



普通高等教育“十五”国家级规划教材

BUSINESS ENGLISH



Business

商务英语阅读

English Readings in International Business

总主编 陈苏东 陈建平

主 编 王关富

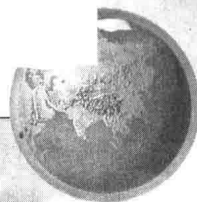


高等教育出版社



普通高等教育“十五”国家级

商务英语系列教材



Business

商务英语阅读

English Readings in International Business

总主编 陈苏东 陈建平
主 编 王关富
编 者 王关富 陈小全 马振峰



高等教育出版社

内 容 提 要

商务英语系列教材为普通高等教育“十五”国家级规划教材,是为适应中国加入世界贸易组织以后对复合型商务人才的需求而编写的。《商务英语阅读》是该系列教材之一。

本书精选了世界著名英语报纸、杂志、网站和学术刊物中与经济和商务有关的文章,进行了精心编排注释并配备具有针对性的练习,使读者能够掌握商务报刊文章的特点,提高阅读能力,同时了解国际商务知识。全书共分14章,每章有一篇主课文和补充阅读课文。本书配有练习答案和附录。

本书适用于商务英语专业的学生,同时也适用于对外经贸、财政金融、工商管理等专业的学生,也可供从事国际商务经贸工作的人员参考使用。

图书在版编目(CIP)数据

商务英语阅读/王关富等编. —北京:高等教育出版社, 2002.8 (2003 重印)

本科英语专业及涉外类经济专业教材

ISBN 7-04-011263-9

I.商... II.王... III.商务-英语-阅读教学-高等学校-教材 IV.H319.4

中国版本图书馆 CIP 数据核字(2002)第 048239 号

商务英语阅读教程

总主编 陈苏东 陈建平 主 编 王关富

出版发行 高等教育出版社
社 址 北京市东城区沙滩后街 55 号
邮政编码 100009
传 真 010-64014048

购书热线 010-64054588
免费咨询 800-810-0598
网 址 <http://www.hep.edu.cn>
<http://www.hep.com.cn>

经 销 新华书店北京发行所
印 刷 北京中科印刷有限公司

开 本 787×960 1/16
印 张 23.75
字 数 550 000

版 次 2002 年 8 月第 1 版
印 次 2003 年 4 月第 3 次印刷
定 价 28.80 元

本书如有缺页、倒页、脱页等质量问题,请到所购图书销售部门联系调换。

版权所有 侵权必究

前言

改革开放以来,尤其是中国成功加入世界贸易组织之后,中国对高层次复合型国际商务英语人才的需求越来越大,越来越迫切。但是目前具有广博的国际商务知识并熟练掌握商务英语技能的高级复合型人才为数并不多。大多数要么只有国际商务的专业知识而没有良好的语言技能,要么只具有良好的语言技能而没有国际商务方面的专业知识。在这种情况下,中国的企业很难在国际市场上进行竞争,很难具备真正的国际竞争力。因此,我们必须大刀阔斧地调整我们的教学目的、方法和内容,在较短的时间内为国家培养出高素质、外向型、具有国际视野的复合型国际商务英语人才。

《商务英语阅读》正是为此目的而策划、编写的商务英语系列教材之一。本教材精选了当今世界著名英语报纸、杂志、网站和学术刊物中与经济和商务有关的文章,对这些文章进行了精心编排注释并配备大量具有针对性的练习,使读者能够基本掌握商务报刊文章的特点,提高阅读和分析能力,最终从整体上提高英语语言水平以及语言欣赏和运用的能力。同时,本教材帮助读者从不同的侧面了解国际商务知识,追踪当今世界经贸领域的最新动态,开阔视野,扩展知识面。

本书在选材方面主要有以下几个方面的考虑:首先,所选文章涉及的主题要广,尽量涵盖当今国际经贸最重要的领域,如国际贸易、投资、金融、管理和营销等,使读者从中了解国际商务的最新变化与发展;其次,选材充分考虑到文章所涉及的区域性,尽量包括在世界经济中最具代表性的国家、区域和经济体;第三,选材力求涵盖各类文体,如新闻报道、综述、分析评论以及国际组织编写的年度报告等。总之,在选材上力争做到主题、区域和文体的有机结合。此外,选材也充分注意到文章内容的时效性、语言质量和典型性,以最典型和新鲜的商务语言传递最新的国际商务信息和当今热点。本书的文章大多选自国际知名报刊,如《财富》、《经济学家》、《商业周刊》、《华尔街日报》、《金融时报》、《远东经济评论》以及学术期刊如《哈佛商业评论》等。为了扩大阅读量,每章除主课文以外,还选配补充阅读文章。如何对待文章中的观点,请教员在授课时加以引导。

