



英语国际人 知性英语 · 自信表达



畅通!

公司管理英语口语50主题

- ★ 原生态的外企口语 白领精英的必修课
- ★ 管理行家的实战体验，管理技巧和语言学习的成功组合

Graham Paterson ◎ 著 李平 ◎ 译



附赠MP3录音光盘
美籍专家录音

50 TOPICS ON BUSINESS MANAGEMENT

 外文出版社
FOREIGN LANGUAGES PRESS



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50 TOPICS
ON BUSINESS
MANAGEMENT

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前言

这是一本特别的书：它以指导实战的原则和贴近生活的视角，展示了商业管理的众多方面；书中场景都是各个商业领域实际发生的，提出的管理方面的问题也是现实中真实存在的。

本书的写作目的在于为读者打开商业管理知识的窗口，为商业相关专业的在校大学生、将要进军商业领域的毕业生和任何有志于提高企业管理知识的读者提供一些有益的帮助。因为书中描绘的场景都是基于作者的真实经历、在现实中切实存在的，所以该书可以作为读者获取观点、建议和指导的有效参考。

此外，该书还可以作为提高商务英语水平的工具，尤其利于读者提高英语对话水平和对现代英语俚语的理解。虽然商务英语主要与商务有关，含有一些特殊术语，但是目的仍然是清楚地交流思想和观点、明确地提供指导。任何一种语言的目的都是交流，如果该书可以有益于商务世界的交流，那么它就达到了应有的目的。

书中主题都是经过精挑细选确定的，涵盖了最新商务情景的方方面面，书中练习的设计理念是鼓励读者开拓思路、举一反三。

希望书中对话能够引起读者的共鸣——这些对话都尽可能地贴近实际，再现现实中人们讨论问题时的情景。

对话中包含了一些商务情境中常用的地道表达方式。

英语习语常常会为学习者带来麻烦，一是对其意思的理解上，二是对习语的正确使用上。所以除非对习语的使用十拿九稳，最好不要轻易使用。

在对话中也偶尔用到了少量英语中比较轻度的脏话。因为很多说英语国家的人说话时会说到脏话，这是他们交谈的正常组成部分，所以包含这些词语可以使读者了解它们的用法，尽管不需要自己实际运用。

最后，我想对编辑蔡箐表示感谢，感谢她对我的鼓励和支持；同时感谢译者李平，感谢她提供的翻译帮助。

格雷厄姆·林赛·帕特森

Foreword

.....

This is a very special book because it looks at many different aspect of Business Management from a practical and real life point of view. It deals with realistic situations that occur in all walks of business and raises management issues that do happen.

The purpose of the book is to provide a perspective on Business Management that may help commerce students at University, graduates who are starting their careers in the business world and any person seeking to improve their knowledge of management issues. Because the situations depicted in this book are real, and based on actual experience of the author, the book may prove to be a useful reference for people seeking ideas, advice and guidance.

The book may also serve as a means for improving the reader's ability in Business English, particularly, in the conversational use of the language and the comprehension of modern colloquial English. Apart from the fact that Business English focuses on its subject and uses some special terminology, its purpose is to communicate ideas, thoughts or instructions in a way that is clearly understood. Communication is the goal of every language and, if this book helps achieve that in the world of business, it will have served its purpose.

The subjects have been carefully selected to cover a broad range of current situations and the exercises are intentionally written to encourage the reader to think "outside of the square."

It is hoped the reader will get a feel for the dialogue because, it has been written as realistically as possible to represent the way people might discuss the topics.

The dialogue contains a liberal sample of idiomatic expressions that are natural and commonly used in a business situation.

English idioms can create problems for learners both, in understanding their meaning and trying to use idioms correctly. Until the learner becomes fully conversant, and comfortable, with the way idioms are used, it is best to avoid their use.

The dialogue has allowed the occasional use of a few mild English swear words. Some native speakers tend to use swear words as a normal part of their speech and, although the use of such words are unnecessary, the student does need to be aware of how they are used.

I wish to acknowledge the encouragement, and assistance, provided by my publisher Cai Qing and to thank Li Ping for her services in providing the translation.

Graham L. Paterson

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畅通!

