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VIEWING	SPEAKING	WRITING
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Finding major points	Having clear objectives	Macro structure: Shaping an essay & Writing an outline Micro skills: Writing a good research question
Listening for details	Having a clear structure and a sense of timing	Macro structure: Writing an introduction Micro skills: Thesis statement
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Listening for contrasting ideas	Rehearsal and delivery	Macro structure: Proofreading Micro skills: Proofreading

UNIT

Reading

Text A: Your Future in the Changing World of Business

Text B: Why Study Economics

Viewing

Prediction

Speaking

Analyzing your audience

Writing

Macro structure: Choosing a topic

Micro skills: Searching for information

1

Studying Business and Economics

The world of business and economics surrounds us. It pays to learn more about this world. In this unit, Text A explains the ways in which studying business can help a person; Text B presents the reasons why people study economics.

Text A

Lead-in

Task Quickly write down your answers to the following questions, and then share your ideas with your partner.

- 1 Are you interested in studying business? Why or why not?

- 2 What do you think others study business for?

Now read Text A to see whether the reasons it presents are the same as yours.

Your Future in the Changing World of Business¹

1 When faced with both economic problems and increasing competition not only from firms in the United States but also from international firms located in other parts of the world, employees and managers began to ask the question: What do we do now? Although this is a fair question, it is difficult to answer. Certainly, for a college student taking business courses or an employee just starting a career, the question is even more difficult to answer. Yet there are still

opportunities out there for people who are willing to work hard, continue to learn, and possess the ability to adapt to change.

2 During a segment on a national television talk show, Joe Dudley², one of the world's most respected black business owners, gave the preceding advice to anyone who wanted to succeed in business. His advice can help you achieve success. What is so amazing about Dudley's success is that he started a manufacturing business in his

¹ The text is adapted from *Business* (12th edition, 2014).

² **Joe Dudley**: an American entrepreneur, President and CEO of Dudley Products, Inc., one of the world's largest manufacturers and distributors of hair-care and beauty products and a provider of basic and advanced training for cosmetologists 乔·达德利

own kitchen, with his wife and children serving as the new firm's only employees. He went on to develop his own line of hair-care and cosmetic products sold directly to cosmetologists, barbers, beauty schools, and consumers in the United States and 18 foreign countries. Today, Mr. Dudley has a multimillion-dollar empire — one of the most successful minority-owned companies in the nation. He is not only a successful business owner but also a winner of the Horatio Alger Award³ — an award given to outstanding individuals who have succeeded in the face of adversity.

- 3 Although many people would say that Joe Dudley was just lucky or happened to be in the right place at the right time, the truth is that he became a success because he had a dream and worked hard to turn his dream into a reality. Today, Dudley's vision is to see people succeed — to realize “the American Dream.” He would be the first to tell you that you have the same opportunities that he had. According to Mr. Dudley, “Success is a journey, not just a destination.”
- 4 Whether you want to obtain part-time employment to pay college and living expenses, begin your career as a full-time employee, or start a business, you

must bring something to the table that makes you different from the next person. Employers and our economic system⁴ are more demanding than ever before. Ask yourself: What can I do that will make employers want to pay me a salary? What skills do I have that employers need? With these two questions in mind, you may ask yourself another basic question: Why study business?

- 5 There are at least five compelling reasons for studying business.

For help in choosing a career

- 6 What do you want to do with the rest of your life? At some time in your life, someone probably has asked you this same question. Like many people, you may find it a difficult question to answer. By studying business, you will be introduced to a wide array of employment opportunities. In private enterprise⁵, these range from small, local businesses owned by one individual to large companies that are owned by thousands of stockholders. There are also employment opportunities with federal, state, county, and local governments and with charitable organizations such as the Red Cross and Save the Children⁶.

3 **Horatio Alger Award:** an annual award that is bestowed by the Horatio Alger Association of Distinguished Americans. The Award symbolizes the Association's values, including personal initiative and perseverance, leadership and commitment to excellence, belief in the free-enterprise system and the importance of higher education, community service, and the vision and determination to achieve a better future. 霍雷肖·阿尔杰奖（又名“白手起家奖”）

4 **economic system:** the system of production, distribution and consumption 经济体制

5 **private enterprise:** industry and businesses owned by ordinary people, not by the government 私营企业

6 **Save the Children:** an organization dedicated to helping children around the world in all ways: health care, schooling, prevention of abuse and so on 救助儿童会

7 One thing to remember as you think about what your ideal career might be is that a person's choice of a career ultimately is just a reflection of what he or she values and holds most important. What will give one individual personal satisfaction may not satisfy another. What you choose to do with your life will be based on what you feel is most important. And you are a very important part of that decision.

