

杨祖宪 龚晓斌 主编

中国公司在海外 外国公司在中国

最新

商务英语读本

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中国公司在海外 外国公司在中国

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序 言

PREFACE

经过近 30 年的“卧薪尝胆”，中国正在崛起：2006 年全年 GDP 总值突破 2.7 万亿美元，超越英国成为世界第四大经济体，如按购买力平价（PPP）计算，中国的经济总量达 10 万亿美元，仅次于美国；全年进出口总额达 17 607 亿美元，超过日本成为世界第三贸易大国。世贸组织预测，到 2007 年底，中国的外贸总额有望超过德国，成为仅次于美国的世界第二大贸易国。

中国经济发展如此强劲，“外资公司在中国”与“中国公司在海外”功不可没。根据商务部最近统计数据与报告，截止到 2007 年中期，全国累计批准设立外商投资企业逾 61 万家，世界 500 强企业中有将近 480 家在中国投资，其中多家已在中国建立了地区总部与全球性研究中心。商务部公布的数据显示，截至 2006 年底，中国累计对外直接投资达 733 亿美元，设立境外中资企业万余家。

20 多年来，外资企业对华投资的规模与经营层次不断提升，从“投石问路”到大举进军，从“三来一补”到“ICs”高科技、资本巨无霸项目，从绿地投资到兼并与收购，从合资到“单飞”，实现了从“点进入的零散项目”到“面进入配套型或产业链的大项目”的飞跃，在中国市场获取了更多的控制权与话语权。当然，外资企业的到来，也有效弥补了中国国内建设资金的不足，还带来了大量的新技术以及先进的经营方式和管理经验，携来了现代流通和市场营销理念，引入了国际竞争机制、国际规则和国际标准，并创造了数以万计的就业机会，加速了中国融入全球经济的进程。

与此同时，“中国公司走出去”也成绩非凡。从单一的劳务输出到工商银行在海外发行全球最大的 IPO，从“中国制造”的外贸产品在折扣店羞涩贱卖到“中国创造”的华卫技术笑傲欧美通信市场，从开店设厂到联想以“蛇吞象”购并了 IBM 的 PC 业务，中国企业在海外越走越远、越做越大。价廉物美的中国制造商品使美国家庭主妇瑟娜在抵制“中国制造”近一年后，终于感叹道：“没有中国产品的生活会变得糟糕透顶。”数万辆地地道道的中国华晨造骏捷和尊驰牌汽车堂而

皇之地驶进了 BMW 与奔驰的故乡,即使驾驶过卓越顶级汽车的德国车手对来之东方中国产汽车的可靠性与舒适性也翘指咋舌、赞叹不已。

《最新商务英语读本》从“外国公司在中国,中国公司在海外”的角度出发,精选了源自国际英文主流媒体的 30 篇文章,其内容新颖、文字地道、文体多样。文章覆盖了外国公司在中国、中国公司在海外的扩展谋略与实战活动。同时,每一单元配有背景导读、语点解释与课文练习,旨在让读者看做结合、学练同步、学有所得、无师自通。

著名世界咨询公司麦肯锡(McKinsey)的一份报告称:中国缺乏训练有素的大学生可能成为中国经济进一步增长以及发展更先进产业的致命弱点。报告指出:该弱点反映在中国大学生缺乏应用技能、英语水平低下等方面。要改变此状况,麦肯锡上海办事处负责人、报告作者之一高安德(Andrew Grant)建议:中国政府应改善高校与企业之间的衔接,教授学生企业要求他们掌握的技能。

《最新商务英语读本》不但选用了原汁原味的地道英文,还配有专业水平的商务知识注释,让尚未走出象牙塔的学生照样知晓与行业、企业有关的天下事,让他们了解“红海”与“蓝海”的差异,知道“红筹”与“蓝筹”的区别、“蓝领”与“粉领”的辨识,让他们提前进入企业、步入市场,增强他们未来就业与事业拓展的综合竞争能力。

