



# 新发展 商务英语 综合教程

4

**New  
Development  
Business English  
An Integrated Course**

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主 编 郑竹群 姜 蕊

北京理工大学出版社  
BEIJING UNIVERSITY OF TECHNOLOGY PRESS

# 新发展 商务英语



## 综合教程

4



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随着教育部对大学教学“两性一度”的高标准新要求的提出，大学课堂教学不再仅仅是知识的简单传授，还必须要培养学生解决复杂问题的综合能力和高级思维，使之达到知识、能力、素质的有机融合，符合时代新发展的要求。同时，随着成果导向OBE教学理念日渐成为我们教学改革的主流理念，加上创新的虚拟现实（VR）技术的广泛运用，实验室的情景模拟式教学模式已经提升到VR课程开发与课堂普及应用，体验式教学的推广能让学生有更大的获得感，老师们有更好的满足感。为了满足教学的新要求，达到人才培养的新目标，一本兼具文化传承和创新理念的教材无疑就是解决这些现实问题的“及时雨”。

《新发展商务英语综合教程》充分体现了文化传承与创新这一脉络。本系列教材是编者们在幕后编辑们的呕心沥血之作，从内容设计和体例选择到案例选用和课后训练等均体现了本教材的核心词——“新发展”的基本内涵，同时也体现了编者精益求精的治学态度。教材的体例和设计理念体现出可操作性强的特点，商务情景贴近日常商务实际，所选用的案例易掌握、消化、吸收和应用。对学生的英语实际应用能力和涉外业务能力的提升都有很大的帮助，填补了商务英语教材中高质量的商务英语应用综合能力提升方面的部分空白。

总体上讲，本系列教材有如下特色：

(1) 创新性。教材选取的案例和语言均结合了部分课程思政的元素。能有效地帮助学生树立正确的世界观、人生观、价值观、职业观，培养良好的学习动机，明确学习目标，提高综合学习能力。通过学习教材中选用的国际商务交往中不同国家的风俗礼仪和文化差异，为他们未来从事国际业务相关工作树立信心打下良好基础；通过学习和了解中西方文化差异，能开拓学生的国际视野，领略多元文化，增强国际合作和沟通意识，培养学生的家国情怀，增强民族自豪感、国家使命感和个人责任感，细微之处彰显了“文化自信”与“制度自信”，让学生在走上工作岗位后，不仅能胜任自己的工作，还能树立良好的国际形象，为国争光。

(2) 系统性。语言难度由浅入深，文章体例分量适中，每一章的结构环环相扣，布局合理。整个教材全面系统地介绍了日常商务活动中所需要的核心技能，包括国际商务活动中的外语语言能力、逻辑思维能力的训练，商务礼仪等综合素养的提升，思辨能力的养成等。教材体系中无论是语言表达的准确性还是商务活动的全面性均有很好的体现。

(3) 实践性。课前、课中和课后均有大量的循序渐进的实践练习，有利于巩固强化知识，听、说、读、写、译的语言技能训练均围绕着该单元的核心技能点，能有效地提升学生的专业外语实际应用能力。通过课堂情景模拟、实践、实训等环节，能培养学生的涉外业务操作技能和业务认知能力。

(4) 科学性。课堂活动和课后案例分析讨论等设计科学合理，其情景模拟、会话练习、判断对错、翻译等活动，使学生切身体验商务知识在真实环境中的具体应用，能帮助学生开动脑筋、活跃思维、灵活应用基础知识和处理实际问题，整套教材学完可以让学生具备良好的商务英语应用能力，胜任国际化人才所需的基本语言和礼仪等素养。

《新发展商务英语综合教程》共分为1至4册，全套书前后内容连贯、难度递进，适合学生系统学习的需要。本教材也可以各册分开单独使用，用于分阶段分层次为不同水平的学生开设商务英语综合素养提升的课程，满足各类型学生和国际商务人士的使用。

第1册的内容包括：商务礼仪、日常和涉外业务活动、国际商务能力等三大版块，共9个单元主题，38个核心技能点，涵盖语言能力、商务实操、跨文化交际能力和人文素养等方面的基础训练。