To be a successful employee

8 Deciding on the type of career you want is only the first step. To get a job in your chosen field and to be successful at it, you will have to develop a plan, or a road map, that ensures that you have the skills and knowledge the job requires. You will also be expected to have the ability to work well with many types of people in a culturally diverse workforce. Cultural (or workplace) diversity refers to the differences among



people in a workforce owing to race, ethnicity, and gender. These skills, together with a working knowledge of the American business system⁷ and an appreciation for a culturally diverse workplace, can give you an inside edge when you are interviewing with a prospective employer.

9 All the resources available at your college or university can help you to acquire the skills and knowledge you will need for a successful career. But do not underestimate your part in making your dream a reality. In addition to job-related skills and knowledge you need to be successful in a specific job, employers will also look for the following characteristics when hiring a new employee or promoting an existing employee:

- Honesty and integrity
- Willingness to work hard
- Dependability
- Time management skills
- Self-confidence
- Motivation
- Willingness to learn
- Communication skills
- Professionalism

10 Employers will also be interested in any work experience you may have had in cooperative work / school programs, during summer vacations, or in part-time jobs during the school year. These things can make a difference when it is time to apply for the job you really want.

7 **business system:** a network of interconnected forces that make business possible 商业体系

To improve your management skills

- 11 Often, employees become managers or supervisors. In fact, many employees want to become managers because managers often receive higher salaries. Although management obviously can be a rewarding career, what is not so obvious is the amount of time and hard work needed to achieve the higher salaries. For starters, employers expect more from managers and supervisors than ever before. Typically, the heavy workload requires that managers work long hours, and most do not get paid overtime. They also face increased problems created by the economic crisis, increased competition, employee downsizing, the quest for improved quality, and the need for efficient use of the firm's resources.
- 12 To be an effective manager, managers must be able to perform four basic management functions⁸: planning, organizing, leading and motivating, and controlling. To successfully perform these management functions, managers must possess four very important skills: interpersonal skills, analytic skills, technical skills, and conceptual skills.
- 13 In addition to the four skills mentioned, a successful manager will need many of

the same characteristics that an employee needs to be successful.

To start your own business

- 14 Some people prefer to work for themselves, and they open their own businesses. To be successful, business owners must possess many of the same characteristics that successful employees have, and they must be willing to work hard and put in long hours.
- 15 It also helps if your small business can provide a product or service that customers want. For example, Steve Demeter⁹, the CEO and founder of the software development firm Demiforce¹⁰, began his career by creating the *Trism*¹¹ application for the Apple iPhone. *Trism* was an immediate sensation and sold 50,000 copies at \$4.99 in its first two months on Apple's App Store. Now Demeter and the employees at Demiforce are working with a number of promising ideas in the works all with one goal in mind: to provide games and applications that people want.
- 16 Unfortunately, many small-business firms fail: Approximately 70 percent of them fail within the first 10 years. Typical reasons for business failures include

⁸ **management functions**: actions and activities assigned to or expected of a manager or a group of managers
管理职能

⁹ **Steve Demeter**: an engineer, game designer, executive producer and founder of Demiforce. He created *Trism* in his spare time while working for Wells Fargo. 史蒂夫·德米特

¹⁰ **Demiforce**: a video game publisher set up by Steve Demeter in San Francisco 游戏开发工作室名

¹¹ **Trism**: 一款手机游戏

undercapitalization¹² (not enough money), poor business location, poor customer service¹³, unqualified or untrained employees, fraud, lack of a proper business plan¹⁴, and failure to seek outside professional help.

To become a better-informed consumer and investor

- 17 The world of business surrounds us. You cannot buy a home, a new Ford Fusion Hybrid¹⁵ from the local Ford dealer, a pair of jeans at Gap Inc.¹⁶, or a hot dog from a street vendor without entering a business transaction. Because you no doubt will engage in business transactions almost every day of your life, one very good reason for studying business is to become a more fully-informed consumer.
- 18 Many people also rely on a basic understanding of business to help them to invest for the future. According to

Julie Stav¹⁷, Hispanic stockbroker-turned-author / radio personality, “Take \$25, add to it drive plus determination and then watch it multiply into an empire.” The author of *Get Your Share* believes that it is important to learn the basics about the economy and business, stocks, mutual funds¹⁸, and other alternatives before investing your money. She also believes that it is never too early to start investing. Although this is an obvious conclusion, just dreaming of being rich does not make it happen. In fact, like many facets of life, it takes planning and determination to establish the type of investment program that will help you to accomplish your financial goals.

- 19 Learning about business and how you can be involved as an employee, manager, business owner, consumer, or investor can be fun!

