

高等学校商务英语规划教材

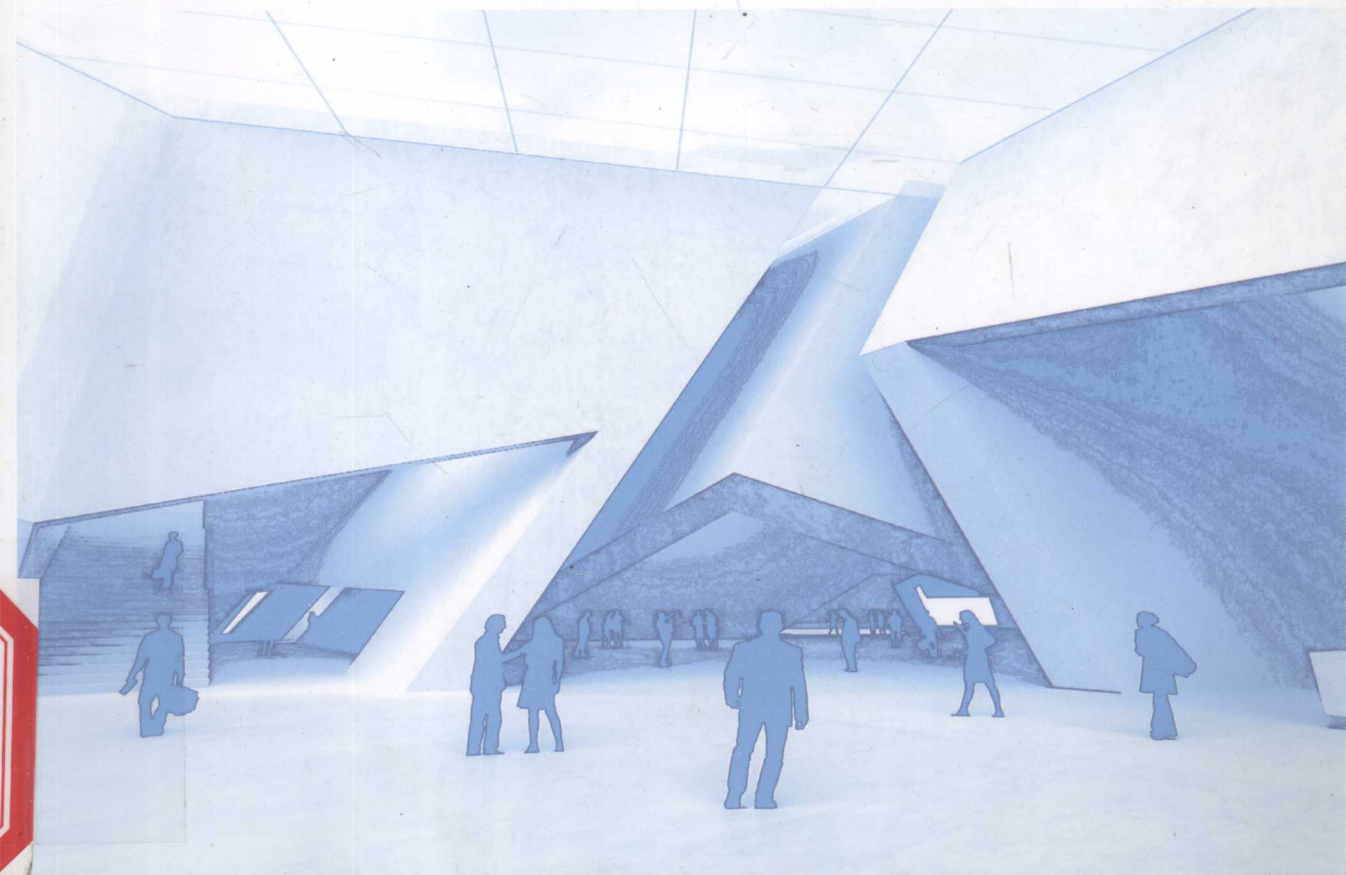
主编 杨祖宪

最新实用商务英语教程

"中国公司走出去"篇



南京大学出版社



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Foreword

About China Inc.

