
新编商务英语(第二版) 综合教程 2 教学参考书

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第二版前言

《新编商务英语精读》出版后,承蒙广大师生厚爱,在全国多所大专院校使用。随着时代的发展和商务英语教学的深入,也暴露了一些缺陷,如部分材料陈旧,部分单元选题不当,缺少听力练习等。针对这些缺陷,此次对全书进行了一次全面修订,在《新编商务英语精读》基础上扩展为《新编商务英语综合教程》,教师用书也随之进行了修订,根据新的学生用书作了相应的修改和调整。

如何编写一本教师喜欢的教师用书?我们认为一本好的教师用书应在五方面给予教师指导:

1. 策略性指导。
2. 引导性指导。
3. 程序性指导。
4. 教学活动补充或拓展材料。
5. 参考答案。

策略性指导是对课堂教学的策略加以说明;引导性指导是为课堂教学提供一些引导性的参考资料;程序性指导是对课堂教学的过程有明确的指导;教学活动补充或拓展材料是对本单元的课堂教学提供补充或扩展活动的教学材料,以便进一步就本单元的教学内容展开深入的教学活动。参考答案是教师用书必不可少的,有助于减轻教师负担。本教程的策略性指导体现在本书的“用法说明”,对教材主要内容作了宏观指导,对教学法和教学模式进行了说明,这些策略性指导对全书的教学理念和方法作了概括性的提示,同时在全书中每单元的“教学目的”、扩展活动的部分注释以及部分教学提示也对教学策略给予了足够的指导;引导性指导体现在提供每单元的背景知识、语言点知识及丰富的例句。在学习语言和商务知识并重的主题单元教学大纲中,背景知识使教师能够为学生提供更多的输入,使学生在语言知识的同时,学习商务知识。语言知识的讲解是教学的重点,语言知识之于交际如同砖瓦之于建筑,没有语言知识,交际是一句空话。同时学生学习语言需要有语境,大量的例句既为教师减轻备课的负担,又为学生提供了大量的语境。因此教师用书在词语解释和语法运用方面下了很大功夫,提供了详尽的语言点知识和丰富的例句,教师还可利用这些例句编写课堂

练习。程序性指导体现在导入和扩展活动的注释以及每单元的教学提示(Teaching Tips)。课堂教学是教材的活化,从这个意义上说,每一位教师都能创造性地运用教材,使之适应自己的学生。作为教材的编写者,对教材的使用有自己的看法,为此我们提供一些可操作的教学提示,供教师参考。这些提示是我们的教学心得,是从课堂实践中得来的,因此具有较强的可操作性。教学活动补充或拓展材料为课堂活动提供丰富的素材。在强调语言交际功能的今天,丰富多彩的课堂活动是语言教学的必须,教师往往苦于找不到合适的课堂活动素材,教师用书在这方面为教师准备了不少素材,供教师在开展课堂活动时选用。练习答案是教师用书必不可少的,本教程在原有的基础上进行了修订,增加了导入(Lead-in)部分的听力材料原文和练习答案,供教师参考。但由于语言的复杂性,书中的不少答案不是唯一正确的答案。又由于课堂活动的随机性,不可能有所谓的正确答案。因此教书用书中提供的答案有些只是一个参考答案。

修订后的教师用书第二册的每个单元设置六大板块:一、教学目的(Teaching Aim)列出本单元的重点;二、导入(Lead-in)增加了听力材料原文、练习答案,以及听写答案;三、背景知识(Background Information)为教师提供相关的背景材料;四、语言文化重点(Language and Culture Focus)为 Reading I 和 II 的课文提供详细的注释和词汇、语言方面的知识;为扩展性练习(Extended Activities)中的功能与结构(Function and Structure)提供文化和交际方面的注释;为专项用法(Special Use)提供语法、语言表达和惯用法方面的知识;为实用阅读(Practical Reading)提供阅读技能方面的注释;五、教学提示(Teaching Tips)提出一些教学的建议以及提供进一步开展课堂活动的素材;六、练习答案(Key)。

教师是教学成功与否的关键,教师用书只是一个工具,希望教师能各显神通,创造性地运用这个工具,在教学中取得成绩。同时也希望广大教师不吝赐教,对本书提出宝贵的意见。

编 者

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于华东师范大学

第二版使用说明

本教材共分 5 册,每册有 10 个单元,每个单元都紧扣一个商务主题展开:

导入(Lead-in)部分安排了听力理解和听写填空两项任务。听力理解部分包含 passage 或 dialogue 一至两篇,设有若干练习,题型为多项选择(Multiple-choice Questions)、填空(Blank Filling)或配对(Matching),以考查学生对语篇主旨的把握和细节的辨析。在操作时建议教师先做练习 1,然后将 Difficult Words and Expressions 讲解一遍,以扫除语言障碍;接着做练习 2、3。听写练习(Spot Dictaion)的内容紧密围绕单元主题,旨在提高学生手、耳并用的能力,可以安排在 Post-reading 活动之前或 Reading II 之前进行,以检验学生对 Reading I 课文的掌握和作为 Reading II 的热身。

阅读 I (Reading I) 的读前准备活动 (Pre-reading) 设两项任务。Brainstorming 部分,全班学生通过自由讨论的形式,复习与单元主题相关的内容。Pairwork 部分,由学生双人结对,讨论与单元主题相关的若干问题,旨在引导学生进入单元主题,进一步激发学生学习课文(Text)的兴趣。教师可在学生讨论的基础上,作相应的点拨和总结;也可邀请部分学生对其讨论的结果作简短的陈述和介绍。读前准备活动的目的为:将单元主题的内容和学生以前获取的相关消息进行链接和沟通,为课文的学习做好心理准备。教师可视学生的实际情况对读前活动作适当的调整。

阅读 I(Reading I)后配有丰富的练习题。练习 I 的目的为检查并加深学生对课文的理解。在处理练习 I 时,教师应注意引导学生用自己的话来回答问题,培养学生的分析、归纳和口头表达的能力,而不是生搬硬套原文。在校对练习 II 时,教师应要求学生援引课文内容,作一定的说明,提高学生对篇章的综合理解能力。练习 III 至 V 的目的为:加深学生对本课词汇的理解并提高学生对重点词汇的灵活运用能力。练习 III 要求学生在对课文理解和熟悉的基础上,用课文中所学的词汇完成句子。因此,不要把该练习当作单纯的词汇练习使用。练习 IV 针对课文的重点词组设计,教师要引导学生举一反三,掌握这些词组的正确使用方法,并对句中的个别难点予以解释。练习 VI 为词汇替换练习,进一步帮助学生巩固所学的词汇。原《新编商务

英语精读》中每课 5 个基本词汇学习的练习已放入光盘,教师可在课堂将基本词的不同词义,不同词性,不同用法,以及相关词和各种搭配予以介绍,引导学生举一反三,自己操练,连词成句,掌握这些词的用法。也可以让学生在练习中自己归纳领会这些词汇的不同用法,最后由教师总结归纳。

读后活动(Post-reading)系综合性的课堂交际活动,教师可视学生的实际语言运用能力和对单元主题的熟悉程度对活动要求进行适当的调整,合理安排活动的时间(如有些对专业知识的了解要求较高的活动,可安排在完成阅读 II 后进行)。该项任务旨在使学生将课文中所学的内容和相关商务实践有机结合,融会贯通,灵活运用于各种交际活动。

阅读 II(Reading II)系对阅读 I 的补充和强化,以帮助学生进一步了解与单元主题相关的知识并相应地提高其语言技能,对该部分的内容教师不必精讲,只需针对学生的理解难点作一些点拨即可。针对阅读 II 课文的理解,设有阅读理解(Comprehension)、讨论题(Discussion Questions)和词汇练习(Vocabulary)三项练习。教师可根据教学的具体情况,决定取舍,有些课文和练习可由学生自主学习或作为第二课堂的活动材料。

针对商务英语专业学生在以后工作实践中经常会运用到听写、翻译等技能,阅读 II 部分还特别设计了其他几项练习:翻译练习(Translation)一复习阅读 I 和阅读 II 中出现的重点词语,同时掌握一定的翻译技巧;完形填空(Cloze)的内容也与单元主题相关,该练习既能使学生对单元主题有更多的了解,也能训练其语言的运用能力。

扩展性练习(Extended Activitis)主要对课文的内容提供进一步的知识和语言练习。功能与结构(Function and Structure)系统介绍一些日常生活或商务情景下常用的表达方式,并在充分的语言输入和操练基础上,辅之以灵活多样的交际任务,进一步提高学生的口语交际能力,在日后各种工作场景下均能轻松应对,教师可根据教学需求安排一些课堂教学活动开展交际任务;专项用法(Special Use)主要目的是帮助学生复习一些重要的语法和词汇用法知识,教师可根据学生的水平和教学需求进行讲解和操练;实用阅读(Practical Reading)采用商务往来中使用的真实语言材料,如数据、图表、案例、文函、广告等,实用性强,旨在帮助学生更好掌握语言基础知识并熟悉商务活动的真实场景;词汇扩展(Additional Vocabulary)进一步扩充学生对和主题相关的词汇的扩充,教师可鼓励学生在课外阅读中注意积累相关词汇,提高其学习的兴趣和自学的能力;商务世界(Business World)介绍商务和文化活动方面的小知识,旨在开阔眼学生的眼界,教师可鼓励学生多利用报

刊、杂志、专业书籍和因特网等资源,发掘相关材料,互相交流,进一步拓展知识面,提高学习的主动性。

本书的教学建议以交际法为主,充分发挥结对学习和小组学习的作用,在任务和交际中学习英语。教师可根据教学实际,利用本教程提供的内容丰富、专业面广、趣味性强的商务材料开展灵活多样的英语课堂和课外活动,帮助学生掌握英语语言的基础知识,培养学生商务实践的基本技能。商务英语教学是一项艰巨的任务,在教学中一定要发挥学生的主动性,提高学生的学习兴趣,精讲多练,课堂内外相结合,定能使学习效果事半功倍。

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Unit 1

Sports and Business

Teaching Aim 教学目的



1. Cognitive Information (认知信息): Business in Sports

2. Language Focus (内容重点)

— **Key Words:** I. giant, revenue, athlete, retain, track, contribute, fit, logo, innovative, boom, reinforce, presence, principle, implement, strategy, endorse, gear, champion; II. loom, horizon, endorse, trendy, gym, rugged, sink, fancy, inextricable, pitch, transfer, hiking

— **Phrases:** I. move on, put sth. into practice, capitalize on, contribute to, name after, impose on, contract out, a fair share of, cash in, at the heart of, in turn, dream of, close to; II. roll in, prop up, call in, associate with, set out, put out, freshen up (with)

— **Useful Structures:** worth (of) *n*.

while doing sth.

with a ... percent market share

3. Communicative Skills (交际技能)

— **Expressions:** Expressions of “Complimenting”

— **Reading:** Catalogues

4. Special Use (专项用法): The Future Expressions

Lead-in 导入



>>>>>> Listening Comprehension Tasks

Difficult Words & Expressions

1. ice hockey: 冰球
2. sponsor: one that finances a project or an event carried out by another group 赞助商
3. participation: the act of taking part or sharing in sth. 参与
4. league: an association of teams or clubs that compete chiefly among themselves 体育联盟/联合会
5. franchise: a professional sports team 职业运动队
6. promotion: advancement in grade, rank, or status 升级
7. demotion: reduction in grade, rank, or status 降级
8. scheme: system 系统
9. amateur: an athlete who does not participate in competition for money 业余运动员
10. reputable: having a good reputation 声誉好的
11. revenue: income 收入
12. exclusive apparel provider: 独家运动服提供商
13. mentality: mind-set, inclination 心态, 倾向

Passage Script 1

The sports in the US are a big part of people's life. They are deep in American culture. The favored sports in the US very much differ from the sports European people generally prefer. The most famous and attended sports in the US are the American football, the hockey on ice, the baseball and the basketball. Soccer, which is supposed to be the most famous sport around the globe, is not that popular in the US.

Sports events and sporting teams or clubs are often sponsored by businesses in the US. This can be a good investment if the sport you are sponsoring attracts attention or participation from customers. In the US, the sports organization and sports business model also differ significantly from those in the rest

of the world. There are four major professional leagues and the teams of these are called franchises. There is no promotion or demotion in these leagues in contrary to the European type of leagues. Professional leagues are very much connected with the last level of education in the US. The players are supposed to have university or college education and they are selected by the professional teams according to their performance when playing for the university or college teams.

The major professional leagues are growing all the time and at the moment they are very powerful. They sign very expensive TV rights contracts which allow them to promote the league and attract more fans. The teams that participate in those leagues have enormous profits and this fact allows them to bring the best players of the world into these leagues.

Passage Script 2

Sports are a part of European citizens' culture as well. Although Europeans love sports in general, they strongly prefer football. Basketball is considered to be the second most popular sport in Europe. In Europe the organizational structure of sports has a "pyramid" scheme. The very bottom consists of the amateur-sportsmen who are millions and the top level includes the sports clubs that provide "organized" sports activities. There are no closed leagues but open ones, where the teams can be promoted or demoted. The system of franchises is not used in Europe.

In contrast to the US clubs, Europeans teams individually negotiate their TV rights contracts and all of their sponsorships. The fact leads famous and reputable teams to high revenues because of their fame and reputation. There is no central management of the leagues' revenues; and even where it exists, the distribution is made according to the broadcasting power of each team. The same model exists for the sponsorships as well. Every team has its own sponsorship, its own exclusive apparel provider, and its own sports equipment provider.

The US and Europe have totally different mentality and culture concerning sports. In the US, the most popular games are baseball, ice hockey, American football and basketball. In Europe, football is the most popular sport. The same happens in the sport business models of the two markets. In the US, the leagues and associations are in general responsible for the negotiation of the contracts and the distribution of the revenues. In Europe, the teams have to make the arrangement individually.

Key

II. 1. a 2. c 3. d 4. a 5. b 6. a 7. d 8. c 9. a 10. c

IV. 1.

The differences in culture concerning sports between the US and Europe

	The US	Europe
The Most Popular Sports	Baseball, ice hockey, American football, and basketball	Football, basketball
Organizational Structure	The system of franchises	A “pyramid” scheme with millions of amateur-sportsmen at the bottom and professional sports clubs at the top
Business Model	Professional leagues responsible for the negotiation of the contracts and the distribution of the revenues	Professional sports clubs responsible for the negotiation of their own sponsorship and contracts, the selection of exclusive apparel and equipment providers, and the use of revenues
Promotion and Demotion	No	Yes
Profits Earned	Enormous profits for all the teams in the leagues	The more famous and reputable, the higher profits

2. 1) TRUE

2) FALSE

Correction: Football is considered to be the most popular sport in Europe while basketball is the second most popular one.

3) FALSE

Correction: There are no closed leagues but open ones in Europe, where the clubs can be promoted or demoted.

4) TRUE

5) FALSE

Correction: In Europe, the clubs have to make the arrangement for the negotiation of the contracts and the distribution of the revenues individually.

>>>>>> Spot Dictation

Sportsmanship is defined as playing fair, following the rules of the game, obeying the judgment of referees and officials, treating the opponents with respect. In other words, you should treat the people

you play with and against as you'd like to be treated yourself. You demonstrate good sportsmanship when you show respect for yourself, your teammates, your opponents, for the coaches on both sides, for the referees, judges and other officials. Everyone feels great when they win, but they can't always win. A true sportsman should be a good loser and a graceful winner. The winner is not expected to be proud, and the loser should have no reason to feel discouraged. Fair play is considered to be the spirit of sport. If a sportsman breaks a rule in sports, he is punished; if he is courageous and generous, he is respected by all. So everyone must obey the rules and the referees.

Background Information 背景知识



1. Overview of sportswear market

The sportswear industry includes both athletic footwear and apparel (garments). In the 1970s, athletic sportswear began to evolve from a product line aimed at small and unique markets into a mainstream fashion product. The clear divisions between performance and fashion, function and style, formal and informal that once existed have become increasingly blurred. In the 1980s, the acceptability of casual dress on more occasions paved the way for sportswear to move into the mainstream clothing market.

The trend was accompanied by a real increase in sports participation. Most athletic footwear (around 70%) is bought for leisure, casual or everyday use. Nike in particular has played an important role in transforming sports shoes and apparel into a fashion statement. Nike was not only the first to have its shoes produced in Asia; it was also the first in the marketing and advertising of athletic shoes. Today, practically all brand-name corporations have a business plan similar to that of Nike's strategy of focusing on the branding and marketing of sportswear.

In 2003, the total worth of the athletic apparel and footwear market was estimated at over 58 billion US dollars — of which the sportswear apparel sector (\$41,467 billion) formed a much larger part than the athletic footwear sector (\$17,012 billion). Puma, Fila, Umbro, Asics, Mizuno, Lotto, Kappa, and New Balance, have been labeled “B” brands because, in terms of their market share, they form a second rung of manufacturers in the sportswear industries, just below the market leaders or the so-called “A” brands: Nike, Reebok and Adidas.

The sportswear industry is very labor intensive. Therefore, most production takes place in low-wage countries. The majority of employees within the supply chains of sportswear companies are

young and female and they inevitably work under unreasonable terms of employment and poor working conditions. These include short-term contracts that provide no health or social benefits, long working hours and unpaid overtime, unhealthy and unsafe working conditions, poor wages due to the fact that payment is often tied to unrealistic production targets or piece-rate systems, and redundancy policies that offer inadequate severance pay compensation.

2. The international athletic apparel market

The international athletic apparel market is worth nearly 41.5 billion US dollars at the wholesale level. The US sporting goods market is the world's largest, accounting for 41% of total sales, followed by the European Union, which accounts for some 38% of total sporting apparel turnover. Nike, Adidas, and Reebok comprise some 14% of this market. They dominate the market almost everywhere. Meanwhile, Fila, Puma and Umbro each comprise approximately 1% of market share, while Mizuno represents approximately 0.5%. The other brands, such as Lotto, Kappa, New Balance, represent less than 0.5% of market share. The international athletic apparel industry is less concentrated than athletic footwear with the top-20 brands still managing to account for some 36% of the global wholesale market.

3. The international athletic footwear market

Worldwide, the athletic footwear market is worth \$17.012 billion wholesale. While at the retail level, it is worth some \$25 billion. The US athletic sports shoe market is the world's largest, representing 47% (or \$7.8 billion) of the world's total sales, followed by the European Union at 31% (\$5 billion). Nike (34%), Reebok and Adidas together account for 60% of this \$17 billion branded athletic footwear market. In the US, 70% of this market is controlled by Nike, Reebok and Adidas. This kind of dominance and concentration means there is little room for growth. This means that many athletic footwear companies have sought to expand their market share elsewhere internationally (i.e., Europe, Asia, and Latin America) as well as in new product categories such as sports equipment.

Language and Culture Focus 语言文化要点

>>>>>> Reading I

1. The global giant company with revenues in 1996 of US \$6.4 billion and profits of US \$553 million

started in the 1960s with the company's founders selling cheap Japanese sports shoes to American high school athletes at school track meetings, using a supply of shoes they kept in their car.

【译文】1996 年拥有 64 亿美元营业额以及 5.53 亿利润的全球特大型公司始于 20 世纪 60 年代,那时公司的创始人用自己的汽车装着鞋子,将廉价日本运动鞋卖给美国中学田径运动会上的运动员。

2. giant

1) *adj.* extremely large. 特大的;巨大的

【例句】a giant US electronic corporation
giant panda 大熊猫

2) *n.* a man who is much bigger than usual. 巨人

3) *n.* a person of great ability. 伟人;卓越人物

【例句】sporting giants of the past
Shakespeare is a giant among writers.

3. revenue *n.* income, esp. that which the government receives as tax. 收入;国家的税收;岁入

【例句】The government was short of money because of falling oil revenue.

4. athlete *n.* a person who practices athletics. 运动员

【例句】sports athletes

【相关词】

athletic

① *adj.* of or concerning athletes or athletics. (无比较级)运动的;运动员的

② *adj.* 强壮灵敏的;似运动员的

【例句】of athletic build 像运动员般的体格

athletics *n.* the practice of physical exercises and of sports demanding strength and speed, such as running and jumping. 体育;(田径)运动

【例句】an athletics club/meeting 体育俱乐部;运动会

5. move on

1) to go away to another place. 离开;到另一个地方

【例句】We will move on to discuss the other question after we have solved this one.
The drunk was annoying people, so the policeman moved him on.

2) to change (to sth. different or new). 更换话题(工作等);有了新变化

【例句】I think we've talked about that subject enough; let's move on.

In my day you could only get them in black-and-white, but things have moved on since then.

6. **retain** *vt.* to keep possession of; avoid losing. 保留; 保持; 保有

【例句】She tried to retain her self-control/balance.

This village still retains its old world character.

His business has been taken over by a big corporation, but he still retains some control over it.

7. **track**

1) *n.* a course specially prepared for racing. (比赛用的)跑道

【例句】a race track

2) *n.* the course or line taken by sth. as it moves or travels. (物体移动的)路线; 轨迹

【例句】These new weather satellites can follow the track of storms.

That's one approach to the problem, I suppose, but personally I think you're on the wrong track.

3) *n.* a line or set of marks. 足迹; 踪迹; 痕迹

【例句】The dog followed the fox's tracks into the woods.

He's escaped from the prison, but the police are on his track (= following him, esp. by looking for his tracks).

4) *vt.* to follow the track of. 追踪; 跟踪

【例句】They tracked the criminal to his hiding place.

a space tracking station system 太空跟踪站系统

【相关搭配】

track and field: 田径运动

track events: 径赛项目

on the right track: 想得对; 做得对

on the wrong track: 想得不对; 做错

keep/lose track of: 了解/不了解……的动态; 掌握/失去……的线索

【例句】I lose all track of time when I listen to this music.

It is difficult to keep track of all the new ideas and development in education.

track of record: (迄今为止的)成绩记录; 业绩记录

【例句】The company has a good track of record in the export trade.

8. **put into practice**: to carry out. 付诸实施

【例句】We've made our plans, but now we must put them into practice.

9. **capitalize on**: to use to one's advantage. (为自己的利益而)利用

【例句】She capitalized on his mistake and won the game.

10. **name after**: to give the name of another person in order to honor the latter. 以……命名

【例句】The hamburger was named after a German food called Hamburg steak, not because it contains ham, but in the meaning of “from Hamburg”.

There are many places, including schools and streets, named after John Muir.

Budweiser beer is named after a Czech town.

11. **logo:** *n.* a symbol or design used by a company as a mark on its product and in advertising. 标识; 标志

【例句】The Longman logo, a small sailing ship, is on the cover of this book.

12. **innovative:** *adj.* newly invented or introduced; different from, and esp. better or clever than, previous ones. 新发明的; 革新的; 有革新精神的

【例句】innovative printing techniques

innovative ideas

【相关词】

innovate: *vt.* to make changes, introduce new ideas, inventions, etc. 改革; 革新; 创新

innovation

- ① *n.* a new idea, method, or invention. 新观念; 新方法; 新发明

【例句】recent innovations in printing techniques

- ② *n.* the introduction of new things. 改革; 革新; 创新

【例句】If our industries shy away from innovation, we will never compete successfully with other countries.

13. With excellent timing and a fair share of good luck, the founders of Nike were perfectly placed to cash in on America's sports leisure boom during the 1970s, when millions of Americans began jogging and running as part of their personal campaigns to keep fit and healthy.

【译文】由于出色的时机选择以及一份好运,耐克的创始人在 20 世纪 70 年代完美地抓住了美国运动休闲业突然兴旺之际的赚钱机会,当时成百万的美国人开始将跑步作为他们保持健康的个人运动的一部分。

14. **contract out:** (of a company, organization, etc.) to arrange by formal agreement to have a (job, services, etc.) done by another company. (公司、组织等)订合同把(工作等)承包出去

【例句】Many councils are contracting out services such as rubbish collection to private companies as a way of cutting costs.

15. **a fair share of:** have a reasonable proportion of.

【例句】If you want a share of/in the pay, you will have to do your fair share of work.

She's had more than her fair share of problems recently.

You've sure had every share of your bad luck, haven't you?

London needs a fair share of Government funding.

Don't allow mergers if farmers aren't paid a fair share of the retail price.

16. **cash in (on)**: to take full advantage of; benefit from. 利用;从……中获利

【例句】The company cashed in on its rival's difficulties by doubling production.

Hong Kong shares closed lower as investors cashed in on gains accumulated over the previous three days.

Some computer shops cashed in on the fear of the Millennium Bug.

17. **reinforce**: *vt.* to strengthen by adding men, material, etc. 加强;加固

【例句】reinforced concrete 钢筋混凝土

Newspapers like this tend to reinforce people's prejudices.

Their arguments are strongly reinforced by the latest trade figure.

【相关词】

reinforcement *n.* 加强;加固

【例句】The wall needs some reinforcement.

18. **presence**: *n.* being in the place. 在场;出席;存在

【例句】She was so quiet that her presence was hardly noticed.

Your presence is requested at the club meeting on Monday.

He never seemed at ease in my presence.

The concert will be performed in the presence of the Queen.

【相关词】

present: *adj.* (not before noun) in a particular place. 出席的

antonym: absent

【例句】Foreign observers were present at the elections.

present: *n.* sth. you give someone on a special occasion or to thank them for sth. 赠品;礼物

synonym: gift

【例句】I was searching for a present for Mark.

I gave her a very special present for her birthday.

Birthday/Christmas present

present: *adj.* (only before noun) happening or existing now. 现在的

【例句】the present situation

At the present time we have no explanation for this.

【相关搭配】

presence of mind: 镇定;沉着

【例句】 When the fire started in the kitchen, John had the presence of mind to turn off the gas.

make one's presence felt 使周围的人感到自己的重要性

Since she joined the team last season, she has really made her presence felt (= by playing very well).

19. at the heart of: in the center of. 在……中心

【例句】 Eldon Square is at the heart of Newcastle City and is one of the biggest city shopping centers in Europe, boasting over 140 shops providing excellent choice, quality and service.

Gender is at the heart of all discrimination.

20. principle

1) *n.* a moral rule or set of ideas which guides behavior. 准则;道德;操守;规范

【例句】 It's not that I object to him using my car; it's the principle of the thing (= morally, he should not have borrowed it without asking).

She resigned on a matter of principle.

I had to vote for him on principle. 按行为准则,我得投票选他。

I usually follow the principle that it's better not to get involved in other people's quarrels.

2) *n.* a truth or belief that is accepted as a base for reasoning or action. 原则;原理

【例句】 One of the principles of this dictionary is that definitions should be in simple language.

【相关搭配】

in principle: 原则上

【例句】 They agreed to the plan in principle (= agreed to the overall idea of it) but there were several details they do not like.

21. strategy

1) *n.* [for/to do] the art of planning the best way to achieve success in a particular activity or field, in a war, a game or a competition. 策略;计谋;行动计划

【例句】 I think we have worked out a strategy for dealing with/to deal with this situation.

Our strategy was to play defensively for most of the game, with sudden attacking burst.

marketing strategy 推销策略

2) *n.* the art of planning in advance the movements of armies or forces in war. 战略学;战略

【例句】 a master of strategy 战略家

【相关词】

strategic

① *adj.* 战略性的;战略上的

【例句】a strategic decision

We made a strategic withdrawal, so that we can build up our forces for a renewed attack.

② *adj.* 重要的;有用的;具战略意义的

【例句】Policemen were stationed at strategic points round the football ground in case of crowd trouble.

strategist *n.* 战略家

22. **in turn:** afterwards; in the correct or expected order. 依次;后来;转而

【例句】I told Frank and he in turn told Sheila.

Her mother taught her, and she in turn taught her daughter.

23. **endorse**

1) *vt.* to place one's signature to give approval or support of sth. (签字)认可,赞同;支持

【例句】The committee's report fully endorses the government's proposals.

When the former President endorsed her candidacy, she knew she had a good chance of being elected.

2) *vt.* to write sth., esp. one's name, on the back of (esp. a check). (尤指在支票的背面)签名;背书

【例句】endorse the check

24. **gear**

1) *n.* (*colloq.*) clothes. 服饰

【例句】football gear 足球运动衣

police dressed in riot gear

Don't forget to bring waling gear.

2) *n.* an apparatus, esp. one consisting of a set of toothed wheels, that allows power to be passed from one part of a machine to another so as to control the power, speed, or direction of movement. (汽车的)排挡

【例句】She changed gear (换挡) to make the car go up the hill faster.

【相关搭配】

gear to: 使适应;使适合

【例句】We must gear the amount of products we make to the level of public demand.

Education should be geared to the children's needs and abilities.

25. **dream of/about:** to have a dream about sth./sb. 做梦;梦见

【例句】What did you dream about?

I dreamed that I was flying to the moon.

I've dreamed of loving you for many years.

26. **champion:** *n.* a person unbeaten in competitions of courage, strength or skill. 冠军

【例句】a tennis champion

a world chess champion

the heavyweight boxing champion

【相关词】

championship *n.* 锦标赛; 冠军赛; 冠军的地位

【例句】The championship will be held tomorrow.

the European basketball championship

I don't think this new boxer can take the championship from him.

27. **close to:** nearly; almost. 接近于; 差不多

【例句】The cost was close to \$1 million.

He came close to losing his temper.

28. **worth:** *n.* value. 价值

【例句】jewels of great worth

After his unkindness, I know the true worth of his friendship.

常可用于“具体金额 + worth + of sth.”结构, 表示价值多少钱的某物:

【例句】a chance to win £2,000 worth of computing equipment

The fire caused thousands of pounds' worth of damage.

29. **while**

1) *conj.* during the time that. 当……的时候; 和……同时

【例句】They arrived while we were having dinner.

While she read the paper, I cleaned up the kitchen.

They got married while still at university.

当分句主语与主句主语相同时, 常可直接与现在分词连用, 作为主句的动作发生的背景:

【例句】Don't mention this while talking to him.

She got to know them while attending a conference in London.

2) *conj.* although. 尽管

【例句】While I understand what you say, I can't agree with you.

3) *conj.* but, whereas. 但是; 却; 反之

【例句】Their country has plenty of oil, while ours has none.

>>>>>> Reading II

1. **challenger:** *n.* rival, competitor; a person who competes with you for sth. you already have, such as for the leadership of a political party or for a sports championship. 挑战者; 竞争者

【例句】a contest between champion Larry Homes and Gerry Cooney, a white challenger

He was once a challenger to her leadership.

2. **loom:** *v.* to become into sight with an unclear shape, often in a frightening way. 隐现在视野中

【例句】A figure loomed out of the mist.

As you get closer, they loom above you like icebergs.

【相关词】

horizon: the line in the far distance where the sky seems to meet the land or the sea. 地平线

【例句】We could see a ship on the horizon.

The setting sun disappeared below the horizon.

【相关搭配】

loom on the horizon: to emerge on the horizon.

3. Nike founder Phillip Hampson Knight had believed that it was enough to make high-quality, low-cost shoes and have leading athletes endorse them for the sales to roll in.

【译文】耐克创始人菲利普·汉普森·奈特相信,生产高质量、低成本的运动鞋,并获得知名运动员的支持,销售就会源源不断地增加——只要这样做就足够了。

4. **roll in:** to come or arrive in large quantities. 蜂拥而来

【例句】Invitations kept rolling in.

Once we get there, the money will just start rolling in.

5. But this was not sufficient when rival shoe manufacturer Reebok began to present shoes as a fashion symbol for the trendy people who exercised regularly at health gyms.

【译文】但当他们的对手、运动鞋生产厂商锐步开始推出新款运动鞋时,耐克的这些做法就显然处于了下风。锐步把运动鞋作为一种时尚的象征,而他们营销的对象则是那些经常在体育场馆健身的时髦一族。

6. **sufficient:** *adj.* enough. 足够的

【例句】There was sufficient food for everyone.

There wasn't much food but it was sufficient for our needs.

We haven't got sufficient information from which to draw a conclusion.

Sales were not sufficient to make it a profitable proposition.

7. **Reebok:** With a history that goes back to 1895 in Bolton, England, Reebok was established by an Englishman, Joseph Foster, who was very fond of jogging. In 1979 Reebok went into the United States and began its aggressive international expansion in the late 1980s. Today, the company has become a world-famous shoe manufacturer and its products are sold in more than 170 countries.

8. **present:** *v.* to offer; to introduce. 提交; 正式介绍

【例句】The company has presented a new type of swimming suit.

The Museum of Modern Art is presenting Picasso's work.

9. **symbol:** *n.* sth. that seems to represent a society or aspect of life, because it is very typical of it. 象征; 标志

【例句】The dove is a symbol of peace.

Perhaps the most glittering symbol of Britain is London's Post Office Tower.

In this picture, the tree is the symbol of life and the snake the symbol of evil.

The flag of the occupying army is regarded by the local people as a symbol of oppression.

10. **trendy:** *adj.* very fashionable and modern. 时髦的

【例句】a trendy dress a trendy girl

a trendy restaurant

These ideas are typical of the trendy middle-class liberals.

11. **gym:** *n.* (also gymnasium) a building or large room which is used for physical exercise and usually has such equipment as bars, mats, and ropes in it. 体育馆

12. **image:** *n.* a mental picture or general opinion about a person, organization, etc. 形象

【例句】The government will have to improve its image if it wants to win the next election.

The company tries to set up an image of being innovative and progressive.

A rugged image (粗犷的形象) is an image of someone who is strong, determined, but probably rather rough and impolite.

13. **as a result:** consequently. 结果

We use this phrase to introduce something that happens or exists because of an action or event that has already happened.

【例句】As a result, I missed the chance to join the sports club.

As a result, she was late for the board meeting.

14. **sink:** *v.* to go down in number or value. 下降

【例句】The population of the island has sunk from a hundred to twenty.

The Bank of England took action to prevent the pound from sinking any further.

Wages have sunk so low in relation to the cost of living.

The pound has sunk to its lowest level against the dollar.

15. **urgently:** *adv.* If sth. must be done urgently, it must be dealt with quickly or at once. 紧急地; 迫切地

16. **prop up:** to help or give support to. 支撑, 支持

【例句】It's not the government's policy to prop up declining industries.

The local government has intended to prop up its hi-tech industries.

17. **call in:** to ask sb. to come to help.

【例句】Call the doctor in.

We called in the police and accused the boys of stealing.

18. **imaginative:** *adj.* showing great imagination; able to think of and form pictures or ideas that are different, interesting or existing, especially things that do not exist in real life. 有想象力的

【例句】imaginative writing imaginative design

She is one of the most imaginative members of the class.

19. **agency:** *n.* a business which provides particular services on behalf of another business. 代理处; 行销处; 中介

【例句】an advertising agency

I got this job through an employment agency.

The company has agencies all over the world.

20. **Portland:** a seaport city in the northwest of Oregon, at the confluence of Willamette and Columbia rivers. 波特兰

21. **Oregon:** a state in the northwest of the United States, on the Pacific coast. 俄勒冈州

22. **site:** *n.* a place where a particular event existed or happened. 地方, 位置

【例句】A home for the elderly will be built on the site of the old hospital.

Green fences were put up around the construction site.

The town has purchased a site on Villa Avenue for the new library.

23. **create:** *v.* to cause sth. to exist or happen; to produce. 创造

【例句】to create employment in rural areas

The project will create up to 60 new jobs.

The regulations are so complicated that they will only create confusion.

His work created enormous interest in England.

24. **commercial:** *n.* an advertisement that is broadcast on television or radio for the purpose of promotion. 广告

25. **promotional:** *adj.* of or relating to activities intended to help sell a product, or the product that is

being promoted. 促销的

【例句】Promotional events are designed to increase the sales of a product.

26. **Michael Jordan:** American professional basketball player, the greatest player in NBA history. He entered NBA in 1984, played altogether 15 seasons, and quitted in 2003. During his brilliant career, Jordan won 6 NBA Championships for the Chicago Bulls (1991~1993, 1996~1998), earned 5 MVP awards and was selected to 13 All-Star games.

27. **controversial:** *adj.* causing much argument or disagreement. 引起争论的或有争议的

【例句】a controversial speech/decision/book

the controversial aspect of computer research

Many of the new taxes are controversial.

28. **Spike Lee:** Spike Lee has established himself as one of Hollywood's most important and influential filmmakers in the past decades. His controversial works depict the lives of African Americans. In 1986, his independently produced comedy, *She's Gotta Have It*, earned him the Prix de Jeunesse Award at the Cannes Film Festival and set him at the forefront of the Black Wave in American Cinema. In addition to his achievements in feature films, Lee has produced numerous music videos for diverse artists. Lee's commercial work began in 1988 with his Nike Air Jordan campaign. Collaborating with the basketball great player Michael Jordan on seven commercials, Lee resurrected his popular character, Mars Blackmon from *She's Gotta Have It*. Lee is also well-known for his AT&T and ESPN television commercials.

29. **focus on:** to come to or bring sth. to the center of attention. 集中(注意力)

【例句】All eyes were focused on him.

Focus your attention on your work.

As we can't study all resources, I propose to focus attention on one of them.

30. **fancy:** *adj.* decorative or brightly colored; not ordinary; special, elaborate or unusual. 别出心裁的; 花哨的

【例句】fancy cakes 花式蛋糕 fancy hats

They are too fancy for me; I prefer the plain ones.

It's a simple lunch — nothing fancy.

31. Associated inextricably with the new Nike image and campaigns was another essential factor in Weiden and Kennedy's strategy — Nike advertising campaigns became famous for never pitching the product or even mentioning Nike's name.

【译文】与耐克的新形象和宣传活动密不可分的是威登肯尼迪广告公司另一个重要的广告策略——耐克的广告宣传之所以出名,是因为它的广告不强力推销具体的商品,甚至也

不提及耐克的名字。

32. **inextricably:** *adv.* If two or more things are inextricably mixed or linked, they cannot be separated. 分不开地

【例句】The country's high birthrate and low life expectancy are inextricably linked.

The fate of authors is inextricably confused with their characters.

Social and economic factors seem to be inextricably linked.

33. **campaign:** *n.* a planned set of actions deliberately carried out to produce a particular result, especially in politics or business. 宣传活动

【例句】an advertising campaign 广告宣传活动

election campaign 竞选活动

The government launched a campaign against smoking.

34. **pitching the product:** presenting or advertising the product for sale, especially in a high-pressure way.

35. **attitude:** *n.* a way of feeling or thinking about someone or sth. 态度

【例句】a pessimistic attitude

our attitude of superiority towards the outside world

I don't like her attitude.

What is the company's attitude to this idea?

Their attitudes are beginning to change.

36. **transfer:** *v.* When we transfer sth. or sb., we move it/him/her to a different place, job, or position.

【例句】transfer the player to another team transfer school/bus

transfer money into your account

"Image transfer" refers to a kind of advertising skill with which we relate an attitude or style of life to a certain product. 形象转移

37. As . . . **put it:** Here "put" means to express sth. in words.

【例句】She was trying to put her feelings into words.

There is — as today's papers put it — no satisfactory explanation.

Let me put it this way, I find him very difficult to get along with.

When you want to quote something that someone has said or written and express something which you yourself agree with, you can say "as sb. puts it".

【例句】As one couple put it: "We are all victims of the war."

38. **set out to do:** to start taking action or making plans with a clear purpose of achieving a particular

result. 打算或计划(做某事)

【例句】 We set out to paint the whole house but finished only the front part.

I think you're deliberately setting out to annoy me.

They set out to recruit a team of the brightest minds available.

39. **ultimate:** *adj.* final.

【例句】 They're going to London first, but their ultimate destination is Rome.

Their ultimate objective is the removal of all nuclear arms.

The book describes the ultimate disappearance of dinosaurs.

40. **John McEnroe:** American tennis player, who dominated the men's professional tour in the early 1980s. He was once the No. 1 player in the world 4 times (1981~1984); 4-time US Open champion (1979~1981, 1984); 3-time Wimbledon champion (1981, 1983~1984); played on 5 Davis Cup winners (1978, 1979, 1981, 1982, 1992); won NCAA singles title (1978); finished career with 77 singles championships, 77 more in men's doubles (including 9 Grand Slam titles), and US Davis Cup records for years played (13) and singles matches won (41). He also became known for his volatile temper and intense competitiveness.

41. **Pete Sampras:** born in 1971, he was once an American tennis player noted for his record-setting US Open championship (as the youngest men's champion ever, 1990) and his seven Wimbledon titles. He held the record for winning the most men's Grand Slam singles championships ever—14 total, with seven at Wimbledon, five at the US Open, and two at the Australian Open.

42. **Chicago Bulls:** a famous basketball team in NBA. The Chicago Bulls joined the NBA for the 1966~1967 season and reached its peak in the 1990s. The 1990s witnessed the Bulls' incredible run of six NBA championships in eight years led by the game's greatest-ever player, Michael Jordan.

43. **Dennis Rodman:** Dennis Rodman has developed from a janitor who had never played organized basketball into the best rebounding forward in NBA history and one of the most recognized athletes in the world. Rodman has caught the public eye for his ever-changing hair color and tattoos. Rodman's achievements on the court are indisputable. A two-time NBA Defensive Player of the Year and a member of two championship Pistons teams in Detroit and three title-winning Bulls teams in Chicago, he has led the league in rebounding for seven consecutive years. Rodman is one of the few players in basketball who can change the course of a game without taking a shot!

44. **well-financed:** *adj.* well-funded by a large amount of money. 资金充足的

【例句】 a well-financed program/concert

45. **clearly focused:** highly concentrated or given enough attention.

46. **dominant:** *adj.* most noticeable, important or powerful.

【例句】Blue is the dominant color in his late paintings.

Peace is the dominant theme of the conference.

47. **brand:** *n.* A particular brand of a product is the version of that product made by one particular manufacturer. 商标, 品牌

【例句】What's your favorite brand of cigarettes?

What brand of soap powder do you use?

48. **global:** *adj.* of or concerning the whole world. 全球的

【例句】global energy output events of global importance

Global climatic change may have been responsible for the extinction of the dinosaurs.

49. **overall:** *adj.* including everything. 全部的

【例句】What will it cost overall?

50. **market share:** 市场份额

51. **account for:** If something accounts for a particular part or proportion of something, it is what that part or proportion consists of. 占(多少)

【例句】Computer software accounts for 70 percent of our sales.

52. **put out:** to produce, or broadcast. 生产; 播出

【例句】The automobile factory plans to put out 10,000 vehicles this year.

The government has put out a statement denying these rumours.

53. **hiking shoes:** shoes people wear when they go for a long walk. 徒步旅行鞋

54. **year-round sellers:** sports shoes that are sold throughout the year.

55. **freshen up:** to make sth. clean and pleasant in appearance. 使焕然一新

【例句】New wallpaper and curtains will freshen up the place.

She has freshened up the house with a new coat of paint.

56. **meanwhile:** *adv.* at the same time; during the same period of time.

【例句】Eve was cutting the grass; meanwhile Adam was planting roses.

57. **rival:** *n.* a person, business, or organization that one is competing with in the same field or for the same aim.

【例句】Who will be his rival in the presidential election?

Bob and I are rivals for the job.

She left her job and went to work for a rival company.

Teaching Tips 教学提示



1. **Lead-in:** 本单元导入部分安排了听力理解和听写填空两项任务。听力理解任务的录音文字中涉及一些体育职业赛事专用术语,如:franchise(职业运动队)、promotion(升级)、demotion(降级)、exclusive apparel provider(独家运动服提供商),对学生来说有一定难度,在进行听音训练前,教师应予以适当的解释和说明。听力理解部分包含两个语篇,从各自最喜爱的体育项目、体育对文化的影响、职业运动队组建结构、体育赛事商业模式、升降级体制、运动员收入分配等方面对 sports in the U.S. 和 Europe 进行了比较。听力第一和第三项练习均属预听活动,主要目的是在进行精听训练之前,让学生对所听语篇的主旨有所了解,初步把握听音和理解上的难点所在,为接下来的听力活动做好词汇和心理上的准备。第二项练习为多项选择题,侧重考察学生理解、辨析语篇细节和关键信息的能力。特别注意的是,本单元此项练习为混合题型,既有选择恰当的选项完成句子也有回答问题。第四项练习其实包含两项任务,要求学生根据所听到的内容完成表格(The differences in culture concerning sports between the US and Europe)并进行正误辨析,错误的句子必须改正。该项练习既考察了学生对文章整体结构和逻辑层次的归纳和把握,也考察了学生对具体细节性信息(specific factual information)的捕捉,具有相当的难度,教师应根据学生听力理解程度,予以适当的引导和提示。

听写填空(Spot Dictation)是一篇关于体育精神(sportsmanship)的短文,可以作为导入活动安排在 Reading II 课文讲解之前进行。填空侧重相关的名词、动词、形容词以及一些虚词。在进行听写活动前,可以先请学生说说他们对 sportsmanship(体育精神)的认识或请学生回答问题:

- What do you think makes a true sportsman?
 - Could you give some examples of a true sportsman and why do you think they are a true sportsman?
2. **Reading I 的 Brainstorming 部分:** 学生通过自由讨论的形式,列出他们所知道的有关运动方面的词汇以及运动装的一些世界知名品牌。在第一项任务中,athletic sports 通常指田径类运动项目,individual sports 是指个人运动项目,water/ice sports 是指水上或冰上运动项目,而 ball sports 是指球类运动项目。在讨论 other terms 一栏时,教师可以用 Where do people play sports? Who are involved in sports? What sports events are you most interested in? 等问题对学生进行进一步的启发和引导,并以此帮助他们对所学的运动方面的词汇加以归类整理,便于记忆。教材“补充词汇”部分列出了一些常用体育项目的英语单词,教师可根据学生的实际语言水平结合使用。在第二项任务中,除参考答案中给出的一些品牌外,本书 Background Information 部分对世界“一线”,即“A” brands,和“二线”,即“B” brands 运动装品牌的市场占有率、业绩、主要营销策略等均有涉及。以下为其中一些国际运动品牌生产商的简介,以供参考。

Company Profile	
Nike (耐克)	Nike is the world's No.1 shoemaker and controls more than 20% of the US athletic shoe market. The company designs and sells shoes for a variety of sports, including baseball, cheerleading, golf, volleyball, hiking, tennis, and football. Nike also sells Cole Haan dress and casual shoes and a line of athletic apparel and equipment. In addition, it operates NIKETOWN shoe and sportswear stores, NIKE factory outlets, and NIKE Women shops. Nike sells its products throughout the US and in about 160 other countries. Nike brand veteran Mark Parker succeeded Bill Perez, who resigned in 2006, as president and CEO.
Reebok (锐步)	Reebok International has long been at home in sporting arenas and is the No.2 US maker of athletic shoes, behind Nike. It runs more than 220 retail stores. Reebok sponsors some sports stars, but the firm is taking strides to become more fashionable. In 2005 Reebok sold its Ralph Lauren Footwear unit to Ralph Lauren for about \$110 million. Adidas-Salomon AG, in 2006, acquired Reebok for about \$3.8 billion. Paul Harrington then succeeded Paul Fireman (who, with his wife, owned nearly 19% of the firm) as head of Reebok.
Adidas (阿迪达斯)	The heart of the Adidas product line is athletic shoes, but the three-stripe logo appears on apparel and other jock accouterments. Bankruptcy once had it on the ropes, but it made a comeback by shifting production to Asia and beefing up its marketing. The No.2 maker of sporting goods worldwide, behind NIKE, it owns sponsorship deals with US football and basketball stars, as well as the New York Yankees. The firm won sponsorship rights to the 2008 Olympic Games in Beijing. Its purchase of Salomon, the French maker of ski and golf gear, was short-lived. It sold the unit to Amer Sports Corp. and bought Reebok in 2006 for some \$3.8 billion.
Puma (彪马)	Puma was established when the German brothers Rudi and Adi Dassler split their family company, the "Bebrüder Dassler Schuhfabrik", into Adidas and Puma in 1948. Rudolf Dassler decided to set up a rival to his brother Adi's sports shoes factory on the opposite bank of the Moselle River in Herzogenaurach, Germany. By the end of the 1950s, the company had become a limited partnership. It was the first company to use vulcanization production techniques and the first to manufacture sports shoes with Velcro fasteners. In 1986, the company went public. But Puma was already incapable of successfully competing with Nike or Reebok and so it showed losses from 1986 to 1993. Puma's company focus thus drifted away from its traditionally centralized structure to "become the first truly virtual sports company". This decentralization is best reflected by the fact that it has three headquarters, one in Germany; one in the US; and one Hong Kong.
Fila (斐乐)	Fila was founded in 1911 in Biella, Italy. The company began by specializing in the production of textile and knitwear. In 1973, it entered the sportswear market, focusing on tennis. In 1976, the company was sold to Cotonificio Olcese. In the 1980s, Fila, like many of its competitors, began concentrating more on fashion than sports. In order to enhance its image, Fila has established partnerships with luxury brands such as Ferrari, Ducati, and Pininfarina. Fila products can be found in some 50 countries at more than 770 sales outlets (mono-branded stores as well as department stores). It has recently turned to developing its own distribution network. In 2001, the first Fila Sport Life Store was opened in Milan. The US is Fila's largest market.

(Continued)

Company Profile	
Umbro (茵宝)	Umbro manufactures, markets, and sells football products including warm-up gear, uniforms, equipment, and footwear as well as active casual wear. Umbro is short for “Humphreys Brothers”, established in 1924 by British brothers Harold and Wallace Humphrey. In the 1980s, Umbro was turned into a football-only brand. Umbro has since produced kits for various football teams, including Brazil’s national team. It also produces uniforms for England’s national team and several city football teams including Celtic and Chelsea.
Asics (爱世克斯)	The Japanese group, Asics, produces and markets footwear, sportswear, and sport accessories. The predecessor of Asics, Onitsuka Co. Ltd., was founded in 1949 by Kihachiro Onitsuka. According to company legend, Onitsuka had a philosophy of “bringing up sound youth through sports”. Asics Trading Co., Ltd., was established in 1955 as the first athletic shoe company in Japan. A remarkable fact is that the forerunner of Nike began by importing and distributing Japanese Tiger shoes to undersell Adidas, which dominated the US market during the early 1960s. Tiger shoes have become trendy again and Asics has opened a store in Tokyo to sell the original Asics Onitsuka Tiger brand of shoes and products. In 1977 Onitsuka Co. Ltd., GTO, and JELENK merged to form the Asics Corporation.
Mizuno (美津浓)	Mizuno was founded in 1906 by Japanese Rihachi Mizuno who opened a Mizuno shop in Osaka. In the beginning, it specialized in the production of baseball products. Today, Mizuno produces quality sporting goods for running, track and field, soccer, rugby, volleyball, handball, and golf. The brands and product names the company develops include: Black Turbo, Grad, Worldwin, Power Close, Techfire, Power Lock, and TZoid. Most of Mizuno’s turnover (85%) occurs in Japan. The company is currently making strides in the US with the golf equipment and running shoes. While in Europe, Asia and the Pacific, Mizuno outfits many popular soccer and rugby clubs.
Lotto (乐图)	Lotto designs, markets and distributes boots, footwear, and clothing for soccer, five-man football, and tennis. Lotto is also involved in the creation of leisurewear. The company was founded in 1973 by the Caberlotto family in Montebelluna, Italy. It initially produced tennis footwear, later it moved into the football shoe market as well as garments. Until 1984, Lotto focused mainly on the Italian market. Today Lotto has a presence in 80 countries. In June 1999 the company was taken over by a group of local business people who were already in the sports segment. The company was renamed Lotto Sport Italia S. P. A. and headed by Andrea Tomat.
Kappa (卡帕)	The BasicNet Group that owns the Kappa brand has business activities in clothing, footwear, and accessories, for sport and leisure, and for any informal social and professional occasions. In 1971, an apparel line under the name of Robe di Kappa was launched in Italy. In the early 1980s, the company moved into the sportswear market under the name Kappa. In 1994, Marco Bogliona obtained several trademarks (including Kappa, Robe di Kappa and Jesus Jeans) from the bankrupt Maglificio Calzificio Torinese. These trademarks were brought together under one holding company: the BasicNet Group. Marco Bogliona transformed the company from a traditional clothing company into a network business model.

(Continued)

Company Profile	
New Balance (新百伦)	New Balance was founded by William Riley in 1906. The company manufactured arch supports and orthopedic shoes. In 1956, Paul Kidd bought the company. In the following years, the company began focusing more on shoes. Running shoes became New Balance's core business. In 1972, the company was purchased by James S. Davis, who is still the Chairman and CEO to this day. Since then, New Balance has become more of a sporting goods company that produces a wide range of athletic footwear, apparel, and accessories. The company remains privately owned. In recent years, New Balance has had great success with its mission to become "recognized as the World's Leading Manufacturer of High Performance Footwear and Apparel". Over the past ten years, its turnover has increased from US \$210 million in 1991 to US \$1.3 billion in 2002, making it the fourth largest athletic footwear and apparel company in the world. In the US, New Balance became the third largest seller of athletic shoes with a market share of 12%.

3. 阅读 I Pairwork 由学生双人结对,讨论与本单元主题 Business in sports 相关的一些话题。教师可布置学生课前查阅一些与 Nike 的相关信息,如公司简介(company profile)、创始人(founder)、企业文化(corporate culture)、产品系列(product family)、价格体系(pricing structure)、主营业务/经营范围(primary business/business scope)、盈利状况(earning performance)、市场占有率(market share)、发展前景(company prospect)、营销策略(marketing strategy)等,使学生对 Nike 这一世界运动装顶级品牌有更好的了解。教师也可邀请拥有 Nike 产品的学生谈谈他们对这一品牌的个人感受,如款式(style)、设计(design)、面料(fabric)、工艺(workmanship)、舒适度(comfort level)、性价比(cost performance)等。

4. Reading I 的 Exercise IV:

◇ Question 10 中 Senate 指参议院,系美国议会的上院,由每州通过公民投票选出两名任期 6 年的参议员组成(The upper house of the US Congress, to which two members are elected from each state by popular vote for a six-year term.)。美国的国家组织是依据三权分立与联邦制度两大政治思想而制定的。根据美国宪法:立法机关是参议院与众议院(House of Representatives)并设的二院制议会。联邦政府将所有立法权力赋予参议院及众议院组成的国会,参议院由每州两名议员组成,众议院议席按每州人数多寡而定,每 50 万人选举一名众议员,但保障每州至少有一名,目前有 6 州:阿拉斯加(Alaska)、内华达(Nevada)、德拉华(Delaware)、北达科他(North Dakota)、佛蒙特(Vermont)及怀俄明(Wyoming)只有一名众议员,而加利福尼亚州(California)就有 43 名众议员。美国宪法规定,美国参议员必须至少年满 30 岁,成为美国公民至少有 9 年;众议员须至少 25 岁,成为美国公民至少 7 年。二者均需属所代表之各州的居民。州议会把州划分为数个国会选区,每区的选民每两年选出一名众议员,每逢双数年份便举行全国性的选举选出参议员。由于参议员的任期为 6 年,故实

际每两年仅改选参议院的三分之一议席以避免国会的功能因改选而中辍。

- ◇ Question 12 中 detached house 指独立式住宅(a house which is not joined to another house on either side)。另有 semi-detached house, 半独立式的住宅(a house that is one of a pair of joined houses)。

	AmE	BrE
平房	bungalow	
联式房屋	duplex	semi-detached houses
联排房屋	row houses	terraced houses
公寓大厦	high rise	block of flats

5. Reading I 的 Post-reading 设有三项任务:

Task 1, 教师可根据自己的教学进度和要求作为对 Reading I 课文的课前预习或课后复习任务来布置。学生通过仔细阅读课文, 归纳、总结并列出 Nike 发展史上的各个重要阶段。

Task 2, 教师可要求学生选择与体育运动相关联的品牌, 充分利用因特网等现代信息搜索工具, 根据教材中给出的 6 个问题收集关于该品牌的相关材料。鉴于学生可能缺乏营销方面的专业知识, 教师可考虑在进行该任务时, 将本书参考答案部分提供的公司常用营销策略复印或抄录给学生。

Task 3, 各小组将他们的调查和讨论结果向全班作口头陈述。为调动学生兴趣, 提高学生参与的积极性, 教师可要求各小组对不同的品牌所采取的营销策略进行横向比较, 评判一下孰优孰劣, 以及不同的营销策略对各品牌在市场竞争中的表现的影响。教师还可以 Interview 的形式, 鼓励其他小组对陈述小组(reporting group)提出的观点进行进一步的质疑和探讨。

6. Reading II 的 Cloze 部分:

- 1) pitch: 用在英式英语中, 指足球、曲棍球、篮球等的球场。在美式英语中通常用 field。
- 2) Ray-Ban: 雷朋, 世界知名眼镜品牌, 由美国 Luxottica 公司出品。

Company Profile: The world's largest eyewear firm, Luxottica designs and makes upscale eyeglass frames and sunglasses, offering thousands of house brands and designer frames (Chanel, Ray-Ban, Revo). Luxottica produces its frames in Italy and China and sells them in about 120 countries. Founder: Leonardo Del Vecchio owns about 70% of the firm.

- 3) Snooker: 彩色台球(斯诺克), 由 15 只红色球和 6 只其他色彩球组成的有袋台球游戏(Pocket billiards played with 15 red balls and 6 balls of other colors)。

>>>>>> Extended Activities

A. Function and Structure

1. A *compliment* is something that you do or say to someone in order to show your admiration or respect for them. If you *compliment* someone, you praise them or tell them how much you like something that they own or that they have done. When you want to express good wishes or respect in a formal situation, you can use expressions such as “my *compliments* to (the chef)” and “with my *compliments*”.
2. People like to receive compliments, even if they pretend to reject them. By complimenting, you may praise or draw attention to some positive aspects of a person or of his or her personality, such as “How did you ever think of that great decision made by the boss?” Asking a question or asking for advice is also an effective way to give compliments. This makes the other person feel as if you respect his or her knowledge or opinion. Examples of question or advice compliments are: “What products have you seen that you’d recommend?”; “Can you tell me how to make the customers accept the price?”
3. Compliments are a simple, yet powerful, relationship building tool. There are many different reasons to give a compliment. The most compelling — it makes you feel good. You cannot give a sincere compliment without feeling great. There are also many hidden benefits to giving compliments. It’s amazing that such a small, simple skill like giving away compliments can change the way you view yourself and the world around you. It will strengthen your relationships, boost your self-esteem, and increase your self-confidence. You will experience joy and happiness as you learn to give selflessly. By doing this on a regular basis, you begin to see how richly multifaceted people really are. Compliment giving is a jump-start for looking at the world in a positive, refreshing, stimulating, and creative way. Compliments are defined as gracious words, given freely, which create happiness for both the giver and the receiver. They are based on the universal truth — everyone appreciates kindness.

B. Special Use: The Future Expressions

英语中有多种将来时态的表达方法,下面我们将一一介绍。

1. 一般将来时 will do 的用法

- 1) 我们通常用 will do 表示纯粹的将来事实,即某事要在将来发生。例如:

He will come next year.

I will be back in a minute.

如果主语是第一人称,也可以用助动词 shall 表示将来。例如:

I shall be glad if you come to the party next week.

但如果用一般将来时针对第一人称提问,必须用 shall。例如:

Shall we go now?

Shall I carry the box for you?

- 2) 一般将来时还可表示对未来的推测。例如:

(I'm sure) he won't come.

(I suppose) they will sell the car.

(Perhaps) we'll find him in the garden.

They will (probably) wait for us.

- 3) 一般将来时 will/shall do 的情态意义。

will 可用来表示说话者的意愿或意向;而 shall 语气更强,常用来许诺或表示坚定的信念和决心。例如:

I will wait for you. (我愿意等你——表示意愿。)

A: Will you marry him?

B: Yes, I will. (我愿意。)

I shall be there, I promise you. (我一定到——许诺。)

I shall do nothing of that kind. (我绝不做那种事——表示决心。)

We shall win. (我们一定会赢——表示决心。)

We shall fight and we shall win. (我们一定会战斗到底,取得胜利——表示坚定的信念。)

所以在表示情态意义时,will 的语气比 shall 稍弱。

2. be going to 的用法

- 1) be going to 通常表示说话者的意图和打算,并且暗示已预先做好了准备。因此,be going to 表示的将来动作发生的可能性比 will do 更大、更直接。例如:

He is going to build a house. (他已经决定了,而且可能材料等已经买来了,马上就要造了。)

请看下面的例子:

Tom: There aren't any matches in the house.

Jack: I'm going to get some today. (1)

I will get some today. (2)

第一句表示在 Tom 说这话之前,Jack 已经意识到火柴不多了,并做好准备决定去买。所以该句可译为:我今天正要去买。第二句话表示 Jack 并没有预先做准备,事实上是 Tom 告

诉 Jack 之后,他才想到要去买火柴。所以第二句可译为:我今天会去买的。

又例如:

— Where is the telephone directory?

— I'm going to get it for you. (我正要拿给你——已经有所准备。)

— I'll get it for you. (我这就拿给你——听到问句后才做的决定。)

所以,be going to 表示某事即刻就要发生;而 will do 表示某事迟早会发生,在时间上没有 be going to 紧迫。例如:

You are going to be punished. (你马上就要受到惩罚了。)

You will be punished one day. (总有一天你会受到惩罚的。)

2) be going to 强调我们根据当前的迹象或征兆,判断将来即将发生的事件。例如:

It's going to rain. (现在已是乌云密布。)

How pale her face is! She's going to faint. (有要晕倒的迹象。)

Watch out! The house is going to collapse. (有要倒塌的迹象。)

3) be going to 可以用于条件状语从句;而 will do 一般不用。例如:

If you are going to play, you had better finish your homework first.

另外,be going to 结构一般不与 come 或 go 连用。所以我们不说 be going to come 或 be going to go,而直接说 be going 或 be coming。

3. be to do, be about to do 和 be on the point of doing 的用法

1) be to do 可用来表示将来的计划或打算。例如:

She is to be married next month.

There is to be a strike this weekend.

The Prime Minister is to visit China next month.

— At what time am I to be back?

— You are to be back at ten.

该用法有时含有命令的口气。例如:

You are to finish your homework before you go out to play.

The letter is to be delivered by six.

2) be about to do 用法与 be to do 相近,但 be about to do 本身就表示了不久的将来,所以无需与 immediately, soon, at once 等将来的时间状语连用。所以我们不说 They were about to start at once when it rained。

3) be on the point of doing 可表示马上就要发生或刚好要发生的将来事件。例如:

I was on the point of leaving when the telephone rang.

As they were on the point of setting out, a light rain began to fall.

4. 将来进行时 will be doing 的用法

1) will be doing 可以用来表示将来某个时间正在进行的动作,通常与 this time tomorrow, at three o'clock tomorrow afternoon 等时间状语连用。例如:

Tom will be playing football at three o'clock tomorrow afternoon.

I will be traveling in Athens this time next week.

2) will be doing 也可以表示纯粹的将来事件,表示该事件一定会在将来某时某刻发生。例如:

I will be seeing Tom tomorrow.

一般将来时 will do 也可以表示将来事件,但 will 有时含有说话者的意愿,容易产生歧义。

例如:

I will see Tom tomorrow.

这句话可以表示纯粹的将来动作,即明天这个动作一定会发生(不管“我”愿不愿意);这句话也可以表示说话者的意愿:“我”明天想去或愿意去看 Tom。所以,为了避免这种模棱两可的说法,我们可以用 will be doing 表示纯粹的将来动作,不含意愿。又例如:

I will be helping Mary tomorrow.

I will write to Peter.

I will be writing to Peter.

Tom won't be cutting the grass this afternoon.

5. 一般现在时表示将来的用法

一般现在时可用于强调排在议事日程上、已经安排好的、不能更改的将来事件。例如:

A: When will the train leave?

B: It leaves at ten. (这是火车时刻表排定的,不能随意更改。)

You meet us at ten tomorrow morning.

6. 现在进行时表示将来的用法

现在进行时表示将来,强调该动作是经过刻意安排的。例如:

Bob and Bill are meeting tonight. (已经通过电话等约定安排好了。)

I'm taking an exam in October. (已经安排好了,可能已经报了名,付了报名费。)

该时态还可用于一些表示移动的动词,如 arrive, come, drive, fly, go, leave, start, travel; 表示位置的词,如 stay, remain; 以及 do 和 have (drink, food) 等。例如:

I'm going home tonight.

I'm leaving tomorrow.

Our neighbours are coming to visit us.

有些动词如 know, think 等一般不用于进行时态,当然也就没有这种用法。

相比较而言,将来进行时只表示纯粹的将来动作,即某动作要在将来发生,不一定是刻意的安

排或约定。例如：

I am seeing Tom tomorrow. (我和 Tom 特意安排了这次会面。)

I will be seeing Tom tomorrow. (我和 Tom 没有特意安排这次会面。例如，我们在一个单位或一个办公室工作，所以我明天一定会碰到他。)

7. 将来完成时 will have done 的用法

将来完成时 will have done 表示到将来某个时间为止即将完成的动作，通常与“by + 将来时间”构成的时间状语连用，如 by then, by that time, by the 24th 等。例如：

By the end of next month, he will have been here for 10 years.

By the end of this month, he will have trained 600 horses.

By the time he graduates, he will have learned four languages.

C. Practical Reading

本题是简单的查找、对比和计算题，解题的方法一般可采用寻读找到相关信息后，通过分类比较和计算来答题。此类商品广告信息一般有品牌名、商品名称、商品质地或材料、产品特点、价格，以及目录标号等内容，阅读时应注意这类信息。

1. UMBRO: “茵宝”，英国足球服装生产商，以钻石双菱形图案成为今日的注册商标。1987 年广州白云山运动服装有限公司代理茵宝系列服装。
2. hard wearing: 耐磨的。
3. MITRE: a family firm which was founded in 1910 as an Oilskin Manufacturing Company in Ardrossan, Scotland. (米曲尔)
4. GILBERT RUGBY BALL: 吉尔巴托美式橄榄球，原名是 American football，可译为美式足球。
5. Weatherproofed: 能经日晒雨淋的。
6. Free home delivery: 免费送货上门。

Key 练习答案

>>>>>> Reading I

- I. 1) Words or expressions related to sports:

Athletic Sports	race 赛跑, relay race 接力跑, walking race 竞走, middle-distance race 中长跑, sprint 短跑 (AmE: dash), the 400 metre hurdles 400 米栏, marathon 马拉松, decathlon 十项全能, cross-country race 越野跑, high jump 跳高, long jump 跳远 (AmE: broad jump), triple jump/hop step and jump 三级跳, pole vault 撑竿跳, putting the shot/shot put 推铅球, throwing the discus 掷铁饼, throwing the hammer 掷链锤, throwing the javelin 掷标枪...
Individual Sports	gymnastics 体操, horizontal bar 单杠, parallel bars 双杠, rings 吊环, side horse 鞍马, weight-lifting 举重, boxing 拳击, Greece-Roman wrestling 古典式摔跤, judo 柔道, fencing 击剑...
Water/Ice Sports	swimming 游泳, medley relay 混合泳, breaststroke 蛙式, backstroke 仰泳, freestyle 自由泳, butterfly 蝶泳, diving 跳水, water polo 水球, rowing 划船, canoe 划艇, boat race 赛艇, yacht 游艇, sailing 帆船运动, surfing 冲浪运动, skiing 滑雪, downhill race 速降滑雪赛/滑降, slalom 障碍滑雪, ski jump 跳高滑雪, ice skating 滑冰, figure skating 花样滑冰...
Ball Sports	football 足球, soccer 英式足球, rugby 橄榄球, basketball 篮球, volleyball 排球, tennis 网球, baseball 棒球, handball 手球, hockey 曲棍球, golf 高尔夫球, cricket 板球, table tennis 乒乓球...
Other Terms	stadium 运动场, track 跑道, ring 圈, ground/field 场地, pitch (足球、橄榄球) 场地, court 网球场, gymnastic apparatus 体操器械, swimming pool 游泳池, athletic sports 田径运动, competitive sport 竞技性运动, contact sport 身体接触项目(足球、摔跤等), individual sport 个人与个人比赛的项目/单项体育, indoor sport 室内运动, outdoor sport 户外运动, interuniversity sports 大学校际运动会, national sport 民族体育; 本国最流行的运动项目, non-ball sport 非球类运动, participating sport 群众广泛参加的运动项目, team sport 成队比赛的运动项目(篮球、排球、足球等), manager 经纪人, instructor/coach 教练, 技术指导, guide 领队, trainer 助理教练, referee/umpire 裁判, sportsman/sportswoman/contestant/competitor/player/athlete 运动员, professional 职业运动员, amateur 业余运动员, enthusiast/fan 迷, 爱好者, favorite 有望取胜者, outsider 无取胜希望者, champion 冠军, record 纪录, record holder 纪录创造者, Olympic Games 奥林匹克运动会, Winter Olympics 冬季奥林匹克运动会...

2) Famous brands of sportswear:

Nike	Reebok	Adidas	Puma	Mizuno
FILA	Jansport	Umbro	Baleno	Polo
Li Ning	Torch	Wolf	U2	Athlete's Feet

Exercises

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

- III.** 1. strategy 2. endorse 3. contract 4. reinforce
5. implement 6. giant 7. contribute 8. impose
9. logo 10. track 11. revenue 12. capitalize
- IV.** 1. contracted out 2. to be named after 3. at the heart of 4. capitalized on
5. fair share of 6. close to 7. cashed in 8. in turn
9. reinforces 10. endorsed 11. be retained 12. dreams of
- V.** 1. She capitalized on Tom's mistake in judgment and won the game.
2. The conqueror imposed the acceptance of conditions of peace on the defeated enemy.
3. Our shop contracted with a local clothing firm for 100 jackets a month.
4. His proposal has long been accepted, yet so far it has not been put into practice.
5. The committee's report fully endorses the government's proposals.
6. Although he was quite well off, Allan didn't contribute money to a social welfare projects.
7. The child was named after its father.

Post-reading

Task 1:

Time	Development
1964	importing Japanese shoes and selling at school track meets
1972	beginning to design its own shoes and contracting production out to factories in Asia
1973	Nike's first star athlete, Steve Prefontaine endorsing its footwear
1985	Michael Jordan endorsing his first line of "Air Jordan" shoes
1986	selling close to \$US 1 billion worth of sports shoes and creating its first sports clothes under the Nike label
1996	spending \$US 642 million on advertising and promotion; with revenues of \$US 6.4 billion and profits of \$US 553 million

Task 2: The following are marketing strategies often adopted by some companies:

- to advertise the fine quality of a product and the benefit of using the product
- to increase advertising expenditures to match competition
- to reduce price or provide price protection
- to package in different sizes to meet different needs
- to provide special services, superior delivery, broader distribution

- f) to use unique distribution channels
- g) to offer better discounts to distributor
- h) to develop brand extensions

>>>>>> Reading II

Exercises

I. 1. T 2. T 3. F 4. T 5. F 6. T 7. T 8. NM 9. F 10. F

III. 1. c 2. a 3. d 4. a 5. b 6. b 7. c 8. d 9. c 10. b

- IV. 1. The network sales executive began to put his plans into practice after research and investigation.
2. Because their mother didn't have her pension, the two sisters each contributed \$500 a month to support her.
3. Uncle Jim thought that a rise in the market would enable him to cash in.
4. For years Robinson struggled hard, working in turn as an accountant, an agent, and a project manager.
5. Yesterday, a \$500,000 worth of painting was stolen from the museum.
6. The businessmen who came to take part in the East China Fair rolled in from all parts of the country.
7. They naturally associated the matter with the promotional plan.
8. The book focuses on concrete analysis of the feasibility of the program.
9. After introducing advanced technology, we can put out 20 machines every month now.
10. Scholarship students account for nearly three fifths of the whole enrollment in our college.
- V. 1. business 2. stars 3. court 4. pitch 5. advertising
6. products 7. richest 8. ring 9. Sponsors 10. image
11. game 12. popular 13. prize money 14. appearing 15. publicity

>>>>>> Extended Activities

A. Function and Structure

- I. 1. Mr. King: If you don't mind my saying so, your daughter is a very charming young lady.

Mrs. Smith: It's very kind of you to say so.

2. (*Susan is in a new blue sweater.*)

Mary: What a beautiful sweater!

Susan: Do you think it looks good on me?

Mary: Yes, you look terrific in blue.

Susan: I'm so pleased to hear that.

Mary: Look, it matches your pants extremely well.

Susan: Oh, you flatter me.

Mary: No, I do like it very much. It must be very expensive.

Susan: You won't believe it, but it was really cheap.

Mary: I wish I could find one just like it.

3. (*Maggie bought a new pair of shoes.*)

Maggie: What do you think of my new shoes?

Cathy: They're nice.

Maggie: I'm glad you like them.

Cathy: I like the color too. They match your dress very well.

Maggie: Thank you for saying that. I bought them at half price.

Cathy: That's incredible! It is very lucky of you to find them.

4. (*In an office*)

Mr. Edward: You are a helpful assistant to me. I compliment you for your excellent work.

Miss Simon: It's very kind of you to mention it.

Mr. Edward: If I may say so, you are the most efficient secretary I've ever met.

Miss Simon: How kind of you to say so!

Mr. Edward: You deserve it, really.

5. Mr. Hunter: I'd like to express my admiration for your efficiency, Miss Smith. I'm wondering how you can manage to do all these in one day.

Miss Smith: I'm glad you think so. But I should say without my colleagues' cooperation, I wouldn't have completed the job so soon.

B. Special Use

- I. 1. To talk about the future, we can use *will* in all persons. *Shall* is also possible in the first person (usually with the same meaning as *will*).

2. Talking about intending to do something in the future, we often use *will* with I and we, but not shall.
3. *The present simple* is used to talk about future events which are already “on a program”. This is particularly common when we refer to timetables.
4. *The present continuous* indicates a future event, but it can also be about an existing present situation; an invitation has been given and accepted.
5. *Be going to + infinitive* here indicates that something is going to happen because we can see it coming or we have present evidence.
6. *Be + infinitive* is often used to talk about arrangements which have been planned for the future.
7. *Be going to + infinitive* is used here to express arrangement for a future event.
8. *The future progressive* can be used to indicate that an action will be in progress at a particular moment in the future.
9. *Be about + infinitive* is often used to talk about action already planned or arranged.
10. *Be on the point of + V-ing* is often used to talk about something that is going to happen very soon.

II. 1. We shall/will go back to see our childhood friends in the winter vacation.

2. I will take care of the matter.
3. The young man is going to take his girlfriend out on Sunday.
4. I bet William will be working on Saturday.
5. The New Year party is about to begin.
6. The small ball is on the point of falling down from the desk.
7. I'm to go and see my dentist this afternoon.
8. Look at those dark clouds in the sky. It is going to rain.
9. I'm seeing the doctor the day after tomorrow.

10. Next Monday the Queen returns to London after her tour of the Commonwealth.

- III.**
- | | |
|--|---------------------------------------|
| 1. is (Bob) coming/will (Bob) come | 2. will (just) look/am (just) looking |
| 3. is arriving/will arrive | 4. leaves |
| 5. arrives | 6. will go and meet |
| 7. won't know | 8. will come |
| 9. are going | 10. will take |
| 11. am going to drive/will be driving/will drive | |
| 12. are going to play/will be playing/will play | |
| 13. will be | 14. will be |



- | | |
|---|-------------------------------|
| 15. gets in | 16. will be |
| 17. will be | 18. will wait/will be waiting |
| 19. am (just) about to turn/am (just) turning | 20. will be |

C. Practical Reading

1. PUMA “VORTEX”.
2. UMBRO “TACTIC” FOOTBALL.
3. MITRE “INFINITY PRO” FOOTBALL. It’s made of synthetic.
4. £ 6.
5. ADIDAS “QUESTRA” ORBIT EUROPA FOOTBALL.
6. GILBERT RUGBY BALL.
7. ADIDAS BASKETBALL. It’s made of rubber.
8. It has adjustable goal height; the base is fitted with two wheels for full portability; it can be delivered home free of charge.
9. Cat. No. 300/1154.
10. It doesn’t contain a backboard.

D. Additional Vocabulary

- | | | | | | | | | |
|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 1 - j; | 2 - m; | 3 - c; | 4 - v; | 5 - h; | 6 - a; | 7 - r; | 8 - e; | 9 - p; |
| 10 - k; | 11 - s; | 12 - u; | 13 - b; | 14 - i; | 15 - f; | 16 - x; | 17 - l; | 18 - y; |
| 19 - d; | 20 - o; | 21 - g; | 22 - t; | 23 - q; | 24 - n; | 25 - w | | |

Unit 2

Ownership

Teaching Aim 教学目的



1. Cognitive Information (认知信息): Ownership

2. Language Focus (内容重点)

— **Key Words:** I. proprietorship, corporation, debt, legal, formality, specify, dissolve, withdrawal, dividend, conglomerate, assets, utility, offset; II. mixed economy, enduring, debate, relative, sector, emphasize, output, characterized, excessive, substantial, competitive, heed, signal, discipline, impose, administration, justice, statistical, defense, intervene, regulate, monopoly, address, issue, market forces, welfare, benefit, encounter, upheaval, medical care, poverty, vote, cast, voice, product safety, pose, industrial practices, citizen, respond

— **Phrases:** I. start with, close down, run out of, consist of, in most cases, be liable for, account for, be subject to, have advantages over, go into debt, no more than, in the extent of, be considered as; II. arises from, in part, go out of

— **Useful Structures:** vary in (size ...)
range from ... to
be quick to do sth.
beyond the reach of

3. Communicative Skills (交际技能)

— **Expressions:** Asking or Offering Favors

— **Reading:** A Journalist Article

4. Special Use (专项用法): The Passive Voice of Verbs

Lead-in 导入

>>>>>> Listening Comprehension Tasks

Difficult Words & Expressions

1. sole proprietorship: 独资经营
2. flexibility: the quality of being responsive to change or being adaptable 灵活性
3. unlimited liability: 无限责任
4. lawsuit: a suit brought before a court 诉讼
5. creditworthiness: acceptable credit rating 信誉良好
6. jack-of-all-trades: 万事通; 杂而不精的人; 三脚猫
7. marketer: one that sells goods or services in or to a market 市场商人
8. partnership: a legal contract entered into by two or more persons in which each agrees to furnish a part of the capital and labor for a business enterprise, and by which each shares a fixed proportion of profits and losses 合伙经营
9. Articles of Partnership: 合伙合同/条款
10. availability: the status of being present and ready for use 可用性
11. reconcile: to settle or resolve 调停, 解决
12. per: according to 根据
13. corporation: a body that is granted a charter legally recognizing it as a separate legal entity having its own right, privileges, and liabilities distinct from those of its members 股份有限公司法人(在法律上得到承认的一个独立法人实体, 拥有不同于其成员的自身权利、特权和义务)

- 14. legal entity: 法人实体
- 15. stockholder: one who owns a share or shares of stock in a company 股东
- 16. executive: a person or group having administrative or managerial authority in an organization 行政
管理人员
- 17. ownership: legal right to the possession of a thing 所有权
- 18. stock exchange: 证券交易所
- 19. Articles of Incorporation: 公司章程
- 20. submit: to refer 提交
- 21. reside: to live in a place permanently 定居
- 22. chart: to plan in detail 详细计划
- 23. dividend: a share of profits received by a stockholder 红利, 股息

Passage Script 1

There are basically three types or forms of business ownership structures for new small businesses:

Sole proprietorship is a business owned and operated by a single individual — and the most common form of business structure in the US, accounting for 74% of all US businesses and 6% of all sales in the US. The advantages with a sole proprietorship include ease and low cost of formation — simply announcing you are in business and requesting any licenses and permits you may need; use of profits — since all profits from the business belong exclusively to you, the owner; flexibility and control — you make all the decisions and direct the entire business operations; very little government regulations; secrecy; and ease of ending the business. There are disadvantages, however, including unlimited liability — all business debts are personal debts, meaning you could lose everything you own if the business fails or loses a major lawsuit; limited sources of financing — based on your creditworthiness; limited skills — the sole proprietor really must be a “jack-of-all-trades”, part manager, marketer, accountant, etc.; and limited lifespan — the business ends when the owner dies.

Passage Script 2

Partnership is a business that is owned and operated by two or more people — and the least used form of business organization in the US, accounting for 8% of all US businesses and 4% of all sales in the US. There are two basic forms of partnership, general and limited. In a general partnership, all partners have unlimited liability, while in a limited partnership, at least one partner has liability

limited only to his or her investment while at least one other partner has full liability. The advantages of a partnership include ease of organization — simply creating the Articles of Partnership; combined knowledge and skills — using the strengths of each partner for better business decision-making; greater availability of financing; and very little government regulations. There are disadvantages, however, including unlimited liability — all business debts are personal debts; reconciling partner disagreements and action — each partner is responsible for the actions of all the others; sharing of profits — all money earned has to be shared and distributed to the partners per the Articles of Partnership; and limited lifespan — the partnership ends when a partner dies or withdraws.

Passage Script 3

Corporation is a legal entity whose assets and liabilities are separate from its owners. It is a business owned by stockholders or investors but operated by executives, accounting for 18% of all U. S. businesses and 90% of all sales in the US. While there are also public corporations — whose stock and ownership are traded on a public stock exchange — most small businesses are (or at least start as) private corporations. A private corporation is owned by a small group of people who are typically involved in managing the business. Forming a corporation requires developing a legal document called the “Articles of Incorporation” and submitting it to the state in which the corporation wishes to reside. Advantages of a corporation include limited liability — an owner or stockholder can only lose up to the amount he/she has invested; unlimited lifespan — a corporation is charted to last forever unless its articles of incorporation state otherwise; great sources of funding; and ease of transfer of ownership. Disadvantages include double taxation — the corporation, as a legal entity, must pay taxes, and then shareholders also pay taxes on any dividends received.

Key

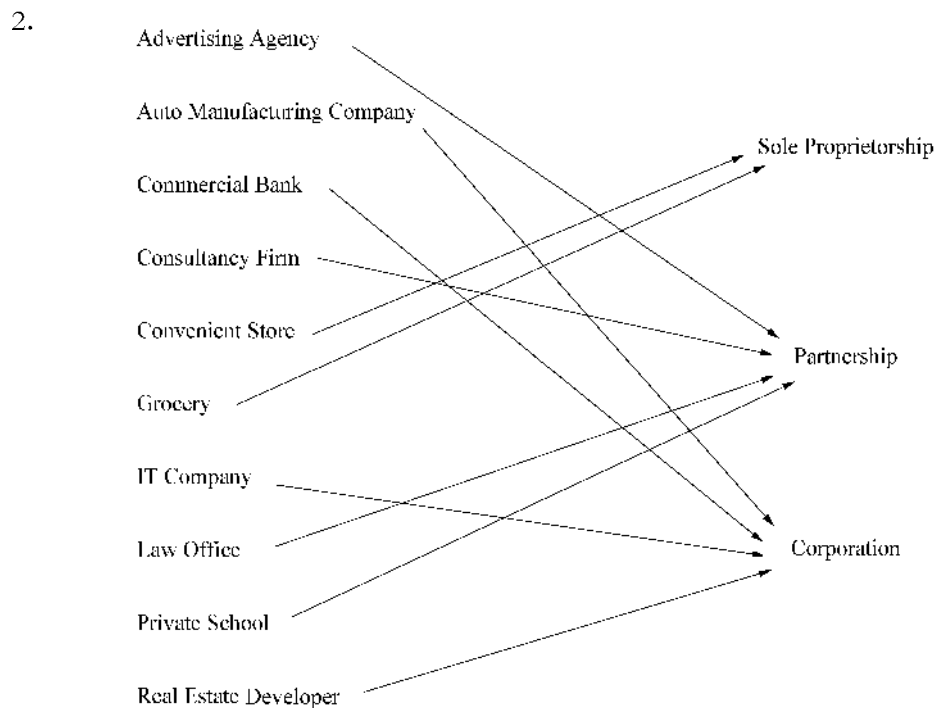
- I.** 1. c 2. c 3. d 4. d 5. b
II. 1. a 2. d 3. c 4. c 5. d
III. 1. d 2. d 3. c 4. b 5. b

IV. 1.

	Sole Proprietorship	Partnership	Corporation
Definition	a business owned and operated by a single individual	a business owned and operated by two or more people	a legal entity whose assets and liabilities are separate from its owners

(Continued)

	Sole Proprietorship	Partnership	Corporation
Percentage of All the Business Types in the U. S.	74%	8%	18%
Percentage of Sales in the US	6%	4%	90%
Advantages	ease and low cost of formation, use of profits, flexibility and control, little government regulations, secrecy, and ease of ending	ease of organization, combined knowledge and skills, availability of financing, and little government regulations	limited liability, unlimited lifespan, great sources of funding, and ease of transfer of ownership
Disadvantages	unlimited liability, limited sources of financing, limited skills, and limited lifespan	unlimited liability, reconciliation of partner disagreements and action, sharing of profits, and limited lifespan	double taxation



>>>>>> Spot Dictation

Ownership is the key building block in the development of the socio-economic system. To own and operate property, different structures have been created in many societies throughout history. The differences in how they deal with members' rights is a key factor in determining their type. Each type has advantages and disadvantages. In public ownership, assets belong to the public, whereas in private ownership, a group of owners (such as shareholders) own productive property that is used by employees, usually for the purpose of generating a profit. The corporate form is a kind of private ownership and has several advantages. The first is its ability to attract financial resources. A second advantage is that if the corporation attracts a large amount of capital, it can make large investments in plants, equipment and research. A third advantage is that a corporation can offer high salaries and thus attract talented managers.

