

# New Business Matters

Coursebook

business English with a lexical approach

## 新商务英语

教程



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business English with a lexical approach

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## 新商务英语 教程

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# 写在前面的话

《新商务英语》继在英国、美国、澳大利亚、加拿大、墨西哥、西班牙等国出版之后,如今又迅速登陆中国。这是中国出版界的佳音,更是中国商务英语界的喜讯。

顾名思义,《新商务英语》有两层意义:一是“商务英语”;二是“新”。前者明确了该套书的使用范围,是指应用于特定商业环境中的英语。同时,也明确了该套书的适用对象,以英语为交际语的商务人士,或欲尽快提高商务英语水平的有志之士;后者“新”的内涵颇为丰富,也是该套书的显著特点。“新”既指最新的商务英语词汇和商务英语文本,又指最新的商务领域和商务话题,从职业设计到企业家,从品牌大战到网上交易,从兼并浪潮到商业环境,从公共关系到商务文化等等,话题鲜活,无所不包,均是全新的。

《新商务英语》的“新”还体现在该套书的设计理念上,即“以人为本,读者至上”。从内容架构上,15个话题串起15个单元,既单元独立,又章章相连,环环相扣,由表及里,由浅入深。学习者可从头至尾,系统学习。亦可根据个人兴趣所需,有选择地进行;从形式安排上,一切为使用者着想,以教程为主线,辅之以强化训练、教学指南、视听材料等。从听、说、读、写、看等多角度强化商务英语学习,展示商务英语学习的乐趣,从而达到寓教于乐,寓学于乐,提高商务英语水平,提升商务英语交际能力的目的。

《新商务英语》的作者 Mark Powell 等先生是资深的商务英语专家,其编写的教程集知识性与趣味性于一身,融理论性与实用性于一体,话题鲜活,主题明确,语言精准地道,结构合理恰当,图文并茂,生动有趣,讲练结合,音像相配,水乳交融。从一定意义上讲,Mark Powell 等先生编写的这套商务英语用书,代表着全球商务英语的顶级水准。

为了凸显《新商务英语》的语言优势和文化品味,更加方便广大中国教师、学生及自学者使用,上海译文出版社在美国 Thomson Learning 的授权下,聘请相关专家对全书作了导读式的描述,对每个章节作了提纲挈领的说明,对语言点、文化点及重要的背景知识点作了简明扼要的注释,以期广大使用者能抓住语言文化精髓,加深对商务英语的理解,提高学习效率,增强学习效果。

但愿我们的初衷能化作广大使用者的现实,但愿我们的努力和付出能有助于广大使用者全面提高商务英语水平,迅速掌握涉外商务知识,搏击商海,扬帆万里。

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# To the student

## Introduction

In New Business Matters you will find:

- four new listening-based skills units, focusing on the language of meetings, presentations, telephoning and negotiations.
- a selection of fifteen video extracts with worksheets from authentic CNN programmes.
- a new glossary of key business vocabulary
- a new Workbook, providing a substantial amount of grammar, vocabulary and writing practice and consolidation work<sup>①</sup> for class or home study, also offering general relevance to the BEC Vantage exam<sup>②</sup>.

## A New Approach

New Business Matters is based on the latest research into the language of business. At your level of English you do not need to spend a lot of time learning more grammar or vocabulary. What you need is the ability to *combine* words, many of which you already know, into the phrases and expressions which are the basis of business English. New Business Matters is the fast-track<sup>③</sup> to fluency in the special English of business.

## Getting Started

Each unit of New Business Matters explores a different international business issue. You may wish to work through the book from the beginning to the end or you may choose those units which are of most interest to you and work on those first. Study the contents list on the next four pages to discover the topics and the key language taught in each unit.

## If you are working in class

Take every opportunity to discuss the issues raised in your course with your fellow students and teacher or trainer. By talking about what interests you or surprises you in the articles, you will be re-cycling<sup>④</sup> a lot of the language you need to learn.

Most of the exercises on the Language Focus pages can be done in class or at home.

At the end of each unit there is a fluency activity to give you the chance to use the language you have learned in the unit. Sometimes they need some preparation – just like a task at work.

## If you are working alone

How much time can you realistically spend studying at home? An hour twice a week is better than eight hours once a month.

Resist the temptation<sup>⑤</sup> to read all the articles first.

Work on one at a time and do the exercises which follow it. This will keep your interest level up and help you to learn any new language in easy stages. Don't be afraid to read the exercises aloud to yourself or to summarise what you have read out loud.

You can use the separate Workbook for additional practice, also if you are studying for the Cambridge BEC Vantage exam.

## The Articles

The articles at the beginning of each unit are the most important part of this course. They have been carefully written to include lots of useful language. Most of the exercises are based on them. By referring back<sup>⑥</sup> to the articles you will find the language work easier, and you will be reading the language in context. Always refer back to the text – rather than look the answers up in the key. (The key can be found in Teacher's Book.)

