

总主编 宫桓刚 李 丽

# 现代商务英语 综合教程 (第3册)

## 教学参考书

主编 吕海彬 王哲

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总主编 宫桓刚 李 丽  
主 编 吕海彬 王 哲

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自 20 世纪 90 年代以来,经济全球化逐渐渗透到社会生活的方方面面,而随着中国加入 WTO 后与国际接轨程度的进一步加深,对于具有良好的英语语言技能同时精通商务知识的复合型人才的需要日益凸显。当今,商务英语的范畴已延伸到与商务有关的所有领域,包括营销、管理、贸易、金融、法律、电子商务和跨文化交际等,构成了具有自己特色的完整的商务英语体系。

从培养目标上看,商务英语课程的教学目的不仅仅是了解有关领域的基本知识,更重要的是能够灵活运用英语进行有效的商务沟通,处理国际商务中的实际问题。这种变化和概念的更新给商务英语教学在内容和质量上都提出了更高的要求,这是传统的大学英语教学所不能达到的。教育部《关于外语专业面向 21 世纪本科教育改革的若干意见》中也明确指出:“从根本上来讲,外语是一种技能,一种载体;只有当外语与某一被载体相结合,才能形成专业。过去常见的是外语与文学、外语与语言学的结合。应该看到,即使在社会主义市场经济的条件下,我国高校仍肩负着为国家培养外国语言文学学科领域的研究人员的任务。同时,我们也应当清醒地面对这样一个现实,即我国每年仅需要少量外语与文学、外语与语言学相结合的专业人才从事外国文学和语言学的教学和研究工作,而大量需要的则是外语与其他有关学科——如外交、经贸、法律、新闻等——结合的复合型人才,培养这种复合型的外语专业人才是社会主义市场经济对外语专业教育提出的要求,也是新时代的需求。”适应这一要求,我们设计了这套系列教材。

## 一、编写宗旨

《现代商务英语综合教程》的编写宗旨是:在遵循现代外语教学理念的基础上,强调外语在商务领域中的应用,注重为学生创造商务环境,全面培养学生的英语综合应用能力,使他们在今后的工作中能用英语有效地进行口头和书面商务沟通。

## 二、编写原则和教材特色

与以往相互独立而处于割裂状态的商务英语听说、商务英语阅读、商务英语翻译、商务英语写作的教材设计理念不同,本系列教材将听、说、读、写、译技能的培养融入每一个章节的商务活动中,围绕同一个商务主题,通过形式多样的活动,全面培养学生的语言综合运用能力。在借鉴国外原版教材设计理念的基础上,结合中国学生的实际需要,集知识性与趣味性于一体。教材体例安排新颖,语言真实地道,风格清新活泼,练习灵活多样,摒弃沉闷枯燥的说教,将真实的商务世界带进课堂,有助于学生轻松地体验商务英语

学习的快乐。

### 三、使用说明

本书为《现代商务英语综合教程》教学参考书第3册，共12章。本书除了客观题的全部答案外，所有主观题，包括翻译、口语活动和作文，均提供了内容丰富、观点不同的实例，便于教师开阔学生思路、展开课堂活动。本书还提供了听力原文、课内阅读的参考译文、围绕主题的商务背景知识以及补充阅读材料，供教师备课时参考选用。书中每单元需6~8课时：**Background Case** 和 **Listening 2~3** 课时，**Reading 3~4** 课时，课后练习1课时。**Supplement Reading** 可以作为学生课后阅读的补充材料，也可以作为教师备课的补充资源。任课教师可以根据自己班级的情况和不同的单元适当调整，灵活掌握。

为保证质量，《现代商务英语综合教程》教学参考书由美籍专家 **Jane Martens** 女士进行审校。

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# Retailing



## Background Info

Retailing includes all transactions in which the buyer intends to consume the product through personal, family, or household use. Buyers in retail transactions are therefore the ultimate consumers. A retailer is an organization that purchases products for the purpose of reselling them to ultimate consumers. Although most retailers' sales are directly to the consumer, nonretail transactions occasionally occur when retailers sell products to other businesses. Retailing often takes place in stores or service establishments, but it also occurs through direct selling, direct marketing, and vending machines outside stores.

Retailing is important to the national economy. Most personal income is spent in retail stores, and nearly one out of every seven people employed in the United States works in a retail operation.

