

 **新** XINSHUGUANG
曙光
现代商务英语系列教材

现代商务英语

Contemporary
Business
English: Reading
Workshop

英语

下

2

阅读教程

主 编◎李全福 李永宁
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现代商务英语阅读教程(下)

Contemporary Business English Reading (2)

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内 容 提 要

《现代商务英语阅读教程》以《高职高专教育英语课程教学基本要求》、《全国国际商务英语考试大纲》等为依据编写,坚持“应用为主,够用为度”的编写原则,突出体现系统性、针对性和实用性。本套教材由上、下两册组成,本册为下册,以商务管理知识和综合应用为主,由12个单元组成,内容涵盖运营战略、企业文化、人力资源管理、国际市场营销、电子商务、资本融资、外汇市场、国际物流、国际贸易、跨文化沟通、改革与创新、知识产权。主要针对高等职业教育商务英语专业学生毕业后所从事的实际商务管理工作需要而编写。本书适合高等职业教育以及成人高等教育的商务英语专业和国际商务专业的学生使用,也可作为经贸类专业学生和外贸、商务管理工作者的参考资料。

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前 言

《现代商务英语阅读教程》是由多年从事高等职业教育商务英语教学的一线骨干教师编写的商务英语阅读教材。它以《高职高专教育英语课程教学基本要求》、《全国国际商务英语考试大纲》等为依据编写,坚持“应用为主,够用为度”的编写原则,突出体现教材的针对性和实用性,可满足当前高等职业教育商务英语阅读教学的实际需要。本套教材突出体现了以下特点。

涵盖内容全面

本套教材涵盖了语言技能与商务知识两方面的内容。语言技能注重学生在商务背景下阅读和翻译等能力的培养;商务知识涉及国际商务中的主要业务,突出了国际贸易与管理知识的学习。

体例设计人性化

学习每单元前,通过相关问题或选择题等作为导入,以引起学生的学习兴趣;每篇文章后有注释,包括重要的难句、长句分析与译文,商务专业名词、术语、短语等;练习的形式主要有选择题、判断正误、简答题、商务短语搭配、商务句子英汉互译等,力求题型的多样性、新颖性,激发学生的阅读积极性。

体系完整、实用,可读性强

本套教材分上、下两册,每册由12个单元组成。上册以外贸操作流程的商务理论与实践为主,主要针对高等职业教育商务英语专业学生毕业后所从事的实际商务外贸工作需要而编写;下册主要针对学生在熟练掌握实际业务之后,会成为公司业务骨干或部门管理者,需要了解国际商务和管理知识与技能而编写,以商务管理知识和综合应用为主。

每单元由三部分组成。第一部分是理论篇:由两篇阅读文章组成,第一篇文章为商务理论,主要是关于商务主题理论方面的内容,学生通过阅读,学习商务理论知识;第二篇为商务案例或商务主题的某一方面,通过阅读,进一步加深学生对商务知识的理解。第二部分是实践篇,主要涉及商务知识的具体运用。根据《全国国际商务英语考试(一、二级)大纲》要求,以全国国际商务英语考试的阅读题型为主,如完形填空、判断正误、句子回填、图表信息解读以及商务阅读理解等,旨在提高学生综合运用商务知识的能力。第三部分是拓展篇,内容是与本单元主题相关的一篇阅读文章,以拓展学生的商务知识,增加商务阅读信息量,培养阅读兴趣。

《现代商务英语阅读教程》(下)由浙江机电职业技术学院李全福副教授、温州职业技术学院李永宁讲师任主编;浙江东方职业技术学院武德力,浙江纺织服装职业技术学院刘建长,温州职业技术学院苏鸯、甘术恩任副主编;浙江纺织服装职业技术学院罗佳炜、刘敏以及石河子大学外国语学院李波等参与了编写工作。具体编写分工如下:刘建长(Unit One),武德力(Unit Two, Unit Ten),李永宁(Unit Three, Unit Eight),罗佳炜(Unit Four),苏鸯(Unit Five, Unit Eleven),李全福(Unit Six),李波(Unit Seven),甘术恩(Unit Nine),刘敏(Unit Twelve)。

