

Higher
高级 | 练习册
Workbook

PASS

Cambridge

BEC

直通剑桥商务英语

[英] Ian Wood 编著

英国剑桥大学考试委员会BEC备考推荐用书

Preparation for



UNIVERSITY of CAMBRIDGE
ESOL Examinations

Find your nearest centre at:
www.CambridgeESOL.org/nextstep

清华大学出版社

Higher
高级 | 练习册
Workbook

PASS
Cambridge
BEC

剑桥商务英语

[英] Ian Wood 编著

清华大学出版社
北京

First published by National Geographic Learning, a Cengage Learning Company.
All Rights Reserved.

Tsinghua University Press Limited is authorized by Cengage Learning to reprint and/or custom reprint, distribute and sell exclusively this reprint and/or custom reprint edition in the People's Republic of China. No part of this publication may be reproduced or distributed by any means without the express written permission of Cengage Learning.

北京市版权局著作权合同登记号 图字：01-2018-0339

本书封面贴有 Cengage Learning 防伪标签，无标签者不得销售。
版权所有，侵权必究。侵权举报电话：010-62782989 13701121933

直通剑桥商务英语·高级·练习册=Pass Cambridge BEC Higher: Workbook: 英文 / (英) 伊恩·伍德 (Ian Wood) 编著。—北京：清华大学出版社，2018 (2018.7重印)
ISBN 978-7-302-49754-7

I.①直… II.①伊… III.①商务-英语-习题集 IV.①F7

中国版本图书馆 CIP 数据核字 (2018) 第 037100 号

责任编辑：曹诗悦
封面设计：平原
责任校对：王凤芝
责任印制：李红英

出版发行：清华大学出版社

网 址：<http://www.tup.com.cn>, <http://www.wqbook.com>

地 址：北京清华大学学研大厦 A 座 邮 编：100084

社总机：010-62770175 邮 购：010-62786544

投稿与读者服务：010-62776969, c-service@tup.tsinghua.edu.cn

质量反馈：010-62772015, zhiliang@tup.tsinghua.edu.cn

印 装 者：北京国马印刷厂

经 销：全国新华书店

开 本：210mm×285mm 印 张：5.25 字 数：93 千字

版 次：2018 年 4 月第 1 版 印 次：2018 年 7 月第 2 次印刷

定 价：30.00 元

产品编号：078750-01

出版说明

PUBLISHER'S NOTE

剑桥商务英语证书 (Business English Certificate, 以下简称BEC) 考试是教育部考试中心和英国剑桥大学考试委员会合作举办的一项英语水平考试, 从听说读写四个方面全面考查考生在商务和一般生活环境下使用英语的能力, 对成绩及格者由英国剑桥大学考试委员会颁发标准统一的成绩证书。证书终身有效, 具有极高的国际权威性, 被欧洲乃至全球众多教育机构和企业认可, 成为在所有举办该考试的一百多个国家和地区求职的“通行证”。

BEC考试自1993年由中国教育部考试中心引进中国以来, 历经20余年的实践和推广, 因其权威性和规范性而极具知名度, 是求职者有力的语言能力证明。

本套由美国圣智学习出版公司出版的*Pass Cambridge BEC*是一套专为BEC考试而精心打造的备考教程, 其第一版于2001年被引进到中国, 近20年来一直作为剑桥大学考试委员会和教育部考试中心的推荐用书, 成为广大BEC备考者的首选。2013年, 美国圣智学习出版公司根据剑桥大学考试委员会对BEC考试大纲的最新修订和调整情况, 同时结合现代商务活动和场景等元素, 对该套教材进行了相应的更新与改版, 推出了*Pass Cambridge BEC, 2nd Edition*。2017年, 清华大学出版社获得圣智学习出版公司的授权, 成为该套新版教材在中国唯一的合作伙伴, 将其第二版再次引进中国, 全新出版, 中文书名定为《直通剑桥商务英语》。

全套教材分为初级（Preliminary）、中级（Vantage）和高级（Higher）三个级别，每级均含学生用书、教师用书和练习册。为了方便读者使用，我们将原版书中附配的听力光盘进行了二维码转换，将其改造成了“扫码听音”版。

本套教材为考生应试提供全面有效、极具针对性的学习指导。祝愿广大考生在该教材的帮助下考出最佳水平，取得理想的考试成绩！

清华大学出版社 外语分社

2017年12月

Introduction

The Cambridge Business English Certificate

The Cambridge Business English Certificate (BEC) is an international Business English examination which offers a language qualification for learners who use, or will need to use, English for their work. It is available at three levels.

