

# 新编剑桥商务英语

王战平 编著

(中级) **精解**

**Detailed  
Guide To  
BEC** vantage

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暨南大学出版社  
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# 前言

《剑桥商务英语（中级）》的难点，在于课文是针对具有一定企业工作经验或商务知识的学员而设计的，因此书中并没有提供背景知识介绍、商务词汇解释以及难句的分析。对许多学员来说，需要解决语言和商务知识两方面的难题。

一、从语言方面来说，商务英语与学生在学校所学的正规或标准化的英语有比较大的差异。商务英语融合了大量口语化的表示法、俚语以及行业术语，所以，虽然《剑桥商务英语》中级和高级从纯语言角度来说难度并不大，前者大致对等于 CET4 的难度，而后者也只是略高于 CET6，但有相当一部分英语功底不错，甚至在 TEM8 考试中取得高分的学生却不能在“剑桥商务英语”考试中如愿通过，最根本的原因还是对教材里所涉及的阅读和听力方面的表示法一知半解。

二、从商务知识方面来说，《剑桥商务英语》其实就是简化的工商管理硕士（MBA）考试。欧洲的一些大学规定，《剑桥商务英语（高级）》是工商管理硕士（MBA）入学前必须通过的考试。由于种种原因，许多商务英语的学员，包括培训教师没有机会去更深层次地了解书中所涉及的商务术语和商务概念，因此商务英语在教学中容易沦为一般的泛读课程，其结果是既费时费功，又收效不大。

针对商务英语的特点，本书旨在在商务知识和英语语言技能之间找到一个平衡点（毕竟商务英语的要求不能等同于工商管理专业课程的要求），以适合中国学员的方式进行深入浅出的辅导和解析，确保学员在了解和掌握商务术语和基本概念后，能更容易理解商务文章和听力材料，在写作和口语上能做到言之有物、言之有据。因此，本辅导书主要包括以下几个模块：

（1）**商务背景知识介绍**：由于文化的差异和中外企业管理模式和操作流程的不同，许多学员不甚了解每个单元所涉及主题的详细内容，这部分是对课文所涉及的每个商务概念进行详细的解释和归纳。

（2）**专业术语解析**：由于很多商务术语都非常新，一般词典很难查到，有些甚至还没有对等的中文译法，因此这部分除了提供标准的中文译文外，还对每个词汇进行例释。例释对没有商务经历的学员非常有用，因为简单的、没有情景的中文译文并不能保证对术语的准确理解。

（3）**课文主题术语汇编**：每个单元一般都由两大主题组成。为了使学员全面掌握跟主题相关的词汇和术语，这部分特意挑选了课文中没有出现，但在实际商务环境下必须了解的一些商务术语。

（4）**课文难句的英文解释**：这部分在帮助学员理解课文阅读和听力材料中出现的难句的同时，也对最后的课文阅读翻译部分作针对性的补充，即对课文难句作英文解释。因为中文的译文中有不少意译的句子，不利于学员彻底理解原句。

(5) 课文阅读参考译文：这部分给每个单元出现的阅读文章都提供相应的中文译文，以确保覆盖每个句子和商务概念。英文功底稍逊的学员要想更快、更准确地理解阅读材料的意思，这一部分可以起很大作用。

笔者在从事《剑桥商务英语（中级）》和《剑桥商务英语（高级）》教学期间，收集了大量的商务资料，结合自己在大企业对商务知识多年的亲身体验，包括在一家全球百强企业两年多同声传译的经历，制作了详尽的教学课件，收到了不错的效果。每届学生参加《剑桥商务英语（高级）》考试，通过率都在90%以上。有关的经验和材料，已包括在本书中，相信对读者有所裨益。

本书适合高校英语专业学生、非英语专业四级英语水平以上的学生、中外企业员工以及各个高校和培训机构《剑桥商务英语（中级）》的学员和教师参考。由于笔者水平有限，错漏之处在所难免，希望各位读者指正和批评。