Background Information 背景知识



1. Ownership overview

Ownership is the state or fact of exclusive possession or control of something, which may be an object or some kind of property. Ownership is self-propagating: If an object is owned by someone, any additional goods produced by using that object will also be owned by the same person. Thus, the more a person can own or acquire through money, the more he or she will generate other things to be owned by him or her. Ownership is central to and facilitates the development of social systems.

1) *Corporate Ownership* (公司所有权) In business, corporate ownership is critical, as it determines who controls the factors of production owned by that corporation and thus who owns the outputs. Companies or organizations usually *own* factories, or more generally, the capital, and the materials used to produce. They hire employees but they don't own employees — they do however control what is sometimes called human capital or have some exclusive right to individual capital (creativity, talent). Companies that issue stocks are officially owned by stockholders, and CEOs are hired by them to run the companies. CEOs themselves do not own the companies, even though they may have more control and involvement than the “real”

owners, the stockholders. Executives of small companies are often also stockholders. Whether they make major decisions like mergers (合并), or whether they hold actual stock, line management makes daily decisions, and may not be directly answerable to the “real” owners.

- 2) *Intellectual Ownership* (知识所有权) Ownership of ideas or plans or strictly sensory works is always a complicated issue. Use of patents and copyright laws in modern society has introduced ownership for non-material things usually on a temporary basis. This is a mixed blessing, providing reward to innovators, but also greatly restricting the free flow of ideas and information (a fact which, according to some critics, will hurt innovation in the long run).

2. Forms of business ownership

One of the first decisions that you will have to make as a business owner is how the company should be structured. In making a choice, you will take into account the following:

- ◇ Your vision regarding the size and nature of your business.
- ◇ The level of control you wish to have.
- ◇ The level of “structure” you are willing to deal with.
- ◇ The business’s vulnerability to lawsuits.
- ◇ Tax implications of the different ownership structures.
- ◇ Expected profit (or loss) of the business.
- ◇ Whether or not you need to re-invest earnings into the business.
- ◇ Your need for access to cash out of the business for yourself.

1) **Sole or Single Proprietorships** (独家所有经营)

The vast majority of small businesses start out as sole proprietorships. These firms are owned by one person, usually the individual who has day-to-day responsibility for running the business. Sole proprietors own all the assets of the business and the profits generated by it. They also assume complete responsibility for any of its liabilities or debts. In the eyes of the law and the public, you are one in the same with the business.

Advantages of a Sole Proprietorship

- ◇ It is the easiest and least expensive form of ownership to organize.
- ◇ Sole proprietors are in complete control, and within the parameters of the law, may make decisions as they see fit.
- ◇ Sole proprietors receive all income generated by the business to keep or reinvest.
- ◇ Profits from the business flow through directly to the owner’s personal tax return.
- ◇ The business is easy to dissolve, if desired.

Disadvantages of a Sole Proprietorship

- ◇ Sole proprietors have unlimited liability and are legally responsible for all debts against the

business. Their business and personal assets are at risk.

- ◇ Sole proprietors may be at a disadvantage in raising funds and are often limited to using funds from personal savings or consumer loans.
- ◇ Sole proprietors may have a hard time attracting high-caliber employees, or those that are motivated by the opportunity to own a part of the business.

2) Partnerships (合伙经营)

In a Partnership, two or more people share ownership of a single business. Like proprietorships, the law does not distinguish between the business and its owners. The partners should have a legal agreement that sets forth how decisions will be made, profits will be shared, disputes will be resolved, how future partners will be admitted to the partnership, how partners can be bought out, or what steps will be taken to dissolve the partnership when needed. It's hard to think about a "break-up" when the business is just getting started, but many partnerships split up at crisis times and unless there is a defined process, there will be even greater problems. They also must decide in advance how much time and capital each will contribute, etc.

Advantages of a Partnership

- ◇ Partnerships are relatively easy to establish; however time should be invested in developing the partnership agreement.
- ◇ With more than one owner, the ability to raise funds may be increased.
- ◇ Prospective employees may be attracted to the business if given the incentive to become a partner.
- ◇ The business usually will benefit from partners who have complementary skills.

Disadvantages of a Partnership

- ◇ Partners are jointly and individually liable for the actions of the other partners.
- ◇ Profits must be shared with others.
- ◇ Since decisions are shared, disagreements can occur.
- ◇ Some employee benefits are not deductible from business income on tax returns.
- ◇ The partnership may have a limited life; it may end upon the withdrawal or death of a partner.

3) Corporations (股份有限公司)

A corporation is considered by law to be a unique entity, separate and apart from those who own it. A corporation can be taxed; it can be sued; it can enter into contractual agreements. The owners of a corporation are its shareholders. The shareholders elect a board of directors to oversee the major policies and decisions. The corporation has a life of its own and does not dissolve when ownership changes.

Advantages of a Corporation

- ◇ Shareholders have limited liability for the corporation's debts or judgments against the corporations.
- ◇ Generally, shareholders can only be held accountable for their investment in stock of the company.
- ◇ Corporations can raise additional funds through the sale of stock.
- ◇ A corporation may deduct the cost of benefits it provides to officers and employees.

Disadvantages of a Corporation

- ◇ The process of incorporation requires more time and money than other forms of organization.
- ◇ Corporations are monitored by federal, state and some local agencies, and as a result may have more paperwork to comply with regulations.
- ◇ Incorporating may result in higher overall taxes. Dividends paid to shareholders are not deductible from business income, thus this income can be taxed twice.

3. Foreign related business structures in China

The current Chinese law recognizes three types of business entities that have foreign interest. These are as follows:

Type 1: A Foreign Representative Office

This was the earliest and for a time the predominant form of foreign related entity that was/is allowed to do business in China. A foreign representative office, also called Rep office as it is commonly called, can only perform liaison work between the foreign parent and local businesses. A Rep office cannot generate revenue in China and cannot sign or enter into any types of revenue generating contracts with local businesses. It is solely a communications vehicle that helps its parent company to do business with Chinese clients.

Advantage: It's easy to establish, visible and looks good.

Disadvantage: It cannot operate as a revenue-generating business, and can be expensive and has negative tax consequences.

Type 2: A Joint Venture (JV) Company

This used to be the predominant business vehicle for foreign companies. The foreign company provides the product, the money and sometimes the management expertise, while the Chinese company provides the local connections necessary for government approval and local market expertise. The two companies split any profits. In China, a JV is a recognized corporate entity, which is a partnership between the foreign investor and the local Chinese partner. However, the JV is a corporate entity and not a partnership in the western legal sense. A JV can conduct business

in China like any other business although there are certain industries that only permit 100% Chinese companies. With China's entry into the World Trade Organization (WTO), the country is becoming more and more open to foreign businesses. A JV can enter into a vast majority of Chinese industries.

Advantage: It gains immediate market entry with local market expertise and understanding of local practice and requirements.

Disadvantage: It has the shared decision-making power, which sometimes results in conflict, delay or confusion. Frequently, it has less efficient use of resources and is slow in decision-making.

Type 3: A Wholly Foreign Owned Enterprise (WFOE)

A WFOE is a 100 percent wholly foreign owned subsidiary that does business in China. This is becoming increasingly the vehicle of choice for foreign direct investment in China. The WFOE is a registered local company but its difference from other local companies is its 100% foreign ownership.

Advantage: It has the absolute decision-making power, and can be quicker in decision making. It has more control over company operations and uses more of western business customs. Most importantly, there is no sharing of profits.

Disadvantage: It lacks local knowledge, and has less local government connections, so it has less ability to influence government permit, tax and other decisions. This can be mitigated by using expert assistance, hiring qualified local managers and building a quality staff.

Language and Culture Focus 语言文化要点



>>>>>> Reading I

1. **proprietorship:** *n.* ownership. 所有权

【例句】 A sole proprietorship essentially means a person does business in his or her own name and there is only one owner.

【相关词】

proprietor/proprietress: *n.* an owner of a business, an invention. 所有人; 业主; 老板

【例句】 newspaper proprietors 报纸的老板们

I've written a complaint to the proprietor of the hotel.

2. corporation: *n.* a body of people permitted by law to act as a single person for purpose of business.

(有限)公司;法人;社团

【例句】Mary works for a large American corporation.

a multinational corporation

the British Broadcasting Corporation (BBC) 英国广播公司

【相关词】

corporate

① *adj.* collective. 团体的;全体的

【例句】corporate responsibility 集体责任

② *adj.* of or belong to a corporation. 公司的;法人的

【例句】corporate image 法人形象

corporate culture 公司文化

3. debt

1) *n.* sth. owed to someone else. 债;债务

【例句】a debt of 100 yuan

pay one's debt 还债

2) *n.* the state of owing; the duty of repaying sth. 负债的情况;还债的义务;恩情

We owe you a debt of gratitude for your help. 承蒙帮助,不胜感激。

【相关搭配】

out of/in debt: 还清债务/负债

【例句】I'm heavily in debt at the moment, but hope to be out of debt when I get paid.

I'll always be in debt to you for your help.

run into debt: 欠债

【例句】If we spend more than our income, we'll run into debt.

national debt: 国债

bad debt: 坏账

debtor nations: 债务国

4. start with . . . : to begin sth. in a particular way, or to begin in a particular way. 从……开始

【例句】The festivities started with a huge fireworks display.

They usually start dinner with soup.

5. legal

1) *adj.* allowed or made by law. 法律允许的;法定的;合法的

【例句】Don't worry, it's quite legal!

Schooling is a legal requirement for children over five years old in Britain.

2) *adj.* of or using the law. (有关)法律的

【例句】a legal matter

take legal action 打官司

【相关词】

illegal *adj.* 非法的

legality *n.* 合法性; 法律性

【例句】I would question the legality of the government's decision.

legalize *vt.* to make legal 使合法化; 使得到法律认可

【例句】Will the government legalize cannabis (大麻)?

【相关搭配】

legal aid: 法律援助

legal tender: 法定货币

legal person: 法人

【辨析】legal, lawful & legitimate

legal: any action which is allowed by law is legal.

【例句】It's legal for people over 18 to buy alcohol.

"Legal" also means "connected with the law".

【例句】the legal profession 法律专业

lawful: existing according to law and suggesting that the law has moral or religious force.

【例句】a lawful marriage 合法婚姻

your lawful king 你们合法的国王

legitimate: accepted by law, custom, or common belief.

【例句】the legitimate government 合法的政府

legitimate act 正当行为

legitimate reason 正当理由

6. formality

1) *n.* an act in accordance with law or custom. 正式手续

【例句】There are a few formalities to go through before you enter a foreign country, such as showing your passport.

2) *n.* an act like this that has lost its real meaning. 形式上的措施

【例句】The written part of the exam is just a formality; no one ever fails it.

7. **close down:** to cause to stop operation. 倒闭

【例句】The government plans to close down 10 coal mines.

Small shops are closing down because of fierce competition.

8. **run out of:** to use up all one's supplies; have no more. 用完;没有了

【例句】“Can you give me a cigarette?” “Sorry, I've run out.”

I'm afraid we've run out of petrol.

I'm running out of patience.

9. **consist of:** to be made up of. 由……组成

【例句】The United Kingdom of Britain consists of Great Britain and Northern Island.

This book consists of five chapters.

【相关词】

consist in: to have as a base; depend on. 在于;存在于

【例句】The beauty of Venice consists largely in the style of its ancient buildings.

10. **in ... case(s):** in ... occasion/situation. 在……情况下

【例句】They may not offer me much money. In that case (= if that happens), I won't take the job.

I'm not supposed to let anyone in, but I'll make an exception in your case.

In most cases, he would arrive at school on time.

They had the choice to comply with the conditions, in which case the bombing would have stopped.

11. **be liable for:** to be responsible for. 为……负责

【例句】They are liable for income tax at a higher rate.

He declared that he was not liable for his wife's debts.

【相关词】

be liable to: likely, esp. from habit or tendency. 易于……的;倾向于……的

【例句】He's liable to shout when he gets angry.

Be careful, the car is liable to overheat.

12. **specify:** v. to state sth. in an exact and detailed way. 详细说明;具体说明;指定;指明

【例句】I specified blue for the bedroom walls, but the decorators have painted them white.

Did you specify where the new office furniture was to be put?

The rules clearly specify that competitors are not allowed to accept payment.

【相关词】

specific: *adj.* detailed and exact; clear in meaning or explanation. 明确的;确切的;详尽的

【例句】specific gravity 比重

You say your company is in England. Can you be a bit more specific?

She gave us very specific instructions.

specification: *n.* a detailed plan or set of descriptions or directions. 规格;规格说明

【例句】The new missile has been built according to strict government specifications.

The designer drew up his specifications for the new car.

specifics: *n.* details. 具体问题;细节

【例句】Now that we have agreed on the general principles, let's get down to specifics and formulate a plan.

13. dissolve

1) *vi. / vt.* to cause (an association group, etc.) to end or break up. 使(社团等)解散

【例句】The military government dissolved the country's parliament and suspended all political activity.

2) *vi. / vt.* to make or become liquid by putting into liquid. (使)溶解

【例句】Sugar dissolves in water.

Dissolve the tablet in warm water.

3) *vi.* to disappear; fade away. 消失;消散

【例句】Opposition to the idea gradually dissolved.

The vision dissolved before her eyes.

14. withdrawal: *n.* taking out of. 取回;收回;撤出;撤退

【例句】He's made several withdrawals from his account recently.

a gradual withdrawal of troops from the war zone

withdrawal of financial support for his scheme

【相关词】

withdraw

① *vt.* to take away or take back. 提取;收回;撤回

【例句】She withdrew 500 yuan from her bank account.

The drug, which is suspected of having serious side effects, has been withdrawn from the market.

② *vi. / vt.* to (cause to) move away or move back. (使)撤退;撤出

【例句】The two men withdrew from the room while the meeting voted for which should be chairman.

The general withdrew his army as it was suffering so many casualties.

withdrawn *adj.* 孤僻的;离群的;内向的

15. **dividend:** *n.* periodical payment of interests on shares to shareholders in a business company. 红利;股息

【例句】The company declared a large dividend at the end of the year.

16. **account for**

- 1) to amount to; to make up. 达到; 占

【例句】North Sea oil accounts for a high proportion of our export earnings.

Stroke accounts for 5% of all deaths under 65 years of age and 10% of deaths (all ages).

- 2) to give or be a satisfactory explanation for. 对……做出满意的解释

【例句】How do you account for losing five games in a row?

They can't account for the fact that the stolen bag was at their home.

17. **be subject to**

- 1) governed by or dependent on. 隶属于……的;受……支配的

【例句】All such gatherings are subject to the laws on political meetings.

The plans are subject to ministerial approval.

All building firms are subject to tight controls.

- 2) tending or likely (to have). 易受……的;倾向于……的;易患……的

【例句】He's subject to ill health (= often becomes ill).

The arrangements are subject to change (= may be changed) at short notice.

All train times are subject to change in bad weather conditions.

【相关词】

be subjected to: to cause to experience or suffer. 使遭受(痛苦);使蒙受

【例句】We were subjected to a good deal of ill-mannered abuse.

He was subjected to torture.

18. **have an advantage over:** to have a better position or opportunity. 对……具有优势

【例句】Henry had the advantage over the rest of the staff of being able to speak Chinese.

Tom takes the advantage his education has given him over other young people who have not been to a university.

His speed and strength gave him an advantage over the other football players.

19. **go into debt:** to reach a point where one owes money. 欠债

【例句】He went into debt when he bought his apartment on loan.

They report that years ago, people went into debt only for large purchases or made

installment payments on appliances at department stores.

After her husband went into debt and left her a widow, Mrs. Smith was left with nothing.

20. **no more than:** only in no greater degree than. 仅仅; 不到

【例句】 South Korea sent no more than 3,000 troops to Iraq.

No more than five people applied for this job.

You should spend no more than 20 minutes on this task and write at least 150 words.

He spent very little time at school, perhaps no more than a year in all.

【相关词】

not more than: probably less than. 不多于

【例句】 There were not more than 2,000 people in the hall. 大厅里的人数不超过2 000人。

There were not more than 20 people, so that the hall was almost empty. 大厅里只有20人,几乎是空的。

21. **vary in** (*size, etc.*): “in” is often used after “vary” to indicate the aspect of variation. 在……方面不同

【例句】 The florist sells flowers that vary in color and size.

The samples varied in quality but were generally acceptable.

22. **in the extent of:** within the limits of. 在……范围内

【例句】 The geography of the Caribbean plays a large role in the extent of damage done by tropical cyclones.

The amount of sea ice is affected by both air and ocean temperatures, and scientists believe that changes in the extent of sea ice reflect global climate changes.

23. The firms range from small companies whose products or services reach only a few consumers to huge organizations that produce most of the goods and services in a particular field.

【译文】 公司的范围可大可小,从其产品或服务只涉及几个消费者的小公司,到在某一领域生产大部分商品及提供大量服务的大型组织。

24. **range from ... to ...:** to include a variety of different things or people.

【例句】 The show had a massive audience, ranging from children to grandparents.

His expression ranges from a painful grimace to a slight smile.

The five men are serving prison sentences ranging from 35 to 105 years.

25. **be considered as:** to be regarded as. 被认为/看作

【例句】 He was considered as a renowned professor internationally.

If you wish to be considered as a possible candidate for inclusion in these studies, we invite you to fill out our questionnaire.

Spiders are considered as medically important.

26. **conglomerate:** *n.* a large business firm that controls the production of goods of very different kinds.

企业集团

【例句】a multinational conglomerate 跨国企业集团

27. **asset:** *n.* the total property, money, etc. that may be sold to pay a debt. 资产; 财产

【相关搭配】

liquid assets: 流动资产

fixed assets: 固定资产

return on asset: 资产回报(率)

28. **utility**

1) *n.* public service such as the supply of water, electricity, gas, etc. 公用事业

2) *n.* the degree of usefulness. 实用; 效用; 功用

【例句】a research project with limited practical utility

【相关词】

utilize: *vt.* to make good use of. 利用; 使用

synonym: use

【例句】It is to be hoped that in her new job her talents will be better utilized than before.

29. For example, if the member companies differ sufficiently in their activities, the conglomerate can usually offset losses in some of its operations with profits in others.

【译文】例如,如果成员公司在其业务上有足够的差异,联合大企业常能用其他业务的利润抵消某些业务的亏损。

30. **offset:** *vt.* to make up for. 抵消; 平衡

synonym: balance

【例句】The cost of getting there was offset by the fact that the hotels are so cheap.

He offset his travel expenses against tax.

>>>>>> Reading II

1. **relative:** considered and judged by being compared with sth. else; not absolute. 比较的, 相对的

【例句】the relative effectiveness of the machine

the relative advantages of the two plans

the relative costs of building in stone and in wood

the relative merits of coffee and tea

They live in relative poverty.

2. **sector:** a part of an area of activity, especially of a country's economy. 经济部门, 行业

【例句】 the manufacturing sector 制造业

the service sector 服务业

the private sector 私营经济

the public sector 公有经济

3. **emphasize:** to give special importance to sth.; to indicate strongly that sth. is particularly important or significant. 强调

【例句】 He keeps emphasizing how dramatically things have changed in the past three years.

She emphasized that their plan would lead to more troubles.

His speech emphasized the importance of maintaining a peaceful and stable environment for sustained economic development.

他的发言强调要维护和平稳定的环境, 保持经济的持续增长。

4. **output:** the amount of sth. that is produced. 产量

【例句】 Manufacturing output has increased by 6% this season.

EC countries are steadily increasing agricultural output.

5. **be characterized as:** to be described as.

【例句】 This period in history is characterized as the decade of darkness.

6. **arise from:** to occur as a result of a particular situation.

【例句】 Resentment against your work seems to arise from the fact that people don't understand your job.

7. **in part:** to some extent though not entirely. 在一定程度上, 部分地

【例句】 The cause of his illness is in part psychological.

The success of the conference was due in large part to its organizers.

8. **excessive:** more than is necessary. 过度的, 极度的

【例句】 excessive pessimism 极度的悲观

He is always drinking excessive amounts of alcohol.

Excessive drinking can lead to stomach disorder.

They were complaining about the excessive noise coming from the flat upstairs.

9. **authority (over):** the power or right to give orders, make decisions, and enforce obedience. 权威

【例句】 He had absolute authority over his subordinates.

She now has authority over the people who used to be her bosses.

No one in authority takes the matter seriously.

10. **realm:** an area of activity, interest, or knowledge. 领域,范围

【例句】economic realm 经济领域

the realm of literature 文学领域

the realm of nature 自然界

11. **substantial:** large in amount, value or importance.

【例句】a substantial amount of cash

a substantial breakfast

Substantial numbers of people support the reform.

12. In addition, Americans generally believe that an economy characterized by private ownership is likely to operate more efficiently than one with substantial government ownership.

【译文】另外,大部分美国人相信,以私有为特点的经济与以公有为主的经济相比,运行起来更具效率。

13. **in turn:** as a result of sth. in a series of events.

【例句】Increased production will, in turn, lead to increased profits.

Theory is based on practice and in turn serves practice.

14. **go out of business:** to be no longer able to operate as a business. 停业,无法继续营业

【例句】The expensive rents could put a lot of small shops out of business.

15. **heed:** to pay careful attention to someone's advice or warning.

【例句】He should have heeded the warning.

16. In a market economy, private businesses are quicker to heed price signals or to feel the discipline imposed by market forces.

【译文】在市场经济中,私营企业能更迅速地注意到价格信号或更快地感觉到市场法则。

17. **impose:** to force an unwelcome decision or ruling on someone. 强加,强制

【例句】This system imposes additional financial burdens on many people.

She was a harsh mother and imposed severe discipline on her children.

18. **administration of justice:** 执法

administration: the process or activities of managing the affairs of a company, organization, or country.

【例句】the daily administration of a company

We need to spend less on administration.

justice: fairness in the way that people are treated

【例句】We demand equal rights and justice.

The concept of justice is very basic in social development.

George has a strong sense of justice.

19. **statistical report:** a kind of report in which the information is analyzed and expressed in numbers.

统计报告

【例句】 a statistical comparison 数据对比

a statistical analysis 统计分析, 数据分析

a statistical technique 统计方法

statistics: a collection of information shown in numbers. 统计, 数据

20. **intervene (in):** to become involved in a situation in order to help or prevent sth.

【例句】 The president intervened personally in the crisis.

She might have been killed if the neighbors hadn't intervened.

Should the central bank intervene in foreign exchange markets?

21. **regulate:** to control a business by means of rules and laws.

【例句】 The activities of companies are regulated by law.

We need a system of rules to regulate all aspects of social life.

22. **address issues:** to deal with problems. If you address a problem or task, you give it your attention and try to understand or deal with it.

【例句】 It's a problem to be addressed.

He has not addressed the issue of the strike demand.

他尚未着手处理罢工的要求。

23. **beyond the reach of:** out of the limit or range of.

【例句】 Keep all the medicine beyond the reach of children.

Beyond the reach of market forces 在市场力量触及不到的范围

24. **unemployment benefits:** money provided by the government to people who need financial help because they are unemployed.

【例句】 sickness benefits: money provided by the government to people for sickness which interrupts paid employment

housing benefits: money provided by the government to people who don't earn much to help them pay for a place to live in

child benefits: money provided by the government to parents of a child up to a certain age

25. **encounter:** to experience something unpleasant or difficult while one is trying to do something else

【例句】 encounter a small problem

26. **upheaval:** a violent or sudden change that causes a lot of confusion, worry and problems. 剧变, 动乱

【例句】upheaval in the financial market

political upheaval

the latest upheaval in the education system

a period of emotional upheaval

27. In this mixed economy, individuals can help guide the economy not only through the choices they make as consumers but through the votes they cast for officials who shape economic policy.

【译文】在这种混合经济中,个人不仅能以消费者的身份,通过不同的购物选择引导经济,也可以通过公民投票,选择他们认为合适的官员来制定国家的经济政策。

28. **voice:** to express in words. 表达

【例句】voice complaints/criticisms/doubts/objections

Everyone should get a chance to voice their opinions on important issues.

29. **product safety:** 产品安全

30. **pose threat:** to create a threat or problem. 构成威胁

【例句】The large number of visitors has posed a threat to the area.

He posed a serious threat to my authority.

他对我的权威构成了严重的威胁。

31. **citizen:** a person who has the legal right to belong to a country. 公民

【例句】a British citizen 一个英国公民

She is Italian by birth but is now an Australian citizen.

>>>>>> Extended Activities

A. Function and Structure

1. Tips for Effective Favor Solicitation

Here are some things to keep in mind when asking for a favor:

- ◇ If you're going to ask for a favor, ask for it. By definition, if you're asking someone for a favor, you're imposing on them. At least have the courage to ask and not beat around the bush, hoping the other party will volunteer.
- ◇ Acknowledge that it is a favor. This is related to the first point. Don't pretend that what you're asking the other person to do is not going to result in extra work, whether trivial or substantial.
- ◇ If it's not optional, it's not a favor. This is crucial. A favor is something that a person can either

do or not do. If you're not giving the other person the opportunity to decline the extra work, you're not really asking for a favor — you're giving them more work. There is a big difference between saying, "I need you to pick up Danny's work orders next week while he's on vacation" and "Can you do me a favor and pick up Danny's work orders next week while he's on vacation?" In the first case, you're assigning extra work to one of your people. After all, as a manager, that's your job. In the second case, you're asking one of your people to agree to pick up some extra work. Don't ask them to agree if they don't really have a choice — it's not fair to the employee.

- ◇ A favor doesn't last forever. By its very nature, a favor has a limited life span. If you're asking someone to permanently pick up an extra assignment, that's not a favor but a change in job description. That's entirely different than asking someone to fill in for you at a meeting, for example.
- ◇ If it's personal, emphasize that "no" is OK. Managers have a special responsibility to make it clear that a favor can be denied, if it's a personal request. Many employees feel a certain amount of pressure to agree to such requests — you need to be very up-front that if it's not convenient for the employee, you can make other arrangements.
- ◇ It's best to ask for a favor in person or on a regular telephone, with as much advance notice as possible. Don't launch right into the request. Instead ask the other person first if it's OK to request a favor. If the answer is yes, watch his expression and body language and listen to his tone of voice. That way, you'll know if the person's "yes" is sincere and whether it's a good idea to proceed with your requests.

2. The ROI(Return on Investment 投资收益率)on Doing a Favor

We've all heard that favors are a social lubricant (润滑剂) and workplace currency. You do something nice for someone, and they'll return the favor. Everybody wins. It's a bit more complicated than that. A research indicates that when a recipient believes that a colleague did them a favor because they genuinely like or care about them, they're more inclined to return the favor. The favor is much less likely to be returned if the recipient believes the action was a calculated one, based on roles or an expected "payback". Additionally, the researchers discovered that consistent, smaller favors have a proportionally greater impact on ongoing interactions than occasional flashy ones. The researchers also looked at social status and workplace productivity, and found that among peers, those of higher social status were more likely to be generous with their favors. However, those individuals who chose to strike a balance between giving and receiving favors were significantly more productive in the workplace.

B. Special Use: The Passive Voice of Verbs

在英语中,语态(voice)表示句子中主语和动词谓语的关系。主动语态(active voice)表示主语是动作的执行者,被动语态(passive voice)表示主语是动作的承受者。

1. 被动语态的构成

被动语态的基本结构是: be + 动词的过去分词。

1) 被动语态与不同时态的搭配

被动语态可用于以下时态:

一般现在时: Milk is kept here.

一般过去时: The bottle was broken by a stone.

一般将来时: The building will be completed next month.

现在进行时: The bridge is being rebuilt.

现在完成时: Such advertisements have been seen everywhere.

将来完成时: The new book will have been published by the end of next year.

过去进行时: The injured soldiers were being treated in the hospital.

过去完成时: The curtains that hung across the window had been taken down.

过去将来时: He said that another plan would be made without hesitation.

过去将来完成时: The teachers said that the essay would have been completed by June.

注意: 完成进行时态(have/has/had been doing)和将来进行时态(will/would be doing)没有被动语态。

2) 被动语态与情态动词的搭配

情态动词的被动形式为: 情态动词 + be + 动词的过去分词。例如:

The doors must be repaired.

The editor should have been informed.

3) 被动语态与非限定动词的搭配

动词不定式的被动形式为: to + be + 动词的过去分词。例如:

He wants photographs to be taken. (= He wants someone to take photographs.)

-ing 分词的被动形式为: being + 动词的过去分词。例如:

I remember being taken to the hospital.

4) 被动语态中 be 动词的替代

我们也可用 get 和 become 等词替代 be, 强调动作的发生和变化。例如:

The eggs got broken.

Some material has become more easily obtained.

2. 主动语态和被动语态的转换

一般说来,只有及物动词或相当于及物动词的动词短语才有被动语态。把主动语态转换成被动语态一般遵循以下步骤:1) 把主动句中的宾语变为被动句中的主语;2) 把主动式的动词谓语变为被动式的动词谓语;3) 如果必要,把主动句中的主语变为被动句中的 by 介词短语结构。例如:

The police have caught the thief. → The thief has been caught (by the police).

把主动句变为被动句时,我们要注意以下要点:

① 注意不同的句子结构

A. 主动句为双宾语结构

一般来说,把含有双宾语结构的主动句变为被动句时,直接宾语(通常指物)和间接宾语(通常指人)都可以成为被动句的主语。例如:

They offered Mr. Green the position.

→ Mr. Green was offered the position (by them).

→ The position was offered to Mr. Green (by them).

若直接宾语作被动语态的主语,间接宾语前通常有介词 to, for 等。例如:

Several chairs were fetched for the guests.

A thorough cleaning was given to our classroom.

转换该句型时,我们还要注意逻辑问题。所以下列主动句改为被动句只有一种变化:

I wrote her a long letter.

→ (✓) A long letter was written to her (by me).

(×) She was written a long letter (by me).

He played us a popular tune.

→ (✓) A popular tune was played (by him).

(×) We were played a popular tune (by him).

B. 主动句为含有宾语补足语的结构

含有宾补结构的主动句改为被动,通常也遵循上述的规则。例如:

They elected her Chairman of the Department.

→ She was elected Chairman of the Department.

The government set the prisoners free.

→ The prisoners were set free (by the government).

但如果主动句中的宾语补足语是省略了 to 的动词不定式,被动句中的 to 必须恢复。例如:

Did you see him go out? → Was he seen to go out (by you)?

The story made us laugh. → We were made to laugh (by the story).

C. “by + 动作执行者”的用法

由于被动语态的主语是动作的承受者,所以被动语态的重心当然也是动作的承受者,而不是动作的执行者(如要强调动作的执行者,不如直接用主动语态)。所以“by + 动作执行者”的结构通常可以省略,尤其当动作的执行者为泛泛而论的人,如 by them, by people 等。当然,为了使被动句的意思更加明确,我们有时也可以保留“by + 动作执行者”的结构,但 by 后面要用宾格,如 by us, by them 等。

② 注意短语动词

在主动变被动时,短语动词通常要作为一个整体对待,不能拆开,更不能漏掉。例如:

You can play with these cats quite safely.

→ These cats can be played with quite safely.

He looked after the children well.

→ The children were well looked after.

They threw away the old newspapers.

→ The old newspapers were thrown away.

Mary was taken advantage of by John.

He was often made fun of by everyone.

当然有时为了引起注意,少数短语动词也可被拆开。例如:

Attention must be paid to its spelling. (pay attention to)

He will stop showing off if no notice is taken of him. (take notice of)

More emphasis should be put on developing students' comprehensive ability. (put emphasis on)

③ 不能转换成被动语态的主动句

A. 不及物动词及词组。例如:

break out/come/happen/take place 等

B. 表示状态的及物动词。例如:

I have a brother.

He wants coffee.

The house belongs to me.

C. 宾语为反身代词或相互代词。例如:

I cut myself when I was cutting meat.

You should help each other.

D. 动词和宾语是同源词。例如:

He lived a happy life.

She died a heroic death.

E. 宾语是动词不定式或动名词。例如：

This article needs much polishing.

That might help to bring out the meaning more clearly.

F. 动宾结构表达约定俗成的意思。例如：

lose heart

kick the bucket

3. 汉英被动语态用法比较

英语中的被动意义主要由被动结构表示，只有少数结构可用主动语态表示被动意义。

1) 用于一般现在时，表示事物的特性。例如：

These oranges peel easily.

The door doesn't open in wet weather.

The book sells well.

These clothes wash well.

2) 用于现在完成时。例如：

The socks have worn through.

3) 用于一般将来时的否定式。例如：

The door won't lock.

In such weather, meat won't keep long.

The car won't start.

4) 用于-ing 分词。例如：

The trousers need shortening.

The room wants painting.

5) 用于动词不定式。例如：

There is no time to lose.

The question is easy to answer.

He is to blame.

I have a lot of homework to do.

汉语中被动关系的表达比较灵活，如“被”、“受”、“遭”、“为……所”等。例如：

花瓶被打碎了。 The vase is broken.

我们不应被表面现象所迷惑。 We should not be misled by appearances.

他到处挨批评。 He was criticized wherever he went.

我们备受鼓舞。 We are greatly encouraged.

这座城市遭水淹了。 This city is flooded.

有时我们也不能过分依赖这些标志性的表达,而是要自己去充分体会。例如:

中国是 1949 年解放的。 China was liberated in 1949.

那座桥正在建造。 That bridge is being built.

门吹开了。 The door is blown open.

包裹寄出去了。 The parcel has been posted.

病人正在开刀。 The patient is being operated on.

会开过了。 The meeting has been held.

C. Practical Reading

报刊文章经常使用隐喻(metaphors)来活跃文体,这篇短文用了一系列有关恋爱、婚姻的词语来描述企业之间的关系,读来饶有趣味。了解以下词语的本义和隐喻所指有助于回答这 10 个问题:

1. be unlucky in love: 相当于“失恋”,借指不能并购另一家企业。
2. end in tears: 以失败告终,借指未能签署合同。
3. courtship: 追求期,指尚在谈判之中。
4. agreement: 婚约,指合同。
5. woo: 求婚,指处于谈判能否成功的关键时期。
6. on-off romance: 不稳定的恋爱关系,指尚不明朗的合作前景。
7. romance: 恋爱,指合作关系。
8. leap into bed: 确定了关系的热恋阶段,指签署了合作协议。
9. deal: 交易。
10. dowry: 嫁妆,指投入的资产。

Teaching Tips 教学提示

1. 由于本单元涉及的主题 Business Ownership 对大部分学生来说非常陌生,理解起来也有相当的难度,建议教师在授课前,可以把 Background Information 背景知识中 2. Forms of business

ownership 部分的内容影印给学生,供学生课外或课内阅读,加强对所有制这一概念的认识,便于听力和讨论活动的顺利进行。

2. **Lead-in:** 本单元导入部分安排了听力理解和听写填空两项任务。听力理解部分包含三个语篇,4 项听力练习,介绍了小型企业或公司常见的三种所有权形式,即:独资经营、合伙经营和股份有限制。前 3 项练习均为 multiple choice exercises,分别对应前文所述三种所有权形式。听完一个单独的短语篇后,要求学生完成 5 个多项选择题,旨在考察学生理解、辨析语篇细节和关键信息的能力。此三项练习为混合题型,既有选择恰当的选项完成句子也有回答问题。第四项练习是一个综合性练习,包含两项任务。在连贯、完整地听完三个语篇后,首先要求学生根据所听到的内容完成一张表格,比较三种所有权形式的定义、在美国企业中各自所占比例,在美国产品销售总额中各自所占比例,还有三种所有权形式各自的优缺点。接下来是配对题,要求学生在真正理解所听材料的基础上,把左栏列出的一些具体服务或生产行业,和右栏三种所有权形式配对。该项练习既考察了学生对文章整体结构和逻辑层次的归纳和把握,也考察了学生对具体细节性信息的捕捉,具有相当的难度,教师应根据学生听力理解程度,予以适当的引导和提示。听写填空是一篇关于所有权的短文,填空主要是相关的名词、动词以及一些连接词语,可以作为导入活动安排在 Reading II 课文讲解之前进行。在进行听写活动前,作为导入,可以先请学生说说 government/public ownership、cooperative ownership、private ownership 这三种中国最常见的所有权形式各自的优势和缺陷。
3. **Reading I 的 Brainstorming 部分:** 全班学生通过自由讨论的形式,列出一些他们所熟悉的分属公共所有制和混合所有制(公有制和私有制并存)的行业名称。教师应向学生指出:长期以来社会主义公有制在中国所有制结构中占着主导地位。为了进一步完善社会主义公有制结构、完善全民所有制的经营方式、不断提高企业经济效率、加强市场经济环境建设,经济体制的改革正在如火如荼地进行中。至 2003 年年底,中国混合所有制经济在中国总体经济中已占四成。在由计划经济体制转轨到市场经济体制的过程中,国有资产重组是必不可少的一个环节,它的含义是把传统的公有制改造成新公有制,而非一般意义上的私有化。新公有制企业包括四种形式,即经过改制的新的国家所有制、由国家参股建立的股份制企业、没有国家投资的公众持股企业和公益性基金所办的企业。在从计划经济体制转入市场经济体制后,传统公有制企业应当转变为同我国市场经济体制相适应的新公有制企业。下文供教师在用英语介绍现阶段中国经济体制改革的背景知识时参考。

China's emergence as a global economic player has been accompanied by a major internal transformation. This remarkable transformation has been accomplished through the dynamic growth of the private sector and more recently through the reform of the state-owned enterprises.

Gaizhi, a Chinese term meaning “transforming the system,” has become a major phenomenon in most parts of China. The restructuring of state enterprises has accelerated in recent years to include bankruptcies, liquidations, listings and delistings (摘牌, 将股票名称从交易所上市股票名单中除去), debt-for-equity swaps, sales to private parties (domestic and foreign), and auctioning of state firms and their assets or liabilities. Gaizhi and the growth of the private sector have transformed the structure of the Chinese economy. As “gaizhi” involves a comprehensive transformation of the state sector, which had been the foundation of the Chinese economy, a number of players have stakes in the process. The government considers preserving social stability and protecting the welfare of state employees a top priority in SOE (state-owned enterprises) restructuring. Therefore, concerns about the social and fiscal implications of redundancies tend to constrain the pace of privatization.

Although privatizations involving outside investors are generally more productive than other forms of privatization and gaizhi, yet, privatization in China does not exhibit a clear trend in the direction of a greater role for outside investors. While on average the ownership share of insiders has grown rapidly in recent years, outsiders’ share has remained largely stagnant. Insider privatization could be subject to greater conflicts of interests than other forms of gaizhi, especially given the major role that enterprise managers play in initiating and implementing restructuring programs. Media reports on irregularities in insider privatizations and particularly management buyouts (MBOs) have raised public concerns about lack of fairness and transparency of the privatization process in China. In response, the government has promulgated a host of regulations aimed at establishing an orderly process of ownership transformation, and at expanding the role of outside investors. A policy priority is to enhance the involvement of the private sector, both domestic and foreign, in the restructuring and privatization of SOEs.

A change in the role that the domestic private sector is playing in China’s state enterprise reform can be observed. Historically, the private sector has been supporting restructuring largely indirectly by creating the jobs needed to absorb laid-off workers. While this indirect role will continue to be important, domestic private enterprises are emerging as significant players in the privatization process. A growing number of private firms have begun to look at acquisitions of SOEs as their main growth strategy. These private companies have been injecting capital and dynamism in moribund state enterprises, thus helping to preserve jobs. While private enterprises are becoming more active in acquiring and restructuring state-owned enterprises, they still account for a small share in all gaizhi cases.

China's approach to state enterprise reform has been extremely pragmatic. Ownership change is not seen as an end in itself, nor is it seen as the automatic solution to inefficiency problems in the state enterprise sector. Local governments are primarily interested in aspects such as tax revenues, growth and employment. Looking for ways to obtain these results, they have been experimenting with institutional reforms. In the process, local governments have found that the way to deliver tax revenues, growth and employment to their constituencies is by opening more room for private enterprise. Enhancing the role of private companies in SOE reform will require, however, sustained efforts from both the government and the private sector to improve the business environment for entrepreneurship and move private enterprises toward global best practice.

4. Reading I 的 Pairwork 部分：由学生结对讨论与本单元主题 Ownership and Business 相关的 5 个问题。鉴于本单元的主题以及讨论中所涉及的词汇对大部分学生来讲可能比较陌生，教师可在课前布置学生从媒体上收集相关中文信息，让学生列出其中的一些热点词汇(hot words)，由教师给出相应的英语表达方式。教师也可通过“英译中”或“词汇匹配”等方式补充相关词汇。鉴于学生在 Lead-in 听力部分对美国企业常见所有权形式已有所了解，教师还可以请学生在讨论结束后，对中美两国之间商业所有权形式进行一个简单的对比。
5. Reading I 的 Post-reading 部分：该练习设计了两项活动。第一项和 Reading I 的课文联系紧密。学生通过仔细阅读课文中提供的信息，应能初步推断出关于文中所涉及的三种主要所有制形式各自的优缺点。Background Information 背景知识中的 2. Forms of Business Ownership 对 Single proprietorship, Partnership 和 Corporation 三种所有制形式的优缺点有详细的讨论。教师也可按本书所附参考答案，让学生从 business scale(企业规模)，product range(产品系列)，business volume(业务量)，employee motivation(员工积极性)，corporate reliability(企业可信度)，financial standing(财务状况)，financial support(财政支持)，business owner's responsibility(业主职责)，corporate management(企业管理)，operation efficiency(运行效率)，operation cost(经营成本)，cash flow(现金流转)等方面对三种所有制形式进行比较，为学生的讨论提供一个框架。

第二项活动系对“员工所有制”的个案分析。现代企业制度下，公司的所有权和经营权分离，这样虽然具有一系列的优点，但同时也带来了如监督代理等问题，制约着公司经营效率的提高和企业的发展。因为所有权和经营权分离，公司的经营者们包括员工就有可能为了自己的利益而去损害所有者的利益。而所有者为了防止这种现象的发生，就需要对经营者进行监督，现代公司的法人治理结构就是基于这样一些考虑建立起来的。但是在这种治理结构下，企业的所有者仍然需要付出代价来监督经营者的行为以维护自己的利益。一旦这个成本高出一定限度，所有者就会放弃监督，导致经营者为其自身利益，违背利润最大化的经营目标，损害企

业的利益,损害企业的效率。企业通常通过某种激励约束机制来解决这些问题,实践证明,只有这种激励约束机制才是决定企业效益的最重要因素。而“员工所有制”通过员工持股计划等方法,使员工成为企业的所有者,就解决了所有者和经营者利益冲突的问题,降低代理成本,提高企业经营效益。在我国,“员工所有制”将是国有企业改革中的一种形式,对于明确员工主人地位,调动员工积极性,激发其责任感,从而提高其为国有资产运营的效率具有重要意义。“员工所有制”对于我国所有制改革、完善企业的治理结构,从而提高整个国有经济的效率具有明显的促进意义,因此在国有企业改革、改制和私营企业股份化、公司化中具有广阔的应用前景,并会具有显著的作用。

In terms of the impact of employee ownership on employee attitudes and behaviors, several of the companies studied succeeded without a great deal of participative management, but the standout company in the study provides employees with extraordinary control of their own jobs, the ability to evaluate their bosses in the annual performance review that determines stock options (股票期权), and blends socialist notions, empowerment, and free enterprise.

Employee share returns at the five start-ups and spin-offs have fared from good to spectacular. At Creo, the founders and early employees realized 160 times the hypothetical value of their founder shares in the initial public offering. Apart from one firm, results were not as good for employee share returns at the five companies in crisis, and employees accepted wage and benefit rollbacks of their choosing in order to survive and maintain their jobs.

The study also showed that for the three very successful companies, employees owned their shares individually rather than in an employee trust. Those companies also opened up share ownership to the broader market (by creating outside pricing mechanisms and allowing employees to realize profit on their shares), and new employees were allowed into the plan on the same terms as original employee owners. Some level of employee input and control was encouraged in each of those firms.

Beatty and Schachter suggest lessons learned from the “crisis” firms are the importance of retaining experienced senior leaders with both industry and employee ownership experience; the value of encouraging employee investments in stock; the need to work with unions to develop a sensible turnaround strategy, and the importance of rapidly implementing a turnaround strategy that includes significant levels of employee participation.

For the smaller entrepreneurial firms, a commitment to employee ownership philosophy combined with employee investment in direct stock ownership, the development of an effective exit strategy for internal shareholders and the need to maintain good employee relations were all factors contributing to their success.

6. Reading II 的 Cloze 部分:

- 1) British Airways: (英国航空公司) the largest airline of the United Kingdom. It is also one of the largest airlines in the world, with more flights from Europe across the Atlantic than any other operator. Its main hubs are London Heathrow and London Gatwick.
- 2) British Telecom: (英国电信公司) the telephone and communications carrier that provides services in Great Britain and Northern Ireland. It used to be a division of the British Post Office, but was privatized in 1984 under Margaret Thatcher's administration. British Telecom owns and runs the telephone exchanges, trunk network and local loop connections for the vast majority of British fixed-line telephone.

Key 练习答案



>>>>>> Reading I

- I. (In many countries all of the types of business can be privately owned. Students may have different opinions about the current situation in China. In any case, the economic policy in China has changed a lot in recent years.)

Public ownership	Mixed (private or public) ownership
Railroad	Restaurant
Telecommunication service/post office	Retail business
Television/radio station	Hotel
Electric power industry	Travel agency
Journalism/publisher	Department store
Air transport industry Banking Oil company Stock market	Food manufacturer Supermarket Advertising agency Repair service

- II. 2. Ownership existing in China: state-owned, private ownership, public ownership, individual ownership, collective ownership, joint venture, foreign enterprise ...

5. Before the introduction of the policies of reform and opening up to the outside world, China had a unitary public ownership economy, which lacked vitality. But since the reform and opening up to the outside world, the Chinese government has encouraged the development of diversified economic elements while insisting on the primacy of public ownership. As a result, both the individual and private economies have developed rapidly. By the end of 2010, the registered industrial and commercial enterprises of individual and private ownership had amounted to 42.4 million, and they had 180 million employees. In 2010 Chinese-foreign joint ventures, Chinese-foreign cooperative enterprises and foreign ventures, absorb 105.74 billion *yuan* of foreign direct investments. The development and expansion of these enterprises have played important roles in many aspects, such as bringing convenience to people's everyday lives, making up for the deficiency of construction funds, and introducing advanced technologies and management from abroad. At the same time, the control of the public-ownership economy has been further strengthened. In 2010, the increased value of state-owned enterprises and industrial enterprises above a certain scale made up 24.7 percent of the nation's GDP. Now the mutual development pattern for diversified ownership with the public ownership economy as the mainstay has been basically formed.

Exercises

II. 1. b 2. a 3. d 4. b 5. b 6. b

III. 1. proprietorship 2. capital 3. legal 4. liability
5. dividend 6. withdrawal 7. dissolve 8. corporation
9. assets 10. dominate 11. utility

IV. 1. no more than 2. to go into debt
3. started ... with 4. will have to close down
5. specify 6. consisted of
7. accounts for 8. are liable for
9. be offset 10. Running out of
11. in the extent of 12. formalities

V. 1. The annual output of the steel plant accounts for 40% of the total annual steel output of the country.
2. He is not that old. I guess he is no more than 45.
3. Because of inefficiency of the management, the factory has closed down.
4. He had the advantage over other young people of being born into a wealthy and powerful

family.

5. In that wicked place, honest people were considered as fools.
6. Every adult is liable for whatever he says or does.

Post-reading

Task 1

Students can be guided to compare the three types of ownership in terms of: business scale, product range, business volume, employee motivation, corporate reliability, financial standing, financial support, business owner's responsibility, corporate management, operation efficiency, operation cost, cash flow ...

Reading II

Exercises

I. 1. F 2. T 3. F 4. T 5. T 6. T 7. T 8. T 9. T 10. F

III. 1. b 2. a 3. d 4. c 5. c 6. a 7. d 8. b 9. c 10. a

- IV.
1. They will have to close down soon because business has been bad recently.
 2. We are running out of typing paper, so let the secretary buy some as soon as possible.
 3. The committee for cultural development consists of 10 famous experts from 8 universities of the country.
 4. The Post Office is not liable for damage to a parcel by mail if it is not insured.
 5. The supermarket goes into debt due to bad management.
 6. The small company, which had no more than 10 people 5 years ago, now has developed into a big business with 3 subsidiary companies.
 7. Prices of oil range from \$ 90 to \$ 100 a barrel in the international market.
 8. Selling is defined as assisting customers and helping them make a wise buying decision.
 9. Even so, houses still remain beyond the reach of the average wage-earners.
 10. In the petrol price war, more and more small gas stations had to go out of business.
- V.
- | | | |
|------------------|--------------|--------------|
| 1. unpopular | 2. an | 3. employees |
| 4. privatization | 5. defense | 6. concern |
| 7. sums | 8. tax-payer | 9. Since |

10. with

11. profitable

12. than

13. pay

14. as

15. admired

>>>>>> Extended Activities

A. Function and Structure

- I. 1. Mike: Is there any chance of my borrowing your typewriter?

Tom: For how long?

Mike: Until next Monday.

Tom: Yes, I think that would be all right.

2. Mr. White: Hi, Mr. Johnson. Can you spare me a few minutes? I'm totally confused by these accounts. Could you give me some advice?

Mr. Johnson: What accounts? Oh, just leave them to me. You're a new hand after all.

Mr. White: Thank you for offering, but I have to learn how to deal with them all by myself eventually.

3. (*On the train*)

Passenger A: Excuse me. Is this seat taken?

Passenger B: No, it's not.

Passenger A: Oh, thank you.

Passenger B: Oh, what a heavy trunk! Can I give you a hand?

Passenger A: (He puts his trunk in the overhead rack.) No, thank you. I can manage, really.

Passenger A: It's hot, isn't it? Could you oblige me by opening the window?

Passenger B: My pleasure.

4. Susan: Would you be so kind as to let me stay with you for a few days?

Elsa: It really depends on when.

Susan: Until next weekend, if it's OK.

Elsa: Oh, I'm so sorry. My sister will visit me the day after tomorrow.

5. Mr. Blake: May I ask a favor of you?

Miss Stewart: Yes?

Mr. Blake: Could I bother you to get Mr. Irvin at Account Department on the telephone for me?

Miss Stewart: All right. Let me do it for you. (*She dials*) Hello, Mr. Blake calling Mr. Irvin,

please. (to Mr. Blake) He's on the phone. (She hands him the receiver.)

Mr. Blake: Mr. Irvin, I'm awfully sorry to say that I find myself in an embarrassing situation. I made another lunch date for today and forgot to enter it in my appointment book. May I bother you to set aside half an hour for me tomorrow noon?

6. Michelle: Oh, Harry, what's up? Why are you staying up so late?

Harry: Today's translation assignment is very difficult and I haven't finished it yet.

Michelle: Would you like me to do it for you?

Harry: It's very kind of you to offer, but I think I can do it myself.

7. Mrs. Smith: Philip, Philip, can you give me a hand?

Mr. Smith: OK, darling.

Mrs. Smith: Would you please join me in the kitchen? It's getting late and we have vegetables to prepare.

Mr. Smith: Leave it to me. I'll make the vegetable salad.

Robbie: Mom, how about me preparing the apple pie?

Mrs. Smith: No, it's all right. You just relax with your grandpa. I'll get you to help serve later.

8. Cathy: Would you mind if I turn the TV on? There's a cowboy film on channel 8.

Fanny: Really? Wonderful! I'd like to watch it too. By the way, will you do me a favor?

Cathy: Yeah?

Fanny: I was wondering if you could lend me your car tomorrow.

Cathy: No problem.

B. Special Use

I. 1. a 2. b 3. b 4. b 5. a 6. c 7. b 8. c 9. d 10. d

II. 1. will be cleaned, will have been cleaned 2. has made, has been made
3. being signed, signing/to be signed 4. has been resulted, has resulted
5. be increased, increase 6. were not agreed, didn't agree
7. was put, was put forward 8. being repaired, is being repaired
9. encouraged, was encouraged 10. would be set, (should) be set

C. Practical Reading

1. unlucky in love
3. courtship

2. in tears
4. agreement ... agreement

5. woo ... woo

7. Romance

9. deal

6. on-off

8. leap into bed

10. dowry

D. Additional Vocabulary

1 - 33; 2 - 31; 3 - 21; 4 - 32; 5 - 20; 6 - 2; 7 - 8; 8 - 9; 9 - 1;
10 - 3; 11 - 17; 12 - 24; 13 - 5; 14 - 18; 15 - 26; 16 - 15; 17 - 12; 18 - 4;
19 - 30; 20 - 14; 21 - 29; 22 - 35; 23 - 25; 24 - 28; 25 - 13; 26 - 6; 27 - 34;
28 - 19; 29 - 10; 30 - 22; 31 - 11; 32 - 7; 33 - 16; 34 - 27; 35 - 23

Unit 3

Fashion

Teaching Aim 教学目的



1. Cognitive Information (认知信息): Fashion
2. Language Focus (内容重点)
 - **Key Words:** I. fashion, interior, fad, classify, identify (with), compete, originate, imitate, celebrity, mature, adopt, mod, appeal (to), disapprove (of), dye, artificial, fabric, affordable; II. tailor, capitalism, proliferation, outlet, globalize, source, warehouse, textile, fur, apparel, enable, participant, journalism, editorial, critique, guideline, commentary, blog, profound, taste, found, feature, dedicate, coverage, merge.
 - **Phrases:** I. speak of, be concerned with, hand down, trickle down, base ... on, in a way, rather than, in addition; II. custom made, on order, seek after
 - **Useful Structures:** in ... sense (in its broad sense)
more than (more than simply imitating ...)
come to be in the eye of
3. Communicative Skills (交际技能)
 - **Expressions:** Expressions of “Concern, Consolation and Encouragement”
 - **Reading:** Bar Graphs
4. Special Use (专项用法): Words Used to Describe Clothing

Lead-in 导入



>>>>>> Listening Comprehension Tasks

Difficult Words & Expressions

1. religion: belief in and reverence for a supernatural power or power regarded as creator and governor of the universe 信仰; 尊敬
2. peek: a brief or quick look 一瞥
3. personality: the totality of qualities and traits that are peculiar to a specific person 个性; 性格
4. playfulness: high spirits and gaiety 朝气和艳丽
5. disguise: the act of furnishing or concealing 掩饰, 掩盖
6. feast: sth. giving great pleasure or satisfaction 赏心乐事
7. utilize: to put to use 利用
8. accessory: an item used to complement a fashion or style 配饰
9. ultimately: fundamentally 根本地
10. convey: to serve as a medium of transmission for sth. 传播
11. prevailing: popular at a certain time or in a certain place 在某时段内或某一地区流行的
12. small dose: 小剂量
13. wardrobe: a tall cabinet, closet, or small room built to hold clothes 衣橱或衣帽间
14. in step with: 与……步调一致
15. indulge: to allow oneself unrestrained gratification 沉溺于
16. hub: center 中心
17. apparel: clothing 衣着, 服饰
18. São Paulo: 圣保罗(巴西)
19. iconic: of, relating, or having the character of a symbol 具有象征意义的
20. haute couture: 高级女式时装
21. outrageous: extraordinary 极不寻常的
22. adapt: to make suitable for a situation 使适合
23. spark: to activate 触发

- 24. cutting-edge: forefront 最前沿的
- 25. coverage: the extent to which sth. is reported in news 新闻报道
- 26. mainstream: the prevailing current of thought, influence, or activity 主流
- 27. celebrity: a famous person 名人
- 28. socialite: a prominent person in fashionable society 社会名流
- 29. glitterati: highly fashionable celebrities 上层时髦潮人
- 30. sport: to display or show off 展示或炫耀
- 31. spur: to stimulate 刺激
- 32. dictate: to set sth. down as 指定
- 33. big-name: renowned 知名的

Passage Script 1

What is fashion? It's not that easy to answer the question "what is fashion" because it means different things to different people. Fashion is an art. It's a religion. It's a job. It's a peek into a personality. It's playfulness. It's an escape or a disguise. It is a feast for the eyes. But for most people it is a method of utilizing clothing, accessories and hair to show or hide something about oneself. Ultimately, fashion is an individual statement of expression for each of us. French fashion designer Coco Chanel once said, "Fashion is not something that exists in dresses only. Fashion is in the sky, in the street; fashion has to do with ideas, the way we live, and what is happening."

It's true. Fashion isn't defined solely by our clothing choices, but is also conveyed through the way we carry ourselves, our personalities, and our views of the world.

At its most fundamental, fashion is simply the prevailing style or custom, as in dress or in behavior.

Most people pay attention to fashion in small doses, which is a very healthy way to approach it. They make sure wardrobes are in step with the times and even indulge in a trend or two each season.

Where are the world's fashion centers? New York, Paris and Milan are considered the major hubs for designers and manufacturers of fashion apparel and accessories. London, Los Angeles, Toronto, Hong Kong, Sydney and São Paulo, in addition to hundreds of other smaller market areas, are hosts to excellent designers and manufacturers.

Passage Script 2

Then, who exactly answers the question "what is fashion"? Who decides what's fashionable and

what isn't? What's in or what's out?

Fashion Designers: The iconic fashion houses — Prada, Gucci, and Chanel — are referred to as haute couture. These designers lead the way in creating trend-setting fashion. While some of their designs are outrageous and completely unrealistic when it comes to everyday wear, generally the theme is adapted into versions suitable for wearing.

Media: Fashion trends are often sparked by characters on popular television shows and movies, as well as adopted from magazine pages. Such shows as *Sex and the City* introduce you to new, cutting-edge designs. Working five or six months ahead of the season, the press attends fashion shows presenting designer collections; the media will then give editorial coverage to the trends whose leadership is expected to be a mainstream.

Celebrities: Celebrities and other opinion leaders, such as socialites and other glitterati, are usually the first to sport new looks, spurring the buying public into accepting emerging trends.

Musicians: Musicians have always been very influential when it comes to dictating fashion. Rock 'n' roll is a fashion. Elvis is an iconic example. In the 1950s, everyone wanted to dress like Elvis. So everyone from big-name designers to musicians may be behind influencing the direction fashion will go in.

It doesn't matter if you don't know whether a Prada bag is fall 2011 or spring 2012 (unless you work in the fashion industry, of course). All that matters is that you like it and it's an expression of you. That is fashion.

Key

II. 1. b 2. a 3. d 4. c 5. c 6. d 7. b 8. b 9. a 10. c

IV. 1.1) TRUE

2) FALSE

Correction: Five or six months ahead of the season, fashion shows present designer collections and the media will give coverage to those whose leadership will be a mainstream.

3) FALSE

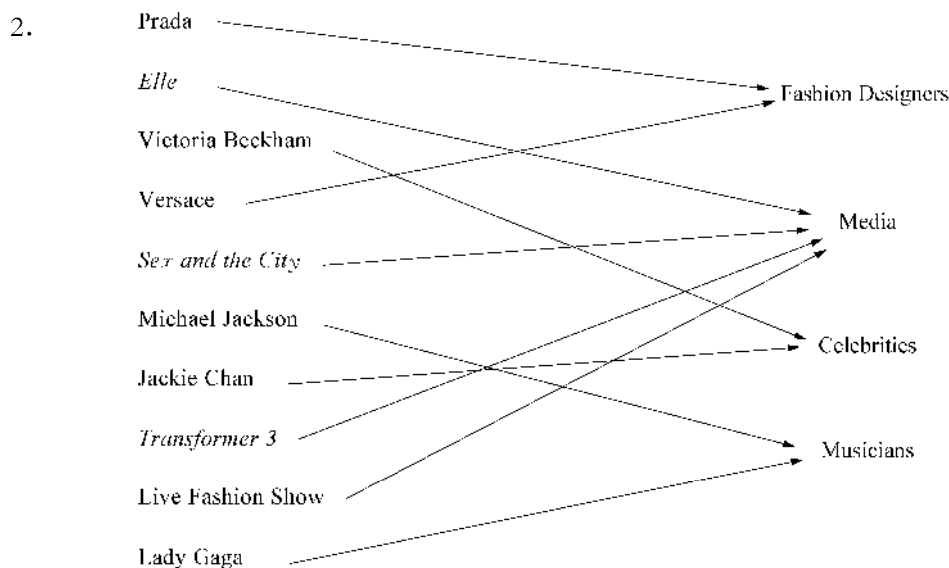
Correction: Celebrities are usually the first to sport new looks and they are able to spur the buying public into accepting emerging trends.

4) FALSE

Correction: Musicians have always been very influential when it comes to fashion.

5) FALSE

Correction: What matters is that you like Prada bags and it's an expression of you. That's fashion.



>>>>> Spot Dictation

Fashion refers to styles of dress that are popular in a culture at any given time. Such styles may change quickly, and “fashion” in the more colloquial sense refers to the latest version of these styles. The terms “fashionable” and “unfashionable” are employed to describe whether someone or something fits in with the current or even not so current, popular mode of expression. Different people have different ideas about fashion. For example, some people like wearing the same dresses as the film star’s, because they think the dresses are fashionable. Some people like to wear sunglasses in winter. They think it is really cool. So it is difficult for us to agree with other people about fashion. For most of us, we have to choose our clothes carefully to suit ourselves and the shape of our body. For example, if you are tall and thin, don’t wear vertical stripes. A T-shirt with horizontal stripes, on the other hand, will make your shoulders look broader.

Background Information 背景知识



1. Fashions

Fashions in clothing have always been more than merely a manner of dressing. Fashions are social

expressions; they document the taste and values of their era just as painting, sculpture, and other art forms do. Fashions are a fact of social psychology. They reflect the way people think and live, and are therefore influenced by the same environmental forces that act on any society. Every fashion seems completely appropriate to its era and reflects the spirit of an age as no other symbol of the times does.

2. Fashion trends

There is in the fashion industry a constant flow of information about what the customer is buying. From the manufacturer of the finished garment, information about customer preferences, as expressed in customer purchases, flows in several directions. One example is when information flows back to the retail store, via the manufacturer's sales representative, who alerts the store to trends, they may not have noticed. Sales representatives are constantly analyzing the fashion trends, and a good representative can help a manufacturer with such information. Another flow is to the fabric producers, in the form of the garment manufacturers' records for the most accepted materials, patterns and colors. From the records of an individual store, the retailer can discern sudden or gradual changes in the preferences of the customer and is able to spot new trends. There are, however, professional trend services that provide manufacturers with future trends in design, fabric, and trim (装饰, 点缀衣着的镶边或装饰物) that will probably be in the stores in the forthcoming seasons. These trend services can be expensive, but many manufacturers feel they are worth it.

3. Fashion industry

The fashion industry includes the manufacture of clothes, footwear, sweaters, leather goods, shoes, perfume, cosmetics and jewelry. Luxury goods are high quality items, sold to a comparatively limited, target market. They include haute couture (高级女式时装) and segments of areas such as leather goods, jewelry, eyewear, perfume, table art and watch-making. Distinguished names in the luxury industry abound in fashion. They are mainly small businesses, except for the perfume industry where the companies often belong to major groups. There are also industrial companies selling products to different market segments, ranging from standard goods to deluxe ready-to-wear clothes.

4. China's fashion industry

A radical shake up is needed among Chinese garment manufacturers if China is to take a share of the high-end market. From the perspective of the technology employed, brand and added values, the Chinese garment industry is still in an inferior position when competing with enterprises in the developed countries. China continues to focus on the low-end market, while the high-end remains dominated by big overseas firms. As China opens up to the outside world, the country is fast

becoming one of the largest markets in the world and this large market has created good opportunities for nurturing Chinese local brands. In the domestic garment industry, producers' profits become less and less. They only stand at 3 percent at present, compared with more than 10 percent in the past. In the whole value chain, production amounts to 10 percent, and distribution takes up 50 percent while brand accounts for 40 percent. Foreign businesses have done a better job in the Chinese market by setting up distribution outlets and bringing in well-known names, such as Armani (阿玛尼), Chanel (香奈儿), Dunhill (登喜路), Gianfranco Ferre (费雷), Gianni Versace (范思哲), Gucci (古驰), Louis Vuitton (路易威登), Prada (普拉达) and Tiffany (蒂梵尼).

5. Fashion industry in Shanghai

Shanghai is the birthplace of the modern textile industry in China, with a clothing industry that enjoys a history of over one hundred years. Spending on clothing in Shanghai has witnessed double digit growth over the past ten years, with consumption amounting to about 4.8 billion US dollars in 2005. In addition, Shanghai, together with the neighboring provinces including Jiangsu and Zhejiang, now manufactures nearly forty percent of China's total clothing, and is always home to the top three exporters in the industry. After over a decade's development, the clothing produced in Shanghai has improved greatly in terms of its quality. Design will be the focus of the industry's future development. It is already impossible to conduct mass production and processing of clothing in Shanghai and that has been moved to neighboring areas. What will stay in the city and enjoy development is its couture industry, which requires the combination of high technology and arts. To establish local prestige brands is another important task for the city, if Shanghai is to become a world fashion center. There are not so many famous brands in Shanghai and most of the existing brands are the century old brands which need freshening up. The 12-year-old Shanghai Fashion Festival has attracted numerous prestigious world fashion brands to set up flagship stores (旗舰店) in Shanghai, providing models of high fashion for the locals. The fashion festival also provides a platform for domestic designers at all levels to present themselves.

6. World fashion centers

Each of the world's great fashion centers has its distinct specialty. Paris glorifies design for design's sake, Milan emphasizes expensive luxury, London aims to shock, and Tokyo, to mystify. By contrast, New York produces fashion for every woman — straightforward, sensible, businesslike and increasingly stylish. In importance to the world of fashion, New York ranks after Paris and Milan. It has specialists in sportswear, in dresses and in the shrinking category of coats and suits. Besides talent, they all have an eye for the kind of clothes women actually need.

Language and Culture Focus 语言文化要点



>>>>>> Reading I

1. fashion

1) *n.* a style of clothing that is considered the best at a certain time. 时装

【例句】a book about the history of fashion

Men's fashions change more slowly than women's.

a fashion show 时装表演

a fashion house 时装公司

2) *n.* the way of dressing or behaving that is usual or popular at a certain time. 时髦; 时尚

【例句】Fashions have changed since I was a girl.

Narrow trousers are the latest fashion.

It's not the fashion to send children away to school now.

【相关词】

fashionable: *adj.* according to the latest fashion. 时尚的; 时髦的

【例句】a fashionable woman

It's fashionable among the British to go to the south of France for their holidays.

【相关搭配】

out of/in fashion: 不流行/流行

【例句】Long hair is out of/in fashion now.

after a fashion: 不很好, 勉强过得去

【例句】John can speak Russian, after a fashion, but cannot read it at all.

2. **in its broadest sense:** in its most general meaning. Here "sense" refers to the meaning of a word, sentence, phrase, etc.

【例句】The word "record" has several different senses.

Any alteration would spoil the sense of the entire poem.

"In a sense" can also be used as a set phrase, meaning "in one way", "in some ways", etc.

【例句】What he says is right in a sense.

The hotel was in no sense (=not at all) comfortable.

George was a big man in every sense of the word (=in every way).

This is true in a general sense.

Communication, in any real sense (=of any real kind), was extremely limited.

3. speak of: to mention. 谈到

【例句】Is that the man you spoke of?

Speaking of money, have we paid our credit card bill yet?

It was the first time she had ever spoken of marriage.

He didn't speak of (=mention) his father all evening.

4. interior

1) *adj.* inside, indoors, or further from the edge or inside. 内部的;屋内的;里面的

【例句】an interior room 内室

interior decorator/designer 室内设计师

interior design 室内设计

2) *n.* [一般用单数] the part which is inside, indoors, or farthest from the edge or outside. 内部;室内

【例句】the interior of the cave

The interior of the house is in excellent condition.

3) *n.* the inside of a country or the part of a country which is away from the coast. 内地;腹地;内陆

【例句】interior land 内陆

an interior river 内河

She led an expedition into the interior.

Minister of the Interior 内政部长

antonym: exterior

5. hand down: to give or leave sth. to people who come after. 传给

【例句】This ring has been handed down in my family for generations.

His skill was handed down to his son.

6. fad: *n.* [常贬] an interest or activity that is followed very keenly but usu. for a short period of time. 流行一时的时尚/风尚

【例句】His interest in photography is only a passing fad.

A fashion that comes and goes quickly is called a fad.

7. But when the class system developed, the general population began to compete for positions within society.

【译文】但当阶级体制产生后,大众开始在社会上竞争各自的地位。

8. **base ... on:** to use sth. as a basis for. 以……为根据

【例句】They base their estimate on the figures for the last three years.

Their marketing strategy is based on a study of consumer spending.

9. **compete:** *vi.* (with; against; for) to try to win sth. ; in competition with someone else. 竞争; 争夺

【例句】to compete with/against a rival company

She and her sister are always competing for attention.

Several advertising agencies are competing to get the contract.

【相关词】

competent: *adj.* having the ability or skill to do sth. 有能力的; 胜任的; 称职的

【例句】a competent swimmer

My secretary is perfectly competent, but she does not have much initiative.

competence: *n.* ability to do what is needed; skill. 能力; 技能

【例句】I'm only worried about his attitude to the job; his competence is not in question.

competition

① *n.* a test of strength, skill, ability, etc. 比赛; 竞赛

【例句】to go in for/enter a competition

a crossword competition 填字比赛

a competition to find a designer for the new airport building

② *n.* (with; between; for) rivalry. 竞争

【例句】There was a fierce/intense/keen/cut-throat competition between the two companies.

The two products are in direct competition. 两种产品在进行针锋相对的竞争。

They believe that competition in business benefits the consumer.

③ *n.* the competitors. 竞争者; 比赛者

【例句】Anyone waiting to enter the computer business faces tough competition.

They had to keep their prices low because of foreign competition.

competitive *adj.* 具有竞争力的

【例句】competitive price

competitive edge/advantage 竞争优势

competitor *n.* 竞争者; 对手; 比赛者

10. **imitate**

1) *vt.* to copy, mimic. 模仿

【例句】James can imitate his father's speech perfectly.

2) *vt.* to take as an example or model. 仿效; 学样

【例句】You should imitate her way of doing things.

【相关词】

imitation *n.* 模仿; 仿效; 赝品

【例句】She did a brilliant imitation of the Queen.

It's not real leather; it's only an imitation.

imitation jewellery

11. **trickle down:** to flow down in drops or in a thin stream. 一滴一滴流下; 涓涓流下

【例句】Blood/A tear trickled slowly down his cheek.

My heart sank as deep as the ocean goes and salty tears trickled down my face.

12. **in a way:** to a certain extent. 在某种程度上

【例句】In a way, I can see what you mean, even though I don't share your point of view.

In a way, I agree with you.

13. **celebrity:** *n.* a famous person. 名人

【例句】to interview celebrities on television

14. **rather than:** instead of. 宁可

【例句】Rather than cause trouble, he left.

He chose to quit rather than admit that he'd made a mistake.

We want the matter settled sooner rather than later.

Why not find out if there's something wrong rather than criticizing your husband?

I think you'd call it a lecture rather than a talk.

He likes starting early rather than staying late.

15. **more than:** not only (used before nouns or noun equivalent phrases). 不只; 不仅仅

【例句】We must consider more than the beginning of the motion, however. 然而,我们必须考虑的不只是运动的初始阶段。

Science is more than a mere accumulation of carefully collected facts. It is also a method of solving problems. 科学不仅仅是细心收集的事实积累,它也是解决问题的方法。

16. It is a form of nonverbal communication that provides a way for people to express their identities and values.

【译文】这种非语言交流的形式为人们提供了一种表达身份和价值观的方式。

17. **mature**

1) *adj.* fully grown and developed. 成熟的

【例句】a mature age (years) 成熟年龄

He's a mature man who can make his own decisions. 他是个成年人,会自己作决定。

She's very mature for her age. 她显示出与年龄不相称的老成。

2) *adj.* carefully decided, after a time of thought. 慎重的;深思熟虑的

【例句】a mature plan 熟思的计划

On mature reflection, I've decided to go by train.

3) *adj.* having reached the limit of its time; due. 到期的;应支付的

【例句】a mature bill 到期的支票

4) *vt.* to bring to full development; ripen. 使长成;使成熟

【例句】Childhood hardships matured in him a precocious sense of responsibility. 童年的艰苦生活使他形成了一种过早具有的责任感。

synonym: immature

【相关词】

maturity *n.* 成熟情况;成熟时期

18. adopt

1) *vt.* to begin to have (a quality or appearance). 采取

【例句】to adopt a conciliatory attitude/a tough approach to the terrorists

2) *vt.* to take and use as one's own. 采纳;采用

【例句】We adopted their production methods.

3) *vi. / vt.* to take into one's family forever and to take on the full responsibilities in law of parent. 收养;过继

【例句】He is not my real father; I'm adopted.

【相关词】

adoption: *n.* the act of adopting. 收养;采取

【例句】If you can't have children of your own, why not consider adoption?

The adoption of this method made a big difference.

adoptive: *adj.* having adopted a child. 收养的

【例句】her adoptive parents

19. mod: *adj.* up-to-date and smart. 时髦的

【例句】mod clothes/music/bands

20. appeal

1) *vi.* (to) to please, attract, or interest. 使喜欢;吸引;使感兴趣

【例句】Does the idea of working abroad appeal to you?

This store sells inexpensive jewellery which appeals to the 13 to 30 age group.

- 2) *vi.* (to; for) to make a strong request for help, support, mercy, etc. 恳请; 请求; 哀求; 强烈呼吁

【例句】The police are appealing to the public for any information about the murder victim.

They are appealing for funds to build a school.

The government is appealing to everyone to save water.

- 3) *vi.* (to; against) to formally ask a higher law court to change the decision of a lower court. 上诉

【例句】I intend to appeal against this sentence/verdict.

The defendant has been given leave (= be allowed) to appeal to the higher court.

- 4) *n.* 恳求, 呼吁; 感染力, 吸引力

【例句】His appeal for forgiveness went unanswered.

Films of that sort have lost their appeal for me.

a court of appeal 上诉法庭

【相关词】

appealing: *adj.* attractive. 有吸引力的

【例句】The idea of a free holiday is rather appealing.

【相关搭配】

sex appeal: 性感

right of appeal: 上诉权

lodge an appeal: 提出上诉

21. disapprove

- 1) *vi.* (of) to have a bad opinion (of sth.) for moral reasons. 不赞成, 不同意

【例句】He disapproves of mother's going out to work; in fact he disapproves very strongly.

I disapprove of his taking the job as a bartender.

They disapproved of the plan I had made.

Most MPs disapproved of the proposal he had raised.

- 2) *vt.* to refuse to officially agree to. 不准许; 不认可

【例句】Congress disapproved the legislation.

【相关词】

disapproval: *n.* the state of disapproving. 不赞成; 反对; 责难

【例句】He spoke with disapproval of your behavior.

She shook her head in disapproval.

She gave up her job, greatly to my disapproval.

22. dye

- 1) *n.* a chemical substance; usu. liquid, used to color cloth, hair, etc. 染料
- 2) *vt.* to give a color to something by means of dye. 给……染色

【例句】She dyes her hair.

She dyed the dress green.

Sunset dyed the sky red.

23. artificial

- 1) *adj.* man-made; not natural. 人造的;人工的;假的

【例句】This drink contains no artificial flavoring or coloring.
artificial flowers/hills/silk

- 2) *adj.* lacking true feelings; insincere. 虚假的;矫揉造作的

【例句】She welcomed with an artificial smile.

【相关搭配】

artificial fertilizer: 化肥

artificial rain: 人工降雨

artificial intelligence: 人工智能

artificial respiration: 人工呼吸

24. fabric

- 1) *n.* a type of cloth or material. 织物
- 2) *n.* the walls, roof, etc., of a building structure. 建筑物的墙和屋顶等;房屋结构

【例句】The cost of repairing the fabric of the church was very high.

The whole fabric of society was changed by the war.

25. affordable: *adj.* being able to buy. 买得起的

【例句】rents affordable to students

【相关词】

afford

- ① *vt.* to be able to buy or pay for. 买得起

【例句】Thanks to the success of the business, we can afford a holiday this year.

- ② *vt.* to be able to spend, give, do, etc., without serious loss or damage. 花得起;承担得起

【例句】I can't afford 3 weeks away from work.

I just can't afford the time.

We can't afford to lose such an important chance.

③ *vt.* to provide; give. 提供; 给予

【例句】The window affords a magnificent view of the whole city.

The tree afforded us shelter from the rain.

26. **in addition (to):** besides. 另外

【例句】In addition to giving a general introduction to computers, the course also provides practical experience.

People gain valuable work experience and, in addition, employers can afford to employ them.

>>>>>> Reading II

1. **custom-made:** made or done to order for a particular customer. 定制

【例句】a custom-made suit 一套定做的衣服

For special applications, we develop and manufacture custom-made models.

对于特殊应用,我们会开发和制造定制型号。

2. **on order:** asked for, but not yet received 订购

【例句】My bicycle is on order.

The company now directly owns 60 ships, has 90 on order and charters in a constantly varying fleet of other vessels.

公司目前直接拥有 60 艘船只,有 90 艘订购的船只尚未交货,并租用不定数量的其他船只。

3. **tailor:** a person whose occupation is making fitted clothes such as suits, trousers, and jackets to fit individual customers. 裁缝

【例句】go to the tailor's 到成衣铺去做衣服

v. (of a tailor) to make (clothes) 把(衣料)裁缝成衣;裁制(衣服等)

【例句】This material tailors well. 这种布料容易缝制成衣。

He tailored me several suits. 他为我缝制了几套衣服。

4. **sewing machine:** *n.* a machine with a mechanically driven needle for sewing or stitching cloth. 缝纫机

【例句】She spent a year to save 50 dollars, and started borrowing, and over time she was able to buy a sewing machine.

她用了一年的时间存了 50 美元,然后就开始借钱,过了一段时间她已经可以买一个缝

纫机了。

5. **capitalism**: *n.* an economic and political system in which a country's trade and industry are controlled by private owners for profit, rather than by the state. 资本主义(制度)

【例句】Capitalism is based on private ownership.

资本主义是建立在私有制基础上的。

6. **proliferation**: *n.* rapid increase in the number or amount of sth. 增殖;扩散

【例句】the proliferation and expansion of state-run companies

国有公司的激增和扩展

the proliferation of nuclear weapons 核武器的扩散

New cell division and proliferation stop as the organism matures.

新的细胞分裂和增殖随生物体成熟而停止。

7. **outlet**: *n.* a point from which goods are sold or distributed. (商品的)销路,市场;商店,商行

【例句】a fast-food outlet 快餐店

They found some new outlets for their products.

他们为自己的产品找到了一些新的市场。

8. **come to be ...**: to gradually reach a particular state. 成为;变成

【例句】One must expect this situation to come to be increasingly common.

人们必须预计到这种情势会变得越来越普遍。

The tadpole comes to be a frog. 蝌蚪长成青蛙。

9. Although the fashion industry developed first in Europe and America, today it is an international and highly globalized industry, with clothing often designed in one country, manufactured in another, and sold worldwide.

【译文】虽然时尚产业首先发展于欧洲与美国,如今它是一个国际化且高度全球化的产业,服装经常在一个国家设计,在另一个国家生产,并销往全世界。

10. **globalize**: *vt.* make worldwide in scope or application. 使……全球化

【例句】Markets are being increasingly globalized.

11. **source**: *v.* to get (a product) from another country or business. 寻求供货来源

【例句】She sourced a supply of carpet.

They are sourcing from smaller companies.

12. **warehouse**: *n.* a storehouse for goods and merchandise. 仓库

【例句】They operate three factories and a huge warehouse.

他们经营三家工厂和一个大仓库。

Their furniture will stay in the warehouse until they have paid the storage fee. 他们要等

交了保管费之后才能把家具搬出货栈。

13. **textile:** *n.* artifact made by weaving or felting or knitting or crocheting natural or synthetic fibers.

纺织品

【例句】firms dealing with textile 经营纺织品的公司

I got a job in a textile factory. 我在一家纺织厂找到一份工作。

Mary studies at the textile institute. 玛丽在纺织学院学习。

14. **fur:** *n.* the dressed hairy coat of a mammal. 毛皮,毛皮制品

【例句】She brought a coat with reddish fur. 她买了一件略带红色皮毛的衣服。

The fur collar mats when it gets wet. 皮领子湿了时毛就结在一起。

She combed the mud out of the dog's fur. 她梳去狗的皮毛中的泥土。

15. **apparel:** *n.* clothing in general. 衣服,装具

【例句】Apparel make the man. 人靠衣装,佛靠金装。

The bride was in full wedding apparel. 新娘穿着一身结婚礼服。

16. **enable:** *vt.* to render capable or able for some task. 使能够,使可能

【例句】I gave him full directions to enable him to find the house.

我向他作了详细说明,好让他能找到那房子。

This pass enables me to travel half-price on trains. 我用这张通行证可以半价乘火车。

17. **participant:** *n.* someone who takes part in an activity. 参与者

【例句】She is an active participant in this activity. 她积极参与这项活动。

The participants will sing and dance with the music.

参加者随着音乐边歌边舞。

18. **journalism:** *n.* newspapers and magazines collectively. 新闻工作,新闻业

【例句】He had an aptitude for journalism. 他有从事新闻工作的才能。

He launched into a verbal assault on tabloid journalism.

他口头对小报新闻进行了抨击。

19. **editorial:** *n.* an article giving opinions or perspectives. 社论

【例句】The editorial lashed out at official corruption.

那篇社论猛烈抨击官场的腐败。

20. **critique:** *n.* an essay or article that gives a critical evaluation (as of a book or play). 批评,评论

【例句】Most of this critique is familiar enough. 许多此类的批评已经相当为大家熟悉。

The book provides a thorough critique of current theories. 那本书对当今理论予以全面透彻的评论。

21. **guideline:** *n.* a detailed plan or explanation to guide you in setting standards or determining a

course of action. 指导方针, 准则

【例句】provide guideline to market support function 为市场支持提供指南

22. **commentary:** *n.* a written explanation or criticism or illustration that is added to a book or other textual material. 实况报道, 评论, 注释

【例句】His running commentary on the football match was excellent. 他对这次足球赛所作的实况报道十分精彩。

The opinions expressed in this commentary are solely those of Peter Bregman. 评论中的观点仅仅代表彼得·布莱格曼的观点。

It was not a pleasant commentary on his own character and degree of moral stamina, to say the least. 至少, 这是对他自己的性格与道德耐力不佳的注释。

23. **blog:** *n.* a shared on-line journal where people can post diary entries about their personal experiences and hobbies. 博客

【例句】I have expanded on this subject on my blog. 我已经在我的博客上对这个问题作了进一步的阐述。

24. **seek after:** to attempt to find, search for and find. 寻找, 追求, 探索

【例句】One mustn't seek after comfort, personal fame and gains.

