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商务英语



下篇 从基础到实践

打好基础 紧扣实践 即学即用 提升技巧

Business English

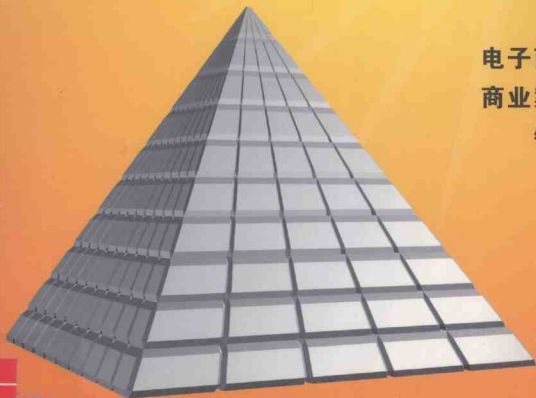
文化与商业

国际贸易

电子商务与营销

商业案例与管理

银行与金融



广东经济出版社

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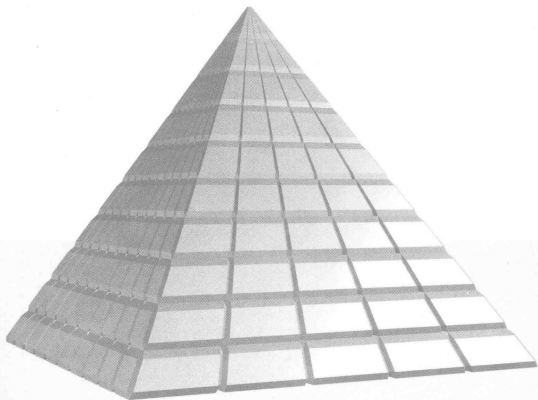
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前 言

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。

曹旭东

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专院校涉外商务、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日标词、日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。练习设计以使学生在掌握商务知识及日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。老师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,内容各不相同,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. Culture and Business

Lesson 1

The Importance of Distancing

Words to know

underlying	[ˈʌndəˈlaɪɪŋ]	a.	在下面的, 根本的, 潜在的
proactiveness	[ˈprəʊæktɪvnis]	n.	先发制人
aptly	[ˈæptli]	adv.	适当地, 适宜地
invincible	[ɪnˈvɪnsəbl]	a.	不能征服的, 无敌的
defence	[dɪˈfens]	n.	防卫, 防卫设备
contemplate	[ˈkɒntempleɪt]	v.	预期, 企图
offence	[əˈfens]	n.	冒犯 [军] 攻击
initiative	[ɪˈnɪʃiətɪv]	n.	主动
ample	[ˈæmpl]	a.	充足的, 丰富的
strategy	[ˈstrætɪdʒi]	n.	策略, 军略
disunity	[dɪˈsjuː nɪ ti]	n.	不统一, 不团结
overlook	[ˈəʊvəlʊk]	v.	看漏; 忽略
significance	[sɪɡnɪfɪkəns]	n.	意义, 重要性
quotation	[kwəʊˈteɪʃən]	n.	引用语, 价格
executive	[ɪɡˈzekjʊtɪv]	n.	执行者, 行政长官
criterion	[kraɪˈtɪəriən]	n.	(pl. -ria criterions) 标准, 准则
sustain	[səˈsteɪn]	v.	撑住, 维持, 持续
reactive	[rɪ (:)ˈæktɪv]	a.	反应的, 起反作用的
mindset	[ˈmaɪndset]	n.	精神状态, 思想倾向
violate	[ˈvaɪəleɪt]	v.	违犯, 干扰, 违反
advocate	[ˈædvəkeɪt]	v.	拥护, 提倡, 主张
ruthless	[ˈruː θlis]	a.	无情的, 残忍的
stance	[ˈsteɪns]	n.	姿态
overtake	[ˈəʊvəˈteɪk]	v.	赶上, 追上
innovative	[ɪˈnəʊveɪtɪv]	a.	创新的, 革新 (主义) 的
converse	[kənˈvɜː s]	a.	相反的事物、相反的
crucial	[ˈkruː ʃiəl]	a.	至关重要的
enlighten	[ɪnˈlaɪtn]	v.	启发, 教导, 开导

Think before you read:

Fierce competition is a common phenomenon in business. How can a company maintain the leading position in a certain field? Is it important for a company to distance itself from others? Why or why not?

