

# WTO

国际商务英语系列教程 主编 王正元

A SERIES OF INTERNATIONAL BUSINESS COURSES (WTO)

## 国际 商务合作英语

阅读听说教程

编著 吕 屹 主审 陈 峰

录音 Susan J. Barraclough

ENGLISH COURSE FOR

# INTERNATIONAL COOPERATION

*READING*

*LISTENING*

*SPEAKING*

知识出版社

国际商务英语系列教程 主编 王正元  
A SERIES OF INTERNATIONAL BUSINESS COURSES (WTO)

W  
T  
O

# 国际商务合作英语

## 阅读听说教程

ENGLISH COURSE FOR  
**INTERNATIONAL  
COOPERATION**  
READING  
LISTENING  
SPEAKING

WTO

读

听

说

编著 吕屹

主审 陈峰

录音 Susan J. Barraclough

知识出版社

总编辑:徐惟诚

社长:田胜立

图书在版编目(CIP)数据

国际商务合作英语阅读听说教程/吕屹编著. - 北京:知识出版社,2002.8

WTO 国际商务英语系列教程

ISBN 7-5015-3566-3

I. 国… II. 吕… III. ①国际贸易-英语-阅读教学-教材②国际贸易-英语-听说教学-教材 IV. H31

中国版本图书馆 CIP 数据核字(2002)第 053397 号

系列策划:张高里

执行编辑:何 为 韩晓波

责任编辑:何 为 苏 波

责任印制:张京华

装帧设计:任 玥

知识出版社出版发行

(北京阜成门北大街 17 号 邮政编码:100037 电话 010-68318302)

<http://www.ecph.com.cn>

河北省大厂回族自治县第一印刷厂印刷 新华书店经销

开本:787 毫米×1092 毫米 1/16 印张:13 字数:275 千字

2002 年 8 月第 1 版 2002 年 8 月第 1 次印刷

印数:1-5000 册

ISBN 7-5015-3566-3/G·1932

定价:20.00 元

本书如有印装质量问题,可与出版社联系调换。

# Words from Chief Compiler

## 主编寄语

这几年来我国经济发展很快,变化很大,中国企业走进世界,外国企业走进中国,跨越文化的商务交际越来越多了起来;作为交际的重要工具英语,从来没有像今天这样普及,这样重要。大学生和商界人士在商业大潮中已深深感受到:仅仅会说几句普通的英语口语已经远远不够了,学习商务专业英语,特别是提高阅读与听说的能力已是当务之急。我的大学毕业的学生在谈及自己就业和在企业工作发展的体会时对我说:光会几句简单口语不行了,商务专业英语阅读听说水平高会给你的事业发展插上腾飞的翅膀。这表达了年青人对商务英语听说能力提高的渴求。国家教育部也发出通知,大力倡导高校用英语或英汉双语讲授专业课,都说明英语学习已经从普及中走向提高。时代在进步,作为服务于社会教育的教材也必须跟上来。基于这些基本的想法,由我担任主编,汇合了北京外国语大学、中国人民大学、辽宁大学、河北科技大学、燕山大学、沈阳大学等高校教师编写了这套《WTO 国际商务英语系列教程》。

这套教程共6本,包括《国际经贸英语阅读听说教程》、《国际金融英语阅读听说教程》、《国际商务实用英语阅读听说教程》、《国际商务合作英语阅读听说教程》、《国际商务管理英语阅读听说教程》、《国际旅游休闲英语阅读听说教程》。各册教程的编写围绕着专业主题进行,突出对专业英语的阅读与听说训练,寓商务专业学习与英语能力培养于一体。因此,本套教程不仅适合大学经贸、管理、商务、英语专业作教材使用,也适合有志涉足当代商务的大学生、企业界人士作商务英语自修教材。

