# Business English Reading(Ⅱ)

# 商务英语阅读

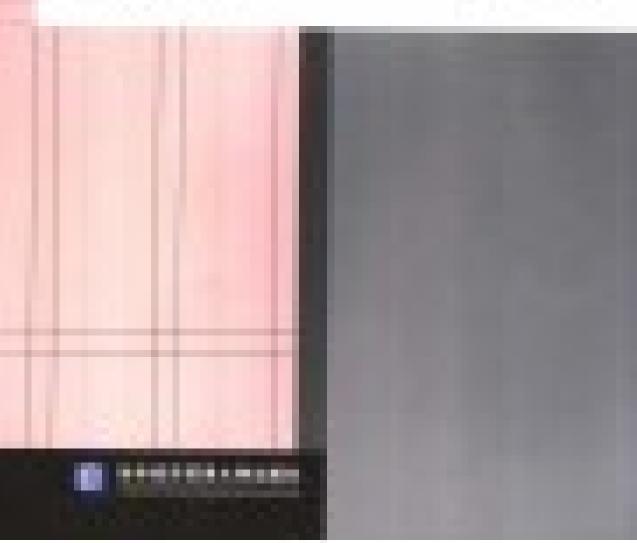## （下册）

国晓立　周树玲　主编

Business
English Reading(II)
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（下卷）

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## （下册）

# Business English Reading （Ⅱ）

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# 商务英语阅读（下册）
## Business English Reading（Ⅱ）

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**责任编辑：胡小平**

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研究生和本科层次的商务英语教材适用于全国各高等院校英语专业的商务英语方向或国际贸易、国际经济、国际工商管理等商科专业的学生。

高职高专层次的商务英语教材适用于全国高职高专院校英语专业的商务/应用/外贸英语方向以及国际贸易或财经类专业的学生。

根据国家教育指导思想，目前我国高职高专教育的培养目标是以能力培养和技术应用为本位，其基础理论教学以应用为目的、够用为尺度、就业为导向；教材强调应用性和适用性，符合高职高专教育的特点，既能满足学科教育又能满足职业资格教育的"双证书"（毕业证和技术等级证）教学的需要。本套教材编写始终贯彻商务英语教学的基本思路：将英语听说读写译技能与商务知识有机融合，使学生在提高英语语言技能的同时了解有关商务知识，造就学生"两条腿走路"的本领，培养以商务知识为底蕴、语言技能为依托的新时代复合型、实用型人才。

本套教材——"新世界全国高职高专院校规划教材·商务英语专业"——包括《商务英语综合教程（上册）》、《商务英语综合教程（下册）》、《商务英语阅读（上册）》、《商务英语阅读（下册）》、《商务英语听说》、《商务英语口语》、《商务英语写作》、《商务英语翻译》、《外贸英语函电》、《商务谈判》、《国际商务制单》等共11册教材。作者主要来自天津对外经济贸易职业学院、山东外贸职业学院、安徽国际商务职业学院、安徽商贸职业技术学院、大连职业技术学院和广东科学技术职业学院等。他们都是本专业的"双师型"名师，不仅具有丰富的商务英语教学经验，而且具有本专业中级以上职称、企业第一线工作经历，主持或参与过多项应用技术研究，这是本套教材编写质量的重要保证。

此外，本套教材配有教师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）。

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# 前　　言

　　学习语言的人都知道，语言的习得过程是由听说读写组成的。听和说可以说只是模仿阶段，而读可以帮助语言习得出现质的飞跃。它可以帮助你迅速扩大词汇量，将一门外语学活，并从思维方式得到训练从而加强语感。本书从世界著名经济报刊、论著、网站等资源精心选材，进行编排，目的是使读者提高英语阅读和理解能力，同时掌握一定的国际商务知识，了解经济领域的一些新动态；使从事国际商务的人士在较短时间内熟悉经贸领域专业词汇，提高语言技能，成为中国加入世贸后急需的复合型商务人才。

　　本书的特点是，第一，英语阅读技能与商务知识有机融合。本书采用商务方面的英语文章向学生传授英语阅读技能，使学生在提高英语阅读能力的同时了解商务知识。第二，涉及领域广。《商务英语阅读》分上下两册，本书为下册，共16个单元，涉及了国际贸易、金融、营销、物流、人力资源管理、跨文化交际、知识产权等多个领域。每个单元包括主课文和快速阅读。主课文内容翔实，让读者对本单元话题作整体了解，并掌握本领域所涉及的专业词汇；快速阅读有的选自新闻报道，短小精悍，从某一独特视角让读者体会此领域的新发展和新动态。第三，注释详细。针对文章中出现的专业术语以及相关的知识背景，本书都提供了详细的注释，帮助读者更好地理解文章。第四，形式多样的练习。本书的练习题型包括回答问题、词义搭配、多项选择、正误判断、英译汉等，并附有答案，目的在于帮助读者巩固所学内容，并帮助读者提高语言实际运用能力。