Retailers add value, provide services, and assist in making product selections. They can enhance the value of the product by making the shopping experience more convenient, as in home shopping. Through its location, a retailer can facilitate comparison shopping; for example, car dealerships often cluster in the same general vicinity. Product value is also enhanced when retailers offer services, such as technical advice, delivery, credit, and repair services. Finally, retail sales personnel can demonstrate to customers how a product can help address their needs or solve a problem.

Since 1992 the Chinese government has launched a series of policies to promote the rapid and healthy development of the retail industry in China. Large retailers prefer the large cities. According to the National Bureau of Statistics, in 2007, the sales of retail enterprises in Beijing, Shanghai, Tianjin, Chongqing, Shenzhen, etc. all exceeded 20% in total retail turnover.

Chain retail in China had been in a rapid expansion and development period. New chain store networks and shopping malls are emerging outside the top three cities of Beijing, Guangzhou and Shanghai as retailers extend their reach to other first-tier cities, and now many second- and third-tier cities. The growth pace of shops in the second- and third-level cities was 2~3 times that of first-level cities.

Presently, there are six retail formats in China, shopping center, department store, supermarket, convenience store, specialty store and non-store selling. Currently, there

are a large number of retail enterprises and more than 15 million retail networks.

The number of foreign-funded retail enterprises entering China has grown fast, the top ten including Carrefour (France), YUM (America), Parkson (Malaysia), Lotus (Thailand), Wal-Mart (America), LeGO (UK), McDonalds (America) and Jusco (Japan).

China's retail market has opened wide to foreign involvement, now permitted by the government, but there are still restrictions on the retailing of certain goods, notably books and other media, and most foreign retailers are finding it hard to make any profit in these areas. Meanwhile, Chinese companies are becoming increasingly competitive in response to the foreign entrants, often undercutting their competitors to the point of loss-making.

China's retail market will continue to develop rapidly and is expected to grow by about 34% between 2008 and 2012, to reach a total value of over RMB7.54 trillion. The Chinese government has attached great importance to the retail industry. A series of documents have been launched to standardize market competition order in order to standardize the retail market competition and retail supply. The retail industry in China has considerable room for development.

Source: Adapted from *Marketing Concepts and Strategies*, Twelfth Edition, by William M. Pride and O.C. Ferrell, Boston, New York: Houghton Mifflin Company, 2003, pp403-404; "China's Retail Industry Annual Growth Level Will Reach 14% from 2007 to 2010", [http://findarticles.com/p/articles/mi\\_m0EIN/is\\_2007\\_Oct\\_29/ai\\_n21067244/](http://findarticles.com/p/articles/mi_m0EIN/is_2007_Oct_29/ai_n21067244/)



## Questions for Discussion

1. Do you frequently go shopping? Where would you like to go?

Yes. I frequently go shopping in supermarkets, department stores, shopping malls, groceries, exclusive shops, specialty stores, etc.

2. Do you prefer those large-scale retailing stores? Why?

Yes. Large-scale retailing stores can provide relatively low prices for their large scale and good service, too. The quality of commodities in large-scale retailing stores usually can be guaranteed. Any complaints can receive immediate response due to the good management of large-scale stores. In addition, the shopping environment is relaxed and casual. Customers can order a certain commodity when it is out of stock and be informed when it arrives.

3. What are the main reasons for foreign retailers expanding their business in China?

The foreign retailers' sales gains in their home markets have slowed due to their markets' maturity and slower economic growth.



## Listening

### *Activity 1*

#### **Script**

**Interviewer:** Welcome to our program, “Weekly Business Center”. Today we’ve invited George Harrison, senior vice president of marketing for Nintendo of America Inc. Hello, Mr. Harrison. It is reported that your company has made a retail record for the new video game “Mario Kart: Double Dash” last year. I know the game is quite hot on the market. What is the game about?

**Mr. Harrison:** Well, the game features characters racing go-carts while throwing things at each other. It’s quite hot, you know. The game was out of stock by the first week of December, after sales of almost 500,000 games in November. So we have to make the game immediately for Christmas.

**Interviewer:** It is reported your company sold more than 900,000 games in the U.S. by the end of last year. Then how can you manage to restock shelves in time for the critical pre-Christmas rush?

**Mr. Harrison:** Really, the biggest time of year for us is November and December. If it goes out of stock for a while, customers tend to lose interest in it. We know as it turned out, speed was crucial. We have a packaging plant near Seattle. For about 60% of the stores, the games went from the plant straight to the retail-store shelves. It can decrease the time a product gets to the shelf to as long as six weeks.

