

全国应用型本科商务英语系列规划教材

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Fudao Yongshu

- 商务英语综合教程第一册
- 商务英语综合教程第一册辅导用书
- 商务英语综合教程第二册
- 商务英语综合教程第二册辅导用书
- 商务英语综合教程第三册
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全国应用型本科商务英语系列规划教材

商务英语综合教程

第三册

辅导用书

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员工满意度的关键 你怎样做才能提高员工的满意度

苏珊 M·希斯菲尔德

会议委员会的一份报告显示,所有年龄段和收入阶层的美国人工作不开心的情绪一直在增长——一种对雇主来讲关系很大的长期趋势。这份由特恩斯市场研究公司会议委员会针对 5 000 户美国人所进行的调查表明,受调查的人当中只有 45% 的人对他们的工作感到满意。与 1987 第一次调查所得的 61.1% 的结果相比,人们对工作的满意度有所下降。

关于员工满意度的坏消息

虽然员工对工作的整体满意度已经下降到 45%,但是对工作满意度最低的年龄组却是 25 岁以下的员工,只有 35.7% 的人对自己的工作感到满意。在 25-34 的年龄组中,47.2% 的人对自己的工作感到满意;在 35-44 的年龄组中,43.4% 的人对自己的工作感到满意;在 45-54 的年龄组中,46.8% 的人对自己的工作感到满意;在 55-64 的年龄组中,45.6% 的人对自己的工作感到满意;年龄在 65 岁或 65 岁以上的人当中,43.4% 的人对自己的工作感到满意。

不注重员工满意度对雇主的潜在影响

正如这些数据所显示的,在过去的二十多年中,员工对工作的满意度大幅度下降。我预计在接下来的几年里,员工对工作的满意度将更加糟糕。这两种情况合并的后果将是员工对工作不满的大爆发。

认为自己有权享受工作满意度的一代人已经进入劳动力市场,而那些工作却从来未能使自己完全实现梦想的几代人正在离开。他们在经济状况最糟糕的时期选择了离开,这会影响他们对以后所经历的生活质量的满意度。

这种对工作满意度下降的趋势涉及了美国各个行业的雇员,最终将影响到雇员的劳动生产率、雇员的去留、创造力、风险承担能力、工作动机、对工作的兴趣等方面。

“考虑到几代劳动力的动态变化,这些数据并不意味着好事。”会议委员会人力资源部常务董事琳达·巴瑞顿说道。“最新的联邦统计数字显示,在未来的 8 年中,婴儿潮一代将占劳动力总数的四分之一。自 1987 年以来,我们观察到他们对工作环境越来越失去信任。”二十年前,60% 的婴儿潮一代对他们的工作表示满意;今天满意率降到了 46%。巴瑞顿对于工作不满意度的增长表示了关注,因为它潜在影响着对下一代雇员的知识传递和培训指导工作。

莫拉莱斯承认她处于工作倦怠的边缘，她的身心状况处于危险的状态。

“用吃东西来缓解压力的方法使我体重增加了很多。最近，我被诊断患上了肾结石，我的胸部也痛。促使我仍然坚持工作的唯一动力源于赚钱。”她说道。

像莫拉莱斯一样，许多人在巨大的压力下工作，这可能会导致倦怠，并最终危及到工作效率和工作表现。

迈克·波车尔博士是阿联酋绝佳工作场所研究所的合伙人和主任，他这样描述倦怠：“它是一种长时间的疲倦和兴趣减退的经历。”

不过，他澄清职业倦怠和压力不完全是同一回事。

“比如说，压力的特点是过度忙碌，而倦怠的特点是不想做任何事情。”他说道。

“在拥有良好工作环境的公司，我们很少看到这种现象。但是工作环境不是很理想的公司，我们却看到这样的情况屡见不鲜。这是工作效率下降、营业额没有提高的关键原因。”他解释道。

“然而，我们发现，引起这种工作中的倦怠现象的原因包括以下几点：公司体制不完善，员工流动性过大，工作量繁重，管理松散，员工不知感恩，团队意识薄弱，缺少大众的支持，不公平、弄虚作假的现象严重，而且员工们的价值观差异很大。”

由于很多公司想在艰难的经济环境下尽其所能达到他们的目标，员工们就要付出双倍的努力去迎合这种需求，但他们却得不到任何额外补偿，甚至是作为回报的赞扬。

专家说这是导致工作倦怠的另一个原因。

“当前的经济环境意味着，在许多公司，人们被指望着做到事半功倍。如果他们努力的前进了两步，那么之后反而会后退三步，很难得到一个积极的结果时，倦怠的情绪就产生了。”海索·杰克逊说道。海索·杰克逊是一家商业集团的首席执行官。这个集团是一家主攻公司培训、团队建设和经营战略的公司。