Level 1 Preliminary

Level 2 Vantage

Level 3 Higher

Cambridge BEC is a practical examination that focuses on English in business-related situations. The emphasis is on the development of language skills for work: reading, writing, listening and speaking.

Pass Cambridge BEC Higher

As an examination preparation course, *Pass Cambridge BEC Higher* focuses on all the language skills tested at BEC Higher (reading, writing, listening and speaking) as well as the examination skills required to fully prepare students who wish to take the exam.

Pass Cambridge BEC Higher Workbook

As an important component of the *Pass Cambridge BEC Higher* course, the Workbook is a language-focused supplement to the Student's Book. Each unit is split into a grammar, reading, vocabulary and writing section.

Pass Cambridge BEC Higher Workbook includes the following features.

- **Grammar**
Each grammar section begins with a clear and full explanation of the grammar presented in the Student's Book. This is followed by practice exercises that test and develop students' knowledge. A full Answer key is provided at the back of the book.
- **Reading**
Each reading section begins with a text that complements or extends the corresponding Student's Book topic and is similar to texts in the BEC Higher reading examination. The text is followed by exercises that practise various reading skills.
- **Vocabulary / Writing**
Each vocabulary section recycles key items from the *Pass Cambridge BEC Higher Student's Book* and is followed by a writing exercise that provides practice in writing emails, formal letters, faxes and brief exam-style reports. A full Answer key is provided at the back of the book.
- **Review**
There are two language reviews in *Pass Cambridge BEC Higher Workbook*: after Units 4 and 8. Each review consists of one hundred grammar questions, which revise the grammar of the previous four units, and fifty multiple-choice vocabulary questions also based on the previous four units. A full Answer key is provided at the back of the book.

| | | | | |
|---------------|---------------------------------|--|------------------------------|------------------------------------|
| Unit 1 | Organisation 1–6 | Present simple Present continuous Past simple Present perfect | Managing Describing tasks | Formal report: Organisation |
| Unit 2 | Mergers 7–12 | Relative clauses Adjectives and adverbs | Change Mergers | Short report: Describing graphs |
| Unit 3 | Selling 13–18 | Time clauses Articles | Trade fairs Commerce | Formal letter: Standard phrases |
| Unit 4 | Technology 19–24 | Referring to the future Future perfect and continuous | E-business Collocations | Short report: Conciseness |
| | Review 1 25–30 | Review of Units 1–4 | | |
| Unit 5 | Human resources 31–36 | Passive Reference words | Headhunting Prefixes | Formal report: Formality |

| | | | | |
|---------------|-------------------------|--|------------------------------------|---------------------|
| Unit 6 | Culture 37–42 | Gerunds and infinitives Modal verbs | Corporate culture Word building | Email: Formality |
|---------------|-------------------------|--|------------------------------------|---------------------|

| | | | | |
|---------------|------------------------|---|-------------------------------|---------------------------|
| Unit 7 | Ethics 43–48 | Real and hypothetical possibility Conditionals | Ethical practice Espionage | Formal report: Linking |
|---------------|------------------------|---|-------------------------------|---------------------------|

| | | | | |
|---------------|-------------------------------|------------------------------|---------------------------------|----------------|
| Unit 8 | Globalisation 49–54 | Reported speech Inversion | Global sourcing Prepositions | Mixed practice |
|---------------|-------------------------------|------------------------------|---------------------------------|----------------|

| | |
|--------------------------|---------------------|
| Review 2 55–60 | Review of Units 5–8 |
|--------------------------|---------------------|

Verb lists
61

Answer key
62–75

Organisation

Present simple and continuous

The present simple is used in the following ways.

