

## 前言

《高级职业英语》系列教材自2009年出版发行至今，已有八个年头了。这八年中，教材因其鲜明的特色赢得了广大师生的肯定和喜爱，不少教师还与我们交流分享使用过程中的心得体会，并对教材不足之处提出了宝贵意见。值此修订之际，我们谨向一直以来支持和使用这套教材的广大师生致以诚挚的谢意！

近年来，随着我国高等职业教育改革和发展的不断深入，英语教学也发生了很大变化。为了更加顺应高职英语教学发展的新形势，我们于2013年就启动了教材的修订工作。修订后的教材除保持其原有的“编写理念上的先进性，教学内容上的职业性，岗位技能上的针对性，编排体系上的合理性”等鲜明特色外，更加符合市场经济环境下用人单位对高职毕业生英语技能的客观需求，更加符合英语语言教学的客观规律，也期待得到更多师生的肯定与支持。

本次具体修订内容如下：

1. 对《听说教程》（1~3册）、《读写教程》（1~3册）和《拓展教程》（1~3册）原有的30项共核技能（Common Core Career Skills）进行了整合和调整，合并比较接近的技能。具体是：删除了“处理个人信息”（Handling Personal Information），并把有关内容并入“适应新环境”（Adapting to New Environments）；删除了“找工作”（Hunting for a Job），并把有关内容并入“职业规划”（Planning Your Career）；删除了“商务礼仪”（Business Etiquettes），并把有关内容并入“认识文化差异”（Understanding Cultural Differences）；删除了“合同”（Contracts），并把有关内容并入“谈判”（Negotiation）；删除了“工作压力”（Work Stress），并把有关内容并入“职业健康安全”（Occupational Health and Safety）。加上新增的“人力资源管理”（Human Resources Management），共计24项技能，每册8个单元分别针对8项技能。

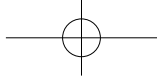
2. 对训练项目做了适当调整，如把《听说教程》中受欢迎的“Listen and Match”从原来的“Before-class Activities”移到了“In-class Activities”，作为常规训练项目；用名人名言或短小故事替换了《听说教程》中“After-class Activities”里的英文歌曲；删除了《拓展教程》中的“Focus on Grammar”部分。语法内容经过精编后编入《基础教程》。

3. 重新设计并编写了部分练习内容，并对全套教材进行了认真仔细的勘误核查。

4. 对配套数字化课件进行了重新设计和制作。

5. 同一册的《听说教程》《读写教程》《拓展教程》的教师参考书内容合成一本教师参考书。

本书为《高级职业英语（第二版）教师参考书3》，编者信息与各相应教程相同，即由广东警官学院向前进教授和广东轻工职业技术学院吴寒教授担任总主编；《听说教程3》的教参主编为广州铁

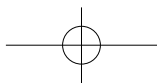


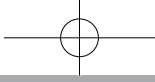
路职业技术学院王友良和广东农工商职业技术学院吕灿，副主编为广州铁路职业技术学院谈竹琴和钟洁，编者为广州铁路职业技术学院古培红、陈婷婷；《读写教程3》的教参主编为顺德职业技术学院宁顺青和佛山职业技术学院庞凤娇，副主编为广州铁路职业技术学院向成军和广东行政职业学院吴国初；《拓展教程3》的教参主编为广东工贸职业技术学院杨国民和林敏，副主编为广东工贸职业技术学院朱定逸和广东工程职业技术学院韩立芳，编者为广东工贸职业技术学院朱海群、陈芑、王妮、禹琴、辛燕清。

由于编写人员较多，给统稿工作带来一定的难度。加上编者水平有限，缺点和错误在所难免，恳请广大师生批评指正。

编 者

2017年12月

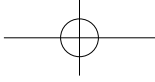




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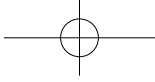
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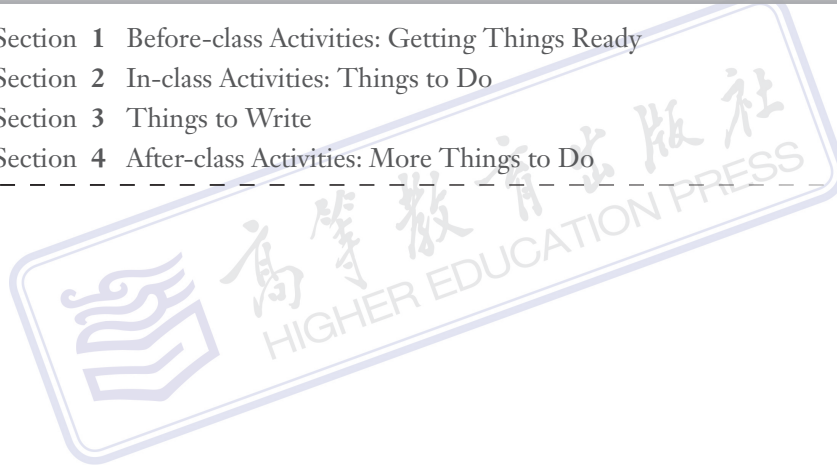
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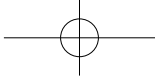
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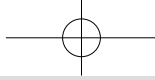
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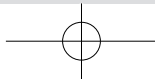
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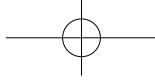
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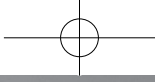


# Listening and Speaking









# Unit 1

## Modern Administration

### Section 2 In-class Activities: Things to Do

#### Activity 1 Task Check-up

##### Task 1 Listen and write.

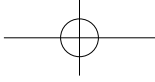
###### Script:

- |   |                    |                  |
|---|--------------------|------------------|
| 1. continually  | 2. equal           | 3. applicable    |
| 4. regulation   | 5. generate        | 6. probation     |
| 7. positive   | 8. entitle         | 9. inventory     |
| 10. define  | 11. marriage leave | 12. abide by law |
| 13. ensure equal employment opportunity                                       |                    |                  |
| 14. You can take a 3-day marriage leave and a 10-day leave for late marriage. |                    |                  |
| 15. You are entitled to take paid vacation upon completion of your probation. |                    |                  |

##### Task 2 Make a presentation.

The teacher asks several students to present the short speeches they prepared before class. Before doing that, the teacher may play the recording of the following passage to the students as an example.

Modern administration is based on the principles of efficiency, transparency and equal opportunity. Efficiency is about turning inputs into outputs for maximum effect. Inputs are people as well as money and assets like offices. Outputs are goods and services. An organization can be more efficient if it produces the same outputs with fewer inputs and more or better outputs for the same inputs. Transparency means that all those concerned have easy access to the necessary information and full knowledge of



the details of operation taking place. It insists on being honest and straight with people, not simply about values but also performance. Equal opportunity practices include measures taken by organizations to ensure fairness in the operational process. It is the application of human rights principles and laws to help create a fair environment regardless of sex, age, race, marital status, family responsibilities, disability, political and religious beliefs.

### Task 3 Questions and answers.

#### *Questions for the teacher's reference:*

1. What do you think is the most important element in modern administration?
2. What kind of information should employees keep confidential?
3. On what condition are employees allowed to apply for leaves of absence without pay?
4. What management is concerned with the effective application of people's skills?
5. Who takes responsibility to assist individuals in their efforts to qualify for more advanced positions?
6. How can an organization be more efficient?

### Activity 2 Interactions

#### Task 2 Listen and complete.

##### Dialogue One

##### Key:

1. c                      2. a                      3. d                      4. e                      5. b

##### Dialogue Two

##### Key:

1. excuse                      2. approved                      3. revealed  
4. confidential                      5. final warning

#### Task 3 Have a try: Role-play the dialogues.

Have the students work in pairs or groups, with each playing a part. Tell them to read their parts loudly until they can learn them by heart. Then have some of them demonstrate the dialogues in class.

#### Task 4 Just do it: Make up your own dialogue.

Have the students work in pairs or groups. Tell them to make up a similar dialogue. Keep practicing it until they can learn it by heart. Then have some of them demonstrate it in class. You may read the following dialogues to them as examples.

*Dialogues for the teacher's reference:***Situation 1:**

M: What kind of job would you like to do after graduation, technical or administrative?

W: I'd like to go into management. It's more challenging.

M: I think it suits you fine since you have very good interpersonal skills.

W: I enjoy working and talking with all kinds of people. You see, people come from different backgrounds with different personalities which result in different ways of thinking and behaving.

M: Well, you sound like a qualified manager already! But I find it most frustrating dealing with people, especially those difficult people.

W: To be smart with people you need to know and understand them. Everyone has their strengths and weaknesses. A good leader is to help them overcome their weaknesses and bring their strengths into full play.

M: That job is definitely not for me! I'd rather do something technical, something that gives me a chance to apply my skills and knowledge.

W: I'm sure you'll feel like a duck to water in the technological world for your creative and logical thinking.

M: So the difference between you and me is that I get work done by myself while you get work done by others.

W: That's perhaps true. A good manager should know how to make the most of the resources, including human resources.

**Situation 2:**

W: Will you please give me some advice on how to do well in a job interview?

M: An interview is a good chance to sell yourself, show your best side to impress the interviewers and demonstrate that you are the right candidate for the job.

W: Could you be more specific?

M: Well, be well prepared. The better prepared you are, the more relaxed and comfortable you will be.

W: I agree. But how do we go about preparing?

M: First of all, gather information about the company and the position you are applying for, try to relate your experience to the duties the job opportunity entails.

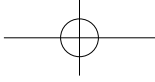
W: OK, I have done some research about that company. What should I do next?

M: Then practice interviewing. Have a friend ask you sample questions. Pay attention to the body language and verbal presentation.

W: I heard some companies will ask tough questions.

M: Yes, like "What are your weaknesses / strengths? Why do you want to work for us? Why do you think we should hire you rather than others?" etc. Anyway you can surf the net to find more techniques and then learn them.

W: What else should I pay attention to?



M: Dress properly, bring your resume, and arrive at the interview site ahead of time. These will make you feel more self-confident and avoid any extra stress.

W: Thank you so much for your advice!

### Task 5 Challenge yourself: Ask questions.

*Questions for the teacher's reference:*

- A: 1. What is the position of the man at the desk?  
2. What is he busy doing every day?  
3. How does he manage his work team?  
4. Do you think he is a good supervisor?  
5. What are his duties at work?
- B: 1. What is the importance of team work?  
2. Who is the project leader?  
3. What is he doing?  
4. Are the others involved in the discussion or not?  
5. What should a leader do at a discussion?

### Activity 3 Listen Out

#### Task 2 Listen and match

*Listen and write the corresponding letter in the right place.*

1. Wear business attire appropriate to your position.
  2. Observe the highest standards of business ethics.
  3. Behave properly to show courtesy and respect for customers, suppliers and fellow employees.
  4. Be punctual and ask for approval when any absence from work is necessary.
  5. Work overtime if necessary.
  6. Use the company's resources for business purposes only.
  7. Keep the work environment free from disruptions due to private affairs except in emergencies.
  8. Keep the company's business information confidential.
  9. Never possess, sell, or use drugs and report to the designated person if you find any.
  10. Discuss with your supervisor or the HR officer if you have any queries.
- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. i | 2. a | 3. d | 4. g | 5. f  |
| 6. h | 7. b | 8. e | 9. j | 10. c |

#### Task 3 Listen and judge.

*Scripts:*

1. W: Excuse me, Mr. Li. I'd like to take my marriage leave from next Monday.  
M: Congratulations, Miss An! Have you got your supervisor's approval?

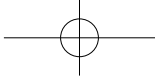
- W: Yes. This is my application in writing with his signature.  
 M: OK. You can enjoy a 10-day paid leave for late marriage.
- 2 M: What are the working hours in the company?  
 W: The primary business hours are 9:00 a.m. to 6:00 p.m. from Monday to Friday with a one-hour lunch break.  
 M: Is it the same for everyone here?  
 W: No. The officers work in a flexible way.
- 3 W: I'm afraid you didn't read the Employee Handbook carefully, Mr. Yu.  
 M: What's wrong with me?  
 W: Your dress! According to the Codes of Conduct, you should dress formally from Monday to Thursday.  
 M: I'm sorry to have neglected this. Last time when I came for the interview, everyone dressed very casually.  
 W: That day was Friday.
- 4 M: That old client of ours is really very generous. I like the beautiful watch he gave to us.  
 W: Unfortunately, I have to remind you that we can't accept any gift with a value higher than US\$100.  
 M: Why? It's only a gift. If we return it, I'm afraid he won't be happy. That might affect our business relations.  
 W: In this case, we should donate it to the company's Employees Foundation according to the codes of conduct.
- 5 M: I hear that the company offers shift premium for those who work non-standard hours.  
 W: Yes. It's clearly stated that shift staff members can get shift meal allowance and shift transportation reimbursement for the inconvenience.  
 M: We have been working on shift for half a year, but we have never received any shift premium. Our department manager never tells us about this.  
 W: I will look into the matter and will give you a reply within 5 work days. Please leave me your name and your telephone number.

**Key:**

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

**Task 4 Listen and decide.****Scripts:****Dialogue One**

- W: Denis, could I know the regulations on maternity leave in details?  
 M: No problem, Lisa. All married female employees are eligible for maternity leave. For normal delivery, you can take 90 days, 15 days before and 75 days after the delivery.  
 W: I see. Anything else?



M: Yes, for cesarean, 15 days extra. For those who give birth after age 24, the policy allows 30 extra days.

W: That means I can take 120 days at least, and 135 days in case of cesarean.

M: That's right.

W: Do I have to take 15 days before the delivery? I prefer to work until 2 or 3 days before the expected date if everything is normal. I think I need more time to take care of my baby after its birth.

M: It's up to you. By the way, have you submitted a written request to your supervisor since you already know the expected date? A doctor's certificate should also be produced to confirm it.

W: Not yet. I was not clear about the regulations. I will do it as soon as possible.

Q1: What's the maximum maternity leave possible to a female employee?

Q2: What is necessary for Lisa to do before she can take her maternity leave?

### Dialogue Two

M: What are the principles of modern administration, Stella?

W: They are: efficiency, transparency and equal opportunity.

M: Which one do you think is the most difficult to practice?

W: Well, according to my own experience, I'd say equal opportunity.

M: Why? You only need to be fair with everyone and everything.

W: That's definitely easier said than done, John. It's so complicated because it involves so many aspects, like sex, age, race of the workforce and their political and religious beliefs, especially the law and human rights.

M: But you have legal advisors, don't you?

W: Yes, we do, but you can't have one with you all the time. And we all have our personal biases, which must be strictly prohibited in personnel management.

M: I know what you mean. So you have to be very careful about what you say and do.

W: Exactly!

Q3: What are the three principles of modern administration?

Q4: What kind of job does Stella most probably do?

Q5: What should one be particular careful about in personnel management?

**Key:**

1. C

2. D

3. C

4. A

5. D

### Task 5 Listen and complete.

**Key:**

1. management functions

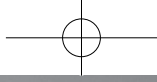
2. someone

3. comprehensive

4. leading function

5. ensure





## Section 2 In-class Activities: Things to Do

### Activity 1 Task Check-up

#### Task 1 Listen and write.

*Script:*

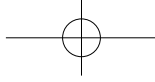
- |  |                    |                         |
|--|--------------------|-------------------------|
| 1. premier   | 2. energetic       | 3. stakeholder          |
| 4. persistent  | 5. competent       | 6. stimulate            |
| 7. intervention  | 8. implement       | 9. passionate           |
| 10. negotiation  | 11. under pressure | 12. work under pressure |
| 13. a competent project manager                                |                    |                         |
| 14. produce quality outputs                                    |                    |                         |
| 15. A project plan is of great importance for project success. |                    |                         |

#### Task 2 Make a presentation.

The teacher asks several students to present the short speeches they prepared before class. Before doing that, the teacher may play the recording of the following passage to the students as an example.

*Script:*

As Nuxeo engineering expands worldwide, we're looking for a project manager to join our outstanding development team. Primary responsibilities include: to lead the planning and implementation of project; to write, review and approve functional and technical specifications for applications with the customer and in concert with project



team; to monitor and report constantly on progress of the project to all stakeholders; to implement and manage project changes and interventions to achieve project outputs.

Applicants with excellent time management and organizational skills have a major advantage. This position is based in France. Being fluent in oral and written French is a must. Having strong leadership, management skills, negotiation, and team building will increase your chances. If you are interested, please send your resume to the following address: jobs@nuxeo.com.

### Task 3 Questions and answers.

#### *Questions for the teacher's reference:*

1. What do you know about project management?
2. What is needed for implementing a project?
3. What are the responsibilities of a project manager?
4. What are the requirements for a competent project manager?
5. What do you think is the most important part of project management?
6. What are the steps of the project management process?

### Activity 2 Interactions

#### Task 2 Listen and complete.

##### Dialogue One

##### Key:

- |      |      |      |      |      |
|------|------|------|------|------|
| 1. c | 2. e | 3. a | 4. b | 5. d |
|------|------|------|------|------|

##### Dialogue Two

##### Key:

- |                    |                           |                         |
|--------------------|---------------------------|-------------------------|
| 1. project manager | 2. training               | 3. communication skills |
| 4. team spirit     | 5. challenging profession |                         |

#### Task 3 Have a try: Role-play the dialogues.

Have the students work in pairs or groups, with each playing a part. Tell them to read their parts loudly until they can learn them by heart. Then have some of them demonstrate the dialogues in class.

#### Task 4 Just do it: Make up your own dialogue.

Have the students work in pairs or groups. Tell them to make up a similar dialogue. Keep practicing it until they can learn it by heart. Then have some of them demonstrate it in class. You may read the following dialogues to them as examples.



*Dialogues for the teacher's reference:***Situation 1:**

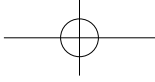
- M: Every successful project I have led in the past has had a basic project plan. Those projects that lacked a project plan eventually failed.
- W: Right. But creating a project plan can be very time consuming. Do you have some ideas to make it easier?
- M: First, you should clarify the nature of the project, time and other constraints, and identify objectives.
- W: Well, what to do next?
- M: Then planning will involve gathering the maximum amount of information and generating ideas and opinions.
- W: It sounds like brainstorming.
- M: Right. Next, you write down your implementation plan after reviewing all the options.
- W: I see.
- M: One final word about project plans: This plan should be shared with each member of your team, along with other teams and your staff.

**Situation 2:**

- M: I am currently working as a system analyst and want to make a shift to project managership. Could you give me some advice on how to be an effective project manager?
- W: Well, the most important thing is to manage projects based on time-schedule, quality and budget.
- M: But very few projects stay on schedule, under budget and with no major problems. How did you deal with them?
- W: Yes, that's true. You ought to stay calm under pressure and plan to reduce stress focusing on aspects such as your people management, technology management, risk management and expectation management.
- M: The project manager also manages directly or indirectly some of the company's employees. How do you manage a diverse project team towards a common goal?
- W: First, remember the need to be fair, honest and confidential. Then you should clearly define project roles and responsibilities, keep personality clashes and conflict to a minimum and monitor and feed back to the project team.
- M: I see. Every project team and every project is different. I must be able to adjust my style to their needs.
- W: You are right.

**Task 5 Challenge yourself: Ask questions.***Questions for the teacher's reference:*

- A: 1. What makes a good team?



2. Who or what should be responsible for team building?
  3. How can the team communicate more effectively?
  4. How can the team use their human resources more effectively?
  5. How will the team appraise themselves / be appraised?
- B:
1. What tools or PCs are required to fulfill the project?
  2. What people resources will be required?
  3. What raw materials are required?
  4. What budget has been allocated?
  5. What has to be discussed in the project team?

**Activity 3 Listen Out****Task 2 Listen and match.**

Listen and write the corresponding letter in the right place.

**Script:**

- |                                     |                         |                      |
|-------------------------------------|-------------------------|----------------------|
| 1. Project Initiator                | 2. Project Sponsor      | 3. Project Input     |
| 4. Initiating Process               | 5. Planning Process     | 6. Executing Process |
| 7. Monitoring & Controlling Process |                         |                      |
| 8. Closing Process                  | 9. Project Deliverables | 10. End Users        |

**Key:**

- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. d | 2. h | 3. i | 4. b | 5. e  |
| 6. a | 7. j | 8. g | 9. c | 10. f |

**Task 3 Listen and judge.**

Listen to the five short conversations and tell whether the statements are true or false. Write T for True and F for False.

**Script:**

1. M: You know, our customer was so happy that we completed our project ahead of time.  
W: You bet. They can now push the SOP (start of production) up for a month.  
M: That means a lot of money for them.  
W: That's why there is a customer satisfaction.
2. M: When you review a project, what do you check?  
W: Typically we check the three elements of project management: time, money, and quality.  
M: Who needs to control the timeline of a project?  
W: The Project Manager. It's his responsibility.
3. M: How is the project progress compared to the timeline?  
W: It's right on schedule.

- M: When is it to be completed according to schedule?  
 W: August 7th.
4. M: Mary is our best bet for this type of project.  
 W: When can she start?  
 M: I'll offload some of her current responsibilities, so she can start almost right away.  
 W: Fine.
5. M: What's happening to the project?  
 W: The project manager discovered some holes in our procurement process when he assessed the project.  
 M: Let's patch things up.

**Key:**

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

**Task 4 Listen and decide.**

Listen to the dialogues and choose the best answer for each question.

**Dialogue One**

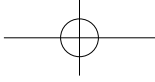
- M: How is the project going?  
 W: Well, frankly speaking, we're behind the schedule.  
 M: Would you please tell us the completion status?  
 W: Sure, it's 40% done.  
 M: Could it be completed on schedule?  
 W: I don't think we can make the deadline.  
 M: What's happening to the project?  
 W: We haven't enough resources on hand. You know, getting the critical injection of cash by March 5th is a major milestone.  
 M: This needs to be tackled as a matter of urgency. I hope you can take some effective measures at once.  
 W: We'll go all lengths to pick up the speed.  
 M: Thanks for the project report. Keep us informed of further developments.  
 W: OK.

Q1. How is the project going?

Q2. Which of the following statements is true according to the dialogue?

**Dialogue Two**

- M: Do you know how to close a project?  
 W: It is a piece of cake. First, you should ensure the final project deliverables meet the specifications outlined in the project plan.



M: Uh huh. The second goal of the project closure phase is to receive the customer's approval of the final project deliverables, right?

W: Yes, you are quite right. In addition, you must ensure that all contractual obligations related to the project have been met and closed.

M: I see.

W: Last but not least, closing a project should be treated as an integral part of the project plan because doing this as early as possible during the project helps to ensure that no major conflicts arise.

M: Thank you very much for your help.

Q3. What's the first thing to be considered in the closure phase?

Q4. How many factors are mentioned in closing a project?

Q5. When does the closing process begin according to the dialogue?

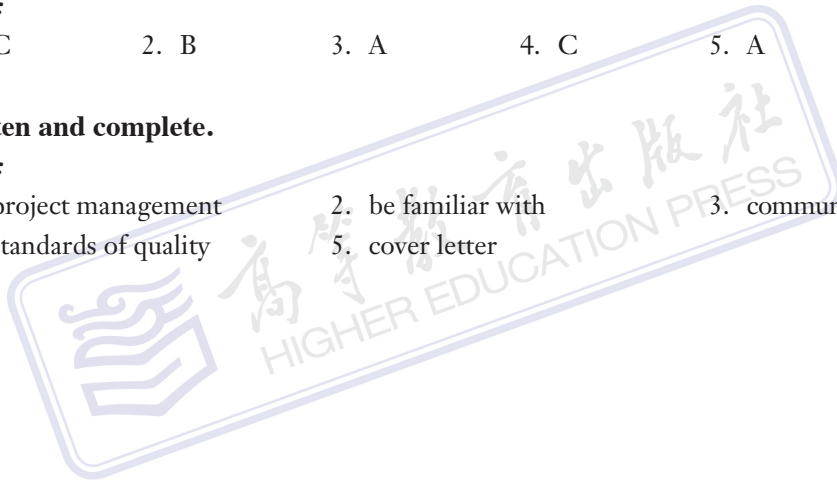
**Key:**

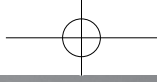
1. C                      2. B                      3. A                      4. C                      5. A

**Task 5 Listen and complete.**

**Key:**

1. project management                      2. be familiar with                      3. communicate effectively  
4. standards of quality                      5. cover letter





## Section 2 In-class Activities: Things to Do

### Activity 1 Task Check-up

#### Task 1 Listen and write.

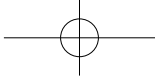
- |   |                       |                   |
|---|-----------------------|-------------------|
| 1. procedure  | 2. installation       | 3. transformation |
| 4. submit   | 5. manual             | 6. software       |
| 7. deadline   | 8. elimination        | 9. output         |
| 10. redesign  | 11. registration form |                   |
| 12. streamlining and simplification                   |                       |                   |
| 13. The first step is to collect information.         |                       |                   |
| 14. The production process involves three phases.     |                       |                   |
| 15. Be sure to submit the report before the deadline. |                       |                   |

#### Task 2 Make a presentation.

The teacher asks several students to present the short speeches they prepared before class. Before doing that, the teacher may play the recording of the following passage to the students as an example.

#### The Process of Software Installation

First of all, you should make sure that there is enough hard drive space. Then insert installation disk into your computer and it will run automatically. When the serial number is required, enter the serial number which can be found on the disk package. Then choose a path where you wish to install the software. After that, click



“NEXT” and the installation will continue.

Next, you need to register your copy of the software which is necessary for future upgrading. What you should do is to complete the registration form and submit it.

The installation has been completed by now. If you see a message telling you to restart the computer, click the “Restart” button. If you do not see this message, you can run the software immediately.

**Task 3 Questions and answers.**

*Questions for the teacher's reference:*

1. What does workflow mean?
2. What are the procedures of applying for a job?
3. What's the process of cooking a big fish?
4. What's the first thing to do when writing a survey report?
5. Why is it important to follow procedures?

**Activity 2 Interactions****Task 2 Listen and complete.****Dialogue One**

**Key:**

1. d                      2. b                      3. c                      4. a                      5. e

**Dialogue Two**

**Key:**

1. placed an order                      2. reference number                      3. trace the order  
4. have been delivered                      5. by Wednesday

**Task 3 Have a try: Role-play the dialogues.**

Work in pairs or groups. Each plays a part. Read the dialogues loudly until you can learn them by heart. Then act them out.

**Task 4 Just do it: Make up your own dialogue.**

Make up a similar dialogue with your partner and present it to the class. Use the following as clues.

*Dialogues for the teacher's reference:***Situation 1:**

W: I've bought a new digital camera.

M: Wow! That's cool.

W: But I don't know how to use it. Can you tell me the operation procedures?

M: Let me see. First of all, turn on the camera.

W: Yes.

M: The next thing you have to do is to switch to the "Record" mode, and then press the "Shutter" button.

W: I see ... I am wondering how to view the pictures I've taken.

M: That's easy. Just switch to the "Display" mode, then use "Forward" or "Back" buttons to select pictures.

W: Got it. Thanks.

**Situation 2:**

M: I'll be responsible for the office filing. Can you explain the procedures of filing for me?

W: Sure. The first step you have to do is to sort out all the files according to date.

M: OK. And what's the next?

W: Give each file a category name.

M: I see. The third procedure?

W: For the third one you need to make a list of categories.

M: Anything else?

W: Put the file in the right place.

**Task 5 Challenge yourself: Ask questions.**

Look at the pictures and ask each other questions about them with your partner.

*Questions for the teacher's reference:*

A: 1. What is the procedure of taking a telephone order?

2. What shall we do when the customer's order has been taken?

3. What are the card details we have to ask for?

4. When will the goods be packed?

5. When will the goods be delivered?

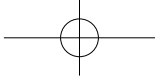
B: 1. What do you do when you've received an order via email?

2. What's the first thing you should do if shipping of the goods is involved?

3. What should you do to confirm shipping?

4. What's the last step of order processing?





## Activity 3 Listen Out

## Task 2 Listen and match.

*Instructions for changing a flat tire:*

1. Take the spare tire, jack, and tire iron out of the car.
2. Place the jack in the proper position under the car.
3. Jack up the wheel slightly so the rubber is still touching the ground.
4. Loosen but do not remove the lug nuts, using the tire iron.
5. Now jack up the car so the wheel is completely off the ground.
6. Remove all the lug nuts and the tire.
7. Put the spare tire on, tighten the lug nut by hand.
8. Lower the jack and remove it.
9. Now tighten the lug nuts as tight as possible, doing every other nut on the first round.
10. Put jack, tire iron and bad tire into the trunk.

**Key:**

- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. c | 2. f | 3. a | 4. i | 5. e  |
| 6. h | 7. j | 8. b | 9. d | 10. g |

## Task 3 Listen and judge.

1. A: Lucy, what will you do next?  
B: I'm going to send this planned order to Mr. Brown, the director of the workshop.  
A: Then what will he do with it?  
B: He will check it and arrange the working procedure.
2. May: Hi, Susan. I heard you have got a new job?  
Susan: Yeah. I work as a secretary now.  
May: What are your everyday duties?  
Susan: I answer phone calls, take messages, type letters, copy files, send emails and keep papers.  
May: Oh, that's a lot of work.
3. M: I have a really busy schedule.  
W: Do you need to work overtime?  
M: Sometimes. But I can get extra pay if I work overtime.  
W: That's not too bad.
4. M: What are your responsibilities?  
W: Well, my main job is to answer the telephone and take customer orders.  
M: I see. Did you receive any training?  
W: Sure. I got trained for answering the phone in English.
5. M: What's the matter, Nancy?  
W: There's no paper in the fax machine.



M: You can get some from the store room.

W: Thanks.

**Key:**

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

#### Task 4 Listen and decide.

##### Dialogue One

**Scripts:**

(Here is a conversation between Mr. Matins, the director of Bluesky Company, and his secretary, Lisa. They are preparing for a meeting.)

Mr. Matins: A meeting of sales representatives is going to be held this month.

Lisa: What date would you propose then?

Mr. Matins: October 8th. Here are the names of the attendees.

Lisa: Let me see. All staff members of the sales department and 18 sales representatives in other branches. There are altogether 26 attendees.

Mr. Matins: That's right.

Lisa: Where shall we have the meeting?

Mr. Matins: Star Hotel.

Lisa: OK. I will make the reservation.

Mr. Matins: We will review the sales figures for September. Then Peter will give a presentation on the launch of a new product.

Lisa: I see. I will inform the delegates and prepare the agenda.

Mr. Matins: Fine. Type out the agenda and Peter's report. Leave them on my desk before next Monday, will you?

Lisa: OK. I'll see to it.

Q1: What is the first procedure of preparing a meeting according to the dialogue?

Q2: Which of the following statements is true according to the dialogue?

##### Dialogue Two

**Script:**

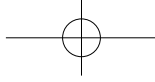
A: As a sales representative, you are required to write the monthly sales report.

B: Do you mean we are supposed to have a brief summary of our sales?

A: Yes. Now I'll explain the procedure for writing the monthly sales report. You know, the first step is ...

B: Collecting information, of course.

A: Exactly. When writing your report, please include the monthly sales figures. In addition, you can enter them onto the graph.



B: All right, I'll do that.

A: When you have collected all the information, please type the report.

B: I see. And when shall we submit the report?

A: Before the 15th of next month.

B: And shall we fax or email the report to you?

A: Fax it to me as soon as you have finished.

Q3: What's the first procedure of writing a monthly sales report?

Q4: When should the June report be submitted?

Q5: What is the requirement for writing a monthly sales report?