12 **undercapitalization**: the state of not having enough money to operate a business effectively 资本不足

13 **customer service**: the provision of service to customers before, during and after a purchase 客户服务

14 **business plan**: a formal statement of a set of business goals, the reasons why they are believed attainable, and proposed activities to reach those goals 经营规划

15 **Ford Fusion Hybrid**: a gasoline-electric hybrid powered version of the mid-size Ford Fusion sedan manufactured and marketed by Ford 福特混合动力汽车

16 **Gap Inc.**: a leading global specialty retailer offering clothing, accessories and personal care products 盖璞股份有限公司

17 **Julie Stav**: a financial expert, broker, best-selling author, and host of an acclaimed daily call-in radio show 朱莉·斯塔夫

18 **mutual fund**: a company that offers a service to people by investing their money in various different businesses 共同基金

New words and expressions

segment /'segmənt/ *n.* one of several parts or pieces that make up a whole 段; 部分

preceding /prɪ'si:dɪŋ/ *a.* (only before noun) (fml.) existing, coming, or mentioned before 在前的; 前述的

cosmetic /kɒz'metɪk/ *a.* (only before noun) intended to make your skin or body look more attractive 美容的; 化妆用的

cosmetologist /kɒzmə'tɒlədʒɪst/ *n.* an expert in the use of cosmetics 美容师

adversity /əd'vɜ:səti/ *n.* misfortune; hardship 逆境; 不幸

compelling /kəm'pelɪŋ/ *a.* strong and convincing 令人信服的

array /ə'reɪ/ *n.* a group of people or things, especially one that is large or impressive 大群; 大堆; 大量

stockholder /'stɒk,həʊldə/ *n.* sb. who owns stocks in a business 股东; 股票持有人

workplace /'wɜ:k,pleɪs/ *n.* a place or all places where people work 工作场所

diversity /daɪ'vɜ:səti/ *n.* the state or fact of being different 多样性

ethnicity /eθ'nɪsəti/ *n.* a quality resulting from racial or cultural ties; a social group that shares a common and distinctive culture, religion, language, or the like 种族特点; 种族

prospective /prə'spektɪv/ *a.* (only before noun) likely to become or do; potential 可能的; 潜在的

integrity /ɪn'tegrəti/ *n.* the quality of being honest and strong about what one believes to be right 正直; 诚实

dependability /dɪ,pendə'bɪləti/ *n.* trustworthiness; reliability 可靠性; 可依赖性

professionalism /prə'feɪnəlɪz(ə)m/ *n.* the skill and high standards of behavior expected of a professional person 专业素质; 职业精神

workload /'wɜ:k,ləʊd/ *n.* the amount of work that a person or organization has to do 工作量

downsizing /'daʊnsaɪzɪŋ/ *n.* reduction in size and / or number of employees 精简; 裁员

quest /kwest/ *n.* a long search for sth. that is difficult to find or attain 追求

interpersonal /,ɪntə'pɜ:sn(ə)l/ *a.* involving relationships between people 人与人之间的; 人际关系的

analytic /,ænə'lɪtɪk/ *a.* of or relating to analysis or analytics 分析的

CEO *n.* (short for Chief Executive Officer) the person with the chief decision-making authority in a business or organization 首席执行官

sensation /sen'seɪʃn/ *n.* extreme excitement or interest, or sb. or sth. that causes this 轰动; 引起轰动的人或事

approximately /ə'prɒksɪmətli/ *ad.* about 大约

unqualified /ʌn'kwɒlɪ,fɑɪd/ *a.* not having the right knowledge, experience, or education to do sth. 不合格的; 不胜任的

untrained /ʌn'treɪnd/ *a.* not trained to do sth. 未经过培训或训练的

fraud /frɔ:d/ *n.* the crime of deceiving people in order to gain money, goods, etc. 欺诈; 诈骗

investor /ɪn'vestə/ *n.* sb. who gives money to a company or bank in order to get a profit back 投资者; 投资人

Hispanic /hɪ'spæɪnk/ *a.* used for describing sb., especially sb. in the US, whose family originally came from Spain or another country where Spanish is spoken (尤指在美国的) 西班牙裔的, 讲西班牙语的

stockbroker /'stɒk,broʊkə/ *n.* an agent in buying and selling stocks 股票经纪人

facet /'fæsɪt/ *n.* one of the many parts of a problem, a situation, or a person's character, etc.; aspect (问题、情况、性格等的) 一个方面

Critical reading and thinking

Task 1 / Overview

Theme sentences are usually found at the introductory part or the conclusion part of a piece of business writing. If not, try looking at the subheadings.

- 1 Scan Text A and write down the theme sentence you find.

- 2 Identify the structure of Text A by completing the following table. The first one has been done for you.

There are five types of people who may benefit from studying business.

Types of people	How they may benefit from studying business
1 People who need help in choosing a career	They can learn about a wide array of employment opportunities and choose on the basis of what they think is most important.
2	
3	
4	
5	

Task 2 / Points for discussion

Work in groups of 4-5 and discuss the following questions.