- to describe facts and permanent situations
*We **don't have** a large hierarchy.*
- to describe routines and fixed timetables
*Our managers **report** in on a daily basis.*
*The train to Bucharest **leaves** at six thirty tomorrow.*

The present continuous is used in the following ways.

- to describe unfinished or temporary actions or situations
*We're **restructuring** the department at the moment.*
*I'm **working** in another department for a few weeks.*
- to describe future arrangements
*When **are** you **holding** the teamwork seminar?*

Note! We do not use the present continuous to express the following.

| | |
|---|--|
| routines (<i>usually, normally</i> etc.) | emotions (<i>like, love, hate</i>) |
| ownership (<i>own, have, need</i>) | opinions (<i>think, believe, feel</i>) |
| senses (<i>see, hear, feel</i>) | |

Past simple

The past simple is used in the following ways.

- to describe finished events
*I **sent** the report to the client yesterday.*
- to refer to definite or finished time (*ago, yesterday, last, all dates*)
*The meeting **didn't finish** until 3 o'clock.*

Present perfect

The present perfect is used in the following ways.

- to describe events that started in the past and are still continuing
*Some employees **have been working** from home since 2004.*
- to refer to unfinished time (*already, today, this, for, since, yet, ever, never*)
*Their technical support **has improved** a lot already.*
- to describe changes that affect the present situation
*We've **just implemented** a 24-hour IT support service.*

Note! The present perfect simple emphasises the product of an action while the present perfect continuous emphasises the process itself.

*We've **reduced** our overheads by 15 per cent.*
*We've **been looking** at ways of reducing our overheads.*

For expresses the duration of an action. **Since** states a starting point.

*We've been working with them **for five years** / **since 2007**.*

Grammar practice

Present
simple and
continuous

1 Complete the sentences with the correct form of the verbs in brackets.

- 1 We (try) 're trying to cut costs by 20 per cent this year.
- 2 The post (not / arrive) _____ until 10.30.
- 3 How long (you / stay) _____ in Paris after the conference?
- 4 At the moment, I (feel) _____ we should cancel the project.
- 5 Who (you / report) _____ to?
- 6 With our teleworking initiative, we (not / need) _____ as much office space.
- 7 The videoconference (not / start) _____ until 3.30 this afternoon.
- 8 I (see) _____ the MD on Monday about working from home.

Past simple
and present
perfect

2 Complete the dialogue with the correct form of the verbs in brackets.

- Ingrid Ah, Xiang, I (¹want) wanted to talk to you about a follow-up report to that team leadership seminar we (²run) _____ last year. The MD (³ask) _____ about it the other day and wants some kind of feedback – you know, whether we (⁴do) _____ anything about the recommendations yet. That kind of thing.
- Xiang Well, we still (⁵not / implement) _____ all the recommendations as the report only (⁶come) _____ back six months ago.
- Ingrid I know. And I think that's exactly why the MD wants some kind of update. What (⁷we / do) _____ so far?
- Xiang We (⁸start) _____ screening all managerial applicants for appropriate leadership attributes but we (⁹not / manage) _____ to set up the assessment centres yet for existing team leaders.
- Ingrid And why's that?
- Xiang We (¹⁰have) _____ a few problems setting them up.
- Ingrid What kind of problems?
- Xiang Well, there (¹¹be) _____ some resistance amongst some of the managers. They think the assessments are a threat to their jobs.
- Ingrid But (¹²not / you / explain) _____ to them their jobs are safe?
- Xiang I did. But there's also the issue of who actually does the assessments.
- Ingrid Isn't that for HR to decide?
- Xiang We originally (¹³ask) _____ them to propose a framework for doing the assessments but they (¹⁴come) _____ back and said the department heads should do it as they know the managers better.
- Ingrid (¹⁵you / speak) _____ to any department heads yet?
- Xiang Yes, we (¹⁶speak) _____ to most of them last week. They (¹⁷say) _____ it would mean more unnecessary paperwork and it (¹⁸will) _____ affect their relationships with their managers.