江南大学外语学院 杨祖宪
2007 年初夏于江南大学蠡湖校区

目 录

Contents

Part I Foreign Firms in China 第一部分 外国公司在中国

 <u>Text 1</u> 	1
Business Chiefs Eye China Profit 全球公司老总“商”眼瞄准中国利润	
 <u>Text 2</u> 	4
IBM Expands Global Delivery Capabilities to Inland China IBM 借中国内陆之力,提升其全球交付能力	
 <u>Text 3</u> 	7
Toyota May Add China Capacity to Hit Sales Goal 丰田: 为中国汽车工业腾飞插上“飞毛腿”	
 <u>Text 4</u> 	10
Motorola China R&D Institute 摩托罗拉“研发”在中国	
 <u>Text 5</u> 	16
Auchan Growing Globally 欧尚全球化飓风席卷中国	
 <u>Text 6</u> 	21
Communist Party Branch Set Up at Wal-Mart's China Headquarters 沃尔玛中国总部成立了中国共产党党支部	

	Text 7	25
McDonald's in China: A Sprint and Marathon Combined 麦当劳: 短长结合赢在中国		
	Text 8	30
Nokia Connects in China 诺基亚连通中国		
	Text 9	35
GE Wins US \$160 Million Olympic Contract GE 获得 2008 年北京奥运会 1.6 亿美元订单		
	Text 10	38
For Once, a Foreign Bank May Have Bought Wisely in China 购买中国小型商业银行: 一笔合算的买卖		
	Text 11	42
Lenovo, DELL Show Hands in China 联想与戴尔交手于白热化的中国市场		
	Text 12	47
Wal-Mart Trumps Carrefour in China 在中国, 沃尔玛击败家乐福成功收购好又多		
	Text 13	51
Where Are Unilever's Eyes in China? 联合利华在中国市场如何定位?		
	Text 14	54
KFC Claims: No Trans Fatty Acids in Food 肯德基: 中国肯德基食品不含反式脂肪酸		
	Text 15	57
Sony to Replace Laptop Batteries Worldwide 索尼含泪召回“问题电池”		

Part II Chinese Firms Going Global

第二部分 中国公司在海外

<u>Text 1</u>	61
China Taking Lead over US in Solar Energy 中国赶超美国,领军太阳能业	
<u>Text 2</u>	65
Lenovo's Two-Front War 联想双线出击中美市场	
<u>Text 3</u>	68
Geely to Enter the US Market in 2008 吉利汽车打算 2008 驶入美国市场	
<u>Text 4</u>	72
COSCO's New Way: Internationalization in USA 中远新坦途: 中远在美国的国际化经营越走越远	
<u>Text 5</u>	75
COSCO's Undefensing Development 中远发展势如破竹,美国人诚惶诚恐	
<u>Text 6</u>	78
China's Huawei Gives It Up for Vodafone 中国华为为沃达丰做嫁衣	
<u>Text 7</u>	83
Li-Ning Goes Global 李宁品牌走出国门,踏遍全球	
<u>Text 8</u>	86
Microwave Ovens Certified to RoHS 美的微波炉获出口欧盟新“绿色通行证”	

Text 9	89
Haier Group Bids US\$1.3 Billion for Maytag 海尔大手笔: 13 亿美元拟购美国家电巨头美泰	

Text 10	93
Chinese Sinochem Looks to Africa in Oil Hunt 中化指望非洲, 寻觅海外石油	

Text 11	96
FAW Makes Local Inroads 一汽汽车在南非市场独领风骚	

Text 12	100
Race to the World's Energy Hotspots 中石化跑步抢占世界能源热地	

Text 13	104
Baosteel Sets Sights on Overseas Listing by 2010 宝钢计划 2010 年之前在海外上市	

Text 14	107
What Goes around Comes around. It's China's Turn! 风水轮流转, 这回轮到中国公司了!	

