



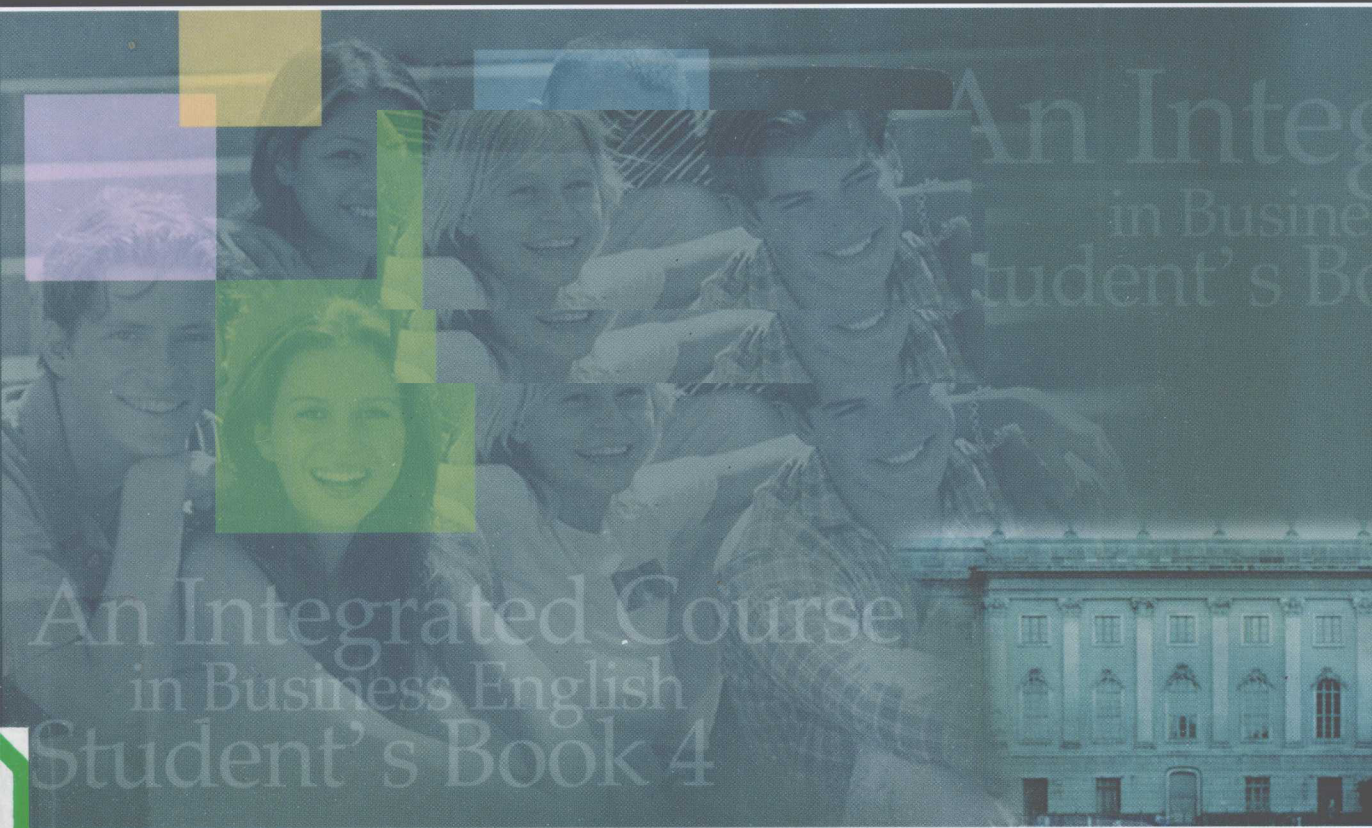
新基点 全国高等院校商务英语专业本科系列规划教材·语言技能子系列

NEW BENCHMARK

# 商务英语综合教程

学生用书

4



彭青龙 总主编

王瑞昀 主编

**An Integrated Course in Business English  
Student's Book 4**



对外经济贸易大学出版社

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新基点全国高等院校商务英语专业本科系列规划教材·语言技能子系列

