

英国剑桥大学考试委员会推荐

新编剑桥商务英语 (高级)

PASS *Cambridge* BEC3

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BEC 3

新编剑桥商务英语

(高级)

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出版说明

剑桥商务英语证书(BEC)考试是教育部考试中心和英国剑桥大学考试委员会合作举办的权威性考试。BEC 考试共分三个等级:BEC1(初级)、BEC2(中级)和 BEC3(高级)。该系列考试是一项水平考试,它根据商务工作的实际需要,从听、说、读、写四个方面对考生在商务和一般生活环境下使用英语的能力进行全面考查,对成绩及格者提供由英国剑桥大学考试委员会颁发的标准统一的成绩证书。由于该证书的权威性,已成为在所有举办该考试的一百多个国家和地区求职的“通行证”。

由剑桥大学考试委员会和教育部考试中心海外考试处推荐,英国 Summertown 出版社出版的《新编剑桥商务英语》是目前惟一一套专为剑桥商务英语证书考试而编写的教材。它以 BEC 考试大纲为编目,以现代商务活动为素材,内容与考试联系紧密,除对课文进行详细讲解外,还辅以大量的自测练习、听力练习、对话练习和答案,既适合教学又适合自学,是一套不可多得的最新版本的考试用书。本套教材包括 BEC 三个等级的学生用书、音带和教师用书,其目的是为考生应试提供全面有效的学习指导。

本套教材由英国 Summertown 出版社授权经济科学出版社在中华人民共和国境内独家出版。

2001 年 1 月 10 日

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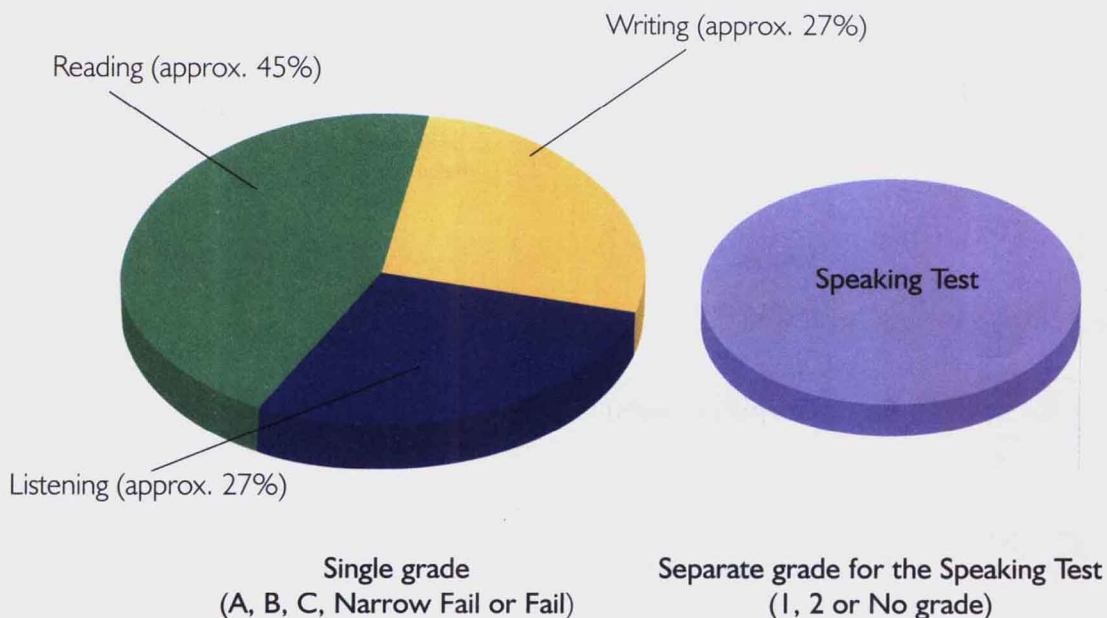
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Listening, reading

Introduction

Cambridge Business English Certificate 3

Successful Cambridge BEC 3 candidates receive two grades: one for Reading, Writing and Listening, and one for the Speaking Test.



An overview

The following table gives an overview of the different parts of the examination, how long they take and what they involve.

Test	Length	Contents
1 Reading & Writing	100 minutes	Reading: 6 parts Writing: 2 parts (short description of a graph, formal letter or short report)
2 Listening	40 minutes	3 parts Approx. 15 minutes of listening material played twice plus time to transfer answers
3 Speaking	15 minutes	3 parts (personal information, collaborative task and short talk) 2 examiners and 2 or 3 candidates

Important Cambridge BEC 3 dates

Your teacher will give you some important dates at the start of your course. Write these dates in the boxes below.



