

A New English Course on Contemporary Business **最新** Workbook

国际商务英语

雍和明 刘颖 卿崧 编著

练习与教学用书



 广东人民出版社

《最新国际商务英语》 练习与教学用书

Workbook for A New English Course on Contemporary Business

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使用说明

本书是为了配合《最新国际商务英语》教材的教学而编写的。全书共有三个部分：问题与练习、教学框架和国际商务术语。

“问题与练习”按照《最新国际商务英语》教材的章节顺序编写。每章的结构相同，均由以下6个部分组成：

1. **Chapter Focus** 主要介绍教材中有关章节的学习要点和重点，让学生对本章的内容和所讨论的要点有大致地了解。

2. **Thinking about Business Issues** 主要针对有关章节中的重点问题进行更深层次的思考，旨在拓宽学生的知识视野，引导学生养成探究问题的习惯，培养其发现问题、分析问题和解决问题的能力。

3. **Text-based Questions** 针对有关章节的内容设计了三类问题：复习型问题、讨论型问题 and 应用型问题，使学生能复习巩固所学内容，讨论分析有关问题，并能将所学知识和技能运用到工作实践中去。

4. **Team-based Exercise** 以有关章节的内容为基础，提出实际问题，由此构筑集体讨论、模拟辩论、协调沟通的平台，使学生逐渐养成团队精神，培养组织讨论、协调不同意见的能力。

5. **Case Study** 结合有关章节所学内容，以国内外知名企业（如海尔、麦当劳等）为背景，探究其发展中出现的情况与问题，培养学生洞察问题、研究问题、解决问题的能力。

6. **Useful Internet Links** 根据有关章节的内容，向学生提供进一步搜寻信息的途径，拓宽学生的思路，扩大其知识面。

“教学框架”是为方便教师备课和教学而设计的。教师可以根据“教学框架”提供的要点阅读有关书籍和资料，对有关课题进行更加深入的思考和研究；学生也可以循着“教学框架”的指引进行预习和复习。

“国际商务术语”主要将《最新国际商务英语》教材中涉及的术语和著名机构名称进行罗列，辅以对应的中文翻译，为阅读教材、增强理解提供方便。

就像教师在使用《最新国际商务英语》教材时可以根据教学内容与要求选择所教章节一样，教师在使用本教辅用书时，也可以根据学生实际和教学要求情况对练习进行选择。

在编写《最新国际商务英语》教材和教辅用书时，我们虽然努力追求完美，但客观上很难做到。本教材和教辅用书中一定有不少欠妥之处，恳请专家、读者和广大高校师生给我们提出宝贵的修改意见。请将您的意见电邮到：hmyong818@yahoo.com 或 liuying124@hotmail.com。我们一定会高度重视您的意见，并在修订时加以采纳吸收。

编者

2003年9月

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Chapter 1 Business and its Environment

Chapter Focus

In this chapter you will learn:

1. how business is an economic activity in terms of customer satisfaction, profit-seeking and managerial efficiency.
2. how business is a way of life for entrepreneurs, professional managers and functional specialists.
3. how a business succeeds through satisfied customers, adequate profits and efficient management.
4. how business environments and their changes affect business now and in the future.

Thinking about Business Issues

1. What is the essence of customer satisfaction and how does the understanding of customer satisfaction help firms shape their marketing behavior?

Customer satisfaction depends on a product's perceived performance in delivering value relative to a buyer's expectations. If the product's performance falls short of the customer's expectations, the buyer is dissatisfied. If performance matches expectations, the buyer is satisfied. If performance exceeds expectations, the buyer is delighted. Outstanding marketing companies go out of their way to keep their customers satisfied. Satisfied customers make repeat purchases, and they tell others about their good experiences with the product. The key is to match customer expectations with company performance. Smart companies aim to delight customers by promising only what they can deliver, then delivering more than they promise.

2. What is managerial efficiency and why is it important? Is managerial efficiency equivalent to managerial effectiveness? Why?

Efficiency refers to getting the most output from the least amount of inputs. Because managers deal with scarce inputs—including resources such as people, money, and so forth—they are concerned with the efficient use of those resources. Efficiency is often referred to as “doing things right.”

Efficiency is different from effectiveness, which is often described as “doing the right thing” – that is, those work activities that will help the organization reach its goals. Efficiency is related to means while effectiveness is concerned with ends.

3. Explain the role of entrepreneur, professional manager and functional specialists.

In a general sense, entrepreneurs are creating something new, something different. They are searching for change, responding to it, and exploiting it. Initially, an entrepreneur is engaged in assessing the potential for the entrepreneurial venture and then dealing with start-up issues. In exploring the entrepreneurial context, entrepreneurs are gathering information, identifying potential opportunities, and pinpointing possible competitive advantages. After looking at the potential of the proposed venture and assessing the likelihood of pursuing it successfully, the entrepreneur proceeds to planning the venture.