总主编：彭青龙

# 商务英语综合教程

## 学生用书

### (第四册)

对外经济贸易大学出版社  
中国·北京

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责任编辑: 陈 颀 戴 菲

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# 出版说明

**新基点 (NEW BENCHMARK)** 全国高等院校商务英语专业本科系列规划教材由对外经济贸易大学出版社联合对外经济贸易大学、广东外语外贸大学、上海对外贸易学院、西安外国语大学、东北财经大学、上海财经大学等院校的骨干教授编写而成。

2007 年国家教育部批准设立了商务英语本科专业。为促进商务英语学科建设, 适应教学改革和创新的需要, 对外经济贸易大学出版社特组织编写了“新基点”系列教材。本系列教材体现商务英语专业最新教学特点和要求, 是面向二十一世纪的一套全新的立体化商务英语教材, 主要适用于全国各高等院校商务英语专业本科学生。

本系列教材旨在培养具有扎实的英语基本功, 掌握国际商务基础理论和知识, 具备较高的人文素养, 善于跨文化交流与沟通, 能适应经济全球化, 具备国际竞争力的复合型英语人才。教材共由语言技能、商务知识、人文素养三个子系列组成。

语言技能子系列包括商务英语综合教程 1-4 册、商务英语听说 1-4 册、商务英语写作 1-4 册、商务英语翻译 1-2 册。

商务知识子系列介绍商务基础理论和商务实践的具体知识, 主要包括经济学原理、管理学原理、商法导论、跨文化交际导论、国际贸易实务、营销学等主干教材。

人文素养子系列主要包括语言学导论、英美国家概况、欧洲文化、英美文学选读、英美散文等核心教材。

上述的每套子系列教材都自成体系, 合在一起又形成一个有机的整体。本套教材不是封闭的, 而是随着教学模式、课程设置的和课时的变化, 不断推出新的内容。对外经济贸易大学出版社旨在广泛调动社会智力资源, 与时俱进、推陈出新, 推出一套适合新兴商务英语专业本科学生的系列教材。

编撰者不仅具有丰富的语言教学经验, 而且获有工商管理、经济学等商科专业的硕士或博士学位, 具备商务活动的实践经验。他们集教学经验和专业背景于一身, 这是本套商务英语系列教材编撰质量的有力保证。

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# 前言

进入大众化教育以来，中国高等学校英语专业的培养目标和培养模式日趋多样化。其标志性变化就是传统的英语语言文学专业裂变成商务英语专业和翻译专业，从而形成了英语、商务英语和翻译三足鼎立的局面。虽然国内学者仍就这三个专业的共同性和差异性争论不休，但是教育部批准设立上述专业，既是顺应社会经济发展对各种英语人才需要的体现，也反映出单纯的英语语言文学专业人才的需求在减少。截止目前，已有上海对外贸易学院、对外经贸大学、广东外语外贸大学等7所高校被正式批准招收商务英语专业的学生，众多高校还在积极申请开办这一新专业。此外，据不完全统计，全国有500多所高校开设了商务英语课程。这些事实说明商务英语专业发展趋势良好，前景广阔。

众所周知，不管英语专业如何裂变，必须要让学生打好语言基本功，掌握听说读写译的技能，只有这样才能进行语言交际。交际法认为，人们对语言的掌握是在交际过程中“习得”的。语言交际的环境越真实，就越能够掌握有效的交际能力。有鉴于此，学习真实的语言交际材料，尤其是商务语境下的语言材料，就能够缩短课堂教学与实际生活、工作的差距，学以致用，进行有效的商务沟通。基于这种认识，我们试图打破传统教材先学“阳春白雪”的语言，然后再进行商务“嫁接”的模式，而是从一开始就让学生置身于商务语境，学习商务基础理论和知识，直接进行商务实践的训练，从而为将来的职场竞争打好基础。实践证明，直接学习商务英语教材而不是基础英语，也能打好语言的基本功。据调查，许多普通高校英语（商务英语方向）专业的学生直接学习商务英语教材，四六级通过率依然分别保持在98%和85%以上，商务英语专业学生的就业率一直在99%以上，比其他相关专业学生更具竞争力。

当然，此言只是想表明我们所编的教材在指导思想和理念上与传统教材有所区别，但并不是说商务英语专业建设，尤其是教材建设就没有问题。我们提倡的是一种多元化的外语教育，既有重点大学的研究型教育，也有普通高校的实用型教育，还有兼而有之的混合型。不同的培养目标和培养模式需要不同的教材来体现和推广。我们这套教材体

现的培养目标就是为外资、外事等企事业单位培养具有扎实的语言基本功,较强的人文学科底蕴,熟练掌握英语读、写、听、说、译五种技能,通晓国际商务基本知识和实务,具有较强应用能力和较高综合素质的复合型人才,满足现代社会需求。

