

高等学校商务英语系列教材

总主编 杨翠萍



新编商务英语 阅读教程

谢丹焰 主编

(第1册)

Business English Reading

Book One

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商务英语阅读教程

第1册

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内 容 简 介

本教材共 10 个单元, 每单元由 3 部分组成: 主课文 (Text A)、副课文 (Text B) 和案例分析 (Case Study)。

本教材选材新颖, 内容丰富, 专业面广, 实用性强, 可供高等院校经贸和商务英语专业的学生、具有相应英语水平的商务工作者及商务英语爱好者学习使用。

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前言

《新编商务英语阅读教程》是针对高等学校商务英语专业及经贸等其他专业的学生编写的复合型英语教材,也可供具有相当程度英语水平的商务工作者和英语爱好者学习和参考。

本教材以专业英语(ESP)的教学原则为指导,以现代外语教育对教材的意义和功能的更新理念为依托,将商务英语技能的培养和相关学科专业知识的学习有机结合,满足了学生在专业和英语两方面的学习需求,是培养复合型和应用型人才的语言实践课教材。

本教材的编写人员广泛听取了来自英语教学专家、商务专业人士和教学一线广大师生的意见和建议,结合国外相关教学领域最新的研究成果,对教材的组织构架、材料选择和练习设计等方面进行了大量的创新性探索。本教材具有以下特点。

1. 选材新颖,内容涵盖面广。本教材精选世界著名商务英语报纸、杂志、网站及学术刊物的英语原文,内容涵盖国际经济贸易和国际商务的各个重要领域,如商业谈判、公共关系、人力资源、企业社会责任、品牌战略、商业策略、电子商务、知识产权、国际贸易、危机管理、物流、货币和保险等。选材不仅涉及世界经济中最具代表性的国家、区域和经济体,而且注重内容的时效性、趣味性、专业性和语言质量,以最新、最典型的商务英语素材为学习者提供了鲜活的语言学习内容。

2. 练习注重多样性和互动性。本教材兼顾社会需求、专业培养目标、学生的认知程度和语言技能,精心设计了形式多样的练习活动。每单元有主、副两篇课文和一篇案例分析文章;练习包括阅读理解练习、重点词汇和词组练习及案例讨论练习等,其中阅读理解练习尤其注重训练学生的批判性思维能力和思辨能力,案例讨论练习则侧重培养学生的自主学习能力及探究、合作、分析和解决问题的能力。本教材突出任务教学法和启发式教学法,设计的活动有同伴讨论、小组讨论、大组汇报、班级辩论、个案讨论和调研汇报等;此外,还有与单元主题相关的专业扩展练习,旨在帮助学生巩固和扩大商务英语语言知识并提高其商务交际的能力。

3. 单元活动以点带面,突出实用性。每单元重点讨论、分析一个专题。通过各种原汁原味商务题材的文章,结合相关主题的案例分析,旨在激发学生的想象力和发散性、创造性思维,使其在提高商务英语阅读技能的同时,掌握一定的商务知识,熟悉商务实践的技能 and 策略,提高用英语进行商务活动的 ability。

本教材还提供所有单元练习详细的参考答案(电子版),以便于学习者及教师参考。

《新编商务英语阅读教程》共两册,每册10个单元,每单元由3部分组成:主课文(Text A)、副课文(Text B)和案例分析(Case Study)。全书内容充实,结构有序。教师可根据学生的实际阅读能力灵活使用本教材。每单元建议安排2~3个课时完成;根据

学生阅读的兴趣和实际情况，可选主课文 (Text A) 或副课文 (Text B) 作为课堂教学内容，另一篇作为课外阅读；案例分析 (Case Study) 可采取课外调研、课上讨论汇报的形式。

《新编商务英语阅读教程》由华东师范大学和上海对外经贸大学等高校多名具有丰富商务英语教学经验的教师通力合作编写而成。在编写过程中，国内外外语教学专家的教学理论和方法给予了我们很多的启示；出版社的领导和编辑同志在付梓前仔细编审，精心设计，在此全体编者一并表示衷心的感谢。