The Importance of Distancing

One of the most important principles underlying the conduct of war is proactiveness. This is aptly captured by the following saying by Sun Tzi, "In the conduct of war, one must not rely on the enemy's failure to come, but on one's readiness to engage him; one must not rely on the enemy's failure to attack, but on one's ability to build an invincible defence."

In war, as appropriately pointed out by Sun Tzi, one cannot rely on the failure of the enemy to attack

us. Instead, one must be ever ready to take on the enemy. In addition², the defence must be so strong that the enemy would not even dare to contemplate an attack. This proactiveness is thus not only in defence, but in offence as well.

This is a principle that is well understood by any military commander. By being proactive, he is able not only to gain the initiative, but will also have ample time and opportunity to deal with the enemy. On the other hand, if he is placed on the defensive, he is unlikely to come up with³ effective strategies. In fact, he will be under severe pressure, resulting in tension and even disunity within his rank and file⁴.

While proactiveness is well understood in military warfare, it tends to be easily over-looked in the context of business. More often than not, many companies tend to adopt a follower strategy. To begin with, they hope that by following, they can reduce the risks involved. At the same time, they can copy the successful strategy of the leader and avoid his mistakes. There is nothing wrong with adopting a follower strategy⁵, provided one chooses the right leader!

The significance of the above quotation by Sun Tzi would be better understood in terms of⁶ its applications. Let me illustrate by posing a question. When you are number two or three in your line of business (whether it is in terms of market share, profitability, quality standing⁷, etc.), what would you like to be? I am sure many readers would have very little problem answering the question—we all want to be number one!

Now, if you are now ranked number one, what would be your goal or objective? This is where I often get very interesting answers. Typically, I would get the following answers from executives around the world:

1. Defend the number one position.
2. Protect the number one position (whether this is in terms of profits, market share or some other criteria).
3. Guard against the competitors.
4. Maintain the leadership position.
5. Sustain the number one position.
6. Try to remain as number one.
7. Stay number one.

Now if you happen to⁸ hold one of the above responses, let me say that you are only half-right. By saying half-right, I mean you are half wrong! This is because all the above answers are passive, defensive and reactive responses! In actual fact, being number one, you are effectively the leader. As a leader, your main role is to lead. Unfortunately, if you have a passive, defensive and reactive mindset, you are likely to end up⁹ following instead. This effectively violates the principle of proactiveness as advocated by Sun Tzi.

What then should the appropriate answer be? Of course, in war, we can destroy our enemies. In business, however, we do not go about destroying our competitors. This would project the company as very ruthless and without moral principles. However, while we do not go about destroying our business competitors, it does not mean that they do not wish that we are out-of-business. Without doubt, many companies wish that there are fewer and weaker competitors around. In this way, they would not have to work so hard for their market shares and profits!

A more appropriate stance would be for the leader to distance itself from the competitors. Note that the key phrase is to distance from one's competitors, not from one's own followers! By distancing itself from the rest of the field, it would be harder and harder for the competitors to catch up. In fact, if the gap becomes too big, the competitors may even give up chasing!

More importantly, the concept of distancing can be applied to a company which is not in the number one position. For example, if the company is in the number two position, its goal would be to catch up and overtake the leader. However, it is equally important that it distances itself from the rest of the competitors. In this way, it is assured of the runner-up position while going for the champion!

Interestingly, there are several reasons why it is so important to distance oneself from the rest. Let me illustrate through the game of basketball. When the score is 82 to 60, 64 to 62, 66 to 64, and so on (that is, the difference between the two teams is only two points apart), what would your answers be to the following questions?