我们不当贪图安逸, 追名逐利。

He is going after that pretty girl. 他在追求那个漂亮的女孩子。

sought-after: *adj.* popular

【例句】the most sought-after item

25. **profound:** *adj.* showing intellectual penetration or emotional depths; from the depths of your being. 深奥的, 渊博的, 意义深远的

【例句】Beauty is but superficial while mind is profound.

美貌是肤浅的, 而思想才是深邃的。

The two families established a profound friendship.

两家人建立了深厚的情谊。

26. **taste:** *n.* sensation, preference. 味觉, 品味, 爱好

【例句】I've got a cold and so I have lost my sense of taste. 我感冒了, 尝不出味道。

The brothers resemble each other in taste. 那对兄弟兴趣相似。

The hostess had an exquisite taste in clothes. 女主人对衣着十分讲究。

27. **founded:** *v.* to establish, set up. 建立, 创立, 创办

【例句】This business company was founded in 1724.

这家商业公司建立于 1724 年。

28. **feature:** *n.* a prominent aspect of sth. 特征, 特色

【例句】Their candor is a very pleasing feature. 他们的坦率是令人喜爱的特征。

This restaurant seems to feature vegetarian dishes. 这家餐厅似乎以素菜为其特色。

The magazine has a prominent Jazz and Blues feature. 爵士和蓝调在这本杂志中占重要篇幅。

29. **dedicate:** *vt.* to give entirely to a specific person, activity, or cause. 致力于

【例句】She dedicated her life to science. 她毕生致力于科学。

dedicated: *adj.* devoted, concentrated. 专注的, 献身的, 专用的

30. Despite television and increasing internet coverage, including fashion blogs, press coverage remains the most important form of publicity in the eyes of the fashion industry.

【译文】尽管有电视以及不断增加的包括时尚博客在内的网络报道, 报纸报道仍然是时尚产业界心目中最重要宣传形式。

coverage: *n.* the news as presented by reporters for newspapers or radio or television. 新闻报道

【例句】The wedding got massive media coverage.

婚礼得到大众传播媒介的广泛报道。

31. **in the eye of:** according to a particular person or group. 从……观点来看

【例句】Carl could do no wrong in the eyes of his parents.

It's all in the eye of the beholder. 那全是观看者的看法。

In many borderline cases involving financial fraud, the crime ultimately lies in the eye of a beholding jury or judge.

在很多涉及金融欺诈的类似事件中, 最终罪行的有无全凭陪审团和法官怎样看待。

32. **merge:** *v.* to mix together different elements. 吸收, 合并, 使结合, 融合

【例句】to merge together several amendments 把几个修正案合并起来

The twilight merged into darkness. 薄暮已消失在黑暗之中。

33. **Nole Marin:** is a fashion industry notable. He is a fashion stylist who occasionally does hair and wardrobe for models before their shoots, as well as organize spreads within *ELLE* magazine itself. Currently he has been appointed as the fashion director for the international fashion and entertainment news agency Runway Magazine.

34. **America's Next Top Model (often abbreviated as ANTM):** a reality television show in which a number of women compete for the title of America's Next Top Model and a chance to start their career in the modeling industry.

35. **iPhones and iPads:** digital products of Apple Inc. featured for Internet- and multimedia-enabled smartphones and primarily as a platform for audio-visual media including books, periodicals, movies, music, games, and web content.

>>>>>> Extended Activities

A. Function and Structure

1. Concern, consolation and encouragement

Everyone has time when they could get support from others. Concern, consolation and encouragement are something indispensable in life because they reveal that you are not alone, and that family, relatives, friends, colleagues, and classmates are always on your side. Concern is a feeling of wanting someone to be happy and healthy. Parents' loving concern for their children is the treasure that can be cherished for one's life. Consolation is something that makes you feel better when you are sad or disappointed. It tells you that every coin has two sides and out of the depth of misfortune comes bliss. Encouragement is words to give someone the courage or confidence to do something. There is nothing better than the encouragement of a good friend. We should seize every opportunity to give encouragement. It is oxygen to the soul. Everyone needs encouragement and there is no better way than to be told by someone that you are a help to them.

2. Who needs your encouragement

- ◇ Look for someone you know that has been disappointed or is going through a tough moment in their life. Showing an interest in them can be very encouraging even if there may not be anything you can do to improve or fix their situation.
- ◇ Look for someone that is putting in a great effort or doing a great job at something. It does not have to be something you are benefiting from. You just have to take notice and show an interest. Your encouragement will reinforce the actions of that individual and may give them the strength to do even greater things in the future.

3. How to give your encouragement

In addition to encouraging someone through a personal conversation, handwritten notes are also a great way to encourage someone. In fact, notes allow the person to keep and read your thoughts anytime they feel it is needed. Here are a couple of tips to keep in mind when writing an encouraging note:

- ◇ Keep the note extremely positive and don't criticize in any way.
- ◇ Write the note the way you would say it in person. It needs to be real. If you try to sound like a poet or a preacher and you aren't one, it will not seem as genuine to the reader.
- ◇ Write it as soon as you can after thinking about it. Also, if you don't do it soon, then you may forget about it or start convincing yourself it is too late.

4. How to give consolation

Consolation is indeed an art. It is the art of active love. First, it is important to listen. There is consolation in finding someone to talk to. The listener does not have to offer advice or cite similar experiences he or she may have suffered. The one who grieves needs to talk; he or she is frustrated if the listener seeks to avoid discussing the cause of the grief. Some comforters seem to want to talk about everything except death. Elisabeth Kubler-Ross has said: "When we lose someone ... we are enraged, angry, in despair; we should be allowed to express these feelings." Then there is the importance of touching. Suffering the death of a loved one is a lonely experience. If one cannot speak the right words to the one who is hurting, one can at least touch him. Again, weeping has its role in the healing process. It is helpful to weep with another. Even if the other does not weep, it is healing to be able to weep unashamedly in the presence of another.

B. Special Use: Adjectives Used to Describe Clothing

服饰,即人物的衣着穿戴。英语中有许多词都可以用来描述人物的衣着穿戴。这些词可以分为不同的类别。

1. 根据不同的结构分类

修饰服饰的词可由一个词组成,称为单个形容词;也可由复合词组成,称为复合形容词。例如:

单个词: large, loose, soft, modern, fashionable, new, traditional, white, pink, cheap, stripy (有条纹的)

复合词: short-sleeved (短袖的), second-hand, full-length (全身的), milk-white (雪白的), ready-made (现成的), fur-lined (皮毛衬里的)

2. 根据不同的意义分类

1) 大小尺寸:

small (S: 小号的), medium (M: 中号的), large (L: 大号的), extra large (XL: 特大号的), slender (修长的), thin, long, short, tight (紧身的), loose (宽松的), slack (宽松的), baggy (袋状的, 肥大的)

2) 设计风格和理念:

classic (古典的), modern, trendy (流行的), fashionable (时尚的), sporty (轻便的), dressy (讲究的), graceful (优美的), elegant (优雅的), flowery (华丽的), simple, plain (朴素的), decorative (装饰性的), traditional (传统的), peculiar (奇特的), special, feminine (女式的), masculine (男式的), sophisticated (成熟的), casual (随便的, 休闲的), chic (别致的), romantic, cute (可爱的), cool (酷的), urban (都市性的), horrible, beautiful, smart,

tailored (裁剪讲究的)

3) 服装款式和花样:

polo-neck (高圆领的)

collarless (无领的)

bikini (比基尼)

suit (西装)

shirt (衬衫)

pullover (套头毛衣)

coat (外套)

dress (女服)

nightdress (睡袍)

jersey (紧身运动衫)

raincoat (雨衣)

skirt (裙子)

jeans (牛仔裤)

shorts (短裤)

bonnet (女式圆帽)

scarf (围巾)

bow tie (领结)

collar (衣领)

round-neck (圆领的)

checked (格子花的)

brocade (织锦的, 提花的)

waistcoat (马甲, 背心)

blouse (女式衬衫)

sweater (厚运动衫, 毛衣)

jumper (无袖连衣裙, 套衫)

gown (长连衣裙, 长服)

pajamas/pyjamas (睡衣裤)

anorak (带风帽的外衣)

overall (工作服)

kilt (苏格兰褶叠短裙)

trousers, slacks (长裤)

cloak (斗篷)

hat (帽子)

headscarf (头巾)

veil (面纱)

stocking (长袜)

V-neck (V 字领的)

stripy (有条纹的)

backless (露背的)

vest (背心)

T-shirt (T 恤衫)

cardigan (羊毛开衫)

jacket (夹克)

robe (长袍)

bathrobe (浴衣)

overcoat (大衣)

tights (紧身衣裤)

mini-skirt (超短裙)

pants (长裤, 短内裤)

shawl (披肩, 围巾)

cap (便帽)

tie (领带)

braces (背带, 腰带)

sock (短袜)

4) 颜色:

white, yellow, red, pink, gray, black, beige (浅褐色的, 米色的), purple (紫色的), blue, green, brown, light (浅色的), dark (深色的)

5) 材料:

silk (丝绸), cotton (棉), nylon (尼龙), polyester (聚酯纤维, 涤纶), terylene (涤纶), orlon (奥纶), woolen (羊毛的), cashmere (羊绒), leather, imitation/artificial leather (人造革), rubber, fur, worsted (毛料), chemical fibre (化纤), man-made fibre (人造纤维)

6) 其他:

carefully washed (仔细洗过的), rumpled (皱巴巴的), creased (起皱的), dirty, clean, cheap, expensive, warm, suitable

3. 不同的象征意义和内涵

在使用这些描写服饰的词语时,我们要注意使这些词与人物的体形、年龄等外貌特征相匹配,并恰当地反映人物的职业、性格特点,以及所处的特定场合、社会阶层等。例如,身材肥胖的

人适合穿深色和直线条的衣服,而身材高瘦的人适合穿横线条的衣服。又如,large 体现出身材的魁梧;small 体现出身材的娇小;elegant, graceful 体现出华贵;modern, trendy 体现出时尚;simple, plain 体现出朴素;cute, chic 体现出可爱;sophisticated 体现出成熟;cool 体现出朝气;red 体现出奔放和热情;dark 体现出沉稳和庄重。所以,在描写服饰时,我们一定要注意这些词的内涵。例如:

- 1) a graceful, tallish man in very light gray suit and gray fedora hat (一种浅顶软呢帽), with a full square beard at least as white as his suit (突出人物的绅士风度)
 - 2) He wore a tailored gray tunic (收腰外衣), simple and elegant. (突出人物的儒雅风度)
 - 3) His dirty clothes and tired look were clearly signs of a long travel. His clothes were made of cheap cloth. The coat was too short and the trousers too loose. And he wore a pair of rubber shoes, which were very unfashionable. He did not look like a smart freshman at all. (dirty 突出人物风尘仆仆,疲劳憔悴;cheap, rubber 和不得体的穿着突出人物家境贫寒,生活困苦)
- 人物服饰的描写,虽然看似平常,实际上远不只是单纯的谁穿了什么衣服或戴了什么首饰,而是有着很深的含义。经过仔细的研读,我们会发现那些看似平常的服饰,实则蕴含了笔者的用意。在平时的语言实践中,我们需要仔细推敲、认真领会。

C. Practical Reading

本题要求读者看懂条形图。条形图(bar graph)亦称水平直方图(horizontal histogram),这种图用的是长条的长度来直观地表示一个数目或百分比,长度越大,数目或百分比的值就越大。它用来显示数据的值,和柱形图相似,仅是柱形图的 90 度旋转。它描述了不同类别之间的差别情况,突出数值的比较,而淡化时间的变化。阅读条形图的要点是:1) 首先要看清各条形所代表的意义;2) 找出最大和最小的数据;3) 运用寻读(scan)寻找要找的信息。本题是比较、计算、判断和简单的推理题,读者只要注意区分条形所代表的国家和相应的数字或百分比,答案都比较容易获得。

Notes

CIS: Commonwealth of Independent States 独联体

Teaching Tips 教学提示

1. Lead-in: 本单元导入部分安排了听力理解和听写填空两项任务。听力理解部分包含两个语

篇,分别探讨了 What is fashion? 和 Who answers the question “what is fashion”? 这两个问题。听力练习的编排和以往各单元一样,第一和第三项练习均属预听活动,主要目的是在进行精听训练之前,让学生对所听语篇的主旨有所了解,初步把握听音和理解上的难点所在,为接下来的听力活动做好词汇和心理上的准备。第二项练习为多项选择题,侧重考察学生理解、辨析语篇细节和关键信息的能力。此项练习为混合题型,既有选择恰当的选项完成句子也有回答问题。第四项练习包含两项任务:一、根据所听到的内容进行单句正误辨析,错误的句子必须予以改正。二、配对。左栏给出了世界顶级奢侈品牌、娱乐界风云人物、知名时尚媒体、好莱坞流行大片的名称等,要求学生和右栏中列出的,在第二篇中谈及的主导时尚四大风向标,即 Fashion Designer、Media、Celebrities、Musicians 一一配对。以下资料供教师参考,教师也可以自己或布置学生在课前收集一些相关图片、音频或视频资料,以提高学生学习的兴趣。

Prada	Established by Mario Prada (born in Milan, Italy in 1913) and his brother, Prada's origins lay in a Milan boutique selling luggage, luxury leather goods, and accessories, but it was not until 1978 that the company underwent radical change with the takeover of the family firm by Miucci Prada (1950—) and her husband Patrizio Bertelli. The institution of new management methods, a keen sense of design, and the implementation of an effective marketing policy helped to create a fresh, fashion-conscious identity. The company's first ready-to-wear collection was launched in 1989 and was admired for its clean lines and “elegant minimalism”. Subsequent designs have been characterized by fabric innovations and computer-enhanced patterns.
Victoria Beckham	Born: 17 April 1974 Birthplace: Hertfordshire, England Best Known As: The former Spice Girl who married footballer David Beckham Victoria Beckham (then Victoria Adams) was an original member of The Spice Girls, the British pop super-group of the 1990s. Victoria was “Posh Spice”, the elegantly haughty member of the ensemble. (The other four members were known as Baby Spice, Sporty Spice, Scary Spice and Ginger Spice.) She married football (soccer) superstar David Beckham in July of 1999. The two quickly became one of Britain's most celebrated couples, with their every move followed by paparazzi and their home jokingly known to the tabloids as “Beckingham Palace”. The Spice Girls disbanded in 2001 and Beckham released the solo album <i>Victoria Beckham</i> the same year, followed by a succession of singles. Over time, Victoria Beckham became best known as a fashion plate and the acknowledged queen of the WAGS — the “wives and girlfriends” of British football stars. The Beckhams moved to Los Angeles when her husband began playing for the LA Galaxy of Major League Soccer. Victoria and David Beckham have four children and Victoria has a line of clothing in her name. Her autobiography, <i>Learning to Fly</i> , was published in 2001. The Beckhams' first son, Brooklyn, was born on 4 March 1999; he is named for the American city where he was conceived ... A second son, Romeo, was born on 1 September 2002, a third named Cruz was born on 20 February 2005, and a daughter named Harper Seven was born on 10 July 2011 (Seven is David Beckham's frequent jersey number).

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Versace	<p>Versace is an Italian fashion label founded by Gianni Versace in 1978. The first Versace boutique was opened in Milan's Via della Spiga in 1978 and its popularity was immediate. Today, Versace is one of the world's leading international fashion houses. Versace designs, markets and distributes luxury clothing, accessories, fragrances, makeup and home furnishings under the various brands of the Versace Group. In 1994, the brand became a household name after the widespread coverage of the Black Versace dress of Elizabeth Hurley. Gianni Versace was killed by Andrew Cunanan on July 15, 1997.</p>
<i>Sex and the City</i>	<p>This comedy drama series, adapted from the book by New York columnist Candace Bushnell, centers around four single women who carve to the core of the Big Apple. Newspaper columnist Carrie Bradshaw labels herself a "sexual anthropologist". She researches sexual politics for her racy column via info and input from her thirty-something friends: PR executive Samantha, art dealer Charlotte, and lawyer Miranda. Carrie both observes and participates in the routines and rituals rampant during Manhattan dating and mating. The series premiered June 6, 1998, on HBO and concluded its run after six seasons on February 22, 2004.</p>
<i>Michael Jackson</i>	<p>(Born Aug. 29, 1958, Gary, Ind., US — died June 25, 2009, Los Angeles, Calif.) US singer and songwriter. The nine-year-old Jackson became the lead singer of the Jackson 5, a family group formed by his father. Their hits on the Motown label included <i>I Want You Back</i> and <i>ABC</i>. Though Michael remained a member of the group until 1984, he began recording under his own name in 1971. His album <i>Off the Wall</i> (1979) sold millions; his next solo album, <i>Thriller</i> (1982), sold more than 40 million copies, becoming the best-selling album in history. The emerging format of the music video was an important aspect of Jackson's work; his videos for <i>Beat It</i> and <i>Billie Jean</i> (both 1983) featured his highly influential dancing style (notably his trademark "moonwalk"). He later released the albums <i>Bad</i> (1987), <i>Dangerous</i> (1991), and <i>HIStory</i> (1995). Despite his many efforts to speak out on social issues, Jackson's eccentric, secluded lifestyle stirred controversy in the early 1990s. His reputation was seriously damaged in 1993 when he was accused of child molestation by a 13-year-old boy; a civil suit was settled out of court. In 2003 Jackson was arrested on charges of child molestation; he was acquitted in 2005. In 2009 he was preparing for a series of high-profile concerts when he died from a lethal combination of sedatives and propofol, an anesthetic. His numerous honors included induction into the Rock and Roll Hall of Fame as a member of the Jackson 5 (1997) and as a solo performer (2001). Several of his siblings, notably his sister Janet, also enjoyed solo success.</p>

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Jackie Chan	Born into poverty, Jackie Chan spent his childhood in rigorous physical training at the China Drama Academy in Hong Kong. In the 1970s he began getting work in Hong Kong action movies as a stuntman, then in small parts as an actor. By 1980 he was a lead player responsible for his own projects, shunning the Bruce Lee model of the intense, courageous hero in favor of the comic, reluctant hero that is now Chan's trademark. He acts, produces and directs and performs his own stunts, and his well-choreographed fight scenes are almost always performed with everyday props instead of weapons. He was already the highest paid actor in Asia, with more than 60 films under his belt, when he finally made it big in Hollywood with the action-comedy <i>Rumble in the Bronx</i> (1995). His films include <i>Half a Loaf of Kung-Fu</i> (1980); <i>Drunken Master</i> (1978); <i>The Cannonball Run</i> (1981); <i>Police Story</i> (1985); <i>Supercop</i> (1992, with Michelle Yeoh); <i>Rush Hour</i> (1998); <i>Shanghai Noon</i> (2000, with Owen Wilson and Lucy Liu); <i>The Tuxedo</i> (2002, with Jennifer Love Hewitt); and <i>Shanghai Knights</i> (2003, again with Wilson).
Transformer 3	<i>Transformers: Dark of the Moon</i> was first revealed on February 12, 2011 along the release of the trailer for the game. The PlayStation 3 and Xbox 360 versions of the game were developed by High Moon Studios that previously developed <i>Transformers: War for Cybertron</i> while the Wii, Nintendo DS, and Nintendo 3DS versions were developed by Behaviour Interactive. The game features a mode known as "Stealth Force" in which characters only partially transform from their vehicle mode. Weapons protrude from the vehicle form and more precise controls are available, such as strafing. Airplanes also use this Stealth Force. EA games also released an iOS version shortly after the console versions were released.
Lady Gaga	Lady GaGa is a singer, songwriter, and proudly aggressive seeker of pop culture celebrity. Her 2008 debut album, <i>The Fame</i> , stated her goal and achieved it all at once. Born into a New York Italian family, she went to Convent of the Sacred Heart (the same high school as Paris and Nicky Hilton) and attended New York University. A self-professed fan of the glam rock of David Bowie and Queen, she made her way into the New York club scene and wrote songs for the Pussycat Dolls before scoring her own record deal and releasing <i>The Fame</i> , with its driving and danceable hit singles <i>Poker Face</i> , <i>Just Dance</i> and <i>Beautiful Dirty Rich</i> . While delivering the dance hits, Lady Gaga became just as famous for her devotion to fantastical costumes and outrageous fashion.

2. 听写填空 (Spot Dictation), 是关于时尚的一篇短文, 重点填关于时尚的名词、动词、形容词等, 强调时尚是因人而异, 不必盲目追求时尚, 适合自己就是好, 可以作为导入活动安排在 Reading II 课文讲解之前进行。
3. Reading I 的 Brainstorming 部分: 学生通过自由讨论的形式, 写出他们所知道的与服饰有关的单词和词组。为提高学生的兴趣, 教师可事先准备一些相关的图片或实物, 请学生比对图片或实物说出衣物各个部位和配饰 (accessories) 的英语名称。教师也可就地取材, 请学生说出各自所穿着的衣物的名称。教师还可让学生讨论不同年龄层次、性别的人在不同季节 (season)、场合 (occasion) 所穿的服装。在讨论 color 和 size 一栏单词时, 教师可通过 Besides color and

size, what will you take into account when you are choosing what to wear? 等问题对学生予以引导。在讨论动词一栏时,教师可适当配以一定的动作加深学生的直观印象。在完成这一部分活动后,教师可让学生进行“补充词汇”(Extended Activities 的 D. Additional Vocabulary)部分的练习,进一步加强学生对服饰词汇的巩固和掌握。

4. Reading I 的 Pairwork 部分: 由学生双人结对,讨论与本单元主题 fashion 相关的一些话题。Question 3 和 Question 4 均涉及 clothing style。Question 4 中 celebrity style 是指名人的着装风格。教师可根据教学的需要把下文复印给学生, 请学生阅读,对照并确定自己或同学的着装风格。该活动旨在提高学生学习课文的兴趣。

When it comes to clothing, do you usually stick to one particular style or should you be called a fashion scientist due to the tremendous amount of attention you pay to trends? It can also be possible that you are not aware of your personal style at all. Whether you are aware of your style or not, this guide will help you learn a little bit more about it and what changes you can make (if necessary).

1. **Sexy type:** You're all about wearing clothes that reveal skin such as cleavage and fit extra tight. You may feel that conservative or unrevealing clothing is only for older people. You might need to learn when to tone down your sexy image. For example, you should avoid walking into church wearing a blouse with a plunging neckline. Unless, you are ready to receive a few dirty looks.
2. **Care type:** You wonder: What is Fashion? Can I eat with cheese? You really do not know what the latest trend is and frankly can care less. You should try something new once in a while just for fun and avoid getting stuck on a specific style.
3. **Rebellious type:** You make your own rules when it comes to fashion. Just like the sexy type, some circumstances will require toning down your personal style. On a job interview you should conform to the expected attire standards, at least until you land the job.
4. **Trendy type:** You're always on top of your image and hate to be seen more than once wearing an outfit. Keeping up with fashion trends can get quite expensive. You need to watch your finances closely in order to avoid overspending.
5. **Sporty type:** You love your jeans and sneakers and will not go anywhere without them. You should play dress up once in a while. This will help you look and feel better, even if the changes are temporary.
6. **Comfy type:** You're all about comfort. You choose your attire based on the way it feels. You should steer away from bulky looking shoes that will make your feet look wider or bigger and clothing that fit too loosely.

5. Reading I 的 Exercise IV Question 2 中 posh neighborhood 指高级住宅区。posh: 豪华的; 最好的; 第一流的

Question 12 中 Eiffel Tower, 埃菲尔铁塔, 由法国工程师埃菲尔·亚历山大·古斯塔夫(1832—1923)为 1889 年的巴黎博览会设计的。该塔在塞纳河南岸, 高 300 米(984 英尺)。(The Eiffel Tower was designed by French engineer Eiffel Alexandre Gustave for the Paris Exhibition of 1889. The tower is located on the southern bank of the Seine River and is 300 m (984 ft) high.)

Question 15 中 Halloween 为万圣节(诸圣日)前夕, 10 月 31 日。在美国、加拿大以及英伦诸岛的孩子们穿着化妆服走家串巷接受款待并且做些恶作剧, 以庆祝这个节日。(October 31, celebrated in the United States, Canada, and the British Isles by children going door to door while wearing costumes and begging treats and playing pranks.)

6. Reading I 的 Post-reading 部分设有两项任务。任务 1) 旨在让学生对所学的课文进行归纳和总结。该任务可结合课文的讲解一起完成。任务 2) 是任务 1) 的延伸。学生可参考课文中提到的人们跟随时尚的原因。教师应鼓励学生根据自己的体验提出其他的看法和观点。下面的 Fashion Quiz, 教师可根据具体教学的需求予以补充, 以提高学生学习的兴趣。

Do you feel comfortable and delighted with the statement you make with your wardrobe and your overall image? Do you ever feel overwhelmed, or a sense of despair, frustration, or annoyance as you develop a style that honestly reflects who you are and is appropriate for a particular situation?

As your personal style develops (and it is a continuous process throughout our lives), you can fine tune and polish your look to suit your needs and desires, as well as the requirements of your professional lives. The two can co-exist!

The Total Image Fashion Quiz is made up of a series of 31 statements that will help you assess where you are in your image development and where you want to be. It is designed to help you determine how close you are to achieving a confident, polished and well put together look, and what to focus on to get there.

Fashion Quiz Form

Please write “yes” or “no” for the following statements.

YES

NO

I like the way I look every day. ____

Getting ready in the morning is a joy. ____

I have worn everything in my closet at least once in the past year. ____

I don't suffer from the "closet full of clothes and nothing to wear" syndrome. ____

Shopping for clothing is a relaxing, enjoyable experience. ____

I clean out my closet at least once a year and consign, give to a friend, donate to a charity or in some way discard anything that I do not regularly wear. ____

I wear interesting accessories that enhance my image and that I enjoy wearing. ____

My closet is organized so that I can find everything easily. ____

I only buy something if I love it! ____

I never buy something simply because it's on sale. (I always love it as well and know that it will go with other things in my closet.) ____

All of my clothing is in good repair. ____

I fit into everything in my wardrobe — nothing is too big or too small. ____

If something needs altering, I can sew it myself or I have a good tailor. ____

Before I leave the house, I always check out how I look from behind as well as from the front. ____

I know what colors I look best in and wear those colors exclusively. ____

I know what styles flatter my body type and never settle for anything less. ____

I am always open to new ideas about what looks good on me. ____

I have a makeup routine that I like and that enhances my best features. ____

My eyebrows are always well groomed and frame my eyes. ____

I have very few bad hair days. ____

I always look professional and well put together at work (even on "casual day"). ____

I have a good "business casual" wardrobe — separate from my weekend clothing. ____

People often tell me how nice I look. ____

I only buy good quality clothing. ____

I know how to look great and feel comfortable in all of my clothes. ____

I only buy a separate article of clothing when I am certain it goes with something I already own. Otherwise, I don't buy it or I buy the rest of the outfit that goes with it. ____

I never wear white or off-white stockings. ____

I know who some of the best designers are and how to find their clothing at prices I can afford. ____

I never buy something (out of desperation) the day I need it. I always shop (or borrow something) in advance. ____

I always choose a wardrobe that is congruent with my personality and that reflects who I am at a deeper level. ____

Looking good is important to me (even when I'm frustrated by the process). ____

TOTAL

FASHION REVIEW RESULTS

SCORING

Count the number of YES answers (one "yes", one point) and find your total score below.

23~30

Congratulations! You've discovered how to look your best with the least amount of time, energy and worry. You usually feel well dressed and confident about the way you look and this shines through into all areas of your life. People regularly admire your clothing and how well put together you are, and by having this area of your life covered, you can focus on other important areas without concern for the way you look. You are definitely an inspiration to others!

15~22

Terrific! With the exception of a few areas that cause your concern, you are on the verge of feeling totally comfortable and confident about the way you look. You are now ready to go to the next level. By simply focusing on a few areas, you can save valuable time and money and will give your confidence and self-esteem a giant boost! Go for it!

8~14

Good! You are making progress. Perhaps you are frustrated because this is not an area of your life that you enjoy spending time thinking about. The good news is that by conquering it, you can stop worrying about whether or not you have the right thing to wear at the right time. Instead, getting ready in the morning becomes a simple task and leaves you more time to focus on the things that are really important to you. Keep up the good work. It's worth it!

1~7

Don't despair! This is not a life or death situation. It's simply a matter of learning a few "secrets" and finding a system that helps you put together a look that you like with as little inconvenience as possible. Since most of us were not born with a natural sense of what looks good, it's a skill we can learn. This is good news! If you are not sure where to begin, simply choose 2 areas from the list above and focus on them for the next month. If you need help, ask a friend or a professional image consultant and see what a big difference small changes can make. Good luck and enjoy!

Key 练习答案



>>>>>> Reading I

noun	<i>collar, sleeve, cuff, button, buckle, zip fastener, lace, lining, pocket, tie, bow tie ...</i>
	<i>color, size, material, fabric, style, price, brand, pattern, design, cloth ...</i>
	<i>skirt, blouse, jacket, shirt, T-shirt, sweatshirt, coat, overcoat, waistcoat, sweater, pullover, trousers, pants, shorts, suit, blue jeans, underwear ...</i>
verb	<i>put on, wear, dress, undress, fasten, change, unfasten, take off, pull off, loosen ...</i>

Exercises

II. 1. b 2. c 3. b 4. d 5. c

- III. 1. fashion 2. classify 3. trickle 4. mature
 5. reject 6. privileged 7. fad 8. imitate
 9. identify 10. adopt 11. appeal 12. casual
- IV. 1. in a way 2. being affordable 3. in addition 4. compete with
 5. has been trickling down 6. based on

- | | |
|-----------------------------|---------------------------|
| 7. appealing to | 8. has been handed down |
| 9. belief | 10. is ... disapproved of |
| 11. are more concerned with | 12. symbol |
| 13. to speak of | 14. rather than |
| 15. originate | |

- V. 1. This man is concerned with environmental protection.
 2. It is no good for people to compete with each other to gain profit.
 3. Direct taxation is usually based on income.
 4. In order to find a better job than the present one, Jack worked hard and learned some necessary skills in addition.
 5. You should classify the information you have collected for your own convenience.
 6. It is a pity that classical music nowadays appeals to few university students.
 7. Reading this novel, we can identify (ourselves) with the main character.

Post-reading

Task 1

- Fashion was one means by which people competed with one another.
- People hope to raise their social position by following the fashions of privileged people.
- Fashion is a form of nonverbal communication that provides a way for people to express their identities and values.
- People follow fashion to make them more attractive.
- People treat fashion as a symbol of rebellious political and social beliefs.

Exercises

I. 1. T 2. NM 3. T 4. F 5. NM 6. T 7. T 8. NM 9. F 10. T

III. 1. b 2. a 3. a 4. c 5. b 6. a 7. d 8. a 9. c 10. d

- IV. 1. Though we're not concerned with who is right or wrong, we want to find out the cause of the accident.
 2. This chain store sells a variety of men's wear and women's wear.
 3. It turned out that the gold watch of the hotel manager's had been handed down to him from one generation to another in his family.
 4. The size of garments can be classified into four types: small, medium, large and extra large.

5. In a way, the entrepreneurs with the most practical experience are the wisest and the most capable.
6. It was because of its challenging nature that the chance of working abroad appealed to him.
7. The committee disapproved of the proposal because they were not willing to run the risk of losing money.
8. She didn't seek after comfort, personal fame and gains, but dedicated her life to science.
9. After two decades of casual wear fashion, custom-made clothing comes to be increasingly trendy.
10. In the eye of a dealer, goods on order are only the beginning of the business.

- V. 1. demanding 2. Models 3. under 4. Advertisers
5. pose 6. in 7. follow 8. acting
9. desired 10. photographed 11. fashion 12. specific
13. charge 14. fees 15. contracts

>>>>>> Extended Activities

A. Function and Structure

- I. 1. Mr. Steven: Good morning, Robbie. Oh, what's wrong with you?
 Robbie: Nothing. Absolutely nothing.
 Mr. Steven: Sure you're OK? You look so depressed.
 Robbie: I simply don't know how to continue with my new marketing project.
 Mr. Steven: There's no reason to feel discouraged. Surely the project is getting complicated. If you keep trying, you'll certainly find a way out.
 Robbie: Maybe you are right. I'll keep trying.
 Mr. Steven: Just have confidence in yourself.
2. Mr. King: Hello, Maggie. Can you get the report done before Tuesday?
 Maggie: I'm afraid I can't, Mr. King. You see, I've completed only half of it.
 Mr. King: Oh, come on, Maggie. You can do it! You're the best secretary in the company. I have every reason to believe you can finish it.
 Maggie: Thank you very much for your encouragement. I'll try my best to get the work done on time.
3. Bill: Are you all right?

- Susan: I'm so upset, Bill. I didn't get the promotion.
- Bill: I can't believe it, Susan. You've been doing great. You are the best in your division. If anyone deserved it, you did.
- Susan: Thanks for your understanding, Bill. I really did think I was going to get it and that's why it hurts so much.
- Bill: Don't let it get you down. There'll be other promotions. Better luck next time.
4. Sally: Mr. Thompson, I'm very sorry. I don't know why I did so poorly today.
- Mr. Thompson: It's not so bad as you thought. Overall you played a good game and you stuck to the game plan.
- Sally: Well, I should have done better. I prepared well and was mentally up for the game.
- Mr. Thompson: Again, no faults of yours. Your opponent is an experienced player. You made a small error and she jumped at it.
- Sally: Yeah, she really played a perfect game today.
- Mr. Thompson: She sure did. But don't take it so badly. Anyway, there's always a second chance. You will play her later in the season. I'm sure you can beat her if you improve your serves. Cheer up, my dear.
- Sally: It's very kind of you to say so. I don't know why I let it get me down.
5. Mary: Mrs. Smith, you seem to be a bit upset. Could I ask what you are worried about?
- Mrs. Smith: My husband was badly hurt in an accident last night.
- Mary: Really? That's too bad. I'm sorry to hear that. I should worry if I were you.
- Mrs. Smith: It was terrible, and I hope I'll never experience anything like it again in my life!
- Mary: Everything will be fine. You needn't worry about that too much. Please let me know if there's anything I can do. I'll be glad to take care of the kids while you go to the hospital.
- Mrs. Thomson: I'm OK. Thank you very much for your kindness. I might need your help tomorrow if you don't mind.
- Mary: Not at all.
6. Cathy: Oh, Jean, everything's OK? You look so terrible.
- Jean: Darn, I lost my handbag in the restaurant.
- Cathy: I'm sorry to hear that. Have you called the restaurant's lost and found department?
- Jean: Yes, I did. They said they knew nothing about my bag. I've got my ID card, my driving license, my visa and \$500 in it. All was gone now!
- Mary: Come on, come on, my dear. It could happen to anybody. Let's just hope for the best.

You know, it happens every day that people lose and find things.

7. Jack: How did you do in the speech contest?

Mike: Don't mention it. I passed the first round but in the second round I was beaten.

Jack: What a shame you didn't win the contest. Now, don't get upset about it. Try and look on the bright side. You lost the game but gained the experience. That's important.

Mike: I'm so grateful.

8. Lily: Jessica, may I know what is worrying you?

Jessica: How discouraging! It seems I can never write a good composition.

Lily: Come on, you're doing very well.

Jessica: Doing very well? Just look at the teacher's corrections all over the pages. I'm afraid I'll have to give up my writing course.

Lily: Don't give up now! You can do it, I'm sure.

Jessica: No, I don't think so.

Lily: Have you heard of the old saying, "Where there is a will, there is a way"? Just stick to it. You'll improve as you write more.

Jessica: Thanks.

C. Practical Reading

1. c 2. d 3. b 4. b 5. c 6. a 7. a 8. b

D. Additional Vocabulary

1-11;	2-18;	3-15;	4-7;	5-6;	6-2;	7-17;	8-26;
9-24;	10-21;	11-23;	12-33;	13-34;	14-4;	15-3;	16-19;
17-8;	18-30;	19-35;	20-10;	21-22;	22-12;	23-1;	24-32;
25-29;	26-27;	27-14;	28-16;	29-25;	30-28;	31-31;	32-20;
33-13;	34-5;	35-9					

Unit 4

Customer Satisfaction

Teaching Aim 教学目的



1. Cognitive Information (认知信息): Consumer Satisfaction
2. Language Focus (内容重点)
 - **Key Words:** I. bargain, trick, extort, silly, innocent, novelty, whereupon, rush, breathtaking, impertinence, plead, outrage, sane, trifle, extravagant, loo, sticky; II. persuade, rational, checkout, counter, thought-out, vulnerable, economy, dependability, convenience, rock(music), nutritious, package, intelligent
 - **Phrases:** I. to start with, might as well, for the sake of, in one's defense, as though, for one's life time, pile up, fall for, serve sb. right, all the same; II. go beyond sth., at other times, for pleasure
 - **Useful Structures:** I feel certain that ...
It will sell well.
even though ...
do a good job
3. Communicative Skills (交际技能)
 - **Expressions:** Expressions of "Complaining"
 - **Practical Reading:** Advertisements of Bargains
4. Special Use (专项用法): Subjunctive Mood of Verbs (1)

Lead-in 导入



>>>>> Listening Comprehension Tasks

Difficult Words & Expressions

1. literature: the body of written work produced by scholars or researchers in a given field 文献
2. reasoned: having an underlying fact or cause that provides logical sense for a premise or an occurrence 理由充分的
3. appreciate: to recognize the value of 赏识
4. extent: the degree to which a thing extends 限度
5. professionalism: professional status or standards 专业水准
6. go the extra mile: to do more than one is required to reach a goal(除了份内的活儿)干额外的事; 多一份付出
7. coupled with: 加上
8. regardless of: 不管
9. profile: a brief summary 简要信息
10. accessible: easily approached or entered 易接近或进入的
11. figure out: 弄明白
12. survey: a detailed investigation 详细调查

Passage Script 1

There is no single definition of consumer satisfaction. However, all the definitions in the literature and from consumers describe consumer satisfaction as a reasoned or emotional response to a product, service or consumer experience at a particular time. What is clear about customer satisfaction is that customers are most likely to appreciate the goods and services that they buy if they are made to feel “special”. It is very important for a business because satisfied customers are most likely to be loyal, to make repeat orders, and to use a wide range of products and services offered by the business.

Definition: What is consumer satisfaction? Essentially, consumer satisfaction is the extent to

which consumers are happy with the products or services provided by a business. It is an important concept in business, because happy customers are those most likely to place repeat orders and explore the full range of products and services offered.

Factors/Features: Consumers are most likely to report satisfaction with goods and services if they are made to feel “special” by the provider. In other words, if the staff of a company pay attention to the individual needs of customers before, during and after the sales process, they are more likely to return. Businesspeople who work with customers or clients should exhibit professionalism, patience, respect, and good communication. Also, going the extra mile for your customers is a good way to enhance customer satisfaction, because it increases your chances of exceeding their expectations.

Measurement: Consumer satisfaction can be measured by using survey techniques and questionnaires. Questions typically include an element of emotional satisfaction coupled with an element of behavioral satisfaction, or loyalty to a particular product or service.

Passage Script 2

Consumer satisfaction is the key to success for any business, regardless of the products or services it provides. It is what keeps the business running and the revenue coming in. To improve your business as a whole, you must continuously find ways to increase overall consumer satisfaction. Here are some major instructions:

Instruction 1: Create consumer profiles that are easily accessible to employees who come in contact with customers. Knowing your customers and what their needs are can increase consumer satisfaction. Maintaining consumer profiles can help you call customers by name and begin to build personal relationships with them. Customer profiles can also include records of purchases so you can recommend other products the customers may want. Building relationships and anticipating consumer needs can ensure that your customers will continue to come to you.

Instruction 2: Provide free support services for buyers of your products or services. Once a customer purchases something from you, anticipate the customer’s needs, as he/she may experience a problem or have trouble figuring out how to use the product. Your customers will be much more satisfied with your company if you assist them even after you have received their payment.

Instruction 3: Give consumer satisfaction surveys. You can have customers fill them out after they have purchased something or when they visit your website. This will give consumers a chance to let you know how satisfied they are with your products, services and company. Previous customers will want to

do business with your company again if they know you care enough about their experiences and concerns.

Key

II. 1. c 2. d 3. d 4. c 5. a 6. b 7. c 8. c 9. d 10. c

- IV. 1. 1) By creating consumer profiles that are easily accessible, you can know your customers and what their needs are, which will help increase consumer satisfaction.
- 2) With consumer profiles available, you are able to call your customers by name and begin to establish personal relationships with them.
- 3) By knowing customers' purchase records, you can recommend other products or services your customers may want.
- 4) Once a customer has purchased something from you, you'd better anticipate the customer's needs because he/she may experience a problem/trouble in using the product.
- 5) Customers will be much more satisfied with your company if you provide them with free support services even after you have received their payment.
2. More often than not, you need to give consumer satisfaction surveys. When they have made a purchase from you or when they visit your website, you can have customers fill the surveys out. By doing so, consumers will be given a chance to let you know how satisfied they are with your products, services and company. Previous customers will continue to come to you if they know you care enough about their experiences and concerns.

>>>>>> Spot Dictation

Customer satisfaction, a term frequently used in marketing, is a measure of how products and services supplied by a company meet customer expectation. In a competitive marketplace where businesses compete for customers, customer satisfaction has increasingly become a key element of business strategy. Within organizations, customer satisfaction ratings can have powerful effects. They focus employees on the importance of fulfilling customers' expectations. Furthermore, when these ratings dip, they warn of problems that can affect sales. When a brand has loyal customers, it gains positive word-of-mouth marketing, which is both free and highly effective. Therefore, it is essential for businesses to effectively manage customer satisfaction.

Background Information 背景知识



1. Definition of consumer satisfaction

Consumer satisfaction is a business term used to capture the idea of measuring how satisfied an enterprise's consumers are with the organizations' efforts in a marketplace. Every organization has consumers of some kind. The organization provides products (goods and/or services) of some kind to its consumers through the mechanism of a marketplace. The products the organization provides are subject to competition whether by similar products or by substitution products. The reason an organization is interested in the satisfaction of its consumers is because consumers purchase the organization's products. The organization is interested in retaining its existing consumers and increasing the number of its consumers. Consumer satisfaction is an ambiguous and abstract concept and the actual manifestation of the state of satisfaction will vary from person to person. The state of satisfaction depends on a number of both psychological and physical variables. The level of satisfaction can also vary depending on other options the consumer may have and other products against which the consumer can compare the organization's products. Because satisfaction is basically a psychological state, it is difficult to measure quantitatively. In other words, there are no units of satisfaction that have been defined. The usual measures of consumer satisfaction involve a survey instrument with a set of statements using a scale. The consumer is asked to evaluate each statement and then select from a scale how much the consumer agrees or disagrees with the statement.

2. Benefits of consumer satisfaction

Consumer satisfaction has a positive influence on the consumer: the perception of the risk that preceded the purchase disappears; the consumer's self-concept might improve because the purchase was accomplished successfully; and positive information is frequently spontaneously communicated to other consumers. If a consumer is satisfied with a product, he or she would in future buy that particular product more confidently. Brand loyalty might develop as a result. The benefit of consumer satisfaction to enterprises is that they have managed to provide products to the market that satisfy the needs of consumers. This could in turn ensure the continued existence and growth of the enterprise, particularly if the consumer is satisfied to such an extent that he or she shares the experience with other consumers. Therefore, a successful purchase is not only beneficial to the consumers, but also to the other parties involved (the retailer and the producer that could be represented by a brand or a trade name).

3. Factors influencing consumer satisfaction

Consumer satisfaction is sometimes defined as a consumer's evaluation of the actual performance of a purchase (product or service) in terms of pre-formulated objectives and expectations. Consumer satisfaction comes when a purchase is evaluated in the course of its use and the consumer concludes that it meets or exceeds his or her initial expectations. The interaction between expectation of a product and the eventual performance of the product therefore leads to either consumer satisfaction or consumer dissatisfaction. Apart from the fact that individual characteristics of consumers (such as age, level of education, financial status) and personality differences have an influence on the experience of consumer satisfaction and the intensity of the experience subsequent to a purchase, consumer satisfaction as such is complex and difficult to predict. It was speculated that consumer satisfaction is influenced by:

- the product features, taking due account of previous experience, brand-name perceptions and symbolic elements;
- the context of the purchase, which includes the influence of salespeople and social references;
- individual characteristics that entail persuadability and perceptual distortion.

4. Signs and symptoms of compulsive shopping

At its worst, compulsive shopping can threaten marriages, destroy a family's credit rating and jeopardize its financial future. To gauge your shopping habit, go over the following list of signs and symptoms of compulsive shopping. Experiencing four or more of these situations can indicate a problem with shopping and spending.

- Shopping or spending money as a result of being disappointed, angry or scared.
- Spending habits that cause emotional distress or chaos in one's life.
- Arguing with others regarding shopping or spending habits.
- Feeling lost without credit cards.
- Buying items on credit that would not be bought with cash.
- Feeling a rush of euphoria and anxiety at the same time when spending money.
- Feeling that spending or shopping is a reckless or forbidden act.
- Feeling guilty, ashamed, embarrassed or confused after shopping or spending money.
- Having many purchases that are never used.
- Lying to others about what was bought or how much money was spent.

Language and Culture Focus 语言文化要点



>>>>>> Reading I

1. bargain

- 1) *n.* sth. bought cheaply or for less than its usual price. 便宜货; 廉价货

【例句】I might buy a TV, if I can find a bargain in the sales.

The shoes are a bargain at \$22.

- 2) *n.* an agreement. 协议; 交易

【相关搭配】

make/strike a bargain: 达成协议

【例句】We have made a bargain that he'll do the shopping and I'll cook.

drive a hard bargain: 达成非常有利于自己的协议

【例句】He is determined to drive a hard bargain.

keep one's side of the bargain: 履行协议

【例句】Management and unions have struck a bargain over wage increases.

- 3) *vi.* to discuss the conditions of a sale, agreement, etc. 讲价钱; 讨价还价

【例句】The worker bargained for better pay.

【相关词】

bargaining *n.* 讨价还价

【例句】The 4% pay rise was the result of some hard bargaining.

2. trick

- 1) *n.* sth. one does in order to deceive someone else. 骗局; 花招; 诡计

【例句】He pretended to be ill, but it was just a trick.

【相关搭配】

dirty/mean/rotten trick: 下流的/无耻的/卑鄙的诡计

- 2) *n.* sth. one does to surprise someone else or make other people laugh. 恶作剧

【相关搭配】

play a trick on sb.: 捉弄某人

【例句】The girls were always playing tricks on their teachers.

- 3) *n.* a clever way of doing sth. that works very well. 诀窍; 技巧

【例句】The trick is to bend your knees as you catch the ball.

A salesman should know all the tricks of the trade.

- 4) *vt.* to deceive someone in order to get sth. from them or to make them do something. 欺骗; 诱骗; 哄骗

【相关搭配】

trick sb. into doing sth.

【例句】Clients were tricked into believing their money was being invested.

trick sb. out of

【例句】The company was treated out of \$2 million.

【相关词】

tricky *adj.* 困难的; 复杂的; 棘手的

【例句】I found myself in a very tricky situation.

Finding the electrical fault is really tricky.

3. **extort:** *vt.* to illegally force someone to give one money by threatening them. 敲诈; 勒索

【相关搭配】

extort sth. from/out of sb. 勒索; 强抢

【例句】Landlords tried to cover their losses by extorting high rents from tenants.

【相关词】

extortion *n.* 敲诈; 勒索

【例句】He faces charges of kidnapping and extortion. 他面临诱拐和敲诈的指控。

4. **innocent**

- 1) *adj.* not having much experience of life, so that one is easily deceived; naive. 天真无邪的; 涉世不深的

【例句】He's so innocent that anyone can take advantage of him.

- 2) *adj.* not guilty of a crime. 无辜的

【例句】Nobody would believe that I was innocent.

He is innocent of murder.

【相关搭配】

innocent victims/bystanders/people: 无辜的受害者/旁观者/人们

【相关词】

innocence *n.* 清白无罪; 单纯; 天真

【例句】Can you prove your innocence?

In our innocence we believed everything we were told.

5. **I feel certain that . . .**: I feel confident and sure, without any doubts that . . .

【例句】I'm absolutely certain that I left the keys in the kitchen.

I felt certain that I'd passed the test.

【比较】

It is certain that: if something is certain, it will definitely happen or is definitely true.

【例句】It now seems certain that there will be an election in May.

It's not certain where he lived.

It is by no means certain that the deal will be accepted.

6. It is not a bad toothpaste (not specially good either, but not bad), and as people like to try new things it will sell well to start with; but the attraction of novelty soon fades, so sales will fall.

【译文】牙膏并不差(不是特别好,但也不错),而人们又喜欢尝试新的东西,因此一开始它卖得很好,但对新事物的关注很快消退,销售也就随着下降了。

7. **It will sell well**: It will be bought by a lot of people. "Sell", followed by "well" or "badly", can be used in the active form with passive meaning "be sold well or badly".

【例句】Anti-age creams always sell well.

Do certain products and services sell well?

He was producing boots that sold well but did not wear well.

The year began with 1,400 own label items and finished with nearly 1,900 — all selling well.

8. **... the attraction of the novelty soon fades**: Soon, people lose their interest in this new cheap product and no longer have the enthusiasm to buy it.

9. **to start with**

1) used to talk about the beginning of a situation, esp. when it changes later. 起初;开始时

【例句】I felt nervous to start with, but soon began to relax.

2) first of all. 首先;第一

【例句】We're not going on holiday this year; to start with we haven't got the money and then there's still a lot we need to do on the house.

10. **novelty**

1) *n.* the quality of being new, unusual, and interesting. 新颖;新奇性

【例句】I was intrigued by the novelty of his idea.

I enjoyed living in Paris at first but the novelty soon wore off.

2) *n.* sth. new and unusual which attracts people's attention and interest. 新奇的事物

【例句】Cars were still something of a novelty at the beginning of last century.

【相关词】

novel *adj.* 新颖的;新奇的

【例句】That's a novel idea — opening an English restaurant in France.

11. **turn sth. into sth.** : to change from one thing into another. (usu. by magic)

【例句】In a flash they turn the sofa into a bed.

The witch had turned them all into stone.

12. **whereupon**: *conj.* used when sth. immediately after something else, or as a result of sth. happens.
马上;于是

【例句】Molly banned her from the dining room, whereupon Bridget burst into tears.

I told her she looked fat, whereupon she threw the entire contents of a saucepan at me and burst into tears.

13. **rush to do sth.** : to do sth. very quickly and without delay. 匆匆做(某事)

【例句】I rushed to pack my suitcase before she came back.

We shouldn't rush to blame them.

14. ... **brehtaking impertinence**: Although the one-penny reduction of the price may well be considered to be an insult, it produces great excitement to buyers and encourages them to buy it.

15. **brehtaking**: *adj.* very impressive, exciting or surprising. 使人兴奋的;激动人心的;惊险的

【例句】The guest house was on the side of the cliff, with breathtaking views of the ocean below.

The changes in the city since 1980 have been breathtaking.

The drive along the beach and up the mountain is truly breathtaking.

16. **impertinence**: *n.* the state of being rude or not respectful. 不礼貌;莽撞无礼

【例句】While they prepare for dinner, Don Quixote scolds Sancho for his impertinence and orders him to be more discreet in further conversations.

His superiors were outraged by his impertinence in suggesting a solution they hadn't considered.

【相关词】

impertinent *adj.* 不礼貌的;莽撞无礼的

【例句】The question about her age is very impertinent.

17. ... **brehtaking impertinence**: The one-penny reduction of the price may well be considered to be not respectful, it produces great excitement to buyers and encourages them to buy it.

18. **might (just) as well**: used to suggest that someone should do sth. , because there is no good reason to do anything else. 只好……;还是……为好;也可以……

【例句】It's no good waiting for the bus. We might as well walk.

I might just as well have stayed at home.

He said we might as well go before his sister arrived, because once she came, it would be impossible.

19. for the sake of: in order to help, please, improve someone or sth. 由于;为了……的缘故

【例句】He moved to the seaside for the sake of his health.

I only went for Kay's sake.

This is an interesting topic, but I feel like this is more for the sake of publication.

20. plead

1) *vi. / vt.* to state in a court of law whether one is guilty of a crime. (在法庭上)承认(有罪); 申辩

【相关搭配】

plead guilty/not guilty/innocent

【例句】Henry pleaded not guilty to the charge of murder.

A German manufacturer has agreed to plead guilty and pay a \$160 million fine for engaging in an international price-fixing conspiracy that drove up computer prices.

2) *vi.* to ask for in a sincere and emotional way. 恳求;央求

【例句】The hostage's families pleaded for their safe return.

She pleaded with her mother to let her get out.

21. outrage

1) *vt.* to make someone feel very angry and shocked. 使某人震怒;激起某人的义愤

【例句】People were outraged at the idea of releasing the mass murderer.

2) *n.* a feeling of great anger and shock. 愤慨;义愤;震怒

【例句】The injustice of the situation filled him with a sense of outrage.

3) *n.* a very cruel, violent and shocking action or event. 暴行

【例句】These terrorist attacks are outrages against society.

【相关词】

outrageous: *adj.* very shocking and extremely unfair or offensive. 骇人的;蛮横的;极不公正的

【例句】outrageous prices

I can't believe he's been allowed to spread such outrageous lies!

22. in one's defense: to protect against attacks. 为……辩护/答辩

【例句】Speaking in defense of the proposal, he pointed out how much cheaper it would be.

The man has been fierce in defense of the present system.

23. Provided they think they are getting a bargain they will buy clothes they will never wear, furniture

they have no space for.

【译文】只要他们认为自己赚了便宜就会买从不穿的衣服和没地儿放的家具。

24. **sane:** *adj.* able to think in a normal and reasonable way. 心智健全的;神智正常的

【例句】This is a risk no sane person will take.

antonym: insane

25. **trifle**

1) *n.* slightly; rather. 少量;有点

【例句】You look a trifle nervous.

It's a full life, if a trifle boring.

2) *n.* sth. unimportant or not valuable. 琐事;无价值的东西

【例句】I don't know why you waste your money on such trifles.

【相关词】

trifling *adj.* 不重要的;微不足道的

【例句】a trifling matter

a trifling sum

【相关搭配】

trifle with: 轻视;小看;随便对待

【例句】The boss is not a man to be trifled with.

26. **extravagant**

1) *adj.* spending a lot of money on things that are not necessary. 浪费的;没必要的

【例句】It was very extravagant of you to spend 500 *yuan* on a bag.

2) *adj.* very impressive because of being very expensive, beautiful, etc. 铺张的;豪华的

【例句】They decided to give an extravagant dinner party.

27. **as though:** as if. 似乎;好像

【例句】You look as though you've had a good time.

It sounds as though she's been really ill.

That news reporter always sounds as though he's drunk.

28. **for one's life time:** for the time during which one is alive. 一生

【例句】I will be proud of myself for this experience for my life time.

They must work hard for their life time to pay off the debt.

29. **loo:** *n.* (*BrE: informal*) a toilet. 卫生间;厕所

【例句】All rooms are comfortably furnished and have their own shower and loo.

I had to go to the loo.

It is hard to stay awake but I had to keep going to the loo!

30. pile up: to become much larger in quantity or amount; accumulate. (使)堆积;(使)积累

【例句】Work is really piling up.

Troubles are piling up due to a passive attitude to solve them.

31. sticky

1) *adj.* made of or covered with a substance that sticks to surfaces. 黏的

【例句】Her hands were sticky with jam.

The surface of the desk is dirty and sticky.

2) *adj.* difficult; hard to handle. 困难的;棘手的

【例句】Race problems in the US remain sticky.

He finally got out of the sticky situation.

【相关搭配】

sticky label/tape: 黏胶带

have sticky fingers: 有偷窃习惯

32. fall for

1) to be tricked into believing sth. that is not true. 上……的当;受……的骗

【例句】She will never fall for that one!

Don't fall for the fair words of the door-to-door businessmen.

We played a trick on him and he fell for it.

2) to start to love someone. 爱上(某人)

【例句】That was the summer I worked at the fairground and met and fell for Lucy.

33. serve sb. right: to be a good punishment for sb. 活该

【例句】I got a traffic fine yesterday evening. — It served you right. I told you not to drink too much.

You have missed so good a chance. It serves you right to suffer the consequence now.

34. all the same: in spite of this. 尽管如此;虽然

【例句】She is not clever, but I like her all the same.

It was raining hard, but we got there on time all the same.

Thank you all the same!

All the same, this should be taken into consideration.

It's very cold, but I'll go swimming all the same.

>>>>>> Reading II

1. **inform sb. of sth.** : to give information or knowledge to sb. ; to tell sb. about sth. 通知

【例句】 Could you inform me of the decision as soon as possible?

He intended to see Lucy to inform her of his objections.

2. The manufacturers go beyond only telling consumers about their products. They also try to persuade customers to buy the product by creating a desire for it.

【译文】 生产商不仅仅只是把他们的产品告知消费者。他们同时也让消费者产生购买的欲望，从而说服消费者购买他们的产品。

3. **go beyond sth.** : to be more than sth. 不仅仅是；超出

synonym: exceed

【例句】 This year's sales figures go beyond all our expectations (= are much better than we thought they would be). 今年的销售额完全超出我们的期望

4. **persuade sb. to do:** to make sb. willing to do sth. by reasoning, arguing, or repeated asking, etc. 劝说

【例句】 He persuaded her to go to the party.

We tried to persuade him to give up the idea of going abroad.

They had great difficulty in persuading him to change his mind.

5. **desire for:** a strong hope or wish for. 渴望

【例句】 a desire for success

The two political leaders spoke of their common desire for improved relations.

6. **even though:** (also even if) no matter if. 即使

【例句】 Even though we could afford it, we couldn't go abroad for our holidays.

Even though it was raining, we still had to go out.

Even though you disagree with her, she's worth listening to.

I was always afraid of examinations, even though I could always get good scores.

7. **analyze:** v. to consider sth. carefully or in great detail in order to understand or explain it. 分析

【例句】 Let's analyze the problem and see what went wrong.

The specialist analyzed the situation and suggested some solutions.

8. They know all the different motives that influence a consumer's purchase — some rational and some emotional.

【译文】 他们了解所有影响消费者购物的不同动机——有些是理性的，有些则是情绪性的。

9. **rational:** *adj.* sensible; able to think clearly and to make decisions and judgments that are based on

reason rather than emotions. 合理的

【例句】a rational explanation/decision

10. **emotional:** *adj.* concerned with one's emotions and feelings. 情感的

【例句】emotional problems emotional music

Emotional states can affect our hormone (荷尔蒙) levels.

11. **furthermore:** *adv.* in addition to what has been said. "Furthermore" is a rather formal word used to introduce a piece of information or opinion that adds to or supports the previous one. 而且

【例句】The house is too small for a family of four, and furthermore it is in a bad location.

Computer chess games are still a bit expensive, but they are getting cheaper all the time.

Furthermore, their chess-playing ability is rising.

12. **checkout counter:** the place in a supermarket or a shop where the price of one's goods is added up and one has to pay for them. 收银处

【例句】to queue at the checkout counter

"Checkout" can also refer to the time at which a guest must leave a hotel room or be charged for the time of stay.

【例句】checkout time 结账退房时间

13. **grocery store:** the shop which sells dry and preserved foods like flour, coffee, sugar, rice, tinned food, and other things for the home. 杂货店

14. **thought-out:** produced or developed after careful consideration. 慎重考虑后产生的

【例句】a well thought-out scheme

15. **do a good job:** If you say that someone is doing a good job, you mean that he is doing his work well.

【例句】You've done a good job.

If someone does a good job of a particular task, you are describing how well or badly he has done it.

【例句】Daddy thought we had done a very good job of the bathroom.

16. **vulnerable:** *adj.* easily influenced; innocent and inexperienced. 易受伤害的

【例句】a young and vulnerable girl

The shopper is especially vulnerable at this point: The customer may be easily attracted into buying some unnecessary things when he/she has made the rational purchase.

17. **chewing gum:** (*also* gum) a sweet sticky substance, usually having a special sweet taste, made to be chewed but now swallowed. 口香糖

18. People generally consider economy, dependability, and convenience when they are purchasing a product.

【译文】人们在购买商品时,通常考虑其经济性、可靠性和方便性。

19. **economy:** *n.* the careful use or spending of money, time, effort, etc., in order to avoid waste. 节约;节约措施

【例句】economy of effort 精力的节省

I switched off all the lights as an economy measure.

20. **dependability:** *n.* reliability; the ability to be trusted. 可靠性

21. **convenience:** *n.* the state or quality of being convenient; suitability for a particular purpose or situation. 方便

【例句】We bought the house for its convenience.

When I'm doing the cooking, we use all frozen stuff for convenience.

New regulations will give customers the convenience of dealing with a local institution.

22. **finances:** *n.* (always plural) the amount of money owned by a person, government, or business. 财力

【例句】Whether it can be done depends on your finances.

I'm afraid my finances won't be enough for a holiday abroad.

23. **at other times:** on other occasions. 在其他时候

【例句】Sometimes he's cheerful; but at other times he's complaining about everything.

24. **the reason behind a purchase:** the underlying reason why sth. was bought.

25. **for pleasure:** for fun rather than as work.

【例句】Are you here on business or for pleasure?

He is a man who lives for pleasure.

26. **rock:** *n.* (also rock and roll) a style of music that was popular especially in the 1950s, which has a strong loud beat and is usually played with electrical guitars and drums, and repeats a few simple tunes. 摇滚乐

【例句】rock star rock group

The boy has been playing very loud rock for an hour in the bathroom.

27. **sugar-coated:** *adj.* covered with a layer of sugar. 外面有一层糖的
coat: to cover over a surface.

【例句】a chocolate-coated biscuit 外层涂有巧克力的饼干

plastic-coated wire 包有塑料外皮的电线

28. **nutritious:** *adj.* containing valuable protein, vitamin, mineral, etc., which help one's body to grow or to be healthy; nourishing. 有营养的;滋养的

【例句】nutritious meal

Milk is very nutritious.

29. **motivate:** *adj.* to provide someone with a strong reason for doing sth. 激发

【例句】We've got to motivate our salesmen.

There is little hope to motivate these kids to work hard at school.

He was motivated by love, and expected nothing in return.

My decision to make this trip was motivated by a simple desire to leave the country.

30. **package:** *n.* a small parcel. 包装;包裹

【例句】a package of books

a small package wrapped in tissue paper

31. **intelligent:** *adj.* having the ability to understand, learn, and think things out quickly and well. 有才智的

【例句】an intelligent suggestion

a very intelligent question

Human beings are much more intelligent than animals.

32. **wisely:** *adv.* If someone does something wisely, he is able to use his/her experience and knowledge in order to make sensible and reasonable decisions or judgments. 有判断地

【例句】He wisely turned down the invitation.

You have chosen wisely.

>>>>> Extended Activities

A. Function and Structure

1. Types of complainers

It is important to realize that organizations that are totally customer-focused do not just respond effectively to customer complaints; they actively seek them out. Research indicates that for every complaint expressed there are over 25 unregistered complaints. Many dissatisfied customers just quietly take their business elsewhere. Therefore, organizations that are truly committed to delivering superior customer performance work hard at providing their customers opportunities to complain. At least five types of complainers can be identified. Each type is motivated by different beliefs, attitudes, and needs.

◇ *The Meek Customer:* Generally, will not complain.

Response: Must work hard at soliciting comments and complaints and act appropriately to resolve complaints.

◇ *The Aggressive Customer*: Readily complains, often loudly and at length. Response: Listen completely, ask: “what else?”, agree that a problem exists, and indicate what will be done to resolve it and when.

◇ *The High-Roller Customer*: Expects the absolute best and is willing to pay for it; likely to complain in a reasonable manner.

Response: Be interested in results and what you are going to do to recover from the customer service breakdown. Always listen respectfully and actively and question carefully to fully determine cause. Ask: “what else?” and correct the situation.

◇ *The Rip-Off Customer*: The goal is not to get the complaint satisfied but rather to win by getting something the customer is not entitled to receive. A constant and repetitive “not good enough” response to efforts to satisfy this customer is a sure indicator of a rip-off artist.

◇ Response: Remain unfailingly objective. Use accurate quantified data to backup your response. Be sure the adjustment is in keeping with what the organization would normally do under the circumstances. Consider asking “What can I do to make things right?” after the first “not good enough.”

◇ *The Chronic Complainer Customer*: Is never satisfied; there is always something wrong. This customer’s mission is to whine. Yet, he is your customer, and as frustrating as this customer can be, he cannot be dismissed.

Response: Extraordinary patience is required. One must listen carefully and completely and never let one’s anger get aroused. A sympathetic ear, a sincere apology, and an honest effort to correct the situation are likely to be the most productive. Most *chronic complainer customers* will accept and appreciate your efforts to make things right. This customer wants an apology and appreciates it when you listen. Tends to be a good customer (in spite of his constant complaining) and will tell others about your positive response to his complaints.

2. How to handle customer complaints effectively

All good managers want to hear about every complaint their customers have. Only when a complaint has been expressed can the appropriate corrective action be taken. Without customer complaints, management often assumes that everything is okay. It is estimated that for every customer complaint received, there are at least 26 complaints that are never expressed. What are the implications of this statistic? Furthermore, a customer with a complaint is likely to tell 20~25 other customers and potential customers about his complaint. Therefore, every organization needs a procedure to resolve customer complaints. The following is an eight-step customer complaint

procedure to handle customer complaints:

- Provide customers with the opportunity to complain.
- Give customers your full and undivided attention.
- Listen completely.
- Ask the key question: “what else?”
- Agree that a problem exists; never disagree or argue.
- Apologize.
- Resolve the complaint. (Ask again: “what else?”)
- Thank the customer for bringing the complaint to your attention.

B. Special Use: Subjunctive Mood of Verbs (1)

英语中的虚拟语气分为两大类: were 虚拟式和 be 虚拟式。were 虚拟式主要用来表示与现实相反、不存在的或不可能实现的情况, 以及一些固定的搭配; be 虚拟式主要用来表示建议、命令、决定等。这里, 我们将着重介绍 were 虚拟式的用法。

1. were 虚拟式在 if 条件句中的用法

1) 如与现在情况相反, if 从句中动词用过去时, 主句动词用过去将来时。例如:

If I *had* money, I *would lend* it to you. (真实情况是我现在没有钱。)

If I *lived* near my office, I *would be* in time for work. (事实上我住得很远, 上班来不及。)

If I *were* you, I *would be* more careful. (事实上我不是你, 你也没有做到足够仔细。)

注: be 动词在 were 虚拟式中一般都用 were。

2) 如与过去情况相反, if 从句中动词用过去完成时, 主句动词用过去将来完成时。例如:

If you *had worked* hard enough, you *would not have failed* in the examination. (事实是你过去不够用功。)

If Mary *had been* at home, I *would have seen* her. (事实是玛丽不在家。)

If I *had known* that you were coming, I *would have met* you at the airport. (事实上当时我不知道, 所以我也没有去。)

3) 如与将来情况相反, 或不希望将来发生的事件, if 从句中动词用 were to do 或 should do 的形式, 主句动词用过去将来时。例如:

If someone *were to threaten* me, I *would tell* the police. (我不希望将来有人威胁我。)

If I *should dye* my hair red, everyone *would laugh at* me. (我不想把头发染成红色。)

If your car *should need* any attention during the first 12 months, you *could take* it to an authorized dealer. (不希望你的车在今后的 12 个月内出故障。)

4) if 虚拟式的变体

我们可以把条件句中的 *were, had, should* 等助动词移到句首, 省略 *if*, 意思保持不变。例如:

Were it to reveal its secrets, that house would collapse in shame.

(= *if it were to reveal ...*)

Had he done otherwise, he would have become a laughing-stock.

(= *if he had done ...*)

Were I you, I would accept the offer.

(= *if I were you ...*)

Should you change your mind, no one would blame you.

(= *if you should change ...*)

有时, *if* 从句会被一些介词短语所代替, 学习者不能麻痹大意, 忽略虚拟语气的用法。

例如:

Without practice, there would be no theory.

(= *if there were no practice ...*)

But for you, I should never have met her.

(= *If it had not been for you ...* 要不是)

In your place, I would have accepted the invitation.

(= *if I were you ...*)

另外, 我们还要注意虚拟语气中包含的进行意义。例如:

If they were having the meeting in that room, the lights would be on. (如果他们现在正在开会……)

How nice it would be if the wind were not blowing so hard now. (要是风现在不再吹……)

5) 混合型的 *were* 虚拟式

虚拟条件句的基本结构并不是一成不变的, 从句和主句的时间参照有时可以不一致。If 从句中可以表示过去时间, 用过去完成时; 主句表示现在时间, 用过去将来时。例如:

If I had spoken to him yesterday, I would know what to do now. (如果我昨天跟他谈过了, 我现在就会知道该如何做了。)

If father hadn't called me, I shouldn't be here. (要是爸爸当时没有打电话给我, 我现在就不会在这里了。)

The plane I intended to catch crashed and everyone was killed. If I had caught that plane, I would be dead now. (我要乘的那班飞机坠毁了, 机上的人都死了。如果我当时乘了那班飞机, 我现在就不在人世了。)

2. were 虚拟式在其他结构中的用法

1) wish + 宾语从句

在此结构中,如宾语从句中的动词表示现在,动词用过去时;如动词表示过去,用过去完成时;如动词表示将来,动词用过去将来时。例如:

I wish I *knew* his telephone number. (指希望现在知道,实际现在不知道。)

I wish you *had written* to him. (过去已经发生过的动作,实际当时没有写。)

I wish the rain *would stop*. (希望雨在不久的将来停止,但雨可能还会下个不停。)

2) It's time (that) + 从句

在“It's (high/about) time (that) + 从句”结构中,从句中的动词用过去时。例如:

It is time we *started*.

It is high time we *went* home.

3) would rather + 从句

would rather/sooner 后可以直接跟动词原形。例如:

I *would rather/sooner wait* till tomorrow.

He *would rather not go* by car.

但 would rather/sooner 后如果跟从句,要用虚拟语气。若动作表示现在或将来,用过去时;若动作表示过去,用过去完成时。例如:

I *would rather* she *left* the heavy end of the work to someone else.

I *'d rather* you *came* tomorrow.

— I met Kate this morning and told her about our plan.

— I *'d rather* you *hadn't told* her about it.

4) as if/as though + 从句

“as if/as though + 从句”结构(好像……)用于虚拟语气,表示不存在的情况。如 as if/as though 后面的动词表示现在的情况,用一般过去时;如动词表示过去的情况,用过去完成时。例如:

He talks about New York as if he *had been* there himself.

He ordered me about as if I *were* his servant.

但是 as if/as though 后面也可表示真实的情况而不用虚拟语气。请比较:

He behaves as if he *owns* the place. (他是这地方的主人。)

He behaves as if he *owned* the place. (他不是这地方的主人。)

5) If only ...! 结构

if only 感叹句表示一种强烈的愿望,即“要是……就好了!”如表示现在的情况,动词用过去时;如表示过去的情况,动词用过去完成时;如表示将来的情况,动词用过去将来时。例如:

If only we *had* more time!

If only I *knew* how to do it!

If only it *hadn't* happened!

If only I *had come* a few minutes earlier!

If only next week *would come*!

6) 其他结构

Suppose the world *were* not round. (假设地球不是圆的。)

Imagine you *were to look* at a beach from an airplane. (想象一下你从飞机上看海滩。)

What if I *came* tomorrow instead of this afternoon? (要是我明天来,而不是今天下午来,会怎样呢?)

C. Practical Reading

广告是商务英语中经常要阅读的文本。广告中的主要信息是商品的规格、性能、价格或收费标准、日期或期限、附赠礼品和售后服务等。阅读时应使用寻读(scanning)的方法,按题意寻找问题的答案。本广告是配对填空题,只需按所给的数字,在广告中找出相应的条款即可。

Notes

bargain: 指物美价廉的东西。

warranty: 质量保证期限。

delivery: 送货。

on-site maintenance: 现场维护(包括电脑初始化、软件预装等)。

software package: 软件包,通常随电脑销售赠送。

Teaching Tips 教学提示

1. Lead-in: 本单元导入部分安排了听力理解和听写填空两项任务。听力理解部分紧扣单元主题 Consumer Satisfaction 安排了两个听力理解训练语篇,共 4 项练习。第一篇探讨了 Consumer Satisfaction 的定义、影响 Consumer Satisfaction 的主要因素以及衡量消费者满意度的常用方法和技巧。第二篇就如何切实提高消费者满意度给出了较为详尽的建议和说明。在进行听力训练前,教师可以结合背景知识中 Definition of consumer satisfaction 和 Factors influencing

consumer satisfaction 相关内容,对单元主题予以一定的介绍。听力练习的编排和以往各单元一样,第一和第三项练习均属预听活动,主要目的是在进行精听训练之前,让学生对所听语篇的主旨有所了解,初步把握听音和理解上的难点所在,为接下来的听力活动做好词汇和心理上的准备。第二项练习为多项选择题,侧重考察学生理解、辨析语篇细节和关键信息的能力。第四项练习其实包含两项任务:要求学生在充分理解所听语篇内容的基础上,完成 5 个句子和一个完形填空练习。教师特别要向学生指出,和学生以往熟悉的 Spot Dictation 要求不同,此两项练习并不是听到什么填写什么,学生书上出现的文字材料和他们所听到的语音材料并不一样。学生在听音前,先要快速预读全篇内容,把握短篇的主题,并根据空格前后的语法结构、词语固定搭配、词语间的并列对比结构以及上下文语义的连贯等对要求填写的空格内容进行积极地预测,明确听音时记忆的重点。在进行听音时,摆脱书面文字的干扰,把注意力放在听辨、理解、记忆语篇的主旨,关键信息点,以及语篇的逻辑层次上,同时做好笔记。听音完毕后,再根据自己的理解和笔记的帮助,完成填空练习。教师应根据学生实际能力,对学生进行一定的听力笔记技能的辅导。

听写填空是关于“消费者满意”概念的一篇短文,主要填相关的动词、名词、形容词等,可以作为导入活动安排在 Reading II 课文讲解之前进行,填写前,教师可以结合背景知识 Benefits of consumer satisfaction 的内容,请学生谈谈 What possible benefits will consumer satisfaction bring to a business?

2. Reading I 的 Brainstorming 部分: 全班学生通过自由讨论的形式,列出他们对 bargain 一词的认识和理解。下文供教师参考。必须指出的是,本活动设计的目的并不是让学生掌握 bargain 一词作为动词和名词的词义和用法。教师应鼓励引导学生说出 bargain 对他们各自意味着什么。就不同的人而言, bargain 可能是省钱的妙法(a good way to save money),也可能是变相的浪费(a disguised waste)。有些人 bargain 是因为节约(for the sake of frugality or thrift),有些人则是为了满足自己某种心理或情绪上的需要(to satisfy certain psychological or emotional needs)。对有些人来说, bargains 是物超所值的机缘(an opportunity to buy something at a price lower than usual),而对有些人来说, bargains 则是诱惑人购买大量实际上不需要的物品的陷阱(tricks to make you buy something that you don't really need)。下面的信息有助于讨论:

According to *COLLINS COBUILD ENGLISH LANGUAGE DICTIONARY*, a bargain is a deal, an agreement between two people or groups, especially in business, in which they agree what each of them will do, pay, or receive. For example, you can say:

- In many ways it was a bad bargain.
- We've made a bargain that he will do the shopping and I'll cook.
- We've done what we promised and we expect you to keep your side of the bargain.

A bargain is also something that is sold at a low price and that you think is good value for the money. For example, you can say:

- I picked a few good bargains in the sale.
- The car was a real bargain at such a low price.
- I'm a bargain hunter and always buy at bargain prices; I just couldn't resist a bargain.

If one person or group bargains with another about something, they discuss what each of them will do, pay or receive, in order to come to an agreement. For example, you can say:

- If you bargain with them they might reduce the price.
- Trade unions bargain with employers for better conditions of pay and employment.
- The increased demand for their skills has given these workers greater bargaining power.

3. Reading I 的 Pairwork 部分：学生双人结对讨论与 bargain 相关的话题。本活动的讨论题均系 open-ended questions, 即无确定的答案。教师应注意调动学生的积极性和参与性。
4. Reading I 的 Exercise IV: Question 8 中 at odds 指“争执；不同意；意见冲突”(in disagreement; in conflict)。Question 10 中 ticket 指“驾驶违章通知单，罚款单”(a printed notice of an offence against the driving laws)。
5. Reading I 的 Post-reading 部分设有两项任务。任务 1) 主要是加强学生对课文的进一步理解和熟悉。任务 2) 学生分组活动，讨论并共享 bargaining 的技巧。小组讨论结束后，教师可邀请各小组推举一名代表向全班作一个简短的陈述(presentation)，与其他小组分享讨论的结果。除参考答案给出的 bargain hunting tips 外，以下补充材料供教师参考使用。

More Bargain Hunting Tips

- ◇ **Stop in frequently** since most shops have a constant turnover of merchandise.
- ◇ **Talk to sales staff** and find out which days new merchandise is put out for sale. That way, you'll get the first opportunity to get the best merchandise. Many stores take out new merchandise daily, so serious shoppers may want to stop in on a regular basis to find out what's new.
- ◇ **Introduce yourself** to the staff, and ask them about items you're looking for or what they would suggest as a good buy. Establish yourself as a regular customer and the staff may even call you to let you know when certain items arrive in the store.
- ◇ **Find out store policies** on markdowns (减价) and the methods of payment the store accepts. If policies aren't posted, ask the sales staff about them.
- ◇ **Watch your timing.** To take advantage of the best bargains, you need to curb what is known as the shopper's mortal sin: impulse buying. You need to time your purchases according to the periods of the year when specific items normally go on sale. Aside from holiday sales, there are end-of-season and after-season sales that roll out items as low as 75% off the regular price. Another

timing technique is to inquire about discontinued models of appliances and electronics when new models come out. Last year's models, heavily discounted just to rid of them, may have all the features you will be happy with. Don't forget inventory sales all major stores mark down old items to remove them from the stockroom. Ask your favorite department store when they take inventory.

- ◇ **Shop at the right place.** Sometimes brick-and-mortar stores are not the best places to shop. Mail-order catalogs and online stores are excellent alternatives because they often offer considerable discounts, flexible paying schemes, and special deals. With other bonuses like free shipping and handling, all you have to do is wait for delivery.
- ◇ **Shop wisely.** Find ways to take advantage of volume discounts. Use store coupons, and don't forget to reap the rewards attached to your club memberships, credit card category and loyal customer status.
- ◇ **Team bargaining.** Go shopping with a friend. The best reason is that they can talk you out of an unwise purchase, or out of a shop that you find difficult to escape. They can also offer a second opinion on the usefulness, value, or beauty of the merchandise you are considering. It is best if only one of you is actually buying in any particular shop, and the other is assigned to be on guard against ploys that draw you away from rational bargaining.

6. Supplementary Activities

Activity 1

注：这是一个测试学生 bargain 技巧的简单测试。教师可事先将 quiz sheet 复印分发给学生，组织学生结对或分组讨论交流，再予以适当的点评。

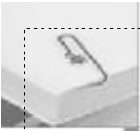
Are You a Bargain Master or an Easy Target?

Take the Quiz and Find Out !

There are so many ways to save money while you shop. But even the best bargain hunter will sometimes leave money "sitting on the table." There are also those who are an easy target for paying top price for everything they buy. Where do you sit? Are you a bargaining master or an easy target? Take this quick quiz and find out.

True or False:

1. Shopping for the right store is as important as shopping for the right price.



2. The small locally owned stores can never offer the good deals that the major discount stores offer.
3. It is worth putting up with poor attitude and service to get the price I want.
4. Commissioned sales people usually offer me better deals than those on straight salary.
5. Buying “off season” will result in giving consumers the biggest savings on most items.
6. When making a purchase it is always best to use cash when possible.
7. I am powerless when I make a purchase and return in a week to see the item has received further markdowns.
8. When a store offers to give you something free if you purchase a particular item, you can ask for a cash discount instead.

* * * * *

For Your Reference:

1. *True.* Paying the right price for something is only part of what is involved in smart shopping. Selecting the right store to make your purchase from is equally as important. When shopping for the right store, consider things such as: Will my item be delivered on time? What are the stores return policies? Do they guarantee the lowest price? Do they accept other stores coupons?
2. *False.* Small local stores do compete! Owners of small local stores often realize it is better to make a smaller profit than no profit at all. You have a good chance to deal directly with the owner who knows how much price flexibility he has on an item based on its cost. Some small business owners are more concerned with keeping a good cash flow going than they are in keeping a big profit margin maintained.
3. *False.* Walk away with your money in your pocket! If store employees are difficult to deal with before you buy, just imagine how they will be if you find the need to return your item! Generally, stores associates that offer friendly and helpful attitudes will go out of their way to help you if you run into problems with your purchases. It is never a good bargain to have an item sitting at home not working because of difficult return policies or unhelpful and uninterested store employees. Often a good sales person will inform you of upcoming sales events, rebates you may not be aware of and other money saving information. It is worth a few extra dollars to buy from informed, happy employees, then to tolerate a sour-faced negative sales force that seems to know only the answer, “We can’t do that.”

4. *True.* A person who is on commission has a personal interest in seeing that you buy from them. This can open money saving doors such as: waiving delivery charges; absorbing alterations fees; matching competitors' prices; removing the cost of assembly; negotiating installation fees; free gift-wrap. Many times a commissioned sales person can give up part of their commission and pass it on to the consumer by lowering the price of an item to make a sale.
5. *True.* A good rule of thumb to remember: Buy when there is more product than shoppers. In other words, shop off-season to get the best prices. This applies to almost every category of retail, entertainment, and travel. Retail is a time-sensitive business so take advantage of it by shopping when the time is right. Arrive to a store an hour before they close, with your figures ready and your pen out. A quick price negotiation can take place when the business owner is ready to go home to watch his favorite sporting event. At the end of the month incentives and sales quotas have to be met, especially in the car and furniture industries. This makes it an excellent time for the consumer to get in and get the deal that they want since the sales force is anxious to meet their numbers.
6. *False.* Credit card purchases can often result in extra benefits such as: frequent flyer points; extended warranties; special purchasing rebate dollars; free insurance; premiums such as gifts and free meals. When shopping online or over the telephone, using your credit card can protect you if you never see the merchandise you order. It can also come in handy if what you receive falls short of your expectations. If you run into problems with your transaction you can withhold payment by contacting your credit card company and placing the transaction into dispute. Most dispute policies are located on your credit card statement. High interest rates are not conclusive to getting a good bargain so it is best to charge only what you can pay off in a timely matter.
7. *False.* You have made your decision on what you are going to buy, where you are going to buy it, and how much you will pay for it. However, what if you make your purchase and find out the next week that the price was further reduced? If you were careful about where you shopped, then chances are that you will be able to recoup some of the money. Most stores offer a specific time period for you to get a price adjustment on an item that has received further reductions after your purchase. They may even adjust to competitor's prices after the sale if you bring them all the proper documentation such as your receipt and a copy of the advertisement. Ask the store what their policy is regarding price adjustments before you make your purchase and make sure to get a hard copy of the policy for your records. Just remember though, if you do not shop after the purchase you will never find out that the price was further reduced. Also, the burden of proof is on you so keep your receipt!

8. *True.* You don't want the freebie? Give it back for cash. Say you are buying a new refrigerator and the store advertises free delivery on all refrigerators but you have a truck and do not want to wait for a delivery. Ask the salesperson what they usually charge for delivery and request that they knock the amount off your bill since you will be taking care of the hauling and delivery yourself. Other areas that you may save on by turning back the freebie for cash, is with "free" software that comes with your new computer or free pillows that come with your new mattress. The trick is to decide if the freebie is something that you want. If it is, then you will do okay. If it is not, then at least try to sell it back to them at "their" cost.