本教材从内容到形式有许多大胆的尝试，难免有不妥或疏漏之处，欢迎外语界专家、同仁及广大师生批评指正。

《新编商务英语阅读教程》编写组

2015 年 7 月

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Business Negotiation

The art of negotiation is definitely a skill that's worth acquiring. More importantly, it's a skill any entrepreneur can acquire given the right understanding of their market, business, and most importantly, who they are dealing with. Negotiation is ubiquitous. It is a technique of discussing issues among oneself and reaching to a conclusion benefiting all involved in the discussion. It's also one of the most effective ways to avoid conflicts and tensions. We work in even more interdependent ways nowadays. Nobody can accomplish anything alone, which means we often help each other at work — and just as often get in each other's way or run into conflicts and problems. This justifies why business that negotiates better generally grows and prospers faster than others. Win-win negotiation occurs when both parties try to come to an agreement. This is in contrast to hardball negotiation, in which negotiation is handled in a confrontational manner; this type of negotiation can be harmful to long-term relationships. Business negotiations must take into consideration the goals of both parties, alternative plans of action in case no one comes to an agreement, the relationship between the two negotiators, possible consequences and benefits that can occur as a result of the negotiation, possible compromises, and how much power each individual has in the business relationship. In this unit, Text A shows how to take advantage of setting the negotiation tables before the negotiations even start, while Text B offers us some specific instructional tips in winning the negotiations.



Getting Started

What are the major characteristics of successful business negotiators? Below is a list of the most agreed upon skills needed for successful business negotiators. Discuss with your partner and select five most important qualities and skills from the following list. Then share the reasons for your choices.

To be a successful business negotiator, one needs to have:

- Ability to think clearly under stress
- General practical intelligence
- Strategic planning skills
- Personal integrity
- Ability to perceive and exploit power
- High aspirations
- Excellent communication skills (verbal and non-verbal)
- Strong self-confidence
- Open-mindedness and flexibility
- Ability to keep one's goals and set limits to the negotiation
- Creative and innovative spirits
- Ability to identify opportunities
- Skills to discover how their counterparts are feeling and thinking
- Genial, civil, yet agreeable manner of speaking
- Patience and humor



Text A



Musashi-Style Negotiations in Business

— Set the Game Board before the Battle Begins^①

By Eric Basu

1 There are many **analogies** that have been made between business and **combat**, particularly in the area of negotiations. Unfortunately, many of these analogies focus on how one must be as ruthless in business as they would in a life or death situation on the battlefield, with no thought given to honor, morals, or **quarter** given **in pursuit of** business goals. This results often in an **amoral** approach to business which is both unnecessary and unproductive, both from a monetary and a personal growth standpoint.

2 One analogy between combat and business that is very applicable is **setting the stage for** negotiations. One skill that most entrepreneurs will need to have to some degree is the ability to negotiate. Whether negotiating with potential employees, investors, business partners or customers, negotiation is an **inescapable** part of running one's own business. A negotiation, much like a battle, when played well will begin to be executed long before the battle or negotiation actually begins. To use **board games** as a **metaphor**, the setup of the game board is key. Unlike a game specifically designed to start with a sense of balance, such as chess, where the game board is forced to effectively be the same for both parties at the beginning, negotiation or battle generally consists of so many variables that the game board can be set up to favor one side by **manipulation** of those variables. Effective **combatants** and negotiators know this **instinctively**.

3 Sun Tzu^② discussed the idea of setting up the battlefield throughout many of his writings. At Basic Underwater Demolition/ SEAL school (BUDS), there is a saying **engraved** over the doors, "The more we sweat in peace, the less we bleed in war", from Vijaya Lakshmi

analogy /ə'nælədʒi/ *n.* 相似; 类比

combat /'kɒmbæt/ *n.* 搏斗; 论战

quarter /'kwɔ:tə(r)/ *n.* (军事) 驻地

in pursuit of 追求; 寻求

amoral /,ei'mɒrəl/ *a.* 无道德感的

set the stage for 为……创造条件; 为……做好准备

inescapable /,ɪn'skeɪpəbl/ *a.* 不可避免的

boardgame /'bɔ:dgeɪm/ *n.* 棋类游戏

metaphor /'metəfə(r)/ *n.* 隐喻; 象征

manipulation /mə'nɪpjʊ'leɪʃn/ *n.* 操纵

combatant /'kɒmbətənt/ *n.* 斗士; 争斗者

instinctively /ɪn'stɪŋktɪvli/ *ad.* 本能地

engrave /ɪn'ɡreɪv/ *v.* 雕刻

① This text is taken from *Forbes* by Eric Basu on May 5, 2013.

