

英文商业新闻

BUSINESS NEWS

〔英〕罗伯特·奥奈尔 编

张锦芯 译注 陈金岚 审校

中国人民大学出版社



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Robert O'Neill
Business News
Comprehension and discussion
from the
Financial Times
Longman

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译 注 者 话

Robert O'Neill 编选的“Business News”是一本供给外国学生使用的较好的商业英语读本，它适合我国达到大学二年级英语水平的读者，可作为商业从业人员和高等院校财经专业学生的英语专业教材。读者在学习英语的同时，还可以学到西方的商业知识和商业习惯用语。

关于本书的使用方法原著编者在前言中已经作了详细的介绍，希望读者照着去做。

为了便于读者阅读和使用本书，译注者结合原书词汇练习部分将每篇课文中难于理解的词汇、词组以及句子结构作了注解，附在每课之后，供读者备查。

书末附有每课课文的参考译文和总词汇表，是供读者学习参考和复习巩固时用的。

本书在译注过程中，在一些专业疑难问题上曾得到中国人民大学经济学家高鸿业教授的指导。在此特致谢意。由于水平有限，欠妥之处，希望读者指正。

原 著 前 言

《商业新闻》是为已从商或准备从商的英语学生编写的。课文完全根据世界第一流的商业报纸《金融时报》改编。

本书是为所谓中高级学生编写的，即：

1. 至少在成人夜校学过三年英语；
2. 至少是受中等教育的五年级学生，至少学过五年普通英语；
3. 在英语国家上精读课，达到或超过剑桥大学地方考试委员会颁发的英语水平第一证书的学生。

本书涉及各种从商人员普遍感兴趣的各種题材。本书涉及的主要题材有：

制造和制造程序

银行和投资

销售和广告

资源

管理

不管一个班或一个学生有什么特殊兴趣，坚决主张先通读本书全部内容。只有这样才能充分掌握对所有从商人员具有普遍重要意义的各种词汇。

每篇文章或每个“单元”包括：课文正文，对课文的一般理解、词汇、深入理解与交谈要点和结构练习等三个部分。

虽然本书主要是为理解课文而编写的，但理解本身从来没有止境。本书尤其是为贯彻明确的理解方法而编写的。当学生首次接触本书课文时，他们往往被新词汇难住。显然，所有这些课文都可能含有某些新词汇。本书的战略是：

1. 应当完全凭一般感觉通读课文；不要理睬不熟悉的词汇。
2. 应当回答有关“一般理解”的问题。
3. 着手解决第二次读课文的问题，解决不熟悉词汇的问题，词汇部分在这方面可以帮大忙。
4. 在第二次阅读（甚至可能还有第三次阅读）之后，应能解决深入理解的问题。
5. 这自然把读者引向交谈要点和结构练习。

关于结构练习，最后还应说几句。本书不是这种水平的商业英语的完美教程。本书也不自封为有系统地解决可能有用的所有结构问题的一种完美的或连续性的尝试。但是本书的确实图利用这些文章和文章中的词汇所阐明的上下文关系讲授并加深理解某些句型，即从商人

员在谈到相同题材时遇到相似的上下文时就可能使用那些句型。看看任何一篇文章的结构练习部分就能最精确地了解这里所讲的话究竟是什么意思。应特别注意这一部分的所有练习不仅讲解了句型，而且也是再次使用文章中已出现过的一些最重要词汇的方法。

课文内容提要

第一部分：此时此地

这一部分是关于目前已引起特别注意的各种事件和趋势的新闻报道。

例如第一课讲到日益增多的旷工问题，旷工问题已经影响到世界上许多先进的工业社会。

第二课讲的是常常引起极其得力的秘书人员离职的事情。第四课讲的是许多国家的一个共同的问题，尤其是西欧国家的共同问题——移民工人以及同他们交谈的有效手段。第六课讲的是扩大海外银行并对一个国家通过限制性法律限制其它国家商业活动的做法提出质疑。第七课讲的是世界许多地区普遍增加工时的灵活性问题。第八、九课讲的是重要性不断增加的销售问题。第十课讲的是所有制造公司产品出口遇到的某些法律问题。第十一课讲的是：“成功诀窍”，并说明成功也带来一些问题。第十二课讲的是办公室日益实行机械化。