Activity 2

注：这是一个综合性的活动，由三个部分组成，教师可按照教学需求灵活安排。第一部分 Shopping Habits Quiz 可由学生独立完成；第二部分 Shopping Savvy Techniques 教师可把参考材料复印给学生，也可以组织小组讨论，全班交流，最后由教师总结补充。第三部分 My Shopping Savvy Techniques 建议由学生课后完成。

In today's world of buying and selling, you as the consumer, have many choices. With so many choices how can you be sure you're getting the most for your money? To get the best deal, you need to learn *shopping savvy*. *Shopping savvy* is getting what you need at the best price. In order to obtain shopping savvy you need to first recognize your personal shopping style. Take the quiz to find out your own shopping habits.

My Shopping Habits Quiz

1. You decide to buy a new pair of shoes. Upon reaching the shoe store you find a pair of shoes you like, but they are a little expensive. You:
 - a) Buy the shoes, even though they cost a little more than you want to pay. They look great!
 - b) Choose a pair of shoes that are the price you want to pay, even though they are not what you really want.
 - c) Search other shoe stores, looking for a better price and maybe even a better pair of shoes.
2. Today, you got your first paycheck! What do you do with it?
 - a) You wanted to make money to buy things — that's why you got the job — so you spend it all right away.
 - b) Even though there are many things you want, you put the money in your mattress so you will not spend it.

- c) There are so many things you want: clothing, shoes, going out with friends, college, a car — so you put half the money in the bank for long-term savings and spend the other half on things you want right now.
3. You just saw an ad for a new computer — the one you have been saving for — and the price is great. When you get to the store you find out that the price didn't include a printer, which costs another \$250.00. You decide:
- a) To pay the extra money, you have it and you really want to buy the computer.
 - b) Continue to save your money and look for better deals, going home without the computer.
 - c) Take the ad to other stores and see if they will match the computer price and if they sell printers for less.
4. Last week you bought a new backpack. It is really comfortable, but today you realize that one of the zippers is not working. You:
- a) Complain to your friends but don't do anything else. You'd be too embarrassed to go back to the store and talk to someone.
 - b) Go to the store, ask for your money back, buy a cheaper backpack and realize that when you get home it just isn't as nice as the other one.
 - c) Go to the store and find out if there is a repair policy and, if not, you exchange it for another one.

* * * * *

If you answered mostly:

- a) You spend money, even though you may not get the best buy. But, there's good news for you — there are many ways that you can save money and still enjoy shopping.
- b) You want to save money and get a good deal, but you tend to compromise for less than what you want. There are ways to save and get exactly what you want.
- c) Wow! You know a lot about getting what you want at a good price!

* * * * *

For Your Further Reference:

Shopping Savvy Techniques

Now that you know a little about your own shopping habits, read on for some tips to help you get the most for your money. While all of these shopping techniques will save you money, you will find some are easier for you to accomplish than others. You will be most successful in getting more for your money if you practice shopping techniques that are easy for you to do.

1. *Find out about your favorite stores' sales.* Most stores have a pattern to their sales. These patterns decide not only what will go on sale, but when. Ask and you might get clued into when the best deals are available. If you like a particular store, get on friendly terms with the sales staff.
2. *Read the fine print.* In looking through ads, be mindful of the small print and read it. Here you can learn about sales dates, extra costs, and what is or is not included in the sale. Take time to understand the ads before you go shopping so you can get the best deal.
3. *Think, think, think.* Impulse shopping is a common spending habit. Almost everyone has bought something on the spur of the moment and later wished they hadn't. Prevent buyer's remorse — don't buy unplanned purchases on the spot. Go home and think about the purchase overnight. To help you decide if you should buy the item, ask yourself these questions ... and answer honestly.
 - * Why do I want it?
 - * Do I need it?
 - * How long did it take me to earn the money I will spend on it?
 - * Do I already have one?
4. *Wait.* Sure, you want it right now, but in just a few weeks or months you may get it much cheaper. Hot items such as movies, CDs, and electronic products will catch your eyes immediately and you know you will want them. But so will millions of other people. And in just a short time, when millions are being produced, prices will drop. If you can't handle the wait, borrow a friend's — you might even find out that you really don't like it.
5. *Be prepared.* When you go into a store to buy electronics, cars, furniture, and such, remember that some stores are willing to match or beat prices from other stores. Call different stores to compare prices, models, and return policies. Before you head out, prepare yourself with ads and a cool attitude, one that doesn't reveal how much you want the item.
6. *Follow up on prices.* Some stores have a policy that if they have a sale on an item that you recently bought, they will refund the difference between what you paid and the sale price. It's your money, so don't be afraid to ask for a refund.
7. *Take it back.* Just because it broke (破产) doesn't mean that you lost money. In most cases, stores will take back defective items and refund your money if you saved your receipts. When it has been too long to return the purchase for a cash refund, some stores will take back the merchandise for store credit or allow you to exchange the item for another. Don't be embarrassed; most stores want their customers to be satisfied.

8. *Save at the Bank.* Why not make money while you save? Investments and saving are important for those with shopping savvy because to make a big purchase, money must be set aside. Talk to bank representatives, parents, and friends to find out which banks offer the best interest. Select a bank that pays good interest, doesn't charge fees, and is convenient for you to use.

* * * * *

Remember shopping habits take time to change. Keep the money you will be saving in mind, and you will do great !

My Shopping Savvy Techniques

While you have all of these saving tips fresh in mind, take time to fill out the following chart. By listing your saving tips now, you will have made your first step towards improving your shopping savvy.

I plan to get the best buy by using the following *Shop Savvy* and *Save* tips:

1. _____
2. _____
3. _____

Each time you use one of the *Shop Savvy* and *Save* tips that you chose, track your success on the following chart.

DATE

ITEM PURCHASED

TIP USED

MONEY SAVED

Remember to fill out your chart to personalize your own habits, goals, and successes. As you track your savings, take a look at your chart to see how much money you saved — inspire yourself to do it again. This motivation will make it clear which tips work for you, and how much money you can save. Be proud of your successes. Every time you save money you are improving your ***Shopping Savvy***.

7. Reading II 的 Translation 部分的 Sentence 2 中“相配”用 match 而不是 fit。If one thing *matches* something else, or if the two things *match*, they are the same color or design as one another and they harmonize with each other. If something *fits* well, closely, etc., it is the size indicated in relation to the thing it is on, in, or next to.

8. Reading II 的 Cloze 部分:

Blank 9: The word “discount” is pronounced /'diskaunt/ when it is a noun and when it is used as a verb, it is pronounced /dis'kaunt/. A discount is a reduction in the usual price of something. If a shop discounts an amount or percentage from something that they are selling, they deduct the amount or percentage from the usual price.

Blank 13: The form “undercut” is used in the present tense and is also the past tense and past participle. If you undercut someone or undercut their prices, you sell a product more cheaply than they do, so the people buy the product from you rather than from them.

Key 练习答案

>>>>>> Reading I

I. 1.	bargain	an effective sales technique to encourage customers to purchase
		something offered, sold or bought cheap
		an opportunity not to be missed to buy something at a price lower than usual
		a trick to make you buy something that you don't really need
		to negotiate over the terms of an agreement or contract
		to negotiate with the seller for the purpose of bringing the price down
		a good way to save money
		an unusual way of “making” money
		a way of making expensive products appear cheap

2. discount store 折扣商店
chain store 连锁商店

garage sale 现场旧货出售
five-and-ten-cent store/dime store 廉价商店

grocery store 杂货店
 supermarket 超级市场
 sky market 露天市场
 night market 夜市
 street market 路摊

e-business in the Internet 网上交易
 auction market 拍卖市场
 flea market 跳蚤市场(旧货和廉价商品市场)
 public produce market 农产品零售市场
 secondhand market 旧货市场

Exercises

II. 1. c 2. b 3. a 4. c 5. b

III. 1. accuse 2. whereupon 3. novelty 4. fade
 5. outrage 6. defense 7. extort 8. innocent
 9. breathtaking 10. sane 11. trifle 12. tremendous

IV. 1. extravagant 2. for the sake of 3. in bulk 4. falls for
 5. served her right 6. for his lifetime 7. whereupon 8. trifle
 9. are ... piled up 10. in her defense 11. to start with 12. all the same

V. 1. The peddler bought batteries in bulk and sold them to public at a low price.
 2. This dress is a trifle too short.
 3. I'll do whatever I can for the sake of my family.
 4. It will serve robbers right if they are put into prison.
 5. The good-for-nothings stopped the little boy and extorted money from him.
 6. The firm marketed many types of goods throughout the country.
 7. Since you've bought these shares, you might as well hold them till their value goes up.
 8. It has never occurred to me that I'll open my own business.

VI. 1. a. The shop assistant was accused of theft and taken to the police station
 b. Human rights lawyers have accused the police of beating Martin to death.
 c. He resolutely denied the accusation that he had accepted bribes.
 2. a. She was fired, even though she offered to buy dishwashing detergent for the center.
 b. Bargains are offered as an inducement for more customers to come and buy.
 c. All the houses built are sold out and the ones being built have already been under offer.
 3. a. Children could hardly resist the temptation of the wonderful look and tantalizing smell of the fruits on the dinner table.
 b. This type of plastic is highly resistant to steam and acid.
 c. Any policy that creates unemployment is likely to meet with strong resistance.

4. a. The memory of the last disaster had faded from people's mind.
b. Your natural hair colour begins to fade as you grow older.
c. The sound of the motorboat faded away in the distance.
5. a. The consumption of alcoholic beverages are strictly prohibited in some countries.
b. They are prohibited from revealing details about/to the candidates.
c. All schools strictly enforce the prohibition against smoking on school grounds.

Post-reading

To be a great bargain hunter? Simply try these tricks:

- Never buy anything just because it's on sale. Make sure you'll actually wear the item and that it works with at least a few pieces in your existing wardrobe.
- Work your connections. Keep in touch with sales staff at your favorite stores and ask them to advise you of upcoming sales and specials in advance.
- Shop with a mission. Try to have a look or an item in mind when you venture out rather than just aimlessly browsing.
- Unless you're an accomplished seamstress, don't buy items that are ill-fitting or flawed.
- Go shopping with a friend. The best reason is that they can talk you out of an unwise purchase. They can also offer a second opinion on the usefulness, value, or beauty of the merchandise you are considering.
- You can seem genuinely interested in the merchandise and friendly to the vendor, while your partner points out all the disadvantages, without belittling the merchant directly.
- Shop seasonal sales. Make seasonal purchases — winter coats, leather jackets, bathing suits, even summer dresses — at the end of the season. You'll get major discounts, and you'll be stocked up for next year.
- Invest in wear-with-anything pieces. A great-fitting pair of black trousers and a knee-length skirt go the distance, since you can wear them several times a week, paired with different tops.
- Check out discount stores for basics. Discount department stores may not be the place to buy an elegant evening dress, but they're perfect for snapping up T-shirts, basic stretch pants, and cotton undergarments.
- Bump up your accessories. Spend your money on beautiful shoes and a great bag. Rich-looking extras make even the simplest outfit look polished.
- Take inventory before you shop. Impulse buys can be a waste of money — especially if you splurge on a pair of black pants, only to see your ten other pairs when you get home. Assess your needs

before you hit the stores so you won't buy pieces similar to those you already have.

- Look for store labels. Many department stores, such as Saks Fifth Avenue, have a house clothing brand. They offer up-to-the-minute styles but are much cheaper than big-name brands.

>>>>>> Reading II

Exercises

I. 1. F 2. T 3. T 4. F 5. F 6. NM 7. T 8. F 9. T 10. NM

III. 1. c 2. b 3. d 4. a 5. c 6. b 7. c 8. d 9. a 10. b

- IV. 1. The evil man who had repeatedly extorted money from Jane was finally caught.
 2. Since the color of the shoes matches your dress, you might as well buy it.
 3. The employees accused some members of the Committee of accepting/taking a bribe from the owner of a private business.
 4. For the sake of convenience, we can discuss their plan to increase sales from three aspects.
 5. Her finger was cut off by a machine in an accident five years ago.
 6. It had never occurred to me for a moment that he could have made such a silly decision.
 7. His work piled up while he was in hospital.
 8. Although he is very proud/self-important, I think you should ask him for advice all the same.
 9. We tried to persuade him to agree to the company's pay offer, but he refused.
 10. Jack always prefers to start early rather than leave everything to the last minute.
- V. 1. concern 2. relation 3. competing 4. pricing
 5. or 6. disapproval 7. Similarly 8. but
 9. discounting 10. lower 11. prices 12. at
 13. undercuts 14. responding 15. in

>>>>>> Extended Activities

A. Function and Structure

- I. 1. Cindy: What's wrong? You look so tired, Susan.
 Susan: Nothing. I didn't sleep well. You see, the couple next door quarreled bitterly last night.

And whenever it starts, it lasts for hours. I'm really fed up with their quarreling like that. They are driving me mad. I hate living next to them.

Cindy: If I were you, I'd do something to bring back peace between them.

Susan: I'm afraid that's the last thing in the world I should do.

2. Cathy: Would you please not to use a cup as an ashtray, Tommy? It doesn't look good.

Tommy: Oh dear, I'm sorry. But whenever I want to smoke, there's never an ashtray around.

Cathy: Why don't you complain to the waiter? I'm sure he will get you one.

Tommy: Good idea. Excuse me, waiter, would you mind bringing me an ashtray?

Waiter: Oh, I do apologize. What negligence! I will get one for you right now.

3. Customer: Excuse me, miss. I'm sorry to bother you, but I'm afraid that I have a complaint to make about the TV set I bought here last week.

Saleswoman: May I know what the problem is?

Customer: It simply doesn't work. When I turned it on, there's no sound nor picture.

Saleswoman: Did you use the antenna?

Customer: Yes, I did. But it didn't help.

Saleswoman: It's unbelievable. Did you try it here before you took it home?

Customer: You didn't allow me to try it, did you?

Salesman: Yeah. I just don't know what to say. I'm awfully sorry. Please send the set in and we'll have it checked.

4. Mr. Johnson: Tom, you are always late for class. I think I have to give you a warning.

Tom: I'm awfully sorry, Mr. Johnson. But every morning I get to the bus stop, there is always a huge crowd waiting and ...

Mr. Johnson: That's no excuse. I just want to let you know this kind of behavior is not acceptable in my class.

Tom: But, Mr. Johnson ...

Mr. Johnson: Tom, but me no buts. Mind you, I'm not prepared to put up with that any longer.

5. Boss: I think it's about time you got the report ready, Miss White. I asked you to finish it today, didn't I?

Secretary: I'm sorry, Mr. Robinson, but it's not quite ready yet. I'll have it done by tomorrow.

Boss: It's too late. You've been working on it for two weeks already. I hate to bring this up, but how come you can't have your work done on time?

Secretary: I'm not very familiar with this new computer program. And I still haven't caught up with the work I missed while I was on vacation.

Boss: Well, I've had enough of your excuses, Miss White. Your work has been slipping for

the past several months. I'm rather upset about your slackness.

Secretary: Please accept my apology, Mr. Robinson. I know I'm not working up to my capabilities. You'll see a real improvement in my work from now on.

6. Jessica: I wish you wouldn't play the TV so loud.

Mary: Sorry. I didn't realize I was bothering you. Were you trying to sleep?

Jessica: Yeah. And by the way, please don't use my computer without asking.

Mary: I apologize. You're right. I should have asked.

7. Diner: So you are the waitress in chief here. I'm afraid I have a complaint to make about your service. First, I'm not at all satisfied with the surrounding here. The dim light gave me a lot of trouble when I tried hard to make out what on earth was there in the menu. It's stuffy and hot. Would you mind having the air-conditioner on? Please tell your dear customers that smoking is not permitted here. The nasty smell is driving me mad. Second, I'm fed up with the waitress's inefficiency and carelessness. I waited for more than half an hour until sb. actually noticed me. When I was served, the girl brought me wrong dishes three times. As for those dishes, you see, the soup is too salty and the bread is stale. By the way, would you please ask your staff to cut their fingernails shorter and wash their hands before serving the dishes. I think it's about time you threw this dirty and greasy tablecloth away. I'm not prepared to tolerate all these any longer. By the way, the bill you sent me was incorrect.

Waitress in chief: Oh dear, I'm awfully sorry.

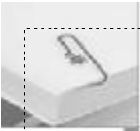
8. Mary: You look so miserable. What's the trouble?

Jenny: Oh, it's just the life . . . it's so boring. I'm fed up with cooking dinners, washing dishes, scrubbing the floor, bathing the baby, watering the garden, ironing clothes . . . Every day just the same. I'm totally exhausted.

Mary: But you needn't hurry to work every morning, in a crowded bus. Think of those career women. A full-time job to take as well as a family to look after! They have more reason to complain than you.

B. Special Use

- I.**
- | | | | | | | | | | |
|-------|-------|-------|-------|-------|------|------|------|------|-------|
| 1. c | 2. c | 3. d | 4. c | 5. d | 6. d | 7. d | 8. b | 9. c | 10. b |
| 11. a | 12. d | 13. c | 14. a | 15. c | | | | | |
- II.**
- | | |
|----------------------|-----------|
| 1. would go ... were | 2. were |
| 3. had paid ... was | 4. stayed |



5. had gone ... would be
6. would have taken
7. had rained
8. left
9. had caught ... would not be waiting
10. didn't follow ... had ... wouldn't have had ... had followed

C. Practical Reading

- A. \$40 charge for the on-site maintenance contract of the notebook computer
- B. 48-hour home delivery of the desktop computer
- C. \$1,250 price of the desktop computer
- D. 1 year warranty of the notebook computer
- E. \$1,650 price of the notebook computer
- F. 2 days free training of how to use the desktop computer at the company
- G. \$160 price of the software included in the package of the desktop computer
- H. 31-day money-back guarantee of the desktop computer
- I. 3-day free training of how to use the notebook computer
- J. \$380 price of the software of the notebook computer
- K. 15-day money-back guarantee of the notebook computer
- L. 24-hour free delivery of the notebook computer

D. Additional Vocabulary

- | | | | | | | | |
|---------|---------|---------|---------|---------|---------|---------|---------|
| 1 - b; | 2 - p; | 3 - i; | 4 - v; | 5 - a; | 6 - w; | 7 - g; | 8 - o; |
| 9 - h; | 10 - u; | 11 - q; | 12 - k; | 13 - x; | 14 - s; | 15 - l; | 16 - f; |
| 17 - r; | 18 - m; | 19 - e; | 20 - c; | 21 - y; | 22 - j; | 23 - t; | 24 - d; |
| 25 - n | | | | | | | |

Unit 5

Management

Teaching Aim 教学目的

1. Cognitive Information (认知信息): The Areas and Structure of Management
2. Language Focus (内容重点)
 - **Key Words:** I. vice, janitorial, survival, oversee, inventory, foreman, sound, evaluate, compensate, gather, disseminate, emergence, division; II. majority, reputation, specialist, senior, junior, associate director, secretary, despatch, consignment, ledger, credit, auditing, stationery, pool, layout, workmanship, correspondence, clerical
 - **Phrases:** I. deal in, a variety of, in contrast, put emphasis on, engage in; II. in charge of, link with, carry out
 - **Useful Structures:** among other things
at ... level(s)
see (to it) that ...
 - **Grammar:** A Review of Verbs
3. Communicative Skills (交际技能)
 - **Expressions:** Expressions of “Making Appointments”
 - **Reading:** Company Organization Charts
4. Special Use (专项用法): Subjunctive Mood of Verbs (2)

Lead-in 导入



>>>>> Listening Comprehension Tasks

Difficult Words & Expressions

1. return: a profit or yield, as from labor or investment 利润, 收益
2. at one's disposal: 由某人随意支配
3. task-oriented: 以任务为导向的
4. imply: to suggest 意味着
5. mechanical: performed or performing in an impersonal or machinelike manner 机械的, 呆板的
6. empowering: efficient and capable 有效精干的
7. workforce: the workers employed in a specific project 全体员工
8. monitor: to keep close watch over 监督
9. output: work produced 产出
10. flex: to be flexible 变通
11. coach: to train or instruct 指导
12. diverse: different 不同的
13. account for: 解释……的原因
14. designate: to give a name or title to 任命
15. essential: inherent, dispensable 本质的, 不可或缺的
16. push things ahead: 向前推进
17. intimidate: to make timid 使胆怯
18. put forth: to exert 发挥
19. energize: to give energy to 激励
20. proactive: acting in advance 主动的
21. promptly: quickly 迅速地
22. priority: something deserving prior attention 优先考虑的事

Passage Script 1

Management is the process of getting activities completed efficiently and effectively with and

through other people. It is the organizational function that, like sales, marketing or finance, gets things done efficiently to gain the best return on all resources. It doesn't necessarily mean managing people. If you managed a project very well on your own, it would mean that you did the job in a well-organized, efficient manner, making good use of all resources at your disposal.

Management is like investment. Managers have resources to invest — their time, talent and, possibly, human resources. The goal of management is to get the best return on such resources by getting things done efficiently. Management executes existing directions as efficiently as possible. Unfortunately, management is mistakenly seen as task-oriented, controlling, and insensitive to people's needs. In fact, management doesn't imply being mechanical or narrowly controlling as some people suggest. The manager's style is a personal or situational matter and it has evolved over time. With highly skilled and self-motivated workers, the manager must be very empowering. Where the workforce is less skilled or not very motivated, the manager may need to monitor output more closely. Skilled managers know how to flex their style, coach and motivate diverse employees. Getting things done through people is what they do. By saying that management is a function, not a type of person or role, we can better account for the existence of self-managed work teams where no one is in charge. In a self-managed team, management is a group effort with no one being the designated manager.

Passage Script 2

To understand what skills are essential for success in management, it helps to compare it to investment. Firstly, managers and investors have the same goal: to achieve the best return on the investment of certain resources. The investor focuses on money while the manager has a wide range of resources to invest. A more important difference between the two is that most investors are passive while management is an active force. To be effective, managers need to push things ahead, not to the point of intimidating people but certainly enough to energize them into putting forth extra efforts when required.

Another key difference between investment and management is that the former is typically something one person does while management is normally a group function. Of course, you can manage yourself and your own personal affairs on your own, but management is a group activity in organizations.

One of the skills or attitudes shared by investors and managers is a proactive search for opportunities and risks so that resources can be shifted promptly to take better advantage of opportunities and avoid risks. A second shared skill is being sufficiently organized and disciplined to be constantly reviewing how resources are invested. For example, good managers will be continuously

questioning whether the tasks facing them should be done by someone and what person is best placed to do them. They regularly adjust their priorities, asking themselves what is the best use of their time and talent at the moment. They ask how they can achieve most value from investing their time, talent and human resources. Similarly, they regularly help their team members adjust their priorities.

4.

1) Listen to the following sentences from Passage II and then choose the answer that best fit for the meaning of these sentences.

- (1) To understand what skills are essential for success in management, it helps to compare it to investment.
- (2) Although investors focus on money while managers have a wide range of resources to invest, they have the same goal.
- (3) A more important difference between investment and management is that most investors are passive while managers play an active role.
- (4) To be effective, managers need to drive things along, not to the point of intimidating people but certainly enough to energize them into putting forth extra efforts when required.
- (5) Another key difference between investment and management is that the former is typically something one person does while management is normally a group function.

Key

II. 1. d 2. c 3. d 4. b 5. d 6. b 7. a 8. c 9. b 10. c

IV. 1. (1) B (2) C (3) C (4) A (5) B

2. Investors and managers share some skills or attitudes. One of them is a proactive search for opportunities and risks. The purpose of doing so is to shift resources quickly so as to take better advantage of opportunities and avoid risks. A second one is a constant review of how resources are invested in a sufficiently organized and disciplined manner. Good managers always ask themselves whether the tasks should be done by someone, what person is best placed to them, and what is the best use of their time, talent and human resources. They regular adjust their priorities and help their team members adjust theirs.

>>>>> Spot Dictation

Management is the act of getting people together to accomplish desired goals by using available

resources efficiently and effectively. Management comprises planning, organizing, leading and controlling a group of people for the purpose of accomplishing a goal. However, a study of 1,500 employees in top American companies show that managers spend only about a quarter of their time managing. What do they do the rest of their time? The answer is “Clerical work”. In many organizations computer systems are used for getting rid of clerical staff. But computer systems can not do the work of secretaries, so managers spend a lot of their time faxing, filing and opening the mail. If organizations can not afford to hire extra staff, it's time to cut down on paper-work.

Background Information 背景知识



1. Definitions of management

Management characterizes the process of leading and directing all or part of an organization, often a business, through the deployment and manipulation of resources (human, financial, material, intellectual or intangible). Management is often defined as “the art of getting things done through people.”

One can also think of management functionally as the action of measuring a quantity on a regular basis and of adjusting some initial plan, and as the actions taken to reach one's intended goal. From this perspective, there are five management functions: Planning, Organizing, Leading, Coordinating and Controlling.

Management is also called “Business Administration”, and schools that teach management are usually called “Business Schools”. The term “management” may also be used to describe the managers of an organization, for example of a corporation. A governing body is a term used to describe a group formed to manage an organization, such as a sports league.

2. Functional categories of management

Towards the end of the 20th century, business management came to consist of six separate branches, namely:

- ◇ Human resource management;
- ◇ Operations management or production management;
- ◇ Strategic management;
- ◇ Marketing management;
- ◇ Financial management;

◇ Information technology management.

In the 21st century it is increasingly difficult to subdivide management into functional categories in this way. More and more processes simultaneously involve several categories. Instead, we tend to think in terms of the various processes, tasks, and objects subject to management. This approach to management promotes a natural way to manage business. One consequence is that workplace democracy has become both more common, and more advocated, in some places distributing all management functions among the workers, each of whom takes on a portion of the work.

3. Nature of management work

In for-profit work, the primary function of management is to satisfy a range of stakeholders. This typically involves making a profit (for the shareholders), creating valued products at a reasonable cost (for customers), and providing rewarding employment opportunities (for employees). In nonprofit work it is also important to keep the faith of donors. In most models of management, shareholders vote for the board of directors, and that board then hires senior management.

Public, private and voluntary sectors place different demands on managers, but all must retain the faith of those who select them (if they wish to retain their jobs), retain the faith of those people that fund the organization, and retain the faith of those who work for the organization. If they fail to convince employees that they are better off staying than leaving, the organization will be forced into a downward spiral of hiring, training, firing, and recruiting. Management also has a responsibility to innovate and improve the functioning of the organization.

In all but the smallest organizations, achieving these objectives involves a division of management labor. People specialize in a limited range of functions so as to more quickly gain competence and expertise. Even in employee managed workplaces, where managers are elected, managers still take on roughly the same functions and job descriptions as in a more traditional corporation.

4. Staff involved in management

Chief Executive Officer (CEO): The CEO is ultimately responsible for the success or failure of the business. He or she provides overall strategic direction for the firm, often with the assistance of a team of vice presidents. Strategic management decisions like what products to market, what market segments to target, what functions to outsource, what business model to employ, and what geographical areas to operate in are the responsibility of the CEO. The CEO is accountable to the board of directors. Typically a CEO will delegate many responsibilities to one or more executive vice presidents. In small firms, the owner, president, or chief executive officer typically assume

many roles and responsibilities.

Vice President, Marketing: An executive vice president of marketing might direct overall marketing strategies, advertising, promotions, sales, product management, pricing, and public relations policies. In a small firm, they may serve as a liaison between the firm and the advertising or promotion agency to which many advertising or promotional functions are contracted out. In larger firms, advertising managers oversee in-house account, creative, and media services departments.

Marketing Managers: Marketing managers develop the firm's detailed marketing plans and procedures. With the help of subordinates, including product development managers and market research managers, they determine the demand for products and services offered by the firm and its competitors. In addition, they identify potential markets — for example, business firms, wholesalers, retailers, government, or the general public. Marketing managers develop pricing strategy with an eye towards maximizing the firm's share of the market and its profits while ensuring that the customers are satisfied. In collaboration with sales, product development, and other managers, they monitor trends that indicate the need for new products and services and oversee product development. Marketing managers work with advertising and promotion managers to promote the firm's products and services and to attract potential users.

Promotions Managers: Promotions managers supervise sales promotion specialists. They direct promotion programs that combine advertising with purchase incentives to increase sales. In an effort to establish closer contact with purchasers — dealers, distributors, or consumers — promotion programs may involve direct mail, telemarketing, television or radio advertising, catalogs, exhibits, inserts in newspapers, Internet advertisements or websites, in-store displays or product endorsements, and special events. Purchase incentives may include discounts, samples, gifts, rebates, coupons, sweepstakes, and contests.

Public Relations Managers: Public relations managers supervise public relations specialists. These managers direct publicity programs to a targeted public. They often specialize in a specific area, such as crisis management or in a specific industry, such as healthcare. They use every available communication medium in their effort to maintain the support of the specific group upon whom their organization's success depends, such as consumers, stockholders, or the general public. For example, public relations managers may clarify or justify the firm's point of view on health or environmental issues to community or special interest groups.

They also evaluate advertising and promotion programs for compatibility with public relations efforts and serve as the eyes and ears of top management. They observe social, economic, and political trends that might ultimately affect the firm and make recommendations to enhance the

firm's image based on those trends.

They may also confer with labor relations managers to produce internal company communications — such as newsletters about employee-management relations — and with financial managers to produce company reports. They assist company executives in drafting speeches, arranging interviews, and maintaining other forms of public contact; oversee company archives; and respond to information requests. In addition, some handle special events such as sponsorship of races, parties introducing new products, or other activities the firm supports in order to gain public attention through the press without advertising directly.

Sales Managers: Sales managers direct the firm's sales program. They assign sales territories, set goals, and establish training programs for the sales representatives. Managers advise the sales representatives on ways to improve their sales performance. In large, multi-product firms, they oversee regional and local sales managers and their subordinates. Sales managers maintain contact with dealers and distributors. They analyze sales statistics gathered by their staffs to determine sales potential and inventory requirements and monitor the preferences of customers. Such information is vital to develop products and maximize profits.

Account Executive: The account executive manages the account services department, assesses the need for advertising, and, in advertising agencies, maintains the accounts of clients.

Creative Director: The creative services department develops the subject matter and presentation of advertising. The creative director oversees the copy chief, art director, and associated staff.

Media Director: The media director oversees planning groups that select the communication media — for example, radio, television, newspapers, magazines, Internet, or outdoor signs — to disseminate the advertising.

Language and Culture Focus 语言文化要点



>>>>>> Reading I

1. **a variety of:** different sorts of (things or people). 各种各样的

【例句】Everyone arrived late at the party for a variety of reasons.

The shirt is available in a wide variety of colors.

Our students are from a variety of different backgrounds.

2. **deal in:** to buy and sell a particular product. 卖某物;经营某物 **synonym:** trade in

【例句】The company deals in computer software.

3. **vice:** *prefix*. the person next in official rank below someone, who can represent them or act instead of them. 副的 **synonym:** associate, assistant, deputy

【例句】the vice-president of the USA

the vice-captain of the cricket team

注意: These words have different collocations, for instance:

副总统 / 大学副校长 vice president

副省长 vice governor

副主席 / 副系主任 vice chairman

副市长 vice mayor

副总理 vice premier

副领事 vice consul

副部长 vice minister

副校长 vice principal (中小学)

行政职务的副职头衔最常用 associate:

副教授 associate professor

副审判长 associate judge

副研究员 associate research fellow

副研究员 associate research fellow

副主编 associate managing editor

副主任医师 associate senior doctor

副编审 associate senior editor

manage 和 headmaster, 其副职头衔可以冠以 assistant:

副总经理 assistant/deputy general manager, assistant/deputy managing director

副经理、协理、经理助理 assistant manager

副校长(中小学) assistant headmaster

以 director 表示的职位常以 deputy director 表示。此外, secretary, mayor, dean 等头衔的副职也可冠以 deputy:

副秘书长 deputy secretary-general

副市长 deputy mayor

副书记 deputy secretary

副院长 deputy dean

学术职称除了正副级别的中高级职称外, 还有初级职称如助理, 助理常用 assistant 表示:

助理教授 assistant professor

助理编辑 assistant editor

助理研究员 assistant research fellow

助理农艺师 assistant agronomist

助理工程师 assistant engineer

4. In contrast, firms that produce industrial products like machinery and janitorial supplies tend to put less emphasis on marketing and to have fewer marketing managers.

【译文】相比之下, 那些生产诸如机械和物业保洁用品的公司对营销往往不太重视, 因此营销

经理的人数较少。

5. **in contrast (to/ with):** comparing two or more things in order to show the differences between them. 和……形成对比

【例句】 Their old house had been large and spacious; in contrast, the new flat seemed cramped and dark.
The company lost \$7 million this quarter in contrast to a profit of \$6.2 million a year earlier.

“In contrast” is always used together with “to” or “with” to form contrast.

【例句】 Mary was short and plump, in contrast to her mother who was tall and willowy.
In contrast with your belief that we will fail, I am confident that we will succeed.
The new department office appears larger in contrast with the previous one.

6. **janitorial:** *adj.* of or about the routine of housekeeping. 物业保洁的

【相关词】

janitor: *n.* (especially American English) a person who cleans a building and makes minor repairs.
大楼管理员/保洁员

synonym: doorkeeper, caretaker

7. **put/ lay/ place emphasis on:** to emphasize; to put stress on. 强调; 重视 **synonym:** stress

【例句】 The new schoolmaster put emphasis on cultivating students' independence.
The course places emphasis on practical work.

8. **survival:** *n.* the state of continuing to exist. 幸存; 残存; 生存

【例句】 Hopes are fading for the survival of the missing climbers.
She was fighting for her political survival.

【相关搭配】

survival kit: 救生箱

survival of the fittest: 适者生存; 优胜劣汰

【相关词】

survive

- 1) *vi.* (on) to continue to live or exist, esp. after coming close to death. 幸存; 残存; 活下来

【例句】 Her parents died in the accident, but she survived.

He survived in the desert for a week on biscuits and water.

Very few of these coins survived.

- 2) *vt.* to continue to live or exist after. 比……活得长; 经历……之后还存在

【例句】 Few buildings survived the fire.

She survived her sons.

The government is not likely to survive the next election.

survivor *n.* a person who have survived. 幸存者; 生还者

【例句】 There was only one survivor from/of the plane crash.

9. **oversee:** *vt.* to be in charge of a group of workers and check that a piece of work is done satisfactorily. 监督

【例句】 to oversee the work/the workers

A team leader was appointed to oversee the project.

The man was asked to oversee the decoration project of the new building.

10. **inventory:** *n.* a list, esp. one of all the goods in a place. 存货清单; 详细目录

【例句】 An inventory of all the stock has to be made before the shop can be made.

We made a complete inventory of everything in the apartment.

11. **among other things/places/factors, etc.:** used to say that you are only mentioning one or two people or things out of a much larger group. 除了(别的东西)以外

【例句】 At the meeting they discussed, among other things, recent events in Japan.

“What was wrong with the job?” “Well, the pay wasn’t good, among other things.”

I’d like him to look specifically at Personnel’s computing problems among other things.

It was noticeable, among other things, that she was drinking faster than anybody else.

12. **foreman:** *n.* a worker who is in charge of a group of other workers, for example in a factory. 领班

【相关词】

overseer: one who keeps watch over and directs the work of others, especially laborers. 监工; 工头

supervisor: one who is in charge of a particular department or unit. 主管

13. **sound**

1) *adj.* showing good sense or good judgment. 明智的; 有判断力的; 合理的; 正确的

【例句】 That’s very sound advice; you should take it.

She is a very sound woman to have on the committee.

He is politically sound.

A sound investment is sure to bring good profits.

2) *adj.* in good condition; without disease or damage. 完好的; 健全的; 无恙的

【例句】 The surveyor reported that all the walls were completely sound.

The doctor certified that she was of sound mind (心智健全).

3) *linking v.* to seem when heard. 听起来; 令人觉得, 似乎

【例句】Your cough sounds better.

Does this sentence sound right?

He had a very odd-sounding name.

From the way you describe him he sounds a real idiot.

【相关搭配】

It sounds as if/as though: 好像;听起来

【例句】It sounds as if/as though the government doesn't know what to do.

sound like: 听起来像;似乎

【例句】That sounds like a good idea!

sound asleep: 酣睡;沉睡

【例句】The children are in sound asleep.

14. compensate

1) *vt.* (for) to pay someone money because they have suffered injury, loss or damage. 补偿;赔偿

【例句】Many firms compensate their workers if they are injured at work.

The firm agreed to compensate its workers for their loss of earnings.

2) *vi.* to replace sth. that has been lost or damaged by providing or doing sth. 弥补;抵消

【例句】Because my left eye is so weak, my right eye has to work harder to compensate.

Her intelligence more than compensates for her lack of experience.

【相关词】

compensation *n.* 补偿费;赔偿金;补偿

compensatory *adj.* 补偿性的

【相关搭配】

in compensation: 补偿

【例句】The plane was cancelled, and all we got in compensation was a free meal.

as compensation: 作为补偿

【例句】The workers were given 30 days' pay as compensation.

pay sb. compensation: 给某人支付赔偿金

【例句】The idea is that criminals should pay compensation to their victims.

seek/claim compensation: 正式索要赔偿金

【例句】The court awarded James \$1,000 compensation.

by way of compensation: 为了使情况好一点

【例句】By way of compensation he offered to take her out for a meal.

compensatory trade: 补偿性贸易

15. gather

1) *vt.* to obtain bit by bit. 收集

【例句】He travels about the world gathering facts about little-known diseases.

As we came onto the slope, we gathered speed.

This company attempts to gather sufficient information for the promotion of the new product.

2) *vt.* to collect. 采集;收获

【例句】Gather your toys up.

The farmers are gathering in the corn.

16. disseminate: *vt.* to spread information or ideas in order to influence people. 传播;散布

【例句】Israeli columnist says Israeli army disseminates disinformation to distract attention from Gaza massacre.

【相关词】

dissemination *n.* 传播;散布

【例句】the dissemination of information about new tax rules

17. Dramatic increases in both the amount of information available to managers and in the ability to manage it have led to the emergence of this important function.

【译文】经理所获信息量的急剧增加和信息管理能力的大大提高导致了这一重要职能部门的建立。

18. emergence: *n.* the act of appearing from somewhere. 出现

【例句】The 1960s saw the emergence of many new nations.

The dramatic emergence of many new towns is a sign of rapid urbanization.

【相关词】

emerge

1) *vi.* to come out or appear from inside or from being hidden. 出现;浮现;露出

【例句】The sun emerged from behind the clouds.

Several interesting new poets have emerged in recent years.

2) *vi.* to become known, esp. as a result of inquiry. 显露;露出真相

【例句】Eventually, the truth of the matter emerged.

It later emerged that the driver of the car had been drunk.

19. at all levels: at all different positions. 在所有的层面

level

1) *n.* a particular position in a system that has different ranks of importance. 级别

【相关搭配】

at ... level: 在……级别

【例句】 Training is offered at each level in the department.

at board/management/senior, etc. level

Further talks at ministerial level were held.

2) *n.* the amount or degree of sth., compared to another amount or degree. 程度

【例句】 Increased supplies are needed to meet the level of demand.

Dolphins show a high level of intelligence.

Inflation dropped to its lowest level in 30 years.

3) *n.* a particular standard or quality. 标准; 水准

【例句】 a high level of achievement

Students at this level may have problems with basic grammar.

Both players are on a level (= of the same standard).

20. division

1) *n.* the act of separating sth. into two or more different parts, or the way these parts are separated or shared. 分开; 区分

【相关搭配】

division of sth. between/ among/ into sth.

【例句】 the division of words into syllables

the traditional division of labour (= the way that particular tasks are shared) between husband and wife

2) *n.* an area of government or corporate activity organized as an administrative or functional unit. 部门; (机关的)科; 处

【例句】 the Computer Services Division

the sales division of a company

>>>>>> Reading II

1. **the structure of a company:** the organization of a company. 公司结构

structure: *n.* arrangement or organization; the way in which parts are formed into a whole.

【例句】 the structure of the society

pricing structure 价格体系

the financial structure of the organization

cell structure 细胞结构

the structure of genes 基因结构

the structure of the brain

the structure of the opera

the structure of the party

2. **be divided into:** to be separated into several parts or groups. 分为

【例句】The country was divided into 12 provinces.

Economically, the world is divided into two main groups.

This line is divided into 20 equal parts.

The exam is divided into two parts.

3. **director:** *n.* a member of the group of top managers who have the responsibility for organizing and running a company; someone who is on board of a company. 董事长

【例句】She was the newest and youngest director on the board.

4. **board:** *n.* (also board of directors) a committee of the directors of a company which is responsible for the management of the company. 董事会

【例句】The board is meeting tomorrow.

We need the approval of the board.

The board is likely to meet tomorrow.

Mary is the only woman in the board of directors.

All the investment decisions are taken by the board of directors.

5. **elect:** *v.* to choose someone for an official position by voting. 选举

【例句】She has been elected to the committee.

They met to elect a president.

Why should we elect him Mayor?

They elected her to represent them on the committee.

6. **shareholder:** *n.* a person who owns shares in a company. 股东

shareholding: *n.* the owning or holding of shares. 持股

7. **chief:** *adj.* highest in rank. 首席的, 最高级别的

【例句】chief executive officer (CEO) 首席执行官

chief priest 祭司长

chief correspondent 首席记者

chief justice 首席法官

8. **run:** *v.* to control or be in charge of. 管理

【例句】a well-run company

Who is running this company?

a state-run airline 国营航空公司

They run a small hotel.

9. On the Board there will be people with majority shareholdings in the organisation, a few people with important connections or titles to increase the firm's reputation, and specialists to advise the Board on technical or financial matters.

【译文】董事会里有该公司的主要股东、一些有重要人脉关系或具有提升公司名声头衔的人以及为董事会提供技术或财务咨询的专家。

10. **majority:** *n.* the larger number or amount. 多数

【例句】It's a majority decision.

A majority voted in favor of the proposal.

The majority of doctors agree that smoking is extremely harmful to health.

The great majority of income consists of wages and salaries.

In the vast majority of cases, this is a very successful operation.

11. **reputation:** *n.* an opinion held about someone or sth. by people in general; the degree to which one is trusted or admired. 名誉; 名声

【例句】This restaurant has a good reputation.

This restaurant has gained a reputation for good service.

She acquired a good reputation as a very good teacher.

The doctor has a reputation for being kind to his patients.

It will ruin your reputation.

12. **specialist:** *n.* a person who has special interests or skills in a limited field of work or study. 专家

【例句】a specialist in international trade 国际贸易专家

She is a specialist in European affairs. 她是欧洲问题专家。

13. **technical:** *adj.* having or giving special and practical knowledge of an industrial or scientific subject; related to such industrial or scientific subjects. 技术上的

【例句】technical training

technical expert

technical problem

scientific and technical knowledge

technical term 专业术语

technical advances 技术进步

14. **financial:** *adj.* connected with finance. 财政的, 金融的

【例句】financial center

financial adviser

financial condition

The film was quite popular with children, but was not a financial success.

The company was in deep financial difficulties.

15. **accountant:** *n.* the person whose job is to control and examine the finances, investments, and the money accounts of business. 会计师

16. **secretary:** *n.* a person who works in an office, working for another person, dealing with letters and telephone calls, typing, keeping records, arranging meetings with people, etc. 秘书

【例句】company secretary 公司秘书

a legal/ medical secretary

Please contact my secretary to make an appointment.

【相关词】

Secretary of State [美] 国务卿; [英] 国务大臣

Secretary of the Treasury [美] 财政部长

General Secretary of the Communist Party 共产党总书记

17. **qualified:** *adj.* having suitable knowledge, qualities or skills for a particular activity or job. 有资格的

【例句】 a highly qualified engineer

He's not qualified to teach young children.

These tests have to be carried out by qualified doctors.

He was well qualified to fulfill the role of the chairman.

18. **lawyer:** *n.* a person whose business is to advise people about laws and to represent them in court. 律师

【例句】 lawyer's fee 律师费

I suggest that you should consult (咨询) a lawyer.

I will seek the advice of the lawyer.

19. **managing director:** the most important working director in charge of the total management of the company. 总经理

20. **from the factory floor up to the Board Room:** from the lowest level up to the highest level. Here "factory floor" refers to both the area where the workers work and the workers themselves. "Board Room" is a room where the board of a company meets and it is also used to refer to the people at the highest level of management in a company.

21. Some companies have senior management staff as directors, or junior or associate directors on the Board, and like the Chief Accountant and Company Secretary, they advise the board on the advantages and disadvantages of policies that are being discussed.

【译文】 有些公司由主管、助理主管或副主管等高级管理人员担任董事会成员,他们在董事会上与财务总监、公司秘书一样就讨论中政策的优缺点提出建议。like 在这里是介词,意为:“与……一样”。

22. **senior:** *adj.* of high or higher rank. 高级的,地位较高的

【例句】 senior officer senior minister senior manager

23. **junior:** *adj.* of low or lower rank. 下级的

【例句】 junior officer
junior minister

junior members of the staff

We would give the job to somebody more junior.

24. section: *n.* a separate part of a larger group or place; department. 部门; 部分

【例句】the finance section of the company

the business section of the city

the tail section of the aircraft

My section of the office deals with record keeping.

She plays in the orchestra's brass section.

25. be in charge of: to be in control or to be responsible for a person, group, or organization. 负责

【例句】a nurse in charge of several babies

She was in charge of the family business.

26. sales manager: the manager responsible for the sales of products. 销售经理

27. link: *vt.* to join or connect. 将人或物联系起来

【例句】We'll be linking with American radio for an interview with the president.

My work links with the research you are doing.

28. agent: *n.* a person who represents an organization, a company, or a government in a particular place. 代理

【例句】Our agent in Rome deals with all our Italian business.

He is the company's agent at the Trade Center.

29. chief buyer: the person who is responsible for getting the raw materials used in production and manufacturing. 采购负责人

30. quality: *n.* the degree to which sth. is excellent; standard of goodness. 质量

【例句】material of low quality

high-quality goods

quality control

standard of quality

quality of life 生活质量

The quality of the service here has improved a lot.

The quality of the photograph was poor.

31. production manager: the manager responsible for the process of production. 生产部经理

32. chief designer and engineer: the person in charge of the planning of overall production and the making of machines, engines and equipment. 总设计师, 总工程师

33. economical: *adj.* using money, time, and goods, etc. carefully without waste. 节约的, 经济的

【例句】an economical car that doesn't use much fuel

It's a very economical method of heating.

If you have a large family, it's more economical to travel by car than by train.

The system is extremely economical because it ran on half-price electricity.

34. **despatch:** *n.* (also dispatch) the act of sending sth. to a place for a particular purpose. 发送, 调遣

【例句】the despatch of goods the despatch of letters despatch department

35. **transport:** *n.* the moving of goods from one place to another by vehicle. 运输

【例句】The transport of goods by air is very expensive.

The goods are now ready for transport and distribution.

36. **shipping:** *n.* the sending and delivery of goods by ship. 船运; 海运

【例句】the boom in world shipping a shipping company (船运公司)

There is a shipping charge of \$5 added to the price.

It was sent at a cost of only \$35, including shipping.

37. **pack:** *vt.* to put things into containers or parcels so that they can be transported, sold, or sent to people. 包装

【例句】send 25p extra for postage and packing

We will leave tomorrow, but I haven't begun to pack yet!

She spent all summer packing apricots (杏).

38. **document:** *n.* a paper that provides official record or information about sth. 文件; 文档

【例句】top-secret military documents

Let me see all the legal documents concerning the sale of this land.

He studied some official documents relating to finance and trade.

39. **consignment:** *n.* a load of goods sent or delivered to the person who is buying them. 托付货物, 托卖货物

【例句】The shop announced the arrival of a new consignment of dress materials.

40. **chief cashier:** the person in charge of money and payments in a company. 财务经理

41. **ledger:** *n.* an accounting book recording sales and purchase, that is, the amount of money the company spends and the amount of money it receives. 分类

42. **credit:** *n.* a period of time that someone is allowed before he has to pay for goods or services that he has bought or before he has to pay back money that he has borrowed; the system of buying goods or services and paying for them later. 信贷期限

【例句】six months' credit

Cheap long-term credit will help small businesses.

Your credit (信用) is also the belief or trust that other people have that you will pay back the money you owe them.

Keeping your credit good is important.

Her credit is good.

- 43. keep check of:** to keep an examination or inspection to make certain that sth. is correct, safe or in good condition. 检查, 核对

【例句】keep check of the computer system

keep check of the manufacturing process

- 44. auditing:** *n.* checking accounts; making an official examination of the accounts of a business to make sure that the accounts have been made correctly. 审计

account: *n.* a record or statement of money received and paid out. 账目

【例句】audit the accounts

The accounts show that business is improving.

- 45. warehousing:** *n.* the act of storing large quantities of raw materials or manufactured goods in large buildings until they are exported to other countries or distributed to shops to be sold. 入仓库

- 46. stock:** *n.* amount of goods kept in a shop for sale; supply of sth. for use or for sale. 库存

【例句】Have you any of the blue shirts in stock?

We haven't much stock left after the Christmas rush.

How long will coal stock last?

You can't buy it because it is out of stock.

- 47. stationery:** *n.* paper, envelopes, pens, and other material or equipment used for writing. 文具

【例句】office stationery 办公文具

- 48. equipment:** *n.* the set of things needed for a particular activity, especially an activity of a practical or technical kind. 设备

【例句】install video equipment 安装录像设备

fire-fighting equipment 消防设备

kitchen equipment

- 49. general office manager:** the person who controls and manages the overall affairs of office. 业务总经理

- 50. administration:** *n.* the management of the affairs in a business, government, or organization. 行政管理

【例句】You will need some experience in administration before you enter the department.

We need to spend less on administration.

- 51. there are also managers in personnel ... the overall administration of office:** This is a long sentence. The subject is "managers in personnel" and "general office managers". This paragraph consists

only of one sentence, the structure of which is “There are also managers in personnel and general office managers”.

52. hour by hour running: the actual running in detail.

53. carry out: to begin to perform sth. and continue until it is finished. 执行

【例句】carry out a survey / policy / experiment

They are carrying out urgent repairs.

An investigation into the cause of the crash will be carried out by the Department of Transport.

54. see (to it) that: to make sure that. 确保, 保证

【例句】See that you're ready at 8:00.

I promise to see that the job is done on time.

It's up to you to see that the job's done properly.

Please see that the lights are switched off before you leave.

Don't worry — I'll see to it.

Can you see to it that the fax goes this afternoon?

55. detail: *n.* a single individual fact, piece of information. 细节

【例句】There are still a few details to talk over.

If you are interested in the job, I'll send you all the details.

The details of the agreement have not been made public.

56. typing pool: a group of people who share a company's typing work. 联合打字组

pool 1) *n.* a group of people available for work when needed. 共用人员

【例句】a pool of cheap labour

a pool of trained men

2) *n.* a supply of things or money that is shared by a group of people and can be used when needed. 共同使用的资源

【例句】a pool of cars used by the firm's sales force

57. layout: *n.* the way in which printed matter is arranged on the paper. 版面编排与设计

【例句】the poor layout and organization of the report

a full-page layout in tomorrow's newspaper

The book designer will have to re-do the page layout.

58. wording: *n.* the words and phrases chosen to express sth. ; diction. 措辞

【例句】The exact wording of a legal contract is extremely important.

The two reports have similar wording.

59. **shop floor:** the area in a factory where ordinary workers do their work. 工厂生产区

【例句】The chairman stated his working life on the shop floor.

60. **complain about:** to express feelings of annoyance, dissatisfaction, unhappiness, etc.; to say something in an annoyed, unhappy or dissatisfied way. 抱怨

【例句】They complained about the noises.

They complained bitterly about the injustice of the system.

61. **workmanship:** *n.* skills in making things. 手艺, 技艺

【例句】good materials and sound workmanship

Look at the workmanship on this carved desk.

It was made of cheap materials without any beautiful workmanship.

62. **fault:** *n.* a mistake; sth. wrong or incorrect. 错误

【例句】There are several faults in this page of figures.

It was all my fault.

He lowered his head conscious of a fault.

63. **machine operator:** a person who runs or controls a machine. 机器操作员

64. **maintenance:** *n.* the act or activity of keeping sth. in good condition by regularly checking it and doing necessary repairs. 维护, 保养

【例句】car maintenance 汽车维修保养

maintenance job

Who's responsible for the maintenance of the building?

65. **managerial staff:** senior staff at the manager's level. 管理层员工

managerial: *adj.* concerning the work of a manager. 经理的, 管理的

【例句】a managerial position 经理职位

managerial responsibility 经营责任

managerial skills 经营技巧

make managerial decisions 作出经营决策

She was promoted to a kind of managerial job.

66. **correspondence:** *n.* the letters exchanged between people. 通信, 信件

【例句】a correspondence course 函授课程

The library bought all the correspondence between the Queen and her daughters.

67. **appointment:** *n.* an arrangement for a meeting at an agreed time and place, especially a formal meeting with an important or official person. 预约

【例句】a hairdressing appointment 理发预约

The director won't see you unless you have an appointment.

I have an appointment at 10:30 with the editor.

Can I make an appointment to see the manager?

- 68. clerical staff:** staff engaged in routine office work, such as keeping records and filling papers, etc.

(全体)办公职员

clerical: *adj.* of or concerning the work of a clerk. 文书的

【例句】clerical work in an office 办公室的文书工作

clerical skills 文书工作技巧

- 69. feed:** *vt.* to put, supply, or provide. 提供

【例句】feed data into a computer

feed the wire into the hole

If you feed in the money here, the coffee will come out there.

- 70. owe:** *vt.* to have to pay money back to someone because he has lent it to you. 欠

【例句】We still owe the garage for those repairs.

I owe the garage \$20 for the new tyre.

You owe me a hundred and eighty dollars.

>>>>>> Extended Activities

A. Function and Structure

1. Making appointments

Appointment is a formal arrangement to meet or visit somebody at a particular time, especially for a reason connected with their work. Generally, being late for an appointment is impolite. So you should make sure that you know clearly the place and time of an appointment. Besides you need to do some homework about how to get there, that is, which bus or underground line you should take and which stop you should drop, if you haven't private transport means. If you drive a car, you also need to know the route to the place and the traffic situation of that time. In fact, in recent years many large companies have moved to more suburban locations. Given this situation, it is almost unheard of to be able to fit more than two meetings in one day, unless the third is over dinner. In making appointment it's also important that you should make sure that the place and time of the appointment suit the convenience of the other party.

Appointments should be made at least a few days in advance. Most British businessmen are not so jealous of their diaries that they will decline to meet a visitor even at relatively short notice. Cold calling (向潜在的主顾打的冷不防的电话) is not appreciated. It is best to avoid July and August when those with children are almost obliged to take their annual vacation. Easter is also popular for holidaying and there are two Bank Holidays in May that may catch the unwary visitor (especially in a year when Easter falls in late April). UK industry closes almost completely between Christmas and New Year.

The easiest times of day to arrange an appointment are probably mid-morning (say 11:00 a. m.) and mid-afternoon (say 4:00 p. m.). Breakfast meetings are rare outside London and other major cities and it is unlikely that an initial meeting will involve lunch (or dinner).

Punctuality is appreciated but no one really minds if you arrive a little late (up to 15 minutes) for a one-to-one meeting. Obviously, though, if several people are involved then there is a greater likelihood that someone will have another engagement to attend. On the other hand, you should not arrive too promptly for social events — but aim to arrive a respectable fifteen minutes after the specified time; thus, if a dinner invitation states “7:30 p.m. for 8:00 p.m.”, it means that you will be expected at about 7:50 p.m.

Punctuality is also very important for business occasions. In many US cities, traffic can cause considerable delays, so be sure to allow enough driving time to your appointment. If you know that you will be late, call to let your contact know. If you are invited for a meal, you should arrive promptly.

2. Tips on making appointments for your boss

While making business appointments for your boss, you'd better bear the following tips in your mind:

- ◇ Keep two appointment calendars going at the same time. One should be kept in your manager's office so he has easy access to his appointments and the second in your office.
- ◇ Don't make appointments for your boss at times that he likes to keep aside for routine tasks. Consider his time-management style. Periods that are not considered effective for meetings are Monday mornings, days before and after long weekends and bank holidays and immediately prior to lunchtimes and in the late afternoons.
- ◇ Keep appointment times down to what you judge to be an acceptable minimum of time. If they run over they will not have proved to be unduly time-consuming.
- ◇ Choose days and times carefully and always check the other events of the day or week surrounding the proposed appointment, to judge whether the time can be given to the

appointment.

- ◇ Remember that your boss has other priorities and commitments throughout his day. Try not to over-commit him to too many appointments on a single day.
- ◇ Make a note in your diary to gather the relevant information and documents for your boss to peruse before his meeting.
- ◇ Remind your boss of other commitments for the day and find plausible excuses to rescue him from appointments which are taking up too much time.
- ◇ Clearly note the name, designation and organization of the member and a reason for the appointment when noting a date in the diary.
- ◇ Remember that in many cases there are other members of your department or office team who may be called upon to receive visitors in order to relieve pressure on the manager.
- ◇ Be aware of hospitality expectations and ask if refreshments are required.
- ◇ Always remember that your manager's diary is confidential and should not be easily accessible to everyone.

3. How to recover when you miss a business appointment

At one time or another, each one of us has accidentally missed a scheduled business meeting. However, very few executives know how to deal with this embarrassing mishap. The following tips will help you recover gracefully while salvaging your professional relationship.

- ◇ Be honest with the person you were scheduled to meet. Apologize and tell the other person that you completely forgot about the appointment. Honesty is always the best policy.
- ◇ Don't lie and blame your kids, pets, car, etc. for your failure to show up for an appointment. People will wonder if you're really telling the truth. Still, if it was a family issue, say so. Many clients respect people who put family first.
- ◇ Call as soon as you realize that you have missed the appointment. A verbal apology is better than no apology at all.
- ◇ Ask to reschedule another meeting as soon as possible. Be accommodating and offer to inconvenience yourself to make it more convenient for the client.
- ◇ If you know you're going to be late for an appointment, give the other person a courtesy call to let them know how late you'll be.
- ◇ Be realistic with your time. Don't over-stuff your calendar and risk missing or being late to an appointment.
- ◇ Don't belabor your error. Apologize once, and then move on. Even at the next meeting, don't apologize again for the mistake.

B. Special Use: Subjunctive Mood of Verbs (2)

我们在上一课中讨论了 were 虚拟式的用法,现在我们将继续讨论 be 虚拟式。be 虚拟式的基本形式是: should + 动词原形,主要有以下用法:

1. 在表示建议、命令、要求、决定等动词后,如果有宾语从句,则宾语从句中的动词必须用 should do 结构,should 可以省略。这类动词主要有: advise, advocate, agree, argue, ask, command, decide, decree, demand, desire, determine, direct, expect, insist, legislate, maintain, move, order, object, permit, persist, petition, propose, prefer, recommend, request, require, resolve, suggest, urge 等。例如:

I *suggest* that a meeting (*should*) *be* held as soon as possible.

The law *requires* that everyone (*should*) *have* his car checked at least once a year.

这些动词即使是过去时,宾语从句 be 虚拟式也不需要变化。例如:

We *demanded* that the troops (*should*) *withdraw* from the occupied land unconditionally.

The doctor *insisted* that she (*should*) *rest* for a few days.

be 虚拟式也适用于由以上这些动词转化而来的名词或词组引出的从句。例如:

It is *requested* that he (*should*) *go* at once.

It *was decided* that we (*should*) *visit* the exhibition this Friday.

My *recommendation* is that Miss Smith (*should*) *be* promoted.

His *suggestion* is that she (*should*) *stay* until she finished her degree.

The *order* came that we (*should*) *evacuate* at once for fear of an earthquake.

There was a *suggestion* that Brown (*should*) *be* dropped from the team.

但如果以上这些动词所引出的 that 从句陈述的是一个事实,而不是命令、建议等,从句用陈述语气。例如:

He *insists* that he *is* correct. (坚持说)

His expression *suggested* that he *was* afraid. (表明,显示)

2. 在 It is advisable/appropriate/better/desirable/essential/good/imperative/important/necessary/proper/resolved/right/urgent/vital that ... 结构中,that 从句中的动词通常用 should do 结构,should 可以省略。例如:

It is *essential* that everyone (*should*) *bear* this in mind.

It is *important* that he (*should*) *be* prepared for this.

It is *imperative* that all applications (*should*) *be* filed no later than July 15.

这一形容词结构和以上讨论的动词结构具有相同的功能,都表示命令、建议等,所以采用相同

的可以省略 should 的 be 虚拟式。

3. 在 *it is absurd/amazing/annoying/awkward/deplorable/funny/ludicrous/natural/normal/odd/pitiful/a pity/regrettable/to be regretted/ridiculous/strange/surprising that ...* 结构中, *that* 从句中通常用 *should do* 形式, *should* 不能省略。这样的结构通常表示遗憾, 惋惜, 惊奇等情绪, 中文可以译成“竟然”。例如:

It is strange that she should keep away from us. (真奇怪, 她竟然会离开我们。)

It is surprising that John should resign. (真奇怪, 约翰竟然会辞职。)

It is astonishing that she should be so rude to you.

(真令人惊讶, 她对你竟然会这么凶。)

4. 在 *lest, in case, for fear that, in order that, so that* 引出的从句中, 用 *should do* 形式, 表示“以防, 恐怕”, *should* 可以省略。例如:

For fear that the wall should collapse, they left in a hurry.

She locked the door immediately lest anyone break in.

5. 在 *whatever, whether* 引出的让步状语从句中, 我们可以用省略了 *should* 的 *be* 虚拟式, 加强“不管、无论”的意思。例如:

Whatever be the reason, we can not tolerate this rudeness.

Everyone was born equal, whether he be black or white.

在 *whether* 引出的让步状语从句中, 我们还可以省略 *whether*, 将动词提前。例如:

Everyone was born equal, be he black or white.

I will marry him, be he rich or poor.

Home is home, be it ever so homely. (家就是家, 不管它是多么简陋。)

6. 省略了 *should* 的 *be* 虚拟式还可以表示祝愿。例如:

God bless you!

Long live China!

May you live a long and happy life!

7. *be* 虚拟式还可用于一些固定结构中。例如:

Suffice it to say we lost. (只要说……就够了。)

Far be it from me to spoil the fun. (我决不会……)

Believe it or not, those children swam the Yangtze River. (信不信由你)

Win or lose, he finished the race. (无论输赢)

C. Practical Reading

本题属于图表加文字类型, 读者应注意直观的图表和说明性的文字, 其内容是相辅相成、互为

映衬的。文字部分要注意几个词的理解：technical business world 应为“专业性强的商界”；management decision-making 指“管理者的决策”；activities and the responsibilities must be carefully defined 相当于说“权责明确”。

本题中的前 6 题答案在文字部分，比较容易找到。7 至 9 题答案比较直观，应该到图表中去获取，第 10 题问新产品开发应该到哪个部门，应该是 R & D 研发部门 (Research & Development) 的职责，所以答案是 c。

Teaching Tips 教学提示

1. Lead-in: 本单元导入部分安排了听力理解和听写填空两项任务。听力理解部分包含两个语篇，四项练习。第一篇对“管理”的定义和“管理”的目标进行了阐释，并纠正了一些对“管理”这一概念认识上的误区。第二篇通过把“管理”和“投资”、“管理者”和“投资者”作比较，生动形象地说明了“管理者”应具备的基本技能和素质。本单元听力练习的编排和以往各单元一样，第一和第三项练习均属预听活动，主要目的是在进行精听训练之前，让学生对所听语篇的主旨有所了解，初步把握听音和理解上的难点所在，为接下来的听力活动做好词汇和心理上的准备。第二项练习为多项选择题，侧重考察学生理解、辨析语篇细节和关键信息的能力。教师应提醒学生在解答类似题型时，一定要预读选择项，根据选择项内容，积极预测记忆重点。在听力过程中，要根据预测时得到的潜在信息（如人名、地名、数字、时间等关键信息点）把握听音的重点，利用符号、图示等方法迅速笔记，以促进有效记忆。第四项练习其实包含两项任务：句意辨析和完形填空。句意辨析部分，要求学生听语篇中出现过的 5 个句子，再从四个选项中挑出最符合该句子在语篇中的意思的选项。该练习虽然是单句理解，但学生必须在对语篇上下文充分理解的基础上才能作出正确的选择。完形填空部分，和以往单元类似题型一样，教师特别要向学生指出，和他们以往熟悉的听写填空要求不同，学生在书上看到的文字材料和他们所听到的语音材料并不完全一样。学生在听音前，必须先要快速预读完形填空短篇的全篇内容，并根据空格前后的语法结构、词语固定搭配、词语间的并列对比结构以及上下文语义的连贯等对空格内容进行积极地预测，明确听音时记忆的重点。在进行听音时，摆脱书面文字的干扰，把注意力放在听辨、理解、记忆语篇的主旨，关键信息点，以及语篇的逻辑层次上，同时做好笔记。听音完毕后，再根据自己的理解和笔记的帮助，完成练习。教师应根据学生实际能力，对学生进行一定的听力笔记技能的辅导。听写填空是一篇关于管理的短文，主要填相关的名词和动词，可以作为导入活动安排在 Reading II 课文讲解之前进行，对 Reading I 的管理概念进行

复习。

2. Reading I 的 Brainstorming 部分: 全班学生通过自由讨论的形式, 列出他们所知道的关于公司或机构各级管理人员的称呼的英语表达方式。在进行该活动时, 教师可给出一些具体的场景 (situations), 如: “××× is an international trading company / software producer / deliver service provider / charitable organization / educational institution . . . , and let’s meet its top-level / middle-level / bottom-level management”。除教参答案外, 教师也可结合“补充词汇 (Additional Vocabulary)”和“背景知识 (Background Information)”中“Staff involved in management”提供的材料组织活动。
3. Reading I 的 Pairwork 部分: 学生双人结对讨论与 management 相关的话题。讨论题 1 至 5 题系知识介绍性的问题, 教师可先让学生自由表述他们的观点, 然后视学生回答的具体情况, 予以更正或补充。“背景知识”和“教参答案”部分均对这几题涉及的信息加以了详细介绍。第 6 题系 open-ended question, 即无确定的答案。为调动学生的积极性和参与性, 教师可请学生假设: Just suppose we’re going to set up a new company, and who do you think in our class could be appointed for the position of President / Marketing Manager / Sales Manager / Project Coordinator . . . , and what do you think makes him or her the best candidate for the job?
4. Reading I 的 Post-reading 部分: 设有两项任务。任务 1) 的主要目的是加强学生对课文的进一步理解和熟悉, 同时也为任务 2) 作铺垫。任务 2) 中, 学生分组活动, 讨论从事课文中论及的 5 个管理职能领域的工作分别所需的技能。讨论时, 教师可引导学生从每个职位的 job requirements / job descriptions 出发, 思考必须具备什么样的 skills and abilities 方能胜任该职位。小组讨论结束后, 教师可邀请各小组推举一名代表向全班作一个简短的陈述 (presentation), 向其他小组报告讨论的结果。教师应鼓励其他小组对讨论结果提出自己的看法, 予以补充或质疑。
5. Reading II 的 Cloze 部分

Blank 11 The expression “shop floor”, used in British English, means “the area in a factory where goods are made by the workers”(工厂的)生产区

Blank 15 The word “shift” here means “the working period of a group of workers who relieve another on a regular schedule. 班, 轮班, 轮班工作时间”。For example, we can say:
to be on the day / night shift 上日班 / 夜班
to work an eight-hour shift 按每班 8 小时轮班工作
working in shifts 轮班工作

Key 练习答案

>>>>>> Reading I

I.

Chairperson of the board, President, Managing Director, General manager, Deputy / Vice president, Division / Department manager, Superintendent, Supervisor, Chief executives (CEO, CFO, CIO, etc.), Director, Section chief, Department head, Foreman, Chief engineer ...

- II. 1) Some students may say “in business”, but actually management can be found wherever people work together in groups. So management takes place not only in business settings but also in schools, hospitals, the military, government, service organizations, etc.
- 2) Management is the process of coordinating human, physical, and financial resources to achieve an organization's objectives.
- 3) The major functions of business management include planning, organizing, staffing, directing, and controlling. Human resources (employees), physical resources (materials and machinery) and financial resources (money) can work efficiently only with careful coordination of management.
- 4) A manager's routine work is to get things organized, to communicate with others effectively, to appraise staff promptly, to manage public relations, and to put customers first.
- 5) The following skills and abilities are the keys for success in management work:
- To think logically to make correct or prompt decisions;
 - Good at coordination work;
 - To deal with various kinds of people ranging from community leaders to employees;
 - To speak and write clearly and with authority;
 - The ability to lead and influence others.

Exercises

- II.** 1. d 2. c 3. d 4. b 5. a
- III.** 1. supervisor 2. foreman 3. financial managers
 4. middle managers 5. marketing managers 6. information managers
 7. top managers 8. human resource managers 9. first-line managers
 10. chief information officer
- IV.** 1. As a result 2. compensation 3. in contrast
 4. vary 5. oversee 6. has been disseminated
 7. deals in 8. has survived 9. inventory
 10. at all levels 11. emergence 12. a variety of
- V.** 1. Reading provides necessary survival skills.
 2. The implementation of the overseas marketing project requires a series of desk research in advance.
 3. The company has recruited some new workers to work for its overseas branches.
 4. The import and export company has a sound management.
 5. There was a heavy fall of snow. As a result, the delivery of the goods was delayed.
 6. Experts should not put emphasis on pricing at the very beginning of negotiation.

Post-reading

Task 1

- | | |
|----------------------------|------------------------|
| 1. human resources manager | 2. marketing manager |
| 3. information manager | 4. marketing manager |
| 5. human resources manager | 6. information manager |
| 7. financial manager | 8. financial manager |
| 9. marketing manager | 10. operations manager |
| 11. operations manager | 12. marketing manager |

Task 2

Area	Skills & abilities
Marketing manager	<ul style="list-style-type: none"> ● Listening and questioning skills to determine customers' needs ● Problem solving skills in identifying customer problems ● Advising skills in assisting customers to choose purchases by suggesting appropriate products ● Ability to talk persuasively to other people using clear language ● Ability to understand and explain company policies about such things as finance charges, how to return goods, and guarantees
Financial manager	<ul style="list-style-type: none"> ● Understanding and using mathematical concepts to design a financial system ● Making decisions about the value of real estate and personal property based on inspection and community's future plan including existing and future tax values ● Understanding the use of computers and related equipment ● Interpreting technical information presented in mathematical or diagram forms to work with things like real estate property values and stock market reports
Operations manager	<ul style="list-style-type: none"> ● Understanding the technology and scientific processes used in the work you are directing ● Responsible for machinery / technology upkeep, product quality, and worker performance ● Solving problems using facts, personal judgment, and knowledge of the product ● Reacting quickly in emergency situations and making decisions that may involve a great amount of money or the safety of others
Human resources manager	<ul style="list-style-type: none"> ● Understanding of basic psychology and how people work and are motivated to work in a number of different job situations ● Ability to analyze the requirements of a job and to communicate these in job descriptions and company literature ● Knowledge of laws and regulations that govern worker safety, pay, benefits, and equal opportunity access to jobs in the firm
Information manager	<ul style="list-style-type: none"> ● Good organizational skills and attention to details ● Ability to conceptualize and quantify business issues ● Competence and familiarity with data, number systems, and quantitative analysis ● Mechanical ability to understand how electronic technology works in performing business operations ● Ability to follow procedures accurately and keep organized records

>>>>>> Reading II

Exercises

I. 1. T 2. NM 3. T 4. F 5. NM 6. F 7. T 8. T 9. T 10. F

III. 1. c 2. a 3. b 4. d 5. b 6. d 7. a 8. d 9. b 10. b

- IV.**
1. She used to sell modern art but now she deals in antiques.
 2. The electric home appliance enterprise puts great emphasis on after-sales service. So it has gained a very good reputation among its customers.
 3. His wife has been laid off. As the only bread-winner of the family, he can't afford to lose his job.
 4. A sound investment is sure to bring good profits.
 5. Our computers can't work normally for the attack of virus. So heaps of data is waiting for processing.
 6. As none of the secretaries was available when he wanted to have a contract typed, he had to type it himself.
 7. It is considered inappropriate for a President to engage in business dealings.
 8. In the United States, completing a four-year-program in the university does not qualify you as a doctor.
 9. John promised that he would see that nothing was wasted.
 10. The leaders in charge of the government departments must be able to serve the people heart and soul.

- V.**
- | | | | |
|--------------|--------------|-----------|-----------------|
| 1. managers | 2. directors | 3. board | 4. position |
| 5. promotion | 6. Workers | 7. who | 8. equipment |
| 9. If | 10. labour | 11. floor | 12. recruitment |
| 13. apply | 14. overtime | 15. shift | |

>>>>>> Extended Activities

A. Function and Structure

- I.** 1. Receptionist: Surgery. Can I help you?

Frank: Good Morning. My name's Frank Smith. Can Dr. Block see me at 9:30 tomorrow?

Receptionist: I'll see if I can arrange it for you. I'm sorry, but he won't have any openings until 12:00, unless there's a cancellation.

Frank: Would it be convenient to see him at 12:30?

Receptionist: Yes, he is free then.

2. Mary: Hello, Jane. Mary here.

Jane: Oh, hello, Mary.

Mary: I'm calling for the marketing project. Let's fix a date to discuss it.

Jane: OK. When shall we meet?

Mary: Could you manage tomorrow?

Jane: Tomorrow? I'm sorry I can't make it tomorrow. I have got rather a full day tomorrow.

Mary: What about Tuesday then?

Jane: Yeah, it's OK. Any time's all right with me except tomorrow.

Mary: Where shall we meet?

Jane: Would you like to come to my office?

Mary: No problem. I'll call you when I'm coming.

Jane: I'll be waiting for you then.

3. Jack: Good morning. Is Mr. Copper in?

Mrs. Copper: No, I'm afraid not. But what can I do for you? I'm Mrs. Copper.

Jack: I'm calling to find out whether Mr. Copper could spare me half an hour tomorrow afternoon. I have some problems to discuss with him.

Mrs. Copper: Let me see . . . I'm sorry he is not free then. Could you make it some other time?

Jack: Will 5 o'clock tomorrow suit him?

Mrs. Copper: Yes, he is free then. I'll tell him you'll be coming.

4. Receptionist: Good afternoon, Dr. Johnson's dental office.

Patient: Good afternoon. I'm calling to make an appointment to see Dr. Johnson. I've got a bad toothache.

Receptionist: I see, but I'm afraid Dr. Johnson is engaged for the entire week.

Patient: Is there any chance to squeeze me in? I'm quite desperate.

Receptionist: Well, I'll have to put you on the waiting list. I'll call you as soon as there is a cancellation.

5. Mr. Brown: Are you free this Sunday, Mr. Brown?

Mr. Black: Yes. What's up?

Mr. Brown: Let's go fishing.

Mr. Black: Great! When shall we meet?

Mr. Brown: What time would be convenient for you?

Mr. Black: I think any time on Sunday morning would be convenient for me.

Mr. Brown: Then I'll pick you up at half past seven Sunday Morning. Is it OK for you?

Mr. Black: All right. I'll be expecting you at half past seven then.

(Sunday morning, telephone is ringing at Mr. Black's.)

Mr. Black: Hello, John Black speaking.

Mr. Brown: Hello, Mr. Black. This is Tom Brown. I'm afraid I have to break the appointment.

My little daughter is ill and I have to take her to hospital.

Mr. Black: Oh, I'm sorry to hear that. I hope there's nothing serious about her.

6. Mr. Simon: Hello, I'm John Simon of A & T Shipping Company. I'd like to fix an appointment to see the General Manager. I've got something very urgent to talk about with him.

Secretary: Okay, I'll see if he can see you today. Uh, I'm afraid he's got a rather full day today.

Mr. Simon: How about tomorrow, then, say, at 10 o'clock?

Secretary: Let me find out . . . Yes, you can have twenty minutes, from 10:10 to 10:30. Will that be enough?

Mr. Simon: Yeah, thank you very much.

Secretary: And could you tell me if there's anything particular to be discussed?

Mr. Simon: It's about the cargo shipment.

Secretary: Okay, Mr. Simon. You're welcome to come at 10:10 tomorrow morning.

Mr. Simon: Do I have to call to confirm it?

Secretary: No need, Mr. Simon. If anything unexpected happens, I'll contact you.

(Later that day)

Secretary: Hello, Mr. Simon. I'm sorry, but I'm afraid the General Manager could not keep the appointment with you. He has to fly to New York for an important business meeting tomorrow morning. Would you like to reschedule your appointment?

Mr. Simon: Okay, but I hope to see him as soon as he comes back from New York.

B. Special Use

I. 1. visit

2. had

3. were taking

- | | | |
|---------------------------------|---------------------------------|---------------------|
| 4. had arrived | 5. had been promised | 6. is |
| 7. creates | 8. produces | 9. are |
| 10. were done | 11. finds | 12. would be |
| II. 1. was driving | 2. had been | 3. had drawn |
| 4. talked | 5. had been | 6. had broken |
| 7. had put | 8. had just reached | 9. drove |
| 10. had seen | 11. had begun | 12. overtook |
| 13. ordered | 14. want | 15. will have |
| 16. wrote | 17. had given | 18. reached |
| 19. wanted | 20. got | 21. said |
| 22. have been | 23. is | 24. can |
| 25. handed | | |
| III. 1. am going/will go | 2. have | 3. have been giving |
| 4. am | 5. are getting | 6. were aching |
| 7. had not gone | 8. woke | 9. began |
| 10. was having | 11. had hardly settled | 12. came |
| 13. had ever known | 14. will accept | 15. gives |
| 16. means | | |
| IV. 1. was driving | 2. lost | 3. ran |
| 4. had been | 5. had had | 6. was standing |
| 7. had come | 8. had picked | 9. had happened |
| 10. would have been knocked | 11. would have died | 12. was going |
| 13. would hit | 14. would have been ... charged | 15. had killed |
| 16. would (he) have been sent | 17. sentenced | |

C. Practical Reading

1. a 2. b 3. d 4. d 5. c 6. b 7. c 8. b 9. a 10. c

D. Additional Vocabulary

- | | | | | | | | | |
|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 1 - w; | 2 - d; | 3 - j; | 4 - r; | 5 - o; | 6 - a; | 7 - q; | 8 - i; | 9 - e; |
| 10 - p; | 11 - x; | 12 - b; | 13 - k; | 14 - c; | 15 - y; | 16 - f; | 17 - h; | 18 - s; |
| 19 - z; | 20 - t; | 21 - g; | 22 - u; | 23 - m; | 24 - v; | 25 - n; | 26 - l | |

Unit 6

Human Resource Management

Teaching Aim 教学目的



1. Cognitive Information (认知信息): Human Resource Management

2. Language Focus (内容重点)

- **Key Words:** I. fuel, motivation, view, corporate, transform, accelerate, pace, crucial, mismatch, privacy, shrink, pool, advancement, equitably, era, downsize, recession, demographics, automation, hire, executive, perspective, payroll, coordinate, staff, scarcely, appraise, benefit, promotion, reassignment, termination, resignation, retirement, overall, ease, integration; II. hierarchy, portray, pyramid, esteem, literal, survival, absence, terrorist, disaster, belonging, intimacy, acceptance, depression, self-respect, gain, imbalances, inferiority, complex, stable, versions, fame, competence, self-confidence, derivation, basis, perceive, self-actualization, pertain, drive, priority
- **Phrases:** I. at stake, figure out, lay off, cope with; II. take precedence, in the absence of, due to, a sense of, for the most part
- **Useful Structures:** given ...,
all but ...,
whether ... or ... 让步状语从句
be it ... ,

3. Communicative Skills (交际技能)

— **Expressions:** Expressing “Personal Interests”

— **Reading:** Performance Appraisal Form

4. Special Use (专项用法): A Review of Verbs

Lead-in 导入

>>>>> Listening Comprehension Tasks

Difficult Words & Expressions

1. recruitment: the act of supplying with new members or employees 招募雇员
2. compensation: the act of making satisfactory payment 报酬
3. hiring: the act of employing 雇佣
4. performance management: 绩效管理
5. wellness: the condition of good physical and mental health 健康
6. employee motivation: 员工激励
7. contribute to: 贡献
8. accomplishment: the act of succeeding in doing 实现, 完成
9. personnel: administration of an organization concerned with the body of persons employed 人事
10. transactional: of doing, carrying on, or conducting 执行的
11. outsource: to farm out (work) to an outside provider in order to cut costs 外包
12. demonstrate: to show clearly and deliberately 表明
13. conform to: 遵从
14. regulation: a principle, rule, or law designed to control or govern conduct 规章制度
15. retain: to keep or hold in a particular place or position 保留
16. overlap: to correspond in character or function 部分相同
17. progressively: in a way of proceeding in steps 渐进地

18. head up: 领导, 主管
19. advocate: a supporter 拥护者
20. systematize: to formulate into a system 使系统化
21. police: to regulate, control or keep in order 管制, 管辖
22. align: to ally with 与……联合
23. adaptable: capable of fitting for a specific use or situation 能适应的
24. resilient: capable of recovering quickly from change 适应性强的
25. customer-centered: 以顾客为中心的
26. mentor: a wise and trusted counselor or teacher 良师
27. payroll: a list of employees receiving wages or salaries, with the amounts due to each; or the total sum of money to be paid out to employees at a given time 薪金名册; 工薪总额

Passage Script 1

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization.

Human Resource Management is the organizational function that deals with issues related to people, such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.

Human Resource Management is also a strategic and comprehensive approach to managing people and the workplace culture and environment. Effective HRM enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives.

Human Resource Management is moving away from traditional personnel, administration, and transactional roles, which are increasingly outsourced. HRM is now expected to add value to the strategic utilization of employees and the employee programs impact the business in measurable ways. The new role of HRM involves strategic direction and measurements to demonstrate value.

The Human Resource Management function includes a variety of activities, and the key among them is responsibility for human resources — for recruiting and training the best employees, ensuring they are high performers, dealing with performance issues, and ensuring your personnel and management practices conform to various regulations. Activities also include managing your approach to employee benefits and compensation, employee records, and personnel policies.

In short, Human Resource (HR) is responsible for developing programs that will attract, select,

develop, and retain the talent needed to meet the organizational mission. So if you are working in an HR department of a company with hundreds of employees, your primary responsibility is talent management.

Passage Script 2

Human Resources Managers and Directors, depending on the size of the organization, may have overlapping responsibilities. In larger organizations, the Human Resources staff members have clearly defined, separated roles in HR management with progressively more authority and responsibility in the hands of the Manager, the Director, and, ultimately, the Vice President who may lead several departments including administration.

HR Directors, and occasionally HR Managers, may head up several different departments that are each led by functional or specialized HR staff, such as the training manager, the compensation manager, or the recruiting manager. Human Resources staff members are advocates for both the company and the people who work in the company. Consequently, a good HR professional performs a constant balancing act to meet both needs successfully.

The role of the HR professional is changing. In the past, HR Managers were often viewed as the systematizing, policing arm of executive management. Their role was more closely aligned with personnel and administration functions that were viewed by the organization as paperwork. The fundamental HR function came out of the administration or finance department because hiring employees, paying employees, and dealing with benefits were the organization's first HR needs.

Now, the role of the HR Manager must satisfy the needs of his or her changing organization. Successful organizations are becoming more adaptable, resilient, quick to change direction, and customer-centered.

Within this environment, the HR professional is a strategic partner, an employee sponsor or advocate, and a mentor. At the same time, the HR staff members still have responsibility for employee benefits administration, often payroll, and employee paperwork.

Key

II. 1. d 2. b 3. c 4. a 5. a 6. c 7. d 8. b 9. b 10. a

IV. 1. 1) Human Resources Managers and Directors may have the same responsibilities in large organizations. FALSE

Correction: Depending on the size of the organization, Human Resources Managers and Directors may have overlapping responsibilities.

- 2) There are progressively more authority and responsibility in the hands of the Director, the Manager, and the Vice President. FALSE

Correction: There are progressively more authority and responsibility in the hands of the Manager, the Director, and the Vice President.

- 3) Functional or specialized HR staff include the training manager, the compensation manager, and the recruiting manager. TRUE

Correction: _____.

- 4) HR staff members support the company more, but the people who work in the company less. FALSE

Correction: HR staff members support both the company and the people who work in the company.