**Key:**

1. A

2. B

3. C

4. C

5. A

**Task 5 Listen and complete.**

**Key:**

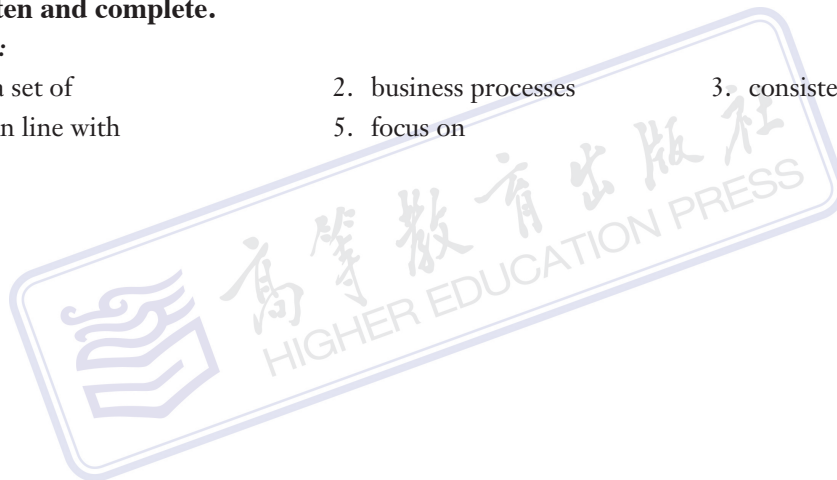
1. a set of

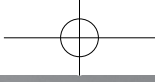
2. business processes

3. consistency

4. in line with

5. focus on





## Section 2 In-class Activities: Things to Do

### Activity 1 Task Check-up

#### Task 1 Listen and write.

*Script:*

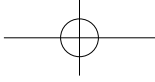
- |   |                     |                        |
|---|---------------------|------------------------|
| 1. technician   | 2. eliminate        | 3. evaluate            |
| 4. industrialization  | 5. verify           | 6. publisher           |
| 7. technological  | 8. enormous         | 9. societal            |
| 10. conform   | 11. quality control | 12. on-site inspection |
| 13. during the manufacturing process                                      |                     |                        |
| 14. The finished goods must conform to the specifications.                |                     |                        |
| 15. They are responsible for the required test and inspection activities. |                     |                        |

#### Task 2 Make a presentation.

The teacher asks several students to present the short speeches they prepared before class. Before doing that, the teacher may play the recording of the following passage to the students as an example.

*Script:*

I'd like to introduce the product inspection process of our company. Pro QC inspects first-article samples before volume production. This verifies that product specifications are being met and avoids unnecessary reengineering work later. The on-site inspections evaluate samples of the products selected during the manufacturing



process. This confirms the quality of the product and allows any necessary changes to be addressed early on, reducing rework time and costs. During a pre-shipment inspection, our engineers verify that finished goods conform to the specifications.

### Task 3 Questions and answers.

#### *Questions for the teacher's reference:*

1. In what aspects can ISO standards provide benefits? (technological, economic and social)
2. Who are responsible for the required Test & Inspection activities? (engineers and technicians)
3. What is the process of quality control composed of? (incoming, in-process and final quality controls)
4. What inspections evaluate samples of the products selected during the manufacturing process? (on-site)
5. How will the Quality Control Officer perform the final quality control? (random sampling)

### Activity 2 Interactions

#### Task 2 Listen and complete.

##### Dialogue One

##### Key:

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

##### Dialogue Two

##### Key:

- |                   |                      |                          |
|-------------------|----------------------|--------------------------|
| 1. identify       | 2. volume production | 3. manufacturing process |
| 4. finished goods | 5. ensure            |                          |

#### Task 3 Have a try: Role-play the dialogues.

Have the students work in pairs or groups, with each playing a part. Tell them to read their parts loudly until they can learn them by heart. Then have some of them demonstrate the dialogues in class.

#### Task 4 Just do it: Make up your own dialogue.

Have the students work in pairs or groups. Tell them to make up a similar dialogue. Keep practicing it until they can learn it by heart. Then have some of them demonstrate it in class. You may read the following dialogues to them as examples.

*Dialogues for the teacher's reference:***Situation 1**

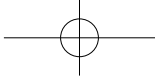
- W: Is it really so important to do quality control?
- M: Of course. It is a vital skill for any company manager to know how to do quality control within your company.
- W: Oh, I see. But will you tell me how to do it?
- M: As for your products, we shall do the total quality control, including incoming quality control, in-process quality control, final quality control and outgoing quality control.
- W: So complex.
- M: Yes, we must ensure the quality of our products.
- W: It means we need lots of employees to inspect all the products one by one.
- M: It depends. Usually we take a sample of a certain size from a batch of items and operate 100% inspection on the sample.
- W: OK, I'm clear about it. Thanks.
- M: You are welcome.

**Situation 2**

- W: Could you tell me how to conduct quality control about bags?
- M: Yes, As part of the production process the Quality Control Officer will perform a burst test on random bag samples to verify the safe working load of the completed bags.
- W: More details?
- M: This is done with a test device which is able to apply up to certain pressure to a loaded bag and will indicate the durability of the final product.
- W: Is random sampling carried out?
- M: No, each and every bag is inspected by the quality control staff to ensure that all features comply with the specifications.
- W: That needs too many staff and too much time.
- M: But this procedure ensures that the bags can meet the highest quality standards.
- W: It is so responsible of you.
- M: Thanks, we consider our customers first.

**Task 5 Challenge yourself: Ask questions.***Questions for the teacher's reference:*

- A: 1. Are they quality control engineers?
2. Are they checking the quality of products?
3. What's the purpose?
4. Can the product quality be controlled?
5. What're the benefits of quality control?
- B: 1. Are the workers responsible?
2. Is quality control being carried out?
3. Can the product quality be ensured?



4. What are the disadvantages?
5. How can this problem be solved?

**Activity 3 Listen Out****Task 2 Listen and match.****Script:**

1. International Organization for Standardization
2. Total quality control
3. Incoming quality control
4. In-process quality control
5. Final quality control
6. Outgoing quality control
7. Simple random sampling
8. Cluster sampling

**Keys:**

- |      |      |      |      |      |
|------|------|------|------|------|
| 1. F | 2. E | 3. C | 4. H | 5. A |
| 6. G | 7. B | 8. D |      |      |

**Task 3 Listen and judge.**

1. M: How does your company solve product quality issues?  
W: We provide all three comprehensive service elements required.  
M: What are they?  
W: Corrective action investigation, planning and verification.
2. M: Why do ISO standards matter?  
W: Standards make an enormous and positive contribution to most aspects of our lives.  
M: Can you give me an example?  
W: Standards ensure desirable characteristics of products and services such as quality, environmental friendliness, safety, reliability, efficiency and interchangeability — and at an economical cost.
3. M: What testing can you conduct now?  
W: We can conduct properties, performance and lifecycle testing at our labs.  
M: No more?  
W: We regularly add new capabilities.  
M: Please contact us for a current list of available testing.
4. M: Who develops ISO standards?  
W: ISO standards are developed by technical committees, consisting of experts from the industrial, technical and business sectors.  
M: So it is of great authority.

W: Yes, of course.

5. M: Do you have any instruction manuals in other languages for your product?

W: Yes, of course.

M: How about French?

W: We have 10 different language versions, including French.

**Key:**

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

#### Task 4 Listen and decide.

##### Dialogue One

**Scripts:**

W: How important is an in-process quality control program?

M: It is one of the keys to producing good quality merchandise.

W: What's the point of taking an in-process quality control program?

M: Good in-process controls help assure that the final audit runs smoothly and allows for timely delivery.

W: But we have final quality control.

M: You certainly do not want to learn in your final audit about problems that could have easily been fixed if detected earlier.

W: What's the purpose of an in-process audit?

M: The primary purpose of the in-process auditing is to identify problems as early as possible.

W: What can cause problems?

M: A problem may be caused by the operator, the machine, or other factors. The in-process audits will help you find specific problems in production.

W: So it is important to find errors as quickly as possible so that they can be corrected as soon as possible.

Q1: What's the purpose of conducting in-process quality control?

Q2: What are problems usually caused by?

##### Dialogue Two

W: How do you carry out incoming quality control?

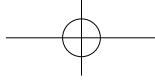
M: We carry out incoming quality control checks on all products at our company's three warehouses.

W: Who are responsible for it?

M: A team of qualified electronics engineers and technicians are responsible for the required test and inspection activities.

W: How do you deal with samples?





M: Samples picked from each and every lot are tested as per international testing norms at these IQC labs.

W: Will test reports be sent to the suppliers?

M: Test reports prepared for every lot are sent to the suppliers for continuous quality up-grading. Also, test reports are updated from time to time, to include new parameters based on feedback received from the field.

W: You've done a good job.

M: Thanks. IQC department ensures that only the products conforming to company's approved specifications are offered for sale.

Q3: At how many mother warehouses are incoming quality control checks carried out?

Q4: Who are responsible for the required test and inspection activities?

Q5: Why will test reports be sent to the suppliers?

**Key:**

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

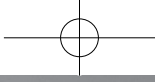
**Task 5 Listen and complete.**

Listen to the passage and fill in the blanks.

**Key:**

1. world's largest developer and publisher
2. the national standards institutes
3. a non-governmental organization
4. the private sector
5. the broader needs of society





## Section 2 In-class Activities: Things to Do

### Activity 1 Task Check-up

#### Task 1 Listen and write.

*Script:*

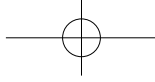
- |   |                    |                  |
|---|--------------------|------------------|
| 1. setting                                      | 2. global          | 3. globalization |
| 4. procurement                                  | 5. source          | 6. reduce        |
| 7. monitor                                      | 8. differentiate   | 9. profitable    |
| 10. position                                    | 11. project status | 12. on the rise  |
| 13. advantages and disadvantages                |                    |                  |
| 14. strategic procurement management            |                    |                  |
| 15. Globalization cannot be held back any more. |                    |                  |

#### Task 2 Make a presentation.

The teacher asks several students to present the short speeches they prepared before class. Before doing that, the teacher may play the recording of the following passage to the students as an example.

*Script:*

Developing an effective global sourcing strategy is vital for organizations that practice global sourcing. Generally speaking, there are five phases in doing so. In the first phase, a project team should assess whether the organization is ready for global sourcing. The next step is to select a suitable vendor. During planning, the organization



and the vendor co-operate to ensure that the many factors of the transition to operations are well prepared and executed. The transition phase executes much of what was defined in the planning phase. During the operations phase, the organization mainly plays a management role of monitoring the project status. The outsourcing should be given enough space to do its job.

**Task 3 Questions and answers.**

*Questions for the teacher's reference:*

1. What is the term global sourcing used to describe in today's global setting?
2. What's the purpose of global sourcing?
3. How many stages are there in developing a global sourcing strategy?
4. What factors must be taken into consideration in developing a global sourcing strategy?
5. What is the relationship between strategic procurement management and profitable growth?

**Activity 2 Interactions****Task 2 Listen and complete.****Dialogue One**

*Key:*

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

**Dialogue Two**

*Key:*

1. connections      2. hidden      3. Direct costs  
4. various factors      5. Time considerations

**Task 3 Have a try: Role-play the dialogues.**

Have the students work in pairs or groups, with each playing a part. Tell them to read their parts loudly until they can learn them by heart. Then have some of them demonstrate the dialogues in class.

**Task 4 Just do it: Make up your own dialogue.**

Have the students work in pairs or groups. Tell them to make up a similar dialogue. Keep practicing it until they can learn it by heart. Then have some of them demonstrate it in class. You may read the following dialogues to them as examples.

*Dialogues for the teacher's reference:*

**Situation 1**

M: Lily, the part of our business carried on here will be discontinued.

W: Really? Why?

M: I guess it's because the labor cost in this country has gone up quite substantially.

W: You're right. The local government has started to enforce the law on the minimum pay.

M: With higher labor cost, we no longer have any advantages.

W: Then shall we close down or move to another country?

M: We still have to wait for the decision from the headquarters. But I guess most probably we'll move to another Asian country where labor cost is lower.

W: I guess it's Vietnam.

M: I hope so. I've always been longing to go and work there.

### Situation 2

M: As a matter of fact, there are many things to pay attention to when we go global sourcing.

W: Yes, indeed. Anyway, we are doing business in a foreign country and with foreign partners.

M: So we have to carry out a series of surveys before making a decision.

W: Right. I think besides the economic factors, we have to take cultural factors into consideration as well.

M: Exactly. As we know, doing business in the West is quite different from in the East. Sometimes it's the cultural factors that play the key role in the success of a business.

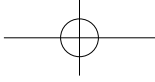
W: It's not easy to do business in the global market.

M: But if we are fully prepared, I'm sure we'll make good profits.

### Task 5 Challenge yourself: Ask questions.

#### *Questions for the teacher's reference:*

- A:
1. What is the position of headquarters?
  2. What are the functions of the overseas companies?
  3. What roles do branch companies play?
  4. What is the relationship between the suppliers and manufacture center?
  5. What is the procedure of global sourcing?
- B:
1. Why do people place initial planning in the very beginning?
  2. What do the requirements refer to?
  3. When should people do analysis and design?
  4. What does evaluation mean?
  5. What are the possible contents of implementation and development?



## Activity 3 Listen Out

## Task 2 Listen and match.

*Script:*

1. **Costs** — A global sourcing strategy is often used to benefit from lower costs abroad that includes labor, bank fees, taxes, insurance and so on.
2. **Laws** — Global sourcing forces buyers and suppliers to choose the laws applicable to them.
3. **Currency** — The buyer and the seller must agree on a currency to use.
4. **Lead Time** — Lead time for global purchases is usually significantly longer than for domestic ones.
5. **Language and Culture** — If you're unfamiliar with the supplier's language and culture, you increase the risk of communication challenges, misunderstandings, and offensive or uncomfortable encounters.
6. **Multi-modal Transportation** — Global sourcing involves combining air, water, and ground transportation.
7. **Payment Methods** — Global sourcing often involves payment using a letter of credit which requires the involvement of both the buyer's and supplier's banks.

*Key:*

- |      |      |      |      |      |
|------|------|------|------|------|
| 1. d | 2. b | 3. f | 4. i | 5. g |
| 6. c | 7. e |      |      |      |

## Task 3 Listen and judge.

*Scripts:*

1. A: What's the labor cost there like compared with that at home?  
B: It's substantially cheaper. And so are the raw materials.  
A: It's perhaps a good idea to move our manufacture center there.
2. A: Do they speak a local dialect in that area?  
B: The language they use is more or less the same as the national official language, just with slight differences in accent.  
A: So that shouldn't be a problem.
3. A: What do you suggest for the relocation of our manufacture center?  
B: I'd recommend a medium-sized city in the northwest China.  
A: But why is the northwest?  
B: The local government is offering a five-year tax break for overseas enterprises.
4. A: The last question I have in mind is the cost of the multi-modal transportation.  
B: Since water transportation takes up two thirds, I don't think the cost will be very high.

- A: Will you find out the exact cost and hand me a report by the weekend?
5. A: I'm afraid we'll have to change our chief supplier.  
B: But why?  
A: Due to the rapid economic development of the country, the cost of labor there has risen sharply.

**Key:**

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

#### Task 4 Listen and decide.

##### Dialogue One

**Script:**

- W: Mr. Green, as we all know, you are one of the most successful retailers in America. But recently you plan to set foot in a new area — global sourcing. Would you mind telling me how you found the fresh business opportunities?
- M: I recently asked a client if he had any other projects he needed to take care of, and he showed me a photograph of a ceramic item.
- W: I have seen some fantastic samples in your show room.
- M: Yes, and he said “Well, can you source this for me?” I took it back to the office, and we started working on it immediately. By the end of the day we had already emailed the picture to some of our manufacturers.
- W: It seems easy to you!
- M: That's pretty fast service — it didn't sit on anyone's desk for a day or a week or a month. It's my nature to get on top of things and stay there.
- W: Obviously, global sourcing really helps you! Well, how do you profit from global sourcing?
- M: For example, one customer bought a business selling bathroom accessories. The company was manufacturing in the United States, but they found that the labor costs were too expensive and they had to go overseas. He asked me if we could do something to help him.
- W: And the result?
- M: The result is: we found a supplier for him in China with significantly cheaper accessories.

Q1: What line of trade is Mr. Green used to be engaged in?

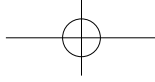
Q2: What brought Mr. Green into the new business of global sourcing?

Q3: How does Mr. Green make money by means of global sourcing?

##### Dialogue Two

**Script:**

W: How do you decide who to invest in?



M: I go very much by gut feeling. Of course I need to see business plans, but if I think the company is producing something that there's a market for, and if I think the owners have the drive and ambition to do well, then I'll put my money in.

W: Are all the businesses you invest in successful?

M: (Laughs) No, of course not. If I invest in ten companies, I expect three or four to go bust, two or three to do OK and a couple to be really good. Those are the ones I make my money on. Earlier this year I got back ten times the amount I'd invested in one company. This makes up for the investments where I make a complete loss.

W: And once you've invested your money, is that it or do you have any further involvement in the company?

M: I'm very much a hands-on investor and I like to help companies develop and expand. Sometimes I'll expect to become a director of the company. Other times I concentrate on giving financial advice. The great advantage is that I can see what is happening to my money.

Q4: Which of the following is TRUE of the man's investment strategies?

Q5: What does the man usually do after he's invested in a company?

**Key:**

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

### Task 5 Listen and complete.

**Script:**

The political and economic opening up of India, China, Turkey and the eastern European states have led to a change in competition on the world's markets. These countries are already considered attractive procurement markets, especially by European companies.

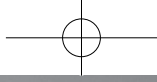
However, global sourcing can mean hidden costs for those who are unaware of the international markets and their modes of operation.

But companies can still be successful in their global sourcing — despite the risks involved. We should know which goods and services are suited to global sourcing and grasp the key procurement markets and their strengths so as to plan international buying successfully.

**Key:**

- |           |                         |                       |
|-----------|-------------------------|-----------------------|
| 1. led to | 2. hidden costs         | 3. modes of operation |
| 4. risks  | 5. international buying |                       |





## Section 2 In-class Activities: Things to Do

### Activity 1 Task Check-up

#### Task 1 Listen and write.

*Script:*

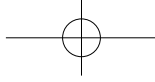
- |                                     |                          |                            |
|-------------------------------------|--------------------------|----------------------------|
| 1. definitely                       | 2. negotiation           | 3. bottom-line             |
| 4. mutual                           | 5. turn                  | 6. unacceptable            |
| 7. empty-handed                     | 8. equality              | 9. move                    |
| 10. limit                           | 11. get the ball rolling | 12. international practice |
| 13. create a win-win situation      |                          |                            |
| 14. reach some common ground        |                          |                            |
| 15. Let's meet each other half way. |                          |                            |

#### Task 2 Make a presentation.

The teacher asks several students to present the short speeches they prepared before class. Before doing that, the teacher may play the recording of the following passage to the students as an example.

*Script:*

Business negotiations are usually conducted in different ways: by letter, telephone and face-to-face contacts. Face-to-face negotiations are suitable and only necessary for big deals because they are usually expensive owing to the traveling, accommodation and venue expenses. Since there is usually more than one negotiator, it is more likely



that every detail is taken into consideration and agreements can be reached there and then. Negotiations by letter are the most economical and since everything is written down, one can always go back to see if everything is made clear. But letters take time to travel and replies are usually not prompt. So they are more suitable for future and long-term trade. Negotiating over the telephone is not uncommon because it is the most convenient. It is only suitable for small deals and is usually conducted between old business partners who have long established trust in each other.

**Task 3 Questions and answers.**

*Questions for the teacher's reference:*

1. How many stages are there in the process of negotiation?
2. What's the most important thing to do when making preparations for a negotiation?
3. What is the purpose of negotiations?
4. What do you think is the most desirable outcome of a negotiation?
5. What should you do after an agreement has been reached through negotiation?

**Activity 2 Interactions****Task 2 Listen and complete.****Dialogue One**

*Key:*

1. c                      2. e                      3. a                      4. b                      5. d

**Dialogue Two**

*Key:*

1. hospitality                      2. appreciate  
3. a long-term relationship      4. profitable                      5. bottom-line

**Task 4 Just do it: Make up your own dialogue.**

*Dialogues for the teacher's reference:*

**Situation 1:**

*Talk about the preparation for negotiation.*

W: It's my first time to negotiate. I really feel nervous about it.

M: Take it easy, Mary. If you get fully prepared, you'll feel more confident.

W: There seems to be millions of things to prepare for. I don't know where to start.

M: Well, the most important thing is to know what you want and what they want from the negotiation.

W: Yes, and then?

M: And then you have to decide the maximum and minimum you can give up as a compromise in order to reach an agreement.



W: I see. That's an important point.

M: Since you are a novice in negotiation, I'd suggest you make a list of all the details. This can help you stay calm during the negotiation process.

W: Thank you very much for your advice.

**Situation 2:**

*Two companies are negotiating on the price in the conference room.*

M: The price you quote is too high to be acceptable.

W: I'm sorry you should think so. On the contrary, the price we are offering is the most reasonable.

M: I don't think you're in a position to say so.

W: Why not? I'm on solid ground. You see, our products are of top quality and they are very popular in the European market.

M: Still I consider the price too high for OEM products.

W: But you know there's no difference in quality and after-sales services.

M: With your price, my boss will throw me out of the window.

W: With your price, we'll go bankrupt.

M: In this case, I'm afraid we can't make the deal this time.

W: Anyway, I hope we can cooperate in the future.

**Task 5 Challenge yourself: Ask questions.**

**Questions for the teacher's reference:**

- A: 1. What material will you use for the packing of our goods?  
 2. Who will pay for the expenses of the packing, the buyer or the seller?  
 3. How long will the packing take?  
 4. Is the packing material environmentally friendly?
- B: 1. When will you deliver the goods we've ordered?  
 2. Which company will take care of the shipment?  
 3. How long does the delivery take?  
 4. What if there is damage to the goods when they arrive?

**Activity 3 Listen Out**

**Task 2 Listen and match.**

**Script:**

The negotiation process usually consists of the following eight stages:

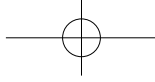
Prepare: Know what you want and what they want.

Open: Put forward your case and hear theirs.

Argue: Support your case and expose theirs.

Explore: Seek understanding and possibility.

Signal: Indicate your readiness to cooperate.



Package: Put together potential trades.

Close: Reach the final agreement.

Sustain: Make sure what is agreed happens.

**Key:**

- |      |      |      |      |      |
|------|------|------|------|------|
| 1. c | 2. g | 3. a | 4. f | 5. h |
| 6. b | 7. d | 8. e |      |      |

**Task 3 Listen and judge.**

**Scripts:**

1. M: I am sorry to say that the price you quote is too high. It would be very difficult for us to push any sales if we buy it at this price.  
W: Well, if you take the quality into consideration, you wouldn't think our price is too high.  
M: How about meeting each other half way?
2. M: I am sorry to say that your price has soared. It is almost 20% higher than last year.  
W: That is because the price of raw materials has gone up.  
M: I see. It seems that everything is going up.
3. W: You know, packing has a close bearing on sales.  
M: Yes, it also affects the reputation of our products. Buyers always pay great attention to packing.  
W: We wish the new packing will give our clients satisfaction.
4. W: How are the shirts packed?  
M: They are packed in cardboard boxes.  
W: I am afraid the cardboard boxes are not strong enough for ocean transportation.
5. A: How do you like the goods to be dispatched, by railway or by sea?  
B: By sea, please. Because of the high cost of railway transportation, we prefer sea transportation.  
A: As you like.

**Key:**

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

**Task 4 Listen and decide.**

**Scripts:**

**Dialogue One**

M: Shall we carry on the discussion about the price?

W: OK. I've been instructed to reject the price you proposed; but we'll try to come up with something else.

M: I hope so. My instructions are to negotiate hard on this deal; but I'm trying hard to reach some middle ground.

W: I understand. What do you think of this structured deal? For the first six months, we get a discount of 20%, and the next six months we get 15%.

M: I can't accept the proposal. My boss would kill me.

W: Then we'll have to think of something better.

M: I'm afraid we're unable to conclude the deal. I'll just go back and ask the boss to do it himself.

W: Are you kidding? That will make things even worse.

Q1. What is the woman instructed to do?

Q2. What proposal does the woman come up with later on?

### Dialogue Two

M: Negotiation plays an important role in our daily lives and we're negotiating in one way or another almost every day.

W: Sounds right. How many types of negotiations are there?

M: Generally, there are three in terms of the content areas involved: day-to-day negotiations, commercial negotiations and legal negotiations.

W: I hear that negotiating is an undertaking that requires a lot of strategies and skills.

M: Oh, yes. But I think the best negotiator is one who knows how to compromise. You see, a negotiation is actually a give-and-take process.

W: But of course everyone would like to take more but give less.

M: These ideas used to be popular in the traditional win-lose negotiations. But today, more and more people come to favour the win-win approach to negotiation.

W: What's the difference between them?

M: Well, with the win-lose approach, there is always a winner and a loser. But the win-win approach tries to create a situation in which both parties are winners.

W: That is to say, the win-win approach is more useful for establishing long-term business relationships.

M: Exactly.

Q3. Which of the following is NOT mentioned as one of the three types of negotiations?

Q4. What kind of negotiator is considered the most skillful according to the dialogue?

Q5. Why are more and more people coming to favour the win-win approach?

### Key:

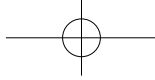
1. C

2. A

3. D

4. C

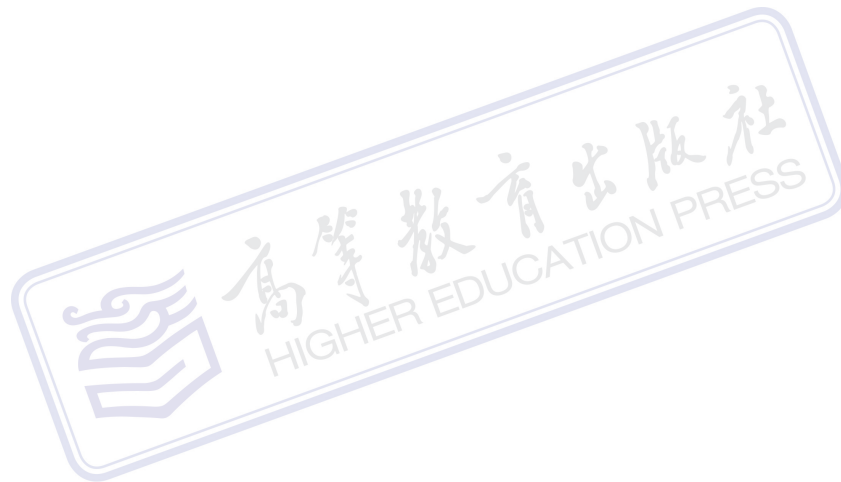
5. D

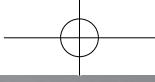


**Task 5 Listen and complete.**

**Key:**

- |                       |                    |                      |
|-----------------------|--------------------|----------------------|
| 1. buyers and sellers | 2. different parts | 3. behavior patterns |
| 4. reach an agreement | 5. payment         |                      |





## Section 2 *In-class Activities: Things to Do*

### Activity 1 Task Check-up

#### Task 1 Listen and write.

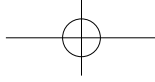
- |  |                           |                   |
|--|---------------------------|-------------------|
| 1. stressful   | 2. avoid                  | 3. personality    |
| 4. reaction  | 5. relieve                | 6. widespread     |
| 7. frequent  | 8. workplace              | 9. poverty        |
| 10. complaint  | 11. gender discrimination | 12. work pressure |
| 13. workers of all ages across all income brackets         |                           |                   |
| 14. Job dissatisfaction is widespread in the career arena. |                           |                   |
| 15. It is frustrating to work overtime without extra pay.  |                           |                   |

#### Task 2 Make a presentation.

The teacher asks several students to present the short speeches they prepared before class. Before doing that, the teacher may play the recording of the following passage to the students as an example.

#### *Script:*

The following problems could be often met in the workplace. Firstly, bad workplace relations are most commonly found in the office. That is, you might not get along well with your colleagues, including your boss and your partner. For example, the employer is treating you in a way you are unhappy with. In that case, you'd better find a suitable chance to have a heart-to-heart talk with them. Secondly, you might not



be satisfied with the working hours. For example, you work overtime, but you don't get extra pay. If so, try your best to get work done within your normal working hours. Otherwise bring up the matter to your supervisor. Thirdly, sometimes the working conditions are so poor that you find it hard to concentrate on your work or you feel uncomfortable at work. Whatever the problems are, all you can do is to face them and figure out possible solutions.

**Task 3 Questions and answers.**

*Questions for the teacher's reference:*

1. What would you do if you are not getting along well with your boss?
2. What do you think is the best way to handle work pressure?
3. What would do if you are dissatisfied with your job?
4. How would you cope with heavy work load?
5. If you've been complained against, what would you do?

**Activity 2 Interactions****Task 2 Listen and complete.**

**Dialogue One**

**Key:**

1. e
2. d
3. a
4. c
5. b

**Dialogue Two**

**Key:**

1. finding fault with
2. at a loss
3. demanded an excuse
4. authority
5. too sensitive

**Task 3 Have a try: Role-play the dialogues.**

Have the students work in pairs or groups, with each playing a part. Tell them to read their parts loudly until they can learn them by heart. Then have some of them demonstrate the dialogues in class.

**Task 4 Just do it: Make up your own dialogue.**

Have the students work in pairs or groups. Tell them to make up a similar dialogue. Keep practicing it until they can learn it by heart. Then have some of them demonstrate it in class. You may read the following dialogues to them as examples.

*Dialogues for the teacher's reference:*

**Situation 1:**

M: You won't believe who's been assigned to work OT on the new project! Me! I've already logged in 20 hours of overtime!

- W: Wow! Why so much? I thought they were getting you an assistant.
- M: They were supposed to, but so far nobody's turned up, and I'm left on my own to do the work. This is the first break I've had all day.
- W: Why don't you ask for some time off? You could take a long weekend and go away somewhere.
- M: My holiday request has been turned down by the boss.
- W: Oh, I'm sorry to hear that. I think perhaps they're finding someone to help you.
- M: I hope they can find one soon; otherwise I'll collapse.
- W: Poor man! Hold on!

**Situation 2:**

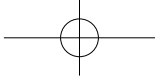
- M: I hear Li Yong has been gossiping about me recently.
- W: I've heard of that too. But nobody would believe him.
- M: It's hard to say while the others don't know the truth.
- W: I remember someone once said: "You may fool all the people some of the time, you can even fool some of the people all of the time, but you cannot fool all of the people all of the time."
- M: Abraham Lincoln. I hope so. But I wonder why? We used to be on good terms.
- W: There's rumour that the manager is finding an assistant. And both of you are the best candidates.
- M: I see. But why not play fair competition? Saying bad things about others is against the ethics.
- W: Don't you think he's actually helping you?
- M: Helping me by saying bad things about me behind my back? Oh, I think I know what you mean. Thanks for reminding me. I'll just turn a deaf ear to that.

**Task 5 Challenge yourself: Ask questions.**

**Questions for the teacher's reference:**

- A:
1. How does the man in the picture look?
  2. What seems to be the problem with him?
  3. What actions should he take in order to tackle the problem?
  4. Can you give him some advice on his problem?
  5. What is your advice?
- B:
1. What is the relation between the men and the women in the picture?
  2. What are they probably talking about?
  3. What seems to happen to them?
  4. What do you think they should do?
  5. Do you quarrel with others?





## Activity 3 Listen Out

## Task 2 Listen and match.

*Script:*

You might meet the following problems in your future work.