本教材在编写过程中参考了许多国内外网络文献及有关资料,在此向这些文献资料的作者深表谢意。同时,也得到了相关领域的专业人士和有关院校专业教师的大力协助,在此特别

感谢广东东莞裕元工业集团培训中心主任王文利先生、上海祺隆机电成套工程有限公司驻叙利亚电气工程师李鸿先生和浙江纺织服装职业技术学院李响响老师。他们为本教材的编写提供了富有建设性的建议和资料,做了许多工作。此外,美籍专家 Hakan John Yasav 审读了全部书稿,并提出了具体的修改意见,在此一并致谢。

本教材系 2010 年浙江省社科联研究课题“基于 ESP 需求分析理论和‘工学结合’视阈下的高职大学英语改革与内涵建设”研究建设项目成果之一。项目编号 2010B140-L。

由于时间仓促,编者水平有限,在编写中难免存在疏漏和错误,恳请有关高职院校在使用中予以关注,并及时提出修改反馈意见,以便下次修订和完善。

编者
2011 年 9 月

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Unit One Operations Strategy

Before reading the text, think about the following questions and discuss them with your classmates.

1. What do you know about operations strategy?
2. Do you know the difference between business strategy and operations strategy? If yes, try to explain it.
3. How does operations strategy contribute to the success of a firm in the market?

Part One Theory

Text A

Suggested Reading Time: 9 min 50 s

Operations Strategy—an Overview

Operations strategy is the development of a long-term plan for using the major resources of the firm for a high degree of compatibility between these resources and the firm's long-term corporate strategy. Operations strategy addresses very broad questions about how these major resources should be configured to achieve the desired corporate objectives.

The Operations Management Strategy Development Process

Today, many corporations, both large, global conglomerates such as General Electric and small ones such as Mississauga, Ontario-based Cara, consist of several stand-alone businesses that focus on different industries. The conglomerate may have a vision and a mission. Within this context, corporate strategy defines the specific businesses in which the firm will compete and the way in which resources are acquired and allocated among these various businesses.

The stand-alone businesses within these conglomerates often are referred to as strategic business units (SBUs). The individual strategy adopted by each SBU, which is referred to as its business strategy, defines the scope and boundaries of the SBU, in terms of how it addresses the specific markets that it serves and the products that it provides.

The business strategy depends on the market requirements (such as customer desires and success criteria in the market), the environment (such as competition, technological advances, and government regulations) and the organizational competencies (such as its core capabilities, its culture, and its strengths and weaknesses). Each SBU may also have its own vision and mission.

To not only survive but also prosper in today's fiercely competitive marketplace, an SBU needs

to have a successful strategy. In this type of situation, Michael Porter, a professor at the Harvard Business School and perhaps today's leading authority on competitive strategy, believes that there are three generic strategies for succeeding in an industry: cost leadership, differentiation, and market segmentation. Cost leadership implies that the firm has the ability to successfully underprice its competition. Differentiation refers to ways in which an organization distinguishes its products and services from its competition. For example, a company could offer higher quality products or services than its competitors. Market segmentation refers to the focus of the product or service offering on a segment in the market. An example of focus in the hotel industry would be Toronto-based Four Seasons Hotel, which focuses on the luxury end of the lodging business. Porter believes that to be successful, firms have to trade off among the three. In other words, a company "cannot be all things to all people". Other experts on strategy, such as Henry Mintzberg of McGill University, include cost leadership as a form of differentiation.

Functional strategies (for example, operations, marketing, human resources) are developed to support or align with the established business strategy. For example, Ethan Allen, a retailer who follows a business strategy of providing high quality furniture, cannot pursue an operations strategy of achieving low cost by procuring leather that is not of high quality, nor a human resource strategy of not providing training.

