

主编：李葆阳 副主编：孔灵灵 主审：曹旭东

商务英语

上篇 从基础到实践

打好基础 紧扣实践 即学即用 提升技巧

Business English

文化与沟通

国际贸易

电子商务与营销

商业案例与管理

商业组织



廣東省出版集團
廣東人民出版社

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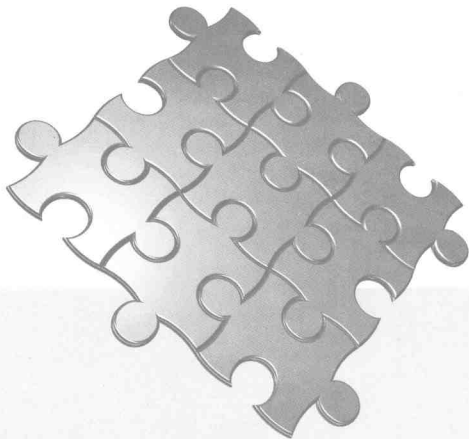
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前言

为学生选择一套合适的商务英语阅读教材显得困难重重。可订购的阅读教材存在这样那样的问题,要么内容过于理论化,缺乏实用性;要么语言过于晦涩,超出学生的理解能力;要么教材练习不切实际,不利于教师教学操作。这就是亚加达的教师所面临的难题。让学生学得满意,让教师教得满意,这是教育教学创新的动力之源。《商务英语丛书》就是在这样的背景下诞生的。

一套优秀的商务英语教材需要满足诸多条件。但是,在我看来,核心的条件只有两个:一是易学,二是易教。易学是从学生的学习角度来评判一套教材,涉及的评判内容包括主题的针对性、选材的实用性、语言的难易程度、技能的操练强度、以及是否便于学生自学等;易教则是从教师的角度去评判一套教材。教材是否有利于知识和技能的拓展,是否能够体现现代英语教学的原则,是否能够有效地突破解决中国人学习商务英语的难题,是否考虑了中国人学习英语的特点等。

易学和易教是作者在编写《商务英语丛书》的过程中力图把握的两大原则。要实现这两大原则,在教材编写的前期做了大量的需求分析,完成初稿之后又多次在师生中试用,为最后的定稿提供了以实践为基础的,可操作性的依据。

《商务英语丛书》是一套特色明显的商务英语教材:

1. 针对性强:这是一套专门针对大专及以上层次商务英语专业的学生而编写的教材,亦适用于希望学习商务英语知识的具有一定英语基础的读者。
2. 目标明确:以英语语言为媒介,普及商务基础知识和技能,提高学生的英语语言能力和技能,达到提高学生职业竞争力的目的。
3. 取材内容真实而广泛:阅读材料选自报刊、杂志、以及专业网站等各类媒体,具有强烈的时代感和现实意义。内容涵盖现代商务的方方面面,包括跨文化交际、国际贸易、电子商务和营销、管理、金融服务等。
4. 强化阅读技能:将现代图式理论(schemata)用于阅读教材的编写,可迅速提高学生的速读、略读、理解和分析信息等阅读技巧和能力,并能使学生个人经验与阅读材料的内容达到互动,进一步强化知识和技能。
5. 语言和商务概念解释详尽:对字、词、句、商务术语的详尽解释与翻译有利于提高教与学的效率。书后的课文译文及练习答案更为师生提供了便利。

易学和易教是我个人对优秀教材的理解。教材的使用者才有最终的发言权。

曾旭东

广州亚加达外语专修学院副院长

2007年5月于白云山麓

使用说明

商务英语是从事涉外商务活动工作人员及各大院校涉外商务、营销、管理、人力资源等专业学生的必修课程。本系列商务英语丛书本着普及商务知识的目标,着力在商务操作层面上使读者了解英语在各种商务活动中的表达方式及习惯用法,并通过练习掌握各种表达方式,扩大学生在商务方面的背景知识及词汇量。另外,本系列丛书突出商务英语目标词、目标短语及常用专业词语的学习并给出较详细的双语注释及例句翻译。练习设计以使掌握商务知识点及目标词语的运用为目标。同时,结合日常生活及日常商务实践提出问题激发学生思考。