## Listening

All the articles, as well as the listening skills inputs<sup>⑦</sup>, are recorded on cassette and CD. Listening to a recording of an article a few days after reading it is an excellent way of reminding yourself of the most useful language. Read an article, then listen to it. Listen to it, then read it. Leave it for a few days and listen again. The more you listen and read, the better!

## The Glossary

A glossary of key business vocabulary has now been included. This will help you learn important word partnerships<sup>⑧</sup>, as well as explain the meaning of many of the business terms used in the course.

## Before Unit One

Before you start the units we recommend that you study page 8 – Before Unit One. This introduces you to several key ideas in the English of business which will help you develop your fluency. In particular, you will learn how important word partnerships are.

① consolidation work 巩固性练习 ② BEC Vantage exam 商务英语证书三级（高级）考试 ③ fast-track 快车道；捷径 ④ re-cycle 再循环。此处意为：遇到（以前学过的东西） ⑤ temptation 诱惑，吸引 ⑥ refer back 回看 ⑦ input （与output相反，指听力材料或内容的）输入 ⑧ partnership （合作）伙伴；（生活）伴侣。此处指的是词语之间的搭配（关系）

# 全书导读

《新商务英语》全套书共四册，分别由教程（Coursebook）（配音带2盒或CD2张）、强化训练（Workbook）、教学指南（Teacher's Book）、视听材料（CNN Worksheets）组成。该套书曾在英国、美国、澳大利亚、加拿大、墨西哥、西班牙、新加坡等国家同时出版，在全球引起不小轰动。主要作者Mark Powell是一位资深的商务英语专家。

与其他同类书相比，《新商务英语教程》有以下特色：1)包括了四个以听力技巧为基础的新单元，主要围绕着开会、做陈述、打电话和谈判为中心展开；2)在本书的词汇表中基本上包括了所有的重要商业活动中常用的词汇和词组；3)本书的最大特色是选编了一本配套练习册，该练习册可以上课使用，也可以由学生在课后使用，里面包括了大量的语法、词汇、写作和巩固性练习，内容与剑桥高级商务英语考试的相关性比较大；4)所配十五个单元的听力材料，都是从真实的美国有线新闻网（CNN）节目中选出，并配以相应的练习。

《新商务英语教程》是在作者对最新的商务英语语言做了大量的研究之后写出来的。这本教程所针对的学生一般来说都已不再需要在基本语法和基础词汇上花费大量时间。因而本书重点培养的是学生连词成组、连词成句的能力。从这个意义上来说，利用本教程是一条可以帮助学生尽快掌握商务英语的捷径。

本教程每一单元的内容围绕着国际贸易中的一个问题展开。学生可以将本教程从头学到尾，也可以根据自己的兴趣和需要，有选择地进行学习。如果是在课堂上学习的话，学生可以与老师和其他学生就单元内容进行讨论，在讨论过程中加强和巩固课文中所学到的词汇、词组、语法及构词法等。在自学过程中，重要的是在学过每一课之后，要做配套练习。这样一方面可以保持兴趣，另一方面可以巩固所学内容。所有内容中最重要当然是课文。课文中所出现的词汇、词组、构词法、表达方式等都是精心选编的。所有练习也都是围绕着课文内容展开的。所配磁带和CD包括了所有听力材料和课文；经常听听或跟着录音朗读可以帮助学生提高听力和技巧，同时也可以帮助学生巩固课文内容。

本教程十五单元内容分别如下：

**第一单元 职业设计** 讲述了一种从业的新理念，其实质和内涵相当于“打破铁饭碗”。现在一些国际性或跨国大公司董事会一般倾向于从公司外部聘用有才能的人来管理公司。这些被聘来管理公司者所签的合同都是短期合同。这种情况并不意味着就业的不

稳定性增加了。如果一位总裁在一家公司做得很好，他的“可雇佣度”增加了，这将帮助他很快找到另一份工作。反过来，如果他做得不好，其“可雇佣度”降低了，找到另一份工作的难度就增加了。这种理念会激励从业者在工作中尽心尽力，对公司来说当然是有利的。而对于从业人员来说，就业的竞争加大了。随着形势的变化，从业者的就业态度也发生了变化。现代人已经接受并适应了这种新理念，敢于面对这种工作的不稳定所带来的风险。正如文中所言：只有不断尝试新的工作才能找到自己真正喜欢的工作。

