高等学校商务英语规划教材

A Classic Course in BEC

新剑桥商务英语经典教程

主编 ○ 刘沛

華中科技大學出版社
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前　言

今年，剑桥商务英语证书（Business English Certificate, 简称BEC）考试落户中国十五个年头。

BEC考试自1994年起在我国各大中城市全面开展，影响逐年深入，反响巨大。在经济全球化背景下，剑桥商务英语学习及其证书考试不仅是一种时尚，更是一种必要，是一个在日益激烈的竞争中取胜的重要砝码。该考试从听、说、读、写四个方面对考生在一般工作环境下和商务活动中使用英语的能力进行全面考查，对成绩合格者提供由英国剑桥大学考试委员会颁发的标准统一的成绩证书。由于该证书的权威性，其已成为在所有举办该考试的130多个国家和地区求职的“通行证”。

综观当前的图书市场，有关商务英语的教材和参考书不多，而将商务英语的系统学习和考试指导相结合的用书就更难寻觅了。本书适时地满足了广大学习者和考生的这一需求。命名为《新剑桥商务英语经典教程》有三个原因：一、参加本书编写的作者团队由具有丰富的商务英语教学经验和商场实战经验的大学教师、以及BEC考试辅导专家组成，在认真研究最新考试大纲的基础上，精心编写了本书；二、十个单元内容的选编涵盖了当今世界上最新的有代表性的商务素材，如美国可口可乐公司并购中国汇源案；三、每个单元都包含听、说、读、写四个方面的练习，在题型和难度上进行了严格的测试和筛选。教学性很强，同时也适合考生循序渐进准备BEC Vantage（中级）、BEC Higher（高级）的考试。

本书适合高校外语学院、商学院、经济学院的学生和一般商务工作者学习商务英语使用，也是考生参加BEC考试的备考用书。

我建议读者在选择本书之前考虑两点：一、本书是否适用于自己现有的英语水平；二、是否在对比了其他同类教材之后决定选择本书。

最后，祝大家学业进步，考试成功！

刘　沛

2009年7月

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Unit One

Work Roles & Communication

Part I Reading

Text A

Background Information

Teamwork is a joint action by two or more people or a group, in which each person contributes with different skills and expresses his or her individual interests and opinions to the unity and efficiency of the group in order to achieve common goals.

This does not mean that the individual is no longer important; however, it does mean that effective and efficient teamwork goes beyond individual accomplishments. The most effective

teamwork is produced when all the individuals involved harmonize their contributions and work towards a common goal.

Reading Text A

The Success of Starbucks

Because of rapid globalization over recent years, the competition around the world becomes more intense, especially for the service industry with the similar products. The most critical point for business to succeed is not only the quality of products they supply, but the atmosphere of cooperating and the amount from yield of teamwork in retail sales. The employees who always deal with customers and can realize what customers really need are first-line staff. Therefore, it turns to be essential for companies to motivate, reward and train their employees to be the best quality personnel.

Starbucks began by three friends, Jerry Baldwin, Zev Siegl, and Gordon Bowker, who knew each other in the University of Seattle. In 1971, the first name of their store is "Starbucks Coffee, Tea, and Spice" in Seattle, Washington's Pike Place Market. Starbucks Corporation, the most famous chain of retail coffee shops in the world, mainly benefits from roasting, selling special coffee beans and various kinds of coffee or tea drinks. It owns about 4 000 branches in the whole world. Moreover, it has been one of the most rapidly growing corporations in America as well. The reasons why Starbucks is worldwide popular are not only the quality of coffee, but also its customer service and cozy environment. Starbucks establishes comfortable surroundings for people to socialize with a fair price, which attracts consumers of various ages to get into the stores. Besides, it is also noted for its satisfaction of employees. The turnover rate of employees at Starbucks was 65% and the rate of managers was 25% a year. However, the rates of other national chain retailers are 150% to 400% and 50% respectively. Compared with them, the turnover rate of Starbucks is much lower than other industries on average. As a result, Starbucks would be one of the optimal business models for cooperation and teamwork.

Teamwork can not only construct a small social structure in organization for employees to socialize, but also is a composite of various kinds of members who are equipped with different background of skill and knowledge on account of the mission. Each member plays an important role in the teamwork; therefore everyone in that team can meet their need for getting acquainted with different colleagues and learn new skill from each other. Thus the definition of teamwork is a social system including more than three people in an organization or context. These members identify others as one member of the team and they have the same goal.

The CEO of Starbucks corporation, Howard Schultz, considers that the tip of success in Starbucks is not coffee but employees, especially the cooperation among employees—teamwork.