Text 15	111
Overseas Strategies of Chinese Companies 中国公司的海外战略	

Keys to the Exercises of Part I	115
第一部分练习答案	

Keys to the Exercises of Part II	120
第二部分练习答案	



Part I Foreign Firms in China

第一部分 外国公司在中国

Text 1

Business Chiefs Eye China Profit

全球公司老总“商”眼瞄准中国利润

导读: 连续 20 多年的经济高速发展使中国一跃成为世界大国, 经济总量位于世界四强之列, 商品贸易为全球第三, 在华外资企业超越 650 000 家, 全球 500 强公司该来的也都来了。近日一项对欧洲、北美和亚太地区高管的调查显示, 世界工商界老总们一致将中国视为各自企业利润增长的新源泉, 但其中也不乏有人对来自中国公司日益强大的竞争力忧心忡忡。

World business leaders overwhelmingly see China as an opportunity for their companies, according to a survey of top executives in Europe, North America and Asia Pacific, but most also fear Chinese competitors will steal their business secrets

Hay Group, the management consultancy, found that 83 percent of the business chiefs wanted to cash in on China's fast-growing appetite for imported goods and services

The majority were already established in China or had plans to be there within the next five years. But the executives were concerned about the Chinese business environment, with poor protection of intellectual property the biggest worry. Other perceived barriers to success in China included corruption, bureaucracy and the opaque legal system

Nearly a quarter of the business leaders thought the unfair treatment of foreign firms was one of the biggest obstacles to doing business in the country

The survey found concerns about the lack of good managerial talent in China, with a quarter citing skill shortages when looking for local managers.

More than half the executives rated the communication skills of Chinese managers as worse than managers at home, while almost half thought they had poor organizational skills

A third wanted more Chinese language teaching in their home countries and 16 percent wanted business school courses to include Chinese content

Frank Hartle, a Hay Group director, said, "We face a war for talent both in China and in domestic markets as companies scramble to recruit leaders and managers with an understanding of the Chinese market and business culture "

The survey found that a quarter of the global companies had no China strategy—with the figure rising to 29 percent for European businesses surveyed and 38 percent for the British participants

The executives surveyed expected sales in China to be worth 14 percent of their global revenues by 2009, double the current level. North Americans were most optimistic, forecasting a tripling of sales

Words and Expressions

overwhelmingly (adv)	压倒性地
consultancy (n.)	咨询服务公司
corruption (n.)	腐败, 贪污
bureaucracy (n.)	官僚作风
opaque (adj)	不透明的
obstacle (n)	障碍, 妨碍物
managerial (adj)	管理的
communication skills	沟通技能
scramble (v)	仓促地行动
recruit (v)	吸收(新成员)
optimistic (adj.)	乐观的
forecast (v)	预测; 预见到

Exercises

Exercise 1: Reading Comprehension

Choose the best answer for each of the following questions.

- The biggest problem the foreign companies meet in China is _____.
 A land problem
 B unfair treatment
 C Chinese policy
 D culture gap

- 2 What do foreign companies worry about their Chinese rivals?
 - A They will steal their business secret
 - B They will join together
 - C They will monopolize
 - D They will break the balance
- 3 According to most of the executives surveyed, the Chinese managers are worse than managers at home in _____.
 - A English language
 - B Chinese language
 - C managerial skills
 - D communication skills

Exercise 2: Blank Filling

*Fill each of the blanks with the appropriate word or expression from the box
Change the form of the word or expression when necessary*

overwhelmingly corruption opaque obstacle optimistic

- 1 They are cautiously _____ that the reforms will take place
- 2 The area was full of streams, bogs and other natural _____
- 3 The _____ majority of those present were in favor of the plan
- 4 The new district attorney has promised to fight police _____
- 5 You can always use _____ glass if you need to block the street view.

Exercise 3: Translation

Translate the following sentences into English

- 1 高管们对中国的商业环境表示担心,其中最大的担忧是中国对知识产权保护不力。
- 2 世界商业领袖普遍将中国视为各自企业的一次机会,但大多数人也担心中国竞争者将窃取他们的商业秘密。
- 3 分之一的被调查者认为,应该在本国加强汉语和中国商业文化教育。

Text 2

IBM Expands Global Delivery Capabilities to Inland China

IBM 借中国内陆之力，提升其全球交付能力

导读: IBM, 即国际商业机器公司, 1914 年创立于美国, 是世界上最大的信息产业跨国公司, 目前拥有全球雇员 35 万多人, 业务遍及 160 多个国家和地区。2006 年, IBM 公司的全球营业收入达到 914 亿多美元。在过去的 80 多年里, 世界经济不断发展, 现代科学技术日新月异, IBM 始终以超前的技术、出色的管理和独树一帜的产品领导全球信息工业的发展, 保证满足世界范围内涉及到几乎所有行业用户对其信息处理的全方位需求。

IBM signed an agreement today with the Chengdu High-Tech Zone, to establish a Global Delivery Center within the Chengdu Tianfu Software Park.

