# Business English: A Reading Course
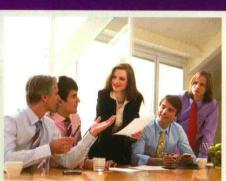
# 商务英语阅读

## （第二版）

上

主编　彭　萍　朱梅萍

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主编　彭　萍　朱梅萍

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# 序言

在全球商业化和国际化进程日益加快的今天，中国对复合型、应用型的国际化人才的需求越来越迫切，培养复合型、应用型的国际化人才也成为很多大学的工作重点之一。商务英语因此成为此类人才培养模式中的重要课程和专业，并成为专门用途英语最为重要的分支之一。2006年，教育部批准设立商务英语专业。此后的10年时间里，中国共有290余所高等院校开设了商务英语专业，即使没有开设商务英语专业的一些院校也会在自己的传统英语教学中增加商务英语的内容。商务英语专业与英语专业、翻译专业并列，在我国英语类专业教学中的地位举足轻重。

在这一背景下，《商务英语阅读》（第二版）适应社会和学生的需求，对原来的版本进行了全方位的修订。作为专门用途英语的重要分支，商务英语专业要求在教学中做到需求分析，将专业需求分析同学生需求分析相结合。所谓专业需求就是不同行业的需求，所谓学生需求则是不同专业学生的需求。对于需求分析，哈金森和沃特斯认为，既要弄清形势要求所决定的必要性，还需要弄清学习者已经学到了什么，没有学到什么，同时还要搞清楚学习者本身需要什么。《商务英语阅读》（第二版）就是将商务英语的专业需求与学生需求结合起来。具体说来，就是既要考虑商务领域对学生英语技能以及商务知识的需求，也要考虑学生在未来的工作中对英语技能和商务知识的应用需求。

《商务英语阅读》（第二版）依然以英语技能为核心，以商务知识和商务交际能力为拓展和补充。按照目前对商务英语专业的界定，商务英语仍然属于英语类专业的大范围之内，因此在阅读教学中英语技能仍然是教学的核心。有鉴于此，本教材的重点依然是英语技能的培养，但又不单纯教授英语技能，而是将商务知识的积累和商务交际技能作为有益的拓展和补充，可以视为以英语为载体进行专业基础知识和交际技能传授的教材。英语技能包括对英语材料的阅读理解、用英语解释英语的能力、英汉翻译能力以及口头、笔头交际能力；商务知识包括对相关商务领域背景知识的了解、对商务英语词汇的把握和对商务案例的分析与观点的表达等。

《商务英语阅读》（第二版）体现了交际型、任务型的教学方法。本教材通过大量的原版英文选篇阅读以及大量的练习夯实学生的英语口头、笔头交际能力，其中口头交际能力通过回答问题、课堂展示汇报、课堂讨论等环节体现出来，笔头交际能力通过句子翻译和语篇翻译以及撰写案例分析或调查报告体现出来。本教材的练习设计成为师生互动、学生自主学习和培养合作精神的基础。课前，学生需要预习相应内容，对要学习的课文有总体的把握，并且掌握课文中出现的一些专业词汇和表达；在课堂上，教师阐述英语知识和技能及商务知识和概念，通过提问启发学生思考。同时，学生在相关内容学习之后可进行课堂讨论和课下调研并撰写相关报告，体会主动学习的乐趣。

尤其值得一提的是，本教材在选材上力求涉及商务领域的各个层面，既有宏观层面，也有微观层面。前者包括经济学、金融学、电子商务、全球化等主题，后者包括公司管理、企业文化、客户关系等主题。同时，选材注重时效性和权威性，约80%的材料来自

近5年的国外权威期刊和书籍，保证每篇材料原汁原味，同时体现学术性与实用性。

虽然目前国内已经有290余所高校设立了商务英语专业，但国内商务英语教学仍处于探索的阶段，在理论研究方面还存在一定的困惑。本教材在编写的过程中力图吸收国内外商务英语教学及研究领域的各项成果，努力做到能够让教师教有所成，学生学有所得。由于本教材具有学科交叉、知识交叉的特点，涉及到的专业术语多、专业知识覆盖面广，因此对商务英语阅读的教师也提出了较高的要求。为了上好商务英语阅读课程，商务英语教师需要查阅大量书籍和资料。

