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BEC高级
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也可作为博思考试
和商务英语教材



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Skills for Business English 新编剑桥商务英语 考试教程

(新西兰) Anne Dwyer 编

Higher

高级

学生用书

Student Book 3



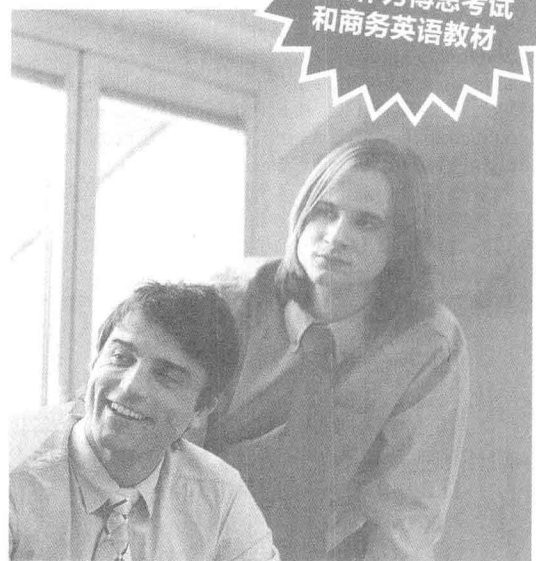
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SKILLS FOR BUSINESS ENGLISH STUDENT BOOK 3

Anne Dwyer

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剑桥商务英语证书 (Business English Certificate) 考试, 简称 BEC 考试, 是一项国际热门的商务英语资格考试。BEC 考试从听、说、读、写四个方面考查考生在真实工作环境中的英语交流能力, 于 1993 年由原国家教委考试中心 (今教育部考试中心) 引进中国。由于其权威性和规范性, BEC 考试受到了全世界众多高等院校和两千多家企业的广泛认可, 被作为入学考试或衡量员工及应聘人员英语水平的可靠标准; 在中国备受各涉外经济部门以及在华投资的跨国公司的青睐。

BEC 考试由英国剑桥大学考试委员会负责命题、阅卷和颁发证书; 成绩证书终生有效。中国教育部考试中心负责报名、印制试卷和组织考试。

BEC 考试共分三个级别: 标准级 / 初级 (BEC Preliminary, 缩略为 BEC P), 中高级 / 中级 (BEC Vantage, 缩略为 BEC V) 和高级 (BEC Higher, 缩略为 BEC H)。为了满足读者自学和教师教学的个性化需求, 我们推出了“新编剑桥商务英语考试教程”系列。该系列包括 BEC 考试三个级别的学生用书 (共 3 册, 均含配套 MP3) 以及教师用书合辑 (1 册), 旨在为 BEC 考生或希望提高自己商务英语水平的读者提供全面、实用、科学和有效的学习指导。本书是高级的学生用书。

本书旨在帮助考生顺利通过 BEC 高级考试, 取得理想的分数。为此目的, 编者充分考虑到了其针对性和实战性。全书分 12 个单元, 选取典型的商务活动为素材, 以听、说、读、写四项技能的培养为编写宗旨, 囊括迎战 BEC 高级考试所必备的商务知识、商务术语和商务沟通技巧, 因此它能循序渐进地提高考生的实战能力和综合商务英语知识水平。为了帮助考生更加直观地了解 BEC 高级考试, 进行有效的自测, 全书最后另附了一套完整的 BEC 高级模拟题, 题型和难易度与真题吻合, 供考生实战演练之用。

附: BEC 高级考试的形式与时间如下:

BEC 高级考试形式与时间		
阅读	六部分 / 52 题	1 小时
写作	两部分	1 小时 10 分钟
听力	三部分 / 30 题	约 40 分钟 (含 10 分钟将答案誊写到答题卡上的时间)
口语	三部分	16 分钟 (两名考生, 两名考官*)

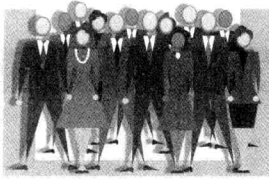
*一般情况下是两名考生对两名考官, 偶尔会出现三名考生对两名考官的情况。

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UNIT 1



Describing qualifications,
skills and abilities

Asking about and describing
jobs and experience

Describing employment
conditions

The world of work 职场

KEY VOCABULARY

The skills and abilities listed below all appear in job descriptions in this unit. Work with your partner and talk about which of these apply to you. Then think of a job or two that would require each ability.