第2册的内容包括：立足自身、商务准备、投身国际、赢在未来等四大板块，共9个单元主题，45个核心技能点，涵盖语言技能、职场文化、商务技能、应用文写作等方面的提升知识和实训。

第3~4册的内容包括：立足自身发展、投身全球化浪潮、迈向国际、赢在未来等四大板块，共9个单元主题，35个技能点，涵盖语言表达能力、沟通能力、团队协作能力，社会能力、职业能力和素养等能力提升方面的知识与实践。

教材对学生和国际商务人士胜任国际贸易相关岗位所必需的职业能力培养和职业素质养成起重要支撑作用。同时，教材关注学生的情感身心发展，在教学内容中合理融入思政能力建设，以培养学生的爱国情怀，使之能在国际商务活动中树立良好的国际形象，展示大国风范。

热诚盼望中外专家学者和广大师生能提出宝贵意见、给予批评指正，以期培养高质量商务英语人才贡献绵薄之力。



江西财经大学外国语学院院长、教授



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unit 1

# Project Management

## Learning Objectives

After learning this unit, you should be able to:

- understand the elements, strategies and steps of project management.
- master the important words and phrases in Text.
- grasp and practice the infinitives.
- develop the skills of presenting figures.
- learn to write a graph writing.
- understand two planning styles of project management in different cultures.



## Warm-up

### Task 1

Life is full of projects. A wedding, opening a small shop, renovating an old garage are all projects. Please name some daily activities that you consider as projects, and then write down on the lines shown below.

1. Organizing a birthday party
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

### Task 2

Now, let's try together exploring the project elements (scope, resource, time and money) in our daily life activities. Below is a conversation between Riya and Emon about arranging a birthday party for their friend Gabriela. After reading it, please answer the following questions related to the project elements in this birthday party planning project.

**Riya:** We should have a birthday party for Gabriela! She's going to be 23.

**Emon:** Sounds great. Let's do it. Today's Wednesday and her birthday is on Sunday, so we could have it on Saturday. It might take us an hour to get it organized.

**Riya:** Em. Not a surprising party, just a small birthday party for about 10 people, even though Gabriela has many friends.

**Emon:** So it's a fun party with 10 of us there. Then, shall we set a budget and make a list of what to buy and what to do?