编者

2006年8月24日

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# Unit 1a Teamwork

## Background Information

### Team and Teamwork

The mention of 'team' will remind people of such team-related terms as project teams, task forces, self-managed teams, cross-functional teams, virtual teams, customer service support teams, management teams, tiger teams, etc. According to Katzenbach and Smith, teams are created to fulfill primarily three functions: teams that make or do things (The vast majority of teams are set up to produce something—goods or services), teams that recommend things (Many special project teams are set up to research certain areas or to improve processes or to come up with some innovative solutions), and teams that manage things (These teams, such as senior management teams are specifically set up to run things). Therefore, team refers to any work situation in which a number of people are organised around a common set of objectives. A team can be large or small, temporary or permanent, fixed or fluid, project-based or functional—it depends on the objectives and how broad these are in the context of the organisation.

Teams are not simply workgroups. In other words, the members of a team are interdependent: the job could not be done if one member of the team were permanently missing. Workgroups, by contract, are groups of individuals who work together. They share information, best practices and help each individual in the group do a better job within his or her area of responsibility. The essential elements like common purpose, incremental performance goals or joint objective as found in most teams are not present in workgroups. According to Katzenbach and Smith, teams differentiate themselves from workgroups in the following six basics:

- Small number of people (usually less than 12)
- Complementary skills
- Common purpose
- Common set of specific purpose goals
- Commonly agreed upon working approach
- Mutual accountability

Although there are more considerations (like team spirit) involved when we try to demarcate the scope of a team, there is consensus on the elements that constitute a team. Most writers and business people agree that in a typical team:

- There are two or more individuals involved
- Those individuals share a clear understanding of what they are trying to achieve and why
- They understand that there is no way to achieve the ultimate goal if they do not work together

When a team is in place, teamwork gets started. It is a process whereby a group of people work together (often by dividing tasks among members based on their respective skills) to reach a common goal, to solve a particular problem, or to achieve a specified set of results. If teamwork proceeds smoothly in a team, the life of the individual manager or team leader who is more like an associate than a boss will be made much easier since efficient teams can deliver the benefits as follows:

- Greater productivity
- Increased motivation
- More likelihood of synergy and creativity
- Reduced staff turnover
- Improved communication
- Better use of resources
- Higher quality decision making
- Better working atmosphere

In a situation where people work in groups that are not teams, there tends to be increased bureaucracy and paperwork; people confine themselves to their defined jobs and there is no sense of mutuality; the boss rules with a firmer hand, so constructive proposals or staff feedback might not be encouraged or rewarded; weaknesses and mistakes are covered up to impress the management team.

## **What makes a good team?**

It is one thing to set up teams for different purposes. It is another to keep the teams running with high efficiency and generating desired results. The toughest challenge facing team managers or leaders is how to develop their teams into high-performance ones. Generally speaking, good teams have the following characteristics that set them apart from ordinary teams:

- **Mutual Trust**

*A team member can state his/her views and differences openly without fear of ridicule or retaliation and permit others to do the same. No one on the team will 'cut the other guy's throat'.*

- **Mutual Support**

*A team member can get help from others on the team and give help to them if needed.*

- **Effective Communication**

*Good communication about tasks and between team members. Communication also requires openness and honesty between members.*

- **Clear Team Objective**

*All members understand the common purpose and objective of the team, to which they are highly*

*committed.*

- **Conflict Resolution**

*Team members accept conflicts as necessary and desirable. They work through conflicts as a team.*

- **Utilization of Member Resources**

*The individual abilities, knowledge, and experience of team members are fully utilized by the team.*

*The members accept and give advice, counsel, and support to each other while recognizing individual accountability and specialization.*

- **Democratic Environment**

*Individual differences are respected. Team members don't push each other to conform to central ideas or ways of thinking. Everyone work hard at keeping the 'team climate' free, open, and supportive of each other.*