	You	Your partner	Job(s)
a head for figures	___	___	_____
the ability to work on your own	___	___	_____
analytical skills	___	___	_____
good communication skills	___	___	_____
computer-literate	___	___	_____
creative	___	___	_____
excellent time manager	___	___	_____
flair for working in a team	___	___	_____
organisational skills	___	___	_____
paperwork-oriented	___	___	_____

A

Reading

1 Before you read, discuss the following:

- What should you do before a job interview?
- What should you do during an interview?
- What should you *not* do during an interview?
- What “tricky” questions might you be asked?

2 Now read the magazine article on page 5. It gives advice on how to prepare for a job interview. Choose the correct alternative to complete the sentences.

- 1 In job interviews, candidates tend to ignore the fact that _____.
- a) they are at a disadvantage
 - b) they are buying and selling at the same time
 - c) an interview is like a presentation
 - d) the interviewer will be realistic

- 2 To prepare yourself for the interview, the writer _____.
- a) tells you to visit the competitors
 - b) advises you to do research on the company
 - c) says that you ought to prepare questions beforehand
 - d) advises you to know little about the sector

- 3 When you go to the interview, make sure that you _____.
- a) are over-confident
 - b) can make up your mind in four minutes
 - c) are dressed in suitable attire
 - d) do not arrive too early

- 4 The author states that _____.
- looking good does not give you an advantage
 - nervous tics can put people off
 - interviewers mistake aggressiveness for assertiveness
 - smiling and eye contact are important
- 5 During the interview _____.
- you may need to think carefully about how to answer questions
 - most tricky questions concern the personal life of the candidate
 - the interviewer must put him or herself in the best light
 - you should not talk about your rights
- 6 Which of the following is *not* expressed in the text?
- Short answers limit your chances of creating a positive impression.
 - All over the world, candidates are expected to wear a suit to a job interview.
 - Showing interest in a company may increase your chances of being offered a job.
 - Interviewers can “read between the lines” (that is, they can understand more about us than we say).



Making the right impression

THE FIRST THING to remember when you go for a job interview is that this is not a one-sided affair. Treat it as you would a negotiation. After all, both you and the prospective employer are selling something. If you approach an interview with the attitude “any job will do”, the interviewer will realise that immediately. If the job is worth anything, you won't get it.

You should prepare yourself for an interview just as you would do for a negotiation. Find out as much as you can about the company and the person who is to interview you. Don't be caught unawares. Go to the Internet and look at the company's website. Compare it with that of its competitors. Alternatively, look at the Yellow Pages or trade magazines to see how they advertise themselves. Make enquiries at the Chamber of Commerce and other relevant organisations. Find out at least a little about the sector so that you can ask interesting questions.


Think of and note down your strengths and the opportunities that lie ahead. No matter how high unemployment is, regardless of how miserable you

are in your current job, it's always an advantage to see things in a positive light. If you have little or no experience in a particular area, consider your capabilities in a similar area. Spend some time trying to imagine what type of employee the company is looking for and what makes you suitable for the job being advertised.

First impressions count, so look good and feel good before you go. Choose clothes that make you feel confident. Find out what clothes may put the interviewer off. Ensure you arrive at the interview with time to spare. According to more than one recruitment agency we spoke to, interviewees must understand the importance not only of their personal appearance but also of their body language. During the interview, breathe calmly and try not to appear too nervous. Look the interviewer in the eye and adopt similar body language to theirs. Smile and feel relaxed, enthusiastic and assertive. Remember one thing, though: assertive does not mean aggressive.

Don't just answer “yes” or “no” to questions. Treat every question as an opportunity to demonstrate that you are suitable for the job, but remember to stick to the point. When asked about your interests, include group as well as individual activities/hobbies. Be on the lookout for tricky questions about your personal life. You don't need to lie; just sell yourself in the best light. This is something the interviewer needs to be able to do as well. You have the right to find out whether or not you want to work for the company. Furthermore, your interest in the nature of the company and how it is run may well end up being your big selling point.

Listening and reading

1  Listen to a recruitment officer for the National Westminster Bank (a large British bank) describing the company's recruitment procedure in his country. Mark the statements T (for true) or F (for false).