1. Your coworker is treating you in a way you are unhappy with.
2. You have been complained about your work or behavior.
3. You've got too much work to do.
4. You don't get along well with your boss.
5. The pay you get is not enough to cover all your expenses.
6. You are not quite satisfied with your job.
7. You have to work late and on weekends.
8. Your workplace is noisy and crowded.
9. Your boss treats you less favorably than others.
10. You are working under great pressure.

*Key:*

- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. h | 2. b | 3. c | 4. d | 5. g  |
| 6. j | 7. a | 8. e | 9. i | 10. f |

## Task 3 Listen and judge.

*Scripts:*

1. M: You look pale. What's wrong with you?  
W: I have been working for 3 weeks without any break since the busy season began.  
M: You need some temporary helpers.  
W: I think so.
2. M: Thank God! I have finished writing that service guide! It took me forever!  
W: When did you finish?  
M: This morning! No more overtime, and no more headaches!  
W: Well, I'm glad to hear it. Have a cup of coffee!
3. W: What happened to you, Phillip? You've kept quiet recently. You are not what you used to be.  
M: I've got some trouble in my work. My boss keeps picking on me. I find my job stressful. I want to quit it.  
W: Don't be so silly. You need to do something to tackle the problem instead of escaping from it.  
M: But how?
4. W: Hi, there, Philip! How's everything going?  
M: Pretty well, in fact. But I'm really tired!  
W: Yes, you've had a busy first week. Take a rest!  
M: It's all right. I don't mind being busy!

5. W: Steve, I am really disappointed by your lack of effort on this project.

M: Well, Sarah. I've put just as much energy into this as anybody else.

W: I don't think you've been working hard enough.

M: Well, I'm sorry you feel that way.

**Key:**

1. F

2. T

3. F

4. T

5. T

#### Task 4 Listen and decide.

**Scripts:**

##### Dialogue One

W: Hi, Peter. Can you tell me a little bit about your new job?

M: I work in the Technology and Support Department now.

W: What do your responsibilities include?

M: I'm responsible for systems administration and in-house programming.

W: How do you like your job?

M: It's interesting, but I am just tied up everyday. I am so busy that I find it stressful sometimes. There seems to be endless things to do. So I don't have much time with my family.

W: Take it easy, Peter. Let me tell you how to deal with your problems. First, you should let the most important thing go first.

M: I know, Susan. But everything is the most important. They seem to be always saying to me: "Come on, Peter! Work faster!"

W: Oh! You absolutely need a break away from work.

M: It's not that serious. Don't worry about me. I'll be OK. What's your next advice?

W: Second, concentrate on one task at a time and complete it before moving on to the next. Third, know your limits and learn to say NO.

M: That sounds advisable.

Q1: What is Peter's job?

Q2: How's Peter getting on with his work?

Q3: Which one is NOT the advice given to Peter by Susan?

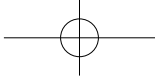
##### Dialogue Two

W: I'm feeling very lonely at work. I can spend an entire day here without anyone in my department talking to me.

M: Sometimes, you need to bear loneliness at work.

W: People here are nice but not very sociable. It depresses me, and now I feel as if I hate my job and everyone here.

M: When we expect people to behave the way we want them to, we are setting ourselves up



for disappointment.

W: What should I do then?

M: Try approaching them instead of expecting them to approach you.

W: I know what I should do. Thank you.

Q4: What is the woman's problem at work?

Q5: What does the man ask the woman to do?

**Key:**

1. B

2. C

3. D

4. B

5. D

**Task 5 Listen and complete.**

**Key:**

1. speak badly about

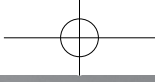
2. bad-mouthing

3. hated the job

4. valuable client

5. gave up any opportunity





## Section 2 In-class Activities: Things to Do

### Activity 1 Task Check-up

#### Task 1 Listen and write.

*Script:*

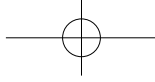
- |   |                   |                          |
|---|-------------------|--------------------------|
| 1. moral                                      | 2. protect        | 3. prevention            |
| 4. hazard                                     | 5. morale         | 6. well-being            |
| 7. fatal                                      | 8. emphasize      | 9. productivity          |
| 10. recognize                                 | 11. mental health | 12. legal responsibility |
| 13. occupational health and safety            |                   |                          |
| 14. direct and indirect negative consequences |                   |                          |
| 15. The best solution is prevention.          |                   |                          |

#### Task 2 Make a presentation.

The teacher asks several students to present the short speeches they prepared before class. Before doing that, the teacher may play the recording of the following passage to the students as an example.

*Script:*

All levels of management must make health and safety a priority. In each workplace, the lines of responsibility from top to bottom need to be clear, and workers should know who is responsible for different health and safety issues.



A comprehensive training programme in each workplace will help workers to recognize early signs of any potential occupational diseases before they become permanent conditions, to assess their work environment and to insist that management make changes before hazardous conditions can develop.

As health and safety representative your role is to work proactively to prevent workers from being exposed to occupational hazards. You can do this by making sure management eliminates hazards or keeps them under control when they cannot be eliminated.

Trade unions must insist that employers control hazards at the source and not force workers to adapt to unsafe conditions.

In a word, the employer, employee, the management and trade union must work together in the effort to create and maintain a safe and healthy workplace.

### Task 3 Questions and answers.

#### *Questions for the teacher's reference:*

1. What is occupational health and safety?
2. Why is occupational health and safety important?
3. Why is it necessary to have effective workplace health and safety programmes?
4. Who is responsible to ensure a safe working environment?
5. What do you do if you see a hazard in the workplace?
6. How would you take care of yourself in the workplace?

### Activity 2 Interactions

#### Task 2 Listen and complete.

##### Dialogue One

###### *Key:*

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

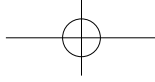
##### Dialogue Two

###### *Key:*

1. fire detector
2. loud enough
3. an evacuation practice
4. an emergency
5. the common interest

#### Task 3 Have a try: Role-play the dialogues.

Have the students work in pairs or groups, with each playing a part. Tell them to read their parts loudly until they can learn them by heart. Then have some of them demonstrate the dialogues in class.



**Task 4 Just do it: Make up your own dialogue.**

Have the students work in pairs or groups. Tell them to make up a similar dialogue. Keep practicing it until they can learn it by heart. Then have some of them demonstrate it in class. You may read the following dialogues to them as examples.

*Dialogues for the teacher's reference:*

**Situation 1**

W: You haven't moved from your desk for about five hours.  
M: Tell me about it! I have two work reports due by 4 p.m. today and I am way behind.  
W: I know that the reports are important, but so is your health.  
M: My health is fine — I've been feeling well enough all this year.  
W: But what about your eyes and hands?  
M: They feel fine. Why are you asking about my eyes and hands?  
W: The HR department says that we should take a break for five minutes every hour to rest our eyes from staring at the computer and our hands from typing.  
M: Really? I didn't know that.  
W: Listen and I will lecture you about OHS.

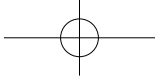
**Situation 2**

W: How are you today, Jack?  
M: Not good, I'm afraid. I am feeling rather out of sorts these days.  
W: Oh, dear, I am sorry. What's the matter?  
M: Well, I hate my work. I feel I am wasting my life at the company.  
W: What makes you think so?  
M: My boss. He continues to treat the staff like we are expendable and take advantage of us at every opportunity. I'm so burned out and tired.  
W: That's typical emotional signs of job burnout.  
M: Oh, dear! What should I do?  
W: Well, I'm afraid you've got to change a job.

**Task 5 Challenge yourself: Ask questions.**

*Questions for the teacher's reference:*

- A: 1. What is a hazard?  
2. How many hazards can you spot in the picture?  
3. Who is responsible for reducing the hazards in the workplace?  
4. What should you do when you see a hazard?  
5. How do you report hazards?
- B: 1. How do you feel about your job?  
2. What is job burnout?



3. What would you do if you feel tired at work?
4. How do you deal with pressure at work?
5. Who is responsible for your health and safety at work?

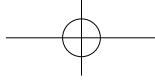
**Activity 3 Listen Out****Task 2 Listen and match.***Script:*

1. **Welder** — A welder can be hurt from the sparks and the intense light which can cause permanent eye damage.
2. **Mechanic** — A mechanic may experience safety problems from cuts and falls, exposure to chemical hazards and other musculoskeletal problems from lifting heavy parts or bending for long periods.
3. **Port worker** — A port worker's risks include falls, cuts, back and other musculoskeletal problems as well as collisions with fast moving vehicles such as fork-lift trucks or delivery trucks.
4. **Textile worker** — The textile worker faces such problems as injuries from machines, the risk of fire, the hazards of noise and vibration, and cotton dust that can lead to the occupational disease known as byssinosis.
5. **Police officer** — Police officers' problems range from dangers from criminals and physical and mental pressures from work.
6. **Agricultural worker** — The spray of pesticides and herbicides that have toxic effects can be breathed into the lungs and blown onto the skin where it can cause damage. It can also be absorbed into the body through the skin.
7. **Electronics assembly worker** — An electronics assembly worker can suffer eye problems from doing close work, often in poor light. They can also suffer from back and other musculoskeletal problems.
8. **Office worker** — Stress is one of the most common complaints by office workers, as well as exposure to chemical hazards from office machines such as photocopiers. Poor lighting, noise and poorly designed chairs and stools can also present problems.
9. **Construction worker** — Construction workers face a variety of hazards, particularly safety problems such as falls, slips, trips, cuts, and being hit by falling objects, musculoskeletal problems, as well as noisy machinery.
10. **Miner** — The hazards of mining are well known and include the ever present danger of dusts, fire, explosion and electrocution, vibration, extreme temperatures, noise, slips, falls, cuts, and above all, collapses of mines.

*Key:*

- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. h | 2. a | 3. i | 4. b | 5. g  |
| 6. d | 7. c | 8. j | 9. f | 10. e |





## Unit 8 Occupational Health and Safety

### Task 3 Listen and judge.

#### Scripts:

1. W: John, what do you do to reduce stress at work?  
M: I usually go for a drink. How about you, Anna?  
W: Well, I've joined in a health club and I work out there at least three times a week.
2. M: How can I make sure that the disease I suffered is "occupational disease"?  
W: Well, you can refer to "Category and List of Legal Occupational Disease". 115 diseases are included in the current list.  
M: Thanks for the information.
3. M: Do you know that a new labor law goes into effect today?  
W: Really? What's special about it?  
M: Well, you know in the past the employees were unable to file claims against companies. Now the new law gives us the right.
4. M: People usually think of stress as a bad thing. Is that always true?  
W: Not always. We need stress in order to lead interesting lives, to motivate us to get up in the morning, go to work and so on. But too much stress is bad for us — it can lead to terrible feelings of anxiety, fear and anger.  
M: Aha. As the old saying goes: Everything has two sides.
5. W: If I'm injured at the work, can I claim for compensation?  
M: Yes, you can. But only after your degree of injury has been assessed and officially certified by the Labour Appraisal Committee.  
W: So it must take a long time.

#### Key:

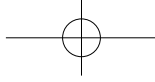
1. F                      2. F                      3. T                      4. F                      5. T

### Task 4 Listen and decide.

#### Dialogue One

#### Scripts:

- W: Mr. Brown, as an ordinary employee, what's OHS got to do with me?  
M: Plenty. Actually OHS provides both duties and rights to employees.  
W: Well, I don't quite get it. What am I supposed to do?  
M: First of all, you should cooperate with management and follow instructions. That means you are responsible to follow up necessary training and live up to the routines and rules.  
W: What should I do if dangerous situations occur?  
M: Warn your supervisor. Remember under the HSE (Health, Safety and Environment) Act you can be charged with harming your workmates or other people in the workplace.  
W: Oh?  
M: Yes. And your failure to observe safety instructions may also constitute a basis for termination of employment.



- Q1. Which of the following is NOT the responsibility of the employee?  
Q2. Under the HSE Act what could be done to the employee who happens to harm his workmates?

**Dialogue Two**

**Scripts:**

- W: Mr. Silcott, what do you think of the three-day health and safety workshop which started here Wednesday?  
M: Well, it's unexpectedly successful. I was overwhelmed at the number of last-minute registrations for the workshop.  
W: Congratulations! So there is a real awakening to the importance of occupational health and safety.  
M: Yes, it is also our goal. Today, fewer people are doing more work, under more stress and there is a need for us to protect and to promote their health.  
W: And it should be recognized that good health and safety practices are important for the development of any country, any community, and any business.  
M: Absolutely! Those who ignore occupational health and safety would suffer from the consequences in the end.  
W: Fortunately, the importance of OHS is being recognized by more and more people, including both employers and employees.

- Q3. When did the three-day health and safety workshop start?  
Q4. What can be inferred from the passage?  
Q5. What is the aim of the OHS workshop?

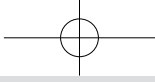
**Key:**

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

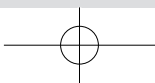
**Task 5 Listen and complete.**

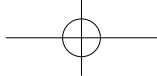
**Key:**

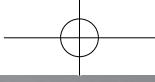
1. highest degree                      2. resulting from  
3. physical and mental needs      4. whole person                      5. collaboration



# Reading and Writing







## Section 1 Before-class Activities: Getting Things Ready

### Activity 2 Read and Complete

- |                |              |               |
|----------------|--------------|---------------|
| 1. planning    | 2. directing | 3. objectives |
| 4. human       | 5. leading   | 6. value      |
| 7. controlling |              |               |

## Section 2 In-class Activities: Things to Do

### Activity 1 Listen and Write

- |               |               |                   |
|---------------|---------------|-------------------|
| 1. function   | 2. management | 3. plan           |
| 4. organize   | 5. direct     | 6. control        |
| 7. objective  | 8. resource   | 9. responsibility |
| 10. available |               |                   |

### Activity 2 Read and Think

#### Related information:

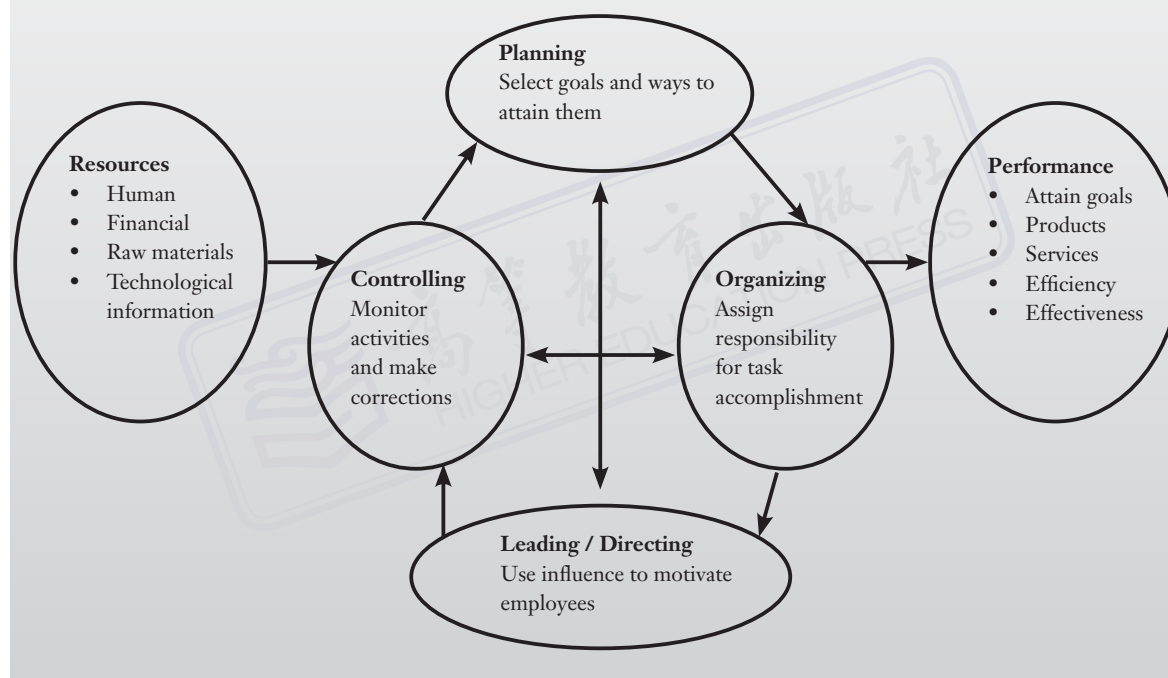
What do managers have in common? They get things done through their organizations. Managers create the conditions and environment that enable organizations to survive and thrive beyond the tenure of any specific supervisor or manager.

A key aspect of managing is recognizing the role and importance of others. Good managers know that the only way they can accomplish anything at all is through the people of the organization. Getting things done through people and other resources and provide leadership and direction are what managers do. Thus, our definition of management is as follow:

Management is the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading or directing, and controlling organizational resources.

There are two important ideas in this definition: (1) the four functions of planning, organizing, leading or directing, and controlling and (2) the attainment of organizational goals in an effective and efficient manner. Managers use a multitude of skills to perform these functions.

The process of management



### Language study:

1. What a manager does is also called management function.

**be called:** be known as 被叫作, 被称为

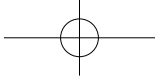
*For example:*

Employees are also called the most valuable resources. 员工也被称为最有价值的资源。

The leader of a team is also called a captain. 一个团队的领队也被称为首领。

2. **function:** *n.* special activity or purpose of a person or thing 职责, 职能

*For example:*



It is not the function of this committee to deal with dismissals. 处理解雇问题不是本委员会的职能。

The function of a chairman is to lead and control meetings. 主席的职责是主持会议。

3. **organize**: *v.* to arrange into a good working system; make arrangements for 组织, 安排

*For example:*

I thought that meeting was well organized. 我认为会议组织得很好。

The company organized a party to celebrate its 10th anniversary. 公司组织了一次晚会来庆祝 10 周年。

4. **direct**: *v.* to control and be in charge of (an activity or situation); manage 指导, 指挥

*For example:*

He directed the team defeating all competitors in this bid. 在这次竞标中, 他指挥团队击败了全部竞争对手。

Who is directing the work? 谁在指导这项工作?

5. **control**: *v.* to have a directing influence over 控制, 管理

*For example:*

Try to control your temper. 要尽力克制你的脾气。

The young teacher can not control her class. 那位年轻的女教师管不住班上的学生。

6. **achieve**: *v.* to finish successfully; to get as the result of an action or effort 取得成就, 达到 (目的)

*For example:*

He will never achieve his objectives if he doesn't work harder. 如果他不加紧努力工作, 他将永远达不到自己的目的。

The company has achieved 200% increase in profitability. 这家公司的利润增加了 2 倍。

7. **available**: *a.* able to be used, obtained 可获得的, 可利用的

*For example:*

The machines you ordered are not available. 你所订的机器没有货。

We want to make our products available to a wider market. 我们想使我们的产品在更广泛的市场中都买得到。

8. **respond to**: react to 回应, 反应

*For example:*

He responded to my suggestion with a smile. 他对我的建议报以微笑。

The sales department are quick to respond to the price change. 销售部总能对价格变化做出快速反应。

9. **deal with**: to take action about; cope with 处理, 应付

*For example:*

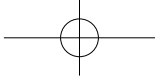
The government takes effective measures to deal with drug smuggling. 政府采取有效措施对付毒品走私。

All complains will be dealt with by the manager. 所有的投诉将由经理处理。

10. This means that the organizing function includes recruiting and training people to fill positions in the organization.

**This means that ...:** the meaning / further understanding of the above-mentioned thing is that ...





前面提到的事情意思是 / 意味着 ……

*For example:*

I failed in the final exam. This means that I must take the same course once again. 我期末考试不及格。这意味着我要重修这门课。

Prices rose sharply. This means that the poor are having the harder time. 物价急剧上涨。这意味着贫民们正经历更苦的生活。

11. **break down ... into:** to separate ... into 把 …… 分解为

*For example:*

We need to break down this task into several parts. 我们需要把这次任务分成几部分。

The figures on market research must be broken down into several categories. 市场调查数据必须分成若干类别。

12. **if ...:** on condition that 在 …… 条件下; 如果

*For example:*

If the company have enough capital resources, we will set up the 4th branch company next year. 如果公司有足够的资金资源, 我们将在明年成立第 4 家分公司。

If a manager doesn't recognize his employees values, he will gain nothing in the end. 如果经理没有认识到他的员工价值, 最终他将一无所获。

13. **make sure:** to take action so that sth. will certainly happen 确保

*For example:*

Make sure that you get here before midnight. 你确保午夜之前到达这里。

I'll make sure that the letter leaves tonight. 我将设法今晚把信发出去。

14. **allocate:** v. give, put on one side, as a share or for a purpose 分配, 拨出

*For example:*

That space has already been allocated for building a hospital. 那块空地已被划出建造医院。

The government has allocated over \$100 million to the job creation program. 政府已拨出一亿多美元用于一项创造就业机会的计划。

15. If the resources are not available, the manager must locate and obtain the necessary resources before they are needed by the organization.

**sb. must do ... before ...:** before sth. happens, sb. must do sth. else first 在 …… 之前, …… 必须先做 ……

*For example:*

You must apply for the business license before you start your business. 在开业之前, 你必须先申请营业执照。

The machines must be tested thousands of times before consumers can buy it in the market. 在顾客能在市场买到这些机器之前, 它们必须经过千万次测试。

16. **process:** n. connected series of actions; changes 进程, 过程

*For example:*

Coal was formed out of dead forests by a long slow process of chemical changes. 煤是由埋在地底的森林经过长期而缓慢的化学变化形成的。

It has been a long process getting this information. 获得这信息花了好长时间。

17. **carry out:** fulfill; complete 实行, 完成

*For example:*

They need half a year to carry out the plan. 他们需要半年时间来完成这个计划。

They are carrying out urgent repairs. 他们正在做抢修工作。

18. Directing is the most widely recognized function of management.

**... be most widely + v-ed:** ... is ... in a wide area or range ... 最被广泛……的

*For example:*

It's widely believed that China will gain greater opportunities in the economic crisis. 人们广泛认为, 中国将在经济危机中得到更多机会。

It's widely known that Michel Jackson is a great entertainer. 迈克尔·杰克逊是位杰出的艺术家, 这是广为人知的。

19. One aspect of directing is that a manager must build employee responsibility and achievement into a job.

**one aspect of ... is that ...:** one side of ... is that ... 某事物的一方面是……

*For example:*

One aspect of your job is that you are responsible for the training program of the company. 你工作的一方面是负责公司的培训项目。

One aspect of the urgent situation is that we are in need of 50 more skillful workers. 紧急形势的一方面是我们额外需要 50 个技术熟练工人。

20. **be tied to:** to cause to be connected 使联系在一起; 受限于

*For example:*

The rise in welfare payments is tied to the retail price index. 福利金的提高受零售价指数的制约。

His promotion is closely tied to his skillful negotiation in the last trade. 他的提拔与他在上次贸易中手段高明的谈判紧密相关。

21. **Once:** from the moment that; when 一经, 一旦

*For example:*

Once she arrives, we can start. 她一来, 我们就可以开始。

Once you understand this rule, you will have no further difficulty. 你一旦理解了这一规则, 就不会再有困难。

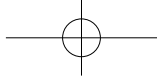
### Chinese translation:

#### 管理职能

一个经理所做的工作称之为管理职能。基本管理职能有四个: 计划、组织、领导和控制。

管理由计划开始, 既然管理的目的是达到组织的目标, 最主要的管理职能是计划。计划有两类: 长期计划和短期计划。因为资源的可利用性、可利用资金的数量、顾客需求和技术每天都发生变化, 各级别的经理必须应对这些变化并及时修改各部门计划。

组织涉及获得和协调资源以便达到公司的目标, 经理要利用好各种资源, 如: 自然资源、



资金来源和人力资源。这就是说：组织职能包括招聘和训练员工来填充企业的职位。

经理总是把企业的计划细分成具体的任务，然后评估哪些资源对执行这些任务是必需的。如果企业内部有可利用的资源，经理将确保在需要时将它们分配到每个任务。如果企业内部没有可以利用的资源，经理必须在企业需要这些必要的资源之前，找到并获得它们。

领导是影响、指导和引领下属员工执行企业活动的过程。领导是被最广泛承认的管理职能，对一线管理层或者监督管理层尤其重要。

经理经常会说“员工是我们的最大资产”。他们通过这一点表明，一家企业的人力资源及员工是真正区分一个公司的优秀业绩和其他公司的一般业绩的依据。经理领导下属员工的方式应该集中在员工价值上，看待员工不应该只根据他们的生产、问题和成本，经理必须认识到员工的潜能。领导的一方面就是经理必须把员工的责任和成就融入工作中。为充分发挥潜能，员工对需求、纪律和责任奖励都有需要。

最后一个管理职能是控制或者工作绩效评价。控制和计划职能紧密相连。目标一旦建立，管理工作就会涉及检查计划被执行的情况。如有必要，可做出调整以确保目标完成。

### Key to the exercises:

#### **Task 1 Test your problem-solving ability.**

Henri Fayol (1841–1925) was a French management theorist. He was a mining engineer. Then he moved into general management and wrote various articles on administration. His 14 management principles are as follows:

1. Specialization / Division of labor
2. Authority with responsibility
3. Discipline
4. Unity of command
5. Unity of direction
6. Subordination of individual interest to the general interest
7. Remuneration of staff
8. Centralization
9. Scalar chain / line of authority
10. Order
11. Equity
12. Stability of tenure
13. Initiative
14. Esprit de corps (This refers to the need of managers to ensure and develop morale in the workplace; individually and communally. Team spirit helps develop an atmosphere of mutual trust and understanding.)

Fayol also divided the management function into five key roles:

Planning  
Organizing  
Commanding

Coordinating  
Controlling

**Task 2** Tell whether the following statements are true or false. Write T for True and F for False.

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

**Task 3** Give brief answers to the following questions.

1. What a manager does is called management function.
2. Long-term plans and short-term plans.
3. Natural resources, capital resources, and human resources.
4. Directing.
5. Their value.

**Task 4** Match A with B.

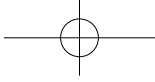
- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. J | 2. G | 3. C | 4. I | 5. F  |
| 6. D | 7. H | 8. B | 9. E | 10. A |

**Task 5** Fill in the blanks with the right words or phrases. Change the form where necessary.

- |                                     |                   |                  |
|-------------------------------------|-------------------|------------------|
| 1. make sure                        | 2. be carried out | 3. have achieved |
| 4. is tied to                       | 5. respond to     | 6. available     |
| 7. dealt with                       | 8. widely         | 9. process       |
| 10. has been / was broken down into |                   |                  |

**Task 6** Read the English sentences and translate the Chinese sentences into English.

1. You **must** take some related tests **before** you take up the job.  
You **must** finish this report **before** you attend the meeting.
2. **If** I can become an employee of the company, I **will work** faithfully.  
**If** the head company extends its business, we **will change** the plan for recruiting.
3. Advertising is **the most widely used** promotional tool by producers.  
Environmental protection is **the most concerned** problem of all companies this year.
4. The general manager of a company **is also called** the general leader.  
Human resources **are also called** the most valued wealth.
5. **One aspect of** finishing the task successfully is team work.  
**One aspect of** our further cooperation is that we can help to train your employee.
6. **Once** the economic crisis breaks out, small businesses will suffer greatly.  
**Once** the contract has been signed, the two parties should undertake the obligations.



## Section 3 Things to Write

### Activity 1 Task-based Writing: Rules and Regulations of a Company

**Task 3** Complete the following rules by translating the words given in brackets.

1. carry out a reasonable instruction
2. safety rules
3. Any act at work
4. including “clocking in / on” for another employee
5. Willful damage
6. Sleeping during working hours
7. during working hours
8. between the company and an employee
9. Serious breach

### Activity 2 Applied Writing / Translating

**Task 2** Translate into Chinese.

#### 工作场所规定

##### 一、工作秩序

1. 禁止在工作场所制造噪声和打闹。
2. 禁止说脏话和使用庸俗语言。
3. 保护公司财产和设施，节约资源。
4. 未经许可，不得带未成年人进入公司。

##### 二、保持环境卫生

1. 办公室设备和文件必须摆放整齐。
2. 不得在走廊或过道堆放杂物。
3. 禁止未经许可在墙上涂画和钉钉。
4. 禁止随地吐痰。
5. 禁止在非吸烟区吸烟。
6. 禁止乱扔杂物和烟头。
7. 禁止在电线或插座上放置物品，以防因过热起火。

## Section 4 After-class Activities: More Things to Do

### Chinese translation:

#### 比尔·盖茨和微软公司

1978年，比尔·盖茨和保罗·艾伦创立了微软公司，它从小公司发展成商业巨头。微软的价值很快超过IBM。比尔·盖茨的30%的股权评估价值超过700亿美元。微软的发展与盖茨在创新上的贡献和工作上的努力有着直接的关系。

比尔·盖茨以劳心费力的老板形象著称，他鼓励创新，肯定员工成就。他要求他的员工必须知识广博，有逻辑思维，坦诚，还要厚脸皮。他的员工经常花很长时间在项目中相互配合。开发和销售程序语言的团队必须在所谓的“比尔会议”上表达他们的想法。在“比尔会议”上，盖茨经常打断员工的报告，对真实情况和强有力的陈述提出质疑。他以大声批评和质疑员工而著称，其目的是期待员工们能以更好的答案来反驳他。

比尔·盖茨积极参加和协调功能区域如编程和营销等小范围的活动。他委任他的经理们来管理各部门。公司的每个部门都是独立的，而盖茨则是集拢它们的凝聚力。著名的微软可视化界面是微软的全部商业目标和计划，盖茨会对其在全公司做清楚的介绍和有效的沟通。要实现他的长远目标——“信息在你指尖”要花费至少10年时间。

比尔·盖茨希望控制万维网（因特网）软件市场，但他却因为试图垄断市场而被起诉，并遇到了一些司法部门的法律麻烦。他对司法部门承认，微软限制了它的网络合作伙伴与对手的竞争力。

### Key to the exercises:

#### Activity 1 Read and Complete

Read the passage and fill in the blanks with appropriate words or phrases from the box below.

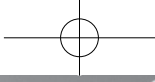
- |             |                |              |               |               |
|-------------|----------------|--------------|---------------|---------------|
| 1. launched | 2. related to  | 3. known as  | 4. present    | 5. interrupts |
| 6. such as  | 7. independent | 8. available | 9. accused of | 10. run into  |

#### Activity 2 Read and Choose

Choose the answer that best completes each sentence.

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





# Unit 2

## Project Management

### Section 1 Before-class Activities: Getting Things Ready

#### Activity 2 Read and Complete

- |               |               |           |
|---------------|---------------|-----------|
| 1. project    | 2. successful | 3. phases |
| 4. setting up | 5. concluding |           |

### Section 2 In-class Activities: Things to DO

#### Activity 1 Listen and Write

- |                  |                  |                    |
|------------------|------------------|--------------------|
| 1. establishment | 2. achievement   | 3. objective       |
| 4. unique        | 5. campaign      | 6. expertise       |
| 7. evaluation    | 8. keep track of | 9. disaster relief |
| 10. result in    |                  |                    |

#### Activity 2 Read and Think

##### Related information:

1. What is Project Management Professional (PMP)?

The PMP credential recognizes demonstrated knowledge and skill in leading and directing project teams and in delivering project results within the constraints of schedule, budget and resources.



## 2. The PMP qualification:

- Demonstrates that you have a solid foundation of experience and education in project management;
- Is used by companies as a screening tool to fill their Project Management positions;
- Demonstrates that you know the best project management practices and methodologies on the face of the earth.

## 3. The PMP credential received ISO 17024 accreditation:

- It raises the status of holders of the PMP qualification globally;
- It is an indicator of competence and capability of PMP qualified project managers;
- And assures that PMP certification is recognized in the global business community.

