# 国际商务英语

李洁 主编



北京理工大学出版社



## 国际商务英语 International Business English

主 编 李 洁

副主编 王 磊

参编 王 蕊 齐丽莉 黄 梅

#### 内容简介

《国际商务英语》为商务英语基础教材,涵盖企业管理、市场营销、电子商务、国际贸易、金 融等领域的重点和热点内容,适用于商务英语专业的商务知识课和非英语专业的选修课。本书共有 10个单元,涉及职场中的方方面面,包括求职、上班、开会、企业文化、商务旅行、商务礼仪、互 联网、职业发展、商务关系、国际金融。每单元内容由导入、口语 ( 听说) 练习、阅读练习和写作 学习组成。具体内容如下:

- ▶ 导入部分主要提示本单元学习要点,概括介绍本单元内容,并且安排导入学习的课前活动。
- 口语(听说)练习分为多个对话,涉及本单元学习主题的方方面面,对话结构清晰、详略 得当。还配有常用句型或讨论题等,供课堂讨论使用。
- ▶ 阅读练习包括核心阅读两篇和扩展阅读一篇。通过文章阅读,提高学生词汇量,增强阅读能 力,扩展商务领域知识。文章选材贴近生活,有助于学生参与课堂互动、提高学习兴趣。练习题围 绕每篇文章中的重点知识编写,形式多样,包括简答、判断、翻译等,通过多种途径测试和巩固文 章中所学习的知识。
- > 写作学习包括常见商务活动中的各种文体,如求职信、会议纪要、行程安排、调查问卷、电 子邮件及社交网络等多种文体,写作原则与具体实例一一对应,一目了然,帮助学生理解和掌握写 作方法。同时,补充、梳理了常用句型部分,为学生提供更多的商务语言输入,方便学生识记。

#### 版权专有 侵权必究

#### 图书在版编目(CIP)数据

国际商务英语/李洁主编. 一北京: 北京理工大学出版社, 2017.2 ISBN 978-7-5682-3720-8

I.①国··· II.①李··· III.①国际商务-英语-教材 IV.①F740

中国版本图书馆 CIP 数据核字 (2017) 第 032732 号

出版发行 / 北京理工大学出版社有限责任公司

社 址 / 北京市海淀区中关村南大街 5号

编 / 100081 фß

申. 话 / (010) 68914775 (总编室)

(010) 82562903 (教材售后服务热线)

(010) 68948351 (其他图书服务热线)

XX 址 / http: //www. bitpress. com. cn

经 销/全国各地新华书店

刷 / ED

字

开 本 / 787 毫米×1092 毫米 1/16

张 / 17.25 印

责任编辑 / 武丽娟 文案编辑 / 龙 微

数 / 405 千字 次 / 2017年2月第1版 2017年2月第1次印刷 版

责任校对 / 周瑞红

定 价 / 60.00元 责任印制 / 李志强



日益加快的国际化进程对高级商务英语人才的需求越来越大、越来越迫切,这对高层次国际化、复合型、应用型人才的培养提出了更高的要求: 主要是要培养具有扎实的语言基本功,熟练掌握英语听说读写译技能,通晓国际商务基本知识,具有较强的沟通能力、应用能力和较高综合素质的复合型人才。

《国际商务英语》是商务和英语的结合。在这里,英语的语言水平是基本的要求。也就是说,我们首先解决的是学生的语言水平问题,帮助学生切实地提高英语水平。在此基础上,进行商务方面的培训。其中包括今后工作中会遇到的不同场景,如何与外国人合作,了解外国人工作的方式方法,以及他们的生活习惯等。

本书依据功能和情景相结合的原则选材和编写,突出语言交际功能和使用功能,注重语言技能和商务知识的密切结合。书中的每一选题都来自商务活动并设计语境,通过真实模拟商务活动场景,让学习者得以进入商务实践;引导学习者在不同的商务交际场合,进行有效的商务沟通,在实践中获得技能的提升。本书具有以下特点:

