普通高等教育"十一五"规划教材

上海市会展策划与设计本科教育高地会展经济与管理系列教材

会展实务英语

Practical English for Conventions and Exhibitions

张达球 陈宜平 周岩 编

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·北京·

本书为前期已经出版的《会展英语》的配套教材，旨在《会展英语》理论知识基础上，为培养会展经济专业学生及会展从业人员在实际操作过程中的英语应用能力做一种探索。本书分10个单元，内容涉及会议和展览的各主要环节的运作细节，包括会展接待与食宿安排、招标与投标胜算、参展与办展注意事项、策划预算与管理、参展手册与文档管理、撤展与安全保障等。为帮助学习者消化理解内容，每个单元均附有专业术语词表和行业语句翻译练习；为了帮助课堂师生互动，进一步体验实践效果，本书每个单元还设计了相关环节的模拟演练与讨论。

本书大多取材于西方成熟市场的经验，语言地道而又明了易懂，可作为高等院校会展经济专业的教材，也可作为会展专业高职高专的参考教材，并可供成人教育相关专业学员以及会展经济从业人员学习参考。

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上海市会展策划与设计本科教育高地
会展经济与管理系列教材
编 写 说 明

在我国，会展产业作为现代服务业的重要组成部分，很大程度上还没有进入发展的成熟期，但满足其对高层次专业人才需求的会展类本科专业已经纷纷在高校设立。目前已经进入教育部本科专业目录的有“会展经济与管理”、“会展艺术和技术”、“展示设计”等。除此以外，各高校还设置了多种会展专业方向。一个产业在其刚起步阶段，便和高等教育形成了产业供求链关系，这既体现了新经济时代的特征，也体现了高等教育大众化的特征。

上海市会展策划与设计本科教育高地就是在这样一个背景下由上海市教委批准设立的。高地建设的目标就是培养会展类专业所急需的高层次专业人才，编撰一套会展经济与管理系列教材，正是这个目标的内容之一。

目前国内关于会展的教材已经有数十种之多，许多兄弟院校在会展教育和研究方面已经远远走在我们前面，相比之下我们是后起者。但就如会展产业是一门新兴的产业一样，会展专业也是一门新兴的专业。近年来，高校以新兴产业为背景的新专业层出不穷，如物流、电子商务、动漫、游戏等。这些专业都具有学科边缘性和学科背景模糊性的特征，这些特征决定了这些专业的教学和研究都还处在起步不久的探索阶段。因此，在会展教学和研究领域，我们虽然后起，但还是跟上了发展的基本势头。我们参加编写这套教材的团队，通过多年的学习和研究，在已有的会展研究成果的基础上，逐渐形成了自己的心得和体会，对会展理论逐步形成了一些自己的认识。把这些心得、体会和认识通过这套教材贯注于会展教育，并借此和理论教育界的同行进行交流，这无论是对于我们这个团队自身的提高，还是对于会展专业的发展，都是有利无弊的。

会展教育是需要理论支撑的，但到目前为止，无论是对会展学科还是对会展产业，理论研究都还显得不足。教育部在学科归类上把会展归于公共管理学科之下，这在理论界引起了种种不同的看法。但问题是理论界本身对会展学科的内涵和外延并没有形成比较清晰一致的意见。与此相关的是，对会展的产业属性、产业形成的经济依据等，理论界更是少有深入的研究文献。在高等教育大众化时代，一个新的学科和新的专业的形成，一定有着直接的产业背景，离开了深入的产业背景研究，就不可能形成成熟的学科理论。基

于我们的教材是在经济与管理的框架内来阐述会展和会展产业的，因此我们力图在我们的教材中为会展的实际操作和运行提供一个清晰的产业背景分析。同时，我们把会展、会展产业这些基本的概念，放到当前经济时代的背景上作展开的理论解释。当然这些分析和解释都只是我们的研究心得，这些研究心得很可能是不成熟的，我们希望借这套教材出版的机会和会展教育、理论界的同行作一次交流，欢迎各位专家、同行的批评和指正。

