

# 商务英语泛读

(第二册)

BUSINESS ENGLISH EXTENSIVE READING



主 编◎叶 兴 柳爱平  
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北京工业大学出版社

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## 内 容 简 介

《商务英语泛读》系列教材以《国家中长期教育改革与发展规划纲要》为指导,以高校培养高素质、应用性人才为目标,结合高校教学和商务活动实际情况,精选语料,科学编排。

本教材为第二册,共设计十个单元,主题涵盖商务在中国、电子商务、连锁经营、现代物流、现代服务业、国际贸易、区域经济和世界经济全球化、商业和政府、商业和环境保护以及商业和法律事务等。

本教材适合高校商务英语专业或其他相关专业学生及国际商务从业人员学习、参考。

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# 前 言

《商务英语泛读》系列教材以《国家中长期教育改革与发展规划纲要》为指导,以高校培养高素质、应用性人才为目标,结合高校教学和商务活动实际情况,精选语料,科学编排。

本套教材从商务活动的宏观体系入手,关注现代商务活动中涉及的新的主要的商业形态及其与社会之间的互动关系,并将这些商务活动的内涵、商业形态的模式、商业与社会关系的关键知识点呈现给读者,使读者通过本教材的学习,基本了解现代商业形态中各种流程的内涵和操作方法,培养良好的商业意识、职业素养与行为习惯。本套教材以工作过程为导向,辅以宽口径认知模式,坚持“学以致用”的编写原则,具有较强的实用性和可操作性。

本教材为第二册,共设计十个单元,主题涵盖商务在中国、电子商务、连锁经营、现代物流、现代服务业、国际贸易、区域经济和经济全球化、商业和政府、商业和环境保护以及商业和法律事务等。在编写体例上,每个单元均采取“导读+课文+模拟+轻松一刻”的组合模式,具体由导读与热身、课文(含词汇与注释、同步练习)、商务模拟、轻松一刻四大部分组成。

第一部分 导读与热身(Lead-in and Warming-up)用简明扼要的语言介绍本单元的主题,引导读者对主题所涉及的内容进行开放式的探讨。

第二部分 课文(Text)共设置两篇文章,所选文章紧紧围绕主题,语言地道,融知识性、趣味性、实用性为一体。各单元间语言难度呈递进趋势,总体难度控制在英语专业三年级学生可接受的范围之内。文章选材包括主题所涉及内容的主要方面,并能体现实践操作中所需的应用性内容。

词汇与注释(Vocabulary, Notes and Terms)列出与课文相关的生词、商务术语,对部分概念、理论进行详细注解。

同步练习(Exercises)就文章内容设置选择、判断、填空及开放性



讨论等多种形式的练习题，巩固读者所学，加深读者对文章的理解。

第三部分 商务模拟（Business Simulation）围绕单元主题，编排与主题有关的实例，使读者通过学习掌握相关表达方式及操作流程；同时，科学合理地设置模拟环节，通过模拟练习，使读者将所学专业知识运用到具体的专业实践中，进而促进其专业知识向专业技能转化的过程。

第四部分 轻松一刻（Fun Time）通过英文小故事、幽默笑话、经典电影对白、绕口令、填字游戏等娱乐方式，增强教材的趣味性，让读者享受轻松一刻。

教材的最后安排了练习题的答案，可供读者参考、检查学习效果。

本教材由有着丰富一线教学经验的老师编写而成，安徽商贸职业技术学院叶兴老师和江苏无锡城市职业技术学院柳爱平老师担任主编，安徽商贸职业技术学院叶兴老师负责第一单元的编写工作，安徽商贸职业技术学院周亚琼老师负责第二单元，安徽国际商务职业学院马娟娟老师负责第三单元，安徽商贸职业技术学院陈静老师负责第四单元，安徽城市管理学院武瑞老师负责第五单元，安徽商贸职业技术学院李金霞老师负责第六单元，广州白云职业技术学院龚毅虹老师负责第七单元，广州康大职业技术学院苏玉老师负责第八单元，江苏无锡城市职业技术学院柳爱平老师负责第九单元，安徽城市管理学院葛琼老师负责第十单元。由于编者水平有限，难免存在疏漏和不足之处，恳请各位专家、读者批评指正！

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# **Unit One**

## **Business in China**



### **Part One Lead-in and Warming-up**



#### **Lead-in**

Since its entry into the WTO, China has opened its consuming market with a population of 1.3 billion and a booming prosperity to many more foreign business and enterprises. Multinational enterprises and big companies are rushing into China to take advantage of this rapidly developing market with a huge potentiality. Some of them have already benefited from this expansion, while others, to some extent, haven't achieved the expected prospects. There are some points that foreign business should pay attention to in their business development in China. It is also the Chinese business culture and perspectives that foreign businessmen should know about while running business in China.

