

编写背景

在涉外商务活动如此频繁的今天,商务英语作为国际商务环境中的重要工作语言,其重要性不言而喻。随着全球经济一体化的不断深入,国际商务交流日渐鲜明的跨文化特征也使商务英语的内涵不再仅仅局限于语言工具这一表面功能。

根据《大学英语教学指南》精神,大学英语课程要满足学生专业学习、国际交流、继续深造、工作就业等方面的需求,要帮助学生树立世界眼光,培养国际意识,增进学生对不同文化的理解和对中外文化异同的认识,培养他们的跨文化交际能力,同时增强其创新精神和创业意识。商务英语作为一门专门用途英语课程,要以英语使用领域为指向,增强学生运用英语进行专业和学术交流、从事工作的能力,提升学生的学术和职业素养。《国家中长期教育改革和发展规划纲要(2010-2020年)》也提出高校要“适应国家经济社会对外开放的要求,培养大批具有国际视野、通晓国际规则、能够参与国际事务和国际竞争的国际化人才”。

对于即将步入职场,从事商务活动的学习者来说,语言能力和商务知识是他们未来立足职场的基本要求,而养成国际视野、掌握跨文化交际能力、提升职业综合素养将是他们职场腾飞的助力。

为帮助学习者顺应时代发展需求,为将来顺利步入职场和职业发展打下坚实基础,《商务英语》系列教材应运而生。

编写理念

传统商务英语教学强调商务知识的英语表达,而当代商务英语教学更为重视语言学习和商务知识学习的理想结合,培养学习者在典型商务情境中完成商务活动和职场沟通的能力。英国培生教育出版集团的 *Intelligent Business* 系列教程正是体现当代商务英语教学理念

的英语教材中的佼佼者。该系列教程一经推出,便在国际上广受赞誉,获得了包括 English-Speaking Union 的 English Language Award 在内的诸多奖项。

外语教学与研究出版社引进 *Intelligent Business* 原版系列教程后,我们的编写团队在充分挖掘教材优势和特色的基础上,结合中国学习者在职场发展方面的需求和课堂教学实际情况,制定了本系列教材重点培养学习者的“语言能力+商务知识+商务实操能力+职场综合素养”的编写思路。我们精选 *Intelligent Business* 原版系列教程中的优秀内容,精心补充和设计符合中国商务英语学习者特点和实际水平的材料和活动,设置“商务学习(Learn Business)”和“商务实践(Do Business)”两大模块,引导学习者“学”“用”相长,锤炼商务语言能力,积累商务知识,践行商务技巧,提升职场素养,为未来职业发展打下良好基础,提升职场竞争力。

教材特色

锤炼商务语言: 出自权威财经期刊《经济学人》的阅读篇章以及体现真实商务情境和多元地道语音的视听材料,合力为学习者营造地道鲜活的语言体验。商务语言活用训练贯穿于全书各个板块,帮助学习者习得正确规范的商务术语和得体地道的职场沟通表达。

积累商务知识: 根据学习者的知识背景和需求,有针对性地提炼重要的商务知识点进行简明讲解,同时强调在完成其他任务时对于商务知识的融会贯通和应用。

践行商务技巧: 任务设计真实灵活,体现对单元所学知识的迁移和应用,有效引导学生综合运用语言表达能力、商务知识以及商务沟通技巧,提高商务实操能力,应对商务实战。

提升职场素养: 讲练结合,帮助学生熟悉职场规范,养成职业操守,培养沟通合作意识和分析决策能力,提升职场跨文化理解力和沟通力。

本系列教材虽然重在培养学习者的商务综合素养,但同时也考虑了学习者备考 BEC 考试的需求,在阅读文章的长度、难度以及各部分题型设计方面,两个分册分别参照 BEC 中级和高级考试,同时分别提供 BEC 中级和高级考试模拟试题,以帮助学习者更好地应对考试。