课文结构

一、Words to know

本部分给出了生词的音标及中文翻译,主要是考虑到部分同学在阅读过程中不懂词意或者不理解同一词在商务活动中的具体意思是什么,如“negotiation”是谈判、讨论,而在跟单信用证支付中的意思是“议付”。又如“dishonor”是使蒙羞,而在票据支付中的意思是“拒付,不兑现”,这样的例子很多。音标主要是帮助学生正确发音。老帅在让学生开始阅读原文时,可带学生根据音标读几遍这些词,加深记忆,帮助理解课文。

二、Think before you read

本环节通过提出问题的方式引导、激发学生思考并发表自己的看法。所提问题紧扣课文主题中心思想,或是知识性的问题,帮助学生为阅读文章做好心理准备。老师可适当准备。如在学习“无形贸易(invisible trade)”时,本环节可提出这样的问题:“If you are invited to attend an international meeting in America, you spend US\$ 1000 buying ticket from Air America, and another US\$ 1000 on your accommodation and food in America. Is this a kind of international trade?”老师还可提供更多的例子去解释什么是无形贸易。

三、Text

课文按照不同的商务类别及难度,分为上下篇。上篇分为 I Cultures and Communication. II International Trade. III Electronic Commerce and Marketing. IV Business Cases and Management. V Business Organizations. 下篇分为 I Culture and Business. II International Trade. III Electronic Commerce and Marketing. IV Business Cases and Management. V Banking and Finance. 上下篇内容本着由浅入深,从易到难的原则,内容均不相同,可连续使用。为了帮助学生理解,书后均有汉语翻译,帮助学生理解课文。

四、Notes

对课文中所出现的商务英语的常用词、短语、专用术语给予较详细的解释。这些词也是目标词,有英语例句,有汉语翻译,有背景知识介绍。可引导学生在阅读前看一遍注释部分。

五、Exercise

1 True or False

本环节是对课文内容的重新表述,有符合课文内容的表述,也有不符合课文内容的表述,有对商务知识的考察,也有对语言点的考察,阅读完之后应立即做此题。

2 Multiple-Choice Questions

本练习主要是考察学生对课文大意的理解,对商务知识的理解,对词、句或商务术语的理解或者考察学生根据课文进行推理、计算来判断选择。

3 Fill in the blanks with the proper words or phrases from the text

本练习所提供的句子着重突出商务英语常用词、术语及注释里面的内容。主要促进学生加深记忆并掌握这些目标词、目标短语的用法。

4 根据课文的内容设计题型,有汉英互译、讨论等。

编者

2007年6月

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I. Cultures and Communication

Lesson 1

Cultural Differences

		Words to know
amplify	['æmplɪfaɪ]	v. 放大, 增强
Arab	['ærəb]	a. 阿拉伯的
compartmentalize	[kəmˌpɑːt'mentelaɪz]	v. 划分
constitute	['kɒnstɪtjuːt]	v. 制定(法律), 建立(政府), 组成, 任命
correlate	['kɒrɪleɪt]	v. 使相互关联, 和……相关
designation	[,deɪzɪ'neɪʃən]	n. 指示, 指定, 选派, 名称
exemplify	[ɪg'zemplɪfaɪ]	v. 例证, 例示, 作为……例子
forefinger	['fɔːfɪŋɡə]	n. 食指
Mediterranean	[,medɪtə'reɪnjən]	n. 地中海
moderate	['mɒdərɪt]	a. 中等的, 适度的, 适中的
obscene	[əb'sɪn]	a. 淫秽的, 猥亵的
perception	[pə'sepʃən]	n. 理解, 感知, 感觉
socialize	['səʊʃəlaɪz]	v. 使社会化, 使社会主义化
typically	['tɪpɪkəlɪ]	adv. 代表性地, 作为特色地
uneasy	[ən'iːzi]	a. 心神不安的, 不自在的
universally	[,juːnɪ'vɜːsəlɪ]	adv. 普遍地, 全体地, 到处
violate	['vaɪəleɪt]	v. 违犯, 亵渎(圣物), 冒犯, 妨碍, 侵犯
evaluate	[ɪ'veljueɪt]	v. 评价, 估计, 求……的值

Think before you read:

How do you communicate with people from other countries when you can't speak their languages and they can't speak yours? Do you think "eye contact" is suitable for people all over the world?

Cultural differences

Major cultural differences occur in eye contact, body motions, touch and perceptions of time and space.