Cambridge BEC 3 examination

Your teacher will give you the dates of the written papers but can only give you the date of the Speaking Test after your entry has been confirmed by Cambridge.

- PAPER 1 Reading & Writing Test

- PAPER 2 Listening Test

- Speaking Test (to be confirmed)

Between

and

Entry date

This is the date by which the examination centre must receive your examination entry.

- Entries must be confirmed by

Grades and certificates

Cambridge sends out results approximately seven weeks after the examination. Successful candidates receive their certificates about four weeks after that.

- Results should be available by





Preparing for Cambridge BEC 3

- 1 Look at the following activities which you are going to do on your BEC 3 course. Which two are you most confident about? Which two are you least confident about? Why?

- answer questions on business-related texts
- focus on the structure and organisation of texts
- proof-read short texts

Reading

Writing

- describe graphs
- write formal letters
- write short reports

- complete notes from presentations
- identify the main ideas from short extracts
- answer questions based on interviews

Listening

- talk about yourself and your job
- discuss problems and reach agreement
- give short talks

Speaking

Language

- review grammar structures
- expand general business vocabulary
- learn useful phrases for writing and speaking

- 2 Which of these are useful for your current job or may be useful in the future?

Quiz: Pass Cambridge BEC 3

1 Where would you find the following in this book? Write the unit or page numbers.

- 1 Information from a famous furniture retailer
- 2 A list of the top ten global brands
- 3 An exercise on articles
- 4 A tapescript of a presentation by a headhunter
- 5 Advice on writing reports
- 6 An exercise about linking words and phrases
- 7 A questionnaire about working from home
- 8 Advice on the language of agreeing and disagreeing
- 9 Helpful tips for each of the **Cambridge BEC 3** papers
- 10 A card exercise focusing on the language of trends
- 11 A **Self-study** vocabulary exercise on mergers
- 12 A checklist to help you evaluate your writing

Helping yourself succeed

1 Look at the areas below. Add further ideas for using your time outside lessons to help you improve your English skills. How could each activity help you in the exam?

Reading

Reading English language newspapers

Writing

Listening

Speaking

*Speaking to my foreign
colleagues in English*

Language

Work roles

Describing work roles

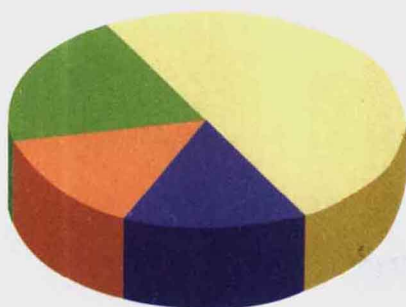
Speaking ① Work in pairs. Find out the following information about your partner.

- position
- responsibilities
- duties

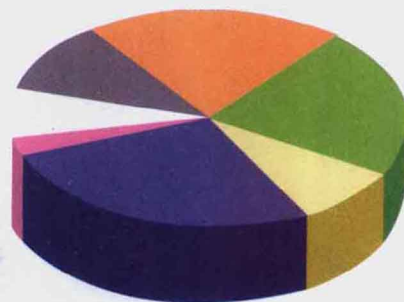


Reading 1 ② Read the brochure extract on the opposite page from the management consultancy Belbin Associates. How does the WorkSet system use colour to clarify work roles?

③ Look at the following pie charts and the WorkSet extract. How does the manager's brief compare with what the employee actually does?



Manager's brief to the employee



Employee's feedback on the job

④ A manager assigns the following tasks to different workers. Match each verb with one of the four core WorkSet colours.

schedule	support	operate	design	co-operate
assist	participate	comply	decide	follow

Think of another verb for each core colour.

What is WorkSet?

WorkSet is an advanced means of setting up jobs and developing employees in response to the changing nature of work. By adopting the use of colours, companies can specify the exact level of responsibility to be allocated to the key tasks that form an employee's job description. WorkSet replaces the often static job description with a more dynamic short-term job brief.

The employee interprets the manager's brief and uses it as a framework for approaching the tasks that make up the job. A feedback and review process then enables the manager to keep abreast of what the employee actually does and provides an opportunity to jointly assess performance, re-align the job and decide on the development needs of the employee.

Core colours



BLUE WORK refers to tasks an employee has to carry out in a prescribed way to an approved standard. Example: machining an engineering component to a specification.



YELLOW WORK involves personal responsibility for meeting an objective. Exactly how the work is done does not matter too much as long as the goal is achieved. Example: initiating procedures to reduce costs by 15%.