公司管理英语 口语50主题

50 TOPICS ON BUSINESS MANAGEMENT

1. 1. This is a list of 50 topics for business management.
2. 2. Let's start with the first topic.
3. 3. Let's move on to the second topic.
4. 4. Let's move on to the third topic.
5. 5. Let's move on to the fourth topic.
6. 6. Let's move on to the fifth topic.
7. 7. Let's move on to the sixth topic.
8. 8. Let's move on to the seventh topic.
9. 9. Let's move on to the eighth topic.
10. 10. Let's move on to the ninth topic.
11. 11. Let's move on to the tenth topic.
12. 12. Let's move on to the eleventh topic.
13. 13. Let's move on to the twelfth topic.
14. 14. Let's move on to the thirteenth topic.
15. 15. Let's move on to the fourteenth topic.
16. 16. Let's move on to the fifteenth topic.
17. 17. Let's move on to the sixteenth topic.
18. 18. Let's move on to the seventeenth topic.
19. 19. Let's move on to the eighteenth topic.
20. 20. Let's move on to the nineteenth topic.
21. 21. Let's move on to the twentieth topic.
22. 22. Let's move on to the twenty-first topic.
23. 23. Let's move on to the twenty-second topic.
24. 24. Let's move on to the twenty-third topic.
25. 25. Let's move on to the twenty-fourth topic.
26. 26. Let's move on to the twenty-fifth topic.
27. 27. Let's move on to the twenty-sixth topic.
28. 28. Let's move on to the twenty-seventh topic.
29. 29. Let's move on to the twenty-eighth topic.
30. 30. Let's move on to the twenty-ninth topic.
31. 31. Let's move on to the thirtieth topic.
32. 32. Let's move on to the thirty-first topic.
33. 33. Let's move on to the thirty-second topic.
34. 34. Let's move on to the thirty-third topic.
35. 35. Let's move on to the thirty-fourth topic.
36. 36. Let's move on to the thirty-fifth topic.
37. 37. Let's move on to the thirty-sixth topic.
38. 38. Let's move on to the thirty-seventh topic.
39. 39. Let's move on to the thirty-eighth topic.
40. 40. Let's move on to the thirty-ninth topic.
41. 41. Let's move on to the fortieth topic.
42. 42. Let's move on to the forty-first topic.
43. 43. Let's move on to the forty-second topic.
44. 44. Let's move on to the forty-third topic.
45. 45. Let's move on to the forty-fourth topic.
46. 46. Let's move on to the forty-fifth topic.
47. 47. Let's move on to the forty-sixth topic.
48. 48. Let's move on to the forty-seventh topic.
49. 49. Let's move on to the forty-eighth topic.
50. 50. Let's move on to the forty-ninth topic.

Teamwork
团队合作

1. Making Plans

制定计划

1 Words and Phrases 单词和词组

outline 提纲

short cut 捷径，近路

awareness 意识

procedure 程序，措施

assume 想当然地认为

priority 重点，优先权

emphasise 强调

important 重要的

proper 适当的

come up with an outline 提出提纲

take shortcuts 走捷径，抄近路

be built into the plan 纳入计划

awareness has to become second nature 必须使意识根深蒂固

rely on procedures 依赖措施

a pretty good outline 不错的提纲

sort out the priorities 弄清楚轻重缓急

a Catch-22 problem 难解决的问题

not much point 意义不大

couple it to a training program 配合以培训项目

2 Sentences 重点句型

1. That's a bit of a Catch-22 problem. 这是个相当难解决的问题。

2. Let's start with the main items first. 先从主要条款谈起吧。

3. Let's couple that to a training program. 再配合上相应的培训。

4. It's a pretty good outline for the Safety Plan. 这是个不错的安全章程提纲。

5. Make sure proper safety equipment is supplied. 确保提供适当安全设施。

6. Safety awareness has to become second nature. 必须使人们的安全意识根深蒂固。

7. Too many people in the workshop take short cuts. 车间里太多人都抄近路了。

8. Focus on improving safety awareness in the company. 把重点放在提高公司员工的安全意识上。

9. Education is something that has to be built into the plan. 必须把培训纳入章程。

10. The plan needs to have provision for regular safety meetings.

这个章程要有定期召开安全会议的规定。

11. They're more interested in getting the job done than in doing it safely.

他们似乎更关心完成任务而不是安全问题。

12. We shouldn't rely on procedures and assume everyone will follow them.

我们不应该依赖程序，想当然地认为人人都会去遵守。

13. The plan must include ways to make workers aware of safety procedures.

章程必须包括让员工了解安全措施。

14. We need to sort out priorities and emphasise the most important things first.

我们需要弄清楚轻重缓急，强调把最重要的事情放在首位。

15. The Safety Manager has asked us to come up with an outline for a Safety Plan.

安全经理要我们做出安全章程提纲。

3

Dialogue 1

A team of 4 people are asked to outline a Safety Plan for the company.