Thirty years of phenomenal growth since 1978 has propelled China to become the world's third largest economy, the second biggest trader and exporter. One powerful engine driven this unprecedented growth is China Inc. , especially those companies that "go global."

These Chinese firms conduct and expand their business globally by exporting their products or services, importing the raw materials or machinery they need. They also build factories and R&D centers abroad or engage in overseas mergers and acquisitions.

Every year a torrent of products surging out of these firms are finding their way into billions of homes and offices throughout the world. They are no longer just labor-intensive footwear or furniture, but now also include high-tech products such as PV solar panels and semiconductor devices. It is this trillion dollars worth of annual exports that helps China to leapfrog Germany to become the world's largest exporting nation soon.

China's insatiable need for natural resources and luxury goods, ranging from iron ores to commercial airplanes, from Rolls Royce vehicles to Louis Vuitton purses, is being felt around the world. China now is world's second largest crude oil importer and the third biggest consumer of luxury goods, accounting for 12 percent of sales worldwide.

The world community is also witnessing the fast growing presence and increasing power of Chinese firms almost everywhere—a Chinese auto plant popping up in Latin America, a refrigerator factory humming in the US and a high-tech firm erecting telecommunication networks in Europe. By the end of 2008, China's total stock of FDI outflows exceeded US \$ 100 billion.

As these Chinese companies become increasingly internationally focused, they also venture into cross-border M&A transactions. Lenovo's takeover of IBM's PC division for US\$ 1.25bn in 2004 was widely hailed as the beginning of a wave of big acquisitions abroad by Chinese firms. Chinalco's move to inject \$ 19.5 billion into Rio Tinto Ltd—the world's third largest iron ore miner was considered another milestone of China's desire to invest large sums overseas though the deal was finally scrapped.

Thirty years ago, virtually every business in China was called a "factory" or "plant." Being small and weak, hardly any of them operated competitively in global business. Today, many Chinese firms operate globally and some of them such as Lenovo, Haier and Huawei are beginning to compete with leading multinationals. It will not be another 30 years long before many more local companies become Chinese versions of GE or Nokia, Toyota or Samsung.

About the Course

Chinese Companies Going Global is a case-based business English reader, a companion to *MNCs Doing Business in China*. Catering for both academic and practical needs, this reader is intended for students at both intermediate and advanced levels, who desire to further improve their language proficiency or broaden their business knowledge. Those who are already in the business community will also find the case studies in the textbook helpful in their daily business decision-making process.

The book with 46 texts is organized into five parts with each centered on a different topic. Chapter One describes China emerging as a powerful economy. Chapter Two depicts the new boundaries of Chinese firms as a whole. Chapter Three hails the popularity of made-in-China products with end-users around the world while Chapter Four and Five mainly focus on Chinese firms engaged in purchasing overseas commodities and assets.

The texts written in genres of reports or editorials, commentaries or features are carefully selected from internationally well-known publications or academically recognized sources. They are also sufficiently annotated with introductory remarks, business tips, review questions, and supplemented by vocabulary and translation exercises. Instructors using this textbook are encouraged to design their own alternative tasks in an attempt to maximize the good effect derived from interaction between the text knowledge and their real-life experiences, between the language learning and business skill acquisition.

The Business English Reader *Chinese Companies Going Global* features an integration of BEC, an acronym for Business, English and Culture. Therefore, the textbook can be used in either a language class or a business studies class, and for an independent course or as a supplementary reader for a business course. As a matter of fact, its forerunner *MNCs Doing Business in China* has been extensively used ever since its debut in 2006 in both language and business classes at hundreds of universities throughout China. This textbook, it is hoped, will be just as intellectually appealing and practically useful to both language and business students, and to learners both on campus and in the workplace.

Acknowledgements

I wish to express my warm thanks to the faculty and students at the School of Foreign Studies as well as students at MBA Educational Center of Jiangnan University, who field-tested some of the texts from the book.