GREEN WORK refers to tasks that vary according to the reactions and needs of others. Example: helping the hotel service manager at times of peak occupancy.



ORANGE WORK involves shared rather than individual responsibility for achieving an objective. Example: contributing to a management team.

Employee feedback colours



GREY WORK refers to work which is incidental to the job and involves responding to situational needs. Example: being asked to entertain a visitor.



WHITE WORK refers to any new or creative undertakings outside the employee's formal duties which may lead to improvements. Example: revising standard customer service letters.



PINK WORK demands the presence of the employee but serves no useful purpose. Example: attending meetings where nothing new is learnt and no contribution to decision-making is encouraged.

Listening

5 Five people talk about their jobs. Listen and decide which improvement each speaker would most like to see.

- 1
- 2
- 3
- 4
- 5

- A more responsibility
- B more teamwork
- C fewer routine tasks
- D more flexible hours
- E fewer interruptions
- F clearer objectives
- G more creative work
- H more managerial support



Language ⑥ Look at the present simple and present continuous forms in the following sentences. Find further examples of these forms in the tapescript and discuss how they are used.

I **work** for the UK subsidiary of a Japanese company.

I **'m working** for a small leisure group on a one-year contract.

Speaking ⑦ Work in pairs. Use WorkSet to produce a pie chart describing your partner's job.

Report writing

Reading 2 ① Barrie Watson of Belbin Associates has just led a Team Leadership Workshop at Ekstrom Engineering. Read his report on the workshop. How did he use WorkSet?

Report on Effective Team Leadership Workshop

The aim of this report is to summarise issues arising from the recent Team Leadership Workshop at Ekstrom and recommend appropriate action.

Findings

The workshop began with an assessment of how the Ekstrom team leaders understood their roles. Perceptions ranged from assigning and checking other people's work to motivating others to do the work. This disparity clearly showed that the team leaders had different understandings of their roles and that Ekstrom therefore needed to communicate its expectations more explicitly.

In order to do this, Ekstrom identified key tasks and used WorkSet colours to illustrate the precise level of responsibility which could be allocated to each. A task such as communicating with the team, for example, might be approached in a variety of ways:

- I give my staff instructions every morning. (Blue work)
- I let my staff decide on the best approach for themselves. (Yellow work)
- My team and I discuss how to do each job. (Orange work)

Having identified the different possible approaches to each key task, the company was able to select which was most appropriate and communicate its expectations in terms of the skills and behaviour required.

Conclusions

It is clear that Ekstrom needs to ensure that its team leaders are capable of performing key tasks in a manner compatible with company expectations. However, whilst the appropriate skills can be developed through in-company training, changing behavioural attributes is much more difficult.

Recommendations

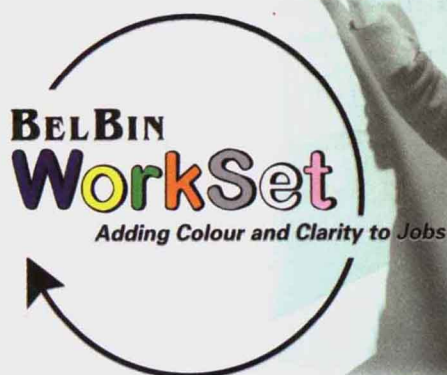
We strongly recommend, therefore, that Ekstrom sets up assessment centres where existing team leaders and new applicants can be screened to ensure that they have the appropriate attributes for effective team leadership.

Barrie Watson
Belbin Associates, February 2000

3-4 Bennell Court, Comberton, Cambridge CB3 7DS,
Telephone: 01223 264975, Facsimile: 01223 264976, e-mail: belbin@belbin.com

2 Read the report again and answer the following questions.

- 1 What were the team leaders asked to do first?
- 2 What did this show?
- 3 What did the use of WorkSet colours then allow the company to do?
- 4 Why does Barrie Watson distinguish between skills and attributes?
- 5 How can Ekstrom ensure its team leaders have the right attributes?



3 Complete the following information with phrases from the report.

Report writing

The following phrases are useful when writing reports.

- **Introduction**
This report aims/sets out to ...

- **Findings**
It was found that ...

- **Conclusions**
It was decided/agreed/felt that ...

- **Recommendations**
It is suggested that ...