A:	The Safety Manager has asked us to come up with an outline of a Company Safety Plan for the workshop.
B:	That's great because, too many people in the workshop take short cuts.
C:	Yeah, I've noticed that too. They seem to be more interested in getting the job done than in doing it safely.
D:	Education is something that has to be built into the plan. Safety awareness has to become second nature.
A:	That's true. So, the plan will have to include ways to make the workers aware of the safety procedures.
B:	Yes, but we shouldn't rely on procedures and assume everyone is going to follow them.
C:	The plan needs to have provision for regular safety meetings for each Section of the workshop.
D:	My last company had, what they called, Toolbox Meetings. It was a regular weekly meeting of all the people in the Section.
A:	What happened at the meetings?
D:	Usually, it was run by the foreman of the section but the Safety Manager, and sometimes, the General Manager attended.

对话1 一个四人小组奉命为公司制定安全章程提纲

A: 安全经理要我们做出公司车间的安全章程提纲。

B: 好啊，车间里有太多人喜欢抄近路了。

C: 是啊，我也发现了。他们似乎更关心完成任务而不是安全问题。

D: 应该将培训纳入章程。必须使人们的安全意识根深蒂固。

A: 是的。所以，章程必须包括让员工了解安全措施。

B: 对。但是我们也不能依赖措施，想当然地认为人人都会去遵守。

C: 章程里要有车间各部门定期召开安全会议的规定。

D: 我原来的公司有一个会，叫做“安全预演”，是部门所有成员每周必须参加的例会。

A: 会上做什么呢？

D: 通常会议由除安全经理之外的部门领导主持，有时候总经理也会参加。

4 Dialogue 2

The team is changing a plan.

A:	OK. We've come up with a pretty good outline for the Safety Plan. Let's review it and see if we need to make any changes.
B:	I think we need to sort out the priorities and emphasise the most important things first.
C:	What do you mean? To make sure all the proper safety equipment is supplied as the priority?
D:	Or focusing on improving safety awareness in the company?
A:	That's a bit of a Catch-22 problem, isn't it? There not much point in supplying equipment if people aren't aware of the need to use it and, being aware is pointless, if there's no equipment to use!
B:	OK. Let's start with the main items first. For example, the plan calls for Fire Extinguishers to be installed. Let's start with that and couple it to a training program.
C:	The next item could be about using personal protection such as gloves and eye protection.
D:	I think we should get started on Toolbox Meetings as a priority.
A:	Certainly, some of the personal protection gear can be introduced fairly early in the piece because that doesn't involve any training.
B:	I think that would be a good start for a program because it would create awareness straight away.

对话2 团队成员在修改章程

- A: 好，我们已经提出了一个不错的安全章程提纲。现在再回顾一下，看需不需要改动。
- B: 我想应该弄清楚轻重缓急，强调把最重要的事情放在首位。
- C: 你的意思是？把确保提供适当的安全设施放在首位？
- D: 或者是把重点放在提高公司员工的安全意识上？
- A: 这是个相当难解决的问题，是吧？如果人们没有使用安全设施的意识，提供安全设施就没有什么意义；但是如果没有安全设施，即使人们有安全意识也没法实践。
- B: 是啊。那先从主要条款谈起吧。比如，章程要求安装灭火器，大家从这儿开始吧，这条应该配合相应的培训。
- C: 下一条应该是关于使用个人防护设备，例如手套和眼睛防护装置。
- D: 我认为应该把安全预演列为重点。
- A: 当然，有些个人防护装置可以较早引进，因为不需要培训就能使用。
- B: 我认为这样会立刻加强人们的安全意识，是个良好的开端。

5 Exercises

A Vocabulary Drill 词汇填空练习

1. Too many workers aren't aware of safety _____.
2. The company wants a safety plan for the _____.
3. The plan should include _____ safety meetings.
4. Many workers take _____ when it comes to safety.
5. Developing a workable plan requires _____.
6. Forward planning is best _____ through a team effort.
7. Every plan needs some built-in _____.
8. _____ is an essential part of any safety plan.
9. Getting the _____ right is an important part of planning.
10. Team members should be _____ when developing a plan.

flexibility	short cuts
teamwork	workshop
weekly	achieved
open-minded	Education
procedures	priorities

B Reading Practice 阅读练习

Making plans always involves something that will happen in the future. Because the future is an unknown quantity, no one person ever has a certain knowledge of what will happen and that is why forward planning is best done as a team effort.

