

商务英语系列课程教材

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商务英语案例阅读教程

Selections for Business English
Reading: Case Studies

肖云南 主编

清华大学出版社 · 北京交通大学出版社

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·北京·

内 容 简 介

本书共 40 篇文章, 所选文章短小精悍, 语言通俗规范, 内容包括国际商务领域一些经典的案例。每篇文章后加有注释, 对文章来源及出现的生词和难句或长句进行注释或翻译。课后练习设计分为两大项: I. 阅读理解练习; II. 词汇与术语练习。每项练习都有练习指导, 其练习形式多样化, 读者可根据要求进行训练。各个单元不分先后, 可根据兴趣和需要灵活选用。本书可帮助商务英语学习者提高阅读欣赏水平和理解能力, 扩大商务知识面和词汇量。

本书可供商务英语、国际贸易、经济管理、金融、法律、财税等专业的学生作为复合型专业英语阅读教材使用, 亦可供具有一定英语基础的商务工作者学习使用。

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Preface

前 言

迈入新世纪和加入 WTO,我国正逐步地参与国际竞争,同世界接轨。随着全球经济的发展和市场化运作,英语作为国际贸易用语变得越来越重要,社会上也越来越迫切地需要既有专业知识又能熟练运用英语的人才。在这一新形势下,一些有条件的院校纷纷开设商务英语专业,商务英语已经进入了很多高校的课程之中。21世纪是一个充满机遇和挑战的时代,它为当前的商务英语教学提出了更新、更高的要求。怎样才能有效地提高学生的实际语言运用能力,培养既有专业知识又能熟练运用英语的人才,使学生所学的知识跟上时代的节奏,符合社会经济生活的实际需求,已成为英语教育工作者的历史责任,也是日益发达的经济社会发展的需要。

为了适应新的形势,满足高等院校商务英语等专业学生和社会上各阶层商务工作者的需求,我们组织编写了这套《商务英语系列课程教材》。目的是帮助商务英语、国际贸易等专业的学生有效地解决学习中出现的问题,让更多的人通过商务英语系列课程的学习,快速提高商务英语听、说、读、写、译等各方面的能力,掌握国际商务领域最新的知识和动态,不断提高自身素质和专业水平,迎接国际竞争的挑战,为祖国的现代化建设服务。

《商务英语系列课程教材》是国家教育部新世纪网络课程建设工程项目之一,本系列教材包括《商务英语听说》(修订本)、《商务英语阅读(精读本)》、《商务英语选读(泛读本)》(第2版)、《商务英语案例阅读教程》、《商务英语写作》(修订本)、《商务英语笔译》、《商务英语口译》、《国际商务英语综合教程》、《国际商务谈判》(修订本)、《国际贸易实务》、《国际市场营销》、《国际支付与结算》(修订本)、《国际商法》、《国际商务导论》、《国际金融》、《西方经济学导论》、《国际商务礼仪》、《世界贸易组织导论》等。随着国际商务的发展和读者的需要,我们还将不断对这一系列教材进行补充和修订,以期形成受读者欢迎的动态系列教材。本系列教材可作为高等院校商务英语等相关专业的普及教材,也可供社会上从事外贸和商务工作的读者使用。

本系列教材具有以下特色。

1. 本系列教材内容新、全面,专业性、可操作性强。
2. 本系列教材强调专业基础,重视语言运用,各书均配有大量练习,注重全面提高学

生运用商务知识和英语的能力。

3. 本系列教材中的部分教材设计有配套的课程软件，便于学生自主学习。操作上可灵活掌握，不仅可供在校生课堂学习，还可以面向全国网络课程的学生和在职人员自学，覆盖面广。

4. 本系列教材的编写者均为从事商务英语教学的一线教师，具有多年丰富的教学经验、极强的事业心和敬业精神。大部分教材由作者根据自身教学经验编写了配套的课后练习参考答案，可与同行交流，便于教师授课和辅导学生进行课后实践。

