

新世界
NEW WORLD



全国高职院校规划教材·商务英语专业

An Integrated Course in Business English(II)

商务英语综合 教程(下册)

房玉靖 刘玉玲 主编



对外经济贸易大学出版社

University of International Business and Economics Press

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前 言

随着经济活动日趋全球化，中国的国际地位日益提高，不同经济、政治、文化背景的交往空前广泛，国际间多层面、多目标、多方式的交流也非常活跃，商务英语人才在国际交往和交流中的作用日趋重要。今天，我国对外开放正在不断地向更深、更广的领域拓展，这些趋势都对商务英语人才的素质提出了更高的要求，对商务英语的专业教学提出了更严峻的挑战。我们迫切需要培养一大批既通晓商务知识、熟悉国际商务环境、善于跨文化交际，又掌握商务英语的高素质人才。《商务英语综合教程》旨在为全国的外经贸发展培养出更多合格的商务英语人才，以满足不断扩大的市场需求。

目前，对我国的高职高专教育而言，全面推进素质教育是改革的根本任务，而在素质教育实施过程中，构建符合素质教育要求的新的教育课程体系，已成为素质教育实施的核心。其中，如何适应课程改革发展的需要，建立既符合素质教育要求，又能促进学生成长、教师发展、学校教学质量提高的教育评估体系，已成为课程改革中的一项重要任务。特别是在加入 WTO 以后，中国高职高专教育体制的国际化已不可避免。在这样的背景下，我们在原有教学经验的基础上，主动与行业接轨，积极引进《全国国际商务英语证书》中科学的教学指导思想和先进、实用的育人理念，在教学中切实实行以学生为中心的教学方法，重在过程的教学评估，强调核心技能的素质教育实践，最终编写了这套教材。

本套教材的宗旨是：用英语传授经济贸易的基础理论和基础知识，对学生进行全面的、严格的经贸基础理论教育和经贸专业英语语言技能的培训，使学生既掌握经济贸易知识，又能用英语从事外经贸工作。

本套教材的编写内容及编写特点简介如下：

1. 专业性强：本书紧扣经贸专业知识，以“必须、够用”为原则，突出实用性和针对性。

2. 选材实用：在选材方面注意了文章的时效性、语言的质量和典型性，以最新鲜的商务语言传递最新的国际商贸信息和当今商务热点。取材宽泛、语言规范、内容系统、时代感强、重难点突出、解析透彻清楚，集知识、趣味和实用为一体。

3. 内容丰富：介绍国际经贸的一些做法、惯例与程序，传送现实有用的经济信息。文章涵盖的主题有：贸易、营销、管理、国际金融、广告媒体、商务法律、国际投资、商务沟通以及国际竞争，等等。读者在了解经济方面知识的同时将学到地道的英语。

4. 结构新颖：每单元由五部分组成，文章语言真实地道，信息量大，主题一致，便于巩固。通过解读课文，学生可以了解专业知识；培养良好的听、说、读、写、译的习惯；提高思考、解决问题的能力；扩大词汇量。为了减轻学生压力，课文后设立了课文注释栏目，对文章中出现的生词、短语、术语、难句等作了详尽的解释。此外，文章

后面设有形式多样、内容丰富的练习题,目的在于帮助学生解读文章、巩固所学知识、训练读、写、译的技能及表达能力。

5. 技能培养。本教材注重把语言技能的训练与专业知识有机结合起来。习题中有些问题属于开放式的,要求学生理论联系实际,认真独立地思考问题、深入探究问题、最终解决问题。在这一过程中学生的表达能力同时得以锻炼。

此外,此书用作教材,要求相应的教学模式来实践其理念。本书的编写强调互动式、自主性的学习,提倡营造活跃的课堂气氛,使学生轻松学习而又有所收获。

本教材分上、下两册,由刘玉玲、房玉靖主编,张怡、刘媛、姚颖、陈丽萍、马国志、秦亚娟、孙爱民、陈子扬参编。本书的编写得到了对外经济贸易大学出版社的鼎力支持和帮助,在此致谢。

编 者
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Unit 1

TEXT

A number of important, traditionally closed service sectors were exposed during the 1980s to foreign competition in increasing numbers of countries and opened up to foreign direct investment. This trend is likely to continue...