Present
perfect
simple and
continuous

3 Complete the sentences with the more appropriate form of the present perfect simple or continuous.

- 1 We've finally (finished) / *been finishing* the company restructuring.
- 2 I haven't read / *been reading* the report yet.
- 3 We've run / *been running* training days this summer and they're proving very useful.
- 4 Have you filled / *been filling* in the questionnaire yet?
- 5 Staff who have worked / *been working* at home recently have increased productivity.
- 6 How long have you waited / *been waiting* for them to finish the report?
- 7 Sales have gone / *been going* up by 12 per cent this year.
- 8 Staff have worked / *been working* very long hours recently so they're tired.

Reading practice

1 Read the text and put the paragraphs in the correct order.

a What happened to the teleworking revolution?

As the new millennium approached, we all dreamt of working from the comfort of our own homes. Tricia Patel finds out whether reality lived up to the hype.

It was said to be the biggest change in our working lives since the industrial revolution. New technology would make office space a thing of the past as companies would save fortunes in rent by setting employees up to work from their own homes. Employees, in turn, looked forward to a working life that started when they stumbled out of bed and sat down at their computers. Spared the stress of the daily commute, the new flexibility would finally put them in charge of their lives. The dream was an ideal win-win situation. But has reality lived up to the hype? The government recently commissioned a study to find out whether the office exodus is still continuing or whether the good old desk is once more back in fashion.

- b This definition of working from home includes people who use their own living space as part of their full-time job. This includes more mobile workers who travel a lot using their own home as a base and people who work from home at least one day a week. Seven out of ten teleworkers are likely to be men. One in four of them is employed by a company in either the business or financial services sector.
- c 'The way to get around these problems is to work from home just a couple of days a week,' argues Hunt. 'That's definitely the way forward. It has all the advantages but avoids any of the downsides of teleworking. If you look at the figures, it's definitely the future.'
- d However, business change expert Marsha Hunt thinks this is not the main saving. 'The single greatest cost to an employer is recruiting and training a new employee. And with an ageing UK workforce, it's vital that companies retain staff. Giving employees the flexibility to work from home can be the difference between retaining and losing key personnel.'
- e The advantages teleworking offers these businesses have not changed. BT, who has been promoting working from home initiatives for twenty years now, claims to have saved hundreds of millions of pounds of office space expenditure to date. The company currently has well over 10,000 home-based staff and with average costs per desk in the UK £20,000, the attractions are obvious.
- f Further disadvantages for teleworkers include the lack of quick technical support when computers go wrong and the resentment of colleagues unhappy at not being allowed to telework themselves. However, the biggest complaint is isolation from daily office life. Many teleworkers feel cut off socially and politically from their office-based colleagues.
- g Hunt points out, though, that any employee using their own home as office space has the disadvantage of effectively subsidising the company. 'Take someone working from home in London, for example. Office space is massively expensive in London, so if the company can put desks in people's homes, the employees are effectively paying to work for the company.'
- h The government Labour Force study shows that the number of people now working from home has risen to 3.2 million, or approximately 9 per cent of the UK workforce. The figures represent an increase of 19 per cent on the previous year, so in terms of numbers alone, teleworking is indeed more popular than ever before. The study also profiles who is most likely to work from home and an explanation of exactly what counts as working from home.

2 Match a summary with each paragraph of the text.

- 1 introduction a
- 2 figures to show teleworking trends
- 3 details on how the figures were arrived at
- 4 the advantages for companies
- 5 the main advantage for companies
- 6 a disadvantage for employees
- 7 further disadvantages for employees
- 8 conclusion

3 Read the text again and choose the correct option for each question.

- 1 The Labour Force study revealed that
 - a) about 9 per cent of the UK workforce works at home.
 - b) 3.2 million more people in the UK now work from home.
 - c) 19 per cent of the UK workforce now works at home.
- 2 The definition of working from home does not include
 - a) sales reps who spend most of their time travelling.
 - b) people who only work from home one or two days a week.
 - c) people working at home in part-time jobs.
- 3 According to Marsha Hunt, the main savings teleworking offers companies are in
 - a) rent for office space.
 - b) equipment and technical support.
 - c) recruitment and training.
- 4 Teleworkers subsidise companies by
 - a) providing free office space.
 - b) doing unpaid overtime.
 - c) reducing staff turnover.
- 5 The main problem facing teleworkers is
 - a) the lack of technical support.
 - b) not being part of everyday office life.
 - c) the jealousy of office-based colleagues.
- 6 Marsha Hunt thinks that in future
 - a) the trend towards working from home will decrease.
 - b) more people will work from home one or two days a week.
 - c) companies will continue to reduce office space.