本套教程在编写过程中得到了知识出版社张高里、何为先生的大力支持和宝贵的指导,来自美国和英国的几位外籍教师专门为本套教程录了音。由于大家的共同努力,才完成了本套教程,我对全体编写者和为本套教程录音的外教朋友们表示衷心的感谢。由于我们编写经验不足,这套教程一定还有许多错误和不足之处,欢迎读者和同行批评指正。

王正元

2002 年夏

## Preface

## 前言

为了适应国际经济形势的变化和满足我国加入世界贸易组织(WTO)的需求,编者编写了这本《国际商务合作英语阅读听说教程》。本教程属《WTO 国际商务英语系列教程》之一部,它强调培养语言能力和提高实际交流技巧,使学习者在真实的场景下学习专业语言知识,掌握国际商务合作活动的基本技能。

本教程共 10 课,并配有录音磁带。教程内容涉及特许经营、国际战略联盟、国际商务文化、国际化、国际商务战略、对外直接投资、反向贸易、全球人力资源管理、领导行为、投资等方面。每课的专业文章包括若干个段落,每个段落介绍一个二级主题。每个段落配有相关练习,包括听力、词汇、基本句型、问答题、对话,使读者根据各种国际商务合作活动的具体情况并结合会话练习,提高听力和口语能力。

为了方便学习者掌握课文难点,知识出版社的编辑同志们还专门增设了词汇、基本句型和难句子的国际音标注音、中文释义和注释 3 个部分。

本教程紧扣国际商务合作英语的时代特征,具有内容新、题材广等特点,适用于英语、外贸、经济管理和商务等专业的学生,以及对这些专业英语感兴趣或有需要的成年自修者等。

由于作者水平有限,书中难免有不足之处,恳请读者批评指正。

吕 屹  
2002 年夏

W  
f  
o

# Contents

## 目 录

### Words from Chief Compiler

主编寄语

### Preface

前 言

### Lesson One Franchising

特许经营 .....	1
Passage 1 .....	1
Passage 2 .....	4
Passage 3 .....	8
Passage 4 .....	12
Case Discussion: 案例讨论	
“We’re Number One” .....	16

### Lesson Two International Strategic Alliance

国际战略联盟 .....	18
Passage 1 .....	18
Passage 2 .....	22
Passage 3 .....	27
Passage 4 .....	32
Case Discussion: 案例讨论	
The Ford-Mazda Alliance .....	36

### Lesson Three International Business Culture

国际商务文化 .....	39
Passage 1 .....	39
Passage 2 .....	42
Passage 3 .....	48
Passage 4 .....	52
Case Discussion: 案例讨论	
Cultural Differences at ABB .....	57

### Lesson Four Going International

国际化 .....	59
-----------	----

Passage 1 .....	59
Passage 2 .....	63
Passage 3 .....	66
Passage 4 .....	69
Passage 5 .....	72
Case Discussion: 案例讨论	
A Foreign Invasion .....	76

## Lesson Five The Strategy of International Business

国际商务战略 .....	78
Passage 1 .....	78
Passage 2 .....	83
Passage 3 .....	88
Passage 4 .....	92
Case Discussion: 案例讨论	
IKEA .....	95

## Lesson Six Foreign Direct Investment

对外直接投资 .....	98
Passage 1 .....	98
Passage 2 .....	104
Passage 3 .....	110
Passage 4 .....	116
Case Discussion: 案例讨论	
Conoco's Russian Investment .....	124

## Lesson Seven Counter-Trade

反向贸易 .....	126
Passage 1 .....	126
Passage 2 .....	129
Passage 3 .....	134
Passage 4 .....	138
Case Discussion: 案例讨论	
Downey's Soup .....	142

## Lesson Eight Global Human Resource Management

全球人力资源管理 .....	145
Passage 1 .....	145
Passage 2 .....	149
Passage 3 .....	152
Passage 4 .....	156

