

 华南理工大学“十三五”本科教材

商务英语案例分析

Teaching Business English through Cases

主 编 徐 鹰

副主编 朱 琳 张 珣 叶玉珊 王伟强



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内 容 简 介

《商务英语案例分析》涵盖商务活动中的主要典型案例,并把真实的案例情境和基本的商务知识相结合。这些案例覆盖了市场营销管理、人力资源管理、战略管理等方面。全书包括 12 个单元,内容涉及现代商务和企业管理各领域,包括招聘面试、激励机制、绩效考核、产品定位、网上购物、广告设计、业务分析、市场开发、竞争策略、商务谈判、品牌塑造、猎头服务等主题。每个案例围绕主题组织相关语言素材和商务知识素材,让学生在具体语境中进行相关的语言和商务技能的学习,提高解决实际问题的能力。

本教材适合高等院校本科生阅读,也适用于对商务英语感兴趣的广大读者。

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本教材旨在把案例分析融入商务英语教学当中，改变传统商务英语教材以语法词汇教学或者阅读教学为主的编写理念。本教材中的案例全部来自真实企业，在提供丰富语境信息的同时配套相关的商务知识（如市场营销管理中的4P理论、企业管理中的SWOT分析法、人力资源管理中的薪酬架构等），为商务英语教学提供一条切实可行的途径来培养学生的跨文化商务交际能力、批判性思维能力、思维的创造性和多样性。本教材通过不同主题下的案例讨论等活动，着眼于学生语言运用能力的培养，让学生英语语言知识和技能在商务领域中得到实践和应用，达到以英语为工具获取和交流信息的目的。

对于商务英语课程难点和重点的处理，本教材采取了两项措施：①在编写理念上，以建构主义为理论框架，以任务型教学为主要手段。通过对教学内容的重新整合，把某个主题下的听、说、读、写任务整合到一个具体的案例当中，强调任务的逻辑性和任务之间的连贯性。在完成某个案例分析的过程中，学生能提高自身的语言能力和语用能力。整个教学过程以案例为引导，突出听、说，强化读、写，以任务型教学为实施方式，用听、说来带动读、写，最大限度地开发学生的语言沟通能力(communicative competence)，为学生进入商业社会打下基础。②在实施层面上，通过案例串起听、说、读、写等各种教学活动，从而构建一种基于案例的商务英语新模式。案例教学通过对特定商务语境进行语境解构和重构，能够创设师生、生生互动的条件，从而产生语境效果，让学生在具体语境中储存、习得相关信息结构和语言表征，为今后激活和使用这些知识提供条件。笔者认为，案例教学法适合商务英语课程，因为它将商务专业知识

和语言技能结合,模拟真实事件的过程,使语言学习更有实践性,比抽象化的命题、概念、句子、语篇更适合作为学习的媒介,更能体现教学过程中“以学生为中心”的教学思想。

本教材共有12个单元,每个单元包括导入和案例讨论两部分。导入包括热身问题、听力理解(1篇文章)、阅读理解(1篇文章)及有用词汇拓展,为学生展开讨论提供了背景知识和关键术语。选文完全出自网络,并已经注明出处,但有一定删改。叶玉珊负责编写第2单元,张珣负责编写第5单元,朱琳负责编写第10单元,徐鹰负责编写其他9个单元,王伟强负责审阅全书。由于编者水平有限,书中不足之处在所难免,敬请广大读者批评指正。

本教材得到华南理工大学“十三五”本科教材建设项目资助,特此表示感谢。

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Unit 1 Recruitment

Part I Lead in

Section A Warming-up Questions

Sit in a group of 3 to 4 students and discuss the following questions.

- Q1. Do you know something about Lenovo?
- Q2. What are the products of Lenovo?
- Q3. Do you want to work in Lenovo? Why?

Section B Listen and Respond

Word Bank

- | | | |
|------------------|-------------|--|
| mission | <i>n.</i> | an important assignment carried out for political, religious, or commercial purposes, typically involving travelling abroad
(政治、宗教、商业的)使命; 天职 |
| legendary | <i>adj.</i> | of, described in, or based on legends 传说(中)的 |

app	<i>n.</i>	[<i>Computing</i>] short for application (计算机) 应用程序的简称
workstation	<i>n.</i>	a general purpose computer with a higher performance level than a personal computer 智能终端
server	<i>n.</i>	a computer or computer program which manages access to a centralized resource or service in a network 计算机网络服务器
storage	<i>n.</i>	the retention of retrievable data on a computer or other electronic system (计算机等电子系统的数据) 存储
acquisition	<i>n.</i>	an act of purchase of one company by another (一家公司对另一家公司的) 收购
vision	<i>n.</i>	the ability to think about or plan the future with imagination or wisdom 眼力; 远见

☆ Task 1

Choose the best answer to each of the following questions according to the information contained in the listening passage. The passage is useful for the case study in this unit.

- What is the main idea of the passage?
 - The job opportunities in Lenovo.
 - The description of Lenovo.
 - Lenovo's responsibilities.
 - The products of Lenovo.
- How many countries do Lenovo's customers come from?
 - 60.
 - 16.
 - 160.
 - 100.