② Sun Tzu: 孙武, 孙氏, 名武, 字长卿, 后人尊称其为孙子、兵圣, 是中国古代著名军事家, 著有《孙子兵法》。

Pandit^① (1900-1990), an Indian diplomat. I read this as the more we prepare for battle, not just by training but by setting up the game board, the less we will bleed in combat.

4 My Muay Thai^② instructor, Bounnaphon Makthepharaks, or Kru Mark as we know him, is a **war-seasoned** combat veteran and Muay Thai master. While instructing my youngest son, Zachary, the other day he told him that whenever facing an opponent, whether on the street or in the gym, to always make note of where the light is coming from and have your back towards it so that you will have a slight advantage over your opponent as he has to **squint** against the light. Kru Mark, a true **warrior**, understands instinctively about “setting up the game board” before combat begins.

5 There is another great **anecdote** of Miyamoto Musashi^③ and Sasaki Kojiro^④, rival **samurai swordsmen** in **feudal** Japan. Musashi challenged Kojiro to a **duel** on the Island of Ganryu^⑤. Musashi arrived three hours late, and fought only with a wooden sword (or bokken) that he had carved from the oar of the boat upon which he had arrived. Kojiro was **enraged** that Musashi would be late, and that he would challenge him with only a wooden sword. Mushashi won the duel, killing Kojiro. One take of this story is that Musashi was so good that he was completely unconcerned about the duel and arrived at his own leisure, with a wooden sword that he **fashioned** as an afterthought since his opponent was so far beneath him. Another possibility is that Musashi **deliberately** arrived late to **disconcert** his opponent, used only a wooden sword to further unbalance him, and used the psychological advantage he created, along with his **formidable swordsmanship**, to win the duel. Musashi set up the game board so that it was stacked in his favor before his opponent's sword had even

war-seasoned /wɔːsɪznd/ *a.*
富有战争经验的

squint /skwɪnt/ *v.* 眯眼看
warrior /ˈwɒrɪə(r)/ *n.* 武士;
军人

anecdote /ˈænɪkdəʊt/ *n.* 趣
闻; 轶事

samurai /sæmʊraɪ/ *n.* (日本)
武士

swordsmanship /ˈsɔːdzmənʃɪp/ *n.* 剑
客

feudal /ˈfjuːdl/ *a.* 封建的

duel /djʊəl/ *n.* 决斗

enrage /ɪnˈreɪdʒd/ *v.* 激怒

fashion /ˈfæʃn/ *v.* 制作

deliberately /dɪˈlɪbəreɪtli/ *ad.*
故意地; 深思熟虑地

disconcert /ˌdɪskənˈsɜːt/ *v.* 使
仓皇失措; 使困惑

formidable /ˈfɔːmɪdəbl/ *a.* 强
大的; 可畏的

swordsmanship /ˈsɔːdzmənʃɪp/
n. 剑术

① Vijaya Lakshmi Pandit: 维贾雅·拉克什米·潘迪特 (1900—1990), 一般统称为潘迪特夫人, 印度政治领袖和外交家。印度民族主义领袖蒙蒂拉尔·尼赫鲁之女, 印度开国总理贾瓦哈拉尔·尼赫鲁之妹。她在印度自由运动中非常活跃, 在国内及国际上都享有较高的声望。

② Muay Thai: 泰拳, 是泰国的传统搏击技术, 特点是在极短的距离下, 利用肘、膝、拳、腿进行攻击, 是一种非常注重实用性和杀伤力的武术。

③ Miyamoto Musashi: 宫本武藏, 日本江户时代初期的剑术家、兵法家、艺术家, 是创立二天一流剑道的始祖。

④ Sasaki Kojiro: 佐佐木小次郎, 日本战国时代与安土桃山时代的武术家, 号岩流, 曾与宫本武藏在小仓岛上展开著名的决斗。本为民间故事和小说中的人物, 后来因为武藏的故事广为流传。

⑤ Island of Ganryu: 岩流岛, 同严流岛, 古称小仓岛, 位于日本山口县下关市关门海峡, 是宫本武藏和佐佐木小次郎于庆长 17 年 (1612) 4 月 13 日决斗之地。当时是丰前小仓藩领的船岛, 因武藏以计谋而非完全的实力取胜佐佐木小次郎, 人们为纪念佐佐木小次郎, 以其号“严流” (或“岩流”) 重新命名小仓岛, 岩流岛之名由此而来。

been drawn.