第二部分：为将来确定战略和路标

这一部分讲的是企业中的各种趋势，虽然已是值得注意的和重要的，将来很可能加剧。有时候，“此时此刻”和“将来”之间的分界线是难以准确划分的。例如第十四课《广告和销售的未来发展》的论题在70年代初肯定已成为头等重要问题。但是，如果预言正确的话，那么，随着时间推移，人们会越来越感到燃料短缺的实际影响以及企业必须适应与50年代末和整个60年代大不相同的情况。同样，人们几乎不能说讲经营跨国公司的第十五课只是讲将来的某件事情。但是这篇文章的确分析了将变得十分明确的各种趋势。其它几课，如第十六和十七两课，讲的是很可能成为将来的主题之一的问题，即工作动力和把工作责任更多地地下放到工人的问题。第十八课《小企业的病状》列入这一部分主要是因为常常有人预言说，在大公司的世界里，小企业会发现越来越难以生存下去。第十九课讲的是现在非常明显，而且将来还会加剧的一个趋势：如何不仅要保证防范而且还要尽可能缩小风险。第二十课讲的是国家在投资和为企业筹措资金方面发挥的作用越来越大的例子。第二十一课讲的是对银行和金融采取根本不同的态度，列入这一部分主要是因为至少在欧洲出现了银行业务越来越“一致化”的现象，这个趋势很可能越来越加剧。其余课文讲的是将来计划的两个方面：既需要节约至关重要的资源，又需要增加劳动自动化的程度。

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Part One Here and now

1

FINANCIAL TIMES
Tuesday August 6

Keeping the workers at work

An Australian company is prepared to give away colour TV sets, fur coats, diamond rings and a chance to win 12,000 Australian dollars in ready cash to its employees. The only catch is that they have to come to work regularly. Absenteeism had reached a point at the company, Goodyear's subsidiary in Sydney, where production lines were sometimes running at only 74% of capacity. And to be efficient, 95% was required.

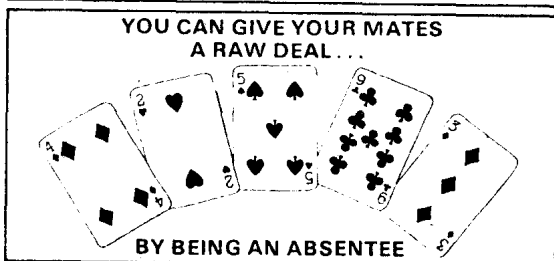
Absenteeism is a problem throughout Australian industry. It seems to be caused mainly by affluence and the wonderful climate. Workers often say, 'It's too nice a day to go to work', and they don't. Two days off can be made up by one overtime shift, so the pocket does not suffer, either. It also seems that the Australian system of telling people how many sick days they are entitled to encourages them to take the full number. Job boredom and other factors take second place.

Goodyear began its campaign against absenteeism with a hand-delivered letter to each employee's home. It explained to wives that if their husbands went to work regularly, and did not miss a day for any reason at all, they would qualify to win one of the prizes. All they had to do was go to work. At the end of the month, those who qualified were put into ten groups and prizes were drawn - diamond rings, stereos, wrist-watches and so on. At the end of the third month, those who still qualified were put into the draw for a colour television set.

The plant employs 1,780 people and before the campaign started, 150 workers were often away on

any one day. In the week just before the campaign, 613 working days were lost. In the first week after it began, this was reduced to 556 despite an influenza epidemic. In the first month attendance improved by between 9.2% and 9.8% each week.

The other problems of job boredom and monotony that come from assembly line work have also been tackled. Standard procedures such as nicer, brightly painted surroundings and piped music have been tried. But in the tyre business so much is done by



Posters used in the Goodyear campaign against absenteeism. hand and there is so much repetition that cures are difficult to find. The company is considering putting on lunchtime concerts to keep men's minds off their work.

General comprehension

- 1 What problem has caused the company to give away prizes?
- 2 What is the cause of the problem?
- 3 Has the problem got better or worse?