Vocabulary 4 Match the words from the text with their definitions.

- | | | |
|--------------|-------|---|
| 1 hype | _____ | a) disadvantage |
| 2 commute | _____ | b) publicity that exaggerates the importance of something |
| 3 exodus | _____ | c) bitterness or anger at someone or something |
| 4 downside | _____ | d) being kept away from other people and things |
| 5 isolation | _____ | e) daily journey to work |
| 6 resentment | _____ | f) departure of many people at the same time |

Vocabulary practice

Managing 1 Use the noun form of the following verbs to complete the email below.

brief collaborate respond co-ordinate
motivate assign assess balance allocate

email RE: New sales project

From: Higgins, Alan [ajh@concam.co.uk]
Sent: Friday 7 December 10.17 pm
To: Brownjohn, Cornelia
Subject: RE: New sales project

Connie

Sorry you couldn't make it to the meeting yesterday. I've attached your project ¹ brief outlining the strategy for the new sales project. It's going to be a tough ² _____ with ambitious targets but I'm sure you can do it.

We've already started recruiting the new team and the ³ _____ has been great. I'll hand over all the CVs for your ⁴ _____. I think it's very important that we get the right ⁵ _____ of personalities within the team – we don't want compatibility problems that will have a negative effect on ⁶ _____. I think it's vital you concentrate on team ⁷ _____ – so don't get too 'hands on' and involved on a day-to-day basis. The budget ⁸ _____ is quite generous so you should be able to afford to recruit the right people.

And finally, don't forget that ⁹ _____ with other offices is one of the prime objectives – so make sure communication channels are set up properly right at the start.

Good luck!

2 Match the words then use them to complete the sentences below.

| | |
|---------------|-------------|
| real-time | units |
| online | information |
| flexible | advantage |
| business | support |
| competitive | working |
| communication | structure |
| company | processes |
| operating | channels |

- Technology now gives us real-time information on sales as they happen so we can order products the moment we look as if we might run out of stock.
- The company is divided into six separate _____.
- We're assessing the effectiveness of our _____ to see whether we can improve the flow of information between project team members.
- They've streamlined their _____ by removing some of the layers of hierarchy in senior management.
- I don't think the new _____ policies have increased productivity, but letting employees work from home has certainly improved morale.
- Our web team will provide the _____ for the new product.
- We're hoping that by producing in the Czech Republic, we can get good quality at good prices, which will give us a _____ over our rivals.
- She wants us to review our _____ to find out how we can reduce production times and waste levels.

Describing tasks 3 Match the words with opposite meanings.

- | | |
|------------|---------------|
| 1 nimble | a) dynamic |
| 2 static | b) hampered |
| 3 feasible | c) focused |
| 4 flexible | d) simple |
| 5 complex | e) rigid |
| 6 diverse | f) impossible |

Writing practice: Organising a report

- Formal report** 1 You have been asked to write a report on how communication could be improved within your project team. You have made the following notes to help you plan your report. Use the notes to write a report of 200–250 words.

Notes on planning a report

Report making recommendations

- Start with an introduction
aim – to identify problems with communication within the team & make recommendations on how to improve it
- Findings – state your main points & give one or more supporting ideas for each main point
 - 1) *whole team rarely gets together*
 - 2) *people in different departments are in different parts of the building*
 - 3) *people don't copy emails to other team members*
- Conclusion – summarise your main points
 - 1) *improving procedures will improve attitudes among team members*
 - 2) *no real reason why communication shouldn't be better*
- Recommendation – say what action needs to be taken
 - 1) *schedule weekly meetings*
 - 2) *ensure people are copied in on emails*
 - 3) *organise a team-building seminar*

Don't forget to lay it out in separate paragraphs with headings!!

