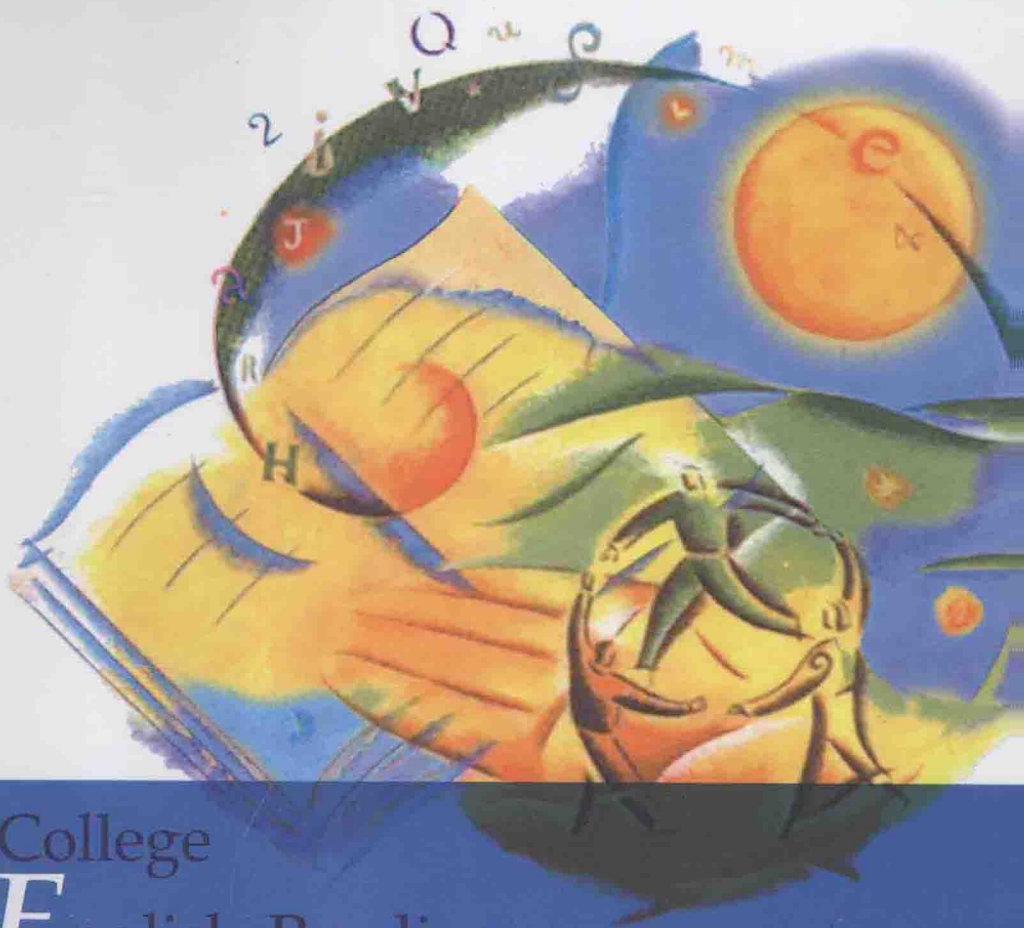


第二版



“十二五”普通高等教育本科国家级规划教材
大学英语立体化网络化系列教材

黄必康 ©总主编



College
English Reading

大学英语 阅读教程

商务篇

每 彭云雁 ©主 编



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(第二版)

(商务篇)

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第二版前言

《大学英语阅读教程(商务篇)》是编者结合商务英语教学理论以及工作实践编著完成的一本大学英语立体化网络化系列教材。《大学英语阅读教程(商务篇)》,顾名思义,其重点在于,一方面,以英语作为信息交流的载体,为学生提供商务领域的专业知识;另一方面,以商务知识为载体,拓展学生知识面,训练其英语阅读能力。本教材不仅为学习者提供生动的商务英文阅读素材,也有助于学习者提高英语阅读技能。