教材结构

《商务英语》系列教材共分两册：《商务英语：初入职场》和《商务英语：职场进阶》。每册教材分十个单元，每单元均包括“商务学习(Learn Business)”和“商务实践(Do Business)”两大模块。

Learn Business

Reading: 《经济学人》原版文章, 助力地道语言习得

本部分阅读文章大多出自《经济学人》杂志, 话题紧扣商业活动中的重要活动和事件, 观点鲜明, 语言地道, 扩展学习者的商务视野, 启发思考。文章辅以阅读理解、词汇和口语练习, 帮助学习者锻炼理解能力和思辨表达能力, 活用语言。

BIZ knowledge: 实用知识讲解, 增强专业知识积累

围绕单元主题, 简明扼要地介绍相关商务知识要点, 丰富学习者的商务知识, 为学习者进一步展开与单元主题相关的活动打好基础。

Listening & Speaking: 多维技能训练, 提高商务交流能力

选取商务沟通中的鲜活语料, 展现真实情境、多元语音, 之后有针对性地操练商务英语听说技能, 提高理解和输出能力, 为职场沟通打好基础。

Do Business

Career skills: 策略及语言习得, 掌握职场沟通规范

介绍常用职场沟通策略及相关常用英文表达, 同时通过灵活的练习设计, 以练促学, 帮助学习者在未来职场中熟悉职场规范, 有效沟通。

Culture at work: 文化差异对比, 培养职场文化沟通力

对比不同文化对某一职场情境的不同态度或针对某一任务所采取的不同策略, 引导学习者反思文化差异, 强化国际化背景下的职场跨文化交际意识, 提升文化沟通力。

Dilemma & Decision: 真实任务演练, 提升职场综合素养

提供真实商务案例, 设计具体清晰的任務, 引导学习者综合应用单元所学的商务知识和语言表达, 分析材料, 讨论决策, 并就解决方案进行沟通展示。之后辅以专家解决方案及点评, 便于学习者对比反思。

为帮助学习者进一步掌握商务写作规范, 了解真实的商务实践活动, 检测学习成果, 本系列教材还提供大量丰富实用的配套材料, 包括 Writing guide、Business in practice 和 BEC practice test。

Writing guide: 提供与单元写作任务相对应的商务文体的写作指南, 讲解写作要点, 展示真实范文, 帮助学习者熟悉和掌握常用商务文体的写作规范和技巧。

Business in practice: 采用实拍视频展现一个完整真实的商务案例, 反映现代商务场景和商务活动的特点, 视频中沟通策略和语言表达与单元内容有一定呼应关系, 既可以与单元内容配套使用, 也可以作为单独的视听材料单独使用。

BEC practice test: 提供完整的 BEC 考试模拟试题, 帮助学习者熟悉 BEC 考试题型及难度, 提高应试能力。因为模拟试题内容与单元主题及内容有一定的对应关系, 因此可作为期末试卷来使用。

教学资源

每册教材均配有电子版教师用书、助教课件及网络资源, 提供相关教学建议、参考答案、补充活动等丰富多样的资源, 不但为教师备课提供便利, 而且帮助教师丰富教学内容, 提升学生学习体验。

使用建议

《商务英语》系列教材适用于针对非英语专业大学生的商务英语类后续课程。《商务英语: 初入职场》和《商务英语: 职场进阶》两本书可以配套使用, 也可以根据学习者水平和需求独立使用其中一本。

本系列教材同时也是职场人士提高商务英语水平、提升职场竞争力的理想材料。

本书是集体智慧的结晶, 改编人员均为英语教材编写经验丰富的商务英语教学一线教师。在编写过程中各位编者为了找到合适的素材并提高活动设计的有效性付出了很多努力, 感谢他们的付出! 同时, 感谢黑龙江大学应用外语学院商务英语专业的同学参与教材体验和评价, 感谢同学们对选材和练习设计提出的意见。最后, 感谢外语教学与研究出版社的各位编辑和评审专家对本教材的修改和审议。虽然各方已经力求完美, 但难免仍有疏漏, 敬请广大教师和同学批评指正。