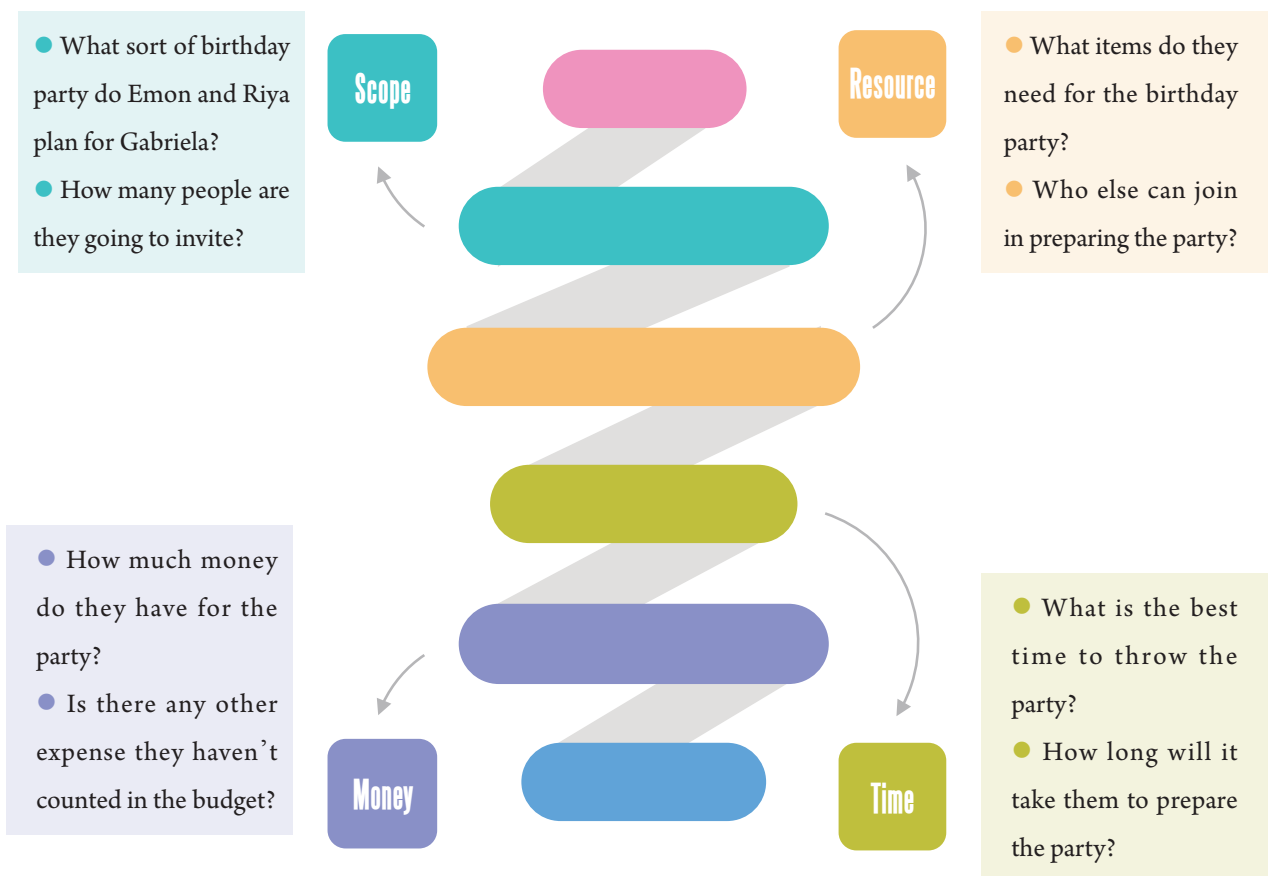
**Riya:** We only have exactly \$50 in cash, but we need beverage, snacks and a cake. By the way, where are we going to have the party?

**Emon:** What about asking Janet and Jessie to get chips, popcorn and juice from the supermarket? I can help to book a party room in our complex.

**Riya:** I can make a chocolate cake and provide some side dishes.

**Emon:** OK. If you do that, I'll take responsibility for the invitation and have some music and games for it.

**Riya:** Awesome! Let's get started.





## What Is Project Management?

你可曾为好朋友筹办过生日聚会？你可曾帮助父母清理过房屋？这些看似家长里短的小事，构成了生活中处处存在的“项目”。什么是“项目”？这些“项目”又包含哪些因素呢？

诸如筹办生日聚会、清理房屋生活中的“项目”并不复杂，可以说是轻而易举。但是想象一下，老板指派你去参加一个大项目，例如在中国新建一个迪士尼主题乐园。这样一个复杂的大项目，若是没有一个擅长项目管理的人领导团队，就难以达成最终项目目标。作为项目经理的你，要如何带领项目团队，扬帆起航、乘风破浪，到达胜利的彼岸？筹划项目时，你需要考虑什么样的项目要素？而针对这些要素，你又该掌握什么样的项目管理能力呢？

**1.** Project management is not the entire operation of your company. It's just one **segment**, a **specified** project with a detailed plan as to how you and your business are going to achieve that goal. Your team must apply the tools available as well as their **expertise** and knowledge to **execute** each step and move on to the next.

**2.** There is no **one-size-fits-all approach**, system, or plan. Each project you and your company **tackle** will most likely have its **timeline**, goal, and budget. That's why it's so **critical** to have a **savvy**, talented project manager in place to run the show.

### The Elements of a Project

**3.** A successful project manager must **simultaneously** manage four basic elements of a project. These elements are **interrelated**.

Scope: This involves the project's size, goals, and requirements.

Resources: You'll need people, equipment, and materials **in place**.

Time: This doesn't just tackle how much time the project will take overall. It must be **broken down into** task **durations**, **dependencies**, and **critical path**.

Money: Have a firm grasp on costs, **contingencies**, and profit.