本教材适合英语专业、商务英语专业以及经济管理学专业的本科生和研究生使用，也可供广大商务英语爱好者和有志于从事商务英语领域工作的人员学习和阅读。

本教材在修订过程中参考了众多报刊和书籍，在此一并致谢。同时，感谢外语教学与研究出版社为本教材的修订所付出的不懈努力。当然，由于本教材涉及篇幅和练习较多，再加上时间原因，纰漏在所难免，恳请广大使用者不吝匡正。

<div style="text-align:right">

《商务英语阅读》修订组
2016年3月

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# 编者说明

## 编写目的

本教材的编写目的在于提高学生的英语技能和丰富学生的商务知识，同时培养他们思考问题、分析问题、解决问题的能力。具体来说，本教材旨在通过提供让学习者阅读和教师讲授精选的经济、贸易、金融、商务、管理等各类原汁原味的英语材料，让学习者积累更多国际商务领域的专业知识，了解商务英语的特点（用词、句法、文体等），掌握商务英语的基本阅读技能，为成为高素质的商务英语人才打下基础。

## 教材特色

首先，本教材注重英语技能和商务知识，基于社会对商务人才的需求和商务英语、管理学、经济学等专业学生的需求，集英语精读和泛读于一体。Text A为精读篇章，练习多样，首先包括对课文的总体把握和对商务词汇和短语的把握，然后通过教师的精讲和学生的仔细阅读，检验学生对课文细节的理解、对一些英语表达的解释以及句子和语篇的翻译技能，同时让学生就课文本身的内容和相关话题阐述自己的观点，最后要求学生就相关话题写出案例报告。Text B为准精读篇章，旨在让学生在阅读课文的基础上掌握一定的英语技能，包括对原文内容的理解、对一些句子和语篇的翻译，同时对相关问题进行阐述。除此以外，本教材还提供补充篇章Text C，可登录高等英语教学网下载。学有余力的学生可以阅读补充篇章，进一步就该单元同一话题进行拓展。

其次，本教材选材新颖权威、内容丰富、时代性强。所有课文选篇均来自权威的经济学、管理学和商务期刊或书籍，上下册共28个单元，主题各不相同，内容丰富，涉及商务领域的各个主要方面，既包括宏观层面，也包括微观层面，而且选材多为国外近五年来最新的商务英语材料，保证了课文的时效性和前沿性。同时，这些材料中所阐述的商务基础知识具有一定的理论性和系统性，含有丰富的商务案例，具有较强的实用性、知识性和趣味性。

最后，本教材编写细致，每一篇课文均经过精挑细选，契合所在单元的主题。每篇课文之后均提供词汇表和专有名词解释，旨在扩大学生的词汇量，丰富学生商务领域的知识。课前和课后的练习丰富多样，注重学生的自主学习，培养学生应用语言的能力和批判性思维。课后练习包括对原文的理解、翻译、口头报告、课堂讨论、小组活动、案例研究和写作等。

## 教学建议

《商务英语阅读》（第二版）分上、下两册，每册各设14个单元，上册课文的内容涉及商务领域宏观的问题，Text A和Text B的篇幅在1500–2000单词之间，语言相对简单一些；下册课文内容更侧重微观方面，Text A和Text B的单词量控制在2000–2500之间，语言难度相对大一些。上下册循序渐进，保证学生有能力掌握所学内容。上下册的每个单元另

附补充阅读的篇章Text C，文章的长度均长于前面两篇课文，供学有余力的同学课外阅读使用。上册可供英语专业、商务英语专业本科二年级上学期或下学期使用，下册可供二年级下学期或三年级上学期使用，按每周4课时计，可选择讲授10-12个单元，剩下两个单元供学生自学。当然，教材的具体使用方法，还请使用本教材的院校、师生按照本校的教学需求和课时安排酌情而定。