　　本书适用于高职高专商务英语专业学生，也可作为国际贸易、工商管理等其他专业的学生和从事国际商务的人士及英语爱好者的英语自学用书。

　　本书的编写人员来自于山东外贸职业学院，他们在英语语言方面都有较深的造诣，而且都有多年的商务英语阅读教学经验。由于编写时间仓促，本书有很多疏漏和不当之处，敬请专家和读者批评指正。

　　本书配有课件，可供教师备课参考。

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编　者

2007 年 4 月

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# Contents

## Contents

# Unit 1

────────────  **Team Spirit: Cultivate the Culture**

1. What is team spirit?
2. What are the possible ways to enhance team spirit?

Team spirit refers to the spirit of a group that makes the members want the group to succeed. It is the catalytic agent to performance. Strategic plans, marketing, technology, and capital investments are important. But the emotional commitment of the people using the tools or executing the plans will determine if they sink or soar. Too often we enter expensive facilities with high expectations, only to be treated like an intrusion by frontline staff. Or huge investments in CRM technologies designed to enhance customer service are used by indifferent frontline staff. The spirit of a team is a key feature in high performance. Working together in a spirited way, interdependent teams inspire more imaginative responses to challenges confronting organizations.

It is reported that more and more companies tend to require employees with team spirit. In the interview, questions are often asked such as "Have you joined any campus associations?", "Do you like class activities?" and the like. Besides, collective programs will sometimes be held to test interviewees. Undoubtedly, team spirit is being given more and more attention. Team spirit is very important to a company. It requires that employees' individual performance should be consistent with the whole interest. Cooperation and discussion are needed instead of individual show. With team spirit, a company is an efficient and systematic organization. Without team spirit, everyone works according to his own plan and there is no efficiency at all.

For the best companies, their team spirit or culture is a major competitive advantage.

Competitors can get the same equipment, technologies and through acquisitions buy comparable products, labor, brands, facilities, and other assets. But they can't buy the intangible culture of customer caring or commitment to high quality that makes or breaks their tangible investments.

There are some ways that ineffective managers often kill team spirit and build a culture of mediocrity:

**Your external advertising and branding is inconsistent with what your people experience daily on the job.**

This increases "the snicker factor," deepens cynicism, and emotionally disconnects the staff delivering the services. So, customers see a big gap between their expectations, set by marketing and their service experience. But managers rarely experience the customer's frustration.

**You talk about empowerment but still have approval levels, slow decision making, and rules.**

In other words, "you're empowered but check with us first." There's talk of an open-door policy, but closed minds or coolness often greet people who raise unpopular issues or bad news. When people participate in surveys or focus groups, they rarely hear what is done with their input.

**Despite all your pious declarations about values and the importance of people, you treat your people as inanimate assets to be managed.**

Phrases like "head count," "human capital," "my people," dehumanize people. Most of us want to be treated as human beings, not "human resource." Managers who view "their people" as property are dispassionate.

**Management issues are treated with much higher priority than those of frontline staff.**

Managers spend most of their time in their offices — little time for asking frontline staff of their opinions. Managers' behavior suggests, "If I want your bright ideas, I'll give them to you." Once a year they might run a survey and then discount the results as "just perception."

**Your paternalistic recognition programs provide condescending pats on the head.**

When managers give out compliments or recognition, they expect a receipt. For many people, pride is more important than money. In organizations where people are disrespected and poorly treated, higher pay becomes a way of compensating them for soul-destroying toil. In contrast, highly spirited and well-led teams are often competitive in their pay and way ahead of their counterparts in "physical pay" through higher satisfaction.

Here are seven ways that strong leaders build team spirit:

**Identify non-value-added work and take that work out of your systems and processes.**

Streamline systems that get in the way. Bureaucracy, errors, rework, and inefficiency

kill commitment while slowing things down and adding cost. Ask people what makes them feel they are doing useful work. Involve them in developing action plans to build up useful work and eliminate or reduce useless work.

**Build a highly customer-focused organization.**

Bring customers into planning sessions, feature them at recognition or celebration events, get them to tell stories about how your products/services are being used and making a difference. Capture those stories on video, audio, and in print, and spread them. Get those people who are serving customers out to meet customers.

**Keep things simple and direct.**

Keep business units small and give teams autonomy. Simplify rules, systems, and processes.

**Encourage and promote humor to release tension and keep people looking at the brighter side of things.**

Ensure that humorous comments don't disguise barbs and "sniping" among team members. And avoid humorous putdowns of others that may reinforce a sense of "they are out to get us."

**Lead change with examples of how you have gone through tough times or major changes like these before.**

Appeal to a proud heritage. Tell them how you've all come from a lineage of leaders, and it's everyone's obligation to build an even stronger organization as a legacy for future generations.

