

# 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,使学生在学习语言知识的同时,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三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 )为阅读 I 和 II 的课文提供详细的注释和词汇、语法方面的知识;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 )提供详细的讲解和例句;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。



# 第二版使用说明

本教材共分4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。原书中每

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 (ReadingⅡ)** 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)——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。

编 者

2016年12月

于华东师范大学



# CONTENTS

	<b>Topic</b>	<b>Teaching Aim</b>	<b>Lead-in</b>	<b>Background Information</b>
<b>Unit 1 P 001</b>	<b>Advertisement</b>	P 001	P 002	P 005
<b>Unit 2 P 047</b>	<b>Business Communication</b>	P 047	P 048	P 052
<b>Unit 3 P 094</b>	<b>Organizational Culture</b>	P 094	P 095	P 098
<b>Unit 4 P 126</b>	<b>Promotional Mix</b>	P 126	P 127	P 131
<b>Unit 5 P 167</b>	<b>Sightseeing</b>	P 167	P 168	P 172
<b>Unit 6 P 214</b>	<b>Public Relations</b>	P 214	P 215	P 219
<b>Unit 7 P 260</b>	<b>Working as a Secretary</b>	P 260	P 261	P 265
<b>Unit 8 P 315</b>	<b>Production</b>	P 315	P 316	P 320
<b>Unit 9 P 354</b>	<b>Automobiles</b>	P 354	P 355	P 359
<b>Unit 10 P 394</b>	<b>Insurance</b>	P 394	P 395	P 399

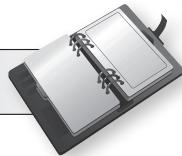
<b>Language and Culture Focus</b>	<b>Teaching Tips</b>	<b>Key</b>
P 009	P 029	P 039
P 055	P 079	P 086
P 100	P 112	P 117
P 135	P 156	P 160
P 175	P 194	P 205
P 225	P 241	P 248
P 269	P 304	P 307
P 323	P 338	P 342
P 362	P 378	P 382
P 405	P 418	P 424



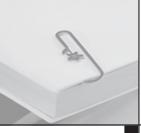
# Unit 1

## Advertisement

### Teaching Aim ( 教学目的 )



1. Cognitive Information ( 认知信息 ): Advertisement; Ways of Advertising
2. Language Focus ( 内容重点 )
  - **Key Words:** I. expose, expenditure, heading, pervasive, channel, schedule, nuisance, poster, tempt, sponsor, sportswear, regulation, legislation, maximum, ensure; II. benefit, flexibility, paste, scan, edit, slice, synchronize, mute, intrude
  - **Phrases:** I. be exposed to, aim to / at, be subject to, limit ... to; II. turn upside down, transform into, open up, fit together, end up
  - **Useful Structures:** as well as
    - have the right to ...
    - make doing sth. easy ...
3. Communicative Skills ( 交际技能 )
  - **Expressions:** Persuasion
  - **Reading:** Language of Advertising
  - **Basic Writing:** Sentence Writing ( I )
4. Special Use ( 专项用法 ): -ing and -ed adjectives



## Lead-in (导入)

### >>>> Listening Comprehension Tasks

#### Difficult Words and Expressions

---

- slide: a small piece of photographic film which you project onto a screen so that you can see the picture 幻灯片
- conviction: a strong belief or opinion 坚定的信念
- constitute: to form or compose 组成, 构成
- copywriter: a person whose job is to write the texts for advertisements 广告文字撰写人
- graphic: a drawing or a picture that is composed by using simple lines and sometimes strong colors 图形
- proposition: a statement or an idea that people can consider or discuss to decide whether it is true 主张, 观点
- outrageous: unacceptable or shocking 令人无法接受的; 令人震惊的
- emission: the release of something such as gas or radiation into the atmosphere 排放
- conventional: (a method or product) usually used or in use for a long time 传统的(方法或产品等)
- lure: to trick people into a particular place or to trick them into doing something that they should not do 引诱
- prospect: someone who is likely to be a future customer / client 潜在客户
- well-versed: knowing a lot about something 精通的

#### Passage Script

---

##### Passage I

Advertising is a main process which makes goods or services popular. We can also say that advertising is a technique of influencing the minds. Different media can be used for advertising purpose, for example, radio, TV, newspapers, magazines, agents, gift scheme, posters, and cinema slides, etc. But the basic idea behind all these media is how to promote goods or services. And a proper strategy is needed for positive results.



Expenditures on advertisement are considered as profitable investment. Organizations handle advertisement in a number of ways. In small companies advertisement is handled by someone in the marketing department or sales department who works with an advertising agency, but a large company will often set up its own advertising department whose manager reports to vice president of marketing. The advertising job is to propose a budget, develop a powerful advertising strategy, and approve ads and campaigns. Advertising strategy can be classified according to whether its aim is to inform, persuade, remind or reinforce.

Informative advertising aims to create awareness and knowledge of new products or services, or new features of advertised products or services.

Persuasive advertising aims to create liking, preferences, conviction and purchase of products or services.

Reminder advertisement strategy aims to stimulate repeated purchase of products or services.

Any advertising strategy is emerged from the analysis of market situation. If a product class is mature and the company is the market leader but the brand usage is low, there should be a proper strategy to stimulate more usage.

If the product class is new and the company is not the market leader but its brand image is superior to a leader's, a proper strategy is to convince the market of the brand's superiority.

In fact, a proper strategy is needed to start any project and then follows a line of action to get the desired results.

## Passage II

### How to Write A Good Print Ad

To define what constitutes a good print advertising, we begin with what a good print ad is not:

- It is not creative for the sake of being creative.
- It is not designed to please copywriters, art directors, agency presidents, or even clients.
- Its main purpose is not to entertain, win awards, or shout at the readers, “I am an *ad*. Don’t you admire my fine writing, bold graphics, and clever concept?”

In other words, ignore most of what you would learn as a student in any basic advertising course or as a trainee in one of the big Madison Avenue consumer ad agencies.

Okay. So that's what an ad shouldn't be. As for what an ad *should* be, here are some characteristics shared by successful direct response print ads:

- They stress a benefit. The main selling proposition is not cleverly hidden but is made immediately clear. Example: “How to Win Friends and Influence People.”
- They arouse curiosity and invite readership. The key here is not to be outrageous but to address

the strongest interests and concerns of your target audience. Example: “Do you Make These Mistakes in English?” appeals to the readers’ desire to avoid embarrassment and write and speak properly.

- They provide information. The headline “How to Stop Emission Problems — at Half the Cost of Conventional Air Pollution Control Devices” lures the readers because it promises useful information. Prospects today seek specific, usable information on highly specialized topics. Ads that provide information the readers want to get higher readership and better responses.
- They are knowledgeable. A successful ad copy reflects a high level of knowledge and understanding of the product or service and the problem it solves. An effective technique is to tell the readers something they have already known, proving that you and the advertiser are well-versed in market need, personal needs, or requirements.

## Key

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

**IV.** 1. What shouldn’t an ad be?

- a. It is not creative for the sake of being creative.
- b. It is not designed to please copywriters, art directors, agency presidents, or even clients.
- c. Its main purpose is not to entertain, or win awards.

2. What should an ad be?

- a. It stresses a benefit. The main selling proposition is not cleverly hidden but is made immediately clear.
- b. It arouses curiosity and invites readership. The key here is not to be outrageous but to address the strongest interests and concerns of your target audience.
- c. It provides information. An ad that provides information the reader wants gets higher readership and better responses.
- d. It is knowledgeable. A successful ad copy reflects a high level of knowledge and understanding of the product or service and the problem it solves.

## >>>> Spot Dictation

Advertising is a message designed to promote a product, a service, or an idea. In everyday life, people come into contact with many kinds of advertising. Printed advertisements make up a large part of newspapers and magazines. Poster ads appear in streets, on buses and in subway stations. Commercials

interrupt TV and radio programs.

The purpose of most advertising is to sell products or services. Manufacturers advertise to try to persuade people to buy their products. Large business firms also use advertising to create a favorable “image” of their companies. Local businesses use it to gain new customers and increase sales. Advertising thus plays a key role in the competition among businesses for the consumer’s dollar. In many businesses, the volume of sales depends largely on the amount of advertising done.

## Background Information (背景知识)



### 1. Advertising

Advertising is the paid, non-personal promotion of a cause, idea, product, or service by an identified sponsor attempting to inform or persuade a particular target audience. Advertising has evolved to take a variety of forms and has permeated nearly every aspect of modern society. Every major medium is used to deliver the message: television, radio, movies, magazines, newspapers, the Internet, and billboards. Advertisements can also be seen on the seats of grocery carts, on the walls of an airport walkway, and the sides of buses, or heard in telephone hold messages or in-store PA systems ( Public Address System, 有线广播系统 )— nearly anywhere a visual or audible communication can be placed. Advertising clients are predominantly, but not exclusively, for-profit corporations seeking to increase demand for their products or services. Other organizations that frequently spend large sums of money on advertising include political campaigns, interest groups and religion-supporting organizations. While advertising can be successful at getting the message out, it does have several limitations, including its inability to focus on an individual consumer’s specific needs, to provide in-depth information about a product, and to be cost-effective for small companies.

### 2. Forms of advertising

Advertising can take a number of forms, including advocacy, comparative, cooperative, direct-mail, informational, institutional, outdoor, persuasive, product, reminder, point-of-purchase, and specialty advertising. Most companies are successful in achieving their goals for increasing public recognition and sales through these efforts.

*Advocacy Advertising* is normally thought of as any advertisement, message, or public communication regarding economic, political, or social issues. The advertising campaign is designed to persuade public opinion regarding a specific issue important in the public arena. Almost all nonprofit

groups use some forms of advocacy advertising to influence the public's attitude toward a particular issue.

*Comparative Advertising* compares one brand directly or indirectly with one or more competing brands. This advertising technique is very common and is used by nearly every major industry. One drawback of comparative advertising is that customers have become more skeptical about claims made by a company about its competitors because accurate information has not always been provided, thus making the effectiveness of comparison advertising questionable. In addition, companies that engage in comparative advertising must be careful not to misinform the public about a competitor's product. Incorrect or misleading information may trigger a lawsuit by the aggrieved company.

*Cooperative Advertising* is a system that allows two parties to share advertising costs. Manufacturers and distributors, because of their shared interest in selling the product, usually use this cooperative advertising technique. Cooperative advertising is especially appealing to small storeowners who, on their own, could not afford to advertise the product adequately.

*Direct-Mail Advertising* Catalogues, flyers, letters, and postcards are just a few of the direct-mail advertising options. Direct-mail advertising has several advantages, including detail of information, personalization, selectivity, and speed. But while direct mail has advantages, it carries an expensive per-head price, is dependent on the appropriateness of the mailing list, and is resented by some customers, who consider it "junk mail".

*Informational Advertising* In informational advertising, which is used when a new product is first being introduced, the emphasis is on promoting the product name, benefits, and possible uses. *Institutional Advertising* takes a much broader approach, concentrating on the benefits, concept, idea, or philosophy of a particular industry. Companies often use it to promote image-building activities, such as environmentally friendly business practices or new community-based programs that it sponsors. Institutional advertising is closely related to public relations, since both are interested in promoting a positive image of the company to the public.

*Outdoor Advertising* Billboards and messages painted on the side of buildings are common forms of outdoor advertising, which is often used when quick, simple ideas are being promoted. Since repetition is the key to successful promotion, outdoor advertising is most effective when located along heavily traveled city streets and when the product being promoted can be purchased locally.

*Persuasive Advertising* is used after a product has been introduced to customers. The primary goal is for a company to build selective demand for its product. For example, automobile manufacturers often produce special advertisements promoting the safety features of their vehicles. This type of advertisement could allow automobile manufacturers to charge more for their products because of the

perceived higher quality the safety features afford.

*Product Advertising* pertains to non-personal selling of a specific product. An example is a regular television commercial promoting a soft drink. The primary purpose of the advertisement is to promote the specific soft drink, not the entire soft-drink line of a company.

*Reminder Advertising* is used for products that have entered the mature stage of the product life cycle. The advertisements are simply designed to remind customers about the product and to maintain awareness. For example, detergent producers spend a considerable amount of money each year promoting their products to remind customers that their products are still available and for sale.

*Point-of-Purchase Advertising* uses displays or other promotional items near the product that is being sold. The primary motivation is to attract customers to the display so that they will purchase the product. Stores are more likely to use point-of-purchase displays if they have help from the manufacturer in setting them up or if the manufacturer provides easy instructions on how to use the displays.

*Specialty Advertising* is a form of sales promotion designed to increase public recognition of a company's name. A company can have its name put on a variety of items, such as caps, glassware, gym bags, jackets, key chains, and pens. The value of specialty advertising varies depending on how long the items used in the effort last.

### 3. Advertising objectives

Advertising objectives are the communication tasks to be accomplished with specific customers that a company is trying to reach during a particular time frame. A company that advertises usually strives to achieve one of four advertising objectives: trial, continuity, brand switching, and switchback. Which of the four advertising objectives is selected usually depends on where the product is in its life cycle.

*Trial* The purpose of the trial objective is to encourage customers to make an initial purchase of a new product. Companies will typically employ creative advertising strategies in order to cut through other competing advertisements. The reason is simple: Without that first trial of a product by customers, there will not be any repeat purchases.

*Continuity* Continuity advertising is a strategy to keep current customers using a particular product. Existing customers are targeted and are usually provided new and different information about a product that is designed to build consumer loyalty.

*Brand Switching* Companies adopt brand switching as an objective when they want customers to switch from competitors' brands to their brands. A common strategy is for a company to compare product price or quality in order to convince customers to switch to its product brand.

*Switchback* Companies subscribe to this advertising objective when they want to get back former

users of their product brand. A company might highlight new product features, price reductions, or other important product information in order to get former customers of its product to switchback.

#### 4. Selecting the right advertising approach

Once a company decides what type of specific advertising campaign it wants to use, it must decide what approach should carry the message. A company is interested in a number of areas regarding advertising, such as frequency, media impact, media timing, and reach.

*Frequency* Frequency refers to the average number of times that an average consumer is exposed to the advertising campaign. In a crowded and competitive market repetition is one of the best methods to increase the product's visibility and to increase company sales. The more exposure a company desires for its product, the more expensive the advertising campaign.

*Media Impact* Media impact generally refers to how effective advertising will be through the various media outlets (e.g., television, Internet, print). A company must decide, based on its product, the best method to maximize consumer interest and awareness. Before any money is spent on any advertising media, a thorough analysis is done of each one's strengths and weaknesses in comparison to the cost. Once the analysis is done, the company will make the best decision possible and embark on its advertising campaign.

*Media Timing* Another major consideration for any company engaging in an advertising campaign is when to run the advertisements. For example, some companies run ads during the holidays to promote season-specific products. The other major consideration for a company is whether it wants to employ a continuous or pulsing pattern of advertisements. "Continuous" refers to advertisements that are run on a scheduled basis for a given time period. The advantage of this tactic is that an advertising campaign can run longer and might provide more exposure over time. Pulsing indicates that advertisements will be scheduled in a disproportionate manner within a given time frame. The advantage with the pulsing strategy is twofold. The company could spend less money on advertising over a shorter time period but still gain the same recognition because the advertising campaign is more intense.

*Reach* Reach refers to the percentage of customers in the target market who are exposed to the advertising campaign for a given time period. A company might have a goal of reaching at least 80 percent of its target audience during a given time frame. The goal is to be as close to 100 percent as possible, because the more the target audience is exposed to the message, the higher the chance of future sales.



## Language and Culture Focus (语言文化要点)

### >>>> Reading I

#### 1. expose *vt.*

① to show something that is usually covered or hidden 使暴露

**【例句】** He lifted his T-shirt to expose a jagged scar across his chest.

Potatoes turn green when exposed to light.

If you expose your skin to the sun for too long, it will get suntanned.

② to put someone in a situation where they are not protected from something dangerous or unpleasant  
使遭受；使暴露；招致

**【例句】** The report revealed that workers had been exposed to high levels of radiation.

expose oneself to diseases 使某人受到疾病的影响

③ to show the truth about someone or something, especially when it is bad 揭露；揭示；透露

**【例句】** The film exposes the utter horror of war.

The report exposes the weaknesses of modern medical practice.

④ to make it possible for someone to experience new ideas, ways of life, etc. 使……接触(新事物)等

**【例句】** expose their children to classical music

使他们的孩子们受到古典音乐的影响

#### 相关搭配

**be exposed to:** to be introduced to 接触；暴露

**【例句】** Some children are never exposed to classical music.

Students should be exposed to all views, even wrong ones.

How often does your current job require that you be exposed to radiation (辐射)?

The baby was left exposed to the wind and rain.

#### 2. continuous: *adj.* uninterrupted in time 连续不断的

比较: continuous & continual

**Continuous** indicates that the action or object carries on without stopping or interruption, while **continual** usually describes an action which is repeated again and again.

**【例句】** They chattered continuously for an hour.

Is this a continuous flight, or do we stop off anywhere?

Our political institutions are in continuous evolution.

How do we prevent these continual breakdowns?

He was continually late for work.

Please stop your continual questions.

**3. the press:** (journalists who work for) newspapers, periodicals and the news sections of radio and television 报刊; 报界; 新闻界; 记者们

**【例句】**The press were not allowed to attend the trial.

The majority of the press support the government's foreign policies.

the local / national / provincial press

**相关搭配**

**press conference:** 记者招待会

**press photographer:** 摄影记者

**press release:** 新闻发布

**4. supplement**

① *n. additional section added to a newspaper (报纸的)增刊*

**【例句】**the color supplements of the Sunday newspaper

the Sunday supplements

② *n. thing added to something else to improve or complete it 增补的事物; 补充*

**【例句】**The money I get from teaching the piano is a useful supplement to my ordinary income.

③ *vt. to add something in order to increase it to an acceptable level 补充; 增补; 增加*

**【例句】**Kia supplements her regular salary by tutoring in the evenings.

I supplement my grant by working extra hours.

She supplements her diet with vitamin tablets.

**相关词**

**supplementary:** *adj. additional; extra 增补的; 补充的; 附加的*

**【例句】**a supplementary payment / lecture / item

There is a supplementary water supply in case the main supply fails.

**5. expenditure** *n.*

① *the amount of money spent 支出额*

**【例句】**welfare expenditures

The total expenditure on defense has dropped since 1989.

② *the act of spending or using time, money, energy, etc. 耗费; 花费*

**【例句】**The work should be produced with minimum expenditure of time and money.

**相关搭配**

**public expenditure:** 公共开支

6. **specialized:** *adj.* trained, designed, or developed for a particular purpose or type of work 经过专门训练的；专用的

【例句】specialized knowledge 专业知识  
highly specialized 高度专业化的

**相关词**

**specialize:** *vi.* to limit all or most of your study, business, etc. to a particular subject or activity 专门从事；专攻

【例句】After qualifying, Zelda decided to specialize in contract law.

**specialty:** *n.* a kind of food that is always very good in a particular restaurant or area 特色菜；特色食品

【例句】Try the mushroom — it's our specialty.

7. **proportion** *n.*

① a part or share of a larger amount or number 部分；份儿

【例句】Quite high proportion of their incomes are spent on fuel.

Far higher proportions of part-time workers have no health insurance at all.

A large proportion of the people are illiterate.

② the relationship between the amounts, numbers, or sizes of different things that go together to form a whole 比例

【例句】eating the right foods in the right proportions

The proportion of men to women in the population has changed in recent years.

Make salad dressing in the proportions of three parts oil to one part vinegar.

**相关搭配**

**in proportion:** 成比例

【例句】Reduce the drawing so that all the elements stay in proportion.

If you use a whole pineapple, increase the other ingredients in proportion.

**out of proportion (to / with):** 不成比例

【例句】They've built a house that's completely out of proportion with the size of the lot.

**in proportion to / with sth.:** 与……成比例

【例句】Tax is then calculated in proportion to what you earn.

8. **heading:** *n.* word or words put at the top of a page, section of a book, etc. as a title 标题

【例句】Mention your sources at the end, under the heading "Bibliography."

The heading of the article was "Eco-tourist Turned Eco-terrorist".



### 相关词

**subheading:** *n.* 副标题；小标题

9. **pervasive:** *adj.* present and perceived everywhere 无处不在的；遍布的

【例句】 pervasive smell / dust / damp

the pervasive mood of pessimism

the all-pervasive influence of television

Alcohol is still a pervasive problem with high-school students.

10. **commercial**

① *n.* an advertisement on television or radio 商业广告

【例句】 a soap powder commercial

### 相关搭配

**commercial break:** 广告时间(电视或广播节目中插广告的时间)

② *adj.* of or for commerce; financed by broadcast advertisements 商业的；贸易的；商业性的

【例句】 commercial law / activity / art

commercial radio / TV / channel

commercial bank

This film is a huge commercial success.

这部电影的票房收入极为可观。

11. **independent channels:** television stations financed by private rather than governmental money 独立频道

12. **channel** *n.*

① a television station and all the programs broadcast by it 频道

【例句】 This is boring — I'm going to switch to another channel.

What's your favorite channel?

② a way of expressing your thoughts, feelings or physical energy 方式；途径；渠道

【例句】 The kids need a channel for all that energy.

Your complaint must be made through the proper channels.

He has secret channels of information.

③ a broad strait, especially one that connects two seas 海峡(尤指沟通两大海域)

【例句】 the English Channel 英吉利海峡

13. **schedule**

① *n.* a plan of what someone is going to do and when they are going to do it 计划表；进度表；日程表

**相关搭配**

**full schedule:** 排得很满的日程表

**【例句】**I've got a very full schedule today.

**tight schedule:** 时间很紧的日程表

**【例句】**We have such a tight schedule that we may have to take on extra staff.

**ahead of / on / behind schedule:** 先于 / 按照 / 迟于预定时间

**【例句】**We finished the project three weeks ahead of schedule.

② **vt.** to plan that something will happen at a particular time (通常用于被动语态) 排定; 把……安排在; 预定

**【例句】**The meeting has been scheduled for this afternoon.

The new airport is scheduled to open just before Christmas.

**相关搭配**

**scheduled flight:** a plane service that flies at the same time every day or every week 定期航班

**14. carry:** *vt.* (of a newspaper or broadcast) to include something in its content; to contain 登载; 广播; 报道

**【例句】**Today's papers carry full report of the president's visit.

The trade press carried details of the new laws.

**15. insert:** *vt.* to put, fit, place something into something or between two things 插入; 放入; 置入

**【例句】**insert an additional paragraph in an essay, an advertisement in a newspaper, etc.

insert a key into a lock

Insert your fingers into the layers and press them apart.