Meanwhile, I am deeply grateful to David Scott, Ruth Anderson and Dr. LUO Jian for their professional insight and comments on particular business concepts and terms.

My special gratitude also goes to Professor YANG Jin-rong and his assistants at Nanjing University Press for their specialist advice and moral support.

Simon Yang
Jiangnan University

序 言

自 1978 年改革开放以来,中国经过 30 多年的惊人快速发展已成为世界级经济大国, GDP 有望今年超越日本成为全球第二经济大国,进出口总量也将名列世界第二。中国取得如此令人骄傲的成绩,其“中国公司”功不可没,尤其是几十年来开展全球性经营活动“走出去”的公司更值得称颂赞扬。

中国公司走出去从事国际经营活动的形式多样,有的出口其产品与服务或进口其所需商品与设备,有的在海外建厂、设立研发中心,或并购海外资产。

每年来自中国制造的产品进入世界千家万户与数以千计的办公室,这些产品不仅仅是劳动密集型的鞋靴与家具,还有高科技的太阳能光伏组件与半导体器件。正是这些每年价值数亿美元的出口产品使中国终将超越德国登上世界第一大出口国的王座。

中国经济的快速发展对全球资源和高档奢侈品的需求也是逐年攀升,铁矿石、商用飞机、劳斯莱斯高档汽车、路易威登箱包一一耀眼登上了中国进口采购单榜首。中国曾一举签下了价值 174 亿美元的空中客车,2008 年世界顶级高档轿车宾利在中国销售超 500 辆,从而取代日本跃升至亚洲第一。同年中国已成为全球高档奢侈品第三大消费国,占全球销售额百分之十二。

十多年来中国公司走出去在海外投资建厂、开设研发中心也是与年俱增。自 1999 年以来,海尔公司在美国相继建立了设计中心在洛杉矶、生产基地在南卡罗来纳州、营销中心在纽约“三位一体本土化”的海外基地,为当地开发并生产了冰箱、冷柜、酒柜等能与美国本土主流品牌竞争的庞大白色家电产品群,并创下了 7 小时内销售 7000 台海尔空调的惊人纪录。华为技术公司自 1996 年起就在全世界与美国 3Com 公司、英国电信、Telefonica 等世界顶尖电讯公司建立了合作伙伴关系,并在印度、美国、瑞典、俄罗斯等国建立了研究中心,2008 年其专利申请量排名为全球第一。目前,华为的产品和解决方案已经应用于全球 100 多个国家,以及 35 个全球前 50 强的运营商。中国工程机械制造之王三一重工在全球有 12 个海外子公司,产品批量出口到 110 多个国家和地区,继在印度、美国投资建成工程机械研发制造基地后又斥资 1 亿欧元在德国建设研发中心及机械制造基地。

随着中国公司全球化经营意识日益增强,越来越多的国内公司尝试并购海外企业。如果说 2004 年联想以 12.5 亿美元成功收购 IBM 个人电脑事业部是中国大型企业海外并购浪潮第一潮的话,那么 2007 年中投公司以 30 亿美元购买与 2008 年又增持美国第二大私募基金公司黑石股份的举措,2009 年中铝公司出手 195 亿美元增资世界矿业巨头力拓(Rio Tinto)公司的尝试则仅是中国 2 万亿美元外汇储备在海外寻觅多元化长期投资浪潮中迭起的一朵朵浪花而已。

30 多年前,中国的企业几乎都被称呼为“工厂”,无论是国营企业还是集体企业既小又弱,具有海外经营竞争力的企业更是寥若星晨。如今中国公司实力今非昔比,2008 年一季度在全球市值最高的十大上市公司中中国公司占了五席,中石化进入财富世界 10 强,联想、海尔、华为等公司在各自行业中已经可与世界顶尖对手不相上下、势均力敌。再过 30 年,坚信