A company or SBU's competitiveness refers to its relative position in the market in terms of how it competes with the other firms in its industry. Operations strategy refers to how the operations management function contributes to a firm's ability to achieve competitive advantage in that marketplace.

Operations strategies are developed from the competitive priorities of an organization, which include (a) low cost, (b) high quality, (c) fast delivery, (d) flexibility, and (e) service. Operations strategies also depend on order qualifiers and winners, which relate to requirements for success in the marketplace.

Core capabilities are the means by which competitive priorities are achieved. Consequently, core capabilities must align directly with competitive priorities. For example, a core capability may relate to research and innovation, such as the ability to design and bring products quickly to market as in the case of Intel, Nortel, or Sony, or effective supply chain management as in the case of Wal-Mart.

Operations strategy decisions can be divided into two major categories: structural elements consisting of facility location, capacity, vertical integration, and choice of process (all are considered to be long term or "strategic" in nature) and infrastructural elements consisting of the workforce (in terms of size and skills), quality issues, procurement, the new product development process, planning and control, and organizational structure. **(710 words)**

(选材自 http://higher.ed.mcgraw-hill.com/sites/dl/free/0070922837/158533/sample_ch2.pdf)



Words and Expressions

strategy	n. 战略, 策略
operations strategy	运营战略
compatibility	n. 兼容性; 一致性
address	v. 设法解决
conglomerate	n. 企业集团
consist of	由……组成
vision	n. 眼力, 洞察力
mission	n. 使命, 任务
allocate	v. 分配
stand-alone	adj. 独立经营的
be referred to as	被称为, 被认为
boundary	n. 界限, 范围
criteria	n. (criterion 的复数) 标准
competency	n. 资格, 能力
prosper	v. 繁荣, 发达
fiercely	adv. 凶猛地; 激烈地
generic	adj. 普通的, 通用的
trade off	物物交换; 权衡
human resource	人力资源
align	v. 公开支持; 使一致
procure	v. 努力获得, 取得
competitiveness	n. 竞争力
flexibility	n. 灵活性
qualifier	n. 合格者, 已取得资格的人
infrastructural	adj. 基础设施的
workforce	n. 劳动力



Notes

1. Operations strategy

译文: 运营战略

运营战略是运营管理中最重要的部分,传统企业的运营管理并未从战略的高度考虑运营管理问题,但是在今天,企业的运营战略具有越来越重要的作用和意义。运营战略在企业经营战略的总体框架下,通过运营管理活动来支持和完成企业的总体战略目标。

2. Corporate strategy

译文: 公司战略

公司战略是一个多元化公司的总体战略。通常,总体战略是企业高层负责制定并落实的基本战略,其任务是回答企业应在哪些领域活动、如何选择经营范围和如何合理配置资源等问题。

3. Within this context, corporate strategy defines the specific businesses in which the firm will compete and the way in which resources are acquired and allocated among these various businesses.

译文: 在本文中,企业战略定义为企业竞争的具体业务以及资源在不同企业间获取和重组的方式。

句中有两个定语从句,一个定语从句 in which the firm will compete 修饰先行词 the specific businesses,另一个定语从句 in which resources are acquired and allocated among these various businesses 修饰先行词 the way。

4. Strategic business units (SBUs)

译文: 战略业务单位

战略业务单位一般管理着相当多的不同的业务范围,它的每项业务都要有自己的战略。通用电气公司把它所经营的范围划分为49种,并称为战略业务单位、战略性事业单位或策略性事业单位。

5. Business strategy

译文: 企业战略

企业战略是指单一业务的公司或多元化公司中的战略业务单位(SBU)的总体战略。

6. The individual strategy adopted by each SBU, which is referred to as its business strategy, defines the scope and boundaries of the SBU, in terms of how it addresses the specific markets that it serves and the products that it provides.