### The Most Important Element: Scope

4. The project scope is the definition of what the project is supposed to accomplish and the budgets of time and money that have been created to achieve these objectives. Any change to the scope of the project must have a matching change in budget, time, resources, or all three.

5. If the project scope is to construct a building to house three **widgets** on a budget of \$100,000, the project manager is expected to do that. If the scope is changed to a building for four widgets, the project manager must obtain an appropriate change in time, money, and resources.

### Resources

6. There are three aspects of understanding and managing resources: people, equipment, and material.

7. A successful project manager must effectively manage the resources **assigned** to the project, including members of the project team, **vendor** staff, and **subcontractors**. He must ensure that his employees have the skills and tools they need to complete the job, and he must **continually monitor** whether he has enough people in place to complete the project on **deadline**. His job is to ensure that each person understands the task and project deadlines.

8. A project manager must often obtain equipment and materials and manage their use as well so that the team can operate efficiently. He's **responsible for** having the appropriate equipment and materials in the correct location at the proper time.

### Time

9. The three elements of successful time management are tasks, schedule, and critical path.

10. Build the project schedule by listing, in order, all the tasks that must be completed. Some must be done step by step while others can be done together. Assign a duration to each task. **Allocate** the required resources. Determine what tasks must be completed before others and what tasks that can't start until after each other task is completed.

11. The project manager's key time management task is monitoring the critical path. All tasks on this path must be completed on time if the project is to come in by its deadline.

### Money

12. The three considerations in managing money are costs, contingencies, and profit.

13. Each task has a cost which is estimated and totaled when preparing the project budget.

14. Some estimates will be more accurate than others. The project budget should, therefore, include a contingency **allowance**—money **set aside** in the budget “just in case” the actual cost of an item is wildly different from the estimate.

15. Profit is the money the company wants to make from the task. It's put on top of the cost.

16. So a project budget **is composed of** the estimated cost, plus the contingency, plus any profit. The project manager's job is to keep the actual cost at or below the estimated cost and to **maximize** the profit the company earns on the project.

## New Words

segment	/'segmənt/	<i>n.</i>	a part of sth. that is separate from the other parts or can be considered separately 部分
specified	/'spesɪfaɪd/	<i>a.</i>	clearly and explicitly stated 规定的; 详细说明的
expertise	/, 'ekspɜ: 'ti:z/	<i>n.</i>	expert knowledge or skill in a particular subject, activity or job 专业知识
execute	/'eksɪkjʊ:t/	<i>v.</i>	to carry out or perform an action 实行, 执行
one-size-fits-all	/, wʌn saɪz fɪts 'ɔ:l/	<i>a.</i>	designed to be suitable for a wide range of situations or needs 通用的
approach	/ə'prəʊtʃ/	<i>n.</i>	a way of considering or doing sth. (思考问题或做事的) 方式, 方法, 态度
tackle	/'tækl/	<i>v.</i>	to make a determined effort to deal with a difficult problem or situation 应对, 处理(棘手问题、困难的工作等)
timeline	/'taɪmlaɪn/	<i>n.</i>	a line that shows the time and the order in which events have happened (事件发生的) 先后顺序表
critical	/'krɪtɪkl/	<i>a.</i>	of the greatest importance to the way things might happen 关键性的; 决定性的; 至关重要的
savvy	/'sævi/	<i>a.</i>	experienced, knowledgeable 机智的; 知识渊博的; 有经验的
simultaneously	/, sɪml' teɪnrəsli/	<i>ad.</i>	at the same time as sth. else 同时
interrelated	/, ɪntəri'leɪtɪd/	<i>a.</i>	closely connected and affecting each other 互相关联的; 相关的
duration	/dʒu'reɪʃn/	<i>n.</i>	the length of time that sth. lasts or continues 持续的时间
dependency	/dɪ'pendənsi/	<i>n.</i>	sth. dependent or subordinate; appurtenance 依赖性; 依赖关系
contingency	/kən'tɪndʒənsi/	<i>n.</i>	a sum of money that you keep for additional payments 应急费用
widget	/'wɪdʒɪt/	<i>n.</i>	any small device whose name you have forgotten or do not know (名称不详的) 小器械, 小装置
assign	/ə'saɪn/	<i>v.</i>	to give sb. sth. that they can use, or some work or responsibility 分配; 给予; 布置; 指定
vendor	/'vendə(r)/	<i>n.</i>	a person who sells things, for example food or newspapers, usually outside on the street 卖主; 小贩
subcontractor	/'sʌbkəntræktə(r)/	<i>n.</i>	a person or company that does part of the work given to another person or company 转包商; 次承包商
continually	/kən'tɪnjuəli/	<i>ad.</i>	in a way that happens repeatedly 不断地; 频繁地