Although a majority of people in the United States and other Western countries expect those with whom they are communicating to look them in the eye, as Samovar and Porter conclude in their review of research, direct eye contact is not a custom throughout the world. For instance, in Japan, people are not to be taught to look another in the eye but at a position around the Adam's apple¹. Chinese, Indonesians, and rural Mexicans also lower their eyes as a sign of defence -- to them too much eye contact is a sign of bad manners. Arabs, in contrast, look directly into the eyes of the person with whom they are talking for long periods -- to them direct eye contact shows interest. There are also differences in use of eye contact in the subcultures of the United States. For instance, blacks use more continuous eye contact than whites when they are speaking but less when they are listening.

People of other cultures also show considerable differences in use of gestures, movements, and facial expressions. Gestures in particular can assume completely different meanings. For instance, the forming of circle with the thumb and forefinger, the OK sign in the United States, means zero or worthless in France, a symbol for money in Japan, a curse in some Arab countries, and an obscene gesture in Germany, Brazil, and Australia. In addition, displays of emotion also vary. For instance, in some Eastern cultures, people have been socialized

to identify emotional behaviour cues², whereas members of other culture have been socialized to amplify their displays which are often reflected in the interpretation that can be given to facial expressions.

Differences in touching behaviour are, according to Gudykunst and Kim, highly correlated with³ culture. People in high contact cultures evaluate⁴ "close" as positive and good, and evaluate "far" as negative and bad. People in low contact cultures evaluate "close" as negative and bad, and "far" as positive and good. Specifically, Latin America and the Mediterranean countries are high contact, the United States is moderate contact, and the Far East is low contact.

A particular important area of differences concerns perceptions of time and space⁵. In the United States, we compartmentalize⁶ our time and schedules one event at a time which is exemplified by our tendency to emphasize schedules and value promptness. As a result, in the United States, being even a few minutes late may require you to acknowledge your lateness. In Latin American or Arab cultures, for instance, it is not unusual for a person to be more than thirty minutes late, behaviour that is likely to occasion only needs a few words of apology. The point is that there is no universally held right way of viewing time designations.

Finally, people around the world have different attitudes about what constitutes appropriate distances for various interactions. White people in the United States typically consider the space of up to a foot or eighteen inches from their bodies as personal or intimate space, and they do not expect people to violate that space. In Middle East⁷, however, men seek to move much closer to other men when they are talking. Thus, when an Arab man talks with a white person from the United States, one of the two is likely to be uncomfortable.

Problems in communicating with strangers occur at times because we are uncertain and anxious about the meanings of nonverbal cues⁸. And when strangers violate our expectations of nonverbal usage, we tend to behave negatively.

Notes

- 1 Adam's apple n. 喉结
- 2 emotional behaviour cues 情感行为指示
- 3 correlate; connect
Stress levels and heart disease are strongly correlated. 压力的大小和心脏病有很强的联系。
- 4 evaluate; to judge or calculate the quality, importance or value of something.
We need to evaluate how the new material stands up to wear and tear. 我们要考查一下新材料耐压和耐磨的能力。
- 5 perceptions of time and space 对时间和空间的理解
- 6 compartmentalize : to separate something into parts and not allow those parts to mix together
His life was carefully compartmentalized, with his work in one city and his social life in another. 他的生活被分割开来, 生活在这个城市, 工作却在另一个城市。
- 7 Middle East : 中东
- 8 nonverbal cue : 非语言指引

Reading Comprehension

1. Read the following statements and decide whether they are true (T) or false (F).
 - () In Japan, people are taught to look another in the eye.
 - () Arabs lower their eyes when they talk to show great interest.
 - () In the United States, whites use more continuous eye contact than blacks when they are listening.
 - () People in high contact cultures evaluate "close" as negative and bad, and evaluate "far" as positive and good.
 - () When an Arab man talks with a white man from the United States, both of them feel comfortable.
2. Answer the following multiple-choice questions by choosing letters A, B, C, or D.
 - () _____ reflect major cultural differences.
A body motions B eye contact

- C touch and perceptions of time and space D All of the above
- (2) People in _____ are taught to lower their eyes as a sign of defence.
A Russia B Egypt C Indonesia D Sweden
- (3) The OK sign is an obscene gesture in _____.
A China B France C Japan D Australia
- (4) In the following statements about touching behaviour, _____ is NOT correct.
A The United States is low contact.
B Mediterranean countries are high contact.
C People in high contact cultures evaluate "close" as positive and good.
D The Far East is low contact.