1. Which team do you think will be under greater stress?
2. Which team is more willing to take risks?
3. Which team will be afraid of making mistakes?
4. Which team is likely to be more innovative and creative?

Think of the answers carefully. Not surprisingly, many of you will say that the team that is behind by only two points is likely to be more willing to take risks and to innovate. Conversely, the team that is marginally ahead is more afraid to make mistakes, is less willing to take risks, and is under more stress and tension! The logic is very simple! The guy behind is too close for comfort! As a result, the team that is leading is forced to take a more conservative posture to defend its position.

This is where the irony lies. To be a leader, there is a need to continue to innovate and be creative. This implies the necessity to take risks and the ability to tolerate mistakes. Only then can the people in the organization be willing to experiment, develop new ideas and concepts. All these can flourish much better if the organization has enough capital and buffer¹⁰ to do so. This is where distancing becomes so crucial. It allows the leading company to have sufficient breathing space to develop new ideas and innovations, and accomplish them with minimal tension and stress. It is such a very simple, yet powerful concept that only the enlightened companies are able to practise it.

Notes

- 1 rely on 依靠, 依赖于, 供应, 指望
She cannot be relied on to tell the truth. 别指望她能说真话。
You can rely on me to keep your secret. 你尽管相信我一定为你保密。
- 2 in addition 也, 另外, 加之 (also, as well as) in addition to 除……之外
In addition (to the names on the list) there are six other applicants. 除此 (名单上的名字) 之外, 还有六个申请人。
In addition to English, he has to study a second foreign language. 除英语外, 他还得学第二门外语。
- 3 come up with v. 赶上, 提出, 拿出 (答案, 解决办法)
I hope you can come up with a better plan than this. 我希望你能提出比这更好的计划来。
When she came up with them, she saw that they had sat down and were going through the contents of the bag. 当她追上他们的时候, 她发现他们已经坐下并且正在翻包里的东西。
- 4 rank and file 普通士兵: 招募的军队中, 除去无战斗义务的军官, 剩下的普通士兵
基层、普通成员: 组成某一集体或组织的主要成员, 须除去领袖和长官
These grievances are from rank and file. 这些抱怨来自基层。
- 5 There is nothing wrong with adopting a follower strategy. 走跟风路线并没有错。
There is nothing wrong with saving every penny you earned. You should learn to enjoy life. 把挣的每一分钱存起来没有错, 但你也应该学着享受生活。
- 6 in terms of 在某事物方面, 以某说法来表述
It is not to be considered in terms of money. 这件事不能从金钱方面考虑。
The figures are expressed in terms of a percentage. 那些数字是以百分数表示的。
- 7 market share, profitability, quality standing 市场占有率 (一个公司的某种货物或服务项目在市场中所占的比例), 盈利, 品质等级
Thomsons have a 48% market share. 汤姆森公司有48%的市场占有率。
- 8 happen to 碰巧, 恰巧, 恰好
She happened to be out when he called. 他打电话时, 她碰巧不在家。
I happened to find this old photograph in the back of the drawer. 在抽屉后面我偶尔发现了这张旧照片。
- 9 end up 终结, 结束, 以……结束
Despite his strenuous efforts, he ended up unsuccessfully after all. 尽管他付出了艰苦的努力, 可最后还是没有成功。
If you don't slow down, you'll end up in hospital. 你要是不减速, 你会被送进医院的。

10 capital 资本, 资金, 资产

buffer 可保护某人、机关、国家等使其不破产的预备金、有价证券或者法律程序等

A large amount of capital is invested in all these branches. 这些分店被注入了大量资金。

Reading comprehension

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

- (1) () According to SunTzi, one must rely on the enemy's failure to attack in the conduct of war.
- (2) () Military commander should be proactive, not defensive.
- (3) () Companies should go about destroying their business competitors for their market shares and profits.
- (4) () One should distance from one's competitors, not from one's own followers.
- (5) () The idea of distancing can't be applied to a company which is not in the number one position.