Changes in the Motives and Developments

1 A number of important, traditionally closed service sectors, such as financial services and transport, were exposed during the 1980s to foreign competition in increasing numbers of countries and opened up to foreign direct investment. This trend is likely to continue in the 1990s as a result of privatization in transport, telecommunications and public utilities.

2 The shifts in the countries and sectors in which foreign direct investments are made are connected with the changes in the motives behind foreign direct investments.

3 The main motives for foreign direct investment up to the 1980s were:

(1) in industrialized and developed countries to gain access to markets which were virtually impenetrable via exports due to severe protectionism;

(2) in developing countries:

- to mine minerals or to produce commercial agricultural products. Examples are investment in oil recovery in Nigeria, copper mining in Chile and banana production in central America;

- to use low wages for labor-intensive parts of the production process

(Frequently, industries that resort to this approach are designated “footloose” allegedly willing to move quite readily to locations with lower labor costs when local labor costs rise.).

4 It was also part of the philosophy of forming conglomerates that prevailed in the 1970s that when a foreign company was taken over, it was mainly its profit-ability that was highlighted and not so much the synergy with the investor’s existing activities.

5 Low wages for untrained labor and the availability of raw materials have become ever less important as a result of the development of technologies that increase productivity and save on raw materials. As a result of the progressive liberalization of international trade and direct investment, gaining access to protected markets became a relatively less important motive and using the natural competitive advantages of the host country and their contribution to the strength of the investing company became more important. The higher requirements of product and service are making it increasingly important to set up operations in the outlet markets. The following motives therefore came to the fore during the 1980s:

- strengthening the company’s position in one core activity or a few core activities, often with great mutual synergy;
- being part of clusters of companies and knowledge centers, in which strong technologies are developed, so as to be able to compete in the technology race;
- lowering logistical costs and gaining access to distribution channels so as to cover markets more effectively and improve service.

6 When a foreign company was taken over, much more attention was therefore paid to compatibility with existing corporate activities. The profitability of the company to be taken over became less important in itself, while the knowledge, market position and brand name of the company being taken over, and thus its contribution to the international competitiveness of the company taking over, gained importance. Dunning (1985) and Porter (1990) have drawn attention to the importance of the advantages of a particular location in strengthening the competitiveness of the company as a whole. Dunning asserts, for example, that because companies in various environments work with varying location-specific advantages, they can derive competitive advantages such as international transfer pricing, shifting funds between various currency areas and spreading political risk and the risk of strikes.

7 In short, the motives for foreign direct investment have shifted from making use of cheap local labor and local raw materials, to keeping abreast of the technology race and new trends in production and marketing. The availability of an adequate pool of well-trained staff and an effective communication and computer infrastructure has become more important. This goes a long way towards explaining why investments are increasingly shifting towards industrialized countries, and away from developing countries.

8 The “traditional” form of foreign direct investment, that is, building up entirely new

production and distribution facilities (generally referred to as “Greenfield investments”) often demands a relatively large investment in terms of both time and money.

9 In highly developed markets, particularly those characterized by severe competition, building up new production capacity and distribution channels, and establishing a brand name, forces new entrants to invest heavily in plants of sufficient size, as well as in their marketing efforts, in such markets. It often proves more effective to take over an existing company which already has production capacity, distribution channels and an established brand name.

10 Companies lacking the resources to take over a foreign company but willing to cooperate with them so as to benefit from their technology or market knowledge, brand name and/or distribution channels on the foreign market, are increasingly opting for strategic alliances. Strategic alliances may also be accompanied by foreign investment, for example because the companies hold minority interests in each other's equity. There are various examples in such areas as aviation, the motor vehicle sector and electronics. Under the impact of governmental regulations in countries which more recently have opened up to foreign direct investment, and in conjunction with the importance of having a good local partner in liberalizing countries where government interference is still extreme, the joint venture has gained importance as a form of investment.