- | | | |
|-----------------------------------------------------------------------------------------------|---|---|
| 1 Recruitment officers try to spot potential top managers while they are still at university. | T | F |
| 2 Not all graduates want to become managers. | T | F |
| 3 What people study will help them to get a job in a bank. | T | F |
| 4 Social activities may count as much as academic achievement. | T | F |
| 5 Good all-round performers have a better chance of getting an interview. | T | F |
| 6 Candidates with an exceptional academic record are never selected for an interview. | T | F |

2 Listen again and complete the summary below using a number or up to three words for each gap.

WHEN AND WHERE?

At the National Westminster Bank (NatWest), recruitment takes place from January to March at universities around the country.

ANNUAL INTAKE

There are several levels of recruitment. First of all, they take on approximately (1) _____ recruits who will probably become (2) _____ or (3) _____ within about ten years. Secondly, they select a much smaller group of about (4) _____ recruits known as (5) _____, who are earmarked to become CEO (chief executive officer), deputy CEO or (6) _____ when they reach the height of their career. They also take on two other groups, 50-odd (7) _____ who do not want to become managers and some other graduates formerly recruited among the school-leaver market.

CHARACTERISTICS OF SUITABLE CANDIDATES

Pre-selection is done based on information submitted by interested candidates on an application form. On the whole, the bank is interested in all-rounders, rather than people who only have excellent (8) _____. Their degree subject is (9) _____. To be considered, interested candidates should be taking or have taken part in union activities and/or (10) _____.

3 Discuss these questions in pairs or threes.

- Are recruitment procedures similar in your country/sector?
- How effective do you think this system is?
- What do you think about the criteria upon which candidates are pre-selected by NatWest?

4 Look at the sentences below and at the jobs being advertised. Which job(s) does each sentence refer to? For each sentence, mark one or more advertisements.

A

EXECUTIVE SECRETARY

We wish to appoint an executive secretary to manage the final year of a major academic project in a leading business school. The post is partly paperwork-oriented, and duties will include co-ordinating the director's workload, correspondence, dealing with day-to-day bureaucracy, managing the budget (invoices, expenses and so on), writing up reports, making meeting and travel arrangements, developing websites, keeping a record of borrowed books and articles, and so on.

You will be an efficient team member with initiative and good organisational skills. You will know how to be diplomatic and filter correspondence and contacts, especially when the director is absent. You will thus need to be proficient in word-processing, accounting and database software programmes as well as in the use of the Internet.

B

**U
R
G
E
N
T** **MARKETING SERVICES ASSISTANTS REQUIRED**

We are a dynamic, rapidly expanding company and are now looking for graduates for our Marketing Services Department. Our team is full of talented, creative, dynamic people who are encouraged to innovate and whose skills and contribution are valued.

The right applicants will be responsible for the collation and analysis of data we receive from our customers. You will need to have a head for figures and a good grasp of spreadsheets. In other words you will be computer-literate and highly numerate, with strong analytical and communication skills. You will be an excellent planner and time manager, able to work to tight deadlines. An ability to work on your own as well as in a team is essential.


C

IT Support Person

We wish to employ an IT person to support our partnership of international economics consultants. Responsibilities will include developing business notes in our office systems programme and managing our network. The position requires someone who has some experience with IT systems and can demonstrate an ability to make a rapid contribution to our business performance.

Knowledge of at least one widely used language other than English is a must, as the successful applicant will go on short overseas assignments to establish and support IT systems for our international project offices. In return, we offer a competitive salary with profit-related bonuses, not to mention the opportunity to join a stimulating and successful company.

- 1 You need to be good at maths to get this job. _____
- 2 If you are not an experienced user of the world wide web, do not apply. _____
- 3 If the company does well, you'll earn more. _____
- 4 You need to be able to work on your own. _____
- 5 You have to be willing to travel. _____
- 6 If you don't know how to be tactful, do not apply. _____
- 7 You have to be good at organising your time in this job. _____

5  Listen to three extracts in which people refer to the jobs advertised. Match the jobs with the conversations.

- 1 _____ 2 _____ 3 _____

6 Now listen again and match the extracts with the situations below. You will not need to use all the situations.

- a) Someone enquires about a job. _____
- b) Someone has been asked to submit proof of CV details. _____
- c) Someone has been offered a job. _____
- d) Someone wants to turn down a job. _____
- e) Someone is being interviewed for a job. _____

WRITING TIPS

Covering letter for a job application

The key objective of a covering letter is to inform the prospective employer of your interest in and suitability for the job. In the letter, you will need to make yourself look professional, build goodwill and offer a glimpse of your personality.