Writing

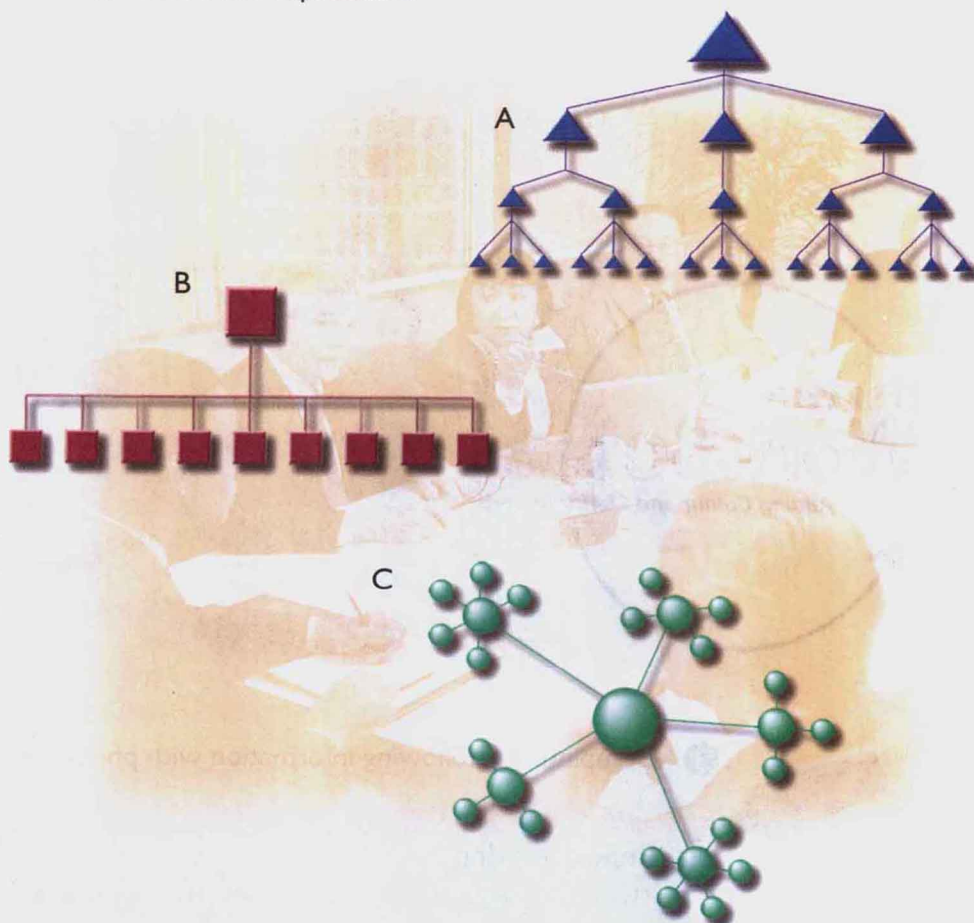
4 Use WorkSet colours to compare your job brief with how you actually spend your time at work. Write a 200-250 word report describing your findings and recommending any necessary changes. Consider the following.

- the title of the report
- the heading and content of each paragraph
- useful phrases for each paragraph

Company structure

Types of company structure

Speaking 1 Look at the following diagrams. What kind of company structure do you think each one represents?



Reading 2 Read the article on the opposite page. What are the advantages and disadvantages of each company structure?



3 Read the article again and answer the following questions.

- 1 What is the difference between operating and management processes?
- 2 How do hierarchical companies ensure control of operating systems?
- 3 How can entrepreneurial companies be responsive and retain control?
- 4 Why does information alone not guarantee effective management?

Time for the big small company

*With speed increasingly seen as the key to competitive advantage, the dream is to marry the control of an established company with the responsiveness of a start-up. As **Lynda Applegate** reports, advances in IT now mean that the 'big small' company is finally feasible.*

In the hierarchical companies of the 1960s and 1970s, information moved slowly and channels of communication were limited. Over the past few years, however, large companies have come under ever-increasing pressure to collect, process and distribute information more quickly in order to compete with smaller, more nimble rivals. The key challenge facing any sizeable organisation today is how to achieve responsiveness without losing the control inherent in a hierarchical structure.

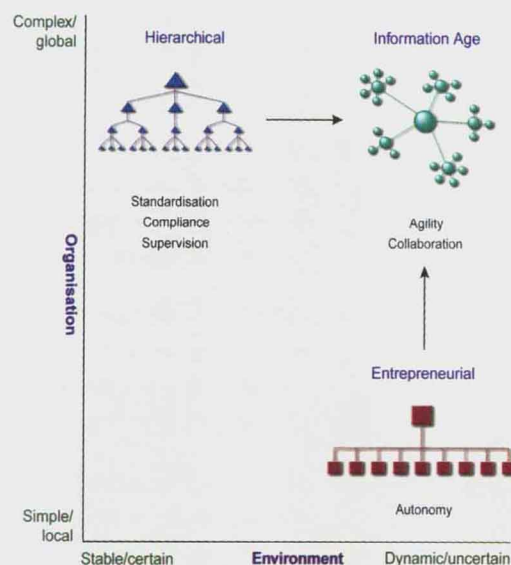
All types of organisation are controlled through two sets of processes. Operating processes define how a company produces, sells, distributes and supports its products and services. Management processes define how a company directs, co-ordinates and controls these operations. Typical management processes include planning, budgeting and human resource management.

