



“十二五”职业教育国家规划教材

# Career Express Business English

Second Edition

## 职通商务英语

(第二版)

*Extended Book*

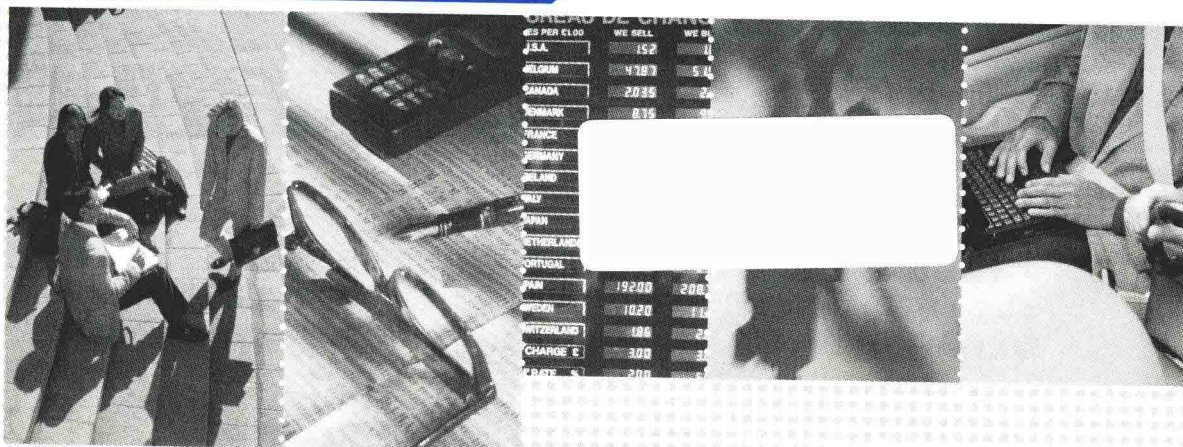
## 拓展教程 4

◎ 总主编 贺雪娟  
◎ 主 编 郭定芹 邬 帅



高等教育出版社





# Career Express Business English



“十二五”职业教育国家规划教材

Second Edition

## 职通商务英语

(第二版)

*Extended Book*

### 拓展教程

# 4

◎ 总主编 贺雪娟  
◎ 主 编 郭定芹 邬 帅

高等教育出版社·北京

图书在版编目(C I P)数据

职通商务英语拓展教程. 4 / 贺雪娟主编; 郭定芹,  
郭帅分册主编. -- 2版. -- 北京: 高等教育出版社,  
2016.3  
ISBN 978-7-04-044637-1

I. ①职… II. ①贺… ②郭… ③郭… III. ①商务 -  
英语 - 高等职业教育 - 教材 IV. ①H31

中国版本图书馆 CIP 数据核字 (2016) 第 019773 号

策划编辑	闵 阅 康冬婷	项目编辑	康冬婷	责任编辑	孙 健	封面设计	张 志
版式设计	魏 亮	责任校对	孙 健	责任印制	毛斯璐		

出版发行	高等教育出版社	网 址	<a href="http://www.hep.edu.cn">http://www.hep.edu.cn</a>
社 址	北京市西城区德外大街4号		<a href="http://www.hep.com.cn">http://www.hep.com.cn</a>
邮政编码	100120	网上订购	<a href="http://www.hepmall.com.cn">http://www.hepmall.com.cn</a>
印 刷	北京鑫丰华彩印有限公司		<a href="http://www.hepmall.com">http://www.hepmall.com</a>
开 本	850mm×1168mm 1/16		<a href="http://www.hepmall.cn">http://www.hepmall.cn</a>
印 张	10.75	版 次	2011年 8 月第 1 版
字 数	271千字		2016年 3 月第 2 版
购书热线	010-58581118	印 次	2016年 3 月第 1 次印刷
咨询电话	400-810-0598	定 价	34.50元

本书如有缺页、倒页、脱页等质量问题, 请到所购图书销售部门联系调换  
版权所有 侵权必究  
物 料 号 44637-00



## 第二版前言

随着经济全球化的进一步发展,我国与世界各国的经济合作日益扩大,国际商贸交往日益频繁。在对国际化商贸人才需求日益增加的同时,社会对高素质商贸人才的英语应用能力要求愈来愈高。中华人民共和国国家质量监督检验检疫总局和中国国家标准化管理委员会联合颁布了《GB/T28158-2011国际贸易业务的职业分类与资质管理》(2012年实施),该规范分析了商贸职业岗位群人才培养目标,见下表。