严 明
黑龙江大学
2016年8月

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Unit 1

Projects

Learn business

Reading: Up, up and away

BIZ knowledge: Life cycle of the project

Listening & Speaking: 1 Project management
2 Schedule for a project

Do business

Career skills: Setting goals

Culture at work: Attitudes to risk

Dilemma & Decision: Test crisis

Mission to accomplish

Keynotes

A project is a complex series of tasks that have to be completed within a specific **time period** and with limited financial resources. Successfully **managing a project** involves **estimating** and **controlling** the resources, **budget** and **time schedule** for a positive outcome. Starting with the **specifications** of a project, **project managers** put together a **project plan** which will enable them to complete the work **on time** and **on budget**.

Learn business

Reading

Preview

1 What makes a project successful? Work with a partner and make a list.

- 1 a good team leader
- 2 good communication
- 3 _____
- 4 _____
- 5 _____
- 6 _____
- ...

2 A project can be a corporate task like preparing for an exhibition, developing a new product, launching a new marketing campaign, or moving offices. It can also be an individual task such as arranging a holiday or moving house. Think of a project you've ever run or been part of. Work in groups and share your review about it.

- What are the time, cost and quality objectives of it?
- How successful is it?
- What are the main problems and difficulties you encountered? How did you manage them?
- What lessons did you learn from it?

Tony Douglas is redefining how to run massive construction projects.

- 1 To the west of London is a vast building site. In the midst of a landscape of mud and men rises a vast glass-fronted box that will soon be Britain's largest free-standing building. This is Heathrow Airport's fifth terminal, destined to cater for 30m passengers a year. It will include not just a terminal but also connections to the transport network run by Transport for London.
- 2 Big construction projects are always tricky, but airports bring special problems: tricky building techniques, and the need to interface with other transport links and to install sophisticated electronics to handle passengers and baggage.
- 3 The man in charge of this logistical nightmare, Tony Douglas, came to British Airports Authority (BAA) via stints in the car and the commercial jet industries, and at Kenwood, a domestic appliance firm. For three years, he ran BAA's supply chain. He took over as project manager for T5 (as the project is known) after the last boss left suddenly. The risks attached to this huge project are so great that BAA has been forced to tackle it in novel ways. If this giant endeavour is not completed on time and budget, it could take the whole company down.
- 4 First, BAA is unusual in running the project itself. Mr Douglas insists that outsourcing to a big project management group such as Bechtel would cost more, not less. Second, as much as possible of the construction is taking place off-site. This reflects the site's physical constraints: It has only one entry point. And the site has capacity for no more than two days of storage. The solution, he says, has been some "car industry logistics" — a large investment in computing and training that no individual supplier would have made.
- 5 But the biggest novelty is the T5 Agreement. This is a contract with the project's main suppliers, which aims to minimise the conflicts

and cost-cutting that usually plague big building works.

- 6 Usually, contractors hold a beauty parade and take on the suppliers who bid lowest. The suppliers rely on glitches and delays to bump up the cost. Every time something goes wrong, legal haggling breaks out among suppliers and between them and the contractor, and work shuts down for weeks on end. With construction behind schedule, time runs short for the final installation and testing of the electronic systems.
- 7 Under the T5 Agreement, BAA carries the risk, putting a precautionary sum into a fund that will be shared out among all its suppliers if the project finishes on time and budget. The effect, says Mr Douglas, has been to change the whole pace and culture of the project, allowing teams of employees from different suppliers to work together.
- 8 As one example, he cites the elegant steel air traffic control tower. When the first two sections were engineered, they were out by 9mm. “Normally,” says Mr Douglas, “the manufacturers would have blamed the structural engineers, who would have blamed the steel fabricator.” At first, they did just that. Then Mr Douglas said, “Guys, this is my problem,” and sent them off to find a collective solution.
- 9 Passing risk to suppliers chosen by beauty parade increases the risk of corner-cutting. As T5’s suppliers are partners who will work on future projects, they have an incentive to do a good job. If something goes wrong later, there may be a debate about negligence, but not about which supplier is to blame.
- 10 T5’s success will point to a spin-off business that can build other big projects safely and cheaply. ■