- 5) A good HR professional should support the people who work in the company more so as to perform a constant balancing act to meet both needs successfully. FALSE

Correction: A good HR professional performs a constant balancing act to meet both the need of the company and that of the people working in the company successfully.

2. 1) In the past, HR Managers were often regarded as the systematizing and policing arm of executive management because their role was closely associated with personnel and administration functions.
- 2) The fundamental HR function came out of the administration or finance department because hiring employees, paying employees, and dealing with benefits were the organization's first HR needs in the old days.
- 3) Currently, the role of the HR Manager must meet the needs of the changing organization.
- 4) A successful organization can be defined by being more adaptable, resilient, quick to change direction, and customer-centered.
- 5) Against such a background, the HR staff members are not only responsible for employee benefits administration and employee paperwork, but also a strategic partner, and employee sponsor, and a mentor.

>>>>> Spol Dictation

Human resource management (HRM) is the strategic approach to the management of an

organization's most valued assets — the people working there who individually and collectively contribute to the achievement of the objectives of the business. The terms “human resource management” and “human resources” (HR) have largely replaced the term “personnel management” as a description of the processes involved in managing people in organizations. The objective of Human Resources is to maximize the return on investment from the organization's human capital and minimize financial risk. It is the responsibility of human resource managers to conduct these activities in an effective, legal, fair, and consistent manner. The key functions of Human resource management include selection, training, performance evaluation, promotions, redundancy, career development, etc. HRM is seen as a more innovative view of workplace management than the traditional approach. It is also seen by many to have a key role in risk reduction within organizations.

Background Information 背景知识



1. Processes of human resource management

Human Resource Management is the management of an organization's employees. While human resource management is sometimes referred to as a “soft” management skill, effective practice within an organization requires a strategic focus to ensure that people resources can facilitate the achievement of organizational goals. Human resources management involves several processes. Together they are supposed to achieve the above mentioned goal. These processes can be performed in an HR department, but some tasks can also be outsourced or performed by line-managers or other departments. When effectively integrated they provide significant economic benefit to the company.

- Workforce planning
- Recruitment (sometimes separated into attraction and selection)
- Orientation
- Skills management
- Training and development
- Personnel administration
- Compensation in wage or salary
- Time management
- Travel management (sometimes assigned to accounting rather than HRM)

- Payroll (sometimes assigned to accounting rather than HRM)
- Employee benefits administration
- Personnel cost planning
- Performance appraisal
- Labor relations

2. Responsibilities of human resource management

Human resources managers handle personnel decisions, including hiring, position assignment, training, benefits, and compensation. Their decisions are subject to some oversight, but company executives recognize their experience and skill in assessing personnel and rely heavily on their recommendations. Although physical resources — capital, building, equipment — are important, most companies realize that the quality and quantity of their output is directly related to the quality and commitment of their personnel. Human resources professionals make sure that appropriate matches are made between support staff and producers, between assistants and managers, and between coworkers to enhance productivity, support the company's business strategy and long-term goals, and provide a satisfying work experience for employees. A human resources professional in a smaller firm is a jack-of-all-trades who is involved in hiring, resource allocation, compensation, benefits, and compliance with laws and regulations affecting employees and the workplace and safety and health issues. This multiplicity of tasks requires individuals with strong organizational skills who can quickly shift from project to project and topic to topic without becoming overwhelmed. Strong interpersonal skills are crucial for managers at small firms. These managers spend much of their day handling questions, attending budgeting and strategic planning meetings, and interviewing prospective employees. The rest of the time, they take care of paperwork and talk on the telephone with service providers (insurance, health care, bank officers, etc.). At larger firms, human resources managers often specialize in one area, such as compensation, hiring, or resources allocation. Compensation analysts work with department managers to determine pay scales and bonus structures. Hiring specialists (also known as recruiters) place ads in appropriate publications, review résumés, and interview candidates for employment. Allocation managers match assistants, support staff, and other employees with departments that have specific needs. Sensitivity to both personality issues and corporate efficiency are a plus for allocation managers. The most difficult feature of the human resources professional's job is handling the dirty work involved in the staffing of a company: dealing with understaffing, refereeing disputes between two mismatched personalities, firing employees, informing employees of small (or nonexistent) bonuses, maintaining an ethical culture, and reprimanding irresponsible employees. Performing these tasks can be disheartening for human resources managers who are supposed to

support and assist employees, and many human resources managers feel that employees dislike or fear them because of this role.

Language and Culture Focus 语言文化要点



>>>>>> Reading I

1. fuel

1) *v.* to put petrol into a vehicle or aircraft. (给……)加燃料, (给……)加油

【例句】The plane was already fuelled (up) and ready to go.

2) *v.* to make sth. increase; to make sth. stronger. 加速; 加强

【例句】Diversified manufacturing and service industries have fueled the urbanization of this area.
多样化的制造和服务产业加速了该地区的城市化。

3) *n.* a substance such as oil, gas, coal, or wood that produces heat or power when it is burned.
燃料; 汽油, 燃油

【例句】Coal and wood are sometimes called solid fuel.

2. oversee *v.* to watch sth. in order to check that it works or happens in the way that it should. 瞭望; 监督; 视察; 管理 (参见第五单元 Reading I 注释)

【例句】The need for a systemic regulator to oversee the health and stability of the overall financial system has never been greater.

我们需要一家系统性监管机构, 负责监督整个金融体系的健康与稳定——这种需要从未像目前这么迫切。

The chief executives of both groups are to leave under the new arrangement though both have agreed to stay on to oversee the transition. 根据新的安排, 上述两家公司的首席执行官均将离职, 但两人都同意留下来监督过渡过程。

3. **motivation:** *n.* a feeling of enthusiasm or interest that makes you determined to do sth. 动机; 动力

【例句】The motivation to excel made him one of the greatest scientists and most remarkable people in history.

胜过别人的动力使他成为了历史上最伟大的科学家、最著名的人物之一。

I kept getting motivation from the knowledge that there was this niche that I could fill. 意识到我能填补这个领域是我不断努力的动力。

4. **strategic:** *adj.* carefully planned in order to achieve a particular aim, especially in war, business, or politics. 战略(上)的;(战略上)重要的

【例句】He said he had accomplished all of the strategic objectives set forth two years ago when he took the job. 他表示,自己已完成了两年前上任时制定的所有战略目标。

With economic friction becoming just a bit more manageable, attention can and should move to broader strategic issues. 随着经济摩擦变得更加可控,双方的注意力可以而且应该转向全局性的战略问题。

5. **corporate:** *adj.* relating to a large company or group. (大)公司的,团体的

【例句】It's going to be interesting to see how her management style scales to the corporate level. 看看她的管理风格如何适应公司层面是件有趣的事情。

It may take only a little light at the end of the tunnel to spur corporate finance chiefs to pick up the pace.

或许只要有一丝希望之光,就会促使公司的财务负责人们加紧工作。

6. **transform** *v.*

1) to change the form of sth. 变形;转变形态

【例句】The photochemical reactions transform the light into electrical impulses.
光化反应把光转变为电脉冲。

2) to undergo a marked change. 改变(性质,机能等);改造

【例句】It would be not only a laptop, but it could be transformed into an electronic book.
这不仅仅是台笔记本电脑,而是可以改变为电子书。

It was an event that would transform my life. 这事件改变了我的生活。

7. **accelerate:** *v.* to move faster; cause to move faster. 加速;催促,促进

【例句】Economic growth will remain close to zero through the middle of 2012 before it begins to accelerate.

经济趋于零增长的局面将延续至2012年中期,然后经济增长才会加速。

8. **pace:** *n.* the rate of moving (especially walking or running) 步态;步调;步速;速度;进度

【例句】Despite the retreat in many markets, most investors expect China to keep growing at a pace well above that of the big developed economies.

尽管许多市场有所后退,但大多数投资者预计中国会以远快于大型发达经济体的速度保持增长步伐。

It was just a much smaller city, and the pace of urbanization is incredible and enormous.

它只是一个小城市,但城市化的速度真是让人叹为观止。

9. **crucial**: *adj.* of extreme importance; vital to the resolution of a crisis. 极其重要的; 决定性的

【例句】For them, the question of how much money to invest in this company is crucial. 对他们来说, 应向这个公司投资多少钱是一个至关重要的问题。

It's a crucial decision.

这是一个极其重要的决定。

The success of this experiment is crucial to the project as a whole.

这次试验的成功是整个工程的关键所在。

10. **mismatch**: *n.* a bad or unsuitable match. 错配; 不相配

【例句】There is a mismatch between people's real needs and the available facilities.

人们的真正需求与现有的设施存在差距

As a result of globalization, structural unemployment has been caused by a serious mismatch of human resources.

在经济全球化的情况下, 人力资源严重错位的现象造成了结构性的失业问题。

11. **privacy**: *n.* the quality of being secluded from the presence or view of others. 私密, 隐私

【例句】He said he couldn't comment further because of privacy concerns.

这位发言人说由于涉及隐私, 他无法进一步置评。

She was longing for some peace and privacy.

I value my privacy.

He read the letter later in the privacy of his own room.

12. **at stake**: at risk; likely to be lost or damaged if sth. fails. 在危险中; 利害(生死)攸关

【例句】We expect that our people spend clients' and our firm's resources as if their own resources were at stake.

我们希望我们的员工如同自己的资金处于危急时刻一样, 使用客户以及公司的所有资源。

13. **figure out**

1) to think about sb./sth. until you understand them / it. 理解; 了解

synonym: work out

【例句】We couldn't figure her out.

I can't figure out how to do this.

This passage attempts to help you figure out how to analyze statements.

本文旨在让你了解如何分析这些报表。

2) to calculate an amount or the cost of sth. 算出

synonym: work out

【例句】Have you figured out how much the trip will cost?

14. shrink (shrank, shrunk)

- 1) to wither, as with a loss of moisture. 皱缩; 缩短, 收缩

【例句】The summer sun had shrunk and dried the wood.

The workforce has shrunk to less than a thousand.

- 2) to draw back, as with fear or pain. 退缩, 畏缩, 害怕

【例句】Lots of things, are easy to be done, do not shrink, just to get more confidences. 其实很多事情, 都很容易办的, 不要畏缩, 给自己点自信就行。

- 3) to become smaller or draw together 变小, 减小

【例句】Should a chunk go sour in the next few years, the flow of investment to the provinces is likely to shrink. 一旦未来几年有大量贷款变成坏账, 对各省的投资就可能减少。

15. pool

- 1) *n.* an excavation that is (usually) filled with water; a small lake. (天然)水塘; 水池子; 游泳池

【例句】The child sat on the side of the pool, dabbling his feet in the water.

那孩子坐在池边, 用脚嬉水。

There will be no running and no horsing around near the pool or we may have to ask you to leave.

游泳池附近禁止奔跑和骑马, 所以我们不得不让你离开。

- 2) *n.* a quantity or number of people, money, things, etc. that are deliberately collected together to be used or shared by several people or organizations. 共同储金; 共用物; 共用人员

【例句】He is disappointed with the pool car.

他对这部公用汽车感到失望

a pool of cars used by the firm's sales force 公司销售人员公用的车

- 3) *v.* 集中……共同使用; 共用

【例句】None of us can afford it separately, so let's pool our resources.

我们之中谁也不能单独买得起这东西, 所以我们就集资购买吧。

16. advancement: *n.*

- 1) promotion in rank or position 提升; 晋级

【例句】His new job will offer good opportunities for advancement.

- 2) encouragement of the progress or growth or acceptance of something; the act of moving forward toward a goal 前进; 促进; 进步, 发达

【例句】The scientist is to be congratulated for his valuable contribution to the advancement of

scientific knowledge in the countryside.

那位科学家为促进科学知识在农村的普及作出了有益的贡献,应受到祝贺。

17. **lay off:** to stop doing or using sth., especially for a short period of time. 解雇, 辞退

【例句】The store had to lay off a number of clerks because sales were down.

因为销售额下降,商店已经辞退一些职员。

18. **equitably:** *adv.* in an equitable manner. 公平地

【例句】We should equitably assess historical figures. 我们应该公正地评价历史人物。

settle claims promptly and equitably 迅速公平地解决索赔

19. **era:** *n.* a period marked by distinctive character or reckoned from a fixed point or event. (具有明显特征的)时代; 时期

【例句】Since the era of industrialization, humans have had an effect on the planet rivaling any ice age or comet impact.

自从工业化时代以来,人类活动对地球产生作用,其影响堪比冰河时代或彗星的破坏作用。

20. **downsize:** *v.* to reduce the size of a business or organization, especially by cutting the work force. 裁员, 实行机构精简

【例句】The corporation has to downsize its personnel in response to a poor economy.

这家公司因经济不景气而不得不裁员。

21. **recession:** *n.* the state of the economy declines. 经济衰退; 价格的暴跌

【例句】The economy is still in a recession.

经济仍处于衰退期。

22. **automation:** *n.* the act of implementing the control of equipment with advanced technology; usually involving electronic hardware. 自动化, 自动操作

【例句】We supply a wide range of office automation devices.

我们提供多种不同的办公室自动化设备。

Provisioning can be considered one of the core technologies of IT automation today. 自动配置可以认为是目前 IT 自动化的核心技术之一。

23. **demographics:** *n.* the particular features of a population. 人口统计, 人口特征

【例句】Market segments are mainly defined by age, gender, geography, socio-economic grouping, technology, or any other combination of demographics.

市场区间主要由年龄、性别、地理位置、社会经济地位、技术工艺技能或者任何其他的人口统计的组合来确定的。

24. **cope with:** to deal successfully with sth. difficult. 对付; 应对

【例句】 Expert tips to help you cope with a bad economy, and increase your bursts of happiness throughout the day.

专业的建议帮助你处理生活中的经济低潮,增强你的幸福感。

Some of us may need courage to cope with depression.

我们一些人可能需要勇气来应付市场萧条。

25. hire v.

1) to employ (someone) for wages. 录用,聘用

【例句】 The hope was that private employers finally were ready to hire enough to bring unemployment down steadily, even if not rapidly.

人们寄希望于私营企业终于可以雇佣足够多的员工以使失业率稳步下降。

We hired some workmen to help us with the baggage.

The restaurant hires some part-time workers to deliver food to customers.

2) to get the use of sth. for a special occasion or a limited time on payment of a sum of money.
租用

【例句】 Booking hire cars has never been a problem though prices flickered.

预定租赁汽车就算价格波动一点,但从来不会有遇到问题。

We hired a car for a week when we were in Italy.

【相关搭配】

hire out 出租

【例句】 Why don't you hire out your car to your neighbors while you're away and make some money?

hire purchase 分期付款购买法

【例句】 We got a house on hire purchase.

26. executive

1) n. a person responsible for the administration of a business. 经理,董事,执行官

【例句】 a sales executive 销售部经理

a senior executive 高级主管

The chief executive is seen as inseparable from his company's success.

在大家的眼里,公司的成功与这位首席执行官密不可分。

2) n. the branch of a government responsible for putting decisions of laws into effect. 行政部门;
行政官;执行委员会

【例句】 the executive of the National Union of Teachers

全国教师联合会的执行委员会

- 3) *adj.* relating to or having the power to put plans or actions into effect. 执行的, 实行的, 实施的, 有执行权力的; 行政(上)的

【例句】the executive function of actually running the business

实际经营这家企业的管理功能

27. *perspective n.*

- 1) a particular attitude towards sth. ; a way of thinking about sth. 视角, 观点, 眼光

synonym: viewpoint

【例句】a global perspective 全球的视角

Try to see the issue from a different perspective.

His experience abroad provides a wider perspective on the problem.

This report may have given me a distorted perspective.

这份报告可能给我提供一个歪曲的视角。

Only those with a strategic perspective are likely to see this as the great opportunity it represents.

只有那些具备战略眼光的投资者才可能将其视为大好时机。

- 2) the appearance of things relative to one another as determined by their distance from the viewer. 透视效果, 远近配置

【例句】If the rules of perspective had not been discovered, people would not have been able to paint such realistic pictures.

如果没有发现透视法, 人们就不可能画出如此逼真的画。

28. **Fluor:** Founded as a construction company in 1912, it is a FORTUNE 500 company that delivers engineering, procurement, construction, maintenance (EPCM), and project management in diverse industries around the world. Today, Fluor continues to develop and implement innovative solutions for complex project issues in diverse industries, including chemicals and petrochemicals, commercial and institutional (C&I), government services, life sciences, manufacturing, mining, oil and gas, power, renewable energy, telecommunications, and transportation infrastructure. 美国福陆公司始创于1912年, 财富杂志500强企业, 是世界最大的主要从事咨询、工程、建筑等其他多种服务的公有公司之一。福陆公司服务范围包括石油、天然气业、化工、石化业、贸易、政府服务、生物科学、制造业、微电子业、采矿业、能源业、通信及交通业。

29. Fluor, a California-based engineering and construction firm with more than 22,000 employees worldwide, has some 500 international human resources professionals who administer payroll, benefits, and training programs, and coordinate recruiting and staffing at operations in 80 countries.

【译文】总部位于美国加州的福陆公司是从事工程、建筑的公司,拥有来自世界各地的22 000多名雇员,约有 500 名管理职工名册、福利待遇和培训计划的国际人力资源从业人员,在 80 个国家统筹公司的招聘和人员配备业务。

30. payroll *n.*

1) a list of employees and their salaries. 职工名册;发薪簿

【例句】 She was no longer on their payroll. 她已不再是他们的雇员。

I would like to meet with you to discuss some discrepancies on our payroll account.

我想见你一次,讨论一下我们工资账上的出入。

2) the total amount of money paid in wages. 应付薪金额

【例句】 The general manager is trying to meet the payroll.

总经理在设法筹措款项支付工资。

31. coordinate: *v.* to bring order and organization to. 使配合;使协调 统筹

【例句】 to contact and coordinate with the organizations concerned.

联系并协调有关组织

She was able to coordinate the activities of all the emergency services.

她能协调所有应急部门的活动。

They were asked to help coordinate and plan Labour's election campaign. 他们被要求帮助统筹策划工党的竞选活动。

32. staff: *v.* to provide the workers for an organization

【例句】 The labs are staffed with engineers and chemists. 实验室配备了工程师和化学家。

33. given: *prep. or conj.* considering, taking into account. 考虑到

【例句】 Given the present conditions, I think she's done rather well.

考虑到目前的条件,我认为她已做得相当出色。

Given their inexperience, they've done a good job.

考虑到他们缺乏经验,这工作他们做得不错。

34. scarcely: *adv.* almost not, barely. 简直不,几乎不

【例句】 small straggling American cherry growing on sandy soil and having minute scarcely edible purplish-black fruit.

美国的一种生长在沙地上的蔓生樱桃,果实小、黑紫色、几乎不可食。

You were scarcely audible at the back of the classroom.

在教室后面几乎听不见你的声音。

35. all but: almost. 几乎

【例句】 The shelf was all but empty. 架子几乎全空了。

The film is all but three hours long. 这部影片差不多放了3个小时。

He was all but drowned. 他差一点淹死。

That night, her heart all but stopped. 那晚, 她的心脏差点停止跳动。

36. appraise: *v.* to place a value on; judge the worth of sth. 评价, 估价

【例句】 Appraising the learning outcomes of university students is part of their academic performance.

评价大学学生的学习成果是他们学业表现的一部分。

The participants' immediate supervisors were also interviewed to appraise their job performances.

他们的直属上司亦同时接受访谈, 以评核这些员工的工作表现。

37. benefit

1) *n.* an advantage of profit gained from sth. 益处, 好处

【例句】 the physical benefits of walking 步行对身体的种种益处

be of benefit to mankind 对人类有好处

The changes are to our benefit. 这些变革对我们有利。

When goals are specific, it's easy to measure employee progress toward their completion.

目标具体了, 衡量员工的进展情况也就变得简单了。

2) *n.* a payment made by the state or an insurance scheme to someone entitled to receive it. 津贴, 救济金, 抚恤金

【例句】 people drawing unemployment benefits 领取失业救济金的人们

3) *vt.* to bring advantage to. 有益于, 对……有好处

【例句】 a medical service which will benefit rich and poor

将使富人和穷人都能得益的医疗服务。

If you work hard and benefit the company you work for, you deserve to be rewarded for that.

你工作很努力, 为公司做出了贡献, 你应该得到一些奖励。

4) *vi.* to receive an advantage, profit. 得益, 得到好处 (by, from)

【例句】 People who stole did not benefit from (by) ill-gotten gains.

窃贼们并未从不义之财中得到好处。

The firm benefited from his ingenuity.

公司从他的足智多谋中得到了好处。

38. promotion *n.*

1) act of raising in rank or position. 提升; 晋级

【例句】She took a computing course to improve her chances of promotion.

她学了一门计算机课以便有更多的晋升机会。

What are your promotion prospects in this job?

你干这份工作提升的前景如何?

I know you're upset about not getting the promotion, but don't take it out on me. 我知道你对没有升职感到很难过,但是别把这件事发泄在我身上。

2) a message issued in behalf of some product or cause or idea or person or institution. (商品等的) 宣传,推广

【例句】There are government controls on the promotion of cigarettes.

政府对推销香烟实行控制。

The new product was backed by mass media promotion and sophisticated marketing. 这个新产品得到大众媒体宣传以及新颖营销法的支持。

39. **reassignment:** *n.* assignment to a different duty. 重新安排

【例句】The Board is discussing a reassignment plan for the project team members

董事会正在讨论项目班子成员的重新安排计划。

40. **termination:** *n.* a coming to an end of a contract period. 末端, 终点; 终止, 结束

【例句】A dispute was brought to a satisfactory termination.

一场纠纷得到了令人满意的结局。

The only problem we might have is with the termination clause.

我们唯一的问题是合同的最后一条。

41. **resignation:** *n.* the act of giving up (a claim or office or possession, etc.). 辞职, 退职, 让位; 辞呈

【例句】He threatened resignation from the company. 他威胁要从公司辞职。

His abrupt resignation seems to suggest that this is more than just a blip.

他的突然辞职似乎暗示这不仅仅是一个突发事件。

42. **retirement:** *n.* the state of being retired from one's business or occupation. 退休, 退职, 退役

【例句】Advisers can help with goal setting and determining how much you should be saving for retirement.

顾问们能帮助你们进行目标设定、决定该为退休存多少。

At 60, he was now approaching retirement. 他年届 60, 接近退休。

Susan is going to take early retirement (= retire before the usual age).

苏珊将提早退休。

a retirement pension 养老金

43. **overall**

1) *adj.* including everything. 全部的, 所有的, 全面的, 总的, 综合的

【例句】 the overall length of the new bridge 新桥的全长
the overall pattern of sb.'s life 某人生活的总的模式
the overall cost 总成本

2) *adv.* broadly. 总的来说

【例句】 Overall, imports account for half of our stock. 总的来说,进口货占我们存货的一半。

44. **ease** *v.*

1) 放松(绳索等),使松动

【例句】 The belt is too tight; ease it a little. 皮带太紧了,把它放松一些。

ease trade (travel) restrictions 放宽贸易(旅行)限制

The central bank now tightly controls interest rates, but control is expected to ease in the next five years.

央行现在严格控制利率水平,但预计未来五年这方面的控制应该会放松。

2) to lessen pain or discomfort; alleviate. 减轻,减缓

【例句】 He took an aspirin to ease the pain. 他服了一片阿司匹林来解痛。

Their anxieties were not wholly eased. 他们的焦虑没有完全消除。

If it is only a short-term supply problem, inflation will ease with the next harvest. 如果只是短期供应问题,通胀将在下一个收获季节得到缓解。

45. **integration**; *n.* the act of combining into an integral whole. 集成,综合,一体化

【例句】 the integration of individual countries into the trade organization

各国融入贸易组织

The automobile is an integration of a multitude of machine parts.

汽车是集大量机械部件而成的统一整体。

In a sense, the integration of the global economy might be reversed.

从某种意义上来说,全球经济一体化可能会出现倒退。

>>>>>> Reading II

1. **portray**: to describe. 描述; 描绘

【例句】 The sun is portrayed as the source of light, heat, and motion.

Students objected to being portrayed as naive, immature and easily-led innocents.

2. **pyramid**: an ancient stone building built over the tombs of dead kings and queens, especially in Egypt. Pyramids have triangular walls that slope upwards and inwards to a single point. 金字塔

3. **fundamental:** absolutely necessary; extremely important; essential. 基本的;重要的;必要的
 【例句】fundamental principles fundamental concepts
 the protection of fundamental human rights
 Hard work is fundamental to success.
 Housing shortage is still the fundamental problem.
4. **self-actualization:** the fact of using one's talents, skills and abilities to realize as much as one can possibly achieve. 自我实现
5. **layer:** a level or part within a system or set of ideas. 层
 【例句】There are too many layers of management in the company.
6. **esteem:** respect and admiration. 尊敬, 敬重
 【例句】She was held in high esteem by all her colleagues.
 Bob showed no esteem for his fellow workers.
7. **security:** a feeling of being safe or free from danger or threat. 安全感
 【例句】The system is designed to provide maximum security for customers.
 Children count on their parents for love and security.
8. **for the most part:** mostly, usually, in most places or cases. 多半; 就绝大部分而言
 【例句】For the most part Chinese children will have to study harder.
 The forest is for the most part dark and wet.
9. **physiological:** sth. that is physiological relates to the way that a person's or animal's body functions or to the way that a plant functions. 生理的, 生理机能的
 【例句】physiological change 生理变化
10. **literal:** basic. If something is described as literal, we emphasize it is true. 实实在在的, 确确实实的
 【例句】a literal fact 实实在在的情况
11. **survival:** the state of continuing to live or exist in spite of danger, accidents, or difficult circumstances. 幸存, 继续生存
 【例句】struggle for survival 生存竞争
 His only chance of survival was a heart transplant.
12. **shelter:** a place to live or stay, such as a small building or covered place made to protect people from bad weather, danger or attack. 庇护所; 居所, 住处
 【例句】Human beings need food, clothing and shelter
 Trees are a shelter from the sun. 树木可以遮挡阳光。
13. **take precedence:** If something takes precedence over something else, it is treated as being more important and is dealt with before the other things. 具有优先权 Precedence is the order of priority

in importance, order, or rank. 优先权

【例句】He had to learn that his wishes didn't take precedence over other people's needs.

The peace of human society takes precedence over every other consideration.

In my case, security takes precedence over adventure.

14. In the absence of physical safety — due to terrorist attack, war, natural disaster, or, due to economic crisis and lack of work opportunities, etc. — the individual feels anxious and tense.

【译文】由于恐怖袭击、战争、自然灾害或者经济危机和工作机会的丧失等原因,安全感的缺乏会使个体感觉焦虑和紧张。

15. **in the absence of:** this phrase describes the fact that sb. or sth. does not exist or is not available; lack of; without. 缺乏……;在没有……的情况下

【例句】I'm responsible for your study in the absence of your parents.

16. **due to:** if an event is due to sth., it happens or exists as a direct result of that. 由于

【例句】His death was due to too much smoke and alcohol.

The team's final success was largely due to his efforts.

The project had to be abandoned due to a lack of government funding.

17. **terrorist attack:** a surprise attack involving the deliberate use of violence against civilians in the hope of attaining political or religious aims. 恐怖袭击

18. **natural disaster:** the effect of a natural hazard, which leads to financial, environmental or human losses. 自然灾害

19. **adverse:** unfavorable; negative; unpleasant; harmful. 不利的, 有害的

【例句】adverse weather condition 恶劣的气候状况

Lack of money will have an adverse effect on our research program.

Higher energy costs seem to have an adverse effect on economy.

Dirt and disease are adverse to the best growth of children.

肮脏与疾病对儿童健康成长不利。

20. **fulfill:** to satisfy, achieve or realize. 实现

【例句】fulfill one's dream fulfill one's potential

fulfill one's ambition 实现某人的抱负

fulfill one's needs and requests 满足某人的需求

21. **in general:** usually; generally speaking; as a whole. 一般说来,通常,大体上

【例句】A healthy skin is a reflection of good health in general.

In general, prices reflect the demands and needs of the market

In general, he is a peaceful and loving man.

What's the definition of inflation in general?

This book may help us understand western culture in general.

They want shorter working hours and more salaries in general.

22. intimacy: very close relationship. 亲密

【例句】the intimacy between mother and child

the intimacy between husband and wife

The room has a peaceful sense of intimacy.

Their long-term separation has dried up their intimacy.

23. acceptance: the fact or process of being allowed to join an organization or be a member of a group.
接受

【例句】Social acceptance is very important for most young people.

I really got thrilled by his acceptance into the club.

So far I have received five acceptances and three rejections.

24. whether ... or ... : no matter if ... or ... 不管……还是…… We use this structure to say that something is true in any of the circumstances that we have mentioned.

【例句】I will go there whether you come with me or stay at home.

He is going to buy a house whether he gets married or not.

A fresh pepper, whether red or green, lasts about three weeks.

25. susceptible: easily influenced by feelings or emotions. 易受感动的, 易受影响的

【例句】In his weakened condition, he is very susceptible to cold.

他身体很弱, 因此很容易患感冒。

a susceptible young man 好动感情的小伙子

We are all susceptible to advertising. 我们都易受广告的影响。

26. depression: a mental condition characterized by severe feelings of sadness, hopelessness, and anxiety. 消沉; 沮丧

【例句】She suffered from severe depression after losing her job.

失业后她患上了严重的忧郁症。

There was a feeling of depression in the office when the bad news was announced. 坏消息

公布后, 办公室弥漫着的沮丧气氛。

27. self-esteem: confidence in one's own worth or abilities; self respect. 自尊(心)

【例句】people with low self-esteem

You need to build your self-esteem.

He wanted to regain his self-esteem.

28. **self-respect**: a feeling of confidence and pride in oneself. 自尊;自重

【例句】 Bill should have his self-respect restored.

29. People need to engage themselves to gain recognition and have an activity or activities that give the person a sense of contribution, to feel self-valued, be it in a profession or hobby.

【译文】 人们需要寻求他人的认可,并通过参与一种或多种活动获得贡献感;无论这种活动是一种职业还是兴趣爱好,他们都可以从中获得自尊。

30. **gain recognition**: to get public praise and reward for one's achievements or abilities. 获得认可

【例句】 gain academic recognition

She gained only minimal recognition for her work.

31. **sense of contribution**: the willingness to give or pay sth. to a common fund or collection. 贡献感

32. **feel self-valued**: feel that one's personal value is to be recognized or realized. 感到具有自我价值

33. **be it in a profession or hobby**: whether it be a profession or hobby. 不管这是一个职业还是爱好 In such a concessive clause introduced by “whether...or...”, we usually use the be verb directly. Very often, we can also omit “whether” and put “be” to the front of the clause.

【例句】 She will marry the handsome young man whether he be rich or poor.

She will marry the handsome young man be he rich or poor.

Home is home, be it ever so homely. 家就是家,不管它有多么简陋。

34. **imbalance**: a situation in which two or more things are not the same size or are not treated the same. 不平衡

【例句】 the imbalance between the poor and rich countries

imbalances of social and economic development

the imbalance between import and export

35. **inferiority complex**: People who have an inferiority complex feel that they are of less worth or importance than other people. An inferiority complex causes some people to be very shy and others to be aggressive. 自卑感

【例句】 This boy has an inferiority complex about his height and weight.

36. **stable**: firmly fixed; not likely to change. 稳定的

【例句】 stable price

stable relationship

stable marriage

37. **note**: to mention.

【例句】 The government report released last week noted an alarming rise in racial harassment.

38. **version**: a description of an idea or event. 说法;版本

【例句】 Each of the women had a different version of what had actually happened.

The committee finally accepted his version of the incident.

Their version of how the accident happened conflict.

39. **fame:** the state of being very well-known. 名声

【例句】to win instant fame

She went to Hollywood in her early age in search of fame and fortune.

The fame of the Omega workshops spread all over the world.

欧米茄手表工厂的名声传遍全世界。

40. **competence:** the ability to do sth. successfully and efficiently; capability. 能力

【例句】professional competence technical competence

41. **deprivation:** the lack of sth. that is considered to be a necessity. 丧失, 损失

【例句】deprivation of freedom

neglected children suffering from social deprivation

They suffer from deprivation of political and civil rights.

42. **basis:** the underlying support or foundation for an idea or argument. 基础; 基点; 基准;

【例句】the basis of the final design

Trust is the only basis for a good working relationship.

The basis of a good marriage is mutual trust.

43. **perceive:** 1) to become aware of directly through any of the senses, especially sight or hearing. 察觉; 注意到; 意识到

2) to achieve understanding of. 理解

【例句】I can't perceive any difference between these coins.

我看不出这些硬币的区别。

That rule is not easily perceived. 这条规则不容易理解。

I perceived that I could not make him change his mind.

我意识到我不能使他改变主意。

I plainly perceive some objections remain. 我清楚地察觉到还有一些反对意见。

44. **self-actualization:** the fulfillment of one's talents and potentialities. 自我实现

45. **pertain to:** to relate directly to sth. 关于; 与……相关; 适合 If one thing pertains to another, it relates, belongs, or applies to it.

【例句】The rules that pertain to one circumstance do not necessarily pertain to another.

46. **drive:** the strong urge or desire to achieve a goal or satisfy a need. 动力

【例句】emotional drives

the drive to create something beautiful

His drive and energy helped the team to win the championship.

47. **priority**: sth. that is more important than other things and should be dealt with first. 优先考虑的事情

【例句】top priority 最优先考虑的事

Safety takes priority over any other matter.

48. **individualistic**: being independent and self-reliant. 个人主义的 It's a belief that individual people in society should have the right to make their own decisions, rather than be controlled by the government.

【例句】Group communication reduces the need for individualistic expression.

49. **collectivist**: adjective of collectivism, referring to the system in which all farms, businesses, and industries are owned by the state or all the people in the country. 集体主义的

50. **incredibly**: extremely. 极端地; 极其

【例句】It's a good restaurant, and incredibly cheap.

这家馆子不错, 而且价格便宜得不得了。

I find these chairs incredibly uncomfortable.

我觉得这些椅子非常不舒服。

>>>>> Extended Activities

A. Function and Structure

The ability to converse effortlessly with those you encounter is a critical component of all your personal and business relationships. Good communication skills promote an image of self-confidence and intelligence. If you want to start a conversation with somebody, talking about personal interests might be a good, but not always safe topic. In order to make interesting conversation, you must be interesting to others. So keeping yourself informed on current events, staying involved in activities, and keeping a mental list of good topics of discussion are excellent ways to break the ice. In general, people like to talk about themselves and will respond favorably when asked simple, friendly questions. But don't be too nosy or try to impose your viewpoints on others. Make an effort to be a good listener when starting a conversation. After you make the initial effort, listen closely to the other person's response. Instead of focusing on how uncomfortable you feel, prepare yourself by thinking of the issues that interest you most and what you would like to discuss about a particular subject.

B. Special Use: Revision of Verbs

前几课中,我们学习了动词的时态、语态和虚拟语气。在这一课,我们将结合练习中的 4 段时态填空练习,复习动词的用法。

第 1 段:

第一句话表示平时的习惯,用一般现在时。但第二句话转到上周五的晚上,所以时态也转为过去时。第 3 个空格用过去进行时,表示当时正在散步时,产生了这样的感觉。而到达参观在前,散步在后,所以之前的动作用过去完成时。

第 5 个空格的 promise 首先是被动,因为是餐馆许诺我们;而餐馆的许诺又是之前发生的,所以用过去完成时的被动式。

第 6、7、8、9 等 4 个空格表示平时一贯如此,所以都用一般现在时。而第 10 个空格是 as if / though 引出的虚拟语气,当然还有被动的含义。

而第 11 和第 12 个空格又从过去回到现在,讲述平时一贯的情况,所以用一般现在时。

第 2 段:

第一句表示“一天晚上,格林先生正在一条偏僻的马路上驾着车”,用过去进行时。而这之前,他去了银行取了钱,第 2 个空格和第 3 个空格表示之前的动作,用过去完成时。当格林和一名搭车的男子攀谈时,格林了解到他过去曾因为抢劫而入狱,两天前刚越狱。这里的第 5 和第 6 个空格都表示搭车前发生的事件,所以用过去完成时。这时,格林先生想起了他之前放在书里的从银行取出来的钱。第 7 个空格表示之前的动作,所以用过去完成时。

担忧之余,格林想起了刚刚驱车开过的小镇速度限制是每小时 30 英里,所以他拼命地加速。由于这个小镇是之前刚刚经过,所以第 8 个空格用过去完成时。这时,他回头看到警察已经注意到他,并开始在后面追赶。其实,警察注意到他和开始追赶是在格林看到之前,所以第 10 和第 11 个空格都用过去完成时。

当警察追上他时,并没有带他去警察局,而是说“请留下姓名和地址,然后自己去警察局办理罚款”。引号里的话即第 14 和第 15 个空格用现在时。

之后格林继续开车时,已经放弃了所有的希望。其实,在再次启动车子前,他已经感觉没有希望了,所以第 17 个空格用过去完成时。之后,当格林到达伦敦郊外时,越狱犯说想下车。格林停了车,越狱犯下了车。这 4 个动作按顺序依次发生,是典型的一般过去时的用法。

之后引号里的话都用现在时,但注意第 22 个空格用现在完成时,强调从刚才上车时一直到现在下车时,“你”对我一直很好。

第 3 段:

明天我要去伦敦,去看眼科医生。最近,我的眼睛一直在疼,我担心我的眼疾正在恶化。这里

第3个空格的完成进行时强调最近眼睛一直在不停地疼,而第5个空格的现在进行时强调眼疾现在正在恶化。然后文章转入上星期天这一过去的场景。

上星期天,眼睛疼了一整天,直到星期一早上醒来时疼痛还没有消失。第6个空格用过去进行时,强调一整天连续不断地疼。当我吃早饭时,疼痛开始消失。但一开始工作,眼睛又疼了起来。第10个空格强调正在吃早饭的时候疼痛开始消失,所以用过去进行时。第11个空格用过去完成时是固定结构, *had hardly done when* 表示“一……就”, *when* 后面的从句用 *did*, 所以第12个空格用一般过去时。第13个空格的 *had ever known* 表示动词 *know* 发生在这次眼睛疼痛之前,用过去完成时。

第14、15和16个空格又回到文章开头,和明天的情况相呼应,所以主句中的动词(第14个空格)用一般将来时,从句中的动词(第15和第16个空格)用一般现在时。

第4段:

约翰正开车回家,突然他的车失去了控制。第2个空格当 *when* 引出含有突然性的动作时,通常用一般过去时。车先撞到了公共汽车站,然后又撞上了墙。

接下来的动作表示约翰之前去参加过晚会、喝过酒,所以第4、第5个空格都用过去完成时。第6个空格表示当时没有人正站在那里,所以用过去进行时。第7和第8个空格表示之前公交车来过并事先接走了乘客,所以也用过去完成时。

第9、第10、第11个空格是与过去事实相反的虚拟语气,而且第10个空格含有被动的含义。第12个空格的 *was going to* 是过去将来时的表示法。第14和第15个空格又是与过去事实相反的虚拟语气,而且第14个空格含有被动的含义,表示被指控。第16和第17个空格延续这一假设,继续使用相同形式虚拟语气,同样表示被动的含义。

C. Practical Reading

本题属于正误判断题,要求学生阅读一份企业员工业绩评估表,并在真正理解所读内容的基础上判定所给句子正确与否。题目考查了学生在深层意义上对语言文字的综合理解、总结和归纳的能力,具有一定的难度。

1. The form contains essential identifying data about the appraisee, such as when he or she started to work for the corporation and where he or she is based.

评估表中涉及评估者 Service date (即 when he or she started to work for the corporation) 和 Location (即 where he or she is based), 考查学生 paraphrasing 能力。

2. A number scoring system, supplemented by clear definitions for the scoring, is provided in the form to facilitate staff performance assessment.

此处 number scoring system 是数字型,而非使用文字(words)或字母(letters)的评估体

系。评估表使用的是 5—1 数字评估体系,并且对 5 至 1 各个级别作了精确的定义和描述。

3. The appraiser is expected to rate the appraisee's capability or knowledge in certain areas in terms of their past and current role requirements.

本评估表并未涉及对接收核评人员在过去工作岗位上的业绩的考核,故 *past* and *current* role requirements 表述有误。

4. *Initiative and Creativity* section is to evaluate the employees' ability to set their own constructive work practice and recommend or create their own procedures.

此句系对原表格中 *Self-motivation in seeking responsibility and work ...* 和 *Ability to apply original ideas ...* 等表述的阐释。

5. The extent to which the employee can complete assignments as instructed on schedule, even under stress, is to be rated in the *Volume of Work* section.

在 *Dependability* 项下有 *Ability to follow instructions ...* 和 *Performs under pressure* 的表述,故应在该项下予以评估。

6. *Leadership Ability/Potential* section considers the extent to which the employee provides guidance and opportunities to his or her staff for their development and advancement.

此句系对原表格中 *Potential for developing subordinate employees ...* 和 *Ability to guide others to ...* 等表述的阐释。

7. This performance appraisal form is to be completed by both the appraisee's department supervisor and his or her fellow workers.

本评估表中没有须由接受核评人员同事填写的项目,故错误。

8. The staff member being appraised has the opportunity to read and discuss the content of the form with his or her appraiser during the review process.

本考核表须经被考核人员审阅并签字,但并不意味着被考核人员可以和考核者讨论表格内容,故错误。

9. Both self-appraisal and peer-appraisal are required in this form to ensure the fairness of the whole assessment process.

本业绩考核表未涉及考核者自评和同事之间互评的事宜,故错误。

10. The appraisal form provides a written record for both employees and their supervisors on the nature of the former's job and their performance in it.

本句是对整张业绩考评表内容的归纳和总结。

Teaching Tips 教学提示



1. **Lead-in:** 本单元导入部分安排了听力理解和听写填空两项任务。听力理解部分包含两个语篇,分别探讨了人力资源管理 (Human Resource Management) 的职能、作用、途径,以及体系变迁。听力练习的编排和以往各单元一样,第一和第三项练习均属预听活动,主要目的是在进行精听训练之前,让学生对所听语篇的主旨有所了解,初步把握听音和理解上的难点所在,为接下来的听力活动做好词汇和心理上的准备。第二项练习为多项选择题,侧重考察学生理解、辨析语篇细节和关键信息的能力。第四项练习包含两项任务:1. 根据所听到的内容进行单句正误辨析,错误的句子必须予以改正;2. 要求学生在充分理解所听语篇内容的基础上,完成 5 个句子。教师特别要向学生指出,这 5 个要求完成的句子并非直接从原文选取,也就是说学生书上出现的文字材料和他们所听到的语音材料在顺序、结构和表述上不尽相同,并不是听到什么填什么就可以。学生在听音前,先要快速预读各句,明确听音时记忆的重点。在进行听音时,要摆脱书面文字的干扰,把注意力放在听辨、理解、记忆语篇的主旨,关键信息点,以及语篇的逻辑层次上,同时做好笔记。听音完毕后,再根据自己的理解和笔记的帮助,完成填空练习。教师应根据学生实际能力,对学生进行一定的听力笔记技能的辅导。听写填空是关于人力资源管理的一篇短文,阐述人力资源管理的要义,并对相关的名词、动词填空,可以作为导入活动安排在 Reading II 课文讲解之前进行。
2. **Reading I Brainstorming:** 全班学生通过自由讨论的形式,列出他们所知道的关于人力资源经理所掌管的各项事宜,下面 Pairwork 讨论题中有关于人力资源经理主要职责所在的问题,此处侧重点在于帮助学生熟悉 HR 相关词汇表达,无需过多展开。
3. **Reading I Pairwork:** 学生双人结对讨论与 human resource management 相关的话题。第 1 至第 4 题系考查学生对本单元主题 human resource management 的认知程度,教师可先让学生自由表述他们的观点,然后视学生回答的具体情况,予以更正或适当的补充,此阶段只是对学生已有的内容图式进行激活,不必过多的输入相关信息。“背景知识”和“教参答案”部分均有对这几题所涉内容的详细介绍,可结合 post-reading 展开。第 5 题系 open-ended question,即无确定的答案。为调动学生的积极性和参与性,教师可请学生假想: Just suppose we're going to set up a new company, and who do you think in our class could be appointed for the position of HR Manager and what do you think makes him or her the best candidate for the job?。
4. **Reading I Post-reading:** 本单元 Post-reading 活动系 Reading I Pairwork 讨论题的综合和扩展性活动。学生在学习 Reading I 课文之前对 HR 的 job responsibilities, duties & tasks, qualifications, skill & ability requirements 等问题已经展开过相应的讨论。通过 Reading I 的学

生,学生对 Human Resource Management 又有了更深的认识 and 了解,在此基础上,Post-reading 活动要求学生能把单元所学知识,在给出的具体场景(scenario)下予以灵活使用,完成一张招聘人力资源经理的广告。活动前,教师应向学生指出,虽然广告中所缺失的信息只是该职位的任职要求和任职资格,但学生要仔细阅读广告其他部分,获取能帮助自己确定该职位所要求的具体的 job responsibilities 和 qualifications 的信息。如:杜邦是一家什么样的公司,这样一家公司的 HR 经理应该具备哪些也许其他公司的 HR 经理不需要拥有的资质呢? 杜邦要招募的是一位 *seasoned* HR Manager, *seasoned* HR Manager 和普通 HR Manager 有什么区别呢? 杜邦是为它的哪一块业务招募 HR Manager? 分管这块业务的 HR Manager 和为其他业务部门效力的 HR Manager 在资历、技能或知识结构上该有哪些不同的要求呢? 还有,杜邦招募的是服务一线员工的基层经理人还是更偏重于人力资源战略性规划的高层经理人? 这两类人力资源经理人在资历、技能、个性或知识结构上又该有哪些差异呢? 引导学生对这些问题进行深入的思考,能让学生更直观地认识 HR Management 的职业要求,增强他们参与讨论的兴趣。

Notes:

DuPont: E. I. du Pont de Nemours and Company, commonly referred to as DuPont, is an American chemical company that was founded in July 1802 as a gun powder mill by Eleuthère Irénée du Pont. DuPont was the world's third largest chemical company based on market capitalization and ninth based on revenue in 2009. In the 20th century, DuPont developed many polymers such as Vespel, neoprene, nylon, Corian, Teflon, Mylar, Kevlar, M5 fiber, Nomex, Tyvek, Sorona and Lycra. DuPont developed Freon (chlorofluorocarbons) for the refrigerant industry and later, more environmentally friendly refrigerants. It developed synthetic pigments and paints including Chroma Flair. DuPont's trademarked brands often become genericized. For instance, "neoprene" was originally intended to be a trademark, but quickly came into common usage.

For teachers' reference:

Responsibilities will include but not be limited to:

- Integrate HR competencies of organizational and leadership development, compensation and benefits, performance management, staffing, training, employee relations, work environment and diversity into the execution and strategic plans.
- Work closely with client group leadership to identify and validate HR needs to achieve strategic business objectives.
- Plan, develop, implement and enable global corporate HR initiatives that are aligned with business strategies.
- Provide direct consultative and strategic partnering efforts to senior business leaders to maximize

performance of the organization.

- Coordinate business group HR efforts to ensure return on development investments.
- Act very Independently
- Monitor, measure and report on business group HR plans and achievements within agreed formats and timescales.

Qualifications

In order to be qualified for this role, you *must possess* the following:

- Demonstrated experience successfully developing and executing HR strategies throughout a business group.
- Demonstrated ability to partner effectively with business groups.
- Demonstrated competency and experience interpreting HR guidelines.
- Ability to negotiate conflict and maintain constructive working relationships with people at all organizational levels.
- Excellent communication, facilitation and interpersonal skills
- Superior interpersonal abilities. Ability to get along with diverse personalities, tactful, mature, flexible.
- Results and people oriented, but have sound judgment—ability to balance other business considerations. Service oriented, but assertive/persuasive.

教师也可参考以下资料对学生进一步启发和引导：

Job Duties and Tasks for Human Resources Manager

- Administer compensation, benefits and performance management systems, and safety and recreation programs.
- Identify staff vacancies and recruit, interview and select applicants.
- Provide current and prospective employees with information about policies, job duties, working conditions, wages, and opportunities for promotion and employee benefits.
- Perform difficult staffing duties, including dealing with understaffing, refereeing disputes, firing employees, and administering disciplinary procedures.
- Plan and conduct new employee orientation to foster positive attitude toward organizational objectives.
- Analyze training needs to design employee development, language training and health and safety programs.

- Maintain records and compile statistical reports concerning personnel-related data such as hires, transfers, performance appraisals, and absenteeism rates.
- Analyze statistical data and reports to identify and determine causes of personnel problems and develop recommendations for improvement of organization's personnel policies and practices.
- Plan, organize, direct, control or coordinate the personnel, training, or labor relations activities of an organization.
- Develop, administer and evaluate applicant tests.
- Oversee the evaluation, classification and rating of occupations and job positions.

Skill Requirements for Human Resources Manager

- Active Listening — Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
- Management of Personnel Resources — Motivating, developing, and directing people as they work, identifying the best people for the job.
- Writing — Communicating effectively in writing as appropriate for the needs of the audience.
- Reading Comprehension — Understanding written sentences and paragraphs in work related documents.
- Speaking — Talking to others to convey information effectively.
- Negotiation — Bringing others together and trying to reconcile differences.
- Time Management — Managing one's own time and the time of others.
- Social Perceptiveness — Being aware of others' reactions and understanding why they react as they do.
- Monitoring — Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.
- Instructing — Teaching others how to do something.

Ability Requirements for Human Resources Manager

- Oral Comprehension — The ability to listen to and understand information and ideas presented through spoken words and sentences.
- Oral Expression — The ability to communicate information and ideas in speaking so others will understand.

- Speech Recognition — The ability to identify and understand the speech of another person.
- Written Comprehension — The ability to read and understand information and ideas presented in writing.
- Written Expression — The ability to communicate information and ideas in writing so others will understand.
- Speech Clarity — The ability to speak clearly so others can understand you.
- Problem Sensitivity — The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.
- Deductive Reasoning — The ability to apply general rules to specific problems to produce answers that make sense.
- Inductive Reasoning — The ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events).

Reading II Cloze

- Question 1 此处选 b. compensation。compensation 除作“赔偿；补偿”解释外，也可以指“报酬，酬金；工资—sth. (such as money) given or received as payment or reparation (as for a service or loss or injury)”。其他各选项中 a. subsidy 是指“补贴；津贴；补助金”；c. dividend 指“股息；奖金”；而 d. allowance 特指“津贴，零用钱”，指 an amount of money that you are given regularly or for a special purpose, 例如：a monthly/annual etc. allowance, 与原文意思都不符。而原文中紧接着也出现了 compensation 的说法 (Sometimes compensation is based on a combination of both time ...)。
- Question 3 此处选 d. productivity 生产效率，意思为“报酬(的计算)基于(工人劳动)的时间和生产效率。选项 a. intensity 是指“强度”；选项 b. value 是指“价值”；选项 c. quality 指质量。下文中有 The more hours worked or *the more pieces completed*, the higher the employee's pay. *the more pieces completed* 指的就是工人的生产率，故选 d. productivity。
- Question 4 此处选 d. incentive，意思是“奖励；激励”—an additional payment (or other remuneration) to employees as a means of increasing output。选项 a. stimulant 指“兴奋剂；刺激物”；选项 b. encouragement 意思是“鼓励；支持”；而选项 c. inspiration 指“灵感；鼓舞”，以精神层面而非物质上为主。
- Question 6 此处选 a. output，意思是“产量”— the quantity of sth. (as a commodity) that is created (usually within a given period of time)。而选项 b. quantity, 泛指“数量；总量”；选项 c. volume 一般指“容量；音量；体积”等；选项 d. capacity 一般理解为“生产能力；生产量；

最大生产能力;最高生产量”— ability to perform or produce; the maximum production possible.

Question 8 此处选 b. unit,意思是“(计算)时间的单位是一周,两周,一个月或一年”。

Question 12 此处选 b. revenue。sales revenue 意思是“产品销售收入”; sales campaign 指的是“促销活动”; sales figure 指“销售数据”; 而 sales volume 指的是“销售量”。

Question 13 此处选 b. coped。词组 coped with 的意思是“设法解决或努力克服(问题)”— deal successfully with sth. difficult.

Key 练习答案



>>>>>> Reading I

Pre-reading

I.

recruiting employees, hiring employees, dismissing employees, selecting employees, appraising employees, interviewing job applicants, reading résumés, assessing employees' performance, contacting the applicant's references, generating a job description, boosting employee morale, offering orientation/training sessions, determining a raise or a promotion, scheduling an interview, determining the salary range for a position ...

- II. 1. The human resource management includes a variety of activities, and the key among them is deciding the staffing needs of an organization and whether to use independent contractors or hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers, dealing with performance issues, and ensuring personnel and management practices conform to various regulations. Activities also include managing the approach to

employee benefits and compensation, employee records and personnel policies.

2. Employees are the most important asset of any organization. The future of the firm depends on the performance of its employees. The role of a human resources manager is pivotal in managing the needs of employees. Human resources managers manage the needs of a company's employees. They develop and manage employment programs, salary compensation and job evaluations, benefits, promotions, equal opportunity initiatives, and education and training programs. Human resources managers must be highly qualified and experienced. There are many regulations in place to protect employees, and the manager must know and follow these regulations. If a company's hiring or promotion policies do not follow these regulations, the government may penalize it. Human resources managers focus on people and their needs. For example, a human resources manager's responsibilities in the benefits area may extend from researching and planning programs to processing individual benefit claims, depending on the size of the department. In addition to managing human resources programs, human resources managers usually supervise other employees. To be effective they should be knowledgeable about all areas of human resources as well as every aspect of the company. Human resources managers' tasks can be extremely interesting and varied. They develop plans for finding applicants to fill job openings. Then they interview and, where necessary, test these applicants. These managers use their knowledge of job evaluation to fit the employees into the proper jobs. They use their knowledge of salary compensation to calculate employees' salaries and to make sure that the company's entire salary program is competitive with that of other companies. Human resources managers may also develop programs that increase employees' skills, strengthen their managerial ability, or provide career counseling.
3. The job of a human resources manager is extremely difficult as the manager has the responsibility for people. The human resources manager manages the direct reports, distributes tasks, monitors the progress of tasks, regularly checks the quality of outputs, provides feedback to the subordinates and finds the development opportunities for the staff members. The human resources manager builds the intensive HR network across the organization and has to spend a huge proportion of his or her working time on the networking internally and externally for the company. Thus, a human resources manager should have excellent skills in management techniques, budgeting, counseling, business planning, and organization and systems design. He or she should acquire a knowledge of all the human resources areas, including benefits, salary compensation, employment, equal opportunity, payroll, and career planning. A human resources manager must be experienced in HR processes and able to make right decisions quickly. The decision-making responsibility has to be definitely reflected in any human

resources manager's job profile.

4. The various personality traits needed to be an excellent human resources manager may include: excellent communication skills and leadership qualities; strong presentation abilities; must be a creative thinker and excellent team player; must be a good initiator and possess good negotiation skills; capable of thinking logically to make correct or prompt decisions; good at coordination work and dealing with various kinds of people ranging from community leaders to employees.

Exercises

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

III. 1. downsize 2. resignation 3. termination 4. overall
5. appraise 6. promotion 7. fuel 8. accelerate
9. strategic 10. pace 11. crucial 12. privacy
13. ease 14. era 15. integration

IV. 1. figure out 2. at stake 3. overseeing 4. motivation
5. are laid off 6. cope with 7. view 8. accelerate
9. mismatch 10. shrinking

- V. 1. We are aiming to increase awareness of social issues.
2. It seems rude to send him away, given that he wanted to get photographs of Aborigines at work.
3. The arduous task requires us to put in still greater efforts.
4. The landscape scarcely altered for hundreds of thousands of years.
5. In many Japanese homes, the funds are administered by the wife.
6. They learned to cope with any sort of emergency.
7. He admits that his political life is at stake.
8. It seems to be all but a regular occurrence in life.
9. She had not yet figured out what she was going to do.
10. The directors made plans to lay off 3,000 workers.

>>>>>> Reading II

I. 1. T 2. T 3. F 4. F 5. T 6. F 7. F 8. F 9. F 10. T

III. 1. d 2. a 3. c 4. b 5. a 6. b 7. c 8. d 9. c 10. d

- IV. 1. When she was told that she was laid off, she felt very depressed and had no sense of belonging.
2. The Board holds a meeting to cope with the serious situation, as the company's fame is at stake.
3. It took him a couple of days to figure out what had happened.
4. For the most part, traffic accidents are due to careless driving.
5. Recession forced many companies to downsize, and the perspective of the economy was not optimistic.
6. Given the circumstances, you've done really well.
7. Whether the project turns out to be successful or fail, we can be sure that we did our best.
8. Everyone is born equal, be he black or white.
9. His desire for power and money took precedence over any other consideration.
10. Our discussion will make no sense in the absence of accurate data.
- V. 1. b 2. a 3. d 4. d 5. c 6. a 7. b 8. b 9. c 10. a
11. c 12. b 13. b 14. d 15. d

>>>>>> Extended Activities

A. Function and Structure

- I. 1. Do you take interest in politics?
Yes, actually, I do.
2. Are you interested in dancing?
Well, yes, to a certain extent. But I prefer singing to dancing.
3. Do you take interest in pop music?
Well, I'm not particularly keen on it, actually.
I prefer listening to classical music.
4. Are you fond of country music?
Well, yes. But I like jazz better.
5. Are you into playing tennis?
Well, really, no.
6. Do you take much interest in the cinema?
Yes, I do. But I'm more interested in going to the theatre.

B. Special Use

- | | | | | |
|-------------|------------------------|---------------|---------------------------------|---------------------|
| I. | 1. visit | 2. had | 3. were taking | 4. had arrived |
| | 5. had been promised | 6. is | 7. creates | 8. produces |
| | 9. are | 10. were done | 11. finds | 12. would be |
| II. | 1. was driving | 2. had been | 3. had drawn | 4. talked |
| | 5. had been | 6. had broken | 7. had put | 8. had just reached |
| | 9. drove | 10. had seen | 11. had begun | 12. overtook |
| | 13. ordered | 14. want | 15. will have | 16. wrote |
| | 17. had given | 18. reached | 19. wanted | 20. got |
| | 21. said | 22. have been | 23. is | 24. can |
| | 25. handed | | | |
| III. | 1. am going/will go | | 2. have | |
| | 3. have been giving | | 4. am | |
| | 5. are getting | | 6. were aching | |
| | 7. had not gone | | 8. woke | |
| | 9. began | | 10. was having | |
| | 11. had hardly settled | | 12. came | |
| | 13. had ever known | | 14. will accept | |
| | 15. gives | | 16. means | |
| IV. | 1. was driving | | 2. lost | |
| | 3. ran | | 4. had been | |
| | 5. had had | | 6. was standing | |
| | 7. had come | | 8. had picked | |
| | 9. had happened | | 10. would have been knocked | |
| | 11. would have died | | 12. was going | |
| | 13. would hit | | 14. would ... have been charged | |
| | 15. had killed | | 16. would (he) have been sent | |
| | 17. sentenced | | | |

C. Practical Reading

1. T 2. T 3. F 4. T 5. F 6. T 7. F 8. F 9. F 10. T



D. Additional Vocabulary

1-14; 2-22; 3-16; 4-24; 5-19; 6-21; 7-12; 8-1;
9-20; 10-25; 11-4; 12-2; 13-15; 14-23; 15-13; 16-7;
17-10; 18-6; 19-3; 20-9; 21-26; 22-11; 23-8; 24-17;
25-18; 26-5

Unit 7

Interview



Teaching Aim 教学目的



1. Cognitive Information (认知信息): Knowledge About Interview
2. Language Focus (内容重点)
 - **Key Words:** I. myth, tip, obtain, incompetent, accommodate, expectation, appeasement, ingratiating, encounter, transact, authenticity, wisdom; II. cover, relevant, evidence, crisp, inspiration.
 - **Phrases:** I. get rid of, do one's best, become/be used to, lose touch with, get in touch with, get ... nowhere, a middle ground, hang loose, turn off, no dice, feel free to, lie with, be oneself, for a change, at times, in effect, change one's mind; II. build up, at ease, turn into, take over
 - **Useful Structures:** neither ... nor (either ... or)
with an open mind
be in a position to
so ... that ...
keep an eye on
 - **Grammar:** Plural Forms of Nouns
3. Communicative Skills (交际技能)
 - **Expressions:** Interviewing People
 - **Reading:** CV and Application Letters
4. Special Use (专项用法): Plural Forms of Nouns

Lead-in 导入



>>>>>> Listening Comprehension Tasks

Difficult Words & Expressions

1. costly: entailing loss or sacrifice 损失惨重的
2. in-depth: detailed, thorough 深入的,全面的
3. candidate: a person who seeks or is nominated for an office, prize, or honor 候选人
4. end up: 结束
5. a poor fit: 不当(人选)
6. abound: to be fully supplied or filled 充满
7. articulate: to speak clearly and distinctly 清晰地讲
8. address: to deal with 处理
9. qualified: having the appropriate qualifications for an office, a position, or a task 有资格的,合格的
10. reframe: to rearrange or readjust 重新设定或调整
11. applicant: one that applies for a job 申请人
12. rule of thumb: 单凭经验的方法
13. screen: to separate or sift out by means of a sieve or screen 筛选
14. familiarize: to make acquainted with 使熟悉
15. tone: a general quality, effect, or atmosphere 情调,效果,气氛
16. script: handwriting 手稿
17. open-ended question: 开放式问题
18. instinct: an inborn pattern of behavior that is characteristic of a species and is often a response to specific environmental stimuli 本能
19. assess: to determine the value, significance, or extent of 评价
20. schedule: a program of events or appointments expected in a given time 日程安排
21. set aside: 留出
22. trigger: to set off; initiate 引发,触发

Passage Script 1

Hiring the “RIGHT” person in today’s market place is more important than ever. With increased global competition, downsized staffs, and downward price pressures, having the wrong person in a position is costly.

A job interview is the first part of hiring and keeping good workers. Interviews are particularly useful for getting the story behind a participant’s experiences. The interviewer can pursue in-depth information around a topic. Asking the right questions makes you as a manager more likely to select the best candidate for the job. If you don’t have good interviewing skills, you may end up offering a job to someone who is a poor fit for the job or the company.

Competition abounds for skilled and talented workers. Before you start to design your interview questions and process, clearly articulate to yourself what problem or need is to be addressed by using the information to be gathered at the interviews. There is both an art and a science behind hiring qualified employees. You must be a good listener, which means knowing how to reframe or redirect a conversation. In addition, you must be able to distinguish between people who want the job and the perfect candidate for the job.

The interview is one of the first real opportunities for both the company and the applicant to get to know each other and it is crucial that it should be handled well. There are two rules of thumb for deciding how many people to interview: Try to interview from three to six candidates and only interview people you think you would want to hire.

Passage Script 2

Conducting a successful interview can help you secure the best candidates for the job. The following tips may help you with the screening process:

- Prepare. Many hiring managers do not familiarize themselves with a candidate’s resume and other paperwork before the interview. Not being familiar with a candidate’s information is not only rude, but also indicates to the candidate that you are disorganized and poorly prepared.
- Set the tone. Tell the candidates that you are glad to meet them and express your appreciation that they have come in for the interview.
- Prepare a script. Having several questions prepared beforehand is very valuable. In fact, making a list can help you ask pointed questions. It is very important to ask both open-ended questions as well as those that require detailed responses.

- Listen to your instincts. Some candidates seem too good to be true, while others seem to lack the skills you need. As you assess the interview, be honest about your interviewing performance as well as the candidate's performance.
- Manage your time. Do your best to stick with the schedule set aside for the meeting.
- Write it down. No matter what you think, you will not remember everything that is said during an interview. Take notes so that your memory will be triggered when it's time to review the interview.
- Don't forget that you are being interviewed as well. You must be aware of the impression you are making on the candidate. You are trying to sell yourself, the company, and the job to the candidates just as they are selling themselves to you.

- 1) Take notes of what each candidate says.
- 2) Only ask questions that will give you information about the applicant's past job performance, skills, and personality.
- 3) Wording of interview questions should be open-ended.
- 4) Listen carefully to what the candidate has to say through the whole interview.
- 5) Try to have more than one interviewer and have the same interviewers for all the interviews.
- 6) Make the interview comfortable and private to help candidates feel at ease.
- 7) Develop an interview schedule and stick to it.
- 8) Avoid wording in your questions that might influence answers.
- 9) Trust yourself and do not make a decision at the interview.
- 10) Review the resume and know the job description before the interview.

Key

II. 1. c 2. c 3. b 4. a 5. d 6. a 7. c 8. c 9. b 10. c

IV. 1. 1) YES 2) NO 3) YES 4) NO 5) NO 6) YES 7) YES 8) NO 9) YES
10) YES

2. Conducting a successful interview can help you secure the best candidates for the job. As a/an interviewer, it is very important for you to listen to your instincts. Some candidates seem too good to be true, while others seem to lack the skills you need. As you assess the interview, be honest about your interviewing performance as well as the candidate's performance. Please remember that while interviewing, you are being interviewed as well. You must be aware of the impression you are making on the candidate. It's fact that you are trying to sell yourself, the company, and the job to the candidates just as they are selling themselves to you.

>>>>>> Spot Dictation

“What are your criteria when choosing a job?” The question is especially relevant for anxious job-hunting undergraduates. There are three important principles to remember when job hunting.

First, make sure that you are really interested in the job. Interest is the chief motivator that pushed you to achieve more. Second, be sure that your job allows for creativity and personal flexibility. The third consideration to keep in mind when making job decisions, is whether the work will use your talents well.

In any case, keep a positive attitude when searching for a job. The world is changing faster than ever, and we should prepare ourselves well enough to deal with the shifting pace.

Background Information 背景知识



1. Types of job interviews

A job interview is your chance to show an employer what he or she will get if you're hired. That is why it is essential to be well prepared for the job interview. Preparing means knowing about the industry, the employer, and yourself. It means paying attention to details like personal appearance, punctuality, and demeanor. Knowledge is always your best weapon. That starts with the very basic bit of knowledge regarding job interviews. Before you research the industry and the company and even before you practice answering the questions you might be asked, you should have some general information about job interviews.

The Screening Interview Your first interview with a particular employer will often be the screening interview. This is usually an interview with someone in human resources. It may take place in person or on the telephone. He or she will have a copy of your resume in hand and will try to verify the information on it. The human resources representative will want to find out if you meet the minimum qualifications for the job and, if you do, you will be passed on to the next step.

The Selection Interview The selection interview is the step in the process which makes people the most anxious. The employer knows you are qualified to do the job. While you may have the skills to perform the tasks that are required by the job in question, the employer needs to know if you have the personality necessary to “fit in”. Someone who can't interact well with management

and co-workers may disrupt the functioning of an entire department. This ultimately can affect the company's bottom line. Many experts feel that this can be determined within the first several minutes of the interview. However, more than one person being interviewed for a single opening may appear to fit in. Often, job candidates are invited back for several interviews with different people before a final decision is made.

The One-to-One Interview The most common interview is the one to one; the interviewer with the interviewee. It is a test/conversation and both parties will end the conversation with an opinion. The interviewer: if the candidate is right for the job and the interviewee: if the organization is right for him. The interview starts when the interviewee meets the interviewer. A lot can be read in body language, signs and other non-verbal communication. The clothes you wear are also important. The interviewer is going to conduct an "investigation" in order to see if you are fit for the job vacancy and whether you are better at the job than the other candidates. The interviewer will ask questions of a technical nature and of a general nature. General questions will analyze your problem-solving abilities and your ability to socialize with the rest of the team. Always use previous achievements to back any facts you mention.

The Group Interview In the group interview, several job candidates are interviewed at once. The interviewers are trying to separate the leaders from the followers. In any group there is a natural process that takes place where the group stratifies into leaders and followers. The interviewer may also be trying to find out if you are a "team player". The type of personality the employer is looking for determines the outcome of this interview. There is nothing more to do than act naturally. Acting like a leader if you are not one may put you into a job for which you are not appropriate.

The Panel Interview In a panel interview, the candidate is interviewed by several people at once. It can be quite intimidating as questions are fired at you. You should try to remain calm and establish rapport with each member of the panel. Make eye contact with each member of the panel as you answer his or her questions. The panel interview is stressful and this is why organizations use it: to see the candidate's reaction to stress. You will be asked questions from all the panel members. Sometimes the same question by different panel members. It is difficult to build the kind of connection with the interview panel as you can in a one-to-one interview.

The Phone Interview This kind of interview is often the first contact with an employer. A phone interview is also used when candidates reside in other countries. The most important thing to remember in phone interviewing is that you are working towards a face-to-face discussion. Here are some most recommendable phone interviewing techniques:

◇ Show enthusiasm. Remember that you do not have the advantage of interview body language.

- ◇ Hold the receiver well. The mouthpiece should be 5 cm from your lips. Speak normally or a little slower.
- ◇ Make sure there is no background music.
- ◇ Switch your mobile phone off.
- ◇ Switch your computer speaker off.
- ◇ Switch the front bell off (if you can).
- ◇ Lock your pets away.
- ◇ Avoid being too cheerful or overly concerned.
- ◇ Make a list of things to say and of your strengths and keep them handy.
- ◇ Practice a phone interview with a friend.
- ◇ Always be positive even if this job change has not been your choice.
- ◇ Do not smoke, chew gum or drink tea during the interview.
- ◇ Avoid salary discussions in a phone interview.
- ◇ Ask when it is convenient to meet for a face to face interview.

2. Present yourself successfully — before, during and after your job interview

Before Your Job Interview:

- ◇ Learn all you can about the company or organization; learn as much as you can so that your questions are sophisticated and knowledgeable during the interview. Employers expect you to arrive? Knowing background information about the organization. If you don't, you look like you're not really interested in the job. You have to be able to answer the critical question of why you would like to work for that employer — and not sound like you would take any job. Research helps you formulate intelligent and appropriate questions to ask in your interview.
- ◇ Prepare your clothes for your interview, making sure they are business-like, clean, pressed and conservative; make sure your hair and nails trimmed and clean. Your attire should be noticed as being appropriate and well-fitting, but it should not take center stage. When in doubt, always dress more professionally rather than more casually. Dressing nicely and appropriately is a compliment to the person you meet, so if in doubt, err? on the side of dressing better than you might need to.
- ◇ Prepare papers for your interview, including extra copies of your resume, job reference lists, reference letters, legal pad for taking notes, and any other information that you may wish to have with you.

During Your Job Interview:

- ◇ Arrive 10 to 15 minutes early. Don't take any chances that you might be even one minute late.
- ◇ Treat all people you encounter with professionalism and kindness. That receptionist or secretary

or maintenance man may offer his or her opinion of you to the boss. It will count.

- ◇ Don't let the employer's casual approach cause you to drop your manners or professionalism. You should maintain a professional image. Don't address the interviewer by his or her first name unless you are invited to.
- ◇ Don't chew gum or give off smell like smoke. Don't take cell phone calls during an interview. If you carry a cell phone, turn it off during the interview to be sure it doesn't ring.
- ◇ Don't ever interrupt the interviewer, even if you are anxious and enthusiastic about answering the question.
- ◇ Be aware of your non-verbal behaviors — sit straight, smile as often as you can, maintain eye contact but don't stare the interviewer down, lean forward but not invading the interviewer's space. Sit still in your seat; avoid fidgeting and slouching.
- ◇ Don't be shy or self-effacing. You want to be enthusiastic, confident and energetic, but not aggressive, pushy or egotistic. That fine line is important. If you find yourself trying hard to sell yourself, you are probably crossing the line. Instead, pull back, be confident and reassuring and calm.
- ◇ Don't make negative comments about previous employers or professors (or others).
- ◇ Listen very carefully to each question you are asked and give thoughtful, to-the-point and honest answers. Ask for clarification if you don't understand a question. It is OK to take a few moments of silence to gather your thoughts before answering. Try not to "beat around the bush" or take a long time to give the answer the interviewer is seeking.
- ◇ Make sure you understand the employer's next step in the hiring process; know when and from whom you should expect to hear next. Know what action you are expected to take next, if any. Always thank the interviewer for his or her time at the close of the interview and establish a follow-up plan.
- ◇ When the interviewer concludes the interview, offer a firm handshake and make eye contact. Depart gracefully.

After Your Job Interview:

- ◇ After the interview, make notes right away so you don't forget critical details.
- ◇ Always send a thank-you letter to the interviewer immediately. If there were several people that interviewed you, send them each a thank-you note. It is good to keep the letter short but to also reiterate your interest in the position and your confidence in your qualifications.
- ◇ Don't call the employer back immediately. If the employer said they would have a decision in a week, it is OK to call them in a week, again to thank them for the interview and reiterate your interest.

- ◇ If you receive word that another candidate was chosen, you may also send a follow-up letter to that employer, again thanking him or her for the opportunity to interview for the position. Let them know that should another or similar position open in the future, you would love to have the opportunity to be interviewed again.

Language and Culture Focus 语言文化要点



>>>>>> Reading I

1. interview

- 1) *n.* an occasion or meeting in which a person is asked questions by one or more other people to decide whether he or she is suitable for a particular job. 面试

【例句】When she was still at school, she had her first interview for a job in a shop.

Big industrial companies hold interviews all over the country.

- 2) *v.* to talk to sb. and ask them questions at a formal meeting to find out if they are suitable for a job, course of study, etc. 面试

【例句】Which post are you being interviewed for?

We interviewed ten people for the job.

- 3) to ask sb. questions about their life, opinions, etc., especially on the radio or television or for a newspaper or magazine. 访谈

【例句】Next week, I will be interviewing Spielberg about his latest movie.

The Prime Minister declined to be interviewed.

【相关词】

interviewer: someone who asks questions in an interview. 主持面试者

interviewee: someone who is being or is to be interviewed for a job. (面试中)被面试者

2. get rid of

- 1) to free oneself from. 摆脱; 除去

【例句】I can't get rid of this cough.

He opened the windows to get rid of the smell of stale tobacco.

- 2) to throw away sth. that one does not want or use any more. 丢弃; 扔掉

【例句】It's time we got rid of all these old toys.

- 3) to make someone leave because one does not like them or because they are causing trouble. 赶走 (某人)

【例句】I had to get rid of my assistant because he was habitually late.

3. myth

- 1) *n.* a widely believed but false story or idea. 荒诞传说; 迷信

【例句】the myth of male superiority

This report should explode the myth that high wages cause unemployment.

Saving every penny makes one wealthy is no longer a popular myth.

- 2) *n.* an ancient story that is based on popular beliefs or that explains natural or historical events. 古代神话

- 3) *n.* such stories generally. 神话故事

【例句】an idea common in myth

4. tip

- 1) *n.* a helpful piece of advice. 告诫; 提示

synonym: hint

【例句】The manual is full of useful tips on how to save money.

Here are some handy tips for buying a computer.

Take my tip and keep well away from that place.

The experienced teachers often give new teachers some valuable tips on how to teach efficiently.

- 2) *n.* a small amount of money given as a gift. 小费

【例句】Shall I leave a tip for the waiter?

Taxi drivers expect a tip.

- 3) *vt.* to give a tip to. 给小费

【例句】Did you remember to tip the driver?

I tipped the hairdresser 10 *yuan* for doing such a good job.

- 4) *n.* the usu. pointed end of sth. 尖端

【例句】Using the tip of the brush, paint in some very fine lines.

This is a town at the southern tip of China.

【相关搭配】

on the tip of one's tongue: 就在嘴边, 但记不起来了

【例句】Now what is her name? It is on the tip of my tongue.

the tip of the iceberg: 冰山一角

【例句】The official statistics on drug addiction are only the tip of the iceberg; the real figure may well be much higher.

tip the balance/scales: 扭转局面; 影响事件的结果

【例句】Your support tipped the balance in our favor.

The American declaration of war in 1917 tipped the scales against Germany.

tip off: to warn sb. about sth. that is going to happen, especially sth. illegal. 向……提出告诫; 给……通风报信

【例句】Thanks for tipping me off about those shares; I made a tidy profit out of them.

The police were tipped off that a bank robbery was being planned.

5. **do one's best**: to try as hard as one can to do sth. 尽力而为

【例句】As long as you do your best we are happy.

We will do our best to finish it on time.

6. **obtain**: *vt.* to become the owner of, esp. by means of effort or planning; to get. 获得; 得到; 买到

【例句】I haven't been able to obtain that record anywhere.

He said the police had obtained this information by illegal means.

Further information can be obtained from our head office.

You will need to obtain permission from the principal.

These are the results obtained through these surveys.

【相关词】

obtainable *adj.* 能得到的; 买得到的; 能达到的

【例句】I'm sorry, sir, that type of camera is no longer obtainable.

7. Incompetent job seekers, however, become so used to accommodating employers' expectations that they often easily qualify for jobs they don't want.

【译文】但不老练的求职者已经太习惯于迎合雇主的期望以致常常能轻易地获得他们并不想要的工作。

8. **incompetent**: *adj.* completely lacking skill or ability. 无能力的; 不称职的; 不胜任的

【例句】He is an incompetent teacher.

【相关词】

incompetence *n.* 无能力; 不称职; 不胜任

【例句】His incompetence at this job resulted in his resignation.

9. **become/be used to**: to be accustomed to doing. 习惯于做……

【例句】After years in America, he has become used to the life there.

The old man is used to getting up early in the morning.

It took him quite a long time to become used to country life.

【比较】

be used to 和 used to

【例句】 He used to swim in that river. 他过去常常在那条河里游泳。

He is used to swimming in that river. 他习惯在那条河里游泳。

10. accommodate

1) *vt.* to change (esp. yourself or your behavior) to suit another person or new conditions. 迎合；迁就

【例句】 The union has made every possible effort to accommodate the management.

2) *vt.* to provide with a place in which to live or stay. 向……提供住宿

【例句】 If the hotel is full, I can accommodate you.

3) *vt.* to have enough space. 容纳

【例句】 Are there enough shelves to accommodate all our books?

【相关词】

accommodation *n.* 住处；住所

【例句】 The travel agent fixed up our accommodation.

11. expectation: *n.* the belief that sth. will happen because it is likely or planned. 预期；预期的事物

【例句】 I usually enjoy his films but the latest one did not come up to my expectations.

He has little expectation of passing the exam.

We thought Mary would pass but against all expectations, she didn't.

We thought John would do well, but he has succeeded beyond expectation.

They closed the windows in expectation of rain.

There was every expectation of a bull market, which encouraged all the share holders and stock agents.

【相关词】

expectancy: *n.* hope; the state of expecting. 期待；期望

【例句】 We waited for the announcement in a state of happy expectancy.

expectant: *adj.* expecting (esp. sth. good); hopeful. 期待的

【例句】 The expectant crowds in the streets waited patiently for the queen.

【相关搭配】

expectant mother: 孕妇；准妈妈

life expectancy: 预期寿命；平均寿命

12. **lose touch with:** to no longer have contact with. 失去联系

【例句】After graduation, we have lost touch with each other.

I've lost touch with most of my friends from college.

Business firms should never lose touch with their network of relations.

keep/stay in touch (with): 保持联系

13. **get in touch (with):** to begin to have contact with. 取得联系

【例句】You can get in touch with me at the office if necessary.

We'll get in touch as soon as we know the results of the test.

14. **appeasement:** *n.* the act of satisfying by being agreeable and giving in to demands. 姑息; 让步; 绥靖

【相关词】

appease *vt.* 平息; 姑息; 满足; 安抚

【例句】I tried to appease them by offering to replace the car with a brand-new one.

We appeased our curiosity by asking him several questions.

15. **get ... nowhere:** to have no success or make no progress. 没有结果; 没有进展

【例句】It's a good idea but it will get nowhere without more financial support.

Taking that kind of attitude will get us nowhere.

I soon realized that being tough was getting me nowhere fast (= was not helping me achieve anything).

16. **a middle ground:** sth. that two opposing groups can both agree on. 折中办法; 中间立场

【例句】The negotiators could find no middle ground.

Managers must seek a middle ground between publicly humiliating an employee who has been dismissed and concealing what actually happened.

17. **ingratiating:** *adj.* showing that one wishes to gain favor. 讨好的; 奉承的

【例句】an ingratiating smile/manner

【相关词】

ingratiate *vt.* 讨好; 巴结

ingratiate yourself (with sb.): to do things in order to make sb. like you, especially sb. who will be useful to you. 巴结(某人)

【例句】The first part of his plan was to ingratiate himself with the members of the committee.

He is obviously trying to ingratiate himself with the boss.

18. **encounter**

1) *n.* (with) a sudden meeting, usu. either unexpected or dangerous. 突然遇到(意外、危险等)

【例句】 I had a frightening encounter with a poisonous snake.

After our brief encounter in Beijing, I never expected to see him again.

- 2) *vt.* to meet or have to deal with (something bad, esp. a danger or difficulty); to be faced with. 遇到; 遭遇(尤指危险或困难等)

【例句】 We encountered a lot of problems/opposition.

- 3) *vt.* to meet unexpectedly. 偶然相遇

【例句】 She encountered a friend on the plane.

19. **neither ... nor ...**: used to say that two or more things are not true, that is, to show that a negative statement is true of two things. (二者)都不; 既不……也不……

They speak neither French nor German, but a curious mixture of the two.

My doctor told me I should neither smoke nor drink.

She neither knows nor cares what has happened to her ex-husband.

Their house is neither big nor small.

Neither he could come nor he did want to.

【比较】

either ... or ...: used to show a choice of two things. 不是……就是……; 要么……要么……

Well, I think she's either Russian or Polish.

I'm going to buy either a camera or a DVD player with the money.

We can either eat now or after the show — it's up to you.

I either left it at home or in the car — I can't remember which.

Either you leave now or I call the police!

When *either ... or ...* or *neither ... nor ...* are used with two singular nouns, the verb can be singular or plural. Plural is more informal.

Neither the TV nor the video actually work/works.

Either Jack or John is to do the job.

20. **transact**: *vt.* to carry out (esp. a piece of business or trade). 处理; 办理; 做(生意或交易)

【例句】 Most deals are transacted over the phone.

【相关词】

transaction *n.* 交易; 办理; 执行

【例句】 financial transaction

the transaction of one's public duties

The bank charges a fixed rate for each transaction.

21. **hang loose**: to stay free from control. 保持松弛的状态; 不紧张

【例句】Hang loose when you are being interviewed.

When you take an exam, just hang loose.

You will have to hang loose in negotiation.

22. **turn off**: to do sth. that makes someone decides not to like sth. (因做某事)使(人)不喜欢

【例句】Don't oversell the product. If your salesmen are pushy, they will turn the customer off.

23. **authenticity**: *n.* the quality of being real or true. 真实性;可靠性;确切性

【例句】to establish the painting's authenticity 鉴定该画的真实性

【相关词】

authentic

① *adj.* true and accurate. 正宗的;原汁原味的

【例句】authentic Chinese food

② *adj.* known to be real and genuine and not a copy. 原作的;真迹的

【例句】an authentic painting of that famous painter

24. **no dice**: (sth. is) impossible. 不可能;没门

【例句】“Can I borrow some cash?” “Sorry, no dice.”

Bill wanted to let Bob join the football team, but Tim said that was no dice because Bob was not strong enough.

25. **feel free to**: to be able to do (sth.) as one wants. 随意;不受约束

【例句】Please feel free to voice your view.

You may feel free to criticize the article.

If you have any doubts, please feel free to ask questions.

26. **lie with sb. (to do sth.)**: (formal) to be one's duty or responsibility. 是某人的责任;决定于某人

【例句】The responsibility for this problem lies firmly within the government.

The final decision in business lies with the board of directors.

It lies with you to accept or reject the proposals.

27. **be oneself**

1) to be sincere and natural. 显得真诚和自然

【例句】Be yourself, and don't try to put on airs.

Don't try too hard — just be yourself.

You should be yourself when communicating with other people in almost any circumstances.

2) to be well and sound. 健康状况良好

【例句】I'm not quite myself today.

The girl was sick yesterday, but she is quite herself now.

28. **for a change:** for the sake of variety. 为换口味(环境等)

【例句】Let's go out to a restaurant for a change.