Traditional hierarchical organisations control operating processes through standardisation of jobs. These jobs are separated into sequential steps and carried out under direct supervision. However, the line workers lack both the authority and motivation to improve these routine tasks and are limited by their local view of the business. Management processes in such companies are also hampered by the time it takes to recognise that change is needed. Thus, hierarchical control is only truly effective in relatively stable business environments where change happens slowly.

Entrepreneurial organisations, on the other hand, allow fast response without any loss of control. Daily personal interaction between the owner and employees ensures flexibility and responsiveness, while instant feedback ensures effective control. However, as the company becomes larger and more complex, this control breaks down and more structured operating and management processes are required.

Information age organisations can manage the complexity of the large hierarchical structure without losing the speed of the entrepreneurial start-up. IT plays a critical role. It co-ordinates complex fast-cycle operating processes and, more importantly, gives decision-makers quick access to detailed, real-time information about operations and market performance. Once all this information is flowing, employees can quickly evaluate their decisions and continually refine both strategy and operations. Organisational control then becomes a dynamic, information-enabled learning process rather than a static monitoring system.

However, although IT makes the 'big small' company possible, it cannot motivate people to use information in order to act on behalf of the organisation. The challenge for organisations is therefore to ensure that managers and employees share the same perspective on the business and are motivated to accomplish the same goals.



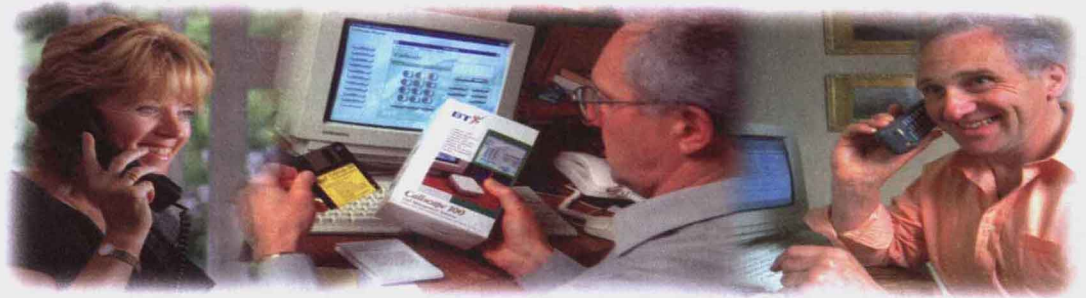
*Adapted from the **Financial Times**, 1 March 1999*

Speaking 4 Which of the structures is most like the organisation you work for?



Flexible working

Listening 1 Neil McLocklin from the Workstyle Consultancy Group at British Telecommunications (BT) talks about new working practices. Listen and explain what Options 2000 is.



2 Listen again and choose one letter for the correct answer.



Neil McLocklin
British Telecommunications
Workstyle Consultancy Group

- 1 What is the main reason for introducing Options 2000?
 - A to reduce the company's operating costs
 - B to offer employees alternative work styles
 - C to develop the company's technology
- 2 How has BT's company structure changed?
 - A Employees now work in task-based teams.
 - B It has now been fully departmentalised.
 - C BT is now divided into separate companies.
- 3 What has been the most important change in BT's company culture?
 - A The staff have become far more goal-oriented.
 - B The employees now demand more varied work.
 - C The working atmosphere is more co-operative.
- 4 How do staff working from home cope with technology?
 - A The company gives them training.
 - B They learn in their own time.
 - C The network provides them with help.
- 5 What has been the impact so far?
 - A Productivity has risen.
 - B Working hours have increased.
 - C The quality of work has improved.
- 6 What was the hardest part of implementing Options 2000?
 - A communicating the general concept
 - B co-ordinating flexible workers' hours
 - C providing technical back-up and supplies
- 7 What problems have there been with virtual teams?
 - A People did not know how to use e-mail.
 - B People sent too much unnecessary e-mail.
 - C People resisted using e-mail.
- 8 How does Neil see the future of offices?
 - A He thinks people will stop using them altogether.
 - B He thinks they will only be used for meetings.
 - C He thinks their role will remain unchanged.