## Essential Vocabulary

- **Subsidiary** (子公司): Also known as subsidiary company. In business, a subsidiary is a company controlled by another, usually large—and often multinational—company or corporation. When that control or ownership is not shared, it is termed a *wholly-owned subsidiary*. Subsidiaries are distinct legal entities for purposes of taxation and other forms of regulation. A large holding company such as Time Warner, Citigroup, etc. will usually organize all of their holdings into subsidiaries, sometimes with multiple levels of containment. Subsidiaries are distinct from *divisions*, which are entities fully integrated within, and not legally or otherwise distinct from, the main company.
- **Acquisition** (收购): Also known as takeover. The act of contracting or assuming or acquiring possession of something e. g. 'the acquisition of one company by another', which involves transfer of ownership from one organization to another. *Related Expression*: Merger & Acquisition (并购).
- **Toiletry** (个人清洁护理品): An article such as shampoo, deodorant, or soap, used in washing or caring for the appearance (usually used in the plural). Basic toiletries consist of personal care products e. g. bath & shower products and hair care products (shampoo, conditioner, etc.), oral hygiene products (tooth paste, etc.) and general cleaning products (soap, washing power, etc.).
- **Business** (公司/企业): A business is a commercial, professional or industrial organization or enterprise. Individual businesses are established in order to perform economic activities. With some exceptions (such as cooperatives, non-profit organizations and generally, institutions of government), businesses exist to produce profit. In other words, the owners and operators of a business have as one of their main objectives the receipt or generation of a financial return in exchange for expending time, effort and capital. There are many types of businesses, for example:
  - **Manufacturers** produce product from raw materials or component parts, which they then sell at a profit. Companies that make physical goods, such as cars or pipes, are considered

manufacturers.

- **Service businesses** offer intangible goods or services and typically generate a profit by charging for labor or other services provided to other businesses or consumers. Organizations ranging from house painters to consulting firms to restaurants are types of service businesses.
- **Retailers and Distributors** act as middle-men in getting goods produced by manufacturers to the intended consumer, generating a profit as a result of providing sales or distribution services. Most consumer-oriented stores and catalogue companies are distributors or retailers.
- **Agriculture and mining businesses** are concerned with the production of raw material, such as plants or minerals.
- **Financial businesses** include banks and other companies that generate profit through investment and management of capital.
- **Information businesses** generate profits primarily from the resale of intellectual property and include movie studios, publishers and packaged software companies.
- **Utilities produce public services**, such as heat, electricity, or sewage treatment, and are usually government chartered.
- **Real estate businesses** generate profit from the selling, renting, and development of properties, homes, and buildings.
- **Transportation businesses** deliver goods and individuals from location to location, generating a profit on the transportation costs.
- **Expatriate Manager (外派/驻外经理)**: An expatriate manager is a national of one country appointed to a management position in another. The typical overseas appointment spans three to five years. Expatriate assignments impose direct costs on organizations. The cost of maintaining an expatriate manager is estimated to be between \$ 200,000 and \$ 1,500,000 per year, depending on the country of assignment, salary, housing, home leave, company cars, air fares, relocation allowances, foreign service premiums, and schooling for children.  
Given below are the expatriation costs for an Australian expatriate manager in Hong Kong earning an annual salary of \$ 200,000.

Salary	\$ 200,000
Housing	\$ 150,000 – \$ 300,000
Foreign service premium	\$ 20,000 – \$ 50,000
Company cars	\$ 8,000 – \$ 30,000
Air fares	\$ 6,000 – \$ 24,000
Relocation allowance	\$ 10,000 – \$ 80,000
Schooling for children	Approx \$ 20,000 per child

- **Project Team (项目组)**: The dedicated or part-time resources assigned to a project, which include the project leader, functional team leaders, functional team members, technical and consulting support. *Ad hoc* team members are brought in on a temporary basis to solve specific issues.