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

(1) Which one is right in the conduct of war?

- A To rely on the enemy's failure to come.
- B To rely on the enemy's failure to attack.
- C To rely on one's own ability.
- D To rely on the weather and God.

(2) Military commander should adopt proactiveness because _____.

- A he can gain initiative
- B he will have ample time and opportunities to deal with the enemy
- C he is likely to find effective strategies
- D All above

(3) Many companies tend to adopt a follower strategy because they can get the following benefits except for _____.

- A reducing the risks
- B choosing right leader for them
- C avoiding mistakes
- D copying the successful strategy of the leader

(4) Two basketball teams compete with each other. When the score is 10 to 8, 12 to 10, 14 to 12 and so on, which of the following statements is FALSE?

- A The team that is behind will be under greater stress.
- B The team that is behind is more willing to take risks.
- C The team that is ahead will be afraid of making mistakes.
- D The team that is behind is likely to be more creative.

(5) Distancing becomes crucial. Which statement is NOT true?

- A By distancing itself from others, it would be difficult for them to catch up.
- B It's not a good idea to make your competitors give up chasing.
- C The leading company will have enough space to develop new ideas.
- D By distancing from one's competitors, company could accomplish tasks with minimal stress and tension.

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

(1) Nowadays we _____ increasingly _____ computers for help.

(2) _____ a large collection of scientific works in Chinese, our library contains many scientific books in foreign languages.

(3) The teacher asked who could _____ a good solution to this problem.

(4) You'll need more _____ if you want to open your own business.

(5) The political candidate made a speech on TV to seek the support of _____.

4. Discussion.

(1) In modern society, many companies are trying sorts of ways to distance their competitors. For exam-

ple, Trust-Mart is more popular with consumers because of its low price. Do you know any other company that takes the similar strategy?

(2) Do you want to distance your classmates? What are you going to do?

Lesson 2

Bias Is a 'Way of Life in Jobs'

Words to know		
bias	['beɪəs]	n. 偏见, 偏爱
plain	[pleɪn]	a. 普通的, 朴素的
frustration	['frʌs'treɪʃən]	n. 挫败, 挫折, 受挫
discrimination	['dɪskrɪ'mɪneɪʃən]	n. 歧视, 区别
cutthroat	['kʌtθraʊt]	a. 残酷的, 杀人的
respondent	['rɪs'pɒndənt]	n. 回答者
gender	['dʒendə]	n. 性别, 性
marital	['mærɪtəl]	a. 婚姻的
category	['kætɪɡəri]	n. 种类, 别, [逻辑] 范畴
literally	['lɪərəli]	adv. 照字面意义, 逐字地
rush	[rʌʃ]	n. 匆促, 猛冲, 猛攻
negative	['neɡətɪv]	a. 否定的, 消极的, 负的
vigilant	['vɪdʒɪlənt]	a. 警惕着的, 警醒的
ethnicity	['eθnɪsɪti]	n. 种族
religious	['rɪlɪdʒəs]	a. 信奉宗教的, 虔诚的, 宗教的
amendment	['æməndmənt]	n. 改进, 改善, 修正
penetrative	['penɪtreɪtɪv]	a. 渗透的, 深刻的
legislature	['ledʒɪsleɪtʃə]	n. 立法机关, 立法机构
convention	['kən'venʃən]	n. 协定, 习俗
appropriate	['æ'praʊprɪt]	a. 适当的

Think before you read:

Suppose the company that you are running is to be expanded, you need to recruit more people. What requirements are they supposed to meet? gender, age, appearance, work experience, education, birth place, etc.? What will top the list? What will not be taken into consideration? Why?

Bias Is a 'Way of Life in Jobs'

If you are a 30-plus plain Jane¹, or if you are not a local fresh graduate², get ready for the frustrations in the job market. But rest assured³, you are just one of the millions to face discrimination in China's cutthroat job market.