我们这套教材的编撰工作得到了来自各个方面的热情支持。华东师范大学的朱国勤教授和上海师范大学的王春雷老师作为教材编审委员会的成员对教材的整体结构和编写提出了许多极有建设性的意见，朱国勤教授还亲自担任了其中一本教材的主编。姚望、储祥银、刘大可、龚维刚是我国会展业界极具影响的专家，他们本来就是上海会展策划与设计本科教育高地的专家组成员，这次又担任了本套教材的顾问。在此，我们向他们表示由衷的感谢。

上海市会展策划与设计本科教育高地
会展经济与管理系列教材
编审委员会
2007 年 5 月

前　言

由于目前高等院校会展系列教材中还没有实务型的英语教材，我们主编的该系列教材中除了先期出版的《会展英语》外，还增加了本册《会展实务英语》，以及后续将要出版与之相配套的《会展礼仪与文化》，主要目的是弥补高校课堂内重概念理论而轻实践操作的不足。

本册《会展实务英语》由10个单元构成，每个单元的课文由多个部分组成整体，文后都选编了翻译和操作实践练习。各单元内容主要是有关会议会展的组织及参与的操作过程，包括会议的组织准备，会议安排接待，会上该做什么和不该做什么，如何做会议记录，闭会及会后相关事宜等。由于会议只是会展中的一小部分，本书重点放在展览上。除了第1单元外，其余9个单元都是有关展览的操作过程，包括参展和办展的前期准备，国际会展注意事项；如何在会展投标中获胜；如何进行会展策划与预算；如何编写会展手册；如何把握会展生命周期各环节；如何设计制作和悬挂会展标识语及如何撤展；如何进行展后评估；如何进行会展文档管理等。

为了方便学习者阅读，我们每个单元都挑出了核心术语及其对应的汉语意义并置于文后。

本书适用于大中专院校会展经济相关专业学生，成人教育学员以及会展方向从业人员。

本书试图履行“实务”的宗旨，但由于资料和编者的水平有限，还有诸多不尽如人意的地方，希望读者批评指正。

编　者

2007年12月

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Unit 1 How to Conduct a Productive Effective and Interesting Meeting

This unit helps to:

Prepare a meeting

Tell dos from don'ts

Take minutes

Close a meeting and follow up

Part A Prepare a Meeting

Any meeting worth holding is worth planning. The only exception to this rule is the impromptu meeting. Although it's sometimes necessary to call a meeting with little or no notice, you should avoid doing so routinely, for the following reasons.

□ Such meetings can be an imposition on the people you call together.

□ Every impromptu meeting promotes the perception that you don't expect participants to prepare for meetings.

□ The results can be disappointing, because the meeting can veer off track without a plan.

We've all attended meetings that seemed to have been "just thrown together" — and the results are often mediocre at best: confusion, frustration, conflicts, disappointment, and time and energy wasted. In the often quoted words of Benjamin Franklin, "By failing to prepare, you are preparing to fail."

It's true that sometimes it's impossible to prepare adequately. Sometimes something comes up suddenly that necessitates gathering at least briefly. But you've got to avoid allowing one bad meeting to be followed by another. That's because bad meetings usually lead to worse meetings. The result of this is that everybody tends to develop a fatalistic attitude toward meetings—and that can be a tough attitude to break. So, bad meetings usually lead to worse meetings. The reverse is also true: good meetings often lead to better meetings. And good meetings start in advance—with good preparation.

Develop the Agenda

Whether you've got one purpose for a meeting or several, you need to answer the following questions for each purpose in order to develop an agenda:

☐ What do you want to do?

☐ How should the pieces of the meeting be sequenced most effectively and efficiently?

☐ Who should attend the meeting? Which parts of the meeting? Why is each person necessary?

Go Solo or as a Team

As you start planning for a meeting, there's a decision to make: do you go it alone or involve others? Many managers prepare for meetings alone, primarily because it's easier—especially if they have only a few minutes here and there to spend on preparing—or because they feel that it's their responsibility as managers. But it's easy to involve others, even minimally. Toward the end of each meeting, the facilitator can elicit suggestions for the agendas of future meetings.

Preparing as a group presents the following advantages:

☐ You can take advantage of the creativity and critical thinking of your employees.

☐ You can encourage your employees to take greater ownership of meetings.

☐ You can help your employees develop their leadership skills.

☐ You can delegate some of the preparation.

Working as a group takes more planning and time, but the benefits will be worth extra investment. If the meeting is to be simple and focused, you can plan with just one or two people.