#### **Warming-up**

*You are required to discuss the following questions in groups and then present your group idea to the whole class.*

- (1) What's your understanding of guanxi (relationship) when doing business in China?
- (2) What's the difference between western businessmen and Chinese businessmen in



decision making?

(3) How to distinguish Chinese modesty in business activities?

(4) What do you know about business culture in China?

## Part Two Texts



### Text A

## China's Business Culture—Golden Hints for Doing Business in China

from the British Embassy in Beijing

### Take All the Time<sup>1</sup> in the World

Western business visitors are often deadline-driven and unwilling to slow down to the Chinese pace when discussing business. But in China the pace can be fast and slow simultaneously. Those involved in negotiations know how long they can drag on when the Chinese side is consulting internally or has other reasons for delay. But Chinese negotiators can move with lightning speed on other occasions. Part of this feeling is subjective. Any chess player knows how long you have to wait for the other player and yet how fast you must move yourself. Nevertheless, Chinese negotiators use time more consciously than their Western counterparts.

### Separate Fact from Fiction

Virtually everything you hear about China is true, and so is the opposite. Western thought is dominated by linear logic<sup>2</sup> whereas Chinese thinking is influenced by early philosophers, who saw a paradoxical balance of opposites<sup>3</sup> in all things. Where Westerners tend to look for clear alternatives (Option A instead of Option B), Easterners may examine ways to combine both



Option A and Option B. This difference in approach may make a Westerner think that a Chinese negotiator is being illogical, evasive or devious, when he believes he is being quite straightforward.

### Build Relationships<sup>4</sup>

Westerners normally build transactions and, if they are successful, a relationship



will ensue. However, the Chinese believe that prospective business partners should build a relationship and, if successful, commercial transactions will follow. This difference underlies many misunderstandings arising from business negotiations. Virtually all successful transactions in China result from careful cultivation of the Chinese partner by the foreign one, until a relationship of trust evolves.

### **Cultivate Guanxi<sup>5</sup>**

The logical development of close relationships is the Chinese concept of guanxi, pronounced “gwan shee”. According to a business analyst Tim Ambler of the London Business School, the kernel of guanxi is doing business through value-laden relationships. In a highly centralised, bureaucratic state, the use of personal contacts was the only way to get things done. Guanxi is the counterpart of a commercial legal system. Where the latter is relatively weak, as in China, the need to rely on guanxi will be strong. As long as the relationship is more valuable than the transaction, it is logical to honor it. The idea of a friendship leading to business is attractive. But Easterners who are familiar with guanxi are more cautious than Western converts. The obligations of guanxi are very real. In the wrong place, at an inappropriate time, with unsuitable people, the obligations can become a trap—it is hard to escape.

### **Take Care with Contracts**

Chinese and Westerners often approach a deal from opposite ends. To a Westerner, starting with a standard contract, altering it to fit the different circumstances, and signing the revised version, seems straightforward. Commercial law is ingrained in our thinking. But traditionally, commercial law scarcely existed in China and certainly indicated bad faith. The early appearance of a draft legal contract was seen as inappropriate or, more likely, irrelevant, because it carried no sense of commitment<sup>6</sup>. The business clauses might form a useful agenda, but obligations came from relationships, not pieces of paper. Today, returning home with a signed piece of paper is a symbol of progress, but nothing more. The Chinese may be signing a contract to humour their guests. To them, a completed contract may merely be the proof that both sides have grown close enough to develop a trusting relationship. Further concessions may then be requested—a difficult prospect for the Westerner who has shaved his margin down to the bone.

