

新时代大学商务英语系列教材

New Century College Business English

总主编：王正元

# 商务英语读写教程 8

主编：方笑君

编著：方笑君 许菁 张璐

主审：陈峰



# BUSINESS ENGLISH

新时代大学商务英语课程建设工程项目



机械工业出版社  
China Machine Press



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# 序

## PREFACE

伴随着经济全球化和我国经济国际化的进程,国内外大中型企业、跨国公司  
等对既懂商务又会英语的复合型人才的需求与日俱增,这也促进了我国高等教育  
商务英语专业的快速发展。目前,全国有700多所高等院校开设了外贸英语、商  
务英语等课程,工商管理、金融等商科专业也都开设了以商务为核心内容的英语  
课程,部分院校甚至设立了商务英语专业。近几年来,全国性的商务英语教学、  
学术研讨会频频召开。我国国际商务的快速发展、人才市场对商务英语人才的强  
劲需求以及外语就业市场人才多元化推动了英语专业的教学改革和教材建设,各  
院校都迫切需要一套能体现商务特色与人才培养规格相适应的新教材,以改变英  
语教材与人才培养和需求不相适应的状况。

商务英语属于专门用途英语,国外大学多将其归为ESP(English for Special  
Purposes)。目前,我们国内这样系统的专业教材并不是很多。王正元教授领衔总  
主编、由全国20余所大学40余名英语教授、副教授、讲师历时两年多编写的这  
套“新时代大学商务英语系列教材”是我国高等教育商务英语教材建设的一个新  
成果。

这套教材共14本,包括读写、视听说、写作、口译,涵盖了商务英语的基  
本主体课程。编者基于“商务知识+英语能力=核心竞争力”的编写理念,力  
求在企业战略、市场营销、人力资源、企业文化、经营运作等商务语境中培养  
学生的英语交际能力。商务知识与英语能力相结合、商务语境与语言活动相结  
合、能力培养与就业需求相结合的编写思路使这套教材商务内容丰富,英语操  
练有的放矢,凸显了人才培养规格,给这套教材带来了亮点。

这套教材在内容安排上注重了语言的体验观、语用观,体现了商务英语的科

学性、系统性、实用性及任务型教学法。这是一套适合高等院校商务英语专业和商科英语课程使用的教材。

同传统的英语语言文学比较起来，商务英语是我们这个时代经济发展催生的新事物，它必将在市场经济的强劲需求中茁壮成长。为更好地培养复合型人才，英语教材的建设任务是繁重的。这套教材需要在使用中逐步完善提高，以满足我国对外经济贸易、国际商务活动对英语人才的需要。

对外经济贸易大学副校长 博士生导师 徐子健

2008 年 10 月

# 前言

## PREFACE

### 1. 本套教材的编写指导思想及目标

为了编写这套教材,我们反复地学习了教育部高等学校英语教学大纲,访问了毕业生用人单位,举行了毕业生座谈会,广泛地听取了师生的意见。

《高等学校英语专业英语教学大纲》指出:“我们也应当清醒地面对这样一个现实,即我国每年仅需要少量外语与文学,外语与语言学相结合的专业人才以从事外国文学和语言学教学的研究工作,而大量需要的则是外语和其他相关学科——如外交、经贸、法律、新闻等相结合的复合型人才,培养这种复合型外语及专业人才是社会主义市场经济对外语专业提出的要求,也是新时代的要求。”我们将这一精神作为这套教材编写的指导思想,并努力使这套教材达到这样的目标:

- 1) 教材内容有较强的时代性、实用性、针对性、系统性。
- 2) 安排好商务英语专业知识、语言训练及文化背景知识。
- 3) 教材有利于培养学生英语思维力、创新力、语用能力。
- 4) 运用任务型的教学方法,为学生自学提供平台。

### 2. 本套教材的编写理念

努力使这套教材满足三个要求:全球化经济发展对人才规格的要求;学生就业求职的要求;商务英语专业学科建设的要求,突出“商务知识+英语能力=核心竞争力”的编写理念:

- 学习反映全新商务知识的英文语篇,掌握现代商务理念。
- 模拟走进商务语境,拓展国际商务视野。
- 结合案例商情,训练英语交际能力。
- 运用视、听、说先进教学手段,让学生体验学习英语的快乐。

### 3. 本套教材的特点

这套教材不同于以文学、文化为内容,以传授知识为主要目的的教材,而是以培养商务英语交际能力为目标的教材,教材编写突出以下特点:

- 1) 商务知识的实用性。本套教材内容包括商务背景、市场营销、战略管理、国际贸易、金融常识、人力资源、企业文化、企业案例等商务实用知识。
- 2) 语言学习的认知性。本套教材各课的 Reading 部分,根据不同的语篇采取了语篇视点、认知参照点、框架、图式等分析方法对课文分析作了提示,以培养学生的语篇分析能力

和快速获得信息的能力。

3) 完成任务的体验性。教材安排了以案例 (Case) 或话题 (Topic) 为内容的讨论或演练, 让学生在商务交际中体验和完成某项商务任务。

4) 商务知识的可延伸性。教材在内容安排上注重商务知识的延伸, 注重商务、语言、文化、行动的结合及文本引讨论。

我们在编写这套教材时, 还兼顾了以下一些关系: 商务知识与英语能力的关系; 完成任务与英语专业四、八级考试的关系; 英语基础与商务知识的关系。精读课每个单元都安排了听、说、读、写、译项目, 每个项目都给出了要点提示, 并提炼出语法聚焦, 尽量使这套教材充分体现: 以商务知识为载体、以培养英语交际能力为目的、坚持以市场需求为导向、以培养创造力为宗旨、重视英语专业四、八级考试规格。

#### 4. 本套教材的构成及使用建议

本套教材共 14 本, 包括:

精读课: 商务英语读写教程 1-8 册

视听课: 商务英语视听说教程 1-4 册

商务口译: 商务英语口译教程

商务写作: 商务英语写作教程

本套教材使用建议:

年 级	一年级		二年级		三年级		四年级	
学 期	上	下	上	下	上	下	上	下
读写教程	1	2	3	4	5	6	7	8
视听说	1	2	3	4				
商务口译							√	√
商务写作					√	√		

本套教材是集体科研和多所院校合作的成果, 北京外国语大学、广东外语外贸大学、东北财经大学、上海财经学院、天津外国语学院、北京工商大学、广州大学、辽宁大学、天津商业大学、兰州商学院、哈尔滨工程大学、大连海事大学、哈尔滨商业大学、河北经贸大学、沈阳师范大学、燕山大学等高校几十名教授、专家、教师参加了本套教材的编写工作, 付出了艰辛的劳动。

本套教材的编写还得到了许多同事和朋友的大力帮助, 10 余名美国、英国、加拿大外籍语言专家分别审读了各册书稿, 辽宁大学张东辉老师、燕山大学姜炼老师为本套教材中的视听说教程做了大量高难度的视频、音频处理工作, 对外经贸大学副校长、博士生导师徐子健教授为本套教材写了序言, 我对大家的工作和帮助深表感谢。

“新时代大学商务英语系列教材”编委会的全体成员虽然为这套教材付出了汗水和艰辛, 但教材中一定还有很多不足, 欢迎批评指正。我们愿乘商务英语发展的东风, 和大家一起, 筚路蓝缕, 以启山林, 推动大学商务英语教材建设。

总主编 王正元

2008 年 12 月



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## Unit 1



# Multinational Enterprises

### ► TEXT A

*Starting with the characteristics of Multinational Enterprises, this text analyzes the reason why they exist and how to exploit a technological lead in World Trade.*

### ► TEXT B

*It analyzes the economic situation in the world when Honda decide to invest in North America and the reason.*

### Text A

#### Reading Notes



① 请列出 cluster 的近义词:

### What Are They

[1] The “multinational enterprises” of the world (or multinational corporations or transnational enterprises) are especially exposed in this respect. In the course of the past few decades, most of the large enterprises of the world, whether engaged in manufacturing, mining, banking, or other services, have come to fall in this category. Such enterprises are characteristically made up of a parent firm located in one country and a **cluster** of affiliated firms located in a number of other countries. Enterprises of this sort commonly operate in such a way that the affiliated firms, although in different countries, nevertheless share the following characteristics:

- They are linked by ties of common ownership.
- They draw on a common pool of resources, such as money and credit, information and systems, and trade names and patents.
- They respond to some common strategy.