针对主课文,本教材专门为读者设计了针对性很强的语言软件包,主要内容包括:1)生词表:为了让读者更好地理解课文,对课文中出现的生词进行了注释;2)常用短语:掌握短语是学好商务英语的重要一环,本教材对商务英语中典型的常用短语作了注释并提供了例句;3)专业术语:列出了课文中出现的重要专业术语,要求读者在学完每课后掌握这些术语的准确意义,能够进行英汉对译;4)课文注释:对课文中出现的难度较大的句子和表达方法以及重要的背景知识作了比较详细的讲解。

为了帮助读者更好地理解和掌握课文,巩固所学的内容,使所学的专业知识和语言技能具有更强的实用性和实践性,本书还在课文之后设计了形式多样的练习,包括:1)回答问题;2)选词语填空;3)词义搭配;4)英译汉;5)选句填空。书后提供了所

有练习的答案。

此外,为帮助读者尽快掌握商务英语,本教材对商务报刊文章的典型语言用法、语言风格 and 特点等进行了归纳、总结,收入附录,即“商务报刊文章阅读指导”。

“商务英语阅读”课程大纲如下:

一、教学目的

“商务英语阅读”是实用性很强的课程,以西方报刊中报道和论述国际商务的文章为主要内容,集英语语言学习和国际商务知识的传授为一体,通过有指导的阅读和训练,使学生掌握这类文章的文体、语言和内容特点,提高语言理解和欣赏能力,培养学生收集、整理和研究国际商务信息的能力,锻炼其逻辑思维能力,扩大其国际商务背景知识。

二、教学要求

本课程的教学重点应放在使学生掌握国际商务文章的语言风格 and 特点,常用词汇、短语和句型,以及对文章的准确理解上;同时要求在教学中对文章中出现的国际商务术语、概念和知识点进行简明扼要的讲解。在学完每课后,学生不仅要掌握课文中的语言现象 and 特点,还要能准确地理解文章的内容,简练地概括出文章的中心大意,并能就文章的内容进行讨论 and 阐述。

三、教学原则

1. 通过本课程的学习加强学生的思想教育。

在本课程的教学过程中,要通过对课文内容的分析,使学生充分认识到我国经济改革 and 对外开放的重要性,认识到国际市场上竞争的激烈程度 and 国际经贸工作的复杂性,使学生对国际商务有初步的了解 and 认识,激发其学习的积极性,培养和加强他们对祖国的历史责任感。

2. 正确处理语言知识和语言能力的关系。

掌握语言知识和培养语言能力是互相促进 and 相辅相成的关系。在本课程的教学过程中,在传授语言知识的同时,更要重视培养和提高学生运用语言的能力。由于本课程是在学生完成了基础英语学习后开设的,提高学生用英语摄取国际商务背景知识、用英语阐述国际商务内容的能力,应视为这一阶段的主要任务。

3. 正确处理国际商务知识讲授和语言教学的关系。

本课程是一门专业语言课程,脱离了特定的专业内容就谈不上专业语言的教学,因此,专业知识的介绍必须与专业语言的教学同步进行,有机结合。但本课程从根本上来讲是一门语言课程,其主要任务是传授语言知识和技能,培养学生运用语言的能力。专业知识的介绍应该是恰如其分的,不能喧宾夺主;专业知识的介绍要根据语言教学

的需要,能促进语言的教学,提高学生运用语言的能力。

四、教学对象

本课程的教学对象主要是已经完成了基础阶段学习的普通高等院校商务英语专业以及对外经贸、财政金融、工商管理等专业的学生。他们应至少已掌握6 000个左右的英语单词量,并能较熟练地运用其中的50%,具有较好的语言表达能力。同时,学生也应学习过“经济学”、“政治经济学”和“国际贸易”等与本课程密切相关的课程。

五、教学安排

本课程的教学需要一个学期完成,每个学期实际授课为18周,每周授课4个课时。本课程的总授课时数约为74个课时。

六、教学测试

测试是检查教学大纲执行情况、评估教学质量的有效手段,而测试的结果又是修订大纲、改进教学的重要依据。本课程的测试内容包括商务报刊文章的基础语言知识、商务英语基本技能和在一定专业背景下的语言运用能力。测试采用闭卷形式。

参加本书编写的三位作者来自对外经济贸易大学,他们具有多年从事商务英语阅读课程教学的经验。第1~2章由王关富教授编写;第3~8章由陈小全副教授编写;第9~14章由马振峰副教授编写。全书最后由王关富教授修改定稿。除上述教学对象外,本书也可作为从事国际经贸工作的人员进修提高的教材以及社会各界人士自学的良师益友。