国际商贸职业岗位群人才培养目标分析表

职业岗位群	主要工作岗位	人才培养目标
国际商务从业人员	进出口贸易、国际物流、国际金融、服务外包等	培养熟练运用商务英语专业技能,从事国际商务工作的应用型人才
涉外企业管理人员	涉外企业生产、销售、管理等	培养以英语语言为工具在涉外企业从事生产、销售、管理工作的一线人才
涉外服务从业人员	外事接待、涉外旅游等	培养能熟练运用英语从事外事接待、涉外旅游服务等三产服务一线的专门人才

《职通商务英语》系列教材旨在提高学习者的商务英语语言交际技巧,培养其熟练掌握英语、通晓商务知识、熟悉国际商务环境和掌握进行跨文化交际的能力,以满足现代社会对国际商贸人才的要求。下表为中华人民共和国国家质量监督检验检疫总局和中国国家标准化管理委员会联合颁布的《国际贸易从业人员职业资质与管理规范》制定的商贸职业岗位群人才培养目标分析表。

基于此,各高职高专院校在商务英语课程建设中积极开展教学研究和创新实践。长沙民政职业技术学院外国语学院在长期的商务英语教学实践中积累了丰富的经验,确立了一套行之有效的课程标准,《高职高专英语专业标准与课程标准设计》(高等教育出版社,2009)一书对此标准进行了详细阐述。涉及“商务英语精读课程目标”的内容大致归纳为下表:

### 课程总目标

培养学习者在商务场景中使用英语语言知识和商务知识的技能,使学习者能够完成具体商务任务,成为适应社会需要的应用型涉外商务工作者。

### 商务知识与技能

使学习者了解和领悟商务活动中需要的知识,掌握商务活动中需要的技能,并灵活运用于商务实践。

### 语言知识与技能

使学习者通晓商务英语语言知识与技能,完成商务交际任务。

《职通商务英语》系列教材从《GB/T28158-2011国际贸易业务的职业分类与资质管理》中对商贸职业岗位群人才培养目标出发,立足于实际教学工作中的商务英语专业课程标准,将商务专业知识、跨文化交际能力与英语语言运用技能相结合;以学生为中心,以商务活动为环境,以商贸岗位任务为路径,以商务交际为目的,由浅入深,循序渐进,通过对学生听、说、读、写、译等基本技能的全面训练,使学生通晓商务技能、掌握英语知识,并具有在未来工作岗位中完成商务任务和商务交际的能力。

## 一、教材亮点

### 1. 分析岗位，设计系统

《职通商务英语》系列教材在分析国际商贸职业人才培养目标，解构职业岗位的基础上，针对行业、企业对商贸高素质人才的要求，完成单元主题及框架结构的设计。教材设计系统、新颖，适合高职高专经贸商务专业的学生使用。

### 2. 选材真实，突出实用

《职通商务英语》系列教材选材真实，编写组成员远赴国外著名大学及外贸机构现场选材。所有素材均采用真实事件、真实人物、真实案例，内容涉及企业管理、国际贸易、金融证券、商务礼仪等，旨在通过采用大量真实、生动的素材，营造出真实的商务活动情境，满足商务英语学习者的实际需求。

### 3. 设计新颖，注重操作

本系列教材根据专门用途英语课程和高职高专学生特点，在教材设计中充分考虑教学法，运用行动导向教育理念和ISAS（Information Search and Analysis Skills）等新的教学观念和手段，注重语言的交际功能和商务知识的应用，遵循“输入—内化—输出”的学习规律，强调教与学的紧密结合。

### 4. 三位一体，凸显完美

本系列教材由《综合教程》《教师参考书》《听说教程》和《拓展教程》等部分组成。《综合教程》和《教师参考书》提供了各单元的课堂教学设计、课文分析、语法讲解、写作技巧、练习答案以及大量商务背景资料；《拓展教程》由词汇、语法、阅读、写作及商务技能几部分组成，供学生课后进行巩固及拓展性练习。本系列教材配有电子教案、MP3录音、网络课程和资源等相关教学资源，提供了教学各环节所需要的素材，且定期更新。