**相关词**

**insertion:** *n.* inserting or being inserted 插入; 放入; 置入

**【例句】**the insertion of a coin into a slot

**16. post:** *vt.* mail 邮寄

**【例句】**Could you post this letter for me?

They will post me the tickets / post the tickets to me as soon as possible.

**相关词**

**postage:** *n.* 邮费; 邮资

**【例句】**What is the postage on this parcel?

How much is the postage for an airmail letter to Canada?

**postage stamp** 邮票

**postal:** *adj.* 邮政的; 邮寄的

E.g. postal charges, workers, districts 邮费; 邮政员; 邮区

**postal code** 邮政编码

**相关词** **post-box** 邮箱

17. **introductory offer:** special price offered on a new product to attract customers (为打开销路的)

优惠价

18. **A firm may telephone people at home to tell them about a new service or brand of product, perhaps with a special “introductory offer” to persuade them to buy.**

**【参考译文】**某些公司可能会打电话到家里,向人们介绍公司新推出的服务项目或新品牌的  
产品,或许会提供“优惠价”,说服人们去购买其产品或服务。

19. **As more of these direct marketing and telephone “shots” are used both in Britain and the USA, many people regard them as a nuisance and ask for their names to be taken off the mailing lists, which are often sold by one company to another.**

**【参考译文】**由于大多这样的直接销售及电话销售在英美国家都已使用,很多人认为这些销  
售方式令人烦恼,要求把自己的名字从邮件用户名录中删除,这些用户名录中的  
信息往往由一家公司转卖给另一家公司。

20. **nuisance:** *n.* an annoying thing, person or behavior 讨厌的物、人或行为

**【例句】** You are a confounded nuisance. Stop pestering me.

The noise was so loud that it was a nuisance to the neighbors.

What a nuisance! I've forgotten my ticket.

**相关搭配**

**make a nuisance of oneself:** 惹人讨厌

**【例句】** Stop making a nuisance of yourself.

21. **poster:** *n.* large notice displayed in a public place 招贴; 海报

**【例句】** He's putting up a poster advertising the circus.

They asked me to design posters for the concert.

Sandra collects old movie posters.

22. **eye-catching:** *adj.* striking and noticeable 惹眼的; 引人注目的

**【例句】** an eye-catching new outfit

an eye-catching suit, hat, etc.

23. **tempt** *vt.*

① to arouse a desire in someone; to attract 引起某人的欲望; 吸引某人

**【例句】** The warm weather tempted us into going for a swim.

I'm tempted to take the day off.

② to persuade or try to persuade someone to do something, esp. something wrong or unwise 劝说

或鼓动某人做某事; 恣恿

**【例句】** He was tempted into a life of crime by greed and laziness.

They tried to tempt her into staying with offers of promotion.

Nothing would tempt me to join the army.

#### 相关词

**tempting:** *adj.* 吸引人的；诱人的；动人的

**【例句】** a tempting offer 诱人的提议

That cake looks very tempting.

**temptation:** *n.* 劝诱；诱惑；有诱惑力的事物

**【例句】** the temptation of easy profits

yield / give way to temptation 经不住诱惑

put temptation in somebody's way 诱惑某人

can not resist the temptation of 经不住诱惑

Clever advertisements are just temptations to spend money.

The bags of sweets on the table was too strong a temptation for the child to resist.

#### 24. sponsor

① *vt.* (of a person or firm) to pay for a sporting event, a concert, etc. in order to set publicity for themselves 赞助；资助

**【例句】** This is a government-sponsored program.

The bank is sponsoring a sports day for children in the area.

② *n.* a person or company that pays for a show, broadcast, sports event 赞助商；赞助公司

**【例句】** the Championship's sponsor, Martell Cognac

③ *n.* someone who officially agrees to help someone else, or to be responsible for what they do 担保人；保证人

**【例句】** You need a sponsor to get a working visa.

#### 相关词

**sponsorship:** *n.* 赞助；资助

**【例句】** The expedition is looking for sponsorship from one of the major banks.

#### 25. as well as: in addition to something else 又，也，还

**【例句】** They sell books as well as newspapers.

They own a house in France as well as in Spain.

The organization encourages members to meet on a regular basis, as well as providing them with financial support.

She is a talented musician as well as being a photographer.



**Note:** After “as well as”, we can use a noun, a V-ing form, a prepositional phrase.

## 26. prominent adj.

① large and sticking out 突出的；凸出的

【例句】a prominent nose

a prominent place / position

② well-known and important 著名的；卓越的；杰出的

【例句】a prominent Russian scientist

Mandela (曼德拉) played a prominent role in the early years of the ANC (African National Congress).

相关词

**prominence:** n. 重要；杰出；著名

相关搭配

**come to / gain prominence:** 成名；崭露头角

【例句】He first came to prominence in 1980.

**give sth. prominence / give prominence to sth.:** 把某事物放于显著位置

【例句】The topic didn't deserve the prominence it was given.

## 27. sportswear: n. clothes that are worn to play sports or when one is relaxing 运动服；休闲服装

【例句】China's LI-NING sportswear must be at the head of other famous Chinese brands.

This brand of sportswear fast developed with a wide market share.

相关词

“sports” is a word with strong capability of collocation and can be used to form a lot of compounds.

The following are some of them:

**sports shirt** 运动衫

**sportsmanship** 体育精神 (good / bad sportsmanship 良好的 / 糟糕的体育精神)

**sportsman / sportswoman** 运动员

**sports car** 跑车

**sports fan / enthusiast** 运动爱好者

**sports event** 赛事

“wear” (usually in compounds) is used especially in shops / stores to describe clothes for a particular purpose or occasion

【例句】casual / evening, etc. wear 便 / 正装等

children's wear 童装

ladies' wear 女装

footwear 鞋具

menswear 男装

underwear 内衣

**28. tournament:** *n.* series of contests between a number of competitors until just one person or team emerges the winner 联赛；锦标赛

【例句】 tennis / chess / badminton tournament

Chinese Baseball League will hold its first tournament from April 26 to May 25.

We are ready to announce the results of the Turing Tournament that we conducted at the California Institute of Technology.

相关表达

**Different kinds of competition in sports**

**tournament:** a sports competition involving a number of teams or players who take part in different games and must leave the competition if they lose. The competition continues until there is only the winner left 联赛

【例句】 a golf / squash / tennis, etc. tournament

**championship:** a competition or series of competitions to find who is the best 锦标赛

【例句】 the World Chess Championship

**match:** an organized game or sports event 比赛

【例句】 a football / boxing / Scrabble match

**sporting event:** sports competition, at which people gather together to watch or take part in something 体育赛事

【例句】 This is one of the major sporting events of the year

The Olympics is usually a two-week event.

**29. regulation:** *n.* rule or restriction 规则

【例句】 building / planning / safety regulations

相关搭配

**rules and regulations:** 规章制度

【例句】 There are too many rules and regulations governing small businesses.

**30. legislation:** *n.* laws passed by a government 法律；法规

【例句】 an important piece of human rights legislation

legislation governing minimum wage rates

相关词

**legislative** *adj.*

① 有立法权的

【例句】 a legislative assembly 立法议会

② 法律的; 立法的

【例句】 new legislative measures to stem the flow of drugs into the US

相关词

**legislator:** *n.* 立法者; 立法机关成员

**legislature:** *n.* 立法机关

**the executive:** 行政部门

**the judiciary:** 司法部门

**the legislative:** 立法部门

### 31. solicitor, barrister 和 lawyer 辨析

**solicitor:** (British English) a type of lawyer in Britain who gives advice, does the necessary work when property is bought and sold, and defends people, esp. in the lower courts of law. 初级律师(英国的一种律师, 其职责为提供咨询、办理房地产买卖手续、在下级法庭出庭替人辩护等)

**barrister:** (British English) a lawyer in Britain who can argue cases in the higher law courts (英国有资格在高等法院出庭的) 诉讼律师, 大律师

**lawyer:** someone whose job is to advise people about laws, write formal agreements, or represent people in court 律师

**counselor:** (American English) a lawyer 律师; 法律顾问

**attorney:** (American English) a lawyer who especially speaks in court 律师, 尤指出庭律师

**Note:** In British English, a **lawyer** who speaks in court is called a **barrister**, while a **solicitor** works mainly from an office, but may also appear in the less formal and important courts.

### 32. decent adj.

① acceptable and good enough 可接受的; 相当好的; 像样的

【例句】 Haven't you got a decent pair of shoes?

This is a house with a decent sized yard.

② following the standards of moral behavior accepted by most people 正派的; 规矩的

【例句】 Decent citizens have nothing to fear from this legislation.

相关搭配

**a decent burial / funeral:** 体面的葬礼

**a decent job:** 体面的工作

相关词

**decency:** *n.* 正派; 端庄; 体面

【例句】 a judgment that reflects the decency and good sense of the American people

**33. have the right to do sth.**: be in the position to do something 有权利做某事

【例句】 You have the right to refuse, but you'd better think it twice before you do so.

### 相关表达

“名词+非限定动词”的表达

#### ① N + inf

The following nouns in English are usually followed by the infinitive

**ability, agreement, ambition, anxiety, curiosity, disposition, mind, obligation, permission, refusal, reluctance, temptation, tendency, wish**

【例句】 They have the ability to produce nuclear weapons.

They signed an agreement to rent the house.

He is under no obligation to do it.

Her refusal to accept his offer of help is really disappointing.

Wood has the tendency to swell if it gets wet.

#### ② N + Prep. + V-ing

The following nouns in English are usually followed by a preposition and a V-ing form.

**aptitude, delay, difficulty, excuse, experience, interest, genius, habit, hope, idea, method, motive, object, pass, plan, possibility, skill, success**

【例句】 Edison had a great aptitude for inventing new things.

Have you had much experience in teaching English?

There is no hope of winning the game.

We must improve our method of teaching foreign languages.

A hundred years ago, few people believed in the possibility of flying.

#### ③ N + inf or N + Prep. + V-ing

The following nouns in English can be followed either by an infinitive or a preposition and a V-ing form without change in meaning.

**attempt, chance, effort, freedom, intention, necessity, opportunity, reason, time, way**

【例句】 The doctor made a bold attempt to save / at saving the child's life.

They made an effort to finish / at finishing the work in one day, but they failed.

The liberated people will have the freedom to choose / of choosing their own social systems.

Have you any intention to go / of going there?

There is no necessity to buy / of buying a new care.

I have many reasons to fear / for fearing him.

34. **complain:** *vi. / vt.* to say one is annoyed, dissatisfied, or unhappy about something or someone 抱怨；不满；发牢骚

【例句】They've already been given a 10% raise, so why are they complaining?

She often complains about not feeling appreciated at work.

People complain that they don't get enough information.

Neighbors complained to the police about the dogs' barking.

Employees complained bitterly about working conditions.

相关搭配

**complain of:** 诉说有……病痛

【例句】He's been complaining of severe headaches recently.

相关词

**complaint:** *n.* 投诉；意见

【例句】We have received a number of complaints about your conduct.

All complaints against police officers are carefully investigated.

We are concerned by complaints that children are being bullied.

相关搭配

**make a complaint:** 提起投诉，抱怨

【例句】If you wish to make a complaint, you should see the manager.

**have / receive a complaint about:** 收到投诉

【例句】The BBC received a stream of complaints about the program.

**submit a complaint:** 正式提出投诉

【例句】"I wish to submit an official complaint", the woman said.

**letter of complaint:** 投诉信

35. **authority:** *n.* the power one has because of their official position or because people respect their knowledge and experience 权利；权威；威信

【例句】None of us questioned my father's authority.

The man spoke with the voice of authority.

This professor is one of the world's leading authorities on tropical disease.

相关搭配

**the authorities:** 当局；官方

【例句】British police are cooperating with the Malaysian authorities.

相关词

**authoritative:** *adj.* 权威性的；可信的；可靠的

## &gt;&gt;&gt;&gt;Reading II

1. **blessing:** *n.* a gift from God or anything that brings happiness or good fortune 祝福；福气

【例句】It was a blessing that no one was injured.

没人受伤，真是幸运。

The rain will be a blessing for the farmers.

对农民们来说，这场大雨真是上天保佑。

Health is a blessing that money can't buy.

健康是金钱买不到的福气。

When you feel sad, count your blessings.

悲伤的时候，想想自己的福气。( = remember how lucky you are. )

2. **transform:** *v.* to change completely in form, appearance, or nature

transform sth. into sth.: change sth. into sth. 转变；转化

【例句】A steam engine transforms heat into power. 蒸汽机把热能转化为动力。

In only 20 years the country has been transformed into an advanced industrial power.

20年间，这个国家就演变成了一个发达的工业大国。

An area of sandy pastureland can be transformed into a barren landscape in two or three years.

在两到三年内，布满沙尘的牧场就会变成一片贫瘠之地。

3. **transmission:** *n.* the sending of something to a different place or person, especially the broadcasting of television or radio programs 传送

【例句】data transmission 数据传送

transmission of last week's program 上周节目的传送

4. **opened up entirely new advertising possibilities:** made new advertising development possible open up:

① to become or make sth. possible, available or able to be reached 打(展)开；开发(辟)

【例句】The railway opened up the east of the country.

Exciting possibilities were opening up for her in the new job.

② to start a new business 开张

【例句】There's a new Thai restaurant opening up in town.

**antonym:** close down 关闭

③ to develop or start to happen or exist; to develop or start sth. 开办(设)

【例句】A division has opened up between the two ministers over the issue.

5. **Technology is transforming the creation and transmission of just about every kind of traditional advertising, and it has opened up entirely new advertising possibilities.**

【参考译文】科技正在改变传统广告的制作和传送方式，并已经开创了广告业的新局面。

6. **At the same time, however, advertisers may be unchaining a technological force that will turn much of the advertising business upside down.: Advertisers will probably make new discoveries in advertising technology, which will totally change the advertising business.**

① unchain: set free or release

② turn sth. upside down:

a. to cause a lot of change and confusion in a situation or in someone's life 翻天覆地

【例句】the story of a young girl whose life was turned upside down

b. to make a place very untidy when you are looking for something 翻箱倒柜

【例句】The burglars have turned our house upside down.

【参考译文】然而，同时广告也可能会引发一场完全改变广告产业的技术革命。

7. **flexibility: n. the ability to change easily and adapt to different conditions and circumstances 灵活性**

【例句】the flexibility of modern computer 现代电脑的灵活性

an economic system that does provide some scope for flexibility

灵活的经济体系

8. **benefit vi / vt. If you benefit from something or if it benefits you, it helps you or improves your life.**

获益；对……有益；有利于

benefit from 得益于

【例句】Both sides have benefited from the talks.

双方都从谈判中获益。

She might benefit from having the opportunity to discuss the worries with some one outside the family.

Thousands of people of all ages have benefit from well-proven cosmetic improvement procedures.

9. **copywriter: n. a person who writes the words for advertisements 广告文字撰稿人**

10. **mechanically: adv. without thought or feeling because it is something uninteresting or you have done it many times before; from habit rather than will 机械地；呆板地**

【例句】Bill shook hands mechanically with the new comers.

比尔呆板地与新来的人握手。

“Oh, fine, thanks”, said Philip mechanically.

“哦，好的，谢谢，”菲利普呆板地说。

He answered mechanically for he had heard the same question too many times.

他已经多次听到了这个相同的问题，所以他的回答也是千篇一律。

11. **paste up typeset copy:** put materials together ready to be set in type for printing 排版
12. **have been digitally scanned:** have been passed by an electronic beam on the surface so as to transfer words or pictures into the binary digital system and reproduce them on a screen 被数码扫描
13. **grab:** v. to get or obtain 抓住  
 【例句】Don't miss the chance — grab it before the boss changes her mind.  
 不要错过机会，在老板改变主意前抓住机会。  
 Why didn't you grab the chance to go to New York?  
 为什么不抓住这个去纽约的机会？
14. **network:** n. a set of computers that are connected to each other and can be used as a means of sending and sharing information 计算机网络
15. **fit ... together:** put ... together 组合；组装  
 【例句】How do these two parts fit together?  
 We fitted together the pieces of the puzzle.
16. **Photo in the wrong place?:** This is an elliptical sentence. The complete sentence is “what shall we do if there is a photo in the wrong place?” Similarly, the following sentence “Client decides to change the wording of the headline at the last minute?” means “what shall we do if the client decides to change the wording of the headline at the last minute?”
17. **headlines:** n. the title of a newspaper or story, printed in large letters at the top of the story, especially on the front page 头版重要新闻  
 【例句】The new road plan is in the headlines again.  
 建造新马路的计划又出现在报纸的头条。  
 The headlines that day were full of news of the kidnapping.  
 那一天的报纸头条充斥着绑架的消息。
18. ... send the file over telephone lines to a service bureau that creates the photographic film ready to drop into a magazine.: The sentence means that one can send one's article by phone to a computer service center that can transform the information sent by telephone lines to a photographic film (胶片), so that the article can be ready for a magazine.
19. **bureau:** n. office, organization, or division of a government department 司；局；处
20. **television spot:** television spotlight, strong beam of light directed onto a particular person or place in television broadcasts 电视转播聚光灯照出的光
21. **set design:** fixed design, design that cannot be changed 固定的设计
22. **“morphing” a technique:** developing or changing a technique  
 morph: v. to develop a new appearance or change into something else 改变；将……变体
23. **magically:** adv. strangely; mysteriously 神奇地

【例句】The door opened magically as I walked up to it.

我向门走近时，门神奇地开了。

24. **make putting the pieces together as easy as ...:** In this sentence “putting the pieces together” is the object of the verb “make”, and “easy” is the complement of the object. So the basic pattern of this sentence is “make doing sth. easy”. “As ... as” is a phrase for comparison, indicating that “putting the pieces together now is as easy as moving paragraphs around in a computer”.

【例句】Digital cameras make taking pictures easier than before.

25. **word processor:** a small computer used for ordinary office jobs, such as typing letters and reports, storing information 文字处理机

26. **splice ... together:** join together end to end to make one continuous length

【例句】The tape in this cassette is broken. Can you splice the ends together?

录音机里的磁带断了。你能把它们接起来吗？

27. **synchronize the voices, music and sound effects:** make the dialogues, music, and sound effects occur at the same time with the action shown in a film

synchronize: v. to cause to happen at the same time or the same speed

【例句】You have to synchronize the soundtrack with the film.

你必须使声音轨道与影片画面同步。

The soundtrack and the film don't synchronize.

声音轨道和影片画面不同步。

28. **potentially:** adv. We use potentially to say that something or someone may develop into the particular kind of thing or person mentioned, but has not done so yet or not actually existing at present. 有潜力地

【例句】She's potentially our best tennis player, but she needs to practise much harder.

她是我们最有潜质的网球选手，但她需要更艰苦的训练。

Electricity is potentially dangerous, so treat it with respect.

电有着潜在的危险，请小心。

29. **interactive television:** a television network system in which information can be exchanged and shared 交互式电视

30. **in whatever forms it ends up taking:** no matter which form it finally takes

end up: to be in a particular situation, state, or place after a series of events, especially when you did not plan it (以……)结束

【例句】If you go on like this you'll end up in prison.

I wondered where the pictures would end up after the auction.

[ + -ing ] I ended up doing all the work myself.

Most slimmers end up putting weight back on.

[ +adj. ] If he carries on driving like that, he'll end up dead.

[ +with ] Anyone who swims in the river could end up with a nasty stomach upset.

**31. put the audience in control:** let the audience choose the program they want to watch

**32. remote control:** a small device for controlling television or machinery from a distance by radio signals 遥控器

**33. mute the sound:** turn down the sound so that it is not heard 静音

**34. intrude into:** to disturb; interfere with 干涉

**【例句】**I don't want to intrude into your family affairs.

我不想干涉你的家庭事务。

Pessimism didn't visibly intrude into the president's holiday mood.

悲观的气氛并没有影响总统的度假情绪。

Don't intrude into their private grief. 不要打扰他们个人的悲痛。

**35. ... where interactive television will end up:** to what end will interactive television develop

**36. Stay tuned:** Originally it means to tune into a particular TV channel or radio station, e.g. Stay tuned to Radio Beijing. Here it means to stay informed about what interactive TV will finally be like.

## >>>>>Extended Activities

### A. Function and Structure

---

#### How to Be Persuasive

Persuasive speaking is useful. If you master it, you will be able to convince people of your position or motivate people to do things that they never thought of before. Here are some tips to the art of persuasion.

- Always focus on the end result. Your purpose is to make someone consider something or make someone do something. Everything you do should have the intention of reaching that goal. Arousing a strong emotional bond to your point of view or fear and tying your position to deeply-rooted, commonly-held beliefs is the key to success.
- Relate to your audience. Start off your speech by finding the common ground. People tend to like other people who are similar to them, and people tend to trust people they like.
- Put words in the mouth of your audience. Once they are hypnotized by your sweet words and aroused by your passion, it is easy to plant your ideas into their brains, but do it subtly and do it

right.

- Don't tell them what you think and why they should believe it. In other words, speak indirectly, glaze over facts and speak in vague terms.
- Empathy is the key to all types of persuasion. Say something and assess how the audience reacts. If it is a negative reaction, you've said something wrong. If it is a positive reaction, you've said something right. Pay close attention to your audience but do not worry.
- Pretend to elaborate on what you said earlier. You must repeat what you said for the audience to remember it, but say it differently and keep your language vague.