1. Equal treatment

The managers in Starbucks treat each workpeople equally and all of the staff are called

'partners', even the supervisors of each branch are so called as well. In order to narrow the gap between managers and employees, they also co-work with the basic level staff in the front line. Due to this, they can maintain a good management system and create a much closer and more familiar atmosphere than other places, which makes not only employees enjoy their job but also customers affected by their enthusiasm.

2. Listen to employees

Starbucks has a well-organized communication channel for employees. It places a great importance on labours. For example, managers plan the working hours per worker and arrange the schedule of time off, and meet their requirements according to their wants. There are interviews every week to see what employees' need is. A special survey called "Partner View Survey" is taken off approximate every two years. The managers can receive feedbacks through the event on which part should be improved or what issue should be paid more attention to.

The partners have the right to figure out what is the best policy for them, and the directors show a respect for each suggestion. Starbucks even wants every employee to join in making and developing plans, then achieving their goals all together. As a result, the policies and principles are communicated between all staff, and there is no limitation in employees' personal opinions. For this reason, business could improve, even innovate their strategies by different ideas.

3. A goal of public welfare

Starbucks has endeavored to create "third place" (outside from home or office)for people to take a rest. They want to provide such a comfortable environment to increase the harmoniousness of the society. Apart from this, Starbucks contributes part of its profits to public service; on the other hand, it also sets a goal to improve and donate to the society. As a consequence, the aim makes all staff have an idea that what they do for Starbucks is for the society as well. As the goal theory, Starbucks sets a challenging and specific goal, and it permits all partners to decide the direction. Afterward, employees embrace to do what they chose and they get some feedbacks from the goal. The concept causes an increase of the power of agglomerating and enthusiasm in relation to a positive effect to the profit of Starbucks.

Starbucks changes the behaviors and view points of global consumers to coffee, and this example of success has caught global attention. Nevertheless, it was also a small retail coffee shop in North America initially. Nowadays, it is not only one of the fastest growing corporations, but also an outstanding business model with lower employee turnover rate and higher profit performance. A good relationship between managers and employees could maintain a high quality of performance. As the case of starbucks shows, using the correct strategy would lead to a successful path.

Vocabulary

globalization / ˌgləubəlai'zeiʃən / *n.* 全球化，全球性
service industry *n.* 服务行业
retail / 'ri:teil / *n.* the sale of goods or commodities in small quantities directly to consumers 零售
first-line / 'fə:st'lain / *adj.* Primary 首要的，头等的

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motivate / 'məutiveit / *v.* to provide with an incentive; move to action; impel 激发

reward / ri'wɔ:d / *v.* giving something in recompense for worthy behavior or in retribution for evil acts 奖励，酬金，回报

chain / tʃein / *n.* a number of establishments, such as stores, theaters, or hotels, under common ownership or management 连锁店

benefit / 'benifit / *v.* to derive advantage from something 受益

customer service 客户服务

turnover / 'tə:n¸əuvə / *n.* the number of workers hired by an establishment to replace those who have left in a given period of time 人员更替数，补缺人员数

optimal / 'ɔptiməl / *adj.* most favorable or desirable; optimum 最理想的，最适宜的，最优的

acquaint / ə'kweint / *v.* to make familiar 使熟悉，了解

identify / ai'dentifai / *v.* to consider as identical or united; equate 把……和……看成一样

CEO abbr. Chief Executive Officer 执行总裁，首席执行官

supervisor / 'sju:pəvaizə / *n.* one who is in charge of a particular department or unit 管理人，监督人

co-work *v.* Work together 合作，共同工作（co- prefix Together; joint; jointly; mutually 共同；连接；联合地；相互地）

enthusiasm / in'θju:ziæzəm / *n.* great excitement for or interest in a subject or cause 热情，热忱

feedback / 'fi:dbæk / *n.* the return of information about the result of a process or activity; an evaluative response 回复，反馈

welfare / 'welfɛə / *n.* financial or other aid provided, especially by the government, to people in need 福利

endeavor / in'devə / *v.* to work with a set or specified goal or purpose 企图，谋求

donate / dəu'neit / *v.* to present as a gift to a fund or cause; contribute 捐赠

embrace / im'breis / *vt.* to take up willingly or eagerly 乐意地或渴望地从事于

agglomerate / ə'glɔməreit / *v.* (Cause sth to) become collected into a mass （使某物）成团，凝聚

profit / 'prɔfit / *n.* an advantageous gain or return; benefit 得益

Exercises

Ⅰ. Match the word with the appropriate meaning.

1. feedback	A. an advantageous gain or return
2. optimal	B. an evaluative response
3. embrace	C. to take up willingly or eagerly
4. retail	D. the sale of goods in small quantities directly to consumers
5. profit	E. become collected into a mass
6. agglomerate	F. great excitement for or interest in a subject
7. enthusiasm	G. most favorable or desirable

Ⅱ. True or False.