- 1) 丰富性。涵盖企业管理、市场营销、电子商务、国际贸易、金融等领域的重点和热 点内容。全书共有10个单元,涉及职场中的方方面面,包括求职、上班、开会、企业文化、 商务旅行、商务礼仪、互联网、职业发展、商务关系、国际金融等。
- 2) 实用性。围绕精选的话题,通过听说讨论、阅读拓展、写作操练等多样的形式,切实让学生浸入在目标语中,体会并学习跨语言文化等商务交际知识和实务。教师可以采用以学生为中心的教学模式,利用对话、讨论、角色扮演、演讲、英汉互译、写作展示等多种方式灵活组织教学。学生也可利用书中各种练习,进行自学和预习,熟练掌握所学内容以及各种表达法。
- 3) 针对性。本书由长期从事大学国际商务英语教学及具有国际商务工作丰富实践经验的教师编写,针对中国学生及商务活动的特点,并充分考虑教学对象、学生需求、学习方法等因素而进行选材设计。力求重点突出、高效快捷地帮助学习者提高综合商务英语能力,并能学以致用。

在本书的编写过程中,编者参考并借鉴了国内外近年来出版的许多相关书籍和网站,获 益良多,在此表示由衷的感谢!由于编写时间仓促,本书在编写过程中难免存在不足之处, 望读者和专家不吝赐教。谢谢!

Unit	1 J	Job Application	1
	1. 1	Starting up	_
	1.2	Speaking ·····	
	1.3	Active reading	
	1.4	Guided writing	
	Gloss	sary	17
	参考	译文	20
Unit	2 1	The Working Day	28
	2. 1	Starting up	28
	2. 2	Speaking ····	29
	2. 3	Active reading · · · · · · · · · · · · · · · · · · ·	
	2. 4	Guided writing	
		ary	
	参考	译文	46
Unit	3 A	At the Meeting ·····	53
	3. 1	Starting up	53
	3. 2	Speaking ·····	54
	3.3	Active reading · · · · · · · · · · · · · · · · · · ·	58
	3.4	Guided writing	
		sary	
	参考	译文 ····································	73
Unit	4 (	Corporate Culture ·····	80
	4. 1	Starting up	80
	4. 2	Speaking ·····	81
	4. 3	Active reading ·····	83
	4. 4	Guided writing	91

	Gloss	ary	93
	参考	译文	97
Unit	5 E	Business Trip ·····	104
	5. 1	Starting up ·····	104
	5. 2	Speaking	105
	5.3	Active reading	108
	5.4	Guided writing	112
	Gloss	ary ·····	116
	参考	译文	118
Unit	6 B	Business Etiquette ·····	124
	6. 1	Starting up ····	124
	6. 2	Speaking ····	125
	6. 3	Active reading ·····	127
	6.4	Guided writing ·····	
		ary ·····	
	参考	译文	137
Unit	7 I	nternet	
	7. 1	Starting up	
	7. 2	Speaking ····	
	7.3	Active reading	
	7.4	Guided writing	
	Gloss	ary ·····	157
	参考	译文	162
Unit	8 (	Career Development	
	8. 1	Starting up ·····	169
	8.2	Speaking ····	170
	8.3	Active reading	171
	8. 4	Guided writing ·····	178
	Gloss	ary ·····	181
	参考	译文	183
Unit	9 B	Business Relationship	190
	9. 1	Starting up ·····	190
	9. 2	Speaking ····	191
	9. 3	Active reading	195
	9. 4	Guided writing ·····	203
	Gloss	ary ·····	209
	参考	译文	214

		nternational Finance	
		Starting up ·····	
10.	. 2	Speaking ·····	223
		Active reading ·····	
10.	. 4	Guided writing	234
Glo	ossar	у	240
参	考译	·文···································	245
Exercis	se Ko	eys ·····	252
参考文	献…		268



### Job Application



#### 1.1 Starting up

#### Questions for discussion

You are going to talk about the jobs. Read the following questions and discuss them with your partner.