3. Language work; fill in the following blanks with the words or phrases from the text.

- (1) Direct eye contact is not a _____ throughout the world.
(2) To Chinese, Indonesians, and rural Mexicans, too much eye contact is a sign of _____ manners.
(3) The forming of circle with the _____ and forefinger, the OK sign in Japan, is a symbol for _____.
(4) Differences in touching behaviour are highly _____ with culture.
(5) In the United States being even a few minutes late may _____ you to _____ your lateness.
(6) Americans consider the space of up to a foot or _____ inches from their bodies as _____ or _____ space.

4. Discussion.

- (1) Discuss with your classmates or surf the Internet. Find out more examples of cultural differences.
(2) In your point of view, how could people from different countries avoid embarrassment which might be caused by cultural differences?

Lesson 2

English and Business Success

		Words to know
adaptable	[ə'deɪptəbl̩]	a. 适应性强的, 可修改的
asset	['æset]	n. 资产, 有用的东西
proficiency	[prə'fɪjənsi]	n. 精通, 熟练程度
horizon	[hə'reɪzn̩]	n. 地平线, (知识, 思想等的)范围, 视野
investment	[in'vestmənt]	n. 投资, 可获利的东西
promotion	[prə'məʊʃən]	n. 促进, 晋升
transaction	[træn'zækʃən]	n. 交易, 事务
manual	['mænjuəl]	n. 手册, 指南

Think before you read:

What's the relationship between English and the success of business? What can English contribute to the success of business? Does everybody need a certain level of English language skills, even if it's basic?

English and Business Success

In the year 1215, when English nobles forced King John to sign the Magna Carta, the document was written in Latin. Nearly eight centuries later, Latin becomes an historical language known only to a handful of scholars and students. But English has become a truly international language. It is no longer the property of the English. It belongs to the world.²

English is adaptable—it has a larger vocabulary than any other languages, and it is not too difficult to learn. Thanks to³ this adaptability and thanks to the happy accident that it was the language of not one, but four major nations in the world -- the British, the American, the Canadian and the Australian. English is now used by more people than any other languages in the world. There are certainly more Americans speaking English than the English. There are more Indians and Pakistanis speaking English than the English, and probably in our life coming there will be more East Asians speaking the language.

As a businessman I look at the English language as an asset on three related levels—personal, corporate and national. And on all the three levels, the degree of fluency in English has an effect on success.

On the personal level, proficiency in English can open up a new horizon for a person, and add greatly to have the ability of communication. This can make his career successful. It does not matter what level of development a country has reached, it still needs English language skills. Tourism is a good example. It takes very little investment⁴ and skill to provide rooms and meals. The scenery and the native environment already exist. But to serve the tourists, waiters, doormen, porters, drivers, telephone operators, desk clerks, and even chamber-maids all need a certain level of English language skills, even if it is basic. If such employees want promotion, they must improve⁵ their language proficiency.

It is safe to say that up to 90% of international commercial transactions are done in English. So, in a corporation, if more people can communicate well in English, business opportunities will increase and the corporation can better serve its customers⁶. When a country's economy⁷ begins to develop very fast and the investment begins to pour in⁸, the need for English grows.

The manufacturers meet to communicate in a common, international language. To master the technology and learn how to operate new machines safely and profitably, they have to read manuals and textbooks, and these documents are mainly written in English. If the manufacturer goes after export markets, it is necessary for him to communicate with importers, agents and distributors in international markets. Again, English is the common language.

Finally, on the national level, if a country has more people who can communicate well in English, it can better take part in the international economic activities. When country such as Singapore, South Korea and, in the near future, China becomes a center of international commerce and finance, the need for English is even greater.

Knowledge is wealth. Knowledge of English in the population enables a country to make money from foreign trade and the provision of services. A nation's sum⁹ of knowledge is part of its national wealth. It is real and valuable just as the oil in the ground, the cattle in the fields and the factories in the cities. If anyone doubts¹⁰ this, let him or her look at Singapore or Hong Kong. The former is one of the world's smallest countries and the latter, one of its smallest regions. Neither Singapore nor Hong Kong has enough resources or space for agriculture or manufacturing¹¹. Yet their economy is now among the most successful in the world.