- 1 Employers and our economic system are more demanding than ever before. Ask yourself:
What can I do that will make employers want to pay me a salary? What skills do I have that employers need? (Para. 4)
What skills make you “employable”?
- 2 What are the skills that you can learn from university courses?
- 3 What are the skills that you need to learn outside the university?

Language building-up

Task 1 / Specialized vocabulary

Specialized vocabulary consists of the words and phrases used regularly in a given subject area. For example, you might read the following sentences in an article about ocean and life.

The ocean has a significant effect on the biosphere. Oceanic evaporation, as a phase of the water cycle, is the source of most rainfall.

“Biosphere,” “oceanic evaporation,” “water cycle,” and “rainfall” are all technical terms belonging to the field of ocean and life. To comprehend writings or talks about a specific subject, you must have a good command of the special terms relating to that subject.

1 Match the words and expressions in Column A with the definitions in Column B.

Column A	Column B
1 stockholder	a industry and businesses owned by ordinary people, not by the government
2 business owner	b a place or all places where people work
3 business system	c someone who owns stocks in a business
4 customer service	d the system of production, distribution and consumption
5 economic system	e all the people working or available to work
6 management functions	f a network of interconnected forces that make business possible
7 private enterprise	g the state of not having enough money to run a business effectively
8 undercapitalization	h the provision of service to customers before, during, and after a purchase
9 workforce	i actions and activities assigned to or expected of a manager or a group of managers
10 workplace	j someone who is the legal possessor of a business

2 Complete the following sentences with the words and expressions from Exercise 1.

Change the form where necessary.

- 1 The bank’s credit rating has been downgraded because of concerns about _____.
- 2 Each shareholder, or _____, of a corporation is entitled to vote at the corporate meeting for the election of officers.
- 3 Women now represent almost 50% of the _____.

- 4 When it comes to purchasing a new laptop, _____ matters.
- 5 Under the plan, foreign and domestic investors can buy minority stakes in sectors that were previously deemed off limits to _____.
- 6 Companies are required to purchase insurance for employees against _____ injuries.
- 7 _____ in the neighborhood welcome the construction of a new stadium for they believe it will bring more traffic to their stores.
- 8 Taking part in the global _____ also means contributing to climate change.
- 9 Controlling is one of the _____, which involves measuring achievement against established objectives and goals.
- 10 The “arm’s-length” relationship between the government and the businesses is characteristic of the UK _____.

Task 2 / Academic vocabulary

Academic words are frequent in all or most academic disciplines and can therefore be studied by all EAP (English for Academic Purposes) learners. They can be used in academic dialogues and texts.

Complete the following sentences with the words from the box. Change the form where necessary.

preceding	vision	ultimately	ensure	technical
underestimate	cooperative	professional	alternative	obvious

- 1 The company did not do enough to _____ that oversight measures were effective.
- 2 How much each person _____ needs to save depends on his or her expected retirement income and lifestyle.
- 3 According to a 2016 study by Princeton economists, nearly all of the jobs created in the _____ decade were part-time, contract, or temporary.
- 4 The government will also pursue a(n) _____ of “free, innovative, competitive, and transparent consumer finance markets where the rights of all parties are protected.”
- 5 They agreed that Silicon Valley tech workers would jump at the opportunity to apply their _____ skills to campaigns.

- 6 In order to develop a(n) _____ attitude among employees, we need to get them to understand that certain rules and requests benefit everyone.
- 7 The bride is an analyst in Boston for Ernst & Young, the _____ services firm.
- 8 The company gave older workers who wanted more time to enjoy life a(n) _____ to working full-time: working three days a week while taking a pay cut.
- 9 “You mustn’t _____ the influence of the leader on the business,” he says.
- 10 For many clean energy advocates, the solution is _____: Replace gas with electricity.

Task 3 / Collocations

Replace the underlined part in each of the following sentences with an expression from the box. Change the form where necessary.

range from ... to ...	in the face of adversity	adapt to	bring sth. to the table
a wide array of	turn one’s dream into a reality	rely on	make a difference

- _____ 1 Nordstrom, like other department stores, is trying to change itself in reaction to changing customer behavior.
- _____ 2 General Motors and other automakers lean upon parts and materials from overseas to build their cars.
- _____ 3 It’s a passionate story that will inspire entrepreneurs and everyone else to be brave in the face of difficult events.
- _____ 4 The company’s revenue estimates for the current quarter vary between \$8 billion and \$8.4 billion.
- _____ 5 These women are starting businesses together, hiring one another, encouraging each other to quit their corporate jobs to realize their dreams.
- _____ 6 Like Amazon, Flipkart initially started selling books online before expanding into a great variety of products.
- _____ 7 The professor encouraged his students to work hard so that they can provide something beneficial when they apply for a job.
- _____ 8 How 12 months has brought great changes to the US economy! The housing market is expanding, and businesses are shedding their reluctance to hire and invest.