About 85 percent of the 3424 respondents covered by a survey in 10 big cities, including Beijing and Shanghai, said discrimination in work and employment did exist. Also, the survey results released⁴ on Friday showed that 58 percent thought the problem to be severe.

Appearance, height, gender and marital status are the most discriminative categories, the Beijing Morning Post reported. Some requirements could be funny. The newspaper said Beijing resident Zhang Meng, who had more than 10 years' driving experience, failed to get a job because his prospective⁵ employers considered his name to be "unlucky". "Meng", they said, literally means "rush" in Chinese, which made him more accident prone⁶ than others.

Cai Dingjian, a professor from China University of Political Science and Law, who headed⁷ the survey, said such requirements, which are not connected with the job itself, violate⁸ people's equal right to pursue⁹ a career. "It violates basic human rights," he was quoted by the newspaper as having said. Cai said governments should be vigilant against such discriminations because they exist not only in companies, but are also practiced by them. One example is that civil servants are usually required to have a pleasant personality.

Director of the labour law committee under the All China Lawyers Association Jiang Junlu said the lack of related laws and regulations was at the root of all discriminations. "The existing Labor Law is too general to be implemented¹⁰," he said. The law, enacted¹¹ 13 years ago, is the only one in China that contains items on job discrimination. It states that laborers shall not be discriminated against, regardless of¹² their ethnicity, race, sex, or religious beliefs. But it does not elaborate on¹³ any of these points. Experts have been calling for an amendment to the Labor Law to make it more penetrative, or for a separate law on job discrimination so that laborers could be protected more easily through legal means. Although the National People's Congress (NPC) Standing Committee, the country's top legislature, has not adopted¹⁴ the suggestions, it is very likely to review a draft law on employment promotion this year. Ministry of Labor and Social Security official Yang Yixin said last month that the draft contained some details on job discrimination, especially those on gender, age and region.

China ratified¹⁵ an international convention on discrimination in employment and occupation in 2005, and promised to take appropriate action to grant¹⁶ equal opportunity and treatment.

Notes

1 Jane (俚语) 姑娘, 女人

2 fresh graduate 应届毕业生

3 assured a. 感到放心, 感到有把握的

You may rest assured that we shall do all we can. 你可以放心我们一定会尽力而为。

Our business is at the crossroads; if this deal succeeds, our future is assured; if not, we shall be bankrupt. 我们的商号正处在紧要关头; 倘若此番交易成功, 前途自无问题, 否则就要破产。

4 release v. 公布, 发布

The latest developments have just been released to the media. 最新的进展情况已向大众传播媒介发布。

5 prospective a. 未来的, 预期的

Tom is the prospective buyer of my house. 汤姆是可能购买我的房屋的人。

I hope you can give this your immediate attention so that I can notify the prospective customers promptly. 我希望您能对此予以尽快考虑, 以便我能及时通知未来的顾客。

6 prone a. 易于……的, 有……倾向的

People are more prone to make mistakes when they are tired. 人们疲劳时更容易出差错。

He was prone to anger. 他易于发怒。

7 head v. 为……的首领, 主管, 率领

Michael headed the research. 迈克尔当时主管这项研究。

8 violate v. 侵犯, 违犯, 亵渎

Personal rights should not be violated. 个人权利不容侵犯。

The country violated the international agreement. 这个国家违反了国际协议。

9 pursue v. 追求, 寻求

The development of industry must not be pursued at the cost of environmental pollution. 不能以环境污染为代价来寻求工业的发展。

She pursued the goal of perfection in her art. 在艺术上她追求达到完美境界。

10 implement v. 实现, 执行, 使……生效

The government is implementing a new policy to help the unemployed. 政府正在实施一项新的帮助失业者的政策。

11 enact v. 制定 (法律), 通过 (法案等)

A country can enact laws and economic policies to attract foreign investment fairly quickly.