### 5. 循序渐进，强化阶段

本系列主干教材共分为4册，内容涉及从基本商务概念、理论，到具体商务操作流程以及实际案例分析的全过程，便于学习者循序渐进地完成各阶段相关商务英语知识的学习，更具目的性和科学性。

## 二、教材结构

本系列教材的综合教程共4册，第一册、第二册旨在培养学生的词汇、语法、语用技能、跨文化交际能力和普通商务知识；第三册围绕国际商务及国际贸易流程设计单元主题，进一步培养学生实际运用语言的能力及商科专业知识；第四册为具体商务案例的学习与分析。

综合教程各册均配备MP3录音、音频资料，每册包含10个教学单元，各教学单元体例基本统一，由以下5个模块构成：

- 学习目标（语言技能、语法要点、词汇知识、商务交际）
- 任务导入（小组讨论、问题回答、意见陈述、热身练习）
- 精读课文（导语、阅读前任务、课文、注释、阅读理解）
- 语言要点（词汇与语法学习、商务技巧、商务翻译技能）
- 商务交际（商务写作、商务听说、商务礼仪）

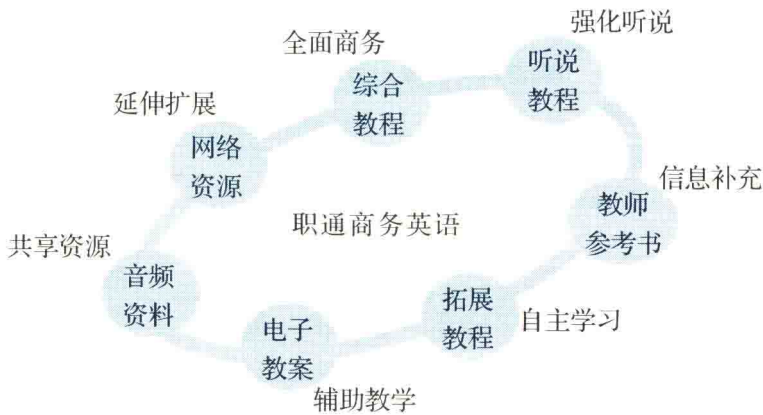
本系列教材的综合教程教师参考书摆脱了传统的教参编排方式，力求从教师教学角度出发，做到信息丰富、设计合理、使用方便。每册电子教案分为10个单元，每单元分为一个主页面和三个教学板块，结构清晰，便于教师操作。图文并茂的形式，也有利于激发学生的学习兴趣。

拓展教程是综合教程的补充和扩展，编者力求从方便学生自学的角度出发，提供了与单元主题



相关的自测习题，可作为课后练习来检测学习效果，部分内容还可用于丰富课堂教学。

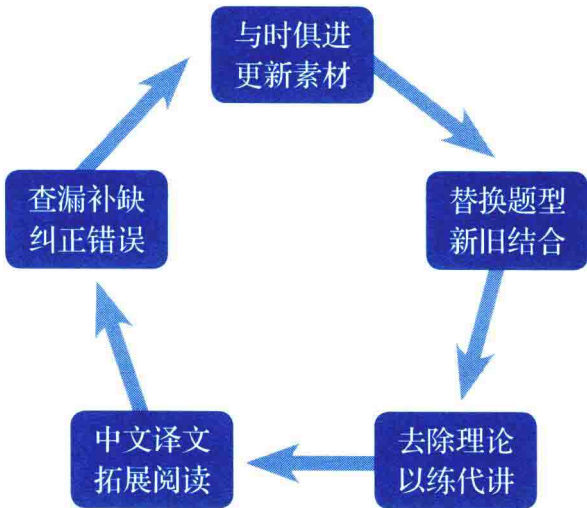
《职通商务英语》系列教材构成图



### 三、第二版修订说明

《职通商务英语》系列教材面世以来，以其优良的品质、新颖的编排和科学的设计得到了师生们的一致好评。为适应时代的不断发展和新时期对国际商贸人才的更高要求，《职通商务英语》编写团队完成了教材的更新，主要体现在以下几个方面：

1. 更新了部分过时的素材，代之以体现时代特征的新现象、新知识、新技能；
2. 替换了部分老旧的题型，增加了满足学生各类考试需求的新题型；
3. 调整了教材的部分结构，去除了教材中语法理论部分的讲授，以练代讲，讲究实操；
4. 在教参中补充了所有素材的中文译文，为教师教学提供参考，也便于教师指导学生完成课外阅读；
5. 此外，以认真务实的态度对教材进行了查缺补漏。