Task 4 / Formal English

Academic writing follows certain rules of formality. The expressions we use when we are writing to friends are different from those in business writings. For the latter, formal words and expressions are preferred and colloquial ones are to be avoided. For example:

- *The researchers identified the important properties.* (formal)
The researchers found out what the important things were. (informal)
- *Doctors have established a new method.* (formal)
Doctors have come up with a new method. (informal)

The following passage is taken from Text A. Replace the underlined formal words and expressions with less formal ones.

To get a job in your chosen field and to be successful at it, you will have to 1) develop a plan, or a road map, that ensures that you have the skills and knowledge the job requires. You will also be expected to have the ability to work well with many types of people in 2) a culturally diverse workforce. ... These skills, together with 3) a working knowledge of the American business system and 4) an appreciation for a culturally diverse workplace, can give you 5) an inside edge when you are interviewing with a prospective employer. (Para. 8)

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____

Text B

Like Text A, Text B explains in detail why people study economics. Read the text to see whether you agree or not.

Why Study Economics¹

1 Economics is the study of how individuals and societies choose to use the scarce resources that nature and previous generations have provided. The key word in this definition is choose. Economics is a behavioral, or social, science. In large measure, it is the study of how people make choices. The choices that people make, when added up, translate into societal choices.

2 Then why study economics? There are three main reasons to study economics: to learn a way of thinking, to understand society, and to be an informed citizen.

To learn a way of thinking

3 Probably the most important reason for studying economics is to learn a way of thinking. Economics has three fundamental concepts that, once absorbed, can change the way you look at everyday choices: opportunity cost², marginalism³, and the working of efficient markets⁴.

Opportunity cost

4 What happens in an economy is the outcome of thousands of individual decisions. People must decide how to divide their incomes among all the goods and services available in the marketplace. They must decide whether to work, whether to go to school, and how much to save. Businesses must decide what to produce, how much to produce, how much to charge, and where to locate. It is not surprising that economic analysis focuses on the process of decision-making.

5 Nearly all decisions involve trade-offs. A key concept that recurs in analyzing the decision-making process is the notion of opportunity cost. The full “cost” of making a specific choice includes what we give up by not making the best alternative choice. The best alternative that we forgo, or give up, when we make a choice or a decision, is called the opportunity cost of that decision.

1 The text is adapted from *Principles of Macroeconomics* (11th edition, 2013).

2 opportunity cost: 机会成本

3 marginalism: 边际主义

4 efficient market: 有效市场

6 When asked how much a movie costs, most people cite the ticket price. For an economist, this is only part of the answer: To see a movie takes not only a ticket but also time. The opportunity cost of going to a movie is the value of the other things you could have done with the same money and time. If you decide to take time off from work, the opportunity cost of your leisure is the pay that you would have earned had you worked. Part of the cost of a college education is the income you could have earned by working full-time instead of going to school.

7 Opportunity costs arise because resources are scarce. Scarce simply means limited. Consider one of our most important resources — time. There are only 24 hours in a day, and we must live our lives under this constraint. A farmer in rural Brazil must decide whether it is better to continue to farm or to go to the city and look for a job. A hockey player at the University of Vermont must decide whether to play on the varsity team or spend more time studying.

Marginalism

8 A second key concept used in analyzing choices is the notion of marginalism. In weighing the costs and benefits of a

decision, it is important to weigh only the costs and benefits that arise from the decision. Suppose, for example, that you live in New Orleans⁵ and that you are weighing the costs and benefits of visiting your mother in Iowa⁶. If business required that you travel to Kansas City⁷, the cost of visiting Mom would be only the additional, or marginal, time and money cost of getting to Iowa from Kansas City.

9 There are numerous examples in which the concept of marginal cost⁸ is useful. For an airplane that is about to take off with empty seats, the marginal cost of an extra passenger is essentially zero; the total cost of the trip is roughly unchanged by the addition of an extra passenger. Thus, setting aside a few seats to be sold at big discounts through www.priceline.com or other websites can be profitable even if the fare for those seats is far below the average cost per seat of making the trip. As long as the airline succeeds in filling seats that would otherwise have been empty, doing so is profitable.

Efficient markets — No free lunch

10 Suppose you are ready to check out of a busy grocery store on the day before a storm and seven checkout registers are open with several people in each line.

5 **New Orleans**: 新奥尔良 (美国城市)

6 **Iowa**: 艾奥瓦州 (美国州名)

7 **Kansas City**: 堪萨斯城 (美国城市)

8 **marginal cost**: the additional cost of producing an additional unit of output or the reduction in total cost from producing one unit less 边际成本

Which line should you choose? Usually, the waiting time is approximately the same no matter which register you choose (assuming you have more than 12 items). If one line is much shorter than the others, people will quickly move into it until the lines are equalized again.