## B. Special Use: -ing and -ed adjectives

---

### 1. -ing分词和-ed分词作形容词的主要区别

-ing分词和-ed分词都可以充当形容词做定语,起修饰作用。通常,-ing分词表示主动进行的意义,而-ed分词表示被动完成的意义。例如:

crying baby(哭泣的婴儿——婴儿正在哭泣,主动进行。)

rolling stone(滚动的石头——石头正在滚动,主动进行。)

trained teacher.(受过培训的教师——被动,而且培训已经结束。)

unsolved problems(没有被解决的问题——被动,而且结果已经显现。)

有些学习者习惯于将-ing分词与物搭配;将-ed分词与人搭配。在实际使用中,这样的搭配也不少。其实,最根本的区别还是“主动进行——被动完成”。例如:

interesting book      interested reader

(书使人感兴趣。书为施事者,主动含义;人为受事者,被动含义。)

boring journey      bored traveler

(旅途使人厌烦。旅途为施事者,主动含义;人为受事者,被动含义。)

fascinating movie      fascinated audience

(电影使人感到刺激。电影为施事者,主动含义;观众为受事者,被动含义。)

amusing story      amused listeners

(故事使人发笑。故事为施事者,主动含义;听众为受事者,被动含义。)

freezing weather      frozen food

(天气使万物结冰。天为施事者,主动含义;食物被冻住,为受事者,被动含义。)

有时,即使对象同样是人,也可以根据上下文的主动/被动含义,使用不同的-ing分词和-ed分词进行搭配。例如:

annoyed boy(被惹恼的男孩,过去分词强调被动意义)

annoying boy(惹人烦的男孩,现在分词强调主动意义)

有时,-ing分词和-ed分词更加强调“进行——完成”意义的区别。例如:

falling leaves(正在飞舞的树叶)

fallen leaves(落叶——已经落在地上的树叶)

developing country(发展中国家——正在发展中)

developed country(发达国家——已经发展好了)

当然,也有些-ed分词作定语时,表示的是主动意义。这些作为特例,需要学习者特别注意。例如:

retired teacher(退休教师)

escaped prisoner(逃跑的囚犯)

faded / withered flower(凋谢的花朵)

melted snow(融化的冰雪)

## 2. 有关-ing分词作形容词的固定搭配

有些-ing分词作形容词修饰名词属于固定搭配。例如:

peace-keeping force(维和部队)

guiding principle(指导原则)

working people(劳动人民)

welcoming speech(欢迎辞)

opening speech(开幕辞)

closing speech(闭幕辞)

neighbouring country(邻国)

有些-ing分词能与其他形容词、副词、或名词连用构成复合词,作定语,修饰中心名词。例如:

healthy-looking baby

long-suffering parents

French-speaking secretary

labor-saving machine

## 3. 有关-ed分词作形容词的固定搭配

有些-ed分词作形容词修饰名词属于固定搭配。例如:

advanced technology(先进的技术)

beloved leader(深受爱戴的领袖)

born musician(天生的音乐家)

contented smile(满意的微笑)

devoted friend(忠实的朋友)

expired library card(过期的图书卡)

heated discussion(热烈的讨论)

learned professor(知识渊博的教授)



limited time(有限的时间)

troubled place(是非之地)

-ed分词也可以与形容词、副词、或名词连用构成复合词,作定语,修饰中心名词。例如:

well-behaved boy	widely-traveled businessman
well-informed officer	well-built hotel
ill-taught people	recently-built houses
home-grown vegetables	highly-trained nurse
above-mentioned point	well-printed books
absent-minded children	good-mannered students
heart-broken story	

#### 4. -ing分词和-ed分词与定语从句的转换

作定语的-ing分词和-ed分词短语也可以转换为定语从句。例如:

The girl sitting next to me is my sister.

→ The girl who is sitting next to me is my sister.

The man killed in the accident was his father.

→ The man who was killed in the accident was his father.

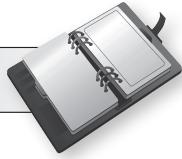
### C. Practical Reading

本课的专题是广告语言,阅读广告需注意品牌、型号、特点、服务等。第一部分的一篇文章是关于广告的特点,第三部分是三则广告。

#### 1. 本题是段落与主旨关键词搭配题。

- (a) 本段主要是关于使用某产品前后的不同,其中的before和follows等词都是线索,答案为7。
- (b) 本段主旨就是第一句话One thing reminds us of another,即“一事物能使人联想到另一事物”。另外,从associate with这个短语也可以判断答案是3。
- (c) 本段讲的是广告中的名人效应,名人之所以为名人,是因为他们是成功的专业人士,是某方面的权威(authority)。换句话说,他们具有一般人没有的专业知识。因此答案为8。
- (d) 主旨是第一句话,线索词: show, photograph, 答案: 4。
- (e) 主旨: science, 线索: science, 答案: 6。
- (f) 主旨: 知名度, 线索: name, 答案: 1。
- (g) 主旨: 广告词, 线索: word, 答案: 5。
- (h) 主旨: 第一句话, 线索: not doing the best for those you love most, 答案: 2。

## 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：语篇《一》主要探讨了如何确立合适的策略以取得积极的广告效果；而语篇《二》则是关于印刷类广告成功的要诀。和以往各单元一样，练习一和练习三均属预听活动，主要目的是在进行精听练习之前，让学生对所听语篇的主旨（gist）有所了解，初步把握词汇和理解上的难点所在，在接下来的听力活动做好语言和心理上的准备。练习二为选择题，考查学生对语篇中一些重要细节或事实的听辨和理解。教师应提醒学生：在预读选项时，要特别注意各个选项之间的相同和相异处。其中第一题系主旨题，考查学生对全篇主旨的把握，虽然其他选项文中均有涉及，但“proper strategy”一词在语篇各个部分反复出现，正确答案为D, Successful advertising strategies。练习四要求学生以填空的形式回答问题。虽然要求填写的内容的顺序和录音材料中相关内容出现的顺序基本一致，但句型结构有所变动，比一般的Spot Dictation难度要大。在听音前，教师应提醒学生对所需填写部分的信息进行积极预测，以便更好地捕捉所需填写的信息。
2. 听写填空（Spot Dictation）部分的语段对广告的定义、形式、目的和作用进行了概括性的介绍，要求填入相关的名词、动词或介词，以便学生掌握这些词的搭配，可以作为导入活动安排在阅读Ⅱ课文讲解之前进行。
3. Reading I 的 Brainstorming 部分学生可通过自由讨论的形式，列出他们所知道的有关广告的词汇。教材中把相关词汇分为三组，即：广告媒体、广告形式和相关动词。在进行该项活动前，教师可结合 Background Information 部分 1. Advertising 的内容，向学生介绍一些广告的背景知识。广告通常被定义为：为了某种特定的需要，通过一定形式的媒体，并消耗一定的费用，公开而广泛地向公众传递信息的宣传手段。广告有广义和狭义之分，广义广告包括公益广告和经济广告。公益广告指不以盈利为目的的广告，如政府行政部门、社会事业单位乃至个人的各种公告、启事、声明等。狭义广告仅指经济广告，又称商业广告，是指以盈利为目的的广告，通常是商品生产者、经营者和消费者之间沟通信息的重要手段，或企业占领市场、推销产品、提供劳务的重要形式。广告媒体和形式多种多样，我们生活中常见的既有传统的广告栏招贴、印刷传单或活页宣传手册、广播广告、电影和电视广告、电话广告、杂志或报纸广告，也有新型的网络横幅广告（Internet banners）、网络弹出广告（Internet pop-ups）、空中广告、视频广告等，甚至在公共汽车站台、公共汽车侧身、出租车车身、日常用品、商品标签，以及某些票券背面都有广告的存在。凡是广告主愿意支付费用来宣传其企业和商品，以达到其预期目的任何形式都是广告的形式。在讨论第三组相关动词时，教师可根据教参答案提供的动词，给出一些中文短句，让学生译成英文，以便学生更好地掌握这些动词的用法。如：

- Effective advertising promotes the sales of the product.
- Today's paper carries / runs a full-page advertisement for our new product.
- Our advertising campaign targets middle-aged professional women.
- We decided to place our advertisement on both local and national papers.

#### 4. Reading I Pairwork由学生两人结对,讨论与本单元主题advertisement相关的一些话题。

Question 1是对广告构成要素的讨论。一般来说构成广告的最基本要素包括:1)广告主:也称为广告客户,即进行广告者,是指提出发布广告的企业、团体或个人,是广告活动的主动者,广告费用的承担者;2)广告媒介:广告信息要通过一定的物质、技术手段传播,用来传播广告信息的中介物就是广告媒介;3)广告信息:是广告的主要内容,发布广告就是把信息传递给用户和消费者;4)广告费用:广告客户发布广告所支付的费用,是广告区别于新闻等信息的一个重要标志。下文供教师用英语讲解时参考。

According to the definition of advertising, most of the advertisements should have the following components:

- 1 ) Advertiser: The advertiser is the sender of information and all the advertising activities should be consistent with the purpose and willingness of the advertiser. Therefore, the advertiser is the main body of advertising, namely, every advertisement should have its specific owner of the advertising information. The specific owner should be a recognizable group, including corporation, enterprise, government, organization and individual.
- 2 ) Advertising fees: The advertising fees are paid by the advertiser whether it's operated by itself or other agency. Because advertising is a kind of marketing action, an advertiser has to pay for its advertisement. There are quite a few people who consider that too much advertising fee will inevitably raise the price and cost of the product, and thereby will influence the sale of the product.
- 3 ) Advertising information: Advertising information is the principal contents an advertisement wants to disseminate. Advertising is a series of planning action, so the information of advertising should be aimed at certain target market and consumers, and should avoid aimlessness. The dissemination of information should be accurate, definite, recognizable and moderate in length. An effective advertisement involves not only "what to say", but also "how to say it".
- 4 ) Advertising media: Advertising media are the means of the dissemination of advertising,

including newspaper, magazine, broadcast, TV program, billboard and mail. The newspaper, magazine, broadcast and TV are called the four main media of advertising. Moreover, any other kind of objects or tools can be a medium for the advertisement, such as airplane, train, bus, building, neon light, movie, package, exhibition, and etc. Different kinds of media have different features, disseminating area, target audience and speed.

All these components are mutual features and essential elements of every advertisement.

教师还可进一步引导学生对以不同媒体为载体的广告的具体构成要素分别进行探讨。比如说平面设计广告的主要要素有：标题、正文、广告语、插图、商标、公司名称、色彩等。不管是现在的报刊广告、邮寄广告，还是我们经常看到的广告招贴等，都是由这些要素通过巧妙的安排、配置来组合而成的。广播广告的三要素则为语言、音响和音乐。而对借助电视媒介传达的电视广告来说，则是由画面、语声和音响音乐诸元素构成的。

建议教师把对 Question 2 和 Question 3 的讨论安排在一起进行。教师可先让全班通过讨论，列出学生心目中评判广告好坏与坏的标准，然后邀请部分学生起来描述他们最喜爱的一则广告（若条件允许，教师可让学生事先准备好这些广告的实例，供课上展示或播放），并让班里其他学生根据先前列出的标准评判该广告是否是一则好的广告，好在哪里，哪些地方有待改进等。下文供教师用英语概括好的广告的特征时参考。

### What Makes a Good Advertisement?

A good advertisement:

- must stop the reader from turning the page. An ad has 5-to-10 seconds to jump off the page and grab the reader's attention;
- works like a good salesperson, telling potential customers what a product will do for them;
- is built on a concept or idea. The reader must instantly recognize the concept being communicated;
- sells a product's benefits rather than its features. People decide what to buy based on what the product will do for them, not for what ingredients it has;
- has a sense of urgency. It tells the reader to do something.

- promotes the name of the store while it visually creates an image for the store;
- speaks to a specific group of people it is trying to reach;
- provides all the facts a reader needs without providing too many.
- is well organized in its layout. The orderly division of space makes it easier on the eye to read;
- conveys its message simply. It is believable and honest.
- is distinctive. Ads must be different, instantly recognizable and sell the store in addition to the merchandise;
- attracts a reader's eye by using the basic principals of design as they relate to layout: proportion, balance, contrast, movement and unity;
- uses the most popular words and phrases to consumers including: *Free, New, Sale, Now, Guarantee, 100%, Easy, Bargain, Introducing, Now, Just Arrived, Easy, Results, Discover and Affordable*;
- remembers who the customer is and what would make that customer buy;
- is news. Readers believe advertising in newspapers is as important as the rest of its content. The interactivity of a newspaper causes readers to seek out good advertising;
- limits its use of typefaces. A good rule of thumb is to use no more than three typefaces in an ad. This reduces the feeling of an ad being too busy or cluttered;
- sells answers to consumer's current needs. Advertising sells to people's wants not just to their needs. People need a car but want a Mercedes. They need clothing, but they want Polo.

Question 4的讨论重点在电视广告上。随着科技的发展,新型广告媒体不断涌现,但电视还是占据着主流广告媒体的地位。与其他平面媒体广告不同,电视广告融画面和语声为一体,通过演员、道具、布景、字幕、动画、台词、独白、解说和音乐等视觉和听觉元素的灵活运用,具有更强的表现力和说服力。下文供教师用英语讲解时参考。

A television commercial is a form of advertising in which goods, services, organizations, ideas, etc. are promoted via the medium of television. Most commercials are produced by an outside advertising agency and airtime is purchased from a television channel or network. Many television commercials feature catchy jingles (songs or melodies) or catch-phrases that

generate sustained appeal, which may remain in the minds of television viewers long after the span of the advertising campaign. For catching attention of consumers, communication agencies make wide use of humor.

The TV commercial is generally considered the most effective mass-market advertising format, and this is reflected by the high prices TV networks charge for commercial airtime during popular TV events. Television commercial production studios often spend enormous sums of money in the production of one single television spot. This vast expenditure has resulted in a number of high-quality advertisements, which boast of the best production values, the latest in special effects technology, the most popular personalities, and the best music.

Despite the popularity of some advertisements, most are considered to be an annoyance for a number of reasons. The main reason may be that the volume of advertisements tends to be higher than that of regular programming. The increasing number of advertisements, as well as overplaying of the same advertisement, is the secondary annoyance factor. A third might be the increasing ability to advertise on television, prompting ad campaigns by everyone from cell-phone companies and fast food restaurants to local businesses.

From a cognitive standpoint, the core reason people find advertisements annoying is that the advertisement's offer is not of interest at that moment, or the presentation is unclear. A typical viewer has seen enough advertisements to anticipate that most advertisements will be bothersome, prompting the viewer to be mercilessly selective in their viewing. Conversely, if an advertisement strikes a chord with the viewer, or has entertainment value beyond the basic message, then viewers tend to stay with the advertisement, and look forward to viewing it again.

Question 5 讨论的重点是因特网和其他传统广告媒体的区别。下文较为详细地介绍了因特网广告的独特形式和优势，供教师用英语组织讨论时参考。

### Ad Formats

In conventional media, ads' format is generally fixed in the basic pattern such as 30 or 60 seconds spots of TV commercials and 30-sheet poster of outdoor. The Internet relatively supports more various formats for ads. Looking into Internet ads format will help us understand and assess how the Internet differs from traditional media as an advertising medium.

*Banners* Banner ads are those rectangular-shaped graphics, usually located at the top or bottom of a web page. Targeting gives advertisers the opportunity to filter messages to selected audiences based on certain criteria. It supports the most powerful feature of the Internet as an advertising medium: the ability to indicate the exact composition of an advertisement's audience.

*Interstitials and Pop-ups* Interstitials are full-screen ads that run in their entirety between two content pages, while pop-up appears in a separate window on top of content that is already on the user's screen. Pop-up ads that interrupt the user's flow of work may be perceived as less favorable than interstitial ads that run in between the user's activity.

*Sponsorships* In traditional media vehicles including outdoor, most sponsorships tend to be simple and are limited to brand name identification or the brand name and a brief slogan. On the other hand, online sponsorships also can appear as part of the content of a web page, or as part of a list of sponsors. In addition, online sponsorships can be interactive, so that a click of the mouse sends a visitor to the homepage of the sponsor.

*Hyperlinks* A hyperlink is to allow users to link to another website by simply clicking on the hyperlink. There are some similarities to online sponsorships in that they have less space than other ad formats, and are generally embedded in the content itself. A difference is that the number of hyperlinks on web page is not limited.

### Strengths

The following are the summarized features of Internet advertising:

*Easy to Access* Internet advertisements are accessed on demand 24 hours a day, 365 days a year.

*Low Cost* Costs are the same regardless of audience location. Distribution costs are low (just technology costs), so it costs to reach the millions of consumers at the same as one.

*Direct response* Advertisers can reach variously segmented consumers who are able to purchase their products or services on the spot.

*Interactivity* Opportunity to create one to one direct marketing relationship with consumer. That is, the Internet allows their customers to communicate directly with you. Advertisers can get to gain customers' information on their consuming behavior and

preference. Most pages even offer online ordering on the spot. This cuts down on the number of steps that need to occur between the time the customer makes the decision to buy and the actual purchase.

*Tracking* By using Internet technology, advertisers can measure exactly message audiences. Response (click-through rate) and results (page views) of advertising are immediately measurable.

*Diverse Style* Internet relatively supports more various format for ads, some of which we do not find in traditional media. Also, the use of multimedia makes advertising more attractive and compelling.

*Immediacy* Online advertising message can reach consumers just prior to purchasing. It is able for consumers to know in great detail on how and why they buy.

*Flexibility* The Internet allows advertisers to change their messages frequently. Advertising and content can be easily and frequently updated, supplemented, or changed. It allows advertisers to easily offer message audiences updated information.

*Accuracy* Consumers primarily access ads because of interest in the content, so advertisers can gain more accurate data on their consumers, and market segmentation opportunity is large.

## 5. Reading I 练习 5

Sentence 5 Advertising Standards Authority, 英国广告标准局, 成立于1962年, 专门对除广告电视以外的其他媒介的广告进行管理。其职责是代表公众的利益, 仲裁和处理所有的广告申诉, 与政府机构和其他组织保持联系, 并负责广告界的自律活动。

The Advertising Standards Authority (ASA) is the independent British self regulatory organization (SRO) of the advertising industry. The ASA is a non-statutory organization and so cannot interpret or enforce legislation. However its codes of advertising broadly reflect legislation in many instances. The ASA is not funded by the British Government. The ASA is funded by a levy on the advertising industry, thereby operating a system of self-regulation. The ASA's core purposes are to be a best-practice "one-stop shop" for advertising regulation and to ensure that advertising is legal, decent, honest and truthful.

6. Reading I Post-reading 要求学生对报纸、杂志、电视、广播、直接邮寄广告、户外广告以及因特网等7种常见的广告媒体的优缺点进行对比。除教参给出的答案外,教师还可参考Background Information部分4. Selecting the Right Advertising Approach和Reading I Pairwork中Question 5的有关内容。另外,Reading II Cloze部分的短文介绍了报纸、电视和广播作为广告媒体各自的优势,教师可根据教学安排结合使用。建议教师将全班分为7个小组,每组分别负责一种媒体,让学生在课内或课外先进行分组讨论,然后让各小组在课上向其他小组汇报他们的讨论结果。教师也可安排学生以小组为单位在开展讨论前作一些资料的收集或调查工作。教师应向学生指出:广告媒体不存在孰优孰劣,每种媒体都有其独特的特征和优势。关键是要针对产品的实际需要,广告受众的特征,挑选最接近受众、有效受众数量最多、对受众影响力最大的媒介作为广告发布的主要媒介。除了考虑选择合适的媒体,还应该考虑所选择的媒体有没有理想的版面和时段。如今的媒体存在多渠道和多形式的特征,各种广告媒体在传播速度、覆盖面上存在相当大的差异。媒体选择还要考虑到广告主的经济能力、广告成本指标、消费受众的媒体接触习惯和受众的注意与记忆规律等因素。传媒的丰富使人们获得资讯的方式越来越多,增加了广告主对媒体的选择,也必然会增加受众对媒体的选择。

#### 7. Reading II Cloze

Blank 1: 此处选c. over。advantage的习惯搭配。类似的用法还有: give sb. an advantage over; have(或enjoy, gain, win, get, obtain, maintain) an(或the) advantage over。如:

Her college degree gave her a big advantage *over* the other applicants for the job.  
她的大学学位使她比其他求职者具有很大的优势。

She has the advantage of a superior education *over* the other candidates.  
和其他候选人相比她拥有高等教育的优势。

Blank 3: 此处选d. special。special sales, 特价销售。special常指“专门为特殊场合或用途而设置、安排的”。如:

He has a special car because he cannot walk.  
他有一辆专车,因为他不能走路。

She paid a special visit to her father.  
她特地去探望她的父亲。

而选项a. particular强调“单独的,特殊的,属于某个特定的人、团体、事物或种类的或与之相关的”。如:

We will make an exception in this particular case.  
我们将把这个例子当作例外。

She has a particular preference for Chinese art.  
她对中国艺术有特别的爱好。

选项b. especial常指“特别重要的或具有特殊意义的”。如:

This is an occasion of especial joy.

这是一个特别快乐的时刻。

而选项 c. unusual 指“不一般的，不寻常的，不普通的”。如：

The most unusual car was a Benz which had only three wheels.

最奇特的小汽车是一辆只有三个轮子的奔驰小汽车。

Heavy rain is unusual in this area.

这一地区难得下雨。

- Blank 5: 此处选 b. demand。demand 是指“拥有某一种商品或使用某一种服务的要求和需求，与购买力密切相关”。如：

His books are in great demand at the moment.

他的书目前销路很好。

There's not much demand for home computers of this sort.

对这种类型的家用电脑的需求不大。

选项 c. need 指“对必需的、想要的、期望的，或是缺乏的事物的需要”。如：

The accident shows the need for stricter safety regulations.

这一事故表明需要制定更为严格的安全条例。

There is a growing need for new housing in this area.

这一地区对新住房的需求日益增长。

选项 d. want 通常指“对短缺的东西的需要”。如：

The plants died from want of water.

植物因缺水而枯死。

All his wants were satisfied. 他所有的需求都得到了满足。

- Blank 6: 此处选 a. that。that 在句中作为连词，引导表语从句。

- Blank 7: 此处选 b. demonstrate。demonstrate 指“向可能的购买者示范、演示某物品的使用”。如：

The salesperson plugged in and demonstrated the vacuum cleaner.

售货员插上电源，示范真空吸尘器的操作。

而选项 a. exhibit 和选项 d. display 仅有展示、陈列的意思。选项 c. illustrate 的意思是“举例说明”。

- Blank 9: 此处选 c. cost。cost 指“为达到某一目的而需要的费用、成本”。选项 a. expense 通常指“旅行、宴请、购物等活动造成的在时间、精力和金钱上的消耗、开支或花费”。如：

What are the expenses of moving house?

搬家的花费是多少？

She was reimbursed for her travel expenses.

她的差旅费已报销。



而选项d. fee指“法律或组织机构规定的为某项特权而征收的固定费用,如会费、学费、入场费、报名费、手续费等”。如: license fee 牌照费; membership fee 会费; tuition fee 学费。

Blank 10: 此处选b. on。on (the) radio 固定搭配,指“从收音机里,在广播里”,如:

I heard about it on the radio.

这件事我是从收音机里听到的。

也有in radio 的说法,此处radio的意思是“广播电台”。如:

I found a job in radio.

我在电台找到一份工作。

Blank 12: 此处选d. more highly。highly常用在由动词派生的形容词之前。

Blank 13: 此处选c. those that。those在句中作代词,指代句子前部分出现的stations。that作为关系代词,引导其后的定语从句。

Blank 14: 此处选b. likely。尽管选项c. probable与likely意思接近,但是probable不能与带to的动词连用。比如说下面这个句子中的likely不能换成probable:

It is likely to happen. 事情有可能发生。

而possible强调“客观上有可能性”,但常带有“实际希望很小”的暗示,如:

It's possible that they will win, but judging by their recent performances it does not seem very probable.

他们有获胜的可能性,但从他们最近的表现看,这种可能性并不太大。

feasible特指“一些尚未试验过的事情,但很有实行的可能”,如:

This committee selected the plan that seemed most feasible.

委员会选了那个似乎最切实可行的方案。

Blank 15: 此处选d. last。last强调“某事延续的时间”。如:

The war lasted four years.