The greeting: If possible, find out the name of the person who is going to read the letter. Alternatively, use the *Dear Sir/Madam* or *To Whom It May Concern* formulae.

The opening of the letter should sound positive and enthusiastic. It must include a reference to the job being sought and should mention how you found out about the position (the more personal the better, especially if somebody you know has suggested that you apply for the position).

The body of the letter should contain from one to three paragraphs and must answer the question: Why should you be selected for the job? So in terms of content, you will need to describe your skills and personality traits and say why and how they can benefit the employer.

The close: Refer to your CV and any other attachments being included. Be action-driven and request an interview. State when and where you can be reached.

End appropriately, eg *Yours sincerely*.

- 1 Look at the covering letter below. Check to see that it follows the tips above.

**24 Kimberley Road
Sheffield S2 2AD**

Ms K Amiksson
Human Resources Department
ETM Ltd
Taylor House
Clifton Road
Nottingham NG25 0PR

Dear Ms Amiksson,

I am most interested in applying for the position of Junior Product Manager advertised in the Canterston University Job Centre. Gordon Jeffers' description of your company and the job made the position sound like an exciting opportunity, and one which seems to match my skills and experience.

I am about to complete my degree in Business Administration at university and am eager to work for a company with a proven track record in its sector. Part-time employment has given me useful insights into the working world and I have been able to apply what I have learnt on the job to my studies and vice versa. This is one of the reasons I feel I would be suitable for the position you are offering.

I have also taken part in university activities. I am a member of the tennis club and play for one of the university's basketball teams as well. I play the guitar and am an active member of the BdaB Jazz Club.

I am imaginative and reliable. I have an analytical mind and up-to-date computer skills. I speak two foreign languages quite fluently (French and Arabic).

In support of my application I have attached my CV and references. I am keen to pursue this application and would appreciate the opportunity to discuss my application in an interview. I can be reached during business hours on 609 399 299.

Yours sincerely,

Hannah Price

Ms Hannah Price

- 2** Write a covering letter for one of the jobs on page 7.
- 3** In a job interview, the interviewer may ask a wide range of questions. Below are some questions that are often asked. In pairs, discuss how you would answer the questions in an interview.
- What would you say are your (most significant) educational achievements?
 - What did you learn while you were studying that will help you in this job?
 - Can you describe if and how you met deadlines while you were studying?
 - Would you be willing to undertake training, even if this takes place in your free time?
 - What are your greatest professional achievements to date?
 - To what extent are you analytical and/or creative and could you give us an example to demonstrate this ability?
 - Do you prefer to work on your own, or as part of a team?
 - What qualities do you think this job requires?
 - Why do you think we should employ you?
 - Where do you want to be in ten years' time?
- 4** Are there any questions in Exercise 3 you did not wish to reply to? Give reasons. Think of other questions you could be asked and how you would reply.

- 5** This role play is for two speakers.

Choose one of the jobs mentioned in this unit or choose an advertisement from another source (eg a newspaper, the Internet).

A is applying for the job. B works for a recruitment agency and will interview A.

A looks at this page. B turns to page 76.

SPEAKER A

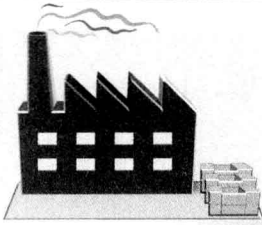
The job you have applied for is one of three you have been short-listed for. Decide why you would be suitable for this job and how you would answer questions like those in Exercise 3 above.

You are looking for a job with an above-average salary and good prospects for promotion, in a company which values its employees. You would like to start your new job after the summer break as you have planned (and paid for) a holiday in Australia in August.