本教材以全球主流传媒的文章为主要素材,既有商务最新资讯,又有典型案例分析。全书共有12个单元,每单元有3篇课文。前两篇为与商务主题紧密相关的介绍性文章或新闻分析,最后一篇为案例分析。全书内容涵盖营销、贸易、财务管理、会计、人员雇佣、人力资源管理、团队建设、电子商务、商业道德、领导力、组织结构以及全球化等主题。同时,本书以阅读策略和技巧训练为主线,课后习题全部采用四级新题型,为学习者提供了内容丰富、题型多样的练习。本教材全部选用最新资料,不仅帮助学习者在模拟的商业真实环境中学习商务人员所使用的英语语言,还能使学生开拓视野,增强跨文化意识。

本教材适用对象为全国各高等院校英语专业的商务英语方向或国际贸易、国际经济、国际工商管理等商科专业的学生。同时,还可作为商务专业的先行导论阅读课程,帮助学习者对商务领域有初步了解。

编者

2014年7月

第一版前言

随着中国改革开放步伐的加快,英语作为信息传播和国际交流的载体在中国走向世界的过程中起着越来越重要的作用。切实掌握这门语言已是众多学习者的迫切愿望。一部优秀的英语教材往往对学习者起着难以估量的巨大作用。它不仅能使学习者在语言文化方面得到良好的熏陶,而且能够帮助学习者树立正确的人生观、世界观和价值观。

新世纪的到来,给我国高等院校的英语教学带来了一片新的生机。我国高校英语教学改革步伐也随着改革开放的步伐与时俱进、突飞猛进。英语教材的建设和不断更新历来都是促进大学英语教学改革,提高教学质量的先行任务。目前,国家教委和全国高校外语教学指导委员会正坚定不移地推行大学英语教学改革,并制订颁布了新时期的大学英语课程教学要求,这为新的大学英语教材的编写提供了指导依据,同时新的教学要求亦使我们意识到了编写新的大学英语教材的必要性和紧迫性。在此情势下,北京大学教材建设委员会将“大学英语”教材建设列为重点项目,并由北京大学出版社具体组织、策划大学英语系列教材的编写和出版工作。

2004年,北京大学出版社推出了《大学英语教程》(包括1—6册学生用书和教师用书,共12册)。同时还出版了新型大学英语听说系列教材——《必胜英语——大学英语实用听说教程》(1—4册学生用书和教师用书,共8册),以及《大学英语视听说教程》(1—4册)、《大学英语实用听力教程》(1—4册)、《大学英语快速阅读》(1—4册)、《大学英语阅读教程》(1—4册)、《高级英语阅读教程》等教材。我国陆续有多所高校开始启用这套教材,并对该套教材给予了肯定的评价和极高的赞誉。

《大学英语阅读教程》是整个大学英语立体化网络化系列教材的一个重要组成部分。它旨在为学习者提供丰富多彩的英文阅读素材,帮助学习者掌握英语阅读策略,培养学习者的英语阅读技能。同时它还可以帮助学习者开阔视野、改善思维、提高素质以及增强跨文化意识等积极作用。

《大学英语阅读教程》共分四册,每册有24课。每册的选材与《大学英语教程》1—4册相对应,主题广泛,思考深刻。其中既有贴近大学生校园生活的话题,如大学生的学习、生活、成长过程、自我意识、亲情友情等,也有人们广泛关注的历史、文化、教育、环境等方面的话题。每课编排体例及说明如下:

1. **课文导读:** 主课文之前有一段简短的中英文导读,目的在于暗示主课文将涉及的主题、激活学习者的相关知识并增强其阅读兴趣。

2. **主课文**: 主课文与《大学英语教程》中相应文章的话题一致,难度略大,长度在1000单词左右。

3. **生词旁注**: 主课文的左面是生词旁注,配有中文注解,便于学习者排除生词障碍,进行透彻的字面理解。

4. **问题旁注**: 主课文的右面设计了许多与文章内容紧密相关的问题以及启发学习者进行积极思考的问题,以帮助学习者更好地理解文章内容。

5. **阅读理解练习**: 主课文之后是阅读理解练习题,既有选择题,也有填空题,目的在于检验学生的阅读效果。

6. **阅读策略**: 阅读策略是高效率学习者必须具备的能力,它不仅能提高学习者的阅读速度,也能使读者加深对阅读材料的理解。为了强化学习者的阅读策略意识,在阅读策略分析之后设有相关练习题。

7. **读后思考题**: 读后思考题与主课文既相关又有突破,目的在于让学习者把视线从主课文中转移出来,放飞其想象力。

8. **快速阅读**: 快速阅读为一篇实效性较强的短文,长度为350单词左右。短文之后设计了填空、判断正误和选择三种检测阅读理解效果的练习题。填空题主要用来检查阅读者的快速识别能力,因此主要是考察最基本的信息。判断题重点考察对主题和重要细节的理解。选择题主要考察阅读者识别细节、猜测字义、识别篇章承转启合的能力。快速阅读部分还要求学生自测阅读速度和理解程度。

为了鼓励学习者课后自学,提高自主学习能力、自我检测能力和自学效果跟踪能力,每册书后附有以下内容:

1. 主课文及阅读策略练习答案;
2. 快速阅读练习答案表;
3. 主课文阅读速度查对表;
4. 阅读理解准确率查对表;
5. 阅读进度记录表。

编者

2005年12月

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Lesson 1

Marketing

Part I Text A

Can LinkedIn Survive the Social Media Bubble?

Ken Sundheim

[A] Running a recruiting firm, I thought that LinkedIn would dominate our industry and put staffing agencies like ours out of commission. They were supposed to change the entire HR platform and become the one and only place HR representatives need to find employees.

In the first week of LinkedIn rolling out their recruiting platform, KAS Placement lost 4 clients. Their initial sign-on was impeccable. Two years after, I see nothing but decline for the site on multiple levels. In order to analyze how and where it may crumble, we must take an in-depth look at what was once touted as the HR and recruitment game changer.

Facts behind the website

[B] Started in 2002, LinkedIn became the first social site to successfully allow users to create, manage and share their professional identities online. Founder Reid Hoffman built LinkedIn from the ground-up based on the assumption that Corporate America had a desire for its own Facebook.

He envisioned a place where people could build and engage with their professional networks, access shared knowledge and insights, as well as discover new business opportunities. His assumption was spot-on with what the market desired.

[C] According to socialbakers.com, since inception LinkedIn has acquired over 92 million users in the United States. To generate revenue from that user base, LinkedIn offers hiring solutions (under the brand names LinkedIn Corporate Solutions and LinkedIn Jobs), enhanced prospecting abilities and a marketing platform (LinkedIn Ads) that allows self-service advertising where firms can directly target their desired audience.

Currently, the company employs nearly 5,000 people. Their year end revenue for 2012 was just shy of one billion dollars (nearly double 2011's revenue results). 2013 should top those numbers by another 25%-45%. LinkedIn is publicly traded on the Nasdaq under the ticker symbol LNKD. As of November 2013, the stock trades at \$220 per share.

Wall St.'s opinion

[D] Analysts on Wall St. openly predict it, technology companies fear it and the average web browser is impervious to it. I'm referring to the unsustainable social media bubble we currently are in.

When discussing the true value of the social media vertical, according to Bloomberg analysts and traders are highly skeptical.

49% believe that internet and social media stocks are already in a bubble citing examples such as Twitter's IPO (TWTR) where the equality nearly doubled in value on its first day.

Sooner or later, the party will be over. Eventually, all bubbles must burst. The million dollar question is whether LinkedIn will remain a viable user-option once the dust settles.