战争持续了4年。

The meeting only lasted a few minutes.

会议只开了几分钟。

而选项a. continue则强调“不间断,持续发生”。如:

The rain continued for three hours.

雨不停地下了三个小时。

The fighting continued for a week.

战斗持续了一个星期。



## Key (练习答案)

### >>>>Reading I

I.	Media	Methods	Verbs
<i>television</i>	<i>jingles</i>		<i>promote</i>
<i>radio</i>	<i>commercials</i>		<i>run</i>
<i>press</i>	<i>free samples</i>		<i>target</i>
<i>magazines</i>	<i>slogans</i>		<i>place</i>
<i>newspapers</i>	<i>exhibition</i>		<i>launch</i>
<i>public transport</i>	<i>shop window display</i>		<i>research</i>
<i>cinema</i>	<i>point-of-sale</i>		<i>sponsor</i>
<i>stadium</i>	<i>word-of-mouth</i>		<i>publicise</i>
<i>mail</i>	<i>sponsorship</i>		<i>exhibit</i>
<i>Internet</i>	<i>sales promotion</i>		<i>appeal to</i>
<i>telephone directories</i>	<i>mail shots</i>		<i>distribute</i>
<i>billboards</i>	<i>telephone shots</i>		<i>persuade</i>
<i>hoardings</i>			<i>urge</i>
<i>posters</i>			<i>attract</i>
<i>leaflets</i>			<i>tempt</i>
<i>brochures</i>			<i>display</i>
<i>pamphlets</i>			<i>motivate</i>
<i>booklets</i>			
<i>sportswear</i>			

II. 1. What are the basic elements of a typical advertisement?

- a promise of some sort; an emotional appeal; a rationale offering evidence to make the promise credible; an instruction ...

2. What do you think makes a good advertisement?

- It must be clever; interesting; funny; inspiring; eye-catching; powerful; humorous; informative; well-organized; brief; easy to remember; ...

3. What is your favorite advertisement? Describe it and tell why you like it most?

The answer is open to individual students.

4. What will affect the success of TV commercials?

The following factors may affect the success of TV commercials:

catchy jingles (songs or melodies) or catch-phrases

use of humor

presentation of the most popular personalities

special effects technology

airtime

... ...

(Please refer to Teaching Tips of this Unit.)

#### 5. How does the Internet differ from other conventional advertising media?

Advertising Media	Advantages	Disadvantages
Internet	A worldwide coverage; Viewers unlike TV audience are not compelled to access the information; Highly reciprocal and sensational; Quick and prompt information; The number of viewers can be accurately counted.	Not very reliable; No obvious effect on viewers; Limited in number of viewers.

(For other advertising media, please refer to the key for Post Reading of this Unit.)

## Exercises

---

- |      |   |                   |                        |               |                |             |
|------|---|-------------------|------------------------|---------------|----------------|-------------|
| II.  | 1. c  | 2. d              | 3. b                   | 4. d          | 5. d           |             |
| III. | 1. solicitor  | 2. supplement     | 3. commercial          | 4. insert     | 5. legislation | 6. channel  |
|      | 7. sponsor  | 8. poster         | 9. hoarding            | 10. tempt     | 11. heading    | 12. leaflet |
| IV.  | 1. as well as   | 2. expenditure    | 3. has been exposed to | 4. maximum    |                |             |
|      | 5. nuisance   | 6. was restricted | 7. regulations         | 8. supplement |                |             |
|      | 9. is aiming to   | 10. tempt         | 11. are subject to     | 12. to ensure |                |             |
| V.   | 1. The firm is concentrating on expanding its markets overseas.<br>2. The 10 a.m. express to Beijing will be taken off (the list) next month.<br>3. The proportion of imports to exports is ten to one, which is worrying the government.<br>4. The expenses should be limited to the funds you can raise.<br>5. Advertising in Britain is subject to the supervision of the Advertising Standards Authority. |                   |                        |               |                |             |

## Post-reading (key for reference)

---

Advertising Media	Advantages	Disadvantages
Newspapers	<p>A large circulation;</p> <p>Easy access, able to be saved for later consultation;</p> <p>Cheap in cost;</p> <p>Daily newspapers offer the advantage of timeliness (An advertiser can prepare and publish an advertisement within a day), quickly reflect a sudden demand for certain merchandise;</p> <p>Most adults read a daily newspaper and many of them specifically check the ads for information about products, services, or special sales.</p>	<p>Dull presentation, giving neither sound nor action;</p> <p>Drowned in an enormous number of ads, most are to be ignored;</p> <p>Readers' attention is easily distracted;</p> <p>Only effective in a very short period of time.</p>
Magazines	<p>A large (nationwide) circulation;</p> <p>Being read in a leisurely manner;</p> <p>Being effective in a relatively longer period of time, as they are often kept for weeks or months before being discarded;</p> <p>Each copy can be read by more than one person;</p> <p>Offering better and more colorful representations of products.</p>	<p>Highly specialized, hence having a smaller number of readers;</p> <p>Lack of timeliness;</p> <p>Unable to give prompt information;</p> <p>Limited in content and size.</p>
Television	<p>Bringing sight, sound, and action directly to consumers in their homes; voices and music added to color and pictures to catch the ear as well as the eye;</p> <p>A wide coverage;</p> <p>Easily understood;</p> <p>Reaching a vast audience at a relatively very low cost per viewer;</p> <p>Attractive, powerful, pervasive, and persuasive.</p>	<p>High in producing and broadcasting cost;</p> <p>Commercials inserted in TV programs are often regarded as annoying;</p> <p>Lasting only a short period of time.</p>
Radio	<p>People can listen to programs while doing other things;</p> <p>Having more commercial time per hour than television stations;</p> <p>Radio audiences usually stick to particular stations and programs they choose to listen; And by advertising on these stations, advertisers can reach the people who are most likely to buy the products.</p>	<p>Listeners often hear so many commercials that it is hard for any one ad to make an impression;</p> <p>Lack of vividness and variety;</p> <p>Unable to be kept and consulted later;</p> <p>Not impressive.</p>
Direct Mail	<p>Directly reaching a wide scope of consumers according to their occupation, age, income, or interests;</p> <p>Conveying information promptly and accurately.</p> <p>Providing pictures of products, prices, etc.;</p> <p>Having great persuasive power.</p>	<p>Sometimes regarded as rubbish and discarded without having a glance at it.</p>

(Continued)

Advertising Media	Advantages	Disadvantages
Outdoor Signs	Constant in people's views; Large, colorful signs easily attract attention.	Most passers-by see a sign only for a few seconds; Not being able to contain much information.
Internet	A worldwide coverage; Viewers unlike TV audience are not compelled to access the information; Highly reciprocal and sensational; Quick and prompt information; The number of viewers can be accurately counted.	Not very reliable; No obvious effect on viewers; Limited in number of viewers.

>>>>> **Reading II****Exercises**

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

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

IV. 1. I regard that commercial as one of the worst I've ever seen.

- 2) In a commercial negotiation the negotiators must ensure the fundamental benefit of their company from being injured.
- 3) In order to meet the needs of the international market, the factory is aiming at a 50% increase in production this year.
- 4) In Britain, advertising on television is subject to various rules and regulations.
- 5) These small businesses have benefited greatly from the fall in interest rates.
- 6) The cassette tape is broken. Can you splice the ends together?
- 7) Due to the massive absorption of foreign capital and advanced technology, the country has been transformed into a powerful industrial nation in only 20 years.
- 8) After his painstaking management, the company ended up as one of the 500 best in the world.
- 9) All the arrangements of the company were turned upside down by the sudden devaluation of US dollars.
- 10) The new international agreement opens up the possibility of much greater cooperation against terrorism.

2. 1) 超越视觉感受——索尼!  
     2) 喝可口可乐,万事顺意!  
     3) 一朝品尝,一生钟爱。  
     4) 夏普产品,来自智慧的结晶!  
     5) 派克笔,无与伦比的交流享受!  
     6) 人类发明了时间,精工表使之完美。  
     7) 有路就有丰田车。

V. 1. c           2. c           3. d           4. a           5. b           6. a           7. b           8. c  
 9. c           10. b          11. c          12. d          13. c          14. b          15. d

## >>>>Extended Activities

### A. Function and Structure

---

- I. 1. Mary: I can't stand Mr. Bright any more. He is such a nasty man, rude, selfish, stone-hearted, always blaming others for his own faults.
- Betty: Oh, come on, Mary. Don't forget he is your boss.
- Mary: Surely I'll tell him what I think of him if he treats me rudely next time.
- Betty: Don't for goodness' sake. I'm sure you wouldn't like being fired from such a well-paid job.
2. Mrs. Smith: Darling, the Wilders just called to invite us to their house. They are giving a party for their eldest son's sixteenth birthday tonight.
- Mr. Smith: I'm tired and I'd like to go to bed early. You can go yourself if you really want to.
- Mrs. Smith: Oh, come, dear. I'm sure you will enjoy yourself.
- Mr. Smith: I don't like parties, you know.
- Mrs. Smith: Not even for me? It won't be the same without you.
- Mr. Smith: I've told you thousands of times I hate parties and all those noises and nonsense.
- Mrs. Smith: Seriously, oh come. Just this once. You're not going to let me down, are you?
- Mr. Smith: I think I have made it quite clear to you I have not a bit interest in your silly parties.
3. Mr. Johnson: This is their quotation sheet. I think we'd better try another supplier.
- Mr. Wells: Maybe so, but wouldn't you agree that they have a good reputation in this field?
- Mr. Johnson: Yes, but their offer is about 2% higher than the ruling market price. It's really too much.
- Mr. Wells: That's true, but there are other considerations. For example, they guarantee a

prompt delivery.

Mr. Johnson: Yes, perhaps you have a point there.

4. Jack: Are you really sure you would quit the job?

Bob: Yes, I've made up my mind. I will hand in my resignation tomorrow.

Jack: I don't want to talk you into accepting it, but surely it's in your interest to reconsider your decision. Remember it's not so easy to get another job immediately at the moment.

Bob: With my education background and work experience, I don't think it would be a problem to find a better job for myself.

Jack: Yes, but do you think it might be rather more sensible if you find a new job first and then leave your present one?

Bob: Oh, yes. You may well be right.

5. Mr. Harper: Too high? You must be kidding. That's the lowest prices we can offer now. The price of crude oil is soaring, you know.

Mr. Bowman: Yes, but if we look at the whole picture, we can see the prices of other raw materials are sharply down.

Mr. Harper: That's true, but I wonder if you have taken everything into account. For instance, our after-sale service is of the best.

Mr. Bowman: I see what you mean, but another way of looking at it would be that the prices you've offered are not competitive. I don't think I can persuade my president to accept your present offer. Thus, could you be persuaded to adjust your prices, say, 4% off?

Mr. Harper: I'm afraid I can't. You see, I'm very eager to establish business with you, but if you insist on such a reduction, I have to drop the deal ...

Mr. Bowman: Are you quite sure you won't reconsider my proposal? I don't want to talk you into accepting it, but surely it's in your interest to make some concessions. You know very well it is not a small order. You could make a fortune out of it even if you bring your prices down by 5% or 6%.

Mr. Harper: Maybe so, but wouldn't you agree that both parties should make some concessions? 2.8% off. That's the best I can do. It's almost cost price.

Mr. Bowman: Well, that's settled.

## B. Special Use

I. Complete the following sentences with the correct adjective forms.

1. boring                    2. excited                    3. charming                    4. pleased

- |                 |                      |                |
|-----------------|----------------------|----------------|
| 5. pleasing     | 6. touching, touched | 7. discouraged |
| 8. discouraging | 9. Boiling           | 10. confused   |
| 12. pressing    | 13. amused           | 14. escaped    |
|                 |                      | 15. retired    |

**II.** Put the following phrases into Chinese:

- |            |          |          |
|------------|----------|----------|
| 1. 闪烁的星星   | 2. 严寒    | 3. 狂暴的风雨 |
| 4. 令人鼓舞的演说 | 5. 炙人的热气 | 6. 凋零的花朵 |
| 7. 迷惑不解的表情 | 8. 热烈的讨论 | 9. 勉强的微笑 |
| 10. 鬼的房子   | 11. 落叶   | 12. 挂号信  |

## C. Practical Reading

---

- I.** ( a )→( 7 )      ( b )→( 3 )      ( c )→( 8 )      ( d )→( 4 )  
 ( e )→( 6 )      ( f )→( 1 )      ( g )→( 5 )      ( h )→( 2 )

**II.** Yes, there are also some other advertising techniques.

First, take “repetition” for example. If you keep talking about something for long enough, eventually people will pay attention to you. Many advertisements are based on this principle. If we hear the name of a product many times a day, we are much more likely to find that this is the name that comes into our head when the shopkeeper asks “What brand?” We usually like to choose things for ourselves, but if the advertiser plants a name in our heads in this way he has helped to make the choice for us.

Second, take “keep up with the Joneses” for example. Advertisers may try to make us want a product by suggesting that most people, or the “best” people, already use it and that we will no doubt want to follow them. No one likes to be inferior to others and these advertisements suggest that you will be unless you buy the product.

Third, some figures of speech, such as simile, metaphor, parallelism, rhetorical question, hyperbole, personification, rhyme, and irony, are often used in advertisements to attract more audience.

**III.** ( 1 ) Association of ideas. Key words: “The camera never lies”, “Science”, and Brand names.

( 2 ) Association of ideas. Key words: before and after, and Simile.

( 3 ) Association of ideas. Key words: before and after, and Metaphor.

## D. Basic Writing

---

- I.** 1. SVO      2. SVC      3. SVO<sub>i</sub>O<sub>d</sub>      4. SVOC      5. SVC  
 6. SVOC      7. SV ( A )      8. SVO      9. SVO<sub>i</sub>O<sub>d</sub>      10. SV

- II.** 1. Mr. Edward is on the board of directors.  
2. John lacks the necessary work experience.  
3. He thinks his salary too low.  
4. I'll send you the price list of our company in my next letter.  
5. The client arrived in Hong Kong on time this morning.  
6. Miss Smith works late on Mondays and Fridays.  
7. These figures are really not accurate.  
8. He gave us a 10% discount.  
9. I saw the secretary leave the file on the manager's desk.  
10. A business letter can reflect a company's identity.
- III.** 1. I flunked Introduction to Business, but I managed C's in BEC2 and International Business Communication.  
2. We didn't receive their letter, for it was sent to the wrong address.  
3. In comparison with oral communication, written communication gives structure and form to our ideas, so it has the advantage of providing records, reference, and legal defense.  
4. You must hurry up, or you'll be late for the board meeting.  
5. Unfortunately, a lot of people begin to believe in TV commercials, and of course TV gives people a false sense of reality.  
6. I'll go to the lecture, for I'm interested in modern business management.  
7. He has not done his work very well, so it needs improving.  
8. People are well informed in this country, for many newspapers can easily be bought.  
9. Now we export to Europe and Latin America, but we would like to start exporting to the Asian countries.  
10. Make up your mind immediately, or you'll miss the opportunities of making money.

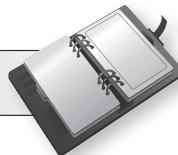
## E. Additional Vocabulary

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

# Unit 2

## Business Communication

### Teaching Aim ( 教学目的 )



1. Cognitive Information ( 认知信息 ): Business Communication; Letter Writing Strategy
2. Language Focus ( 内容重点 )
  - **Key Words:** I. fault, perspective, subconscious, deduce, widget, merit, infatuated, profoundly, admirable, self-evident, categorise, lure, prospect, premise, script, tragic; II. adapt, revise, draft, ignore, overestimate, chunk, digest, universal, preface, suit, stuffy
  - **Phrases:** I. from sb.'s point of view, more often than not, in question, settle for, be familiar with, spring sth. upon sb., hold sb.'s attention, appeal to; II. find fault with, save face, red flag
  - **Useful Structures:** far from sth. / doing sth. ...
    - assuming ...
    - see ... as
3. Communicative Skills ( 交际技能 )
  - **Expressions:** Expressions at the Post Office
  - **Reading:** Leaflet: Swift Service
  - **Basic Writing:** Sentence Writing ( II )
4. Special Use ( 专项用法 ): Troublesome Adjectives and Adverbs

## Lead-in (导入)



### >>>> Listening Comprehension Tasks

#### Difficult Words and Expressions

- up to par: 达到标准
- disciplinary: relating to discipline in behavior 有关纪律的
- rephrase: to express the same message in different words 改述
- escalate: to increase in extent or intensity 逐步上升
- proactive: (of a policy or person or action) controlling a situation by causing something to happen rather than waiting to respond to it after it happens 有前瞻性的, 积极主动的
- vent: to give expression or utterance to 发泄(感情)
- at stake: 处于危险之中
- lingo: a characteristic language of a particular group (as among thieves) 行话, 术语
- nip ... in the bud: 消灭在萌芽状态
- manual: a small handbook 手册
- succinctly: with concise and precise brevity; to the point 简洁地
- lawn mower: 割草机
- incorporate: to make into a whole or make part of a whole 合并

#### Passage Script

##### Passage I

###### Communication Skills for Business

While communication comes easily to people in many situations, in the workplace it's often a different story. Business settings require special considerations when it comes to effective communication, especially during times of conflict. If you feel like your communication skills aren't up to par, don't worry; with a little practice, positive communication skills can be learned.

##### Listening

Listening may be the most important business communication skill. When employees feel that they're being listened to, they feel respected and are more willing to share their feelings and opinions.



When speaking with a co-worker, focus on what he / she is saying. If a problem arises, ask the individual how he / she feels about it and give him / her time to speak. Respond without interrupting and demonstrate that you're listening by nodding, asking questions and showing concern.

### Asking Questions

Asking questions is part of showing that you're listening. During everyday conversations, asking questions shows that you're interested in what your colleague is talking about. If a disciplinary situation arises, to avoid a defensive reaction, ask the employee what has happened, how he feels about it and how you can work together to solve the problem.

### Repeating What Was Said

During a conversation, repeating and summarizing what the speaker has said can ensure that you're both on the same page. Simply rephrasing what the individual has said in your own words and asking if you've understood correctly can ensure that misunderstandings don't occur and prevent tension from escalating.

### Communicating Your Feelings

Express your opinions in everyday interactions. If an employee has done a great job on a project, say so. Likewise, if a project needs improvement, be proactive in expressing how the project can be improved. In more complicated situations, avoid blaming an individual for his / her actions. Instead, communicate how these actions make you feel and request a change in behavior.

### Avoiding Strong Reactions

If an individual is upset, avoid reacting immediately, such as criticizing the person. Let the individual vent, then tell him / her that you understand his / her frustration; if you don't understand, ask him / her to tell you more about what has frustrated him / her about the situation. If the situation escalates or becomes tense, take a break from the conversation and make plans to discuss the issue the next day once you've both calmed down.

## Passage II

### Basic Writing Skills for the Workplace

No matter what the nature of your business is, the people who work for you are a direct reflection on you and your company. With so much at stake, solid communication skills are essential, and no business owner can afford to disregard the importance of writing skills in those they hire.

#### To Avoid Slang

One of the most frequent complaints from business owners is that slang, shorthand and texting lingo have invaded the workplace. Some workers even use texting lingo in their *résumés*, and texting thank-you notes to hiring managers after interviews. Business owners can nip this problem in the bud by

providing clear writing guidelines that cover everything from formal business communications to emails and instant messages. Reviewing the sent emails of new hires and correcting any texting lingo can go a long way toward solving this common problem.

### To Make Letter Drafting

While email has largely replaced memos in the modern workplace, companies still need workers who can draft letters. Learning the proper format for office use is essential, and managers should brief new hires on the correct format for letters and other formal communication. One way to ensure new employees follow the established guidelines is to create a sample letter that workers can follow when they draft letters. Bosses should review at least the first couple of letters to ensure that they meet company standards for punctuation, grammar and spelling. Miscommunication is a real threat to your business, and one that companies must take seriously.

### To Use Technical Writing

Developing the technical and instructional writing skills of your workers is vital if your company needs to produce manuals, guides and other complex documents. For technical writing, spelling, punctuation and grammar are important, but it is just as important to be able to write succinctly and get right to the point. Technical writers must provide their audience with clear, step-by-step instructions, whether they are writing an installation guide for a new software package or a manual for a lawn mower. Incorporating illustrations and examples into the guide can help as well.

## Key

**II.** 1. TRUE

2. FALSE

Correction: To communicate effectively, you should ask questions to show that you're listening.

3. FALSE

Correction: To avoid misunderstanding, you should repeat what was said in your own words during the conversation.

4. TRUE

5. FALSE

Correction: If a problem occurs, sometimes you should take a break and discuss it the next day when you've calmed down.

**IV.** 1. What are the basic writing skills mentioned in the passage?

They are to avoid slang, make letter drafting and use technical writing.

2. How can business owners nip the using of slangs in the bud?



They can do so by providing clear writing guidelines, reviewing the sent emails of new hires and correcting any texting lingo.

3. What can be done to ensure new employees follow the established guidelines of letter drafting?

By creating a sample letter and reviewing at least the first couple of letters, managers can ensure they meet company standards for punctuation, grammar and spelling.

4. What should be included in a technical writing?

Technical writers must provide their audience with clear, step-by-step instructions, and incorporating illustrations and examples into the guide can help as well.

## >>>> Spot Dictation

Business depends on communication. People must communicate to plan products; hire, train, and motivate workers; and persuade customers to buy. Communication takes many forms: face-to-face or phone conversation, email messages, and letters.

Face-to-face communication helps to establish a personal connection and will help sell the product or service to the customer. Information is easier to access and delivered immediately with face-to-face communication rather than waiting for an email or phone call.

When making a business call, make it clear who you are and where you are from as well as your message when on the phone. When leaving a message, make sure you are clear and brief. State your name and who you are and why you are calling them as well as contact information.

When using email to communicate in the business world it is important to be careful how things are worded. Before beginning an email make sure the information is clear and to the point so the recipient isn't confused.

All of these methods are verbal communication, or communication that uses words. Nonverbal communication does not use words. Pictures, computer graphics, and company logos are nonverbal. Interpersonal nonverbal signals include smiles, who sits where at a meeting, the size of an office, and how long someone keeps a visitor waiting.