Scheduled to be operational by February 2007, this new center will provide multi-lingual application development and maintenance services to clients globally in English, Japanese and Chinese, and to the IBM Global Procurement Center, recently located to the southern Chinese city of Shenzhen.

"As part of our transformation to becoming a globally integrated business, IBM is focused on amassing the right skills and expertise where they exist to deliver the right services to our clients. The presence of a vast talent pool, technical capabilities and business friendly economic policies make China one of our key locations to deliver world-class services to clients around the world," said Frank Kern, General Manager, IBM Asia Pacific.

The new center in Chengdu further strengthens IBM's existing network of global delivery centers in China across Shenzhen, Dalian and Shanghai. Established since 1999, China Global Delivery Services has been assessed at SEI CMMI Maturity Level 5, the highest in the industry, providing support to clients in America, Europe and Northeast Asia. IBM also plans to aggressively grow the scope of services according to clients' needs. The globally benchmarked Chengdu center will have local talent working with highly-trained staff from other parts of China and from IBM operations around the world.

Henry Chow, Chairman and CEO of IBM Greater China, said, "The expansion of IBM's Global Delivery Center network to Chengdu is a testament to our commitment to the talent and opportunities we see here."

Henry Chow further added, "The emerging opportunities in western China will enable IBM to further strengthen our global delivery network in China. We look

forward to working with our local partners from government, academia and business to see these opportunities to fruition ”

The capital of Sichuan Province, Chengdu, boasts a population of 12.2 million. Chengdu is also home to a large number of highly-trained IT professionals, providing a strong pool of talent for the IBM Global Delivery Center. IBM has further committed to work with local universities and government bodies to ensure key skills, such as languages, are developed locally.

IBM established the Chengdu branch office in 1996. The product and services have expanded rapidly in the last ten years for Chinese domestic clients covering across public, finance, telecom, distribution and industrial sectors.

Words and Expressions

operational (<i>adj.</i>)	操作的, 运作的
maintenance (<i>n.</i>)	维护; 保持
procurement (<i>n.</i>)	采购; 调配
transformation (<i>n.</i>)	转变; 转化; 转换
integrated (<i>adj.</i>)	综合的; 完整的
amass (<i>v.</i>)	收集; 积聚
expertise (<i>n.</i>)	专门技术
benchmark (<i>n.</i>)	基准
testament (<i>n.</i>)	证据, 证明
commitment (<i>n.</i>)	委托事项; 许诺; 承担的义务
fruition (<i>n.</i>)	享用; 成就; 实现

Exercises

Exercise 1: Reading Comprehension

Choose the best answer for each of the following questions.

- What is the IBM's Global Procurement Center's location in China?
 - Shenzhen.
 - Chengdu
 - Shanghai
 - Dalian
- Which one of the following answers is not the target market of China Global Delivery Services?
 - America.
 - Europe
 - Northeast Asia.

- D Africa
- 3 IBM selected China as one of its key locations to deliver world-class services to clients around the world for the following reasons except _____
- A the presence of a vast talent pool
- B technical capabilities
- C multi-lingual environment
- D friendly economic policies

Exercise 2: Blank Filling

Fill each of the blanks with the appropriate word or expression from the box
Change the form of the word or expression when necessary

operational integrate transformation amass expertise

- 1 He _____ a fortune from silver mining
- 2 It is difficult to find staff with the level of _____ required for this job
- 3 The way in which we work has undergone a complete _____ in the past decade
- 4 The new airport is now fully _____
- 5 This company has not made any effort to _____ with the local community