**第二单元 企业家** 前言部分以幽默的口吻、生动的实例交待了成为商界成功人士的条件。同时，本单元正文部分还举例讲述了企业家的定义和内涵。企业家是一个人的目标，而不是现状。实现这一目标不能纸上谈兵，企业家有明确的目标，在实现目标的实践中企业家诞生了。企业家与经理是两个完全不同的概念。经理一般是通过自己的奋斗从公司的底层逐渐爬上高层；而企业家通常来自于公司外部，常常被人看作是一个“捣蛋者”或是一个“反传统者”。他总是不安于现状，总是在寻找新的机会。他的最大特点是敢于冒险并善于处理各种风险。正如文中所说，“最大的风险就是不敢冒风险”。

**第三单元 电子/网上贸易** 讲述了网络公司的兴衰过程。在信息产业的影响下，有些人预测，无形的网上贸易或电子贸易将取代传统的贸易形式或方式。一时间，各种各样的网络公司大量出现了。这类公司名称特点就是在各种公司名称的后面加了“.com”，作者戏称为“.dot”炸弹。但是大部分网络公司在耗尽资金之后销声匿迹了。其兴起之快、消亡之速都是传统企业难以比拟的。然而，也有一些网络公司兴起了。这些幸存下来的网络公司有三类：一类是以技术见长的；第二类是靠买卖那些即将破产的网络公司生存下来的；还有一类生存下来的网络公司，顺应了顾客的需要，在商业区开办了商场。网络公司消亡的最主要原因是顾客对这种无形的网络公司所怀有的不安全感。据统计，消费者在网上的交易还不到交易总额的百分之一。网上的交易大都是所谓的B2B，即供应商与生产商、生产商与批发商等等之间的交易。而真正意义上的网上商品零售则很少。

**第四单元 品牌之战** 是关于商业广告的作用。商家们为了使自己的产品能够打出去，会不惜重金以各种形式做广告。广告的形式也不断翻新，但目的只

有一个：让消费者或潜在的消费者知道我们的产品。广告之战使得生产厂商不得不绞尽脑汁在激烈的市场竞争中使用一切方法来保住或扩大自己的市场份额。其中之一就是降低商品价格。对于销售者而言，现在在大型超市中较为流行的方法是，将超市中所售的所有商品或大部分商品标上超市自己的商标。品牌的力量和价值是巨大的。品牌不仅有其本身价值，还有延伸价值。一些著名品牌将他们的品牌贴在了一些新产品上，并且获得了良好的收益，就是品牌延伸价值的体现。对于消费者而言，在消费时需要注意的是假冒伪劣商品的问题。如作者所说，在欧洲仅仅服装和鞋袜两项商品，假冒伪劣者至少在10%以上。对于厂商来说，除了上述问题，还要面临市场饱和的问题。这一切使我们理解了为什么高达80%到90%的新品牌在打出之后不到半年就销声匿迹了。

**第五单元 价格与商品** 主要讲述了影响商品价格的一些因素。价格首先受地域的影响。同一商品在不同国家和地区的销售价格可能相去甚远。价格与销售地点也有关系。商品定价本身就是市场营销过程的一个组成部分。定价时需要考虑的主要因素包括：（可能的）销售额、该产品所赚利润占公司总利润额的百分比、其在市场上的战略地位等等。一般来说，高价格除了意味着高成本之外，还意味着高质量。高质量就意味着好品牌。有些商品尽管其成本并没有比其他同类产品高多少，但其价格比同类产品要高出许多。所以，高价格有时会有助于提高企业形象。政府补贴是又一个影响商品价格的因素。有些商品的定价与当地消费者的习惯、习俗、宗教等有关。税收是另外一个对商品定价影响较大的因素。对进口商品所征收的关税越高，该商品的价格当然也会越高。不同国家对同一种商品所征收的税额也是不一样的。

**第六单元 业务招待** 对于任何单位来说，业务招待都是个大事情。它可以帮助一个单位与有业务往来的其他单位建立、保持和扩大良好的业务关系，也有助于建立和保持良好的同事关系。因此，业务招待被认为是业务关系中一个最基本的组成部分。当然，业务招待的花费也是巨大的。对业务招待费的支出有的人持不同意见；还有人认为这是一种变相的贿赂，是一种腐败。有的单位的确以业务招待为借口去拉拢重要人物或客户。但是，在监督制度和财务制度健全的前提下，这些都是可以避免的。还有的公司为了提高自己公司的形象，用自己的高雅品位给客户留下深刻的印象，还建立了自己的艺术馆或其他能够提升公司形象的设施。总之，种种形式的业务招待都是公司的营销手段，目的只有一个：将自己的产品尽可能多、尽可能快地销售出去。