1. The most important point for business to succeed is only the quality of products they supply.
2. Starbucks Corporation mainly profits from roasting, selling special coffee beans and various

kinds of coffee or tea drinks.

3. The policies and principles can not be communicated between all staff in Starbucks.
4. The managers in Starbucks and the supervisors of each branch are called partners.
5. A special survey called "Partner View Survey" is taken off approximate every year.

Ⅲ. Multiple Choices.

1. The employees who can understand what customers really need are _____.
   A. managers B. first-line staff C. supervisors D. CEOs
2. Which of the following is not true according to the passage?
   A. Starbucks is worldwide popular due to the quality of coffee.
   B. Starbucks is worldwide popular due to the price of coffee.
   C. Starbucks is worldwide popular due to customer service.
   D. Starbucks is worldwide popular due to comfortable surroundings.
3. Which of the following is true according to the passage?
   A. The managers in Starbucks treat each work people unequally.
   B. Starbucks has no communication channel for employees.
   C. Starbucks has endeavored to create "second place" for people to take a rest.
   D. Starbucks changes the behaviors and attitudes of global consumers to coffee.
4. In order to narrow the gap between managers and employees, they also co-work with the basic level staffs in the front line, which can maintain _____.
   A. a good management system and create a more intimate and familiar atmosphere
   B. a good management system and create a leisurely atmosphere
   C. a loose management system and create a much closer and more familiar atmosphere
   D. a loose management system and create a relaxing atmosphere
5. From this case, we can deduce Starbucks attach great importance to _____.
   A. individual effort B. teamwork
   C. individual ability D. serious atmosphere

Ⅳ. Answer the questions.

1. What else do you know about Starbucks?
2. Can you introduce any other example to show the importance of teamwork?
3. What should you do to balance the team work spirit and competition well?

Text B

Background Information

Business communication is used to promote a product, service, or organization; relay information

within the business; or deal with legal and similar issues. It is also a means of relaying between a supply chain, for example, the consumer and manufacturer.

At its most basic level, the purpose of communication in the workplace is to provide employees with the information they need to do their jobs.

Business communication encompasses a variety of topics, including Marketing, Branding, Customer relations, Consumer behavior, Advertising, Public relations, Corporate communication, Community engagement, Research & Measurement, Reputation management, Interpersonal communication, Employee engagement, Online communication, and Event management. It is closely related to the fields of professional communication and technical communication.

Business is conducted through various channels of communication, including the Internet, Print(Publications), Radio, Television, Ambient media, Outdoor, and Word of mouth.

Reading Text B

Midnight Apps Had Failed

A small little application called Cha-Ching, developed by Midnight Apps, was offering licenses for its next version in the Macheist bundle. Users would be invited to beta test the next version of Cha-Ching if they bought the bundle and all was glorious.

Unfortunately, what happened was a complete failure of Midnight App's communication strategy for the application. It really starts with this thread on the Macheist forums. While the developer did respond in this forum, you can sense the frustration stemming from a lack of progress updates from the developers. In fact, in the thread where people are wondering where the beta application is, the conversation starts to turn against the company.

The conversation gets so heated, that users begin recommending other applications. One forum poster takes a stab at Midnight Apps by recommending Moneywell: the reason given—"developers are committed". The commentator "rookie" even goes so far as to say "So I take it, we've given up on ever seeing Cha-Ching 2.0?" This hostility then pours out to their own forum where people post

threads like this one. Midnight Apps had failed to meet their promise of a beta, and then failed to communicate why. The users were revolting, but they weren't just angry, they started recommending other products.

So why did many of the forum users recommend Moneywell? What was the difference?

Communication is the only way

The answer was quite simple.Kevin Hoctor, the developer of Moneywell, is a master of support and communication. You can take one quick glance at nearly every single post on the Moneywell user forums and see that Kevin is involved in nearly every one. This approach constrains his time and his resources, but the man is still able to release builds and fixes. While Moneywell is not updated weekly, his customers feel confident in their software choice. This is what lead disenchanted Cha-Ching users to point others in his direction, and his communication efforts explain one of the modern tenants of good business and why Midnight Apps created a mess for themselves.

Steady communication builds steady/loyal customers

Communication, and a steady channel of communication, is what turns a good company into a fantastic company. It is one of the key tenants of modern web applications, where the principle concept is "ask the users" . People feel more invested in their software, their design and their website if they are constantly reminded of your awareness of them.

There are always exceptions to the communication rule, and there are instances of constant user feedback ruining communication. However, most websites, software, and pretty much any consumer/business relationship benefits from having a steady stream of updates. It builds consumer trust and lets the user know their co-existence with your product is valid.