中国会涌现出更多自己的通用电气、爱立信、丰田、三星等享誉全球的世界级跨国公司。

《最新实用商务英语教程：“中国公司走出去”篇》(以下简称《中国公司走出去》)为数年前南京大学出版社出版的《跨国公司在中國——最新实用商务英语教程》(以下简称《跨国公司在中國》)一书的姐妹篇，同为实用商务英语案例类读本。全书精选来自国际英文主流媒体的 46 篇文章，共分五章：第一章为“盛世中国”，描述改革开放 30 多年来中国取得了引人瞩目的辉煌成就；第二章为“中国公司”，整体描绘中国公司的新面貌；第三章为“中国制造”，探究中国产品走红全球的缘由；第四章为“中国采购”，展现了中国公司和中国消费者全球采购与全球消费的惊人实力；第五章为“中国并购”，精选了中国公司近年来在海外并购和尝试并购的案例，记载了他们成功的喜悦与失败的苦涩。

本书精选的 46 篇文章，内容时新、文字地道、文体多样。同时，每一课配有导读、注释与练习，旨在让读者看作结合、学练同步、学有所得、无师自通。本书既可单独用作商务英语专用教程，也可用于财经类专业课程的补充教材，既适用于商务英语专业学生和财经类专业学生，也适用于立志于进入或已经从事国际经营业务的白领阶层或招商引资的经理们。

《中国公司走出去》集语言水平提高、商务知识更新、跨文化意识提升于一体的特色教材。在校学生学好此书能同时让你的英语更加“洋味”十足，使你在课堂内就能品尝到中国公司闯荡海外市场的甜酸苦辣、在步入商界前就能辨别“蓝海”与“红海”的差异、在踏入异国他乡前就能了解当地风土人情、商业习俗。从商人士学透此教程，能有益提高你的国际沟通能力、增强你的招商引资力度，为你企业开辟更多的海外市场、为你公司海外经营带来更佳的辉煌业绩。

《中国公司走出去》一书的姐妹篇《跨国公司在中國》自 2006 年上市以来，已被国内数以百计的大学、公司、图书馆使用或收藏。不但外语学院的英语专业学生使用此教材，商学院的本科生与 MBA 学生也选用该教材。我有同样的信心，《中国公司走出去》如同她的姐妹篇也能走进数以百计的校园和公司，令莘莘学子与白领经理们都爱不释手。

在编写此书过程中，承蒙江南大学加籍 David Scott 与 Ruth Anderson 两位外教与南大同窗罗健博士在百忙中拨冗审阅该书文稿，也承蒙北京外国语大学中国外语教育研究中心第四批中国外语教育基金以及江南大学省级质量工程培育项目“EBC 复合型英语人才培养模式创新实验基地”基金的资助，更感谢对外经贸大学施建军校长对此书的赞美与推荐。

由于编者水平与经验有限，难免不当之处，谨请使用本教材的同行与同学或其他读者及时指正，不胜感谢！

江南大学 杨祖宪

2009 年盛夏写于江南大学蠡湖校区

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Chapter One Stronger China

盛世中国

Text 1 A Less Fiery Dragon

东方巨龙 依旧强大

导读 通常各国经济总量排位以美元计算,但一些国际组织如世界银行、国际货币基金组织却以 PPP(购买力平价指数)来计算。他们的排位一时无比夸大了中国的经济实力,引得一些西方人终日诚惶诚恐。但根据世行最新数据统计,中国 GDP“缩水”了 40%,相比前几年按 PPP 计算的 10 万亿美元,如今中国 GDP 仅为 6 万亿美元,着实让那些“恐惧中国”的政治家或经济学家可以入眠安睡了。但源自华尔街的全球金融海啸也许又要让一些人重估中国经济赶超美国的日期,依旧强大的东方巨龙恐怕也许会使他们“今夜无眠”啦!

China may be a smaller economic giant than previously thought.

Americans who spend their time fretting about when their economy will be overtaken by China will have gleefully leapt upon new numbers suggesting that China's economy may in fact be 40 percent smaller than current estimates. However, the new figures, if confirmed, would also mean that the world economy has been growing rather more slowly in recent years than officially reported by the IMF^①, which is less salutary for everyone.