**Keep highly visible scoreboards.**

Use big thermometers, bulletin boards, Internet sites, voice-mail messages, and newsletters to update everyone on his progress toward key goals or change and improvement targets. Make goals and progress visible.

**Recognize and celebrate significant accomplishments and milestones reached.**

Model and encourage simple "thank you" and reinforce positive behavior when you see it. People are searching for meaningful work. They want to go beyond success to significance. They want to make a difference. They want passion, excitement, and a sense of purpose from their work.

Most people want to be on a winning team and feel proud of the organization and their accomplishments. This emotional connection provides a deep sense of making a difference through meaningful work. Highly effective leaders nurture a "pride of craft" for the products or services. People feel valued for what they do. Milestones are celebrated. Everyone feels committed to the goals, purpose, and to customers.

## Words and Expressions

| | |
|---|---|
| catalytic agent　n. 催化剂 | discount　v. 忽视,怀疑 |
| commitment　n. 承诺;约定;约束 | eliminate　v. 消灭,消除,排除 |
| intrusion　n. [对私事的] 干涉,干扰 | disguise　v. 掩饰 |
| enhance　v. 提高,增加;夸张 | reinforce　v. 加强,增强,强化 |
| interdependent　a. 相互依赖的,互助的 | counterparts　n. [C] 一对中之一方 |
| interviewee　n. 被面试者 | pious　adj. (轻蔑)装出虔诚样子的, |
| acquisition　n. 获得之物,所获,收获 | 　好像有道理的 |
| comparable　adj. 相当的,同等的 | inanimate　adj. 无生命的,无情的 |
| tangible investment　n. 有形投资 | paternalistic　a. 家长式作风的 |
| external　adj. 外面的,外部的 | bureaucracy　n. 官僚主义;官僚机构 |
| inconsistent　a. 不一致的,不合理的 | condescending　adj. (抱着优越感)故 |
| mediocrity　n. 平庸 | 　示亲切的;抱施惠态度的 |
| snicker　n. 窃笑 | autonomy　n. 自主权 |
| cynicism　n. 愤世嫉俗,犬儒主义 | legacy　n. 遗产,遗留之物 |
| empowerment　n. 授权 | bulletin board　n. 电脑布告栏;布告牌 |
| objectify　v. 使客观化 | voice-mail message　n. 有声邮件 |

# Notes

1. **team spirit**　团队精神。简单来说就是大局意识、协作精神集中体现。核心是协同合作,最高境界是全体成员的向心力、凝聚力,反映的是个体利益和整体利益的统一,并进而保证组织的高效率运转。团队精神的形成并不要求团队成员牺牲自我,相反,挥洒个性、表现特长保证了成员共同完成任务目标,而明确的协作意愿和协作方式则产生了真正的内心动力。团队精神是组织文化的一部分,良好的管理可以通过合适的组织形态将每个人安排至合适的岗位,充分发挥集体的潜能。

2. **CRM** (customer relationship management) 客户关系管理。它是一项综合的 IT 技术,也是一种新的运作模式,它源于"以客户为中心"的新型商业模式,是一种旨在改善企业与客户关系的新型管理机制。通过向企业的销售、市场、服务等部门和人员提供全面及个性化的客户资料,并强化跟踪服务、信息分析能力,使他们能够协同建立和维护一系列与客户以及商业伙伴之间卓有成效的"一对一关系",从而使企业得以提供更快捷和周到的优质服务,提高客户满意度,吸引和保持更多的客户,从而增加营业额,并通过信息共享和优化商业流程有效地降低企业经营成本。通俗地说,CRM 就是利用软件、硬件和网络技术,为企业建立一个客户信息收集、管理、分析、利用的信息系统。

3. **cynicism**　犬儒主义。是古希腊的一个哲学流派,其代表人物是公元前五到四世纪希腊

的底约基尼斯(又译狄奥根尼)。这派哲学主张清心寡欲,鄙弃世俗的荣华富贵,力倡回归自然。从公元三世纪起,犬儒主义开始分化出在民间(下者)和权势(上者)的犬儒主义。犬儒学派继承了苏格拉底的"美德即知识"的主张,用知识抑制自己的欲望,抑制得住就是善,抑制不住就是恶。认为文化生活和社会生活是不自然的,可有可无的。主张生活简陋,淡泊名利,独善其身。并把这作为人生的目标。

4. voice-mail message    语音邮件,有声电子邮件系统。这个系统通过 Internet 和电话网互连,以电话为收发手段,使用户不但可以在第一时间内了解到自己收到的 Email 的内容,而且还可以通过电话在任何地点发送语音邮件。EVoice 有声电子邮件系统充分发挥了中国电话普及率高的优势,将 Internet 上的 Email 功能延伸至公用电话网上,使 Email 用户即使脱离了计算机,也能通过电话及时地听取最新的邮件或者发送语音邮件。