**第七单元 革新** 主要讨论了员工的创造能力问题。在市场营销和产品开发过程中，创造力是一个公司发展的动力和源泉。如何打开市场，如何保住和扩大市场份额，都需要创造性思维。本单元提出了两个创造性思维的必要条件。首先，要有好的、可行的理

念。心理学家认为，在市场营销中一个创造性思维者应该具备以下五个条件：

1. 敢于冒险。不敢冒险者永远不会有新思想。
2. 不要墨守成规。循规蹈矩者常常会失去发展的机会。
3. 不要放过任何看似简单的想法。伟大的思想往往来自那些起初貌似简单的思想。
4. 经常反省已经过去的事。问题的解决常常需要我们将问题拆成几个小部分，然后再将它们整合起来。
5. 不要忽视任何机会。那些最富有创造力的人从不放过任何机会。

有人认为，西方人善于创造，东方人善于革新。跨国兼并的目的之一就是要利用西方人的创造能力和东方人的革新能力。在商业活动中，创造指的是发现，而不是评判新的思想。而革新指的是成功地完成了这些思想；其次，一个具有创造性思维的人应该从多角度考虑问题。现在许多公司都将这种能力视作在激烈的市场竞争中生存下去的必备条件。

**第八单元 公共关系** 在现代商业生活中，了解竞争对手、合作伙伴等是非常重要的。这种了解越全面越好。收集被了解对象的信息渠道是多种多样的。现代的通讯技术和手段非常发达。在地球一端一个不起眼的角落里所发生的问题很快就会传遍全球。网络是收集被了解对象信息的一个非常重要的渠道。各种网上通讯手段诸如电子邮件、各种数据库、甚至网上聊天等都是收集信息的方式。报章杂志、广播电视等也是收集信息的重要渠道。除了了解竞争对手和合作伙伴，了解自己在客户心目中的形象和客户对自己产品的反应也是非常重要的。世界上最大的公共关系公司为了帮助各个公司了解这一切还发明了一个软件，该软件叫 i-Wire。这个监控系统可以帮助客户跟踪、下载和评估任何人在任何时间、任何地点在网络上所发布的有关自己公司的信息。对有利于自己的评论当然要欢迎；对不利于自己的信息也要做出必要的反应。对于收集到的各种信息必须及时更新、及时评估。这样可以使公司了解竞争对手、合作伙伴的最新信息，对树立和巩固自己的企业形象和品牌形象、提高企业意识、将自己与竞争对手在客户心目中区别开来等都是必要的。

**第九单元 文化差异** 文化差异不仅表现在东西方人之间，即便是欧洲各国之间也存在着文化差异。东方人在日常交际中，一般遵守“礼貌原则”。因此，在商业谈判中，你如果给日本人施压，日本人的反应一般都是“石头般的沉寂。”这是因为，出于礼貌原则，日本人不肯与你发生直接冲突，但在被施压的情况下，又不知如何回答好，于是干脆保持沉默。西方人在交际中一般遵守“合作原则”。例如，法国人好辩。在商业谈判中，他们会就任何值得一辩之处大辩一番。美国人对制度和程序非常看重。西班牙人更看重的是人与人之间的、在长期的业务交往中所建立起来的相互信任。北欧人重视的是效率、新颖、制度和技术，他们要的是结果。而德国人行事严谨、讲究效率和质量。

## 第十单元 全球化广告

论述的是“国际品牌”。不同的市场如国际市场、地方市场等都要求特定的市场营销策略。全球化的市场必然要求全球化的广告运作。到目前为止，只有少数几个世界性的广告公司有能为国际性大品牌做广告。有专家声称，“广告是20世纪以来最伟大的艺术形式”。广告所使用的方法是“最简化”。也就是说，将广告中所包含的复杂信息用最简单的画面或是音乐配以最简单的、但会给人以深刻印象的词语表达出来。然而，在全球树立品牌形象是一件费时费力费钱、在一定程度上甚至要冒很大风险的事。一些对全球化广告持批评态度的评论家指出，对于大多数品牌来说，只做一个“以不变应万变的”全球性广告并不能解决问题。

## 第十一单元 管理风格

所讲的实际上是妇女在商业行业中的地位问题。在美国和欧洲的企业中，在管理层中担任职位的妇女比率不足6%；在《财富论坛》所评出的世界五百强企业企业中只有一家企业的总裁是女性。然而，近年来情况在发生变化。在英国，每三个新注册的企业中就有一个是女性开办的。在自创的企业中，有40%在开业后的两年内倒闭了，但女性自创企业的倒闭率要远远低于男性自创企业。与男性相比，女性有两个男性难以比拟的长处。其一，女性比男性更加敏感。由于她们的敏感，她们更关注团队中其他成员的感受，比男性更易于合作，对时间的管理效果更好；其二，与男性相比，女性更善于沟通。她们善于表达，善于倾听，易于与他人达成妥协。善于倾听是一个极其重要的因素。男性中善于倾听者极少。也许就是因为这一点，在未来更民主、更以人为本的世界里，女性会取得比男性更多的成就。