## 4. What PMP Exam looks like?

The PMP Exam will have 200 questions. 25 of them are “pre-release questions”. These pre-release questions are not included in your final PMP Exam Mark. Your score will be calculated based on 175 PMP questions. The PMI will evaluate your proficiency level on each project management process from high proficiency to low proficiency.

Language study:1. **establishment**: *n.* establishing, being established 建立, 成立

*For example:*

They used their savings for the establishment of the business. 他们把积蓄用在创办生意上。

We welcome the establishment of representative offices by foreign companies in China. 我们欢迎外国公司在中国设立办事处。

2. **achievement**: *n.* sth. successfully finished or gained 成就, 成绩

*For example:*

Man's first walk on the moon was a great scientific-technological achievement. 人类首次在月球上行走是一项伟大的科学技术成就。

His achievements make many people sit up and take notice. 他的成就使人刮目相看。

3. **term**: *n.* one of the periods of time a school, college divides the year into 学期

word for definite concept, esp. specialized 专门名词, 术语

*For example:*

In Britain there are usually three terms in a year, the autumn, spring and summer term. 在英国, 一个学年通常分为三个学期, 即秋季、春季和夏季三个学期。

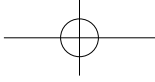
It is necessary to define the term in the article. 有必要对文章中的术语加以定义。

4. **definite**: *a.* certain; clearly defined 确定的; 明确的

*For example:*

There is no definite date for their wedding. 婚礼的日期还没有确定。

They have set definite standard for their students. 他们为学生规定了明确的标准。



5. **result in:** end in; have sth. as a result 结果; 导致

*For example:*

The game resulted in another victory for our team. 比赛结果, 我们队又获胜了。

Acting before thinking always results in failure. 做事不先考虑总会导致失败。

6. **unique:** *a.* being the only one of its kind; very unusual and special 唯一的; 独特的

*For example:*

Each person's fingerprints are unique. 每个人的指纹都是独一无二的。

He has unique skills in developing new products. 他开发新产品有绝招。

7. **pervasive:** *a.* widespread; popular 弥漫性的; 普遍的

*For example:*

There was a pervasive perfume of flowers in the room. 房间里弥漫着花的芳香。

Television is the most pervasive of the media in this country. 电视是这个国家覆盖面最广的传媒。

8. **campaign:** *n.* a planned set of activities esp. for a particular aim 运动; 活动

war, battle 战役

*For example:*

They were launching a campaign to raise money for a new school. 他们正在为新建一所学校开展筹款活动。

He fought in the campaign to seize Berlin. 他参加了攻占柏林的战役。

9. **relief:** *n.* freeing from pain, distress, etc. (痛苦或忧虑) 减轻, 解除

help given to people in special need 救济; 救援

*For example:*

The medicine will give you immediate relief of pain. 药物会立刻减轻你的病痛。

Chinese people launched massive relief operations after the earthquake in Wenchuan. 汶川地震后中国人民开展了大规模的救援行动。

10. Creating advertising campaign, producing motion pictures, and providing disaster relief are examples of large projects.

*Here "creating advertising campaign", "producing motion pictures" and "providing disaster relief" are three gerund phrases, which serve as the subject of the sentence.*

*For example:*

Reading aloud, watching English movies, and listening to English radio can be used to improve English listening skills. 朗读、看英语电影、听英语广播能提高英语听力技巧。

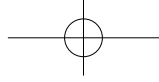
Developing a new product, building a shopping mall, and hosting a conference are examples of projects. 开发一个新产品、建立一个购物中心、主持会议, 都是项目。

11. **discipline:** *n.* branch of knowledge; training 学科; 训练 (方法)

*For example:*

You are not good at mathematics, so you'd better choose one of the other disciplines. 你不善于搞数学, 最好选另一个学科。

Practice is a good discipline for learning a foreign language. 实践活动是学习外语的一种很好的训练方法。



12. **specific:** *a.* detailed; particular 具体的; 特定的

*For example:*

The book gives specific instructions on how to operate the machine. 书内提供操作这种机器的具体说明。

The discussion serves a specific purpose: enhancing the sense of environmental protection. 这次讨论会有一个特殊的目的: 加强环保意识。

13. **coordinate:** *v.* cause to work together efficiently 协调, 协作

*For example:*

He was able to coordinate the activities of branch offices. 他能协调各分局的活动。

We must coordinate our efforts to promote our cooperation. 我们必须共同努力来推进我们的合作。

14. **phase:** *n.* a stage or period of development or growth 阶段; 时期

*For example:*

We're entering a new phase in international relations. 我们正进入国际关系的一个新时期。

This is the most productive phase in this artist's life. 这是这位艺术家一生中创作最丰收的阶段。

15. **lay out:** arrange or plan 安排; 计划

*For example:*

The work for tomorrow is all laid out. 明天的工作都安排好了。

They were laying out an election campaign. 他们正在计划一次竞选活动。

16. **accomplish:** *v.* finish successfully; perform 完成; 实现

*For example:*

The explorers accomplished the voyage in five weeks. 探险队在五周内完成了航程。

How did Tom accomplish his goals? 汤姆如何实现了他的目标?

17. **budget:** *n.* annual estimate of a country's revenue and expenditure; similar estimate for person or group 预算

*For example:*

We should be more careful of our budget control. 我们应该更小心控制我们的预算。

A new car will not be part of our budget this year. 买一辆新车不在我们今年的预算之内。

18. **on schedule:** at the time appointed 按预定时间; 准时

*For example:*

They finished the project on schedule. 他们按计划完成了项目。

The plane's departure was on schedule. 飞机准时起飞。

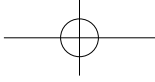
19. For a project manager, his greatest challenge is effectively balancing the components of time, cost, scope, quality, and expectations.

**For sb., his or her greatest challenge is doing sth.**

*For example:*

For mountain climbing lovers, their greatest challenge is climbing Mount Qomolangma. 对登山爱好者而言, 他们最大的挑战就是攀登珠穆朗玛峰。

For graduates, their greatest challenge is seeking for an ideal job. 对刚毕业的学生来说, 他们最



大的挑战是寻找一份理想的工作。

20. **scope**: *n.* range of things being dealt with 范围

*For example:*

Your question is beyond the scope of this book. 你所问的问题已超出了这本书的范围。

Their company has a wide business scope, including the production and sale of all kinds of rubber. 他们公司的经营范围很广, 包括各类橡胶产品的生产和出售。

21. **balance**: *n.* keep sth. in a state of steadiness; be of equal weight 平衡; 均势

*For example:*

Bicyclists need a good sense of balance. 骑自行车的人需要很好的平衡感。

Humans need to find a balance with nature. 人类需要与大自然和谐相处。

22. Projects usually require many different skills which cannot be found in one person.

*Here "which cannot be found ..." is a restrictive attributive clause.*

*For example:*

Such operation requires many techniques which can not be found in one doctor. 这样的手术需要多种技术, 这些技术不可能集中在一个医生身上。

The Hope Project needs a great deal of fund which can not be raised from one enterprise. 希望工程需要大量资金, 这些资金不可能只从一个企业中募集而来。

23. **expertise**: *n.* special skill or knowledge 专门技能; 专业知识

*For example:*

His expertise weighed heavily in my decision to employ him. 他的专门知识对我决定雇用他来说很有分量。

As a doctor, she has a lot of expertise in the medical field. 作为一名医生, 她有丰富的医学专业知识。

24. **fulfill the needs of ...**: satisfy the needs of ... 满足……需要

*For example:*

Traditional security technology can not fulfill the needs of the systems. 传统的安全技术不能满足系统的需求。

The oceans contain much energy enough to fulfill mankind's energy needs for hundreds of years. 海洋拥有大量能源, 足以满足人类数百年的能源需要。

25. **meet the criteria**: comply with the requirement 符合标准; 达到要求

*For example:*

Universities that keep failing to meet the criteria for three years will be forced to stop student recruitment. 连续三年不达标的大学将被取消招生资格。

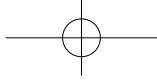
The International Olympic Committee will choose a list of cities which meet the minimum criteria in August. 国际奥委会将在八月选出能达到最低标准的城市名单。

26. **criterion (pl. criteria)**: *n.* standard 标准

*For example:*

Practice is the sole criterion of truth. 实践是检验真理的唯一标准。

What criteria do you use when judging the quality of a student's work? 你用什么标准来衡量学生



的学业?

27. **entity**: *n.* thing with distinct existence; sth. real 实体; 存在

*For example:*

The team has finally come together and is performing as a single entity. 该团队终于做到了齐心协力, 正作为一个单一的整体运作。

Finally, the divisions are grouped into the total corporate entity. 最终, 这些部门被归入了整个公司实体。

28. Once the project work is under way, it is necessary to monitor the progress to ensure that everything is going according to plan.

*In this sentence, "once" is used as a conjunction, introducing an adverbial clause.*

*For example:*

Once the arrow is shot, you can never take it back. 开弓没有回头箭。

This book is so interesting that you can't put it aside once you start reading it. 这本书妙趣横生, 令人不能释卷。

29. **keep track of**: keep oneself informed of sth. / sb.; follow the track of 了解; 跟踪

*For example:*

He likes to keep track of all the new developments in chemistry. 他喜欢了解化学方面一切新发展的情况。

Routing tables keep track of network destinations. 路由表保持对网络目的地的跟踪。

30. **overrun**: *v.* extend beyond certain limits; exceed (a budget) 超过; 超出

*For example:*

The speaker overran by five minutes. 演讲人超过规定时间 5 分钟。

The cost for building the house has overrun our budget. 建房的费用已经超过了预算。

31. **specification**: *n.* a detailed plan or set of directions; a standard to be met in a piece of work 详细计划 (说明) 书; 规格

*For example:*

Please read carefully the technical specifications of the new car. 请仔细阅读新汽车的技术说明书。

The new aircraft was built to a higher specification. 这种新飞机是按照较高的规格制造的。

32. The main purpose of concluding a project is to learn from the experience gained on the project in order to improve performance on future projects.

**The main purpose ... is to do ...**

*For example:*

The main purpose of my visit today is to see the samples of the packing. 今天来此的主要目的是看包装样品。

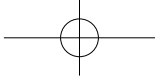
The main purpose of writing the letter is to establish trading relations with you. 写此函的主要目的是与贵方建立贸易关系。

33. **performance**: *n.* achievement; the ability to operate efficiently 业绩; 性能

*For example:*

His performance in the exam was rather disappointing. 他的考试成绩很令人失望。





Steel windows of this kind have good burglar-proof performance. 这种钢窗的防盗性能极好。

34. No successful project should end **without** some type of celebration.

No / not / never ... without ...: when ... always ...: 每……就……

*For example:*

One cannot think of Egypt without thinking of the Nile. 想到埃及，人们不可能不想到尼罗河。

No one can succeed without working hard. 没有人不努力就能成功。

### Chinese translation:

#### 项目管理

所有的人类文化都需要项目运作，所有的人类成就都需要运用项目管理。那么，何谓项目？何谓项目管理？我们首先需要对它们加以定义。

项目就是一系列相关联的活动，它有明确的起点和终点，并形成特定的产品或服务。项目在日常生活中很普遍，规划婚礼、撰写学术论文、组织令人惊喜的生日晚会是小型项目的例子。项目在商务领域也很普遍，策划广告活动、拍摄电影、提供灾难救济是大型项目的例子。

项目管理是为了成功地完成具体项目目标而进行规划、组织和管理资源的学科，它是指令和协调人力和物质资源的艺术，贯穿项目的整个过程，通过使用现代管理技术来实现既定的目标。成功的项目管理要经历以下四个阶段。

##### 制订项目计划

项目实施前，承包商或项目团队必须花时间对项目进行合理的计划。有必要制订出路线图，标出项目任务将如何在预算范围内按计划完成。对项目经理而言，最大的挑战是有效地在时间、成本、范围、质量和期望各个组成部分之间进行平衡。

##### 组建项目团队

项目需要许多不同的技能，这些技能不可能集中在一个人身上。因此，项目团队必须汇集各个领域有经验的专门人才来满足项目的需要，达到既定的标准。项目经理是项目团队的负责人，挑选项目成员是其职责。有效的团队必须有共同的目标，能够在项目周期内做到团结合作。

##### 检查中期工作

项目工程一旦进行，必须监控其进程，确保一切工作按计划进行。为此，必须对中期工作进行检查。重要的是要跟踪哪些活动实际已经开始或完成了，它们是何时开始或何时完成的，已经耗资多少。如果项目迟于计划、超过预算或不符合技术标准，必须加以纠正，使项目走上正轨。

##### 结束项目

项目管理的最后阶段是结项。结项的主要目的是学习已做项目的经验，提高未来项目的业绩。此阶段的活动包括组织整理项目文档，结算最终的款项收支，召开项目后评估会议。当然，成功的项目结束时总是免不了要举行某种庆祝活动。

Key to the exercises:**Task 1 Test your problem-solving ability.**

What qualities should a successful project manager have?

A successful project manager should know how to manage a budget, plan and size a project, and work well on a schedule. He or she should have experience and, ideally, certifications. But to be an effective project manager, the person must show the qualities of a good leader. Firstly, he or she must have a good sense of the people he or she will be working with or for; Secondly, he or she should have excellent administrative skills to move the team members in the right direction; Lastly, he or she must have communicative skills to talk to the people.

**Task 2 Tell whether the following statements are true or false. Write T for True and F for False.**

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

**Task 3 Give brief answers to the following questions.**

1. A project is an interrelated set of activities that has a definite starting and ending point and that results in a unique product or service. Planning weddings, organizing birthday parties, producing motion pictures are all examples of projects.
2. Project management is the discipline of planning, organizing and managing resources to bring about the successful completion of specific project goals and objectives.
3. It can be divided into four phases. They are making a project plan, setting up a project team, inspecting mid-term work and closing a project.
4. An effective team must have a common set of objectives and is able to co-operate and perform as a unified entity throughout the period of the project.
5. The purpose of concluding a project is to learn from the experience gained on the project in order to improve performance on future projects.

**Task 4 Match A with B.**

1. d                      2. g                      3. h                      4. a                      5. i  
6. j                      7. b                      8. c                      9. e                      10. f

**Task 5 Fill in the blanks with the right words or phrases. Change the form where necessary.**

1. results in    2. laid out    3. kept track of    4. campaign    5. overrunning  
6. coordinate    7. on schedule    8. expertise    9. balance    10. achievement

**Task 6 Read the English sentences and translate the Chinese sentences into English.**

1. Taking a walk, climbing a hill and playing ball games *are examples of* keeping fit sports.  
Playing football, taking some gymnastics and taking part in an English corner *are*



*examples of* extracurricular activities.

2. *For* human being, *his greatest challenge is* effectively facing environmental crisis.  
*For* a salesman, *his greatest challenge is* continuously improving sales performance.
3. Such an operation *requires* many techniques *which can not* be found in one doctor.  
 The Hope Project *needs* a great deal of fund *which can not be* raised from one enterprise.
4. *Once* a virus is found on your computer, *it is necessary to* kill it at once to ensure that your operating system is safe.  
*Once* your goal is set, *it is necessary to* work hard to ensure that it will be successfully achieved.
5. *The main purpose of* going to school *is to* study and gain knowledge.  
*The main purpose of* this course *is to* develop the students' communicative skills.
6. *No* one can succeed *without* working hard.  
*No* prisoner can escape from the prison *without* being seen.

## Section 3 Things to Write

### Activity 2 Applied Writing / Translating

Read the following network diagram for consumer market study project and fill in the table below.

STEPS	ACTIVITIES	PERSON	DURATION
1→2	Identify Target Consumer	Susan	3
2→3	Develop Draft Questionnaire	Susan	10
3→4	Pilot-Test Questionnaire	Susan	20
4→5	Review Comments & Finalize Questionnaire	Susan	5
5→6	Prepare Mailing Labels	Steve	2
5→7	Print Questionnaire	Steve	10
5→8	Develop Data Analysis Software	Andy	12
5→9	Develop Software Test Data	Susan	2
7→10	Mail Questionnaire & Get Responses	Steve	65
8→10	Test Software	Andy	5
10→11	Input Response Data	Jim	7
11→12	Analyze results	Jim	8
12→13	Prepare report	Jim	10

## Section 4 After-class Activities: More Things to Do

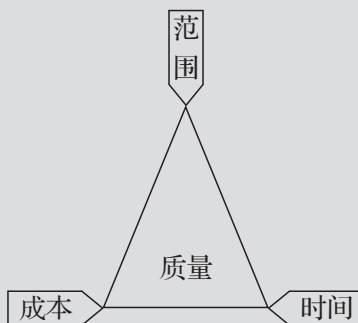
### Chinese translation:

#### 项目管理的几个主题概念

##### 项目经理

项目经理是项目管理领域的专业人士。项目经理负责项目的计划、执行和结项，尤其是与建筑业、建筑设计、计算机网络、电信或软件开发有关的项目。在生产、设计和服务行业的许多其他领域也有项目经理。

##### 项目管理三角形



像人类所从事的任何事业一样，项目的实施和交付受到一些因素的限制。从传统的角度看，这些限制因素指的是“范围”“时间”和“成本”。它们也被称作“项目管理三角形”，三角形的每一边代表一个限制因素。三角形任何一边的改变都会影响其他两边。将这些限制因素再细分，又可从范围因素中分离出产品“质量”或“性能”因素，使其变成第四个限制因素。

##### 工作分析结构

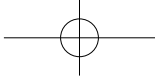
工作分析结构（WBS）是个树形结构，它对为实现某一目标所需要的努力进行细分。工作分析结构可以表示为硬件导向、产品导向、服务导向或过程导向。

工作分析结构为综合计划的自然形成和合同的控制提供了一个共同的框架，是将工作进行细分，形成工作任务描述、创建技术、进度计划、成本和工时报告的基础。

##### 项目控制变量

项目管理要设法控制诸如风险一类的变量。潜在的失败风险：如果具有较好的计划能力，又给予足够的时间和资源，大多数的负面风险（或潜在失败）就能够克服或避免。根据一些定义，风险也可以分为“正面”的，意思是存在潜在的机会，例如，项目完成时间比预期的要快些。

要适当地控制这些变量，优秀经理的丰富的知识和经验不仅要体现在这四个方面（时间、成本、范围和风险），而且还要体现在整合、交流、人力资源、质量保证、进度发展和采购六个方面。



Key to the exercises:

**Activity 1 Read and Complete**

**Read the passage and fill in the blanks with appropriate words or phrases from the box below.**

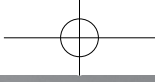
- |                   |                 |              |
|-------------------|-----------------|--------------|
| 1. responsibility | 2. performed    | 3. scope     |
| 4. referred to    | 5. subdivision  | 6. framework |
| 7. dividing       | 8. according to | 9. positive  |
| 10. variables     |                 |              |

**Activity 2 Read and Choose**

**Choose the answer that best completes each sentence.**

- |      |      |      |      |      |
|------|------|------|------|------|
| 1. A | 2. C | 3. D | 4. A | 5. B |
|------|------|------|------|------|





## Section 1 *Before-class Activities: Getting Things Ready*

### Activity 2 Read and Complete

- |               |                |           |
|---------------|----------------|-----------|
| 1. management | 2. redesigning | 3. ensure |
| 4. obvious    | 5. efficiency  |           |

## Section 2 *In-class Activities: Things to Do*

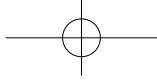
### Activity 1 Listen and Write

- |                            |                   |                 |
|----------------------------|-------------------|-----------------|
| 1. workflow                | 2. virtual        | 3. convenience  |
| 4. maintain                | 5. predictability | 6. sequence     |
| 7. concrete                | 8. enhance        | 9. preparedness |
| 10. take one's steps ahead |                   |                 |

### Activity 2 Read and Think

#### Related information:

Workflow management is a system of overseeing the process of passing information, documents, and tasks from one employee or machine within a business to another. Through proper workflow management, each of these employees or machines will pass the work on according to a predetermined procedure. As technology advances, much workflow management



has become automated and takes advantage of special software to make the process much smoother.

Workflow management is an important component of a business for a variety of reasons. The primary advantage to workflow management is improved efficiency within the business. By automating many of the processes within a business and establishing a procedure that is consistently followed, unnecessary steps are eliminated, and every member of the team is fully aware of his or her responsibilities.

Workflow management also makes it easier to track employee and machine performance. When a link in the chain is broken, it is simple to go back and determine where this occurred. In addition, workflow management serves to standardize working methods, ensuring that every employee working on the same level is performing the same function.

### Language study:

1. **workflow:** *n.* the flow or progress of work done by a company, an industry, a department, or a person 工作流程

*For example:*

The software company offers workflow design tools. 这家软件公司提供 workflow 设计工具。  
Such workflow enabled software to send documents to specified individuals according to predefined rules. 这种 workflow 使软件能够按预定的规则将文档分送到指定人手中。

2. **set up:** establish or arrange 建立, 创立

*For example:*

We have set up many new factories. 我们已经建立了很多新工厂。  
The charity fund was set up with the donations from Bill Gates. 这个慈善基金是用比尔·盖茨的捐赠创立的。

3. **refer to:** mention, describe or involve 提到, 谈及

*For example:*

Don't refer to the matter again. 不要再提这件事了。  
Please refer to the staff manual if you have further questions. 如还有疑问, 请参阅职员手册。

4. **virtual:** *a.* existing or resulting in essence or effect though not in actual fact, form, or name 实质上的, 实际上的, 虚的

*For example:*

A virtual state of war exists between the two countries. 这两国间实际上处于战争状态。  
Our deputy manager is the virtual head of the business. 我们的副经理是公司的实际负责人。

5. **procedure:** *n.* a set of actions which is the accepted way of doing sth. 程序, 步骤

*For example:*

We should avoid this kind of time-consuming procedure. 我们应当避免这种浪费时间的手续。  
They did nothing but follow the usual procedure. 他们只是遵循了通常的程序。

6. **ensure**: *v.* make sth. certain to happen 保证, 担保

*For example:*

It is our obligation to ensure operational security of the operation. 确保操作安全是我们的责任。

They took measures to ensure high efficiency. 他们采取措施保证高效率。

7. **streamline**: *v.* to shape so that it can move as effectively as possible; to improve the effectiveness 使成流线型; 提高效益

*For example:*

Streamlined operations are for efficiency and effectiveness. 运作精简有序以发挥效率和达致效果。

The aircraft is streamlined to cut down wind resistance. 飞机设计成流线型以减少风的阻力。

8. **sequence**: *n.* a series of related things or order in which they follow each other 顺序

*For example:*

You can assemble in proper numerical or logical sequence. 你可以按恰当的数字或逻辑顺序集中某物。

Please number the pages in sequence. 请按顺序给各页编号。

9. **due to**: caused by; owing to 因……引起; 由于

*For example:*

Due to circumstances beyond our control the flight was cancelled. 由于无法控制的情况, 航班取消了。

The two countries were on the point of war due to the diplomatic disputes. 这两个国家因为外交争端即将开战。

10. **bring in**: to produce, yield, or earn (profits or income) 带来、产生或挣得 (利润, 收入)

*For example:*

The boys are bringing in good wages every week. 这些男孩每周的工资不低。

We should bring in new technology. 我们应该引进新技术。

11. **predictability**: *n.* the quality of being predictable 可预测性

*For example:*

A law should have the traits of universality, repetitiveness and predictability.

规律应满足普适性、可重复性和可预测性的特点。

We've taken the principles of industrial design — quality control, predictability, and applied them to human beings. 我们把工业规划原则——质量控制、可预测性——运用于人类。

12. **lose out on**: to miss (an opportunity, etc.) 错过 (机会等)

*For example:*

Due to the prolonged drought the farmers lost out on the right time for planting. 由于持续干旱, 农民们错过了播种的时机。

He lost out on the promotion due to his bad health. 他由于身体不好而错过了提拔机会。

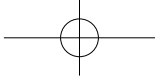
13. **accomplish**: *v.* to finish successfully or achieve sth. 完成、实现

*For example:*

You should accomplish the task within the allotted time. 你们必须在规定时间内完成这项任务。

What have you done to accomplish your dreams? 为了实现梦想, 你都做了哪些努力?





## Advanced Career English Reading and Writing

14. **struggle**: *v.* to experience difficulty and make an effort to do sth. 斗争, 抗争

*For example:*

They had to struggle with all kinds of difficulties. 他们得和各种各样的困难做斗争。

A strong man will struggle with the storm of fate. 强者敢与厄运抗争。

15. **contingency**: *n.* a possible event or occurrence or result 偶发事故, 意外事故

*For example:*

It's impossible to legislate for every contingency. 为每一偶发事件都立法是不可能的。

They are not equipped to meet a contingency. 他们没有为应付紧急情况做好准备。

16. **take into account**: consider 考虑

*For example:*

He will take into account my request. 他会考虑我的要求。

Taking into account the quality, you will find the price is justified. 考虑到质量, 你会发现其价格是公道的。

17. **minimum**: *a.* the smallest amount or number allowed or possible 最低的, 最少的

*For example:*

This is the minimum quantity we require. 这是我们所需要的最小数量。

What is the minimum order? 最小起订量是多少?

18. **panicky**: *a.* having a sudden strong feeling of anxiety and fear 易恐慌的

*For example:*

When I realized that the necklace was lost, I felt very panicky. 当我意识到那珍贵的项链不见了时, 我十分惊慌。

Reacting to market panic with panicky rate cuts is likely to make things worse. 对市场恐慌做出惊慌失措的反应可能使事情更糟。

19. **focus on**: to direct one's attention to sth. 使聚焦于, 致力于

*For example:*

Please focus your minds on the following problem. 请你集中精神处理下面的问题。

Our policy is to focus on developing these areas. 我们的政策是着眼于把这些地区发展起来。

20. **globalization**: *n.* the action to operate internationally 全球化

*For example:*

Globalization exerted a tremendous influence on English. 全球化对英语的影响是多方面的。

Economic globalization makes the world become a global village. 经济全球化使世界变成了地球村。

21. It is time all businesses, big or small, took workplace management quite seriously and made the best of this device.

**It is (high) time (that) sb. did sth.:** A sentence pattern used to show that it is time for sb. to do sth.

*For example:*

It's high time that you got up. 你早该起床了。

It's time we began to carry out the plan. 该是我们实施计划的时候了。



Chinese translation:**工作流程管理**

工作流程管理，简称流程，即在某个行业机构从一个阶段到另一个阶段的工作程序。它可以是指某项工作由组织的一个雇员传递到另一个雇员，也可以指数据实际从一台电脑向另一台电脑的传递。而“管理”在此指的是建立某一种方法和过程使工作流程更加高效。

从技术角度看，工作流程管理指的是通过信息技术对事务过程的管理。通过定义、分析，以及重新设计一个机构的资源和运作，工作流程管理系统可以确保正确的信息在正确的时间到达合适的人员或电脑应用程序。

显而易见，工作流程在任何工作环境中都是一个重要部分。原因就在于它的便利和功效。

如果一个企业组织通过正确的管理建立起它的工作流程程序，那么整个机构就呈流线型运作了。一旦工作任务下达，所有参与工作的人都知道工作的程序。对于企业老板来说，工作流程管理使其对于确定需要进行何种投入及投入的时机变得容易。由于工作流程管理带来的可预测性，这一点变得很容易，还可以帮助老板们在每一阶段安排好必需的资源。他们不会因为提前预订而造成浪费，也不会因为缺乏准备而使得生产效率受到损失。

由于有了合适的管理，老板无须再为如何组织事务而挣扎，进而使得整个工作过程是可预测的。好的工作流程管理比一个固定的工作时间表更好。如果工作流程把所有的偶发事故考虑在内，它就可以确保整个事务的运行流畅而出错率最低。当然，这也让老板从恐慌性情况中解脱出来，从而帮助他们更好地关注生产效率。

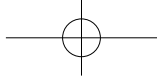
在如今全球化的时代，如果不事先为工作流程管理制订翔实的计划，企业就举步维艰。而一旦做到了，就会促进其生产率，因而可以无忧无虑地坐收红利了。从更广的层面说，正是工作流程管理被证明了是如今带领世界走上一个更新台阶最具有意义的因素。无论商业机构大或小，该是严肃对待工作管理并且充分利用管理流程的时候了。

Key to the exercises:**Task 1 Test your problem-solving ability.**

What is “globalization”?

People around the globe are more connected to each other than ever before. Information and money flow more quickly than ever. Goods and services produced in one part of the world are increasingly available in all parts of the world. International travel is more frequent. International communication is commonplace. This phenomenon has been titled “globalization”.

“The Era of Globalization” is fast becoming the preferred term for describing the current times. Just as the Depression, the Cold War Era, the Space Age, and the Roaring 20’s are used to describe particular periods of history; globalization describes the political, economic, and cultural atmosphere of today.

**Task 2 Tell whether the following statements are true or false. Write T for True and F for False.**

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

**Task 3 Give brief answers to the following questions.**

1. Workflow management, or simply workflow, can be defined as the flow of work in a business setup from one stage to another.
2. Workflow management is the management of business processes with information technology. By defining, analyzing, and redesigning an organization's resources and operations, workflow management systems ensure that the right information reaches the right person or computer application at the right time.
3. Because workflow is closely related to both convenience as well as efficiency of function.
4. For the owners of the business, workflow management makes it very easy to determine what kinds of inputs will be required and at what times. And this helps the owners to arrange for the necessary sources at every stage. They do not waste by reordering or lose out on their productivity due to lack of preparedness.
5. The workflow will make sure that the business is operating smoothly with minimum problems. Certainly, that keeps the owners out of panicky situations, and helps them focus better on productivity.

**Task 4 Match A with B.**

- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. f | 2. d | 3. h | 4. b | 5. j  |
| 6. a | 7. g | 8. c | 9. i | 10. e |

**Task 5 Fill in the blanks with the right words or phrases. Change the form where necessary.**

- |                     |                          |                       |
|---------------------|--------------------------|-----------------------|
| 1. brings in        | 2. get streamlined       | 3. lose out           |
| 4. make the best of | 5. takes its steps ahead | 6. technically        |
| 7. predictable      | 8. make sure             | 9. take ... seriously |
| 10. have maintained |                          |                       |

**Task 6 Read the English sentences and translate the Chinese sentences into English.**

1. Physics *can be defined* simply *as* the study of matter and motion.  
A square may *be defined as* a rectangle with four equal sides.
2. The word can also *refer to* a conflict or disagreement, often involving violence.  
This obviously *refers to* the Nile.
3. *It is obvious that* the problem has become a serious one worth our concern.  
*It is quite obvious that* he has a lust for power.
4. Nursing is a vocation *as well as* responsibilities to heal the wounded and rescue the dying.  
She's endowed with intelligence *as well as* beauty.
5. His lack of professional knowledge *makes it difficult to* make some wise decisions.  
His hardworking *made it easy for him to* take his steps ahead.
6. You are over 20 now and *it is time* you *became* independent.  
*It is time* you *began* to take responsibilities for what you say and do.