- **Team-building (团队建设):** 'Team building' (or 'teambuilding') can refer to the process of establishing and developing specific groups to accomplish certain tasks. Team building has many contexts, for example in a sports club or some sort of organization. Ingredients seen as important to the successful set-up and launch of such team efforts include:

- selection of participants
- establishing visions, goals, missions and/or objectives
- distribution of workload
- timetabling
- balancing skill-sets
- metrics
- harmonising personality types
- training on how to work together

The morale of the team, an important variable, may depend on such factors as:

- support
- resources
- communication
- personalities

- **Monthly Review (每月回顾):** Monthly review is usually conducted by a trainer or a supervisor face-to-face with a trainee or a staff on a monthly basis to check the latter's progress and performance against a set goal so as to find out his/her weaknesses and strengths, strengthen growth area and work out possible solution and action plan.
- **New Product Launch (新产品发布):** New Product Launch is a powerful, multidisciplinary process that successfully propels a new product or service into the marketplace and sustains it over time. A new product launch involves making potential consumers aware of your product, showing them how it will satisfy their needs at a reasonable price, convincing them it is better to purchase your new product rather than existing products from competitors, and backing it up with a strong service program. All this requires a great deal of company and personal effort, as well as repetitive promotion and advertising in the right media.
- **Survival Course (生存课程):** A survival course is run primarily to give training for survival, emergency and rescue in wilderness environments. Deemed as a useful team-building and personnel selection procedure by Human Resources Department, such a course usually covers:
  - Psychological aspects of survival
  - Basic equipment-including torches, flares
  - Core skills (water, shelter, fire, food)
  - Navigation-using maps, compass and GPS
  - Camping
  - Drifting
  - First Aid
- **Team Dynamics (团队动态):** Team dynamics are defined as the motivating and driving forces such as communication, problem solving, trust or decision-making that propel a team toward its

goal or mission.

- **Self-managing Teams/SMTs (自我管理团队)**: Also known as self-directed teams, they refer to groups of interdependent individuals that can self-regulate their behavior on relatively whole tasks. Self-managing teams present perhaps the most visible modification to the traditional bureaucratic work organization. Through implementing self-directed teams, organizations are challenging the hierarchical and functional divisions of the bureaucratic workplace, decentralizing decision-making, and creating and maintaining work units that involve a diverse group of employees. Employees, teamed by management to work together and direct themselves, face, in addition to their actual job assignment, the task of deciding about different aspects of their work and acting upon their decisions. This additional administrative aspect of their work involves various tasks, such as consensus-building, execution of mutually-agreed decisions and, in some cases, evaluation of their own performance, all of which are part of a 'team process' that is an integral part of a self-managing team's job.
- **Teamwork (团队协作)**: Teamwork means collaboration to produce a product for the quality of which team members have joint responsibility. Teamwork projects have clearly identified and separately evaluated responsibilities for each team member as well as a specified and valuable outcome. Team members are assessed on the quality of the product, the quality of their contributions to the team effort as well as the quality of the completion of their individually assigned tasks.

## Glossary

- **Team (团队)**: A Team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable. Characteristics of high-performing teams include: a shared, elevating vision or goal, a sense of team identity, a results-driven structure, competent team members, a commitment to the team, mutual trust, interdependence among team members, effective communication, a sense of autonomy, a sense of empowerment, small team size, and a high level of enjoyment.
- **Team Charter (团队章程)**: A Team Charter is a brief written document used to define the mission and objectives of the team. The charter typically includes a statement of mission, objectives or statement of work; background; authority, boundary conditions (scope, constraints, resources, and schedule); membership; high-level requirements or specifications, and interface responsibilities.
- **Team Spirit (团队精神)**: Team spirit refers to the vigorous sense of membership in a group working towards common objectives. If team spirit is developed in a group of people, this group has the following characteristics: high group cohesiveness among all the members; high conformity to the group norms by each member; all members share clear objectives; they have a strong commitment to the common objectives; active participation of all the members.
- **Action Plan (行动计划)**: A description of what needs to be done, when and by whom to

achieve the results called for by one or more objectives. It contains task assignments, schedules, resource allocations and evaluation criteria. May be a simpler version of a project plan.