这种情况经常因为公司未能在正确的时间提供正确的信息而激化。所以每个人不得不重新完成工作或花几小时的时间写一份从未被任何人读过的报告。

“官僚主义也意味着要花大量的时间完成一件简单的事情，这会增加人们的挫折感和倦怠情绪”，她说。

她说倦怠的感觉还往往因为失控感而有所加强：太多的任务需要被完成，而时间却非常有限。

Unit 6

Corporate Culture

Part I Background Information

A company's culture is the environment created by the priorities it sets. Sometimes those priorities are made explicit: in a company's formal mission statement, for example, or in the structure of the organization and the power given to different departments and functions.
<http://www.erikvermeulen.com/content/corporate-culture-economist-reports>

Part II Detailed Study of the Text

1. The Conference Board also found that culture conflicts are especially strong when small, entrepreneurial firms are acquired by large, hierarchical companies with numerous rules and regulations.(Para.1)

Meaning: The Conference Board, Inc.(is a non-profit global business organization working in the public interest and supported by business executives. It holds conferences, convenes executives and conducts business management research.) found that culture conflicts are extremely strong when small, entrepreneurial firms are gained possession of by large, hierarchical companies with many rules and regulations.

Listening

1. Listen to the following passage twice and fill in the blanks with what you hear.

1. nervous 2. professional 3. material 4. remind 5. mood

2. Listen to the following passage twice and choose the best answer to each question.

1. B 2. C 3. C 4. D 5. C

Text Comprehension

I. Answer the following questions.

1. All participants of a meeting must play a role in remaining focused and progressing through the meeting in a timely manner.
2. It is the responsibility of the meeting solicitor to determine the need for calling the meeting and who should attend. The solicitor must also review the organization's calendar, reserve the meeting room and assign a meeting facilitator to be in charge of the agenda.
3. Sarcasm, personal attacks, interrupting, dominating the discussion or engaging in distracting behavior during a meeting are all non-productive behaviors.

II. Decide whether each of the following statements is true (T) or false (F) or not mentioned in the text (NM).

1. F 2. F 3. T 4. F 5. T

III. Explain in your own words the following sentences taken from the text.

1. Would you describe the atmosphere that dominates your meeting is like that of the Third War or it is of great disorder.
2. Remember a meeting is not always the most effective way to solve the problems. You may also choose to send memo or an e-mail.
3. Don't try to influence the thinking of a few members before the meeting and don't try to force the rest of the group to accept an idea by way of a "surprise attack".
4. Ironic remarks, personal attacks, interrupting, controlling the discussion, or be busy doing some irrelevant things in a meeting are all unwise behaviors.
5. Holding and ending a meeting efficiently are of same importance. Besides just ending a

of leisure travelers, business travelers, especially with the need for itineraries that may include more than one destination, have still found that a knowledgeable travel agent may be their best resource for better ticket pricing, less hassle and better air and land travel planning. For larger business travel accounts these travel agents take on a travel management role, and are referred to as Travel Management Companies (TMCs), providing services such as consultancy, traveler tracking, data and negotiation assistance and policy advice.

Recent trends in this market have extended to the implementation of Self Booking Tools (SBTs) which allow automated booking of trips within company policy, an increase in the inclusion of Duty of care practices in the booking and monitoring process and more consideration for the environmental impact of business travel.

Top three expense categories for business travel:

Airline expenses;

Hotel expenses;

Food and beverage expenses.

About the author

Joe Sharkey is an American author and columnist for the New York Times. His columns focus mostly on business travel, while his non-fiction books focus on criminality. Sharkey also co-authored a novel. He has been the Assistant National Editor for the Wall Street Journal, the City Editor for the Albany Times-Union, and a columnist for The Philadelphia Inquirer. Formally residing in the New York area, he and his wife live in Tucson, Arizona.

Part II Detailed Study of the Text

1. Business travelers adapt to airline fees and perks. (Title)

Meaning: Business travelers gradually accept airline fees and tips.

adapt (to) v. to gradually change your behaviour and attitudes in order to be successful in a new situation 适应, 使适应

eg. The children are finding it hard to adapt to the new school.