11 Apart from these investments in production resources and/or companies, companies that lack the financial capital or do not wish to accept the associated risks are increasingly opting to introduce other resources such as a product or product technology, management skills or a brand name. A payment is made in return. These non-equity forms of investment generally bring a lower return in the form of license fees, royalties or management fees but also carry a lower risk. (929 words)



NEW WORDS

motive *n.* 动机, 目的

privatization *n.* 私有化

industrialized *adj.* 工业化的

impenetrable *adj.* 不能穿过或进入的

protectionism *n.* 保护主义

labor-intensive *adj.* 劳动密集型的

footloose *adj.* 自由自在的, 无任何束缚或牵连的

allegedly *adv.* 据说, 据称

conglomerate *n.* 联合企业, 大企业

synergy *n.* 共同作用, 合力, 协力

liberalization *n.* 自由主义化

fore *n.* 前部

assert *v.* 断言, 宣称

infrastructure *n.* 基础设施

characterize *v.* 特征表现为

entrant *n.* 进入者, 尤指参加一项竞赛的人

opt *v.* 选择或决定

PHRASES & EXPRESSIONS

be exposed to 暴露于

as a result of 由于

gain access to 获得使用权,有权进入

resort to 诉诸于,采取

come to the fore 出名,进入一个显赫的位置

gain importance 变得重要,具有重要性

draw sb. 's attention to 提请某人注意

in short 简言之

shift from... to... 从……转移到……

keep abreast of 保持与……并列

in terms of 根据,按照,在……方面

be accompanied by 伴随,伴有

in conjunction with 与……协力

apart from 除……之外

NOTES

1. foreign direct investment: 简称 FDI,外商直接投资

2. Nigeria: 尼日利亚

Lagos is the largest urban center and capital of Nigeria, it is also a port city.

3. Chile: 智利

Chile is a South-American country, with a total area of about 756,626 square kilometers.

Santiago is the capital. It has a population of more than 6 million people. Spanish is the official language.

4. location-specific advantages: 特定区位优势

5. In short, the motives for foreign direct investment have shifted from making use of cheap local labor and local raw materials, to keeping abreast of the technology race and new trends in production and marketing.

总之,外商直接投资的推动力已经从追求廉价的劳动力和获取本地原材料朝着保持科技的领先和适应生产营销的方向转变。

6. Greenfield investments: 绿地投资

绿地投资,又叫“新建投资”,是指通过新建企业而形成的国际直接投资。在经济学上,外国直接投资一般可分为两种方式:绿地投资和跨国并购(M&A: Merger & Acquisition),即褐地投资。改革开放之初,包括美资在内的外国对华投资多采取绿地投资,但全球跨国投资的发展趋势表明,跨国并购已经成为当今跨国直接投资的最主要方式。

7. distribution channels: 分销渠道买力

8. joint venture: 合资企业

9. non-equity forms of investment: 非股权投资

10. license fees, royalties or management fees: 许可费,特许专营费或管理费

➔ EXERCISES

Comprehension of the Text

I. Answer the following questions according to the text.

1. What happened to a number of important traditionally closed service sectors during the 1980s?
2. What are the main motives for foreign direct investment up to the 1980s?
3. To what was much more attention paid when a foreign company was taken over?
4. Why did Dunning and Porter draw attention to the importance of the advantages of a particular location in strengthening the competitiveness of the company as a whole?
5. What are those companies which lack the resources to take over a foreign company but are willing to cooperate with them increasingly doing?