Facing strong headwinds going forward

[E] The bigger they are, the harder they fall. History shows us that regardless of a high stock price, a strong employee base and favorable revenue trends, no organization is untouchable. While it may appear otherwise, LinkedIn is probably near its peak. Here are the factors that will prevent sustained growth:

[F] It's a site full of business professionals, though is devoid of any money. The majority of people who make money, don't spend significant amounts of time on LinkedIn. When executives do visit the site, they typically are bombarded by salesmen attempting to push everything from software to phone service. Because of this, fewer and fewer business development professionals are paying for special access, as their sales attempts consistently come up empty.

Their advertising platform is nothing new and nothing special. Running an executive search firm, I am familiar both with LinkedIn's recruiting and web-ad offers. While I initially found the site to have some intriguing features such as being able to target certain people within certain companies, it fails to innovate.

There are few non-cosmetic distinctions between Facebook's advertising and LinkedIn's. However, one advantage FB has over LinkedIn is that, technologically speaking, it is much more advanced.

[G] Their email theft turned off many older business professionals. Even though it denies the accusations,

LinkedIn appeared to hack into many users' email accounts in an attempt to increase connectivity and thus increase user engagement.

In September of 2013, the site was sued by customers who claim the company appropriated their identities for marketing purposes. Currently, LinkedIn faces hundreds of formal complaints due to less than ethical email practices. While many younger professionals are accustomed to sharing their profiles, older users clearly feel that the social media giant crossed the line. Whether the allegations are proven, the fact that they've been made at all speaks for itself in many professionals' minds.

Honorable mentions for the supporting thesis

- [H] 1. Their recruiting launch fell short and failed to put away job boards. If LinkedIn truly beat sites such as Monster.com and Careerbuilder.com, a resume would no longer be needed to apply for a job. A simple LinkedIn bio would suffice. Obviously, this is not the case.
2. It's not as fun as Facebook, not as user-friendly as Twitter and not as crucial as Google+. Currently, LinkedIn only allows one photo and room for some video, which does not allow users to get to know each other. It makes the site impersonal and much less entertaining than Facebook. Moreover, the usability of the site is becoming outdated. In comparison sites like Twitter are seamless in nature.
3. The space is too crowded. Does your company want to advertise on social media? Great — you don't lack options. Your never-ending options will become a never-ending problem that will eat at LinkedIn's ability to thrive.

Regardless of the audience they appeal to, the site still competes with Facebook, Twitter, Google+, Instagram, Pinterest, Tumblr, Flickr, and even LiveJournal and MySpace when hustling for the online ad revenue.

(958 words)



Glossaries

1. out of commission		损坏的;退役的;不能使用的
2. impeccable	adj.	无瑕疵的;没有缺点的
3. crumble	v.	崩溃;破碎,粉碎
4. tout	v.	标榜;吹捧
5. envision	v.	想象;预想
6. inception	n.	起初
7. ticker symbol		股票代码;股票代码
8. impervious	adj.	不受影响的,无动于衷的;不能渗透的
9. suffice	v.	使满足;足够……用;合格



Exercises

1. Short Questions

- 1) Please visit LinkedIn webpage if possible and tell how you feel about this company.
- 2) Do you agree with the author's opinion on LinkedIn? Why or Why not?
- 3) Do you have any recommendations to LinkedIn?

2. Matching

Directions: In this part, you've read the above selection with ten statements attached to it. Each statement contains information given in one of the paragraphs. Identify the paragraph from which the information is derived. You may choose a paragraph more than once. Each paragraph is marked with a letter. Answer the questions by marking the corresponding letter beside the passage.

- 1) LinkedIn has to face challenges from the companies which are doing greater jobs in related fields.
- 2) In start-up stage, LinkedIn met companies' needs to search for opportunities.
- 3) Older and younger professionals may hold different views on the same thing.
- 4) LinkedIn failed to satisfy the customer who really pays.
- 5) I agree that we are in the social media bubble.
- 6) I expected LinkedIn would perform well at the beginning.
- 7) LinkedIn has no innovation right now.
- 8) LinkedIn lost some customers due to information leakage.
- 9) LinkedIn might have already touched its peak.
- 10) LinkedIn's revenue is rocketing.