Flowers which are well adapted to harsh winters will survive.

adapt yourself/itself etc (to something)

Part IV Translation

参考译文

职场沟通不良给企业造成的损害

我怀疑有人在读到本帖子后还会不同意商务交际技能很重要。你没在你的桌子上摆放水晶球,也没有因某人会读心术而雇佣他。在你的组织内部,你必须建立种种正式的和非正式的渠道来探讨工作程序问题和客户问题,同时也要藉此发展人际关系,使你的团队关系紧密。我想讨论的是发生在职场的不良交流会伤害整个企业。一些例子如下:

你方有人或团队需要彼此定期沟通来完成项目。电邮来往,每封邮件的信息量有限,每封邮件都会带来新的问题或评论。不知不觉间,10-15封电子邮件已经产生。这期间浪费了多少时间?尽管电子邮件是一个很棒的工具,但有很多时候一个简单的电话就可以切入重点。一个简短的电话不仅不像电子邮件那样冷冰冰,而且它可以使沟通更有人情味。

你的销售团队并不完全了解你的产品。如果一个潜在的客户问一个问题,他们不仅不知道答案,而且他们也没处理好这种对所售产品一无所知的情况,那么客户就会很失望,而你也必将这笔生意拱手让给了竞争对手。因为客户可能会觉得,如果买了你的产品后出现问题,他们得不到任何帮助。

如果你有一个未受过训练的销售队伍,你就损害了公司,团队和客户三方。你首先要提供产品信息,基本的文字介绍,销售技巧,和对结构复杂的产品的深入技术支持,然后指导新进的销售代表直到他们感觉熟悉为止。

对所售产品不甚了解及在超出他们的业务范围的技术问题上得不到支持,这二种情形都不是雇员所希望的。尽管问题超出他们能力范围,但是连安排给顾客回电的能力都没有的话,那无论如何是说不过去的——事实上他们应该有足够的产品知识来处理大多数情况。你可能也需要在客户服务方面提供培训。(“常识”并不总是每人都知道的!)

- 项目延迟或最终的结果不是你想要的。在这一过程中的某个环节上沟通出现了问题。现在你要么重做,要么接受差强人意的结果。如果有良好的沟通能力,那么这样的事就不会发生。

在公司里,事态发展偏离轨道的原因不胜枚举,但缺乏沟通总是会雪上加霜。延迟可能是由于材料交付过晚、客户提供的信息不足、财务问题、设计更改,规划不善、客户退缩,执行不力,等等。其间良好的沟通可能会使情况好转并影响最终的结果——或者至少

to lose money on: to have a net loss on something, such as an investment 赔钱

eg. The Fed didn't lose any money on the deal.

Will I lose all my money on some silly investment?

to pay off v. to pay the full amount on

eg. He was also made to memorise communist literature to pay off his debt to society.

Over time, their credit limit is increased, but they do not pay off their debt.

9. Here is a little known fact in these days of promotional books and press releases about “customer-driven” companies. (Para 8)

Meaning: This fact is hardly known to people because nowadays “customer-driven” is too much emphasized everywhere.

press release: n. an announcement distributed to members of the press in order to supplement or replace an oral presentation 新闻公告

eg. Following is the text of a press release (PDF) issued by News International, its parent company

We've got a press release here shortly that will explain all these terms for you.

10. Bob Abt cites the example of someone who owns an appliance for five years and then decides to return it. (Para 8)

Meaning: Bob Abt mentions a customer as an example. This customer keeps an appliance for five years and then decides to return it.

cite vt. to mention something as an example, especially one that supports, proves, or explains an idea or situation 引用

eg. The judge cited a 1956 Supreme Court ruling in her decision.

I cannot cite a like instance.

11. Bob Abt told me that everyone at the company was on a bonus program. (Para 9)

Meaning: Bob Abt told me that everyone at the company could get extra pay for extra work.

bonus n. money added to someone's wages, especially as a reward for good work 奖金

Part IV Translation

参考译文

企业做大的秘诀

杰伊·戈尔兹

起初并没有什么宏伟的商业计划,例如吸引风险投资或采用新的应用程序什么的。事实上,一切都始于一个姓雅培,大卫·雅培的年轻人。1936年时他31岁。在这一年他从他的新婚妻子处借了800美元,开了一家销售收音机的商店。他将其称为雅培收音机店。

时间来到74年后,雅培电子设备公司是它现在的名字,只有一家店铺,拥有500个雇员和200辆运货卡车。该店位于伊利诺斯州的格伦夫由,芝加哥北部的一个郊区,占地37英亩,建筑面积350 000平方英尺,销售诸如冰箱、等离子电视等一系列产品(你可以把其网站看作是它的第二家店,而且是一家全国性的)。