He did this just for a change.

29. **at times:** sometimes. 有时;偶尔

【例句】At times I wonder if it's worth all the effort.

At times he tries to help Mary think independently and at other times he tries to dominate her.

He must be regarded as an extraordinary genius, because at times he reached the very highest of his ideals, and then at times completely failed.

30. **in effect:** in fact; actually. 实际上

【例句】In effect, our wages will fall by 2%.

In effect, he's paid 20% more for the car than if he had paid cash.

31. **"yes" man or woman:** a person who agrees with everything that is said; *especially*, one who supports without criticism every opinion or proposal of an associate or superior. 唯唯诺诺的人;应声虫

32. The worst that could happen would be that the interviewer says to herself, "There's a person with an open mind!"

【译文】可能发生的最糟糕的事情是面试官自言自语：“这里有个好好先生！”

注意：此处 with an open mind 是 is a “yes” man 的委婉说法，有贬义，意为此人没有自己的观点。

33. **with an open mind:** when you say a person with an open mind, you mean he is willing to listen to other people and consider new ideas, suggestions and opinions. 心胸开阔的

We should keep an open mind (= not form any opinions) until all of the evidence is available.

【相关词】

open-minded: willing to consider and accept other people's ideas and opinions.

antonym: narrow-minded

She's quite open-minded about fashion.

【比较】

open: honest; not keeping thoughts and feelings hidden. 坦率的

synonym: frank

She was always open with her parents.

He was quite open about his reasons for leaving.

34. **conventional/ received wisdom:** the view or belief that most people hold. 一般人的意见;流行的

看法

【例句】Conventional wisdom has it that riots only ever happen in cities.

【相关词】

wisdom: *n.* quality of being wise. 智慧; 才能

【例句】a man of great wisdom

I would question the wisdom of lending him such a large sum of money.

>>>>>> Reading II

1. **one-to-one situation:** the situation in which each candidate is interviewed by a single interviewer. 一对一的情况

one-to-one: *adj.* between only two people. 一对一的

【例句】a one-to-one teaching situation

2. **candidate:** *n.* a person who is likely to be chosen for a job or elected to a position. 候选人

【例句】They are interviewing candidates for the job of sales manager.

3. **build up:** to increase or develop. 建立; 逐步获得; 发展

【例句】build up relationship

build up friendship

build up strength

build up a good business

build up confidence

4. **feel at ease:** to feel comfortable and relaxed. 感到轻松

【例句】He didn't feel at ease in the strange surroundings.

My smiling face set her at ease.

5. In particular he will be in a good position to find out whether or not he would want the candidate to work with him or under him.

【译文】特别是,他能够很容易地知道面试者是否适合和他共事或在他手下工作。

6. **be in a position to:** to be able to do. 能够

【例句】I would like to help you, but I'm not in a position to do so.

I would be in a position to do that for her.

7. **under:** *adv.* working for; controlled by. 听命于……; 级别低于(某人)

【例句】She has three secretaries under her.

The local authority budget is drawn up under the federal government.

8. The interviewer may be so strongly affected by his own positive or negative feelings that he is

unable to assess the candidate fairly.

【译文】面试官可能会被自己的积极或消极情绪所影响,从而难以公正地评价面试者。

9. **positive:** *adj.* showing confidence and hope. 积极的;乐观的

【例句】a positive attitude towards life

Our conversation made me feel positive.

10. **negative:** *adj.* showing doubt or disapproval; considering only the disadvantages and bad aspects.
消极的

【例句】a negative attitude a negative view

She was always negative about my work.

11. **fairly:** *adv.* in a manner that is free from injustice, dishonesty or self-interest. 公正地

【例句】I felt I hadn't been treated fairly.

We want it to be fairly distributed.

【相关词】

unfair: *adj.* not just, reasonable or honest. 不公平的

【例句】You were very unfair to them.

It's very unfair that the whole department should be punished because of one person's mistake.

12. **so + *adj.* / *adv.* + that:** to such a great degree. 如此……以致

This structure can be used to introduce an adverbial clause of result (结果状语从句).

【例句】The dog is so fierce that no one dares to come near it.

The accident was so terrible that we can't talk about it.

The snow fell so fast that our footsteps were soon covered up.

I always write so carefully that I make my meaning clear.

【比较】

so ... as to ...; to such a great degree.

【例句】I'm not so stupid as to believe that.

Would you be so kind as to lock the door when you leave? (formal, especially BrE)

13. **explore:** *vt.* to examine or think about sth. carefully in order to find whether it is possible or a good idea, etc. 探测; 探究

【例句】We have already explored the issue.

We must explore all the possibilities.

The conference explored the possibility of closer trade links.

14. **turn into:** to change into. 变成

【例句】Water turns into ice when it freezes.

If you apply more heat, the water will turn into steam.

In fifty years, this place has turned into a large town.

15. **conversation:** *n.* an informal talk in which people exchange news, feelings and thoughts. 谈话

【例句】a telephone conversation

a private conversation

Roger and I had a conversation about fishing.

It's impossible to carry on a conversation with all this noise in the background.

He spent a whole hour in conversation with me.

She made no attempt to get into conversation with her neighbor.

16. **mutual:** *adj.* equally shared by each one. 共同的

【例句】mutual interest (共同的利益)

our mutual friend

an agreement for our mutual benefit

17. **additional:** *adj.* extra; more than the ones mentioned. 额外的; 补充的

【例句】additional evidence

additional requirement

additional reason

An additional charge (附加收费) is made for heavy bags.

18. **Board interview:** an interview of one candidate by a selection board or committee. 委员会面试

19. This is usually adopted by large bureaucratic organizations in order that the selection procedure shall be seen to be fairer to candidates and so that people who are selected reach some kind of common standard.

【译文】这通常是由一个大的管理机构负责操作, 确保删选的程序尽可能对每一个面试者都是公平的, 而被选中的面试者也能达到某些共同标准。

20. **bureaucratic:** *adj.* related to an administrative system operated by a large number of officials following rules and procedures. 官僚的

【例句】bureaucratic rules

In this company you have to go through complex bureaucratic procedures just to get a new pencil.

21. **in order that:** this phrase can be used to introduce an adverbial clause of purpose (目的状语从句).
“So that” can also be used in the same way.

【例句】We will sit nearer to the front in order that we can see better.

I will write to him today so that he may know when to expect us.

22. **A board may be more conscientious in covering all relevant areas simply because members keep a critical eye on one another:** A board may take the interview more seriously. Questions will be more carefully prepared to cover all relevant areas because members of a board know other interviewers might find fault with their questions in the interview.

【译文】面试小组对待面试可能会更加认真，面试提问也会涵盖所有相关的领域，因为每一个小组成员都会以挑剔的眼光审视其他成员的提问。

23. **conscientious:** *adj.* showing great care, attention or seriousness of purpose. 认真负责的

【例句】a conscientious worker

He was a very conscientious minister.

relevant: *adj.* directly connected with what is being talked or written about. 相关的

【例句】highly relevant information

His nationality isn't relevant to whether he is a good lawyer.

He could see all the relevant materials.

This point is not really relevant and we had better move on.

24. **critical:** providing a careful judgment of the good and bad qualities of sth.; able to judge things carefully. 评判性的

【例句】critical writing 批判性文章

a critical analysis/assessment of the government's record 批判地分析/评估政府政绩

A critical reader will notice many mistakes.

25. **keep an eye on:** to watch carefully and make sure that sth. or sb. is safe especially while the person who takes care is absent. 注意;照看

【例句】Please keep an eye on the baby while I'm shopping.

26. **evidence:** *n.* something such as a fact, sign, or object that gives proof or reasons to believe or agree with sth. 证据

【例句】an important piece of evidence

He gave no evidence for his statement.

When the police arrived, he had already destroyed the evidence of his guilt.

There is some evidence to suggest that he was there on the night of the murder.

In China, we have seen evidence everywhere that a real effort is being made to promote tourism.

27. **crisp:** *adj.* without wasting any effort or space on unnecessary details. 干脆的;斩钉截铁的

【例句】a crisp reply 干净利落的回答

a crisp telegram 简明扼要的电报

28. ... when any particular Board member loses inspiration: when any particular Board member exhausts his or her question and feels that he or she has no more questions to ask.

【相关词】

inspiration: sth. or someone that gives a person the idea or the ability to do something, especially to produce works of imagination. 灵感

【例句】These events provided the inspiration for her first novel.

His journey to South America was a source of fresh ideas and inspiration.

If you suddenly lose inspiration, you have no idea of what to do or say.

29. take over: to gain control over and responsibility for sth. 接管; 负责

【例句】I'm feeling too tired to drive any more. Will you take over?

They want me to take over as editor when Hans leaves.

Who do you think will take over since the governor has been dismissed?

The agency has advised its clients to take over the company.

30. inexperienced: *adj.* lacking the knowledge or experience of a particular activity or situation. 没有经验的

【例句】an inexperienced swimmer

a rather inexperienced young salesman

I was a totally inexperienced girl of nineteen.

>>>>> Extended Activities

A. Function and Structure

1. Make the right interview moves

Interviews are part of most people's working life and the following tips may tell you how to do your best at interviews:

- ◇ Don't make that obvious error of thinking that your interviewers want to know about you. They are interested only in that small part of you which can or can't do the job they have advertised. Sadly, many of us are so flattered by questions such as "Tell me about your strengths" that we take it as an invitation to chatter and make fools of ourselves.
- ◇ Never think that lots of enthusiasm is enough. Sit down with a pen, paper and the job

description, and work out the skills and qualities they are looking for. Itemize your technical/professional skills as they match the requirements of the job, and then recall an incident to illustrate each of these skills.

- ◇ Remember that very few questions are lightly asked. If your interviewers are looking at more than a couple of candidates, they have probably worked up a list of eight to ten questions to put to each person. In well-organized businesses, they will be making marks in their notebooks as you give your replies. An imprecise answer will show that you do not appreciate the value of the question.
- ◇ Avoid giving them reasons to exclude you. You want to appear the sort of person who will help out in a crisis, make the tea sometimes even if it is not your job, be tolerant of others (whatever their age, sex, race or religion) and be easy to manage.
- ◇ Don't appear dogmatic, so avoid sentence constructions which sound harsh ("One thing I cannot tolerate is ..."). Don't attack your previous employer as it suggests you might attack your new one.
- ◇ Try asking them a few questions. If you ask what sort of projects you would be likely to start work on, you might then get back some very useful feedback. If they start opening up to you, you can get into a more equal conversation and may have an opportunity to show that you can deal with the sort of situation they are describing.

2. Best ways to finish an interview

There are many ways to finish an interview — many are good and are directly dependent on the nature of the person. However, the best ways to finish an interview have a few basic ingredients, which are discussed here.

- ◇ *Summing up.* The most important aspect of the exit line of the candidate is summing up. When you sum up, you highlight what you want the interviewer to remember about you after you have gone. List a few of your best traits and how these would really add value to the job at hand.
- ◇ *Show interest.* The best time to really show how interested you are to join the company is the time at the end of the interview; however remember not to go over board about it or it will backfire.
- ◇ *Ask follow-up questions.* The questions should aim at finding out information about when it is best to follow-up for the results, whom to get in touch with, or where to check for the decision/status of the interview. Be sure you know the next step in the interview.
- ◇ *Offer references.* Ask whether the interviewer(s) would like to have any additional information from you, such as references on the past jobs.

- ◇ *Thank the interviewers.* The best way to finish an interview is still the polite way of taking their leave by shaking hands (if appropriate as custom) and thanking them for the opportunity and time given to you. There are also a few strong “don’ts” for the end of the interview:
- ◇ *Do not be aggressive.* Unless the job really requires some really aggressive marketing people, do not end with “when can I start” and “I am looking for the appointment letter”. Confidence is good almost always, but in this case it can be a massive put off.
- ◇ *Do not ask about money.* Never end an interview asking what the pay will be. In case you need to ask, do so only when the interviewer offers you to ask him questions; in that case the salary maybe negotiable. Otherwise, best way to find out about the salary is from outside sources.
- ◇ *Do not slink out of the room.* At the end of the interview, the interviewer is still watching you. Do not leave the room as a worried person — as long as you are in the interviewer’s sight, have a good and confident posture and body language (whatever you feel inside should be kept there).
- ◇ The best way to finish an interview is by showing a positive attitude that is complemented by poise and confidence. Your exit is as important or may be more important than your entry, since the interviewer too is summing up about you in his or her mind, and the last picture of you in his or her mind will carry a lot of weight. He or she will be watching your body language more than what you say. Hence, be careful how you carry yourself out of the room.

B. Special Use: Plural Forms of Nouns

英语中的名词有可数和不可数之分,而可数名词又有单复数的变化。在这一课,我们将主要讨论名词的单复数变化。

1. 单复数形式的规则变化

我们通常在单数名词后加-s 构成复数。但要特别注意以下情况:

- 1) 以-s, -x, -tch, -sh 结尾的可数名词复数在词尾加-es。例如:

classes boxes watches brushes

stomach 的复数是 stomachs。

- 2) 以-y 结尾的单数名词,若 y 前为元音,则直接加-s。例如:

boys days toys holidays

若 y 前为辅音,则把 y 变成 i 再加 es。例如:

factories families

- 3) 以-o 结尾的单数名词有三种复数变化:

① 加-es 构成复数。例如：

heroes	potatoes	tomatoes	echoes
vetoos	Negroes	torpedoes	

② 直接加-s 构成复数。例如：

bamboos	kilos	photos	pianos
radios	studios	videos	zoos
autos	memos		

③ 两种变化均可。例如：

buffalo(e)s	cargo(e)s	motto(e)s	mosquito(e)s
tornado(e)s	volcano(e)s		

4) 以-f 或-fe 结尾的单数名词有三种复数变化：

① 把-f 或-fe 变为-ves。例如：

calves	elves	halves	knives
leaves	lives	loaves	selves
shelves	thieves	wives	wolves

② 直接加-s 构成复数。例如：

belief	chief	cliff	handkerchief
proof	roof	serf	proof gulf

③ 两种变化均可。例如：

dwarfs/dwarves	hoofs/hooves
scarfs/scarves	wharfs/wharves

2. 单复数形式的不规则变化。例如：

foot — feet	man — men	woman — women
tooth — teeth	goose — geese	louse — lice
mouse — mice	child — children	ox — oxen

注意：German 的复数为 Germans。

除了以上的特殊变化外，我们还要注意以下几点：

1) 字母、数字等的复数，有时要使用-'s。例如：

Don't forget to dot your i's and cross your t's.
There are too many and's in this composition.
in the 1980's (或 1980s)

2) 单复数形式相同的名词。例如：

barracks	deer	fish	headquarters	means
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series sheep species aircraft

fish 若指不同种类鱼,复数为 fishes。

3) 缩略词直接加-s 构成复数形式。例如:

MPs VIPs UFOs

4) 外来语的复数变化。

① -us 变为-i。例如:

stimulus — stimuli alumnus — alumni

② -a 变为-ae。例如:

alumna — alumnae larva — larvae formula — formulae / formulas

③ -um 变为-a。例如:

bacterium — bacteria corrigendum — corrigenda
curriculum — curricula stratum — strata

④ -ex, -ix 变为-ices。例如:

index — indices / indexes apex — apices
appendix — appendices

⑤ -(s)is 变为-(s)es。例如:

analysis — analyses axis — axes basis — bases
crisis — crises diagnosis — diagnoses ellipsis — ellipses
hypothesis — hypotheses oasis — oases thesis — theses
emphasis — emphases

⑥ -on 变为-a。例如:

criterion — criteria phenomenon — phenomena

3. 复合名词的复数形式

复合名词复数变化的关键是找出其中意义较为重要的名词,在其后加-s 构成复数。如这些名词在第一部分,复数变化也在第一部分。例如:

passers-by lookers-on runners-up
sisters-in-law notaries public commanders-in-chief

若这些名词在最后部分,复数变化也在最后部分。例如:

shoe-makers step-mothers

若复合名词中没有意义较为重要的名词,通常复数变化发生在最后部分。例如:

grown-ups sit-ins stand-bys hold-ups

有些复数名词可以变第一部分为复数,也可以变最后一部分为复数。例如:

mouthful / mouthfuls spoonful / spoonfuls

attorneys general/ attorney generals courts-martial/ court-martials
postmasters-general/ postmaster-generals

以 man 或 woman 引出的复合名词,前后两部分均需变为复数。例如:

women doctors menservants women students

4. 有些名词形式上以-s 结尾,但却是单数的意思。例如:

mathematics physics politics acoustics
athletics ethics

5. 有些名词表示由两部分组成,通常以复数形式出现。例如:

glasses pajamas pants scales
scissors spectacles trousers

6. 有些名词经常以复数形式出现,表示固定的含义。例如:

the Middle Ages (中世纪)	airs (腔调)	arms (武器)
assets (财产)	belongings (财产)	compliments (问候)
contents (目录)	customs (海关)	depths (深处)
earnings (收入)	fireworks (焰火)	funds (资金)
goods (货物)	greetings (问候)	looks (容貌)
manners (礼貌)	pains (辛劳)	particulars (详细情况)
regards (问候)	remains (剩余物)	riches (财富)
sands (沙滩)	savings (存款)	spirits (情绪)
stairs (楼梯)	surroundings (环境)	sweets (糖果)
thanks (感谢)	tropics (热带地区)	wits (才智)

7. 名词词组做定语,要用连字符 (hyphen) 连接。作定语的名词词组用单数形式。

例如:

a ten-year-old girl a five-year plan a five-pound note
a five-act play a five-star flag

C. Practical Reading

简历一般由个人信息、教育状况、工作经验、推荐人及本人联系方式等几部分组成。Curriculum Viate (CV) 和 Résumé 都是个人简历, Curriculum Viate (CV) 是英国英语, Résumé 是美国英语。阅读时请注意中英简历的不同: 中文简历是顺时间排序,即最早的情况排在最前面;英语简历是逆时间排序,即最近的情况排在最前面。

工作申请信的内容一般包括: 拟申请职位信息的来源,对相关职位的兴趣,强调自己的主要优

势、工作经验和业绩,提及自己的教育程度,表明希望获得面试的机会、联系方式等内容。要注意的是,工作申请信不是简历的翻版,申请信往往注重个人的特长、优势和独特经历,因此措辞较具体、生动,有感染力。

本题属于完成表格类型和根据表格选择正确答案,阅读时可结合略读和寻读,先通览全文大意,然后根据题意,将相关内容的细节准确定位即可。

Notes

1. GCE (General Certificate of Education) 是英格兰和威尔士实行的中学证书考试,分为高级 (Advanced Level) 和中级 (Ordinary level), 现在中级已经改名为 GCSE (General Certificate of Secondary Education)。
2. opening 在文中指应聘职位 (opportunity especially for employment or promotion)。
3. phase-out 指逐步推出某个业务 (a gradual withdrawal or termination of operations, production, services, or the like)。

Teaching Tips 教学提示



1. Lead-in: 本单元导入部分安排了听力理解和听写填空两项任务。听力理解部分两个语篇均从 interviewer 的角度探讨了 interview 对现代企业甄选人才,以便 find the right person for the right position 的重要意义,并对如何确保 interview 的成功提出了具体的建议。本单元听力练习的编排和以往各单元一样,第一和第三项练习均属预听活动,主要目的是在进行精听训练之前,让学生对所听语篇的主旨有所了解,初步把握听音和理解上的难点所在,为接下来的听力活动做好词汇和心理上的准备。第二项练习为多项选择题,侧重考察学生理解、辨析语篇细节和关键信息的能力。教师应提醒学生在解答类似题型时,一定要预读选择项,根据选择项内容,积极预测记忆重点。在听力过程中,要根据预测时得到的潜在信息把握听音的重点,并利用缩略语、符号以及图示等方法迅速笔记,以促进有效记忆。第四项练习其实包含两个任务:一、要求学生在听完第二篇后,再听 10 个句子,判断这 10 个句子在语篇中是否被提及。该项听力任务对学生来说具有相当的难度。学生所听到的 10 个句子,即没有在学生用书上以文字形式出现,也不是直接从语篇中选取的,学生必须在正确理解并充分记忆语篇上下文内容的前提下才能作出正确判断。学生在听语篇时,很难把握听音和记忆的重点,教师必须强调“脑记为主,笔记为辅”以及“在理解的基础上记忆”的原则。二、完形填空。和以往单元类似题型一样,教师要向学生指出,和他们以往熟悉的听写填空要求不同,学生在书上看到的文字材料和

他们所听到的语音材料并不完全一样。学生在听音前,必须先要快速预读完形填空短篇的全篇内容,并根据空格前后的语法结构、词语固定搭配、词语间的并列对比结构以及上下文语义的连贯等对空格内容进行积极地预测,明确听音时记忆的重点。在进行听音时,摆脱书面文字的干扰,把注意力放在听辨、理解、记忆语篇的主旨,关键信息点,以及语篇的逻辑层次上,同时做好笔记。听音完毕后,再根据自己的理解和笔记的帮助,完成练习。教师应根据学生实际能力,对学生进行一定的听力笔记技能的辅导。听写填空阐述了求职(job-hunting)时要坚守的三大原则,可以作为导入活动安排在 Reading II 课文讲解之前进行。

2. Reading I 的 Brainstorming 部分: 全班学生通过自由讨论的形式, 列出他们所知道的关于求职面试的词汇。为便于学生归纳整理, 教材中将相关词汇和单词分为三类: 面试中可能涉及的文档和人员; 面试中可能会商洽的雇佣条款; 以及面试中雇主想了解的关于应聘者的一些基本情况。教师也可视自己具体的教学需求尝试其他的分类方法, 帮助学生更好掌握这些表达方式。
3. Reading I 的 Pairwork 部分: 学生结对讨论与本单元主题 Interview 相关的话题。除背景知识和教参中提供的材料, 另补充与讨论题相关的信息如下, 供教师参考使用。

Question 1:

Purposes of Job Interview An interview is a meeting between a job applicant and a representative of the company. The meeting comes about because the company had a job available. People applied for the job. The company needs to decide who to hire. The purpose of the interview is for the company to get a good look at you. It is the company's chance to ask you questions about your work experience. It is the company's opportunity to see if you would fit in with the other employees. The interview is also your opportunity to look at the company. You get to ask questions about the company's business. It is your opportunity to see if the company suits you. There are two basic types of interviews: screening interview and selection interview. The main purpose of the screening interview is to determine whether the candidate is in or out and the candidate has the skills necessary to perform the job; while the selection interview is usually conducted by the person with the authority to hire, with a view to finding out whether the candidate is going to fit in, willing and motivated to solve the employer's problems, able to do the tasks required by the position, and, etc.

Question 3:

Interview Questions Before you head out to a job interview, it's a good idea to practice answering the types of interview questions employers will likely ask. The Web can be extremely helpful with that, as interviewing is among the most-popular employment topics. Even so, nobody can possibly tell you exactly which interview questions to expect, and especially how to answer them.

Interviews are just too personal and situational for that, and there are no single, correct answers anyway. To make it even more complex, there are several interview techniques, resulting in an infinite number of potential questions and answers. Interviewers generally use one or more of the following interview techniques.

- ◇ General or Traditional — Canned and common questions about yourself.
 - ◇ Behavioral — Probes your competencies and how you acted in certain situations.
 - ◇ Case or Hypothetical — Challenges your problem-solving skills spontaneously and what you'd do "if".
- Interviewers usually start with the traditional, canned interview questions and work their way into one or more of the other types, over the course of one or more interviews. Sample interview questions of the common type are listed below. Answers are included. But perhaps suggestions for tailoring your responses are a better way to put it, since specific answers are impossible to provide. Practice answering these sample interview questions out loud to yourself or ask a friend or relative to help you.

Don't feel that you have to answer right away. Interviewers know that you're nervous and expect you to think a bit, so do think carefully before you answer. But don't hesitate too long or it'll appear that you're stalling. Interviewers will ask open-ended questions to see where you'll go with them, so try not to ramble while you're thinking of a real answer.

Sample Interview Questions with Suggested Ways of Answering

(Q= Question; A= Analysis)

Q. *Tell me about yourself.*

A. This is the dreaded, classic, open-ended interview question and likely to be among the first. It's your chance to introduce your qualifications, good work habits, etc. Keep it mostly work and career related.

Q. *Why do you want to leave your current job? (Why did you leave your last job?)*

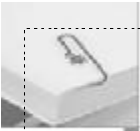
A. Be careful with this. Avoid trashing other employers and making statements like, "I need more money." Instead, make generic statements such as, "It's a career move."

Q. *What are your strengths?*

A. Point out your positive attributes related to the job.

Q. *What are your weaknesses?*

A. Everybody has weaknesses, but don't spend too much time on this one and keep it work related. Along with a minor weakness or two, try to point out a couple of weaknesses that the interviewer might see as strengths, such as sometimes being a little too meticulous about the quality of your work. (Avoid saying "I work too hard". It's a predictable, common answer.) For every weakness, offer a strength that compensates for it.



Q. Which adjectives would you use to describe yourself?

A. Answer with positive, work-oriented adjectives, such as *conscientious*, *hard-working*, *honest* and *courteous*, plus a brief description or example of why each fits you well.

Q. What do you know about our company?

A. To answer this one, research the company before your interview.

Q. Why do you want to work for us?

A. Same as above. Research the company before your interview. Avoid the predictable, such as, “Because it’s a great company.” Say why you think it’s a great company.

Q. Why should I hire you?

A. Point out your positive attributes related to the job, and the good job you’ve done in the past. Include any compliments you’ve received from management.

Q. What past accomplishments gave you satisfaction?

A. Briefly describe one to three work projects that made you proud or earned you pats on the back, promotions, raises, etc. Focus more on achievement than reward.

Q. What makes you want to work hard?

A. Naturally, material rewards such as perks, salary and benefits come into play. But again, focus more on achievement and the satisfaction you derive from it.

Q. What type of work environment do you like best?

A. Tailor your answer to the job. For example, if in doing your job you’re required to lock the lab doors and work alone, then indicate that you enjoy being a team player when needed, but also enjoy working independently. If you’re required to attend regular project planning and status meetings, then indicate that you’re a strong team player and like being part of a team.

Q. Why do you want this job?

A. To help you answer this and related questions, study the job ad in advance. But a job ad alone may not be enough, so it’s okay to ask questions about the job while you’re answering. Say what attracts you to the job. Avoid the obvious and meaningless, such as, “I need a job.”

Q. How do you handle pressure and stress?

A. This is sort of a double whammy (双重打击), because you’re likely already stressed from the interview and the interviewer can see if you’re handling it well or not. Everybody feels stress, but the degree varies. Exercising, relaxing with a good book, socializing with friends or turning stress into productive energy are more along the lines of the “correct” answers.

Q. Explain how you overcame a major obstacle.

A. The interviewer is likely looking for a particular example of your problem-solving skills and the pride you show for solving it.

Q. Where do you see yourself five (ten or fifteen) years from now?

A. Explain your career-advancement goals that are in line with the job for which you are interviewing. Your interviewer is likely more interested in how he, she or the company will benefit from you achieving your goals than what you'll get from it, but it goes hand in hand to a large degree. It's not a good idea to tell your potential new boss that you'll be going after his or her job, but it's okay to mention that you'd like to earn a senior or management position.

Q. What qualifies you for this job?

A. Tout your skills, experience, education and other qualifications, especially those that match the job description well. Avoid just regurgitating your résumé. Explain why.

Q. Why did you choose your college major?

A. The interviewer is likely fishing to see if you are interested in your field of work or just doing a job to get paid. Explain why you like it. Besides your personal interests, include some rock-solid business reasons that show you have vision and business sense.

Question 4:

Recruit Staff When your business is up and running there will come a time when you need to employ staff. Before you do this you need to think through the process by asking yourself a series of questions:

- ◇ What tasks/jobs do I want someone else to do?
- ◇ Do I need this person full-time or part-time?
- ◇ If part-time, do I want them every day for a few hours or do I want a full day on a few days per week?
- ◇ What skills do I want this person to have?
- ◇ What skills do I lack or what tasks are not cost effective for me to do?
- ◇ What kind of person will fit into the business and with me?

If you already have other staff then you may want to ask:

- ◇ What qualities and skills are needed to fit in with the others?
- ◇ How much can I afford to pay (including all costs)?

Making these decisions will help you to identify the person you need and then you need to think about letting people know you have a vacancy.

Ways to find new staff include:

- ◇ Adverts in free and local papers, shop windows.
- ◇ Word of mouth — ask friends, family, customers.
- ◇ Recruitment agencies.

Question 5:

Interview Preparation The purpose of interviewing is to find out if there is a match between the

hiring organization and the applicant, both in terms of skills relevant to the position and the organization's culture and mission (goals). Preparing for a job interview requires becoming informed in three basic areas: knowing yourself — including your career goals, skills and qualifications, and work style; knowing the requirements of the position you are applying to — what duties, tasks and responsibilities it entails; and knowing the employer — what are the stated goals of the organization and what is their method of achieving those goals; how is the organization structured and how do employees work together?

Being knowledgeable in these areas will help you to understand and articulate the “match” between you and the position/employers' goals. Your ability to verbalize this match in an interview increases your chances of getting a job offer.

Know your résumé thoroughly, and be prepared to speak (comfortable and confidently) about yourself — your abilities, accomplishments, interests and career objectives. Some questions an interview might ask you include:

- ◇ Tell me about yourself.
- ◇ What motivates you in your work?
- ◇ What are your short term and/or long-term goals?
- ◇ Where do you see yourself five years?
- ◇ What do you think makes you stand out from other candidates?
- ◇ What are your major strengths?
- ◇ What are your weaknesses?
- ◇ Why do you want to work for our organization?
- ◇ What are your specific skills that qualify you for the position?

While you should have a good understanding of the employer — its products/services, size of the organization, future growth, and reputation in the industry, you should also prepare questions for the prospective employer — these questions show your interest and knowledge of the position and the organization. Some questions you might ask an interview include:

- ◇ What types of change and growth has your organization experienced over the last several years?
- ◇ How does this position fit the overall organization structure?
- ◇ What training and supervision is provided to new employees?
- ◇ How long is your new employee orientation, what does it entail?
- ◇ How many graduates work for your organization, if any, and how has their performance and career advancement been?

Questions about salary and benefits, vacation time, etc. are generally not appropriate to ask until you have received a job offer, or unless the topics are brought up directly by the interviewer.

Remember — you have more negotiating power once the employer has offered you the position!

注：此处教师还可结合背景知识2中 Before Your Job Interview 的相关材料使用。

4. Reading I Exercise IV: Question 2 中 stand 作名词用,指“立场;主张”(a firm publicly-stated position or opinion)。

Question 13 中 San Francisco 指旧金山,美国加利福尼亚西部港市(A city of western California, US discovery of gold nearby in 1848 changed the city from a small community into a thriving boom city. Population, 723,959)。

5. Reading I Exercise V: Question 4 a 中 hand luggage 指“手提行李,旅客随身携带的行李”,通常也可称为 carry-on。关于行李,常用的表达方式还有:

abandoned luggage 无人认领的行李

excess luggage 超重行李

left luggage 寄存行李

missing luggage 遗失的行李

personal luggage 随身(小件)行李

received luggage 到达行李

registered luggage 托运行李

unaccompanied luggage 非随身携带的行李

unclaimed luggage 无人认领的行李

luggage check 行李票

luggage label 行李标签

luggage rack 行李架

luggage claims 行李提取处

luggage locker (机场、火车站等处)带锁的行李存放柜

另,在美国一般用 baggage 而非 luggage。

6. Reading I 的 Post-reading 部分有三项活动。活动 1) 的主要目的是让学生对课文、教师授课时以及课堂讨论中所学到的 interview tips 作一个回顾和总结。此活动也可根据实际教学需要改为 class activity 或是 group activity, 由学生以 brainstorming 或 group discussion 的形式交流他们在这单元中学到的求职面试技巧。活动 2) 中教师应提醒学生注意,不管你如何应对 worksheet 上描述的各种场景,诚实、礼貌、自信以及良好的沟通技巧(honesty, good manners, confidence, communication skills)都是求职面试成功不可或缺的元素。活动 3) 是一个综合性的角色扮演活动,教师应注意合理安排并控制好活动的时间。为节约课上时间,教师可让学生课前完成该活动的前面三个步骤,即面试的准备工作。面试时,鼓励学生尽量使用英语作为工作语言。若学生,尤其是扮演 interviewer 的学生语言上有困难,可请他们事先阅读并操练

Function and Structure 中的例句。

7. Reading II 的 Cloze 部分

Blank 1: 此处选 c. candidate, 指“候选人”, a person who wants to be chosen for a job or elected to a position, or whom other people have suggested as a suitable person for such a job or position, 如: to interview candidates for the job of sales manager 面试应征做销售经理的人选; presidential candidate 总统候选人。选项 b. employee, 指“受雇者, 雇员”, a person who works for another in return for financial or other compensation, 如: a government employee 政府雇员。注意和 employer “雇主; 雇佣者”的区别。选项 d. applicant, 指“申请人”, a person who makes a request, esp. officially and in writing, for a job, for entrance to a school or university, for theatre tickets, etc., 如: an applicant for a position 求职者; an applicant for admission to a school 入学申请者; an applicant for party membership 入党申请者; job applicant 求职人员; loan applicant 申请贷款人; patent applicant 专利申请人。

Blank 5: 此处选 c. in person, 指“亲自, 亲身 (personally, oneself)”, 亦作 in one's own person, 如: I can't attend the meeting in person. 我不能亲自来参加会议。选项 a. on occasion, 亦作 on occasions, 指“有时候 (sometimes but not often)”, 如: We go to the theatre on occasion. 我们有时去看戏。选项 b. on the spot, 指 at the place of the action, 如: The police were on the spot soon. 警方很快出现在现场; on the spot 又指 at once 立即, 如: Whoever breaks the rules will be asked to leave on the spot. 任何违反规则的人都将被告令立即离场。选项 d. on call, 指 not working but ready to work if needed. 随时听命, 待命, 如: All the doctors are on call tonight. 今晚所有医生都随时待命。

Blank 6: 此处选 a. detail, in (great / more) detail 系固定搭配, 指“详细地”。关于 detail 常用的表达方式还有: down to the last detail 非常详尽地; for further details 为了知道详细情况; go / enter into detail 详述, 逐一细说; detail by detail 逐一。

Key 练习答案

>>>>>> Reading I

Pre-reading

I.

Documents & People Involved	application form, curriculum vitae / CV, résumé, diploma, certificate, letter of application, reference letter, applicant, employee, employer, candidate, interviewer, interviewee ...
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(Continued)

Employment Terms to Be Discussed	salary, wages, payment, bonus, fringe benefits, advancement, company car, overtime, expenses account, in-field training, promotion opportunity, insurance, health care, starting salary, pension, additional holiday, paid vacation ...
What to Learn About Interviewee	computer skills, previous experience, family background, work experience, qualifications, educational background, language ability, hobbies, career plan ...

II. 3. What are typical questions that an interviewer might ask? (*only for reference*)

- 1) Tell me about yourself.
- 2) What do you think are your strengths and weaknesses?
- 3) We have a lot of applicants for this job, why should we hire you?
- 4) What has been your most valuable experience?
- 5) How would you describe your personality?
- 6) When did you last lose your temper? Describe what happened.
- 7) Which is more important to you: status or money?
- 8) How long do you think you'd stay with us if you were given the job?
- 9) Why do you want to leave your present job?
- 10) What makes you think you'd enjoy working for us?
- 11) Are you an ambitious person?
- 12) What would you like to be doing ten years from now?
- 13) What have you done in your present job that makes you feel most proud of yourself?
- 14) What was the worst problem you had in your present job and how did you solve it?
- 15) What is the best idea you've had in the past month?
- 16) What is your worst fault and what is your best quality?
- 17) Don't you think you are a little young/old for this job?
- 18) What are your long-range goals?
- 19) Describe your present job — what do you find rewarding about it?
- 20) What do you do in your spare time?
- 21) What excites you about the job you're doing now?
- 22) What worries you about the job you're doing now?
- 23) Describe your ideal boss.
- 24) How would you rate your present boss?

Exercises

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

III. 1. authenticity 2. pound 3. tip 4. incompetent
5. accommodate 6. suit 7. encounter 8. transact
9. resent 10. hire

IV. 1. get rid of 2. a middle ground 3. no dice 4. for a change
5. become used to 6. be obtained 7. feel free 8. to encounter
9. to accommodate 10. be ourselves 11. hang loose 12. lies with
13. lost touch with 14. to appease 15. turn off 16. get ... nowhere

V. 1. The door is closed, plainly they are out.
2. The man can give people some tips on how to keep fit.
3. In general, 80% of the time for negotiation process is devoted to preparations.
4. A middle ground should be found on non-price issues before the negotiators discuss the price.
5. What the man said turned off my sense of security.
6. The responsibility for investments and accounting lies with him.
7. If you are yourself, you can win their respect and friendship.
8. At times, I wonder if that investment is a wise decision.
9. In effect, the company's production falls by 5% last year.
10. It's a very good marketing project but it will get nowhere without more financial support.
11. This is my phone number, get in touch with me if necessary.
12. They usually dine at home, but occasionally they go to a restaurant for a change.

>>>>>> Reading II

Exercises

I. 1. T 2. NM 3. F 4. T 5. F 6. T 7. NM 8. F 9. F 10. T

III. 1. d 2. c 3. b 4. b 5. a 6. c 7. d 8. d 9. b 10. a

IV. 1. Many state-owned enterprises are making every possible effort to get rid of their debts so that the aim of making profits can be realized as soon as possible.
2. Banks nowadays seem to be accommodating their customers more than they used to be.

3. After graduation she lost touch with John, but the alumni association helped her to get in touch with him again.
4. Are you implying that the fault lies with the management?
5. The department store has no way out but either to close down or to sell the whole building.
6. The last thing that I can bear is his indifference to everything.
7. During an interview, the interviewer will try his/her best to make you feel free to speak your mind.
8. Your feeling of having nothing to do in the company is, in effect, a signal that you will be fired soon.
9. They had planned to invest a lot of money in real estate, but the chairman of the board changed his mind at the last minute.
10. After Henry took over the post of Human Resources Manager, everyone in the firm felt at ease.

- V. 1. c 2. b 3. d 4. b 5. c 6. a 7. d 8. b 9. c 10. d
 11. b 12. d 13. c 14. a 15. a

>>>>>> Extended Activities

A. Function and Structure

- I. 1. Linda: Good morning.
 Mr. Johnson: Er, good morning, Miss Smith. Sit down, please.
 Linda: Thank you.
 Mr. Johnson: You applied for the position of GM (General Manager) secretary. Erm, well, could you tell me something about yourself?
 Linda: Yes, erm, I'm 24. I've been working in *Universe Toy Company* for two years.
 Mr. Johnson: What's the main part of your job there?
 Linda: Oh, secretarial work, typing letters, arranging my boss's social calendar and making appointments for him. I've also been talking to visitors that come in to see him — general things like that, general office work.
 Mr. Johnson: Oh, it sounds you are quite familiar with secretarial work.
 Linda: Yeah, I think so.
 Mr. Johnson: Would you mind telling me why you quit your present job?

- Linda: The salary they offer is low. I expect an increase in my present salary, of course, more responsibilities.
2. Interviewer: Why don't you begin by telling me a little about yourself?
- Jill: What do you want to know?
- Interviewer: The usual things, such as something about your background and experience and anything else you feel is pertinent (相关的)?
- Jill: Well, I was born in Illinois and went to school there. My father is a doctor and my mother a lawyer.
- Interviewer: Sounds as if you came from a professional family.
- Jill: That's right. My sister is a university teacher.
- Interviewer: Why did you choose the field of computers?
- Jill: Oh, nothing particular, I guess. I always like mathematics and handling with machines.
- Interviewer: Now what about your experience? How long have you been working with computers?
- Jill: More than five years now. After I did my engineering degree, I began to specialize in computer technology and I even had my own company for a while.
- Interviewer: It certainly sounds impressive. I should say you have got the necessary experience required for the job. Why don't you leave your address and telephone number? If we decide to hire you, we'll notify you by phone.
- Jill: Thanks very much.
3. Interviewer: We've read your letter of application with interest and now we'd like to have a talk with you.
- Mary: As you please. I'm ready.
- Interviewer: In your résumé you said you have worked for US Navy Bureau of Personnel, and what are your principal responsibilities?
- Mary: I'm responsible for computer maintenance. I should coordinate with computer repair people, sales, and service organizations.
- Interviewer: You'll operate computers a lot in your work here, and I think you're the right person for the job. When would it be convenient for you to begin work?
- Mary: Do you mean I've got the job? I think I can begin my work next Monday.
- Interviewer: OK. But you'll be hired as a temporary employee first. In six months' time we'll put you on our regular staff.
- Mary: How about my pay?

- Interviewer: It depends on experience and how long you have been working for us. Would you consider a starting salary at \$2,000 a month?
- Mary: Umm . . .
- Interviewer: Our employees will get raises frequently if they work hard. And we always give them a bonus each year.
- Mary: Erm, it sounds encouraging. I think I can accept it.
4. Interviewer: Well, Brenda, I must say that you impress me as having a good personality for the job, and my next question is, do you have any experience as a sales agent?
- Brenda: I'm afraid not. I am working as a receptionist at a travel agency. But I think I can manage. You see, I'm young and quick to learn. I'm good with people. I'm also interested in finance and computers and things like that.
- Interviewer: Now, I'd like to know what you expect from our company.
- Brenda: I want to leave my present job because I'm not learning anything any longer. I'm bored with my work as a receptionist. So I hope I can find something interesting and worthwhile to do here. And I hope there will be more training and challenges. Of course, more opportunities for promotion as I get more experienced.
- Interviewer: Would you mind working overtime?
- Brenda: As I'm not married yet, I think I could work any hours you like.
- Interviewer: Brenda, sales work involves travelling a lot in and out of the country. Are you free for business travel?
- Brenda: I think there's no problem for me about that. Anyway, I like travelling very much.
- Interviewer: Well, Brenda, thank you very much for coming to see me and we'll be in touch with you as soon as possible.
- Brenda: Thank you for considering my application. Goodbye.
5. Personnel Manager: Well, Ms. Gates. Thank you for coming to the interview this afternoon. Now, I'd like to start by asking some questions about you, if I may.
- Linda: Of course.
- Personnel Manager: Yes, well, Ms. Gates. First of all, could I ask you, which company are you working for now?
- Linda: I'm with *Proctor & Gamble*. I work in the sales department there. I've been with them for five years.
- Personnel Manager: Really? So, what has made you decide to come and work for us? We must seem a very small company after *P & G*.
- Linda: Well, I got a little tired of doing the same sort of work all the time. When

I heard about the job vacancy here, I thought I would be involved with new things. I hadn't really used my training at *P & G*.

Personnel Manager: I see. Now, you were trained as a graphic artist. Is that right?

Linda: Yes. I studied at the College of Art in Missouri. That's where I grew up.

Personnel Manager: Well, I wonder if you could tell me your view of our company.

Linda: Umm, I think it's small in size comparatively. But I think its development in recent years is dramatic. The management is sound and the environment suits me well. I'm sure I can use my training fully and get quicker advancement here.

Personnel Manager: Right. (Reading through Linda Gates' CV) And you have got two kids...

Linda: Yes, both boys.

Personnel Manager: And how do you manage to keep working with a family?

Linda: I don't see a problem. Actually my husband is a writer. So he works at home most of the time...

B. Special Use

I. Rule 1: For some nouns, the plural form is the same as the singular form.

aircraft economics means sheep deer series headquarter

Rule 2: Some nouns have only one form and are always or almost always singular although some of them have the appearance of plurals.

arithmetic news measles information

Rule 3: Some nouns have only one form and are always or almost always plural.

belongings earnings thanks trousers scissors goods

Rule 4: Plurals of some nouns with the ending of *is* are formed by changing *is* to *es*.

basis crisis emphasis analysis

Rule 5: Plurals of some nouns with the ending of *um* are formed by changing *um* to *a*.

curriculum medium memorandum datum

- | | | | |
|-----------------------|-------------------------|----------------------|---------------------|
| II. 1. dwarfs/dwarves | 2. equipment | 3. halves | 4. teeth |
| 5. women workers | 6. alumni | 7. formulae/formulas | 8. criteria |
| 9. indices/indexes | 10. alumnae | 11. phenomena | 12. bureaux/bureaus |
| 13. go-betweens | 14. brothers-in-law | 15. passers-by | 16. grown-ups |
| 17. holidays | 18. commanders-in-chief | 19. months | 20. successes |

C. Practical Reading

I.

CURRICULUM VITAE			
(Please write in block capitals)			
Surname: <u>HENDERSON</u>		Address: <u>13 QUEEN'S CRESCENT</u>	
First name(s): <u>HELEN</u>		<u>LONDON SW1 5JJ</u>	
D. o. b: <u>FEBRUARY 15, 1963</u>			
Marital status: <u>MARRIED</u>		Tel. No.: <u>01 - 673 9208</u>	
Children: <u>TWO</u>			
Education and further studies			
Dates	Schools/colleges (name and address)	Qualifications	
1974~1979	YORK GRAMMAR SCHOOL, YORK.	GCE O LEVELS	
1979~1980	PRESTON PARK 6TH FORM COLLEGE, PRESTON, LANCS.	NO	
1980~1981	LONGFORD SECRETARIAL COLLEGE, BRIGHTON, SUSSEX BR94RD.	SECRETARIAL DIPLOMA	
Experience			
Dates	Place of work (with address)	Job	Pay
1981~1982	CHAMBERS TRUCKS, 33 JEVINGTON ROAD, BRIGHTON, SUSSEX BR2 5OB.	SECRETARY	£30 PER WEEK
1982~1986	BUFFALO BOOKS, 29 BAKER STREET, LONDON N1F 4AB.	RECEPTIONIST	FROM £1,860 TO £2,900 PER YEAR
Names and addresses of three referees: MS E. SPINK, LONGFORD SECRETARIAL COLLEGE, BRIGHTON, SUSSEX BR94RD MR. J. CHAMBERS, CHAMBERS TRUCKS, 33 JEVINGTON ROAD, BRIGHTON, SUSSEX BR25OB MR. S. MAYER, BUFFALO BOOKS, 29 BAKER STREET, LONDON N1F 4AB			

II. 1. b 2. a 3. d 4. d 5. a 6. c 7. b 8. c



D. Additional Vocabulary

1 - l; 2 - d; 3 - i; 4 - o; 5 - k; 6 - p; 7 - a; 8 - j; 9 - e;
10 - r; 11 - b; 12 - m; 13 - c; 14 - n; 15 - f; 16 - g; 17 - t; 18 - s;
19 - h; 20 - q

Unit 8

Trademark

Teaching Aim 教学目的



1. Cognitive Information (认知信息): Trademark, Brand & Logo
2. Language Focus (内容重点)
 - **Key Words:** I. trademark, term, format, slogan, vehicle, forge, compatible, intrigue, provocative, confuse, consistent, thrive; II. criterion, affix, deceive/deceptive, channel, bar, allegation, demise
 - **Phrases:** I. speak of, distinguish ... from, extract from, after all, become familiar to; II. in connection with, be up to, in conflict, in confusion with, go to great length, infringe on, in time
 - **Useful Structures:** *prep.* + *which* clause (by which ...)
pseudo-cleft sentence (what we mean is ...)
as to + *wh*-clause (as to whose product ...)
“as” as a pronoun (as was the word ...)
 - **Grammar:** Subject and Verb Agreement (1)
3. Communicative Skills (交际技能)
 - **Expressions:** Expressing Intention
 - **Reading:** Case Study
4. Special Use (专项用法): Subject and Verb Agreement (1)

Lead-in 导入



>>>>>> Listening Comprehension Tasks

Difficult Words & Expressions

1. intellectual property: 知识产权
2. patent: a grant made by a government that confers upon the creator of an invention the sole right to make, use and sell that invention for a set period of time 专利权
3. copyright: the legal right granted to an author, a composer, a playwright, a publisher, or a distributor to exclusive publication, production sale, or distribution of a literary, musical, dramatic, or artistic work 版权
4. device: a decorative design, figure, or pattern 图案
5. marketplace: the world of business and commerce 市场, 商场
6. denote: to mark, indicate 作标志
7. virtually: in fact 实际上地
8. respectively: singly in the order designated or mentioned 分别地
9. confusion: the act of confusing or the state of being confused 混淆, 混乱
10. deception: the fact or state of being caused to believe what is not true 受骗
11. generic term: 通称
12. immoral: contrary to established moral principles 不道德的
13. scandalous: containing material damaging to reputation 诽谤的, 中伤的
14. disparage: to reduce in esteem or rank 贬低
15. extend: to cause something to last longer 延长
16. deem: to regard as 认为
17. infringe: to violate 违反
18. constitute: to be the elements or parts of 构成
19. arise: to come into being 形成
20. bear: to have as a visible characteristic 标有

Passage Script 1

“Trademark” is one of three legal terms used to describe “intellectual property.” The others two are “patent” and “copyright.” A trademark is a word, phrase, symbol, design, combination of letters or numbers, or other device that identifies and distinguishes products and services in the marketplace.

A trademark is denoted by the trademark symbol™ or by the federal registration symbol® if an actual registration filing has been approved by the United States Patent and Trademark Office (USPTO). A service mark, denoted by the symbolSM, offers virtually the same protection as a trademark but is used instead to identify and distinguish services rather than products. When the term “trademark” or “mark” is used, it is understood to include service mark as well.

Whereas patents and copyrights are basically used to protect the commercial rights of inventors and creators of artistic or literary works, respectively, the basic concept behind a trademark or service mark is to prevent unfair competition. Trademark law protects you, the owner, from competitors stealing your identity or using a name or symbol so similar that it could cause confusion for your clients or customers. By identifying a product or service’s source, a trademark or service mark also serves to protect consumers from deception.

The USPTO does not allow trademarking of common or generic terms that are used by many or everyone to describe a type of company, product or service. Furthermore, the USPTO states that registered trademarks may not be “immoral, deceptive or *scandalous* matter,” or “*disparage* or falsely suggest a connection with persons, institutions, beliefs or national symbols.”

Passage Script 2

The owner of a trademark right owns the exclusive right to use the registered trademark for the Designated Goods or Services for 10 years of duration from the date of registration. The duration of the right may be extended. Thus, the use of the registered trademark by another party for the Designated Goods or Services is deemed to infringe the trademark rights. Furthermore, the followings are also deemed to constitute trademark infringement: (1) Use of a trademark that is similar to the registered trademark for goods or services that are identical or similar to Designated Goods or Services, and (2) Use of the registered trademark for goods or services that are similar to Designated Goods or Services. In addition, in order to make the protection of trademark rights effective, possession of a package of Designated Goods for distribution is also deemed infringement.

In many cases, similarity of trademark becomes an issue in determining the existence of trademark

infringement because the use of a registered trademark, or of a trademark that is similar to the registered trademark for goods or services that are similar to the Designated Goods/Services, is also deemed to constitute trademark infringement.

Determination of the similarity of goods or services is made in consideration of an actual transaction and based on whether confusion arises or not when the goods or services bear the mark in question. Furthermore, the similarity between trademarks is determined based on comprehensive considerations of whether or not there is confusion over the “Appearance” (the way a trademark looks), “Sound” (the way it is read), and “Concept” (its general image).

Key

II. 1. a 2. c 3. d 4. a 5. b 6. d 7. d 8. c 9. a 10. d

IV. 1. 1) The owner of a trademark right owns the right to use the registered trademark for 10 years of duration. FALSE

Correction: The owner of a trademark right owns the exclusive right to use the registered trademark for 10 years of duration from the date of registration.

2) The use of the registered trademark by another party for the Designated Goods or Services is regarded as the infringement of the owner. FALSE

Correction: The use of the registered trademark by another party for the designated goods or services is regarded as the infringement of the trademark rights.

3) The possession of a package of designated goods for distribution is deemed infringement. TRUE

4) More often than not, differences between trademarks become a critical issue in determining the existence of trademark infringement. FALSE

Correction: More often than not, similarity of trademark becomes a critical issue in determining the existence of trademark infringement.

5) Determination of trademark infringement is just based on whether confusion arises or not when the goods or services bear the mark in question. FALSE

Correction: Determination of trademark infringement is made in consideration of an actual transaction and based on whether confusion arises or not when the goods or services bear the mark in question.

2. 1) The duration of the trademark right may be extended before it expires.

2) The use of a trademark that is similar to the registered trademark for goods or services that are identical or similar to designated goods or services is deemed trademark infringement.

- 3) The use of the registered trademark for goods or services that are similar to designated goods or services constitutes trademark infringement.
- 4) The similarity between trademarks is determined based on comprehensive considerations.
- 5) Whether or not there is confusion over the “Appearance” (the way a trademark looks), “Sound” (the way it is read), and “Concept” (its general image) will determine the similarity between trademarks.

>>>>>> Spot Dictation

A trademark is typically a name, word, phrase, logo, symbol, design, image, or a combination of these elements. The essential function of a trademark is to exclusively identify the commercial source or origin of products or services. In other words, trademarks serve to identify a particular business as the source of goods or services and differentiate a product from competitors' products. The trademark guarantees a certain quality level and add value to products, so a good trademark can make customers believe they get extra value for money. The owner of a registered trademark may commence legal proceedings to prevent unauthorized use of that trademark.

Background Information 背景知识



1. Trademark

Trademark is a distinctive mark placed on or attached to goods by a manufacturer or dealer to identify them as made or sold by that particular firm or person. The use of a trademark indicates that the maker or dealer believes that the quality of the goods will enhance his or her standing or goodwill, and a known trademark indicates to a buyer the reputation that is staked on the goods. Registration of a trademark is necessary in some countries to give exclusive right to it. When the mark is registered, its unauthorized use is illegal. It is an important marketing device, aimed at creating a strong brand image for a product. In the USA, trademarks often include the sign “®”, signifying that the mark has been registered. Internationally, trademark registration is facilitated by the World Intellectual Property Organization (世界知识产权组织). Imitations of a trademark wrong (伤害) both the owner of the trademark and the buyer, who is misled as to the source of

goods, and such infringements (侵权) of a trademark are punishable by law. Service marks, which are used on services (such as insurance or brokerages) rather than on products, are also covered by trademark laws.

2. Generic trademarks (非专利的商标名)

A generic trademark is a trademark or brand name which has become synonymous with the general or formal term for a particular type of product or service, to the extent that it often replaces this term in colloquial usage. One consequence of a trademark becoming generic is that the exclusive rights which may attach to the use or registration of the trademark can no longer be legally enforced.

Trademarks, unlike copyrights and patents, must be actively used in order to maintain strong legal rights. By comparison, a copyright or patent holder does not necessarily need to use their creation in order to maintain their rights. However, a trademark owner must be careful not to lose control of how its trademark is used. If a trademark becomes successful in gaining mind share it may become “generic” through common use. Once this point is reached, it may no longer be possible to enforce rights in relation to the trademark. Trademark owners should not use their trademark as verbs or nouns, implying the word is generic. If the trademark is associated with a new invention, the trademark owner should use a descriptive term for the product that can be distinguished from the trademark for the product.

Where a trademark is used generically, a trademark owner may need to take special proactive measures in order to retain exclusive rights to the trademark. *Xerox* provides one successful example of a company which was able to prevent its core trademark through an extensive marketing campaign advising consumers to “photocopy” instead of “Xeroxing” documents. Another common practice amongst trademark owners is to follow their trademark with the word “brand” to help define the word as a trademark. *Johnson & Johnson* changed the lyrics of their *BAND-AID* television commercial jingle from, “*I am stuck on BAND-AIDs, 'cause BAND-AID's stuck on me*” to “*I am stuck on BAND-AID brand, 'cause BAND-AID's stuck on me.*”

The following list comprises some of the trademarks which were originally created and used as trademarks, but which have subsequently become synonymous with the common name of the relevant product or service. Marks which appear in this list have become so generic that their former status as a proprietary trademark is often unknown to the general public. If any of the original registrations for such marks have not yet expired or been cancelled, it is unlikely that the registered owners would be able to successfully enforce these registrations.

- ◇ aspirin 阿司匹林(解热镇痛药) — ASA (acetylsalicylic acid; remains as a registered trademark in many places around the world in the name of Bayer, but not in the United States.)
- ◇ bikini 比基尼, 三点式女泳装 — scanty two-piece costume worn by women for swimming and sun-bathing.
- ◇ brassiere 乳罩 — women's undergarment used for breast support.
- ◇ celluloid 赛璐珞(明胶), 电影(胶片) — film material
- ◇ cola 可乐 — soft drink; part of Coca-Cola.
- ◇ comptometer 计算器, (键控)计算机 — adding machine.
- ◇ dry ice 干冰 — frozen carbon dioxide.
- ◇ escalator 自动扶梯 — moving staircase.
- ◇ gramophone 留声机 — record player.
- ◇ heroin 海洛因, 吗啡 — narcotic drug; originally registered by Bayer as a pain reliever.
- ◇ hula hoop 呼啦圈 — toy hoop; originally made of various materials, generic name trademarked by Wham-O when it was redesigned in plastic in the late 1950's.
- ◇ kiwi fruit 猕猴桃 — formerly known as “Chinese gooseberries”; new name not trademarked, but Zespri trademark later introduced for New Zealand kiwis.
- ◇ LP 慢转密纹唱片 — long playing record.
- ◇ lanolin 羊毛脂 — purified, wax-like substance from sheep's wool.
- ◇ linoleum 油毡 — floor covering.
- ◇ mimeograph 油印机 — reproduction machine.
- ◇ photostat 直接影印机 — reproduction machine.
- ◇ pianola 自动钢琴 — player piano.
- ◇ spandex 氨纶, 斯潘德克斯弹性纤维 — polyurethane fiber; an anagram of “expands”; DuPont later introduced new trademark, Lycra(莱克拉弹性纤维).
- ◇ tabloid 药片 — originally a type of medication.
- ◇ touch-tone 按键式拨号 — dual tone multi-frequency telephone signaling.
- ◇ Webster's Dictionary 韦伯斯特词典 — the publishers with the strongest link to the original are Merriam-Webster, but they have a trademark only on “Merriam-Webster”, and other dictionaries are legally published as “Webster's Dictionary”.
- ◇ white-out 修正液 — correction fluid; derived from the brand name White-Out.
- ◇ windsurfer 帆板 — sailboard.

- ◇ yo-yo 溜溜球 — toy.
- ◇ zip code 邮政编码 — postal code (US).
- ◇ zipper 拉链 — zip fastener.

3. Non-conventional trademarks

A non-conventional trademark, also known as a nontraditional trademark, is any new type of trademark which does not belong to a pre-existing, conventional category of trademark, and which is often difficult to register, but which may nevertheless fulfill the essential trademark function of uniquely identifying the commercial origin of products or services. The term is broadly inclusive as it encompasses marks which do not fall into the conventional set of marks (e.g. those consisting of letters, numerals, words, logos, pictures, symbols, or combinations of one or more of these elements), and therefore includes marks based on appearance, shape, sound, smell, taste and texture. Non-conventional trademarks may be *visible* signs (e.g. colors, shapes, moving images, holograms (全息图), positions), or *non-visible* signs (e.g. sounds, scents, tastes, textures). Entirely new types of trademarks, despite growing commercial adoption in the marketplace, are typically very difficult to register, often because they are not formally recognized as a “trademark”. Examples of such marks are motion trademarks (also known as *animated marks*, *moving marks*, or *movement marks*). Many web browsers feature a moving image mark in the top right hand corner of the browser screen which is visible when the browser is in the process of resolving a website.

4. Logo

A *logotype*, commonly known as a *logo*, is the graphic element of a trademark or brand, which is set in a special typeface/ font, or arranged in a particular, but legible, way. The shape, color, typeface, etc. should be distinctly different from others in a similar market. The uniqueness of a logotype is of utmost importance to avoid confusion in the marketplace among clients, suppliers, users, affiliates, and the general public. To the extent that a logotype achieves this objective, it may function as a trademark, and may be used to uniquely identify businesses, organizations, events, products or services. Once a logotype is designed, one of the most effective means for protecting it is through registration as a trademark, so that no unauthorized third parties can use it, or interfere with the owner’s use of it. If rights in relation to a logotype are correctly established and enforced, it can become a valuable intellectual property asset.

Logo History

The origin of logotypes goes back to the 19th century, when industrial manufacture of products became important. The new industrial procedures allowed a much higher output than that of the former handmade products. The new products were distributed in large geographical areas, even

nationwide. New competitors appeared from time to time, and the offer of products of a same kind increased notably. At that time, a significant part of the population was still illiterate. The industrial leaders became soon aware that the public would not easily differentiate their product from the same product of their competitors. More and more manufacturers began therefore to include a symbol, sign, or emblem on their products, labels and packages, so that all the buyers could easily recognize the product they wanted. The manufacturers later began to add the name of the company or of the product to their sign. The name being shaped often in a specific way by each manufacturer, these combined logotypes, which for the first time included sign and name, became extremely popular. During many decades, when a new logo was being designed, owners, advertising professionals, and graphic designers always attempted to create a sign or emblem which, together with the name of the company, product, or service, would appear as a logotype.

Logo Today

Today there are so many corporations, products, services, agencies and other entities using a sign or emblem as logotype that many have realized that only a few of the thousands of signs people are faced with are recognized without a name. The consequence is the notion that it makes less sense to use a sign as a logotype, even together with the name, if people will not duly identify it. Therefore, the trend in the recent years has been to use both logos and names, and to emphasize the design of the name instead of the logotype, making it unique by its letters, color, and additional graphic elements. However, a small product with an emblem sometimes will grow in popularity, especially across areas with differing alphabets; for instance, a name in the Arabic language would be of little help in most European markets. A sign or emblem would keep the general proprietary nature of the product in both markets. In non-profit areas, the Red Cross is an example of an extremely well known emblem which does not need a name to go with, though in Muslim countries it is the Red Crescent.

Language and Culture Focus 语言文化要点



>>>>>> Reading I

1. **trademark:** *n.* name or symbol that a company always puts on the products it manufactures. 商标
【例句】 trademark design 商标设计

trademark registration 商标注册

trademark law 商标法

well-known trademark 驰名商标

The striped T-shirt became the comedian's trademark.

2. **by which people can speak of the product:** with the help of trademark (name) people can talk about the product. "which" is the object of the preposition "by" and the prepositional phrase is used as the adverbial in the clause. In a relative clause, the preposition with a relative pronoun as its object can be placed before the relative pronoun (formal style) or at the end of the verb phrase (colloquial style).

【例句】He has made a mistake for which I feel sorry. (formal style)

He has made a mistake which I feel sorry for. (colloquial style)

When the preposition refers to **time**, **means** or **manner**, it is always placed before the relative pronoun.

【例句】I'll never forget the day *on which* we had the first quarrel.

Outlined above are several ways *by which* the concerned teachers might adopt in their teaching.

However, the mechanisms *by which* these two incompatible reactions can occur still remained unclear.

I don't know the difficulty *with which* you have studied English.

3. **speak of:** to mention or describe sth./sb. 说起;谈到

【例句】Witnesses spoke of a great ball of flame. 目击者谈到一个巨大的火球。

Speaking of travelling, (= referring back to a subject just mentioned) are you going anywhere exciting this year? 说起旅行,你今年有没有去过激动人心的地方?

4. term

- 1) *n.* a word or phrase used as the name of sth., especially one connected with a particular type of language. 术语

【例句】medical/legal/scientific/computer term

"Multimedia" is the term for any technique combining sounds and images.

- 2) *n.* [especially in Britain] one of the three periods in the year during which classes are held in schools, universities, etc. 学期(AmE) semester

【例句】the spring/summer/autumn/fall term

Many students now have paid employment during term.

It's nearly the end of term.

- 3) *v.* [often passive] (formal) to use a particular name or word to describe sb. /sth. 把……称为; 叫做

【例句】At his age, he can hardly be termed a young man.

His life may be termed happy. 他的生活可称为幸福。

5. Specially, a trademark is a word, design, or combination used by a company to identify its brand and to distinguish it from others, and it may be registered and protected by law.

【译文】从专业角度说,商标是被公司用作识别其品牌,区别于其他品牌的一个词、一种设计或两者的结合。商标往往依法登记,受法律保护。

6. **format:** *n.* the general design of sth. 格式;形式

【例句】I'd like to change the format of the meeting a little.

Changes have been proposed to the format of the competition.

7. **slogan:** *n.* a short, easily-remembered phrase used by an advertiser, politician, etc. 广告用语;口号

【例句】political slogan

advertising slogan

shout/chant slogans 喊口号

Anti-government slogans have been spread all over the country.

8. vehicle

- 1) *n.* any means of transport, esp. on wheels, used to carry goods or passengers on a road. 车辆

【例句】a heavy goods vehicle 重型货车

horse-drawn vehicles 马车

motor vehicles 机动车

The damaged vehicle was towed/delivered for repair.

No thoroughfares for vehicles. 各种车辆严禁通行。

- 2) sth. that is used in order to achieve sth. or as a way of spreading ideas, expressing opinions, etc. 媒介;用作……的工具

【例句】financial vehicle 筹资工具

Language is the vehicle of thought.

Air is the vehicle of sound.

I would hate writers to use fiction as a vehicle for moral teaching.

The government used the press as a vehicle for its propaganda.

9. In fact, the creation of a logo is so important that a number of firms have been established whose primary function is the design of logos, packages, and corporate identity.

【译文】事实上，标志的创意很重要，因此出现了许多公司，其主要功能就是设计企业标志、包装及公司形象的。

10. forge

1) *vt.* to make sth. from a piece of metal by heating the metal and shaping it. 锻造；打造

【例句】forge an anchor/a farming tool

2) *vt.* to illegally copy something, esp. sth. printed or written on the paper, to make people feel that it is real. 伪造；假冒

【例句】Someone stole my credit card and forged my signature.

3) *vt.* to put a lot of effort into making sth. successful or strong so that it will last. (经过精心努力)形成；达成

【例句】a move to forge new links between management and workers

Strategic alliances (联合) are being forged with major European companies.

She forged a new career in the music business.

Efforts will be made to forge an enduring peace.

【相关词】

forgery *n.* 伪造品；赝品

【例句】The painting was actually a very clever forgery.

【相关搭配】

forge ahead: to move forward steadily; to make a lot of progress steadily. 稳步前进

【例句】The company is forging ahead with its plans for expansion.

11. compatible: *adj.* able to exist in agreement with another. 可相容的；兼容的；配套的

【例句】The new software is IBM compatible (= can be used with IBM computers).

The project is not compatible with the company's long-term aims.

【相关词】

compatibility *n.* 相容性；兼容性

【例句】Developing compatibility with your wife requires a unifying power that is beyond any of our natural strengths or common goals.

12. intrigue

1) *vt.* to arouse the interest or curiosity of. 激起……的兴趣

【例句】I was intrigued by his request.

The body of a whale resembling a giant dolphin that washed up on an eastern Australian beach has intrigued local scientists, who agreed Wednesday that it is rare but are not sure just how rare.

- 2) *vi.* to make secret plans to harm someone or make them lose their position of power. 密谋; 使
诡计(伤害某人或夺去其权势)

【例句】While King Richard was abroad, the barons had been intriguing against him.

- 3) *n.* the act of intriguing against sb. 阴谋; 密谋; 诡计

【例句】It's an exciting story of political intrigue and murder.

【相关词】

intriguing *adj.* 引起好奇心的; 令人感兴趣的

【例句】an intriguing discovery

13. **what we mean is ...**: This is a pseudo-cleft sentence (拟似分裂句) with a *what* clause as the subject of the sentence to emphasize what you are going to say. The pattern is “what clause + be + complement”.

【例句】What that kid needs is some love and affection.

What matters is the British people and British jobs.

What you need is a good meal.

When the complement of verb “be” is an Infinitive Verb Phrase (不定式动词短语), “to” can be omitted.

【例句】What we'll do is *leave* a note for Mum to tell her we won't be back till late.

14. after all

- 1) used to say sth. is true or is a fact, in spite of another fact or situation. 终究

【例句】He wrote to say that he couldn't give me a job after all.

- 2) used to say that sth. should be remembered or considered, because it helps to explain why sth. else is true or is a fact. 毕竟

【例句】I don't know why you are so concerned; it isn't your problem after all.

15. **become familiar to (sb.)**: easy to recognize because you have seen or are well known to. 为(某人)所熟悉

【例句】The trademark gradually becomes familiar to the customers.

This material becomes familiar to me after I have read it for several times.

【相关搭配】

be familiar with: 通晓; 熟悉

【例句】Are you familiar with this type of machine?

familiarize oneself with sth. / familiar sb. with sth. 使某人熟悉 / 通晓某事物

【例句】Employees must familiarize themselves with the health and safety manual.

16. **consistent**: *adj.* always having the same belief, behavior, attitude, quality, etc. 一贯的; 一致的;

始终如一的

【例句】 He is one of the most consistent players on the tennis circuit.

a consistent supporter of constitutional rights

【相关词】

consistency: *n.* the quality of always being the same or always being good. 连贯性; 一致性

【例句】 Replies to these questions showed no real consistency.

【相关搭配】

be consistent with: 相一致; 相吻合

【例句】 This evidence is not consistent with what you said earlier.

17. **thrive:** *vi.* to grow, develop or be successful. 兴旺发达; 茁壮成长

【例句】 Businesses can thrive in free-market economy.

Companies that are powerful enough can thrive on competition.

It is wrong to think that companies can only thrive in free-market economy.

Various kinds of plants thrive in the tropical rain forest.

>>>>>> Reading II

1. **exclusive:** *adj.* limited to one person, group or organization, not shared with others. 排外的, 唯一的, 独占的

【例句】 This bathroom is for the president's exclusive use. (仅供总统使用)

There is no reason why these two functions should be mutually exclusive. (相互排斥)

The reporter managed to get an exclusive interview (独家采访) with the Prime Minister.

2. **several requirements must be met:** Here the phrase "meet the requirement" means to satisfy all that is demanded as necessary. (满足需求)

【例句】 Does the hotel meet your requirements?

Can the computer meet the requirement of the wages department?

Candidates who fail to meet these requirements will not be admitted to this university.

The applicant meets our general entrance requirements.

3. **criteria (the plural form of criterion):** established standards or principles, on which a judgment or evaluation is based. 标准

【例句】 Profitability is the sole criterion for our policy.

My own criterion of success is the ability to work joyfully.

Our proposal failed to meet the criteria established by the government, so they gave us no money.

4. **... or does having it on a flag over the factory:** This is an inverted sentence. It means even having the design on a flag over the factory does not make it a trademark.

5. **in connection with:** in the state of being connected with sth. else; having relationship with 与……有联系

【例句】My question is in connection with our discussion today.

6. **label:** *n.* a piece of paper or other material attached to an object in order to give information about the object. 标签

【例句】luggage labels 行李标签

The label on the bottle says “Poison”.

The bottles got wet and all the labels came off.

7. **container:** *n.* a box, barrel, bottle, or any other object used for holding sth. 容器

【例句】The seeds are stored in plastic containers.

8. **feasible:** *adj.* able to be carried out or done; possible and reasonable. 可行的

【例句】Your plan sounds quite feasible.

The electric car is technically feasible.

Your proposals are not feasible.

9. If that is not feasible, it must be affixed to the container or dispenser of the product, as on a gas pump at a service station.

【译文】如果这些都难以做到,那商标必须要贴在产品的包装容器上或出售产品的售货机上,就像加油站油泵上的商标一样。

10. **be affixed to:** to be fixed, fastened or stuck to. 粘上

【例句】A stamp should be affixed to the envelope.

A page of the magazine was affixed to the wall above the bed.

11. **dispenser:** *n.* a machine or container which provides sth. either automatically or by someone pressing a lever or button, etc. 分发器,自动售货机

【例句】a soap dispenser in a public toilet 公共厕所里的自动给皂机

a drinks dispenser 饮料机

a cash dispenser outside a bank 银行外的自动取款机

12. **gas pump:** a machine with a hose attached to it from which you can fill your car with petrol. 汽油枪,汽油泵

13. **service station:** a place where motor vehicles are repaired and petrol and oil may also be sold. 汽车

维修站,加油站

14. **comparable goods**: similar goods; goods that can be compared. 同类商品

【例句】A comparable car would cost far less abroad. 类似的车在国外要便宜得多。

15. **deceive**: *vt.* to cheat; to make somebody believe sth. that is not true. 欺骗

【例句】He deceived me — he lied about the money.

They deceived her into signing the contract.

16. **as to**: concerning. We use this phrase to specify the particular subject or area that we are talking about. 关于

【例句】He's very uncertain as to whether it's the right job for him.

John had been given no directions as to what to write.

17. **dissimilar**: *adj.* not similar; unlike. “dis-” is a prefix which shows the opposite or negative meaning. 不一样的

【例句】They are reared in markedly dissimilar families. 他们在截然不同的环境里被抚养成人。

18. **be up to**: to be the duty or responsibility of sb. 由……决定

【例句】— Shall we go out?

— It's up to you. (You decide it.)

It's up to her to tell you what she has in mind.

19. **issue**: *n.* a problem or subject that people discuss or argue about. 问题;议题;争论点

【例句】social issue

an important and serious issue

one of the key issues in the election campaign

Parliament will debate the nationalization issue next week.

20. **identical**: *n.* exactly alike or very similar. 相同的

【例句】two sisters with identical voices

All individuals of the same species are not identical.

They share identical attitudes to the subjects being discussed.

Your voice is identical to hers.

21. **Air-O was held in conflict with Arrow shirts**: Air-O was considered in confusion with Arrow shirts, because their pronunciations are quite similar.

【相关词】

in conflict with: in a state of disagreement or argument between opposite groups, ideas or principles. 与……冲突

【例句】The two parties have been in conflict with each other since the election.

Anderson, in conflict with the chief manager, resigned yesterday.

Arrow shirts: Being an American icon for over 150 years, Arrow is a world-famous brand established as a fashion leader in men's apparel. Arrow is now an American lifestyle brand with a broad assortment of men's, women's, and children's apparel and apparel related products available in over 90 countries worldwide.

22. **channel:** *n.* a system or method that is used as a way of achieving sth. 渠道

【例句】trade channel 贸易渠道 sales channel 销售渠道

diplomatic channels 外交渠道

23. **product line:** an arrangement of workers and machines in a factory so that the stages of work follow each other in order; assembly line. 生产线, 装配线

24. **The product Big Boy powder ...:** Although the two products are different, they will still confuse customers for they share the same brand name.

【相关词】

soft drink: drink which contains no alcohol and is usually sweet and cold. 软饮料, 不含酒精的饮料

in confusion with: in a state of mixing up sth. with sth. else. 混淆

【例句】People often hold the crow in confusion with the rook.

25. **deceptive:** *adj.* If sth. is deceptive, it tends to mislead you or make you believe sth. which is not true. 具欺骗性的

【例句】Betty knew that its fragile appearance was deceptive.

She seems to have plenty of confidence, but appearances are sometimes deceptive.

26. **bar:** *n.* to make sth. illegal to be used, made or done; to forbid; to prohibit. 阻止

【例句】restrictions barring the use of US-supplied weapons

He has been barred from playing for two weeks because of bad behavior.

27. **as was the word Nylodon for sleeping bags that contained no nylon:** It is the same case with the word *Nylodon*, which was barred for sleeping bags because there was no nylon in it.

【相关词】

as is/ was/ does, etc.: [formal] used to add that what you have said is also true of someone or sth. else. 如同……一样

【例句】He is honest, as are all his friend.

Eve's very tall, as was her mother.

I voted Labour, as did my wife.

28. **nylon:** *n.* a strong man-made substance made into cords, plastics, and material for clothes. 尼龙

【例句】 nylon thread (尼龙线) nylon shirt (尼龙衬衫)

29. **misleading:** *adj.* giving a wrong idea or impression, thus causing someone to think or act mistakenly. 误导的

【例句】 a misleading description

a misleading advertisement

misleading information

Statistics can be presented in ways that are misleading.

30. Because a trade mark is so valuable, companies go to great lengths to protect their brand names. In recent years, there have been a number of court cases involving allegations that one company has infringed on the trademark of another.

【译文】 因为商标如此珍贵,所以,许多公司都花大力气保护他们自己的品牌。近年来出现了许多的诉讼案件,指控一家公司侵犯了另一家公司的商标。

31. **go to great lengths:** to spend a great deal of time and effort and to be willing to do anything, however difficult, dangerous or unpleasant it is. 不遗余力

【例句】 He went to great lengths to get his child back from his ex-wife.

They went to great lengths to limit press coverage of the trial.

他们竭尽全力限制新闻界对审判的报道。

If they were prepared to go to great lengths, there was a good chance of a deal.

32. **allegation:** *n.* a statement, not supported by proof, that someone has done sth. wrong or evil; accusation. 无根据的指控

【例句】 allegations of improper business dealings

allegations of serious misconduct by government officials

If the allegations against him prove to be well-founded, he will lose his job.

33. **infringe on/upon:** to go against. 破坏,侵犯

【例句】 to infringe upon a nation's fishing rights

He considers that the school is infringing upon his rights as a parent by punishing his son in that way.

No one is allowed to infringe on the livelihood of his neighbor.

Here in the text, the phrase means to affect the right of the trademark of another company so as to make profits from it.

34. **properly:** *adv.* suitably and correctly. 合适地;正确地

【例句】 The children had just got out of bed, and weren't properly dressed.

I'm learning Italian, but I still can't speak it properly.

- 35. Pepsi:** In 1898, Caleb D. Bradham, a small town pharmacist looked for a name that would better describe his formula which he was selling locally under the name “Brad’s Drink”. He bought the name “Pep Kola” from a local competitor and changed it to Pepsi-Cola. For over 100 years, Pepsi-Cola has produced some of the finest soft drinks available anywhere in the world. PepsiCo, Inc. is among the largest consumer products companies in the world, with 2001 revenues of \$27 billion and 143,000 employees. Pepsi brand names are among the best-known and most respected in the world. Some of the PepsiCo brand names are 100 years old, but the corporation is relatively young. PepsiCo, Inc. was founded in 1965 through the merger of Pepsi-Cola and Frito-Lay. Tropicana was acquired in 1998. In 2001, PepsiCo merged with the Quaker Oats Company, creating the world’s fifth-largest food and beverage company, with 15 brands — each generating more than \$1 billion in annual retail sales. 百事可乐(一种饮料的商标名)
- 36. untimely:** *adj.* happening too soon. 过早的,不合时宜的
【例句】 untimely death 夭折,过早去世
- 37. demise:** *n.* (law) death. 死亡
【例句】 Upon his demise, the title will pass to his son.
 The demise of Joe Black came as a great shock.
- 38. valid:** *adj.* that can legally be used for a stated period or in certain conditions. 有效的
【例句】 a valid passport
 a train ticket valid for three months
 It’s valid for six months from the date of issue.
 This pass is no longer valid.
- 39. aspirin:** *n.* a medicine, in the form of white tablets, that reduces pain and fever. 阿司匹林
 Aspirin was introduced into the market place by Friedrich Bayer & Company around 1899. Later it became the world’s most widely used drug. The word “aspirin” was then used to represent all ASA (乙酰水杨酸), in addition to that produced by Bayer Company. Therefore aspirin was no longer the exclusive trademark of Bayer Company.
- 40. cornflakes:** *n.* breakfast cereal, made of small leaf-like bits of crisp crushed corn, usually eaten at breakfast with milk and sugar. 玉米片 It was originally a trademark, but now it stands for a type of food.
- 41. thermos:** *n.* a container with two thin silvery glass walls, between which there is a vacuum (真空), used to keep hot drinks hot and cold drinks cold (保温瓶). Thermos was originally a trademark for insulated products to keep food and beverages hotter, cooler and fresher. Invented in 1892 by Sir James Dewar, a scientist at Oxford University, the “vacuum flask” was first manufactured for



commercial use in 1904, when two German glass blowers formed Thermos GmbH. They held a contest to name the “vacuum flask” and a resident of Munich submitted “Thermos”, which came from the Greek word “Therme” meaning “heat”. Now “Thermos” has already had a history for over 100 years, and now it is no longer merely a trademark, but a name for all containers of the same kind.

42. **generic classification:** classification which is shared by a typical of a whole group of similar things.

【相关词】

classification: the act or process of classifying people or things into types or groups. 分类

【例句】 The classification of all the plants on this land took many months.

generic: dividing or grouping things according to the kind or class they belong to. 属的;类的

【例句】 Software is a generic term for the sets of programs which control a computer.

43. **Aladdin Company:** originally a manufacturer of vacuum bottles, kerosene lamps, and stoves.

44. **vacuum:** *n.* a space which contains no air or other gas, especially an enclosed space from which all air has been taken away. 真空

【例句】 vacuum bottle 保温瓶

45. **in time:** after a certain amount of time has passed. 迟早

【例句】 In time you'll forget him.

46. **lowercase “t”:** the letter “t” which is written or printed in the usual small form rather than in the capital or large form. 小写的 t

47. **originator:** *n.* something that began to happen or exist as an established starting point; the original form. The originator of an action or idea is the person we first thinks of it, begins it, or causes it. 创始人

【例句】 the originator of the play the originator of the idea

>>>>>> Extended Activities

A. Function and Structure

Take a moment to think about your life.

What's working?

What's not?

What's possible?

Perhaps you desire. . .

Intention is a plan or desire to do something. In other words, it is what you intend or plan to do or, more directly, your aim. You may have no or every intention of doing something, or you may do something with the intention of doing another thing. Your life is full of intentions, which tell you which step you should take next. Even some pleasure-seeking intentions may make your life full of sunshine.

In daily communication, asking for somebody's intentions is a common topic. However, not everyone would like to state their intentions frankly as there is some secret concealed in their mind. In that case, you should change the topic tactfully to avoid embarrassment. If you're sure that you have some good intentions, you need to make them clear, so that everyone would appreciate the best of your intentions. The sentence patterns in this section may help you both to ask for intentions tactfully and make your intentions clear.

B. Special Use: Subject and Verb Agreement (1)

1. 主谓一致的基本原则

主谓一致指句子的主语和谓语动词在人称和数的形式上的一致关系。这种一致关系涉及三个基本原则：语法一致 (grammatical concord), 意义一致 (notional concord) 和就近原则 (proximity principle)。

1) 语法一致原则

语法一致指句子主语和谓语动词在语法形式上保持一致。如果作主语的中心名词是单数名词或不可数名词, 谓语动词就用单数形式; 如果作主语的中心名词以复数形式出现, 动词谓语也用复数。例如:

The boy has failed his exams and will have to take them again.

Students are not allowed to leave their dormitories after 9 p. m.

2) 意义一致原则

意义一致原则指句子的主语和谓语动词在意义上保持一致。如果主语在语法形式上是单数, 但含有复数意义, 谓语动词使用复数。例如:

The police are still in search of the murderer.

Our family have agreed not to exchange gifts this year.

如果主语在语法形式上是复数, 但含有单数意义, 谓语动词使用单数形式。例如:

Twenty dollars is a high price for a theatre ticket.

The Philippines is a group of islands.

3) 就近原则

当句子中有若干个并列主语出现,谓语动词的单复数形式由最靠近它的名词决定,这就是就近原则。例如:

Neither Jane's mother nor *her father* is at home.

Not only the students but also *the teacher* was deeply moved by the story.

There *is a letter* and several pictures on the table.

通常情况下,语法一致是使用最广泛的原则。但有时候,在一定的情况下,我们也必须考虑另两种原则。

2. 以-s 结尾的名词作主语

- 1) 大部分以-s 结尾的名词是复数含义,如 archives (卷宗,档案), fireworks (焰火), goods (货物), morals (道德品行), stairs (楼梯), thanks (感谢), wages (薪水)等。

The *archives* are records in history.

The *goods* are to be delivered soon.

- 2) 但也有一些以-s 结尾的名词是单数含义,如疾病、学科、书籍、报刊、国家、组织和体育比赛等。

Bronchitis (支气管炎) is common among old people.

Physics (物理学) is my favorite subject.

The *United States* is a melting pot.

Draughts (西洋跳棋) is played by two people, each with 12 round pieces, on a board of 64 squares.