《商务英语综合教程》共分四册,每册12个单元,内容包括经济、管理、国际法和跨文化四大模块,涉及全球经贸、国际营销、企业管理、金融理财、品牌策略、公共关系、人力资源、危机管理、企业家、房地产、电子商务、企业社会责任、商业道德、跨文化交流、职业选择、领导艺术、商业团队建设、网上购物、客户服务、商业间谍和能源危机等多个方面。每单元均由Text A、Text B、Text C及相关练习组成。Text A侧重商务词汇、语法知识及篇章理解。Text B着力培养学生的商务英语口语和写作能力等交际能力。Text C主要是提高学生的听力技能和人文底蕴。本套教材主要适用于全日制商务英语专业或者英语(商务英语方向)专业的一二年级大学生,也可作为全日制非英语专业学生的选修课教材或行业培训教材。教材分学生用书和教师用书,一般每周4-6课时为宜,教师可根据学生的英语水平和课时安排取舍。

本套教材除了兼具前瞻性、系统性、实用性和趣味性等特点之外,尤其强调以下几个“突破”。

第一、突破语言基本功仅仅是听说读写译技能的传统,强调交际能力优先培养的教学理念。在注重语言“输入”的同时,我们尤其看重学生“说与写”的语言“输出”能力,旨在进一步提高学生在商务环境下的有效交际能力。因此我们设计了大量的说与写的练习和案例分析,满足课堂教学的需要。

第二、突破课堂教学与职场需求相分离的传统,强调学以致用用的实际运用能力。虽然课堂教学有其局限性,但我们在课文内容的选材、练习的设计都尽力做到与职场的“零”距离接触,使学生能够举一反三,有身临其境之感。学生在课堂上所学的商务知识都是他们将来走向工作岗位时所必须掌握的。

第三、突破以教师为中心的课堂教学传统,强调学生与教师的互动和交流。虽然我们 cannot 忽视教师的作用,但以学生活动为主体是我们编写教材的指导性原则之一。因此我们在每一个单元的导入、讨论、案例分析、写作、角色转换和辩论等部分都有意识地增加了学生的“戏份”,让他们充分展示才华,增强交际的信心。

第四、突破教学手段、方法单一的传统,强调文字、图像、声像统一的立体化教学。单一的教学方法和手段使课堂教学枯燥难耐,因此我们在设计教材时,充分利用网络多媒体技术,给学生展现一个多样化的世界。即使是平面文字,我们也尽量做到图文并茂,激发学生的学习兴趣。

第五、突破学生依靠老师获取知识的单一传统,强调学生自主性学习和创新性学习。传统教材只注重教师传授知识的作用,学生的创新能力未得到有效开发。本套教材

通过配备自主学习的练习、启发性问题、案例分析和相关网站信息，将课堂学习延伸到课外的自主学习中，从而使学生在分析、综合、判断、推理的基础上，独立提出新观点、新见解，提高批判性思维能力。

第六、突破商务性与人文性相对立的传统，强调培养有人文素养的“儒商”。虽然本教材强调实用性较强的商务理论知识和实践能力，但也秉承人文性原则，学生通过人文知识的学习，可以不断提高人文意识，有效地开展跨文化交际活动。教材中 Text C 就是这样设计的。

每当编写教材的时候，我们总是树立一种目标，秉承一种理念，赋予百分百的热忱和努力，希望能够满足百千万读者渴求知识、立志成才的愿望。然而，由于时间仓促，水平有限，书中恐有疏漏之处，但我们同样以百分百的真诚，欢迎专家、学者提出宝贵意见，并努力将错误减少到最低。

本套教材凝聚了整个团队的心血，我们感谢各位同仁的大力支持。同时感谢对外经济贸易大学出版社的鼎力支持。本教材获得上海市第二期本科英语教育高地建设项目资助。同时，也是上海市教委英语特色专业重点教材建设成果。

《商务英语综合教程》编写组

2010年1月于上海





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# Unit One




## Franchise Business

### Lead-in

1. The following are rated as the top ten franchise brands in 2009 by *Entrepreneur Magazine*. Work with a partner to find out the businesses they specialize in.