Language Skills

II. Word Study

1. Match words from the two columns below to form compound adjectives.
e. g. fast-growing

A	B
(1) time-	a. boiled
(2) world-	b. national
(3) multi-	c. term
(4) far-	d. sleeved
(5) short-	e. consuming
(6) high-	f. fetching
(7) long-	g. minded
(8) self-	h. heeled
(9) hard-	i. class
(10) narrow-	j. employed

2. Fill in the blanks with the words or expressions given below. Change the form where necessary.

increasing	opt	pay	available	shift
------------	-----	-----	-----------	-------

- (1) The higher requirements of product and service are making it _____ important to set up operations in the outlet markets.
- (2) When a foreign company was taken over, much more attention was therefore

- _____ to compatibility with existing corporate activities.
- (3) The _____ of an adequate pool of well-trained staff and an effective communication and computer infrastructure has become more important.
- (4) Companies lacking the resources to take over a foreign company but willing to cooperate with them are _____ opting for strategic alliances.
- (5) Apart from these investments in production resources and/or companies, companies that lack the financial capital or do not wish to accept the associated risks are increasingly _____ to introduce other resources.
- (6) A _____ is made in return.
- (7) Low wages for untrained labor and the _____ of raw materials have become ever less important as a result of the development of technologies.
- (8) The _____ in the countries and sectors in which foreign direct investments are made are connected with the changes in the motives behind foreign direct investments.
- (9) In short, the motives for foreign direct investment have _____ from making use of cheap local labor and local raw materials, to keeping abreast of the technology race and new trends in production and marketing.

3. Choose the right answers to fill in the blanks.

The causes of foreign investment are quite different for subsidiaries supplying raw materials needed by their parents. The explanation of these investments at first seems obvious: How can a rubber company produce tires without (1) rubber? The more interesting question, (2), is why the raw material source is developed by a subsidiary of the company that will process it rather than by independent firms in the country where the raw material is found. The gain from this (3) direct investment seems to be the (4) of risk. Few companies in the world refine and fabricate copper. Important deposits of copper ore occur (5) only a few locations. If independent firms produced and refined the ore, (6) would be forced to commit funds (7) the construction of large fixed facilities without any guarantee regarding the bargain they could strike with the other party. What could the ore producer do if its smelter customer (8) threatened to drop its business? What could the smelter do without an ore supply? "Vertical integration" in any industry reduces uncertainty. (9) the firms extracting raw materials must be located where the resources are, and the firms processing and selling them where the markets are, foreign investment must be (10).

- | | | | |
|--------------------|--------------|---------------|-----------------|
| (1) A. crude | B. raw | C. finished | D. synthetic |
| (2) A. therefore | B. though | C. hence | D. furthermore |
| (3) A. vertica | B. horizonta | C. unexpected | D. redundant |
| (4) A. replacement | B. reduction | C. recurrence | D. reproduction |

- | | | | |
|---------------------|--------------|---------------|-----------------|
| (5) A. in | B. on | C. within | D. from |
| (6) A. none | B. two | C. both | D. one |
| (7) A. in | B. on | C. to | D. for |
| (8) A. ridiculously | B. friendly | C. recently | D. convincingly |
| (9) A. But | B. Therefore | C. In case of | D. Because |
| (10) A. enhanced | B. produced | C. distrusted | D. involved |

III. Grammar — Adverbial Clause of Time

1. Translate the following sentences into English.

- (1) 我打开门的时候,发现他躺在地板上。
- (2) 写得清楚些,让老师能清楚地理解你的意思。
- (3) 只要他努力做,我不在乎他什么时候能够做完这项工作。
- (4) 尽管他很年轻,但他愿意为他所做的一切承担责任。
- (5) 向她父母多年前那样,他也选择去那个学校当老师。

2. Translate the following sentences into Chinese.

- (1) He speaks English, but not as well as his sister does.
- (2) The demonstration will go on as it was planned.
- (3) Hard as he tried, he was unable to make much progress.
- (4) We should be able to do the job quickly, provided that you give us all the necessary information.
- (5) Suddenly it began to rain heavily, so that it was almost impossible to carry on driving.

Business Knowledge Extensions

IV. Translate the following sentences into English with the words or phrases given in the brackets.

1. 外商直接投资在中国的经济建设与发展中起着重要的作用。(foreign direct investment)
2. 外商投资的重点已从劳动密集型逐渐向知识密集型产业转变。(labor-intensive, knowledge-intensive, shift from... to...)
3. 不论在知识上还是观念上,我们都要与时俱进。(keep abreast of the times in...)
4. 一般人很难获准进入国家保密机构的数据库。(gain access to)
5. 信息共享正在我们的生活中变得越来越重要。(gain importance)

V. Translate the following sentences in the text into Chinese.

1. The shifts in the countries and sectors in which foreign direct investments are made are connected with the changes in the motives behind foreign direct investments.

