



普通高等教育“十一五”国家级规划教材

杨翠萍 陈洁倩 蔡莉 主编 / 叶兴国 John Nelson 主审

# 大学商务英语 综合教程

2

学 生 用 书

College English  
Business  
Integrated  
Course

清华大学出版社

College Business English  
Integrated Course

# 大学商务英语 综合教程

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## 学生用书

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## 内 容 简 介

本教程为普通高等教育“十一五”国家级规划教材,选材涵盖当今国际经济贸易和商务的重要领域,时效性强、典型性高,语言地道。

教程板块设计突出国际商务知识的传授与英语技能提高的有机结合,注重培养学生的实际应用能力。每个单元重点讨论、分析一个商务专题,由“导入活动”、“阅读活动”、“商务交流”和“专业扩展”四部分组成。各部分内容的设计和编写坚持了操作性与挑战性并重的原则,以保持学生的学习热情和自觉实践的积极性。其中的“商务交流”板块围绕单元主题,参照各种真实的商务交际情景,为学生设计了灵活多样的商务英语口头与书面交际的任务,是本教程的一大特色。

本教程适合大学商务英语专业的学生及 BEC(Business English Certificates)等商务英语考试的备考人员使用。

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作为国家级“十一五”规划教材,《大学商务英语综合教程》是一套依据现代外语教育对教材意义及功能的更新理念和应用语言学专门用途英语的最新研究成果设计和编写的、融英语语言知识及技能和国际商务知识及技能于一体的复合型英语教材。

本教材既可供高校英语专业或商务英语专业的本、专科学生使用,也可供国际经济贸易、金融、财会、工商管理等专业的学生作为复合型专业英语教材使用,还可作为大学英语选修课教材及相关行业的培训教材。

本教材的宗旨是:遵循现代外语教学理念和应用语言学专门用途英语的教学原则;充分考虑学习者在经济、贸易、金融、管理等方面的专业需求,力求以人为本,将英语技能的培养和专业知识的学习有机地结合起来,满足学生在专业和英语两方面的需求;提高学生的商务英语交际能力;拓宽学生的知识领域,全面提高学生的综合素质。

本教材是一套培养复合型、应用型人才的语言实践课教材,其设计和编写完全是从提高学生的综合语言应用能力出发,针对中国学生在商务英语方面的薄弱环节和实际需要,做到了有的放矢。教材的主要特点体现在以下几个方面:

一、选材新颖,内容丰富。本教材在选材上注重内容的知识性、趣味性、可思性、时效性和前瞻性,同时也注重语言的规范性和致用性。教材中专业知识覆盖面广,涉及了商务活动的各个方面,如市场竞争、营销策略、经营风险、企业管理、财税管理、商业文化、电子商务、国际化等。所用材料全部摘自国外主要经济、金融、管理等方面近年来的报刊、杂志、专业书籍以及因特网上的最新信息。而且,许多资料,如商务文件、信函、广告、产品说明书等都是来自某些企业、公司或公共场所的全真语料,旨在为学习者创造一个真实、生动的交际环境,有效地激发他们的学习欲望,使他们能自觉地提高自己用英语进行商务活动的能力。

二、以任务为路径,以交际为目的。本教材注重吸收国外商务英语教

学及研究领域的成果,努力实现国外先进理论和国内实践的有机统一。教材遵循任务型编写原则,强调教学过程中的互动性,突出对学生交际能力的培养,通过灵活多样的商务活动情景或场合,为学习者设计了形式各异的交际任务,如双人讨论、小组讨论、角色扮演、情景模拟等,鼓励学生在完成任务的过程中发挥主动性,积极合作,将课堂所学用于实践,并将自己生活中的经历和观点融入交际活动中,以实现学以致用,提高交际能力的目的。

三、内容设计严谨,综合应用性强。本教材的每个单元由“导入活动(Lead-in)”、“阅读活动(Reading)”、“商务交流(Business Communication)”和“专业扩展(Relevant Extension)”四部分组成。各部分内容的设计与编写坚持了操作性与挑战性并重的原则,以保持学生的学习热情和自觉实践的积极性。

1.“导入活动”以各种贴近学生生活、易于学生交流、与单元主题相关的内容为素材,设计了双人讨论和小组讨论等互动练习,旨在引发学生思考,激发他们对本单元内容的学习欲望。