It is not the Chinese government that has been exaggerating the size of its GDP^②, but

① IMF: International Monetary Fund 国际货币基金组织,政府间的国际金融组织。基金组织设 5 个地区部门(非洲、亚洲、欧洲、中东、西半球)和 12 个职能部门(行政管理、中央银行业务、汇兑和贸易关系、对外关系、财政事务、国际货币基金学院等)。

② GDP: gross domestic product 国内生产总值。它是以国土原则计算的,指一定时期内一国所生产的产品和所提供的服务按现行市价计的总价值,但它不包括海外净收入,而国民生产总值(GNP)则包括海外净收入。

international organizations, such as the World Bank^① and the IMF, which measure each nation's output in terms of purchasing-power parity (PPP)^②. If China's GDP is converted into dollars using market exchange rates, it amounted to \$ 2.7 trillion last year, only one-fifth of America's \$ 13.2 trillion, and the fourth-largest in the world. But a dollar buys a lot more in China than in America because prices of many non-traded goods and services tend to be much lower in poor economies. Converting a poor country's GDP into dollars at market exchange rates therefore understates the true size of its economy.

Instead, many economists prefer to convert GDPs into dollars using PPPs, which take account of price differences between countries. The Economist's Big Mac index^③ is a crude measure of PPP. Much more sophisticated estimates are produced by the International Comparison Programme^④, co-ordinated by the World Bank, which gathers prices for more than 800 goods and services in countries around the globe. On a PPP basis, the World Bank ranks China as the world's second-biggest economy, with a GDP of \$ 10 trillion last year. At its recent pace of growth, China's GDP could overtake America's by 2010.

The World Bank's estimate for China is widely used by economists. Yet few realize that it is based on a lot of guesswork, as the bank's previous international price surveys have not included China. Instead, it extrapolated from a study of prices in America and China that dates all the way back to the 1980s. The bank's latest price-comparison study, due to be published in mid-December, does include China for the first time, and preliminary evidence indicates that its GDP has been overstated in the past. In a recent article in the *Financial Times*, Albert Keidel, an economist at the Carnegie Endowment for Interna-

① 世界银行。联合国的专门机构之一，拥有 184 个成员国。其使命是消除贫困、提高发展中国家人民的生活水平。世界银行是为中、低收入国家消除贫困而提供贷款、政策咨询、技术援助以及技术分享服务的国际性金融机构。

② 购买力平价。它是表现人均购买力的一个指标。在经济学上，是一种根据各国不同的价格水平计算出来的货币之间的等值系数，使我们能够对各国的国内生产总值进行合理比较。

③ Big Mac index 巨无霸指数。购买力平价理论(PPP)就考虑到同一种商品在不同国家的售价，着重考察不同货币的实际购买力。购买力平价理论认为，从长期趋势看来，在任何两个国家间，购买同一组的商品和服务所花费的货币价值是一样的，而不同货币的兑换比率会朝着这个方向逼近，最终使购买者付出同样的代价。根据这一思想，《经济学人》杂志自 1986 年编制了“巨无霸指数”，以麦当劳行销全球 120 个国家的汉堡包——巨无霸为标的，考察用当地货币购买这同一产品需要多少钱，来衡量这些国家的汇率是否处在“合理”水平。

④ 国际比较项目。它是世界银行开始的一项持续多年的经济统计项目，1993 年在实行的国民账户体系(System of National Accounts)中引入了购买力平价(PPPs)的概念。ICP 将近一千种产品和服务的价格作为比价样品，所以这种一篮子的产品购买力比较，可以比较客观全面地反映一个经济体的基本状况，相对于按现行汇率计算的 GDP 更能反映一国的经济力。

tional Peace, noted that PPP figures published by the Asian Development Bank (ADB)^①, as part of its input into the World Bank's International Comparison Programme, implied that China's GDP was 40 percent smaller than the number reported by the World Bank. Interestingly, the new figure is very close to what the Big Mac index has indicated all along.

Assume for a moment that Mr Keidel's figure of 40 percent is correct, then China's GDP in PPP terms is slashed from \$10 trillion to \$6 trillion. That would still leave it as the world's second-largest economy, but it would not overtake America for at least another ten years. India, on the other hand, would drop from third to fifth place in the world ranking.