W  
6

Case Discussion: 案例讨论	
Global HRM at Colgate-Palmolive, Inc. ....	161
<b>Lesson Nine Leadership</b>	
领导行为 .....	163
Passage 1 .....	163
Passage 2 .....	168
Passage 3 .....	175
Passage 4 .....	181
Case Discussion: 案例讨论	
Getting the Best of Their People .....	188
<b>Lesson Ten Investment</b>	
投资 .....	190
Passage .....	190
Case Discussion: 案例讨论	
Buy Low, Sell High .....	195
<b>Bibliography</b>	
参考书目	

目  
录



# Lesson One Franchising 特许经营

## Passage 1

### A Reading

*Read the following passage carefully, try to understand ideas of it with the help of the given words below.*

In recent years, many would-be entrepreneurs have been attracted to a special form of small business, the franchise. Under a franchise arrangement, a producer or supplier arranges for dealers to handle a product or service under mutually agreed-upon conditions. The supplier is known as the franchiser; the dealers are known as the franchisees.

Franchises are one of the most popular ways of getting into a small business. This arrangement appeals to many people wanting to get into business because it avoids the risk of starting a business from the ground up and the expense of buying an ongoing firm. Franchising is an excellent way to combine the spirit of entrepreneurship with the lessons of a proven system. Consequently, franchises are one of the fastest growing and most important modern forms of business. At present, franchising accounts for one-third of retail sales and, sometime in the 1990s, the International Franchise Association (IFA) forecasts that franchising's share of retail sales will reach 50 percent.

Franchises meet many different customer demands. Some of the best-known franchises are in the fast-food industry, including McDonald's, Burger King, Wendy's, and Kentucky Fried Chicken. Franchises are popular in other service industries as well. For example, Ramada Inn Motels, Maids International, and Dollar Rent a Car are all franchises.

**Words:**

1. entrepreneur [ˌɒntɹəprəˈnɜː] *n.* 企业家
2. franchise ['fræntʃaɪz] *n.* 特许权, 专卖权, 管辖权(某一产品在某地市场中的独占权)
3. franchisee [ˌfræntʃaɪˈziː] *n.* 大公司特许分销店
4. franchiser ['fræntʃaɪzə] *n.* 给予特许证; 享有特许权的人
5. appeal [əˈpiːl] *vi.* 有感染力, 有吸引力
6. mutually ['mjʊːtʃuəli] *adv.* 相互, 彼此
7. supplier [səˈplaɪə] *n.* 供应商
8. dealer ['diːlə] *n.* 销售商
9. ongoing ['ɒŋɡəʊɪŋ] *n.* 正在发生的事情, 继续进行的动作
10. expense [ɪkˈspens] *n.* 消费, 费用; travelling expense 旅费
11. would-be ['wʊdbiː] *adj.* 期望或声言要成为……的, 想要成名的

**Expressions:**

1. would-be entrepreneurs: 想要成名的企业家
2. under a franchise arrangement: 按照特许权所达成的协议
3. under mutually agree-upon conditions: 彼此同意的条件, 已经达成的协议
4. appeal to: 对……有吸引力
5. avoid the risk of doing: 避免做……的风险
6. from the ground up:
  - 1) 从头开始: If one could begin from the ground up in each generation... 如果每一时代的人都能从头开始……
  - 2) 彻底: Learning the business from the ground up. 彻底学好这门生意。
7. start a business: 开办一个买卖, 开始从事一个行业
8. an ongoing firm: 一个新成立的公司
9. a proven system: 一套被证明的体系
10. account for: 应用, 努力从事
11. as well: 同样

**Notes:**

1. Under a franchise arrangement, a producer or supplier arranges for dealers to handle a product or service under mutually agree-upon conditions. 根据特许经营权达成的协议, 生产商或供应商要按照双方共同认可的条件为销售商提供销售产品或提供服务的安排。
2. This arrangement appeals to many people wanting to get into business because it avoids the risk of starting a business from the ground up and expanse of buying an on-

going firm. 这种安排吸引了许多想要从事商业活动的人,因为它避免了从头开始做买卖的风险以及收购正在经营公司的费用。

3. International Franchise Association (IFA): 国际特许经营协会
4. ...including McDonald's, Burger King, Wendy's, and Kentucky Fried Chicken. ....包括麦当劳、汉堡王、温迪、肯德基。
5. For example, Ramada Inn Motels, Maids International, and Dollar Rent a Car are all franchises. 例如,莱麦达汽车旅馆、美兹国际、美元租车等都是特许经营公司。