译文: 每一个战略业务单位采用的战略也被称为企业战略,就如何处理特定的提供产品和服务的市场,界定了战略业务单位的范围和边界。

句中,adopted by each SBU 是过去分词的结构,作定语修饰 the individual strategy; which is referred to as its business strategy 是非限制性定语从句,修饰先行词 strategy。短语 in terms of 意为“在……方面,就……而言”。

7. Cost leadership

译文: 成本领先战略

成本领先战略也称低成本战略。当成本领先的企业价格相当于或低于其竞争厂商时,

它的低成本地位就会转化为高收益。成本领先战略的成功取决于企业日复一日地实施该战略的技能。

8. Differentiation

译文: 差异化战略

差异化战略又称别具一格战略,是将公司提供的产品或服务差异化,形成一些在全产业范围内具有独特性的东西。实现差异化战略有许多方式:设计或品牌形象(如汽车业中的 Mercedes Benz)、技术特点(如野营设备业中的 Coleman)、外观特点(如电器领域中的 Jenn-Air)、客户服务(如金属罐产业中的 Crown Cork 及 Seal)、经销网络(如建筑设备业中的 Caterpillar Tractor)及其他方面的独特性。

9. Market segmentation

译文: 市场细分

市场细分是企业根据消费者需求的不同,把整个市场划分成不同的消费者群的过程。其客观基础是消费者需求的异质性。进行市场细分的主要依据是异质市场中需求一致的顾客群,它的目标是为了聚合,即在需求不同的市场中把需求相同的消费者聚合到一起。

10. Functional strategy

译文: 职能战略

职能战略,又称职能支持战略,是按照总体战略或业务战略对企业内各方面职能活动进行的谋划。职能战略一般可分为生产运营型职能战略、资源保障型职能战略和战略支持型职能战略。

11. For example, Ethan Allen, a retailer who follows a business strategy of providing high quality furniture, cannot pursue an operations strategy of achieving low cost by procuring leather that is not of high quality, nor a human resource strategy of not providing training.

译文: 例如,伊森·艾伦,一个采用提供高品质家具的企业战略的零售商,不可能采用通过采购质量不高的皮革来获得低成本的运营战略,也不可能采用不提供培训的人力资源战略。

句中,a retailer 是 Ethan Allen 的同位语,who follows a business strategy of providing high quality furniture 是定语从句,修饰先行词 retailer。另外,nor a human resource strategy of not providing training 是个省略句,完整的结构是 nor can he pursue a human resource strategy of not providing training。

12. Core capability

译文: 核心竞争力

核心竞争力也称为 core competence,核心竞争力是在一个组织内部经过整合了的知识和

技能,尤其是关于怎样协调多种生产技能和整合不同技术的知识和技能。从与产品或服务的关系角度来看,核心竞争力实际上是隐含在公司核心产品或服务里面的知识和技能,或者知识和技能的集合体。

13. For example, a core capability may relate to research and innovation, such as the ability to design and bring products quickly to market as in the case of Intel, Nortel, or Sony, or effective supply chain management as in the case of Wal-Mart.

译文: 例如,核心竞争力可能涉及研究和创新,如英特尔、北电或索尼公司的设计能力和把产品尽快推向市场的能力,或沃尔玛案例中的有效供应链管理。

14. Vertical integration

译文: 纵向合并

纵向合并是指生产的产品或提供的服务具有内在联系的企业间的合并,亦称垂直式合并。参与合并的各家企业,其产品相互配套,或有一定的内在联系,形成产、供、销一条龙,或提供的劳务具有前后的联系。



Task 1 According to the text, please answer the following questions.

1. What is operations strategy?
2. What are SBUs?
3. What is business strategy?
4. How are business strategies adopted?
5. How should a firm survive and prosper in fierce competition according to Michael Porter?
6. What does “cannot be all things for all people” mean?
7. What does the example of Ethan Allen illustrate?
8. What do operations strategies include?

Task 2 Read the text again and choose the best answer for each of the following statements.