Part II Text B

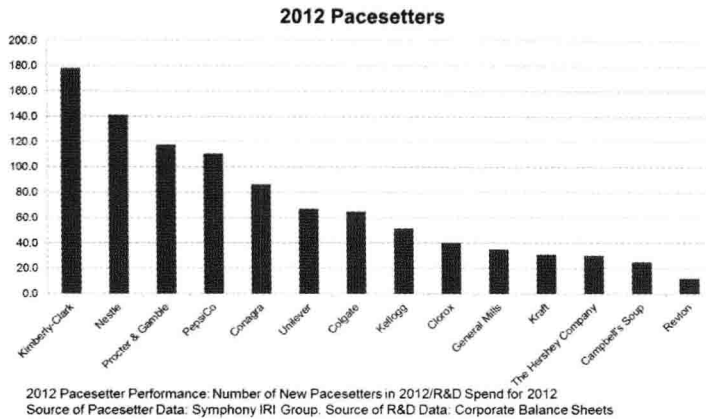
New Products: More Costly and More Important

Lora Cecere

Companies want to grow. At a corporate growth rate slightly higher than GDP, Consumer Packaged Goods (CPG) are struggling. There are three primary levers to pull: growth in emerging markets, mergers and acquisitions and success in new product introductions. With global expansion, growth in new markets is slowing and following a decade of aggressive M&A, the opportunities are also fewer. Here, I take a closer look at the progress in bringing new products to market.

Today, it costs more to bring a new product to market. Product innovation is becoming more targeted while supply chain complexity is rising. Let's examine the challenges more closely.

The cost to bring a new product to market is rising



A New Product Pacesetter is a measure published by IRI/Symphony group. IRI is a syndicated data provider to the consumer products industry. IRI defines a New Product Pacesetter as a product that is able to reach \$7.5 million in sales during the first year of introduction in the United States market. In 2012, based on the IRI reporting, 1900 new products hit the shelves. Seventy-seven products achieved New Product Pacesetter status. The average net new revenue of a New Product Pacesetter in the first year was \$39.5 million. But, what was the cost? If I take the R&D budgets of companies for 2012 and divide them by the number of new products reaching New Product Pacesetter status, I find that the average cost of a New Product Pacesetter for the average CPG company in 2012 was \$71 million.

The cost is growing. The cost to bring a new product to market (R&D/Number of New Product Pacesetter Products) for the period of 1997—2010 was \$15 million. Today, the R&D investment to bring a new product to market is roughly 4× the cost of five years ago.

As shown in the attached figure, when you compare R&D annual spending to the number of New Product Pacesetters brought to market, there is a wide range of corporate performance. Revlon REV—2.07%, over the period of 1997—2012, has the best performance and Kimberly-Clark's KMB—0.75% is the worst. While it is not prudent to compare a global competitor to a more regional player like General Mills GIS—0.85% or Kellogg K—0.28%, when you compare the companies based on geographic reach, there are clear patterns. For all, bringing a new product to market is more expensive (and this does not include the marketing and advertising spend or the extra sales support).

The cost to the supply chain is also rising

Supply chain costs to bring a new product to market are also rising. One of the issues is rising complexity.

It is harder to forecast a new product than a stable product. In October, Terra Technology, a provider of demand sensing technology, published a benchmark analysis of forecasting accuracy for the CPG industry. Eleven multinational consumer products companies participated in the study. They

are large and significant, representing a total of \$230 billion in annual sales.

The Terra study reports that the increase in new products and trade promotions makes the task of forecasting tougher than it was four years ago. In the study, new products represent 17% of total cases shipped. New product shipments increased 10% over the last three years. This was also accompanied by an increase in seasonality and promoted items. Traditional forecasting processes support the forecasting of turn volume, or baseline products, well but are not well-suited for new, seasonal and promoted products. New products and promoted items had 4—5× the bias of turn volume. Products in the long tail of the supply chain have an average error of 70% Mean Absolute Percent Error (MAPE) and a 15% bias. As a result, traditional supply chain processes do not support the processes of new product introduction very well.