## B Listening

*Listen to the above passage with your book closed, and then fill the blanks with proper words you heard from the passage.*

1. In \_\_\_\_\_ years, many would-be \_\_\_\_\_ have been \_\_\_\_\_ to a special form of small \_\_\_\_\_, the \_\_\_\_\_.
2. Under a franchise \_\_\_\_\_, a producer or \_\_\_\_\_ arranges for dealers to \_\_\_\_\_ a product or service under \_\_\_\_\_ agreed-upon conditions.
3. This arrangement \_\_\_\_\_ to many people \_\_\_\_\_ to get into business because it \_\_\_\_\_ the risk of starting a business from the \_\_\_\_\_ up and the \_\_\_\_\_ of buying an ongoing firm.
4. \_\_\_\_\_ is an excellent way to \_\_\_\_\_ the spirit of \_\_\_\_\_ with the lessons of a \_\_\_\_\_ system.
5. Franchises meet many different customer \_\_\_\_\_. Some of the \_\_\_\_\_ franchises are in the fast-food \_\_\_\_\_, including \_\_\_\_\_, Burger King, Wendy's, and \_\_\_\_\_.

## C Rereading

*Reread the above passage quickly, then do the ask-and-answer oral practice in pairs.*

1. What kind of system of distribution is franchise?
2. Why does the franchise arrangement appeal to many people wanting to get into business?
3. As an excellent way, what does franchising combine?
4. Who forecasts franchising's share of retail sales will reach 50 percent?
5. Name some best-known franchises.

## D Sentence-Making

*Make sentences using the following words or patterns.*

1. arrange for

\_\_\_\_\_

2. be known as...

\_\_\_\_\_

3. appeal to ...

4. avoid the risk of . . .

5. combine . . . with . . .

6. account for . . .

7. be an excellent way to . . .

## E Speaking

*Read the following dialogue once. Underline the key words while reading and retell the dialogue in your own words to your partner.*

A: — Who has been attracted to the franchising arrangement in recent years?

B: — Many would-be entrepreneurs.

A: — What should we call the supplier or producer under a franchise arrangement?

B: — Franchiser.

A: — Can you tell why franchises are one of the fastest growing and most important modern forms of business?

B: — Because it avoids the risk of starting a business from the ground up and the expense of buying an ongoing firm, and it is an excellent way to combine the spirit of entrepreneurship with the lessons of a proven system.

A: — Do franchises meet different customer demands? Name some of the best-known franchises in the fast-food industry.

B: — Yes, they meet many different customer demands. In the fast-food industry, McDonald's, Burger King, Wendy's, and Kentucky Fried Chicken are all best-known franchises.

## Passage 2

### A Reading

*Read the following passage carefully, and try to understand ideas of it with the help of the given words below.*

While the products of franchises vary widely, the basic business arrangements have much in common. These arrangements are contained in a franchise agreement, which is a contract between the supplier and dealer that spells out what each party will do. Typically the dealer (franchisee) agrees to:

- Pay a franchise fee for the right to run the operation.

- Pay a percentage of the gross revenues to the supplier (franchiser).
- Follow the operating procedures that have been set forth by the franchiser.
- The franchiser, in turn, usually promises to do the following things:
- Allow the franchisee the right to use the company's name, logo, and symbols (such as the golden arches in the case of McDonald's).
- Provide advertising and marketing support at both the local and the national levels.
- Provide professionals, standardized training so the franchisee learns how to run the unit correctly.
- Provide the franchisee with merchandise (food and equipment) at whole-sale prices.
- Assist the franchisee in getting financial assistance, such as a line of credit with a local bank.
- Provide ongoing help for the duration of the contract.