Mergers

Relative clauses

Defining clauses define a noun and have the following forms.

- with *who*, *which* or *that* (no commas)
*The news will affect all the companies **which** / **that** do business with them.*
- without a relative pronoun (if it is the object of the verb in the clause)
*They've renamed the company (**that**) they bought last year.*
- with *whom* (to refer to the object of the clause – formal style only)
*The new CEO **whom** they have hired has a marvellous reputation.*
- with *whose* (to show possession)
*They merged with a company **whose** products complemented their own.*

Non-defining clauses give extra information and have the following forms.

- with *who*, *which*, *whom* or *whose* (extra information within commas)
*The deal, **which** is worth £6bn, will be completed tomorrow.*

Note! *That* is used only in defining relative clauses.

The offer price, ~~that~~ was confirmed yesterday, will surely attract investors.
*The offer price, **which** was confirmed yesterday, will surely attract investors.*

In very formal style, *whom* is necessary following a preposition.

*I would like to thank Jo Cox, without **whom** the deal couldn't have succeeded.*

Adjectives and adverbs

Adjectives are used in the following ways.

- before nouns
*There's been a **dramatic** rise in the price of oil this week.*
- after the verbs *be*, *become*, *seem*, *appear*, *look*, *feel*, *remain*
*The forthcoming merger looks **interesting**.*
- in comparatives and superlatives
*Our stock market performance wasn't **as strong as** last year.*
*Vodafone is the world's **largest** mobile telecoms group.*

Adverbs are used in the following ways.

- after verbs
*They expanded **quickly** five years ago.*
- before adjectives and other adverbs
*Many companies are struggling in **increasingly** competitive markets.*
*The service sector did **extremely** well this year.*
- in comparatives
*Their share price has risen **more sharply** than their rival's.*

Note! Some adverbs have irregular forms.

fast – fast good – well hard – hard late – late

Grammar practice

Relative clauses

1 Join the sentences using an appropriate relative pronoun where necessary.

- 1 They'll need to negotiate with the unions. The unions are afraid of job cuts.
They'll need to negotiate with the unions, who are afraid of job cuts.
- 2 The offer price is \$18 a share. It was confirmed yesterday.

- 3 They've increased the offer. They made the original offer last week.

- 4 The merger will make them the biggest retailer in the UK. It hasn't been approved yet.

- 5 They'll need the approval of private shareholders. They own 35% of the company.

- 6 Shareholders have lost faith in the board. Its expansion strategy has lost £800m.

- 7 The merger was masterminded by Luc Van der Saar. All credit should go to him.

- 8 The company sold the web TV subsidiary. The company bought it two years ago.

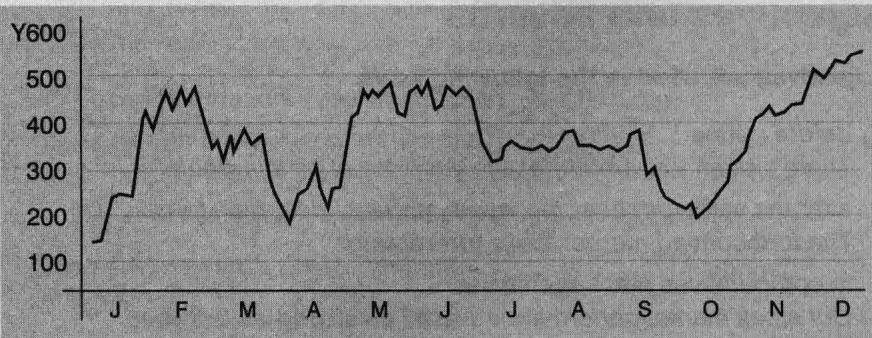
- 9 After the merger they closed 64 retail outlets. The outlets were in similar locations.

- 10 We're having problems integrating two management styles. They are very different.