**Interviewer:** That means there are no stops at warehouses or distribution centers, right?

**Mr. Harrison:** Yes. Actually, when we shipped the new game to stores in December, most retailers agreed to pay a little extra to have the games sent directly to the stores within 9 days.

**Interviewer:** That is to say the retailers rely more on fast deliveries. Then how can you guarantee such fast delivery? Do the retailers need some special services from the shipping companies to help maintain supply lines?

**Mr. Harrison:** Yes. Actually the just-in-time retail shipments are the key for fast deliveries. Some big transport companies such as UPS and FedEx Corp. offer new services directed at retailers and use their transport networks differently.

**Interviewer:** Do you consider such direct-to-store shipping will keep growing in the

retail industry?

**Mr. Harrison:** Sure. The retail industry is moving away from the cycle of building up inventory and letting it decline when the economy hits a rough spot. The inventory buildup will not be as great as it was in the past as the economy improves.

**Interviewer:** So we can say that such direct-to-store shipment will continue to grow until most retailers receive at least some of their merchandise that way. Thank you very much for introducing your experience with us. Please stay tuned; we'll be back right after the advertisement.

*Source: "Retailers Rely More on Fast Deliveries", by Elizabeth Souder, Wall Street Journal, January 14, 2004; Applications in Basic Marketing, Clippings from the Popular Business Press, 2005-2006 Edition, by William D. Perreault, Jr. and E. Jerome McCarthy, Mc Graw-Hill Irwin, p127*

**2. Listen to the dialogue. Then fill in the blanks with the missing words you hear.**

- (1) What is the game "Mario Kart: Double Dash" about?

The game features characters racing go-carts while throwing things at each other.

- (2) What retail record did Nintendo of America Inc. reach in their new video game?

The game was out of stock by the first week of December, after sales of almost 500,000 games in November. And the company sold more than 900,000 games in the U.S. by the end of last year.

- (3) How did Nintendo of America Inc. manage to restock shelves in time for the critical pre-Christmas rush?

They have a packaging plant near Seattle. For about 60% of the stores, the games went from the plant straight to the retail-store shelves.

- (4) How did the company guarantee fast delivery?

Some big transport companies such as UPS and FedEx Corp. offer just-in-time retail shipments services directed at retailers and use their transport networks differently.

- (5) What is the development prospect of direct-to-store shipping in the retail industry?

Such direct-to-store shipment will continue to grow until most retailers receive at least some of their merchandise that way.

**3. Listen to the dialogue, and decide whether the following statements are true or false. Put "T" for True and "F" for False in the spaces provided.**

- (1) F      (2) T      (3) F      (4) F      (5) T



## Activity 2

### Script

Carrefour was formed in 1959 by the Defforey and Fournier families as an out-of-town hypermarket. Now Carrefour is the second largest retailer worldwide. The 50-year-old store with an annual turnover of over €97 billion operates over 12,500 stores in 30 countries. It was among the pioneering entrants in the emerging markets of Brazil (1975) and China (1995). At the end of 2007, Carrefour opened its 104th hypermarket store in China. The leading French company concentrates solely on retail activities. Over 60% of its sales revenue was generated by its hypermarket business, which is the company's first, traditional activity. It pioneered and popularized the hypermarket concept in France and expanded largely through organic growth until the late 1990s, becoming France's leading hypermarket operator. In recent years, Carrefour has been actively cooperating with some big manufacturers. In November 2007, the computer manufacturer, Dell, reached an agreement with Carrefour, which made Carrefour the first mass merchandiser in Europe to sell Dell laptop and desktop computers. According to the agreement, consumers are able to purchase Dell products in 365 Carrefour Group stores in France, Belgium and Spain beginning in January 2008. Plans also call for additional stores in more countries later in the year.

*Source:* "Carrefour Decides Finally to Enter Retail", [http://www.indianwineacademy.com/dm\\_175\\_item\\_7.asp](http://www.indianwineacademy.com/dm_175_item_7.asp); "Dell, Carrefour Announce European Retail Agreement", <http://www.thefreelibrary.com/Dell,+Carrefour+Announce+European+Retail+Agreement.-a0171804094>

### 2. Listen to the passage and choose the best answer from the following choices.

- (1) B                      (2) B                      (3) C                      (4) A                      (5) B

### 3. Listen to the passage and answer the following questions.

- (1) When was Carrefour first formed by the Defforey and Fournier families?  
In 1959.
- (2) How many stores has the 50-year-old Carrefour opened worldwide?  
More than 12,500 stores.
- (3) How many hypermarket stores had Carrefour opened in the Chinese market by the end of 2007?  
104.
- (4) What is the percentage of hypermarket business in Carrefour's sales revenue?  
Over 60%.