需要特别指出的是，本教材在第一版的基础上进行了全面修订，上下两册仅保留了少量几篇素材，其他均为全新素材，力求保证课文的时效性。从单元数量看，上下册分别增加了两个单元，从原来的12单元变为14单元，每个单元还添加了补充阅读材料。课文单词量、练习形式和练习数量均进行了大幅度调整。整个修订分别占上下册的90%以上。

限于时间和水平，本教材的不足之处在所难免，敬请广大使用者不吝匡正。

《商务英语阅读》修订组
2016年3月

# Contents

# Globalization

# GUIDE TO READING

## ABOUT TEXT A

### Background and Gist

Outsourcing first began in manufacturing in the 1980s and 1990s when many Western companies shipped out production to countries where wages remained relatively low. In 1992, in *Decline and Fall of the American Programmer*, Edward Yourdon, an independent management consultant, predicted that US-based computer programmers would suffer terribly by the end of the decade, identifying India as the primary long-term competitive threat to the knowledge-based US economic engine. What he didn't foresee, however, is that what he defined as a destructive operation has turned out to be a megatrend 20 years later and it has affected almost every other field of the economy. In the text more details are given about outsourcing, the opportunities and risks involved in the process, as well as the varying measures adopted by major brands in the face of such challenges.

### Text Language and Style

Being a special report in *BusinessWeek*, this text is characterized as impressively informative, comprehensive, and difficult to understand. While reading the text, you should try to grasp all the points related to outsourcing and then work out your own conclusion about this complicated issue. In addition, you should pay attention to the language, especially the involved sentence structures, formal words, and technical terms in the text.

## ABOUT TEXT B

Text B is about how global strategists should build, exploit and renew companies' capabilities to expand the international market and to ensure that their cross-border successes outnumber their failures.

# TEXT A

## START-UP

### I. Individual Work: Read and Think

1. Scan the text and try to get some ideas about the following questions.

   1) What is outsourcing? Use examples in the text to illustrate your point.
   2) What is Boeing doing with India HCL Technologies?
   3) Why is "original-design manufactures" (ODMs) named so?
   4) What is the ultimate result of brand-name companies' duplicating one another's efforts?
   5) Who will be the winners in the outsourcing of innovation?

2. Scan the text again for the meanings of the following key terms.

   outsourcing (title)
   high-definition TV (para. 3)
   cockpit control (para. 4)
   R&D (para. 5)
   productivity (para. 5)
   software developer (para. 6)
   supplier (para. 7)
   microprocessor (para. 11)
   original-design manufacturer (ODM) (para. 11)
   personal digital assistant (PDA) (para. 12)
   circuit board (para. 15)
   in-house engineer (para. 22)

### II. Team Work: Analyze and Discuss

1. Read the text and pick out some key phrases related to its theme.
2. Write an outline of the text by referring to the key phrases.

# Outsourcing Innovation

*Pete Engardio and Bruce Einhorn*

1 HTC? Flextronics? Cellon? There's a good reason these are hardly household names. The multimedia devices produced from their prototypes will end up on retail shelves under the brands of companies that don't want you to know who designs their products. Yet these and other little-known companies are emerging as hidden powers of the technology industry.

2 They are the vanguard of the next step in outsourcing—of innovation itself. When Western corporations began selling their factories and farming out manufacturing in the 1980s and 1990s to boost efficiency and focus their energies, most insisted all the important research and development would remain in-house.

3 Today, the likes of Dell, Motorola, and Philips are buying complete designs of some digital devices from Asian developers. It's not just cell phones. Asian contract manufacturers and independent design houses have become forces in nearly every tech device, from laptops and high-definition TVs to MP3 music players and digital cameras.

4 While the electronics sector is furthest down this road, the search for offshore help with innovation is spreading to nearly every corner of the economy. Boeing Co. is working with India's HCL Technologies to co-develop software for everything from the navigation systems and landing gear to the cockpit controls for its upcoming 7E7 Dreamliner jet.

## Competitive Dangers

5 Underlying this trend is a growing consensus that more innovation is vital—but that current R&D spending isn't yielding enough bang for the buck. With R&D as the biggest single remaining controllable expense to work on, companies either will have to cut costs or increase R&D productivity.