When you receive a contract, have a lawyer look it over and comment on the advantages and disadvantages of the agreement. Also have an accountant or banker examine the initial investment, the likely annual revenues, the potential return on investment, and the overall financial risks. In entering the world of franchising, as with other small-business ventures, you must look before you leap.

### Words:

1. vary ['veəri] *v.* 相区别, 差别
2. logo ['lɒɡəʊ; 'ləʊɡəʊ] *n.* 标识语
3. typically ['tipikəli] *adv.* 典型地, 通常地
4. percentage [pə'sentɪdʒ] *n.* 百分比, 部分
5. revenue ['revənju:] *n.* 收入, 收益, 税收
6. standardize ['stændədaɪz] *n.* 使标准化
7. duration [djuə'reɪʃən] *n.* 持久, 持续时间
8. potential [pəʊ'tenʃ(ə)l] *n.* 潜在性, 潜能
9. accountant [ə'kauntntənt] *n.* 会计师

### Expressions

1. franchise agreement: 特许经营合同或协议, 特许

2. have ... in common: 在……有相同之处
3. spell out: 讲清楚地, 清楚地说明
4. set forth: 提出
5. financial assistance: 财政支持和援助
6. a line of credit with a local bank: 和当地银行的一笔信用贷款交易
7. provide professionals, standardized training: 提供专家帮助以及标准培训
8. comment on: 评论
9. initial investment: 首期投资, 初始投资额
10. overall financial risks: 全部的金融风险

### Notes:

1. While the products of franchises vary widely, the basic business arrangements have much in common. 虽然特许的产品各不相同, 但其基本贸易程序大体相同。
2. Pay a franchise fee for the right to run the operation. 为获得运营业务权而付特许费。
3. Pay a percentage of the gross revenues to the supplier (franchiser). 向供应商(即特许人)交付一定比例的年收入额。
4. Follow the operating procedures that have been set forth by the franchiser. 服从由特许人提出的运作程序。
5. You must look before you leap. 你必须三思而后行。

### B Listening

*Listen to the above passage with your book closed, and then fill the blanks with proper words you heard from the passage.*

1. These \_\_\_\_\_ are \_\_\_\_\_ in a franchise agreement, which is a \_\_\_\_\_ between the supplier and dealer that \_\_\_\_\_ out what each \_\_\_\_\_ will do.
2. While the \_\_\_\_\_ of franchises vary \_\_\_\_\_, the basic \_\_\_\_\_ arrangements have much in \_\_\_\_\_.
3. When you \_\_\_\_\_ a contract, have a \_\_\_\_\_ look it over and \_\_\_\_\_ on the \_\_\_\_\_ and \_\_\_\_\_ of the agreement.
4. Also have an \_\_\_\_\_ or banker examine the \_\_\_\_\_ investment, the likely annual \_\_\_\_\_, the potential \_\_\_\_\_ on investment, and the overall \_\_\_\_\_ risks.
5. Provide \_\_\_\_\_, standardized \_\_\_\_\_ so the \_\_\_\_\_ learns how to \_\_\_\_\_ the unit \_\_\_\_\_.

### C Rereading

*Reread the above passage quickly, then do the ask-and-answer oral practice in pairs.*

1. What is a franchise agreement?
2. What does a franchisee agree to do typically?

3. What does a franchiser provide for a franchisee?
4. Does the franchiser assist the franchisee in getting financial assistance?
5. How can a lawyer help you when you receive a contract?
6. What can an accountant or banker help to examine?

### D Sentence-Making

*Make sentences using the following words or patterns.*

1. have...in common

---

2. spell out

---

3. agree to...

---

4. a percentage of

---

5. in turn

---

6. promise to...

---

7. standardized

---

8. provide...with...

---

9. assist...in...

---

10. in entering...