## Difficult words and phrases

---

**contact information:** information such as company address, telephone number, mobile phone number, email address, etc. 联系方式；联系信息

**verbal:** relating to words or using words 使用语言的

**nonverbal:** not using words 不使用语言的; 非言语的

**graphics:** Graphics are drawings and pictures that are composed using simple lines and sometimes strong colours. 图表; 图样

**logo:** The logo of a company or organization is the special design or way of writing its name that it puts on all its products, notepaper, or advertisements. 标志; 徽标

**interpersonal:** relating to relationships between people 人际的

## Background Information (背景知识)



### 1. Business communication

Business communication is the communication used to promote a product, service, or organization; relay information within the business; or deal with legal and similar issues. Business communication encompasses a variety of topics, including marketing, branding, customer relations, consumer behaviour, advertising, public relations, media relations, corporate communication, community engagement, research & measurement, reputation management, interpersonal communication, employee engagement, online communication, and event management. The business communication message is conveyed through various channels of communication, including the Internet, print (publications), radio, television, outdoor, and word of mouth. There are several methods of business communication, including:

- emails, which provide an instantaneous medium of written communication worldwide;
- telephoned meetings, which allow for long distance oral communication;
- forum boards, which allow people to instantly post information at a centralized location;
- face to face meetings, which are personal and should be succeeded by a written follow-up.

### 2. Communication rules

Communication, stated simply, is conveying a message, through a channel, from one person to another; that is, connecting or sharing thoughts, opinions, and intelligence. Communication is a mechanism for all types of interaction and connectivity. It can instantaneously bring people together. It can link ideas and things. It can deliver news and facts. It can impart knowledge. Because communication can be expressed as words, letters, pictures, gestures, signals, colors, and so forth, it is credited with being the single element that has brought all corners of the world closer together. In business, communication is the critical backbone of an organization's ability to operate internally



and externally as well as nationally and internationally. Communication is most successful when it is understood by all persons involved in the process. That is, good communication is free from social colloquialisms, intercultural mores, and gender-based styles. Because communication may be conveyed in many forms, it is frequently described in two general categories: verbal and nonverbal. Nonverbal communication includes body language, gestures, and signals. In general, successful communication depends on how well a sender conveys a message to a receiver relying on the six senses (seeing, hearing, speaking, smelling, touching, and tasting) and feedback. There are several rules for successful communication. The following checklist provides a guide to creating successful communication:

- Make messages clear, correct, comprehensive, and concise.
- Include an action step with deadlines in messages that requires a response.
- Select correct channels of communication based on message content and relationship components.
- Structure the message so as not to overload the receiver with information.
- Develop sensitivity to the receiver's communication style and create the message accordingly.
- Be aware of how cultural patterns affect communication style and take this into consideration in sending and receiving messages.
- Be aware that people operating in a second language may still code / decode messages based on their first culture's communication patterns.
- Enhance listening skills as an aspect of effective use of the feedback loop.
- Recognize that all messages should be received with a positive attitude.

### 3. Communication transmission modes in business

Technology-mediated communication has become the norm in today's worldwide business environment. Messages are communicated regularly via e-mail, fax, and phones. In using these technologies, it is important to recognize the limits of the channel of communication selected. For example, email is efficient but does not convey the nuances of a message that can be gained from facial expressions or gestures. The use of multiple channels of communication may be critical if the content is quite complex; thus, a verbal message may not be sufficient. Also, as more workgroups operate globally in a virtual medium, cultural patterns must be considered in the quest for clear and effective communication. The expansion of global business combined with advances in technology has created more cross-cultural opportunities. When working in a cross-cultural, multinational / multicultural environment, it is necessary to understand that culture influences people's behavior as well as their attitudes and beliefs. We encode / decode messages with perceptions learned from our cultural filters. It does not mean that the receiver has decoded it properly if the message has been received with the use of high-level technology.

#### 4. Types of communication in business

Written communication usually takes the form of letters, memos, reports, manuscripts, personal correspondence, notes, forms, applications, resumes, legal and medical documents, and so on. Spoken communication includes, among other things, presentations, verbal exchange (e.g., one-on-one, to a group), and voice messaging. Speaking distinctly, with appropriate speed, as well as paying attention to voice inflection, tone, resonance, pitch clarity, and volume are important to the way a spoken message is received. Frequently, the way a spoken message is delivered is as important as, or more important than, the content of the message. More than 90 percent of what a message conveys may actually be based on a positive attitude and nonverbal elements. Nonverbal communication includes body language (e.g., facial expression, eye contact, body stance or sitting position, distance between sender and receiver, gesturing), which can send signals to the receiver that are much stronger than the message itself. If a picture truly speaks louder than a thousand words, communication by means other than the spoken and written word — such as colors worn, signals or mannerisms reflecting personality or preferences, gesturing — can make a big difference in the message that is conveyed.

#### 5. Channels of communication in business

Communication in a society, whether personal or business, is critical. Individuals or organizations depend on it to function. Most businesses need both internal and external communication to be productive. Internal communication is communication that is exchanged within an organization. Usually it is less formal than communication that goes to those outside the business. Informal communication may range from chats in the hallway and lunchroom, team and group meetings, casual conversations over the phone or e-mail, and memos and preliminary reports to teleconferencing, brainstorming idea sessions, department or division meetings, and draft documents. Informal communication also includes the grapevine, gossip, and the rumor mill; these communication channels rely on people passing on messages to co-workers, friends, and others. If accurate, they can be very effective. External communication usually refers to messages that extend beyond the business organization. Because it reflects the organization's image, external communication is usually more formal. External communication is an extension of the organization and can be an important channel for marketing the company's image, mission, products, and / or services.



## Language and Culture Focus (语言文化要点)



### >>>> Reading I

#### 1. magnetic *adj.*

① having a powerful attraction 有强大吸引力的

【例句】magnetic smile / personality

② with the property of a magnet 有磁性的

【例句】The block becomes magnetic when the current is switched on.

**相关词**

**magnet:** *n.* 磁铁；磁石；有强大吸引力的人或物

【例句】This disco is a magnet for young people.

**magnetism:** *n.* 磁性；人的魅力和吸引力

【例句】the magnetism of a great cinema performer

**相关搭配**

**magnetic field:** 磁场

**magnetic tape:** 磁带；录音带

#### 2. fault *n.*

① imperfection or flaw 缺点；缺陷

【例句】I like him despite his faults.

There is a fault in the electrical system.

② mistake or offence 过错；过失

【例句】Whose fault is this?

**相关词**

**faulty:** *adj.* 有缺点的；有过错的；不完善的

【例句】a faulty switch

a faulty argument

**faultless:** *adj.* 完美的；无过错的

**faultfinding:** *adj.* 吹毛求疵的；挑剔的

**相关搭配**

**at fault:** 有责任；有错

【例句】My memory was at fault. 我记错了。

**find fault with:** to look for or discover mistakes in somebody or something, to complain about something too much or too often 挑剔；找茬

【例句】Don't always try to find fault with me.

She is always finding fault with the way I do things.

她总是挑剔我的办事风格。

Those who find fault with it do so chiefly on political grounds.

那些对此找茬的人主要是由于他们的政治立场。

**to a fault:** 过分地；过度地

【例句】She is generous to a fault.

3. **point of view:** attitude; opinion 观点；态度；看法

【例句】This is unacceptable from my point of view.

What's your point of view on nuclear power?

4. **perspective:** n. a way of thinking about something which is influenced by the kind of person one is or by one's experience 角度；观点；想法

view / put / see sth. in its true / proper perspective

从实际的 / 恰当的角度观察 / 处置 / 对待某事物

【例句】His father's death gave him a whole new perspective on life.

相关搭配

**from the perspective of:** 从……的视角

【例句】The novel is written from the perspective of a child.

**from a ... perspective:** 从……的视角来看

【例句】From a white male perspective, it is hard to understand oppression.

We have to look at everything from an international / global perspective.

This event should be viewed from a historical perspective.

Our work in Uganda and Romania adds a wider / broader perspective.

5. **subconscious:** adj. of or concerning the thoughts in the mind, of which one is not fully aware of 潜意识的

【例句】a subconscious fear of failure 潜意识地害怕失败

subconscious urges 潜意识的强烈欲望

相关词

**conscious:** adj. having an awareness of one's environment and one's own existence, sensations, and thoughts 有意识的

**conscious of (doing) something:** realizing something



**【例句】**I became conscious of someone watching me.

I was very conscious of the fact that I had to make a good impression.

**consciousness:** *n.* the condition of being awake and able to understand what is happening around you  
知觉；清醒状态

**【例句】**David lost consciousness (=went into a deep sleep) at eight o'clock and died a few hours later.

She could faintly hear voices as she began to regain consciousness (=wake up).

## 6. I often think that nearly all those who write sales letters have a subconscious hangover from this experience.

**【参考译文】**我常常认为几乎所有写销售信的人都不知不觉受到这种经验的影响。

## 7. hangover *n.*

① something left from an earlier time 遗留物

**【例句】**This procedure is a hangover from the old system.

② unpleasant after-effect of drinking too much of alcohol 宿醉

**【例句】**The next morning he was suffering from a hangover.

## 8. intense: *adj.* strong; extreme 强烈的；剧烈的；极度的

**【例句】**intense heat / pain

intense interest / anger / jealousy / convictions

### 相关词

**intensity:** *n.* 强烈；剧烈；紧张；强烈程度

**【例句】**work with greater intensity

I didn't realize the intensity of people's feelings on this issue.

## 9. far from sth. / doing sth.: almost the opposite of sth. 毫不；一点也不

**【例句】**Far from enjoying dancing, he loathes it.

The problem is far from easy; it is in fact very difficult.

Conditions are still far from ideal.

Far from helping the situation, you've just made it worse.

## 10. case *n.*

① actual state of affairs 实情；情况

**【例句】**Is it the case that the company's sales have dropped?

If that is the case, you will have to work much harder.

This was found to be the case in many third-world countries.

It is simply not the case that standards have fallen.

② instance or example of the occurrence of sth. 事例；实例；情形

**【例句】**The company only dismisses its employees in case of misconduct.

It's a clear case of blackmail!

In some cases, it is necessary to operate.

相关搭配

**a case in point:** 明显的例子

**【例句】**This latest policy is a case in point.

**classic case:** 典型的例证

**【例句】**This is a classic case of food poisoning.

③ circumstances or special conditions relating to a person or thing 与某人或某事物有关的环境或  
特殊情况

**【例句】**In your case, we are prepared to be lenient.

I can't make an exception in your case.

In his case, the reasons for the accident are less easy to pinpoint.

相关搭配

**in any case:** 不管如何; 无论如何

**【例句】**We have to go past your house in any case, so we'll take you home.

**(just) in case:** 以防万一; 如果; 假使

**【例句】**Take an umbrella, in case it rains.

In case I'm late, start without me.

11. **livelihood:** the way one earns money in order to live 生计

**【例句】**New fishing regulations will threaten our livelihood.

He earned his livelihood by teaching.

This policy deprived farmers of their livelihood.

Farming is his sole livelihood.

12. **more often than not:** very often 经常; 常常

**【例句】**More often than not, I find winter as a period of time that is rather boring, particularly in terms of my ability to get outside for entertainment.

More often than not, we tend to get stressed and disturbed by life's endless ups and downs.

13. **invariably:** *adv.* always; constantly 总是

**【例句】**She invariably arrives late.

相关词

**invariable:** *adj.* never changing; always the same; constant 永不变的; 恒定的

**【例句】**an invariable pressure / temperature / amount 恒定的压力 / 气温 / 数量

His invariable courtesy gave people a very good impression.

**14. odds:** *n.* probability or chance 可能性；机会

【例句】The odds are in your favor because you have more experience.

The odds are against him. (He is unlikely to succeed.)

The odds are that he will win.

If you are male, the odds are about 1 in 12 of being color-blind.

The odds against you getting killed in a plane crash are around a million to one.

**相关搭配**

**be at odds (with):** (与……)不和；争吵

【例句】He found himself at odds with his classmates.

**odds and ends:** 琐碎物品；零星杂物

【例句】He did not keep much in his desk — just odds and ends.

**15. deduce:** *vt.* arrive at by reasoning; infer sth. 演绎；推断

**相关搭配**

**deduce that**

【例句】From her son's age, I deduced that her husband must be at least 60.

**deduce sth. (from sth.)**

【例句】What did Darwin deduce from the presence of these species?

Detectives deduced from the clues who had committed the crime.

The police surgeon was able to deduce the probable time of death from the temperature of the body.

**16. widget:** *n.* small mechanical device or tool; gadget 小机械；小器具

【例句】A factory-made widget once followed a linear path from design to manufacturing and delivery.

Buyers of cheaper widgets now have money for other purchases.

**17. assuming:** *conj.* used to suppose that sth. is true so that you can talk about what the results might be. Usually a “that clause” is used after it 假定；假如

【例句】Assuming (that) he's still alive, how old would he be now?

I hope to go to college next year, always assuming I pass my exams.

Assuming the house is for sale, would you buy it?

假如那座房子出售，你要买吗？

**18. personal adj.**

① concerning only oneself, esp. the private areas of one's life 个人的；私人的

【例句】personal letters

May I ask you a personal question?



相关搭配

**personal details:** 个人资料

【例句】 You will have to fill out a form giving your personal details.

② one's own 个人的

【例句】 one's personal view / taste

personal possessions / property / belongings 私人财产

③ done, experienced, or learned by oneself 亲自的; 亲身的

【例句】 I know from my personal experience that you can't trust him.

The mayor promised to give the matter his personal attention.

I'll take personal responsibility if this doesn't work.

相关搭配

**personal touch:** 个人风格

**personal development:** 个性发展

**personal pronoun:** 人称代词

19. **disaster** *n.*

① a complete failure 彻底失败

【例句】 The party was a total disaster — half the guests didn't even turn up!

② a sudden event such as a flood, storm, or accident which causes great damage or suffering 灾难;  
灾祸

【例句】 108 people died in the mining disaster.

natural disaster 自然灾害

disaster area 灾区

相关词

**disastrous:** *adj.* very bad, or ending in failure 灾难性的

【例句】 Chemical leaks have had a disastrous effect on this area.

**catastrophe:** *n.* 毁灭性大灾难

【例句】 The oil spill threatens an unparalleled ecological catastrophe.

20. **give sth. thought:** seriously consider sth. 认真考虑某事

【例句】 I've been giving your proposal a lot of thought.

He has given no thought to our plan.

21. **(not) at all:** used in questions and negative statements to emphasize what one is saying 无论如何都  
不; 一点都不

【例句】 They have done nothing at all to try and put the problem right.

They obviously weren't at all happy.

Does he get no pension at all?  
 Do you know anything about it at all?  
 “Do you mind if I stay a bit longer?” “Not at all.”

## 22. brief

① *adj.* continuing for a short time 短时间的；短暂的

**【例句】**a brief visit

**相关搭配**

**have a brief word:** 说几句话

**【例句】** Could I have a brief word with you, Mr. White?

**in brief:** 简而言之；简单的说；粗略的；梗概的

**【例句】**In brief, your work is bad.

We should, in brief, invest heavily in digital systems.

a report in brief 简报

② *vt.* to give someone all the necessary information about a situation, so they are prepared for it  
 为……提供信息

**相关搭配**

**brief sb. on sth.**

**【例句】**The president has been fully briefed on the current situation in Haiti.

**相关词**

**briefly** *adv.*

① 短暂地；短时间地

**【例句】**We stopped off briefly in London on our way to Geneva.

② 概括地；简洁地；简要地

**【例句】**She explained briefly what we were to do.

## 23. in question: the things, people, etc. being discussed or talked about 正被讨论的；谈论中的

**【例句】**The goods in question had been stolen.

The problem in question had been solved.

## 24. ambitious: *adj.* determined to be successful, rich, powerful, etc. 有抱负的；有雄心大志的；野心勃勃的

**【例句】**an ambitious and hard-working junior manager

**相关搭配**

**be ambitious for sb.:** 希望某人成功

**【例句】**ambitious to succeed in life

Mothers are often highly ambitious for their children.

相关词

**ambition** *n.*

① 抱负；雄心；野心；愿望；志向

【例句】Your problem is that you have no ambition.

filled with ambition to become famous

② 目标；夙愿

【例句】My ambition is to become a pilot.

achieve / realize / fulfill one's ambition 达到目标 / 实现抱负 / 得偿夙愿

25. **existence**: *n.* the state of existing 存在；实有

【例句】It is impossible to prove the existence of God.

相关搭配

**be in existence**: (在某一时间)存在

【例句】There are three different versions of his health record currently in existence.

This is the oldest Hebrew manuscript in existence.

**come into existence**: 产生；出现；开始存在

【例句】Scientists have many theories about how the universe first came into existence.

When did the world come into existence?

相关词

**existent**: *adj.* 现存的；现有的

【例句】The existent pension scheme will not change.

**existing**: *adj.* 正在使用的；现存的

【例句】Changes will be made to the existing law.

26. **merit**: *n.* strong point(常用复数)长处；优点

【例句】The committee will look at the relative merits of the two proposals.

The merit of the report is its realistic assessment of the changes required.

The great merit of the project is its flexibility and low cost.

Each of these approaches to teaching has its merits.

Tonight's meeting will weigh up the relative merits of the two candidates.

All students are selected solely on merit (=because they are good).

相关词

**synonym**: strength(s); advantage

**antonym**: demerit; weakness(es); disadvantage

27. **intimate** *adj.*

① closely related / connected 密切的；联系紧密的



**【例句】** intimate link / connection (两者间的)密切联系

② having an extremely close relationship 亲密的

**【例句】** intimate friends

**相关搭配**

**be on intimate terms with sb.:** 与某人关系密切

**【例句】** She's on intimate terms with important people in the government.

**an intimate knowledge of sth.:** 精通某事

**【例句】** He has an intimate knowledge of the English language.

**28. be familiar with sth.:** having a good knowledge of sth. 熟悉; 通晓

**【例句】** I am not very familiar with botanical names.

These are the facts with which every schoolboy is familiar.

Are you familiar with this type of machine?

**比较: be familiar to sb.:** someone or something that is familiar is well-known to you and easy to

recognize 为……所熟悉

**【例句】** This kind of situation was all too familiar (=very familiar) to John.

**29. detail n.**

① a single feature, fact, or piece of information, or many small features considered together 细节;  
详情

**【例句】** Todd had planned the journey down to the smallest detail.

We need to discuss a few details before you start.

Editing requires great attention to detail.

**相关搭配**

**go into detail / details:** 叙述详情

**【例句】** After an introduction to the lecture, the teacher went into details.

**read / describe sth. in detail:** 详细阅读 / 描述某物

**【例句】** Study the contract in detail before signing.

② all the additional information one needs about something one already knows a little about (常用复数) 详细情况; 详细资料

**【例句】** Send for details of the course.

For further details, contact the personnel department.

**相关词**

**detailed:** adj. 详细的; 详尽的

**【例句】** a detailed account of the development of the atomic bomb

**30. enthusiast:** *n.* person filled with enthusiasm 热衷于……的人

【例句】a golfing / car enthusiast

an angling / fishing enthusiast

an enthusiast for / about all kinds of pop music

相关词

**enthusiasm:** *n.* for / about sth. 热爱；热心；热情

【例句】The proposal aroused little enthusiasm in the group.

They feel no enthusiasm for / about the idea.

His enthusiasm made everyone else interested.

**31. downright**

① *adv.* completely; thoroughly 完全地

【例句】He wasn't just inconsiderate, he was downright rude.

② *adj.* thorough; complete (指不喜欢的事物) 彻底的；十足的；完全的

【例句】a downright lie

downright stupidity

**32. infatuated:** *adj.* (temporarily) filled with an intense but usu. unreasonable feeling of love for sth. or sb. (常做贬义) 痴迷的；痴情的

相关搭配

**be infatuated with / by sb. / sth.**

【例句】It's no use talking to him; he's completely infatuated.

She's infatuated by his good looks.

He's so infatuated with the idea that he can't talk about anything else.

相关词

**infatuation:** *n.* (with / for sb. / sth.) 热恋；痴情；迷恋

【例句】develop an infatuation for sb. 逐渐迷恋上某人

His infatuation with her lasted six months.

This is only a passing infatuation, not to be taken too seriously.

**33. profoundly:** *adv.* deeply, extremely 深深地；深刻地；极度地

【例句】They are profoundly disturbed and greatly shocked.

The mother's behavior can influence the development of her child profoundly.

相关词

**profound** *adj.*

① deep, intense, or far-reaching; very great 深的；深切的；深远的；极大的

**【例句】**a profound sigh / silence / sleep / shock

profound changes

② having or showing great knowledge or insight (into a subject) 知识渊博的；见解深刻的

**【例句】**a profound awareness of the problem

a profound thinker

a man of profound learning

34. **admirable:** *adj.* deserving or causing admiration; excellent 令人钦佩的；极好的

**【例句】**an admirable performance

His handling of the situation was admirable.

**相关词**

**admiration:** *n.* 钦佩；赞赏；羡慕

**【例句】**His handling of the crisis fills me with admiration.

I have great admiration for his courage.

They looked in silent admiration at the painting.

35. **self-evident:** *adj.* clear without any need for proof, explanation, or further evidence; obvious 不证

自明的；不言而喻的；明显的

**【例句】**a self-evident truth / statement / fact

His sincerity is self-evident.

36. **categorize:** *vt.* to put into a category; to classify 分类

**【例句】**Three quarters of the factory buildings are categorized as obsolete.

Students of this class are categorized into three groups according to their examination marks.

**相关词**

**categorization:** *n.* 分类

**【例句】**a scientific categorization of the samples

**category:** *n.* 种类；类别

**【例句】**place things in categories 分门别类

37. **lure**

① *vt.* to attract or tempt 吸引；诱惑

**【例句】**lure sb. into a trap

Malc wasn't mature enough to resist the lure of drink and drugs.

Industry often seeks to lure scientists from universities by offering them huge salaries.

② *n.* power of attracting 诱惑力；吸引力；魅力

**【例句】**Few can resist the lure of adventure.

### 38. prospect *n.*

① possible or likely client or customer 潜在的客户

【例句】He was an experienced car salesman and recognized an easy prospect when he saw one.

② (plural) chance of success; outlook 成功的机会；前程；前景

【例句】The prospects for this year's wine harvest are poor.

The job has no prospects.

③ reasonable hope that sth. will happen; expectation 希望；期望

【例句】I saw little prospect of an improvement in his condition.

There is no prospect of a settlement of the dispute.

It seems that we have little prospect of succeeding.

He is unemployed and has nothing in prospect.

### 39. Therefore, they feel they must be original, clever and entertaining, luring prospects into the letter before springing the sales message upon them.

【参考译文】因此，他们觉得销售信必须具有原创性并且机智风趣，这样就可以马上吸引住潜在客户，使他们不会在突然收到销售信息时猝不及防，大吃一惊。

### 40. spring sth. upon sb.: to present, introduce, or propose sth. suddenly to sb. as a surprise or without warning 向某人突然说出或提出某事物(令人惊奇或猝不及防)

【例句】spring bad news on sb.

spring a surprise on sb. 使某人感到很惊奇

I hate to spring this on you at such short notice.