6 The result is a rethinking of the structure of the modern corporation. At a minimum, most leading Western companies are turning toward a new model of innovation, one that employs global networks of partners. These can include US chipmakers, Indian software developers, and Chinese factories.

7　The downside of getting the balance wrong, however, can be steep. Motorola hired BenQ Corp. from China's Taiwan to design and manufacture millions of mobile phones. But then BenQ began selling phones last year in the prized China market under its own brand. Another risk is that brand-name companies will lose the incentive to keep investing in new technology. Yet if the innovation starts residing in the suppliers, you could endanger yourself to the point where there isn't much left.

8　Such perceptions are a big reason even when companies that outsource heavily refuse to discuss what hardware designs they buy from whom and impose strict confidentiality on suppliers.

9　The concerns also explain why different companies are adopting widely varying approaches to this new paradigm. Dell, for example, does little of its own design for notebook PCs, digital TVs, or other products. Hewlett-Packard Co. says it contributes key technology and at least some design input to all its products but relies on outside partners to co-develop everything from servers to printers. The key is to guard some sustainable competitive advantage, whether it's control over the latest technologies, the look and feel of new products, or the customer relationship.

10　Countries such as India and China, where wages remain low and new engineering graduates are abundant, likely will continue to be the biggest gainers in tech employment and become increasingly important suppliers of intellectual property. Some analysts even see a new global division of labor emerging: The rich West will focus on the highest levels of product creation, and all the jobs of turning concepts into actual products or services can be shipped out.

11　You can see this great division already taking shape in global electronics. The process started in the 1990s when China's Taiwan emerged as the capital of PC design, largely because the critical technology was standardized on Microsoft Corp.'s operating system software and Intel Corp.'s microprocessor. Today, "original-design manufacturers" (ODMs) from China's Taiwan, so named because they both design and assemble products for others, supply some 65% of the world's notebook PCs. Quanta Computer Inc. alone expects to churn out 16 million notebook PCs this year in 50 different models for buyers that include Dell, Apple Computer, and Sony.

12　Now, ODMs from China's Taiwan and other outside designers are forces in nearly every digital device on the market. Of the 700 million mobile phones expected to be sold worldwide this year, up to 20% will be the work of ODMs. About 30% of digital cameras are produced by ODMs, 65% of MP3 Players, and roughly 70% of personal digital assistants (PDAs).

## Sweeping Overhaul

13  India is emerging as a heavyweight in design, too. The top players in making the country world-class in software development, including HCL and Wipro, are expected to help India boost its contract R&D revenues from $1 billion a year now to $8 billion in three years.

14  Perhaps the most ambitious new entrant in design is Flextronics. Three years ago, it started losing big cell-phone and PDA orders to ODMs from China's Taiwan. Since then, CEO Michael E. Marks has shelled out more than $800 million on acquisitions to build a 7,000-engineer force of software, chip, telecom, and mechanical designers scattered from India and Singapore to France and Ukraine. So far, Flextronics has developed its own basic platforms for cell phones, routers, digital cameras, and imaging devices.

15  In the 1990s, companies like Flextronics completely restructured the world's electronics manufacturing. Indeed, some 80% of engineers in product development do tasks that can easily be outsourced—like translating prototypes into workable designs, upgrading mature products, writing user manuals, and qualifying parts vendors. What's more, most of the core technologies in today's digital gadgets are available to anyone. And circuit boards for everything from cameras to network switches are becoming simpler because more functions are embedded on semiconductors.

16  Why then should Nokia, Motorola, Sony-Ericsson, Alcatel and other brand-name companies all largely duplicate one another's efforts? Why should each spend $30 million to develop a new smartphone or $200 million on a cellular base station when they can just buy the hardware designs? The ultimate result is that some electronics giants will shrink their R&D forces from several thousand to a few hundred, concentrating on proprietary architecture, setting key specifications, and managing global R&D teams.