《商务英语案例阅读教程》是商务英语系列课程教材之一，共40篇文章，主要内容为国际商务领域一些经典的案例。本书所选文章短小精悍，语言通俗规范，可读性强，而且不分先后顺序，读者可根据兴趣和需要灵活地选用。每篇文章后面加有注释，对文章来源及重点词汇和长句、难句进行注释或翻译。本书的课后练习分为两大项，即：I. 阅读理解练习 (Comprehension Exercises)；II. 词汇与术语练习 (Exercises on Words and Terms)。具体的练习形式丰富多样，并配有练习指导 (Directions)，读者可根据要求进行训练。本书配有课后练习参考答案，有需要的读者可发邮件至 cbszlj@jg.bjtu.edu.cn 索取。

本书由湖南大学外国语学院商务英语系的肖云南、刘江鹰、赵瑛、全英、陈继娜等编写。全书由肖云南负责编写大纲、统稿和审稿，赵瑛、刘江鹰协助审校全书的练习，Martha Graham、Julie Quach 共同协助检查了全书的英语文字表达。

限于作者水平，书中可能还有不妥之处，敬请广大读者批评指正，以便进一步修改和完善。

作者
于长沙岳麓山
2010年10月

学习指导

有关国际商务领域经典案例材料的阅读是十分必要的学习过程。然而时代发展迅速，知更新极快，用于课堂教学的商务英语案例阅读教材很难及时更新，而且其涉及面也是有局限性的。自主学习可以扩大国际商务案例材料的接触面和商务英语词汇量，但又需要大量的阅读资料。本书正是为解决这些困难而设计的。本书选材新颖，收集国际商务领域的经典案例素材，在内容上力求涵盖国际商务的各个领域，融知识性与可读性于一体。本书将根据国际商务的发展不断加以更新，从国内外多种报刊、杂志、专著或互联网网页中摘选有关的案例材料，加工成篇幅短小精悍、语言通俗易懂的商务英语阅读文章。

本书的最大特点就是使用上可灵活机动。相关专业的教师可根据阅读教学的需要调用其中的阅读文章，也可根据需要更新其中的内容或增补教学内容，还可以根据各类商务英语测试的需要，方便地抽用其中一些文章作为测试题或用作其他商务英语课程的案例分析。

《商务英语案例阅读教程》是商务英语系列课程教材之一，可供商务英语、国际贸易、经济管理、金融、法律、财税等专业的学生作为复合型专业英语教材使用，亦可供具有一定英语基础的商务工作者学习参考。本书适合作为经贸报刊选读、商务英语阅读及其他商务英语课程的教材使用，也可以作为课堂教学的补充资料或作为测试选材、案例分析和自学读物使用。

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Unit 1



Text

Wal-Mart Rules¹

沃尔玛规则

Now that Wal-Mart² is America's largest corporation, the service economy wears the crown. How did a peddler of cheap shirts and fishing rods become the mightiest corporation in America? The short version of Wal-Mart's rise to glory goes something like this: In 1979 it racked up a billion dollars in sales; by 1993 it did that much business in a week; by 2001 it could do it in a day.

It's a stunning tale — one that propelled Wal-Mart from rural Arkansas³, where it was founded in 1962, to the top of the FORTUNE 500 this year. Sam Walton, Wal-Mart's founder, pushed sales growth relentlessly while squeezing costs with sophisticated information technology. He exhorted employees to sell better with quasi-biblical precepts like the “ten-foot rule” (greet customers if they are that close). He got, in other words, the first commandment of today's economy: service rules.

Wal-Mart is the first service company to rise to the top of the FORTUNE 500. When FORTUNE first published its list of the largest companies in America in 1955, Wal-Mart didn't even exist. That year General Motors⁴ was America's biggest company, and in every year that followed, either GM or another mighty industrial company like Exxon⁵, was No. 1. Wal-Mart's achievement caps a bigger economic shift — from producing goods to providing services. The Bureau of Labor Statistics figures that goods-producing industries (brawny work like mining, construction, and manufacturing) will create 1.3 million new jobs, compared to 20 million for service industries. To look at it another way, today there are about four times as many people working in service jobs as in other kinds of jobs. And even within manufacturing, services are an increasingly large share of operations. GE⁶, for example, makes the lion's share⁷ of its revenues from finance operations, which is why FORTUNE lists it as a service company.