Glossary

free-standing *adj.* (建筑物等) 独立的, 非附属的
 Heathrow Airport (伦敦) 希斯罗机场
 cater for 为……提供服务
 Transport for London 伦敦交通局
 interface *vi.* 相互联结
 logistical *adj.* 安排协调方面的
 British Airports Authority 英国机场管理局 (现已更名为 Heathrow Airport Holdings Limited)
 via *prep.* 凭借
 stint *n.* (做某项工作或活动的) 时期
 tackle *vt.* 处理; 对付
 novel *adj.* 新颖的
 endeavour *n.* 努力
 plague *vt.* 使苦恼
 beauty parade *n.* 竞标
 glitch *n.* 小故障; 差错
 bump up 提高; 增加
 haggling *n.* 讨价还价
 precautionary *adj.* 预防的; 防范的
 engineer *vt.* 建造
 out *adj.* 错位的
 fabricator *n.* 制造者
 corner-cutting *n.* 偷工减料
 incentive *n.* 刺激; 动力
 spin-off business 衍生业务

Managing a project

Up, up and away



The
Economist

Comprehension

1 Read the text and answer the following question.

How has the T5 agreement facilitated the management of the T5 project?

2 Read the text again and find the information to complete the following lists (1-4).

- 1 principal problems related to building airports
 - A _____
 - B _____
 - C _____
- 2 BAA's options for managing the project
 - A _____
 - B _____
- 3 specific constraints imposed by the nature of the construction site
 - A _____
 - B _____
- 4 major risks usually involved in managing a project like T5 (Para. 6)
 - A _____
 - B _____
 - C _____

Vocabulary

1 Find the words and phrases in paragraphs 6 and 9 that are used to refer to the following problems.

Para. 6

- _____ 1 a minor error
- _____ 2 a situation where sth. is late
- _____ 3 an argument over the price of sth.
- _____ 4 stop
- _____ 5 late
- _____ 6 be not sufficient

Para. 9

- _____ 7 not happen as planned
- _____ 8 failure to take enough care over sth. that you are responsible for
- _____ 9 a state of doing sth. less carefully than you should because you want to save time or money

2 The verb *take* is used several times in the text. Which collocations with *take* have the following meanings?

- _____ 1 become responsible for a job after sb. else has stopped doing it (Para. 3)
- _____ 2 make sth. fail (Para. 3)
- _____ 3 occur (Para. 4)
- _____ 4 employ, hire (Para. 6)

Speaking

1 What do you think are the advantages and disadvantages of the T5 Agreement?

2 Look at some of the headlines of news reports about the T5 project and put them in chronological order. What do you think the reports were about?

**Planning enquiry clears
T5 for takeoff**

**T5 COMPLETED ON
SCHEDULE**

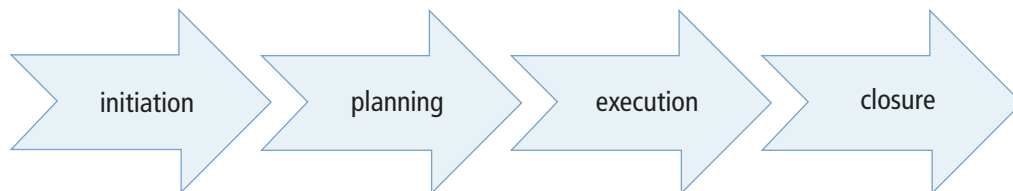
Vacon wins T5 contract

BAA publishes tenders for T5

T5 protesters occupy crane

Life cycle of the project

A project is a task or set of tasks undertaken with specific timescales and cost constraints in order to achieve a particular result. Each project has certain phases of development. Though projects vary enormously in size and complexity, a typical project usually has a life cycle of four phases: initiation, planning, execution, and closure, which represent the path a project takes from the beginning to the end.