The purpose of making any plan is to achieve an objective and it is important everyone on the team understands that objective. Planning will usually involve a time frame for developing the plan and achieving the objective.

For a group of people to work as an effective team they need to cooperate with one another and be open-minded in listening to ideas. Very few plans ever go exactly as anticipated, hence, good planning has a built-in flexibility that can adapt to changes but still achieve the objective.

Another important factor in teamwork is having a good leader who does not dominate the team but encourages each member to play their part. A good way to do that is to start with a "brainstorming" session to sound out new ideas, new approaches and innovative thinking.

Answer the questions below.

1. What is the purpose of making a plan?
2. What is essential in making an effective team effort?
3. What is expected to be achieved from a "brainstorming" session?

C Presentation 演讲练习 – Make a list of 4 things that need to be done in your classroom should a fire start in the building and explain these to your class.

D Role Play 角色扮演

Student A: You are the Company's Safety Officer.

Student B: You are a Company Manager.

Example questions:

1. Will you please address all the staff and tell them about our safety planning?
2. What do you want me to say?

E Discussion 讨论

1. What personal characteristics are necessary to make an effective team?
2. How would you plan and set up a "brainstorming" session?

Teamwork
团队合作

2. Sudden Events

突发事件

1 Words and Phrases 单词和词组

power 电力

shut down 使（电脑）关机

involve 牵涉

switchboard 配电盘

automatic save 自动保存

circuit breaker 电闸

long term 长远

generator 发电机

immediately 立即，马上

lose the power 停电

in the middle of a job 工作进行中

be all out 都停止工作了

a real bugger 难办

used to do that 以前是这么做的

install 安装

the best way to handle that 最好的应对方法

the only way to cover that 唯一的解决办法

a two pronged approach 两者结合的办法

2 Sentences 重点句型

- Let's know what you find. 你发现什么了就告诉我们。
- Maybe, we need a two pronged approach. 也许我们需要结合两种办法。
- That would take too long and be very expensive. 这要花费很多时间和金钱。
- How could this happen in the middle of the day? 中午怎么会发生这种事?
- The power, lights and air conditioning are all out. 停电了，电灯和空调都不工作了。
- Check the phones and see if they are still working. 查一下电话看看还能不能用。
- We need to make it a rule to backup data on the computer.
我们需要制定有关备份电脑数据的规定。
- My computer shut down while I was in the middle of a job.
我工作刚做到一半电脑就关机了。
- It wasn't set up that way after the computers were upgraded.
电脑升级之后没有进行这样的设置。
- It doesn't solve the problem of the computers shutting down.
这样没有解决电脑被迫关机的问题。
- The Building Manager says the whole building has gone down.
楼层经理说整座楼都停电了。
- You phone the Building Manager and I'll check the switchboard.
你打电话给楼层经理，我查一下配电盘。

13. A UPS with each computer would give us time to save our work.

每台电脑上连一个不间断电源可以给我们保存文件的时间。

14. The best way to handle that is to install a UPS unit for each computer.

最好的解决办法就是每台电脑安装一个不间断电源组。

15. It's important we don't lose information if there's another power outage.

确保再停电时不丢失信息是很重要的。

3

Dialogue 1

Three people discuss a problem in the office.

A: What's happened? We've lost the power.

B: My computer shut down while I was in the middle of a job.

C: Check the phones and see if they are still working.

A: How could this happen? It's in the middle of the day.

B: The phones are OK. It's the power and lights, and the air conditioning. They're all out.

C: Check with the Building Manager and see if it involves the whole building.

A: OK. You phone them and I'll check our switchboard.

C: Alright. Let's know what you find.

B: This is a real bugger. I've lost everything I was working on.

C: You should have the computer on automatic save every 5 minutes or so.

B: We used to do that but I didn't set it up after the computers were upgraded.

C: The Building Manager says the whole building has gone down.

对话1 三人在办公室讨论问题

A: 怎么回事? 没电了。

B: 我工作刚做到一半电脑就关机了。

C: 查一下电话看看还能不能用。

A: 怎么会这样呢? 在中午停电。

B: 电话没问题。就是停电, 灯不亮了, 还有空调, 都不工作了。

C: 问一下楼层经理吧, 看看是不是整座楼都这样。

A: 好, 你给他们打电话, 我去查一下配电盘。

C: 好的。你发现什么了就告诉我们。

B: 这下难办了。我刚刚在做的东西全丢了。

C: 你之前应该把电脑设置成5分钟左右自动保存的模式。

B: 我们以前是这样做的, 不过电脑升级后就没有设置。

C: 楼层经理说整座楼都停电了。

4

Dialogue 2

The Manager asks a team of 3 people to recommend how to deal with future power outages.