What Should Companies Do?

New forms of analytics offer promise to help the supply chain group more successfully support a new product launch. Within an organization, the rhythms and cycles are different by function. As a result, the needs of functions for data analytics are different. While a marketing group tends to view and sense based on weekly and monthly market data, the supply chain group needs daily market data to sense the in-market response and to align the supply chain to customer purchases. To tackle new product launch and do it well, the company has to move from a functional marketing-driven or sales-driven process, to be market-driven to test and learn cross-functionally. Here are five places to invest in new analytics to help the situation:

- **Reduce Bias.** The first thing that companies should do to improve new product launch is to reduce the bias of the new product forecast. In companies where the marketing is not held accountable for bias and error, the performance on bias is 50—60% higher than those that use techniques to reduce the bias. With focus, companies have been able to reduce the bias to 2%. High bias results in waste and obsolescence.
- **Redefine Forecasting.** The systems need to be more flexible. Traditional new product launch systems forecast an item at a future location to be sold. By definition, since the product is new, there is no history to use to calculate the forecast. As a result, when the new product is launched there is no history to track to determine the second production run to support the product in-market. More advanced companies are moving to attribute-based modeling which allows the company to track customer buying attributes to product attributes to better sense market performance. The new product is forecasted based on attributes of prior products, and the performance in the market is compared based on attributes. This technique reduces error. Companies that are attempting to grow by powering new product launch should migrate from traditional item-based modeling to attribute-based modeling.
- **Invest in Demand Sensing Technologies and Use Customer Data.** The translation of demand from a customer's purchase in-market to a manufacturer receiving an order will average two weeks. Companies that are serious about new product launch performance should invest in demand sensing to use point-of-sale data and new forms of analytics to shorten the time to sense customer purchases.

- **Actively Engage in Test-and-Learn Processes in-Market.** The increase in e-commerce sales—either through direct sales or through e-commerce retailers like Amazon—allows companies to more easily match customer buying attributes to product attributes to enable cross-channel testing before launch. Additionally, new forms of analytics through companies are available to enable in-vitro launches of new products to test and learn during the first three months of the product launch.
- **Experiment with Cognitive Learning Engines.** Since new products are becoming more tailored by product market, companies are experimenting with the use of cognitive learning engines to test and learn and see unlikely inferences. A cognitive learning system is a new form of analytics that learns in-market based on a series of hypotheses or market ontologies.

So, to drive a higher level of success, we need to change the conversation and power data-driven processes from the outside-in. Managing the company as functional silos with traditional analytics will never help us combat the higher costs and the higher risk of failure.

(1199 words)



Glossaries

- | | | |
|------------|------|-------------|
| 1. lever | n. | 杠杆;控制杆 |
| 2. prudent | adj. | 谨慎的;精明的;节俭的 |
| 3. silo | n. | 青贮窖;筒仓 |



Exercises

1. Multiple Choice

Directions: This part is followed by questions or unfinished statements. For each of them there are four choices marked A, B, C and D. You should decide on the best choice and mark the corresponding letter.

- 1) In the article, the reasons the author mentioned why Consumer Packaged Goods (CPG) are struggling include the following except _____.
 - A. mergers and acquisitions
 - B. success in new product launch
 - C. lack of talents
 - D. growth in emerging markets
- 2) What does the 2012 Pacesetters Chart infer?
 - A. The R&D investment to bring a new product to market is increasing.
 - B. Product innovation is becoming more targeted.