作为一个近40年的老客户,我很了解这家商店,我也知道这个故事。20世纪80年代,作为年轻的零售商,我向其他零售商学习并获得灵感。那时,全芝加哥有四家大型的私营零售商,它们在其各自的领域都处于领导地位,我观察它们并藉此获得灵感。今天,另外三家都已倒闭——但那是另外一个故事了。今天的故事是,在我于1970年初入商界是时其年收入只有1千万的小商家是如何发展成为现在年收入高达3亿多的大企业的。

答案可以用两个词概括:数学和服务。让我们从数学开始谈起。如果你公司现在有1千万的营业额,并且每年按9%的速度增长,那么到2050年,你公司的营业额就会超过3亿。如果每年增长10%,那么到2050年,你公司的营业额就会超过4亿。不用拿计算器,相信我,没错的。但是请记住:10%的年增长率看起来并不很惊人,但是持续40年,那可是说起来容易做起来难。

没错,雅培在合适的时间——一个技术突破层出不穷的时代——选择了合适的行业,这一点非常有益。但是仅这一点无法解释为什么他们的商店持续发展,而其它众多的竞争者却停业倒闭——其中不乏资金充足的大型企业,它们独具优势:购买力强,众多店铺共享广告。这使我想到了第二个词:服务。

这听起来或许了无新意,事实却并非如此。在这里,人们回妈妈家过感恩节时顺路就来雅培商店购物。他们就是来这儿,没什么理由要去别处购物。这儿的选样繁多,价钱合理。几次货比三家之后,我们很多人得出的结论就是那纯属浪费时间。

Review 2

I. Listen to the following passage twice and fill in the blanks with what you hear.

1. read between the lines
2. potential clients
3. revert back with
4. you do your own research
5. You must avoid reaching a personal level during your negotiation.

II. Complete each sentence with an appropriate preposition.

1. for
2. into
3. of
4. with
5. for
6. in
7. Within
8. to
9. like
10. at

III. Choose the correct word to complete each sentence.

1. wound
2. retired
3. manufacturing
4. cut
5. released
6. existing
7. demands
8. Review
9. coined
10. losses

IV. Complete each sentence with the correct form of the word given.

1. requires
2. implementing
3. lapse
4. be traveling
5. asks
6. is
7. borrowed
8. doing
9. shared
10. share

V. Translation

1. 在这种情况下领导艺术的关键是如何设法终止。
2. 因为经济不景气，很多小商店已经停业了。
3. 为了尽快完成这项工作，所有相关部门需彼此沟通合作。
4. Don't lobby some participants before the meeting or force the rest of the group to accept your idea.
5. Many additional fees show up only when a traveler opts for the service at check-in, which provoked strong opposition from the public.

VI. Reading

I. Read the passage and fill in each blank with the appropriate word or phrase given below.

- | | | | | |
|--------------|-----------|-------------|-----------|----------------|
| 1. following | 2. jumped | 3. levels | 4. rise | 5. commodities |
| 6. demand | 7. upward | 8. increase | 9. supply | 10. beginning |

II. Read the passage and choose the best answer according to the following passage.

- | | | | | | | | |
|------|-------|-------|-------|-------|-------|-------|------|
| 1. A | 2. B | 3. C | 4. D | 5. A | 6. C | 7. C | 8. B |
| 9. D | 10. C | 11. A | 12. A | 13. D | 14. D | 15. A | |

The first factor in team effectiveness is the diversity of skills and personalities. When people use their strengths in full, they can compensate for each other's weaknesses. Different personality types among the employees can balance and complement each other.

The other critical element of team work success is that all the team efforts are directed towards the same clear goals—the team goals. This relies heavily on good communication in the team and the harmony in member relationships.

Besides the above-mentioned factors, there are also some additional team building ideas, techniques and tips you can try when managing teams in your situation. For example:

- Make sure that the team goals are totally clear and completely understood and accepted by each team member.
- Build trust with your team members by spending one-on-one time in an atmosphere of honesty and openness. Be loyal to your employees, if you expect the same.
- Allow your office team members to build trust and openness between each other in team building activities and events. Give them some opportunities of extra social time with each other in an atmosphere that encourages open communication.
- For issues that rely heavily on the team consensus and commitment, try to involve the whole team in the decision making process.
- When managing teams, make sure there are no blocked lines of communications and you and your people are kept fully informed.