(5) From what time can consumers purchase Dell products in Carrefour Group stores in France, Belgium and Spain?

January 2008.

**4. Listen to the passage. Then write the words you hear in the correct blank.**

In recent years, Carrefour has been actively (1) cooperating with some big (2) manufacturers. In November 2007, Dell (3) reached an agreement with Carrefour, which made Carrefour the first mass (4) merchandiser in Europe to sell Dell (5) laptop and (6) desktop computers. According to the agreement, (7) consumers are able to (8) purchase Dell products in 365 Carrefour Group (9) stores in France, Belgium and Spain beginning in January 2008. Plans also call for (10) additional stores in more countries later in the year.



## Reading

### 戴尔结盟国美 进军中国零售市场

[1] 戴尔公司从开始将重要资源投入到建立中国市场业务以来已有近十年的时间，它一直在试图说服疑心重重的中国电脑用户相信其直销模式的美好。例如，2006 年戴尔在中国东南部城市——厦门，新建了第二家工厂，使其在中国的生产能力提高了一倍。一家工厂向亚洲其他国家出口产品，另一家工厂用来满足中国国内的需求。2007 年 3 月，公司首席执行官迈克尔·戴尔亲赴上海，推出一款由戴尔中国工程师专为国内用户设计的新款低价台式机电脑产品。为了方便中国消费者从戴尔公司购买产品，2006 年该公司还在中国的一些购物中心开设了 9 个专卖店。

[2] 然而，中国消费者仍然没有完全将戴尔的直销模式看做是购买电脑的基本方式。戴尔公司在中国国内市场的占有率少得可怜，只有 2.5%。它在大型企业用户市场上表现得相对好很多，但其总体市场份额仍低于 10%，排在第四位，落后于市场排名第一的联想集团和排名第二的中国企业——方正公司。让戴尔公司高管感到恼火的是，公司甚至不能夸口说自己是中国市场上面额最大的国外品牌厂商，因为在中国市场，它已经落后于重振雄风的惠普公司。

[3] 戴尔公司在美国国内市场疲于苦苦挣扎，因此它不能满足于在中国市场上只保持缓慢增长的状态。毕竟中国市场太重要了。中国是仅次于美国的全球第二大市场。据 Gartner 公司预计，2007 年中国的电脑销量可能超过 3 300 万台，年增长率在 17% 左右。



这也正是为什么戴尔在中国市场要摒弃其著名的直销模式，而开始尝试新举措的原因。现在，它决定通过大型零售商将产品出售给消费者。戴尔公司在 2007 年 9 月 24 日宣布与中国最大的电子产品零售商国美进行合作。

[4] 戴尔公司消费者营销副总裁迈克尔·戴德迈自信地认为，与国美的结盟将会使戴尔接触到全国范围内更多的消费者。他表示，国美拥有“一个巨大的足迹”，在中国 200 个城市拥有近 1 000 家商店。在第一阶段，戴尔公司计划进入中国较大城市中的 50 家国美商店，2008 年再继续扩展。戴德迈说：“顺利的话，到 2008 年进入国美商店的数量将超过 200 家。”戴德迈在 2007 年 8 月加入戴尔公司，此前在摩托罗拉公司担任过 3 年的公司副总裁兼北京分公司总经理。

[5] 很少有中国消费者喜欢用手机或网络来购物，戴尔公司的这一举措实际上也是承认了它在中国市场上坚持推行直销模式是行不通的。香港巴林资产管理公司亚洲事务主管亨利·陈说：“中国不是一个容易推行直销模式的市场。即便是像戴尔这样强大的公司也必须像其竞争对手那样，遵循特定的渠道模式。”

[6] 像戴尔公司这样的直销厂商还必须要克服文化上的障碍。戴尔的直销模式在美国运行得很好，消费者不必开车去商场就可以购买其产品。但正如香港市场调查公司 Intercedent Asia 的执行董事罗斯·奥布赖恩所说，“中国城市居民的购物活动带有很强的个人意识。”相反，“直销模式就存在很大的不方便性。”