Ask about:

- salaries
- working hours (some companies offer four-day working weeks in summer)
- fringe benefits
- promotion possibilities
- whether you will work in a team
- when the job starts

UNIT 2



Asking about and describing companies

Requesting and checking information

Describing growth

Business plans

From small beginnings

从小企业做起

KEY VOCABULARY

Complete the definitions below with words or expressions from the box. You may have to alter the terms to make the definitions grammatically correct.

cash flow management	break even	facilities	capitalisation
lending agency	executive summary	cash flow	premises

- 1 In its role as a _____ a bank lends money for a number of purposes and in different forms which include mortgages, start-up loans and overdrafts.
- 2 When calculating the viability of a business, the future business person needs to forecast how much money will be coming into the company and how much is going to be spent on purchases and overheads. This movement of money is called _____.
- 3 _____ involves planning and distributing this income and expenditure so that there is no shortage of money at any one stage.
- 4 When income is equal to expenditure (in other words, when a company is neither making a profit nor a loss), we say the company is _____.
- 5 _____ normally refer to buildings where economic activity takes place.

A

Reading

- 1 Answer these questions before you read.
 - 1 What do you think the average failure rate is among new businesses?
 - 2 What is a business plan and what does it consist of?
 - 3 How long should it be?
 - 4 How long can it take to write?
 - 5 Why is it necessary to have a plan?
- 2 Now read the text on page 11, which is about setting up a business. It comes from a booklet for aspiring business owners and entrepreneurs. Choose a suitable heading for each section from the options given.
- 3 Go back and look at the questions in Exercise 1 again. Have your answers changed?
- 4 Which of the following is the best summary of the text?
 - a) If would-be entrepreneurs do not have a business plan they are likely to fail.
 - b) A business plan can help to guide a would-be entrepreneur along a safer route to profitability.
 - c) A business plan guarantees success.

A THE UNITED STATES: SUCCESS FACTORS / BUSINESS START-UPS: THE FACTS / SMALL BUSINESSES

According to a recent poll, one in every four Americans thinks about creating their own company and every year, one million people in the United States do start a business. Of those new business ventures, a third last less than six months, and by the end of the first year 40 per cent will have closed. Between 75 and 80 per cent of new small businesses close by the end of the fifth year and fewer than 10 per cent will last longer than ten years.

The average small business owner fails almost four times before finally succeeding. Nonetheless, there are statistics to support the American dream: according to the United States Internal Revenue Service, 89 per cent of citizens earning more than \$50,000 per annum are small business owners.

B THE CAUSES OF FAILURE / THE SYMPTOMS OF FAILURE / THE RATIONALE OF FAILURE

Businesses fail for a variety of reasons. The most commonly cited reasons are lack of experience coupled with lack of basic marketing and budgeting skills; under-capitalisation; poor cash flow management; poor choice of location; incompatibility of personality with the business or with partners — in short, a lack of business knowledge.

C LIVE AND LEARN / HOW TO START / BUSINESS PRACTICE

There are at least three ways to gain business expertise. One way is to buy into a franchise. A well-organised business franchise operation sells much more than a product: it sells a system to succeed in the business. Another method is trial and error. Failing in business becomes a lesson learned. However, the most effective way is to learn from others.

D PAPERWORK FIRST / OBTAINING FINANCE / PLANNING IS ESSENTIAL

Many business failures could have been avoided if the potential entrepreneur had thought out and written up a business plan beforehand. Often referred to by consultants as “roadmaps to success”, business plans can be vital, not only when starting up a business but throughout its life cycle. Most lending agencies require a detailed business plan before even considering a request for a start-up or growth loan. Comprehensive

yet easy-to-follow business plans serve not only to procure loans; they also have an invaluable diagnostic and developmental role to play in the early stages and later growth of a company.

E SUMMARIES / THE CONTENTS OF A BUSINESS PLAN / WHAT THE BUSINESS PLAN DOES

The plan should start with a short but engaging executive summary followed by a bird's-eye view, rather than a technical description of the company. This will specify the sector, location and purpose of the company as well as briefly describing the state of the industry.

The remainder of the plan falls under three subheadings: **Operations**, **Marketing** and **Finance**.

Operations means detailing production requirements, facilities, flexibility and know-how.

Marketing will have two separate sections. First there will be an analysis of the demand and competition in the market. Secondly strategy will be described.