Unit 5 Working Condition

1. Listen to the following passage twice and fill in the blanks with what you hear.

New research from the North Carolina State University shows that an increase in professional business practices such as outsourcing, hiring temporary workers and focusing on project-based teams is having a detrimental effect on workers and likely poses long-term problems for employers.

A worker's satisfaction with his or her job is important because it affects employee loyalty, efficiency in the workplace and quality of life. "We spend a great deal of our time at work, so it is an important part of our lives," says Dr. Martha Crowley, an assistant professor of sociology at NC State and lead author of a paper describing the research. "If our work experience is unpleasant, it affects every aspect of our lives and ultimately it affects our ability to do our jobs."

The researchers examined data on working conditions, workplace relationships and worker behavior of professional employees over the past 80 years. The researchers found that, over that period, employers have increasingly implemented measures that they feel will improve worker productivity and profits. These measures include layoffs, outsourcing jobs, replacing salaried employees with contract staff, and putting employees onto short-term teams designed to tackle individual projects.

2. Listen to the following passage twice and choose the best answer to each question.

A study conducted by the Canadian Institute for Health Information, Statistics Canada and Health Canada has found that Canadian nurses are more stressed and more dissatisfied with their work than any other workers in the country. Nursing associations have voiced concern about this for many years.

High stress levels on the job cause deterioration in physical and mental health, which in turn leads to burnout, depression or more frequent absences from work.

According to the study, 60 per cent of nurses describe their jobs as physically demanding. Unpaid overtime is common. Nurses are so overloaded with work that they are often forced to skip their breaks or work through lunch. This excessive workload poses a threat to them, and also to patients, because it heightens the risk of error.

Too many nurses still suffer physical and verbal abuse from patients.

It is no wonder that nurses say they are more dissatisfied with their jobs than the rest of the labor force. Their dissatisfaction is not necessarily a matter of money, although a good salary, job security and benefits are important, of course.

Rather, their dissatisfaction stems from their inability to practice their profession safely, responsibly and generously. Nothing is more demoralizing than leaving the house every day knowing that your workload and the obstacles you will encounter will prevent you from doing your job properly and that your patients will suffer as a result.

The cuts to the health system that were made a few years ago are still having a negative impact on medical personnel. This situation must be rectified soon, and more investments must be made in order to reduce overcrowding in emergency rooms, shorten waiting lists and, most importantly, increase the number of nurses.

sure they are reported with accuracy and regularity to the entire organization.

5. Reward employees. Recognition is key to defining corporate culture. The way a company rewards its employees speaks to its values and sincerity in achieving corporate goals. Happy employees are more productive employees, so put a system in place which rewards those who achieve corporate objectives. Rewards do not need to be monetary. Recognition comes in many forms.

Unit 7 Business Meeting

1. Listen to the following passage twice and fill in the blanks with what you hear.

You can run a great business meeting if you are not nervous in facing this moment. A great meeting can show your professional side so it is a good thing you need to consider if you would like to show your great abilities in a good way. Besides, it is important for you to prepare your material and do some efforts that will help you in running this meeting rightly.

It is important for you to give some persons who will attend the meeting a notice about the meeting and you need to remind them two days before the meeting is held. Also, you need to persuade them to attend the meeting so they will know the importance of this meeting.

You need to start this meeting on time. If you are on time in doing this meeting, you will get the right mood because you do not need to wait for a long time in starting this meeting. By doing it on time, it can show that you are a professional person.

2. Listen to the following passage twice and choose the best answer to each question.

Being assigned the task of taking minutes at a meeting is viewed by some people as a thankless task. However, mastering the art of taking effective meeting minutes is helpful for participants to understand the issues, discussion and agreed to action items. It can also help others who weren't at the table in their decision making. Don't underestimate the power and effectiveness of learning how to master this writing skill.

When you begin to take minutes, start off your meeting minutes at the top by writing the name of the meeting, location, date and time that it was held. Remember to list the invited attendees that are present by their name, title and department they represent along with those invited but not present. Also list the names of any invited guest speakers or presenters. After doing this, you should create a subsection for each agenda item and take notes as the discussion relates to that topic. Write down key discussion and where possible try to indicate the person's

services can be a good way of securing a deal. You must avoid reaching a personal level during your negotiation. Rely on the information you gathered and optimize its use. Facts are born of actual transactions and not hearsay; therefore they provide more concrete evidence vs. verbal agreements.