### **Mobilize Local Assets**

The challenge of learning to speak Chinese fluently, the complexities of the Chinese way of doing business, and a strong sense of national pride mean that a foreigner will only extremely rarely be accepted by Chinese interlocutors on equal terms. The solution is to find a reliable Chinese ally to work with you. An effective Chinese colleague will often be able to analyse body language at meetings, work out who in the other negotiating team holds real power—not always the boss—and help smooth out any inadvertent wrinkles<sup>7</sup>. Conversely, the presence of a



Westerner should be exploited to the full. Chinese interlocutors will often see a visit by a foreigner as an indication of sincerity and commitment by the Western company. Perversely, they often do not accord mainland Chinese or Hong Kong representatives the same status as a foreigner. The ideal sales team, therefore, is often a Chinese to take care of the working level contacts, and a foreigner to do honor to the higher echelons.

### **Respect Face**

Face is an essential component of the Chinese national psyche. Having face means having a high status in the eyes of one's peers, and is a mark of personal dignity. The Chinese are acutely sensitive to gaining and maintaining face in all aspects of social and business life. Face is a prized commodity which can be given, lost, taken away or earned. Causing someone to lose face could ruin business prospects or even invite recrimination. The easiest way to cause someone to lose face is to insult an individual or criticize them in front of others. Westerners can unintentionally offend Chinese by making fun of them in a good-natured way. Another error can be to treat someone as a subordinate when their status in an organization is high. Just as face can be lost, it can also be given by praising someone for good work before their colleagues. Giving face earns respect and loyalty, but praise should be used sparingly. Over-use suggests insincerity on the part of the giver.

### **Accept the Pecking Order<sup>8</sup>**

*Mao Zedong's Thoughts on Discipline* published in 1966 provide a valuable insight into structures which persist in Chinese organizations even to this day, "The individual is subordinate to the organization. The minority is subordinate to the majority. The lower level is subordinate to the higher level." This quotation, which underlies the way China was governed for over 20 years, indicates why Chinese society and companies are very hierarchically organized, and why Chinese people seem to be more group oriented than individualistic and often do not like to take responsibility. Similarly, people are seldom willing to give an opinion before their peers as it might cause loss of face with a valued ally.

### **Know the Tricks of the Trade**

Chinese negotiators are shrewd and use a wide variety of bargaining tactics. The following are just a few of the more common stratagems.

— Controlling the meeting place and schedule. The Chinese know that foreigners who have travelled all the way to China will be reluctant to travel home empty-handed. Putting pressure on foreigners just before their scheduled return can often bring useful benefits to the Chinese side.

— Threatening to do business elsewhere. Foreign negotiators may be pressured into making concessions when the Chinese side threatens to approach rival firms if their demands are not met.

— Using friendship to extract concessions. Once both sides have met, the Chinese side



may remind the foreigners that true friends would reach an agreement of maximum mutual benefit. Make sure that the benefit is genuinely mutual and not just one-way.

— Showing anger. Despite the Confucian aversion to displays of anger, the Chinese side may put on a display of calculated anger to put pressure on the foreign party, who may be afraid of losing the contract.

— Attrition. Chinese negotiators are patient and can stretch out discussions in order to wear their interlocutors down. Excessive hospitality in the evening before discussions can be another variation on this theme.

### Play the Game Yourself

Foreign negotiators dealing with Chinese may find some of the following tactics helpful.

— Be absolutely prepared. At least one member of the foreign team must have a thorough knowledge of every aspect of the business deal. Be prepared to give a lengthy and detailed presentation, taking care not to release sensitive technological information before you reach full agreement.



— Play off competitors. If the going gets tough, you may let the Chinese side know that they are not the only game in town. Competition between Chinese producers is

increasing. There may be other sources in the country for what your counterpart has to offer.

— Be willing to cut your losses and go home. Let the Chinese side know that failure to agree is an acceptable alternative to making a bad deal.

— Cover every detail of a contract before you sign it. Talk over the entire contract with the Chinese side. Be sure that your interpretations are consistent and that everyone understands their duties and obligations.

— Be patient. Chinese generally believe that Westerners are always in a hurry, and they may try to get you to sign an agreement before you have adequate time to review the details.