Vocabulary

Find words or phrases in the text that mean these things:

- 1 money in coins or notes
- 2 habit of staying away from work without a good reason
- 3 a company that is under the control of another one
- 4 being rich
- 5 where the goods are actually made in a factory
- 6 extra period of work
- 7 have the right to

Detailed comprehension

- 1 What do you think is meant by the term *'the only catch is that they have to come to work regularly'*?
- 2 Describe what absenteeism was like before the campaign started.
- 3 What are the reasons for supposing that the campaign has been successful?
- 4 Do 'sick days' mean
 - a days when people are ill
 - b the number of days employees are given each year in case of illness?
- 5 Explain exactly what was done with the hand-delivered letter
- 6 What happened at the end of each month and then at the end of three months?
- 7 Which of these statements are true and which are false?
 - a Everybody who came to work regularly got a prize.
 - b Everybody who came to work regularly got the chance of a prize.
 - c The good climate and affluence are the most important but not the only causes of the problem.
 - d 'To tackle' a problem means to solve it.
 - e 'To tackle' a problem means to take steps towards solving it.
 - f 'Standard' procedures are procedures that many others use.
 - g It should not be difficult to solve the problem of job boredom in the tyre industry.
- 8 Can you explain exactly what is meant by the phrase '613 working days were lost'?

Talking points

- 1 What are the things about the tyre business that you think would make the company consider a plan for keeping the men's minds off their work?
- 2 Can you describe other kinds of jobs in which it might be a good idea to 'keep the men's minds off their work'?

Structure practice

- 1 You have studied the problem of absenteeism in Australia. You believe certain things can be said but you are not absolutely certain. So, instead of saying:
'It is caused by the wonderful climate' and
'It isn't caused by job boredom',
you say:
'It seems to be caused by the wonderful climate' and
'It doesn't seem to be caused by job boredom.'
Transform the following in the same way:
 - a Absenteeism is the main problem.
 - b It is caused only by affluence.
 - c Job boredom is not an important factor.
 - d The workers aren't eager to work.
 - e Telling people how many sick days they have encourages them to take them.
- 2 You are speaking for the management. You are thinking carefully about a number of possible steps to reduce absenteeism. For example you may put on lunchtime concerts. You say:
'We are considering putting on lunchtime concerts.'
In the same way say that after careful thought you may:
 - a give more prizes away.
 - b change overtime payments.
 - c redecorate the whole factory.
 - d move the subsidiary to another place.
 - e write a letter to every man's wife.
 - f stop production completely.
- 3 You are explaining to some of the workers *how easy* it is to win prizes and do other things. So, instead of saying:
'You can win a prize. Just come to work regularly.'
you say:
'All you have to do to win a prize is come to work regularly.'
In the same way, explain how easy these things are:
 - a You can earn a lot more. Just work one overtime shift.
 - b You can start this machine. Just press this button.
 - c You can reduce absenteeism. Just give prizes away.
 - d You can help us. Just work harder.
 - e You can learn Japanese. Just listen to these records every evening.
 - f You can make the factory more pleasant. Just paint it in bright colours.

第一课注释

1. 第一段第一行, to give away 分发(奖品等)。
2. 第一段第三行, ready cash 现款。
3. 第一段第四行句, catch 是名词, 在句中作主语, 作“圈套”解。此处可译作“条件”。
4. 第一段第五行 Absenteeism had reached...长句中, absenteeism 作“旷工”解; subsidiary 作“分公司”或“子公司”解。句中 Goodyear's subsidiary in Sydney 是 company 的同位语。Where production lines were..., 是修饰 company 的定语从句。capacity 此处作“员额”解。
5. 第二段第二行, affluence 作“富裕”解。
6. 第二段第三行 workers often say, ...句中 too...to 表示“太...以致于不能”。
7. 第二段第四行 two days off 歇两天工; make up 弥补; overtime shift 加班; so the pocket does not suffer, either. 字面意思是: 口袋也不受损失。
8. 第二段六行 It also seems that...的句子中, that 引导的是表语从句, 这个从句的主语是 the Australian system. 谓语动词是 encourages. to be entitled to 作“有权”解。how many sick days they are entitled to 是动名词 telling 的直接宾语, 最后 to 后面省略了 have。
9. 第三段第五行 All they had to do...。严格按英语语法, 本句应是 All they had to do was to go to work. 但是现代英语中当不定式作表语时, 即在系动词 is 或 was 后面的动词不定式经常省略 to。
10. 第三段第八行, draw 在本文中出现两次, 一次是动词(第三段第八行), 另一次是名词(第三段第十一行), 均作“抽(签)”解。
11. 第五段第二行, assembly line 装配线。
12. 第五段第四行, piped music 是指通过扩音器播放的音乐。
13. 第五段第六行, cure 是名词, 意(为治疗某种疾病的)药。