- 3) 表示山脉、海峡等的复数形式的地理名词,动词为复数形式。例如:

The *Andes* (安第斯山脉) are rich in minerals.

- 4) 一些以-s 结尾的名词单数和复数形式相同。当它们表示单数含义时,谓语动词用单数形式;反之,谓语动词用复数形式。这些词有: barracks (兵营), headquarters (总部), means (方法), series (系列), species (种类), works (工厂)等。例如:

One barracks is not enough.

Several barracks have been built in this area for newly arrived soldiers.

Every means has been tried out.

All possible means have been tried out.

That iron works is being built in the town.

Various works have been built in the town.

3. 集合名词作主语

- 1) 有些集合名词永远为复数含义,动词为复数形式。这些名词包括 people, police, cattle, poultry 等。例如:

The *police* have closed the case.

Poultry are more expensive in the city than in the countryside.

- 2) 有些集合名词永远为抽象含义, 动词为单数形式。这些名词包括 clothing, equipment, furniture, machinery, merchandise, poetry 等。例如:

Our warm *clothing* protects us from the cold.

The *merchandise* is attractively displayed and the assistants are friendly and helpful.

- 3) 既能作复数, 又能作单数的集合名词。

此类集合名词作主语, 谓语动词的单复数形式主要取决于集合名词在上下文中的具体含义。当作主语的集合名词强调的是整体或组织, 谓语动词用单数形式; 而当作主语的集合名词强调的是整体中的个体或成员, 谓语动词用复数形式。这种用法的集合名词有 committee, council, association, board, government, family, audience, crowd, class, school, army, flock, herd, village 等。例如:

The *committee* consists of 20 members. (强调委员会这一组织)

The *committee* are at dinner. (强调委员们)

The *modern family* is smaller than the traditional one. (强调家庭这一整体)

My *family* are taking separate vacations. (强调家庭中的成员)

另外, “the + 形容词”结构指一类人时, 动词通常也是复数形式。例如:

The *rich* have to help the poor. (富人)

The *poor* are getting poorer. (穷人)

但有时该结构也可表示单数意义。例如:

The *accused* was brought to the court. (一个被告)

4. 一词多义的名词作主语

一些名词同时具有几种含义, 单复数意义也不同。这些名词作主语时, 我们要特别注意分析它们的含义。例如:

His *arm* is broken. (手臂)

The nuclear *arms* have been disposed of. (武器)

The *contents* (of the book) are very instructive. (内容)

The (table of) *contents* helps you to find what you need in the book. (目录)

C. Practical Reading

本文是一份商务报告, 属于实用性说明文体, 重点介绍了著名咖啡品牌 Caferoma 销售量大幅下降的原因。商务报告往往由三部分组成, 即背景、问题、解决措施。本文只有背景和问题两部

分。文后题目都是细节题,除了第4题是将原文的 loyal 换为选项 b 中的 faithful,是同义表达以外,1至3题的答案在背景部分,4至6题的答案在问题部分。题目都很直观,可用寻读方法锁定答案。注意以下说法:

◇ pan-: combining form including everything or everyone, especially the whole of a continent, people, etc.: pan-African.

◇ ground coffee: 研磨咖啡

◇ copycat product: duplicated product. 仿制产品

注意:第2题的答案不是唯一的。我们可以根据自己的理解来回答。

Teaching Tips 教学提示



1. **Lead-in:** 本单元导入部分安排了听力理解和听写填空两项任务。听力理解部分包含两个语篇,分别介绍了 Trademark 商标的基本含义,商标的注册和商标拥有人权益的保护等事项。听力练习的编排和以往各单元一样,第一和第三项练习均属预听活动,主要目的是在进行精听训练之前,让学生对所听语篇的主旨有所了解,初步把握听音和理解上的难点所在,为接下来的听力活动做好词汇和心理上的准备。第二项练习为多项选择题,侧重考察学生理解、辨析语篇细节和关键信息的能力。第四项练习包含两项任务:一、根据所听到的内容进行单句正误辨析,错误的句子必须予以改正;二、要求学生在充分理解所听语篇内容的基础上,完成5个句子。教师特别要向学生指出,这5个要求完成的句子并非直接从原文选取,也就是说学生书上出现的文字材料和他们所听到的语音材料在顺序、结构和表述上不尽相同,并不是听到什么填什么就可以。学生在听音前,先要快速预读各句,明确听音时记忆的重点。在进行听音时,要摆脱书面文字的干扰,把注意力放在听辨、理解、记忆语篇的主旨,关键信息点,以及语篇的逻辑层次上,同时做好笔记。听音完毕后,再根据自己的理解和笔记的帮助,完成填空练习。教师应根据学生实际能力,对学生进行一定的听力笔记技能的辅导。听写填空是一篇关于商标 trademark 的短文,扼要介绍的商标的构成、功能和作用,主要填相关的名词、动词,可以作为导入活动安排在 Reading II 课文讲解之前进行。
2. **Reading I 的 Brainstorming 部分:** 全班学生通过自由讨论的形式,列出他们所知道的一些国内外知名品牌。如有可能,教师可事先准备或鼓励学生带一些相关品牌的实物在课堂上展示,以提高学生的兴趣和参与热情。
3. **Reading I 的 Pairwork 部分:** 学生结对讨论与 trademark 相关的话题。本活动的讨论题均系 open-ended questions,即无确定的答案。教师应注意调动学生的积极性和参与性。下文是对

brand 以及相关概念的简单介绍,供教师在开展课堂讨论时参考。在教材 Business World 部分对 brand 也有相关内容涉及,教师可结合使用。

Brand

In marketing, a *brand* is the symbolic embodiment of all the information connected with a product or service. A brand typically includes a name, logo, and other visual elements such as images or symbols. It also encompasses the set of expectations associated with a product or service which typically arise in the minds of people. Such people include employees of the brand owner, people involved with distribution, sale or supply of the product or service, and ultimate consumers.

Some marketers distinguish the psychological aspect of a brand from the experiential aspect. The experiential aspect consists of the sum of all points of contact with the brand and is known as the *brand experience*. The psychological aspect, sometimes referred to as the *brand image*, is a symbolic construct created within the minds of people and consists of all the information and expectations associated with a product or service.

Marketers seek to develop or “align” the expectations comprising the brand experience through *branding*, so that a brand carries the “promise” that a product or service has a certain quality or characteristic which makes it special or unique. A brand image may be developed by attributing a “personality” to or associating an “image” with a product or service, whereby the personality or image is “branded” into the consciousness of consumers. A brand is therefore one of the most valuable elements in an advertising theme, as it demonstrates what the brand owner is able to offer in the marketplace. The art of creating and maintaining a brand is called *brand management*.

A brand which is widely known in the marketplace acquires *brand recognition*. Where brand recognition builds up to a point where a brand enjoys a mass of positive sentiment in the marketplace, it is said to have achieved *brand franchise*.

Brand equity measures the total value of the brand to the brand owner, and reflects the extent of brand franchise. The term *brand name* is often used interchangeably with “brand”. In this context a “brand name” constitutes a type of trademark, if the brand name exclusively identifies the brand owner as the commercial source of products or services. A brand owner may seek to protect proprietary rights in relation to a brand name through trademark registration.

The act of associating a product or service with a brand has become part of pop culture. Most products have some kind of brand identity, from common table salt to designer clothes. In non-commercial contexts, the marketing of entities which supply ideas or promises rather than product and services (e.g. political parties or religious organizations) may also be known as “branding”.

Consumers may look on branding as an important value added aspect of products or services, as it often serves to denote a certain attractive quality or characteristic. From the perspective of brand owners, branded products or services also command higher prices. Where two products resemble each other, but one of the products has no associated branding (such as a generic, store-branded product), people may often select the more expensive branded product on the basis of the quality of the brand or the reputation of the brand owner.

4. Reading I 的 Exercise IV: Question 3 中 legal person 指“法人”。(an individual or group that is allowed by law to take legal action, as plaintiff or defendant. It may include natural persons as well as fictitious persons, such as corporations.) 英语中法定代理人称为 legal representative. Question 9 中 UN 指 United Nations, 联合国。(an organization of independent states formed in 1945 to promote international peace and security)

5. Reading I 的 Exercise V: Question 2 中 quite 和 quiet 常被误认为 homophone 同音异义词(两者的发音其实不一样)。Homophones are words that sound alike but are different in spelling, meaning or origin, for example, *blew* and *blue*; *to*, *too* and *two*; *heir* and *air*.

6. Reading I 的 Exercise VI: Question 5 b. 中 environment-friendly 指环保的, 亦可作 environment friendly. 例如:

Legislation is expected to drive the market for *environment friendly* chemicals.

Environment-friendly design eliminates radiation and chalk pollution.

Environment friendly measures are taken to fight against flooding.

The building materials shall be *environment-friendly* materials easy for assembly and disassembly.

The use of *environment-friendly* technologies and products results in lower environmental payment.

类似的构词还有: user-friendly (便于用户操作的), which refers to anything that makes it easier for novices to use. A computer menu-driven programs, for example, are considered more *user-friendly* than command-driven systems; eco-friendly (有利生态保护的), male-friendly (对男性有利的)等。

7. Reading I 的 Post-reading: 设有两项活动。为了提升对品牌的认知程度,许多公司或组织都设计了朗朗上口,引人注目,便于记忆的 slogan 和 logo, 其中一些特别成功的已经家喻户晓,深入人心,如活动 1) Quiz 中涉及的那些品牌。任务 2) 学生分组活动,按要求讨论他们自选的一个品牌。小组讨论结束后,教师可邀请各小组推举一名代表向全班作一个简短的陈述 (presentation), 与其他小组分享讨论的结果。以下关于 logo design 的补充材料供教师参考使用。

Logo Design

Logo design is commonly believed to be one of the most difficult areas in graphic design. It's not just an image. It is the face of an organization, which is the visual representation of a brand. For brand continuity, and because of the expense involved in changing it, a "good" logo is expected not to be too trendy, but ideally last many years before needing a redesign.

A "good" logo:

- ☐ is distinctive, and is not subject to confusion with another logo among customers.
- ☐ is clearly and instantly recognizable, in different contexts.
- ☐ usually includes a brand name.
- ☐ evokes an emotional response.
- ☐ associates the brand with positive qualities, in line with the target audience's needs.

For certain brands, bold use of primary colors, especially red and yellow, is used to draw attention. This is especially important for logos that are used in signage (标志) along roads, where the objective is to attract customers to the immediate location. e.g. *McDonalds*, *Denny's*, etc.

When designing a logo, practices to encourage are:

- ☐ use few colors, limit colors used to spot colors.
- ☐ avoid gradients as a distinguishing feature.
- ☐ produce alternatives for different contexts.
- ☐ design using vector graphics, so the logo can be resized without loss of fidelity.
- ☐ include guidelines on the position on the page and white space around the logo for consistent application.
- ☐ do not use a clip-art (剪贴画) as a distinguishing feature.
- ☐ do not use the face of a (living) human being.
- ☐ avoid culturally sensitive imagery, such as religious icons or national flags, unless the brand is committed to being associated with any and all connotations such imagery may evoke.

In general there are five types of logos:

- ☐ Text plus Image (Iconic Logo/Combination logo)
- ☐ Only Text (Wordmark Logo)
- ☐ Abbreviation plus Image (Iconic Logo/Combination logo)
- ☐ Only Abbreviation (Lettermark Logo)
- ☐ Only Image (Graphic Logo/Symbol Logo/Brandmark Symbol)

Due to the design, the color, the shape, and eventually additional elements of the logotype, each one can easily be differentiated from other logotypes. For example, in a supermarket a box of

Kellogg's cereals will be seen in the shelf from a certain distance, due to the unique design and the red color of its logotype. The same will be true when one is looking at the airport for the booth of the *Hertz Rent-A-Car* company. The logotype will be recognized from afar because of its shape and its yellow color.

Other well-known examples are: *Apple* computer's apple with a bite out of it started out as a rainbow of color, and has been reduced to a single color without any loss of recognition. *Coca Cola*'s script is known the world over, but is best associated with the color red; its main competitor, *Pepsi* has taken the color blue, although they have abandoned their script logo. *IBM*, also known as "Big Blue" has simplified their logo over the years, and their name. What started as International Business Machines is now just "IBM" and the color blue has been a signature in their unifying campaign as they have moved to become an IT services company.

There are some other logos that must be mentioned when evaluating what the mark means to the consumer. Automotive brands can be summed up simply with their corporate logo from the *Chevrolet* "Bow Tie" mark to the circle marks of *VW*, *Mercedes* and *BMW*, to the interlocking "RR" of *Rolls-Royce* each has stood for a brand and clearly differentiated the product line.

Other logos that have become global: the *Nike* "Swoosh" and the *Adidas* "Three stripes" are two well-known brands that are defined by their corporate logo. When Phil Knight started *Nike*, he was hoping to find a mark as recognizable as the *Adidas* stripes, which also provided reinforcement to the shoe. He hired a young student (Caroline Davidson) to do his logo, paying her \$35 for what has become one of the most well known marks in the world (she was later compensated again by the company).

Corporate identities today are often developed by large firms who specialize in this type of work. However, Paul Rand is considered the father of corporate identity and his work has been seminal in launching this field. Some famous examples of his work were the *UPS* package with a string (updated in March 2003) *IBM*, *Goodwill Industries* and *NEXT Computer*.

An interesting case is the refinement of the *FedEx* logo, where the brand consultants convinced the company to shorten their corporate name and logo from "Federal Express" to the popular abbreviation "Fed Ex". Besides creating a much stronger, shorter brand name, they reduced the amount of color used on vehicles (planes, trucks) and saved hundreds of thousands of dollars in paint costs. Note also, the right pointing arrow in the new logo is a subliminal hint of motion.

Supplementary Activity

Work in groups. Discuss with your group members and work out what makes a good brand name/logo first. Then find three examples of local or international logos. Paste or attach a printed example of

each below from an ad, shopping bag or other sources. Describe why it is a “good” brand name/logo using your group criteria.

8. Reading II 的 Translation: Sentence 5 中 chairman of the board 指“董事长”，也可作 chairman of directors; 董事会成员 member of the board; 商会会长 chairman of the chamber of commerce; 句中 general manager 指“总经理”。另补充关于 manager 的常见表达方式如下：

acting manager	代理经理
area manager	地区经理
assistant/deputy manager	副经理，协理
branch manager	分店经理
chief operating manager	运营主管
division/department/section manager	部门经理
export manager	出口部经理
first-line manager	最基层管理人员
front manager	总(服务)台经理
fund manager	基金(资金)管理人
marketing manager	市场(拓展)经理
middle manager	中层经理
money manager	短期资本经营者
operation manager	业务主管
personnel manager	人事主管
project manager	项目经理
public relations manager	公关经理
regional manager	区域经理
sales manager	销售经理
senior/top manager	高级主管
shop manager	车间主任

9. Reading II 的 Cloze:

Blank 12: a. phonetically 意为“按照发音地，语音学上地”；b. semantically 意为“按照语义地，语义上地”；c. visually 意为“在视觉上地，真实地”；d. phonologically 意为“按照音位地，音位学上地”。此处选 a. phonetically, 指“新造的单词在发音上听上去令人愉悦”。

Blank 15: 此处选 c. ingredients, 指“成分，因素”(an element in a mixture or compound; a constituent)。这句话的意思是 Ocean Spray 公司从 cranberries 和 apples 两个单词中各取一部分，创造了 Cranapple 这个品牌名。

Overview — *Ocean Spray* is an agricultural cooperative owned by more than 650 cranberry growers in Massachusetts, Wisconsin, New Jersey, Oregon, Washington, British Columbia and other parts of Canada as well as more than 100 Florida grapefruit growers. Formed 75 years ago by three cranberry growers from Massachusetts and New Jersey, it is currently North America's leading producer of canned and bottled juices and juice drinks, and has been the best-selling brand name in the canned and bottled juice category since 1981. Ocean Spray cooperative headquarters is located in Lakeville-Middleboro, Massachusetts. Fruit receiving stations and processing and bottling plants are located throughout the United States and Canada.

Key 练习答案

Reading I

Pre-reading

I.	Food & Drink	Electrical Appliances	Garments & Cosmetics	Others
	Pepsi 百事可乐 Coca-Cola 可口可乐 McDonald 麦当劳 Tsingtao 青岛 Asahi 朝日 Suntory 三得利 Sunkist 新奇士 Pizza Hut 必胜客 7up 七喜 Fanta 芬达 Sprite 雪碧 Kirin 麒麟 Nestle 雀巢 Waterman 获特满 KFC 肯德基 Budweiser Beer 百威啤酒	Sony 索尼 Siemens 西门子 Samsung 三星 Philips 飞利浦 Panda 熊猫 Panasonic 松下 Whirlpool 惠而浦 Hitachi 日立 Haier 海尔 ChunLan 春兰 Toshiba 东芝 Sharp 夏普 Skyworth 创维 Changhong 长虹 Hisense 海信 Konka 康佳 Kelon 科隆 Shinco 新科	Pierre Cardin 皮尔·卡丹 Nike 耐克 Levis 利维斯 Nivea 妮维雅 Lacoste 鳄鱼 Goldlion 金利来 Youngor 雅戈尔 Ponds 旁氏 Umbro 茵宝 O'REAL 欧莱雅 Shiseido 资生堂 VERSACE 范思哲 KOSE 高丝 LANCOME 兰蔻 Biotherm 碧欧泉 Reebok 锐步	Omega 欧米伽 Mobil 美孚 Fuji 富士 Ford 福特 Canon 佳能 Yahoo 雅虎 Disney 迪斯尼 Intel 英特尔 Motorola 摩托罗拉 Microsoft 微软 Shell 壳牌 Kodak 柯达 Benz 奔驰 Xerox 施乐 Volkswagen 大众 Buick 别克 Nikon 尼康 Seagull 海鸥

Exercises

II. 1. d 2. a 3. c 4. d 5. a

III. 1. identification 2. distinguish 3. term 4. register
5. vehicle 6. pictorial 7. package 8. compatible
9. thrive 10. provocative 11. visual 12. aisle
13. consistent 14. intrigue 15. forge

IV. 1. thrives 2. format 3. speak of (= talked about) 4. to project
5. became familiar to 6. after all 7. was registered 8. have ... been extracted
9. forged 10. distinguished ... from 11. consistent 12. has ... intrigued





















V. 1. I immediately identified the products.
2. Hob always confused "quite" and "quiet".
3. His red hair distinguished him from his brothers.
4. The business firm has the consistent policy for many years.
5. Despite a life devoted to novel writing, the novelist never won any recognition before his death.
6. A business institution should project a convincing image if it wants to develop its business more successfully.

Post-reading

Quiz 1

I'm lovin' it — McDonald's
Just do it — Nike
Finger lickin' good — Kentucky Fried Chicken
Let your fingers do the walking — Yellow Pages
M&M's, melt in your mouth, not in your hands.
Always low prices. Always Wal-Mart
Maybe she's born with it, maybe it's Maybelline
Betcha can't eat just one — Lays
The happiest place on Earth — Disneyland
Fresh up with seven-up
Good to the last drop — Maxwell
Things go better with Coca-Cola
Ask For More — Pepsi

Quiz 2

1. <u>LG</u> 	2. <u>Pepsi-Cola</u> 	3. <u>McDonald's</u> 	4. <u>Michelin</u> 
5. <u>Mitsubishi</u> 	6. <u>Reebok</u> 	7. <u>Kodak</u> 	8. <u>Mazda</u> 
9. <u>Shell</u> 	10. <u>Wella</u> 	11. <u>Ferrari</u> 	12. <u>Apple</u> 
13. <u>TDK</u> 	14. <u>Honda</u> 	15. <u>KFC</u> 	16. <u>Nike</u> 
17. <u>Mercedes-Benz</u> 	18. <u>Audi</u> 	19. <u>Motorola</u> 	20. <u>Pierre Cardin</u> 

>>>>>> Reading II

Exercises

- I.** 1. T 2. F(hints: on comparable goods) 3. F 4. T 5. F 6. T 7. NM
8. F 9. T 10. T

- III.** 1. 1) c 2) d 3) b 4) c 5) d 6) b 7) a 8) b 9) a 10) a
2. 1) luxury brand 2) brand manager
3) brand leader 4) classic brand
5) brand image 6) brand loyalty
7) brand stretching 8) brand awareness
3. 1) classic brand 2) brand awareness
3) brand image

- IV.** 1. With the logo, we can identify quickly the product of our company among a hundred others of the same category.
2. It's very difficult to distinguish a real antique from a fake one.
3. What we have learned from books is far from enough.
4. The company remains Number 1 of this sector in the fierce competition. After all, it has first-class equipment and human resources.
5. Sometimes a person can be both a chairman of the board and a general manager. Therefore, people often confuse the chairman of the board with the general manager.
6. The designers of the company go to great lengths to make their products more attractive.
7. The principle of "no pains, no gains" is applicable to anybody.
8. Those salespeople who sell their products by knocking at doors have somewhat infringed on the private lives of citizens.
9. When you are worried by something you have lost, the best solution is to forget it, because, in time, it will appear by itself.
10. They have come to realize that planned economy does not work in their country.
- V.** 1. d 2. b 3. b 4. d 5. a 6. c 7. c 8. d 9. b 10. b
11. c 12. a 13. d 14. d 15. c

>>>>>> Extended Activities

A. Function and Structure

I. 1. Carol: Hello, Carol Speaking.

Betty: Hi, Carol. This is Betty here. I'm phoning to tell you the arrangements for tomorrow.

Carol: Oh, yes. What's your plan for tomorrow?

Betty: I want to take you to the Century Park tomorrow. There is a flower show there tomorrow.

Carol: Wonderful! Are you thinking of spending so much time there?

Betty: No. I'm not planning to spend so much time there. It can be quite hot at noon. I have no intention of scorching myself in the June sun. We can have a swim at the University Swimming Center in the afternoon.

Carol: Sounds good.

Betty: Then I'll be seeing you at the gate of Century Park, 8 o'clock tomorrow morning. Is it OK for you?

2. Visa official: Are you David Wang from Shanghai?

David: Yes I am.

Visa official: Now I'd like to ask you a few questions.

David: All right.

Visa official: What are you going to do in my country?

David: I'm going to study for my Master's Degree at the University of California. Here's a letter of acceptance.

Visa official: All right. Are you going on any kind of scholarship?

David: No.

Visa official: Then, what do you plan to do to support yourself while you are there?

David: My uncle is an American citizen. He will support me while I'm in the US.

Visa official: Are you thinking of settling permanently in the US?

David: No, I'm not planning to stay in the US permanently. As soon as I get my degree, I'll come back to China, where I belong.

3. Father: Hi, son. Is everything all right?

John: Hi, Dad. I'm OK. I was just waiting for you to get home and we could talk.

Father: What's up? Please tell me what you have in your mind.

John: Well, I know you and Mom have given up a lot to save money for my college tuition.

Father: Yeah, we'll do all we can to get you a good education.

John: But, but, it's not my intention to further my study at present.

Father: Oh? What do you intend to do after leaving high school?

John: I intend to find a job and make some money first.

4. Susan: John, have you looked at the classified ads in today's evening paper?

John: Nope.

Susan: There's a vacancy for a salesperson ...

John: Do you mean to apply for the position?

Susan: No, I'm not thinking of quitting my present job. I think you can try ...

John: No way. I don't want to be a salesperson.

Susan: But you have been out of employment for nearly one year. I'm not going to take on extra work to support you any longer. You are a man. What are you doing all day now? Smoking, drinking, watching TV, playing video games ...

John: I feel very sorry about it, darling. I just want to find a better job ... It's not my intention to hurt your feeling. I'll make an effort to stop drinking alcohol and smoking heavily.

B. Special Use

- | | | | | |
|-----|---------------|-----------------|--------------|---------------|
| I. | 1. are | 2. has | 3. was | 4. is |
| | 5. is | 6. lead | 7. is | 8. studies |
| | 9. is | 10. is | 11. is | 12. is |
| | 13. are | 14. have | 15. is | 16. are |
| | 17. has | 18. are | 19. were | 20. are |
| | 21. is | 22. stands | 23. were | 24. is |
| | 25. are | 26. has | 27. were | 28. were |
| | 29. are | 30. is | | |
| II. | 1. was → were | 2. seem → seems | 3. none | 4. none |
| | 5. are → is | 6. has → have | 7. goes → go | 8. has → have |
| | 9. have → has | 10. are → is | | |

C. Practical Reading

I. 1. d 2. c 3. d 4. b 5. a 6. c

II. 1. Pricing

Reduce the price by, say, 20% to 30% to make it more competitive.

2. Advertising

Devise a new advertising campaign. (A new message, kind of campaign, and any special promotions need to be considered.)

3. A new product

Bring out an instant coffee or decaffeinated (去咖啡因的) product under the Caferoma brand.

D. Additional Vocabulary

Category	International Brand	Chinese Brand	Category	International Brand	Chinese Brand
Television	Sony 索尼 Panasonic 松下 Sharp 夏普 Toshiba 东芝 LG Samsung 三星 Philips 飞利浦 Hitachi 日立	TCL Changhong 长虹 Konka 康佳 Skyworth 创维 Hisense 海信 Haier 海尔	Washing Machine	Electrolux 伊莱克斯 Whirlpool 惠而浦 Siemens 西门子 Samsung 三星 LG Panasonic 松下 BOSCH 博世	Haier 海尔 Little Swan 小天鹅 Royalstar 荣事达
VCD/DVD Player	Sony 索尼 Pioneer 先锋 Philips 飞利浦 LG	NINTAUS 金正 Bu Bu Gao 步步高 Malata 万利达 Amoi 夏新	Refrigerator	Electrolux 伊莱克斯 BOSCH 博世 Sharp 夏普 LG Samsung 三星 Panasonic 松下	Haier 海尔 Rongsheng 容声 Hisense 海信 Royalstar 荣事达 Freestech 新飞 Midea 美的 Meling 美菱
Camera	Canon 佳能 Nikon 尼康 Olympus 奥林巴斯 Fuji 富士 Samsung 三星 Casio 卡西欧 Sony 索尼 Pendax 宾得	Seagull 海鸥 Lenovo 联想 Phoenix 凤凰 Aigo 爱国者	Air Conditioner	Mitsubishi Electric 三菱 LG Hitachi 日立 Samsung 三星 Panasonic 松下	Midea 美的 Chunlan 春兰 Gree 格力 Hairer 海尔 Hisense 海信 Aux 奥克斯

(Continued)

Category	International Brand	Chinese Brand	Category	International Brand	Chinese Brand
Computer	IBM Samsung 三星 HP 惠浦 Dell 戴尔 Toshiba 东芝 Apple 苹果 Samsung 三星	TCL Lenovo 联想 BenQ 明基 Acer 宏基 Asus 华硕 Haier 海尔	Watch	Omega 欧米茄 Rolex 劳力士 Casio 卡西欧 Longines 浪琴 Tissot 天梭 Citizen 西铁城 Rado 雷达 Swatch 斯沃琪	Tian Wang 天王 FIYTA 飞亚达 Seagull 海鸥 Shanghai 上海
Mobile Phone	Sony Ericsson 索爱 Motorola 摩托罗拉 Nokia 诺基亚 Samsung 三星 LG Apple 苹果 SHARP 夏普	TCL Haier 海尔 Lenovo 联想 Gionee 金立			

Unit 9

Successful Businessmen

Teaching Aim 教学目的



1. Cognitive Information (认知信息): Qualities for a Successful Businessmen
2. Language Focus (内容重点)
 - **Key Words:** I. drive, maximize, depression, introvert, discipline, aspiration, hierarchy, ritual, via, suite, isolate; II. theme, charisma (tic), peak, decline, dimensions, incredible, generate, villa, reform, civic, prod, citizenry, peer
 - **Phrases:** I. turn around, put ... on paper, by training, by nature, be fascinated with/ by, slow down, thrive on; II. well connected, adapt to, take on, dozens of, make contribution to
 - **Useful Structures:** be big/ keen/ weak on discipline
be out
By comparison with ... ,
by age (40)
3. Communicative Skills (交际技能)
 - **Expressions:** Agreeing and Disagreeing
 - **Reading:** Economic Status
4. Special Use (专项用法): Describing Character

Lead-in 导入



>>>>>> Listening Comprehension Tasks

Difficult Words & Expressions

1. partake: to participate 参与
2. net worth: 资本净值
3. gross capital: 总资本
4. sustainability: the state of being sustainable 可持续性
5. mesh: to accord with another or each other 相互协调
6. emulate: to strive to equal or excel, especially through imitation 尤指通过模仿来竞争或超越
7. inevitability: the state of being impossible to avoid or prevent 必然性
8. hedge: to minimize or protect against 减少或防止
9. setback: frustration 挫折
10. foresight: perception of the significance and nature of events before they have occurred 先见之明
11. tap into: 利用
12. faculty: an inherent power or ability 天赋
13. dependability: reliability 可靠性
14. tirelessly: untiringly 不知疲倦地
15. solicit: to seek to obtain by persuasion, entreaty, or formal application 恳求
16. grassroots: people or society at a local level rather than at the center of major political activity
基层
17. teachability: the state of being able and willing to learn 善于学习
18. perseverance: steady persistence in adhering to a course of action, a belief, or a purpose 百折不挠

Passage Script 1

A businessman is someone who partakes in a business venture and who develops and maintains business operations. A successful businessman is one who oversees one or more successful businesses, and one who produces values in society and is rewarded accordingly. The success is often measured in

financial terms like net worth, gross capital, cultural impact and sustainability. Whatever the measure of a business's success, there is a successful businessman behind it. Follow these guidelines for how to become a successful businessman.

Get an education. It is important that you know the fundamentals of running a business. There are many ways to learn business principles such as marketing, management, finance and operations.

Develop your interpersonal skills. Interpersonal relationships relate to how you interact with people. Not only will you need these skills to manage your employees, but also to negotiate deals and contracts and communicate effectively with the public.

Hire carefully. Your employees are your support network, and are necessary to your business success. Hire only the people who are skilled and competent, and be sure to consider how well your employees will mesh as a team when choosing your hires.

Seek the guidance of a mentor. Choose to develop a relationship with a businessman whose career you would like to emulate. You may find this mentor through social circles or by researching businesses that you deem as successful and asking for advice.

Take calculated risks. You must take some chances in order to become a businessman that stands out amongst competitors. This means accepting the inevitability of small failures and learning to see them as opportunities for growth. Plan your ventures carefully and hedge as much risk as you can, but be prepared for the occasional setback.

Passage Script 2

Not every businessman becomes successful. If you are a businessman, you need to have the characteristics of a successful businessman.

Foresight. A successful businessman is able to “see” the future. He can read the sign and is able to adapt himself to these signs. As a result, he can take a look into the future and knows his vision.

Creativity. He is able to tap into his creative faculties to discover the right business for himself. And when he has established his enterprise, he then uses his imagination and creativity in order to promote his products and services and gain as many clients as he can.

Honesty. He treats his customers and suppliers with respect. By being honest, he establishes a good name for himself and for his business. An honest businessman is loved by his clients and customers.

Dependability. What he promises or delivers are dependable.

Energy. He tirelessly works for the business and uses that same energy to motivate his employees and charm possible customers.

Leadership. He inspires his people, knows how to motivate them, and understands their needs and

concerns. He practices leadership by soliciting opinions from the grassroots, analyzes them, and then implements the changes for the business and for himself.

Teachability. He is willing to learn from anyone who is willing to teach him. He is not too proud to stand side by side with his workers. He tries to apply everything he learns.

Perseverance. A successful businessman is one who can get up after each fall and continues to pursue his vision for himself and for his business.

Key

II. 1. c 2. b 3. c 4. d 5. a 6. b 7. d 8. b 9. c 10. d

IV. 1.

Statements	Attributes
1) A successful businessman treats his customers and suppliers with respect and establishes a good name for himself and for his business.	Foresight (4)
2) A successful businessman knows how to inspire his employees, solicits opinions from the grassroots, analyzes them, and implements them.	Creativity (3)
3) A successful businessman is able to use his imagination to promote his products and services.	Honesty (1)
4) A successful businessman is able to take a look into the future and know his vision.	Energy (5)
5) A successful businessman always works tirelessly for the business.	Leadership (2)

2. There are some other important characteristics of a successful businessman. Dependability means what he promises and delivers are dependable. The second one is teachability. A successful businessman is willing to learn from anyone who is willing to teach him. He is not too proud to stand by side with his workers. He tries to apply everything he learns. The last one is perseverance. A successful businessman is one who can get up after each fall and continues to pursue his vision for himself and for his business.

>>>>>> Spot Dictation

Steven Paul “Steve” Jobs was an American business magnate and inventor. He was co-founder, chairman, and chief executive officer of Apple Inc. In the late 1970s, Jobs — along with Apple co-

founders — designed, developed, and marketed one of the first commercially successful lines of personal computers, the Apple II series. After losing a power struggle with the board of directors in 1985, Jobs left Apple and founded NeXT, a computer platform development company specializing in the higher-education and business markets. Apple's 1996 buyout of NeXT brought Jobs back to the company he co-founded, and he served as its interim CEO from 1997, then becoming permanent CEO from 2000 onwards, spearheading the advent of the iPod, iPhone and iPad. From 2003, he fought an eight-year battle with cancer, and eventually resigned as CEO in August 2011. On October 5, 2011, around 3:00 p.m., Jobs died at his home in Palo Alto, California, aged 56, six weeks after resigning as CEO of Apple.

Background Information 背景知识



1. What makes a successful entrepreneur?

Why is it that some people succeed in business, while the rest fall flat on their faces? What makes an entrepreneur successful? What traits and characteristics best describe that unique person who directs his rags to riches (白手起家) story?

Entrepreneurs are driven by the need to be successful. They are fast moving and flexible, and adaptable. Entrepreneurs are persistent and determined to succeed, because their own money and ego are at stake. Successful entrepreneurs are passionate about their business. Their overwhelming passion for their work helps them overcome exacting challenges and find solutions for insurmountable problems that come in their way.

You don't need to possess an MBA or PhD to succeed in your own business. In fact, there are a lot of entrepreneurs who did not even finish secondary education. And not all of them are geniuses. Studies show that most self-made millionaires have average intelligence. Nonetheless, these people reach their full potential and achieve financial and personal goals in business because they are open to learning new things. Entrepreneurs think of problems as opportunities for improvement and sources of new ideas.

With the traditional employment track seemingly on the decline, entrepreneurship is fast becoming a catching trend. Running your own business is a creative, flexible and challenging way to become your own boss and chart your own future. But, before you take the plunge, do understand what it will demand of you and whether you are prepared to give what it takes. The lure of

entrepreneurship is undeniably strong for many but it is important that you go into it for the right reasons. Being miserable in your job does not automatically make starting your own business the best idea in the world. In fact, it could be the worst reason of all to get into business. Do remember, finding another job is certainly far easier than running a business. But if, taking into account everything that's been said above, you are still sure that you have courage, determination and foresight to become a successful entrepreneur, go on, take the bull by the horns and go for it. After all, running a business is as much about living life as it is about making a living.

2. Common characteristics of successful people

Successful people, whether they are in business, government, non-profit or a professional field have five characteristics in common. These characteristics distinguish them from those who are in the middle of the pack. Some leaders have displayed these since their youths. Others have learned them, in many cases painfully, over the years. With drive, passion, hard work — and a degree of luck (i.e. being in the right place at the right time) anyone can be successful. The common traits of successful people include:

Passion for the current job or profession. Successful people wake up every day excited about both the challenges and opportunities facing them in the day ahead. There is no “oh, it’s Monday!” or “thank goodness, it’s Friday”. Most work, in some way, seven days a week and do not clock in/out. In one way or other, they are always working. Every single day brings new challenges and new opportunities for those who have a passion about what they do to make money.

Balance of work, family and other interests. Successful people do put how they make a living first. But they also find ways to weave their family and their interests into the way they make a living. Whether it is traveling with family, supporting a non-profit cause tied in to a personal (and professional) interest or just relaxing on the beach, successful people find ways to integrate work, family and personal interests together in a way that enhances each and is not to the detriment of their professional objectives. You can have it all.

High tech / low tech. There are super successful people who use pencil and paper. There are super successful people who use typewriters. And yes, there are super successful people who always have the latest notebook computer, cell phone, PDA device and the other latest cutting edge devices. Does one or the other make one more successful? The answer is “No”. What works for you is the right technology. Now there are some fields and some professions that demand a high degree of technological savvy and tools. That is clear. But in other more entrepreneurial endeavors, the low tech person may be just as successful if not more so than the one checking their email and answering their cell phone non-stop.

People powered. Successful people thrive on other people. Customers, clients, investors, potential

clients, employees and others energize successful people. It is difficult to be successful if your idea of a good time is being in your office or even just with a few close associates. Listening to the thoughts, ideas, needs, questions, issues and concerns of a variety of people opens up whole new possibilities for successful people. And they create situations where they can have these exchanges constantly.

Reading and learning. While there are many ways to learn: TV, radio, CDs and other medium, the one that propels most successful people to the top of their field or profession is reading. Most super successful people read constantly. And they do not just read professional journals and reports. They read everything they can get their hands on. They are curious about the world and they see opportunities and tie-ins for themselves in much of what they read. They devour books, magazines, newspapers, journals and just about anything else they can read that serves to expand their mind and their horizons.

Success, while a state of mind, is also a series of behaviors. And the most successful people exhibit these five behaviors consistently. Even if one does not achieve the stratosphere of the super-success, adopting these habits into daily life will lead to a higher level of success and personal fulfillment in the future.

3. Key qualities of successful entrepreneurs

According to statistics, more than 100 thousand people become millionaires each year in the United States alone! Overwhelming majority out of them is self-made and owners of business. This means, if you would like to pursue your goal of becoming rich, you have to start your own venture. But becoming an entrepreneur is not an easy task! There are certain qualities that are absolutely necessary if you would like to become successful in your business ventures. Some of these qualities are built-in parts of your inherent personality, and some of them get developed over time. Knowing these characteristics and identifying your weak ones — those, which need strengthening — will, eventually, help you become a successful entrepreneur.

1) Common sense

Studies show that most successful businessmen consider common sense as the foundation of their success. Common sense is defined as an ability to make sound judgments on the issues, which you encounter in everyday situations. Good judgment depends on acquired knowledge and past experience. The combination of these two creates necessary prerequisites in developing common sense in a person. Common sense allows you to understand complex issues in simpler terms and get into the core of a problem.

2) Specialized knowledge of your field

It is easier to start a successful business, if you have a deep knowledge of the business field that

you decide to pursue. About half of all home-based start-ups are launched by people who decide to use the knowledge, which they gained from their previous work experience of a particular niche area. Around 45 percent of all start-ups fail to survive more than two years. One of the main reasons is many entrepreneurs do not accumulate needed industry knowledge before jumping into business world.

3) *Self-confidence*

Self-confidence is a key entrepreneurial skill for success. It is easy to become demoralized, frustrated and resentful if you lack self-confidence. Self-confidence is concerned with how a person feels about his ability. A successful entrepreneur believes in his abilities. He is not scared to explore un-chartered territories, take risk and take difficult decisions. Self-confidence, however, is not a personal trait that either you have or you don't. A person can have high self-confidence in one situation and totally lack in another. This is one of those skills that can be developed by training.

4) *Ability to get things done*

Successful entrepreneurs are persistent and hardworking. They master self-discipline to such an extent that if a piece of work is important and related to their goals, they will, eventually, complete it. Getting things done is the vital link between motivations and their outcome. At times, entrepreneurs force themselves to choose work over fun, a boring job against a pleasant one, working on tax papers rather than reading a glamour magazine. This requires a self-control that many people simply fail to develop in them.

5) *Creativity*

Creativity is the ability to use your insights and come up with new solutions to old problems, get things done in a different way or find a totally different approach for conventional things to work together. Entrepreneurs need creative thinking ability virtually in everything. Each new product, each new marketing method, each business decision — all these are fertile ground for creative thinking. Often, entrepreneurs become immensely successful thanks to one single creative idea!

6) *Ability to lead*

Successful entrepreneurs are capable of leading people and get work done by them. They use a combination of various methods — effective motivation, planning, coaching and evaluation — to lead people. They are concerned about the wellbeing of others and easily get along with people.

7) *Self reliance*

Successful entrepreneurs try to take full responsibility for their actions. They know what they

are today, what they are going to be tomorrow, and depend solely on themselves, as it is the outcome of their own choices and decisions. They are proactive people, who set goals, walk an extra mile to achieve them and rely, primarily, on their own resources and abilities.

Language and Culture Focus 语言文化要点



>>>>>> Reading I

1. **maximize**: *vt.* to increase sth. as much as possible. 把……增加到最大限度

【例句】We must maximize our output/ chances of success.

The company's main function is to maximize profit.

People are trying their best to maximize the use of waste material.

Measures are taken to maximize the production and minimize the cost.

【相关词】

maximum: *adj.* [仅用于名词前] 最大量的; 最大限度的; 最大值的

【例句】The car has a maximum speed of 120 mph.

The maximum number of students in each class is thirty.

We must make maximum use of the resources available.

Display it under a strong light for maximum effect.

【相关词】

minimize: *vt.* to decrease sth. as much as possible. 把……减少到最小程度

【例句】We had about 12 hours' warning, so we were able to minimize the effect of the flood.

maximum: *n.* 最大量; 最大限度

adj. [仅用于名词前] 最高的; 最多的; 最大极限的

【例句】The sound has reached its maximum. 声音达到最高音位。

The maximum load for this lorry is four tons. 这种卡车最大载重量是4吨。

The maximum score on this test is 100. 这份考试的满分为100分。

minimum: *n.* 最小量; 最小限度

adj. [仅用于名词前] 最小量的; 最小限度的; 最小值的

【例句】You must get a minimum of 40 questions right to pass the examination.

你最少必须答对 40 道题才能通过考试。

He could not join the police, because he was below the minimum height allowed by the rules.

2. **turn around:** to manage an unsuccessful business so well that it becomes successful again. 使(业务)好转

【例句】 In under three years she had completely turned the company around.

They adopted a series of measures in an effort to turn the enterprise around.

3. **put ... on paper:** to write down. 写下

【例句】 As soon as you have an idea, put it on paper so you don't forget it.

The children's ideas were put on paper and placed on the bulletin board.

If a question can be put on paper, don't waste your boss' time by calling him or dropping in.

4. **by comparison with:** compared with. 与……相比

【例句】 A higher degree of facial wrinkling was observed among current smokers by comparison with non-and past smokers.

This represents an increase of 4.4 percent by comparison with the same quarter of the previous year.

5. **by training:** so far as instruction one receives in his profession or occupation is concerned. 就所受训练而言

【例句】 He is a doctor by training, but he takes a teaching job.

She is a teacher by training and holds a Teacher's Certificate from Oslo University.

6. **introvert:** *n.* someone who thinks mainly about his or her own personal life and does not enjoy spending time with other people. 性格内向者

【相关词】

introverted *adj.* 性格内向的;不善交际的

【例句】 The young girl has become nervous and introverted.

antonym: extrovert

7. **by nature:** concerned with one's character or the characteristics one is born with. 就性格/本质而言

【例句】 Man is by nature a political animal.

Truth is by nature self-evident.

He repeatedly suggests that man is by nature either a master or a slave, and those who are

fit to rule will do so over those who are fit to be ruled.

8. He worked systematically to obtain the breadth needed to be a modern chief executive — getting media coaching and spending three years' worth of Saturdays, six hours at a time, being tutored in marketing.

【译文】他有条不紊地干来获得现代行政主管所需的广博的知识面——获得媒体方面的相关指导,并利用周六接受三年的市场营销培训,每次六小时。

9. **He is big on discipline:** He is strongly self-controlled and behaves strictly along with the rules. 他自控能力强,遵守纪律。

【相关词】

discipline

- 1) *n.* a state of order or control gained as a result of the training to obey rules and orders. 纪律

【例句】strict military discipline

We have high standards of discipline at this school that must be maintained.

The book gives parents advice on discipline.

- 2) *n.* an area of knowledge such as history, chemistry, mathematics, etc. that is studied at a university. 学科;科目

- 3) *vt.* to teach someone to obey rules and control their own behavior. 训练;管教

【例句】At least I'm not afraid of disciplining my kids!

【相关词】

disciplined *adj.* 遵守纪律的;受过训练的

【例句】This is the most disciplined, effective army in the world.

10. **aspiration:** *n.* [一般用复数] a strong desire to have or achieve sth. 抱负

【例句】Since her graduation from a high school, Sarah has cherished aspirations to become an actress.

He has political aspirations.

【相关词】

aspire *vi.* 追求;渴望;有志于

【例句】It is clear that he aspires to the leadership of the party.

The man aspires after money and fame.

At that time, all serious artists aspired to go to Rome and paint.

11. **hierarchy:** *n.* the system of organizing people into different levels of importance. 等级制度

【例句】a rigid hierarchy 严格的等级制度

As the Japanese emphasize conventions, hierarchy dominates most Japanese enterprises.

12. **be out**: cease to exist; be to the point of extinction or exhaustion; no longer fashionable. 消失; 完结; 熄灭; 过时

【例句】The gas is out. 瓦斯熄灭了。

Summer is out. 夏天过去了。

The tide is out. 潮退了。

He was out at the election. 他在选举中落选。

Long skirts are out this year. 今年长裙已经过时。

13. **slow down**: to become slower or to make sth. slower. 减慢

【例句】Motorists should slow down and take extra care in foggy conditions.

My aching knee began to slow me down.

My computer slows down after a few hours' use.

Growth in sales has slowed down.

14. Ivester prefers that employees think of themselves as knowledge workers — their office is the information they carry around with them, supported by technology that allows them to work anywhere.

【译文】艾华士更喜欢员工将自己看作是与知识打交道的工作者——他们随身携带的信息就是他们的办公室,技术的支持使他们能在任何地方开展工作。

15. **ritual**

1) *n.* sth. that you do regularly in the same way. 惯例; 例行的事务

【例句】The children performed the bedtime ritual of washing and brushing their teeth.

2) *n.* a ceremony to mark an important religious or social occasion. 仪式; 典礼

【例句】The priest performed the ritual on the young boy.

3) *adj.* done in a fixed and expected way, but without real meaning or sincerity. 例行的; 惯常的

【例句】The police issued the usual ritual apology.

16. **via**

1) *prep.* using a particular person, machine, etc. to send sth. 通过; 借助于

【例句】I sent a message to Kitty via her sister.

2) *prep.* traveling through a place on the way to another place 经过; 取道

【例句】We flew to Beijing via Shanghai.

17. **crucial**: *adj.* extremely important. 决定性的; 紧要关头的

【例句】This is a crucial decision involving millions of dollars.

At this crucial moment, he appeared to our relief.

Scientists tell us that one's brain works quicker at crucial moments.

18. **thrive on:** to enjoy or be successful in conditions that other people, businesses, etc. find difficult or unpleasant. 乐意做(别人觉得难做或不乐意做的事);(在其他企业等认为困难或不利的环境中)成功

【例句】I wouldn't want that much pressure, but she seems to thrive on it.

Some couples thrive on conflict.

19. **suite:** *n.* a set of rooms in a building, esp. the expensive ones in a hotel. 套间

【例句】a honeymoon suite 蜜月套房

deluxe suite 豪华套间

superior suite 高级套间

presidential suite 总统套间

economy suite 商务套间

deluxe executive suite 豪华行政套间

>>>>>> Reading II

1. Konosuke Matsushita (松下幸之助 1894—1989):

Born in a rural village in 1894, Konosuke Matsushita became one of the world's pre-eminent industrialists as well as a prominent thinker on social and philosophical questions.

Apprenticed at the age of nine, young Konosuke worked in a bicycle shop and then the Osaka Electric Light Company, where his wiring skills won him rapid promotion. His confidence in the virtues of a light socket he had designed led Matsushita to found his own company in 1917, at the age of 22.

The success of the company however was built on the manufacture and distribution of a bullet-shaped lamp. He used demand for the lamp to build a sales network throughout Japan. With countrywide distribution established, Matsushita used the trademark *National* on Matsushita products, and dropped prices to make his lamp a mass-market product. Matsushita also used national newspaper advertising, an unusual form of marketing in Japan in the 1920s.

In 1929, Matsushita implemented ground-breaking and innovative management practices, under the banner of harmony between corporate profit and social justice. In 1933 Matsushita announced his five-guiding-principle service to the public, fairness and honesty, teamwork for the common cause, untiring effort for improvement, courtesy and humility, accord with natural laws, and gratitude for blessings.

From 1950 to 1973, Matsushita presided over a massive expansion of the company, with a focus on its three treasures: washing machines, refrigerators, and televisions. Matsushita's company became one of the world's largest manufacturers of electrical goods, sold under well-known trademarks including Panasonic, Technics, and JVC. Matsushita retired in 1973. In retirement, Matsushita focused on developing and explaining his social and commercial philosophies, and wrote 44 published books. One of his books, entitled *Developing a Road to Peace and Happiness through Prosperity* sold over four million copies. Chronic lung problems lead to his death of pneumonia on 27 April 1989, at the age of 94. He died with personal assets worth \$3 billion, and left a company with \$42 billion.

2. **entrepreneur:** *n.* a person who starts a company or arranges for a piece of work to be done, and takes business risks in the hope of making profits. 企业家
3. **theme:** *n.* the subject or main idea in a discussion, conversation, lecture, or piece of writing, etc. 主题

【例句】 The theme of this year's journalism conference is the copyright problem.

They organized public meetings on the theme “Law, Not War”.

4. Young Matsushita was not highly educated, rich, charismatic, or well connected.

【译文】年轻的松下幸之助没有受过高等教育,不算富有,也没有太多的魅力,更没有太多的人脉关系。

5. **charismatic:** *adj.* having the strong personal charm or quality to attract, influence and inspire people or win their admiration. 有个人魅力的, 有领袖气质的

【例句】a charismatic leader 有魅力的领导者

The noun form of “charismatic” is “charisma”.

【例句】 a political leader of great charisma

He would never be a film star; he's got no charisma.

He possessed the qualities of a leader: charisma, energy and eloquence.

- 6. well connected:** having wide social, professional, or business relationships 有广泛社交关系的

【例句】He's well connected in political circles.

(He knows a lot of powerful and influential people.)

7. **in his 20s:** This expression, with the plural form of the number, describes the period between the age of 20 and 30. Before the plural number is the possessive pronoun.

【例句】in her 30s in my fifties

We can also put “early” or “late” before the plural number.

【例句】 in her early 30s in my late fifties

If we use the definite article “the” before the plural number, the meaning will be totally different.

【例句】 in the 20s 在 20 年代 in the 50s 在 50 年代

8. **sickly:** *adj.* often ill, weak and unhealthy. 有病的; 体弱的

【例句】 a sickly child

a sickly-looking plant

New babies are stunted and sickly.

He was a sickly and ineffective man.

9. **by age 40:** no later than age 40; before age 40.

【例句】 Be here by four o'clock.

Will you finish it by tomorrow?

By the time the doctor arrived, the patient had died.

By 2010, the population will have risen 200 million.

10. **visionary:** *adj.* having or showing wise understanding of how the future will be. 有眼光的, 有远见的

【例句】 the greatest visionary king in European history

11. **Matsushita Electric:** one of the world's leading producers of electronic and electric products. Matsushita Electric offers a comprehensive range of products, systems and components for consumers, business and industrial use. Most of the company's products are marketed under several trademarks including: Panasonic, National, Technics and JVC. 松下电器公司

12. **Bethlehem Steel:** a US company. Founded towards the end of the 19th century, it produces a wide variety of steel mill products. Bethlehem also has iron ore (铁矿) operations, which provide raw materials to Bethlehem's steel-making facilities or sell such materials to trade customers. 伯利恒钢铁公司

13. **Colgate-Palmolive:** a US company. Founded by William Colgate as a soap and candle business in 1806, it is now manufacturing and marketing a wide variety of products in the United States and around the world. Its global trademarks include Colgate, Palmolive, Protex, Soupline, Fab, Science Diet and, etc. 高露洁公司

14. **Gillette:** a company that manufactures and sells a wide variety of products, including male and female wet and dry shaving devices and related toiletries, batteries, and toothbrushes. 吉列公司

15. **Goodrich:** Established by Dr. Benjamin Franklin Goodrich in 1870 in the USA, Goodrich Corporation is now a Fortune 500 company and a leading global supplier of systems and services to the aerospace and defense industry. Goodrich technology is involved in making aircraft fly, helping them land, and keeping them safe. With annual revenues of over \$4 billion, Goodrich is

headquartered in Charlotte, North Carolina, and employs more than 20,000 people worldwide in over 100 facilities across 16 countries. Goodrich offers an extensive range of products, systems and services for aircraft and engine manufacturers, airlines and defense forces around the world. From aerostructures and actuation systems to landing gear, engine control systems, sensors and safety systems, Goodrich products are on almost every aircraft in the world. [美国] 古德厘奇公司

16. **Whirlpool:** Founded in early 20th century, Whirlpool is now the world's leading manufacturer and marketer of major home appliances. The company's principal products are home laundry appliances, home refrigeration and room air conditioning equipment, home cooking appliances, home dishwashers and mixers and other small household appliances. 惠而浦公司

17. **adapt(to):** *vi.* to make or become suitable for new needs, purposes, or situation, etc. 适应

【例句】When we moved to France, the children adapted very well.

I'm afraid he can't adapt to the idea of having a woman as his boss.

18. **phenomenally:** *adv.* unusually. 非凡地, 不一般地

【例句】phenomenally strong 异常强大的

There were a number of phenomenally expensive shops.

Factory industry grew phenomenally from the 1880's onwards.

19. **globalization:** *n.* the worldwide integration of government policies, cultures, social movements, and financial markets through trade and the exchange of ideas; the increased mobility of goods, services, labor, technology and capital through out the world. 全球化

【例句】the globalization of trade and finance

20. **take on:** to accept work or responsibility, etc. (参见 Notes of Unit 3, Teacher's book 2)

【例句】My doctor says I'm too tired and has advised me not to take on any more work.

With his promotion, he had taken on greater responsibilities.

She takes on more work than is good for her.

21. **philanthropist:** *n.* a person who is kind and helpful to those who are poor or in trouble, especially by making generous gifts of money. 慈善家

22. **philosopher:** *n.* a person who studies the nature and meaning of existence, reality, knowledge, goodness, etc. 哲学家

【例句】The question has puzzled philosophers since the beginning of time.

philosophy: *n.* the study of the nature and meaning of existence, reality, knowledge, goodness, etc. 哲学

【例句】She read philosophy at Oxford.

23. **statesman:** *n.* an experienced political or government leader, especially one who is widely known

and is respected as being wise, honorable, and fair-minded. 政治家

【例句】Terrorism could threaten any visiting statesman.

24. **peak:** *vi.* to reach the highest point or level. 达到顶峰

【例句】Sales have now peaked, but they are expected to decline soon.

The annual workload no longer peaks at harvest time.

25. **decline:** *vi.* to become less in quality, importance or strength; to go from a better position to a worse position, or from higher to lower. 跌落; 衰败

【例句】declining popularity

His influence declined as he grew older.

The crime rate has declined sharply.

Do you think standards of morality have declined in recent years?

26. It is this remarkable growth that appears to be the quality most closely related to his achievements, more so than IQ, charisma, privilege, luck or dozens of other factors we normally associate with great success.

【译文】正是他的这种非凡的发展观,成为了伴随他人生成就的最重要的品质。这种品质,远
比智商、魅力、特权、运气或其他诸多因素更重要,尽管后者是我们通常认为与成功紧
密联系的要素。

It is this remarkable growth that ...: This remarkable growth is more closely related to his achievements than IQ, charisma, privilege, luck or dozens of other factors.

27. **remarkable:** *adj.* unusual or exceptional in some way that causes people to notice and be surprised.
异常的; 非凡的

【例句】a most remarkable sunset

a remarkable coincidence

Finland is remarkable for the large number of its lakes.

He prepared the dinner with remarkable speed and efficiency.

Her achievement was more remarkable as she had come from such a poor family.

28. **(be) related to:** (to be) connected in some way. 与……有关

【例句】This question is related to electricity.

This program is related to drug addiction and juvenile crime.

The fall in the cost of living is directly related to the drop in the oil price.

Cost is directly related to the amount of time spent on the job.

29. **achievement:** *n.* success after a lot of efforts. 成就

【例句】a remarkable achievement

an astonishing achievement

He felt a great sense of achievement when he reached the top of the mountain.

30. **IQ:** intelligence quotient; a measure of human intelligence, with 100 representing the average.

智商

【例句】an IQ test

She has an IQ of 127.

The IQ of our students is quite low.

31. **dozens of:** This phrase can be used to refer vaguely to a large number, which may mean “lots of” or “many”. 很多

【例句】I've been there dozens of times.

I've told you dozens of times.

There have been dozens of attempts at reform.

Here, “of” is used with the plural form of “dozen”. There also exist some similar phrases like “hundreds of”, “thousand of”, “millions of”, etc.

32. **dimension:** *n.* a particular part or aspect of a problem. (空间)度; 尺度

【例句】There is another dimension to this problem which you haven't considered.

【相关搭配】

on some dimensions; in some respects. 在某些方面

33. **Henry Ford (1863—1947):** American industrialist, pioneer automobile manufacturer. He founded the Ford Motor Company (福特汽车公司) with his associates in 1903. After he bought out his associates in 1907, the Ford family remained in control of the company. Ford Motor Company is one of the largest automobile producers in the world.

34. **Sam Walton (1918—1992):** American retailing executive. He opened the first Wal-Mart Discount in Arkansas in 1962. Walton developed Wal-Mart (沃尔玛百货公司) into a chain of centrally controlled stores. By 1991 Wal-Mart had become American's largest retailer. In 1985, Walton himself was the wealthiest person in the USA.

35. **Ray Kroc (1902—1984):** Once a businessman selling goods to the restaurant owned by Mac (Maurice) and Dick (Richard) McDonald. Attracted by the style of the restaurant, he sold his Company and joined in the operation of the McDonald restaurant. He bought out the McDonald brothers in 1961 and continued to run the company as president from 1955 to 1968 and as Chairman of the Board from 1969 to 1977. At the time of his death, there were 7,500 McDonald's restaurants worldwide.

36. **Honda:** a brand name for a famous Japanese car. 本田汽车

37. **aggressively:** *adv.* If you do something aggressively, you are eager to succeed and behaves in a determined and forceful way without caring about other people. 好胜地;有进取心地

【例句】aggressively launch the new product into market

38. **seek (sought):** *vt.* to make a search for something; to try to get sth. 寻求

【例句】He moved to London to seek jobs.

The travelers are seeking shelter from the rain.

Both the Russians and the Americans are seeking peace.

Will the president seek re-election at the end of his term of office?

The bombing could have been done by someone seeking revenge.

They are seeking a 10 percent reduction in their work force.

39. **media attention:** attention from such mass media as newspaper, television, and radio, etc. 媒体关注

40. **incredible:** *adj.* unbelievable; very hard to believe or imagine. 不可思议的

【例句】an incredible idea

incredible uniform

Their technical standard is incredible.

That's the most incredible coincidence I've ever heard of.

41. **generate:** *vt.* to cause to exist; to produce. 产生

【例句】Investment generates high incomes.

The accident generated a lot of public interest in the nuclear power issue.

The personnel department seems to be generating a lot of paperwork these days.

42. **villa:** *n.* a pleasant country house with its own garden, often used for only part of the year for holidays. 乡间别墅

【例句】They rented a villa not far from Paris.

We're renting a villa in the south of France for the summer.

43. **Nobel Prize:** The Nobel Prize is the first international award given yearly since 1901 for achievements in physics, chemistry, medicine, literature, economics and world peace. In 1968, the Sveriges Riksbank (Bank of Sweden) instituted the Prize in Economic Sciences in memory of Alfred Nobel, founder of the Nobel Prize. Each prize consists of a medal, personal diploma and prize amount. 诺贝尔奖

44. **founding:** *n.* the start or development of sth.; the establishment or setting up of something 建立

【例句】He opposed the founding of the National Gallery.

45. **the school of government:** a group of people with the same political opinions and ideas.

46. reform: *vt.* to improve by making changes. 改革

【例句】a plan to reform the tax system and make it simpler and fairer
a serious attempt at reforming our assessment methods
proposals to reform the Labor Party
It is high time that the legal profession reformed itself.

47. civic: *adj.* of a city or its citizens. This adjective is used to describe duties, rights, feelings that people have because they are members of a particular community. 市民的, 公民的

【例句】civic duties 公民义务
civic pride 公民自豪感
civic project 市政工程
The president's visit was the most important civic event of the year.
总统的来访是该市一年中最重要的事件。

48. human nature: the natural qualities and ways of behavior that are shared by most people. 人性, 人的本质

【例句】It's only human nature to like money.
It's only human nature to want a comfortable life.

49. research associate: person connected with another in research work. 研究伙伴

【例句】business associate 生意伙伴 work associate 工作伙伴

50. prod: *vt.* to urge sharply into action or thought; to remind sb. to do. 促使……行动

【例句】The announcement prodded us into action.
He's not lazy, but he needs prodding.
You may have to prod him from time to time.

51. citizenry: *n.* a literary word which refers to people living in a country, state, or city; the whole body of citizens. 公民或市民的总称

【例句】These issues were explained and debated by citizenry.

52. fortune: *n.* a great amount of money or possessions. 财富

【例句】He dreamed of making his fortune.
She won a fortune in a lottery.
His father left him an immense fortune.
The diamond necklace she was wearing must be worth a fortune.

53. make contributions to: to help make sth. successful. 对……作出贡献

【例句】to make contribution to the community
He has made an important contribution to the company's success.

54. **equally:** *adv.* to the same degree or extent. 相等地

【例句】They can both run equally fast.

Men and women must become equally responsible for bringing up children.

55. **It is difficult to find 20th century entrepreneurs or executives with a longer list of accomplishments:** He is the 20th century entrepreneur or executive with the longest list of accomplishments.

【相关词】

accomplishment: sth. remarkable. 成就

【例句】Children should learn about the great accomplishments of their nation.

56. **inspirational:** *adj.* giving the urge, desire, or eagerness to take effective action. 给予灵感的

【例句】The book was of the greatest inspirational value.

57. **role model:** a person whose behavior in a particular role is copied or is likely to be copied by others. 供他人效仿的职责模范

58. **peer:** *n.* a person of the same age, class, position, etc. as oneself. 同辈的人, 同等的人

【例句】The opinions of his peers are more important to him than his parents' ideas.

Comparing students with their peers outside university, they are most likely to have emotional problems.

>>>>>> Extended Activities

A. Function and Structure

1. English ways of expressing agreement and disagreement

The way people agree or disagree in an argument or discussion varies in different languages. A lot here depends on the national cultural and traditional background of the speaker. The English are not as straightforward in expressing their opinion as Russians are, for example. The word which describes the English way of speaking and behaving in the best way is probably the word "reserved". In agreement and disagreement one should remember about understatement as an important underlying principle of wording what you think. Agreement and disagreement are types of affirmation and denial in which the expressions of JUDGMENT or OPINION rather than the assertion of FACT are involved. It is all the more necessary not to offend standards of politeness when the other person's judgment is in question.

AGREEMENT In agreeing with an unfavorable opinion, you may wish to qualify your agreement

with an expression of regret, etc.

His speech was boring.

Yes, I am afraid it was.

I have to agree that it was.

I must say I found it so.

In other cases, you can be as enthusiastic as you like in emphasizing your agreement.

◇ *It was an interesting exhibition, wasn't it? — Yes, it was superb/absolutely splendid!*

◇ *A referendum will satisfy everybody. — Yes, definitely/quite/absolutely/ I absolutely agree/ I couldn't agree more/ I quite agree/ I agree entirely.*

◇ *A referendum will not satisfy everybody. — Definitely not/ It certainly won't / You are absolutely right, it won't/ I agree that it won't.*

◇ *It's good practice and it's good fun. — Exactly.*

◇ *I feel I ought to give her a hand. — Oh, quite, quite.*

◇ *I must do something, though. — Yes, I quite agree.*

◇ *There is far too much attention being paid to these hoodlums. — Yes, I couldn't agree more.*

◇ *The public showed that by the way it voted in the General election. — That's quite true. We reckon that this is what THEY would have wanted us to do. — I think you are absolutely right.*

You can show that you agree strongly with someone's description of something by repeating the adjective they have used and using "very" in front of it. You usually use "indeed" after the adjective.

◇ *It was very tragic, wasn't it? — Very tragic indeed.*

◇ *The pacing in all these performances is subtle, isn't it? — Oh, very subtle, indeed.*

Other ways of expressing agreement are:

◇ *That's just what I was thinking. / You know, that's exactly what I think.*

◇ *That's a good point.*

Partial agreement

If you agree with someone, but not entirely or with reluctance, you can reply "I suppose so".

◇ *I must have a job. — I suppose so.*

◇ *That's the way to save lives, and save us a lot of trouble? — I suppose so.*

If you are replying to a negative statement, you say, "I suppose not".

◇ *Some of these places haven't changed it. — I suppose not.*

Qualified agreement

In discussion and argument, there is often a need to agree with one aspect of a speaker's view, and to disagree with another. Here are some of the methods you might use to express this sort of

qualified agreement:

- ◇ *Certainly it's true that ... , but on the other hand ...*
- ◇ *I can see that ... But surely ...*
- ◇ *I am in total agreement with you about ... but we also have to consider ...*
- ◇ *Agreed , but if we accept ... , then it must also be true that ...*

Corroboration

We can also agree, and add a further point to corroborate or confirm the argument.

- ◇ *Yes, and in fact ... / Yes, and what is more ...*
- ◇ *I agree, and in fact one might go so far as to say ...*
- ◇ *Absolutely. Actually, I would go further, and say ...*

DISAGREEMENT Notice that you need to be very polite when disagreeing with someone in English — even someone you know quite well. When you deny or contradict what someone else has stated, the effect is often impolite, unless the denial is qualified in some way. You can qualify it by an apology or by adjusting to the speaker's point of view:

English is a difficult language to learn .

- ◇ — *I am afraid I disagree with you: some languages are even more difficult , I think .*
- ◇ — *TRUE , but the grammar is quite easy .*
- ◇ — *Yes , but it's not so difficult as Russian .*
- ◇ — *Do you think so? Actually , I find it quite easy .*

The commonest ways to express disagreement are as follows:

- ◇ *Yes , that's quite true , but ... / I'm not sure I quite agree . / I see what you mean , but ...*
- ◇ *Well , you have a point there , but ... / Perhaps , but I don't think that ...*

Rather than simply expressing complete disagreement, people usually try to disagree politely using expressions, which soften the contradictory opinion they are giving “I don't think so” and “Not really” are the most common of these expressions.

- ◇ *It was a lot of money in those days — Well , not really .*
- ◇ *It's all over now , anyway . — No , I am afraid I can't agree with you there .*

People often say “Yes” or “I see what you mean”, to indicate partial agreement and then go on to mention a point of disagreement, introduced by “but”.

- ◇ *You've just said yourself that you got fed up with it after a time . — Yes , but only after three weeks .*
- ◇ *It's a very clever film . — Yes , perhaps , but I didn't like it .*
- ◇ *They ruined the whole thing . — I see what you mean , but they didn't know .*

Strong disagreement

If you know someone very well you can disagree more directly using expressions like these:

◇ *I can't agree with you there. / You can't be serious! / Come off it! / Don't be silly!*

You should be very careful when using them, in order to avoid offending people.

◇ *That's very funny. — No, it isn't.*

◇ *You were the one who wanted to buy it — I am sorry, dear, but you are wrong.*

More formal ways

◇ *University education does divide families in a way. — I cannot go along with that.*

◇ *There would be less guilt which characterized societies of earlier generations. — Well I think I would take issue with that.*

◇ *When it comes to the state of this country, he should keep his mouth shut. — I wholly and totally disagree.*

◇ *He wants it, and I suppose he has a right to it. — Rubbish.*

◇ *He said you plotted to get him removed. — That's ridiculous.*

Learning to express agreement and/or disagreement with someone's views and opinions can be part of assertion training, which has gained increasing recognition in recent years. Its aim is to help people express themselves more effectively and appropriately.

2. How to be more assertive in disagreement

When you disagree with someone, it is often best to be direct and clear, as it avoids an unfortunate misunderstanding. E. g. : when someone disagrees they often go quiet; yet silence is often interpreted by others as agreement. Hence, there is a miscommunication. Disagreement can sometimes feel confrontational, so the assertive approach is to express disagreement in a constructive manner. This involves stating the disagreement clearly, but then following up immediately with one of the following:

◇ a proposed alternative "No I can't take you to the airport. John may know of someone else going to the airport this afternoon — try asking him."

◇ asking the other person to think of an alternative.

◇ "No, I can't take you to the airport. Who else could you ask?"

◇ stating where you agree: "I don't think that idea will work, but I do agree that something needs to be done about it, and we've got to find a solution."

B. Special Use: Describing Character

英语中有许多描写人物性格特征的表达。有些是形容词,例如:

amiable 和蔼可亲的	arrogant 傲慢的	diffident 缺乏自信的
brave 勇敢的	confident 自信的	eccentric 古怪的
deceitful 欺骗人的	dishonest 不诚实的	humorous 富幽默感的
generous 慷慨的	honest 诚实的	moody 喜怒无常的
miserly 吝啬的	modest 谦虚的	pessimistic 悲观的
obstinate 固执的	optimistic 乐观的	prudent 谨慎的
passionate 充满热情的	selfish 自私的	selfless 无私的
reserved 沉默寡言的	sensitive 敏感的	sentimental 多愁善感的
sensible 明智的	shy 怕羞的	sociable 好交际的
serious 一本正经的	sympathetic 有同情心的	talkative 健谈的
sullen 闷闷不乐的	vain 虚荣的	vigorous 精力旺盛的
timid 胆小的	aggressive 敢作敢为的	

有些是两个词合成的复合结构，如：

good-natured 性情温和的	ill-mannered 举止粗鲁的
kind-hearted 善良的	old-fashioned 守旧的
open-minded 心胸开阔的	narrow-minded 心胸狭窄的
quarrelsome 好争论的	self-conceited 自负的
self-centered 自我中心的	simple-minded 头脑简单的
tight-fisted 小气的	warm-hearted 热心的

有些是名词词组，如 bad temper, wonderful personality 等。有些是介词词组，如 of great wisdom, of iron character, of amiable disposition 等。有些是动词词组，如 take life easy, have different character 等。

这些不同的表达，有的虽然拼写相似，但意义却明显不同。例如，sensible 表示“明智的”，而 sensitive 表示“敏感的”；effective 表示“有效的”，而 efficient 表示“效率高的”；uninterested 表示“不感兴趣的”，而 disinterested 表示“公正的”；economic 表示“与经济有关的”，而 economical 表示“节俭的”；respectable 表示“受人尊敬的”（被动意义），而 respectful 表示“充满尊敬之情的”（主动意义）；considerate 表示“体谅人的”；而 considerable 表示“相当多的”。

有些意思虽然相近，但内涵却有所不同。如 humble 和 modest 都表示“谦虚”，但 humble 更强调地位的卑微；quick 和 hasty 都有“快”的意思，但 hasty 更强调“匆忙”的意思；silent 描述内心的宁静，而 speechless 指急得说不出话来。

另外，这些词还有褒义、贬义和中性之分。褒义词有 amiable, brave, confident, courageous, dynamic(充满活力的), energetic, enthusiastic, generous, honest, intelligent, mild, modest, kind, open-minded, optimistic, selfless, sensible, sympathetic, warm-hearted。

贬义词有 arrogant, bossy(专横的), cruel, deceitful, dishonest, dull, greedy, irritable(易怒的), moody, narrow-minded, obstinate, pessimistic, self-conceited, selfish, stingy(吝啬的), stubborn(固执的), timid 等。

中性词有 cautious(谨慎的), idealistic(理想的,空想的), nervous, self-conscious, sensitive, serious, shy, talkative 等。

所以,当这些表达用来描述同一人物时,应在内涵上统一起来,服务于同一个主题或语境。

C. Practical Reading

本文是介绍商务投资状况的说明文,文中有两个柱形图,形象地说明了丹麦优良的投资环境。阅读时应采用寻读的方法,针对题意分别从文中或图中寻找相应的信息。注意选择题第一题中要选出的是排在丹麦前的“欧洲国家”,因此是 2 个,而不是 4 个,日本和美国都不是欧洲国家。

注意文中的几个说法:

1. **The Nordic countries:** a term used collectively for five countries in Northern Europe. The Nordic countries have an aggregate population of about 24 million. The *Nordic Countries* are also the member countries of the Nordic Council: Denmark, Finland, Iceland, Norway, and Sweden. 北欧(尤指斯堪的纳维亚地方的)国家
2. **The Baltic states; or Baltic countries**, is a term which usually refers to three countries to the East of the Baltic Sea: Estonia, Latvia, and Lithuania. 波罗的海沿岸国家
3. **standing:** 这里指“排名”。
4. **inflation rate:** 通货膨胀率
5. **surplus:** 外贸顺差
6. **corporate tax rates:** 企业所得税率

Teaching Tips 教学提示



1. Lead-in: 本单元导入部分安排了听力理解和听写填空两项任务。听力理解部分包含两个语篇,分别介绍了成为成功商人的指导方针(guidelines for how to become a successful businessman)和成功商人的特质(characteristics of a successful businessman)。听力练习的编排

和以往各单元一样,第一和第三项练习均属预听活动,主要目的是在进行精听训练之前,让学生对所听语篇的主旨有所了解,初步把握听音和理解上的难点所在,为接下来的听力活动做好词汇和心理上的准备。第二项练习为多项选择题,侧重考察学生理解、辨析语篇细节和关键信息的能力。第四项练习包含两项任务:配对和完形填空。在配对题中,学生在正确理解原文的基础上,把左栏中描述成功商人言行举止的短句和右栏中列出的成功商人的 5 大特质相配对。该练习考查了学生对所听到的内容进行快速归纳并灵活运用能力。在完形填空练习中,教师特别要向学生指出,用于完形填空练习的语段并非直接从原文选取,也就是说学生书上出现的文字材料和他们所听到的语音材料在顺序、结构和表述上不尽相同,并不是听到什么填什么就可以。学生在听音前,先要快速预读完形填空语段,明确听音时记忆的重点。在进行听音时,要摆脱书面文字的干扰,把注意力放在听辨、理解、记忆语篇的主旨,关键信息点,以及语篇的逻辑层次上,同时做好笔记。听音完毕后,再根据自己的理解和笔记的帮助,完成填空练习。教师应根据学生实际能力,对学生进行一定的听力笔记技能的辅导。听写填空是一篇关于美国苹果公司创始人乔布斯的短文,可以作为导入活动安排在 Reading II 课文讲解之前进行。教师可以在课前安排学生收集一些关于 Steve Jobs 的音频或视频资料,请学生对照 Lead-in 部分和 Reading I 中关于成功商人的特质的讨论,谈谈 What makes Jobs one of the most successful CEOs in the world? 教师也可结合以下对 Steve Jobs 的悼念词(Tribute to Steve Jobs),请学生说说他们所了解的其他 successful businessmen 身上是否具有某种和 Jobs 类似的特质。

Here's to the crazy ones.
The misfits. The rebels. The troublemakers.
The round pegs in the square holes.
The ones who see things differently.
They're not fond of rules.
And they have no respect for the status quo.
You can quote them, disagree with them, glorify or vilify them.
About the only thing you can't do is to ignore them.
Because they change things.
They push the human race forward.
And while some may see them as the crazy ones, we see genius.
Because the people who are crazy enough to think they can change the world, are the ones who do.

2. Reading I 的 Brainstorming 部分: 全班学生通过自由讨论的形式, 写出他们认为成功商人应该具备的品质。教师还可让学生对照这些单词, 说说他们自己身上具有或欠缺哪些成为一名成功商人的潜质。

3. Reading I 的 Pairwork 部分: 学生双人结对讨论与 successful businessmen 相关的话题。本活动的讨论题多系 open-ended questions, 即无确定的答案。教师应注意调动学生的积极性和参与性。教师可根据学生的语言能力和对相关商务信息的熟悉程度, 在教学中灵活结合使用“背景知识”中提供的材料。
4. Reading I 的 Exercise IV 部分: Question 8 中 for good 意思是“永远”, 相当于 for ever, 也可说成 for good and all.
5. Reading I 的 Exercise V 部分: Question 4 中 Pudong New Area 指上海市的“浦东新区”。[The Pudong New Area on the eastern side of the Huangpu river is a special economic zone which was built in the 1990s. There grew vegetables before 1990, but now skyscrapers and modern buildings are shooting up. In this area there are also the Oriental Pearl TV Tower (东方明珠电视塔) and Jin Mao Tower (金茂大厦).]
6. Reading I 的 Exercise VI 部分: Sentence 2 b 中 Himalayas / ˌhɪməˈleɪəz/ 指“喜马拉雅山脉”。(The Great Himalayas, the highest mountain range in the world, extend along the northern frontiers of Pakistan, India, Nepal, Bhutan, and Burma. They were formed geologically as a result of the collision of the Indian subcontinent with Asia. There stands the highest mountains on earth: Mount Everest 珠穆朗玛峰 8,796 meters.)
7. Reading I 的 Post-reading 部分: 设有两项任务。任务 1) 由学生单独完成一个 quiz, 该测试可以帮助学生更好地了解自身的行事风格, 是否具备成为一名成功商人的潜力。在测试前, 教师应向学生指出, 测试中的选项没有对错、优劣之分, 因为成功并没有固定的模式, 所谓 All roads lead to Rome。任务 2) 是对课文 I 的回顾、总结和扩展。学生分组活动, 讨论并完成课文主人公 Douglas Ivester 个人履历的 fact sheet, 并参照 Douglas Ivester 的成长背景, 列出他们自身所具备或欠缺的成为一名商界精英的品质。小组讨论结束后, 教师可邀请各小组推举一名代表向全班作一个简短的陈述 (presentation), 与其他小组分享讨论的结果。
8. Reading II 的 Cloze 部分

Blank 2: *yen* 指的是“日元, 日本的基本货币单位”(a basic unit of currency in Japan)。

Blank 4: *equivalent* of a high school education 意思是“等同于中学的教育”。*certificate* 指“证书, 证明书”, 我们可以说: a graduate certificate 毕业证书; a health certificate 健康证明书; a higher school certificate [英] 中学毕业文凭; an identity certificate 身份证明书; a birth certificate 出生证; a leaving certificate 毕业/肄业/离职证书; a marriage certificate 结婚证书; *diploma* 指“文凭; 毕业证书”, 我们可以说: a college/university diploma 大学文凭; diploma of graduating 毕业证书。

Blank 8: *revenues* 指的是“来自财产或投资的收益, 收入”(yield from property or investment; income)。 *financing* 特指“筹集资金, 融资”。

Blank11: lack 可作及物动词使用。我们可以说:

She lacks both experience and confidence.

If you lack anything, please let me know.

lack 也可作及物动词使用, 常与 for 连用。我们可以说:

He doesn't lack for admiration.

In any case, she didn't lack for money.

lack 也可作名词使用, 常与 of 连用。我们可以说:

The flowers died for lack of water.

There's a lack of enthusiasm for these changes among the staff.

lacking 用作形容词, 常与 in 连用。我们可以说:

I'm afraid he's somewhat lacking in intelligence/initiative.

Key 练习答案

>>>>>> Reading I

Pre-reading

I.	ambitious	open-minded	enthusiastic
	initiative	diligent	energetic
	creative	assiduous	courageous
	independent	hard-working	industrious
	talented	confident	farsighted
	imaginative	self-disciplined	resolute
	originative	sociable	active
	capable	experienced	full of vigor / drive
	versatile	unyielding	resourceful
	vigorous	indomitable	persistent

Exercises

II. 1. d 2. c 3. d 4. c 5. a

III. 1. maximize 2. values 3. decade 4. mill
 5. thrive on 6. depression 7. powerhouse 8. promptly
 9. aspiration 10. systematically 11. hierarchy 12. annual

IV. 1. aspiration 2. hierarchy 3. to maximize 4. via
 5. fascinated 6. turn around 7. by nature 8. are out
 9. thrives on 10. discipline 11. have been made into 12. slow down

V. 1. In under 3 years, she had completely turned the company around.
 2. As soon as an idea occurs to you, put it down on paper, so you won't forget it.
 3. Helen was, by nature, a girl of few words.
 4. The visitors are fascinated with the rapid development of Pudong New Area.
 5. The principal was big on discipline.
 6. What are you going to do? Well, bowling is out because my wrist is killing me.
 7. I wouldn't want that much pressure, but she seems to thrive on it.
 8. IBM is not only a business institution but also a powerhouse.

Post-reading

1. Quiz Results

The good news is that there are no right or wrong answers. There is no secret formula for success. To be successful, you need to be able to make decisions and be able to look at possibilities. You need to consider the bottom line and the feelings of others when making choices. Read through the following sections to see which hats you already feel comfortable wearing and which you will need to grow into.

Mostly a: Your natural talent for developing relationships will make it easier to build a customer/client base. Your ability to be detail-oriented and organized will help you stay focused on the task-at-hand. And, an objective decision-making style often helps when it's time to make those tough decisions that affect the bottom line.

Things to think about: Most small business owners start out by working alone. Be sure to maintain contact with other colleagues, so you don't get lonely. Your ability to make decisions is important,

but try not to let it keep you from looking at all your options. Also, don't forget to take the needs and values of others into consideration when working with clients and employees.

Mostly b: Your natural creative talent will help you keep your company from becoming stagnant. Your ability to adapt when things don't go as planned can be an invaluable asset. And, because you prefer to work independently, you will probably feel less isolated than those who need constant people contact.

Things to think about: Because you're not as comfortable connecting with others, it may take more effort to develop business relationships. While values and feelings are important, don't forget to consider what's best for the bottom line. Also, you will need to develop some organizational skills until you are able to hire staff.

Our quiz is meant to be a starting point: An entertaining way to get you thinking about yourself. One of the keys to being successful is to recognize your strengths and your weaknesses. It's easier to move forward, when you know where you already are.

2. Entrepreneurial Qualifications

The following are some of the qualities of successful entrepreneurs. Check and see whether you have these qualities too.

- 1) Do you like to take charge and make your own decisions?
- 2) Do you enjoy being competitive with others?
- 3) Are you a self-directed person with strong self-discipline?
- 4) Do you plan ahead and consistently meet your goals and objectives?
- 5) Are you good at time management and getting things done in a punctual manner?
- 6) Would you be willing to lower your standard of living in order to get a business started?
- 7) Do you persevere regardless of setbacks?
- 8) Do you take responsibility for mistakes?
- 9) Do you listen objectively to advice and criticism given by others?
- 10) Are you a self-starter?

>>>>>> Reading II

Exercises

- I. 1. T 2. NM 3. T 4. T 5. F 6. F 7. F 8. T 9. F 10. T

III. 1. d 2. c 3. a 4. b 5. a 6. c 7. d 8. b 9. c 10. b

- IV. 1. By comparison with state-owned enterprises, the scale of self-employed enterprises is too small.
 2. Many people are fascinated with surfing the Internet. But few people are doing business through it.
 3. You are supposed to report to the chairman of the board about the loss as soon as possible.
 4. Nowadays a lot of students are opposed to the traditional teacher-centered teaching.
 5. While old fashions are out, new fashions become in.
 6. Profit is the only thing that matters to him.
 7. With the development of market economy, we are no longer worried about the shortage of the supply of goods.
 8. Most people are reluctant to do the cleaning job whereas she thrives on it.
 9. In the West, people always associate white color with purity.
 10. With promotion, he had taken on greater responsibilities.