《职通商务英语》（第二版）系列教材由长沙民政职业技术学院外语学院贺雪娟教授担任总主编。大连理工大学的孔庆炎教授担任了《职通商务英语》系列教材的总主审。外籍专家Hal.J.Mettes先生以及Caroline.J.Mettes女士也参与了该套教材的审稿工作。具体各册编者情况如下：

职通商务英语（第二版）编者名单		
教材名称	主编	编者
职通商务英语（第二版）听说教程1	潘静、游娟	潘静、游娟、唐菁、何荣辉、李涵、陈懿、杨亮辉、刘玉丹、王治
职通商务英语（第二版）听说教程教师参考书1	陈懿、何荣辉	
职通商务英语（第二版）听说教程2	唐菁、王治	潘静、游娟、唐菁、何荣辉、李涵、陈懿、杨亮辉、刘玉丹、王治
职通商务英语（第二版）听说教程教师参考书2	李涵、杨亮辉	
职通商务英语（第二版）听说教程3	邓曼英、刘玉丹	邓曼英、刘玉丹、潘静、游娟、唐菁、何荣辉、李涵、陈懿、王治、刘亚琴
职通商务英语（第二版）听说教程教师参考书3	刘亚琴、唐菁	
职通商务英语（第二版）综合教程1	付检新、杨帅	付检新、李颖、王荣宁、戴卓、崔彪、李琰、文平、武海波、杨帅、赵宇
职通商务英语（第二版）综合教程教师参考书1	武海波、文平	
职通商务英语（第二版）拓展教程1	李颖、李琰	贺雪娟、邓曼英、伍雁、邓良春、张雷、朱毅恒、李恩慧、金钊、李兰、许灵芝
职通商务英语（第二版）综合教程2	贺雪娟、朱毅恒	
职通商务英语（第二版）综合教程教师参考书2	张雷、李恩慧	邓曼英、刘玉丹、金钊、李琰、许灵芝、陈懿、李涵、杨亮辉、李兰、朱毅恒、王敏
职通商务英语（第二版）拓展教程2	邓曼英、金钊	
职通商务英语（第二版）综合教程3	邓曼英、刘玉丹	郭定芹、付检新、邬帅、崔彪、王荣宁、张龙、胡兵、陈茜、李恩慧、贾梦霞、戴卓、武海波、李楚梅
职通商务英语（第二版）综合教程教师参考书3	李楚梅、许灵芝	
职通商务英语（第二版）拓展教程3	李兰、王敏	郭定芹、付检新、邬帅、崔彪、王荣宁、张龙、胡兵、陈茜、李恩慧、贾梦霞、戴卓、武海波、李楚梅
职通商务英语（第二版）综合教程4	付检新、戴卓	
职通商务英语（第二版）综合教程教师参考书4	王荣宁、崔彪	郭定芹、邬帅
职通商务英语（第二版）拓展教程4	郭定芹、邬帅	

本套教材在内容设计和材料选取上进行了不少新的尝试。编者真诚地希望使用本套教材的学生和教师能对本教材的不足之处提出宝贵意见，以便我们日后加以完善。

编者  
2015年12月

# 拓展教程使用说明

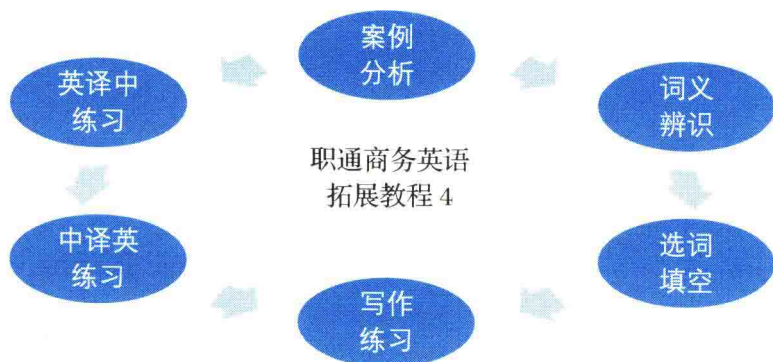
## 一、编写说明

《职通商务英语拓展教程》是《职通商务英语综合教程》的补充和扩展,该教材提供了与主教材各单元主题相关的案例分析与语言练习,并使其成为课后练习内容来检测学生的学习效果,部分内容还可用于课堂教学。《职通商务英语拓展教程》紧扣单元主题,对相关语言知识进行了引申,对商务专业知识进行了巩固,是学生学习过程的延续,同时也能提升学生语言技能,拓展学生商务知识,增强学生的案例分析能力。