A manager gets the secretary he deserves

It costs a lot every time a manager loses his secretary. There are tangible costs, like advertising for a new one, training her, etc. And there are intangible costs, such as the effect of the resignation on staff morale, disturbed work and communications, and other things that lower efficiency. Eve Macpherson, Editor of *Top Secretary* and *Women in Management*, has this advice for managers who want to avoid all this.

First of all, be specific about what you intend to delegate to her — non-technical correspondence, supervising the office and so on. She will have heard such phrases before as 'satisfying and rewarding job', 'duties depend largely on you', and so on. In any case, roughly translated all that means just 'another boring shorthand, typing and filing job'. Secondly, give her not just the responsibility but the authority as well to get on with the job. That includes telling your colleagues plainly that she has that authority. Job specifications in writing are essential. Once they are there for her and you to see, there can be no arguments about overstepping her authority or failing to achieve her objectives.

Regular job appraisal is an obvious follow-up. A golden rule here is: do not appraise in secret. She has a right to know the results of the appraisal. Besides the appraisal, do not check up on her. If you have set her a task, then tell her when you want it done — do not ask her daily if she has done it yet or if she has forgotten.

A manager's secretary is a member of his executive staff and should be treated like one. Take her around personally when she is new and introduce her to your colleagues and the staff. Do not just leave her to make a fool of herself because she does not know who anyone is.

Whether you call her a 'private', 'executive' or 'personal' secretary, she must be treated like a 'confidential' secretary. Show that you have confidence in her; do not cover up those 'top secret' papers every time she walks into the room. Let her know you value her opinion. You will know within a few weeks of hiring her whether she can be fully trusted. If she cannot be, fire her.



Do not ask her daily if she has forgotten.

General comprehension

- 1 What is the advice given here supposed to help managers do?
- 2 What does the term 'job specifications' seem to mean here?
- 3 What are some of the most important things a manager should do and should not do with his secretary?

Vocabulary

Find words or phrases in the text that mean these things:

- 1 obvious costs that can be calculated
- 2 the opposite of (1)
- 3 official act of giving up a job
- 4 very clear and exact
- 5 give duties and responsibilities to
- 6 direct the work of others
- 7 all the employees in an office
- 8 believe in, trust
- 9 employ, give work to
- 10 get rid of; take work away from

Detailed comprehension

- 1 What exactly are the 'tangible' costs and the 'intangible' ones mentioned here? Why do you think these terms are used for them?
- 2 What phrases ought to be avoided in describing the job, and why?
- 3 What should the manager do besides simply giving his secretary responsibility?
- 4 Try to define the exact difference between 'job specifications' and 'job appraisal'.
- 5 What is meant by the phrase 'check up on her'?
- 6 What may happen if the manager does not introduce his new secretary to staff and colleagues?
- 7 What should the manager do if he decides he cannot fully trust his secretary?

Talking points

- 1 Suppose you have just been hired as an executive or an executive secretary. What would your reaction be if you were told 'your duties depend largely on you'. Why would you react in this way?
- 2 Are there ever jobs or circumstances when such a description should be used? If so, what are they?
- 3 Which parts of this advice do you think particularly important? Why?
- 4 In what way do you think a manager's secretary can 'make a fool of herself' if she does not know who the other people in the office are?
- 5 Which parts of this advice are, in your experience, most often neglected?
- 6 Suppose you are an executive and, after doing a job appraisal on your secretary, you decide she is not achieving some objectives. Are there any questions you would ask before deciding she is a bad secretary?