- 11 The term profit in economics has a very precise meaning. Economists, however, often loosely refer to “good deals” or risk-free ventures as profit opportunities⁹. Using the term loosely, a profit opportunity exists at the checkout lines when one line is shorter than the others. In general, such profit opportunities are rare. At any time, many people are searching for them; as a consequence, few exist. Markets like this, where any profit opportunities are eliminated almost instantaneously, are said to be efficient markets.
- 12 The common way of expressing the efficient markets concept is “there is no such thing as a free lunch.” How should you react when a stockbroker calls with a hot tip on the stock market? With skepticism. Thousands of individuals each day are looking for hot tips in the market. If a particular tip about a stock is valid, there will be an immediate rush to buy the stock, which will quickly drive up its price. This view that very few profit opportunities exist can, of course, be carried too far. There is a story about two people walking along, one an economist and one not.

The non-economist sees a \$20 bill on the sidewalk and says, “There’s a \$20 bill on the sidewalk.” The economist replies, “That is not possible. If there were, somebody would already have picked it up.”

- 13 There are clearly times when profit opportunities exist. Someone has to be first to get the news, and some people have quicker insights than others. Nevertheless, news travels fast, and there are thousands of people with quick insights. The general view that large profit opportunities are rare is close to the mark.

To understand society

- 14 Another reason for studying economics is to understand society better. Past and present economic decisions have an enormous influence on the character of life in a society. The current state of the physical environment, the level of material well-being, and the nature and number of jobs are all products of the economic system.
- 15 At no time has the impact of economic change on a society been more evident than in England during the late eighteenth and early nineteenth centuries, a period that we now call the Industrial Revolution. Increases in the productivity of agriculture, new manufacturing technologies, and development of more efficient forms of transportation led to a massive movement of the British population from the

⁹ **profit opportunity**: opportunity to make money or other gains 赢利机会

countryside to the city. At the beginning of the eighteenth century, approximately 2 out of 3 people in Great Britain worked in agriculture. By 1812, only 1 in 3 remained in agriculture; by 1900, the figure was fewer than 1 in 10. People jammed into overcrowded cities and worked long hours in factories. England had changed completely in two centuries — a period that in the run of history was nothing more than the blink of an eye.

- 16 It is not surprising that the discipline of economics began to take shape during this period. Social critics and philosophers looked around and knew that their philosophies must expand to accommodate the changes. Adam Smith¹⁰'s *The Wealth of Nations*¹¹ appeared in 1776. It was followed by the writings of David Ricardo¹², Karl Marx, Thomas Malthus¹³, and others. Each tried to make sense out of what was happening. Who was building the factories? Why? What determined the level of wages paid to workers or the price of food? What would happen in the future, and what should happen? The people who asked these questions were the first

economists. The study of economics is an essential part of the study of society.

To be an informed citizen

- 17 A knowledge of economics is essential to being an informed citizen. Between 2009 and 2013 much of the world struggled with a major recession and very slow recovery, leaving millions of people around the world out of work. Understanding what happens in a recession and what the government can and cannot do to help in a recovery is an essential part of being an informed citizen.
- 18 Economics is also essential in understanding a range of other everyday government decisions at the local and federal levels. Why do governments pay for public schools and roads, but not cell phones? In 2010, the federal government moved toward universal health care for US citizens. How do you understand the debate of whether this is or is not a good idea? Every day, across the globe, people engage in political decision-making around questions like these, questions that depend on an understanding of economics.

10 **Adam Smith:** an English economist and philosopher 亚当·斯密 (英国经济学家、哲学家)

11 ***The Wealth of Nations:*** published in 1776. It is regarded as the first modern work of economics. 《国富论》

12 **David Ricardo:** an English economist and one of the most influential classical economists 大卫·李嘉图 (英国经济学家)

13 **Thomas Malthus:** an English economist and demographer, influential in the fields of political economy and demography 托马斯·马尔萨斯 (英国经济学家、人口学家)