## 二、使用说明

《职通商务英语拓展教程4》每单元提供两个案例分析练习,包含六个任务。为了使学生在练习之余轻松一乐,各单元最后都安排了一则幽默小故事,以增加练习的趣味性。

《职通商务英语 拓展教程4》单元结构示意图:



### 任务1: 案例分析

该部分包含3~5个小任务,要求学生在掌握案例公司基本情况的基础上,对案例中所反映的公司情况进行分析,解答关于该公司的相关问题。

### 任务2: 词义辨析

该部分提供了10个词义辨析练习,旨在使学生辨识、掌握各单元所学重要词汇或与单元主题相关的商务词汇。

### 任务3: 选词填空

该部分提供了10个选词填空练习,旨在使学生进一步掌握各单元重要词汇的用法。

### 任务4: 英译中练习

该部分提供一段与单元主题相关的英语材料供学生翻译练习,考察学生的英语理解能力,提高其英译中技能。

### 任务5: 中译英练习

该部分提供5个中文句子供学生翻译练习,考察学生对相关术语的理解与掌握,提高其中译英技能。

### 任务6: 写作练习

该部分出现在案例二的练习中。要求学生根据案例所提供的情况,就案例公司所面临的问题或挑战,以及如何处理该问题写一篇短文,考查学生分析问题、解决问题的能力及其写作水平。