Notes

1 a handful of 少数, 少量

We invited 30 people, but only a handful of them came. 我们邀请了 30 人, 但是只到了几个人。

2 It is no longer the property of the English. It belongs to the world. 它不再是英国人的财产, 而是全世界的。

He no longer smokes. 他不再吸烟了。

3 thanks to sb / sth 由于或因为 (某人某事物)

The company has had a successful year, thanks mainly to the improvement in export sales.
主要由于出口销售情况的改善, 该公司今年生意兴隆。

4 investment n. 投资 invest v. 投资 investor n. 投资者

- make a profit by careful investment 谨慎投资以赚取利润
 He invested \$1000 in an oil company. 他在一家石油公司投资了1000美元。
- 5 improve vt 改善, 改良
 The post office aims to improve its quality of service. 邮局锐意改善服务质量。
- 6 serve its customers 服务其顾客
 The new shop across the road has taken away most of my customers. 马路对面的那家新开的商店把我的大部分顾客都抢走了。
- 7 economy n. 经济 economic a. 经济的 economics n. 经济学
 The state of the economy is very worrying. 目前的经济状况令人十分担忧。
- 8 pour vt. 倾泻, 涌入
 The fans poured out of the stadium cheering wildly. 体育爱好者们欣喜若狂地从体育场中蜂拥而出。
 The government has been pouring money into the steel industry. 政府一直在拨出巨款支持钢铁产业。
- 9 sum n. 金额, 总数
 Huge sums have been invested in this project. 在这个项目中投入了大量资金。
- 10 doubt vt. n. 怀疑, 疑惑
 Do you doubt my word? 你怀疑我的话吗?
 No doubt he means to help, but in fact he just gets in the way. 他确实是想帮忙, 然而事实上却只是帮倒忙。
- 11 Neither Singapore nor Hong Kong has enough resources or space for agriculture or manufacturing.
 既不……也不……
 The hotel is neither spacious nor comfortable. 这旅馆既不宽敞也不舒服。

Reading Comprehension

1. Read the following statements and decide if they are true (T) or false (F).

- (1) () Nearly eight centuries later, Latin becomes an historical language known by a lot of scholars and students.
- (2) () English is too difficult to learn.
- (3) () There may be more East Asians speaking English.
- (4) () People can serve tourists better if they know even basic English.
- (5) () Not Hong Kong but Singapore has enough resources for agriculture.

2. Answer the following multiple-choice questions by choosing letters A, B, C or D.

- (1) Why is English widely used?
 A Because it has a larger vocabulary than any other languages.
 B Because it is adaptable.
 C Because it is easy to master.
 D Because it is the most beautiful language in the world.
- (2) Whose mother tongue is not English?
 A American B British C Australian D Swedish
- (3) On a personal level, what's the advantage of proficiency in English?
 A Proficiency in English can open up a new horizon and add greatly to have ability of communication.
 B Proficiency in English can accelerate the development of tourism.
 C Proficiency in English can increase business opportunities.
 D Proficiency in English can better take part in the international economic activities.
- (4) Manufacturers need to use English to _____.
 A read documents B communicate with importers
 C negotiate with agents or distributors D all above

(5) A nation's sum of knowledge is real and valuable. It is just as many things except _____.

- A the oil in the ground B the pandas in China
C the cattle in the fields D the factories in the cities

3. Language work: Fill in the following blanks with the words or phrases from the text.

- (1) If you are successful, you can gain _____ and get higher salary.
(2) Are you looking for Jennifer? She _____ lives here.
(3) The play succeeded _____ fine acting by all the cast.
(4) Those oil shares are good _____, and it is profitable.
(5) Martin is so cool that he _____ knows _____ cares what happened.

4. Discussion.

- (1) Do you agree on the idea in the passage? Are you learning English for business?
(2) If you're good at English, what will it help you with your career in business?
(3) Why does English promote the success of business?

Lesson 3

Avoiding Culturally Related Business Blunders

		Words to know	
community	[kə'mju: niti]	n.	社区, 团体, 社会
honor	['ɒnə]	v.	尊敬, 给……荣誉
tolerance	['tɒlərəns]	n.	宽容, 忍受, 耐性
commit	[kə'mit]	v.	犯 (错误)
blunder	['blʌndə]	n.	大错, 失误
disrespect	['disrɪspekt]	n.	不尊敬, 无礼
commissioner	[kə'mɪʃənə]	n.	专员, 特派员
due	[dju:]	a.	应得的, 预期的, 合适的
confrontation	[kɒnfrən'teɪʃən]	n.	对抗, 不和
threatening	['θreɪtənɪŋ]	a.	胁迫的, 危险的
extended	['ɪks'tendɪd]	a.	延长的, 持久的
intentionally	[ɪn'tenʃənəli]	adv.	有意地, 故意地
expose	['ɪks'pəʊz]	v.	使暴露, 揭发, 揭露
sole	[səʊl]	n.	鞋底
pertain	[pə (:)'teɪn]	v.	与……有关联, 附属于
offend	[ə'fend]	v.	冒犯
courteous	['kɔ: tjəs]	a.	有礼貌的, 谦恭的
significantly	[sɪgnɪfɪkəntli]	adv.	重要地, 意义深远地
acquisition	[ækwɪ'zɪʃən]	n.	获得, 获取