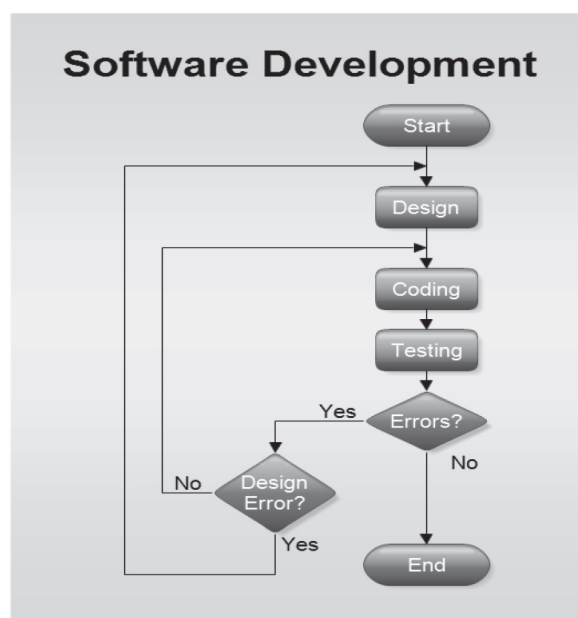
## Section 3 Things to Write

### Activity 2 Applied Writing / Translating

**Task 1** Read and complete the following flowchart by choosing the correct answer for each blank.

3. c                      5. b                      7. a                      9. f                      10. e                      12. d

**Task 2** Draw a flowchart for the process of computer software development. The sequence of the steps is as follows:

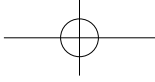


## Section 4 After-class Activities: More Things to Do

Chinese translation:

### 如何绘制流程图

流程图是一个过程的地图或图形表现形式。过程的各个步骤用符号形状表示，流程则用连接各个符号的箭头表示。在改进质量工作中，流程图对于展示一个过程当前的运行方式或如何更理想地运行特别有用。流程图可以帮助你认清一个过程各个步骤是否符合逻辑、发现问题或



错误传达、划清过程界限，并且就某个过程建立起共识。绘制流程图常常能使一些常被忽略的冗余、拖延、徒劳和走弯路等现象一览无余。但是，如果流程图不确切，如果团队成员不愿描述真实情况，或者团队对过程的运作不甚了了，流程图则难以奏效。

#### 如何绘制流程图

有各种各样的流程图和许多可以使用的符号。经验表明以下三种流程图适用于各种情况。

- 上层流程图只表示某个过程的主要步骤，宏观明了。
- 详细流程图绘制一个流程所有事件和决定的每一个步骤。
- 展开流程图利用栏目来组织流程，每个栏目代表流程中的一个人或部门。

当团队组建详细流程图时，麻烦常常会暴露出来。

尽管有许多符号可以用来表示流程的各种不同步骤，实际上只需要几种（椭圆形、长方形、菱形、延缓状、云状）就可以绘制出精确的流程图。

绘制流程图没有严格的规矩，但记住一些指南是大有裨益的。下面六个步骤可以指引你完成流程图：

1. 描述要绘制的过程（一句话的陈述，如“如何给汽车加油”）。
2. 从“触发”事件开始。
3. 简单明了地注明每个衔接行动。
4. 围绕主流展开（把额外的枝节用其他图表示）。
5. 为支撑信息制作参照表。
6. 顺着流程走到底（在“目标”处结束）。

#### Key to the exercises:

#### Activity 1 Read and Complete

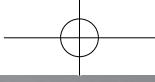
Read the passage and fill in the blanks with appropriate words or phrases from the box below.

- |                |                 |                 |
|----------------|-----------------|-----------------|
| 1. indicated   | 2. function     | 3. remain       |
| 4. varieties   | 5. step-by-step | 6. in a process |
| 7. symbols     | 8. bear in mind | 9. guide        |
| 10. conclusion |                 |                 |

#### Activity 2 Read and Choose

Choose the answer that best completes each sentence.

- |      |      |      |      |      |
|------|------|------|------|------|
| 1. A | 2. D | 3. C | 4. B | 5. C |
|------|------|------|------|------|



## Section 1 Before-class Activities: Getting Things Ready

### Activity 2 Read and Complete

1. quality    2. importance / significance    3. enterprises / companies    4. process    5. chart

## Section 2 In-class Activities: Things to Do

### Activity 1 Listen and Write

- |                 |              |                |
|-----------------|--------------|----------------|
| 1. consist      | 2. maintain  | 3. defective   |
| 4. brand        | 5. critical  | 6. measurement |
| 7. frequently   | 8. represent | 9. steady      |
| 10. improvement |              |                |

### Activity 2 Read and Think

#### Related information:

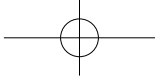
#### **Quality control**

Quality control, or QC for short, is a process by which entities review the quality of all factors involved in production. ISO 9000 defines quality control as “A part of quality management focused on fulfilling quality requirements”.

This approach places an emphasis on three aspects:

1. Elements such as controls, job management, defined and well managed processes,





performance and integrity criteria, and identification of records;

2. Competence, such as knowledge, skills, experience, and qualifications;

3. Soft elements, such as personnel, integrity, confidence, organizational culture, motivation, team spirit, and quality relationships.

Chinese translation:

**质量控制**

质量控制伴随工业出现。人类自开始制造起,就一直关心产品的质量。质量控制是指为达到产品质量要求所采取的所有活动,它控制产品制造的全过程。

当今制造业竞争激烈,任何企业能否成功,都取决于是否维持一个令人满意的质量控制水平。质量控制有助于通过减少因产品缺陷造成的浪费来降低成本,提高品牌形象,增加销售额。

所有质量控制必须从生产过程本身开始。通过将一个大的生产系统分解成许多小的生产过程,人们可以设计一个质量控制系统来控制每个生产过程。首先,找出每一个检查和测试过程中的关键点。然后,确定对所需测试的类型和测试量。最后,管理者应决定是由普通操作人员还是单独的检查员来做检测。一旦做出了这些决定,就可以设计一个完整的质量控制体系,并付诸实践了。

在质量控制过程中,常用的工具是质量控制图。在控制图中,Y轴表示被控制产品的质量特性,而X轴则代表按时间顺序抽取的各个样本号。该图的中心线是测量产品的平均质量特性;控制上限(UCL)表示可接受的随机变化最大值;控制下限(LCL)表示可接受的随机变化最低值。一般来说,控制上限和控制下限被设定为所述平均值的三个正负标准差。

如果工序稳定,周期性的样品被检测,并且检测数据被绘制在控制图上。如果检测结果在控制范围内,工序继续。但是,如果测量结果超出控制范围,工序停止并要查找原因。找出原因和解决问题后,工序再继续。通过这个步骤,工序总保持在一个稳定的统计控制状态,产品性能可以持续改善。

Language study:

1. **manufacture:** v. make it in a factory, usually in large quantities 制造, 生产

*For example:*

They manufacture this kind of plastics known as thermoplastic materials. 他们生产这类被称为热塑材料的塑料制品。

They import foreign manufactured goods. 他们进口国外制成品。

2. **output:** n. the amount of sth. that a person or thing produces 产量; 输出量

*For example:*

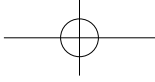
Manual workers need a good breakfast for high-energy output. 体力劳动者身体消耗巨大,早餐要丰盛一些。

Government statistics show the largest drop in industrial output for five years. 政府统计数据显示这是五年来工业产量最大幅度的滑坡。

3. **consist of:** be made up of 由……组成, 由……构成

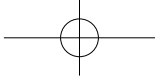
*For example:*

The book consists of eight chapters. 全书共分8章。



- The entire world consists of all kinds of matter. 整个世界都是由各种物质组成的。
4. **define**: *v.* give a definition for the meaning of a word 给……下定义  
*For example:*  
We were unable to define what exactly was wrong with her. 我们当时说不清楚她到底哪里不对劲。  
He was asked to define his concept of habit. 他被要求说明自己关于“习惯”的定义。
5. **maintain**: *v.* keep in a certain state, position, or activity 保持; 保养  
*For example:*  
The two countries have maintained friendly relations for many years. 两国多年来一直保持着友好的关系。  
Tom maintains his car very well. 汤姆把自己的车子保养得很好。
6. **within reasonable limits**: 在合理范围内  
*For example:*  
I'd better keep my spending within reasonable limits. 我最好将我的开支控制在合理的限度之内。  
She has to work within reasonable limits of a fairly tight budget. 她不得不在相当紧张的预算范围内精打细算。
7. **factor**: *n.* the things that affects an event, decision, or situation. 因素; 要素  
*For example:*  
Physical activity is an important factor in maintaining health. 进行体育活动是保持身体健康的一个重要因素。  
Environmentalists say a critical factor in the city's pollution is its population. 环境保护主义者说造成该城市污染问题的一个关键因素是其人口数量。
8. **affect**: *v.* have an effect upon 影响  
*For example:*  
The increasing tax has affected us all. 加税已经影响了我们所有的人。  
Poor housing and family stress can affect both physical and mental health. 住房条件差、家庭压力大会影响身心两方面的健康。
9. **survival**: *n.* the action of living through a dangerous situation in which it was possible that they might die 幸存, 生存  
*For example:*  
The doctor told my wife I had a fifty-fifty chance of survival. 医生告诉我的妻子, 说我活下去的可能性只有 50%。  
We are still fighting for survival. 我们还在为生存而斗争。
10. **depend on**: rely on 依靠; 取决于  
*For example:*  
All living things depend on the sun for their growth. 万物靠太阳生长。  
My success depends on my hard work. 我的成功是依靠我的努力工作。
11. **cut down**: use or do less of sth. 削减; 减少使用  
*For example:*  
Car owners are asked to cut down travel. 要求车主们减少驾车出行的次数。  
If you spend more than your income, can you try to cut down? 如果你入不敷出, 可以试着减少开支吗?





12. **brand image**: the image or impression that people have of it, usually created by advertising 品牌形象

*For example:*

Few products have brand images anywhere near as strong as GREE. 没有多少产品能拥有像“格力”那么深入人心的品牌形象。

All companies strive to build a favorable brand image. 所有公司都在努力建设一个有利的品牌形象。

13. **turnover**: *n.* the value of the goods or services sold during a particular period of time 营业额

*For example:*

His annual turnover is around £65,000. 他的年营业额大约是 6.5 万英镑。

The company had a turnover of £5.7 million. 那家公司营业额为 570 万英镑。

14. **start with**: begin with 从……开始

*For example:*

I'll start with some generalities and then examine a few specific examples. 我首先进行概述，然后会分析几个实例。

This book starts with ABC. 这本书从 ABC 开始的。

15. **break down into**: be divided into 分成不同种类；分解成……

*For example:*

The chronicle breaks down into four parts. 这部编年史分四部分。

Physically the rocks break down into small pieces. 从物理变化来讲，岩石碎成小石块。

16. **identify**: *v.* recognize; distinguish 识别；认出

*For example:*

I tried to identify her perfume. 我试图分辨出她用哪种香水。

Last Saturday, my long-last friend identified me among the crowd. 上周六，一位老朋友在人群中认出了我。

17. **critical point**: a crisis situation or point in time when a critical decision must be made 紧要关头；临界点

*For example:*

The incident happened at a critical point in the election. 该事件发生在选举活动的关键时期。

At this critical point, we should keep calm. 在这种关键时刻，我们要保持冷静。

18. **determine**: *v.* decide; make up one's mind 决定；（使）下决心

*For example:*

The size of the chicken pieces will determine the cooking time. 鸡块的大小将决定烹饪时间的长短。

Social status is largely determined by the occupation. 社会地位很大程度上是由职业决定的。

19. **represent**: *v.* express indirectly by an image, form, or model; be a symbol 代表

*For example:*

The general secretary may represent the president at official ceremonies. 总书记可以在一些官方仪式上代表主席。

The offer has yet to be accepted by the lawyers representing the victims. 受害者的代理律师还没有接受这个提议。

20. **upper control limit**: 上限界，控制上限

*For example:*

Operating the machine, we should remember the upper control limit of speed. 操作机器时, 我们要牢记速度上限。

You should not touch upper control limit. 你不能触碰控制上限。

21. **indicate**: *v.* mean; imply 表明; 暗示

*For example:*

A survey of retired people has indicated that most are enjoying life. 对退休人员的调查表明, 大部分人都享受生活。

This indicates whether these movies are suitable for children or not. 由此可以看出这些电影是否适合儿童。

22. **generally speaking**: 一般而言; 概括地说

*For example:*

Generally speaking, there is no resistance to the idea. 一般说来, 没有人会反对这个观点。

Generally speaking, the coldest weather comes in January in Wuhan. 一般来说, 武汉一月的天气是最冷的。

23. **mean**: *n.* the average of a set of numbers 平均数; 平均值

*For example:*

Take 180 values and calculate the mean. 取 180 个值, 计算平均数。

The mean score in this class is 89. 这个班的平均分数是 89。

24. **plot**: *v.* 以图表画出; 测定 (点线的) 位置

*For example:*

They used a computer to plot our movements in the building. 他们使用了一台计算机绘制我们在这座建筑里的活动图表。

The technician plotted the thermal conductivity versus mean temperature. 技术人员勾绘出导热率对应平均温度的曲线。

25. **constant**: *a.* unchanging; nonstop 持续不断的; 不变的

*For example:*

Inflation is a constant threat. 通货膨胀始终是个威胁。

The average speed of the winds remained constant. 平均风速保持稳定。

26. **statistical**: *a.* relating to the use of statistics 统计的; 统计学的

*For example:*

The report contains a great deal of statistical information. 报告中包含很多统计资料。

We need to back that suspicion up with statistical proof. 我们需要用统计数据来证实那一猜测。

27. **continuous**: *a.* process or event continues for a period of time without stopping 连续的; 延伸的

*For example:*

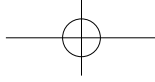
Residents report that they heard continuous gunfire. 居民们报告说他们当时听到了连续不断的枪声。

There is a continuous stream of phone calls. 电话接连不断。

### Key to the exercises:

#### **Task 1 Test your problem-solving ability.**

What is "quality control"?



Quality control is a process that is used to ensure a certain level of quality in a product or service. It might include the control and verification of certain characteristics of a product or service. Most often, it involves thoroughly examining and testing the quality of products or the results of services. The basic goal of this process is to ensure that the products or services meet specific requirements and characteristics, such as being dependable, satisfactory, and safe.

**Task 2 Tell whether the following statements are true or false. Write T for True and F for False.**

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

**Task 3 Give brief answers to the following questions.**

1. Quality control consists of all the activities which are designed to define, maintain and control specific quality of products within reasonable limits.
2. It helps to reduce costs by cutting down wastes caused by defective products.
3. The workforce itself or separate inspectors will do it.
4. The upper control limit represents the maximum acceptable random changes and the lower control limit indicates the minimum acceptable random changes when a state of control exists.
5. The process is stopped and a search is made for an assignable cause.

**Task 4 Match A with B.**

- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. h | 2. f | 3. d | 4. j | 5. c  |
| 6. a | 7. g | 8. b | 9. i | 10. e |

**Task 5 Fill in the blanks with the right words or phrases. Change the form where necessary.**

- |                                   |                         |             |
|-----------------------------------|-------------------------|-------------|
| 1. fighting for                   | 2. defined              | 3. scale    |
| 4. maintained                     | 5. put it into practice | 6. critical |
| 7. random                         | 8. workforce            |             |
| 9. at ... prices / at a ... price | 10. defective           |             |

**Task 6 Read the English sentences and translate the Chinese sentences into English.**

1. *Since* the boss emphasized quality control, the small company *has developed* greatly.  
*Since* he became the sales manager, *there has been* a sharp increase in our sales.
2. *By* using a telescope, *one can* see the houses on the island.  
*By* taking three tablets a day for a month, *one can* hope to cure the disease.
3. *The first step is to* find the elements of quality control.  
*The first step to success is to* prepare for failures.
4. *Once* you start, you'll have no way back.  
*Once* she gets an idea, you'd never change it.
5. *Personally speaking*, I don't like the project.

- Comparatively speaking*, the price they have offered is much more reasonable.
6. *Through this procedure*, agricultural prices can be *maintained* in a steady level.
- Through this procedure*, we can finish all the processes of quality control.

## Section 3 Things to Write

### Activity 2 Applied Writing / Translating

Complete the Quality Inspection Report with the given information in Chinese.

Quality Inspection Report

Sample Description	LED lamp			Brand, Type	ESD-CLI2V150
Produced Date	Aug. 30, 2014	sample condition	Normal	Voucher No.	0030209
Serial No. of Sample	XTSY-9351			Test Type	Entrustment Inspection
Applicant	Great Wall Environmental Co., Ltd			Sample Method	Sent by Customer
Applicant Address	No. 18 Shunde Industrial Park, Shunde, Foshan, Guangdong, China			Sampling Place	— — — —
Inspected Entity	— — — —			Sampler	— — — —
Manufacturer	Yijia Electrical Co., Ltd			Sampling (Receiving) Date	Oct. 12, 2014
Sample Quantity		Sampling Base	— — —	Date Tested	Oct. 15, 2014
Test Standards	GB-7000.1-2009, GB-7000.5-2012				
Conclusion of Test	The samples tested meet the GB-7000.1-2009 and GB-7000.5-2012 standards.				
Remarks	— — — —				

Approved by:

Checked by:

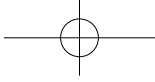
Tested by:

## Section 4 After-class Activities: More Things to Do

### Chinese translation:

#### ISO 9000 介绍

ISO9000 席卷全球。它正迅速成为最重要的质量标准，已被全球 100 多个国家数以千计的公司经采用，将来会被更多公司采用。



术语 ISO 9000 具有两种不同的含义：一是指单一的标准（ISO 9000）；二是指一组三个标准（ISO 9000、ISO 9001 和 ISO 9004）。这三个标准被统称为质量管理体系标准。ISO 9000 涉及定义和术语，常用来阐述 ISO 9001 和 ISO 9004 标准中的概念。ISO 9001 包含质量要求，通常用于质量认证；而 ISO 9004 则提出了一套指导方针，用于开发超越 ISO 9001 质量管理体系。

如果你觉得需要控制或改善你的产品和服务的质量，甚至提高竞争力，你可以选择设置一个符合 ISO 9001 的要求的质量管理体系。在设置的过程中，你可以参考 ISO 9000 的定义与 ISO 9004 的指导方针。

可是你如何开发这样一个质量管理体系（QMS）呢？至少有两种方法：你可以做一个差距分析或者遵循详细的质量管理系统的开发计划。

如果你已经有了一个有效的质量管理体系，我们建议您进行差距分析。这将帮助你找出你的组织过程和 ISO 9001 标准之间存在的差距。这种差距分析还可以帮助你找出你的 QMS 要符合 ISO 9001 标准还需要多少时间和成本。

可是，如果你还没有建立或者需要重新建立质量管理体系，我们建议你依据 ISO 9001 质量管理体系来建立自己的质量管理体系。

一旦你全面制订和实施质量管理体系，你可以提请别人审计此体系的有效性。如果审计员审计通过，他们会证明你的质量管理体系已达到 ISO 的要求。

ISO 9000 可以帮助企业实现世界各地推崇的质量标准。任何有国际业务的组织或服务需要国际标准客户的组织选择 ISO 9000 都是合乎逻辑的。

### Key to the exercises:

#### Activity 1 Read and Complete

Read the passage and fill in the blanks with appropriate words or phrases from the box below.

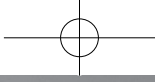
- |                     |              |              |
|---------------------|--------------|--------------|
| 1. different        | 2. standards | 3. quality   |
| 4. meets            | 5. course    | 6. at least  |
| 7. gaps             | 8. cost      | 9. developed |
| 10. internationally |              |              |

#### Activity 2 Read and Choose

Choose the answer that best completes each sentence.

- |      |      |      |      |      |
|------|------|------|------|------|
| 1. A | 2. B | 3. D | 4. C | 5. D |
|------|------|------|------|------|





## Section 1 Before-class Activities: Getting Things Ready

### Activity 2 Read and Complete

- |              |                |         |
|--------------|----------------|---------|
| 1. trend     | 2. separate    | 3. part |
| 4. marketing | 5. in terms of |         |

## Section 2 In-class Activities: Things to Do

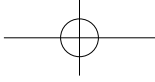
### Activity 1 Listen and Write

- |                           |                  |                |
|---------------------------|------------------|----------------|
| 1. shortsighted           | 2. considerably  | 3. alternative |
| 4. strategic              | 5. set in action | 6. pose        |
| 7. lax                    | 8. trend         | 9. negate      |
| 10. intellectual property |                  |                |

### Activity 2 Read and Think

#### Related information:

Global sourcing is a term used to describe practice of sourcing from the global market for goods and services across geopolitical boundaries. Global sourcing often aims to exploit global efficiencies in the delivery of a product or service. These efficiencies include low cost skilled labor, low cost raw material and other economic factors like tax breaks and low trade tariffs.

Language study:

1. **trend:** *n. / v.* (show) a general direction in which a situation is changing or developing 趋势, 倾向

*For example:*

The data show an upward trend of shopping online. 数据表明网络购物呈上升趋势。

The prices of houses are trending upwards. 房价趋于上涨。

2. **considerably:** *ad.* much; a lot 非常; 相当多地

*For example:*

I've tried Cantonese, Hunan and Sichuan food and they differ quite considerably. 我尝试过粤菜、湘菜和川菜, 它们各不相同。

The problem is considerably difficult to us. 对我们来说这个问题相当难。

3. **shortsighted:** *a.* lacking foresight 目光短浅的, 无远见的

*For example:*

It's very shortsighted not to spend time on improving your ability. 不花钱去提升你自己的能力是没有远见的。

I laughed at their shortsighted idea. 我嘲笑他们目光短浅的想法。

4. Instead of being viewed as a separate cost-saving measure, global sourcing needs to be thought of as part of the overall supply chain strategy of the company.

**instead of:** in place of 代替……, 而不是……

*For example:*

Instead of working in offices, working at home is a growing trend. 人们在家里而不是在办公室里工作是一种日益增长的趋势。

I gave him advice instead of money. 我给了他忠告, 而不是金钱。

5. **think of ... as:** view ... as; regard ... as 认为, 把……看成

*For example:*

I've always thought of him as one of the best managers I've ever met. 我一直认为他是我遇到过的最好的经理之一。

Global sourcing is often thought of as a way to save money. 全球资源配置常被看成是一种省钱的办法。

6. **obviously:** *ad.* it can be easily seen 明显地, 显而易见地

*For example:*

Obviously, he agreed to our proposal. 显然, 他同意了我们的提议。

Obviously, this is an inspiring progress. 显然, 这是一个令人鼓舞的进步。

7. **pose:** *v.* cause, lead to 造成, 形成(问题等)

*For example:*

The high cost of oil poses serious problems for industry. 昂贵的石油价格给工业造成了严重困难。

Pollution poses a threat to the existence of this species. 污染对这一物种的生存造成了威胁。

8. **lax:** *a.* not strict 不严格的, 松懈的

*For example:*

Some customers think our quality control is lax. 部分顾客认为我们对商品质量把关不严。



They are lax about their appearance. 他们不修边幅。

9. **regarding**: *prep.* concerning; about 关于; 至于

*For example:*

What do you think of our proposition regarding payment? 你对我们建议的付款方式有什么意见?

I want to ask you a question regarding my salary. 我想要问一个关于我薪水的问题。

10. **negate**: *v.* cause to have no effect 取消, 使无效

*For example:*

Serious pollution could completely negate our efforts to expand tourism here. 严重的污染会使我们在这儿扩展旅游的努力完全白费。

Our actions often negate our principles. 我们的行为常常与我们所信奉的原则背道而驰。

11. **dramatically**: *ad.* suddenly and noticeably 戏剧性地

*For example:*

The business environment has changed dramatically since last October. 与去年十月相比, 今天的经营环境已大不相同。

House prices have climbed dramatically in the last five years. 过去五年里, 房价一路飙升。

12. **secure**: *v.* get possession of 获得

*For example:*

We secured cheaper labour by way of global sourcing. 我们通过全球资源配置获得了廉价劳力。

It's not easy to secure a good job now. 现在要找到一份好工作很难。

13. **set in action**: cause to begin to act 使开始行动

*For example:*

They were set in action as soon as they arrived. 他们一到就开始行动起来。

You'd better set those idle workers in action right now. 你最好让那些懒散的工人马上开始干活。

14. **factor in**: take account of; take ... into account 考虑

*For example:*

Remember to factor in staffing costs when you are planning the project. 规划该项目时, 记住要把雇人费用这个因素考虑进去。

Factor in the quality and you will find the price is justified. 如果考虑到质量, 你会发现这个价格是公道的。

15. **all in all**: in a word 总之

*For example:*

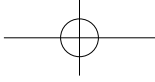
All in all, the utmost goal is to expand our business in the area. 总之, 最终目的是在该地区扩展业务。

All in all, we have to factor in all the possibilities. 总之, 我们要把一切可能都考虑到。

16. **in terms of**: from the point of / view of 就……而言; 从……方面说来

*For example:*

In terms of money, he's quite rich, but not in terms of happiness. 就钱来说他很富有, 但就幸福来说就不然了。



In terms of finance, our company has great advantage. 从财力方面讲, 我们公司有很大的优势。

17. **strategic:** *a.* useful for fulfilling a particular purpose 有战略意义的

*For example:*

A new strategic management system will be used in our company next year. 明年我公司将启用一种新的公司战略管理体系。

Most college students in China are familiar with our strategic choices of Western Development. 大多数的中国大学生熟悉我国的西部大开发的战略选择。

18. **result in:** cause; lead to 导致, 造成

*For example:*

Stress and tiredness often result in a lack of concentration. 紧张和疲劳常使人精神不集中。

The reform and opening-up policy has resulted in tremendous changes in our country. 改革开放政策使我们国家发生了巨大变化。

### Chinese translation:

#### 环球采购意味着节约成本?

环球采购是当今商业领域日益增长的趋势。一般说来, 环球采购牵涉外国公司对本公司产品和/或服务的买卖。很多公司仅仅把环球采购看成是节省金钱的方法, 因为从事相同工作的时候, 很多国家所需要的劳动力成本比美国、加拿大, 乃至欧洲的公司都要低得多。然而, 在考虑采用环球采购时, 仅仅看到成本的节约, 在某种程度上是目光短浅的。

我们应当把环球采购看成是公司整体供应链战略的一部分, 而不是一个孤立的节约成本的举措。因此, 是否实施环球采购需要从多方面加以评估。

首先, 公司必须比较当前采购国家与较低成本国家在技术上的差异。显然, 并非所有的国家都在同一技术水平上。如果一个公司的产品涉及专有信息或其制作过程受保护, 如制药公司的新药生产, 那么环球采购就有可能产生问题, 因为很多国家在知识产权保护方面没有严格的法律规定。此外, 如果产品需要经常进行技术更新, 那么在所在地进行技术更新所增加的支出将会抵消那些低劳力成本。

其次, 我们要考虑公司的总体营销策略。在低劳力成本国家生产的产品如果是销往国外的话, 是省钱之举。但如果公司还计划在产地周围销售该产品的话, 则要做进一步的考虑。决策者不仅需要对公司现在的竞争, 还要对将来的竞争进行评估, 因为今天是对的, 在接下来的二到五年里也许就会发生重大的变化。

除了上述两点, 实施环球采购后, 公司还必须确立供应链管理策略以保证持续稳定的生产所必需的商品及服务供应。例如, 如果一个在美国的公司只能供应某种原材料, 那么采购策略必须考虑把该原材料运往国外工厂所增加的成本。

总之, 环球采购不仅仅是孤立地节约成本及提高在国际市场的竞争力的措施。相反, 它需要根据公司的当前目标及长远商业战略模式进行评估, 否则, 通常会导致不尽如人意的结果。

Key to the exercises:**Task 1 Test your problem-solving ability.**

Global sourcing is a term used to describe the practice of sourcing from the global market for goods and services across geopolitical boundaries. Global sourcing often aims to exploit global efficiencies in the delivery of a product or service. These efficiencies include low cost skilled labor, low cost raw material and other economic factors like tax breaks and low trade tariffs.

**Task 2 Tell whether the following statements are true or false. Write T for True and F for False.**

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

**Task 3 Give brief answers to the following questions.**

- Global sourcing involves allowing a foreign company to handle elements of a company's production and / or service process.
- Because some foreign countries charge considerably less in labor costs for the same work.
- Because the situation may change dramatically in the next 2 to 5 years.
- The company must create a supply management strategy.
- Open. (For reference: covering larger market areas; better management and new technologies, etc.)

**Task 4 Match A with B.**

1. c                      2. j                      3. a                      4. b                      5. h  
6. g                      7. d                      8. i                      9. f                      10. e

**Task 5 Fill in the blanks with the right words or phrases. Change the form where necessary.**

1. Lax                      2. trend                      3. dramatically                      4. negated                      5. shortsighted  
6. in terms of                      7. poses                      8. regarding                      9. secure                      10. strategic

**Task 6 Read the English sentences and translate the Chinese sentences into English.**

- Simply looking at* the price *when considering* purchasing durable consumer goods *is somewhat shortsighted.*  
*Simply looking at* the cost input *when considering* going in for technical innovations *is somewhat shortsighted.*
- Instead of being viewed as* a separate measure, the plan for the new bus station *needs to be thought of as* part of the major redevelopment scheme for the town center.  
*Instead of being viewed as* a separate measure, home appliances going to the countryside *needs to be thought of as* part of the policy to stimulate domestic demands of the country.
- Obviously, not all* people can accept his working style.

*Obviously*, not all children are suitable for studying abroad.

4. If you *plan to* keep fit, *then* changing the bad eating habit *may be needed*.

If you *plan to* make full use of the time, *then* a reasonable schedule *may be needed*.

5. *It needs to be* evaluated *in terms of* the return on investment.

*It needs to be* investigated *in terms of* management strategy and financial optimization.

6. *A failure to* focus on the intended sales target *generally results in* the failure of sales strategies.

*A failure to* formulate the development of a company in the long term *generally results in* shortsighted behaviors.

## Section 3 Things to Write

### Activity 2 Applied Writing / Translating

Complete the above Template of Purchase Order with the given information in Chinese.