As America got richer, the average household today earns about twice the income it did in 1955. In real terms, consumption got more complicated. With more income to throw around, people started spending more on services such as movies and travel, mortgages to buy houses, insurance to protect those houses, the occasional decadent weekend at a luxury hotel, and spent less on, say, plywood or corn products. Economists call this a shift in the demand pattern; FORTUNE calls it the main reason that 64 of this year's top 100 are service companies.

Wal-Mart got its share of America's disposable income, but that's not all it's done. The rise of Wal-Mart muses over Claudia Goldin, an economic historian at Harvard. She explains that until the early 20th century, even small towns housed a mill where housewives brought wheat to be ground and a slaughterhouse where farmers brought their doomed stock. But technological innovations, combined with the vision of people with names like Pillsbury, Armour, and Swift, changed the way people got their flour and meat. Pillsbury made thousands of tiny flour mills obsolete; Wal-Mart did the same with mom-and-pop operated shops.

Over the next few years, only three of the ten fastest-growing occupations (software engineers, nurses, and computer support) will pay middle-class salaries. The rest could be called, well, Wal-Mart kinds of jobs — cashiers, retail assistants, food service, and so on. In short, the service economy is delivering more good jobs than ever before.

Oh, sure, Wal-Mart wears the crown, but what has really changed in corporate America since 1955 is the dignity afforded by five small words: "How may we help you?"

Notes

1. Reference: Fortune, Monday, April 15, 2002.
2. Wal-Mart 美国沃尔玛连锁店 (2009年《财富》全球500强, 收入排名第三)
3. Arkansas: a state of the south-central united states bordered on the east by the Mississippi river 阿肯色州 (美国中南部一个州, 东面以密西西比河为界)
4. General Motors 美国通用汽车 (2009年《财富》全球500强, 收入排名第十八)
5. Exxon 美国埃克森-美孚 (2009年《财富》全球500强, 收入排名第二)
6. GE (General Electric Co.) 美国通用电气公司 (2009年《财富》全球500强, 收入排名第十二)
7. the lion's share 最大的份额



Exercises

I. Comprehension Exercises

Directions: Discuss the following questions with your group. You can also choose one or two questions and write down your answers on a piece of paper.

1. Who was the founder of Wal-Mart? Where was it founded? How many years of history did Wal-Mart have before it rose to the top of the FORTUNE 500 as the first service company?
2. What were the daily sales of Wal-Mart by 2001? How did Sam Walton push sales growth relentlessly? What is his contribution to today's economy?
3. Is GE listed as a service company or industrial one by *FORTUNE*? Why?
4. What is the rate of people working in service jobs and in other kinds of jobs today?
5. What is the main reason that 64 of this year's top 100 are service companies?
6. Apart from getting its share of America's disposable income what else did Wal-Mart do to follow Pillsbury? What do you think is the secret to the success of Wal-Mart?

II. Exercises on Words and Terms

Directions: Match each word on the left with its correct meaning on the right.

- | | |
|-----------------------|---|
| 1. obsolete | a. to follow with something better |
| 2. rack up (informal) | b. a rule or principle prescribing a particular course of action or conduct |
| 3. relentlessly | c. of, relating to the bible |
| 4. exhort | d. strong and muscular |
| 5. biblical | e. steadily and persistently |
| 6. precept | f. no longer in use |
| 7. muse | g. free for use; available |
| 8. cap | h. to accumulate |
| 9. brawny | i. to urge by strong argument, advice, or appeal |
| 10. disposable | j. to consider thoughtfully |

Unit 2



Text

Haier — China's Manufacturing Beachhead¹

中国海尔立足美利坚

No foreign brand has ever made it big in the US major-appliance market, but China's top white-goods maker² is determined to change that.

Zhang Ruimin³ has a plan for entering American homes. The chairman and chief executive of Chinese appliance maker Haier is intent on capturing 10% of the US market for full-sized refrigerators within three years. It won't be easy; the market is now dominated by four familiar brands, but Zhang is confident. Central to his battle plan is a small town of Camden in South Carolina.