- 1) What is your ideal job? 你理想的工作是怎样的?
- 2) Have you ever been on a job interview? If so, tell me about one. 你有没有参加过求职面试?如果有,请举一个例子。
- 3) When looking for a job, what factors do you consider important? Please list a number of

factors in order of importance, and compare it with your partner's. Try to state your reasons. 在找工作时,你认为哪些因素是重要的?请按重要程度列出并和你的搭档比较,试着说出你的原因。

- 4) If you have the chance to be interviewed with any company, which one would it be and why? 如果你有机会参加公司面试,你希望是哪家公司并说出原因。
- 5) What should you do or not do during a job interview? 在求职面试中,哪些是你应该做的,哪些是不应该做的?

#### 1.2 Speaking

#### Conversation A:

- A: I can see by your **resume** here that you studied business **administration**.
- B: That's right.
- A: So I wonder why you want to work for a newspaper.
- **B**: I did reporting for the university newspaper at my school. And I've always been very interested in **journalism**.
- A: But journalism—it's a very different profession from administration. You know a lot about administration. Why don't you choose to work for a company looking to train managers?
- **B**: I studied administration, yes, but I am more interested in writing articles. I want to use my knowledge of business to write financial news.
- A: A news reporter must be expected to work many hours.
- **B**: I know that the profession requires **dedication**.
- A: You should expect to work more than fifty hours a week. And there is a lot of pressure in this job. You have to get stories in by the deadline. You have to be very independent. You have to know how to arrange things by yourself.
- **B**: I know that beginning reporters work many hours. I am very willing to take on the **challenge**.
- **A**: May I ask how well you know the city?
- **B**: I grew up here.
- A: But you went to college in Maine. So you haven't lived here for almost five years, yes?
- **B**: Yes, that's true. But I grew up on the north side of town. And I know this city very well. I have no trouble getting where I need to go.
- A: That's good. If you're hired, we will be sending you everywhere. The job is in the city news department.
- B: Yes, I'm aware of that.
- **A:** Judging by the stories you gave us, I'd say your writing is very good. Have you written things other than newspaper stories?
- B: I have experience writing newsletters for a health club. I mentioned that in my resume.

- A: You did that while you were in school?
- B: Yes.
- A: Oh, yes, I see it. Well, I think our interview is complete then. Are there any questions you would like to ask me?
- B: No, not at the moment.
- A: Alright, then. We will probably be giving you a call in ten days or so. I have to interview several more people.
- B: Thank you, Mr. Jones.

#### Conversation B:

- A: Excuse me, can you tell me which is Bob Rice's office?
- B: Sure. It's the third office down this hall. Are you looking for Bob?
- A: Yes. He told me to come by this morning.
- B: I'm sorry, but he's not in the office now. Do you have an appointment?
- A: An appointment?
- B: Yes. What time did he expect you?
- A: He said I should come by this morning. He didn't give me a time. He said I could come any time before noon.
- B: I see. He's usually here on Tuesday mornings.
- A: Today is Tuesday.
- B: I know. He's usually here, but today he went out to a site on the east side.
- A: That's too bad. I need to discuss these plans with him.
- **B**: Why don't you make an appointment for later in the week?
- A: Alright.
- B: He's here on Tuesdays, Wednesdays and Fridays. What day do you want to see him?
- **A**: Friday is good.
- **B**: Morning or afternoon?
- A: Morning.
- **B**: I can put you down for ten o'clock. Is that alright?
- A: Yes. My name is Laura Wills.
- B: Alright. I have you put down for ten a. m. this Friday.
- A: Thank you.
- **B**: You are welcome.

#### **Conversation C:**

A: Looking through your C. V., I see that you graduated from Oklahoma State University. Can you tell me what training you have had that would specifically relate to the cable television industry?