Project initiation

This is the start of the project, and the goal of this phase is to define the project at a broad level. This phase usually starts with a business case which addresses a business problem or opportunity and recommends optional solutions. A feasibility study is then conducted to investigate whether the recommended solutions can meet the project objectives and analyse whether the project is feasible and whether it should be undertaken.

Once the project is justified and approved, you need to create a project charter or a project initiation document (PID) that outlines the objectives, structure, requirements etc of the project. Then you should appoint a project manager and set up the project team based on their experience and skills.

Project planning

This phase is where the project is broken down into manageable tasks in terms of time, cost, resources etc. It involves creating a number of plans to ensure that the project will stay on track.

- a project plan outlining the objectives, tasks, deliverables, stakeholders, roles and responsibilities, timeframes and implementation plans
- a resource plan that lists the labour, equipment and materials required
- a financial plan that identifies the labour, equipment and materials costs
- a quality plan which sets quality targets and specifies quality control methods
- a risk plan that identifies potential risks and suggests how to manage them
- an acceptance plan that specifies the criteria to be met to gain customer acceptance



- a communications plan which states how to keep stakeholders informed of project progress
- a procurement plan identifying what to be sourced from external suppliers

Project execution

During this phase the plans created during the project planning phase are implemented, controlled and monitored. Tasks to be completed during this phase include: mobilising the team members to carry out the tasks, allocating resources and monitoring the use of them, managing changes and risks, modifying the plans as needed, measuring the performance of the project activities in terms of cost, schedule and quality, reporting progress to stakeholders etc.

Project closure

During the final phase of the project life cycle, the project is completed and deliverables are transferred to the client. Other work to be done during this phase includes releasing remaining resources to other projects, reviewing the project and developing lessons learnt for future improvement, notifying the closure of the project to all stakeholders etc.

Projects usually follow a life cycle which has four phases:

initiation → planning → execution → closure

In which phase would each of the following tasks be included?

- _____ 1 review the results
- _____ 2 evaluate the risks
- _____ 3 forecast costs
- _____ 4 select the project team
- _____ 5 deliver the project
- _____ 6 update the schedule
- _____ 7 prepare status reports
- _____ 8 validate the project
- _____ 9 allocate resources
- _____ 10 prepare a project charter

Listening & Speaking

Listening 1 Project management

New words

fluid *adj.* 不固定的;
可改变的

allocate *vt.* 配给

contingency *n.* 意外
事件

specifications *n.* 详细
计划书; 规格说明

1 Listen to Helen Jenssen of MacroPlan talking about project management and decide whether the following statements are true (T) or false (F).

- _____ 1 There are golden rules for all the project managers to follow.
- _____ 2 Initiating and planning are more critical phases than executing and closing.
- _____ 3 A project overview lays out the purpose and the strategy behind the project and helps determine whether the project is feasible and whether it will add value.
- _____ 4 The most important factor in planning is setting the time schedule and selecting the project team.
- _____ 5 To make the executing phase go smoothly, you have to think through the potential problems and develop contingency plans.

Listening 2 Schedule for a project

New words

kick off 开始

pilot *adj.* 试验性的

1 Listen to a talk about the schedule for the AS 90 project and fill in the scheduled time for each task.

Time	Task
during the first week of _____	discuss the needs analysis questionnaire
by _____	submit the software specifications and manpower requirements
at the end of _____	start the pilot programme
in _____	train hotel staff
by _____	hand over the complete project

2 Think of a project you worked on or are currently involved in. Prepare a short report and give it to the class.

You can prepare the report by considering the following questions.

- What are the objectives of the project?
- What is the schedule for the project?
- What measures did you take / are you taking to ensure the smooth progress of the project?
- What problems did you encounter? How did you solve them?

Do business

Career skills **Setting goals**

One of the contributors to managing a project successfully is to set clear goals for everyone who is involved so that they know exactly what they have to achieve and by what time. Look at some of the phrases and sentences that can be used when setting goals.