## 第十二单元 兼并浪潮

论述的是经营理念的变化对经营方式的影响。过去商界人士都认为，负债经营属不良经营。但是现在人们的观点在发生变化，一家深陷债务中的公司也可以获得巨大利润。敌意收购就是这样的经营方式。在所谓融资收购中，被收购对象自己的资产和收益被用来为收购集资，收购者只是简单地用所谓的后保债券将这些资产抵押给借债者。融资收购对整个20世纪80年代和90年代影响很大。但是，近年来的收购与兼并的性质与融资收购不同。随着世界金融市场的同一化，跨国收购与兼并的目的不仅仅是为了获取利润，而且还为了控制全球市场。兼并与收购可以增加市场份额，还可以开拓新市场，扩大经营范围，获得新技术和更多的资产，获得协同优势，降低生产和经营成本。更重要的是，公司的规模得以迅速扩大。这样可以使公司保持并增加竞争力。这种全球化的趋势也有反对者。他们认为，外国直接投资在发展中国家都是以收购的方式进行的，而不是在投资贸易新领域实现的。被投资国的经济可能会从中受益，但其文化和民族企业肯定会受到不利影响。

## 第十三单元 商业与环境

讨论的是商业活动与环境保护的问题。商业企业的生存同样依赖于地球的生态系统。但是与其他行业一样，商业企业对地球

生态系统的破坏是巨大的。在利益的驱动下，有的大公司甚至拒绝采取保护措施。在环境保护方面，各大企业的行为不能令人满意。从前苏联的切尔诺贝利核电站核泄漏灾难，到频频发生的油船泄漏事件、化学气体泄漏事件等等都说明了这一点。这些灾难给人类造成了巨大的伤害，对我们的自然环境的破坏及其持续性影响更是难以评估。商业与自然是一对天生的矛盾。商业活动（如开矿、采油等）的本质是利用自然资源或其他资源获取利润，因此必然会对自然造成破坏。作者认为，出路在于改变思路，将环境保护事业变成有利可图的事业。只有这样才能改变商业活动与自然的关系，才能将获取利润与保护环境统一起来。

## 第十四单元 金融与信用

实际上讨论的是在金融活动中信用的重要性。随着国际贸易的增加，信用的问题往往被忽视。如果说得到订单不容易的话，那么按照合同及时得到付款就更难了。人们不得不制定更严格的相关条文来控制信用风险。在北欧国家，政府制定了严格的法律条款来制约商业企业之间的关系。如果有公司拖欠款项，马上就会接到专业讨债公司的讨债函。而在英国，公司之间拖欠款项也是常事，拖欠时间一般都是合同规定期限以后的一个月。拖欠货款往往与资金管理有关。避免这种情况出现的关键就在于管理好资金。资金管理状况实际上就区分了经营良好的公司与经营不善的公司。对于被拖欠货款的公司来说，要想避免出现呆账，就要尽可能地降低风险。降低风险的方法就是了解对方的信用状况。越来越多的公司没有办法收回被拖欠款项。如果对欠款收取利息的话，又会疏远那些确实有现金周转困难的公司。如果将债务交给代理机构的话，还得付佣金。那么怎么办呢？似乎没有办法。

## 第十五单元 经济问题

讨论的是世界经济的不稳定性。在过去，供求关系之间有一种天然的方式可以达到平衡；而现在，一会儿是高通货膨胀，一会儿是高失业率。我们总是在繁荣与萧条之间荡来荡去。上述这种危机出现的原因多种多样。其中有：首先是商家对追求资本的无限贪婪；其次是两个世纪以来的、规模越来越大的兼并浪潮。对于有关公司的董事会和持股人来说，这可以使他们发一笔横财，但对于公司本身来说，这并不一定是件好事。对于那些失业者来说，合并之后，以前竞争对手成了同一家公司的员工，这更不是好消息。在经济全球化的新形势下，一些公司甚至采取了一些违法的财务手段，不惜代价地去扩大规模；再次，就是贫富差距的不断扩大。由于失业人数的增加，东方的劳动力比较廉价。一些西方公司为了节约成本，宁愿解雇本国工人而去雇佣更为廉价的东方工人。一些国家的工人，如美国工人，不得不接受一些报酬比较低的工作，结果有越来越多的人生活在贫困线以下。上述一切使商业企业对全球经济和财富的分配造成了前所未有的影响，而各国政府对此无能为力。微软公司已经近乎垄断，事实上，全世界有一半以上的财富掌握在私人公司而不是国家的手中。



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Dealing with PR crises

## Fluency Work

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Cross-border trade, credit card debt

Economic situations, political views, beliefs, hopes, memories and regrets

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*Case Study: BA*: a disastrous branding decision

*Discrimination*: evaluating job candidates

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(See also page 150)

*Business Ethics*: ethical think tanks

*Getting Tough*: dealing with debtors

*Election Campaign*: economic and political prospects of an imaginary country

# Before Unit One

## The Power of Reading

Reading is one of the best ways of developing your English. The articles in this book have been carefully written to contain the essential business language you need. Although they contain only 12,000 words, you would have to read an enormous number of newspapers and magazines to find as much useful business English. The articles in *New Business Matters* are written to provide a concentration of really useful business English.