- **B**: Well, I've attended some **conferences** in this field. But the most **relevant** training I've had was in computer design. I believe I could **integrate** that knowledge with my college degree to design a program for your company.
- A: I see. Did you have anything specific in mind?
- **B**: Well, I notice that you **currently** provide an on-screen TV Guide. At the moment, it just **scrolls** the names of the programs in a repeated **loop.** If you have many channels, you have to wait for a long time to find the item you are interested in. I believe I could design a program that makes the guide **interactive**. Customers could go right to the program they want.
- A: That's impressive. How would you make the pay?
- B: Tie it in with the pay-per-view services, and perhaps it could be a money-maker.
- A: I see you have several good ideas. Now, I just have a few questions about your C. V. I notice that there is a five-year gap between your last job and now.
- **B**: Yes, I took a break from work during that time. I had a baby, and as she was born with a **handicap**, I decided to **suspend** my career. But I have continued to keep up with the industry through conferences and **professional journals**.
- A: So, you're just starting back. Maybe you'd better tell me a little more about your experience.

#### Conversation D:

- A: I've just looked over your resume and I must admit I am quite impressed.
- **B**: Thank you. I've worked pretty hard to be able to list those **accomplishments**.
- A: You've got plenty of training and experience. I wonder if you could tell me something about your goals. Where do you see yourself ten years from now?
- **B**: To be honest, I don't plan in that much detail. My goals tend to be general; I **define** success according to the job **at hand**. I see myself advancing as I succeed, but I don't necessarily **dwell** on the timing of each step.
- A: Interesting! And how do you feel about decision-making? Are you an **independent** thinker, or do you depend more on your **superior** for **direction**?
- **B**: That depends a bit on the problem at hand. There are certain situations in which a manager can give a general direction, and expect his employees to know how to take the **initiative** on the details. I am known for taking the initiative, but I believe I also have the **discernment** to wait for direction when the situation calls for that.
- **A**: Sounds good. Everyone is talking about teams these days. Can you describe your role as a member of a sales team?
- **B**: I see myself as an encourager. Of course, sales can be quite **competitive** and sometimes people in this field have a secret desire for others to fail. In my last job, each **representative** handled a different region. I developed a system for sharing sales

**gimmicks** that worked. Soon the whole sales team started saving up stories, not just to **brag**, but to share.

A: So, your experience is as impressive in practice as it is on paper.

#### **Conversation E:**

- A: From reviewing your resume I can see that you have **ample** experience for this position. What I want to know is why you think you're right for the job.
- **B**: Well, I'm impressed with what the company has done in the past and I think by hiring me the company's future can only be brighter. I find that my personal goals and ideas about business operations **mesh** perfectly with this company's goals and mission statement.
- A: So you've **acquainted** yourself with the company. It's refreshing to interview someone who's sure of what they want.
- **B**: Yes, I believe that it's **crucial** for me to know if a company is right for me, not just if I'm right for the company. I've only been impressed by what I've read and heard and I see myself having a very **rewarding** and successful career here.
- A: Commitment to the company and the team is very important to us here.
- **B**: Well, I'm **definitely** a team player as well as being highly **self-motivated**. I believe this company can **fulfill** my long-term goals and offer me great upward **mobility**. Therefore you will find in me a very loyal employee.

#### 1.3 Active reading

#### Passage A

#### How to get a job without a resume?

I am in my mid-thirties, and, as you can imagine, I have changed and looked for jobs many times in my life. No matter how successful was in my job hunting research, I realized that there are certain ground "rules" that need to be respected; otherwise, we will not get what we want from our careers.

First of all, forget about your resume. A resume can't get you a job. Research proved that for 1,400 resumes sent out, there is only one job offer! The percentage is very low so instead of worrying too much about the structure, the layout and the type of fonts you will use to create a fantastic resume, you should do the followings:

Find what you really want to do in life. By saying that, I don't only **imply** a job title. Yes, you would like to be a marketing **executive**, an editor, an IT consultant or a flying attendant; however, it's the nature of the job you will have to think of, in the first place. Do you like nine-to-five roles, well structured and in an office? Do you prefer to work in outdoors? Do you mind getting up at **dawn** to work and taking afternoons off? Would you mind being on a plane or ship, or do you think that is a fun way to get a **pay check**? If you feel that you do not have the answer to these

questions, think twice.