There are several ways to choose the people to help plan:

☐ By their strengths: organizational, interpersonal, analytical, creative, logical, etc..

☐ By their positions within your unit, to represent task areas or functions.

☐ By their social connections with other employees in your unit and perhaps in other units.

If someone other than yourself will be facilitating the meeting, you should also involve him or her in planning it. By the way, it's not necessary to invite the planners to the meeting. The people who are best at planning a meeting are not necessarily the ones who should attend the meeting.

Finally, even if you choose to plan the meeting alone, you might benefit from distributing a draft agenda to participants and inviting reactions. Not only will you improve your agenda because of the input, but the participants will have a sense of ownership and will be able to prepare for the meeting.

Determine Your Purpose

Your preparation should start with determining your purpose. What do you want the meeting to do? If you don't have a purpose, don't hold a meeting. It's as simple as this: when it is not necessary to hold a meeting, it is necessary not to hold a meeting.

Determining your purpose involves more than just answering the question, "Why are you meeting?" After all, you could answer that question "Because we always meet on Monday morning" (the "same time, same place" logic) or "Because it's been a month since we had a meeting." Neither of these answers provides a *purpose*—other than that you would be meeting for the purpose of meeting.

Part B Dos and Don'ts for a Meeting

Know Why to Call the Meeting

We accept meetings as a fixture of modern business. Unfortunately, not all fixtures are created equal. In fact, some have almost no purpose beyond the ritual consumption of paper and time.

Do not allow your meeting to fall into the ritual consumption category. Spend five minutes before you send out the meeting invitation to formulate, in 10 words or less, exactly why you need everyone's time. Write your reason down and then set it aside. Review the reason an hour later; if it still seems valid, go ahead and send out the invitations. Ritual consumption may work for sacred cows but it's not good for meeting organizers.

Know What Action You Expect from the Meeting

Meetings draw people away from their daily tasks and into a closed, influenced environment. As the organizer, you have the attendee's attention. It's up to you to use that attention wisely. The moment you squander it, the meeting grinds to a halt.

Do not squander others' time. Instead, spend a few minutes before the meeting trying to answer the following question: "What do I expect the attendees to do at the end of this meeting?" Try to formulate your answer in 10 words or less. Knowing what you want from others makes it much easier for them to give it to you. Otherwise, everyone tries to engage in mind-reading with depressingly predictable results.

Never Send a Meeting to Do a Conversation's Work

Electronic messaging systems give us the power to invite everyone and everything in the organization to meetings. The power to do something, though, does not make it a wise or even a correct choice.

If you need to speak to only one or two of the meeting's attendees, just go to their cubbies and have a conversation. It takes less time, communicates more information, and establishes that "personal touch" everyone claims has vanished from modern business.

Designate Someone You Trust to Take the Minutes

The power to designate action items is the power to change the world. But it is the real power to be had in a modern business meeting. As the meeting organizer, you want to make sure this power rests either in your hands or in the hands of someone you trust.

An amazing number of meeting organizers seem averse to taking their own meeting minutes. "It's secretarial," or "It's too much paperwork." However, the minutes become the permanent record of what was agreed to and decided on. Take the minutes and circulate them yourself or have a trusted associate do the honors. It's unnecessary to write down everything said at the table. A list of action items and agreed to dates will suffice.

Establish the Rules of Order

All meetings, large or small, involve people interacting to achieve one or more goals. In a perfect world, these interactions would organize themselves spontaneously. Everyone would respect one another's time. Comments would emerge in an organized fashion. Action items would surface and be agreed on, and the group would move to the next point.

Back in the real world, we need ways to stay organized and on track. You should know the ground rules by which the meeting will be run. If your organization doesn't have rules of order, make some. Share them with others and follow them. Chaos happens, but you do not have to let it ruin an otherwise-productive meeting.

Start on Time and End Early

There are a wide variety of ways to waste time before a meeting begins and that's before we even start thinking about wireless networking. Similarly, all but the most focused meeting will run into distractions and other "personality issues."

When you schedule the meeting, deliberately ask for more time than you think you need. Generally, a half-hour pad will cover most tangents or quirks. Try to start within three minutes of your beginning time. Then, end the meeting when you achieve your actual goals. People rarely, if ever, complain about meetings ending earlier. The same cannot be said for meetings that drag on without any hope of resolution.