在编写此书的过程中,我们得到了社会各界的帮助、支持与鼓励,我们在此表示由衷的感谢。同时,本书的成功出版还要感谢高等教育出版社外语分社刘援社长和贾巍与张毅达编辑,他们为此书的出版付出了辛勤的劳动。

由于编写时间仓促,本书还会存在一些不尽人意之处,还望读者和专家们赐教。

编 者

2002年5月

于北京惠园

世界向我们
走来……

商务英语系列教材编委会

总顾问

陈准民 (对外经济贸易大学)

总主编

陈苏东 (对外经济贸易大学)

陈建平 (广东外语外贸大学)

编委 (以姓氏笔划为序)

王兴孙 (上海对外贸易学院)

王关富 (对外经济贸易大学英语学院)

李平 (对外经济贸易大学英语学院)

刘援 (全国高等学校教学研究中心)

陈洁 (上海对外贸易学院国际商务外语学院)

肖云南 (湖南大学外国语学院)

林添胡 (厦门大学经济学院)

赵军峰 (广东外语外贸大学国际商务英语学院)

龚龙生 (上海外国语大学经贸学院)

彭龙 (北京外国语大学商学院)

蔡芸 (广东外语外贸大学国际商务英语学院)

廖梅 (北京工业大学经济与管理学院)

总 序

改革开放的20年是中国经济高速发展并逐渐融入世界经济的20年。中国加入世界贸易组织是此进程的一个重要里程碑,必将进一步推动中国经济与世界经济的接轨与融合。经济日益全球化的趋势迫切需要我们培养一大批熟练掌握外语、通晓商务知识、熟悉国际商务环境、善于跨文化交际的国际型商务人才。

此类商务人才的成功培养涉及到诸多环节与因素,其中至关重要的是要有一套有助于实现此培养目标的、编写意图明确、针对性强、质量高的教材,因为教材是一切教学活动得以开展的基础与前提。目前涉及商务英语的教材不少,但在系统性、完整性以及语言技能与商务知识的有机结合上都多少存在着不足。

普通高等教育“十五”国家级规划教材——商务英语系列教材是高等教育出版社与在商务英语教学与研究领域起步早、阵容强的对外经济贸易大学、广东外语外贸大学、上海对外贸易学院、上海外国语大学、厦门大学、北京外国语大学、北京工业大学和湖南大学等单位联合推出的一套全新的商务英语系列教材。这套教材在编写设计时特别注意把握好商务活动主题的涵盖面、商务知识的系统性与完整性以及语言技能与商务知识的平衡,在体系上分为商务英语基础课程教材《商务英语听说》、《商务英语阅读》、《商务英语写作》、《商务英语翻译》等,和商务英语专业核心课程教材《工商导论》、《国际经济导论》、《国际贸易实务》等。每本教材自成体系,但整套教材又形成了有机的整体。另外,此套教材不是封闭系列,还将不断有新教材推出。

本套教材体现了编撰者努力将语言技能的训练与商务英语知识的介绍融为一体的编写理念,最终服务于复合型人才培养的目标。编撰者们不仅具有丰富的语言教学经验,而且具备商务活动的实践经验。有些作者本身就是经贸领域的专家学者,他们集教学经验、学术背景与专业经验于一身,有力地保证了这套系列教材的编撰质量。

本套教材在编撰过程中得到了高等教育出版社的大力支持,在此特致感谢。

陈苏东

2002年6月

Contents

Chapter 1 The Long March 1

- **Supplementary Reading**

Time for a Tune-up 19



Chapter 2 The New Economy

How Real Is It? 26

- **Supplementary Reading**

Governing Principles for
the New Economy 43



Chapter 3 Borders and Barriers

*Does the Euro Really Make the EU
a Single Market for Business? 50*

- **Supplementary Reading**

A New Future for Europe 66



Chapter 4 Economy Terrorized

*From Wall Street to Main Street,
Layoffs, Losses, and Little Hope 72*

- **Supplementary Reading**

America's New Recession 90



Contents



Chapter 5 Fast Track to Lost Jobs

Trade Deficits and Manufacturing Decline Are the Legacies of NAFTA and the WTO **95**