The **financial plan** includes an analysis of profitability, cash flow, breakeven, cash and capital management and financial arrangements and projections. There should be a narrative description supported by realistic financial calculations.

This will be followed by a summary, a conclusion and appendices with names of customers, references, qualifications and so on. All this should be presented in a logical order and be no longer than 25 pages. The plan should be written bearing in mind who and what the plan is for.

F SOURCES OF ADVICE / PROCESS AND PRODUCT / TIMES HAVE CHANGED

The planning process is as important as the plan itself, if not more so. It is estimated that it takes an average of 200 hours to write a good business plan. Getting advice is essential. In the past, bank managers would sit down with a client and talk things through. Many banks do have a department to help people get started, some offer workshops, and many offer free start-up guides. But advice is often sought elsewhere. There are several good sites on the Internet. Business associations and government bodies often have a free or low-cost advisory service. Accountants and business consultants can also be contracted to help assess and consolidate ideas.


Whatever option is chosen, the aspiring business owner must feel comfortable with the advice giver.

- 5 Discuss the text in pairs. Does anything surprise you? Would you add any other advice? Apart from planning, what elements do you consider to be the most important for business success?

B**Listening****KEY VOCABULARY**

The vocabulary below will help you to understand the five case studies presented in this section. Match the words on the left with the definitions on the right.


- | | |
|-----------------|--------------------------------------------------------------------------------------|
| 1 sole trader | A a business partnership formed for a particular purpose |
| 2 hallmark | B a company owned by one person |
| 3 joint venture | C rent a property or machine |
| 4 mill | D a template, cast form or shape which is used to make identical objects |
| 5 mould | E a factory or building with machinery for grinding wheat, processing wood pulp, etc |
| 6 lease | F a mark or characteristic of excellence |
| 7 takeover | G gross sales |
| 8 turnover | H when one company buys a controlling interest (over 50%) in another |

1  Listen to five extracts which describe the development of five companies. Identify the sector each company operates in. Choose from options A–H.

- | | |
|---------|--------------------------|
| 1 _____ | A automobile components |
| 2 _____ | B food |
| 3 _____ | C hotels and restaurants |
| 4 _____ | D household appliances |
| 5 _____ | E leasing and rentals |
| | F plastics |
| | G real estate |
| | H finance |

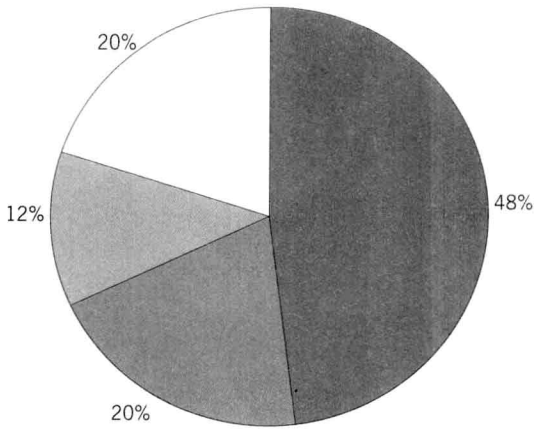
2 Listen to the extracts again. Match the statements below with the extracts. There are two statements for each extract.

- If this company had not changed its strategy it might not have survived. _____
- The company has had few, if any, industrial accidents. _____
- The owner's expansion strategy was counterproductive. _____
- The owners of this company sold it to a larger concern. _____
- This company's success started with a trip abroad. _____
- The owners were not able to handle a larger version of the business. _____
- This business belongs to a sole trader. _____
- This company was given a prize for the design of its products. _____
- This family company is still making the product that changed the course of the business. _____
- The owners sold out and are no longer involved in the business. _____

3  When talking about company growth, a number of areas can be focused on, eg turnover, production, productivity, number of outlets, branches, factories. Can you think of any others?