Once the entrepreneurial venture is up and running, the entrepreneur's attention switches to managing it. If the venture is successful, it quickly becomes too large for the entrepreneur him/herself to handle. At this stage, the professional managers step in. Professional managers can be best described as the people who are well educated in management theory and experienced in management practice, and who make a living by employing their management skills. In an organization, professional managers play interpersonal roles, informational roles, and decisional roles. The interpersonal roles are roles that involve people (subordinates and persons outside the organization) and other duties that are ceremonial and symbolic in nature. The informational roles involve receiving, collecting, and disseminating information. The decisional roles revolve around making choices.

Unlike entrepreneurs or professional managers, functional specialists are only skilled in a specific area of knowledge, technical, financial, or accounting, etc. and mainly work within the area of their knowledge, though they occasionally shoulder some managerial responsibilities. The role they play is peripheral compared with that of entrepreneurs and professional managers.

4. What are the key social, economic, technological, competitive, and global variables that managers need to consider?

Key social variables: attitudes toward business; lifestyle; traffic congestion; trust in government; attitudes toward work; buying habits; ethical concerns; attitudes toward saving; attitudes toward investing; average level of education; and social programs.

Key economic variables: availability of credit; level of disposable income; propensity of people to spend; interest rate; inflation rate; money market rates; gross domestic product; consumption patterns; unemployment rates; value of currencies; stock market trends; import/export factors; income differences by region and consumer groups; price fluctuation; monetary policies; fiscal policies; and tax rates.

Key technological variables: number of patents; the distribution of patents in various industries; government's industrial policies; investment in innovation; and publications in science and technology.

Key competitive variables: rivalry among competitive firms; potential entry of new competitors; potential development of substitute products; potential development of complementary products; bargaining power of suppliers; and bargaining power of consumers.

Key global variables: WTO import and export regulations; Sino-American relationships; Russian-American relationships; European-American relationships; Japan-American relationships; political conditions in other countries; economic conditions in other countries; exchange rates; work force diversity; and national cultural differences;

Text-based Questions

For Review

1. How do you understand the term “business”?
2. What criteria must a business meet if it aims at success?
3. Describe the relationship between a business firm and its customers.
4. What are the major types of business people? How do they differ from each other in terms of expertise and responsibilities?
5. Categorize business environments and describe their variables.
6. Why will knowledgeable workers be the key economic resource in the future?
7. What is the consumer price index and how is it used?
8. What are the factors of production? Is one factor more important than the others? Why?
9. What is GDP? What is GNP? What does each measure?
10. Why is inflation both good and bad? How does the government try to control it?

For Discussion

1. Why must a business serve its customers? Why must it make a profit?
2. What is productivity? Can you think of a service industry that could benefit from increased productivity? How might it be achieved?
3. How can you, as a prospective manager, better prepare yourself now for the challenges you will face in the next 20 years?

For Application

1. If you wrote a poem or short story and published it on your own web site, would your work be protected under copyright law? What steps should you take to make sure your work is not stolen or misused?
2. Interview the owner-manager of a sole proprietorship or a general partnership. What characteristics of that business form led the owner to choose it? Does he or she ever contemplate changing the form of the business?

Team-based Exercise

By this time in your life, all of you have witnessed some significant technological advancements. Based on your personal experience, discuss in groups how technology has changed the way of our living. Be prepared to present your findings to the rest of your class.

Case Study**Furniture.com-Is It Promising Too Much?****Questions:**

1. How do you describe Furniture.com's business model?
2. Are Furniture.com's customers satisfied?
3. What causes the final demise of this online retailer?
4. What lessons do we learn in terms of keeping customers satisfied?

From the road, Furniture.com's two-story red brick headquarters resembles any other office building on a strip-mall-studded thoroughfare west of Boston. Inside, it's a different story. The main entrance looks like the front porch of somebody's small-town home, complete with a wooden front door, a shuttered window set into vinyl siding, a mailbox on a post and an inviting hardwood rocker. Scattered among employees' cubicles, visitors might find a plush yellow armchair and footstool, a *Leave It to Beaver*-era dinette set, a French country breakfast table or a set of sleek Italian dining room chairs. Even the photocopy machine sits on a Colonial-style chest of drawers rather than a standard-issue filing cabinet. True to form, Furniture.com CEO Andrew Brooks says of the decor, "If we don't have nice furniture, who would?"

Furniture.com *does* have furniture. Lots of furniture. But it's not for sale here; these items are just part of the eclectic decor the Framingham, Mass. -based company uses to brief its 185 employees on its newest beds and tables, lamps and rugs, chairs and cabinets. The company actually maintains no showroom and almost no stock. Instead, it sells its wares on the Web, working with manufacturers who ship purchases directly to consumers.