- **Supplementary Reading**

What Impact Has NAFTA Had on Jobs and Wages? **110**

Chapter 6 Lessons for Europe from the Quebec Trade Summit **117**

- **Supplementary Reading**

WTO Finds U.S. Trade Damaged by EU Beef Import Ban **136**

Chapter 7 WTO Dispute Settlement as a Model for International Governance **141**

- **Supplementary Reading**

On World Trade Organization **163**

Contents

Chapter 8 EU Enlargement 170

- **Supplementary Reading**

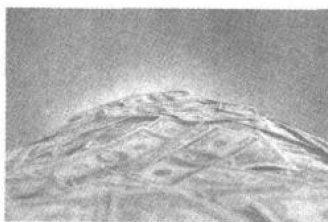
EU Foreign Ministers Approve
Commission's Strategy for
Partnership with China 186



Chapter 9 Looking for Investments Outside Silicon Valley 192

- **Supplementary Reading**

The Cutting Edge 207



Chapter 10 How Jack Welch Runs GE 211

- **Supplementary Reading**

No Prizes for Runners-up 227



Chapter 11 Is Globalization Slowing Down? 233

- **Supplementary Reading**

Globalization's Best Year? 250



Contents



Chapter 12 Long Live the Revolution 257

- **Supplementary Reading**

The Internet and Supply Chain
Management 271



Chapter 13 M & A: Companies Shopped – Now They've Dropped 277

- **Supplementary Reading**

The Fruits of Patient Groundwork 289



Chapter 14 The Mutual Fund Mess 295

- **Supplementary Reading**

That Sinking Feeling 311

Key to Exercises 317

Appendix 商务报刊文章阅读指导 352



Chapter 1

The Long March¹

"Made in China" lost its novelty long ago. The label has become ubiquitous in much of the world, affixed to shoes, toys, apparel and a host of other items produced for global companies. What is a novelty, however, are China-made goods sold under Chinese brand names. Only a handful of Chinese firms so far have the money and the management expertise to establish international brands; most of the vast remainder are struggling to attain even national recognition. But the pioneering companies testing the waters overseas² could be on the threshold of something big.

Some believe that individually, with the help of enterprising local management or eager multinational partners wanting to add new products to their stable³, Chinese brands could become a global phenomenon within a decade, marketed on quality and exotic appeal, as well as competitive pricing. Says Viveca Chan, Hong Kong based managing director at Grey China, an advertising agency: "If there's one country in the world that has ample potential for taking brands global, it's China."

In the short term, the strongest promise is in Chinese medicine, herbs and specialty food, as well as goods that play to the romantic foreignness of China — whether in cosmetics, fashion or music. Says Kevin Tan, general manager for China of market-research firm Taylor Nelson Sofres⁴ in Shanghai: "There's still a lot of mystique associated with China. If you're taking something like cosmetics, which is image-driven ... suddenly you've got a strong player." Also making a bid to go global

are a few trendsetting Chinese beverage and beer brands. Further down the road there is brand-potential for products such as home appliances⁵ that can offer quality at a competitive price.

Some of these brands will eventually go abroad via joint ventures or mergers and acquisitions. For their foreign owners, the brands will provide speedier access to China's consumer market and distribution channels, while at the same time serving to complement the owners' premium brands in global markets.

The concept of Chinese brands has been evolving through the 1990s, but is now getting greater attention at home. Although the domestic market is still robust, a handful of state-owned enterprises, or SOEs, including listed Chinese companies, are now looking to establish international brands because they reckon the quality of both their products and their management has improved. Chinese joint ventures think their products can compete on quality with foreign brands anywhere, while enjoying the advantage of being perceived as exotic.

Besides bringing in additional revenue, a global brand also burnishes a company's image in China, stimulating sales among status-conscious domestic consumers. For example, state-owned soft-drinks maker Jianlibao⁶ has developed its overseas market in part to "establish a good image", which in turn enhances consumption at home, says Chief Executive Han Weixian.

But building a brand takes time, money and marketing savvy. Some Chinese brands have nudged into the international market on the back of competitive pricing, but have also utilized other strategies. Jianlibao has highlighted its Asian appeal, presenting itself as the preferred rehydrating sports-drink of China's athletes, while Meidi⁷, an air-conditioner maker, is pushing for greater brand recognition. Others like Haier⁸, one of China's leading home-appliance producers, have pointedly steered away from price, competing instead on product quality and an efficient distribution and after-sales service. In another example, the American direct investment firm, Asian Strategic Investment Corp., or Asimco, has positioned its recently acquired Five Star beer as a premium brand.

Of course, global sales don't mean global brands, as Grey China's Chan points out. And it's still early days for Chinese companies. For a start, investment funds for brand promotion are hard to come by, says Chu Liangjin, the Qingdao-based director of the overseas division of China's Tsingtao⁹ brewery. "No more than 5% of our total export sales can be reinvested in promoting our brand overseas," explains Chu, adding that Tsingtao is trying to persuade the foreign-currency authorities to change this

standard practice for SOEs. With the government's emphasis on preventing the outflow of foreign currency, the chances of the restrictions being lifted are slim.