2. It was also part of the philosophy of forming conglomerates that prevailed in the 1970s that when a foreign company was taken over, it was mainly its profit-ability that was highlighted and not so much the synergy with the investor's existing activities.
3. The profitability of the company to be taken over became less important in itself, while the knowledge, market position and brand name of the company being taken over, and thus its contribution to the international competitiveness of the company taking over, gained importance.
4. In short, the motives for foreign direct investment have shifted from making use of cheap local labor and local raw materials, to keeping abreast of the technology race and new trends in production and marketing.
5. Apart from these investments in production resources and/or companies, companies that lack the financial capital or do not wish to accept the associated risks are increasingly opting to introduce other resources such as a product or product technology, management skills or a brand name.

VI. Write a summary of the text in about 120 words.

VII. Write a one-paragraph composition entitled "Changes in the Motives of FDI from 1970s to 1980s". The first sentence is given: "The main motives of foreign direct investment have changed a lot from 1970s to 1980s. These changes are ..."
Complete the paragraph with five to seven sentences, using the words or phrases given below.

industrialized and developing countries	access to impenetrable markets
protectionism	minerals or agricultural products
low wages	synergy
technology race	lower cost
gain access to distribution channels	

VIII. Discuss with your partner the role that foreign direct investment plays in China's development.

SUPPLEMENTARY READING

Beefing Up BPO

On April 19, Microsoft Chairman Bill Gates visited China for the 10th time, bringing a

surprise for Chinese outsourcing service companies with him.

Timothy Chen, Vice President and CEO of Microsoft's Greater China Region, disclosed that the surprise from the world's richest man was a promise to bring Microsoft service orders worth \$100 million to China. Besides these orders, Chen said Microsoft is committed to helping local Chinese companies promote their competitiveness.

With these service orders, many Chinese outsourcing providers will have the chance to get a fresh start, with companies ready to fill orders having the early advantage. Other companies not yet up to speed will have the ability to tap into training offered by Microsoft.

In recent years, the Chinese outsourcing industry has developed at a faster rate. In 2006, China's software outsourcing market reached \$1.43 billion, up 55.4 percent from a year earlier, according to a report from CCID Consulting. The report predicted that by 2010, China's software outsourcing market will exceed \$7.03 billion, or 8.4 percent of the world's total.

Despite these developments, China still needs another five to 10 years to catch up with India, the most favored nation for outsourcing. The U. S. -based Diamond Management & Technology Consultants Inc. issued a report in 2006 showing that 80 percent of the world's outsourcing businesses currently flow to India. Thanks to its large population of computer literate English speakers and quality service, India has garnered the largest share of the global outsourcing market.

While China has the strength of a cheap labor force, it lags behind India in terms of service quality and qualified employees. The lack of a highly qualified human resource pool is one of the major obstacles China must surmount if it wants to develop an outsourcing industry to rival its southwestern neighbor.

Outsourcing can be defined as the transfer of an organization's entire non-core, though critical, business process functions to an external vendor that uses IT-based service delivery. By doing so, business process outsourcing (BPO) helps an organization concentrate on its core competencies, improving shareholder value.

Large companies have long begun outsourcing their non-core businesses to cut costs. For example, Oracle has long outsourced its personal taxation functions to PricewaterhouseCoopers, one of the four major global auditing firms.

In 2006, the UK's National Outsourcing Association found that outsourcing saves companies around 9 percent, while at the same time raises competitiveness and quality by 15 percent. Last year, 80 percent of *Fortune* 500 companies outsourced all or part of their information management functions. Presently, most companies would prefer to outsource their IT, human resources, and financing and accounting functions if possible.

Research from the United Nations Conference on Trade and Development (UNCTD) showed that of the 1,000 largest global companies, about 70 percent haven't tried to outsource part of their business process to low-cost countries. The UNCTD estimated that the