2.“阅读活动”主要围绕一篇与单元主题相关的文章进行。文章的长度适中,难易度由浅入深,其中的生词、习语、专有名词和有关表达等均有中英文注释,以帮助学生提高阅读效率。本教材注重提高学生分析问题的能力。每篇文章后面除了针对文中的观点、要点以及具体细节的理解设计讨论问题之外,还要求学生文章的篇章结构和文体风格等进行分析、归纳,使他们在了解商务英语语言特色的基础上,明白文章形式与内容之间的关系,懂得观点的逻辑组织和清楚表达的重要性,从而对提高其写作能力提供一定的帮助。针对文章中重要的词或词组所设计的练习都以商务、经济等方面的内容为素材,而且形式多种多样,尽量避免重复,从而引发学生的新奇感,令其自觉参与活动。此外,这部分还设计了英汉互译练习,以增强学生的翻译技能,并提高其活学活用的能力。

3.“商务交流”是本教材的重要特色。这部分围绕单元主题,参照各种真实的商务交际情景,为学习者设计了灵活多样的口头与书面交际的任务。在口头任务设计中,不仅注重培养学生的自主学习能力,同时还强调了研究性学习与合作性学习的重要性。多数活动要求学生以小组为单位,根据提示与指导,通过因特网和图书馆等途径获取有关资料,在小组研究与合作的基础上,规划实施各个步骤,最终实现交际目标。为了丰富输出内容和规范口语表达,这部分还给出了相关信息提示和常用表达范式。结合单元主题或口语练习,该板块还设计了关于各种商务应用文的写作练习,其中包括公司介绍、产品说明书、插页广告、备忘录、公司业务通信以及常见的贸易信函等,同时,提供了某些公司真实而优秀的商务文件作为范例,并对其构架及主要内容或表述方式进行了分析,以便于学生进行实践性写作练习。

4.“专业扩展”是本教材的另一个重要特色。为了进一步满足学生对专业知识的需求,这部分根据单元主题设计了相关专业术语的巩固性练习和专业阅读练习。鉴于学生在高年级还需分门别类、系统地学习专业课程,此处的练习避免过深过专,旨在使学生学习一些常用的专业术语,掌握一定的专业基础知识,提高他们在专业英语方面的阅读能力。另外,考虑到不少学生日后可能会参加 BEC(Business English Certificates)等商务英语考试,此处的练习从内容到形式都兼顾了这类考试的要求。所以,本教材也可以为学习者通过 BEC 或 TOEIC(托业)等国际商务英语考试提供很大的帮助。

四、配套教参便于教学操作和学习者自学。本教材配有内容较为全面详细的教学参考书。教参各单元包括主题简介、课文相关信息注解、课文难句解释、常用词或词组学习、商务

交流活动补充信息、课文参考译文和几乎所有练习的参考答案,为教师的课堂教学实践和学习者的自主学习提供了有力的帮助和极大的方便。

《大学商务英语综合教程》的编写立足本国,博采众长,力求新颖。教材宜采用糅合中外多种教学法之长的折中主义(eclecticism)教学法。

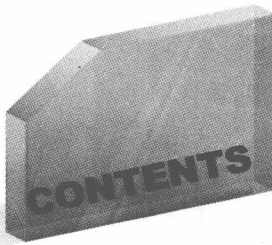
《大学商务英语综合教程》共4册,每册配有相应的教师用书。每册由10个单元组成。建议每6个课时完成一个单元。但使用时,各校可根据情况灵活处理。

《大学商务英语综合教程》为上海市教委第五期重点学科(外国语言学及应用语言学)资助项目(项目编号A-3102-06-000),主要由上海对外贸易学院主持编写,邀请复旦大学、上海外国语大学、上海师范大学、西安交通大学等院校多名具有丰富的商务英语教学经验的教师参与,由大家共同努力完成。此外,本教程还邀请国内商务英语教学领域的资深专家、上海对外贸易学院副校长叶兴国教授和美国达科他州立大学英语学院教授John Nelson博士对书稿进行了审阅。从教材编写体系的形成到文字内容的修改及润色,他们都提出了许多宝贵的建议,并给予热情的指导和帮助。清华大学出版社对此教程的编写提供了大力的支持。在此,我们教材编写组对所有关心、支持和帮助过该教材编写工作的领导、专家、教授以及有关同志一并表示衷心的感谢。