Although targeted at SOEs — private companies have greater spending freedom — the 5% limit is bound to hamper Chinese brands. Jianlibao, for example, has invested about \$10 million to sell its brand in the U.S. market, but Li Jingwei, the company's general manager, knows that's just a drop in the bucket¹⁰. Sitting in his office at Jianlibao's industrial complex in Sanshui, a 40-minute drive from Guangzhou, Li reckons that to successfully generate brand recognition among Americans, the company needs to spend at least \$50 million–100 million on marketing. He has no doubt that consumers will like Jianlibao's range of sports and soft drinks¹¹ (which taste remarkably like Coca-Cola's Coke, Sprite and Orange Fanta), but explains that "we need money to invest in promoting ourselves."

Says B. C. Lo, Hong Kong-based vice-president and director of external affairs at Coca-Cola China: "I'm not sure whether they can really penetrate the U.S. market or become an international brand, but certainly they are a strong competitor in China."

Indeed, Jianlibao, which exports to more than 20 countries, will need a great deal more money and years before it can be considered a serious player abroad. Last year the Chinese company sold just 200 000 cases of drinks (there are 24 bottles or cans in a case) in the United States. Although the company has funded a host of promotional events — donating \$100 000 for U.S. flood relief in 1997, advertising at Miss America pageants, sponsoring the \$20 000 Jianlibao Cup Golf Tournament in 1997 — its marketing efforts pale in comparison with those of the likes of Coca-Cola.

One promising area for Chinese brands in the global marketplace is white goods of low- to mid-technology. By some estimates, Chinese brands have roughly 90% of the domestic market for refrigerators and washing machines, 70%–80% of the market for air-conditioners and 60% for color televisions. "In many areas the quality of products has improved to the point where they are quite marketable," says Philip Day, a vice-president at consulting firm A. T. Kearney in Hong Kong. "What we're now seeing is Chinese companies getting their act together in terms of marketing."

Haier is among the best-known white-goods brands in China. Under the guidance of its dynamic president, Zhang Ruimin, the company has turned from being a loss-maker into an exporter. It claims that more than 60% of the imported washing machines in Japan are made by Haier, and that in the U.S., it holds a 20% market share for 36-litre to 180-litre refrigerators. In the first 11 months of last year, Haier-brand refrigerator exports to the U.S. reached \$15.6 million, up from \$12.6 million

for the whole of 1997.

Mario Zhu, an analyst at ABN Amro Securities¹² in Shanghai, says Haier's marketing team has helped build the company's reputation in Europe and now in the U.S. "They have research centers that give them updated information on market demand," she adds. "They do aggressive advertising and they've got good R & D¹³." Haier's Zhang says the company's strengths are high quality and good distribution with good networks for sales and service.

Certainly, Haier doesn't spend much on marketing, compared with the amount earmarked by most international companies. In the U.S., Haier's promotion budget accounts for only a paltry 1% of its American sales. The company has opened a specialty shop on New York's Fifth Avenue¹⁴ and in March hired a design company in Los Angeles to determine what American consumers liked best in a refrigerator. Zhang admits Haier hasn't "developed a real brand name yet" among average American consumers, but points out that it's starting to get some recognition among refrigerator makers, distributors and specialty shops.

Another Chinese brand in the U.S. market is Meidi. A collective enterprise that churns out air-conditioners in Guangzhou, Meidi in 1997 achieved \$386.5 million in sales, of which \$70 million stemmed from exports. In 1998 the company stressed overseas markets, and as a result expects exports for the year to reach \$80 million out of total sales of \$604 million, according to Peng Qiang, director of the company's overseas division. He believes the "time is mature" to develop the overseas market for Meidi, which competes on both price and brand recognition. "We are attending more overseas exhibitions to further improve brand recognition and have spent more on advertisements, especially in Hong Kong," Peng notes.

Chinese brands under the wings of foreign companies usually have the advantage of plumper marketing budgets and better access to management expertise. But although overseas companies typically buy these brands to gain access to China's consumers and distribution channels, they also can have large plans for their acquisitions. "The multinationals that are buying up Chinese brands are not going to restrict their business to the domestic market," says Day of A. T. Kearney. "Some of these brands aren't necessarily going to be pitched against premium brands abroad immediately, but they might be pitched in other segments of the market. I'd look at China in the long-term as being the source of significant competition for multinational brands globally."

Take the case of Unilever¹⁵, one of the world's largest consumer-goods companies,