### Vocabulary

1. simultaneously *adv.* 同时地
2. consult *v.* 查阅, 请教, 商讨, 就诊
3. subjective *adj.* 主观的 *n.* 对象, 主题, 问题, 主语
4. consciously *adv.* 有意识地, 自觉地
5. counterpart *n.* 职务相当的人, 对应物, 相似之物, 副本
6. virtually *adv.* 实际上, 几乎



7. paradoxical *adj.* 似是而非的, 矛盾的, 诡论的
8. evasive *adj.* 逃避的, 难以捉摸的, 闪烁其词的
9. devious *adj.* 迂回的, 弯曲的, 不正直的, 狡猾的
10. transaction *n.* 交易, 办理, 处理, 事务
11. cultivation *n.* 教化, 培养, 耕作
12. kernel *n.* 核心, 中心, 精髓
13. convert *n.* 皈依者, 改变信仰的人 *v.* (使) 转变, 使……改变信仰, 转化, 兑换, 换算
14. ingrain *v.* 使根深蒂固, 生染 *adj.* 根深蒂固的, 染色的
15. commitment *n.* 承诺, 保证, 信奉, 献身, 委任, 交押
16. concession *n.* 让步, 特许权, 妥协
17. margin *n.* 边缘, 余地, 幅度, 利润, 差额, 页边空白, 定金 *v.* 加边于, 为……付保证金
18. interlocutor *n.* 对话者, 谈话者, (代表某人或组织) 参加交谈的人
19. ally *n.* 同盟国, 同盟者, 伙伴 *v.* (使) 结盟, (使) 联合
20. inadvertent *adj.* 不注意的, 疏忽的, 非故意的
21. conversely *adv.* 相反地
22. perversely *adv.* 倔强地
23. accord *v.* 与……一致, 给予, 调解 *n.* 协议, 一致, 符合
24. echelon *n.* 职权的等级, 阶层, 梯队, 梯次编队 *v.* 排成梯形
25. psyche *n.* 精神, 心灵, 灵魂
26. recrimination *n.* 反控告, 反责
27. peck *v.* 啄, 连续敲击 *n.* 啄痕, 啄食
28. hierarchically *adv.* 体系地, 分层地
29. stratagem *n.* 战略, 计谋
30. attrition *n.* 摩擦, 消耗, 人员耗损
31. play off *v.* 利用, 挑拨, (比赛) 平局后加赛以决胜负

## Notes

1. take all the time 这个短语源自于 take your time, 从容做, 不慌不忙, 强调与中国商人打交道时要有耐心。与西方商务人士讲究规定日期完成规定事项的习惯不同, 中国的商务人士在做事的时候更能有意识地利用时间, 拖延或加快商务进程, 从而获得较好的商务交际结果。

2. linear logic 线性逻辑思维, 意指西方人进行商务抉择时采用的非 A 即 B 的思维方式, 逻辑关系清楚。

3. paradoxical balance of opposites 矛盾统一的逻辑思维, 意指中国人擅长的将各种不同的商务选择进行综合取舍的思维方式, 逻辑关系不明确, 是一种多变的迂回的



思维方式。

4. build relationships 中西方对于商务活动和信任关系的建立顺序有不同的理解。中国人倾向于先建立良好的信任关系，再水到渠成地达成交易；而西方人的做法则是相反的。

5. guanxi “关系”是中国商务文化中的核心要素，是开展商务活动、维系很多商务运作必不可少的一部分。这与西方商业环境中的“商业法律体系”的基础性作用形成对照。看重“关系”是中国乃至东方商务文化的一个重要特点，是“以人为本”的儒家思维根深蒂固地存在于社会各阶层中的表现。

6. sense of commitment 责任感，意指中西方对于谈判与合同中隐含的意义的不理解。西方人以法律合同文本作为谈论交易细节的出发点，而中国人则偏向于制定一个具体的分阶段的商讨过程，以此作为建立商务关系、落实商业责任的渠道。签订合同是西方商人的终极目标，而中国商人思考的是建立互信的商业关系。因此，隐含在法律合同文本中的责任感对于西方商务人士是制约性的，对于中国商人是建设性的。

7. inadvertent wrinkles 不易察觉的皱眉，意指商务交流中的不理解、困难或是不愿意的事情。

8. the pecking order 啄食的顺序，指在中国个人服从组织、个体服从群体、下级服从上级的基本社会秩序，这种秩序影响个人表达意见的顺序和个体承担责任的意愿。因此，犹如一个动物群体中的成员一样，每个人需要服从“啄食”的顺序。

## Exercises

### 1. Single Choice

You are required to pick up the most appropriate choice according to your understanding of the text.