6 To take the metaphor of negotiation or combat as a game even further, if possible one should not only change the game board, but change the game. If someone is facing a chess master, change the game board to Go, or **checkers**. In **martial arts**, if facing a stand up fighter, take them to the ground, and vice versa. In negotiations, if your opponent uses physical **intimidation** tactics to **their advantage**, negotiate **telephonically** or even electronically so that their physical presence is not a factor, in other words, change the game from their game of physical intimidation to one of virtual communication. If they have **incredible** endurance and try to **outlast** their opponents, set a negotiating time period that is forced to be very short because of external circumstances or plane flights. One must be careful, however, not to change the game or rules so far as to lose the **buy-in** of the other party so that they just walk from negotiations. The negotiating term BATNA (Best Alternative To a Negotiated Agreement) is relevant here. You must predict accurately what the opponent's BATNA is and ensure that it does not exceed the benefits perceived **achievable** by the opponent from the negotiation gameboard.

7 There is a very good book on this style of negotiation called "3D Negotiation", used by the Harvard Business School^① for their executive classes on negotiation. I would highly recommend it for anyone who would like to learn to be a good negotiator. 90% of the work of the negotiation should go into the preparation **prior**, so that the actual work once the negotiation begins is simply continuing to guide the game to its **predetermined** end.

8 As with combat, the inexperienced negotiator is often **subverted** by **adrenaline** produced by fear, anger, or other emotions. The key to success is to have prepared sufficiently so that the normal biological reactions one experiences are **offset** through the preparation and setup of **a myriad of** factors that direct the negotiation to the desired end. Every entrepreneur and business leader should develop and practice their negotiating skills and style until they are second nature. The results will be noticeable in the success of the business. (961 words)

checkers /'tʃekə(r)z/ *n.* 西洋跳棋; 国际跳棋

martial arts 武术

intimidation /ɪnˌtɪmɪˈdeɪʃn/ *n.* 恫吓; 恐吓

to one's advantage 对某人有利

telephonically /ˌtelɪˈfənikli/ *ad.* 用电话(机)地

incredible /ɪnˈkredəbl/ *a.* 难以置信的

outlast /ˌaʊtˈlɑːst/ *v.* 比……长久; 比……活得长

buy-in /ˈbaɪ,ɪn/ *n.* (股)买进; 认可

achievable /əˈtʃiːvəbl/ *a.* 做得成的; 可完成的

prior /ˈpraɪə(r)/ *ad.* 在前, 居先

predetermined /ˌpriːdɪˈtɜːmɪnd/ *a.* 预先确定的

subvert /səbˈvɜːt/ *v.* (暗中)破坏; 搅乱

adrenaline /əˈdrenəlm/ *n.* 肾上腺素; 刺激物

offset /ˈɒfset/ *v.* 抵消

a myriad of 大量的; 无数的

① Harvard Business School: 哈佛商学院, 简称 HBS, 是世界最著名的商学院之一, 早先名为“哈佛大学工商管理研究所”, 是常春藤联盟商学院之一, 也是美国培养企业人才的最著名的学府, 被美国人称为是商人、主管、总经理的西点军校。



Notes

1. **Musashi-Style Negotiations in Business — Set the Game Board before the Battle Begins** (Title)

☞ Miyamoto Musashi was a Japanese swordsman who was known for his excellent swordsmanship in numerous duels. Musashi-style negotiation in business echoes with Musashi's swordsmanship so as to get prepared well in advance for a winning outcome.

2. **Basic Underwater Demolition/SEAL** (Para. 3)

☞ BUD/S is a 6-month SEAL training course held at the Naval Special Warfare Training Center in Coronado, CA. You'll start with five weeks Indoctrination and Pre-Training as part of a Navy SEAL Class, and then go through the Three Phases of BUD/S.

3. **...used only a wooden sword to further unbalance him...** (Para. 5)

☞ ... (he) used only a wooden sword as a sign of confidence as if he could defeat the opponent with a wooden sword, which scared the opponent even more.