Maintain Focus

In every meeting, someone derails the discussion with a host of interesting tangents. Sometimes these tangents relate to the topic at hand. Though, more often, they affect it only indirectly. In either case, the time spent on them detracts from the meeting's real goal.

Do not let this happen to your meeting. Stop tangents as they form. Cut off speakers who want to ramble on about related but unimportant issues. Develop and maintain a reputation as a hard, organized meeting leader so that people don't challenge your authority during the meeting itself. Yes, people will become upset at first. However, in the long run, even the people you cut off will eventually appreciate your attempts to avoid wasting their time.

Assign Action Items at the End

The meeting ends, someone cleans up the conference room, and then what? Begin assigning action items at the first moment of consensus. Start at the top of your list of agreed-to items. In some cases, a participant will have agreed to the action items already; in other cases, you will have to assign it to someone on the spot. Either way, get verbal acknowledgment from each participant that he or she understands and accepts the action items. Action items speak louder than words when it comes to ending the meeting.

Verify Agreements

If the power of a meeting rests in its action items, the long-term effect of a meeting often comes from the agreements reached during the course of discussion. These agreements help guide both the meeting's action items and future interactions among the participants.

Take a minute at the end of the meeting to summarize what you agreed to. Record it in the minutes just under those action items you assigned. This allows you to verify that you understood the agreement properly and that the meeting attendees reached a consensus on the issue. Consensus and agreement are not bad words; they just get badly misused.

Follow up with Assignments and Agreements

As a general rule, people remember the hurt feelings, annoyances, and frustrations of a meeting rather than whatever work got done. As meeting organizers, we generally help this negative association by not following up with the participants after the meeting comes to an end.

Spend a few minutes with each meeting participant after you send out the meeting minutes. Answer any questions they might have. This personal touch may seem quaint, but it makes a huge difference in how well people react the next time you call them to a meeting. Nothing is a substitute for good manners.

Part C How to Take Minutes—an Example

Minutes of the IT Committee of XYZ Corporation, February 23, 2008

Place: Red Rose Room, People Friendly Hotel, New York City

Date and Time: February 23, 2008, 2: 00 to 4: 15 P.M.

Attendance: Derek Lee (facilitator), Information Systems Division
Theresa Green, Human Resources Division
Monica Rothberg, Accounting Division
Fred Ferguson, Customer Services Division

Purpose: ① To choose a company for information technology training
② To review emerging IT trends

(1) IT Training

Discussion and Decisions First, let's have a look at an example, where comparison is made on the pros and cons of three companies in their post-meeting activities. Then a decision is expected as to which company is to be favored. There are three companies as follows.

□ Company A has a lot of experience, but is also the most expensive bidder. Staff members are busy, and it may or may not be possible for them to meet our time constraints.

□ Company B is new, but has excellent staff. It seems eager to get the business, but has no track record to speak of.

□ Company C is the lowest bidder, but not all of their references check out. Some are OK, but some of their clients indicated that trainers were ineffective.

The committee was generally in favor of Company B, and decided that:

□ Reference checks on its principals are needed.

□ If the references check out, discussions need to take place on how XYZ's training needs will be met. The focus should be on customization of the training to XYZ's needs.

Action Items

□ Theresa to check Company B's references and let everyone know the results by e-mail by February 28, 2008.

□ If references check out, Derek and Fred will arrange a meeting with Company B, and will report back to the Committee for a final decision at the meeting on March 10.

□ If references do not check out or if the discussions with Company B are not successful, Derek may schedule a teleconference call to discuss what to do next.

(2) Emerging IT Trends

Discussion and Decisions Monica reported on IT industry trends that affect accounting practices. Theresa reported on a conference on telecommuting. Her main points were:

□ The committee decided that the above trends should be addressed at the next meeting.

□ Theresa will discuss how telecommuting can be used to make XYZ Corporation better positioned for growth over the next ten years.

Action Items Theresa to prepare a report on telecommuting and its applicability to XYZ by March 5th, so it can be circulated to committee members prior to the March 10 meeting.

Note-Taker

The note-taker captures and records the basics of the meeting for a permanent record. His or her key responsibilities are as follows.