- | | |
|--|---|
| A <i>What's the schedule for this?</i> | E <i>So what exactly would be involved?</i> |
| B <i>How much are you budgeting for ... ?</i> | F <i>When do I have to get this in by?</i> |
| C <i>I think we should aim to ...</i> | G <i>Is that feasible?</i> |
| D <i>What will you need in the way of resources?</i> | H <i>Does that sound reasonable / doable?</i> |

- 1** Listen to two dialogues between a project manager and members of her team. Does she respect the following advice in each dialogue?

When you set goals you should always make sure that they are realistic, precise and timed.

- 2** Listen again and complete the following statements.

Dialogue 1

- Sylvia is to take on the _____ of a project of the company.
- The company is planning to create a new range of _____ for women in the Asian and Arab World markets.
- Her task is to conduct some _____ to find out what sorts of products they need to design and prepare _____.
- She insists that it'll take at least _____ to finish the work rather than _____ weeks.

Dialogue 2

- Alex is happy to do the _____.
- Once the _____ for a full range of beauty products are drawn up, he will have everything ready for production in _____ months.
- He will get a provisional budget which will cover the _____ and _____ of a full range of samples. And he needs to report the full details of _____.

- 3** Listen again and underline the phrases and sentences in Career skills box that the speakers use.

- 4** Work in pairs. Take turns to play the roles of senior manager and project leader. Set goals (time, resources and budget) together for each of the projects below.

The senior manager has asked the project leader to:

- take responsibility for transferring the company's headquarters to a new location
- prepare a one-week training course for senior executives
- create a new company website

New words

specifics *n.* 详情; 细节
provisional *adj.* 临时的; 暂时性的

Culture at work Attitudes to risk

Different people approach problem-solving in different ways, according to their attitude to risk. In cultures with high uncertainty avoidance, people prefer to avoid risk. In cultures with low uncertainty avoidance, people are more likely to take risks.

High uncertainty avoidance	Low uncertainty avoidance
People prefer to avoid risk, and so will have detailed plans in place, in case things go wrong.	People are more likely to react to circumstances than plan in advance.
People may feel threatened by uncertain or unknown situations and they avoid circumstances which could cause uncertainty.	Unknown situations and changes do not usually cause stress or anxiety.
Rules, regulations and controls are introduced to reduce the amount of uncertainty.	Rules, regulations and controls are avoided and kept to a minimum: Flexibility is preferred.

What is the attitude to risk in your culture?



Dilemma & Decision

Dilemma: Test crisis

Brief

Infineon is an international semiconductor manufacturer which manufactures semiconductor chips at its five plants in Europe and Asia. Each Infineon plant traces incoming orders and then plans its production. All the chips are then tested internally at each site before delivery.

At the monthly production meeting at the plant in France, managers are worried. It looks as if they have identified a serious problem that could impact on deliveries. Production levels will have to be increased during the coming months to deal with an increase in orders, but that is not where the problem lies. It is with the testing equipment. The production planning and supply chain managers and quality controllers can see quite clearly that they will not have the capacity to test the increased production with their existing machines. They have six months before the situation becomes critical. By that time they must find and implement an effective solution.

An emergency meeting has been called to decide what action to take and to set up a project group to deal with the implementation. The four managers who will be attending the meeting are each going to propose a solution and they will then decide together on which solution should be adopted. They will then set up a project team and implement the solution.

Task 1

Work in groups of four. Student A turns to page 117. Student B turns to page 120. Student C turns to page 122. Student D turns to page 119. Prepare the arguments that you will use in favour of your solution.

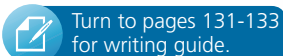
Task 2

Take turns to present your solution. Then, as a group, agree on the course of action that you would choose and appoint a project manager to implement the solution.

Task 3

Present the solution to another group. Did they choose the same solution?

Write it up



Write the minutes of your meeting to circulate to senior management.

Decision:

Listen to Oliver Heller explaining how Infineon approached the problem.