[2] About one-half of the industrial output of the noncommunist world today is produced by firms that have developed a multinational structure. These enterprises have some special problem that arise from their being multinational. But they also face the problems and opportunities of any importer or exporter, or any lender or borrower who deals across national boundaries. Accordingly, from the viewpoint of the manager who is interested in the international economy, our focus on the multinational enterprise does not narrow the book's usefulness.

②Please give more examples of Multinational Enterprises.



[3] Although **multinational enterprises** have come to account for a large part of the noncommunist world's total output, they still consist of a very distinctive group of firms. By and large, international business is the game of big enterprises. Practically all the four or five hundred biggest enterprises in the world have substantial business interests in the form of operating units located outside their own country. Ford Motor Company, for instance, has 48 percent of its employees outside the United States; N. V. Philips of the Netherlands, 79 percent of its employees outside the home country; Imperial Chemical Industries, 58 percent outside Britain; and Matsushita Electric, 43 percent outside Japan. In the past few years, the largest firms of Brazil, Mexico, and other industrializing countries have begun to take on signs of a similar trend.

[4] Firms that have developed a multinational structure not only tend to be large; they also tend to be engaged in certain kinds of business activities. The manufacturing industries as group account for more of these enterprises than any other category. According to almost any measure — including capital invested, the number of employees, or number of firms involved — multinational enterprises in manufacturing exceed those in oil, banking, mining, or agriculture. Nevertheless, there are significant trends in the makeup of multinational business activity. Especially important is the increasing role played by service firms.

[5] Within the manufacturing sector, the multinational enterprise is especially strong in certain kinds of industries. In practically all countries, multinational enterprises have a dominant position in motor vehicles, chemical products, petroleum refining, drugs, electronic products, and food products. Some firms from developing countries such as Brazil and India, however, have sometimes managed to create multinational networks in less complex industries, for instance, textiles and food preparations.

[6] In the service sector, the largest part of the rapid growth in foreign direct investment has been in financial services and trade-related services, such as wholesaling and retailing. But multinational enterprises have spread in hotels, fast food, accounting, engineering, and constructions. Firms in certain developing countries have been particularly successful in establishing overseas activities that provide engineering and construction services.

### Why They Exist

[7] Why have so many enterprises developed a multinational network in the past few decades? Managing a multinational network obviously entails special difficulties and generates special costs. Managers must set up costly systems command and control, must expose their enterprises to the hazards of investing in foreign currencies, and must risk the possibility of being discriminated against as foreign investors by governments of other countries. Yet the fact that multinational enterprises have managed to expand so rapidly suggests that managers see some reasons for developing a multinational structure.

[8] Academics and managers are fairly well agreed that a multinational firm must have some kind of advantage over purely domestic rivals if it is to overcome the disadvantages of being multinational. In very brief form, the advantages that a firm might exploit are commonly described as follows:

- The advantages of a special skill or a strong trade name. A firm that has developed a new product or process, or which has built a well-recognized trade name, has an advantages that may enable the firm to profit from foreign markets, perhaps through the creation of a multinational structure.
- The advantages of scale. Although size is not always an advantage for the firm, size does prove to be an advantage for some firms in some circumstances.
- Risk reduction. Managers may develop a multinational structure either to achieve diversification of sources or markets or to reduce a threat that is perceived to have been created by a rival's establishment of an affiliate in a new location.
- A global perspective. The enterprise that has an efficient means of collecting and interpreting information from all parts of the globe often has an advantages over rivals. A multinational structure is likely to be essential to establishing and maintaining that capability.