Make lists with things you enjoy in life: your interests, your hobbies, your passions. Then ask your friends or family. What do they think about you? Very often, we do not have a very clear idea of what we like in life, as we are very much "into it." Our closest people, though, can help us by identifying areas, **hang-ups** or paths we ignore or are unable to see. Just give it a go, play around, ask people and move on. By the end of your research, you will know, for example, that you are the person who enjoys working on your own, prefers the unstructured life style, and works well at night, then, a career in writing or painting might not sound like a bad idea.

Identify the industries you are attracted to. This is a funny task. Very often, we think we like everything. We like movies, books, planes, hotels, schools and restaurants. Yes, we do. This does not imply that we would like to work for these industries. Enjoying a nice meal at your local restaurant does not necessarily make you a successful cook. Your love for children does not make you a happy and wise teacher, either. Finding the industry of your choice is a long term process, and it will require constant research and clarity on your part. I remember I had a huge "crush" on the film industry five years ago. I worked for a film festival that didn't last more than two months. I kept applying for jobs in the film industry, unsuccessfully. The problem was that I did not exactly know what type of job I wanted to do. Was it script writing, producing, PR, acting or what? Then I started to take classes on film writing. It was when I finished the third class of script writing that I understood that going to the movies was a fun hobby, but that this was not my industry. After that, I gave up sending resumes and I concentrated on my real needs and desires. I finally found a job for a different industry that I enjoyed.

Have a real project. For two weeks, buy all the newspapers and magazines you can find in your local and/or national area. Then **clip** job ads you feel attracted to. Keep them in a **folder** on a daily basis. Each morning, find out the main elements of the job ad. Was it an **intellectual** job, a creative role, an **analytical** position or something that involved adventure and taking risks? Do you prefer management roles or travel, editing or **calculating**, speaking or thinking? If you do that consistently for two weeks, you will have a very clear idea of the roles/jobs you like. I experimented myself, and found out that when looking for nine-to-five roles, I liked all management positions because they offered flexibility, travel, high profile contacts and decision making. My client, Helen, who is an editor in a publishing house, loves her job although she admits that it can be **repetitive** sometimes. I could not imagine Helen managing, as she is the type of person who **thrives** on independent, analytical and writing jobs. On the other hand, my friend John, who is a lecturer at the local college, enjoys research and teaching.

Last but not least: the most important element for successful job hunting is to find out who you are, not just what you want to do. Are you a leader, a writer, a speaker, a motivator? An explorer, a risk-taker, an analyst, an artist or a **priest**? As an identity, you are unique. Just recognize your uniqueness and **authenticity**, and move on. Finding the job you want is the first step. Then you have to do this job for forty hours a week for a whole life. It is important that you

deserve to express "you're being" while doing it? There are many other tips and **strategies** that will help us all to find what we want to do for a living. These four strategies form, in my opinion, the foundation to success for a first, second or fifth job. Maybe you will find a new job that will fit your personality better, because you found out who you are. Happy Hunting!

#### **Exercises**

#### 1. Answer the following questions according to the text.

- 1) How old is the author?
- 2) How many strategies form the foundation to success for a job according to the author?
- 3) Do you agree with "A resume can't get you a job"? Why or why not?
- 4) How did the author find the job after a "crush" in the film industry?
- 5) What is the most important element for successful job hunting?

#### 2. Decide whether the following statements are true (T) or false (F).

- 1) The author has changed and looked for jobs many times in his life.
- You should care more about the structure, the layout and the type of fonts you will use to create a fantastic resume.
  - 3) Research proved that for 1,400 resumes sent out, there is only one job offer!
- 4) Finding the industry of your choice is a short term process, and it will require constant research and clarity on your part.
  - 5) The author found a job in the film industry five years ago.