### 41. premise: *n.* statement or idea on which reasoning is based; hypothesis 前提；假定

【例句】Advice to investors was based on the premise that interest rates would continue to fall.

If the major premise(大前提) is "Boys like fruit" and the minor premise(小前提) is "You are a boy", then the conclusion is "Therefore you like fruit".

### 42. script: *n.* text of a play, film, broadcast, etc. (戏剧、电影、广播等的)剧本；脚本；讲稿

【例句】a script editor 脚本编辑

The line isn't in the script.

They wrote some excellent comedy scripts.

相关词

script-writer: *n.* 剧本作者；剧作家

### 43. tragic *adj.*

① very sad or unfortunate 悲惨的；不幸的

【例句】The king died a tragic death.

His death was a tragic loss for world peace and stability.

② connected with tragedy in books or plays 悲剧的

**【例句】**a tragic actor

a tragic hero 悲剧主角

**相关词**

**tragedy:** *n.* 悲剧(作品); 惨剧; 不幸; 遗憾

**【例句】**Tragedy struck the family when their two-year old son died of cholera.

It's a tragedy to see so much talent going to waste.

*Hamlet* is one of Shakespeare's best known tragedies.

**44. hold one's attention:** draw / call one's attention 引起注意; 吸引注意力

**【例句】**It may be difficult for you to hold his attention when there are any other distractions in the room or hallway.

Get your dog to sit first and hold his attention with a treat.

**45. The purpose of a sales letter is much more mundane and focused:** to sell

**【参考译文】**销售信的目的简单明了: 销售。

**46. appeal to:** to attract 吸引

**【例句】**The idea of camping has never appealed to me.

Do these paintings appeal to you?

Her sense of humor appealed to him enormously.

## >>>>> Reading II

**1. analysis:** *n.* scientific examination of something with detailed thoughts and judgments in order to understand or explain it 分析

**【例句】**linguistic analysis 语言分析

a detailed analysis of the week's news 对本周新闻的详细分析

He offers a calm analysis of the political situation.

他对政治形势进行了冷静的分析。

Our analysis shows that the company's failure was caused by lack of investment. 我们的分析表明公司的失败是由于投资不足。

**2. adaptation:** *n.* the changing of something so that it becomes suitable for a new purpose or a situation 适应性

**3. unconscious:** *adj.* not knowing about something; unaware 没有意识的

**【例句】**The board had been quite unconscious of the fact that they were breaking the law. 董事会

并没有意识到他们违法的事实。

He was quite unconscious of having offended them.

他没有意识到他已经冒犯了他们。

**4. to revise your draft:** to improve your original copy

draft: the early and incomplete version of something written, drawn, or planned, containing only the rough ideas and not the details. 草案；草稿

【例句】a plan still only in draft form 计划中的草案

a draft proposal for a new law 新法律提议的草案

I've made a first draft of my speech for Friday, but it still needs a lot of work. 我已经完成了周五演讲稿的第一份草稿，但还需要改进。

He showed me a draft of an article he was writing.

他给我看了他文章的草稿。

**5. organizational culture:** the bond that holds an organization together. It incorporates an organization's values, norms of behavior, policies and procedures and is heavily influenced by national values. It is also called "corporate culture". 企业文化

**6. act on:** If you act on advice, information or message, etc., you do what has been advised or suggested. 遵照……行事

【例句】She acted on our suggestion. 她按照我们的建议行动。

Why didn't you act on my warning? 你为什么没有按照我的警告行事?

They were content to provide information on which others could act.

他们非常高兴能提供信息，让其他人按此行动。

**7. ... shapes the way the reader responds to this new message:** ... has great influence upon the way they take actions to this new message

**8. overestimate:** v. to guess too high; have too high an opinion of 过高估计

【例句】to overestimate the importance of economic problems

We overestimated the bill. 我们高估了账单。

I think you are overestimating his abilities. 我想你高估了他的能力。

I overestimated your sense of humor. 我高估了你的幽默感。

**9. People outside your own immediate unit:** people outside the organization in which you are working

**10. ... use paragraphs and headings to break up new information into related chunks:** to use paragraphs and headings to divide new information into several parts, sections, and put details that are connected with each other in one paragraph or under one heading

**11. break up:** to become separated or divided into several smaller parts

【例句】Most birds still have a need to break up their food.



大多数鸟仍需要把它们的食物咬碎，分成小块。

The wood was so rotten that it broke up into a shower of fragments.

木头腐烂了，分裂成许多小碎片。

The frost will break up the soil. 霜使土壤裂开了。

The ship broke up on the rocks. 船撞到岩石，裂开了。

We are putting some illustrations in the book in order to break up the text. 我们在书中加入了一些插图，将课文分割开来。

## 12. chunk: *n.* a part or piece 块

**【例句】**a chunk of meat / cheese 一块肉 / 奶酪

## 13. digest: *v.* to think about and understand the meaning or importance of 消化

**【例句】**The report contains too much information to digest at one reading.

这份报告有太多的信息，读一遍难以消化。

It took me some time to digest what I had heard.

我需要花些时间消化我所听到的消息。

## 14. Other people may see our experience as an exception: Different people have different experience, which may influence the way they work. As a result, other people may consider your way to be abnormal.

see ... as ...: (not used in the progressive tenses) to consider or think about, esp. to think about (someone or something) in a particular way or as having particular qualities 认为

**synonym:** regard ... as ...

**【例句】**I see the job as a challenge.

It was easy to see the gift as a sort of bribe.

His colleagues see him as a future director.

We didn't see him as a potential leader.

He saw himself as a failure.

She didn't see herself as brave.

## 15. acknowledge: *v.* to accept, admit or recognize the fact or existence of something 承认

**【例句】**The terrorists refused to acknowledge the court.

恐怖分子拒绝承认法庭的合法性。

She is acknowledged as an expert on this subject.

她被认为是这方面的专家。

He acknowledged having made a mistake. 他承认犯了个错误。

Many people do not acknowledge that there is a crisis.

许多人并不承认危机的存在。

16. **universal:** *adj.* existing everywhere or involving everyone 普遍的；全体的；宇宙的

【例句】Food, is a subject of almost universal interest.

The new reforms have not met with universal approval within the government.

The latest bomb attacks serve as a reminder of the universal truth that wars are conducted for political purposes.

17. **save face:** to preserve one's pride and reputation, to prevent somebody from being embarrassed or losing dignity 挽回面子

18. **aspect:** *n.* one particular part of a many-sided situation, idea or plan, etc. 方面

【例句】The most terrifying aspect of nuclear bombing is radiation.

核爆炸最恐怖的一面就是核辐射。

The training program covers every aspect of the job.

这个培训项目覆盖了与这份工作有关的方方面面。

The rise in violent crimes is one of the most worrying aspects of the current situation.

暴力犯罪的增加是目前形势最令人担忧的方面。

19. **appreciate:** *v.* to understand fully 理解

【例句】I don't think you appreciate the difficulties this will cause.

我认为你没有认识到这将引起的困难。

I appreciate that this is not an easy decision for you to make.

我知道这对你说不是一个容易的决定。

20. **background:** *n.* the conditions that exist when something happens, and that help to explain what causes it and why it happens, etc. 背景

【例句】background information 背景信息

the economic background to the present political crisis

造成目前政治危机的经济背景

The riot took place against a background of widespread unemployment.

这场骚乱发生的背景是大面积的失业。

You'll have to give me a bit more background before I can help you.

你必须向我提供更多的背景知识，这样我才能帮你。

21. **preface:** *v.* to introduce speech or writing in the stated way 作(讲话等的)开场白

【例句】Each girl who spoke prefaced her remarks with "sorry".

每个发言的女孩都在开始时说了“对不起”。

She prefaced her remarks with a few words of welcome to the guest speaker.

她在致辞时首先对发言的宾客致以热烈的欢迎。

22. **subordinate clause:** a clause which cannot stand by itself, but can help to make a sentence by



adding some details or extra information to the main clause of a sentence. The details are such things as time or conditions in adverbial clauses, descriptive matter in relative clauses, etc. 从句  
For example, in this sentence “When I came, she had left”, “when I came” is the subordinate clause.

**23. reminder:** *n.* something that makes one remember 使某人回想起某事或某物

【例句】He hadn't paid the bill, so the shop sent him a reminder.

他没有付账，所以店家给他寄了份账单提醒他。

Seeing her again is a painful reminder of how different things were five years ago.

再一次看到她使我想起了5年前不同的境遇。

She sent him to bed with a reminder to hang up his clothes.

她送他上床睡觉，同时提醒他把衣服挂好。

**24. ... put it in a separate section ... in an attachment to your letter:** If the background information is too long, you can treat this part separately by giving it a subtitle or make it an additional part of the letter. In this way, your information can be better connected with the letter. Here, “in an attachment to” means attached to(依附), connected as an additional part.

**25. appropriate:** *adj.* correct, suitable, or acceptable for a particular situation or occasion 合适的

【例句】His bright clothes were hardly appropriate for such a solemn occasion.

他鲜艳的服饰并不适合这个庄重的场合。

I think this is an appropriate moment to raise the question of my promotion.

我想这是我提出晋升的合适时机。

**26. memo:** *n.* a note of something to be remembered 备忘录

**27. contraction:** *n.* a shortened form of a word or words 缩略形式

【例句】“Haven't” is a contraction of “have not” .

Haven't是have not的缩略形式。

【例句】She used the surname Terson, a contraction of Terry and Neilson.

她用的是Terson这个姓，这是Terry和Neilson的缩略形式。

**28. stuffy:** *adj.* old-fashioned, formal and boring 乏味的

【例句】Service in the restaurant is not at all stuffy, and the food is excellent.

It would be difficult to find a stuffier, stupider, more arrogant man.

**29. a more or less distant style:** a somewhat formal style

**30. salutation:** *n.* a word or phrase such as “Dear Sir”, “Dear Mr. Smith”, etc., at the beginning of a letter or speech 称呼语

**31. in person:** face to face; personally 亲身；亲自；本人

【例句】Now I have the chance to hear her speak in person.

现在我有机会亲自听她演讲了。

He chose to address Congress in person. 他选择亲自向国会陈述。

He wished he had gone to the house in person.

他真希望他亲自去了那幢屋子。

I can't attend the meeting in person, but I'm sending someone to speak for me. 我不能亲自参加那个会议,但我会派个人代言。

32. **"red flag" words:** Red flag originally refers to the flag of a Leftist Party. Here, "red flag" words imply those radical words that reveal the writer's political attitude.

33. **neutral:** *adj.* no strong feelings or opinions involved 中立的

【例句】neutral reporting of a political issue 对一个政治问题的中立报导  
to preserve a neutral position during the debate 在辩论中保持中立

34. ... terms that carry emotional charges: terms that may arouse strange emotions, excitement, etc.

35. **charge:** *n.* power or force of feeling 感情的力量, 感染力

【例句】the strong emotional charge of the book 该书强烈的感染力

36. **feminist:** *n.* a supporter of women's movement (feminism). 女权主义者 The feminist has tried to change the present system to give women equality with men, esp. in the area of jobs and pay, but some people think that feminists do not like men or are lesbians(女同性恋者). That's why this term should be avoided in business letters.

37. **liberal:** *n.* a person willing to understand and respect the ideas and feelings of others, supporting and allowing moderate or gradual change in social, political or religious affairs, and encouraging a wide knowledge and possibilities for self-expression 自由主义者; 开明的人

38. **Group chunks of information under headings so that the reader can go directly to the parts of the message that he or she finds most interesting and relevant.**

【参考译文】将信息按照标题分类,使读者能直接找到他 / 她最感兴趣或与之最相关的信息。

## >>>>> Extended Activities

### A. Function and Structure

#### 1. How to Address Envelopes

For any letter addressed within the United States, two pieces of information on the envelope are required. One is address of the recipient, which is placed on the front (no-opening) side of the envelope in the center. Generally, the name of the addressee should be included above the address itself. The other

is postage indication. All parcels must include an indication that postage has been paid. In most cases, this is a stamp, though metered labels are also common. A third, and optional (but strongly suggested) addition is a return address. This is the address that the recipient may respond to, and, if necessary, the letter can be returned to if delivery fails. It is usually placed in the upper-left corner or occasionally on the back (though the latter is standard in some countries). Undeliverable mails that cannot be readily returned, including those without return addresses, are treated as dead mails.

The formatting of the address is as follows:

Line 1: Name of recipient

Line 2: Street address or P. O. Box

Line 3: City State and ZIP+4 code

*Example*

MR JEFF GILBERT 1111 JOHNSON ST NEW YORK NY 10036-4658
--

The US Postal Service announced changes to the classes of domestic mail and select postage rate increases effective July 1, 1996. Rates for single-piece first-class, single-piece Standard Mail (formerly third-and fourth-class), and international mail classes did not change. US Mail is delivered Monday through Saturday, with the exception of observed federal holidays.

## **2. Registered Letter**

A registered letter is one that is recorded and tracked throughout its time in the mail system and requires the mailman to obtain a signature in order to deliver it. Many contracts such as insurance policies and legal documents specify that notification must be in the form of a registered letter. By registering a letter, the sender has a legal document that indicates that the notice was delivered. If you say “It’s in the mail” you can actually prove that it is in the mail. It does cost extra for the service.

## **3. First-Class Mail**

It is a mail service that receives quick handling and delivery, free forwarding, and is not subject to opening for postal inspection. Letters, postcards, bills, and personal correspondence must be sent by first-class mail.

## **4. Second-Class Mail**

This mail service is offered by the US Postal Service for newspapers and other periodicals. Periodicals must be sent at least quarterly and must not be primarily for advertising. The rate depends on the advertising content, distance shipped, and whether the paper is sent within the county in which it is published.



### 5. Third-Class Mail

This mail service is offered by the US Postal Service for mailing greeting cards, small parcels, farm products, printed matter, booklets and catalogs, newsletters, shoppers' guides, and advertising circulars. The maximum weight for each piece is 16 ounces.

### 6. Surface Mail

Mail transported over land and sea rather than by air.

### 7. Express Mail

In most postal systems Express Mail refers to an accelerated delivery service for which the customer pays a surcharge and receives faster delivery. Express Mail is a service for domestic mail and is governed by a country's own postal authority. Express Mail Service (EMS) is an international express postal service offered by postal-administration members of the Universal Postal Union (UPU) which created the EMS Cooperative in 1998 within the framework of the UPU, a specialized agency of the United Nations, to promote the harmonization and development of postal services worldwide. Currently EMS is offered by 138 of the 191 UPU member countries' postal authorities and is an integral part of their normal postal services.

## B. Special Use: Troublesome Adjectives and Adverbs

### 1. 形容词的主要功能

英语中的形容词主要用来修饰名词等作定语,或与系动词搭配构成系表结构。例如:

an *urgent* matter ( *urgent* 作定语 )

a *sick* man ( *sick* 作定语 )

Our teacher is *kind* to us. ( *kind* 作表语 )

The job seems *tough*. ( *tough* 作表语 )

### 2. 副词的主要功能

副词功能较为复杂,归纳如下:

- 副词修饰动词

He didn't go to school *yesterday*. ( 时间副词修饰动词 go )

The teacher is having a talk with my father *upstairs*.

( 地点副词修饰动词短语 have a talk )

I *seldom* go dancing. ( 频度副词修饰动词 go )

- 副词修饰形容词。例如:

He has an *unusually* deep voice.

It's *definitely* true.



- 副词修饰其他副词。例如：

He runs *very* slowly.

He drove *extremely* carelessly.

- 副词修饰介词短语。例如：

He hit me *right* on the head.

The shop is *just* across the road.

His parents are *strongly* against the trip.

- 副词修饰连词。例如：

He felt ill *just* before we were going to leave.

I refused her invitation *just* because I have no time.

- 副词修饰限定词及名词短语。例如：

He is *rather* a fool.

*Only* Mary failed in the exam.

### 3. 形容词与副词的拼写比较

英语中的大多数副词都是在其相应的形容词后加-ly。例如：

bad — badly

different — differently

fair — fairly

large — largely

real — really

sure — surely

也有一些形容词转化为副词时, 不加-ly, 而是发生一些特殊变化。例如：

good — well

也有一些形容词以-ly结尾。例如：

friendly smile ( friendly 为形容词, 表示“友好的”。)

a lonely village ( lonely 为形容词, 表示“孤独的; 偏僻的”。)

timely advice ( timely 为形容词, 表示“及时的”。)

He is likely to come. ( likely 为形容词, 表示“可能的”。)

英语中有些副词和形容词拼写一样。在使用这些词时要根据其所在的上下文和搭配情况, 仔细区别。例如：

{ the *back* door (形容词)

{ Come *back* soon. (副词)

{ My family are all *early* birds. (形容词)

{ He gets up *early*. (副词)

{ a *fast* train (形容词)

{ The train went *fast*. (副词)

{ the *direct* answer (形容词)

{ You can dial New York *direct*. (副词)



- { It's a *hard* nut. (形容词)  
{ They worked *hard*. (副词)  
{ You've got the *right* answer. (形容词)  
{ Turn *right*. (副词)  
{ Draw a *straight* line. (形容词)  
{ Go *straight* ahead. (副词)  
{ This is the *wrong* way. (形容词)  
{ She led us *wrong*. (副词)

#### 4. 形容词、副词具体用法辨析

- most, mostly 和 almost

most作副词表示最高级；而mostly作副词表示“主要”，“大部分”，“多半”；almost表示“几乎”。例如：

This is the *most* comfortable hotel in this city.

What do you like *most*?

She uses her car *mostly* for driving to work.

He sometimes has cigarettes, but *mostly* he smokes a pipe.

*Almost* all the members are present.

注意almost和mostly在句子中的位置：

The students are *mostly* from coastal cities.

*Almost* all the students are from coastal cities.

- close 和 closely

close除了作形容词外，还可以作副词表示“靠近”；而closely作副词表示“严密地”，“仔细地”。例如：

a *close* friend

He lives *close* to the school.

He is following *close* behind.

Watch *closely* what I do.

The prisoners are *closely* guarded.

- deep 和 deeply

deep除了作形容词外，还可以作副词表示纯粹的深度；而deeply有引申和抽象意义。例如：

*deep* water

Go *deep* under the water.

I am *deeply* moved.

She was *deeply* offended.



- **hard** 和 **hardly**

**hard**除了作形容词外,还可以作副词表示“努力地”;而**hardly**作副词的意思完全不同,表示“几乎不”。例如:

a *hard* day

a *hard* stone

Try *hard* and you will achieve success.

He worked very *hard*.

He *hardly* realized his mistake.

- **high** 和 **highly**

**high**除了作形容词外,还可以作副词表示纯粹的高度;而**highly**有引申和抽象意义。例如:

a *high* score

He jumped *high* above the wall.

They spoke *highly* of her.

He was *highly* paid.

I *highly* recommend to you Mr. Miller, my best friend.

- **just** 和 **justly**

**just**作副词表示“正好”,“只是”等含义;而**justly**作副词表示“公正地”,“正当地”。例如:

It's *just* what I wanted.

She looks *just* like her mother.

He is *just* a child.

He *justly* deserves such criticism.

- **late** 和 **lately**

**late**除了作形容词外,还可以作副词表示“晚了”,“迟到了”;而**lately**作副词表示“最近”,相当于**recently**。例如:

a *late* train

Ted came *late* to class.

Have you seen him *lately*?

- **low** 和 **lowly**

**low**除了作形容词外,还可以作副词表示位置高低;而**lowly**作副词有引申和抽象意义。例如:

a *low* position

He bowed *low*.(鞠躬时腰弯得位置很低。)

All the goods are *lowly* priced.

- **wide** 和 **widely**

**wide**除了作形容词外,还可以作副词表示具体的宽度;而**widely**作副词有引申和抽象意义。

例如:

a *wide* road

The door is *wide* open.

English is *widely* used in the world.

## C. Practical Reading

---

宣传活页(Leaflet)是一种促销广告,一般是直接免费提供给用户,其内容比付费广告更丰富、更详细。

1. 本题答案在第一段,原文的express (thus effective), safely and economically三个词决定了b是本题的答案。
2. 从it does not incur the high delivery costs of an expensive courier service.可以看出c是正确选项。
3. 在Here's How It Works部分可知a,b,c都是原文提到的工作,因此答案应该是d。
4. 从Simplicity部分的add stamps to the value of the normal airmail postage plus £ 1.85可知,答案是d。
5. 从SwiftPacks部分的You can purchase them singly at your Post Office counter or by mail order可知答案是d。
6. 从a certificate of posting is available, free of charge, on request可知答案为a。
7. 从If you use SwiftAir on a regular basis why not take advantage of our contract facilities可知答案为c。
8. 从If the value of the merchandise is over £ 270 then a C2 / CP3 form must be used.可知答案为a。
9. 从When sending merchandise by SwiftAir all items must carry the green douane C1 label.可知答案为c。
10. 从See "Post Office Guide" for details.可知答案为b。
11. 从C5 (16.5 cm × 23 cm) £ 2.30可知答案为d。
12. 从If the weight you enclose is over 60 gms you simply add stamps to the value of this extra postage.可知答案为c。
13. 从Discounts are available for larger quantities. Please write to the address above for details or phone 0800 581960可知答案为a。
14. 从DL envelopes £ 22.50; C4 envelopes £ 23.50,可知答案为c。
15. 从全文综合信息可知答案为b。



## 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。语篇《一》介绍了商务沟通中最常用的一些技巧，如倾听、提问、重复、情感沟通，和避免过激反应等。在进行本单元听力活动前，教师可以先请学生谈谈他们自己平时是如何做到和朋友或是师长进行积极有效的沟通，如：Are you good at communicating with your friends / parents / teachers? What's your biggest headache when you communicate with them? What skills do you think are important in order to communicate with them effectively? How can you improve your communication skills? How do people communicate in business settings? Do you think people should communicate in a different way at workplace? 语篇《二》探讨了如何确保员工掌握、遵循商务写作的一些基本规范的问题。听力练习的编排和以往各单元一样，练习一和练习三均属预听活动，主要目的是在进行精听练习之前，让学生对所听语篇的主旨（gist）有所了解，初步把握词汇和理解上的难点所在，为接下来的听力活动做好语言和心理上的准备。练习二为改错题型，练习四为填空题型，系听力练习中最为常见的题型，旨在考察学生对语篇细节信息（details）的捕捉，以及学生对语篇整体信息的综合理解能力。如练习四中的第一题，学生必须在理解语篇整体结构的基础上填写相关信息。
2. Spot Dictation 部分介绍了商务沟通的一些主要方式。填空主要包括沟通的形式、沟通的信息以及沟通所需的动词和名词。建议教师在听写训练前先做阅读 I Brainstorming，让学生预习商务沟通交流方式，然后做听写。听写后，可以结合 Pairwork 中的讨论题，让学生再复习一下常见的商务沟通交流方式（如 face to face meetings, phone calls, emails 等）的主要优缺点。
3. Reading I Brainstorming 学生通过自由讨论的形式，列出他们所知道的表示沟通和交流方式的单词和词组。教材中将相关词汇分为三组：书面形式、口头形式以及其他形式。讨论结束后，教师可让学生指出他们所列出的各种沟通方式中，哪些是现代商务活动中所常用的，分别适用于哪些商务场景。下文简单介绍了 communication 的主要形式以及目的，供教师组织和引导课堂讨论时使用。

Communication allows people to exchange information by one of several methods. There are auditory means, such as speaking or singing, and nonverbal, physical means, such as body language, sign language, paralanguage, touch or eye contact. Communication is a process by which information is exchanged between or among individuals through a common system of symbols, signs, and behavior. As a process, communication has synonyms such as

expressing feelings, conversing, speaking, corresponding, writing, listening and exchanging. People communicate to satisfy needs in both their work and non-work lives. People want to be heard, to be appreciated and to be wanted. They also want to accomplish tasks and to achieve goals. Obviously, then, a major purpose of communication is to help people feel good about themselves and about their friends, groups, and organizations. For true communication, there must be a transmission of thoughts, ideas and feelings from one mind to another.