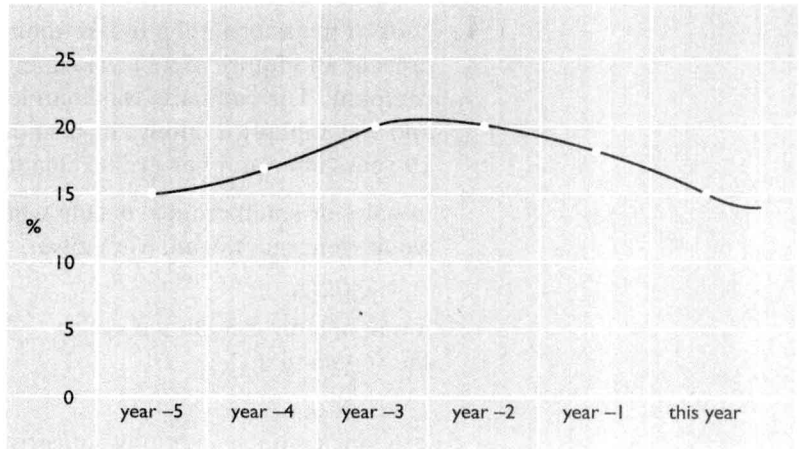
Listen to five short extracts in which the growth of companies is described. First match each extract with one of the graphs on page 13. (One of the graphs is not used.) Then write down the words and phrases you hear that justify your answers.