#### 3. Phrase translation.

- 1) marketing executive
- 2) nature of the job
- 3) get a pay check
- 4) have a real project
- 5) fit your personality

#### 4. Translate the following sentences into Chinese.

- 1) Do you like nine-to-five roles, well structured and in an office? Do you prefer to work in outdoors? Do you mind getting up at dawn to work and taking afternoons off?
- 2) Very often, we do not have a very clear idea of what we like in life, as we are very much "into it."
- 3) Finding the industry of your choice is a long term process, and it will require constant research and clarity on your part.
- 4) Was it an intellectual job, a creative role, an analytical position or something that involved adventure and taking risks?

5) As an identity, you are unique. Just recognize your uniqueness and authenticity, and move on.

#### 5. Translate the following sentences into English.

- 1) 我知道我所受的特殊培训对你们这样的顶级公司会很有用,我渴望成为你们中的一员。
  - 2) 我是来应聘贵公司销售经理这个空位的。
  - 3) 他能力很强,有责任感,乐于助人。
  - 4) 如果她受到聘用的话,我相信,她一定能为贵公司做出贡献。
  - 5) 如果你在公司工作五年,你就可以每年享受一个星期的带薪假期。

#### Passage B

#### 10 Good Interview Tactics

The interview is undoubtedly the most important part of your job search. Your network and your resume may help you get your foot in the door, but you've got to **ace** the interview to get the job. What happens, though, if your interviewer is **gulp** mean or **abrasive**? Read on for advice from job-search experts and learn how to save the day—and when you should walk away.

- 1. Remain calm. Job-search mentor Roberta Chinsky Matuson of Human Resource Solutions suggests, "Take a moment to compose yourself. Then simply answer the question using a calm tone. Eventually the person will stop being so **hostile**, particularly if you are responding in a way that is not giving them any **fuel** for their fire."
- 2. Watch what you say. "Do not let an interviewer's tone push you over a **ledge** to **potentially** say things that you may later regret. Remember that business networks of people are wide and **expansive**, and your **negative** response or behavior in an interview could have lasting **repercussions** in wider circles," says Justin C. Honaman, a strategic business process and technology professional.
- 3. Remain confident. Stephen R. Balzac, president of 7 Steps Ahead, an organizational development firm, says, "The more confident you are, the easier it is to operate on the **assumption** that you're not dealing with **malice**. That gives you the room to ask the interviewer if there's something wrong or if this isn't a good time. **Frequently**, what comes off as **hostility** is due to something else entirely: The interviewer may be **distracted**, upset about something else, have a tight deadline, etc. In one case, an interviewer's young son was extremely ill and when offered a chance to **reschedule**, he jumped at it."
- 4.Get to know your interviewer. "If a **vein** is **popping out of** your **potential** new employer's head, ask questions directly related to the interviewer, such as, 'How long have you been with the company? What role did you have when you started? Tell me the story of working your way up,'" says career consultant Angela Lussier of 365 Degrees Consulting. "If you get her talking about herself, you can quickly turn her lion's roar into a kitten's meow."
  - 5. Address the issue. "The best thing someone can do when faced with a hostile interviewer is to

pause and ask if he/she has done/said something to upset or **irritate** the person conducting the interview.Usually, people don't realize that they are coming across in such an off-putting way, and they quickly adjust when the issue is raised, but gently," suggests Donna Flagg, workplace expert and founder of The Krysalis Group, a business and management consulting firm.