Haier is the only Chinese company to have a major manufacturing base on these shores. First, it is expensive to ship bulky refrigerators from China, and second, Haier likes design and production to be close to its markets. (The group has eight design centers and 13 factories outside China.) A US factory also allows Haier to stick a made in the USA label on its products that is a sign to retailers that the company is in America to stay.

Seventeen years ago Zhang, now 53, took over a nearly bankrupt refrigerator factory in Qingdao. Today Haier is the world's No.2 refrigerator maker, after Whirlpool⁴, and has expanded into washing machines, air conditioners, small appliances, televisions, even computers and cell phones. It conquered its home market (29% market share⁵ for refrigerators, 26% for washing machines) by emphasizing product quality, studying customer needs, and relentlessly pressing its brand. Now it is spreading across Asia and opening factories in Indonesia and the Philippines. With global revenues topping \$7 billion, Haier has set its sights on Japan, Europe, and the US.

While Asian brand names have become common on everything from televisions to cars, the

major-appliance market in the US is still dominated by Whirlpool, General Electric⁶, and Maytag⁷. The biggest foreign player is Sweden's Electrolux⁸, which made its way into US kitchens by buying Frigidaire. The four companies together make 98% of the nine million standard refrigerators sold in the US each year. Haier wants to nibble off 10% of that market by the end of 2005.

To instill that competitiveness in its American workforce, Haier has imported its intense corporate culture. The Camden workers are indoctrinated in the disciplines of 6-S. That's an adaptation of the 5-S quality-control movement from Japan, which takes its name from the initials of five Japanese words — seiri (discard the unnecessary), seiton (arrange tools in the order of use), seiso (keep the worksite clean), seiketsu (keep yourself clean), shitsuke (follow workshop disciplines) — to which Haier added a sixth, the English word “safety.” A large open space on the factory floor has a number of small 6-S squares drawn with yellow paint. Work team members take turns standing inside the squares to relate news or offer insights. The factory walls are lined with banners in Chinese and English: “A Product with Defects Is Useless” or “Innovation Is the Soul of Haier Culture”. Also ubiquitous are posters featuring drawings and aphorisms by Haier workers in China. One poster shows a ship and reads, “An enterprise, its management system, capital, and brand are likened to a man, a soul, a boat, and a sail.”

Notes

1. Reference: Fortune, Monday, October 28, 2002.

beachhead: a first achievement that opens the way for further developments; a foothold
立足点, 开辟将来发展道路的第一个成就, 立足处

2. white-goods maker: maker of large electrical home appliances (refrigerators or washing machines etc.) that are typically finished in white enamel 白色家电制造商
3. Zhang Ruimin 张瑞敏 (海尔集团董事局主席兼首席执行官)
1999年12月7日, 英国《金融时报》评出“全球30位最受尊重的企业家”, 张瑞敏荣居第26位。海尔在管理和企业文化上的创新引起世界管理界的关注与高度评价。目前, 海尔已有四个案例分别被收进哈佛大学、欧洲工商管理学院、瑞士洛桑国际管理学院、日本神户大学等世界著名学府的案例库, 成为全球商学院的通用教材。
4. Whirlpool: The Whirlpool Corporation is the world's leading manufacturer and marketer of major home appliances. The company manufactures in 13 countries and markets products in

more than 170 countries under major brand names such as Whirlpool, KitchenAid, Roper, Estate, Bauknecht, Ignis, Laden, Inglis, Brastemp and Consul. The Whirlpool Corporation is also the principal supplier to Sears, Roebuck and Co. of many major home appliances marketed under the Kenmore brand name.