New words and expressions

societal /sə'saɪətəl/ *a. (fml.)* relating to human society and its members 社会的

trade-off /'treɪd ɔf/ *n.* a balance between two opposing things that one is willing to accept for a certain purpose 权衡

recur /rɪ'kɜː/ *vi.* (recurred, recurring) happen more than once 重现; 再次发生

forgo /fɔː'gəʊ/ *vt. (fml.)* (forwent, forgone) decide not to do or have sth. 放弃

constraint /kən'streɪnt/ *n.* sth. that limits the freedom to do what one wants to do 约束

hockey /'hɒki/ *n.* 曲棍球

varsity /'vɑːsəti/ *n.* the main team that represents a university, college or school in a sport (大专院校体育比赛中的) 主要代表队, 校队

essentially /rɪ'senʃli/ *ad.* in the most important or basic form or state 本质上

checkout /'tʃekɑʊt/ *n.* a counter in a supermarket where shoppers pay for their purchases 结账处; 收银台

equalize /'iːkwəlaɪz/ *vt.* make two or more things the same in size, value, amount, etc. 使相等

loosely /'luːsli/ *ad.* without regard to details or exceptions 宽泛地

instantaneously /,ɪnstən'teɪniəsli/ *ad.* without any delay 立即地

scepticism /'skeptɪsɪz(ə)m/ *n.* disbelief 怀疑

well-being *n.* a contented state of being happy, healthy or prosperous 幸福; 康乐

blink /blɪŋk/ *n.* rapid closing and opening of eyes 眨眼

recession /rɪ'seʃn/ *n.* a period of time during which there is less trade, business activity, etc. than usual (经济的) 衰退期

Critical reading and thinking

Task / Overview

Complete the following table about the key points of the text.

There are three reasons to study economics.

Reasons	Main concepts / ideas mentioned
To learn a way of thinking	The three important concepts about decision-making are 1) _____, 2) _____, and 3) _____.
To understand society	Past and present economic decisions have a great impact on 4) _____, 5) _____, and 6) _____.
To be an informed citizen	The study of economics enables people to better understand major events like 7) _____ and day-to-day 8) _____.

Language building-up

Task 1 / Academic vocabulary

Complete the following passage with the words from the box. Change the form where necessary.

resource	range	process	cite
constraint	approximately	notion	valid

An analysis of China's newly affluent population has recently been published. The research 1) _____ was as follows: 2) _____ World Bank definition of affluent population as those whose annual income 3) _____ from RMB 125,000 to 1 million, researchers sent out 4) _____ 4,000 questionnaires to Chinese nationals with such an income level; 2,610 5) _____ responses were collected. Answers to a total of 60 questions were then analyzed. Researchers found that while putting away a large portion of their financial 6) _____ for children's education, the affluent Chinese also wanted the best for themselves. For example, the 7) _____ of work-life balance had taken root. Another finding was that if overseas investment 8) _____ were lifted, the affluent Chinese would also like to invest in these markets.

Task 2 / Collocations

Complete the following sentences by translating the Chinese in brackets into English, using the given words in proper forms and collocations.

- 1 Corporate culture is _____ (在很大程度上由其创始人塑造; measure).
- 2 About half of the workers interviewed said they received full pay when they _____ (因为家庭或健康原因休假; take).
- 3 A welcome towel, hotel staff addressing guests by names, a goodnight chocolate on the pillow, _____ (所有这些细节构成了一个美好的客户体验; add).
- 4 When creating a budget, you should _____ (预留一部分应急费用; set).
- 5 I don't mind cutting our price to gain market share, but _____ (这有点过头了; carry).
- 6 Every day some so-called stock analysts make predictions that _____ (根本不准; mark).
- 7 As the world becomes ever more connected, the flow of goods and information is speeding up and change _____ (瞬间就会发生; blink).

- 8 If you can _____ (搞懂这张财务报表; sense), you might find out who actually profited from this venture.
- 9 After two hours' discussion, _____ (我们的计划逐渐成形; shape).
- 10 I still did not know how _____ (将这个理论用于; translate) practical policy although I had read the article twice.

Researching

Task Efficient markets are defined in Text B as markets “where any profit opportunities are eliminated almost instantaneously.” Arbitrage (套利) is a good example of how traders seek profit opportunities and how such opportunities are quickly eliminated. Work in groups of 4-5 and discuss the following questions. Online search will be a great help.

- 1 What is arbitrage?
- 2 How do traders arbitrage in foreign exchange markets? Give a simple example.
- 3 Why does arbitrage cause prices in different markets to converge, or in other words, eliminate profit opportunities?
- 4 Arbitrage could still be profitable if a trader spots price differences ahead of competitors. What technologies can help in this aspect?

Make a presentation to the class.

Lecture

VIEWING

Prediction

A valuable skill for listening comprehension is prediction. That is, instead of relying first on the actual words or sounds, you use background information and common sense to develop expectations about what you will hear and then confirm or reject them as you listen. This strategy is considered as an effective way of processing speech because it makes the most use of the resources available to you.

Word bank

positive economics *n.* 实证经济学

normative economics *n.* 规范经济学

rule of thumb 经验法则

econometrics /i,kɒnə'metɪks/ *n.* 计量经济学

criminologist /,krɪmɪ'nɒlədʒɪst/ *n.* 犯罪学家

anthropologist /,ænrə'pɒlədʒɪst/ *n.* 人类学家

neuroscientist /,njʊərəʊ'saɪəntɪst/ *n.* 神经科学家

Task 1 You will watch a video clip about what economics is. Before watching, write down what you expect to hear.