4. **To take the metaphor of negotiation or combat as a game even further, if possible one should not only change the game board, but change the game.** (Para. 6)

☞ To think of negotiation as a combat game, one should not only try to make one's position better, but also try to take control of the negotiation process.

5. **In martial arts, if facing a stand up fighter, take them to the ground and vice versa.** (Para. 6)

☞ The strategy to win a fight in martial arts (or any other games or negotiations) is to exploit any advantages that the opponent might have.

6. **BATNA (Best Alternative to a Negotiated Agreement)** (Para. 6)

☞ In negotiation theory, the Best Alternative to a Negotiated Agreement or BATNA is the course of action that will be taken by a party if the current negotiations fail and an agreement cannot be reached. BATNA is the key focus and the driving force behind a successful negotiator. A party should generally not accept a worse resolution than its BATNA. Care should be taken, however, to ensure that deals are accurately valued, taking into account all considerations, such as relationship value, time value of money and the likelihood that the other party will live up to their side of the bargain. These other considerations are often difficult to value, since they are frequently based on uncertain or qualitative considerations, rather than easily measurable and quantifiable factors. (谈判协议最佳替代方案)

7. **"3D Negotiation"** (Para. 7)

☞ While most negotiation books focus on face-to-face tactics, this book reveals a 3D approach which focuses on the setup of negotiations. Before showing up at a bargaining session, 3-D Negotiators ensure that the right parties have been approached, in the right sequence, to address the right interests, under the right expectations, and facing the right consequences of walking

away if there is no deal. This new arsenal of moves away from the table often has the greatest impact on the negotiated outcome.

8. **...until they are second nature.** (Para. 8)

☛ ...until one could make negotiating skills and style an innate ability.



Exercises

Critical Analysis

The text can be roughly divided into four parts. With the first paragraph serving as an introduction, the author cites the metaphor comparing business negotiations with combat. The second part consists of the following four paragraphs where the author points out his main analogy. To take his analogy to a further degree, the author uses the third part to elaborate. The last part is the conclusion. Now go through the text carefully and then complete the following chart with the hints provided below.

Part I (Para. 1)
Introduction



Many analogies have been made between business negotiation and combat; however, they focus on:

.....
.....



Part II (Paras. 2-5)
Main Analogy



One applicable analogy:

.....

First Example:

.....

Second Example:

.....

.....



Part III (Paras. 6-7)
Elaboration



To take the analogy further:

In martial arts:

"3D Negotiation" style:



Part IV (Para. 8)
Conclusion



Critical Thinking

Discuss the following questions with your group members.

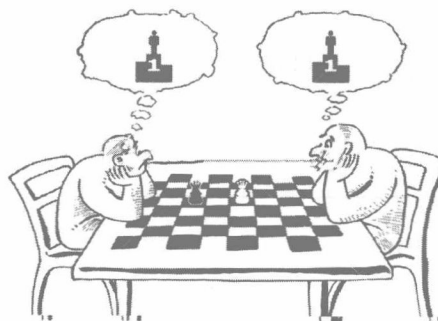
- As mentioned by the author in the article, winning the negotiation is like defeating your opponent in a board game. The setup of the game board is the key to success. However, unlike board games which are specifically designed to start with a sense of balance, negotiation generally consists of variable factors that can be used to manipulate the negotiation to favor one side. What are some strategies in setting up the negotiation table to help in achieving a winning outcome?

➤ _____

➤ _____

➤ _____

➤ _____



2. Like what is described in the following caricature, negotiating electronically not only preserves one's advantage of thorough preparation, but also avoids physical intimidation. To take the metaphor of negotiation as a game even further, could you list some of your ideas of how you would like to change the game to increase your chance of success?

➤ _____

➤ _____

➤ _____

➤ _____



"Could we finish these negotiations via e-mail?
That will allow me to think before I respond to
your proposals."

3. Besides changing the game board and the game style, do you have any other ideas for creating your unique strategies in business negotiations?

➤ _____

➤ _____

➤ _____

➤ _____

Academic Vocabulary

- I** Match the words from the text in Column A with their synonyms or near-synonyms in Column B. Then fill in the blanks of the sentences below with the proper forms of these words.