# CONTENTS

## Unit 1 Corporate Innovation..... 1

Case I	1
Case II	6
Leisure Time	12

## Unit 2 International Operations..... 13

Case I	13
Case II	19
Leisure Time	24

## Unit 3 Strategic Management ..... 25

Case I	25
Case II	31
Leisure Time	37

## Unit 4 International Marketing..... 38

Case I	38
Case II	43
Leisure Time	49

## Unit 5 E-Commerce ..... 50

Case I	50
Case II	55
Leisure Time	61

## **Unit 6 International Franchising..... 62**

**Case I 62**

**Case II 68**

**Leisure Time 76**

## **Unit 7 Global Supply Chain Management..... 77**

**Case I 77**

**Case II 84**

**Leisure Time 89**

## **Unit 8 Venture Investment..... 90**

**Case I 90**

**Case II 95**

**Leisure Time 100**

## **Unit 9 International Service Outsourcing ..... 101**

**Case I 101**

**Case II 105**

**Leisure Time 112**

## **Unit 10 Intercultural Business Communication..... 113**

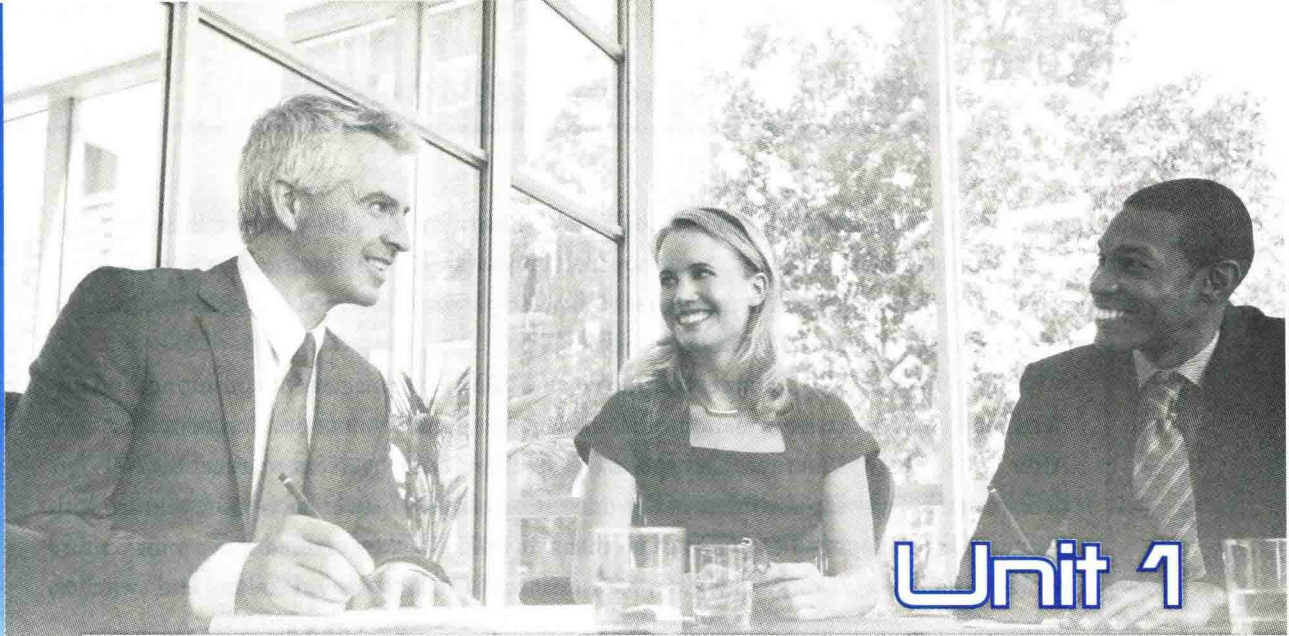
**Case I 113**

**Case II 118**

**Leisure Time 124**

## **Answer Key ..... 125**





## Unit 1

# Corporate Innovation

## Case I

### Huawei Technologies Co., Ltd

#### Background Information

Huawei Technologies is a private high-tech enterprise which specializes in research and development (R&D), production and marketing of communications equipment, and provides customized network services for telecom carriers.

Huawei was founded by Ren Zhengfei in 1988, as a distributor of imported private branch exchange (PBX) products, with an initial registered capital of 24 000 RMB. By 1989, Huawei started developing and later marketing its own PBX. After accumulating knowledge and resources on PBX business, Huawei achieved its first breakthrough into mainstream telecommunication market in 1993, by launching C&C08 digital telephone switch, which had a switching capacity of over 10K circuits. Huawei's switches were first deployed only in small cities and rural areas. It eventually gained market share and made its way into major city switch offices and toll service. Other Huawei products also likely have such a history for their adoption, against the competition of then dominating foreign telecom equipment manufacturers.

In 1994, Huawei established a long distance transmission equipment business,

launched its own HONET integrated access network and SDH product line. In 1996, Huawei captured its first overseas contract, providing fixed-line network products to Hongkong's Hutchison-Whampoa. Later, in 1997, Huawei released its GSM product and eventually expanded to offer CDMA and UMTS.

From 1998 to 2003, Huawei contracted with IBM for management consulting, and underwent significant transformation of its management and product development structure. After 2001, Huawei increased its speed of expanding into overseas market. By 2004, its overseas sales had surpassed that of the domestic market. Huawei has a joint venture with Siemens for developing TD-SCDMA products. In 2003, Huawei entered into a joint venture named Huawei — 3Com with 3Com for Internet Protocol — based routers and switches, eventually selling its 49% stake to 3Com in 2007 for USD 882 million.

In May 2007 Huawei and American security firm Symantec announced the forming of a joint-venture company in developing security and storage appliances. In May 2008, Huawei joined Optus in developing a mobile innovation centre in Sydney, Australia, aimed at accelerating the adoption of high-speed mobile and wireless broadband. In July 2010, Huawei reached Global Fortune 500 for the first time with the annual sales of 21.8 billion U.S. dollars and net profit of 2.67 billion U.S. dollars.

After years of hard efforts, Huawei is becoming more and more internationalized. Its products and solutions are deployed in over 100 countries and serve 45 of the world's top 50 operators, as well as over two billion users worldwide. Huawei has set up more than 100 branch offices in order to provide quick services to its customers. It has also established 17 R&D centers around the world, in places such as the Silicon Valley and Dallas in the United States, Stockholm in Sweden, Moscow in Russia and Bangalore in India to ensure global R&D with outstanding people.

### **Huawei Ranked 5th Most Innovative Company in the World**

*Fast Company*, the highly-respected and award-winning U.S. based monthly magazine, has ranked Huawei the fifth most innovative company in the world for 2010, behind only Facebook, Amazon, Apple, and Google. Huawei was the only new-entrant to the list of the top five most innovative companies.

*Fast Company* credited Huawei's strong business growth in 2009 to its leadership in customer-centric innovation. In an article in the March 2010 issue, *Fast Company* said of Huawei: "Huawei Technologies shot past Alcatel-Lucent and Nokia, Siemens in 2009 to become the world's No. 2 telecom-gear provider, powered by quality and product upgrades ... in the past year, it has won a slew of lucrative, prestigious contracts ... the sum of these deals was good enough to double Huawei's global market share."