● 请列出 option 的同义词:

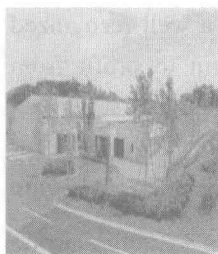
[9] The possession of an advantage is not sufficient to justify the multinational spread of a firm. There must be some benefit to the enterprise from establishing its own subsidiaries to exploit the advantage. Any firm with special advantages that wishes to exploit in foreign markets theoretically has the **option**● of (a) incorporating its capabilities in a product or service for export to those foreign markets, (b) selling or licensing those capabilities to independent firms so that they can produce and sell the product or service in such foreign markets, or (c) establishing a multinational structure by setting up foreign subsidiaries to produce in foreign markets.

[10] The relative virtues of those various courses of action differ from one case to the next, responding to some fairly systematic factors. For the multinational enterprise, its various affiliates must create an internal market in which the enterprise can exploit some of its most valuable capabilities — notably, specialized management skills, unique marketing skill, technology, patents, and trademarks — with results that are more favorable than would come from licensing or selling these capabilities to other enterprises. The benefits of internalizing the transactions, it is generally agreed, might fall into any of three categories:

- Internalizing a transfer of a skill or trade name is likely to avoid the problems of having to evaluate the asset.
- Internalizing a transaction reduces the problems associated with enforcing an agreement with an independent party.
- Internalizing a transaction makes it less difficult to manage problems of bilateral monopoly.

### Exploiting a Technological Lead

[11] To observe some of the factors that have led firms to establish multinational structures, We should consider the firm whose special skill is embodied in a technological lead. There is a strong likelihood that such a firm will have contacts with foreign markets outside the home base, but the nature of those contacts will differ from firm to firm. In some cases, as in the aeronautical industry, the contact with foreign markets will take the form of exports, for instance, Boeing, Aerospatiale, and McDonnell Douglas depend on exports to a much greater degree than do most manufacturing firms. In the chemical, drug, scientific instrument, transportation equipment, and machinery industries, exports also are comparatively heavy. To facilitate their exports, firms commonly appoint agents or develop sales subsidiaries in the foreign

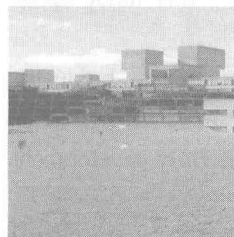


markets. Other firms rely much less on exports; rather, most of their foreign sales are undertaken either by their own subsidiaries located abroad or by foreign firms that are licensed to manufacture their products.

● 请列出 linkage 的同义词:

[12] The **linkage**<sup>①</sup> between technological leadership and foreign markets can be seen not only for firms based in the United States but also for those based in Europe and Japan. And behind the linkage lies an obvious set of causes.

[13] Since the beginning of modern industry over one hundred years ago, a good deal of the research and development undertaken by industrial firms has typically resulted in new products. The emphasis on new products has been especially typical of the research and development efforts of firms in the United States, whose expenditures on research and development are responsible for almost half of the industrial research and development expenditures in the noncommunist world. Some of the products resulting from research and development, such as instant cameras, simply perform a familiar job for the consumer better than the existing products. Others, such as computer-controlled machine tools, help the producer perform his tasks more efficiently. But many, such as penicillin and commercial aircraft, were not in serious competition with any existing products at the time of their introduction and could be regarded as satisfying wants that were never previously addressed.



[14] The location of a firm will strongly influence the firm's propensity to innovate and the direction in which it is likely to innovate. For substantial industrial innovations to take place in a country, a body of trained engineers and interested business managers must exist. But that is not quite enough. Business managers and engineers need an incentive to innovate: the hope of gain or the fear of loss must be strong enough to justify the effort. In some national environments, where the position of individual firms is rendered fairly secure by agreements with potential competitors or by government controls, the motivation to innovate may be quite low; in other environments it will be higher.