本教材从内容到形式有许多大胆的尝试,但由于编者的水平所限,书中难免有不妥或疏漏之处。欢迎外语界专家、同仁以及本教材的所有使用者批评指正。

编者

2009年6月



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# Unit One

# BUSINESS LEADERSHIP

大学商务英语综合教程——学生用书 2

## Lead-in

1. Discuss the following questions with your partner.

- 1) Have you ever admired some entrepreneurs, either at home or abroad, for their excellent business leadership? Who are they, and why are they admirable?
- 2) How much do you think one's caliber as an outstanding business leader is part of his/her personality or a result of skills he/she has learned?
- 3) What skills and characteristics do you have that would work well in a leadership role?
- 4) What do you think business leadership mainly consists of?

2. The following are some of the basic traits an effective leader should have. Why do you think they are essential for an effective leader? Share your ideas with your group members.

Basic traits for effective leaders	The reasons why they are essential
Emotional stability	
Conscientiousness	
Social boldness	
Tough-mindedness	
Self-assurance	
Compulsiveness	
High energy	
Intuitiveness	
Maturity	
Team orientation	
Empathy	
Charisma	

## Reading

**Preview:** As companies adapt to a changing world, one business practice remains constant — great companies require great leadership. But what does it take to ensure and sustain enduring success? This is a provocative question, one that needs critical examination as intense competition, a rapidly changing consumer base and advances in technology continue to change the way companies do business. Society also has new expectations of companies, as they learn to manage diversity and business leaders increasingly become the decision-makers who most affect the public on such issues as employment, energy, and the environment.

### When It's Time to Think Again

*By Alan Price*

[1] A close friend of mine, Patrick, is the proud owner of a growing, albeit struggling, chocolate company in **upstate** New York. He knew his **breakeven** point, but he didn't know how to get there, and profitability remained beyond their grasp. Pouring money into the business was becoming a financial **strain** now that he had invested almost all the gains from his first business.

5 He still had the burning drive to succeed, but Patrick was starting to doubt whether he was up to the challenge.

[2] Whether or not his business could be saved was questionable. Most “successful” chocolate companies — the small ones, at least — generate only modest profit margins. At his current growth rate, it could take another two years to become slightly profitable, and many more  
10 to recover his investment. In spite of the **odds** against him, I asked him to decide whether or not to stick with the business after he **wrestled** with the following three critical questions: What business are you in? What is your role as a manager of this company? And, what is your role as a leader of this company?

[3] Those three questions can quickly shake loose some of the critical assumptions that  
15 keep a company from being successful. Most small-business owners, pressured by daily operational details, don't make the time to **clarify** either the big picture or their role in the company. If Patrick was a typical small-business owner, his first round of answers might have been:

- I'm in the chocolate business. We sell quality chocolates.
- 20 • I have to manage **payroll**, **inventory**, manufacturing, advertising, sales, etc.
- As a leader I have to make sure that the business survives.

There may be nothing wrong with those answers, but there is nothing special about them. Patrick's chocolate business would sound like any other **generic** chocolate **outfit**, and his role  
25 would look like a cardboard **cutout** of a **stereotypical** owner. The difficult — but more **fruitful** effort — is rediscovering or creating something special about his business.

[4] Fortunately, Patrick's actual answers were far more **revealing**. After some back and forth, he realized that in his scramble for growth, he was building three different businesses. The original business was essentially a **catalogue** sales operation that sold customized chocolates as wedding favors. The orders were event-specific and repeat customers were, predictably, rare. 30  
 Much of the customer traffic came through Internet search engines, but this fell off dramatically when Google changed its ranking formula. He defined this retail business as, "helping people celebrate."

[5] The second business, which was showing significant growth, sold wholesale, customized chocolates to larger chocolate shops. Margins are thin in wholesale, even if you have a specialty 35  
 like customization. But his innovative operation was efficient enough to make wholesale **viable**, but only if the growth continued. He defined the wholesale business as, "providing value on which our customers can make a profit."

[6] Patrick is preparing to launch a third business: a small chocolate factory with a retail shop. Over the next four months, the current chocolate factory will **relocate** to a facility where the 40  
 public can see the whole operation and take home a fresh box. He defines this business as, "a fascinating place to visit and experience the fun of chocolate."