## Identifying the Language

As you read, it is important to identify and record the language which is most relevant to you. Many of the activities in this book train you to do this. Make sure you recognise the following types of language.

### 1. Words and Phrases

*New Business Matters* contains words and phrases which will be new to you and which you may want to learn:

<b>downsize</b>	<b>as a rule</b>
<b>margin</b>	<b>on the whole</b>
<b>incentive</b>	<b>in effect</b>

Don't try to learn every new word you meet. Not all new words you meet will be useful to you. Choose the words you plan to learn. Do you already do this?

### 2. Word Partnerships

Much more important than lots of new words is learning how to combine the words you already know into word partnerships. Learning business English is learning the word partnerships of business.

You must already know the three words: *market*, *into*, and *break*.

But do you know the much more useful:

*break into the market* ①?

There is no point in knowing the word *market* unless you know the words you need to talk about markets.

The same is true for all the most common business words – *product*, *sales*, *demand*, *price*, *money* etc.

Here are some more examples of word partnerships:

**launch a product**  
**sales prospects**  
**meet demand**  
**raise money**  
**enter foreign markets**

The more word partnerships you know, the more fluent you will become and the less you will have to worry about grammar! *European sales prospects* is not only much better English than *The possibility of selling our products in Europe*, it is much simpler too!

Can you match these six common words to make two word partnerships each containing three words:

management	down	slim
out	carry	research

You will learn many powerful word partnerships in *New Business Matters*. They are much more useful than single 'new words'.

### 3. Fixed Expressions ②

There are many expressions which are fixed – they never change. You should learn them as if they were single words. For example:

**It can't be done.**

**You can say that again.**

**Funnily enough . . .**

**As a matter of fact . . .**

Many common expressions are a lot more fixed than we think. Learning them can be a very efficient way of improving your English. Try to learn them in context: for example, disagreement expressions ③, clarification expressions ④, etc.

Many of the activities in the Language Focus pages deliberately contain many phrases and sentences which are fixed or nearly fixed. This means that you can use a lot of that language yourself immediately. Don't forget how useful learning something by heart can be.

## This is Business English

Business English is a combination of the words, word partnerships, and fixed expressions which are used in business life. *New Business Matters* brings all this language together and places it at the centre of your learning.

① break into the market 打入...市场 ② fixed expressions 固定搭配, 固定词组 ③ disagreement expressions (表示) 不同意见的词组 ④ clarification expressions 解释或阐明 (某事或某观点) 的词组





## High-flier<sup>①</sup> or Wage Slave<sup>②</sup>?

*"It's a shame that the only thing a man can do for eight hours a day is work. He can't eat for eight hours; he can't drink for eight hours; ... The only thing a man can do for eight hours is work."*

William Faulkner, American novelist

**We all know people for whom the above may not be true! But, in general, do we spend too much time working? Do you live to work or work to live? Where would you place yourself on the scale below?**

**Get ahead**

**Get a life**



**Work with a partner. Discuss the following questions.**

- Would you take a job you didn't like in order to get the experience you need?
- Would you take a pay cut to do something you really enjoy?
- Would you relocate to a foreign country if the package was tempting enough?
- Would you give up a steady job to take a chance on a new enterprise?
- Would you accept a top job offered only on a temporary basis?<sup>③</sup>
- Would you keep changing jobs until you got exactly what you wanted?

**For an analysis of your answers see page 67 of Teacher's Book.**

**Now read the article, *Me plc*.**

① high-flier = high-flyer 在高空飞行的人。指喜欢自己的工作，并有能力做出成绩的人 ② wage slave 工资的奴隶。指不喜欢自己的工作、仅仅为了那份工资而工作的人 ③ Would you accept ... basis? 你愿不愿意接受一份非常好、但却是临时性的工作?



# Me **plc.**<sup>①</sup>



## Hired Guns<sup>②</sup>

What do Steve Jobs, CEO of Apple Computers<sup>③</sup>, Karl von der Heyden, former CFO of PepsiCo.<sup>④</sup>, and twenty other top executives at Fortune 500 companies<sup>⑤</sup> have in common? The answer is they have all been 'interim managers'<sup>⑥</sup>, hired on a temporary basis to come in<sup>⑦</sup> and revitalise<sup>⑧</sup> a firm with their own special brand of magic<sup>⑨</sup>. And then leave. In fact, such short-term employment contracts

are now becoming the norm at all management levels. And if they're good enough for the likes of Jobs, they're good enough for the rest of us.<sup>⑩</sup>

## Employability

Provided<sup>⑪</sup> you can stand the insecurity, there has never been a better time to get a job. The old 'smokestack industries'<sup>⑫</sup> of mining, shipbuilding and steel may be gone, but with the arrival of the New Economy, what we're now increasingly seeing is highly paid project teams created for particular assignments for a specific period of time. Once the project is completed, the team is simply disbanded. No hard feelings<sup>⑬</sup> – just thanks and goodbye. There's no promise of more work, but if you've done a good job, you've added to what human resources people call your 'employability'<sup>⑭</sup>. You've enhanced your career prospects with another firm on a similar short-term basis.