Commenting on this honor, Charlie Chen, senior vice president, marketing and product management of Huawei USA, said: "One of Huawei's key differentiators is our



customer-centric innovation strategy that is focused on understanding operator needs and rapidly delivering customized network solutions to create maximum value. It is a long-term investment towards continuous innovation designed around close partnerships with operators to overcome challenges and achieve business success.”

### Huawei as Innovator

Huawei has a deep and longstanding commitment to innovation:

- Huawei ranked No.2 in global patent filings, with 1 847 in 2009, according to the United Nations World Intellectual Property Organization patent list.
- In 2009, 46 percent of Huawei’s employees were dedicated to R&D.
- As part of a worldwide integrated product development process, Huawei operates 17 global R&D centers and operates over 22 joint innovation centers with its customers.
- Huawei has successfully deployed the world’s first LTE (long-term evolution) commercial network for TeliaSonera in Oslo, Norway.
- Huawei promoted its leading SingleRAN@Broad solution for CDMA industry, marking a continued commitment to delivering innovative and cutting-edge SingleRAN solutions to operators to ensure continued profitability and business growth.
- Huawei has deployed an integrated solution for providing multi-media video communications between mobile callers and traditional fixed-line customers using a VIG (video interworking gateway).

### Research & Development

Huawei’s value proposition is based on “cost of ownership” i.e., the total lifetime cost of their equipment, rather than the price. Huawei is not always the lowest-priced competitor. “Our focus has been on lowering the total cost of ownership for the network as a whole,” Edward Zhou notes. In an era when telecom’s ARPU (average revenue per user) is falling, cost of ownership is crucial. For instance, Huawei’s SingleRAN multipurpose wireless network that transmits in 2G, 3G and LTE (long term evolution) signals saves operators’ money, because they can buy a single grid rather than install separate ones for each technology.

In order to meet the needs of our customers, Huawei focuses on a strategy of continuous customer-centric innovation. The goal of its product R&D is to deliver timely solutions for anticipated and actual customer needs by developing innovations in technologies, products, solutions and services.

Huawei has more than 43 600 employees engaged in R&D and has established 17 research institutes and over 20 joint innovation centers with top operators to transform leading technologies into a competitive edge for customers and achieve business success.

Huawei proactively joined, supported and made significant contribution to international standards. Huawei has become a member of 123 standards organizations in 2009, taking 148 leadership positions. Huawei was widely recognized for its contribution in this area and was the only company that received “2009 Corporate Award” from IEEE Standards Association.

In the R&D area, the company intensively promoted Integrated Product Development (IPD) process. As a result of thorough comprehension of the needs of its customers, the company dramatically reduced its time to market and facilitated the success of its customers.

Based on its strong innovation capabilities, Huawei won R&D assistance from several government programs in 2009 through competition processes, such as China’s Next Generation Broadband Wireless Networks, Next Generation Internet and EU FP programs etc.

**Task 1 Read about the case carefully and answer the questions given below.**

1. Search the Internet for the information about Huawei’s products & services, solutions & innovations, and research & development.

(Suggested Website: <http://www.huawei.com>)

Products & services:

Solutions:

Innovations:

Research & development:

2. What do you think has created Huawei’s strong business growth?

\_\_\_\_\_

3. What are the key differentiators that make Huawei stand out from its competitors?

\_\_\_\_\_

4. What major innovations has Huawei made?

\_\_\_\_\_

**Task 2 Find the words or expressions in the passage which correspond to the following definitions.**

1. The act of binding yourself (intellectually or emotionally) to a course of action

C \_\_\_\_\_



2. A person who enters a competition or contest  
E \_\_\_\_\_
3. Ability of a firm to generate net income on a consistent basis. It is often measured by price to earnings ratio  
P \_\_\_\_\_
4. Having a good reputation  
P \_\_\_\_\_
5. Producing a profit; profitable  
L \_\_\_\_\_
6. Creations of the mind: inventions, literary and artistic works, and symbols, names, images, and designs used in commerce  
I \_\_\_\_\_ P \_\_\_\_\_
7. Having existed for a long time  
L \_\_\_\_\_
8. A large amount or number; a lot  
S \_\_\_\_\_
9. Equipment and supplies for a particular operation, sport, etc.  
G \_\_\_\_\_
10. One who, or that which, differentiates  
D \_\_\_\_\_