There is a happy ending to this story

The great news is that Midnight Apps realized their stream of non-communication was not worth the productivity time it gave them. They could generate more users and carve out more interest in their application by opening themselves up and talking about what happened. They even asked "How are we doing?" to extremely positive reviews after their communication efforts increased 100-fold. This goodwill has spread to their business and applications, as Cha-Ching for iPhone is an excellent application.

Constant communication, even if you feel like you have nothing to say, makes everyone feel involved in the process. Don't waste it just saying hello, or talking about the weather, but explain what you're doing and what's happening. Don't wait for the juicy update, give micro-updates. People will always want to know more about what's coming, but a taste of what's happening now will appease them. It doesn't take a lot of effort to send out a weekly email, but its reward is almost 1 000%. So, get on with it.

Vocabulary

beta / 'beitə / 测试第二版。在软件领域，"beta" 是指一种新应用程序或者软件在正式投放市场之前，在测试阶段推出的第二个版本。

thread / θred / *n.* a post in a forum on which personal opinions on some topics are expressed（论

坛里的)帖子

forum / 'fɔ:rəm / *n.* a medium of open discussion or voicing of ideas in a website 论坛

frustration / frʌs'treiʃən / *n.* the act of preventing from accomplishing a purpose or fulfilling a desire 阻碍

update / ʌp'deit / *n.* an instance of bringing up to date 更新

stab / stæb / *n.* a wound inflicted with or as if with a pointed weapon 刺伤,伤害

commit / kə'mit / *v.* to bind or obligate, as by a pledge 致力于

hostility / hɔs'tiliti / *n.* the state of feeling or showing enmity or ill will 敌意,恶意,不友善

revolt / ri'vəult / *v.* to feel disgust or repugnance 厌恶

glance / gla:ns / *v.* to direct the gaze briefly 粗略地看一下

constrain / kən'strein / *v.* to keep within close bounds; confine 限制

enchant / in'tʃa:nt / *v.* to attract and delight 使迷惑,使消魂

tenant / 'tenənt / *n.* one that pays rent to use or occupy land, a building, or other property owned by another 佃户

valid / 'vælid / *adj.* producing the desired results; efficacious 有效的

carve / ka:v / *v.* to make or form by or as if by cutting 创制,开创

appease / ə'pi:z / *v.* to bring peace, quiet, or calm to; soothe 缓和,抚慰

Exercises

Ⅰ. Match the word with the appropriate meaning.

1. revolt	A. to attract and delight
2. commit	B. to feel disgust or repugnance
3. enchant	C. to make or form by or as if by cutting
4. update	D. to bind or obligate, as by a pledge
5. carve	E. the act of preventing from accomplishing a purpose or fulfilling a desire
6. frustration	F. to bring up to date
7. forum	G. a medium of open discussion or voicing of ideas in a website

Ⅱ. True or False.

1. The developer of Cha-ching didn't respond in Macheist forum.
2. One forum poster, takes a stab at Midnight Apps by the reason of recommending Moneywell given by a forum poster is "developer is committed".
3. Communication builds consumer trust and lets the user know their co-existence with your product is valid.
4. Cha-Ching has been used on iPhone.
5. Constant user feedback will facilitate communication, instead of ruining it.

Ⅲ. Multiple Choices.

1. Why did Midnight Apps fail?

A. Because the users diliked this company.

B. Because the users did not accept the new product of this company.

C. Because the users would not be invited to beta test the next version of Cha-Ching.

D. Because the company had failed to meet its promise of a beta, and then failed to communicate why.

2. Which of the following is true according to the passage?

A. The developer of Moneywell is not good at support and communication.

B. The developer of Moneywell is skilled at support and communication.

C. Moneywell is updated everyday.

D. The communication efforts made by Moneywell is not a success.

3. The main concept of modern web applications is _____

A. developer is committed

B. ask the users

C. recommending other companies

D. know more about the product

4. Midnight Apps _____ that their stream of non-communication was not worth the productivity time it gave them.

A. came to know

B. failed to see

C. were confused

D. got angry

5. What can be inferred from this passage?

A. Communication with the customers is wasting time to a company.

B. Communication with the customers is not rewarding.

C. Constant communication with the customers is crucial to a company.

D. Good products are crucial to a company.

Ⅳ. Answer the questions.

1. Why did Midnight Apps fail to meet their promise of a beta?

2. Which factor do you think is the most important to a successful communication?

3. What are the methods to communicate well through internet?

Ⅴ. Questions 1—10.

Read the article below about the importance of communication in business.

For each question 1—10, write one word in CAPITAL LETTERS on the answer sheet.

There is an example at the beginning(0).

Example:(0):S T A G E S

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