5. bulletin board system    电子公告板(BBS)。是一个在 1980s 和 1990s 之间优于 WWW 信息系统流行的信息系统,是一个运行软件的计算机系统,它允许用户通过一个电话线和一个终端程序来拨进系统,履行例如下载软件和数据,上传数据,游戏,阅读新闻和与其他用户交换信息。现在,BBS 术语大多指通过网络站点的在线论坛或信息板。

## Post-reading Activities

**I. Answer the following questions based on the text.**

1. Why is team spirit so important for the companies?
2. What are the five ways to kill team spirit?
3. Why don't people like to be treated as "head count," "human capital," "my people"?
4. Does any kind of humour make sense?
5. How to make the goals and progress visible?

**II. Read the following terms and match each with its proper definition or explanation.**

1. team spirit       a. a broad term that covers concepts used by organizations to manage their relationships with customers, including collecting, storing and analyzing customer information

2. CRM              b. depending on or necessary to each other

3. customer service  c. the people who undergo the interview

4. interdependent    d. a process or methodology used to learn more about customers' needs and behaviors in order to develop stronger relationships with them

5. mediocrity        e. the desire and willingness of people to work together and help each other as part of team

6. frustration       f. the state of treating talents as the important resource of the company

7. human resource    g. the feeling of being annoyed, upset, or impatient, because one can not control or change a situation or achieve something

8. interviewer/ee    h. the quality of being average or not very good

9. bureaucracy    i. the system of official rules and ways of doing things that a government or an organization has, especially those seeming to be too complicated

10. reinforce    j. to make an feeling, an idea, etc., stronger

### III. Translate the following passage into Chinese.

Team spirit refers to the spirit of a group that makes the members want the group to succeed. It is the catalytic agent to performance. Strategic plans, marketing, technology, and capital investments are important. But the emotional commitment of the people using the tools or executing the plans will determine if they sink or soar.

### IV. Oral practice.

Discuss what the frontline staff should take into consideration when they make humorous comments.

# Fast Reading 1

## Does Team Spirit
## Make Economic Sense?

> Number of words: 485
> Suggested reading time: 5 minutes

Teamwork is as vital for successful companies as it is for successful football teams. But little attempt has been made to measure its contribution to the economy, or the cost of its absence. Perhaps it is time to pay more attention to this invisible asset.

Reliance on teamwork is so universal that it may pass unrecognized. Traditional economic theory allocates a place in production to physical capital, the quantity of labour, and increasingly also to the quality of labour — human capital. Yet "social capital" — made up of the networks and norms that underpin most types of economic and indeed social activity — is apparently ignored.

In recent years a stream of research has sought to define and measure the myriad ways in which established norms and social networks support and underpin social and economic activity. On the economic side, for example, the level of trust in Italian regions has been

shown to be linked to the effective use of credit while local social networks have been shown to play an important role in helping people to find jobs in many European countries.

Another strand of research connects social capital with non-economic outcomes, including better health, education, government and child welfare, and lower crime. A major U. S. study argues that the physical health of someone who belongs to no social group and then joins one will improve so much that his risk of dying will be cut in half, while research in Sweden suggests that social connectedness reduces the risk of Alzheimer's disease. This apparently magical panacea for social ills has even been shown to be connected to happiness itself.

Despite enthusiasm for the concept of social capital in both academic, and increasingly in political, circles, the idea remains fraught with difficulty. The term is used to cover many different things, with some extending it to include institutions such as the legal system, although most would limit its application to informal norms and social networks. And despite tantalizing indications, no one has yet been able to prove that social capital increases economic output. This could be because it has been difficult to agree on how social capital should be measured, but it might also be because economic dynamism sometimes requires, alongside team work, the kind of tough competition and radical innovation which threaten established networks and norms. There is little research, and little consensus, on how one might go about promoting social capital, particularly in "good" forms, like helpful neighbours, rather than "bad" forms, like organized crime. As the research field matures, some of the fog should lift, and it will become easier to see where the greatest policy returns can be realized from investment in research on social capital and its measurement.

So what makes a successful society? Good people certainly, knowledge and resources, effective government, law and institutions. But also the teamwork — the social capital — that makes society more than the sum of its parts.

## ➡ Exercises

**I. Determine whether the following statements are True or False according to the text. Write "T" for true and "F" for false in the brackets.**

1. (        ) People have paid enough attention to "social capital".
2. (        ) According to a U. S. study, social connectedness reduces the risk of Alzheimer's disease.
3. (        ) Until now, social capital has not been proved to be able to increase economic output.
4. (        ) There is common consensus on how one might go about promoting social capital.
5. (        ) In spite of people's enthusiasm for the concept of social capital in both academic,