## Close to the Heart

17  Still, most companies insist they will continue to do most of the critical design work. A Motorola spokesman says it plans to keep R&D spending at around 10% for the long term. Lucent says its R&D staff should remain at about 9,000, after several years of deep cuts. And while many Western companies are downsizing at home, they are boosting hiring at their own labs in India, China, and Eastern Europe. This shows that companies have all realized if they want a sustainable competitive advantage, they will not get it from outsourcing.

18  Companies also worry about the message they send investors. If a company depends on outsiders

for design, investors might ask, how much intellectual property does it really own, and how much of the profit from a hit product flows back into itself, rather than being paid out in licensing fees? That's one reason Apple Computer lets the world know it develops its hit products in-house, to the point of etching "Designed by Apple in California" on the back of each iPod.

19  Yet some outsourcing holdouts are changing their tune. Nokia long prided itself on developing almost everything itself. No longer. Given the complexities of today's technologies and supply chains, "nobody can master it all," says its Chief Technology Officer. "You have to figure out what is core and what is context." Lucent says outsourcing some development makes sense so that its engineers can concentrate on next generation technologies.

20  It's also about brutal economics and the relentless demands of consumers. To get shelf space at a Best Buy or Circuit City often means brand-name companies need a full range of models, from a $100 point-and-shoot digital camera with 2 megapixels to a $700 8-megapixel model that doubles as a videocam and is equipped with a powerful zoom lens. On top of this, superheated competition can reduce hit products to cheap commodities within months. So they must get out the door fast to earn a decent margin. Consumer electronics have become almost like produce—they always have to be fresh.

21  Such pressures explain outsourcing's growing allure. Take cell phones for example. Using a predesigned platform can shave 70% of development costs off a new model, estimates a senior vice-president for marketing at Cellon. That can be a huge savings. As a rule of thumb, it takes around $10 million and up to 150 engineers to develop a new cell phone from scratch. If Motorola or Nokia guess wrong about the market trends a year into the future, they can lose big. So they must develop several versions.

## Moving Up the Food Chain

22  Who will ultimately profit most from the outsourcing of innovation isn't clear. The early evidence suggests that today's Western titans can remain leaders by orchestrating global innovation networks. Yet if they lose their technology edge and their touch with customers, they could be tomorrow's great shrinking conglomerates. Contractors like Quanta and Flextronics that are moving up the innovation ladder, meanwhile, have a shot at joining the world's leading industrial players. What is clear is that an army of in-house engineers no longer means a company can control its fate. Instead, the winners will be those most adept at marshaling the creativity and skills of workers around the world.

(Adapted from *BusinessWeek*, March 2005)

# GLOSSARY

| | | |
|---|---|---|
| vanguard (para. 2) | *n.* | a group of people who lead the development of new ideas, or a leading position in the development of something　先锋，前锋 |
| farm out (para. 2) | | send work to other people instead of doing it yourself 托别人去做 |
| enough bang for the buck (para. 5) | | the best result for the smallest effort　最佳效果 |
| confidentiality (para. 8) | *n.* | a situation in which important information must be kept secret　机密 |
| paradigm (para. 9) | *n.* | a particular way of doing something or thinking about something, which is generally accepted or copied （被普遍接受或模仿的）做事方法，思维方式 |
| churn out (para. 11) | | produce large quantities of something　大量生产 |
| overhaul (para. 13*) | *n.* | a complete change to a system that is intended to make it work more effectively　（对制度的）全面修订，彻底改革 |
| entrant (para. 14) | *n.* | a person who takes part in a competition or an examination　参赛者，参与者 |
| shell out (para. 14) | | pay a lot of money for something, especially unwillingly　付款 |
| embed (para. 15) | *v.* | fix something firmly into a substance 将某物固定于…… |
| allure (para. 21) | *n.* | attraction, charm or excitement　诱惑 |
| orchestrate (para. 22) | *v.* | arrange something carefully, and sometimes secretively, so as to achieve a desired result　精心安排 |
| conglomerate (para. 22) | *n.* | a company that owns several smaller businesses whose products or services are usually very different 大公司，企业集团 |
| marshal (para. 22) | *v.* | gather or organize people or things in order to achieve a particular aim 组织，集结（人力、物力） |

\* 表示此词首次出现在所标段落上方的小标题中