Franchise Brand	Business Focus
1) Subway 	
2) McDonald's 	
3) Liberty Tax Service 	
4) Sonic Drive-in Restaurants 	
5) InterContinental Hotels Groups 	
6) Ace Hardware Corp. 	
7) Pizza Hut 	

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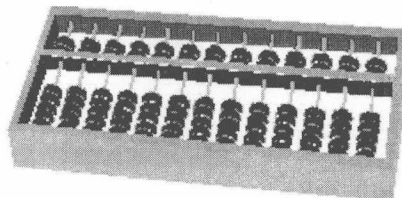
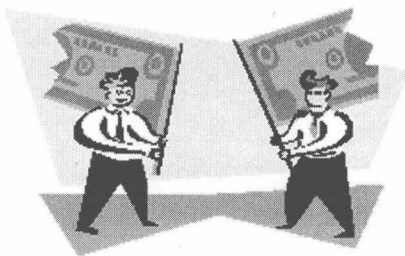
Franchise Brand	Business Focus
8) UPS Store 	
9) Circle K 	
10) Papa John's Int'l. Inc. 	

2. Look at some franchise stores near your university. What are the things they have in common? What are their differences from other non-franchises?

## Text A

### Making Your Franchise the Next McDonald's

by Mark Siebert



While the vast majority of young franchisors would be happy if they were to open 100 franchises, for others, nothing short of world domination will suffice.

If you're someone with grander designs, you might well ask, "What does it take to become the next McDonald's<sup>1</sup>?"

#### Notes:

1. McDonald's; the world's largest chain of fast food restaurants in the world (美) 麦当劳, 全球最大的快餐连锁企业

## 1. Uniqueness

Making it to the top of the world starts with the concept. And when it comes to the franchise concept, “me-too<sup>2</sup>” opportunities need not apply. The franchisor hoping to rule the world must start by breaking new ground and not following in the steps of others.

That doesn't mean your concept must be the first to the market — although that can certainly help. Uniqueness may be as simple as a new recipe, a fresh marketing campaign, a proprietary product or a new twist on an old service. And ideally, your unique selling proposition involves staking out<sup>3</sup> a competitive position against which your competitors cannot or will not respond.

A couple of years after McDonald's began its incredible run, Burger King<sup>4</sup> joined the fray<sup>5</sup>, and was able to grow in near lockstep. They did that, not by copying the McDonald's formula<sup>6</sup>, but by carving out a position in the marketplace where McDonald's chose not to respond — allowing the customer to “have it their way<sup>7</sup>.” And while they are not the next McDonald's, one might argue that they are the next best thing.

## 2. Make it Work

Of course, no matter how unique the idea, it still has to work. And ultimately, that means return on investment. Nothing sells franchises as fast, especially in today's viral environment<sup>8</sup>, as the reputation that a particular opportunity is a moneymaker. And nothing can derail a growth opportunity as fast as failing franchisees.

With that in mind, you need to be certain to work diligently to maximize the franchisee's returns. Your first order of business should be to determine if there are ways

2. me-too: the practice of imitating other people's work or ideas 跟随;模仿

3. stake out: put out 标出;突出

4. Burger King: a global chain of hamburger fast food restaurants (美)汉堡王,全球第二大快餐连锁企业

5. fray: competition (喻)较量;竞争

6. formula: a prescription for making up a medicine, baby's food, etc. 配方

7. have it their way: it is derived from the Burger King slogan of “Have It Your Way”: 由其作主(衍生自汉堡王快餐的口号“由你作主”)

8. viral environment: the kind of surroundings which features the fast spread of information through the Internet, the word-of-mouth publicity, etc. 病毒流行式环境

in which the initial investment can be reduced.

At the same time, you must strive to aggressively manage the franchisee's income statement. And while top line performance will have the most direct impact on your revenue stream<sup>9</sup>, ultimately, the expense side management<sup>10</sup> (developing purchasing discounts, for example), will result in more successful franchisees' — and ultimately in increased franchise sales.

### 3. Start with a Plan

Once you decide to franchise aggressively, you need to realize that success in franchising does not happen by accident. Success is designed from day one and happens because companies execute according to a plan.

Good planning starts with an understanding of the competitive landscape and benchmarking your closest competitors. Regardless of how unique the concept, every franchisor has competitors — and it is your job to know how your prospective franchisees view you in relation to them.

Armed with this knowledge, you need to properly position the offering<sup>11</sup>, structure the business relationship and determine whom to hire and when. You should then subject these decisions to financial analysis to ensure you have the resources necessary to implement these well-laid plans.

### 4. Build-in Value

In order to be the next McDonald's, you need staying power. And that means building a strong value proposition<sup>12</sup> into the offering. Larger, better established franchisors will have substantial value in their brand and

9. revenue stream; sources of revenue 收益来源

10. expense side management; the management activities related with the expense control 支出管理

11. offering; the kind of product or service a company provides 产品

12. value proposition; the full positioning of a brand, a product or a business 价值主张; 定位

the years of advertising that went into creating it.