monitor	/ˈmɒnɪtə(r)/	v.	to watch and check sth. over a period of time in order to see how it develops, so that you can make any necessary changes 监视; 监督
deadline	/ˈdedlaɪn/	n.	a point in time by which sth. must be done 截止时间; 最后期限
allocate	/ˈæləkeɪt/	v.	to give sth. officially to sb./sth. for a particular purpose 分配; 部署
allowance	/əˈlaʊəns/	n.	an amount of money that is given to somebody regularly or for a particular purpose 津贴, 补助
maximize	/ˈmæksɪmaɪz/	v.	to increase sth. as much as possible 使达到最大或最高限度; 充分重视

## Phrases and Expressions

in place	在正确位置, 准备就绪
break down into	把……分解成; 分解成
be responsible for	对……负责
set aside	留作……之用; 留出……用于
be composed of	由……组成

## Business Terms

project management	项目管理
critical path	关键路径
dependency	依赖项、依赖关系

## Notes

### 1. project management 项目管理

项目管理指的是在有限的资源约束下, 项目的管理者运用系统的观点、方法和理论, 对项目涉及的全部工作进行有效的管理, 以期达到项目的目标。管理过程涉及投资决策、项目计划、项目组织、项目指挥、项目协调、项目控制和评价。不同职能部门的成员因为某一个项目而组成团队, 项目经理则是项目团队的领导者, 他所肩负的责任就是领导团队准时、优质地完成全部工作, 在不超出预算的情况下实现项目目标。项目管理包含项目范围管理、项目时间管理、项目费用管理、项目质量管理、项目人力资源管理、项目沟通管理、项目风险管理、项目采购管理、项目综合管理。

### 2. dependencies 依赖关系

依赖关系指的是项目活动之间的关系, 包含团队预期特殊顺序, 优先逻辑关系, 内部与外部、外部与外部的各种依赖关系等。依赖关系的确定有助于项目管理者安排项目中各种具体活动的先后排序。

### 3. critical path 关键路径

关键路径法是时间管理中很实用的一种方法。管理者首先为项目中每个最小任务单位计算工期, 定义最早开始和结束日期、最迟开始和结束日期, 然后按照关系把每个任务单位形成有顺序的前后网络逻辑图, 最后找出完成该项目所要花费的最长的时间路径, 即关键路径。

# Exercises

## I . Understanding the Text

### Task 1

Complete the summary and table below with the key words (ONE WORD ONLY) in the text.

Project management refers to a specified segment with a detailed plan about how to achieve a \_\_\_\_\_. A Project management team controls the application of \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_. As the leader of the team, a good project manager who wants to tackle \_\_\_\_\_, goal and budget should manage four elements at the same time. Those four elements are \_\_\_\_\_ because they will interact with each other.

Element	Definition
_____	define the objectives of the project and the required time and money
Resources	include three aspects: people, _____, _____
_____	involve _____, _____ and _____.
_____	include costs, _____, and profit.

### Task 2

Complete each sentence with the correct ending A to H below. Each letter can be used only once.

1. If the scope of the project changes, the manager should \_\_\_\_\_
2. In terms of the qualification of the members of the project, managers will \_\_\_\_\_
3. In order to manage people well, manager must \_\_\_\_\_
4. After obtaining equipment and materials, managers should \_\_\_\_\_
5. Managers will list all the tasks, \_\_\_\_\_
6. The key to completing the tasks before deadline is that managers must \_\_\_\_\_
7. In the money management, managers should \_\_\_\_\_