4. Reading I Pairwork由学生双人结对,讨论与本单元主题Business Communication 和 Letter Writing Strategy相关的一些话题。在讨论问题1时,教师应向学生指出,高科技信息通讯技术的发展为现代商务活动提供了更多沟通方式、沟通媒介和沟通渠道。在众多商务沟通方式、媒介和渠道中,并无绝对的优劣之分。在某些场景中行之有效的沟通方式、媒介和渠道未必适用于其他场景。沟通方式、媒介和渠道的选择取决于所要交流信息的内容,沟通的目的,信息受众的特征,沟通成本,以及语言、文化背景等众多因素。比如说,e-mail的便捷和低成本使之深受商务人士的喜爱,被机构和组织广泛运用于对外对内的信息传递和交流上,但e-mail用于商品的直接促销却被证明并没有直接广告邮件(direct mail)效果好。

After a hot romance with e-mail, marketers are again gravitating toward direct mail as they figure out how to use all possible channels to send seamless messages. In addition, companies are more sophisticated now about selecting the time and the medium that works best for each product. E-mail can be extremely effective. But direct mail remains the best way to reach the most targeted list.

本书Background Information部分有关于这方面信息的具体介绍,Reading II Cloze部分的短文也是关于如何选择沟通渠道,教师可予以参考。讨论题2至4除本书“参考答案”部分给出的提示外,教师也可参考Background Information部分的相关内容。讨论题5的目的在于导入sales letters的概念,激发学生学习Reading I,Text的兴趣。这一部分的讨论重在引导学生交流他们对sales letters的个人感受,无需对sales letters的格式、撰写规则等予以展开,在post-reading部分会对此进行深入的讨论。建议教师在课前准备或要求学生准备一些sales letters的样本,以便在课堂上传阅或点评。



### *Sales Letters*

Letters used to introduce the selling effort of a direct-mail package. Sales letters may be individually typewritten, typeset and printed, fully computer typed, or printed as a form letter and then completed by inserting the names and addresses of prospects.

#### *How to write an effective sales letter*

To be effective, a sales letter must JUMP out at you. It must grab your attention with a compelling promise for the reader and then deliver on it. Besides a powerful headline, your sales letter must have an immediate clear benefit for the intended target. Then it must build a reader's trust. It should make generous use of "you" and "your" — so it is clear the customer's needs come first, not your desire to sell something. Forget cute or clever lead-ins. Begin by simply explaining "what's in it for me." Before writing any sales letter, of course, you must do the homework of acquiring and analyzing appropriate lists of targeted customers. Sales letters are the most customized form of direct-mail marketing. Brochures or fliers, however glossy, tend to be impersonal and may be dismissed as "junk mail." By contrast, sales letters should address the customer by name and need. The idea is to offer solutions that speak directly to your customer's problems and challenges, whether that's business-to-consumer or business-to-business. Here are some tips for you to harness the writing of sales letters.

*Build trust.* Besides the benefit billed at the letter's opening, you can bolster interest by adding high-profile endorsements from associates or former clients. *Get to bona fides, quick.* You need to establish credibility and be believable as quickly as possible. Some options:

- List a case study.
- Describe a success story.
- Outline key benefits of your product (besides the first one).
- Define a problem and how you solved it for a client (don't name names).

*Make it memorable.* One of the advantages of a sales letter is that prospects can tuck it away for later action. It's suggested that you include reasons for your customers to spend more time with the letter and therefore more time considering your offer.

*Emphasize good looks.* Design your document for visual impact and make it easy to navigate so your reader reaches for it first-ahead of the competitors'.

*Include a call to action.* Inform the reader about what he or she should do next or, say you'll follow up with a phone call or more material.

*Include an incentive.* Always explain when, why and how customers should act and then, include an incentive for acting sooner, such as a discount, special offer or something free.

*Resist “Mail Merge.”* Despite the ease and speed with which technology can “find and replace” in electronic documents, don’t succumb to the temptation of form letters. The best sales letters are quite individualized. Tap your database for information about a customer’s sales history and preferences. Then send specialized letters whenever it’s appropriate.

*Forge connections.* Don’t get caught up in pushing services or products. You want to develop a long-term relationship with the customer, not pressure him into one discounted sale. Use your letter to investigate whether you can solve customer problems or meet needs. Try to build a relationship that will last into the future.

5. Reading I Post-reading 设有三项任务。Task 1 和 Task 2 既是 Reading I Text 学习的总结和巩固，也是 Reading I Pairwork 的讨论题 5 的延伸和深入。Task 3 要求学生运用在前面两项活动中归纳出的原则（教师可参照本书“答案”部分），对一具体营销信函实例予以评论。此处补充一项营销信函修改活动，教师可根据自己教学的需求灵活安排。在进行该活动时，教师可将修改前的信件，即 before version，分发给学生，要求他们按照所掌握的营销信函撰写原则修改原信件；教师也可将修改前的信件和修改后的信函，即 after version 一起分发给学生，让他们对前后两个版本进行对比，讨论 after version 中所作修改的目的以及修改后的效果。

*Supplementary Task:*

#### Sample Sales Letter Makeover

Let’s look at a draft of a sales letter that resembles a lot of business letters you receive in the mail. This one-page letter comes from a company that buys seller-financed business notes, created when a business is sold and the buyer agrees to pay the seller over time. The letter goes to business brokers, who buy and sell businesses but don’t normally buy and sell business notes. The purpose of the letter, usually sent after initial telephone contact, is to get more brokers to refer clients holding business notes to Poser Investments, for the benefit of the client, the broker and Poser Investments.

##### “Before” Version:

Dear [ broker ],

We greatly appreciate your request for information on brokering business notes.



Poser Investments is actively seeking business brokers across the country who recognize what a tremendous opportunity there is in converting their clients' business notes into cash. Over two hundred thousand notes are created annually.

Our company truly stands alone in the field of purchasing seller-financed notes. Over the past fifteen years, we have built a reputation of honesty and integrity that is well known in business and financial circles.

What separates us from other companies is that we buy ONLY business notes — and we buy them with our own funds.

We are members of both the International Association of Business Brokers and the Business Opportunity Council of California. Not many companies in our profession can say that.

You are invited to join our nationwide network of brokers and start earning lucrative referral fees right away.

I will personally be handling all of your needs and answering your questions. Please call any time. I hope to hear from you soon.

Sincerely,

**“After” Version:**

**REFERRAL FEES FROM US, LARGER COMMISSIONS FROM YOUR  
CLIENTS — JUST FROM INFORMING THEM HOW THEY CAN “CASH IN” ON  
THE BUSINESS YOU’RE HELPING THEM TO SELL!**

Dear [ broker ],

As a business broker, you undoubtedly know that over two hundred thousand seller-financed business notes are created every year when businesses are bought and sold. But you may not appreciate the full extent of the opportunity for additional profits represented by that fact.

Poser Investments, Inc., is the nation's largest purchaser of business notes. Every week of the year we pay out referral fees to business brokers who, by referring clients to us, help the clients obtain a lump sum of cash for otherwise non-liquid business notes. By showing your clients how to obtain cash for their business, you not only earn our referral fees, you also increase your commissions by closing sales that hang in the balance over the issue of cash.

What distinguishes us from other companies is that we buy only business notes — with our own funds. Additionally, we are members of both the International Association of Business Brokers and the Business Opportunity Council of California. Not many companies in our profession can say that.

Enclosed is a booklet that should answer most of your questions about how working with us can land extra money in your bank account from our referral fees and help earn additional commissions from gratified business sellers who can now fully enjoy their retirement or finance the purchase of a new business through you.

I look forward to hearing from you.

Sincerely,

Michael Ruble, Associate

Poser Investments, Inc.

P.S. Please note that there is no cost for you or your client to call our office, and have me outline the available options for a specific business-note situation, or for me to answer any of your questions about how we might work together. So call me, Michael Ruble, at 1-800-333-1527 today!

### Comments

*Tone:* The original version uses the stuffy, impersonal tone of most business letters. The revised version uses friendlier language to make better contact with the reader.

*“You”-ness:* You get a better response when you use the word “you” more than “I” and “we.” Remember that your market is always reading a letter like this thinking, “So what? What’s in this for me?” Address those concerns and you’re always closer to a sale.

*Benefits:* It’s essential here to spell out fully and persuasively all of the benefits for brokers and their clients available to brokers whose clients create or hold business notes. Note that the headline before the salutation in the rewrite highlights the benefits a broker receives (referral fees and larger commissions) from working with Poser. These benefits also get stressed in the body of the letter.

*Enclosure:* The letter needs to motivate the person reading the letter to read the enclosed booklet, which hammers home in more detail the benefits of working with Poser and how the process of selling business notes works for participating brokers.

*Structure:* Besides the added headline, the new version adds a P. S., which you should always use to drive home the benefits of the product or service at hand, or provide an extra incentive for acting now. The P. S. is always the second most read section of any letter (the headline or opener is the first).

## 6. Reading II Cloze

Blank 5: 此处选c. determined。determine指“决心做某事而不动摇”。如: We have determined to get the work done ahead of schedule. 我们已经决定要提前完成这项工作。而decide常指“经过询问、研讨和考虑之后，在几种可能的选择之中作出决定”。如: She decided to leave here on Sunday instead of Monday. 她决定星期天而不是星期一离开这里。

Blank 6: 此处选b. bulletin。bulletin board 指“公告牌”；在计算机网络科技领域，bulletin board还可指 electronic bulletin board (A system that enables users to send or read electronic messages, files, and other data that are of general interest and addressed to no particular person.)。

Blank 8: 此处选d. access。access作名词时可解释为“接近、进入、获取或使用(物品或信息)的权力”。如: have access to the restricted area 有权进入禁区; have access to classified material 有权使用机密材料; have free access to the library 可以自由使用图书馆。选项a. admission通常表示“准许进入,加入被允许进入(某个团体、机构或场所)的状态或权力”。如: China's admission to the United Nations 允许中国加入联合国。而选项b. approach 强调“在空间、时间、外貌、质量,或条件上接近或靠近”。如:

The performance approaches perfection. 性能近乎完美。

We approached the museum. 我们走近博物馆。

He approached the new job with enthusiasm. 他满怀热情地去干新的工作。

Blank 9: 此处选a. updated。update强调“更新,成为最新式的”。而选项b. revised常指“为新的版本作修订,修正”; 选项c. renewed的意思是“重新开始,续借;翻新”。

Blank 13: 此处选c. target。target作名词时,常用来修饰另一个名词。如: a target group 目标群体; a target market 目标市场。

Blank 15: 此处选d. hearing。hearing强调“感受声音的能力,听的能力以及听力所及的范围”。如: His hearing is very sharp. 他的听觉很灵敏。

His hearing was impaired by the continuous great noise for a long period of time. 长期的连续巨大的噪声使他的听力受到了损害。此处hearing impairments即指“听力损伤”。而选项a. listen 常用于表示“留神去听,努力地去听”; 选项b. audible则指“可听见的,能够被听见的”。

## Key (练习答案)



### >>>> Reading I

#### Pre-reading

I.	Written	<i>letter, fax, telex, electronic mail, memorandum, notice posted on bulletin boards, contract, document, report ...</i>
	Oral	<i>conversation, voice mail, phone call, talk, quarrel, discussion, argument ...</i>
	Other	<i>smile, blink, frown, sigh, yawn, hand-shaking, finger-touching, look straight in the eye, click a pen, fiddling with one's glasses, cross one's arms ...</i>

- II. 2. What factors often influence your decision when you are considering which communication form to choose?  
 — speed, accuracy, cost, efficiency, coverage, ability to promote goodwill, audience (age, sex, status, occupation, etc.) ...
3. What do you think are some of the advantages or disadvantages of communicating with someone in a face-to-face meeting?  
 — Advantages: more personal, more interaction and feedback possible, making more impact, exert emotional influence ...  
 — Disadvantages: unable to unsay what has been said, may not be remembered, unable to organize your thoughts, may leave out some important points, rather expensive if travel involved ...
4. What do you think are some of the advantages or disadvantages of communicating in writing?  
 — Advantages: much cheaper, a record can be kept for the files, errors can be changed, can write when you're in the right mood, can take your time over planning, can consider how to express complicated and delicate details ...  
 — Disadvantages: take more time preparing, no feedback or the feedback is delayed, no personal touch, no smiles, no handshakes ...

#### Exercises

- |                |               |                |               |           |
|----------------|---------------|----------------|---------------|-----------|
| II. 1. b       | 2. c          | 3. d           | 4. a          | 5. d      |
| III. 1. script | 2. enthusiast | 3. perspective | 4. infatuated | 5. deduce |



- |                 |               |           |               |
|-----------------|---------------|-----------|---------------|
| 6. subconscious | 7. inevitable | 8. widget | 9. minimalist |
|-----------------|---------------|-----------|---------------|
- IV.** 1. prospects      2. perspective      3. far from      4. downright
5. premise      6. deduced      7. in question      8. irrelevant
9. odds      10. merits      11. subconscious      12. settle for
13. More often than not      14. categorized      15. self-evident
- V.** 1. From my point of view, the new trading policy is not practical.  
 2. It's management that's at fault rather than the work-force.  
 3. With its superb design and reasonable price the upgraded product appeals to the customers.  
 4. I hate to spring the news on you at such short notice.  
 5. Particular attention should be given to the prospects.  
 6. The president of the firm once had an intimate knowledge of import and export business.

## Post-reading

---

### Principles for Producing an Effective Sales Letter

- Be especially careful that your letter appears to be easy to read.
- Making your sentences short and direct and breaking up your copy frequently into short paragraphs, with indentations at the beginning of each and spaces between paragraphs.
- Using a direct style and personalizing the message as much as possible.
- Using the customer's name in the body of the letter. Keep in mind **You** (the customer) is always a key word to success.
- Using fewer adjectives and adverbs, sticking with nouns and verbs as much as possible, thus your letter will be more believable.
- Using the most accurate figures possible and not round them off in quantifying, which will make your letter more credible.
- Having specific objectives, stating specific facts in the clearest terms possible.
- Showing the prospect why it is in his or her interest to consider your offer and focusing on the customer's self-interest.
- Showing the customer what benefits you can offer (some typical benefits customers seek are saving money, making money, getting a better job, being more attractive, being more healthy, being more secure, losing weight, acquiring higher prestige and status, having an easier life, being admired by others, being loved, having someone to love, avoiding disasters and many similar emotional desires)
- Knowing which goal you are in pursuit of and which goal you should be aiming at before writing.



- Concerning yourself with the two factors: promise and proof (Offer the properly motivating promise — what you offer will benefit the customer — and the proof, the rationale that you can and will keep the promise. Be careful you don't dilute the impact of your letter by promising something unrealistic. The sales appeal should be built around one central feature, one major benefit that you believe will have wide appeal and that you believe you can back up. Then concentrate on proving that promise to be a valid one: far better a modest promise that you can back up than a blue sky promise that you can't substantiate.)
- Don't allow the message in your letter to end abruptly and indecisively, hanging uncertainly in the air. Tell the reader what you want him or her to do. If you fail to do this, many customers will do nothing at all.
- Put your most important information first. Two of the most important parts of your sales letter are the benefits and the offer — both should come early in your letter. Tell people what you are selling, why they need it, and (in most cases) what it costs. Prospects should have a good general grasp of your offer by the second or third paragraph.
- Emphasize your vital information. For instance, use a headline and subheadings to proclaim your most important points. Detail your product or service's features with bullets, linking each feature with the benefit it will give a customer.
- Include a P. S. Studies show that most people read the P. S. before they read the rest of the letter. You can even include a second and third P. S. in hard-selling letters to business opportunity seekers, sweepstakes players, and others who appreciate enthusiasm.
- Break your copy into short sections. Professional writers often keep their paragraphs to two or three sentences. Why? Most readers are in a big hurry. Long paragraphs look intimidating and hard to read. Short chunks of copy separated by white space immediately say "get this information fast."

## >>>>> Reading II

### Exercises

---

- |      |               |              |              |              |                |
|------|---------------|--------------|--------------|--------------|----------------|
| I.   | 1. NM<br>6. T | 2. F<br>7. F | 3. T<br>8. T | 4. F<br>9. T | 5. NM<br>10. T |
| III. | 1. c<br>6. b  | 2. b<br>7. c | 3. a<br>8. c | 4. d<br>9. a | 5. a<br>10. c  |



- IV.** 1. From my point of view, the best way for the company to shake off the crisis is to upgrade its products.  
 2. Parcels of this kind, more often than not, should be sent by EMS (Express Message Service).  
 3. The issue in question is how to develop international market for the product.  
 4. Have you given any more thought to setting up in business / going into business ?  
 5. Don't expect me to make the elevator work immediately. I've just had the job sprung on me.  
 6. I really don't know why he is always finding fault with the way I do things.  
 7. If you consider yourself qualified for the job, please mail us two photos in attachment to your application form.  
 8. I can't attend the meeting in person, but I'll send my deputy to speak for me.  
 9. Acting on the accusation letter from the local people, the police immediately banned the illegal organization.  
 10. Germany saved face by getting a goal in the last minute to draw the match.

- V.** 1. a      2. d      3. b      4. d      5. c      6. b      7. d      8. d  
 9. a      10. b     11. c     12. a     13. c     14. c     15. d

## >>>>Extended Activities

### A. Function and Structure

---

- I.** 1. Client: Could you tell me how much it would cost to send a letter to France by regular mail?  
 Clerk: I'll have to check. Anything else I can do for you?  
 Client: Yes. I'd like 10 airmail stamps.  
 Clerk: Here you are.
2. Client: What's the postage on this parcel to Australia, please?  
 Clerk: Just a second. I'll weight it first. Oh, the charge will be 2 dollars and 48 cents.  
 Client: How much more have I got to pay if I send this by special delivery?  
 Clerk: You've got to pay 5 dollars more for special delivery.  
 Client: I see. Thank you.
3. Client: What's the cost for a letter to Canada?  
 Clerk: Fifty cents.  
 Client: I'm wondering approximately how long it will take to get there by airmail?  
 Clerk: I should say it will take at least three days by airmail.

4. Client: What's the rate for telegrams to Paris?

Clerk: Just a moment. I'll make sure. If you send your telegram full rate to Paris, it will cost you 20 cents per word, minimum 10 words.

Client: I'd like to have it sent by an urgent telegram. What's the rate?

Clerk: If your telegram is urgent, the rate will be doubled.

Client: OK. Please give me a message form.

Clerk: Don't forget to write your telegram in block letters.

5. Client: Would you please tell me how to send a package abroad?

Clerk: My pleasure. First please fill out this customs slip stating the contents and value. Do you want it insured?

Client: What's the insurance fee?

Clerk: The insurance is \$ 1.25.

Client: There's only some clothes in it. I don't want to have it insured.

Clerk: And how would you like to send it, surface mail or airmail?

Client: Gee. I'm not sure about that. How much would each cost and how long would each take?

Clerk: Airmail would cost \$12.6 per kilo and it would take about 10 days. Surface mail would be cheaper, but it wouldn't arrive for about 2 months. The rate is \$4.6 per kilo.

Client: Airmail, please. By the way, what's the size and weight limit for the package?

Clerk: 3 kilos, no more than 33 inches by 25 by 12.

Client: One thing more, when will the post be dispatched?

Clerk: Oh, I think you still have time to catch the early post. The early post goes out at 9:30 in the morning.

6. Clerk: Next please! Hi, can I help you, sir?

Client: Yes. What do I have to do to mail these photos?

Clerk: You can send them by ordinary mail or airmail.

Client: Can I send them as printed matter?

Clerk: No, I'm afraid you can't. Anyway, although the rate for printed matter is cheaper, it doesn't go as quickly as ordinary or airmail mail.

Client: I see.

Clerk: Where would you like to send them?

Client: China.

Clerk: Yes. Do you wish to send them by ordinary mail or airmail?

Client: It's much better to use airmail, isn't it?



Clerk: Yes, it's much quicker.

Client: What's the airmail rate to China?

Clerk: Airmail to China is 48 cents per ounce and we demand a surcharge of 4 cents per gram for the overweight.

Client: Could you weigh them for me?

Clerk: Sure. It's 6 grams overweight. You'll have to pay 24 cents extra for the overweight. That comes to 72 cents, please. Anything else I can do for you?

Client: Yes. I want a money order for 500 dollars.

## B. Special Use

---

1. Almost	2. most	3. badly	4. bad	5. differently	6. different
7. well	8. good	9. real	10. really	11. surely	12. sure
13. late	14. lately	15. fair	16. fairly	17. hard	18. hard
19. hardly	20. high	21. highly	22. largely	23. wide	24. widely
25. just	26. justly	27. most	28. mostly	29. low	30. lowly

## C. Practical Reading

---

1. b	2. c	3. d	4. d	5. d
6. a	7. c	8. a	9. c	10. b
11. d	12. c	13. a	14. c	15. b

## D. Basic Writing

---

- I. 1. As the job market is constantly changing, the counselor urged each / every student to make plans for the future.
2. The tax committee, after much debate, finally reached a consensus.
3. A number of college graduates want to apply for a job in a big company.
4. The employer increased salaries to improve the workers' morale.
5. Keep this information on file for reference.
6. The engineer suggested purchasing a QWIP machine to transmit test reports between plants.
7. The project manager asked him to consider whether they should change the specifications.
8. In 2000 wage rates declined by 6 percent, and employee turnover was high.