#### Purchase Order

Date of issuance	September 1, 2014			
Purchase order number	123			
<b>Seller information</b>				
Zhong Guoqing				
Shenzhen GuanYu Trading Co., LTD				
19 / A, Block B Baiyun Building, Dongfeng Road				
Shenzhen, China 51800				
Tel: (0755) 1234-5678 Fax: (0755) 1234-8888				
<b>Buyer information</b>				
Authorizer of PO	Ship to: Liverpool, London			
James Bond				
UVW Exports Co., LTD				
21b Brighton Road				
South Croydon, CR2 6EB, UK				
Tel: +44(0)208 686 2608 Fax: +44(0)208 686 0277				
<b>PO conditions</b>				
Delivery term	EXW			
Payment term	T/T before shipment			
Other	Confirmation of acceptance of this PO is to be given to the buyer within 3 days			
Delivery date	Before December 8, 2014			
Item no.	Item description	Quantity	Unit price	Total row price
GY 0011	Coffee spoon	50,000pcs	USD 1.00	USD 50,000
GY 0384	Pizza cutter	80,000pcs	USD 0.50	USD 40,000
GY 0385	Spaghetti tong	70,000pcs	USD 0.80	USD 56,000
			Total value	USD 146,000

Buyer: Zhong Guoqing  
( Authorized signature )

Date: September 3, 2014

Confirmed by Vendor: James Bond  
( Authorized signature )

Date: September 1, 2014

## Section 4 After-class Activities: More Things to Do

### Chinese translation:

#### 形成有效的环球采购策略

在当今全球化的环境下，环球采购是商业领域的新趋势。实施环球采购的机构通过全球性的采购、策划及操作以达到整合材料、工序、设计、技术以及供应商，从而实现更好地进入海外市场、降低税收及劳力成本、快速交货等目的。然而，如果不采取切实可行的措施，环球采购所产生的一系列问题将抵消其优势。

对于实施环球采购的机构而言，形成行之有效的环球采购策略是至关重要的。形成有效环球采购策略的方法多种多样，但以下五个阶段是必需的：

- 可行性分析
- 选择供应商
- 计划
- 转型
- 实施

**可行性分析：**在这一阶段，项目团队应当评估机构是否做好了环球采购的准备。在决定是否采用环球采购前，要充分考虑诸如技术复杂性、商业风险以及对财务的影响等因素。

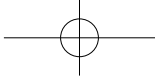
**选择供应商：**一旦决定实施环球采购，下一步就是选择供应商了。项目团队应当选择有实力的供应商。

**计划：**良好的计划是供应链转型外包成功的基础。在此阶段，机构及供应商共同做好转型外包的准备及保证其可实施性。如果不能对转型外包的范围、角色、职责及时机做出清晰的界定，冲突将不可避免。

**转型：**转型阶段主要实施计划阶段界定的事项。无论是机构还是供应商，都应该为该转型做好充分的准备并对自身做出调整，以确保在新的环境下表现出色。此阶段成功的关键有赖于能确保经营结构运营良好的工具与模式，以保证能清楚地监控转型过程，能发现问题及解决问题。

**实施：**在实施阶段，机构主要扮演监控项目运转情况的管理角色。机构应给予外购商充分的空间以完成工作。此阶段成功的关键在于前阶段建立的沟通模式及管理框架是否运营良好。

在实施资源及服务流程外包之前，好好考虑以上五个阶段并形成有效的采购策略对保证环球采购的顺利完成是大有裨益的。



Key to the exercises:

**Activity 1 Read and Complete**

**Read the passage and fill in the blanks with appropriate words or phrases from the box below.**

- |            |            |                 |
|------------|------------|-----------------|
| 1. aim     | 2. However | 3. a variety of |
| 4. range   | 5. select  | 6. ground work  |
| 7. Failure | 8. heavily | 9. depends      |
| 10. before |            |                 |

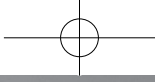
**Activity 2 Read and Choose**

**Choose the answer that best completes each sentence.**

- |      |      |      |      |      |
|------|------|------|------|------|
| 1. C | 2. B | 3. A | 4. D | 5. B |
|------|------|------|------|------|







## Section 1 Before-class Activities: Getting Things Ready

### Activity 2 Read and Complete

- |               |              |                 |
|---------------|--------------|-----------------|
| 1. dialogue   | 2. processes | 3. presentation |
| 4. bargaining | 5. win-win   |                 |

## Section 2 In-class Activities: Things to Do

### Activity 1 Listen and Write

- |                  |               |                   |
|------------------|---------------|-------------------|
| 1. concession    | 2. lay out    | 3. carry out      |
| 4. dialogue      | 5. effective  | 6. in exchange of |
| 7. bargain       | 8. negotiator | 9. step by step   |
| 10. on behalf of |               |                   |

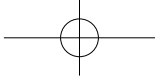
### Activity 2 Read and Think

#### Related information:

#### What is negotiation?

Negotiation is a process used to reach agreements. Each party engaged in the negotiating generally has some input. Although this process is usually not outlined by law, it can be a very important legal tool. It can also be the cause of several types of legal problems because the





agreements reached by this process are often contractual.

Language study:

1. **non-profit:** *a.* a non-profit organization is one which is not run with the aim of making a profit  
非营利性的

*For example:*

Her center is typical of many across the country — a non-profit organization that cares for 60 children. 她的中心照顾着大约 60 名儿童, 是全国众多非营利机构的典型代表。

It is a non-profit organization. 这是一个非营利性的组织。

2. **individual:** *a.* relating to one person or thing, rather than to a large group 个别的; 单独的

*For example:*

They wait for individual decisions. 他们等待各自做出决定。

Divide the vegetables among four individual dishes. 把蔬菜分开盛放在 4 个单独的盘子里。

3. **aim at:** direct at 针对; 以……为目标

*For example:*

They aim at the wrong target. 他们瞄准了错误的目标。

They aim at quality rather than quantity. 他们的目的在于提高质量而不是增加数量。

4. **dispute:** *n.* an argument or disagreement between people or groups 争吵; 吵闹

*For example:*

We disputed with each other on various issues. 我们为各种问题互相争论。

The teachers spent their time disputing and getting nothing done. 教师们争论不休, 但毫无结果。

5. **a series of:** 一系列; 一连串

*For example:*

The engineers have made a series of contradictory statements about the equipment. 工程师们对这种设备做出了一系列互相矛盾的陈述。

The challenger delivered a series of punches to the champion. 那位挑战者向 (拳击) 冠军发动一连串猛击。

6. **carry out:** put in effect 实施; 执行

*For example:*

Police said the attacks were carried out by nationalists. 警方说袭击是民族主义分子发动的。

Promises have been made with very little intention of carrying them out. 诺言是许下了, 可是基本没有打算真的照办。

7. **on behalf of:** in the person of 为了……的利益; 代表……

*For example:*

He gave witness on behalf of an accused person. 他为被告做证。

He spoke on behalf of all the members of the faculty and staff. 他代表全体教职员工讲了话。

8. **objective:** *n.* aim; goal 目的; 目标

*For example:*

His objective was to play golf and win. 他的目标是参加高尔夫球比赛并赢得胜利。

They failed to carry out their objectives. 他们没有实现自己的目标。

9. **task-oriented**: a. 任务导向的*For example:*

Task-oriented categories make menu items easier to find. 任务导向的分类会使菜单项易于被找到。  
In practice, most leaders use both task-oriented and people-oriented styles of leadership. 在实战中, 多数领导往往同时运用任务导向型和以人为本型的领导风格。

10. **people-oriented**: a. 以人为本的*For example:*

It would set up the people-oriented awareness. 它会建立以人为本的觉悟。  
Module teaching embodies a teaching idea which is people-oriented. 模块式教学体现了以人为本的教学思想。

11. **be aware of**: know; realize 意识到, 知道*For example:*

He doesn't seem to be aware of the problems. 他好像没有意识到这个问题。  
This helps you to be aware of time and concentrates your mind on the immediate task. 这有助于你掌握时间, 全神贯注于眼前的任务。

12. **lay out**: provide a detailed plan or design; explain 阐述; 说明*For example:*

Li Ping listened closely as Johnson laid out his plan. 李平仔细听着约翰逊讲解其计划。  
He laid it out in simple language. 他用简单的语言做了解释。

13. **feedback**: n. return of output; response 反馈; 反应*For example:*

I was getting great feedback from my boss. 老板对我的评价很高。  
I'd appreciate some feedback on my work. 如果有人对我的工作提出意见我将感激不尽。

14. **vary**: v. be different 变化; 改变*For example:*

The importance of being an Olympian will vary from athlete to athlete. 参加奥运会对每个运动员而言意义不同。  
Prices vary from one shop to another. 各家商店价格不同。

15. **put forward**: 提出*For example:*

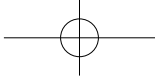
He has put forward new peace proposals. 他提出了新的和平建议。  
He put forward a plan for the committee to consider. 他提出一项计划交由全体委员审议。

16. **conflict**: n. argument; dispute 冲突*For example:*

This was a straight conflict of directly opposed aims. 这是完全对立的目标之间的正面冲突。  
The time has come to put an end to the conflict. 结束冲突的时候到了。

17. **deadlock**: n. a situation in which no progress can be made 僵局; 停顿*For example:*

They called for a compromise on all sides to break the deadlock in the world trade talks. 他们呼吁各方做出让步以打破世界贸易谈判中的僵局。  
Peace talks between the two sides ended in deadlock last month. 双方上个月的和平谈判陷入了



僵局。

18. **exert**: v. apply influence 产生（影响）；施加（压力）

*For example:*

The boss didn't exert pressure on you. 老板没有对你施加压力。

You can't exert pressure on me through threats. 你不能通过威胁对我施加影响。

19. **in exchange of**: the action of giving and receiving 换取

*For example:*

He gave me an apple in exchange of an orange. 他给我一个苹果，交换一个橙子。

Love in exchange of money is bound to be tragic. 用金钱换来的爱情最为可悲。

20. **agree on**: 对某事有同样看法；商定某事

*For example:*

They agreed on leaving there the next day. 他们一致同意第二天离开那里。

They agreed on how to evacuate the civilians from the island. 他们就如何撤退岛上的居民取得了一致意见。

21. **bid farewell**: say good-bye 告别，辞行

*For example:*

I have come to bid farewell to all my relatives. 我向全部亲戚道别。

She wanted to bid farewell and saw him off. 她想跟他道别，为他送行。

22. **win-win**: a. A win-win situation is one where you are certain to do well or be successful. 一定会赢的；双赢的

*For example:*

It is surprising that it has taken people so long to take advantage of what is a win-win opportunity. 真奇怪，人们居然用了这么长时间才把握住一个万无一失的机会。

China will unswervingly follow a win-win strategy of opening up. 中国将始终不渝奉行互利共赢的开放战略。

23. **benefit**: n. advantage 好处；益处

*For example:*

Each family farms individually and reaps the benefit of its labor. 各家经营各自的农场，收获各自的劳动成果。

For maximum benefit, use your treatment every day. 为了达到最佳效果，你每天都要接受治疗。

24. **long-term**: a. in future 长期的

*For example:*

A new training scheme to help the long-term unemployed is expected. 一项旨在帮助长期失业者的新的培训计划有望出台。

The association believes new technology will provide a long-term solution to credit card fraud. 该协会相信新技术将可长远地解决信用卡诈骗问题。

25. **concession**: n. reluctant yielding; special privilege 让步；特许（权）

*For example:*

We cannot make heavy concession to the matter. 我们在这个问题上不能过于让步。

As a concession to his reasonable demand, the doctor allowed him to work. 医生对他的合理要求让步了，允许他工作。

Chinese translation:

## 谈判

谈判是国家、企业、非营利组织或个人之间的对话。它旨在通过一系列讨价还价的方式解决争端和达成协议。谈判有一系列的过程，由各方的谈判代表完成。

谈判开始后，各方需要明确各自的目标，角色和沟通技巧。在开场介绍前，需要做好以上准备。任务导向的谈判代表开场后就直入主题，而以人为本的谈判代表更注重营造友好的氛围和建立友好的关系。无论谈判代表持什么态度，开场介绍后，谈判代表需要明示谈判计划，以便逐个讨论关键点。

真正的谈判开始于谈判代表提出他们的立场和聆听对方的反馈后。谈判代表之间的直率程度因人而异，各方都需要很好地了解对方的谈判风格。熟练的谈判代表经常仔细聆听并提出有效的问题。他们不但听文字，而且听对方的感情和态度。

冲突处理和有效的讨价还价被认为是谈判最重要的环节。有些谈判代表不善于控制情绪，谈判容易陷入僵局；而有些谈判代表则以更积极的方式进行交流。许多好的谈判技巧是非常必要的，这些技巧包括：施加压力、设立条件、交换利益和满足对方需求。

谈判的最后一个环节是结束会议。双方总结，达成合作意向和告别。谈判的结果为“一赢一输”或“双赢”。“一赢一输”的谈判结果表示，谈判双方一方赢一方输，赢方的利益来源于输方的损失。然而，“双赢”谈判则为一个开放和长期的合作关系打基础。通过适当让步，双方都能获利。

Key to the exercises:**Task 1 Test your problem-solving ability.**

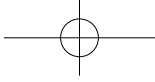
A good negotiator should be skillful. He or she has many good bargain skills. He or she knows how to exert pressure, make conditions and even help others get what they want in exchange of his own interest. In negotiation he or she can listen carefully not only for words but for feeling, and is able to put forward effective questions. And he or she has the ability to control his or her emotion in negotiation.

**Task 2 Tell whether the following statements are true or false. Write T for True and F for False.**

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

**Task 3 Give brief answers to the following questions.**

- Both parties should make clear their objectives, roles and communication skills.
- They are more aware of developing a nice relationship and creating a friendly atmosphere.
- Handling conflicts and making effective bargaining are regarded as the most important processes.
- Both parties make summary, agree on certain actions and bid farewell.
- Open.

**Task 4 Match A with B.**

- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. c | 2. f | 3. e | 4. a | 5. d  |
| 6. i | 7. j | 8. g | 9. h | 10. b |

**Task 5 Fill in the blanks with the right words or phrases.**

- |                   |                 |                 |
|-------------------|-----------------|-----------------|
| 1. feedback       | 2. on behalf of | 3. carried out  |
| 4. listen for     | 5. a series of  | 6. concession   |
| 7. in exchange of | 8. laid out     | 9. went through |
| 10. atmosphere    |                 |                 |

**Task 6 Read the English sentences and translate the Chinese sentences into English.**

- Negotiating skills *vary from* person *to* person.  
Outcomes *vary from* negotiation *to* negotiation.
- Whatever* happens, we have to carry out our investment plan immediately.  
*Whatever* difficulties we may meet with, this work is to be carried out as planned.
- During negotiation, American negotiators were impatient *while* Japanese negotiators were at ease.  
Some companies launch advertisements to attract more customers *while* others give out free samples.
- The negotiation between the U.S. and China did *not* come to an end *until* nine o'clock in the evening.  
Mary did *not* realize the importance of making proper concession in negotiation *until* this negotiation failed.
- A successful negotiator does *not only* accomplish the negotiating plan successfully, *but* also develops long-term relationship with the other party.  
We should improve *not only* the quality of our products *but* the after-sale service.
- Making* full preparation before negotiation *is regarded as* one of the important steps to win.  
*Lowering* cost *is regarded as* one of the effective strategies for companies to achieve success in serious competition.

## Section 3 Things to Write

**Activity 1 Task-based Writing: An Outline of a Negotiation****Task 3 Complete the outline for salary discussion with the company (for reference only).**

Salary Negotiation Outline (薪酬的谈判提纲)

Objective of negotiation (谈判目标): Make a reasonable contract

Members of negotiation (谈判成员): Peter Smith & William Jones

Date of negotiation (谈判时间): May 5th, 2014

Place of negotiation (谈判地点): The personnel manager's office

1. Details of the Salary (薪酬的具体内容):

Salary during probation (实习期工资): 2,000 *yuan* per month (basic salary)

Salary after probation (实习期结束后的工资): 2,300 *yuan* per month (basic salary)

Details of the salary (薪酬的组成): Basic salary, sales commission

2. Welfare (福利):

Accommodation (是否提供住房): No

Holiday with pay (多少天带薪假期): 8 days per month

3. Assurance (保险):

Social Assurance (是否缴纳社会保险): Yes

Medical Assurance (是否缴纳医疗保险): Yes

Accommodation Allowance (是否提供住房补贴): 300 *yuan* per month

## Activity 2 Applied Writing / Translating

### Task 2 Complete the following passage by translating the Chinese given in brackets into English.

- 1) develop "win-win" strategy
- 2) develop strategies based on their goals and negotiation style
- 3) other negotiation group may develop negative emotion
- 4) cooperative strategies
- 5) come to deadlock

## Section 4 After-class Activities: More Things to Do

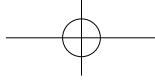
### Chinese translation:

#### 谈判双赢的方法

当今谈判, 专业谈判者普遍推崇采用“双赢”的方法。这与传统的“一赢一失”的谈判方法不同: 它追求成效, 不必破坏谈判或打败对方, 就能得到想要的东西。

为了实现“双赢”的局面, 充分的准备和积极的态度对谈判双方来说都非常重要。了解双





方的立场是必须做的第一件事，因为一方的立场往往决定性地影响另一方的预设目标。除了明确自己的目标外，你必须明白对方可能要通过谈判获得什么。你必须考虑并列出每一个细节。在此基础上，对谈判的每个问题，你必须决定给对方的最高和最低出价。通过这种方式，你可以高效地提出建议和给予反馈。

对一个“双赢”的谈判来说，在谈判之前和谈判过程中保持积极的态度是必要的。谈判之前，积极的态度为你提供更多的信心，并帮你挖掘项目所有的细节。在谈判过程中，积极的态度让你平静和放松。通过这种方式，你会更合作，集中精力达成更多的协议。合作的态度不仅使你谈判成功，获得做生意的机会，而且可以帮助你建立将来受益的长期合作关系。

### Key to the exercises:

#### Activity 1 Read and Complete

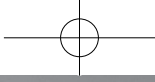
Read the passage and fill in the blanks with appropriate words or phrases from the box below.

- |                 |                |                |
|-----------------|----------------|----------------|
| 1. professional | 2. in order to | 3. preparation |
| 4. what         | 5. detail      | 6. lowest      |
| 7. confidence   | 8. relaxed     | 9. agreements  |
| 10. but         |                |                |

#### Activity 2 Read and Choose

Choose the answer that best completes each sentence.

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



## Section 1 *Before-class Activities: Getting Things Ready*

### Activity 2 Read and Complete

- |             |              |              |
|-------------|--------------|--------------|
| 1. boss     | 2. unhappy   | 3. excessive |
| 4. coworker | 5. enjoyable |              |

## Section 2 *In-class Activities: Things to Do*

### Activity 1 Listen and Write

- |              |                 |                   |
|--------------|-----------------|-------------------|
| 1. encounter | 2. make changes | 3. evolve         |
| 4. proactive | 5. end up with  | 6. responsibility |
| 7. overwhelm | 8. coworker     | 9. confront       |
| 10. approach |                 |                   |

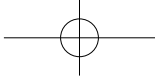
### Activity 2 Read and Think

#### Related information:

##### **Resolving Workplace Problems**

How can you resolve basic problems in the workplace? Review the following advice for common situations.

Typical workplace situations include:



People who fail to deliver what they promise  
Not having the authority to do what is required  
Poor or no direction from the person assigning the task  
Too many tasks and responsibilities — and not enough time to do them  
Criticism from others

#### People Who Fail to Deliver What They Promise

It's frustrating when coworkers promise to help us with a project and then leave us high and dry. How can we ensure that people do what they promise? Try to:

- Ensure that you and the other person agree on what he or she should do.
- Establish a deadline you both agree on.
- Set milestones that involve some type of output and follow up.
- If necessary, involve management either to clear the other person's schedule or to enforce the agreement.

#### Not Having the Authority to Do What Is Required

Responsibility without authority is a great source of stress in today's workplace. Most people find it frustrating to learn they're being held accountable for events over which they have little or no control. Participants recommend that you:

- Gain acknowledgement from an appropriate authority. In other words, make sure someone agreed that you should be responsible. And, get it in writing. As a last resort, you can send an email to the proper person stating that you understand your responsibility.
- Define boundaries and roles. Just what are you responsible for? Be specific — what is the scope of the project and where do your responsibilities begin and end. Again, in writing, indicate what authority you need to proceed.
- Clarify company and individual goals. If there are conflicts, resolve them before continuing.
- Of course, get agreements in writing.
- Negotiate frequently so that everyone understands and agrees on who's responsible for what.
- Get all agreements in writing.

#### Poor or No Direction from Person Assigning Task

All too often bosses assign work to employees with little or no direction on what's expected or how to complete the job. Just as commonly, workers are ordered to report to another boss without clear guidelines. The results are frustration and incomplete or incorrectly completed jobs. The problems take many forms; bosses may:

- Withhold information the employee needs, either intentionally or unintentionally.

- Deliberately offer misleading information.
- Use a third person to communicate information; this person may lack a clear grasp of the task, not understand how to pass on the assignment to the person being assigned the task, or both.

When the lack of direction is inadvertent, participants recommend that you:

- Ask for clarification.
- Document all steps, to allow for learning from any misstep.
- Restate understanding so the boss or other person assigning the task can clear up any confusion.

#### Too Many Tasks and Responsibilities — And Not Enough Time to Do Them

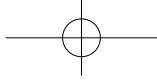
At times everyone feels like the Mad Hatter in Lewis Carroll's *Through the Looking Glass*. He or she seems to be running from one place to another with little purpose. Here is what participants recommend:

- Make lists and prioritize tasks.
- Clarify expectations with your boss. Did she mean for you to take on a new assignment?
- Try to handle daily interruptions. Avoid letting them derail more important work.
- Delegate tasks to others when possible.
- Create a schedule that lets you complete your work while leaving some leeway for normal interruptions.
- Block out time on your calendar that allows you to get your work done. This keeps others from scheduling you for meetings during time you need to complete your assigned work.
- Separate friendship from business during work hours. Tell friends who call that you're busy and will call back to them later. If the friends are co-workers who drop in for a chat, offer to meet for lunch at a time when your workload is a little freer.
- Work from home a few days each week.
- Keep one appointment source. Avoid having multiple calendars to prevent over-booking yourself.

#### Criticism From Others

Few people enjoy receiving criticism, but participants (as well as experts in this field) agree that everyone can lessen its sting. They recommend that you:

- Consider the source. Is this a person whose opinion you respect? Is the intent to help you improve things, or just to make you feel like a bum? Is the critic knowledgeable about the topic he or she is criticizing you on?
- Take a deep breath (close your mouth, breathe through your nose, and relax your throat and neck muscles). Until you get control of yourself, you can't even hear what the person is saying.
- Step out of the situation and act as an observer. Think, "Hmmm, this is interesting. I



wonder what's motivating this person.”

- Listen. It's hard to listen well when someone makes a critical comment, but try. Ask questions that ensure you understand what the person is saying.
- If you think the criticism has at least some value, decide what action you need to take now or the next time the situation arises.
- Try not to take it too personally: consider the action required, not the actor.

Language study:

1. **encounter**: *v.* to come upon or experience especially unexpectedly 遇到, 遭遇

*For example:*

The businessman encountered many hardships. 这个商人遇到许多困难。

The first person she encountered was Cyril Scott, the manager of the company. 她遇到的第一个人就是公司的经理西瑞尔·斯科特。

2. **frustrate**: *v.* to prevent or hinder 挫败, 阻挠

*For example:*

The lack of experience in business frustrated him. 缺乏从商经验对他不利。

There's nothing to frustrate you. 没有什么能阻挠你。

3. Most situations are not as hopeless as they seem.

**(not) as (so) ... as:** (not) to the same degree 与……(不)一样

*For example:*

Solving the problem is not as easy as it seems. 解决这个问题并不像看上去那么简单。

Interviewing is not as the same as you know. 面试并不像你所了解的那样。

4. **objectively**: *ad.* not influenced by personal feelings 客观地

*For example:*

A possible solution might be to face any situation as objectively as possible. 可能的解决方法是尽可能客观地看待所有形势。

Objectively speaking, he can't possibly succeed. 客观地说, 他不可能成功。

5. **There are two sides to every story**: One should consider everything from different aspects. 事物皆有两面, 人应该从不同的方面考虑事情。

This expression can also be expressed “There are two sides to every question”, indicating two aspects that are opposite.

*For example:*

There are two sides to every story, you cannot take one side with decision. 事物皆有两面, 你不能根据一个方面做出决定。

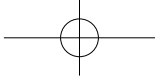
There are two sides to every question, you need to take the other side into consideration.

每一个问题都有两个方面, 你需要把问题的另一方面也考虑进来。

6. Try to see your boss's side. 试着站在老板的角度看问题。

**see sb.'s side:** to see from sb.'s point of view 从某人的角度看





*For example:*

See the boss's side, each employee should have an excellent performance. 站在老板的角度上看, 每个员工都应该表现优秀。

See the customer's side, advertisements on products should be authentic. 站在顾客的角度上看, 产品的广告应该是真实可信的。

7. **make ... change:** to make different; to cause a transformation 做些改变

*For example:*

He proposed making a change in the plan. 他建议把计划做一些改动。

Making only a few changes in the plan can bring out an expected result. 在计划上做些改变就能带来意想不到的效果。

8. **evolve:** v. to undergo development; to work out 演变, 进化

*For example:*

The simple plan evolved into a complicated scheme. 这个简单的计划发展成了一项复杂的规划。

He evolved a new system for running the factory. 他制定了一套管理工厂的新制度。

9. If you are doing only work you aren't interested in, you need to do something about it. 如果你只是在做你不喜欢的工作, 你得想想办法了。

**do something about:** to take action about 采取措施解决

*For example:*

You ought to do something about the complaints. 关于投诉你该想点办法解决。

I must do something about the delayed shipment. 我得想办法处理延误的货物。

10. Don't let your employer decide your career path for you. 不要让老板决定你的职业生涯。

**let sb. do:** to cause sb. to do 让某人做

"Let sb. do" is a infinitive structure with "to" omitted. Other verbs such as: have, make, see, watch, observe, notice, hear, listen to, feel, can be used in the same way.

*For example:*

Let them have a closer look at your samples. 让他们参观一下你们的产品陈列室。

Please let us buy you a drink. 请让我们请你喝一杯吧。

11. You must be proactive, or you'll just be dragged along. 你一定要主动, 否则就会受牵制。

**proactive:** a. active; causing sth. to happen rather than wait 主动的, 抢先的

*For example:*

Take proactive, not reactive steps to solve the problems. 应主动而不是被动地解决这个问题。

Try to make this regulation more proactive and effective. 尽量使这个规定具有预见性和有效性。

**or ...:** otherwise; if not ……否则, 不然

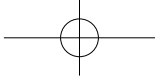
*For example:*

Make sure such errors do not happen again, or we'll cancel the order. 确保这样的错误不再出现, 否则我们将取消订单。

Please ensure that the delayed shipment will arrive before deadline, or we will take legal actions. 确保延误的货物在规定时间内到达, 否则我们将诉诸法律。

12. After a downsizing, remaining employees end up with an excessive amount of work to do. 公司裁





员后导致剩下的员工有过多的工作要做。

**downsize:** *v.* to fire (employees); to reduce in size 裁减, 减少

*For example:*

Downsizing the work force is one way to reduce costs. 裁员是降低成本的途径之一。

The company stepped up downsizing to improve efficiency. 公司加大了减员增效的力度。

**end up with:** to bring to an end or halt by 以……而告终

*For example:*

It ended up with failure. 事情以失败而告终。

It ended up with only three of us going to the activity. 最后我们中只有三个人参加那项活动。

**excessive:** *a.* beyond normal limits 过度的, 过分的

*For example:*

The product was in poor quality and the price was excessive. 产品的质量不好而价格却很高。

She takes an excessive interest in our products. 她对我们的产品有极大的兴趣。

13. **responsibility:** *n.* obligation; duty 责任, 任务

*For example:*

The matter is outside my area of responsibility. 此事超出我的责任范围。

A manager has many responsibilities. 经理有很多责任。

14. **overwhelm:** *v.* to cover completely; to overcome by superior force 覆盖, 压倒

*For example:*

He was overwhelmed with gratitude. 他不胜感激。

We overwhelmed them with quality. 我们以质量压倒他们。

15. **given:** *n.* an assumption that is taken for granted 假定的事实, 已知的事实

*For example:*

It is a given, nobody can change it. 这是个事实, 没有人能改变。

It is taken as a given. 这事被认为是已知事实。

16. **option:** *n.* the act of choosing or selecting 选择, 选择权

*For example:*

This option is currently under consideration. 这个选择正在考虑中。

The last option you have is to make compensation for the loss. 你最后的选择是向他们赔偿损失。

17. **jumble:** *n.* things assembled or mixed together 混合, 混乱

*For example:*

There are a jumble of mails on the desks in the office. 办公室里桌子上有一堆信件。

A businessman has to face a jumble of different personality. 商人要与不同的人打交道。

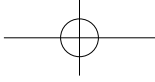
18. ..., try to confront him or her directly instead of immediately approaching your boss about a coworker's behavior. 试着直接面对他或她而不是立即把同事的行为报告给老板。

**confront:** *v.* to deal with; to head on 面对, 正视

*For example:*

We'll also discuss how to confront some other challenges. 我们也将讨论如何应对其他挑战。

You must confront your problems. 你必须正视你的问题。



**approach:** *v.* to make advance to sb. (usually with suggestion) 接近, 靠近

*For example:*

He approaches his supervisor persistently. 他一再地接近上司。

His performance approaches perfection. 他的表现接近完美。

**instead of:** in place of; as a substitute for or alternative 代替, 而不是

*For example:*

The general condition is bettering instead of worsening. 总的情况不是在恶化而是在好转。

You must sign the contract in black ink instead of in blue. 签合同要用黑色笔而不用蓝色笔。

19. **make the most of:** to exploit or to make sth. as good as possible 尽量

*For example:*

Mary knows how to make the most of her talents. 玛丽知道如何尽量发挥自己的才能。

They designed the advertisements to make the most of the product's features. 他们设计的广告尽量展示产品特征。

20. **tolerate:** *v.* to put up with sth. or sb. unpleasant 忍受, 容忍

*For example:*

I won't tolerate such behaviour to the customers. 我不能容忍你对顾客的这种行为。

The new secretary had to tolerate a lot of unpleasant remarks. 新来的秘书不得不忍受着不敬的言辞。

Chinese translation:

处理工作问题

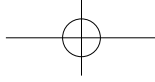
很多人在工作中会不时遇到难以解决的情况。工作问题在公司中每天都会出现。当在工作场所出现问题时, 你可能需要一些方法指导你处理好工作关系。

看看下列你不喜欢做的事情。有能够被解决的吗? 或许有。大多数情况没有像看上去那样无望。例如, 如果你和老板之间出现了问题, 你能坐下来和他或她商讨吗? 在你做之前, 尽量客观地看待问题。事物皆有两面。试着从你老板的角度看问题。或许你能做些改变改善与老板的关系。

你对工作本身不满意吗? 有时一份工作演变成: 你当时被雇用来做的工作并不是你正在做的。如果你只是做你不喜欢的工作, 你就需要考虑考虑了。不要让老板决定你的职业生涯。你一定要主动, 否则就会受牵制。你需要为你所感兴趣的领域积累经验。这也关系到你今后如何重新开始。

公司裁员后导致剩下的员工有过多的工作要做。有额外的工作要做不一定是件坏事。你的老板把这些工作给你可能是因为他或她觉得你能胜任。假如你真的工作压力太大并且不能在合适的时间内完成, 你应该和老板谈谈。在一些公司加班是既定的, 而不是可以选择的。考虑一下什么可以算作“在合理的时间内”。如果每个人是下午五点下班, 而你不得不待到八点, 那么就一定有问题。

你与同事相处得好吗? 工作场所是由许多不同性格的人组成的地方。如果你觉得同事在工作场所的表现有问题, 试着直接面对他或她而不是立即把同事的行为报告给老板。最好私下与同



事交流，避开别人的耳目。

这些建议能使难以完美的情况尽可能完善。你可能发现你不仅能容忍你的工作，并且开始喜爱它了。

***Key to the exercises:***

**Task 1 Test your problem-solving ability.**

Overtime, in some places, for example, in Hong Kong, often shortened as “OT”, is a term used to describe hours worked over a legal limit or in excess of convention. In many nations, employees may not work more than 40 hours in a week or eight hours in a day. Overtime hours must be compensated at a different rate, acknowledging that overtime puts additional strain and stress on an employee. Conversationally, “overtime” may refer both to these overtime hours and to the additional compensation. Typically, this compensation is time and a half pay, although in some areas it may be double time.

**Task 2 Tell whether the following statements are true or false. Write T for True and F for False.**

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

**Task 3 Give brief answers to the following questions according to the dialogue.**

1. You need to find some ways to guide you through your work relationship.
2. Try to look at the problem objectively and from the boss' side.
3. You need to get experience in your field of interest, or you'll be dragged along.
4. Your boss may have given them to you because he or she felt you could handle it.
5. Confront him or her directly and discuss the situation away from other ears.