- C. It's fair to compare a global competitor to a more regional player.
D. All the above.
- 3) According to the selection, which statement is NOT true?
A. It is tougher to forecast a newly launched product.
B. Trade promotion is an interference factor in analysis.
C. It is tougher to forecast a seasonal product than a stable product.
D. Traditional forecasting tools do support the new product launch well.
- 4) According to the selection, to deal with the new product introduction, the company needs to _____.
A. keep functional marketing-driven process
B. test and learn cross-functionally
C. keep sales-driven process
D. focus on supply chain
- 5) A cognitive learning engine is NOT _____.
A. a traditional form of analytics
B. a tool that learns in-market
C. based on a series of hypotheses
D. based on a series of market ontologies

2. Translation

Directions: Please translate the following sentences into English.

- 1) 随着全球扩张的进程,新市场增长变得缓慢,再加上十余年来的强势并购,机会也减少了。
- 2) 产品创新更加有的放矢,同时供应链也愈加复杂。
- 3) 传统预测方法能够很好地预测流量或基准产品,但对于新产品、季节性产品及促销商品就不那么擅长了。
- 4) 有些公司的营销部门对新产品预测的偏差及错误不负责,其偏差率高于使用了纠偏技术公司的50%—60%。
- 5) 希望通过推动新产品发布来带动公司增长的企业应该从传统依托项目建模方式转向依托属性建模。

Directions: Please translate the following sentences into Chinese.

- 6) IRI defines a New Product Pacesetter as a product that is able to reach \$7.5 million in sales during the first year of introduction in the United States market.
- 7) While it is not prudent to compare a global competitor to a more regional player like General Mills GIS—0.85% or Kellogg K—0.28%, when you compare the companies based on geographic reach, there are clear patterns.
- 8) More advanced companies are moving to attribute-based modeling which allows the company to track customer buying attributes to product attributes to better sense market performance.
- 9) Since new products are becoming more tailored by product market, companies are experimenting with

the use of cognitive learning engines to test and learn and see unlikely inferences.

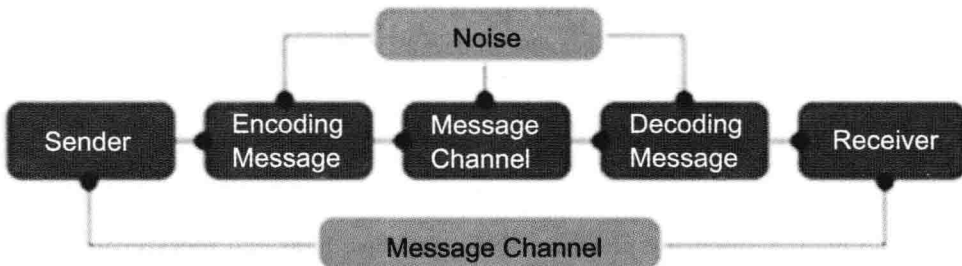
10) So, to drive a higher level of success, we need to change the conversation and power data-driven processes from the outside-in.

Part III Case Study

Engaging Consumers Through Word of Mouth Marketing: A Red Bull Case Study

Introduction

The Communication Process



In today's society, consumers are 1) with promotional messages from organisations. Consumers receive these messages when they listen to the radio, watch television, read a newspaper, 2) to work or simply walk around a city centre. Effective promotion relies on the message reaching the consumer in an accurate and timely way. However, there are so many messages it can be difficult for a business to reach its target audience.

Breaking through "noise"

Promotional messages can easily become simply noise. They crowd the marketplace and make everything more confusing for consumers. This creates a marketing problem. To address this problem, some marketers look for new ways to communicate with consumers. They seek to break the traditional rules of marketing by reaching consumers in innovative ways. Dietrich Mateschitz founded Red Bull in 1984 after discovering the widespread 3) of tonic drinks in the Far East. He developed the Red Bull Energy Drink, launching the product on the Austrian market in 1987.

Since then, Red Bull has launched a range of products, including Red Bull Cola in 2008 and Red Bull Energy Shots in 2009. Today Red Bull has annual sales of around 4 billion cans in 160 countries. It employs more than 7,700 people. Red Bull has a distinctive approach to marketing. It uses a 4) marketing strategy. This type of strategy aims to constantly evolve and develop the brand.