□ Keep the minutes of the meeting using the established format.

□ Check with the group for accuracy whenever necessary.

□ Finalize the minutes.

□ Ensure that copies of the minutes are distributed.

What should the note-taker record? It's usually enough just to document the essentials, not to provide the equivalent of a court stenographer's transcript of every word said by anybody. The note-taker should focus on the following four types of information.

□ Decisions.

□ Action items: things that people will do.

□ Open issues: things to be considered later.

□ Key discussion points.

The note-taker must be accurate, objective, and able to write concisely and in a "reader-friendly" style. He or she is likely to rely on the running record kept by the scribe, but document only the main points. Also, the facilitator may indicate to the note-taker to record a certain idea, point, or comment. It could be suggested that any participant who wishes to make an idea, point, or comment part of the permanent record signal that request to the note-taker.

It usually takes very little time and effort for the note-taker to finalize the minutes after the meeting. (This is particularly true if you provide a laptop computer to whomever you designate for the role.) It's essentially just a matter of transferring to a computer anything written by hand. Then, the agenda can be attached or you can e-mail the note-taker your computer file, which he or she can then insert into the record. If any participants have presented reports, they can e-mail the note-taker files of their reports. Then the note-taker has only to transfer any other information to the computer and print copies. You should keep a copy of the minutes for all meetings in a note-book, for easy reference. You should also get the computer files and archive them, for easier searching and retrieval as necessary (and any later corrections).

Is it necessary to have a formal process for approving the minutes? No, not usually. However, the participants may decide at some point to adopt a rule calling for some approval process. Generally, it should be enough to encourage participants to review the distributed copy of the minutes of a meeting and then bring any questions or concerns to the attention of the manager before the next meeting or raise them with the group at the beginning of the next meeting.

As noted above, the note-taker should keep the minutes of the meeting using the established format. This means you should specify the format as soon as possible, so that your meetings will be documented with consistency.

Your organization may have a set format for keeping minutes. On the other hand, you may be free to develop a format, on your own, or with your group. A good format allows anybody to know at a glance what's the most important—what was covered in a meeting, what was decided, what actions were planned, what's expected and by when, and who is responsible for those actions.

What should the minutes include?

① Date, time, and location of the meeting.

② List of participants.

③ List of people invited but absent.

④ Participants assigned as facilitator, scribe, timekeeper, and note-taker.

⑤ Agenda.

⑥ Main discussion points and outcomes (decisions and action items) for each agenda item, with the names of the participants responsible for the action items and the dates and times for completion.

⑦ Items for consideration at later meetings.

⑧ Meeting evaluation.

Part D Closing the Meeting and Following up

Although it may not be true that "all's well that ends well," it's important to close a meeting properly.

Final Matters

You've developed a strong agenda and invited the right people to the meeting. Your facilitator has helped all of the participants contribute to productive discussions, supported by the scribe, the timekeeper, and the note-taker. It's been a great meeting—so far. But the outcome might be disappointing if it doesn't end right. That's the part to help turn all of the preparation and those contributions into results.

End on Time

End your meeting on time—even if it starts late. You can't always control the beginning of the time frame, but you should try to control the end. There are at least four good reasons to end your meeting at the scheduled time.

① It shows respect for the participants, who have schedules to keep and other work to do.

② It encourages participants to work efficiently—and rewards them for doing so.

③ It helps avoid ending meetings on a frustrating or disappointing note, as most meetings that run over the set time tend to prove the law of diminishing returns: it takes more time and energy to accomplish anything.

④ It's a symptom of poor management if you can't plan either to achieve your objectives within the allotted time or to allow enough time to achieve your objectives.

The timekeeper should signal the facilitator that the time to conclude is approaching, just as he or she does toward the end of each part of the agenda. In fact, the time to begin the conclusion should be indicated on the agenda. The facilitator then begins concluding the meeting. An appropriate conclusion consists of four points.

□ Summarize the main points, decisions, actions, and assignments.

□ Sketch the agenda for the next meeting—if any.

□ Express appreciation.

□ Evaluate the meeting.

This four-part conclusion is to be proceeded point by point. As elsewhere, we'll outline general principles and offer some specific recommendations. But, as we've emphasized, you should bear in mind that meetings are microcosms of the culture and