- 6.Remember that it may be a test. "They may just be testing you—to see how you handle pressure or deal with certain circumstances. They want to know if you stay calm and collected or if it gets to you and affects your decision-making and actions. Many times these situations arise in business, they may be placing you in a bit of a role-play **scenario**," reveals Bruce Powell, a managing partner with executive recruitment firm IQ Partners Inc.
- 7. Turn things around. Interview expert and author of *Hiring and Firing* Marlene Caroselli suggests, "Employ the 'turnaround' technique. Buy time by turning the question back to the interviewer. For example, you're told, 'we need an **exceptional** candidate for this position. From what I've heard so far, there's nothing exceptional about you.' Your turnaround response would be, 'Can you tell me what is so exceptional about the job that only the rarest of skills are needed?'
- 8. **Grin** and bear it. "If an interviewer is that rude, he's probably run off other good candidates. Your only goal is to get to the next step. Figure out what that is and if you can get there," advises workplace communications specialist Linda Swindling.
- 9. Leave. Rachel Ingegneri, human resources expert and author of *Ten Minutes to the Job Interview* says, "If an interviewer is hostile to the point of creating fear or possible physical harm, I suggest that the **candidate** politely remove himself from the room or area and speak with someone in higher authority (a receptionist or secretary may provide that information). If there is no one else to speak with, **vacate** the **premises** as soon as possible. If hostile **tactics** appear to be the **norm**, that does not seem like the type of place to be employed."
- 10. Close strong. "Give a strong close at the end of the interview," states Lauren Milligan, founder of Resumayday. com. "Say, 'I'm very interested in this position and I sincerely thank you for your time and insights today. If I am chosen to continue on in your recruiting process, will I have the opportunity to interview with other managers as well?' This shows you were able to **deflect** their bad attitude and are hungry for more. In these times, only the strong survive, so don't let someone's bad attitude throw you off your game!"

#### Exercise

#### Answer the following questions according to the text.

- 1) What tone should you use when answering the interviewers' questions?
- 2) In an interview, do you need to know your interviewer? And why?
- 3) An interview is a test, do you agree?
- 4) How could you "buy time" in an interview?
- 5) If an interviewer is hostile to the point of creating fear or possible physical harm, what suggestion could you get from the passage?

#### **Extensive reading**

I live in a house full of **millennials**, three of whom are having their first **skirmishes** with working life. Every day I study them, **marveling** at how little their early experiences resemble my own. Sometimes I think it is because they are different. Sometimes because the world is different. I don't know the right answer—but at least I know the wrong one when I see it.

Last week I got an e-mail with the subject line "attracting millennials" from the dean of Columbia University School of Professional Studies. He has been **pondering** the question of why so many of the brightest twenty somethings quit their fancy jobs, and has come up with a three-**pronged** strategy to help companies hang on to them. It goes like this: motivate through learning, market your benefit, invest in HR.

I stared at these **puny bullet** points and wondered if this man had ever met a millennial. That evening I asked my focus group around the dinner table if they agreed that the answer to **mass disenchantment** was more HR and training. Much **derision** followed. So how ought companies to act to keep their graduates, I asked them. They **snatched** up their devices and addressed their **sprawling acquaintanceships** on social networks—Could anyone who had landed a big graduate job that they were now thinking of quitting please get in touch?

What followed was a **diverting** evening hearing the experiences of the disenchanted at Unilever, Goldman, Lloyds, a magic circle law firm, a big PR company, Sainsbury's and a couple of big-name management consultants.

One graduate told me she had just spent four months working on a **deck** of 250 PowerPoint slides no one would ever read. Another said juniors at her law firm were expected to **nip** out to buy sandwiches for seniors, as if they were their **fags** at Eton. A graduate with a first in English from Oxford University said her boss insisted on checking every e-mail she wrote before it was sent, making her doubt her own ability to write a sentence. Almost everyone complained of the **sheer** stupidity of the tasks they were given to do. And then as an afterthought, they mentioned the hours. It's not fun to have worked all night and then to be given a **bollocking** for not having shaved.

What is going on here? Are they **spoilt whingers**? Or are these jobs really **intolerable**? I think it's a bit of both: they are up against the widest gap between expectations and reality that the professional world has ever seen—and it's not their fault.

Most of these graduates have been told over and over again by prospective employers that they are extraordinary, and that their jobs are amazing. The Bain website is typical "We need smart, innovative thinkers who **aspire** to **incredible** things. The learning **curve** is **steep**. But the work is **exhilarating**. And your career potential is infinite."

When I was their age no one ever told me I was amazing or that the future was infinite, so I wasn't especially disappointed to find I wasn't and it wasn't. By contrast, millennials are being set up by their employers for an **inevitable** fall. At first things go OK—there is the promise of air miles and the general **swagger** of it all. But after a few months, the boredom hits and they find they aren't faced