[7] Now that he had clarified the three distinct businesses, I asked him to think about them as a single, **integrated** company. His response was almost immediate, "I'm in the business of 45  
 sharing my love of **ingenuity** and fun." The side effect of this conversation was immediate: He rediscovered his passion for the business.

[8] It's always tempting to stop after the first question and analyze the business strategy. Do some parts of the business make more sense than other parts? **Arguably**. One would ask, "Is he 50  
 running in too many directions at once?" Probably. But business strategy doesn't exist in a **vacuum**. Excellent management and powerful leadership can often **rescue** imperfect strategies. I pushed him on the remaining questions: What is your role as a manager of this company? What is your role as a leader of this company?

[9] Patrick's definition of effective management was, "to get out of the way and empower the team." This was **worrisome**. Empowerment is a popular idea, however it does not **absolve** a 55  
 business owner of management responsibilities.

[10] His definition of leadership was, "to strategically drive the company, make choices about direction, and financially sustain it through its **infancy**." This definition made some sense, almost like a textbook definition. But there were **subtle** ways in which this definition, and the 60  
 assumptions behind it, could hurt his chances for success. The simple fact that he was scrambling in three different directions indicated that he was having a hard time making choices about direction.

[11] Financially supporting a business through infancy is the role of the founder and investors, but only if there is a direction and a plan to reach profitability. Pouring money into a business doesn't sustain a business. The only thing that sustains a small business is some degree of 65  
 sustainable profitability.

[12] This is the current stage of Patrick's leadership journey. Where it will end is anybody's guess. In spite of his excellent retail experience and talent, the odds may be against him. My personal belief is that Patrick will succeed, although he and his business may need to adapt along the way.

70 [13] What does the story of Patrick teach us about the realities of small business leadership? Plenty.

[14] First, leadership is usually **messy**. Patrick is one of many possible examples that there are no right answers. Rarely are there textbook solutions that we can copy. There are only human beings with an **abundance** of gifts, ideas, and blind spots facing situations that will present  
75 challenges in ways none of us can imagine.

[15] Second, Patrick illustrates the reality that many small-business owners have unclear and **fractured** strategies. However, with the help of good questions, assumptions can be brought to the surface and behavior **aligned** to maximize the chances for success.

80 [16] Finally, Patrick reminds us that leadership development is a personal journey that begins with a choice. It is a choice to reexamine what we mean by the word "leadership" and recommit to living up to our own definition.

(1042 words)

From *Business Week*

### New Words

**upstate** /'ʌp'stɜ:t/

a. belonging or relating to the parts of a state that are furthest to the north or furthest from the main city 州的北部地区(或边远地区)的

**breakeven** /,brɛɪ'ki:vən/

a. having equal cost and income 得失相当的,不赢不亏的

**strain** /streɪn/

n. a force, influence, or factor causing excessive tension 重负;过度的要求(或指望、使用)

**odds** /ɒdz/

n. (pl.) the probability that one thing is so or will happen rather than another; chances (常用作复数)机会,可能性

**wrestle** /'resl/

v. struggle to deal with or overcome sth. 努力解决;全力对付

**clarify** /'klærɪfaɪ/

v. make sth. clearer or easier to understand 澄清,阐明,使清晰明了

**payroll** /'peɪrəʊl/

n. an employer's list of those entitled to pay and of the amounts due to each; the sum necessary for distribution to those employees entitled to pay 工资表; 在职人员名单; 工

薪总额

**inventory** / 'ɪnvəntəri /

*n.* the quantity of goods or materials on hand; stock 存货, 库存

**generic** / dʒɪ'nerɪk /

*a.* having no special or unusual characteristics 一般的, 普通的

**outfit** / 'aʊtfɪt /

*n.* an organization 〈口〉(工商业)公司

**cutout** / 'kʌtaʊt /

*n.* something cut out or intended to be cut out from something else; (fig.) a person perceived as characterless or lacking in individuality 从其他东西上切割剪裁下来或要被切割剪裁下来的东西; 〈喻〉没有性格特点的人

**stereotypical** / ,steriəʊ'tɪpɪkəl /

*a.* lacking spontaneity or originality or individuality; what is commonly expected 刻板的; 已成陈规的, 老一套的

