented a milk-shake machine			
,*	B. sold a kind of milk-shake machine			
	C. attracted a small hamburger restaurant			
	6) The McDonald brothers sold their small hamburger restaurant because			
	A. they bought eight machines from Kroc			
	B. Kroc was richer C. doesn't say			
	7) Kroc realized that his future would be in the restaurant			
	A. after he bought out McDonald			
	B. when he got tired of the machine business			
	C. as McDonald's began appearing all over the country			
	8) Kroc bought out the McDonald brothers because			
	A. the McDonald name was familiar to the customers			
	B. he didn't like his own name			
	C. he was a rich man			
	9) McDonald's provides customers with			
	A. good food B. high-quality service C. both			
	10) Ray A. Kroc succeeded as a businessman because			
	A. nobody else could do it			
	B. he connected his management with the consumer needs and made McDonald a household name			
	C. he was working under strict rules			

#### Passage 1 The Boss and His Secretary

- 1.1 Warm-up: Answer the following questions before reading the passage in detail.
  - 1) Are all bosses men and secretaries women? Why?
  - 2) Can you list some essential qualities of a boss and a secretary?
  - 3) What is the relationship between a boss and a secretary?

#### 1.2 Intensive Reading:

#### The Boss and His Secretary

A recent article in a business newspaper reports that a good secretary can make a \$15,000-a-year man worth \$20,000. The article also says that a bad secretary can reduce his value to \$10,000. Any executive should recognize this as the truth.

Backed by a good secretary, many a man without spectacular talents, but with the good sense not to prevent her, has achieved success and power undreamed of by his less fortunate colleagues. On the other hand, anyone who has had the experience of ill-typed letters and often-missed appointments will know that the personal secretary makes the difference between riches and ruin.

What, then, would every man consciously or unconsciously like to find in his secretary? Loyalty is the first requirement. If a man can't trust his secretary, whom can he trust? No relationship in business involves a higher degree of trust and responsibility between two persons than the secretary-boss-team.

Next, conscience. Secretaries are seldom paid what they deserve or what they are worth, though conditions are improving. Consequently, there is little except her conscience to insure that long hours are kept when necessary, things are done properly, and no loose ends are left untied.

Then we come to initiative. A secretary should be able to act for her boss in his absence in many of the fields in which he operates. In fact, true initiative is the ability to know when to act on your own and when to consult.

Ability to write. Every secretary should at least be able to handle routine correspondence for her boss and avoid mistakes in English and in spelling. It is preferable, of course, if she has a real ability to write—to do reports and summaries and take good minutes of meetings. Well-educated women often have considerable talent in this direction, and whatever talent there is should be used to the full.

Tact and charm. Business can be tense, and tempers often get lost. A girl who can not only avoid friction but actually reduce it is of great value.

Good dress sense and presentation. This involves looking and sounding attractive, yet never cause unnecessary attention. A secretary is a man's status symbol. You may not agree, but it is a fact of life, and a man's income and success depend on his status.

Psychological insight is another requirement. It involves understanding what makes people tick, being able to make predictions about their behavior in certain situations and understanding the boss's moods.

A good educational background is another plus value. It is greatly useful to have people who know things around you.

Of course, the executive who finds all these traits in his secretary is fortunate indeed.

1. 3 Notes.

- 1) executive /ig'zekjutiv/ n. a chief manager 总经理,董事
- 2) back /bæk/ v. support 支持
- 3) many a man: many men 许多人
- 4) spectacular /spek'tækjulə/ adj. extraordinary, outstanding 杰出的
- 5) loyalty /'lɔiəlti/ n. being faithful 忠诚
- 6) conscience /'konsens/ n. an inner sense that knows the difference between right and wrong 良心
- 7) consequently /'kənsikwəntli/ adv. as a result 结果
- 8) loose ends left untied; work or business that should be completed is left undone 把该做的事留着没做
- 9) initiative /i'nisiətiv/ n. ability to see what should be done and to do it 主动性,创造力
- 10) handle routine correspondence 处理日常信函
- 11) preferable /pri'fərəbl/ adj. superior to, better than 可取的,优越的
- 12) minutes /'minits/n. records of what is said and decided at a meeting 会议记录
- 13) to the full: at the greatest extent 最大限度
- 14) tact /tækt/ n. skill shown in dealing with other people without offending them 圆通
- 15) tense /tens/ adj. nervous 紧张的
- 16) lose one's temper: become angry 发脾气
- 17) friction /'frikfən/n. difficult situation leading to quarrels 不和,冲突
- 18) dress sense: ability to dress well 穿衣得体
- 19) presentation /pri'zenteifən/ n. being suitable in appearance or manner 打扮得体
- 20) status symbol 地位象征
- 21) insight /'insait/ n. power to see into and understand 洞察力
- 22) what makes people tick: what makes people act as they do 什么在操纵着人们
- 23) mood /mud/ n. state of mind 情绪
- 24) plus value: additional worth 额外价值
- 1. 4 Exercises.
- 1. 4. 1 Analysis of Ideas and Relationships: Circle the best choice according to the passage.
  - 1) This article most probably appeared in \_\_\_\_.

    A. a newspaper B. a magazine C. doesn't say