Adjusting the Global Speedometer

China would probably be quite happy to see its GDP revised down, hoping that America might stop picking on a smaller, poorer economy. But revised PPPs would not only change international rankings, they would also affect the pace of global growth. To calculate world GDP growth, individual countries' growth rates are weighed by their share of world output. Using PPP weights, as the IMF does, the world economy has grown by an average of 5 percent over the past five years, its strongest pace since the early 1970s. This is largely because emerging economies have been growing by 7.5 percent a year (compared with only 2.3 percent in the G7 developed economies), and they account for around half of world GDP. But if China and India are 40 percent smaller than previously thought, world growth would be trimmed to 4.5 percent.

The difficulty of measuring PPP is one reason why some economists prefer to compare the sizes of economies using market exchange rates. After all, it is argued, countries trade with each other at market rates, so these provide the best basis for comparison. Measured this way, world growth over the past five years has been a still more modest 3.4 percent. Far from being the fastest pace for decades, that is slower than in the 1980s. So has the global boom been a mirage? A closer look at the numbers shows that this cannot be right. Measured at market exchange rates, emerging economies' share of global output last year was less than in 1980, even though they have been growing more than twice as fast as the rich economies. The increase in their share of global energy consumption, from 43 percent in 1980 to 55 percent in 2006, also confirms that their weight in the world economy has surely risen.

The raw dollar numbers are distorted by big currency swings. For instance, the de-

① 亚洲开发银行。它包括来自亚洲和太平洋地区的区域成员,和来自欧洲和北美洲的非区域成员。目前它共有成员60个,其中43个来自亚洲地区。年会一般在5月份召开。它的主要议题是探讨亚太地区的经济金融形势、发展趋势和面临的挑战,推动亚行作为地区性开发机构在促进本地区社会经济发展方面发挥作用。

valuations in East Asian economies in 1997-98^① grossly exaggerated the drop in their output. Measured at PPP, emerging economies' share of world output has more realistically risen since 1980—and even if China's economy is smaller than thought, it is still a mighty beast. PPP data may be imperfect, but they give a better picture of the relative size of economies than market exchange rates do. In the words of John Maynard Keynes^②, “It is better to be roughly right than precisely wrong.”

Words and Expressions

fiery ['faɪərɪ] <i>adj.</i>	充满激情的, 火热的
fret [fret] <i>v.</i>	苦恼, 烦躁, 焦躁不安
gleefully ['gli:fʊli] <i>adv.</i>	欢喜地, 高兴地, 幸灾乐祸地
salutary ['sæljʊtərɪ] <i>adj.</i>	有益的
understate [ˌʌndə'steɪt] <i>v.</i>	轻描淡写, 避重就轻
sophisticated [sə'fɪstɪkətɪd] <i>adj.</i>	在行的, 精确的
extrapolate [ɪk'stræpəleɪt] <i>v.</i>	推知, 推断
slash [slæʃ] <i>v.</i>	大幅度下降
speedometer [spi'dɒmɪtə] <i>n.</i>	(车辆等的) 计速器
mirage ['mɪrɑ:ʒ] <i>n.</i>	幻景, 海市蜃楼
distort [dɪs'tɔ:t] <i>v.</i>	歪曲, 失真
mighty ['maɪtɪ] <i>adj.</i>	强而有力的
in terms of	就……而言, 以……的形式
pick on	挑剔, 挑选

Exercises

Exercise 1 Choose the best answer for each of the following questions.

- According to the writer, which of the followings can best reflect the relative size of economies?

A. Big Mac index.	B. ICP.
C. Market exchange rates.	D. GDP.
- If China and India are 40 percent smaller than previously thought, world growth would be reduced to _____.