## The Corporate Ladder

In the past it was different. You worked hard, pleased an insufferable boss – you had a job for life. True, you were little more than a wage slave, but if you stuck to the dress code, played by the rules and made a few powerful friends along the way, you could climb to the top of the corporate ladder by the age of fifty, take early retirement at fifty-five and drop dead at fifty-six.

## Re-engineering<sup>⑮</sup>

Then along came the 're-engineered' 90s and changed all that. According to Jerry Yoram Wind and Jeremy Main at the world-leading Wharton School of Management, big companies like AT&T "finally woke up in 1995 and said 'Oh my goodness, we have 40,000 people too many'." Mass redundancies followed.<sup>⑯</sup> In April 1997 Newsweek ran a cover story<sup>⑰</sup> entitled 'Corporate Killers, the Public is Scared as Hell'. The killers were giants like General Electric and IBM. Now managers were kicked out<sup>⑱</sup> at forty-five and on the scrap heap<sup>⑲</sup> at forty-six.

## Empowerment

The tables have turned. The forty-three million jobs lost in the United States alone since 1979 are more than compensated for by the 70.2 million



① plc. 公共有限公司, 是public limited company的缩写 ② hired guns 雇佣的枪手。此处喻指一些大公司从外部聘请有能力者作总裁, 而这些总裁的工作性质都是短期的 ③ CEO of Apple Computers (美国) 苹果电脑公司的总裁 ④ PepsiCo. (美国) 百事公司 ⑤ Fortune 500 companies 世界500强公司 ⑥ interim managers (从公司外部聘请的) 签约时间较短的经理 ⑦ come in (进入某一机构) 任职 ⑧ revitalise 使...恢复活力 ⑨ with their own special brand of magic 用他们所拥有的特别的变魔术般的能力(使公司运作起来) ⑩ And if they're good ... for the rest of us. 如果这种短期合同对像乔布斯这类人合适的话, 那么对其他人也合适。⑪ provided 以...为条件, 除非, 假如 ⑫ the old 'smokestack industries' 旧式的“冒烟”行业(如矿业、造船业等) ⑬ no hard feelings (在散伙时大家) 不会感到难过或难受 ⑭ employability 可雇佣度 ⑮ re-engineering 重新构造 ⑯ Mass redundancies followed. 造成人员大量冗余。⑰ cover story 封面文章, 封面故事 ⑱ kick out 解雇 ⑲ scrap heap 垃圾堆

jobs created in the same period. Now it's our employers who are afraid we'll take our expertise elsewhere. With so many job opportunities, severe skills shortages in many industries, fewer barriers to entrepreneurship<sup>①</sup> and easier access to start-up capital<sup>②</sup>, we've never been so empowered. Never mind the corporation. What about me?

### Telecommuters

In a study carried out for Management Today by RHI Management Resources, sixty-seven per cent of managers put a job for life at the bottom of their list of priorities. Amongst the under-35s the figure was seventy-seven per cent. Ninety-one per cent of those younger managers said career development was the responsibility of the individual. Fifty-five per cent of them wanted to retire at fifty-five or younger. All of them wanted the flexibility to work from home or even telecommute. All of them said they would dump

their present company in an instant<sup>③</sup> if they were offered something 'sexier' by another employer.

### The Rat Race

Mark Albion, founding partner of You & Co., and co-founder of Students for Responsible Business, approves of this new opportunism. "You learn where you fit in by not fitting in<sup>④</sup>," he says. "You learn what you want to do by doing what you don't want to do. If you're offered a 'big' job, take it. You might love it. But you might not find it as satisfying as you'd hoped, and it will be a jumping-off point<sup>⑤</sup> for what you really want to do." His simple message seems to be: "Don't get really good at something you don't want to do." And remember to get a life along the way. For, as comedian, Lily Tomlin once put it: "The trouble with the rat race is that even if you win, you're still a rat".