Think before you read:

With the trend of globalization, there is great opportunity for one to do business with a person from another culture. Is it important to understand the cultural differences? Why?

Avoiding Culturally Related Business Blunders

Understanding the cultural differences of any nation where we choose to do business, including China, will require a great deal of effort. To be successful in international business and to be good citizens of the international community, we should learn to honor and respect our own cultures and also to develop an appreciation.

tolerance, and respect for other's cultures.

All of us, no matter how hard we try, will commit some social blunders related to differences in cultures. The important thing to remember is that if we create an environment of mutual¹ understanding and respect through our attitude and actions, our blunders are usually met with understanding and forgiveness.

Persons from other nations doing business in China gain a real advantage when they show some knowledge of local culture. They are respected and appreciated as persons of great knowledge and this establishes a positive mood as negotiations begin.

Some Examples of Cultural Differences

Status Status is very important in China. A title such as Mr., Mrs., or Ms. should never be used in business negotiations. This will be taken as a sign of disrespect even though the opposite is intended². The official title of each person should be used, such as Chairman, President, Commissioner, or Manager. An American business person, even though negotiating through an interpreter should make sure that the proper titles are used so that all parties present understand that they are being shown the respect due their rank³. If a Chinese thinks that he or she is not respected, most likely, negotiations will not be successful.

Tone of Voice In China, voice is very important. A person lowers his or her voice when asking a favor or attempting to show respect. It should be noted, also, that the voice is only raised in negotiations or when in a confrontation with an enemy. The voice is often lowered in a threatening situation to show that a confrontation is not desired.

Eye contact A man talking to a woman in China can avoid giving the wrong impression by not keeping extended eye contact. In addition, a Chinese man or a woman will intentionally avoid eye contact with a person as a sign of respect.

The feet In China, it is rude to expose the sole of your foot or shoe or sit with your toe pointed toward anyone.

Chinese Yes One of the great difficulties pertaining to communication between the American and the Asian cultures is their concept of what is polite. The Chinese, as in many of the Asian cultures, have a great fear of offending others. Promises and commitments, for example, will have a greater relationship to the desire to be courteous and to please than the actual fact or the real intent of the individual making the promise⁴.

Differences in Negotiation Techniques

Negotiation techniques differ significantly in China and the United States. This has, in the past, been a major barrier to successful business negotiations between these two countries. To a large extent, the fault for this must go to the Americans who have not been able to understand the Chinese negotiating practices and their application⁵. The greatest problem in negotiations is that the Americans want to agree on specific terms first while the Chinese want to determine general principles and then discuss specifics. In other words, Americans are too interested in short term goals, such as profits, without showing enough concern for Chinese long-term interests such as the acquisition of American technology and business techniques. They want the Americans to negotiate the spirit of the agreement⁶ before worrying about the details.

Notes

- 1 mutual a. 相互的, 彼此的, 互惠的
mutual interests / benefit 共同利益。
mutual respect 相互尊重。

Other organizations have joined the union for mutual benefit. 其他组织为了共同的利益也加入了这个联盟。
Negotiations between the labor union and management were made more difficult by mutual distrust.
工会和资方之间的谈判由于互不信任而变得愈加困难。

- 2 even though the opposite is intended. 即便你的本意是要表示尊敬。
“the opposite”是指“the opposite of disrespect”, 也就是“respect”. Even though the opposite is intended

是指“even though you intend to show respect”, “即便你的本意是要表示尊敬。”

- 3 respect due their rank. 他们的地位应有的尊敬。

due. a. 应有的, 适当的。

Workers of this factory went on strike for two months for all due pay. 该厂的工人举行了为期两个月的罢工, 争取所有应得的报酬。

- 4 Promises and commitments, for example, will have a greater relationship to the desire to be courteous and to please than the actual fact or the real intent of the individual making the promise. 因此个人做出应允或承诺时多半是出于礼貌和宽慰对方, 而非实际可为, 亦非个人的真实意图。