[7] 当然，减少对直销模式的依赖性并不能解决戴尔在中国遇到的所有问题。戴尔公司需要面临的一大挑战是选择合作伙伴。国美也许是中国最大的电子产品连锁商，但是中国绝大部分的电脑销售并不是在国美或者百思买（2006 年该零售商在上海开设其在中国的第一家商店，并控股国美的竞争对手——江苏五星电器公司）那样的零售店铺中，而是在许多 IT 商城中发生的，每个 IT 商城中往往集中了上百家零售商。据戴尔公司的戴德迈说，中国有 80% 以上的电脑是在这些 IT 商城中销售出去的。

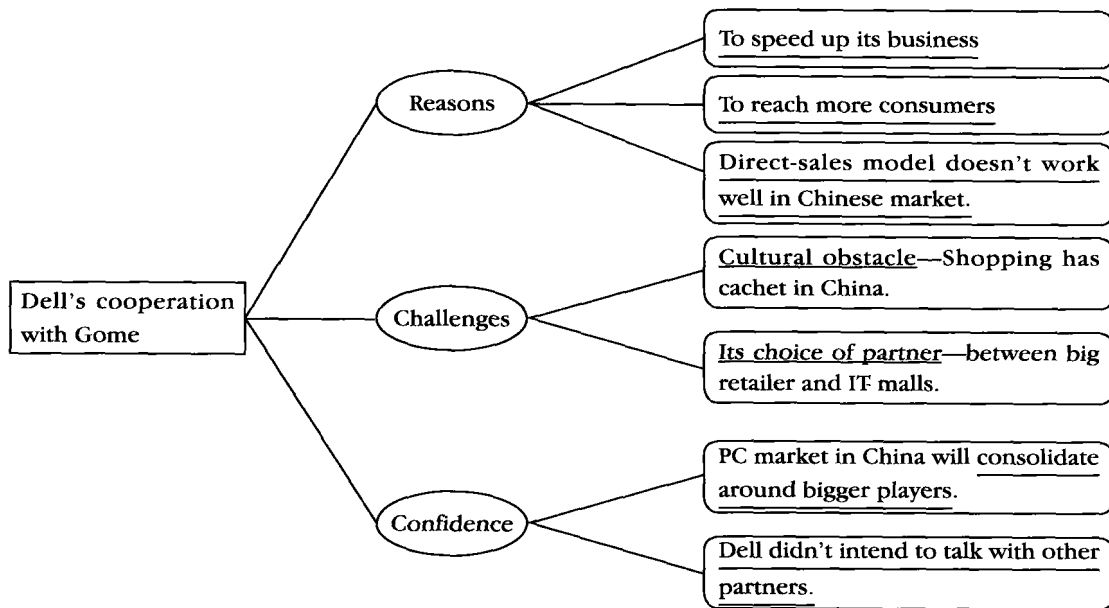
[8] 与国美合作并不能给戴尔带来很大的帮助。但戴德迈认为会有越来越多的中国消费者到国美这样的零售店购物。他说：“对于消费者来说，在 IT 商城中购物的体验并不好。”作为摩托罗拉前任高管，戴德迈指出，中国的手机市场一度被小商小贩所把持，而现在则回到了国美这样的大型零售商手中。据他介绍，目前国美已占据中国 30% 的手机市场份额。戴德迈说：“你会看到中国的电脑市场也会朝着同一方向加速稳固发展。”

[9] 戴德迈表示，目前公司并没有同其他的合作伙伴谈判，但是巴林资产管理公司的陈先生认为 IT 商城仍将扮演重要角色。现在，戴尔已经开始在中国尝试放弃直销模式，戴德迈和戴尔公司的其他高管不久就会发现他们需要采取下一步举措，甚至会与其他竞争对手更相似。



## Structure

### 1. Read the article and complete the chart.



### 2. Read Paragraphs [2], [5] and [6], and answer the following questions.

(1) How is Dell's market position in the Chinese PC market?

Though Dell's market share among Chinese big corporate buyers is much better than that of domestic consumers, Dell's overall market position is below 10% and it ranks No. 4 in the Chinese market.

(2) Why did Dell meet failure with its famed direct-sales model in the Chinese market?

Chinese consumers are not keen on shopping on the phone or via the Internet.

(3) What is the cultural obstacle for Dell to overcome in the Chinese market?

Chinese consumers like to go shopping, and it is quite difficult to change their behavior.

## Vocabulary

### 1. Word-Meaning Matching Drill

- (1) d    (2) i    (3) m    (4) a    (5) o    (6) k    (7) g    (8) b  
 (9) j    (10) e    (11) l    (12) n    (13) f    (14) h    (15) c