**Task 4 Match A with B.**

- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. j | 2. h | 3. e | 4. a | 5. c  |
| 6. g | 7. f | 8. i | 9. d | 10. b |

**Task 5 Fill in the blanks with the right words or phrases. Change the form where necessary.**

- |                  |                 |                   |
|------------------|-----------------|-------------------|
| 1. option        | 2. issue        | 3. overwhelm      |
| 4. ended up with | 5. confront     | 6. responsibility |
| 7. Objectively   | 8. make changes | 9. approached     |
| 10. proactive    |                 |                   |

**Task 6 Read the English sentences and translate the Chinese sentences into English.**

1. Being a good salesman is *not as* easy *as* it sounds.  
The quotations are *not as* low *as* they promised.

2. Don't *let* yourself *regret* doing this.  
Don't *let* others *decide* your future.
3. There is room for improvement if you see your boss' *side*.  
We should offer a free backup service to customer if we see customer's *side*.
4. Find a solution to this problem as soon as possible, *or* you'll be dismissed.  
Always be willing to learn a new skill, *or* you'll fall behind.
5. He has made achievements because of his hard work *instead of* good fortune.  
You have to pay by credit card *instead of* cash.
6. We must learn to *make the least of* loss in adverse situations.  
Managers usually *make the most of* the opportunity to deal with people at all levels.

## Section 3 Things to Write

### Activity 2 Applied Writing / Translating

**Task 2** Complete the following letter of complaint by translating the Chinese given in brackets into English.

1. we ordered from you
2. The delay in delivery
3. you dispatch them immediately
4. cancel the order
5. let us have your reply as early as possible

## Section 4 After-class Activities: More Things to Do

### Chinese translation:

#### 解决工作问题的简单办法

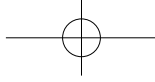
随着工作场所变得更为复杂并具有竞争性，管理员工的表现和行为的问题尤为必要。如今在职场生活中存在的挑战包括：

人少却需要多出成效的问题：人员减少，士气减弱，生产力却亟待提高。

团结员工：员工之间因性格差异及虚拟的工作场所造成差距需要想办法促进他们之间的理解和有效的交流。

培养领导力：培养能尽可能发挥员工长处的经理。

处理与顾客、同事、经理及其他人的问题，都会增加人际关系的两难境地。令人遗憾的是，



工作场所不是一个安乐窝。同事中的紧张关系在许多企业与日俱增。唯一的解决办法是运用人际沟通能力。

善于运用人际沟通能力的人能使其他人的工作能力充分发挥出来。他们知道如何鼓舞人。他们有一种除去紧张而不是制造紧张的技巧。通过自己的言行举止为大家树立个好榜样并且鼓励和影响那些技能不佳的人。

人际沟通能力在以下困境中作用尤佳：

当某人的表现下滑时。在你解决员工身上的问题之前，你需要理解他。最好与他们面谈，了解他们如何看待这一情况。面谈是发现未知信息的一种积极的倾听形式。

应对长期的发牢骚者。一个不断抱怨的员工就像在办公室用扬声器播放哀乐。它使每个人灰心丧气。你正是需要处理这个问题的那个人。和他交谈并且找出原因。

善于运用人际沟通能力的人把理解别人的挑战性行为看成是一种实践，而不是仅仅自己表现出不安。

Key to the exercises:

**Activity 1 Read and Complete**

**Read the passage and fill in the blanks with appropriate words or phrases from the box below.**

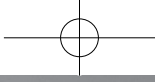
- |                 |                 |                       |
|-----------------|-----------------|-----------------------|
| 1. essential    | 2. promote      | 3. deal with          |
| 4. increasing   | 5. bringing out | 6. set a good example |
| 7. Interviewing | 8. complaining  | 9. handle             |
| 10. practice    |                 |                       |

**Activity 2 Read and Choose**

**Choose the answer that best completes each sentence.**

- |      |      |      |      |      |
|------|------|------|------|------|
| 1. A | 2. D | 3. D | 4. A | 5. B |
|------|------|------|------|------|





# Unit 8

## Occupational Health and Safety

### Section 1 Before-class Activities: Getting Things Ready

#### Activity 2 Read and Complete

- |           |                 |                      |
|-----------|-----------------|----------------------|
| 1. caused | 2. harm factors | 3. health and safety |
| 4. lack   | 5. taking       |                      |

### Section 2 In-class Activities: Things to Do

#### Activity 1 Listen and Write

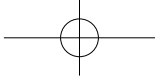
- |                          |                |                         |
|--------------------------|----------------|-------------------------|
| 1. exposure              | 2. hazard      | 3. influence            |
| 4. abnormality           | 5. laid-off    | 6. occupational disease |
| 7. suffer from           | 8. be aware of | 9. turn a blind eye to  |
| 10. attach importance to |                |                         |

#### Activity 2 Read and Think

##### Related information:

There are 115 kinds of legal occupational diseases in China, and its major occupational disease hazards are dust, poison, etc. at present. The following are China's common occupational hazards and occupational diseases caused by them.





Occupational Hazards	Occupational Diseases
production dust	pneumoconiosis
chemicals and industry poison	occupational poisoning
production noise	hearing loss
extreme heat or hot environments	heat stroke (中暑), heat exhaustion (热衰竭), heat cramps (热痉挛)
chemical burn, ultraviolet rays	occupational eye illnesses
radiation, asbestos (石棉), benzene (苯)	occupational tumor (肿瘤)

### Language study:

1. **occupational:** *a.* relating to, or caused by a person's job 职业的; 因职业而有的

*For example:*

Are you aware of occupational hazards? 你意识到职业引起的危险吗?

Occupational instruction is necessary for the unemployed. 职业指导对待业者很必要。

2. **exposure (to):** *n.* being left without covers or protection 暴露; 接触

*For example:*

The paint came off as the result of exposure to the rain. 油漆因受雨淋而剥落了。

Exposure of children to TV violence will do harm to their mental health. 让儿童接触电视上的暴力镜头会危害儿童的心理健康。

3. **hazard:** *n.* sth. that may be dangerous, or cause accidents or problems 危险, 危害物

*For example:*

Polluted water sources are a hazard to wildlife. 被污染的水源对野生动物有危害。

There are many serious health hazards associated with smoking. 许多危害健康的情况都与吸烟有关。

4. **abnormality:** *n.* an abnormal feature, especially sth. that is wrong with part of someone's body 不正常; 变态

*For example:*

She has shown no abnormality in intelligence or in disposition. 她在智力或性情上都未显示出任何反常。

Before the earthquake, some abnormalities in the weather were observed. 地震前, 人们观察到了一些气候反常现象。

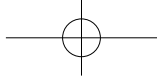
5. Long exposure to hazardous substances or hazardous work condition will cause people to become diseased or experience abnormalities.

**cause ... to do ...:** to make ... do 引起, 使……做……

*For example:*

Delayed delivery might cause the customers to refuse the payment. 不及时的交付会造成顾客拒绝付款。

Food poisoning can cause workers to die. 食物中毒可导致工人死亡。



6. **at the risk of:** with the possibility of 在……危险中；受到……的威胁

*For example:*

They warn that one-third of those animals are at the risk of disappearing. 他们警告说，那些动物中有三分之一正面临着灭绝的危险。

He saved her at the risk of his life. 他冒着生命危险救她。

7. **suffer from:** to feel or have pain and loss from / in 患（某种病）；受……之苦

*For example:*

People may suffer from loneliness, fear, anxiety, or other emotional responses to stress. 人们可能因孤独、恐惧、焦虑或压力造成的其他情绪波动而感到痛苦。

Many people in the world are still suffering from poverty. 世界上许多人仍在遭受贫穷之苦。

8. **combine:** *v.* to join together 联合；连接

*For example:*

The film does well in combining education with recreation. 这部影片在寓教于乐上做得很好。

The charming scenery and the hot spring baths combine to make the travelers' stay there most enjoyable. 幽美的风景加上温泉浴，使游客得到极大享受。

9. **incidence:** *n.* rate; the number of times sth. happens, especially crime, disease, etc. 发生率；发病率

*For example:*

Economic depression causes high incidence of unemployment. 经济萧条导致失业率的升高。

The incidence of this disease has fallen considerably in the past few years. 这几年这种病的发病率大大降低了。

10. **vigorous:** *a.* strong, energetic 有力的，精力充沛的

*For example:*

He never ceased to chase after his dream in his vigorous youth. 在精力充沛的年轻时代，他从未停止过追求自己的梦想。

The 70-year-old man walked into the park with vigorous strides. 那位七旬老人健步走进公园。

11. **be located in:** to be situated in 位于

*For example:*

Since our factory is located in a coastal city, we expect to have the goods sent by sea. 由于我方工厂坐落在沿海城市，我们希望用海运方式运送这批货物。

All control equipment should be located in the control room. 所有的控制设备都应当装在控制室里。

12. **turn a blind eye to:** to pretend not to see 视而不见

He usually turns a blind eye to his own mistakes. 他通常对自己的错误视而不见。

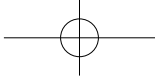
Don't turn a blind eye to the rules again. 不要再忽视规矩。

13. **be aware of:** to realize or know that sth. exists, or notice sth. 觉察到，意识到

*For example:*

The old man was not aware of his stubbornness. 这位老人意识不到自己的固执。

He was aware of the possibility of a recurrence of his illness. 他知道他的病有可能复发。



14. **potential:** *a.* possible, likely to come into existence or action 可能的, 潜在的

*For example:*

Education can develop a person's potential abilities. 教育能开发人的潜能。

She was the first to realize the potential danger of their situation. 她最先意识到他们处境中的潜在危险。

15. **attach importance to:** to think highly of; to take ... seriously 重视, 注重

*For example:*

We always attach importance to the quality of the products. 我们一贯重视产品的质量。

Only if you attach importance to your work, can you be regarded. 你只有重视你的工作, 你才能被人重视。

16. **take measures:** to take steps, or take actions to solve 采取措施

*For example:*

You must take measures in order that such mistakes may never be made again. 你必须采取措施, 以不再犯这种错误。

The departments concerned have taken effective measures to deal with pollution. 有关部门已采取有力措施应付污染问题。

17. **range from ... to:** to vary between ... and ... 在……内变化; 从……到……不等

*For example:*

The room rates at this hotel range from \$30 to \$50 per day. 这个旅馆的房价每天从 30 美元到 50 美元不等。

The employee's ages in this workshop range from 25 to 58. 这个车间员工的年龄在 25 岁到 58 岁之间。

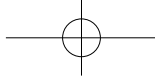
### Chinese translation:

#### 职业病

职业病是由于在有各种危害的工作环境下工作而引起的健康问题。长期在有害的场所或有害的工作条件下工作, 会使人发病或身体反常。生产第一线的劳动者最有可能患上职业病。

很多职业可以引起职业病, 多种工作环境的物质已被证实会给劳动者带来危害。有害的化学物质会给暴露在该环境中的劳动者的健康带来负面影响。有辐射的工作环境让劳动者有患癌症的危险。在有噪声的环境下工作的人常会丧失听力。尘肺病是煤炭企业的主要职业病, 粉尘和噪声是那里主要的职业危害因素。视频显示终端操作人员常患视疲劳、颈痛、肩痛和背痛, 其原因是综合因素共同作用的结果, 包括空气中负离子浓度低, 长时间视觉紧张, 不当的工作体位和工作压力。有时, 职业危害因素的影响不会达到引起疾病的程度, 但可导致人们的亚健康状态, 使人们容易疲劳, 或感到乏力、记忆力衰退、反应迟钝等。

随着经济的蓬勃发展, 中国面临相当高的职业病发病率这一严峻挑战。据中华人民共和国国家卫生和计划生育委员会统计, 中国面临职业病危害的人数最多, 职业病患者也最多。2013 年, 中国报道 23 152 例尘肺病病例, 每年增加 10 000 例, 每年报道的职业中毒接近 30 000 例。



尽管中国于 2002 年颁布了一部职业病预防法，但许多公司尤其是位于小地方的一些公司，仍然无视工人的健康与安全。况且，大多数工作在生产第一线的雇员来自农民和下岗工人，他们因文化程度低而缺乏必要的健康与安全常识。

我们应该尽最大努力使劳动者免患职业病。雇主应向工人提供培训，以使他们了解工作环境中存在哪些危害因素和如何防范这些危害。另一方面，雇员应能意识到工作环境中的潜在危害，并遵守安全与健康规则。

现在，人们更加注重安全与健康，关爱生命，要求构建安全、健康与和谐的工作环境的呼声越来越高。中国政府特别重视工作健康与安全。最近几年中，中国采取了一系列措施，包括建立政府监督系统，加大对工作健康与安全的投资等。越来越多的公司关注雇员的健康与安全。职业病的情况正在好转。

Key to the exercises:

**Task 1 Tell whether the following statements are true or false. Write T for True and F for False.**

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

**Task 2 Give brief answers to the following questions.**

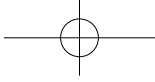
- Occupational diseases are caused when workers are exposed to the occupational harm factors for too long.
- Because China has the largest number of people exposed to occupational disease harm and the number of occupational disease sufferers is the largest too.
- Employees should be aware of the potential hazards in their work environment, and follow the safety and health rules.
- It has taken a series of measures ranging from government supervision system to the total investment in the work health and safety.
- Open.

**Task 3 Match A with B.**

- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. e | 2. d | 3. h | 4. i | 5. b  |
| 6. f | 7. j | 8. a | 9. c | 10. g |

**Task 4 Fill in the blanks with the right words or phrases. Change the form where necessary.**

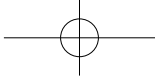
- |                             |                        |                   |
|-----------------------------|------------------------|-------------------|
| 1. exposure                 | 2. was aware of        | 3. influences     |
| 4. vigorous                 | 5. hazardous           | 6. suffering from |
| 7. combining                | 8. is / was located in | 9. harmonious     |
| 10. attaching importance to |                        |                   |

**Task 5 Read the English sentences and translate the Chinese sentences into English.**

1. Longtime / Prolonged *exposure to* the cold weather *will* cause the plants to die.  
Longtime / Prolonged *exposure to* loud noises *will* cause people to lose hearing.
2. Children *exposed to* family violence are at risk *of* committing crimes.  
Painted surface *exposed to* weather is at risk *of* losing colour.
3. *Although / Though* drunk driving is against the law, many people *are still turning a blind eye to* the regulations.  
*Although / Though* he has made great progress, you *are still turning a blind eye to* it.
4. We *must make every effort to protect* the water resources *from* being polluted.  
You *must make every effort to protect* the women *from* being maltreated.
5. *The voice of* environmental protection *is becoming more and more powerful*.  
*The voice of* improving the food and service of the college canteen *is becoming more and more powerful*.
6. *In recent years, a series of measures have been taken* to protect children, *ranging from* legislation to improving medical conditions.  
*In recent years, a series of measures have been taken to* protect the environment, *ranging from* legislation to educating the people.

**Section 3 Things to Write****Activity 2 Applied Writing / Translating**

1. Danger  
Wet Paint
2. No Left Turn  
No Litter
3. No Smoking  
No Fishing
4. Police Cars Only  
Overtaking Only
5. Keep Dry  
Please Do Not Touch



## Section 4 After-class Activities: More Things to Do

### Chinese translation:

#### 职场安全

工作健康与安全是公司 and 雇员所共同追求的。许多人患上了职业病。雇主和雇员都有职责防范职业危害。雇主应该提供没有危害的工作场所。作为职员，应该意识到工作场所存在的潜在危害，遵守雇主制定的安全与健康规则，掌握一些必要的职场危害预防与处理方法。

办公室确有事故发生，其工作人员受伤的概率与非办公室工作人员一样。下面是一些办公室里的潜在危险和预防措施。

##### 1. 堆积如山的纸张、文件与物品

与电线连在一起的成堆的纸张、文件与堆满物品的过道随时会发生绊倒的危险。你应该让你的工作场地保持整齐洁净，安全地存放好多余的物品。整洁的工作场所也能让你更快速、有效地发现与处理问题。

##### 2. 火险

与你的同事进行一些火情演习，注意有关警示牌，以便你在遇到紧急情况时知道该往哪里走。安全地在合适的地点存放好易燃物品也十分重要。

##### 3. 触电

理解有关警示牌的意思。安装和使用电器与装备时要遵循正确的指示。不要用湿手触摸电路开关、插座、插头等。

##### 4. 电脑危害

荧屏眼、键盘腕、鼠标手等也属于职业危害，给长期使用电脑的办公室工作人员带来影响。以下列举了一些安全使用电脑的明智举措。

1) 根据屏幕的大小设置好眼睛和显示器的距离。

2) 避免强光照射到屏幕，屏幕附近也要排除强光，因为它会对视网膜造成额外的反射。

3) 不要让你的眼睛一直盯着屏幕，每小时要休息一下，合上双眼，或向远处眺望，或绕着眼窝移动你的眼珠。

4) 使用键盘时，在腕下放个垫子支撑手腕，不要让手腕悬在空中打字。

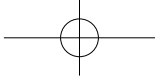
5) 打字时，每小时休息一下，活动你的手腕。

6) 用手工作时，每小时握握拳，按摩你的手指。

7) 确保键盘和鼠标安放在你肘关节以下。

在我们的日常生产活动中处处存在安全危害。雇主和雇员都应尽力防范日常工作中的职业危害。只有这样，我们才能避免我们周围的潜在危险，让我们幸福、健康地生活。





Key to the exercises:

**Activity 1 Read and Complete**

**Read the passage and fill in the blanks with appropriate words or phrases from the box below.**

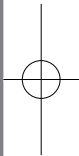
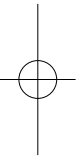
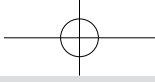
- |                  |                |                   |
|------------------|----------------|-------------------|
| 1. suffer from   | 2. be aware of | 3. neat and clean |
| 4. warning signs | 5. occurs      | 6. sensible       |
| 7. according to  | 8. staring at  | 9. hazards        |
| 10. avoid        |                |                   |

**Activity 2 Read and Choose**

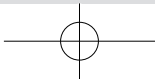
**Choose the answer that best completes each sentence.**

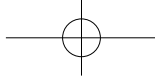
- |      |      |      |      |      |
|------|------|------|------|------|
| 1. B | 2. D | 3. A | 4. C | 5. D |
|------|------|------|------|------|

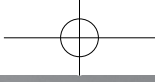




# Extended Book







# Unit 1

## Modern Administration

### Section 1 More Things to Do

#### Activity 1 Read More About Modern Business Administration

##### Chinese translation:

#### 如何做一名更好的经理

对称职经理的需求并没有消失，而是在强化。随着单层管理组织和自我管理团队的日益普遍，随着个人计算机和网络以更快捷的方式给更多的人带来信息，对经理需求的原始数字在减少。然而，对称职经理的需求在增长——越来越需要那些在高压环境中既能管好自己又能管好别人的人。

我相信任何人都能当好经理。当个称职的经理既是与生俱来的能力，也是可以训练的技能；既是艺术，也是科学。下面的内容可以帮您成为一名更好的经理。

作为一个人：

您要对自己和自己的能力有信心。您对自己很满意，但您在不断学习，努力提高自己。

您大约是个性格外向的人，您不一定是团队的灵魂，但您绝对不能做局外人。管理是一项跟人打交道的技能，这活儿不是那种不喜欢跟人打交道的人能干的。

您诚实，率真。您的成功源于对他人的信任。

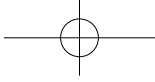
您是一个吸纳者，而不是排斥者。您把他人纳入您所做的事情，您不会因为别人缺乏某方面的才能而排斥他们。

您有“气场”。经理是领导，有能力的领导身上有一种气质，一进门就会引人注意。

在工作上：

您保持一贯的作风，但不僵硬；您可靠，但也可以改变主意。您果断，但也能接受谏言。

您有那么一点疯狂，有创新思维。您尝试新鲜事物，如果失败了，您认错，但不会为尝试



而抱歉。

您不怕难题，而是有计划有步骤地解决它们。

您敏捷，能随机应变，但您不轻狂。

您把信息当做工具加以利用，而不是当做权力存储起来。

用上面的清单对照一下自己，发现哪里需要改进的，然后就着手改进。

Key to the exercises:

**Activity 2 Fulfill the Following Tasks**

**Task 1 Complete the outline with the information from the passage.**

- |  |                 |
|--|-----------------|
| 1. confidence (in yourself and your abilities) | 2. people       |
| 3. honest and straight forward                 | 4. an includer  |
| 5. presence (quality)                          |                 |
| 6. consistent                                  | 7. apologize    |
| 8. difficult problems                          |                 |
| 9. nimble                                      | 10. information |

**Task 2 Match A with B.**

- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. g | 2. b | 3. e | 4. h | 5. a  |
| 6. i | 7. f | 8. j | 9. c | 10. d |

**Task 3 Fill in the blanks with the right words or phrases. Change the form where necessary. There are more words than you need.**

- |                                  |                   |                |
|----------------------------------|-------------------|----------------|
| 1. going away                    | 2. lack           | 3. get going   |
| 4. consistent                    | 5. as much ... as |                |
| 6. is decreasing / has decreased | 7. inherent       | 8. intensified |

**Activity 4 Write a Passage**

Good administrative skills are the keys to run a business well. To manage the following tips is very useful for a good manager. Firstly, communication is important. Sharing your resources, sharing all the good news and bad news, reprehending your staff in private and complimenting in public as well as encouraging feedback are all good communicating techniques. Secondly, knowing your staff well is also necessary, for example, taking small yet effective opportunities to interact with them, recognizing the strengths and weaknesses of each individual, knowing their accomplishments, etc. Thirdly, try to be fair. Don't play favorites and don't make insensitive remarks regarding sex, religion, or race. Last but not least, do keep your promises.

## Activity 5 Translate a Paragraph

**Translate the following into Chinese.**

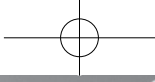
管理一个工作团队不是件容易的事，这里有一些建议：

1. 严格遵循工作时间安排。有特殊情况时可以灵活处理。给迟到的人一个笑脸，这会使他下次变得准时。
2. 走到员工中去，探讨问题，指导工作。这不仅可以确保他们的工作按照正确的方向进行，还可以及时解决工作中出现的问题。
3. 要求员工记录每日工作表现。对员工表现进行评估，并据此来分配工作任务。

## Section 2 Reading Skill Exploration: Understanding Word Formation

- |                           |                            |                           |
|---------------------------|----------------------------|---------------------------|
| 1. <i>ad.</i> especially  | 2. <i>a.</i> natural       | 3. <i>n.</i> partnership  |
| 4. <i>v.</i> accelerate   | 5. <i>n.</i> scenery       | 6. <i>a.</i> encouraging  |
| 7. <i>ad.</i> simply      | 8. <i>ad.</i> otherwise    | 9. <i>a.</i> instructive  |
| 10. <i>v.</i> sharpen     | 11. <i>v.</i> standardize  | 12. <i>n.</i> safety      |
| 13. <i>v.</i> operate     | 14. <i>v.</i> simplify     | 15. <i>ad.</i> generally  |
| 16. <i>ad.</i> possibly   | 17. <i>a.</i> geographical | 18. <i>ad.</i> upwards    |
| 19. <i>v.</i> weaken      | 20. <i>v.</i> beautify     | 21. <i>n.</i> improvement |
| 22. <i>n.</i> friendship  | 23. <i>n.</i> security     | 24. <i>n.</i> brotherhood |
| 25. <i>ad.</i> surprising | 26. <i>ad.</i> swiftly     | 27. <i>ad.</i> adaptable  |
| 28. <i>n.</i> romanticist | 29. <i>ad.</i> wonderful   | 30. <i>ad.</i> political  |





## Unit 2

# Project Management

## Section 1 More Things to Do

### Activity 1 Read More About Project Management

#### Chinese translation:

#### 竞争的世界

在商业竞争如此激烈的今天，你若想在竞争中保持领先地位和对市场环境 with 未来趋势了然于胸，其方法便是收集信息，了解客户，满足需求。而这也是你进行商业管理的一部分。

日本人非常爱吃鲜鱼。但是几十年来，日本近海不能提供足够数量的鱼。于是，为满足日本人的食鱼需求，渔船比过去变得更大、走得更远。渔民出海走得越远，把捕获的鱼运回来所耗的时间就越长。返航的时间越长，鱼就变得越不新鲜。

鱼不新鲜了，日本人就不喜欢其味道。为了解决这个问题，渔业公司在渔船上装备了冰柜。他们捕鱼后随即在海上将鱼冷藏。冰柜使得渔船在海上走得更远，待的时间更长。然而，日本人能够吃出新鲜鱼和冰冻鱼的差别，而且，他们不喜欢冰冻鱼的味道。冰冻鱼的价格也更低。鉴于此，渔业公司在渔船上安装了大水箱。他们把鱼捕获后就扔进大水箱里。这些鱼经过一阵盲冲乱撞之后就安静下来了。这些鱼疲倦，迟钝，但还活着。

不幸的是，日本人还是能够品味出其中的差别。因为这些鱼几天都不活动，所以丧失了鲜鱼的味道。日本人偏爱活蹦乱跳的鲜鱼口味，而不是半死不活的鱼的味道。捕鱼业面临即将到来的危机！他们认识到，要想在捕鱼业保持竞争优势，问题一旦出现，就必须得到解决。

而今天，危机已经化解，渔业成为该国最重要的贸易之一。

日本渔业公司是如何解决这个问题的呢？

他们是怎样将鲜活的海鱼带回日本的呢？

为了让鱼保持新鲜的味道，日本渔业公司仍然将鱼放入大水箱。但是他们现在在每个水箱

里加入一条小鲨鱼。小鲨鱼会吃掉几条鱼，但是大多数鱼到岸时仍然非常活跃。水箱里的鱼面临性命攸关的挑战，如果它们不想被鲨鱼吃掉，就得不不停地游动。这样，它们幸存了下来，健康而又充满活力地到岸了。这样的鱼大受欢迎，且卖得更好的价钱。它们面临的挑战使它们充满活力。

人类也是一样。罗恩·哈伯德在 20 世纪 50 年代早期就说过：“令人惊诧的是，人类只有在竞争的环境下才具有充足的活力。”乔治·萧伯纳曾说：“满足即是死亡！”

### Key to the exercises:

#### Activity 2 Fulfill the Following Tasks

##### Task 1 Complete the outline with the information from the passage.

- |                |                 |           |
|----------------|-----------------|-----------|
| 1. information | 2. customers    | 3. supply |
| 4. freezers    | 5. tanks        | 6. shark  |
| 7. challenging | 8. Satisfaction |           |

##### Task 2 Match A with B.

- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. h | 2. j | 3. g | 4. b | 5. a  |
| 6. i | 7. e | 8. d | 9. c | 10. f |

##### Task 3 Fill in the blanks with the right words or phrases. Change the form where necessary. There are more words than you need.

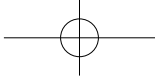
- |             |                       |                |
|-------------|-----------------------|----------------|
| 1. feed     | 2. lively             | 3. taste       |
| 4. get over | 5. sought-after       | 6. competitive |
| 7. emerged  | 8. in the presence of |                |

#### Activity 4 Write a Report

##### Write a report based on the information you get in Activity 3.

In order to have a better understanding of the competitive pressure college students have nowadays, we made a survey among 50 students in a class.

Our questionnaire reveals that 66% of the students feel pressure in academic learning. Over 50% of them have problems in communicating with classmates, teachers or even their parents. Half of them admit they lack courage, self-confidence and skills to establish better interpersonal relationship with the people around them. The pressure is also heavy on students (70%) who just want to graduate and get a good job. At the same time, 78% of the students appreciate the competitive atmosphere at college. 82% of them think that they can fully or partly manage to cope with competitive pressure.



In conclusion, college students are facing various kinds of pressure. Yet most of them realize the meaning of competition and they have a positive attitude toward pressure.

**Activity 5 Translate a Paragraph**

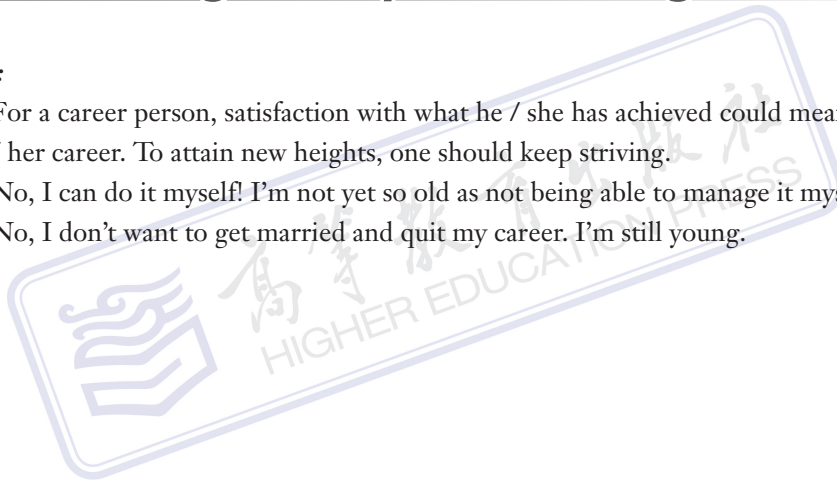
**Translate the following into Chinese.**

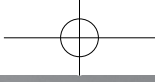
检查员要准备好对项目进行中期评估。评估的主要目的是：(i) 确定项目计划书所规定的目标得到了多大程度的实现，以及评估在项目到期后实现目标的可能性；(ii) 找出作为完成项目执行机构的团队的优势和弱点；(iii) 找出改进项目潜在的可能，包括行动方案的修改、工作人员的职责、工程的日程安排、预算的分配及其他。

**Section 2 Reading Skill Exploration: Pragmatic Meaning**

**Key:**

1. For a career person, satisfaction with what he / she has achieved could mean the end of his / her career. To attain new heights, one should keep striving.
2. No, I can do it myself! I'm not yet so old as not being able to manage it myself!
3. No, I don't want to get married and quit my career. I'm still young.





## Section 1 More Things to Do

### Activity 1 Read More About Workflow Management

#### Chinese translation:

#### 如何与网络开发商打交道

如果您以前从未与网络开发商或网络公司打过交道，那会是惊人的经历。在很多时候，工作流程会有许多“不为人知的事”。开发网站时，客户通常不能查看网站，时常还发现在没有提出要求，事先也没有跟自己谈过并得到同意的情况下就对网站做更改。

相反，我们提供诚实正直的专业设计和开发服务，并注重确认您对项目的需要和期望。

请继续阅读以便更好地了解我们的工作流程：

##### 第一步：询问

我们会向您询问必要的问题以确切了解您的需要，并回答您关于流程的所有问题。

对初次合作者，我们会在规定的价格幅度内给予清晰简明的报价。您将了解在合理的价格幅度内完成您项目所需的花费。没有隐性消费。

##### 第二步：构思

如果您需要设计，我们会与您讨论直到我们充分了解您的需要，然后制作网络设计的 Photoshop 或者 PDF（根据您的喜好）样本。我们会说明设计中不太明显的功能。

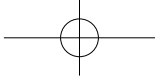
如果我们跟您一起合作开发项目，我们会仔细检查功能的各方面直到您满意我们采取的方向。如果工作过程中有局限或障碍，我们会告知您，并与您一起寻找其他途径。

##### 第三步：第一个编码

只要您能上网，就可以了解我们的工作流程。

一旦我们完成了设计或开发计划，如有需要，我们会在网上设立交互式的、安全的私密场





所以便跟踪工作进程，并共同推进计划进展。

当我们开始开发网站，我们也会给您我们的私人服务器环境链接，在那里我们会建立您的网站内容。

**第四步：细节**

如果您需要我们建立网络服务器和万维网地址，或者有其他需要，如指导更新内容或进入管理，我们也可以在您的产品包加入这些服务。而且我们可能在这个时候跟您安排合适的完成日期目标。

**第五步：网站发布**

当我们准备好并安排时间启动网站，我们会将您的文件上传到您的服务器，装好配置并再三核查以确保启动没有任何错误或明显的问题，只要您说可以就启动。请注意，在这个时候，我们将向您收取全额费用。

我们将在启动后的一定时间内继续与您合作。大部分报价内包含有几个小时的时间处理小故障或者启动后的修改。这些服务时间和产品包捆绑在一起，是免费的。

**第六步：收尾**

您的网站将被放在突出的位置让其他人看到，我们也将设法为您增加点击率，让别人来欣赏您闪耀的新生儿。

在网站成功启动后，依据您的见解，我们将在您方便的时候请您提供反馈信息，以便提高我们的服务并与其他潜在客户分享。

**Key to the exercises:**

**Activity 2 Fulfill the Following Tasks**

**Task 1 Complete the outline with the information from the passage.**

- |                  |                |              |
|------------------|----------------|--------------|
| 1. Inquiry       | 2. grasp       | 3. template  |
| 4. sharing plans | 5. WWW address | 6. Uploading |
| 7. launch        | 8. feedback    |              |

**Task 2 Match A with B.**

- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. b | 2. c | 3. i | 4. g | 5. f  |
| 6. h | 7. e | 8. j | 9. d | 10. a |

**Task 3 Fill in the blanks with the right words. Change the form where necessary. There are more words than you need.**

- |                |                  |            |
|----------------|------------------|------------|
| 1. launch      | 2. identify with | 3. prior   |
| 4. alterations | 5. consent       | 6. secured |
| 7. access      | 8. integrity     |            |

## Activity 4 Write a Report

**Write a report based on the information you get in Activity 3.**

Effective time management will make each minute count at work. To understand how people manage their time, we conducted a survey on how people manage their time at work.