5. market share; market occupancy 市场份额
6. General Electric: General Electric Company (GE) is a diversified industrial corporation that engages in developing, manufacturing and marketing products for the generation, transmission, distribution, control and utilization of electricity. GE's products include major appliances, lighting products, industrial automation products, medical diagnostic imaging equipments, motors, electrical distribution and control equipment, locomotives, power generation and delivery products, nuclear power support services and fuel assemblies, commercial and military aircraft jet engines, and engineered materials. GE's services include product services, electrical product supply houses, electrical apparatus installation, engineering, repair and rebuilding services, and computer-related information services. Through its National Broadcasting Company affiliate, GE delivers network television services, operates television stations, and provides cable, Internet and multimedia programming and distribution services.
7. Maytag: Maytag Corporation today is a \$4.8 billion home and commercial appliance company focused in North America and in targeted international markets. In major appliances, Maytag is among the top companies in the North American market, offering a full line of washers, dryers, dishwashers, refrigerators and ranges. Brands include Maytag, Jenn-Air, Amana, Magic Chef, and Dynasty. Maytag is publicly held, trading on the New York Stock Exchange under the symbol MYG. Maytag Corporation employs more than 21,000 people worldwide. Maytag is committed to growing through intelligent innovation and demonstrably superior product performance.
8. Electrolux: Electrolux is a producer of powered appliances for kitchen, cleaning and outdoor use. More than 55 million Electrolux Group products, such as refrigerators, cookers, washing machines, vacuum cleaners, chain saws and lawn mowers, are sold each year in more than 150 countries around the world. The Company offers food service equipment, laundry systems and marine solutions. Business areas include consumer durables, including refrigerators, freezers, cookers, washing machines, dishwashers, air conditioners and microwave ovens, and professional products, including food service equipment, laundry equipment and compressors and motors. Electrolux operates in North America, Latin America, Europe, Africa, Asia and Oceania (Australia and New Zealand).



Exercises

I. Comprehension Exercises

Directions: Answer the following questions according to what you have read.

1. Who is Zhang Ruimin?
2. What makes Haier the only Chinese manufacturing beachhead in US?
3. What are the four familiar brands that dominated the US major-appliance market?
4. What is included in the adaptation of the 5-S quality-control movement from Japan?
5. What is Haier's brand name compared to by its work team members? Do you know why?
6. What is the goal of Haier in the next three years? What is its home market share for refrigerators now? How has it conquered this amount?

II. Exercises on Words and Terms

Directions: Match each word on the left with its correct meaning on the right.

- | | |
|-----------------|---|
| 1. beachhead | a. being or seeming to be everywhere at the same time |
| 2. dominate | b. to introduce by gradual, persistent efforts; implant |
| 3. relentlessly | c. the first letter of a word |
| 4. nibble | d. a brief statement of a principle |
| 5. instill | e. to enjoy a commanding, controlling position in |
| 6. indoctrinate | f. to narrate or tell |
| 7. initial | g. steadily and persistently |
| 8. relate | h. to instruct in a body of doctrine or principles |
| 9. ubiquitous | i. a first achievement that opens the way for further developments;
a foothold |
| 10. aphorism | j. to wear away or diminish bit by bit |

Unit 3



Text

What Should Captain Collins Do?¹

柯林斯队长应该怎么做？

Fire Station 13 is commanded by Captain Eric Collins. He has been in charge of the station for a period of six months, following his promotion and transfer from another fire station. Station 13 is located in the foothills outside a large community. The station's location, along with some additional factors, had led to the confrontation between Collins and the Battalion Chief, David Mark.

Chief Mark: "I don't care, Captain Collins, what the reasons are. There are rules and regulations that must be followed. As long as I am the battalion chief, it is my duty to see that the fire stations under my supervision perform perfectly², and that means these rules and regulations must be followed."

Captain Collins: "It is my opinion, with all due respect³, Mr. Mark, that your insistence upon following fire department regulations to the letter⁴ is hindering my men in their job performance and hurting their morale. I can't help but feel⁵ that in this case the regulations should be eased or modified for the benefit of this station and its men."

Chief Mark: "We have a good public image as a result of our uniform rule. The public sees us as a neat, clean, efficient firefighting unit. You're asking me to bend the rules to make it easier for your own men. If I were to bend the rules for you, I'd be obliged to bend the rules for everyone, and that I won't do."

Captain Collins: "But sir, ours is the only station that is removed from the community. We fight brush fires, not structural ones.⁶ We seldom come into contact with the public and we are constantly in the dust. I can't help but feel that you're being too strict with the men about appearances⁷. I agree that appearance is important, but keeping uniforms spotless and shoes highly