1. Which does “address” mean in the first paragraph?
A. Location. B. Solve. C. Cope with. D. Make a speech.
2. What is not included in market environment?
A. Customer desires. B. Competition.
C. Technological advances. D. Government regulations.
3. The Toronto-based Four Seasons Hotel shows _____.
A. it is an example to show how cost leadership works in hotel industry
B. it is an example to show how differentiation works in hotel industry
C. it is an example to show how market segmentation works in hotel industry

- D. it is an example to show that firms have to trade off among the three strategies
4. Structural elements consist of _____.
- A. facility location and capacity B. vertical integration
C. choice of process D. all of the above
5. Which of the following statements is not true?
- A. Stand-alone businesses focusing on different industries adopt their own strategies.
B. The organizational competencies include its core capabilities, its culture, and strengths, weaknesses and so on.
C. An SBU cannot adopt all the three generic strategies: cost leadership, differentiation, and market segmentation.
D. Functional strategies can be developed in regardless of the established business strategy.

Task 3 Fill in the blanks with one of the following words or phrases from the text. Make changes where necessary.

address	vision	consist of	competitiveness	align
flexibility	allocate	criterion	be referred to as	prosper

- If you want to survive and _____, there is a price to pay.
- Now her horizon was enlarged by the _____ of a prodigal philanthropist(慷慨的慈善家).
- I will do my own evaluation and _____ the bonuses to each person.
- Customer personas _____ the needs of customers, not end users, as discussed earlier in this chapter.
- Good quality and reasonable price will promise our products strong _____.
- The productive forces _____ two factors, laborers and tools.
- The senator(参议员) _____ himself with the critics of the proposed reforms.
- Practice is the sole _____ of truth.
- To create jobs, therefore, policies to encourage _____ and reduce marginal labor costs are needed.
- These eight private universities _____ collectively _____ the Ivy League schools.

Task 4 The following sentences are chosen from the text. Please translate them into Chinese.

Section A

Directions: *Translate the following passages into Chinese.*

- Operations strategy is the development of a long-term plan for using the major resources of the firm for a high degree of compatibility between these resources and the firm's long-term corporate strategy.
- Today, many corporations, both large, global conglomerates such as General Electric and small ones such as Mississauga, Ontario-based Cara, consist of several stand-alone businesses that

focus on different industries.

Section B

Directions: *Translate the following passage into Chinese.*

Operations strategy decisions can be divided into two major categories: structural elements consisting of facility location, capacity, vertical integration, and choice of process (all are considered to be long term or “strategic” in nature) and infrastructural elements consisting of the workforce (in terms of size and skills) , quality issues, procurement, the new product development process, planning and control, and organizational structure.

Text B

Suggested Reading Time: 11 min 50 s

Competitive Priorities

The key to developing an effective operations strategy lies in understanding how to create or add value for customers. Specifically, value is added through the competitive priority or priorities that are selected to support a given strategy. Four basic competitive priorities were identified initially. These were cost, quality, delivery, and flexibility. These four priorities translate directly into characteristics that are used to describe various processes by which a company can add value to the products it provides. There now exists a fifth competitive priority—service—and it was the primary way in which companies began to differentiate themselves in the 1990s.

Cost

Within every industry, there is usually a segment of the market that buys strictly on the basis of low cost. To successfully compete in this niche, a firm must necessarily, therefore, be the low-cost producer. But, even doing this doesn't always guarantee profitability and success.

Products sold strictly on the basis of cost are typically commodity-like. In other words, customers cannot easily distinguish the products made by one firm from those of another. As a result, customers use cost as the primary determinant in making a purchase. However, this segment of the market is frequently very large and many companies are lured by the potential for significant profits, which are associated with large unit volumes of product. As a consequence, the competition in this segment is exceedingly fierce—and so is the failure rate. After all, there can only be one low-cost producer, and that firm usually establishes the selling price in the market.

Quality

Quality can be divided into two categories: product quality and process quality. The level of quality in a product's design will vary as to the particular market that it is aimed to serve. Obviously, a child's first two-wheel bicycle is of significantly different quality than the bicycle of a world-class cyclist. The use of thicker sheetmetal and the application of extra coats of paint are some of the product quality characteristics that differentiate a Mercedes-Benz from a Hyundai. One