The survey outcome shows 79% of the interviewees accepted work requests even when unsuitable or unreasonable. They said it was difficult to say “no” to their superiors. In addition, over 50% wasted considerable time on unimportant phone calls and often have unnecessarily long and frequent meetings. As a result, 52% of the interviewees regularly took work home on evenings / weekends. The reason why they often put themselves in low productivity situations is that they couldn’t manage their time well. More specifically, they couldn’t overcome procrastination or prioritize. Furthermore, over 40% had difficulty in making decisions, and failed to set up goals, which might also add to their procrastination. These bad habits in time management would steal their opportunities and damage their career and pride.

To conclude, it’s important that we develop effective strategies for managing our time, such as setting priorities, eliminating procrastination, and setting personal goals. When we manage our time more effectively and efficiently, we’ll become more productive and confident.

## Activity 5 Translate a Paragraph

**Translate the following into Chinese.**

知识工作过程需要高层次的互动和个体自主。相比从前，办公室内各层次都有更多的沟通和合作，更强调学习而不是培训。在如何执行任务、什么时候执行任务、在哪里执行任务等方面也有更多的个人选择，个体对结果也要承担更多的责任，这是促进知识工作生产力的真正措施。知识工作不受时间或地点的限制。在办公室所花的时间可能因人而异，并且每天都有变化。知识工作可以在私人办公室、工作区、共同区域的桌子周围、会议室、休息室、自助餐馆、飞机上和在家里完成。

## Section 2 Reading Skill Exploration: Text Cohesive Devices

### Grammatical devices:

There are **references**, such as *I-me-my, most of the people-they-their-them*, past tense (*was, exposed, met, bad, felt, and tried*), and **substitution** (*it* in “it would deepen ...” substituting for “by using drugs, I would become a part of their world”).

### Lexical devices:

This paragraph is about “my” story with drugs, and so words about “I” and “drugs” play an important part in the text cohesion here. The main word chain is:

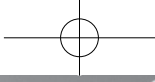
me — drugs — I — drugs — I — I — drugs — I — my — I — pot — cocaine — my.

There are **repetitions** such as *new, way of life, I, drugs, exposed*, **hyponymy**, such as *drug, pot, cocaine*, and **synonymy**, such as “*was exposed to — met*”, “*exposed me to drugs — doing drugs — using drugs*”

### Logical connectors:

*And, but* and *even* are all used to show the logical text links.





## Section 1 More Things to Do

### Activity 1 Read More About Quality Control

#### Chinese translation:

#### 质量控制流程

质量不仅仅只是一种思维定式，同时也是一种固化的制度体系。通过严格的文件规定和步骤，工程师和操作人员在生产的一个个环节中，进行质量控制。

质量控制是公司企业用来管理质量的一种传统模式。质量控制包含检验和复查的工序，以确保产品达到特定要求。在质量控制的体系之下，对产品的检验贯穿整个生产过程的开始、中段及结束。

没有质量控制，需要重做、废弃和回收的不合格产品数量就会急剧增加。几乎所有企业都会监控产品的质量来维护自己的声誉，确保顾客的满意并获得不断的商机。毕竟，谁会想要一件买回来之后第二天就散架的产品呢？

质量控制的流程被划分成三个独立的步骤，从而确保专门的技术被应用于生产的每一个阶段。该体系也提供了大量必要的手段来避免任何质量问题躲过检查的可能性。

#### 来料监控 (IQC)

来料监控的工作是要在产品组装开始之前执行检验并且处理质量问题。

IQC 的特定任务包括：

- 对合格供应商清单进行核对；
- 评估供应商的质量记录；
- 根据特定的标准对来料进行抽样；
- 对材料样品的尺寸、外观和功能检验后进行评定；

- 监控已检验材料的质量控制图表并提醒工程人员注意一些明显的误差;
- 不断加强来料检验的工序。

#### 制程监控 (IPQC)

制程监控在生产过程中控制着质量系统来检验和处理可能出现的问题。

IPQC 的特定任务包括:

- 根据标准对已经装配和正在制作的材料进行检验;
- 执行自动化和人工检验;
- 在生产调试后进行首件检验;
- 利用统计控制技术, 发现较大误差;
- 执行制程审计来确保加工符合标准, 并找出需要改进的要素。

#### 出货质量保证 (OQA)

出货质量保证是产品发货给客户之前的最后一步, 因此确保货物零瑕疵是非常重要的。大量的装运前检验在此执行以保证之前所有检验步骤的有效性。

OQA 的特定任务包括:

- 执行外观和功能检验;
- 落实首件检验;
- 重复对合格供应商清单进行核对;
- 根据特定的标准进行抽样;
- 实施可靠性测试;
- 提交不合格产品分析报告并提醒工程人员注意。

### Key to the exercises:

#### Activity 2 Fulfill the Following Tasks

##### Task 1 Complete the outline with the information from the passage.

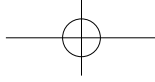
- |                          |                        |                            |
|--------------------------|------------------------|----------------------------|
| 1. a mindset             | 2. a formalized system | 3. manage quality          |
| 4. specific requirements | 5. inspections         | 6. assembly process starts |
| 7. detect and handle     | 8. defect-free         |                            |

##### Task 2 Match A with B

- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. h | 2. e | 3. i | 4. f | 5. c  |
| 6. j | 7. d | 8. b | 9. a | 10. g |

##### Task 3 Fill in the blanks with the right words. Change the form where necessary. There are more words than you need.

- |                                 |                |            |
|---------------------------------|----------------|------------|
| 1. was / is / has been assessed | 2. maintaining | 3. alerted |
|---------------------------------|----------------|------------|



4. submit

5. concerned

6. generate

7. applied

8. assembly

**Activity 4 Write a Report****Write a report based on the information you get in Activity 3.**

This questionnaire is to survey customers' satisfaction with McDonald's. Eight questions are raised here covering its price, food, services, facilities, the location and the number of the restaurants.

In the survey, we learn that 95% of the interviewees have been to McDonald's restaurants for dining. Only 9% of the interviewees think the price is reasonable. 82% interviewees like McDonald's food. 65% believe the materials used for food in McDonald's are fresh. 77% agree the services are satisfactory. 31% feel the facilities for children and the disabled are good enough. Only 16% and 23% of the interviewees respectively suggest the location and the number of the restaurants need improving.

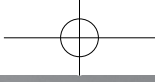
From of the survey, we can conclude that people are quite satisfied with McDonald's efforts into the quality control of its food and services, as well as the location and number of the restaurants, apart from the price of its food and the facilities for children and the disabled that still need improving.

**Activity 5 Translate a Paragraph****Translate the following into Chinese.**

国家最高质量监督机构周五出台重要的产品召回制度，要求生产商召回不安全的玩具及食品。根据国家质量监督检验检疫总局颁布的两项规定，如果生产商不自行召回，政府将执行召回行动，并对生产商处以高达产品价值 3 倍的罚款。即使产品符合国家质量安全控制标准，该两项规定表明，一旦玩具被发现存在潜在危险，玩具制造商也应该执行召回行动。

**Section 2 Reading Skill Exploration: Text Coherence**

- 1) My fears.
- 2) They are all about the nightmares I have.
- 3) The real situation around the author is also the source of fear.
- 4) They all have the same subject is I, and all these sentences develop the topic idea: my fear.
- 5) Three. Sentences ②③, ④⑤ and ⑥⑦. As all of them are centered around I: I would, make me ..., I had to ..., they clearly serve as the cohesive devices in developing the topic idea of my fear.



## Section 1 Things to Do

### Activity 1 Read More About Global Sourcing

#### Chinese translation:

#### 阿里巴巴网站

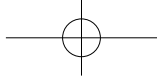
您在寻找买什么或卖什么吗？您想在哪里买卖呢？阿里巴巴网站能帮助您解决这方面的任何困难。不论您想寻找某种产品，或某种产品的供应商，或买家，阿里巴巴都能立即为您从世界的任何角落找到。该网站为任何想在本地或国际购买或投放产品的公司提供服务。其主要营业地区是美国、欧洲和亚洲，也包括其他地区。

阿里巴巴网站于 1999 年由马云创立，专门从事 B2B 贸易，特别为国际采购家提供联系中国供应商的渠道。该网站已经成为全球 B2B 电子商务的领航者。其主要业务包括全球贸易及网上采购。至 2008 年，阿里巴巴网站已经吸引了至少 2 300 万访客，其中 65% 来自中国。

阿里巴巴网站不是一家贸易公司，而是一个网上商业平台。它为中小型公司大念“芝麻开门”。现在，阿里巴巴已经成为职业采购商及企业家的第一目标网站，它为采购商寻找高素质供应商和产品提供最简捷高效的渠道。采购商只要快速简易地根据产品或者供应商类别进行浏览，就可以按出厂价采购各种各样的产品。您还可以进行采购咨询，直接和厂商进行谈判。该网站具有各种客户支持和安全交易特点，以便您研究供应商的背景和信誉，并保护您的交易账户。该网站还免费提供各种关于全球贸易的文章，涉及如何寻找供应商、运输和检测、付款和安全等方面的建议。同时，还提供如何使用该网站的指南。

通过阿里巴巴网站获得成功的真实事例不胜枚举。作为一名迈阿密的企业家，德文·里夫金已经成为利用阿里巴巴网站进行全球采购的成功范例。德文·里夫金拥有一家飞速发展的公司——全美衣架公司。当他开始在全球寻找低价可靠的衣架生产商时，他不用走出迈阿密舒适





的空调办公室就可以进行搜索。用鼠标点击几下采购网站——阿里巴巴网站，他就找到了木制品企业和贸易合作公司。这是一家印度公司，专营木制品和金属制品。寄了一些基本的衣架模型之后，这家公司快速回复并提供价廉物美的衣架实体模型。现在这家公司已经成为全美衣架公司的一家长期供应商。

*Key to the exercises:*

**Activity 2 Fulfill the Following Tasks**

**Task 1 Complete the outline with the information from the passage.**

- |                                |                           |                           |
|--------------------------------|---------------------------|---------------------------|
| 1. 1999                        | 2. online sourcing        | 3. 23 million             |
| 4. other regions               | 5. entrepreneurs          | 6. small and medium-sized |
| 7. backgrounds and reputations | 8. protects your accounts | 9. tutorials              |
| 10. Devon Rifkin               |                           |                           |

**Task 2 Match A with B**

- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. f | 2. h | 3. a | 4. g | 5. b  |
| 6. j | 7. i | 8. e | 9. d | 10. c |

**Task 3 Fill in the blanks with the right words or phrases. Change the form where necessary. There are more words than you need.**

- |                   |               |              |
|-------------------|---------------|--------------|
| 1. specializes in | 2. inspecting | 3. source    |
| 4. directed       | 5. features   | 6. instantly |
| 7. inquiry        | 8. negotiate  |              |

**Activity 4 Write a Report**

**Write a report based on the information you get in Activity 3.**

In order to find out the outlook for online shopping, we did a survey on consumer attitudes and behaviors related to online shopping.

In our survey, 85 percent of the interviewees (62 females and 38 males) have online shopping experience. However, 20 percent of them distrusted online shopping because they are mainly concerned about purchasing a product from “masked” sellers without physically examining the products.

Of those with online shopping experience, over 95 percent regularly go to Taobao website for shopping and 60 percent visit Paipai occasionally, followed by Eachnet and Dangdang. Moreover, apparel is the most popular purchases, accounting for 65 percent of the products bought online, followed by digital electronic products, computer products and books / CDs / VCDs / DVDs. The main reasons for their online shopping are cheaper prices, saving time and being easy to make comparisons.

To conclude, though people may feel a certain degree of risk when purchasing a product through the Internet, there is an optimistic outlook for the future growth of online shopping.

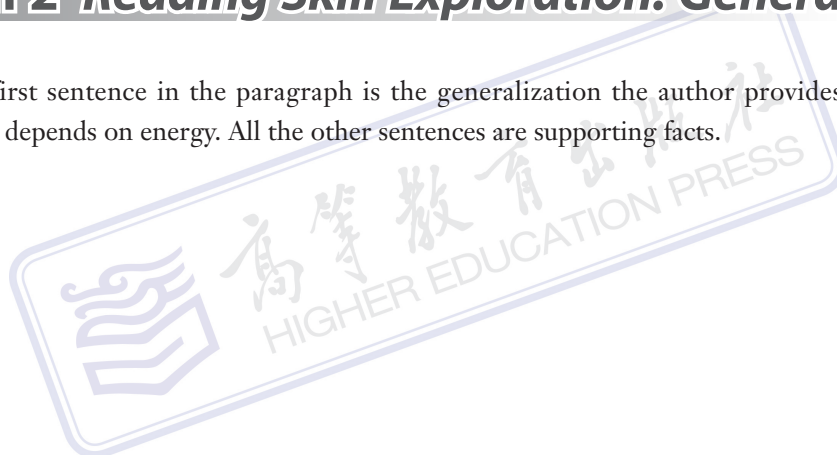
### Activity 5 Translate a Paragraph

**Translate the following into Chinese.**

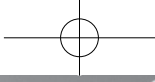
全球采购是商业全球化的新趋势，它有助于企业走向世界。全球采购有利有弊。它能够降低产品成本并拓宽产品市场。企业可以在全球范围销售产品及服务。同时，企业走向全球化也不是一件简单的事情。企业需要优秀的管理才能确保企业的全球运作。有时由于文化环境及政府政策的差异，全球采购可能对企业造成不利的影响。如果不能妥善处理，外部采购经常会导致成本增加，造成管理的复杂性。因此，决定进行全球采购一定要三思而后行。

## Section 2 Reading Skill Exploration: Generalization

The first sentence in the paragraph is the generalization the author provides about how today's life depends on energy. All the other sentences are supporting facts.







## Section 1 More Things to Do

### Activity 1 Read More About Negotiation

#### Chinese translation:

谈判是解决争端的基本形式。用最简单的话说，谈判即争议双方或多方之间进行的讨论，以寻求解决争端的办法。为了避免纠纷，谈判甚至可以在事前进行。譬如，当我们和家人讨论生活中一些简单的选择时，我们就是在谈判——谁来做哪些家务，计划在什么时候举行什么家庭活动。当我们为了一件商品或者一种服务而讨价还价时，我们也是在谈判。要想有效地与他人一起生活或工作，良好的谈判技巧尤为重要。

谈判可以采取多种方式。罗杰·费舍尔、威廉·尤里和布鲁斯·巴顿的畅销书《谈判力》，强调了三种谈判形式：强硬型、温和型及原则性谈判。强硬型谈判是对抗性的——你假想谈判对手是你的敌人，而你取胜的唯一方法就是对方失败。因此，你要以一种非常强势和具有竞争力的方式进行谈判。温和型谈判正好相反。你与对手的关系非常重要，以至你在你所应该坚持的方面更易于让步。在你努力取悦对方的同时，你被利用了——轻而易举就达成的协议，往往是不明智的。

费舍尔、尤里和巴顿提倡第三种形式，即所谓的“原则性谈判”。此法倡导谈判者使用 5 种基本原则有效地进行协商，而不是相互对抗。它们是：1) 将人与事分开（对事不对人），2) 争利益而不是争立场，3) 创设互利的机会，4) 坚持客观的决策标准，5) 知道自己的最佳替代方案。

批评者认为，原则性谈判只适用于有可能产生双赢的情况。有些批评者指出，在无法避免的“输-赢”冲突中，分配式谈判才是上策。分配式谈判始于如下假设——可供分配的“东西”数量有限，而且，一方多得，另一方就少得。这是固有的竞争局面，需要讲究竞争性的谈判战术。

Key to the exercises:**Activity 2 Fulfill the Following Tasks****Task 1 Complete the outline with the information from the passage.**

- |                                |                |                |
|--------------------------------|----------------|----------------|
| 1. dispute resolution          | 2. effectively | 3. principled  |
| 4. problem                     | 5. interest    | 6. mutual gain |
| 7. objective decision criteria | 8. win-win     |                |

**Task 2 Match A with B.**

- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. a | 2. c | 3. f | 4. i | 5. g  |
| 6. b | 7. e | 8. j | 9. d | 10. h |

**Task 3 Fill in the blanks with the right words or phrases. Change the form where necessary. There are more words than you need.**

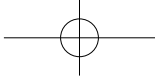
- |                       |             |              |
|-----------------------|-------------|--------------|
| 1. taken advantage of | 2. separate | 3. work out  |
| 4. alternative        | 5. assume   | 6. Conceding |
| 7. objective          | 8. argued   |              |

**Activity 4 Write a Report****Write a report based on the information you get in Activity 3.**

In order to find out what they think of the skills of negotiation, we did a survey on whether my classmates agree or disagree with the following questions.

In our survey, 85 percent of the interviewees agree that they should listen carefully to the other party. In the meanwhile, most of them (90 percent) think that they need to listen to a person's tone of voice well as well as their words. When it comes of proposal in negotiation, it is found that nearly 91 percent disagree that they can pay little attention to the proposal of the other party while only 52 percent believe that they need to put forward a proposal with as much emotions. At the beginning stage of negotiation, 67 percent of them agree that they should start the negotiation with uncontroversial, general points and 84 percent interviewed think they cannot stress the need for agreement from the beginning. During the negotiation process, half of the interviewees suggest that they should not ever say "never" while the majority of them think it is necessary to use humor when appropriate, but it is unwise to try to be too clever. Moreover, many of them (85) disagree that they can answer questions directly, with a simple "yes" or "no" and 60 percent believe that it is not suitable to make the opposition look foolish if there is any chance.

To conclude, it is obvious that they have learned a lot of negotiation techniques but there is still a long way for them to learn to apply the skills to practice.



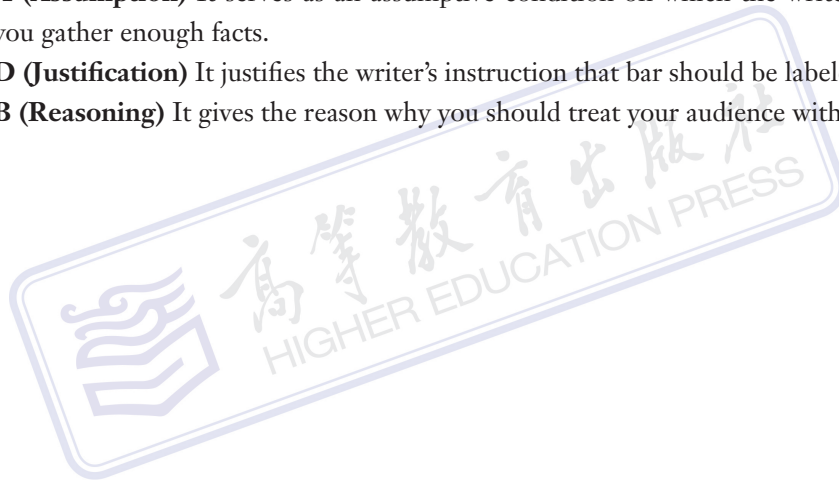
## Activity 5 Translate a Paragraph

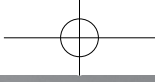
**Translate the following into Chinese.**

多数人不会在自己喜爱的工作上过于强调报酬问题。你也许宁愿去看牙医也不愿和老板谈薪酬问题。然而，如果你想得到你所应得的薪酬，最好还是学一学如何恰到好处地同老板谈这个问题。无论你是在为新得到的工作而得意扬扬，还是想让老板加薪，下面的注意事项都可助你得到应得的报酬。

## Section 2 Reading Skill Exploration: Contextual Meaning

1. **C (Explanation)** It explains what functions bar and bar graphs can play.
2. **A (Assumption)** It serves as an assumptive condition on which the writer suggests that you gather enough facts.
3. **D (Justification)** It justifies the writer's instruction that bar should be labeled clearly.
4. **B (Reasoning)** It gives the reason why you should treat your audience with respect.





## Section 1 More Things to Do

### Activity 1 Read More About Workplace Problems

#### Chinese translation:

#### 解决职场问题

人们都希望职场问题永远不会出现，但是如果出现了问题，重要的是要记住两点：职场冲突会以各种不同的形式出现，而一种解决方法并不一定会适用于所有的问题。

要处理并有效地解决职场问题，可参考以下指导意见：

##### 1. 认识问题

要非常仔细地发现问题的核心。请看以下例子：

- 一个资质较差的人获得了你想要的提升。
- 你经常得加班加点。
- 你没有得到期望的加薪。
- 你的一个同事的评论让人心烦。
- 你没有得到想要的办公室。
- 老板没有提供你所要求的住所。
- 一位同事在装了最后一杯咖啡后从来不会将咖啡壶重新装满。

##### 2. 确定问题的严重性

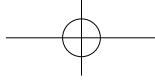
这个问题对于工作环境，对于你这个当事人来说有多严重？它严重到需要处理吗？

所谓工作中的严重问题包括那些会对人体健康和人身安全造成威胁的问题，违反国家工作场所法律的问题，违反公司制度或员工合约的问题，等等。

##### 3. 找出最简单的解决方法

什么是最简单的解决方法？对话？道歉？开会？通过首选最简单的途径使解决方法尽可能





地简单。

职场冲突性质各异，一种解决方法不一定能应对遇到的每一种情况。不管怎样，只要有可能，都要从最简单的方法入手。如果法律手段适用于某一种情况，也应该在尝试了所有其他方法之后，仅作为最后手段使用。

#### 4. 安排与你的雇主见面

约你的主管见面。在多数情况下，与你的主管讨论问题通常可以解决大多数的冲突。也许问题是由一个误解、一次疏忽或是缺少法律知识而导致的。多数公司会努力处理问题，尤其是一个可将公司卷入法律程序的问题。

#### 5. 对问题进行存档

建立一个档案保存所有相关的文档和通信资料。一旦将来需要采取法律行动，保存的书面材料将有助于提供所需的证据。

### Key to the exercises:

#### Activity 2 Fulfill the Following Tasks

##### Task 1 Complete the outline with the information from the passage.

- |                               |                  |                    |
|-------------------------------|------------------|--------------------|
| 1. Identify                   | 2. severity      | 3. pose a risk to  |
| 4. easiest                    | 5. a last resort | 6. meet with       |
| 7. address                    | 8. Set up        | 9. keep records of |
| 10. providing needed evidence |                  |                    |

##### Task 2 Match A with B.

- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. d | 2. a | 3. j | 4. f | 5. b  |
| 6. g | 7. e | 8. c | 9. h | 10. i |

##### Task 3 Fill in the blanks with the right words or phrases. Change the form where necessary. There are more words than you need.

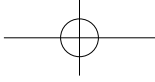
- |              |                     |             |
|--------------|---------------------|-------------|
| 1. scheduled | 2. fit              | 3. involved |
| 4. encounter | 5. is applicable to | 6. vary     |
| 7. resolve   | 8. documented       |             |

#### Activity 4 Write a Passage

**Write a short passage to describe the workplace problems and situations based on the information you get in Activity 3.**

In order to increase the awareness of managing work stress in a wide variety of business, industrial and educational settings, we did a survey on handling workplace problems.

In our survey, nearly 80 percent of our interviewees said they have absenteeism, insomnia every night and stress-related health problems. That means 80 percent people are suffering from work stress. They definitely need relaxation and learn some skills on how to manage stress.



Moreover, from this survey, over 85 percent of our interviewees are willing to take measures to deal with stress. But only 20 percent interviewees know how to resolve workplace problems. That means they need to know more about how to manage stress in addition to increasing the awareness of work stress management.

In a word, we can conclude that more and more people are aware of the importance of managing work stress.

### Activity 5 Translate the Following into Chinese.

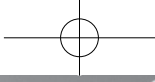
#### Translate the following into Chinese.

工作压力有不同的形式，并从不同的方面影响人们的身心。琐碎的事情可以让你感到压力，例如，复印机似乎总在你需要它的时候罢工，或者电话总是响个不停。主要的压力源自工作太多或工作太少，或工作无法给你带来满足感。与老板、同事或顾客的冲突是其他造成压力的主要原因。长期的压力会让你更容易经常生病。它同样会导致长期的健康问题，如心脏病、高血压、背部问题和精神抑郁等。

## Section 2 Reading Skill Exploration: Conceptual Meaning

1. 1) Neil Armstrong is the first astronaut to walk on the moon.  
(astronaut 指“在外层空间驾驶宇宙飞船、航天飞机等飞行装置的宇航员”)
- 2) The flying school graduates a hundred pilots a year.  
(pilot 指“不进入外层空间的各类飞机的驾驶员”)
2. 1) His favorite sport is swimming.  
(sport 指“各种形式的体育运动，尤指户外运动，如游泳、钓鱼、划船、登山等”)
- 2) Let's have a game of cards.  
(game 指“决定胜负的游戏或比赛，通常有一定的规则，参加者必须遵守”)
3. 1) The branches of the tree swayed in the wind.  
(sway 指“摆动，有弹力的东西被压弯后又恢复原位”)
- 2) The earthquake rocked the houses in the street.  
(rock 指“轻微地摇摆”或指“剧烈地摇动”)
4. 1) The prime minister was assassinated by extremists.  
(assassinate 指“出于政治目的进行的暗杀行为”)
- 2) Sidney and Russell were both executed for their part in the plot.  
(execute 指“依据法律判处死刑”)
5. 1) Over 120 species of birds have been recorded in this National Park.  
(species 指“相同种类的生物”)
- 2) Place these books in categories, please.  
(category 是正式用语，指“对材料或图书等进行分析而划分的种类”)





## Section 1 More Things to Do

### Activity 1 Reading More About OHS

#### Chinese translation:

#### 工作中的人体工程学

了解工作场所中的人体工程学，有助于改善自身的健康及安全状况。人体工程学是一门关于人类工作的科学，它研究人和工具、设施、工作方法、工作任务以及工作环境在相互作用时，所表现出的身体和精神方面的能力与极限。把人体工程学运用到工作环境中能降低事故发生率，减少不健康因素，进而提高工作效率。在工作中减少酸痛、疼痛和压力及改善工作满意度已经成为可能。人体工程学的使用简单而直接——就算轻微的改变，如调整座椅高度之类，都能产生巨大变化。

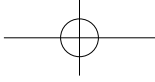
以下是把人体工程学成功运用到工作场所的案例分析。罗丝是一家大型企业的前台接待员，她的大部分工作涉及回答客户对公司及其产品或服务的咨询，指引客户到其目的地，对邮件进行分类，用多个线路电话接听来电，安排预约，对文件进行归档，做记录，数据录入及其他一系列办公室工作，如发送传真或电邮。罗丝经常使用电脑进行预约，记录信息和回复电邮。

在前台工作九个月后，罗丝发现她下班后肩膀、脖子和眼睛酸痛，并伴有头痛。罗丝要求她的经理进行一项风险评估，以找出她在工作时可能产生的问题及相关的改进方法。

风险评估发现了以下可供改进的方面：

- 罗丝在一边使用电话通话一边用电脑记录信息时，经常把电话夹在肩膀和耳朵间。她在工作时，通常坐姿不良而又长期固定。
- 夏天时，由于窗外强光的刺眼和反射，罗丝的电脑屏幕很难看清楚。这意味着她需要不停地转换姿势来看清屏幕，以避免出错。

评估促使公司采取了一些简单而高效的办法来减少危害：



- 配备无须手持的电话听筒，帮助减少了罗丝颈部和肩膀的问题。
  - 进行一项眼部测试，检查罗丝的视力。
  - 在经理的帮助下，罗丝重新调整了工作台的位置来避免刺眼的强光，她的电脑屏幕不再对着窗户。
  - 罗丝的经理为所有员工安排了定期的培训课程，员工由此可以了解使用电脑带来的健康危害并知道如何通过调节座椅、适当安排工作台，以及用键盘工作时定时休息等方法来预防健康问题。
- 此后，罗丝的健康问题减少了，工作效率提高了，她在工作时倍感愉悦。

### Key to the exercises:

#### Activity 2 Fulfill the Following Tasks

##### Task 1 Complete the outline with the information from the passage.

- |                                |                            |                    |
|--------------------------------|----------------------------|--------------------|
| 1. human work                  | 2. Increasing productivity | 3. Rose            |
| 4. office work                 | 5. Sore eyes               | 6. computer screen |
| 7. Solutions to                | 8. vision problems         | 9. happier at work |
| 10. Her productivity increased |                            |                    |

##### Task 2 Match A with B.

- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. g | 2. b | 3. f | 4. c | 5. a  |
| 6. d | 7. e | 8. i | 9. j | 10. h |

##### Task 3 Fill in the blanks with the right words. Change the form where necessary. There are more words than you need.

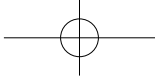
- |                    |              |                 |
|--------------------|--------------|-----------------|
| 1. Awkward         | 2. alter     | 3. productivity |
| 4. struggled       | 5. awareness | 6. adjustments  |
| 7. associated with | 8. eliminate |                 |

#### Activity 4 Write a Report

##### Write a report based on the information you get in Activity 3.

Each year the library runs a customer survey to assess levels of satisfaction with current situation in order to understand more effectively the opinions of students and to identify areas in need of improvement.

As reflected in the comments, lighting is the key factor in better improving the library. It receives the lowest average score (1.5), as most students report poor lighting. It is followed by washroom facilities with a score of 2, first aid facilities (2.4), and drinking water (3). Washroom facilities become a major problem in the library rush hours. As for the other aspects, such as



individual work space (4), there is still room for better improvement. There are fewer bad comments about temperature with an overall score of 5.

The message revealed is clear: the library does not have enough lighting. The remaining old carrel lights should be replaced as soon as possible. Once the new lights are installed, there will be no more buzzing problems.

### Activity 5 Translate a Paragraph

Translate the following into Chinese.

#### 安全健康条例

雇主职责:

.....

- 就受雇进行人力操作的雇员的安全及健康风险做出初步评估;
- 在合理可行的范围内, 避免要求雇员进行任何危险操作;
- 若不能避免要求雇员进行危险的操作需要时, 需做进一步评估;
- 保存评估记录;
- 采取适当措施减少风险, 采取预防性和保护性措施;
- 委任有资格人员来协助执行预防性和保护性措施;
- 向雇员提供有关信息; .....

## Section 2 Reading Skill Exploration: Identifying Tone

1. C

2. B