That inventory-less model is at the heart of Furniture.com, a 2-and-a-half-year-old business shaking up both the e-commerce and the furniture industries. It allows the company to offer 50,000 items in a dizzying variety of styles, colors and price ranges—from three to 10 times the amount available in traditional stores, according to industry analysts. And Furniture.com doesn't have to incur costs to store it, display it or move it around.

But executives say that vast selection is secondary to the company's underlying mission: revolutionizing a shopping experience that's almost as stressful and time-gobbling as buying a new car. On average, according to Brooks's research, people in the market for a new couch or coffee table spend several weekends dragging themselves from showroom to showroom, often with kids in tow, comparing prices and collecting swatches, before deciding what to buy. "People dread the process," says Brooks. "Halfway through, they just start to surrender."

Furniture.com is based on the idea that it just shouldn't be that hard to find the perfect couch or a bedroom set. To that end, its Web site offers tools, live online assistance and thousands of pages of

content to help customers find the perfect piece.

Both investors and customers seem impressed. Furniture.com raised more than \$ 50 million in three rounds of funding and had 722,000 unique users during September 1999, according to Media Metrix. (Furniture.com will not disclose the number of registered users.) Officials of the privately held company say sales increased from about \$ 900,000 for the whole fourth quarter of 1998 to \$ 1 million per month by mid-1999. They declined to provide more recent sales figures, saying only that the company expects to continue increasing its slice of the \$ 178-billion annual U.S. furniture market.

But one Furniture.com policy has already drawn fire: When customers return purchases, they receive only an exchange or a store credit. Company officials defend the no-money-back policy by saying Furniture.com does everything possible to satisfy customers: offering 24-hour help, sending fabric and leather swatches upon request, providing free delivery and offering optional extended warranties that cover almost everything short of a nuclear war. And the company does let customers exchange merchandise without charging the usual return-shipping costs or restocking fees. However, some analysts still believe the company should provide money-back refunds as well.

Unlike many online retailers, Furniture.com isn't technically a startup. It began 50 years ago as the family-owned Empire Furniture Showroom in downtown Worcester, Mass. By the mid-1990s, the retailer was doing business out of an old mill building with no air conditioning, insufficient heat and three toilets for 90 employees. In 1997, store owner Steven Rothschild and a partner, Misha Katz, launched the first iteration of their business, FurnitureSite.com, from the brick-and-mortar store.

The urban location wasn't great for business either offline or online. Broken glass littered the streets; drug addicts hung out in front of the building. "We had local bankers come once and their tires got slashed," recalls Brooks, who came on board in 1998. "We would have job candidates who would call [from their cars] and say 'I'm going to keep on driving'" after they saw the neighborhood.

In early 1999, after simplifying the name to Furniture.com and moving to its suburban offices, the company closed the brick-and-mortar business and converted the old showroom to a photo studio for creating furniture groupings shown on the site. Furniture.com maintains a warehouse nearby for returns.

Rothschild is now company chairman; Katz is vice president of new technology.

CEO Brooks acknowledges he isn't a furniture specialist. "I'm a consumer guy. I love building consumer businesses," he says. His previous gigs include heading the Channel One online and TV network for teens and serving as general manager of BMG Direct Canada, a mail-order music business. Jumping from entertainment to furniture isn't that big a stretch, he says. "What I loved about marketing music was the ability to leverage that feeling that people get after they listen to music. Similarly, the home, and everything the home represents, is emotional."

But when it comes to the two kinds of relationships that make Furniture.com work, Brooks is all business. First, there's the company's network of suppliers. If, for instance, there's sudden interest in moderately priced, queen-size, Mission-style bedroom sets, Furniture.com wants them available in a hurry. "You have to work with manufacturers who believe in [the business model], manufacturers

who can scale with you, manufacturers you can depend on,” Brooks says. “We have severed relationships with suppliers because they couldn’t meet demand.” Furniture.com also partners with more than 10,000 affiliates—other Web sites that share in the profits anytime a customer registers with or purchases from Furniture.com through the affiliate’s site.

At least as important, of course, are the customers. Furniture.com knew that it needed to overcome buyers’ natural desire to see and touch the items they may be sitting on or eating around for a long, long time. To that end, the company offers Personal Shopper, a free service connecting customers with online design consultants. Customers log in, answer questions about styles, colors, room size and budget, and then submit the form to Furniture.com. The company’s design consultants find pieces that fit the bill, move their images and descriptions into a private online “showroom,” then e-mail the customer an invitation to come view them.

Other online tools include Room Planner, which lets customers create a floor plan for rooms they’re furnishing. With a mouse click, they can add or delete items, move them around, or change the fabric, finish or color. They can save their blueprints for later or e-mail them to somebody else for feedback. Once they find the right combination of furniture, they simply click to buy. They can also check to see whether items are in stock or look up fact tags with information such as country of origin, type of construction, recommended care and more.