(1) In the first paragraph, the word “deadline-driven” means \_\_\_\_\_.

- A. scared of deadline
- B. arrange schedule according to deadline
- C. drive before deadline
- D. highly disciplined

(2) In the fourth paragraph, the word “value-laden” means \_\_\_\_\_.

- A. value-added B. filled with value C. the most valuable D. highly valued

(3) What's the meaning of the last sentence of the fourth paragraph? \_\_\_\_\_

- A. The obligation of guanxi is a trap for businessmen.
- B. Nobody can escape from the obligation of guanxi.
- C. Unsuitable people can't escape from the trap of guanxi.
- D. Guanxi with unsuitable people may cause trouble in some situations.

(4) According to the sixth paragraph, which of the following is wrong? \_\_\_\_\_



A. Foreigners can't be totally accepted by Chinese interlocutors on equal terms in most cases.

B. It is good to team up with a Chinese ally for the business negotiation.

C. Chinese representatives of a foreign business have the equal status as foreigners have for their counterpart interlocutors.

D. Foreigners often indicate the honor to the advanced management level.

(5) Which of the following means a gesture of giving face? \_\_\_\_\_

A. Criticize someone in front of others.

B. Praise someone in front of staff members.

C. To treat someone as a subordinate when their status is high.

D. Frequently compliment one's colleague.

## 2. Blank Filling

You are required to complete the blanks with the words given below. Change the form when necessary.

simultaneously	counterparts	approach	illogical	transaction
cautious	scarcely	concession	margin	conversely
representative	component	insult	sparingly	subordinate

(1) Asian banks were also in better shape than their Western \_\_\_\_\_ and able to lend more.

(2) In foreign business, it's important to \_\_\_\_\_ different clients with the same sincerity.

(3) Had you not helped us, we should have canceled this \_\_\_\_\_.

(4) I am prepared to make some \_\_\_\_\_ on minor details, but I cannot compromise on fundamentals.

(5) This price will allow a good \_\_\_\_\_ of profit.

(6) \_\_\_\_\_, work in applied science and technology frequently acts as a direct stimulus to the development of pure science.

(7) She has just been appointed as the new sales \_\_\_\_\_ for the company in that country.

(8) How can my people produce the unit if we are missing a vital \_\_\_\_\_?

(9) Sometimes, a witty joke may \_\_\_\_\_ the interlocutors who have a different understanding about the joke.

(10) A wise boss sometimes will praise his \_\_\_\_\_ in public.

## 3. Translation

You are required to translate the following paragraphs into Chinese.

(1) Be absolutely prepared. At least one member of the foreign team must have a thorough knowledge of every aspect of the business deal. Be prepared to give a lengthy and





detailed presentation, taking care not to release sensitive technological information before you reach full agreement.

(2) Play off competitors. If the going gets tough, you may let the Chinese side know that they are not the only game in town. Competition between Chinese producers is increasing. There may be other sources in the country for what your counterpart has to offer.



## Text B

### Importing from China—Managing Your Risks

by Johnny Tay

My first trip to China wasn't on business, but as a tourist. I was apprehensive due to the many preconceived notions I carried, fed by media reports of the physical and social conditions there. I half-expected stomach upsets from badly cooked food and guarding against robberies at every turn. Most of my fears were unfounded, and you can find products and services of international standard.

Many buyers are guarded about buying from China—understandably so with recent unfavorable news coverage of the country, its products and its business practices. However, China is still the third largest exporter in the world—proof that there are plenty of serious and high quality suppliers.

Visiting China is a good starting point for doing business there. If not, there are many online and print sources to help you find quality products and suppliers, which I'll mention within this article.

These risks can be minimized by understanding all the costs involved in your import arrangement. Some may be completely hidden, and others not overtly