Adjectives and adverbs

2 Complete the report with the correct form of the words in brackets.

Xian Industries, Inc share price performance 2011 (Yuan)



The Xian share price began 2011 with a (¹dramatic) dramatic rise, soaring from Y150 to over Y400. In February prices became (²erratic) _____, fluctuating between Y400 and Y500, before then dropping (³sudden) _____ to back below Y200 by April. The share price soon rose (⁴quick) _____ again to over Y400 by May. Throughout May and June there were further (⁵marked) _____ fluctuations between Y400 and Y500. By July, however, the price had slid again (⁶slight) _____ back to just over Y300. Over the next three months the price remained (⁷reasonable) _____ (⁸stable) _____ around the Y350 mark. However, the price then fell (⁹sharp) _____ once more back to the Y200 level in October. There then followed a (¹⁰strong) _____ recovery with shares climbing (¹¹steady) _____ until the end of the year, ending with a 52-week high of Y550.

Reading practice

1 Read the text and choose the most suitable headline from the following options.

- a) Volvo-Geely: Why all mergers ultimately fail
- b) Volvo-Geely: Believe it or not, it might work
- c) Volvo-Geely: The end of a famous brand
- d) Volvo-Geely: The tiger pounces

The Chinese car maker Geely has signed a deal to buy Volvo from US car giant Ford for \$1.8bn (£1.2bn).

Mergers and acquisitions in the car business have a terrible record. DaimlerChrysler stands tall as the worst example of a bad marriage. General Motors made a hash of Saab and Tata has struggled with Jaguar and Land Rover. Now that Ford is sending Volvo off in a boat to China, we have to ask, can Geely make a go of this?

It's going to be a tough job. Geely is paying \$1.8 billion for the brand despite the Swedish carmaker losing \$2.6 billion during the last two years. Volvo sales of 335,000 globally are off 11% this year and 27% off their peak. The brand hasn't been a real moneymaker for a very long time. Its costs are high and prices are strong, but Volvo doesn't command luxury premiums for its cars.

The takeover, which took nearly two years to complete, signals China's emergence as a major player in the global automobile industry. Geely Automobile Holdings Ltd., Geely's Hong Kong traded unit, saw its highest rise in five months, ending over 11% up. For Ford, the sale was the final part of its exit strategy from European luxury car lines and allows the US car maker to pay off debt and focus on its core brands.

Two years ago the deal would have been unthinkable. In 2009 Geely had 16% of Volvo's turnover and just over half the workforce. No wonder Geely chairman, Li Shufu, referred to the deal as an historic milestone at a news conference. He was also careful to point out, however, that Volvo Cars would remain a separate company with its own management team based in Sweden. With unintentional humor he said, 'I see Volvo as a tiger. It belongs to the forest and shouldn't be contained in the zoo,' Li said in Mandarin. 'The heart of the tiger is in Sweden and Belgium.'

Volvo will keep its own management team and board of directors as well as its

headquarters in Gothenburg, Sweden.

That would indicate that Volvo will keep its Swedish heritage and cachet. European and American Volvo loyalists will still be buying cars engineered in Gothenburg and built in Europe.

When questioned about Geely's plans to keep production lines running in Europe, Li was keen to stress that Volvo should stay close to key supply centers. 'I have a deep belief that the manufacturing footprint in Gothenburg and Belgium will be preserved in the longer term,' he said. However, Geely will assemble Volvo cars in China, which allows them to combine Volvo technology with cheaper manufacturing costs. Geely's chairman is already planning a factory in Beijing which will make 300,000 Volvo branded cars, which is as many Volvos for China as are now made abroad for foreigners. Geely's overall aim is to boost production to 2m units over the next four years.

The deal is viewed as a favourable one for Volvo, which has neither grown sales nor made a profit since 2005. The takeover gives Volvo access to a market that overtook the US last year as the world's biggest car market, where more than 13 million vehicles were sold – both passenger and commercial – a rise of nearly 50% on the previous year.

Although so many auto deals have failed in the past, this one has the makings of a success. Of course, it means Geely can't manhandle Volvo. They need to rely on Ford and the Swedes for technology that will make the Chinese cars real Volvos. In short, they should manage it as a separate subsidiary the way Volkswagen Group runs Audi AG. Give it autonomy and let the tiger run. While Volvo is a niche brand and will never be a cash cow, it certainly could work if Geely gives it some independence.