一个国家可以很快颁布吸引外资的法令和经济政策。

Several bills were enacted at the end of this session of Parliament. 这届国会结束时, 好几个议案制定成为法律。

- 12 regardless of prep. 不顾, 不考虑

They decided to take action to improve the lot of South Africans regardless of their color or race.

他们决定采取措施改善南非人的命运而不分肤色或种族。

They decorated the house regardless of cost. 他们不惜工本装修这栋房子。

- 13 elaborate on v. 详细说明

Please allow me the opportunity to elaborate on how my background predicts sales success.

请允许我详细说明为什么我的背景预示着销售的成功。

- 14 adopt v. 采用, 采纳, 接受

We should adopt the consumers' suggestions. 我们应该接受用户的建议。

Congress has adopted the new measures. 国会通过了新的议案。

- 15 ratify v. 批准, 认可

Over ninety countries have ratified an agreement to ban the use of these chemicals.

90 多个国家批准了一项禁止使用这些化学品的协议。

- 16 grant v. 授予, 同意, 承认

He is granted his freedom on condition that he leaves the country. 他已获准恢复自由, 条件是他离开这个国家。

Their government granted them permission to leave the country. 他们的政府批准他们离境。

Reading Comprehension

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

(1) () It seems that it will be easier for you to find a job if you are in your twenties or if you are a fresh graduate.

(2) () The survey showed that over 80% of the respondents were discriminated against in the job market.

(3) () Zhang Meng didn't get a job as a driver because he had more accidents than others.

(4) () Job discrimination exists not only in companies but also in government.

(5) () It is owing to the lack of related laws that the problem of job discrimination becomes so serious in our country.

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

(1) Which of the following is NOT the discrimination category according to the article?

- A employee's name B employee's birth place
C employee's appearance and sex D employee's work experience

(2) You may have more difficulty in finding a job if _____

- A you are a local graduate. B you come from Henan province.
C you don't have a beautiful name. D you have religious belief.

(3) Which of the following statements is TRUE?

- A Laborers could not be protected through legal means.
B The existing labor Law should be perfected in order to protect laborers.
C There will be an amendment to the existing Labor Law this year.
D Our country's top legislature has not attached great importance to job discrimination.

(4) In the future, it is very likely that you will not be discriminated against in work because of your _____.

- A sex B age C birth place D all of the above

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

(1) The police _____ the story to the newspapers as soon as the criminal was caught.

- (2) It is not the proper way to _____ a policy by force.
 (3) The President's decision barred the door to any attempt to _____ a new tax law.
 (4) The general manager just wants the facts; you don't need to _____ them.
 (5) They _____ new techniques in raising sheep.
 (6) She was finally _____ an exit visa.

4. Translation work: Put the following sentences into Chinese.

- (1) The survey results released on Friday showed that 58 percent of the respondents thought the problem to be severe.
 (2) Cai Dingjian, a professor from China University of Political Science and Law, who headed the survey, said such requirements, which are not connected with the job itself, violate people's equal right to pursue a career.
 (3) The lack of related laws and regulations was at the root of all discriminations.
 (4) China has promised to take appropriate action to grant equal opportunity and treatment in employment.

Lesson 3

Try Strategies to Motivate Your Employees

Words to know

strategy	['strætɪdʒɪ]	n.	策略
motivate	['məʊtɪveɪt]	v.	激发, 激励, 引发
retain	['riːteɪn]	v.	保持, 保留
adopt	['əˌdɒpt]	v.	采用
terminate	['tɜːmɪneɪt]	v.	停止
modify	['mɒdɪfaɪ]	v.	更改, 修改
bonus	['bəʊnəs]	n.	奖金
resentment	['rɪzəntmənt]	n.	怨恨, 愤恨
retaliation	['rɪ'tæli'eɪʃən]	v.	报复
monitor	['mɒnɪtə]	v.	监控
conscientiously	['kɒnʃəsi]	a.	有意识地, 自觉地
implement	['ɪmplɪmənt]	v.	贯彻, 实现
attain	['eɪtɪn]	v.	达到, 获得
morale	['mɔːrə:l]	n.	士气
proliferation	['prɒʊlɪfə'reɪʃən]	n.	繁殖, 普及, 流行
overestimate	['əʊvə'estɪmeɪt]	v.	评价过高
organic	['ɔːɡənɪk]	a.	有机的, 组织的
feedback	['fiːdʒəʊ]	n.	回授, 反馈
schedule	['skedʒʊl]	n.	时间表, 进度表
core	['kɔː]	n.	中心, 果核
coordination	['kəʊəːdɪneɪʃən]	n.	调和
cellular	['seljʊlə]	a.	细胞的
replacement	['rɪpleɪsmənt]	n.	交换, 替换, 归还