---

### E Speaking

*Read the following dialogue once. Underline the key words while reading and retell the dialogue in your own words to your partner.*

- A: — Do the basic business arrangement have anything in common although the products of franchises vary widely?
- B: — Yes, they have much in common.
- A: — What does the dealer agree to pay to the supplier?
- B: — He should pay a franchise fee and a percentage of the gross revenues.
- A: — Where should the franchiser provide advertising and marketing support?
- B: — At both the local and the national levels.
- A: — Oh, I see. Is it necessary to have a lawyer look over the franchise contract?

B: — Yes, the lawyer can also make some comments on the advantages and disadvantages of the agreement.

A: — Do you have any advice to give for entering the world of franchising?

B: — Yes, follow the old saying: look before you leap.

## Passage 3

### A Reading

*Read the following passage carefully, and try to understand ideas of it with the help of the given words below.*

Franchising offers a number of important advantages. One is that the franchiser provides you with management and operational training, showing you how to organize and operate the unit. Since the franchiser knows the best ways to produce the product or service, keep records, control inventory, and manage cash, you quickly learn what to do and what not to do. This greatly increases your chances of making the venture a success. However, there is also room for innovative approaches. For example, Pizza On The Run, a Miami-based franchiser, sells franchises that include a truck in which the pizza is made. When customers call orders into the franchiser's central dispatcher, the individual sends the nearest truck to that location. As the driver heads for the locale, the baker in the back of the truck prepares and cooks the pizza. Because a typical pie takes only 7 minutes to bake, the pizza arrives nice and hot.

A second advantage is that the goods or service has already been tested in the marketplace, has proved to be in demand, and has instant name recognition. You need not worry about whether anyone will buy the hamburgers or auto parts. The franchiser has already identified and demonstrated the market demand and has the name before the public.

In addition, the franchiser often helps with advertising and promotion. For example, the franchisers pay for the TV ads for national franchises such as Holiday Inn, Kentucky Fried Chicken, and Burger King. However, the franchisee pays for these benefits with the original franchise fee and may pay a percentage of sales to the franchiser for such services.

Finally, in many cases, the franchiser helps secure financial assistance. For example, a bank might refuse to lend money to Carl



and Jennifer Smith, who want to open "Smith's Muffler Shop". The bank would more likely make a loan if the Smiths had a Midas Muffler franchise. Also, the SBA and about 1,000 private lenders participate in a program that provides loans, and franchisers themselves will often provide necessary start-up capital.

### Words:

1. operational [ˌɒpə'reɪʃənəl] *adj.* 经营上的, 业务上的
2. inventory ['ɪnvəntəri] *n.* 库存, 存货, 盘存
3. innovative ['ɪnəuveɪtɪv] *adj.* 革新的, 新颖的
4. dispatcher [dɪs'pætʃər] *n.* 发送者, 调度员
5. promotion [prə'məʊʃən] *n.* 促销
6. SBA: Small Business Administration 小型企业管理中心
7. start-up capital 启动资金

### Expressions:

1. provide sb. with management and operational training: 向……提供管理和经营运作方面的培训
2. keep records: 记财
3. control inventory: 调控库存
4. manage cash: 管理现金
5. innovative approaches: 革新、创新的方法
6. head for...: 出发, 前往
7. prove to be in demand: 证明急需某物
8. secure financial assistance: 确保财政上的援助
9. make a loan: 贷款

### Notes:

1. When customers call orders into the franchiser's central dispatcher, the individual sends the nearest truck to that location. 当客户的订单进入特许商的中心调度处时, 就有专人从离客户最近的地方把货车开往客户所在地。
2. A second advantage is that the goods or service has already been tested in the market-place, has proved to be in demand, and has instant name recognition. 第二个优势就是这种商品或服务已在市场上得到验证, 已被证明为客户所需, 能够得到迅速的牌认可。
3. The franchiser has already identified and demonstrated the market demand and has the name before the public. 特许商已验证并保证市场需求, 在大众面前已创立和拥有了名声。