[15] Where the capacity and incentive to innovate are strong enough, innovators are likely to concentrate on those products that seem most wanted in the national environment in which the innovators operate. To be sure, all countries welcome new products or processes that will reduce their production costs. But in a country where, say, skilled labor is exceedingly scarce and dear while capital is abundant and cheap, business managers and engineers are likely to concentrate on labor-saving devices. In countries where labor is the abundant resource and raw materials are scarce, the innovations that

capture the interest of business managers and engineers tend to be material saving. Moreover, countries with high per capita incomes offer opportunities for the sale of new products or services that have not been seen before, whereas countries with low per capita incomes offer unique opportunities for the adaptation of existing products to lower-priced versions, or of production processes to small volumes and low labor costs.

## Vocabulary Drills

### Answer

keys on  
page 212

### A Form-Meaning Matching Drill.

- |                    |  |
|--------------------|--|
| 1) propensity      | a) to distribute (investments) among different companies or securities |
| 2) licensing       | b) secondary in importance; subordinate                                |
| 3) diversification | c) to grant a license to or for; authorize                             |
| 4) affiliate       | d) an innate inclination; a tendency                                   |
| 5) subsidiary      | e) to adopt or accept as a member, subordinate associate, or branch    |

### B Fill in the blanks with the proper words or expressions from the text that fit the original meaning.

1. In the real world of \_\_\_\_\_, of course, industries are rarely made up of just two firms.
2. Many of today's multinational enterprises began by developing new products, new processes, or well-known \_\_\_\_\_.
3. Some economists think \_\_\_\_\_ is a typical problem in the early development of market economy.
4. Within the \_\_\_\_\_ sector, the multinational enterprise is especially strong in certain kinds of industries.
5. Business managers and engineers need an \_\_\_\_\_ to innovate: the hope of gain or the fear of loss must be strong enough to justify the effort.

### C Multiple choice. Fill in each blank with the most appropriate word from the four choices given below.

The key to the industrialization of space is the US space shuttle. 1 it, astronauts will acquire a workhouse vehicle 2 of flying into space and returning many times. 3 by reusable rockets that can lift a load of 65,000 pounds, the shuttle will carry devices for scientific inquiry, as well as a variety of military hardware. 4 more significantly, it will deliver materials



and machines into space for industrial purposes 5 two decades ago when "sputnik" (artificial satellite) was added to the vocabulary. In short, the 6 importance of the shuttle lies in its promise as an economic tool.

What makes the space shuttle 7 is that it takes off like a rocket but lands like an airplane. 8 when it has accomplished its mission, it can be ready for 9 trip in about two weeks. The space shuttle, the world's first true spaceship, is a magnificent step 10 making the impossible possible for the benefit and survival of man.

- |                   |              |                 |               |
|-------------------|--------------|-----------------|---------------|
| 1. A) In          | B) On        | C) By           | D) With       |
| 2. A) capable     | B) suitable  | C) efficient    | D) fit        |
| 3. A) Served      | B) Powered   | C) Forced       | D) Reinforced |
| 4. A) Then        | B) Or        | C) But          | D) So         |
| 5. A) unimagined  | B) unsettled | C) uncovered    | D) unsolved   |
| 6. A) general     | B) essential | C) prevailing   | D) ultimate   |
| 7. A) exceptional | B) strange   | C) unique       | D) rare       |
| 8. A) Thus        | B) Whereas   | C) Nevertheless | D) Yet        |
| 9. A) new         | B) another   | C) certain      | D) subsequent |
| 10. A) for        | B) by        | C) in           | D) through    |

**D** *Comprehension check. Choose the best answer to each of the following questions after reading Text A carefully.*

- Which of the following is not the advantage that multinational enterprises have?
 

A) Risk reduction.	B) A global perspective.
C) A technological lead.	D) Abundant skilled labors.
- All of the following about the multinational enterprises are true EXCEPT that \_\_\_\_\_.
 

A) they respond to some common strategy
B) they speak the same language
C) they are linked by ties of common ownership
D) they use the same trade names and patents
- Which of the following belongs to the benefits of internalizing the transactions?
 

A) To avoid the problem of bilateral monopoly.
B) To avoid the problem of enforcing an agreement with an independent party.
C) To avoid the problems of having to evaluate the asset.
D) To avoid the problem of cost increasing.
- According to the text, which of the following statements is NOT true?
 

A) Instant cameras are the products resulting from research and development.
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