Think before you read:

1. Do you think employees would like to get involved in the management? Why?
2. What additional responsibilities can motivate employees?

Try Strategies to Motivate Your Employees

A wise employer will work out¹ various ways to retain the experienced and responsible employees if he realizes the important role his employees play in operations. In management, the employer may adopt strategies to motivate employees for their better performance. There are various strategies for motivating them. But the following ones are some of the most common types.

Rewards and punishment

This strategy is based on a concept which is called behavior modification². Behavior that is rewarded tends to be repeated, while behavior that is punished tends to be terminated. Therefore, managers can modify employees' behavior for better performance through systematic rewards and punishment. For example, paying a bonus to employees who exceed their quotas tends to make them work hard again. Suspension of pay³ would force employees who are often late to be late less often.

It is generally agreed that rewards are more effective than punishment for the long-term behavior of employees, because rewards emphasize the positive aspects⁴ of the behaviors, while punishment may cause negative effects such as anger, resentment and retaliation. That is why managers are very cautious⁵ in using punishment.

To make employees work effectively, rewards must be just what they want. And the employees must believe they can perform better if they try and be convinced⁶ that they will get rewards if they do perform better.

Management by objectives⁷

Management by objectives (MBO) is a program mainly used to assist managers in⁸ setting and carrying out their plans. However, many managers also think that MBO can help them improve human relations as well⁹, because it allows employees to participate in setting their own goals and monitoring their progress toward the goals. Managers believe, the employees will be more highly motivated and work more conscientiously.

At the beginning of an MBO program, each employee is given an objective for a period of time. The objective is set after agreement between the employee and the manager. When the objective is being implemented, the performance of the employee is reviewed periodically to determine his/her progress toward the objective. At the end of the period, a reward is given to the employee, which is closely tied with¹⁰ the employee's achievement.

MBO can improve human relations because the employees can learn more about not only their own goals but also the overall goals of the company. They would feel that they are an important part of the company, and can help the company attain its goals if they achieve their own goals. The performance review and the rewards are also conducive to¹¹ human relations, because they satisfy employees' needs not only at the basic levels but also at the higher levels.

Participative management¹²

In the 1960s, workers in the Anshan Steel Works, Liaoning, China¹³, often participated in the management because they were regarded as the masters of the company. It was said that such participative management could result in higher worker morale and better management. Surprisingly, some Japanese companies have been used similar practices widely and achieved great success. In the United States, more and more American companies have also adopted similar programs from the 1980s.

Employee participation can be introduced into management at any level, but it is most common at the bottom and middle levels. For example, employees can be given a voice in deciding on issues like when to take their coffee break or how to have their jobs done. One technique which has gained increasing popularity is the quality circle¹⁴. As the name suggests, a quality circle is used to ensure product quality, and is actually a group of employees who meet regularly to discuss and solve problems concerning product quality within their work area.

Due to¹⁵ differences in personality, employees vary greatly in the extent to which they want to get involved in management. Managers, therefore, should let the employees decide to which degree they would like to participate.

Make jobs more satisfying and motivating

At least in the first half of the 20th century, managers in the US believed that the jobs could be done more efficiently if they were made simpler and more specialized. This led to the invention and proliferation of assembly