## Crosschecking

**Which of the following viewpoints support the opinions expressed in the article? Compare your answers with a partner.**

1. "To make a living is no longer enough. Work also has to make a life."  
Peter Drucker, management guru
2. "In the past we said to employees, 'Do as you're told and you have a job for life.' Then we betrayed them."  
AT&T manager who preferred not to be named
3. "Ambitious young people should be reasonably patient and hold the success of the company as more important than their own success."  
Sir John Egan, British executive
4. "No longer can one expect to sell 100,000 hours of one's life to an organization."  
Charles Handy, business writer and thinker

**Which opinion do you most agree with?**

## Against the Clock

**Without looking at the article, try to complete all the expressions below in under five minutes. Use the clues in brackets to help you. Then look at the article to check your answers.**

1. Hired on a te ... basis. (opposite of permanent) (paragraph 1)
2. Short-term employment co ... (what you sign when you join a company) (paragraph 1)
3. Once the project is completed, the team is simply dis ... (broken up) (paragraph 2)
4. You've enhanced your career pr ... with another firm. (chances of being successful) (paragraph 2)
5. You worked hard, you had a job for li ... (until retirement) (paragraph 3)
6. True you were little more than a wa ... slave. (the money your employer pays you) (paragraph 3)
7. Managers were k ... o ... at forty-five and on the scrap heap at forty-six. (fired) (paragraph 4)
8. So many job op ... (openings) (paragraph 5)
9. Severe skills sh ... (opposite of surplus) (paragraph 5)
10. Sixty-seven per cent of managers put a job for life at the bottom of their list of pr ... (essential requirements) (paragraph 6)

① entrepreneurship 工商企业家的身份 (或地位、职能、能力、活动等) ② start-up capital 启动资金 ③ dump their present company in an instant (如果有另外一份更好的工作, ) 他们就会马上离开现在工作的公司 ④ You learn... fitting in 通过发现不合适自己的位置来找到适合自己的位置 ⑤ jumping-off point 跳板; 开始新事业的基点

# Language Focus

## The Appointments Pages

Do you look at the appointments pages in the newspapers - just in case there's something really interesting?

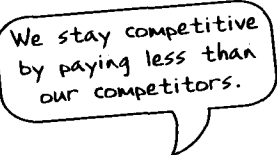
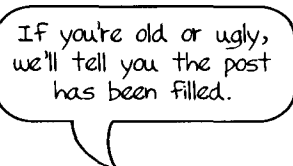
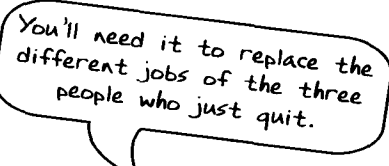
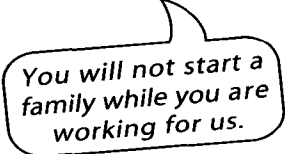
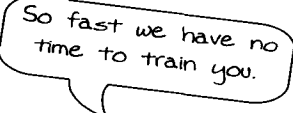
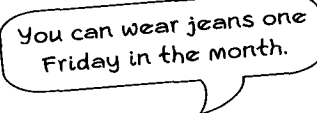
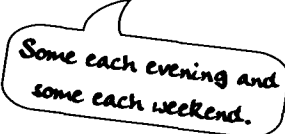
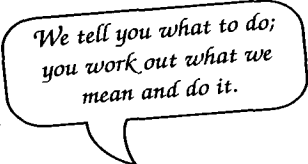
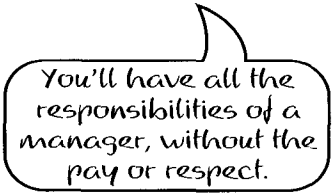
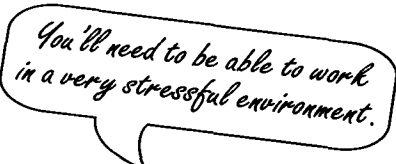
Complete the following extracts from job advertisements using the words in the box which fit best.

career skills experience salary leadership pressure overtime CV  
atmosphere company

1. Join our fast-paced ...
2. Casual work ...
3. Some ... required.
4. Enclose recent photo with ...
5. Must have excellent team ...
6. ...-minded.
7. Good communication ...
8. Ability to work under ...
9. Seeking candidates with a wide variety of ...
10. Competitive ...

## Reading between the Lines<sup>①</sup>

Be careful! Not all job ads are what they seem. Match the extracts above to what they can really mean.

- a.  We stay competitive by paying less than our competitors.
- b.  If you're old or ugly, we'll tell you the post has been filled.
- c.  You'll need it to replace the different jobs of the three people who just quit.
- d.  You will not start a family while you are working for us.
- e.  So fast we have no time to train you.
- f.  You can wear jeans one Friday in the month.
- g.  Some each evening and some each weekend.
- h.  We tell you what to do; you work out what we mean and do it.
- i.  You'll have all the responsibilities of a manager, without the pay or respect.
- j.  You'll need to be able to work in a very stressful environment.

Have you ever applied for a job that turned out to be very different from the way it was advertised?

<sup>①</sup> reading between the lines 找出字里行间的意义; 发现所蕴含的意思