① 20 世纪 90 年代晚期, 东亚和东南亚的货币价值急剧下跌, 严重影响了某些政府、银行和企业偿还外债的能力。有些国家, 特别是印尼、泰国和韩国, 从国际货币基金组织获取了大量贷款来偿还其债务。

② 现代西方经济学最有影响的经济学家之一。凯恩斯一生致力于研究货币理论, 对经济学作出了极大的贡献, 一度被誉为资本主义的“救星”、“战后繁荣之父”等美称。凯恩斯认同借助于市场供求力量自动地达到充分就业的状态就能维持资本主义的观点。

- A. 7.5 percent B. 3.4 percent C. 2.3 percent D. 4.5 percent
3. The fact(s) that _____ can undermine the reliability of the PPP figures.
- A. prices of many non-traded goods and services tend to be much cheaper in poor economies
- B. converting a poor country's GDP into dollars at market exchange rates understates the true size of its economies
- C. much of the calculation is conducted on guesswork due to the lack of sufficient historical data
- D. all the above

Exercise 2 Fill in each of the blanks with the appropriate words given. Change the form of the word when necessary.

extrapolate revise slash account for swing

1. The IEA (国际能源署) estimated that the world oil demand next year will be million barrels a day, but it said that this estimate is subject to _____ due to recent economic indices(指数).
2. We can _____ the economic conditions from the description of purchasing-power parity.
3. Investment from other economic sectors developed from scratch, hitting 458.1 billion *yuan* in 1997 and _____ 18.2 percent of the national total.
4. The proposal would _____ federal tax rates across all levels of income, eliminate the so called marriage penalty and phase out estate taxes.
5. The economy _____ forward in the last decade.

Exercise 3 Translate the following sentences into English.

1. 购买力平价,而非市场汇率,被视为衡量相对生活成本的更好尺度,因为它的衡量基础是各个家庭用本国货币所能购买的商品和服务。(PPP)
2. 国家统计局宣布,2007年中国出口额占全世界的8.8%,为世界第二大出口国。
3. 为防止通缩持续,欧洲中央银行上月将利息降至3.25%。(deflation, the European Central Bank, slash)

Text 2 Unstoppable yet Unsustainable

中国飞速发展的强势经济:难以阻挡,粗放型模式

导读 20 世纪末与 21 世纪初世界危机四起,1997 年东南亚的金融危机,2001 年美国互联网泡沫破灭,2003 年 SARS 疫情肆虐中国大江南北。然而,这一波又一波的国内外挑战,无法阻挡中国经济快速发展的步伐。在高投资、大出口与稳步增长的内需三驾马车驱动下,中国经济一路凯歌猛进,发展强势难以阻挡。但如此势如破竹的高速增长能否持久?又有哪些难以预测的国内外不利因素来制约中国经济的强劲发展?

China has barely paused for breath this year in its jet-propelled rise into a global power, returning the country to a position its leaders and people think it rightfully occupies.

For the third year in succession, the economy is on track to grow by more than 10 percent, according to Chinese statistics, a figure that many foreign investment bank economists think understates the true pace of development.

The leadership team of Hu Jintao, the president, and Wen Jiabao, the premier, has complemented the powerful economic re-emergence with a packed diplomatic schedule reflecting the new pressures, and interests, the country's growth has delivered it.

In a single week in November, it hosted 10 south-east Asian leaders in southern China, senior leaders from 48 African countries at a summit in Beijing and pulled together top envoys from six countries, including Japan and the US, to mediate North Korea's nuclear programme.

These separate events encapsulated China's paramount security interests, a need for stability in Asia, more raw materials—especially oil that Africa can provide—and good relations with the US.

At home, China has spawned a new caste of millionaires, an emerging middle-class centred in large cities on the coast, alongside a struggling rural class and urban poor.^①

The country has shown extraordinary resilience in the face of a wave of challenges since the late 1990s, successfully sailing through the Asian financial crisis, the bursting of the internet bubble and the recession in the US^② and its own home-grown health crisis.

① 在中国,国内孕育了一个新的富豪阶层,一个集中在沿海城市的新兴中产阶层,以及一个苦苦挣扎的农村阶层和城市贫民阶层。

② 2001 年网络泡沫,数以百计的 .com 公司在宣布破产之列,网络初创公司纷纷倒闭之余,导致美国经济低迷。