Exercise 3: Translation

Translate the following sentences into English

- 1 按照全球标准建立的成都全球物流中心,将会拥有当地的优秀员工和来自中国其他地方的有经验的 工作人员,同时还有来自世界其他 IBM 的工作人员。
- 2 IBM 承诺将进一步与当地的高等教育机构和政府机关合作,以确保包括程序语言在内的各种关键技术的发展
- 3 位于成都的全球物流中心将向全球用户用英语、汉语和日语提供应用开发和维护服务

Text 3

Toyota May Add China Capacity to Hit Sales Goal

丰田：为中国汽车工业腾飞插上“飞毛腿”

导读：丰田在中国的目标：到2010年汽车总销量突破100万辆，拟占中国市场10%的份额。如仅用进口车来填补，高额的进口关税会使买者望而却步。所以，唯一的选择是扩大其在中国本土市场的产量，而其广州、天津南北两大生产基地双向出击是实现丰田10%目标的上上策。丰田的两大生产基地，加上其享誉全球的精细生产管理体系与精湛技术，无疑会给中国汽车工业的腾飞插上“飞毛腿”。

TOKYO—Toyota Motor Corp. may have to build two more plants and increase capabilities of its existing factories in China to raise its manufacturing capacity to 900,000 vehicles a year to meet its 2010 sales target.

“Toyota is aiming to sell one million vehicles in China by 2010—a level equivalent to about 10% of the projected Chinese auto market by then,” Yoshi Inaba, Toyota executive vice president and the company’s chief of Chinese operations, said in an interview.

“Given that China levies 25% tariffs on imported vehicles, Toyota couldn’t possibly export into China a high proportion of cars,” he said.

“The Japanese company needs to produce in China as much as 90% of the targeted one million vehicles to make its business viable,” he said. Toyota currently has capacity to produce 443,000 vehicles a year in China. Mr. Inaba didn’t say how many more auto manufacturing facilities Toyota plans to build in China.

Toyota usually needs two or three plants to make 450,000-plus vehicles a year, although the company could meet some of those capacity needs by boosting capabilities at its existing factories. Its biggest Chinese plant, just outside the southern city of Guangzhou, has the capacity to produce 200,000 vehicles a year. Earlier this year, it began manufacturing a Chinese version of the recently redesigned Camry sedan¹.

“We have to somehow find a way to build up our manufacturing capacity here, even though it’s a tall order² to quickly choose and develop appropriate models for the market,” Mr. Inaba said.

According to a confidential Toyota plan reviewed by *The Wall Street Journal*, the Japanese company is already planning to add by 2009 a second auto factory capable of producing 100,000 vehicles annually at its production complex near

Guangzhou

At that planned second Guangzhou plant, Toyota is likely to produce, among other cars, the Yaris, a subcompact hatchback already marketed in the US and Europe

The plan also calls for producing and selling in China the RAV4 and the highlander sport-utility vehicle, but it isn't immediately clear where in the country Toyota might build those vehicles

1 Camry sedan 凯美瑞(丰田的一款车型),在中国市场卖得火暴,进入2007年,已连续数月稳居中档车销售冠军

② a tall order 难以达到的目标,艰难的任务。

Words and Expressions

plant (n.)	工厂
target (n.)	目标; 指标
levy (v.)	征收; 召集
tariff (n.)	关税; 税率
viable (adj.)	能独立生存的; 切实可行的
currently (adv.)	现在, 当前
boost (v./n.)	推动; 提高; 由后向上推
confidential (adj.)	秘密的; 机密的
review (v.)	评论
complex (n.)	综合结构; 联合企业
subcompact (n.)	微型小客车, 微型汽车
hatchback (n.)	(带后盖箱的)小汽车

Exercises

Exercise 1: Reading Comprehension

Choose the best answer for each of the following questions.

- 1 For _____, Toyota chooses to produce in China 90% of its vehicles.
A cheap labor
B. saving transporting expense
C high levy on imported vehicles in China
D good business environment
- 2 Which of the following is not the way to raise Toyota's manufacturing capacity?
A To build more plants
B. To increase capabilities of its existing factories.