A **Market share — sunglasses**

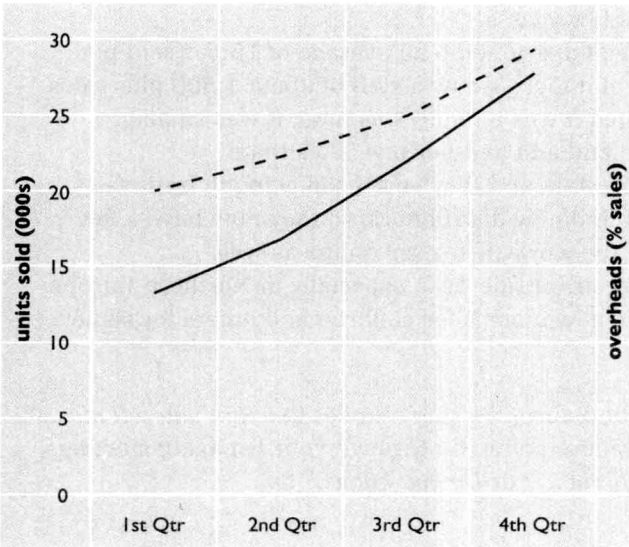


■ Manooste ■ Man Ray ■ Barneets ■ others

B **Market share — sunglasses**

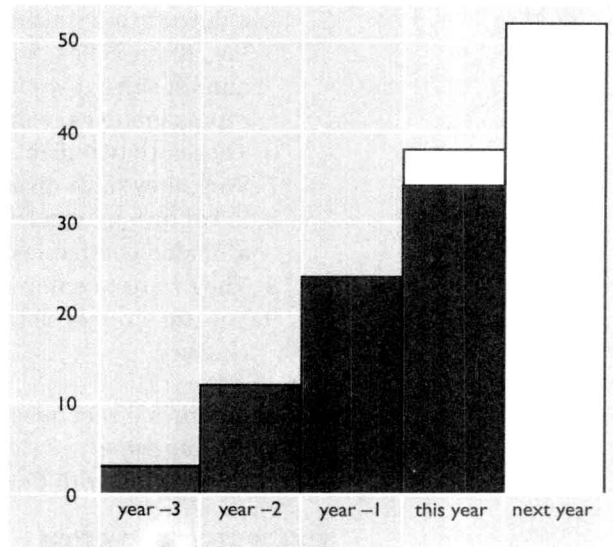


C **Sales and overheads**



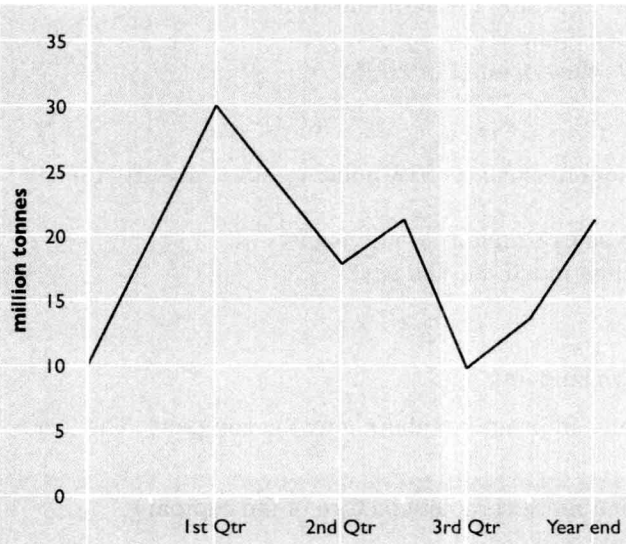
— units sold - - - % overheads

D **Number of outlets**

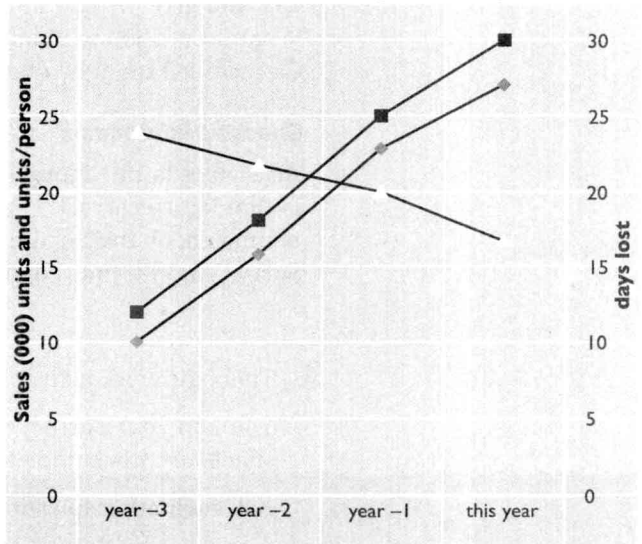


■ outlets □ projected

E **Cement sales: South American Division**



F **Sales and labour productivity**



■ car sales ■ output/person - - - absenteeism

Speaking and writing

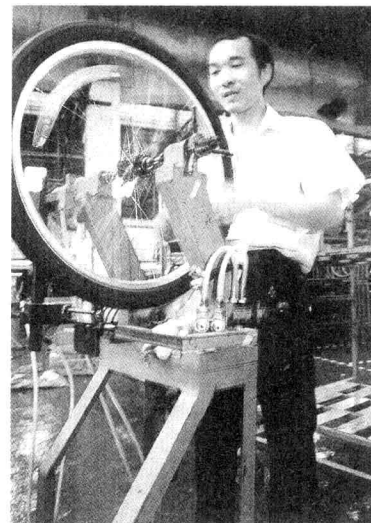
- 1 Look at the information below about the past, present and future of a bicycle manufacturing company. The company was founded in 1976 and was initially a family concern. It went public 19 years later and has grown steadily since then.

In pairs or small groups, decide what questions would generate the answers given.

For example:

It manufactures folding bicycles. — *What does the company do?*

- 1 In 1976.
 - 2 It started out as a family concern, but now it trades its shares on the stock exchange.
 - 3 Since 1995.
 - 4 Well, the company grew steadily for the first five years or so and then there was a downturn in business for a few years.
 - 5 Yes, it did. Sales, for example, have gone up an average of 15 per cent per annum since it went public, and there's now a staff of about 1,500 plus sales representatives, whereas when it was a family business, it was smaller.
 - 6 There are two plants in Thailand and another one in Vietnam.
 - 7 Well, they have distributors in Asia and they've started going to trade fairs to capture new markets and find new distributors, so they now have a few affiliated companies around the world. They sell online as well.
 - 8 They want to enter new markets outside Asia, especially in Northern Europe.
 - 9 Yes, they're developing some new models for children and others for senior citizens.
- 2 Sometimes direct questions sound abrupt. Using phrases like *Can you tell me ...?* or *Do you know ...?* can sound more polite. Go through your list again starting each question with *Can you tell me ...?* or *Do you know ...?*



KEY EXPRESSIONS

Requesting information

Can you tell me something about how the company started up?
 Can you give me any information regarding their annual turnover?
 What do you know about their distribution?
 Can you tell me how many outlets they opened in 2006?

Checking information

According to my figures, the annual turnover is \$18 million. Can you verify that /
 Is that figure correct?
 Let me check that again: did you say 18 million — one eight?
 Sorry, I didn't quite catch that. How much did you say?

- 3 This pair work activity is for two students.

You and your partner will receive information about a textile company. The fact sheets are not complete.

Ask each other questions to get a more complete picture of the company.

A looks at page 15. B turns to page 76.