**fruitful** / 'fru:tful /

*a.* producing good and useful results 富有成效的

**revealing** / ri'vi:lɪŋ /

*a.* allowing a look at or an understanding of something inner or hidden; insightful 揭示真相的; 有启迪作用的, 发人深省的

**catalogue** / 'kætələg /

*n.* a complete list of items arranged systematically with descriptive details 目录

**viable** / 'vaɪəbl /

*a.* capable of working, functioning, or developing adequately; financially sustainable 切实可行的, 可实施的

**relocate** / ,ri:ləʊ'kert, ri:ləʊkert /

*v.* move to a new location 迁移至新地点

**integrated** / 'ɪntɪgreɪtɪd /

*a.* marked by the unified control of all aspects of industrial production from raw materials through distribution of finished products 整体的; 完全的; 综合的

**ingenuity** / ,ɪndʒɪ'nju:əti /

*n.* skill or cleverness in devising or combining; inventiveness 善于创造发明; 足智多谋

**arguably** / 'ɑ:gjuəblɪ /

*ad.* it can be argued 可论证地; 按理

**vacuum** / 'vækjuəm /

*n.* a space absolutely devoid of matter; a state of isolation from outside influences 真空

**rescue** / 'reskjʊ: /

*v.* save, as from danger 营救, 救援; 挽救

**worrisome** / 'wʌrɪsəm /

*a.* causing distress or worry 令人担忧的,使人发愁的

**absolve** / əb'zɒlv /

*v.* set free from an obligation or responsibility 解除……的责任(或义务等)

**infancy** / 'ɪnfənsɪ /

*n.* a beginning or early period of existence 初期,幼稚阶段

**subtle** / 'sʌtl /

*a.* not immediately obvious or noticeable; difficult to understand or perceive 微妙的,难以捉摸的;深奥难测的;隐晦的

**messy** / 'mesi /

*a.* unpleasant or trying; confused or complicated 棘手的,难办的,令人为难的

**abundance** / ə'bʌndəns /

*n.* plenty; a large quantity 大量,丰富,充足

**fractured** / 'fræktʃəd /

*a.* broken or cracked 破裂的;断裂的

**align** / ə'laɪn /

*v.* adjust (parts of a mechanism, for example) to produce a proper relationship or orientation 调准;校正

### Phrases & Expressions

**be up to**

be capable of or fit for 胜任;适于

**profit margin**

the amount by which revenue from sales exceeds costs in a business 利润空间

**stick with**

persevere or continue with 坚持;继续

**fall off**

decrease 减少

**side effect**

an unexpected or unplanned result of a situation or event; a secondary and usually adverse effect 意想不到的效果;副作用

**make sense**

be intelligible, justifiable, or practicable 可理解;有根据;可行

**out of the way**

no longer an obstacle or hindrance to someone's plan 不再碍事,不挡道

**blind spot**

an area in which one fails to exercise judgment or discrimination (对某一领域情况的)无

知，不理解；偏见

live up to

behave in accordance with sth.; fulfil 依照某事物行事；完成；达到

## Exercises

### Comprehension

1. Answer the following questions with your partner.

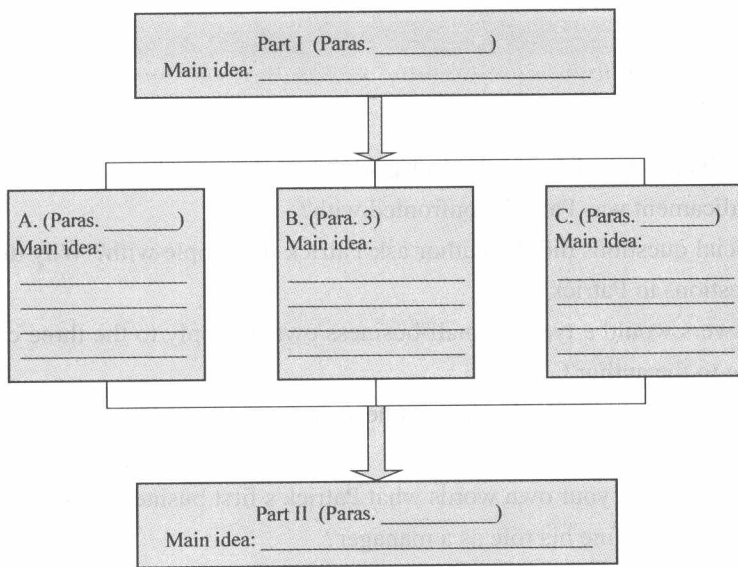
- 1) What predicament was Patrick confronted with?
- 2) What crucial questions did the author ask Patrick to grapple with? Why did the author put those questions to Patrick?
- 3) What answers would a typical small-business owner supply to the three crucial questions, according to the author?
- 4) How did Patrick clarify the businesses he was engaged in? How did the author comment on his reply?
- 5) Can you describe in your own words what Patrick's first business was like?
- 6) How did Patrick define his role as a manager?
- 7) How did Patrick describe his role as a leader of his company? How did the author evaluate his response?
- 8) Why does the author describe Patrick's actual answers as "far more revealing"?
- 9) How do you understand the sentence "Much of the customer traffic came through Internet search engines, but this fell off dramatically when Google changed its ranking formula"?
- 10) How do you interpret the sentence "The only thing that sustains a small business is some degree of sustainable profitability"?