**Task 3 Complete the sentences below using the words and expressions from Task 2.**

1. How to forecast the sales of an early \_\_\_\_\_ to a market?
2. Do you know much about the \_\_\_\_\_ rights?
3. He inherited a \_\_\_\_\_ business from his father.
4. These costs will impact on our \_\_\_\_\_.
5. In view of our \_\_\_\_\_ business relations, we can consider accepting your counter-offer.
6. China's Huawei broke into the next-generation communication \_\_\_\_\_ market in Korea.
7. In 1981 Murdoch bought the failing but \_\_\_\_\_ London Times.
8. We still have a \_\_\_\_\_ of unpaid bills this month.
9. The customer-centric innovation strategy is our key \_\_\_\_\_.
10. Our company has a \_\_\_\_\_ to quality and customer service.

**Task 4 Translate the following paragraph into Chinese.**

Huawei's global innovation drive dovetails nicely with the government's goals. Beijing is keen to make China a leader in technology to reduce manufacturers' reliance on foreigners for key components, and to narrow the gap with Japan, Europe, and the U.S. China's leaders figure the local heroes can take advantage of the country's large home market and talented engineers to help set the standards for emerging technologies such as 3G, the digital home, and the next-generation Internet.

---

---

---

---

---

---

**Task 5 Translate the following sentences into English.**

1. 华为是全球领先的电信解决方案供应商。  

---
2. 我们的产品和解决方案已经应用于全球100多个国家，服务全球运营商50强中的45家。  

---
3. 我们运用通信领域经验和专业，帮助人们融入到信息社会。  

---
4. 2009年，尽管全球经济环境不景气，华为仍然持续加大研发投入。  

---
5. 我们与很多世界一流公司（如：Intel、Microsoft和IBM）进行合作并建立联合实验室。  

---

## Case II

### Facebook Inc.

#### Background Information

Facebook is a social networking website that is operated and privately owned by Facebook Inc. Facebook allows anyone who declares themselves to be aged 13 or older to



become a member of the website. Users can add people as friends and send them messages, and update their personal profiles to notify friends about themselves. Additionally, users can join networks organized by workplace, school, or college. The website's name stems from the colloquial name of books given to students at the start of the academic year by university administrations in the U.S. with the intention of helping students to get to know each other better.

Facebook, the brainchild of Mark Zuckerberg while he was still studying at Harvard University, was founded in February 2004. The website's membership was initially limited by the founders to Harvard students, but was expanded to other colleges in the Boston area, the Ivy League, and Stanford University. It gradually added support for students at various other universities before opening to high school students, and, finally, to anyone aged 13 and over.

### **Website Features**

Users can create profiles with photos, lists of personal interests, contact information and other personal information. Communicating with friends and other users can be done through private or public messages or a chat feature. Users can also create and join interest groups and "like pages" (formerly called "fan pages" until April 19, 2010), some of which are maintained by organizations as a means of advertising. To allay concerns about privacy, Facebook enables users to choose their own privacy settings and choose who can see what parts of their profile.

Facebook has a number of features with which users may interact. They include the "Wall," a space on every user's profile page that allows friends to post messages for the user to see; "Pokes", which allows users to send a virtual "poke" to each other (a notification then tells a user that they have been poked); "Photos", where users can upload albums and photos; and "Status", which allows users to inform their friends of their whereabouts and actions. Depending on privacy settings, anyone who can see a user's profile can also view that user's "Wall". In July 2007, Facebook began allowing users to post attachments to the "Wall", whereas the "Wall" was previously limited to textual content only.

"We are constantly testing new ideas," said a Facebook spokesman. Over time, Facebook has added features to its website. On September 6, 2006, a News Feed was announced, which appears on every user's homepage and highlights information including profile changes, upcoming events, and birthdays of the user's friends. One of the most popular applications on Facebook is the Photos application, where users can upload albums and photos. Facebook allows users to upload an unlimited number of photos. Privacy settings can be set for individual albums, limiting the groups of users that can see an album. For example, the privacy of an album can be set so that only the user's friends can see the album, while the privacy of another album can be set so that all Facebook users can see it. Another feature of the Photos application is the ability to "tag", or label users in