Task 2 Watch the video clip and complete the following notes.

- 1 Economics is the study of _____ that have alternative uses.
- 2 All economic questions fall into one of two categories: positive and normative. Positive economics describes “_____?” and normative economics argues for “_____?”... A general rule of thumb is that if your economic model _____ it's positive economics, whereas if it _____ it's normative economics.
- 3 Economics is also divided into microeconomics and macroeconomics. Microeconomics studies the behavior of _____ while macroeconomics studies the behavior of _____. Economists also have their own branch of statistics called econometrics that's specialized in _____.
- 4 The economists study not only _____ but things like crime, war, the family, _____, culture, politics, law, and even _____.



Analyzing your audience

Who will see and hear your presentation — and why? Will you be speaking to a general audience or to specialists in your field? If you can put yourself in their shoes and understand what they need, you'll be well on your way to a successful presentation. Keep the audience in mind throughout the preparation of your presentation. Here are some points you may consider when analyzing your audience:

- Background information
- Wants and needs
- Level of English proficiency
- Knowledge of the subject

Task In Researching, you are required to make a presentation about arbitrage. Work in groups of 4-5 and analyze your audience in terms of: 1) background information; 2) wants and needs; 3) level of English proficiency; 4) knowledge of the subject. Give a group presentation about your analysis to the class.

Writing an essay or a research paper is necessary to be successful in the academic world. Students in academic courses are often required to write term papers or research papers, which present the result of systematic investigations on a particular topic. They are expected to follow certain conventions and guidelines in terms of content, structure, and language while writing essays and papers. This textbook will introduce to you some important guidelines for writing an essay as follows:

Academic essay

	Macro structures	Micro skills
1	Choosing a topic	Searching for information
2	Shaping an essay & Writing an outline	Writing a good research question
3	Writing an introduction	Thesis statement
4	Body — Argumentation (1)	Definition
5	Body — Argumentation (2)	Supporting evidence & Logical reasoning
6	Body — Exposition (1)	Quotation and paraphrase & Marking the cited sources
7	Body — Exposition (2)	Hedging
8	Conclusion	Summarizing
9	References	Coherence
10	Proofreading	Proofreading

Macro structure: Choosing a topic

Let's start with the first step — deciding upon a topic on your own. Keep in mind the following points:

- Choose a topic that really intrigues you. Your attitude determines the amount of effort put into your research.
- Narrow down a topic. Some topics are too broad to make a manageable essay. Begin by doing some general reading about something you are interested in and then try to find a focus. For instance, you may narrow down a topic from “Wal-Mart” to “Wal-Mart’s marketing strategies” to “single-minded focus on low price.”
- Avoid a topic that has very limited relevant source materials.
- Remember that an initial topic may not be the topic you end up writing about, because you may find some fresh points in the ongoing research.

Following the above guidelines, you may start thinking about a topic for your essay now. Thinking early leads to starting early.

Micro skills: Searching for information

When you write an essay / a research paper, you should use various types of resources to provide background information on your topic to support your ideas. As soon as you have chosen your topic, you should start to look for such resources. There are two resources available: your college library and the Internet.

- **Library**

The library provides both paper resources — books, journals, newspapers — and electronic resources such as online journals and databases. It might be helpful if

you take a training session on how to use your college library. Or you may ask a librarian for assistance in your research. You should narrow down your topic, choose appropriate key words or phrases related to your topic for searching electronic reference, and find relevant journal articles and books. Furthermore, you should make full use of electronic databases that list articles in different disciplines.

- **the Internet**

The Internet is a vast global computer network that enables users to store and share information and resources quickly and easily. However, not all the information on the Internet is reliable for academic writing. You need to read resources with a critical eye or check with your instructor.

Task 1 Which of the following topics are suitable and manageable for a 1,000-word essay?

Check (✓) your choices.

- Superior products: A case study of Procter & Gamble
- Brands and branding
- How consumers make decisions
- Why Facebook won
- Alibaba: The new marketing model
- Starbucks' foreign direct investment
- Effects of globalization on people's life
- A survey of consumer behavior: A case study of ...

Task 2 Write down the topics that you are curious about.

Key terms for further study

business location	经营地点
business owner	企业主
business system	商业体系
customer service	客户服务
economic system	经济体制
efficient market	有效市场
local business	地方企业
management functions	管理职能
manufacturing business	生产企业；制造公司
marginal cost	边际成本
marginalism	边际主义
opportunity cost	机会成本
private enterprise	私营企业
profit opportunity	赢利机会
stockbroker	股票经纪人
stockholder	股东；股票持有人
stock market	股票市场
undercapitalization	资本不足
workforce	劳动力；劳动人口
workplace	工作场所