The company sends swatches by request and provides 24-hour customer service by live chat, e-mail or telephone. Furniture.com also offers free in-home setup, and service continues after delivery: reps call customers after they’ve lived with their new lamp or end table for a few days to make sure they got what they ordered.

“It’s matchmaking, really,” Brooks says. “We’re creating a marriage between the customer and a perfect piece of furniture.”

However, what happened to Furniture.com was that several rounds of layoffs and \$ 27 million in makeshift funding furnished in June 2000 didn’t get Furniture.com any closer to profitability. The online retailer, which launched in January 1998, closed its doors on Nov. 6 last year and filed for bankruptcy on Nov. 20. Early this year the company hoped to fetch \$ 1.5 million for its domain name and Web platform, says David Madoff of Cohn & Kelakos, the Boston law firm representing Furniture.com. The failed company was also crafting a plan to get furniture stuck in warehouses to customers still waiting for orders.

Useful Internet Links

1. <http://globaledge.msu.edu/ibrd/ibrd.asp>
2. <http://www.ibf.com/>
3. <http://www.ibrc.bschool.ukans.edu/>
4. <http://www.state.gov/www/about-state/business/com-guides/2000/index.html>
5. <http://www.lib.unc.edu/reference/busecon/international-business/>

Chapter 2 Economic Systems and the Role of Government

Chapter Focus

In this chapter you will learn:

1. different types of economic systems according to the means by which they control the factors of production.
2. how demand and supply affect resource distribution in an economy and interact to influence price.
3. the four factors of production and why they are becoming less of a competitive advantage in the global marketplace.
4. the four major economic roles the government is supposed to play.

Thinking about Business Issues

1. Please illustrate how some of today's socialist countries learn from the capitalist countries in terms of economic system. You may take China as an example.

The taboo against private ownership of large industrial enterprises has been abandoned in China. The Chinese government encourages all types of state- and locally owned companies to issue shares of stock to diversify their ownership. State-owned enterprises accounted for 62 percent of industrial production in 1986 but today account for only 35 percent. China today is powered by small private businesses, foreign-owned companies, joint ventures, agricultural collectives, and profitable village- and township-owned businesses.

China's reform agenda consists of five key strategies: 1. Restructure state enterprises. Convert state enterprises into corporations owned by shareholders; 2. Strengthen financial markets. Expand capital markets by authorizing hundreds of new stock listings annually; 3. Sell state assets. Require all but 1000 of China's 305000 state enterprises to sell to shareholders or go bankrupt; 4. Build social services. Build low-cost housing, set up pension programs, and retrain workers to relieve burden on state enterprises; and 5. Reduce tariffs. Reduce tariffs from 17 percent in 1997 to 15 percent to 2000 as part of a bid to join the World Trade Organization.

2. What information about competitors should you gather in order to survive in this highly competitive world?

Important information about competitors include: our major competitors' strengths and weaknesses, objectives and strategies; their possible response to current economic, social, cultural, demographic, environmental, political, governmental, legal, technological, and competitive trends affecting the industry; their vulnerability to our alternative strategies; the vulnerability of our strategies to their counterattack; the position of our products or services relative to our competitors; the extent to which new firms are entering and old firms are leaving our industry; the change of our competitors' profit rankings in the industry in recent years; the reasons for those changes; the nature of supplier and distributor relationship in this industry; and the extent to which substitute products or services threaten competitors in this industry.

3. In terms of employment, explain how business organizations are constrained by governments?

Organizations spend a great deal of time and money to meet governmental regulations, but the effects of these regulations go beyond time and money. They also reduce managerial discretion by limiting the choices available to managers. Consider the decision to dismiss an employee. In the United States, historically, employees were free to quit an organization at any time and employers had the right to fire an employee at any time with or without cause. Laws and court decisions, however, have put increasing limits on what employers may do. Employers are increasingly expected to deal with employees by following the principles of good faith and fair dealing. Employees who feel that they have been wrongfully discharged can take their case to court. This trend has made it more difficult for managers to fire poor performers or to dismiss employees for off-duty conduct.

Text-based Questions

For Review

1. What is an economic system? What are the two principal ways of looking at the economy and how do they differ?
2. How has the globalization of businesses changed the nature of economic systems?
3. What role does competition play in a free-market economy? How does it affect business?
4. Define the demand curve, the supply curve, and the equilibrium price.
5. Why do governments intervene in a free-market economy?
6. What are the major areas in which governments regulate business?
7. In what ways does business benefit from deregulation? Explain.

For Discussion

1. A steel plant manager is told to produce 100,000 tons of steel and to use 1,000 employees to do it. All profits are returned to the government, which also owns nearly all private property. Under what economic system is the manager working?
2. Imagine yourself in a top business position in a particular industry. How do central and local