- **Kick-off Meeting** (动员会): A meeting at the beginning of the project or at the beginning of a major phase of the project to align people's understanding of project objectives, procedures and plans and to begin the team-building process. A kick-off meeting is typically a workshop type meeting and it may last from 1 to 3 days. It generally include several activities such as a project charter, a business plan review, team building exercises, a team charter, risk analysis, etc.
- **Team Management** (团队管理): Team management is defined as 'the processes that will be engaged to identify, secure and maintain an effective project team'. These processes include those associated with recruiting, training, team structure, team culture, conflict resolution, and performance appraisals.
- **Team Player** (团队工作者): A person who can manage the role of the self to fit the needs of a team. Well-qualified applicants who lack this quality are often rejected for appointment.
- **Group** (小组): A group refers to a number of people brought together for a common purpose while being too numerous to allow team-role relationships to form. As numbers in the group increase, the identity and special role contribution of every individual member diminishes and correspondingly the role of the leader becomes enlarged.
- **Mature Team** (成熟团队): A team becomes mature when its understanding of the strengths and limitations of its individual players is combined with an awareness of external needs. The team is then well placed to distribute work among its own members without the intervention of a manager.
- **Groupthink** (集体思维): Groupthink has been described as a mode of thinking that people engage in when deeply involved in a cohesive in-group and when the striving for unanimity overrides the motivation to realistically appraise alternative courses of action. Groupthink can cause a smart bunch of people to come up with a very incompetent solution. That tendency is amplified as the size of group increases.

## Notes to the Unit

- **No longer Poles apart** (*Reading 1*)

Gone are the days when there was great disparity in teamwork between Cussons and the two acquired businesses in Poland.

- **'The guy who ran it before had a queue of people outside his office waiting for decisions on everything from taking a day's holiday to major investments. . .'** (*Reading 1, Paragraph 1, Line 6*)

'The director who managed this manufacturer (factory) before would not delegate authority to his subordinates, so they would have to wait in a long line outside his office for his approval of everything ranging from asking for a day's leave to making big investments because they did not dare to make decisions themselves. . .'

- **Cussons entered Poland by taking over a manufacturer of cleaning products in Wroclaw.** (*Reading 1, Paragraph 1, Line 10*)



Cussons gained access to the market of Poland by acquiring a business devoted to the manufacture of cleaning products in Wrocław.

- **‘It’s not easy to get people to take on responsibility and be accountable when things go wrong. The sales department used to be a guy next to the phone waiting for it to ring.’** (*Reading 1, Paragraph 2, Line 5*)

‘It is not easy to make people carry the ball (assume responsibility) and be ready to take the consequences when things go wrong. In the past, there was in the sales department only one guy attending to business phone calls from customers.’

- **‘The imaginative ideas participants came up with were extraordinary—electric.’** (*Reading 1, Paragraph 4, Line 1*)

‘The innovative ideas trainees proposed were fantastic, even thrilling.’

- **‘We wanted to throw new light on old problems.’** (*Reading 1, Paragraph 4, Line 5*)

‘We wanted to offer new clues in the addressing of old problems.’ / ‘We wanted to offer a new approach to old problems.’

- **‘They put on discos...’** (*Reading 1, Paragraph 4, Line 11*)

‘They organized disco parties...’

- **But he warns, ‘we need to ensure that what happens on the programme happens back in the workplace’.** (*Reading 1, Paragraph 5, Line 3*)

But he warns, ‘we need to make sure that the participants (trainees) will be able to put what they have learned on the programme into practice when they are back to work’.

- **The programmes also form the basis of monthly reviews, in which progress is measured against targets set in the programmes.** (*Reading 1, Paragraph 6, Line 1*)

After the participants have taken the programmes, they also begin to take monthly reviews. While attending the programmes, they have set their respective targets and now they can check how much progress they have made in the achievement of the targets.

- **‘...I’m very pleased with the way it has worked out,’ says Welch.** (*Reading 1, Paragraph 7, Line 5*)

‘...I’m very pleased with how things are going after the programmes are completed,’ says Welch.

- **Alternatively, we could bring in a consultant for a more traditional seminar if you think that would be of more use.** (*Reading 2, Paragraph 4, Line 2*)

The second option is to invite a consultant to present a more traditional seminar (in comparison with a survival course) if you think they would benefit more from the seminar.

## 课文阅读参考译文

### Reading 1

#### 今非昔比

历经 50 年的中央计划经济后，东欧的公司都面临如何发展高效的团队来提高效率的难