V. 1. a 2. c 3. d 4. a 5. c 6. d 7. d 8. b 9. c 10. c
 11. a 12. b 13. d 14. c 15. b

>>>>>> Extended Activities

A. Function and Structure

1. 1) Jack: I believe that luck often decides one's fate.
 Jim: I must say I entirely disagree with you. I don't believe in fate at all.
 Jack: You don't?
 Jim: Yeah. I always think I can determine my course of life.
 Jack: I see your point, but you should not forget that "Man proposes, God disposes".
- 2) Lee: I've come to the conclusion that English is the most difficult language to learn in the world. I don't think I can master it at all no matter how hard I try.
 Linda: You can't be serious! Everyone knows that your Chinese is much more difficult than English. Do you go along with that?
 Lee: I'm afraid I'm opposed to your statement. To me, Chinese is a piece of cake. Anyway, nobody will find his mother tongue difficult.
- 3) Mr. Barker: Don't you think the price you offer is too high? I'm sorry I can't accept your offer. \$1,500 for such a car.
 Mr. Jackson: You can't mean that! Do you know how much I paid for "such a car" five months ago? \$15,000!

Mr. Barker: I can't imagine I would pay \$1,500 for this car.

4) Susan: Can I ask if you agree that table tennis is the most boring sport?

Betty: I'm afraid I'm not with you here. I like table tennis very much.

Susan: Really? In my opinion, the ball is too small and it moves too fast. I can hardly see what's going on.

Betty: That may be the case, but I think it is more interesting to play than to watch.

5) Mary: Would you accept my view that we students should learn to think and act independently?

Fanny: Definitely! You know that is exactly what I think. But I don't think many teachers are encouraging their students that way.

Mary: You're absolutely right. You see, I'm in complete agreement with you on this point.

Fanny: I think teachers should give us more opportunities to express our opinions and not to be too strict about what is correct or wrong.

Mary: Oh, I agree entirely with you. Teachers shouldn't always tell us what to do or not to do.

6) Linda: I wonder if you agree that "the proof of the pudding is in the eating".

Jenny: Oh, to be frank, I'm not sure if I agree entirely with you on that.

Linda: Well, I'm very much in favor of this saying. You never really know how good something is until you try it out.

Jenny: I take it with some reservations. That's true for many things. But sometimes you can tell how good something is just by looking at it.

B. Special Use

I.		
Positive	Negative	Neutral
mild dynamic amiable optimistic courageous enthusiastic sympathetic practical honest sensible confident adaptable open-minded shrewd intelligent	timid dull cold pessimistic stubborn unsympathetic cruel bossy irritable moody headstrong (self-willed) flirtatious selfish greedy stingy narrow-minded	cautious tacit shy passionate sensitive idealistic self-conscious nervous talkative tough

- II. 1. She is very sensitive. So she is easily hurt.
 2. My boss is open-minded. So he's highly respected.
 3. He's timid by nature and is usually laughed at by others.
 4. That man is selfish by nature and very difficult to get along well with others.
 5. Almost everybody agrees that Mrs. Thatcher is of iron character.
 6. She's of amiable disposition and it seems that she would never be angry with anybody.
 7. I can't believe she would be so deceitful. It's just not in her nature.
 8. It has never been in my nature to take life easy.
 9. He has a wonderful personality that wins him many friends.
 10. The twin brothers have entirely different characters.

C. Practical Reading

1. a 2. b 3. c 4. a 5. d 6. b 7. c 8. d 9. a 10. b

D. Additional Vocabulary

Category	International Brand	Chinese Brand
Skin Care	Johnson & Johnson 强生 Pond's 旁氏 Olay 玉兰油 Estee Lauder 雅诗兰黛 Vichy 薇姿 L'Oreal 欧莱雅 Lancome 兰蔻 Avon 雅芳	郑明明 Cheng Ming Ming 羽西 YUE-SAI 美加净 Maxam 隆力奇 Longliqi 佰草集 Herborist 大宝 Dabao
Shampoo/Conditioner	Pantene 潘婷 Sunsilk 夏士莲 Sassoon 沙宣 Shiseido 资生堂 Head & Shoulders 海飞丝 REJOICE 飘柔 Wella 威娜 Sifone 诗芬	蜂花 BEE & FLOWER 舒蕾 SLEK
Toothpaste	Colgate 高露洁 Crest 佳洁士 Darlie 黑人牙膏 Signal 洁诺	中华 Chung Hua 美加净 Maxam

(Continued)

Category	International Brand	Chinese Brand
Coffee	Nescafé 雀巢咖啡 Maxwell House 麦斯威尔	海南力神咖啡 Lisun 云南咖啡 Yunnan Coffee (注册商标为“乐寿”、“金峡谷”)
Tea	Lipton 立顿 Nestea 雀巢(茶)	西湖龙井 Xihu Longjing 黄山毛峰 Huangshan Maofeng 碧螺春 Biluochun
Shoes	Clarks 其乐 Columbia 哥伦比亚 Timberland 添柏岚 Nike 耐克 Adidas 阿迪达斯 Reebok 锐步 ECCO 爱步 GEOX 健乐士	森达 Shenda 红蜻蜓 Red Dragonfly 奥康 Aokang 达芙妮 Daphne 李宁 LI-NIN
Soft Drink	Coca-Cola 可口可乐 Pepsi 百事可乐 Nestle 雀巢	Suntory 三得利 Zheng Guang He 正广和 Nongfu Spring 农夫山泉 Kirin 麒麟 Huiyuan 汇源

Unit 10

Successful Businesses

Teaching Aim 教学目的



1. Cognitive Information (认知信息): Successful Businesses

2. Language Focus (内容重点)

— **Key Words:** I. organic, affinity, mania, overtake, subscriber, savvy, superb, sprint, sullen, vanguard, roam, nomadic, indispensable, principal, download, iceberg, magic; II. headquarter, sparkling, underline, commitment, backbone, pause, weather (v.), interval, dawn (v.), ensuing, fluctuation, globalize, diversify, subsidiary, consolidate, strengthen, utilize, versatility, array, peripheral, rank

— **Phrases:** I. from cradle to grave, flush away, concentrate on, be quick off the mark, whip out; II. tear down, make room for, reflect on, stand up to, branch into, all along

— **Useful Structures:** V + cognate object

the way things are going ...

the tip of an iceberg

time/place + see + object

no fewer than

with an eye to

3. Communicative Skills (交际技能)

— **Expressions:** Asking for and Giving Opinions

— **Reading:** A Comparison of Two Businesses

4. Special Use (专项用法): Subject and Verb Agreement (2)

Lead-in 导入

>>>>> Listening Comprehension Tasks

Difficult Words & Expressions

1. be blessed with: 在……方面有福气;幸运地享有
2. categorize: to classify 归类
3. capacity: capability 能力
4. brand: to mark 打上标记
5. corporate social responsibility: 企业社会责任
6. sustainable development: 可持续发展
7. yield: to create 创建
8. hallway: a corridor or an entrance hall in a building 走廊;门厅
9. Avon: 雅芳
10. down to earth: 务实的,现实的
11. high-flying: ambitious 雄心勃勃的
12. consultancy: a business offering expert or professional advice in a field 咨询服务
13. outgoings: expenditure 开支
14. overhead: the operating expenses of a business 管理经营费用
15. cushion: sth. that mitigates or relieves an adverse effect 缓冲
16. ride out peaks and troughs: 安然度过高潮和低谷

Passage Script 1

Staying on top of the business ladder is difficult, as the business world is dominated by only the bravest in heart, the strictest in discipline, the soundest in the motivation, and the cleverest of the mind. Thus, even one who is blessed with money to invest cannot just start a business without the right technical skills and leadership capabilities. Then how to define a successful business?

As there are no rules that state the true measure of a successful business organization, there are basic aspects, however, that categorize a company for being successful or not. One aspect that measures a successful business organization is its earning capacity or its pattern of profit growth. An example of this is a company's worth in terms of the value of its stock in the stock market. The higher the value of the stock is, the more stable the company appears to future investors so that more potential investors are drawn into the company.

Another aspect that brands a company to be successful is when it is able to establish and uphold a culture and its workers share a common purpose for a common good — that is to be of service not just for the profits that each customer brings, but also for giving satisfaction to the consumers as well.

Another aspect that companies need to have in order to be called successful is by having a corporate social responsibility where the business aims to work with its employees, their families and the society to contribute to a sustainable development that will yield better living and working environment.

Passage Script 2

How to define a successful business? Success is a word used very generically and often without any background, scope and meaning. You'll hear hallway conversations about how successful his wife is or how successful that friend is. In fact, success is far more than the results you have to show on paper. But what is success?

Success will vary in each individual's eyes. Everyone has a different definition and I think it depends on what kind of a life you want. If you want a nice easy quiet life, with lots of time for leisure activities and hobbies, then a nice home-based or lifestyle business would be good for you. You might want to look at a network marketing opportunity like Avon. Or even something more down to earth and local like a babysitting business, gardening or something where you buy into an existing successful system. If you want a bit more excitement, then you might want to build a global business with lots of staff and a high-flying lifestyle. If you want high-flying but no team, then a consultancy business might

be for you.

When I was in my 20's and 30's, I would have defined a successful business as one that paid me enough to pay my household bills, without having to work away from home. My expectations have been raised quite dramatically since then! As have my outgoings, but also my income luckily.

By any definition, a successful business is one that covers all its overheads, pays its taxes, makes enough profit to create a long term financial cushion to be able to ride out peaks and troughs in the market or economy, and pay you a handsome salary and dividends on top!

Key

II. 1. d 2. c 3. d 4. b 5. a 6. a 7. b 8. d 9. c 10. d

IV. 1. 1) FALSE 2) FALSE 3) TRUE 4) FALSE 5) TRUE

2. 1) It is difficult to define a successful business because success is a word used very generically and often without any background, scope and meaning.
- 2) Success will vary in each individual's eyes and it relies on what kind of a life one wants to have.
- 3) To some extent, a nice home-based business would be good for you if you want a nice easy quiet life, with lots of time for leisure activities and hobbies.
- 4) If you want a bit more excitement, then you might want to build a global business with lots of staff and a high-flying lifestyle.
- 5) By any definition, a successful business is one that covers all its overheads, pays its taxes, makes enough profit, and pays you a handsome salary and dividends on top.

>>>>>> Spot Dictation

Coca-Cola is a soft drink sold in more than 200 countries. It is produced by The Coca-Cola Company of Atlanta, Georgia, and is often referred to simply as Coke (a registered trademark of The Coca-Cola Company in the United States since March 27, 1944). Originally intended as a patent medicine when it was invented in the late 19th century by John Pemberton, Coca-Cola was bought out by businessman Asa Griggs Candler, whose marketing tactics led Coke to its dominance of the world soft-drink market throughout the 20th century. The company produces concentrate, which is then sold to licensed Coca-Cola bottlers throughout the world. The bottlers produce finished product in cans and bottles from the concentrate in combination with filtered water and sweeteners. The bottlers then sell,

distribute and merchandise Coca-Cola to retail stores and vending machines. Based on Fortune best global brand 2011, Coca-Cola was one of the world's most valuable brand.

Background Information 背景知识



1. Eleven business success factors

The success factors identified are classified as follows:

Enabling Characteristics

- | | |
|--------------------------------|---------------------------------------|
| * <i>Good Leadership</i> | * <i>Strong Culture</i> |
| * <i>Clarity of Purpose</i> | * <i>Real Customer Focus</i> |
| * <i>Readiness to Reinvent</i> | * <i>Operational Characteristics</i> |
| * <i>Engaging People</i> | * <i>Courage</i> * <i>Persistence</i> |
| * <i>Creativity</i> | * <i>Focus on Growth</i> |

Successful companies exhibit most of these features most of the time. Successful businesses want continued success and those that lead them and work in them appear to want to sustain that position. The real key, illustrated by major corporations to smaller regional businesses is the desire to be successful through really understanding, fulfilling and anticipating the needs of their sole source of revenue, their customers.

Good Leadership

While all these factors are interdependent, the most important success factor is *Good Leadership* as business excellence is thought to be the product of excellent leadership. The essential element of good leadership is that the people involved are “Leaders” rather than “Rulers”. They achieved their objectives by democratic practice and motivation not by autocratic (独裁的) orders and threats. There is also a general air of modesty observed in the truly successful leaders which manifests itself in the recognition of the contribution that their teams at all levels have made to the success of the business.

Good leaders are smart at both *Vision* (identification of the commercial opportunity available) and *Execution* (the organization, direction and application of the resources — people, money and things — necessary to pursue the opportunity). Added to this is the wholehearted belief and personal commitment to the achievement of the end objectives with a realistic understanding that some failure along the way might be both a natural part of the success and a valuable

contributor to the corporate learning process. Such obstacles are however seen as challenges to be addressed rather than excuses for failure. These qualities appear vital to gaining the trust and inspiring the support of the four S's: *Suppliers, Staff, Shareholders* and *Society* (the group containing the customers and community in which the business operates).

Strong Culture

The culture of a business can be described as the sum and priority of its values (beliefs). The leaders of a company are usually the authors, owners or guardians of such a value set and are those that allow such values to be a driving force in the way the business conducts itself. The values in a company can be either “expressed” (formalized, communicated to all and an integral part of the decision making processes of the business) or “implied” (implemented by practice or example by the leaders/owners of the business and replicated to a greater or lesser degree by staff). The actions and behaviors of the companies are consistent with their values.

Clarity of Purpose

At the highest level it may be referred to as the “Mission” or the Strategic Intent of the company to achieve some clearly defined objective. It may encompass a belief in the potential capability of the business to create or meet an identified need. At an operational level clarity of purpose is important to ensure that those responsible for delivering the resources necessary to realize the potential are all clear about what, how and when it should be done.

Real Customer Focus

The difference between customer focus and real customer focus is that companies adopting the former **claim** that they direct their business to meet their customers' needs and the latter actually **do** direct their business to meet customers' needs. The real recognition of this factor is that after years of lip service it is finally becoming a practical, competitive dimension of successful business. Those serious about real customer focus appear to draw their advantage from a clear understanding of the role of the customer that goes beyond seeing the customer as the sole source of revenue. From this viewpoint a much greater understanding of the customer's needs to be gained not only by designing products more carefully to meet the needs of the targeted customer groups but also by paying more attention to the company's customer management policies and interaction processes.

Readiness to Reinvent

One key characteristic observed is the readiness that successful companies displayed to reinvent their businesses, often making fundamental strategic shifts to reposition themselves in the market. These are not reckless journeys into the unknown, but carefully considered and planned departures based on a belief and an understanding of the risks and opportunities they are pursuing. The key point is recognition of the fact that their present business model could not sustain growth

in the future, and making the intellectual and resource investment to the reinvention process and doing that in a way which allows the business to continue to function through the change.

Engaging People

This factor demonstrates the true realization that People really are an organization's greatest asset. Whether the organization is undertaking a period of dramatic change, pursuing a new strategic path or just getting on with business as usual, its people are fully engaged in the process. The realization that to employ people simply as a pair of hands is ineffective, as with every employed pair of hands comes a free head and a free heart. When these are all fully engaged in the business the outcome is greater focus and effectiveness. To achieve this is not easy but the time and energy taken to ensure that the right kind of people are recruited, developed and managed is a worthwhile investment. Most companies focus only on job specific expertise, but that usually accounts for a very small percentage of the success mix when hiring the right people. A key success ingredient is to ensure that the business has the right people with the right blend of skills, and give them the resources and freedom to do their job effectively.

Courage

Courage, or bravery, is often seen as characteristic of individual leaders. It is less well recognized as an organizational quality that requires the managers and people in a business to adopt and follow a new strategy, particularly when the new way is alien to the traditional culture and operation of the company. It is a widely held misconception that people dislike change. In fact people love change if they perceive a positive and beneficial outcome. The successful businesses have showed many examples of courage by both leaders and followers to pursue their objectives, often overcoming adversity along the way, and demonstrated that courage is often a key component in the process of creation of competitive advantage.

Persistence

To make an initial decision may take courage, but beyond that comes the need for the determination to see that decision through. The successful companies exhibit persistence in achieving their goals, some of which fall into the continuous improvement category and require on-going persistence. Adversity came in many forms: from the initial barriers of belief and support that entrepreneurs face, to the more normal legislative, organizational and financial hurdles that established businesses have to overcome. Many of these created unique issues and many required unique solutions. It is observed that setbacks, even some failures, are seen as valuable contributions to the learning process rather than as reasons to give up.

Creativity

Creativity in business is a term traditionally misconstrued and normally assigned to the creative

arts and the advertising industry. However creativity is the force behind innovation and is observed widely to be encouraged and stimulated as a part of the role of everyone in the organization. Today an increasing number of businesses are embracing creativity and ensuring that they benefit from the ideas of their people. Innovative organizations continue to find not only new ideas but also new and better ways of doing what they already do. Creativity is observed to be equally important and appropriate to divisions or departments within businesses and effective at both macro and micro operational levels.

Focus on Growth

Successful companies recognize the fact that a business cannot be managed to stand still as revenue and profit will naturally decline as a result of erosive effects of the uncontrollable Political, Economic, Social, and Technological (P. E. S. T.) factors and controllable Strengths, Weaknesses, Opportunities and Threats (S. W. O. T.) factors in the market. The growth equation has to include the impact of such factors when establishing the growth targets for the business that are vital to its future prosperity and success. Focus on growth is an instinctive characteristic of all successful businesses. Some businesses seek growth to satisfy ambition, some to exploit opportunity and others as a defence mechanism to defend them from competition. Growth is the expected lifeblood of business. The external factors which control its success are the availability and application of resources, a sound business model and a clear understanding of the market. Internal factors include clarity of purpose, the engagement of management and staff in the processes, and the management within the business to ensure that the lowest possible percentage of new input achieved is used to replace lost business.

2. Characteristics of a successful business

Businesses in any industry know that in order to succeed it's important to develop certain characteristics, such as excellent customer service, a memorable slogan and affordable prices. Generally, a successful business presents the following characteristics:

- 1) *The right image*: If you have a cost-savings image, but actually market to affluent customers, you need to change and expand your image. Make sure your business cards and envelopes reflect quality and design marketing materials that reflect the image you are trying to present. Invest in a distinctive, eye-catching logo design that customers will start to associate with your name.
- 2) *The slogan*: Look around at other companies' slogans: The best are mini vision statements. Carefully made, they can convey the standards and mission of the company. Remember, though, not to overdo it: An effective slogan must be brief.
- 3) *A well-developed marketing plan*: A well-defined marketing plan targets customers, listens to them and spells out your company's objectives. It also creates a strategy for producing customer

growth. In order to develop this plan, do a survey or poll to determine your company's position in the marketplace. You also need to define the features and benefits of your business in detail.

- 4) *Updated technology*: Evaluating your current technology doesn't mean you have to have the latest version of equipment. However, it pays to have software updates, and if your computers are a few years old and slow, it's time to change. Don't overlook upgrading your telephone system because the telephone is the lifeline to your customers. If phones ring too long or customers are put on hold too long, add more phone lines.
- 5) *Pricing*: It is a good idea to evaluate your pricing yearly to see if you can increase your bottom-line profit. Evaluate your own costs and see if the cost increased in 2006 from 2005. If so, that may mean a price increase is due this year.

3. Future development of mobile phone technology

Mobile phones are evolving fast. Today's latest handset model is new for just a few weeks, and obsolete in a few months. The network technologies used are moving on as fast. Mobile phones are also getting more and more sophisticated. Thus, development on mobile phones is just like the computers. The technology is growing everyday. Different functions and usage on mobile phones are created and updated. From the network system from mobile phones, it is still developing. Although the new 3G system had just been launched not long ago, many companies had already started on researching and developing on the fourth generation (4G) system. Researchers are hoping that the 4G system can reach a much faster speed, a connection speed up to 100Mb per second during connection, tighter network security and also bring up the quality during communication no matter on voice or video calls. Via mobile phones, many things such as the security system, surveillance on certain items could be done easily. The 4G system will be expected to be launched in 2010.

Mobile phone, the piece of communication device, itself is also becoming a multi functioned device. Smart phones and PDA phones are already launched in the market. From the new models of mobile phones released in the market recently, we can see that mobile phone manufacturers now are all heading to this market. Mobile phone incorporating with computing functions will be able to replace other devices such as laptop, PDA and even entertainment devices tool.

Push to talk (PTT) function is also expected to integrate on mobile phones in the near future. Push to talk is not like making a phone call. Users will not have to dial to get connected. It is similar to the idea of a walkie-talkie (步话机), but can get connected to another user in another side of the world. The size and outlook of mobile phones also play an important role for the mobile phone. Thus, many concept mobile phones brought out by the manufacturers now are all very fashionable and colorful.

Language and Culture Focus 语言文化要点

>>>>>> Reading I

1. **organic:** *adj.* forming an integral element of a whole; fundamental. 有机的; 有组织的

【例句】an organic part of our business

an organic link between the music and the meaning

an organic system 有组织的系统

organic chemistry 有机化学

2. **from cradle to grave:** all through one's life. 一生

【例句】Their lives were conditioned from the cradle to the grave by patterns of belief.

Some countries boast welfare to their citizens from cradle to grave.

3. **flush away:** to get rid of; to do away with. 冲(洗)去

【例句】Water is flushing waste away a sink.

The water flushes away the bacteria and debris off the surfaces of the teeth.

4. **concentrate on:** to pay particular attention to (sth.). 专注于

【例句】Tom, please, stop interrupting, I'm trying to concentrate on my studying.

You must concentrate on your driving.

He believed governments should concentrate more on education.

5. **affinity**

1) *n.* strong liking for or attraction to. 强烈喜爱

【例句】They share a special affinity.

She has a strong affinity for Beethoven.

2) *n.* relationship, esp. by marriage. 关系(尤指姻亲关系)

【例句】He was not an impartial witness because of his affinity with the accused.

6. **mania:** *n.* a strong desire for sth. or interest in something, especially one that affects a lot of people at the same time. 狂热

synonym: craze

【例句】the mania for butterfly collecting

A mania for a game called Nibs ran through the school.

The whole country is in the grip of football/religious/disco mania.

7. overtake

1) *vt.* (of unpleasant events) to come to suddenly and unexpectedly. (指不愉快的事物)突然降临

【例句】He was overtaken by fear/surprise.

On his way back he was overtaken by a storm.

A storm overtook the city two days ago.

The abnormal fluctuation of stock prices overtook the stock markets around the world.

2) *vt.* come level with and pass. 追上;超越

【例句】It's dangerous to overtake on a bend.

The police car pulls out to overtake the speeding red car.

Supply will soon overtake demand.

China's economy has overtaken that of its nearest competitors.

8. **subscriber**: *n.* a person who pays regularly for the use of a product or a service. 订阅者;用户

【例句】If you are a subscriber of *New York Times*, please take a minute to let us know what you think of the delivery service.

【相关词】

subscribe *vt.* 订购;订阅(报刊等)

【例句】The magazine is trying to get more readers to subscribe.

Which journal do you subscribe to this year?

subscription *n.* 订阅;订购;订阅费

【例句】If you decide it's not for you, you can cancel your subscription without our charging you anything.

If you are a teacher and would like a free subscription to either publication, please fill out the following form and click Send Email below.

9. **be quick off the mark**: to be quick to act or react to an event or situation. 敏捷行动

【例句】Neighbors were always pretty quick off the mark to ask him round whenever his wife was away.

This was a very prompt rescue and all were very quick off the mark to bring assistance to the ailing submarine (境况不佳的潜艇).

This is a great opportunity for those quick off the mark to experience a fabulous two week club holiday for the price of what you would normally pay for 7 nights.

【比较】

be slow off the mark 起步慢,行动迟缓

【例句】The company is slow off the mark in product development.

10. **savvy:** *adj.* someone who is savvy is clever and knows how to deal with situations successfully. 有能力的; 有知识的

【例句】 I just wasn't savvy enough in high school to keep up.

Both companies are founded upon savvy business ideas.

11. **superb:** *adj.* excellent. 极好的

【例句】 He is a superb player.

It is a superb painting/view.

The sports facilities are superb.

12. Together with their neighbor's, the Swedes, they sprinted far ahead of the Americans in developing a digital system which became the worldwide standard.

【译文】 他们与邻国瑞典人一起开发的一个数字系统, 已经成为世界标准, 远远领先美国人。

13. **sprint**

- 1) *vt. / vi.* to run very fast, esp. for a short distance. 短距离疾跑

【例句】 He had to sprint to catch a bus.

He sprinted past the other runners just before reaching the tape.

She sprinted off/away into the distance.

Bill sprinted for about 60 meters to catch the bus which was about to leave the terminal.

- 2) *n.* a short distance running. 短距离的全速奔跑; 短跑

【例句】 a 100m sprint

【相关词】

sprinter *n.* 短跑者

【例句】 I'm a long-distance runner, not a sprinter.

14. **sullen:** *adj.* silent, bad-tempered and gloomy. 闷闷不乐的; 阴沉的

【例句】 Bill sat in sullen silence and refused to eat his lunch.

Dick just sat there with a sullen expression on his face, refusing to speak.

The girl was sullen and uncooperative.

Today, the moody and sullen weather makes it appear as if Nature, itself, is sad.

15. **vanguard:** *n.*

- 1) the foremost or leading position in a trend or movement. 先锋; 最前沿

【例句】 Tom wanted to mold the Committee into the vanguard of a movement.

- 2) those occupying a foremost position. 先驱者; 先锋

【例句】 Young people are vanguards of new ideas and new ways of living.

【相关搭配】

in/ at the vanguard: in the most advanced position of development. 在前沿

【例句】 In the 19th century, Britain was in the vanguard of industrial progress.

Britain is in the vanguard of genetics research, and the government wants to put this to practical use.

They are at the vanguard of advocating human rights and the rule of law.

16. roam: *vi. / vt.* to wander about without a clear aim. 漫游

【例句】 He likes to roam through the deserted village.

You shouldn't let your children roam the streets.

The sales people hired by the company roamed the streets of the city, lobbying the people to buy their products.

17. nomadic: *adj.* concerning a tribe of people who travel from place to place but not settle in one place. 游牧的

【例句】 They are essentially a rural and nomadic people.

He had a somewhat nomadic childhood.

Communities of nomadic people move from place to place, rather than settling down in one location.

【相关词】

nomad *n.* 游牧部落的人

18. indispensable: *adj.* too important to do without; necessary. 不可缺少的

【例句】 Air, food and water are indispensable to life.

A good dictionary is dispensable for learning a foreign language.

19. principal

1) *n.* head of a school. 校长

【例句】 Mr. Wang is the principal of our school.

He is the principal of St. James' College.

2) *adj.* first in rank or importance; chief; main. 级别最高的; 最重要的; 为首的; 主要的

【例句】 They are the principal members of the government.

The Danube (多瑙河) is one of the principal rivers of Europe.

The principal aim of the policy is to bring peace to the area.

The low salary is her principal reason for leaving the job.

20. download: *vt.* to copy or move information or programs into a computer's memory from a computer network. 下载

【例句】 He has downloaded a lot of pictures from the Internet.

You can download a big document very quickly using this software.

Downloading computer programs off the net can save a lot of money for net worms.

21. **iceberg**: *n.* a large floating body of ice. 冰山

【例句】 Look, there is an iceberg on the sea.

【相关搭配】

the tip of the iceberg: 冰山的一角; 重大问题所显露出表面的一小部分

【例句】 The official statistics are probably only the tip of the iceberg.

22. **magic**

1) *adj.* having supernatural forces. 有魔力的

【例句】 She has a magic touch with baby: he never cries when is holding him.

2) *n.* the use of secret forces to control events and people, usu. by calling on sprits, saying special words, performing special ceremonies, etc. 魔法; 魔术; 巫术

【例句】 Do you believe in magic?

【相关词】

magician *n.* 魔术师

23. **live their lives**: This is “V + cognate object” construction (同源宾语结构). The following are more examples of this construction.

【例句】 She died a heroic death.

He smiled a forced smile.

She dreamed a sweet dream.

He smelt a smell of cooking.

24. **the way things are going ...**: “The way things are going” is an informal expression which is used when one gives one’s opinion of the result of a situation which continues. It means “judging from the way things are happening.” Besides used as adverbial, it can also be used as the object of a verb or preposition. When you emphasize the state rather than a process, the verb “go” in this expression can be replaced by verbs “be” or “stand”.

【例句】 The way things are going, we’ll be very late.

I feel very encouraged by the way things are going.

I’m not too thrilled with the way things stand (= the state that the situation is in) at the moment.

It’s worth thinking how you can improve the way things are.

We can’t change the way things are.

25. And when you've driven to the driving range in your bright shining car, all you need is to whip out your phone again and buy your fuel.

【译文】当你开着光鲜闪亮的汽车,突然发现燃油告罄,你要做的只是再掏出手机来买汽油。

26. **whip out**: to pull out with a sudden swift action. 迅速拿出

【例句】I whipped out a hundred-dollar bill to give him.

He whipped out his gun.

I was going to pay but before I knew it he had whipped out credit card.

>>>>>> Reading II

1. **Canon**: a Japanese company famous for making cameras, business machines and other multimedia office equipment. Established on August 10, 1937, the renowned company has 60 years of experience and presently has over 20 thousand employees with its headquarters situated in Tokyo, Japan. 佳能公司

2. **headquarters**: *n.* The headquarters of an organization such as the army, police, or a business company are the central office or place where the leaders of such an organization work. 总部

【例句】The bank for which he worked had its headquarters in Paris.

3. **Visitors see the finishing touches being put on a sparkling new health and fitness center**: Visitors see the last stage of building a magnificent new health and fitness center.

【相关词】

finishing touch: the last stage of doing something; the finishing stage.

sparkling: full of life and brightness; magnificent.

【例句】She gave a sparkling performance of this piece of sonata. 她把这首奏鸣曲演奏得惟妙惟肖。

health and fitness center: 健康运动中心

fitness: the state of being physically health. 健康

【例句】They are doing exercises to improve their fitness.

4. **crane**: *n.* a machine with a long movable arm that moves heavy things by lifting them into the air. 起重机; 吊车

【例句】They will have to be moved by cranes.

5. **tear down**: to pull down violently; to destroy or remove completely. 扯下; 拆卸

【例句】These beautiful old Georgian houses are being torn down to make way for a new road.

It is often cheaper to tear down the ten-year-old buildings than to modify them.

6. **make room for:** leave empty space for. 让位于

【例句】 Move along and make room for me.

The old factory was torn down to make room for a central park.

7. **record high:** higher than ever before. 创纪录

【例句】 Our sales have reached a record high. 我们的销售水平已达创纪录的水平。

8. **underline:** *v.* to give emphasis to an idea, feeling, etc., which has been expressed or shown. 强调

【例句】 This article underlined the same problem.

She underlined her disapproval of the proceedings by walking out. 她退席以表示不赞成这种做法。

9. **commitment (to)**

- 1) *n.* responsibility or promise to follow certain beliefs or courses of action. 承诺, 义务

【例句】 lifelong commitment 终身的承诺

Come and look round our shop without commitment to buying anything.

I don't want to get married because I don't want any commitment.

The general has repeated his commitment to holding elections as soon as possible.

My husband, because of his own professional commitments, is in Cambridge every June.

- 2) *n.* deeply felt loyalty or strong belief; devotion and dedication. 忠诚, 支持, 献身

【例句】 a deep commitment to feminist principles 对女权主义原则的忠贞不渝

The company's success this year would not have been possible without the commitment and dedication of the staff.

10. **backbone:** *n.* the part of a group, organization, etc., that provides the main support or strength. 骨干; 支柱

【例句】 The small farmers form the backbone of the country's economy.

11. **Fujio Mitarai:** Fujio Mitarai is the nephew of one of the founders of Canon, but he earned his promotion by launching explosive growth at the company's US operations. Being Canon's current President / CEO, Mitarai is fast and decisive. Just months after his appointment as president and chief executive in 1995, he shocked senior managers by killing Canon's large personal-computer division. Today, Mitarai is being held up as a model for other Japanese executives.

12. **measure ... by their ability:** to make evaluation or judgment according to their ability.

13. **mark its 60th anniversary:** to celebrate its 60th anniversary

【相关词】

mark: *v.* to celebrate an important event. 庆祝

【例句】Today's ceremony marks 100 years of trade between our two countries.

a concert marking the composer's 60th birthday 庆祝作曲家诞辰 60 周年的音乐会

14. **pause:** *v.* to stop speaking for a short time before continuing. 暂停

【例句】I had to pause to get my breath back.

He paused for a moment, struggling to calm himself.

He paused and then went on in a low voice.

15. **reflect on:** to think carefully. 思考; 考虑

【例句】After reflecting on the problem for a while, he decided not to go.

16. **observe:** *v.* to make a remark or comment; to say by way of comment. 提到

【例句】“That's strange,” he observed.

He observed that it was strange.

I would only observe that he is well qualified for the post.

17. **relatively:** *adv.* compared to others of the same kind; comparatively. 相对地; 比较上

【例句】a relatively warm day for the time of the year

The examination was relatively easy.

Relatively speaking, it is not important.

A relatively small number of people disagreed.

18. **note:** *v.* to remark; to mention. 提及

【例句】The report notes with approval the government's efforts to solve the problem.

Wages have, as already noted, a dual function in the economy.

A government report released last week noted an alarming rise in racial discrimination.

19. **force ... to do:** to make do sth. ; to drive, compel or oblige. 强迫

【例句】His argument forced them to admit he was right.

She forced her brain to work.

20. **stand up to:** to defend oneself against attacks or demands. 勇敢地对抗; 经得起

【例句】You should stand up to her a bit more. 你应该顶她一下。

21. **criticism:** *n.* unfavorable judgment or expression of disapproval. 批评

【例句】Criticism doesn't worry me.

This decision have received a great deal of criticism.

22. One result is that approximately 80% of Canon's sales now come from outside Japan, helping the company weather fluctuations in currency rates.

【译文】结果,大约 80%的佳能产品都销往日本以外的国家,帮助公司规避了汇率波动的风险。

23. **approximately:** *adv.* nearly correctly but not exactly; about. 大约

【例句】We have approximately 40 students in the class.

The committee meets approximately once every two months.

The plane will be landing in approximately 15 minutes.

24. **weather:** *v.* to pass safely through a difficult period. 使受风吹雨打;经受住

【例句】Once this crisis had been weathered, the government's fortune's improved.

Any patient who can weather the first four years seems to be all right.

25. **fluctuation:** *n.* continual or frequent change. 波动;起伏

【例句】fluctuation of vegetable price

climatic fluctuation

fluctuation in temperature

avoid the fluctuations of the money market

26. **currency rate:** the exchange rate of a particular type of money. 汇率

27. **outcome:** *n.* effect or result. 结果

【例句】the outcome of the general election

We are anxiously awaiting the outcome of their discussion.

It was a complicated sequence of events that led to this most extraordinary outcome.

28. **interval:** *n.* a period of time between events or activities. 间隔

【例句】the interval between receiving bills and paying them

He replied after a long interval.

Tomorrow it will be mostly cloudy, with a few sunny intervals.

During the six-month interval between his arrest and the trial, new evidence came to light.

The baby woke up for another feed after an interval of 3 or 4 hours.

Some insects are able to distinguish intervals of one hundredth of a second.

29. **master:** *v.* to manage to understand or gain a lot of skill. 控制;精通

【例句】to master the local dialect

to master complex skills

It takes years to master a new language.

He has never mastered the art of public speaking.

30. **era:** *n.* a continuous period of time in history marked by a particular feature that makes it notable.

时代;纪元

【例句】the post-war era

The era of space travel has begun.

Her candidacy marked the beginning of a new era for the party.

31. **A new era dawned:** A new era began to appear.

【相关词】

dawn: (literary) if a period of time or situation dawns, it begins. 出现; 开始

【例句】 The age of Darwin had dawned.

dawn on sb.: if a fact dawns on you, you realize it for the first time. 渐渐明白(醒悟)

【例句】 Then the truth dawned on me.

It dawned on me that Joanna had been right all along.

32. The ensuing 30 years saw the company turn out new products, like copying machines and printers, and branch into new fields like electronics and engineering. : In the following 30 years the company produced new products like copying machines and printers, and extended its business into new fields like electronics and engineering.

copying machine: 复印机

printer: 打印机

electronics: 电子学

engineering: 工程学

【译文】 之后的30年,公司又生产出了复印机和打印机等新产品,在电子和工程等领域也拓展了业务。

33. **saw the company turn out new products:** If we talk about a particular year, decade, etc. seeing an event or change, we mean that the event or change happened or will happen during that year, decade, etc.

【例句】 The sixties saw an old world die and a new one come to birth.

Last week saw a drip on the stock market.

The next four or five years is likely to see more reduction in tax.

The fifth century saw the end of the Roman Empire in the West.

This year has seen a big increase in road accident.

34. **ensue:** to happen immediately afterwards. 接(跟)着发生;因而发生

【例句】 Thousands of soldiers were killed in the ensuing battle.

the ensuing 30 years: the following 30 years

35. **turn out:** to produce; to make. 生产

【例句】 This factory can turn out 300 cars a day.

36. **branch into:** to divide into two or more smaller, or narrower parts. 分出来; 发展出来

【例句】 The bookshop has decided to branch into new business.

When you reach the village green, the street branches into two.

37. **all along:** all the time from the beginning; over a long period of time. 自始至终

【例句】 I suspected all along that he was lying.

Perhaps they had been mistaken all along.

38. **goal:** *n.* aim or purpose; position or object one wishes to reach or obtain. 目标

【例句】 social and economic goals

Her goal is a place at university.

The company has achieved all its goal this year.

Before starting on a project like this, you have to set yourself some clearly defined goals.

They had at last achieved their goal of landing a man on the moon.

39. **globalize:** *v.* to make sth. worldwide in scope or application. 使全球化

【例句】 Markets are being increasingly globalized.

40. **diversify:** *v.* to make or become different in form, quality, aims, or activities; to vary or increase the variety. 使多样化

【例句】 Our factory is trying to diversify the range of products.

The publishing company is now diversifying into the software market.

Many car manufacturers are diversifying as rapidly as they can.

41. **subsidiary:** *adj.* sth. that is part of a larger or more important organization. 辅助的;附属的

【例句】 a big group with a number of divisions and subsidiaries

One of our subsidiary companies was a security company.

Kinko's, offering fast printing service worldwide, is a subsidiary of Federal Express.

The subsidiary is in France but the parent company is in America.

42. **production site:** places for manufacturing products. 生产场地

site: a piece of ground that is used or will be used for a particular purpose. 地点; 场所

【例句】 construction site 建筑工地

43. **no fewer than:** at least. 不下于;至少有

【例句】 It was an enormous ship; there were no fewer than a thousand cars on it.

No fewer than five cameramen lost their lives.

44. **R&D facilities:** equipment, buildings, services, etc. that are provided for research and development.

facilities: buildings, shops, or services that are useful and helpful.

【例句】 She had no cooking facilities in her room.

Only six countries had the facilities to produce advanced weapon systems of this kind.

The house is well situated in reach of good shopping and transport facilities.

The school has excellent sporting facilities.

45. **consolidated sales:** total sales volume of all those sales subsidiaries both at home and abroad.

consolidate: to combine into one.

【例句】Several local businesses have recently consolidated to form a single large company.

46. **strengthen:** *v.* to become or make strong or successful. 加强;加固

【例句】They strengthened the wall with metal supports.

If we could find some eyewitnesses, it would greatly strengthen your case.

The dollar has strengthened against other currencies.

Their opposition only strengthened her resolution.

He stressed the need to strengthen the party's organization.

47. **worldwide:** *adj.* throughout the world. 全世界的

【例句】cars with worldwide reputation

the worldwide economic depression

French cheese is famous worldwide.

48. **with an eye to:** having sth. as one's purpose; with the hope of. 着眼于;考虑到

【例句】She bought the house with an eye to making a quick profit out of it.

He bought this piece of land with an eye to building a new house on it.

49. **regional:** *adj.* of or in a particular area. 地区的

【例句】regional authorities

regional differences in temperature

She has regional accent.

Most regional committees meet four times a year.

50. **play a role:** to perform the duty or purpose of a person or group in a particular activity or area of life. 起……作用

【例句】America is no longer justified to play its role as world police.

He had played a major role in the formation of the United Nations.

The local priest played a leading role in settling the dispute.

51. **array:** *n.* a collection or group; a large number of different people or things. 排列;编队

【例句】a wide array of facts and figures

They looked in the window at the array of cakes and cookies.

52. **computer peripherals:** pieces of equipment or extra devices such as a scanner or a printer, which are connected to a computer to help in using the computer. 计算机外围设备

53. **Hyperphoto System:** a system of printing photos with digital techniques. 超级扩印系统

54. utilize: *v.* to make use of. 利用

【例句】It is to be hoped that in her new job her talents will be better utilized than before.

The carbohydrate from the potatoes helps the body to utilize all the protein from the fish.

55. chemical-free: *adj.* without any chemical process.

“-free” can combine with nouns to form adjectives that mean not having, not involving, or not affected by the things mentioned.

【例句】a salt-free diet 无盐膳食

a trouble-free journey 顺顺当当的旅行

error-free computer programs 无差错电脑程序

We bought the cigarettes duty-free. 我们买了些免税香烟。

They live in the house rent-free. 他们住的房子免收房租。

56. versatility: *n.* the “versatility” of sth. refers to its different uses or purposes. 多功能性

【例句】the versatility of plastics and other new materials

57. sticker: *n.* a small piece of paper or label with a picture or message on the front, which can be stuck onto the surface of other things. 可粘贴的标签

58. long-term: *adj.* that will last or have an effect over a long period of time. 长期的

【例句】long-term planning

long-term memory

long-term solution to the problem

No one knows what the long-term effects of the new drug will be.

I hesitated before making a long-term commitment.

59. ambition: *n.* strong desire for success, power, wealth, fame, etc. 抱负;雄心

【例句】She's clever but lacks ambition.

He's a man of enterprise, energy and ambition.

Knowledge of inequality has stimulated envy, ambition and greed.

60. ...is that the company be ranked ...: The verb “(should) be” indicates the use of the subjunctive mood, implying something being mentioned is a suggestion, recommendation, proposal, request, decision, order, etc.

【例句】I suggest that a meeting (should) be held as soon as possible.

We demand that the troops (should) withdraw from the occupied land unconditionally.

It is desired that he (should) take charge of the department.

It was decided that we (should) visit the exhibition this Friday.

My recommendation is that Miss Smith (should) be promoted.

His suggestion is that she (should) stay until she finished her degree.

The order came that we (should) evacuate at once for fear of an earthquake.

61. **rank:** *v.* to have a certain status or position. 排列;归类于;列为

【例句】a tennis player who is ranked third in the world

The island ranks as one of the poorest and least developed area of the country.

The magazine ranked 52nd among all publications in Britain.

>>>>>> Extended Activities

A. Function and Structure

- Most Britons are reserved by nature and often find it difficult to indulge in small talk with a complete stranger. For the most part, the British speak in low, moderate, measured tones without raising the voice or gesticulating wildly for emphasis. They also like to maintain their own personal space and will shy away from those they find invasive. Britons prefer to avoid animated discussions; if an argument does become heated, it is quite likely to have been fuelled by alcohol and it may be time for you to make your excuses and withdraw.
- Compliments are exchanged frequently and are popular “conversation starters”. If you wish to make conversation with someone, you can compliment an item such as his or her clothing or a work or sports related achievement. Generally, Americans like to laugh and enjoy being with people who have a sense of humor. Jokes are usually welcome, but be careful. In all situations, ethnic and religious humor should be avoided. Self-deprecating humour, however, usually goes over well.
- About “hedge” (An intentionally ambiguous statement 故意说得模棱两可的话)
When you feel it inappropriate or you are reluctant to do something, you may *hedge*. It means that you avoid or try to avoid fulfilling, answering, or performing duties, questions, or issues. You also can *dodge* an issue, or *skirt* a problem, or *evade* your responsibilities, or *sidestep* questions skillfully, or *duck* many duties.
- Topics to avoid
religion; politics; controversial topics (i.e., abortion, racism, sexism); asking women if they are married; ethnic or religious jokes
- Welcome topics of conversation
A person's job/work-related matters
Sports Travel

Food Music
Movies Books

6. Tips for giving opinion

- ◇ Talk about things which you think will be agreeable to your hearer.
- ◇ Think before you speak.
- ◇ Have a sense of humor.
- ◇ It is always advisable to try to initiate conversation with open questions rather than an assertion of a personal point of view.

B. Special Use: Subject and Verb Agreement (2)

在这一课中,我们将继续学习主谓一致,尤其是包含数量的名词短语作主语时的一致问题。

1. 当主语中包含 all (of), a lot (of), lots (of), half (of), most (of), no, plenty (of), some (of), the remainder (of), the rest (of) 等结构,通常要根据意义一致原则决定谓语动词的形式,即动词的单复数形式由该名词决定;如果这些短语与可数名词复数连用,谓语动词就用复数;如果这些短语与不可数名词或可数名词单数连用,谓语动词就用单数。例如:

All of the water has leaked from its container.

All the soldiers have been killed.

Lots of university students have applied for the job interview.

Lots of work needs to be done as soon as possible.

Most of the students are hard working.

Most of it is damaged.

No one agrees to give up.

No two think alike.

Some of the signs are already clearly visible.

Some of the acid rain has been traced to Midwestern manufacturing plants.

The rest of the money is gone.

The rest of them are from the south.

若这些数量词后面的名词省略了,我们要根据上下文意义判定谓语动词的单复数形式。例如:

Some (of the desks) are broken.

Some (of the furniture) is broken.

当 all 单独作主语并指物时,动词为单数形式;但若 all 单独作主语表示人,动词形式为复数。

例如:

All that glitters is not gold.

All (the students) are here.

All (the members) are in good health.

2. 如果主语是“分数 / 百分数 + of + 名词”, 谓语动词的形式也取决于中心名词的单复数形式。

例如:

Three tenths of the earth's surface is land.

Half of the lecture deals with the issue of birth control.

Thirty percent of the students are from the north.

One hundred percent of the sheep were immune to this kind of disease.

3. 如果作主语的名词短语包含 committee / board / panel / portion / pile / pair / series / kind / sort / type of 等结构, 谓语动词的单复数形式由这些量词的单复数决定。例如:

A committee of three professors is in charge of the research.

The board of directors makes policies and regulations.

A series of pre-recorded tapes has been prepared for language laboratory use.

Two series of tapes have been prepared for the teacher.

This kind of man annoys me.

This kind of computers is highly priced.

但如果 this kind 在名词之后, 谓语动词的单复数形式由该名词决定。例如:

Computers of this kind are highly priced.

People of this kind are rare now.

4. 含 either / each / every one / neither / none of ... 结构的主语, 谓语动词通常为单数。例如:

Either of them is good enough.

Each of them does his best.

None of the girls is pretty.

但在美国英语中, none of 后的谓语动词也可以是复数。例如:

None of the girls are pretty.

5. 当 anyone, anything, everyone, everything, nobody, no one, nothing, something, someone, each, either, much, little 等词作主语, 谓语动词通常为单数。例如:

Everybody has the right to air his view.

Something is wrong.

6. “a number of + 名词复数”表示“许多”, 中心词为 number 后面的复数名词, 所以谓语动词为复数; 而“the number of + 名词”表示“……的数目”, 中心词为 number, 强调这一个数字, 所以谓语动词为单数。例如:

A great number of students have entered for the sports meeting.

The number of students has doubled in two years.

The number of people who understand Einstein's theory of relativity is very small.

类似的,由 an average of, a majority of 构成的短语中,若中心词是 average 和 majority,动词用单数;若中心词是它们后面的复数名词,动词用复数。例如:

An average of 5,000 newspapers a month is not unusual.

(中心词是这个数目,动词为单数。)

An average of 5,000 newspapers a month are delivered.

(中心词是报纸,动词为复数。)

The majority of doctors agree that smoking is extremely harmful to health.

(中心词是医生,动词为复数。)

The total of applications received last month was 35.

(中心词是总数,动词为单数。)

7. 由“many a + 名词”或“more than one + 名词”组成的名词短语虽然在意义上是复数,但在语法形式上用单数动词。例如:

Many a man has done his duty.

Many a person chooses security over adventure.

More than one game was lost.

More than one person has tried to open the door.

8. 表示时间和度量的名词短语通常作为一个整体看待,谓语动词用单数形式。例如:

Two weeks is a long time to wait for an answer.

Thirty minutes is enough for me to finish my homework.

Thirty miles is a long distance.

One hundred dollars is not a large sum of money.

9. 在算术计算中,谓语动词通常用单数形式。但在加法和乘法中,我们也可以用复数动词。例如:

Seven and five make/makes twelve.

Two and four is/are six.

Five times seven is/are thirty-five.

Three times five makes/make fifteen.

Fifty minus twenty leaves thirty.

Forty divided by five is eight.

C. Practical Reading

1. 配对题有段落大意与段落内容的配对、人物与观点的配对、原因与结果的配对、事件与时间的配对等,第 I 题属于标题与文章内容的配对,主要考查读者对于文章整体的把握,要求学生用略读的方法理解文章的主旨。
2. 阅读企业的历史发展需注意年代、事件、人物三个要素,第 II 题是年代与事件以及人物共三项内容的配对,考查准确把握细节的能力,要求学生用寻读的方法,按要求寻找信息。
3. 第 III 题是归类填空题,要求读者能根据题目中的项目对原文的信息进行分类归纳,不仅考查细节,同时也考查快速归纳相关信息和比较信息的能力。

Teaching Tips 教学提示



1. Lead-in: 本单元导入部分安排了听力理解和听写填空两项任务。听力理解部分包含两个语篇,探讨了如何定义“成功”以及“成功的企业”等问题。在听力活动前,教师可以请学生说说: What does success/a successful business mean to you? 或 How would you define success/a successful business? 听力练习的编排和以往各单元一样,第一和第三项练习均属预听活动,主要目的是在进行精听训练之前,让学生对所听语篇的主旨有所了解,初步把握听音和理解上的难点所在,为接下来的听力活动做好词汇和心理上的准备。第二项练习为多项选择题,侧重考察学生理解、辨析语篇细节和关键信息的能力。第四项练习包含两项任务:一、根据所听到的内容进行单句的正误辨析;二、要求学生在充分理解所听语篇内容的基础上,完成 5 个句子。教师特别要向学生指出,这 5 个要求完成的句子并非直接从原文选取,也就是说学生书上出现的文字材料和他们所听到的语音材料在顺序、结构和表述上不尽相同,并不是听到什么填什么就可以。学生在听音前,先要快速预读各句,明确听音时记忆的重点。在进行听音时,要摆脱书面文字的干扰,把注意力放在听辨、理解、记忆语篇的主旨,关键信息点,以及语篇的逻辑层次上,同时做好笔记。听音完毕后,再根据自己的理解和笔记的帮助,完成填空练习。教师应根据学生实际能力,对学生进行一定的听力笔记技能的辅导。听写填空是一篇关于可口可乐公司的文章,可以作为导入活动安排在 Reading II 课文讲解之前进行。教师可以结合 Unit 9 Reading I 的材料安排学生在课前收集一些可口可乐公司的相关背景音频、视频资料,讨论可口可乐公司成功的原因。

2. Reading I 的 Brainstorming 部分：全班学生通过自由讨论的形式，写出他们知道的关于成功的单词和词组。教材上把这些单词和词组分为三栏。第一栏要求填写形容词或名词；第二栏为动词；第三栏系填写相关词组。
3. Reading I 的 Pairwork 部分：学生双人结对讨论与 Successful Businesses 相关的话题。讨论题 1 ~ 4 均有参考答案提供。讨论题 5 可参考“背景知识”3 以及下文。

What Consumers Want from Future Mobile Phones

Two-thirds of mobile phone and PDA users rate “two-days of battery life during active use” as the most important feature of an ideal converged device of the future, according to a new study conducted among 15 global countries, which was undertaken to uncover what would drive consumer demand for mobile devices in the future, as well as benchmarking brand performance and use of existing mobile phone, PDA and laptop applications. One section of the study looked at consumer views on “converged devices” a device which “will replace the multiple devices which people carry around now for all communication, information and entertainment needs” while being compact and incorporating a mobile phone and high speed Internet as standard.

Across all countries, almost half of respondents say a “high resolution camera and video camera” and “20 Gigabytes (千兆字节) of memory”, would be important features to incorporate.

The results also provide a wealth of insights into how applications are currently being used. The report shows that use of MMS is now fairly common, with 46 percent of mobile phone users interviewed saying they send pictures and photos via MMS, and 23 percent saying they send video or audio clips through MMS. Camera use among mobile phones owners is also prevalent, while camera features on PDA's are used relatively less frequently.

The study shows that there is an appetite among consumers for powerful new applications, particularly those around entertainment media and imaging. However, the research also indicates that consumers now fully realize that such applications require enhanced battery life and increased memory and they are demanding these improvements as a priority.

As mobile operators and handset manufacturers develop more converged communication, information and entertainment devices with a host of innovative features and applications, they need to also ensure the fundamentals are in place. This means products with long battery life and large memories, and services which are cost effective and easy to use.

4. Reading I 的 Exercise IV, Question 8 中 mahjong 指“麻将牌,雀牌”,系一种四人玩的骨牌游戏。Question 10 中 anti-virus software 指“防毒软件”。前缀 anti 作“反对,反抗”解释,如:anti-ageing

抗皱的; anti-clockwise 逆时针方向的; anti-aircraft 防空的; anti-anxiety 抗焦虑的, 防止(或消除)精神不安的; antibiotic 抗生素; anti-fat 减肥的, 防胖的; anti-freezing 防冻的, 抗凝的; antifriction 减低或防止摩擦之物, 润滑剂; anti-human 反人类的; anti-social 不擅社交的, 反社会的; anti-war 反战的

5. Reading I 的 Exercise VI, Sentence 1. a. 中 New York Stock Exchange 指“纽约证券交易所”。(*The New York Stock Exchange (NYSE)* is the second largest stock exchange in the world.)
The Great Depression was a massive global economic recession (or “depression”) that ran from 1929 to 1941. It led to massive bank failures, high unemployment, as well as dramatic drops in GDP, industrial production, stock market share prices and virtually every other measure of economic growth.
- Sentence 3. b. 中 having an affair 的 affair 特指“风流韵事, 绯闻”(a romantic and sexual relationship, sometimes one of brief duration, between two people who are not married to each other)。
6. Reading I 的 Post-reading 部分设有两项任务。任务 1) 主要通过对 China 和 Finland 两国地理位置、气候、国民性格、手机普及情况, 手机行业发展态势等主题进行比较, 加强学生对课文的进一步理解和熟悉。大多数学生可能对芬兰的了解并不多, 教师应鼓励学生仔细阅读课文, 从课文中汲取所需的信息。2) 学生分组活动, 讨论成功运行一个企业应该考虑的一些细节问题。这些问题并无标准答案, 教师应鼓励学生拓展思路, 给出更多理由支持自己的选择。小组讨论结束后, 教师可邀请各小组推举一名代表向全班作一个简短的陈述(presentation), 与其他小组分享讨论的结果。以下材料供教师参考使用。

Guide to Finland — Overview

Finland offers extremes in every category. Its weather can be warm and pleasant in summer and brutally frigid in winter. It's a country with vast, snow-covered wilderness, a national passion for the great outdoors, and a spectacular national network of hiking and biking trails, national parks, and thousands of lakes. Finns are avid fishers and Nordic skiers, and show a commitment to preserving their traditional way of life.

But Finland is also at the heart of a technological revolution that shapes the world, and a land of high-tech communications. Finnish electronics giant Nokia produces some of the world's trendiest telecommunications equipment, and has seen to it that practically every man, woman, and child in Finland has a cell phone — and the smaller the better (they even have a cell phone for Finnish grade school kids!). Finns also have a major Internet presence. Linux, the computer operating system on which about half the websites in the world are run, was invented in Finland by Linus Torvalds.

As surprising as all that may be, so is the rest of the country. Finland's special relationship with Russia — an uneven trade balance in Finland's favor — brought it prosperity during the Cold War, and the country is dotted with traces of Russian influences. But despite that and the presence in the north of native Arctic peoples, Finland is fiercely homogenous, isolated from the rest of Europe by cold, the Baltic Sea, a highly complex language, and maintains (and seemingly enjoys) a low international profile. Finns are reserved individuals, but true friends once they warm up to you.

Supplementary Activity

注：这是一个补充阅读练习。教师可先将下附的10个短篇复印给学生，在介绍完背景知识1的内容后，请学生确定哪一篇最好地体现了哪一个成功企业特质。该练习旨在训练学生的总结概括能力。

* * * * *

In Background Information, we are introduced to the ten factors identified in successful businesses, which include Good Leadership, Strong Culture, Clarity of Purpose, Real Customer Focus, Readiness to Reinvent, Engaging People, Courage, Persistence, Creativity and Focus on Growth. Read the ten excerpts provided by your teacher, and decide which excerpt best illustrates which of the ten business success factors.

* * * * *

It is said that it is difficult to be a prophet in your own land and even more difficult to make a hugely successful company even more successful. That has been both the challenge and the achievement of Sir Terry Leahy. With *Tesco* for almost 25 years, he is the consummate (超凡的) professional in his field who combines a breadth of vision that has seen him oversee a string of successful innovations that have taken *Tesco* to become one of the world's undisputed leading retail businesses, while at the same time maintaining an unrelenting focus on the views, experience, opinions and needs of the customer.

A very sharp focus on the fact that all company income derives from the customer's wallet and on using the intelligence that the company has about its customers to ensure the wallet stays open for business is a fundamental *Tesco* strategy. He strives to make everything in a complex business as simple as possible. Linked to this is an unrelenting crusade (改革运动) for operational efficiency without compromising quality in which all staff are motivated to be involved. Making it simple for the customer and getting it right are not easy but those are two of

the key base ingredients he brings to the business. It is a winning formula. He exhibits the ability to understand the importance of detail in his existing business models and has the strategic vision to take those models into new markets and to develop new models to take Tesco into other new businesses. Examination of results from the Tesco Internet business, through their International expansion, where they are market leader in the majority of the 10 markets they operate in, to their expansion into financial services with the Royal Bank of Scotland joint venture and their Computers for Schools program, are proof that Sir Terry Leahy not only has the trust of his shareholders and his colleagues but of his most valuable assets, his customers. He works in very modest surroundings and is a quietly spoken man, but one whose communication has great purpose and clarity and makes it simple for those in the business to understand what he expects and how he sees the future development of the business continuing to be driven by an understanding and anticipation of his customers' needs. (Tesco — Good Leadership)

Innocent Drinks started by three friends in 1999 has grown now to have a turnover in excess of £10m. It produces fresh, healthy, pure fruit and yoghurt drinks made only from the purest, fresh ingredients, containing no additives. The purpose of the products is to have some beneficial health implications for consumers. From an external viewpoint the company's culture may appear to be so informal and relaxed that it cannot have serious structure and purpose. It has a very relaxed dress code and some unusual assets — a head office called Fruit Towers, a customer helpline, manned by real people and called the Banana Phone and vehicles liveried to look like grass or cows. However, behind this exterior there is sound management practice and some very serious and purposeful minds. The value of their culture as a success ingredient is known and understood by the business leaders and it is managed very closely to ensure that as the business grows it sustains the engaging climate that motivates performance and loyalty from its employees and other stakeholders. The leaders have strongly held values and these manifest themselves in corporate behavior that among other things drives the very nature of the product. The company prides itself on the fact that it really treats all employees as individuals and also treats them as a family. Innocent Drinks is conservation conscious and, for example, plant trees to produce more oxygen than their vehicles produce CO₂, and their corporate social responsibility activity extends to providing action and assistance to third world villages. The

things they believe are important have not only created a unique product range but have also shaped the way the business behaves without compromising their commercial success. Innocent in this case does not imply nor mean naive. *(Innocent Drinks — Strong Culture)*

Rexam plc is a multinational packaging company with a turnover in excess of £3bn and over 100,000 employees worldwide. Keeping such a diverse organization pointing in the same direction and behaving in a like-minded manner towards the achievement of global goals is a challenge. Rexam drives its distinct aims through the application of the same core cultural values to every one of its 40 plus plants around the world and works very hard to ensure that every site in its business enjoys the benefits of a unifying culture and feels part of the same business. Their core values are not just a set of words in a frame on the wall, nor are they a slavish mantra (颂歌), but a set of clear principles that allow each business to respond to its own unique challenges in its own way but within the same cultural framework. Regular communications are produced simultaneously in every language used in the business to ensure that everyone receives news, views and updates at the same time. Business leaders meet regularly to share their commercial experiences and develop the way forward together. The values drive the way the business behaves commercially and ethically so that working for or doing business with Rexam anywhere in the world will be a similar experience.

(Rexam plc — Clarity of Purpose)

In the early 1990's **Liverpool City Council** had lost the confidence of its stakeholders and had become a model for high cost/low value delivery. A fractured and over-segmented organization delivered poor service to a disenfranchised (剥夺公民权利的) customer base. A new management team is faced with the need to overhaul (检查) almost everything, from rationalizing the premises the council occupied, to developing an entirely new way of working designed to deliver service effectiveness and value to its customers, the people of Liverpool. A new customer-centric philosophy emerged — a one-stop-shop to deliver all the services to the people where and when they needed them. Such a radical shift required the managers and staff working for the council to think and behave in a new way. The council had not only to

communicate the need for, and the focus of, the new approach but also build the confidence of the staff to change from the traditional way things are done in various departments to cross-organizational processes that made the customer the central focus. They had to feel that it is all right to change and that a new way would dramatically improve the quality of the service delivered. Piloted through one 24 × 7 call centre the one-stop-shop is now the way the whole council seeks to service its customers. Now 75 percent of all customer contact is by telephone and huge savings in site reduction have justified a multi-million pound investment in technology to support and drive the new strategy. Customers are happy, the community charge is reducing, and the management model has become so successful that not only does central government hold out Liverpool City Council as a model of best practice, but it has also been able to commercially exploit the intellectual property gained through its experience by providing consultancy services to other organizations. Many of the decisions taken took great courage, both from the leaders and those asked to take on the pioneering work, but their belief in what could be achieved has helped the people of Liverpool to get value from their council.

(Liverpool City Council — Real Customer Focus)

Dugdale Nutrition is a regionally based, long established family business providing animal feed to farms in the North West UK. Dugdale Nutrition's industry had become commodity supply with little product differentiation. Price pressure from a struggling farm community and fierce competition from the multinational suppliers capable of leveraging discounts for volume purchase of raw materials, added to the challenges for the business. In addition farm numbers are diminishing, while larger farms are being created by commercial farm companies, seeking industrial scale to sustain viability, resulting in fewer opportunities for small local independent associated industries. Dugdale Nutrition's solution is to move from solely being a supplier of sacks of animal feed, to becoming the farmer's animal nutrition consultants. Through developing a nutritional element into the proposition, the company is able to maximize the output of each head of cattle for each farmer. This required the business to acquire the expertise to be able to talk to farmers not generally about the price of feed, but specifically about the feed they needed to develop the best yield from the animal stock on their farms. Following the reduction of cattle numbers after the Foot and Mouth (口蹄疫) outbreak, Dugdale Nutrition

offered farmers the opportunity to minimize the effect through increased output per head. It meant producing unique feeds for each farm and for the welfare of each animal to be assessed. The outcome has been a major success: feed price is less the issue; feed performance is the key. Sales results are positive, profits on an upward curve and more business is being done with fewer bigger customers across a growing geographic area. Through taking an holistic approach towards its customers Dugdale Nutrition has been able to carve itself a niche in a crowded and competitive marketplace, effectively reinventing itself by adding a new skill set and a new dimension.

(Dugdale Nutrition — Readiness to Reinvent)

ARM Holdings employs over 700 people around the world operating in the microprocessor design space. The company is the industry's leading provider of 16/32-bit embedded RISC (精简指令集计算机) microprocessor solutions, using licensing as its business model. It has 20 offices worldwide but made the decision to create a one-team mentality. Through a series of exchange visits, all the staff benefit from being able to interact on a personal level with people from overseas offices. For the business this initiative yields a better than industry-average staff retention level, and also ensures knowledge sharing across the entire business. ARM recognizes that it is in an industry where individual, even idiosyncratic (特殊的, 异质的), thinking can create the product development breakthroughs that are vital to its future success. It also recognizes that people capable of such thinking often work in unconventional ways and therefore the business needs to have the flexibility to manage such talent effectively within a commercial framework, so its people engagement approach does just that. ARM people work with passion at pace and a major part of the reward scheme, as suggested by the employees, is the ability to have more personal time. Every four years staff can take a sabbatical equating to four weeks' extra holiday, and they can also trade some holiday entitlement. Yet the culture of the business goes deeper than just these entitlements. The strategy adopted by the firm is to hire from college and grow the skill sets of these people continually. By engaging these free-thinkers and encouraging them to interact with all fellow members of staff, the business is never bereft of ideas and is always capable of adapting to market shifts in a very timely fashion. A great deal of time and investment goes into growing the overall corporate knowledge, often achieved through "Lunch and Learn" sessions where some members of staff discuss projects and

challenges over lunch with a view to achieving a solution through collaboration. The company has developed its own degree program and actively develops its managers to be leaders. It has a vested interest in assisting academics to become business people and does this through an internal training program which increases the individual's skill set whilst benefiting the company's business aims. The learning process has to be sufficiently flexible to both trust and embrace some unconventional dimensions if the engagement of highly specialist people is to produce a positive commercial return. ARM Holdings clearly demonstrate that engaging people in a business is a combination of helping them to contribute to the success of the company for which they work by investing in them as individuals. It is a mark of their skill as an employer that they are able to do this in a somewhat unconventional business, and a pointer to all in more traditional companies that very low levels of investment in employee (fewer than 10 training days average per employee per annum) development may be a barrier to growth and commercial success.

(ARM Holdings — Engaging People)

Hertz has been established since 1948 and is a wholly owned subsidiary of the Ford Motor Company. The car rental sector is a mature, yet declining market worth around £1 billion per annum, with major suppliers suffering from a reduction in brand loyalty. Hertz, one of the best-known brands in car rental, had in 1998 slipped in popularity to be only fourth largest, suffering substantial losses compounded by a high turnover of sales staff. The company set in place a five-year plan to turn around the fortunes of the business in the UK. The content of the plan and the continuous belief in it showed particular courage. The market challenges changed throughout the life of the plan and included a travel sector slump after 9 • 11 contributing to a circa £150m loss for the business. The company had pledged to differentiate itself through innovation and the easy option during the unforeseen trading climate would have been to just compete on price for the diminishing market. It is a display of courage that reinforced the company's decision to continue with its original plan and trade through the uncertain times. The combining of the sales and operations elements of the business enabled the company to deliver service through many points of contact rather than the traditional channel. This, coupled with the introduction of technology, showed courage in changing the way an established industry does business. Hertz kept to its plan in an uncertain commercial environment, showing faith with its

beliefs irrespective of what competitors are doing. The company looked to the mid — to long-term to achieve exceptional results and is now reaping the benefit. The goal is to reach market leadership, not at all costs but in accordance with the company's five core beliefs. These core beliefs, often referred to as a Mission Statement, have served as the cornerstone for all the activities contained in the medium-term plan. Through a customer-centric and sales led strategy the company has since achieved record sales for four years running, customer satisfaction levels are 97 percent and customer retention is 100 percent over the past two years. Turnover today is over £90 million and Hertz has captured 30 percent of the "On airport" market share.

(Hertz — Courage)

The manufacturing sector has come under extreme pressure in the past 40 years and to continue producing goods and finding markets has required persistence and tenacity. As component manufacturers to other engineering companies, *Croft Engineering Services*, established in 1987, is dependent on orders from these customers and its fate is in danger of drifting in the general direction of much of the UK's engineering base. Having formed the business with the aid of a Prince's Trust Grant and an inheritance, the founders have been relentless in seeking help, support and advice from all quarters. As each new small business initiative has been announced, so Croft Engineering Services has evaluated its purpose and then sought relevant assistance. This persistence has led to the business gaining advice in several disciplines, not just manufacturing. An early liaison with John Moore's University, Liverpool, led the firm to engage a young female graduate who introduced the company to some basic computer systems and started the seismic shift in its thinking. The company was not content to just exist on supplying bigger manufacturers, but wanted to differentiate itself, and again sought assistance from the likes of UK Trade & Investment, Business in the Community, TECS and SMART. The founders took part in overseas trade missions and learned how the process of export worked. One order from such a mission has now resulted in 40 percent of all output being for the export market. The business is primarily involved in manufacturing metal filters for trade customers. The process is labor intensive and quality control is of paramount importance. The founders have invented a machine that can manufacture these delicate filters to a consistent standard and have been successful in receiving a grant to develop the idea further. Through sheer persistence the

business has taken advantage of every possible opportunity, which has served to shape not only the way the firm carries out its business, but also the very fabric of the business. Once the creative force is released it can be a very powerful driver of innovation and success, as Croft Engineering Services clearly demonstrates. Through an open mind approach the persistence the company has shown has led to the acceptance of new ideas and new thinking, leading to old ineffective ways being overturned and overtaken, and replaced by new products and processes which transform the future of the business. (*Croft Engineering Services Ltd. — Persistence*)

Andrew Ainge, the man who designed, patented and now sells a piece of technology that allowed the printing industry to move from printing metallic finishes(最后一层涂饰) around 50 colors to such printing in millions of colors, without them having to make any investment in new equipment, has shown immense creativity. Using MetalFX, it is possible to print millions of metallic colors and special effects in only one pass of a five color printing press, reducing press time and costs. In spite of having a demonstrably practical product with a huge potential global market he is forced to struggle with banks who, in spite of their claims to be the small business men's friend, displayed little real evidence of liking ideas as much as they like assets. The company also had to contend against entrenched(确立的, 不容易改的) industry opinions in order to get the business going. The creativity of the founder led to him having to cash in life policies to pay his staff and scrape together finance to get to a key trade show, from which he returned with a pocket full of checks and orders. However an unswerving belief in the potential of his idea, a creative business model which allows him to license his technology to every printer in the world for a sum that is sensible to both parties, a shrewd partnership with a printing ink manufacturer and some clever marketing allowing the business to flourish. Stimulating demand through by-passing the traditional supply chains to get direct to the end customer has set MetalFX on the road to substantial commercial success. Creativity in its broadest sense is about synthesizing knowledge, ideas and experience to develop new solutions for business development. MetalFX has displayed this in abundance. (*MetalFX — Creativity*)

moneysupermarket.com is a dot com success story. Originally set up to offer a mortgage finding

service via the big portal websites such as Yahoo, Lycos, BT, Freeserve and others, exchanging prospect traffic in return for a commission sharing arrangement. This is a new business model for such companies whose own business model is built on more traditional media owning principles. The persuasion process is difficult but steady and gradually the companies came on board and the consequent growth and mutual benefits of the partnerships came to fruition (成就; 实现). The key to growth in this strategy is that moneysupermarket.com is able to avoid the massive costs of brand building which became the burden and ultimate killer of many dot com businesses. The exclusive partnership model enables the business to manage its marketing costs on a results-driven basis and to create a virtuous circle which enables suppliers, intermediaries and the consumer to enjoy a beneficial relationship. The desire for growth is relentless and investment in new technologies to make the Internet even more effective for both business and retail customers continued with the introduction of a B2C channel offering mortgages and loans and credit cards. The widening of the service range drove new growth and the business continues to pursue that strategy, now offering over 12 products including insurance, legal services, flights, pensions and savings. The desire for growth still continues. A large proportion of the company's employees are employed in R&D not only developing new products and improving the way the existing systems operate, but also building entirely new ways to use the Internet to make it even more effective as a tool for finding the best deals for customers to manage their financial affairs. Sales growth has been around 100 percent year-on-year for the last four years and is forecast to continue at the same rate.

(moneysupermarket.com — Focus on Growth)

7. Reading II 的 Exercise V, Sentence 9 中 gene engineering 亦可写成 genetic engineering, 基因工程; 遗传工程。

8. Reading II 的 Cloze 部分:

Blank 2 比较 migrate, immigrate & emigrate

Migrate, which is used of people and animals, sometimes implies a lack of permanent settlement, especially as a result of seasonal or periodic movement. *Emigrate* and *immigrate* are used only of people and imply a permanent move, generally across a political boundary. *migrate* 用于人和动物, 有时含有缺乏永久的居住地之意, 尤指出于季节性或定期迁移这两个原因。 *emigrate* 和 *immigrate* 仅用来指人, 意味着永久性的迁移, 一般指越过政治意义上的疆界。 *Emigrate*

describes the move relative to the point of departure. Emigrate 指“移出”，比如说：After the Nazis came to power in Germany, many scientists emigrated (that is, left Germany). 纳粹夺取了德国的政权之后，许多科学家都迁走了（也就是说离开了德国）。By contrast, *immigrate* describes the move relative to the destination. 与之相对，immigrate 指“移入”，比如说：The promise of prosperity in the United States encouraged many people to immigrate (that is, move to the United States). 兴旺发达的前景吸引了众多的移民到美国（也就是指迁入了美国）。

Blank 11 比较 advertising & publicizing

If you *advertise* a particular product or item for sale, you tell people about it in newspapers, on television, on posters, etc. in order to persuade them to buy it. You also can *advertise* a particular event, which means you announce it is happening, so that people know about it and can go to it or take part in it. If you *publicize* a fact, event, campaign, etc., you make it widely known to the public.

Blank 15 比较 artificial & fake

Artificial objects or materials do not occur naturally and are created by people. If something is *fake*, it means that it is not genuine, but has been made in order to trick people into thinking that it is genuine, or that it is rarer or more valuable than it really is.

The drink contains no *artificial* flavoring or coloring. 该饮料不含人工香精和色素。

The dress is made of *artificial* silk. 这衣服是人造丝做的。

His house is full of *fake* antiques. 他房子里满是冒牌古董。

He used a fake passport. 他用的是一张伪造的护照。

Key 练习答案



>>>>>> Reading I

Pre-reading

I. 1.

be successful / a success	to succeed	to rise to the top
be prosperous	to accomplish	to achieve one's ambition
be a hit	to thrive	to reach one's goal

(Continued)

be thriving	to manage	to make it
be flourishing be a tycoon be a business giant	to flourish to achieve to prosper	to make your mark to turn up trumps to make a fortune to make a pile to get ahead to go places to get there to get rich

2. Bill Gates is a great success. He is not only a cyber tycoon but also the richest person in the world. He achieved his ambition all by his own efforts.

II. 1.

Company	Industry	Major Competitors	Secret to Success
Coca-Cola	soft drinks	Pepsi-Cola	superior products; high standards of performance; distinctive competitive strategies; high integrity of staff ...
Siemens	electrical/ electronics	Philips; Sony	zest for innovation; reliable and farsighted management; emphasis on engineering excellence ...
Nike	sportswear	Adidas; Reebok	well-financed and clearly focused marketing strategies, e.g., endorsing star athletes to prop up its image ...

2. human talents / quality of workforce / labor cost / production facilities / product development / quality control / company image / management style / after-sales service / distribution channels / interpersonal relationship / brand awareness / product pricing / customer satisfaction / marketing strategies / PR (Public Relations) efforts / promotion campaigns / transport logistics / legal guarantee system / development of new ideas and technology / smooth cash flow / adaptability to market changes / internal incentive mechanism / political and economic stability / preferential policies / government grants / financial aids / pro-business environment / corporate culture ...
3. They can do the following:
- to adjust to new market-economy rules / to be more flexible in management style / to be more adaptable to changing market conditions / to enhance brand image and company reputation / to lower overheads and expand profit margins / to stretch established brands into new markets / to better cash flow situation / to reduce financial risks / to emphasize PR and marketing activities / to

be more sensitive to customers' needs/ to raise efficiency and productivity/ to diversify products and services/ to increase hi-tech and IT investment/ to offer staff better training/ to recruit both local and overseas talented professionals/ to intensify international cooperation/ to strengthen comprehensive competition ability ...

4. Panasonic/ Alcatel/ Motorola/ Nokia/ NEC/ Ericsson/ Sony/ Samsung/ Siemens/ Bosch/ Hyundai/ Benefon/ LG/ Kyocero/ Maxon/ Mitsubishi ...

Exercises

II. 1. b 2. b 3. c 4. c 5. d

III. 1. download 2. sullen 3. roam 4. concentrate
5. organic 6. flush 7. affinity 8. mania
9. savvy 10. sprint 11. nomadic 12. superb
13. indispensable 14. cradle

IV. 1. quick off the mark 2. whipped ... out
3. vanguard 4. in touch
5. indispensable 6. has been concentrating on
7. to flush ... away 8. mania
9. sprinted 10. downloading
11. affinity 12. from cradle to grave

- V. 1. If you compare Max's apartment to Henry's house, the latter seems like a palace.
2. Modern technology has been flushing away conventional ways of production.
3. It was so noisy that I could hardly concentrate on the book I was reading.
4. It would be nice to keep in touch.
5. I flew into a rage at the incredible price they charged me for the poor service. There was no way around it.
6. She is so intelligent that she is quick off the mark whenever new problems occur.

>>>>>> Reading II

Exercises

I. 1. F 2. T 3. NM 4. T 5. F 6. F 7. T 8. T 9. NM 10. T

III. 1. a 2. c 3. d 4. b 5. a 6. c 7. d 8. b 9. a 10. b

- IV. 1. It's not clear who will take over as the new president when his term of office expires.
2. A lot of people are opposed to the term of allowance because it sounds like pocket money.
3. People are pretty quick off the mark to purchase a certain stock whenever any good news about it is disclosed in the media.
4. In western mountainous areas, many villagers lived in the same village, and have never been to coastland.
5. If you concentrate all your energies on the study of English, you will master the language.
6. In terms of cost, it's a lot cheaper to tear down a 50-year-old building than to rehabilitate it.
7. The small office has already housed 10 people, but he has managed to make room for the newcomer.
8. She whipped out a handkerchief to bind up the wound on her palm.
9. Since everybody feels the urge of branching into the new field of gene engineering, why don't we follow suit?
10. He has bought several flats with an eye to getting profit out of them when the price of real estate rises someday.

V. 1. d 2. c 3. b 4. c 5. a 6. c 7. b 8. d 9. d 10. a
11. c 12. b 13. b 14. a 15. d

>>>>> Extended Activities

A. Function and Structure

- I. 1. Mary: What do you think of today's lecture?
Susan: Don't you think it's very interesting?
Mary: Yes, I agree it's very interesting. How did you like the speaker?
Susan: I think she's wonderful. She speaks very clearly, sticks to the topic and has a lot of humor.
2. Jack: Hello, Jim. I heard you have a new secretary.
Jim: Yeah, for only one week. Her name is Nancy.
Jack: How do you feel about her?
Jim: No comment, I'm afraid.
Jack: No comment?

Jim: It's difficult to say whether she's a good or a poor secretary so early.

Jack: Then what's your opinion of her as a person, say, her manner and her personality?

Jim: As I see it, she's a very nice lady. She speaks softly and politely. She's patient with clients and helpful with colleagues.

Jack: Do you know how your new secretary feels about you?

Jim: What? I think you'd better ask her the question, not me.

Jack: Oh, She thinks highly of you. To tell you the truth, Nancy is my sister.

3. Peter: What do you think of football?

Bob: From my point of view, it's absurd and dull. You can't imagine how foolish it is to see a group of savage guys kicking and fighting with one ball.

Peter: Really? But don't you think it creates goodwill between nations?

Bob: Sheer nonsense! To my mind, nearly all modern sport is fiercely competitive. At great international matches, spectators often behave like hooligans in support of their own teams. Sometimes the police have to intervene to prevent the mob from invading the field and causing great damage. There have been actual riots at some matches. If that's what "goodwill" between nations is, I'll have none of it.

Peter: Oh, don't be so pessimistic. If we look at it in another light, you'll see football is really the most exciting sport of all. It can arouse one's patriotic fervor ...

4. Mr. Smith: Mr. Robert, do you have any particular views on the company's new budget?

Mr. Robert: Oh, I really don't know what to say about the new budget. As a matter of fact, I received a full copy of it only this afternoon.

Mr. Smith: I'm told that several board members are not in favor of it. As Sales Manager, what's your attitude towards the whole event?

Mr. Robert: I couldn't say, I'm afraid it's quite beyond me. I'm only responsible for earning money for the company. I really have nothing to say about how to spend the money.

5. Student A: How do you like the food in the college cafeteria?

Student B: I think the food is pretty good.

Student A: How about the price?

Student B: I suppose it all depends on your points of view. Some students think it's expensive, some think it's reasonable.

6. Billy: By the way, what do you think of the music they are playing?

Sam: It's pop music. Pop music isn't bad; but personally, I prefer classical music.

Billy: Some say that pop music isn't very pleasant to listen to. What's your opinion of it?

Sam: I wouldn't say it's unpleasant. Pop music is exciting and stimulating.

Billy: Don't you think classical music is superior to pop music?

Sam: That's more than what I can say. Well, I think it's only a matter of taste.

B. Special Use

Notes:

- When a quantity, an amount, or measurement is referred to as one unit, the subject is singular and requires a singular verb. For example: thirty days seems long enough to wait for a payment.
- A fractional expression used as the subject requires a singular verb if the prepositional phrase following the fraction contains a singular noun or pronoun. Such an expression requires a plural verb if the phrase contains a plural noun or pronoun. For example: About three-fourths of the work has been done. / Three-fourth of them have paid their dues.

- I.**
- | | | | |
|---------------|--------------------|---------------|-----------------|
| 1. were → was | 2. / | 3. / | 4. seem → seems |
| 5. are → is | 6. was → were | 7. have → has | 8. were → was |
| 9. / | 10. sound → sounds | | |
- II.**
- | | | | | |
|--------------|---------|---------|------------|--------------|
| 1. are | 2. was | 3. does | 4. are | 5. is |
| 6. was | 7. has | 8. are | 9. was | 10. is |
| 11. consists | 12. has | 13. was | 14. were | 15. go |
| 16. is | 17. is | 18. are | 19. has | 20. is |
| 21. is | 22. has | 23. is | 24. were | 25. declines |
| 26. apply | 27. is | 28. are | 29. was | 30. has |
| 31. has | 32. is | 33. was | 34. leaves | 35. leaves |

C. Practical Reading

I. Passage (1) → b Passage (2) → a

II.

Dates	What happened?	Who did what?
1847	The Siemens & Haiske Telegraph Construction Company founded	Werner Siemens & Johann Georg Haiske
1849	A company mainly undertaking work in the construction of the railroads founded	Johann Holzmann

(Continued)

Dates	What happened?	Who did what?
1866	The dynamo machine invented	Werner Siemens
1882	The first major foreign project started	Johann Holzmann
1917	The Philipp Holzmann Aktiengesellschaft formed	Johann Holzmann
1950	Recommended foreign activities	Johann Holzmann
1979	Acquisition of J. A. Jones Construction Company	Johann Holzmann
1981	Purchase of Lockwood Greene Engineers, Inc.	Johann Holzmann
1989	Takeover of the Steinmuller Group	Johann Holzmann
1992/1993	Recorded annual sales of DM 82 billion	Siemens

III.	Siemens	Holzmann
Business scope	Electrical/Electronics industry	From railroad construction to all fields of building construction & civil engineering
Locations of activities	Germany and foreign markets with more than 50 countries	Throughout Germany, some foreign markets, including East Africa and South America
Company organization	Composed of Siemens AG and an array of domestic and foreign subsidiaries	Passing through all forms of company organization, from individual proprietorship via a limited and general partnership through to a limited liability company
Styles of management	Reliable, farsighted, with the youthful dynamism, zest, and innovation	Flexible and versatile corporate strategy

D. Additional Vocabulary

1 - e; 2 - h; 3 - s; 4 - i; 5 - j; 6 - a; 7 - l; 8 - f; 9 - o;
 10 - p; 11 - t; 12 - d; 13 - r; 14 - k; 15 - g; 16 - c; 17 - m; 18 - n;
 19 - b; 20 - q

Appendix

WORD STUDY

Unit 1

impose

boom

contribute

implement

praise

Unit 2

specify

define

dominate

represent

extend

Unit 3

concern

classify

identity

originate

reject

Unit 4

accuse

offer

resist

fade

prohibit

Unit 5

engage

afford

recruit

evaluate

ignore

Unit 6

increase

view

require

administer

deal

Unit 7

suit

hesitate

resent

allow

impress

Unit 8

distinguish

extract

confuse

register

form

Unit 9

drive

fascinate

isolate

depress

oppose

Unit 10

crash

compare

detect

introduce

touch

郑重声明

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