- 5 negotiating practices and application. 谈判实践和应用。

- 6 spirit of the agreement. 合约精神。

Reading Comprehension

1. Read the following statements and decide whether they are true (T) or false (F).

- (1) () To avoid cultural blunders we should respect other cultures more than our own culture.
 (2) () It is considered to show great respect to greet people as Mr., Mrs. or Ms. in a business negotiation in China.
 (3) () Using titles properly is very important in a business negotiation in China.
 (4) () American and the Asian cultures have different concepts of politeness.
 (5) () According to the eighth paragraph, Chinese do not necessarily mean it when they make promises and commitments.

2. Answer the following multiple-choice questions by choosing letters A, B, C, or D.

- (1) This passage mainly discuss _____.
 A difference between Chinese and American cultures on business
 B Chinese culture
 C American culture
 D Doing business in America
- (2) “local culture” in the third paragraph refers to _____.
 A American culture B Chinese culture C Asian culture D any culture
- (3) Tone of voice would be lowered in China in all the following situations except _____.
 A begging someone for help B being in danger and threatened
 C fighting with an enemy D trying to show respect
- (4) About negotiations in China and America, which statement is NOT true?
 A Different negotiating techniques used to block successful business negotiations between China and America.
 B Americans usually want to reach an agreement on details first.
 C Chinese have no concern about short-term benefits.
 D Acquiring American technology and business techniques is one of the long-term interests for China.
- (5) What's true about “eye contact”?
 A A man should not look into a woman's eyes when they are talking.
 B Eye contact will give wrong impression.
 C In Chinese culture, it is considered to be respectful not to look into the other's eyes at all.
 D Keeping continuous eye contact for too long a time may give wrong impression in Chinese culture.
3. Language work: Fill in the following blanks with the words and phrases from the text.
- (1) Women have very little _____ in many countries.
 (2) They have shown all the evidence _____ to the case.
 (3) The foundation of the collocation between the two companies should be based on _____ benefit.
 (4) To succeed in business, a company shouldn't focus too much on _____ interests.
 (5) The newly released report has caused the _____ between the Government and the unions.

4. Put the following sentences into Chinese.

(1) An American business person, even though negotiating through an interpreter should make sure that the proper titles are used so that all parties present understand that they are being shown the respect due their rank.

(2) The voice is often lowered in a threatening situation to show that a confrontation is not desired.

(3) In other words, Americans are too interested in short term goals, such as profits, without showing enough concern for Chinese long-term interests such as the acquisition of American technology and business techniques.

Lesson 4

Arts for Communication and Communicating Etiquette

Words to know		
innate	['neit]	a. 天生的, 天赋的
possess	['peizes]	v. 拥有, 占有
measure	['meʒə]	v. 衡量, 测量
flexibility	['fleksə'biliti]	n. 适应能力
transmit	['trænz'mit]	v. 传递, 传播
analytical	['æne'litikal]	a. 分析的, 用分析方法的
creativity	['kri: eitivəti]	n. 创造力
empathize	['empəθaiz]	v. 共感, 同感
globalization	['gləubəlaizeiʃən]	n. 全球一体化
etiquette and protocol	['etiket] ['prəutekəl]	n. 礼仪与礼节
distraction	['dis'trækʃən]	n. 使分心的事(人), 消遣
image	['imɪdʒ]	n. 形象
courtesy	['kə: tisi]	n. 礼貌
lengthy	['l enθ]	a. 冗长的
superficial	['sju: pe'fiʃəl]	a. 表面的, 肤浅的
ethics	['eθiks]	n. 伦理
moral	['moral]	n. 道德
ritual	['ritʃuəl]	n. (宗教) 仪式, 礼节
flagrantly	['fleigrəntli]	adv. 明目张胆地
subtlety	['sʌlti]	n. 微妙, 精明

Think before you read:

How can we communicate effectively and properly? What kind of skills should we learn and practice?

Arts for Communication and Communicating Etiquette

Most of us recognize the importance of communication skills to our success at work, but we spend little time consciously developing the art¹. We think of communication as an innate ability. Some people are naturals, others are not, we believe. Actually great communicators possess common skills that can be learned and practiced.

In general, great communicators work at it. Their strengths are knowing what they want to communicate, learning how to communicate to different people in different circumstances², and having a system for measuring their progress and developing the flexibility to change strategies³ when they need.