2. Discuss the following questions with your group members.

- 1) How do the author's 3 critical questions strike you? What other question might you ask if you were trying to help Patrick?
- 2) The following leadership quotes have been used to inspire good leaders. Which do you find is most effective?
  - *Management is doing things right; leadership is doing the right things.*—Peter F. Drucker
  - *A leader is a dealer in hope.*—Napoleon Bonaparte
  - *The leadership instinct you are born with is the backbone. You develop the funny bone and the wishbone that go with it.*—Elaine Agather
  - *A boss tells others what to do; a leader shows that it can be done.*—Kouzes & Posner
- 3) If you are a leader who can be trusted, then those around you will grow to respect you. To

be such a leader, there is a **Leadership Framework** to guide you: *BE KNOW DO*. It means there are certain things you must **be**, **know**, and, **do**. In your opinion, what do good leaders do? What are they? What do they know?

3. The text can be roughly divided into two parts. Go through the text carefully. Work with your partner to complete the outline below with the missing information from the text.



### Vocabulary

1. Match each verb in Column A with a synonym in Column B. Then think of a noun or a noun phrase to follow each pair of verbs. Add a preposition if necessary.

A	B
absolve	accommodate
clarify	pose
launch	exemplify
adapt	elucidate
present	adjust
imagine	contend
illustrate	relieve
align	envisage
wrestle	initiate

2. Rewrite the following sentences, using the noun forms of the verbs in the box without changing each sentence's original meaning.

respond	sustain	abound	continue	assume
analyze	rescue	maximize	define	clarify



- 1) Social network users are not quick to respond to ads, which can be evidenced by the fact that they are often so engaged with the content on their pages and interacting with friends that they don't click on ads as frequently as users do on other kinds of sites.  
\_\_\_\_\_  
\_\_\_\_\_
- 2) The expert defined business leaders as people who inspire others in their organizations to lead without sacrificing teamwork, individualism or company mission.  
\_\_\_\_\_  
\_\_\_\_\_
- 3) The manager put some questions to him to clarify a couple of important points.  
\_\_\_\_\_  
\_\_\_\_\_
- 4) The famous economist perceptively analyzed the crisis in the markets.  
\_\_\_\_\_  
\_\_\_\_\_
- 5) In our experience, the core innovation challenge in the business world is rarely about generating more ideas; sift through any business organization and it abounds with ideas.  
\_\_\_\_\_  
\_\_\_\_\_
- 6) Although he insists that previous policies be continued, the new German Chancellor looks less attached to continental unity than his ardently pro-European predecessor.  
\_\_\_\_\_  
\_\_\_\_\_
- 7) The question the economist asks about any given contract is not whether the goods to be exchanged are cheap or expensive in the abstract, but instead whether the exchange maximizes social wealth.  
\_\_\_\_\_  
\_\_\_\_\_
- 8) This policy shows the top leadership's concern as to whether China's focus on export-led, low value-added manufacturing that is reliant on trade and government investment can be sustained.  
\_\_\_\_\_  
\_\_\_\_\_
- 9) If it lowered rates to rescue the borrowers and their lenders, it would raise the risk of excessive borrowing and speculation in other sectors, possibly causing higher inflation and a stock bubble.  
\_\_\_\_\_  
\_\_\_\_\_
- 10) They can accept the contract, assuming that the rate of inflation will not increase next