A:	Seeing the problem doesn't concern just our office, but the whole building, I think the owners of the building should install an emergency generator.
B:	That would take too long and would cost a lot of money.
C:	That may be OK for the long term but it still wouldn't solve the problem of the computers shutting down.
B:	That's right. The best way to handle that is to install a UPS unit for each computer.
A:	But that just covers the computers. What about the lights and the air conditioning?
B:	Yeah, I guess an emergency generator would be the only way to cover that.
C:	But, it still takes time for that sort of generator to cut in and the computers would still shut down.
A:	Maybe we need a two pronged approach. If we have a UPS for each computer, they cut in immediately and would give us time to save our work and shut down.
C:	That's right and it's pretty important we don't lose information or waste time having to redo everything.
B:	I think we may need to bring in some rules about backing up the data on the computers as well.
A:	I think that should be done.
B:	As for the other problems, it depends on how long the power is out.

对话2 就如何解决未来停电问题，经理请一个三人团队提出建议。

- A: 看来这个问题不只牵涉我们办公室，整个楼都受影响了。我认为大厦的所有者应该安装一台应急发电机。
- B: 安装应急发电机要安装很久，也得花不少钱。
- C: 从长远来看还好，但是仍然没有解决电脑被迫关机的问题。
- B: 是啊。最好的解决办法是给每台电脑安装一个不间断电源组。
- A: 但是那样只解决了电脑的问题。电灯和空调怎么办？
- B: 对，我想只有应急发电机才能兼顾所有的设备。
- C: 可是，这种发电机安装也要花费时间，而且还是会使电脑关机。
- A: 也许我们需要结合两种办法。如果每台电脑都有不间断电源，那停电时它们会马上供电，就给了我们保存文件和关机的时间。
- C: 对，确保信息不丢失、不用浪费时间重复做所有工作是很重要的。
- B: 我认为还需要制定有关备份电脑数据的规定。
- A: 我认为这是必要的。
- B: 关于其他的问题，要取决于停电多久了。

5 Exercises

A Vocabulary Drill 词汇填空练习

1. Sudden events can cause a lot of _____.
2. Good _____ relies on cooperation.
3. Companies _____ have a set of emergency procedures.
4. After fixing an _____, plan how to prevent a recurrence.
5. Emergency planning is _____ done as a team effort.
6. Sudden events can occur _____ any warning.
7. The first response is to _____ the seriousness of the event.
8. _____ the facts before deciding what to do.
9. Make sure no one is _____.
10. A team needs to _____ their options in an emergency.

determine	inconvenience
consider	emergency
teamwork	injured
without	best
Establish	usually

B Reading Practice 阅读练习

Sudden events can occur at any time and in any situation. They can be serious or trivial but, in an office environment, they will often cause inconvenience and affect a number of people.

If the event is serious, people need to act as a team and take the appropriate steps to try and fix the problem. A good working team relies on cooperation of its members but it also requires a leader to keep everyone focused on the task. The first action when a sudden and unexpected event occurs is to establish the facts. How serious is it, where has it happened, who does it involve and what needs to be checked.

In the case of emergencies, many organisations have a set of established procedures to cover such events. Those procedures are normally determined as a result of a team effort involving the particular group of people concerned. If an unusual event does occur, it immediately raises the question of what actions need to be taken in case it reoccurs. Again, finding a solution to minimise, or prevent, the event happening again is best done through a team effort.

Usually, there is never any one single solution hence, a team should be asked to provide a list of options and make their recommendations.

Answer the questions below.

1. What needs to be done after an unexpected event has been resolved?
2. Name three things that need to be done first when an emergency occurs?
3. What is the best way to work out how to prevent a recurrence of an event?

C Presentation 演讲练习 – Make a list of the emergency events that could occur at your home town or where you are now and then give an oral presentation to the class.

D Role Play 角色扮演

Student A: You are the Office Supervisor.

Student B: You are an employee reporting a fire.

Example questions:

1. Where is the fire?
2. Has anybody been hurt?

E Discussion 讨论

1. What actions need to be taken if an office loses power?
2. Discuss what procedures you would follow in the event of a fire.