For newer franchisors, however, the brand itself, at least short term, is likely to be a lesser part of the value proposition. With this in mind, you need to concentrate on other elements of the value proposition: research and development, purchasing, back room<sup>13</sup> services and other pieces of “value” that cannot be obtained by an independent businessperson.

### 5. Add sizzle<sup>14</sup>

Of course, if you want to be the next McDonald's, you are going to have to start by selling a heck of a lot of<sup>15</sup> franchises. And to do so, you are going to need to motivate people to investigate — and ultimately buy — your franchise.

Call it what you will — sizzle or pizzazz<sup>16</sup> — you'll need it to generate interest in your franchise if you are going to really hit it big as a franchisor.

While sizzle is, at least in part, a function of the concept it surrounds, the best thing you can do is put together a first-rate franchise marketing plan. You'll want to develop state-of-the-art franchise marketing materials, which include brochures, videos and a great website.

Since the sizzle factor tends to be viral in nature, you may want to consider hiring a top franchise PR firm as well. McDonald's was always a master of PR, starting with their sign that proclaimed “Over one million sold” — today, they simply cannot change that sign fast enough to keep up with the count.

### 6. Select the Right Franchisees

Great franchise systems have great franchisees. Even the best franchise concept will fail if its franchisees

13. back room: a place where research or planning is done  
(俚)里屋;密室

14. add sizzle: add flair to sth.  
(俚)使浮华或耀眼

15. a heck of a lot of: a great deal of (口)相当多的

16. pizzazz: dazzling style; flamboyance; flair. (贬)虚张声势;噱头

are not capable of running a profitable business and delivering a positive experience to their customers. Selecting quality franchisees is most critical as you're seeking to gain traction in the market. Financial capability is clearly a critical component to success, but other characteristics are equally important.

Franchisees must possess a passion for the brand they are representing, have the ability to lead their operations team and be willing to filter their own personal interests through those of the entire franchise system. An excellent franchisee will realize that profits can only be maximized if their interests are aligned with those of both the franchisor and other franchisees in the system.

### **7. Make Controlling Quality “Job One”**

Once you have found your franchisees, one of the most challenging aspects of hyper-growth is controlling quality. But to maintain your value proposition at the consumer level, protecting brand standards must be at the top of your priority list.

If you're opening a handful of franchises over the course of a year, you can often maintain quality without a heroic effort. But the faster you choose to grow, the more important it is for you to develop the systems and tools necessary to ensure the consumer receives a consistent experience. That means start-of-the-art<sup>17</sup> operations manuals, training programs and perhaps training videos. Moreover, that means a commitment on the part of management to inculcate these standards within the organization — and the intestinal fortitude<sup>18</sup> to make the tough calls when those standards are not upheld.

17. start-of-the-art: the entry level of a business 创业或业务最初的

18. intestinal fortitude: being high-hearted, persistent and dauntless; tenacity 勇敢刚毅, 坚韧不拔



### 8. Capital Makes the World Go Round

Of course, the best laid plans of mice and men<sup>19</sup>, often go awry, especially if you don't have the capital to implement them. While franchising is a low-cost way of growing a business, it is certainly not a "no cost" means of expansion.

You need to secure adequate capital to fund your initial legal and development costs, which, for an aggressive growth plan, will likely be north of<sup>20</sup> six figures.

Beyond the basic startup costs, you need to fund a budget for franchise marketing. On average, you can expect to spend between \$5,000 and \$7,000 on marketing for each franchise you desire to sell.

Likewise, you need to staff an organization capable of aggressive growth. That certainly means hiring people to staff your franchise sales department and people to maintain quality — field representatives and trainers.

There is no worse mistake than taking a 9-foot leap across a 10-foot ditch. That means you must start by understanding your capital needs and then ensure this capital is available to you.

### 9. Bring in "A Team"

Speaking of which, one of the most important aspects of any business is the development of the team responsible for growing it. Chances are, if you have built a successful concept and are about to franchise it aggressively, you'll need an entirely new set of skills to make the transition from operator to franchisor.

Regardless of the business you plan to franchise, as a franchisor, you will now be in the business of selling and supporting franchisees. And if it is your goal to

19. mice and men: 众生

20. be north of: to exceed, surpass (口)超过