Structure practice

- 1 A manager is not being very specific. The secretary wants exact information. Instead of simply saying:
'What do you intend to delegate to me?'
she says:

'Could you be specific about what you intend to delegate to me?'

Transform these questions in the same way:

- a What will my duties be?
 - b Who will I have to supervise?
 - c How will I be appraised?
 - d How much authority will I have?
 - e What are the job specifications?
 - f Who else am I responsible to?
 - g What does the term 'executive secretary' mean?
- 2 The secretary also wants to know if one of her duties is to supervise other secretaries. She asks:
'Does this job include supervising other secretaries?'
In the same way ask if one of her duties is to
 - a collect information.
 - b take a lot of shorthand.
 - c do all the filing.
 - d handle 'top secret' documents.
 - e do non-technical correspondence.
 - f translate letters from Spanish and French.
 - g go with the boss on 'business trips'.

Open conversation

Mr Beaver directs a small firm that makes ladies' shoes. Miss Sharp is being interviewed for the post of 'personal assistant'. She keeps trying to get more information from Mr Beaver through questions like:

'I think I'd like to know more about ...' 'Could you possibly be more specific about ...?' 'Just a moment, please. I wonder if you'd mind telling me a bit more about what/how/which ... etc.'

What do you think is her side of the conversation here?

BEAVER I'm sure you'll find it a very rewarding job! Satisfying!

SHARP ...

BEAVER That's hard to be specific about. By the way, the pay's good.

SHARP ...

BEAVER Let's not get too involved in details just now. It's really a confidential job. I'll treat you confidentially and have trust in you if you treat me confidentially. I'm sure you understand.

Try to develop this conversation. Mr Beaver and Miss Sharp also talk about overtime, holidays and personal duties. Mr Beaver also mentions that she will have to travel with him. Then, at the end, say whether you think she should take the job. Give reasons.

第二课注释

课文:

1. 第一段第二行 tangible costs 有形损失。
2. 第一段第三行 And there are……, 句中 intangible costs 无形损失; resignation 辞职。
3. 第二段第一行句中 be specific about 对…做明确说明, to delegate to 把…委托给; supervise 管理、监督。
4. 第二段第五行 In any case, …。句中 in any case 作“总之”, “无论如何”解; roughly translated 是整句的状语, translated 是过去分词。
5. 第二段第九行 as well (as) 也、还; to get on with 继续进行。
6. 第三段第四行 check up on 对…检查。
7. 第四段第二行行首 staff (全体) 职工、职员。
8. 第四段第四行 to make a fool of 愚弄、出洋相。
9. 第五段第三行 have confidence in 对…有信心, 信任。
10. 第五段第七行行首 hire 雇用。
11. 第五段最后一行 fire 解雇。

练习:

1. 右栏 1·f 题 to be responsible to (somebody), to be responsible for (a thing) 都作“对…有责任的”解。
2. 右栏 2·d ‘top secret’ documents 绝密文件。
3. 右栏 Open conversation 第二行 personal assistant 私人助理。
4. 右栏倒数第十行 get…involved 使陷入, 使牵连进去, 使承担; in detail 详细地; 细节。

Secretaries

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GER

A well-educated, experienced for the City of
London. Built. Special background preferred.
Excellent prospect. Expanding organisation.

Write fully:

London Regional Manager, 60 Kingsway, W.C.2.