3. Which of the following is **NOT** the product or service of Lenovo?

- A) PC.
- B) Search engine.
- C) Smartphone.
- D) Smart TV.

4. Lenovo has the following business cases **EXCEPT** _____.

- A) buying IBM PC Division
- B) acquiring Motorola Mobility
- C) taking over IBM System x server
- D) merging with Compaq

5. Which of the following is **NOT** the foundation of the vision of Lenovo?

- A) Abundant capital.
- B) Innovative products.
- C) Unambiguous strategy.
- D) Pursuit of excellence.

✧ Task 2

Listen to the recording again and fill in each of the blanks according to what you have heard.

Today, Lenovo is a \$45 billion company with customers in more than 160 countries. And we're not stopping there. Each quarter, we _____ 6 _____ — not just our business, but our ways of thinking, too. Instead of creating a single _____ 7 _____, we've instead introduced a series of centers of excellence, where our people from diverse backgrounds, experiences and skill sets come together to build truly _____ 8 _____ products and services. We're continuously working to create a brighter future for ourselves, and for the world of _____ 9 _____.

It's this type of _____ 10 _____ that has made us as successful as we are, and enables us to grow even more. Throughout the history of our company, we've _____ 11 _____ some of the most

famous acquisitions in the industry — from buying the ____12____ more than a decade ago to our most recent acquisitions of Motorola Mobility and the ____13____ business.

With a unique combination of ____14____ products, a clear strategy and an unwavering commitment to ____15____, we have a vision for today and for the future. At Lenovo, we don't believe in saying "job done", because for us, it never is. There is always a better and more creative way to do things — and we want to continue finding it.

Section C Reading Comprehension

Choose the best answer to each of the following questions according to the information contained in the passage. The passage is useful for the case study in this unit.

SWOT Analysis

SWOT is an acronym for strengths, weaknesses, opportunities and threats, and is a structured planning method that evaluates those four elements of a business venture, a project or a person. A SWOT analysis can be carried out for a company, product, place, industry, or person. It involves specifying the objective of the business venture, project or person and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

The degree to which the internal environment of the firm matches with the external environment is expressed by the concept of strategic fit. A company should not necessarily pursue the more lucrative opportunities. Rather, it may have a better chance at developing a comparative advantage by identifying a fit between the firm's strengths and upcoming opportunities.

	Positive	Negative
Internal	S Strengths	W Weaknesses
External	O Opportunities	T Threats

(1) Strengths: characteristics of a business or person that give it an advantage over others. Examples of a firm's strengths include patents, strong brand names, good reputation among customers, cost advantage from proprietary know-how, exclusive access to high-grade natural resources, favorable access to distribution networks, etc.

(2) Weaknesses: characteristics that place the business or person at a disadvantage relative to others. For example, each of the following may be considered a firm's weakness: lack of patent protection, weak brand name, poor reputation, high cost structure, lack of access to the best natural resources, etc.

(3) Opportunities: elements that the business or person could exploit to its advantage. Some examples of such opportunities include an unfulfilled customer need, arrival of new technologies, loosening of regulations, removal of international trade barriers, etc.

(4) Threats: elements in the environment that could cause trouble for the business or person. Some examples of such threats include shifts in consumer tastes away from the firm's products, emergence of substitute products, new regulations, increased trade barriers, etc.

Identification of SWOTs is important because they can inform later steps in planning to achieve the objective. First, decision makers should consider whether the objective is attainable, given the SWOTs. If the objective is not attainable, they must select a different objective and repeat the process.

Users of the SWOT analysis must ask and answer questions that generate meaningful information for each category (strengths, weaknesses, opportunities, and threats) to make the analysis useful and find their competitive advantages.

(adapted from https://en.wikipedia.org/wiki/SWOT_analysis, <http://www.quickmba.com/strategy/swot/>, 2017-9-1)

16. Which of the following is **NOT** the objective of SWOT analysis?

- A) To help organizations develop a full awareness of all the factors involved in a decision.
- B) To describe strengths, weaknesses, opportunities, and threats for a company or a person.
- C) To identify the strategic fit between external and internal factors.

- D) To facilitate decision makers to devise a feasible plan.
17. In the fast fashion industry, ZARA enjoys a two-week drawing-board-to-store-shelf production time, compared to the usual half-year industry average. This is one of ZARA's _____.
A) strengths
B) weaknesses
C) opportunities
D) threats
18. Which of the following is the weakness of a PhD candidate who wants to hunt a job at a higher institution?
A) Team-work spirit.
B) A good command of specialized knowledge.
C) Several years' teaching experience.
D) No publications in top journals.
19. The last ten years have witnessed an upsurge of online shopping in China. This is a(n) _____ for traditional brick-and-mortar store.
A) strength
B) weakness
C) opportunity
D) threat
20. Which of the following is the opportunity of a college undergraduate who wants to become a postgraduate after graduation?
A) Many universities have stopped enrollment expansion of postgraduates.
B) The tuition fee kept increasing in the last ten years.