THE PAINLESS WAY TO FIND A SENIOR SECRETARY

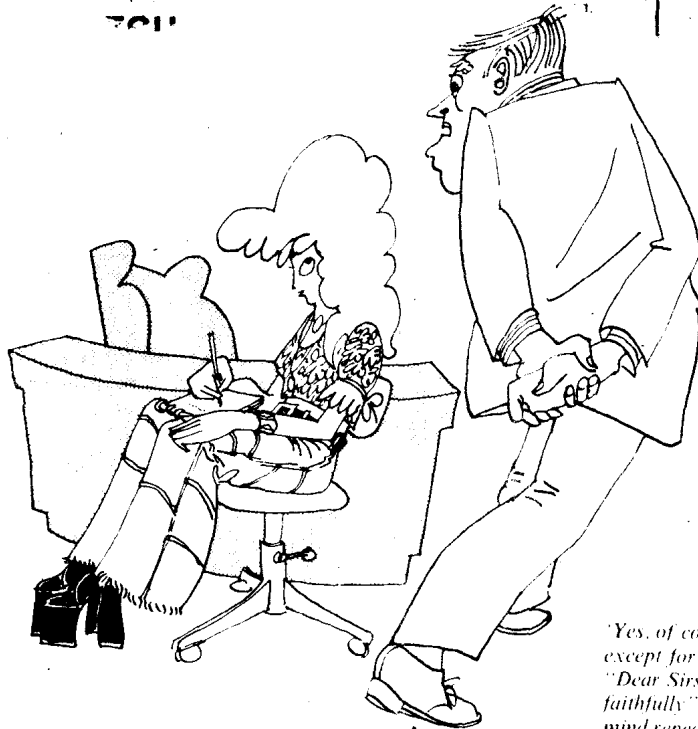
If you need a PA Secretary with the Right Background and
qualifications to assist you in your work with smooth efficiency,
then you also need a high calibre service to interview and short
list applicants for you.

Please ring Sallyann Phillips on 629 5747, the
SPECIAL APPOINTMENTS DIVISION OF Adventure

APPOINTMENTS WANTED

ART GALLERIES

G. LERIES



"Yes, of course I got all that
except for the part between
"Dear Sirs" and "Yours
faithfully". I wonder if you'd
mind repeating that, please"

Comprehension

- 1 What kind of people do you think the advertisement is addressed to?
- 2 Explain exactly what kind of service the advertisement offers.

Vocabulary

Explain the meaning of these words and phrases:

- 1 the right background
- 2 smooth efficiency
- 3 high calibre
- 4 short list applicants for you
- 5 PA (personal assistant) secretary

Detailed comprehension and talking points

- 1 What kind of firm do you think ADventure is, and what reason can you think of for spelling their name as they do (ADventure)?
- 2 What are the advantages and disadvantages of getting an outside firm to find and interview applicants for secretarial and managerial posts within another firm? What do you think such a specialised firm can do that an ordinary business firm cannot do?

Comprehension

- 1 What do you think the man has just finished doing?
- 2 What exactly do you think he said to his secretary a second ago?
- 3 Explain what you think is the 'joke' here.
- 4 What do you think the man in the picture is saying to himself?
- 5 Give some possible reasons why the secretary did not understand very much of the letter.

Structure practice

- 1 You want somebody to do something. One very polite way of doing this is to say:

'I wonder if you'd mind ...ing ...?'

Use this construction to ask people to

- a repeat that phrase again.
- b file these letters.
- c specify the job in writing.
- d introduce the new secretary to all the staff.
- e work three hours overtime this evening.
- f check up on Miss Jones.
- g explain the phrase 'a satisfying and rewarding job'.

- 2 You are explaining to another person what steps to take in order to make something else happen (*cause and result*). You can say either:

'You can get more information if you ring the Special Appointments Division' or:

'You can get more information by ringing the Special Appointments Division.'

Transform the following in the same way:

- a You can win a prize if you come to work regularly.
- b You can earn two days' pay if you work one overtime shift.
- c You can reduce absenteeism if you make the work more interesting.
- d You will get better work from your secretary if you treat her like an executive.
- e You will disturb staff morale if you check up on us in secret.
- f You can work more efficiently if you delegate this work.

Open conversation

Study one part of this dialogue. Can you imagine what the other person (A) is saying? The conversation takes place on the phone.

A ...

B Well, a 'PA' is short for 'personal assistant' and it involves very challenging and difficult work, sometimes of a secretarial nature, for one of our top executives.

A ...

B No, I can't really give you that kind of information on the phone but we would be glad to discuss that matter at a personal interview.

A ...

B No, I'm afraid I can't be more specific than that on the phone!

A ...

B Well would it help if I told you that depending on your qualifications it would be between £2,000 and £3,000 a year?