9. As a rule, we would ask you to calculate container transport to Brisbane for onward shipment. / We would usually ask you to calculate container transport to Brisbane for onward shipment.
  10. In my opinion, the firm's difficulties are due to bad management and overtrading. / I think the firm's difficulties are due to bad management and overtrading.
  11. Whatever the secretary does, she works seriously / with great care, and does her best to do it well.
  12. The Advertising and Marketing Department clearly know when the new sales campaign will begin.
  13. The Japanese suppliers are visiting the factory.
  14. He told us honestly that neither of the plans had an acceptable cost.
  15. This product was jointly designed by Mr. Smith and some of his younger colleagues. / This product was designed by Mr. Smith in collaboration with some of his younger colleagues.
- II.
1. (Run-on sentence) Although / Though the price had been lowered, the house remained unsold.
  2. (Faulty parallelism) The interview will be about your interests, your abilities, and your aspirations.
  3. (Misplaced modifier) Our overhead includes nearly 400 pairs of blue jeans.
  4. (Dangling modifier) As it was the final report of the year, Ms. Smith made up her mind to complete it with extra care.
  5. (Fragmentary sentence) When I worked for Far East Enterprises, they were just a local firm dealing with toys.
  6. (Dangling modifier) If you want to be a good salesman, endless patience is needed. / To be a good salesman, one needs endless patience.
  7. (Faulty parallelism) Jenny got the promotion because of her excellent sales record, her long service with the firm, and her systematic approach to management.
  8. (Fragmentary sentence) The committee decided to give you another week, considering the strength of your recent proposal.
  9. (Dangling modifier) As I was confused by too many technical terms, the manual was of no use to me.
  10. (Faulty parallelism) The purpose of the study group will be to coordinate research and development, to monitor new product development, and to recommend funding for promising projects.
  11. (Fragmentary sentence) You can make requests for something, including an illustrated catalogue and the latest price list.
  12. (Run-on sentence) Mr. Peterson called this morning. He said the new software package should be available about the second of next month. / Mr. Peterson called this morning; he said the new software package should be available about the second of next month. / Mr. Peterson called this morning, and he said the new software package should be available about the second of next month.



13. (Misplaced modifier) On the loading dock we found a package that should have been shipped last Friday with the Beason order.
14. (Dangling modifier) The company saved money by consolidating our shipping department.
15. (Misplaced modifier) We need feedback from our customer relations officers so that we can maintain an efficient service.

- III.**
1. To review the results of the most recent series of tests, Mary will arrive tomorrow.
  2. As / Because / Since all of our yearly sales targets have been reached, I propose we offer a special bonus to the sales representatives.
  3. I went to the export commodities fair, but I didn't stay long.
  4. Despite / In spite of forgetting to have the report with him, he managed to give us the main figures.
  5. Having received your inquiry, we will immediately mail you the samples.
  6. Introduced by his assistant, the manager began his talk with an opening statement.
  7. The secretary must attend all meetings, call the roll, and keep the minutes.
  8. Unexpectedly, he decided to take the job.
  9. After a five-week slump, sales increased.
  10. The vice-president thinks the new procedure is superior.
  11. Unless the workers work overtime this weekend, they won't make deliveries on time.
  12. Being able to communicate effectively in English, he is responsible for the Public Relations Department.
  13. Although the manufacturers have agreed to replace the equipment, they will not compensate for the damage.
  14. The staff who work on the first floor have complained about the noise.
  15. Though our goods are new products, they have the fine workmanship and competitive prices, so they enjoy popularity in the European market.

## E. Additional Vocabulary

---

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

## G. Humor Time

---

1. Yogurt
2. Apple
3. Shampoo
4. Bread
5. TV food

# Unit 3

## Organizational Culture

### Teaching Aim ( 教学目的 )



1. Cognitive Information ( 认知信息 ): *Organizational Culture*
2. Language Focus ( 内容重点 )
  - **Key Words:** I. discourse, philosophy, verbally, superior, prize, diversity, sociability, span, overlap, discipline, factual, compelling, litigation; II. distinctive, associate, presentation, assembly, egalitarian, alongside, divisiveness
  - **Phrases:** I. address sb. as ..., be deferential to, work out, be consistent with; II. a / one hell of a something
  - **Useful Structures:** be sensitive to
    - with emphasis on ...
    - all but one
3. Communicative Skills ( 交际技能 )
  - **Expressions:** Expressing Curiosity & Asking for Information
  - **Reading:** A Case Study: Are Two Managers Too Many?
  - **Basic Writing:** Topic Sentences
4. Special Use ( 专项用法 ): Words or Expressions Denoting Frequency and Accuracy



## Lead-in (导入)



### >>>> Listening Comprehension Tasks

#### Difficult Words and Expressions

- norm: a standard or model or pattern regarded as typical 标准, 规范
- stakeholder: people who have an interest in a company's or organization's affairs 利益相关者
- mold: to make something, usually for a specific function 塑造
- flow chart: 流程图
- collaborate: to work together on a common enterprise of project 合作
- facet: a distinct feature or element in a problem 方面
- perception: a way of conceiving something 认知
- consensus: agreement in the judgment or opinion reached by a group as a whole 共识, 一致
- alignment: an organization of people (or countries) involved in a pact or treaty 结盟
- conformity: acting according to certain accepted standards 一致
- disparity: inequality or difference in some respect 不同, 不一致

#### Passage Script

##### Passage I

###### What Is Organizational Culture?

Organizational culture is a concept developed by researchers to explain the values, psychology, attitudes, beliefs, and experiences of an organization. Generally speaking, it is viewed as the shared norms and values of individuals and groups within an organization. This set of mutual understandings controls the way individuals interact with each other within the organization, as well as with customers, suppliers, and other stakeholders existing outside the boundaries of the organization.

The managers and executives within an organization have a significant impact on the culture because of their role in making decisions, but they are not the only members of the work community. In reality, all employees contribute to the norms of the group. Culture, in the environment of the workplace, is the result of the weaknesses, strengths, life experiences, and education of everyone who is part of the workforce.

The culture of an organization also is molded by its mission. For example, a university's culture is different from that of the military, a hospital, or a for-profit company. Understanding the culture of a specific enterprise is made more difficult by the fact that there is no single culture. Instead, complex organizations also reflect the culture of the sub-groups within them. Individuals might adhere to the core values and beliefs of the organization, but they also belong to sub-groups or cultures that form along the lines of occupational duties, professional skills, age, union membership, etc.

Organizational culture is both formal and informal. A flow chart indicating authority lines or a human resources manual might define the formal culture. Informal culture, though, is revealed in such things as bulletin board content, decorations in individual work areas, the arrangement of furniture, newsletters, dressing style, how employees interact in meetings or collaborate, and the workplace stories that are repeated.

The hiring of new employees is another area in which the culture of the organization plays a role. In the interviewing process, questions often are directed to explore whether or not the candidate would be a good fit in the organization's culture. It is a powerful element that shapes all facets of work.

## Passage II

### Understanding the Culture of Your Organization

Quite often, leaders have a very good sense of the culture of their organization. They just haven't made that sense conscious to the extent that they can effectively learn from, and lead within, the culture.

Different people in the same organization can have different perceptions of the culture of the organization. This is especially true regarding the different perceptions between the top and bottom levels of the organization. For example, a Chief Executive may view the organization as being highly focused, well organized, and even rather formal. On the other hand, a receptionist might view the organization as being confused, disorganized and, sometimes, even rude.

Here are some basic guidelines to help leaders assess the culture of their organization.

1. Understand some of the major types of cultures. There are a number of research efforts that have produced lists of different types of culture.
2. Describe the culture of your organization. Consider what you see and hear, not what you feel and think. Answer the following questions.
  - a. Who seems to be accepted and who doesn't? What is it about those who are accepted as compared to those who aren't?
  - b. What kinds of behaviors get rewarded? For example, getting along? Getting things done?  
Other behaviors?
  - c. What does management pay the most attention to? For example, problems? Successes?

Crises? Other behaviors?

- d. How are decisions made? For example, by one person? Discussion and consensus? Are decisions made at all?

Note that there may not be close alignment between what the organization says it values (for example, creativity, innovation, team-building) as compared to what you're actually seeing (for example, conformity, individualism). This disparity is rather common in organizations. You might explain this disparity to other leaders in the organization. An ideal time to address this disparity is when developing a value statement during the strategic planning process.

## Key

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

- IV. 1. Different people in the organization have different perceptions of the organizational culture  
2. Basic guidelines to assess the organizational culture  
    1) Understanding some of the major types of cultures  
    2) Describing the culture of the organization  
        A. Who seemingly accepted and who not  
        B. What kinds of behaviors to get rewarded  
        C. What management pays the most attention to  
        D. How decisions made  
3. Disparity, a common feature in organizations

## >>>> Spot Dictation

Corporate culture serves as a guidepost by which employees may judge what the company wants from them, how they should approach problems, and what types of solutions will be acceptable. It also sets the tone for socially responsible behavior, showing employees what is considered right and wrong.

Most organizations and their managers realize the importance of creating a corporate culture in which employees willingly take the initiative to suggest more improvements that can help company compete more effectively. A climate of openness and trust encourages better performance and more loyalty from employees. For example, at Microsoft, employees at any level are invited to send electronic mails to Bill Gates, who personally reads and answers every message. This kind of open atmosphere can only have a positive effect on human relations. In addition, when employees are satisfied with the

interpersonal component of their jobs, productivity usually improves. However, changing from a closed culture that discouraged individual initiative to an open atmosphere that leads to creativity isn't easy. Such a change is a long process that requires ongoing employees education.

## Difficult words and expressions

**guidepost:** a rule or principle that provides guidance to appropriate behavior

路标；指示标 同义词 guideline

**corporate:** belonging to or relating to a corporation, that is, relating to an organization or a group of organizations that is recognized by law 团体的，社团的；公司的

**tone:** The tone of a place or an event is its general atmosphere 气氛；氛围；格调

**initiative:** If you have initiative, you have the ability to decide what to do next and to do it, without needing other people to tell you what to do. 主动性；积极性；进取心

**productivity:** the rate at which goods are produced, and the amount produced, especially in relation to the work, time, and money needed to produce them 生产率

## Background Information (背景知识)



### 1. Organizational culture

Organizational culture, or corporate culture, comprises the attitudes, experiences, beliefs and values of an organization. It is often defined as the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. Organizational values are beliefs and ideas about what kinds of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behavior organizational members should use to achieve these goals. From organizational values develop organizational norms, guidelines or expectations that prescribe appropriate kinds of behavior by employees in particular situations and control the behavior of organizational members towards one another. Senior management may try to determine a corporate culture. They may wish to impose corporate values and standards of behavior that specifically reflect the objectives of the organization. In addition, there will also be an extant internal culture within the workforce. Work-groups within the organization have their own behavioral quirks and interactions which, to an extent, affect the whole system.



## 2. Elements of organizational culture

A number of elements can be used to describe or influence organizational culture, which include:

- Paradigm: What the organization is about; what it does; its mission; its values.
- Control Systems: The processes in place to monitor what is going on.
- Organizational Structures: Reporting lines, hierarchies, and the way that work flows through the business.
- Power Structures: Who makes the decisions, how widely spread is power, and on what is power based?
- Symbols: These include organizational logos and designs, but also extend to symbols of power such as parking spaces and executive washrooms.
- Rituals and Routines: Management meetings, board reports and so on may become more habitual than necessary.
- Stories and Myths: build up about people and events, and convey a message about what is valued within the organization.

## 3. Discourse community

The term discourse community links the terms discourse, a concept describing all forms of communication that contribute to a particular, institutionalized way of thinking; and community, which in this case refers to the people who use, and therefore help create, a particular discourse. Some examples of a discourse community might be those who read and / or contribute to a particular academic journal, or members of an email list for Madonna fans. Each discourse community has its own unwritten rules about what can be said and how it can be said: for instance, the journal will not accept an article with the claim that “Discourse is the coolest concept”; on the other hand, members of the email list may or may not appreciate a Freudian analysis of Madonna’s latest single. Six defining characteristics of a discourse community are as follows:

A discourse community

- has a broadly agreed set of common public goals.
- has mechanisms of intercommunication among its members.
- uses its participatory mechanisms primarily to provide information and feedback.
- utilizes and hence possesses one or more genres in the communicative furtherance of its aims.
- in addition to owning genres, it has acquired some specific lexis.
- has a threshold level of members with a suitable degree of relevant content and discoursal expertise.

## 4. Subculture

Subculture is a set of people with a set of behaviors and beliefs, which could be distinct or

hidden, that differentiate them from the larger culture to which they belong. Subcultures can be distinctive because of the age, race, ethnicity, class, and / or gender. The qualities that determine a subculture as distinct may be aesthetic, religious, political, sexual, or a combination of these factors. Subcultures are often defined via their opposition to the values of the larger culture to which they belong. Members of a subculture will often signal their membership through a distinctive and symbolic use of style. Therefore, the study of subculture often consists of the study of the symbolism attached to clothing, music and other visible affectations by members of the subculture, and also the ways in which these same symbols are interpreted by members of the dominant culture. If the subculture is characterized by a systematic opposition to the dominant culture, then it may be described as a counterculture. It may be difficult to identify subcultures because their style (particularly clothing and music) may often be adopted by mass culture for commercial purposes, as businesses will often seek to capitalize on the subversive allure of the subculture in search of cool, which remains valuable in the selling of any product. This process of cultural appropriation may often result in the death or evolution of the subculture, as its members adopt new styles which appear alien to mainstream society.

## Language and Culture Focus (语言文化要点)



### >>>>> Reading I

#### 1. be sensitive to: having or showing perceptive feeling or sympathetic understanding 对……敏感的

**【例句】**The Stock Exchange is sensitive to likely political changes.

A writer mustn't be too sensitive to criticism.

Ruth is very sensitive to cold.

We must be sensitive to the community's needs.

#### 2. discourse n.

① continuous piece of spoken or written language 话语

**【例句】**analyze the structure of discourse

discourse analysis 话语分析

② a serious speech or piece of writing on a particular subject (就某个题目的) 演讲；论述；著述

**【例句】**Professor Grant delivered a long discourse on aspects of moral theology (神学).

③ serious conversation between people 严肃的谈话；交谈

**【例句】**You can't expect meaningful discourse (有意义的对话) when you two disagree so violently.

### 3. philosophy *n.*

① a particular belief that someone has about how to deal with a situation; principle 处事原则

**【例句】**current management philosophy 目前的管理准则

a man without a philosophy of life 没有生活信念的人

Enjoy yourself today and don't worry about tomorrow — that's my philosophy!

② search for knowledge and understanding of the nature and meaning of the universe and of human life 哲学

**【例句】**social philosophy

moral philosophy 伦理学

**相关词**

**philosophical:** *adj.* of philosophy 哲学的

**【例句】**philosophical principle

philosophical works

**philosopher:** *n.* 哲学家

### 4. An organization's culture is revealed verbally in the organization's myths, stories, and heroes and nonverbally in the allocation of space, money, and power.

**【参考译文】**一个组织的文化在言语层面上以传奇、故事以及偶像人物来体现，在非言语层面上则以空间、金钱和权利的分配来体现。

### 5. verbally: *adv.* in spoken words 口头地

**【例句】**agree / promise verbally

**相关词**

**verbal** *adj.*

① 口头的；非书面的

**【例句】**a verbal agreement / application / threat / reasoning / attack / explanation

② 言语的；文字上的

**【例句】**verbal skill 使用言辞的技能

verbal abuse 恶言；谩骂

**antonym:** nonverbal: *adj.* 非言语的

**【例句】**nonverbal communication 非言语交流

### 6. address sb. as: to use a particular title or name when speaking or writing to someone 把某人称作

**【例句】**The president should be addressed as "the President".

Don't address me as "Colonel": I'm only a major.



## 7. be deferential to: to show respect for (sb. or sb.'s opinions, wishes, judgement, etc.) 順从；恭敬

【例句】Good journalists can never be deferential to anyone.

It is the tradition of this nation that the young should have a deferential regard for the old.

年轻人尊重老年人是这个国家的传统。

## 8. superior

① *n.* person of higher rank, position, etc. 上级；上司；长官

one's immediate superior 某人的顶头上司

② *adj.* having a higher position or rank than someone else (职位) 更高的；上级的

【例句】I'll report you to your superior officer.

相关搭配

**superior court:** 上级法院

③ *adj.* better, more powerful, more effective than a similar person or thing 较高的；较好的

【例句】The enemy forces are superior in number.

Which of the two methods is superior?

相关搭配

**superior to:** 胜过……的；超越……的

【例句】The new engine is superior to its rivals.

This cloth is superior to that.

④ *adj.* of very good quality, used especially in advertising 质量上乘的；优质的

【例句】a superior wine

superior craftsmanship

相关词

**superiority n.**

① 优秀；优越；优势

【例句】the intellectual superiority of humans over other animals

US superiority in air power

② 优越感

【例句】She always speaks with an air of superiority.

**antonym:** inferior

① *n.* 下级；下属；部下

② *adj.* 差的；次的；下级的

【例句】I felt very inferior among all those academics.

Pay less, and you get an inferior product.

This machine is technically inferior to Western models.

an inferior court of law

**相关搭配**

**senior to sb.**: 较年长的; 级别较高的

**【例句】** He is ten years senior to me. (*or* He is my senior by two years / two years my senior.)

Only one manager is senior to me now.

**junior to sb.**: 较小的; 身份较低的

**【例句】** He is 3 years junior to me. (*or* He is my junior by 3 years / 3 years my junior.)

## 9. prize

① *vt.* to highly value 高度重视

**【例句】** I prize my independence too much to go and work for them.

The portrait of her mother was her most prized possession.

② *n.* award given to the winner of a competition, race, etc. 奖; 奖赏, 奖品; 奖金

**【例句】** She won first prize in the 100 meters.

Her book gained several literary prizes.

First prize was a weekend for two in Paris.

**相关搭配**

**prize winner**: 获奖者

**award sb. a prize**: 给某人颁奖

**prize money**: 奖金

## 10. trial balloon: something that you do or say in order to see whether other people will accept something or not 试探性的想法或建议

**【例句】** Senator Lott is floating trial balloons to test public opinion on the bill.

## 11. work out

① *to plan; arrange* 制定; 安排

**【例句】** UN negotiators have worked out a set of compromise proposals.

I haven't worked out who's going to look after the kids tonight.

Listen, I've got it all worked out. Here's what we should do.

② *solve; handle; resolve* 解决; 化解

**【例句】** I hope it all works out between Gina and Andy.

They worked out the difficult problem in the end.

## 12. Some cultures expect people to float trial balloons, others prefer that people work out all the details before they propose a change.

**【参考译文】**一些企业文化期望员工可先提一些试探性的初步想法或建议,而另外一些文化则更希望员工在提出改革前提供所有细节。

13. **be consistent with:** to be in agreement with 与……一致 / 相符

【例句】This evidence is not consistent with what you said earlier.

What you did is not consistent with what you said.

14. **Is the organization tall or flat?**

【参考译文】该公司的组织是垂直型的还是扁平型的？（该公司底层与高层之间有很多级别差别还是级别差别很小？）

15. **diversity**

*n.* state of being varied; variety 多种多样; 多样性

【例句】a wide diversity of opinions 众说纷纭

the cultural diversity of the United States

相关词

**diverse:** *adj.* 各不相同的; 完全不同的

【例句】subjects as diverse as pop music

Her interests are very diverse.

**diversify:** *v.* 多元化; 使多元化

【例句】a publishing company that is diversifying into the software market

We must try to diversify the syllabus to attract more students.

**diversification:** *n.* 多样化

【例句】market diversification 市场多元化

16. **sociability:** *n.* the quality of being sociable 好交际; 合群

【例句】Runners may lack sociability and spontaneity, but they are extremely disciplined.

Part of my strong sociability stems from my care for friendships.

相关词

**sociable:** *adj.* 好交际的; 友好的; 合群的

【例句】He has never really been the sociable type.

I'm not in a sociable mood. 我没兴致与人交往。

17. **span**

① *vt.* to extend over / across; stretch across 跨越; 贯穿

【例句】His knowledge spans many different areas.

Her life spanned almost the whole of the 19th century.

His career life spans four decades.

② *vt.* to form a bridge or arch over sth.; to extend across 建造跨越某物的桥或拱; 横跨

【例句】The river Thames is spanned by many bridges.

③ *n.* distance or part between the supports of an arch or a bridge 跨度; 跨径



**【例句】**The arch has a span of 60 meters.

The bridge crosses the river in a single span.

- ④ *n.* length of time over which sth. lasts or extends from beginning to end (某事物)自始至终的持续时间或期间

**【例句】**a short span of time

a span of over 6 years

He has a short concentration span. 他不能长时间集中注意力。

## 18. overlap

- ① *vt. / vi.* to partly cover (sth.) by extending over its edge 部分重叠, (比喻)巧合;一致

**【例句】**The tiles on the roof overlap one another.

Our visits to the town overlapped.

His duties and mine overlap.

- ② *n.* fact or process of overlapping 重叠;重合;重复

**【例句】**an overlap of 50 cm

There is no question of overlap between the two courses.

## 19. discipline

- ① *n.* branch of knowledge 学科;科目

**【例句】**scientific disciplines 科学科目

inter-discipline 跨学科

multi-discipline 多学科

academic discipline 学科

- ② *n.* the practice of making people obey rules and orders, or the controlled situation that results from this practice 纪律;纪律状况

**【例句】**strict military discipline

We have high standards of discipline at this school that must be maintained.

**相关搭配**

**keep discipline:** 维持纪律

**【例句】**Teacher should keep discipline in the classroom.

- 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!

That child needs to be disciplined.

**相关搭配**

**discipline oneself to do sth.:** 严格要求自己,约束自己去做某事

**【例句】**It's a question of disciplining yourself to write every day.

相关词

**disciplinary:** *adj.*(有关)纪律的;惩戒性的

**disciplined:** *adj.*遵守纪律的;受过训练的

**【例句】**the most disciplined, effective army in the world

a disciplined approach 严谨有序的方法

相关搭配

**disciplinary action / measures:** 惩戒行动/措施

**【例句】**The investigation led to disciplinary action against several officers.

20. **factual:** *adj.* based on or containing facts 根据事实的;真实的

**【例句】**factual information

Try to keep your account of events as factual as possible.

相关词

**factually:** *adv.*事实上地

**【例句】**The document is factually correct.

21. **with emphasis on:** placing emphasis on 强调……

**【例句】**Clients will learn how to read, write and speak with emphasis on medical terminology.

He will speak with emphasis on the role of women in the country.

This was an overview of my work, with emphasis on translation.

22. **compelling adj.**

① extremely interesting and exciting 引人入胜的

**【例句】**a compelling personality

compelling stories / books

② convincing. 令人信服的

相关搭配

**compelling argument / reason / cases, etc.**

**【例句】**There is a compelling reason not to eliminate veto power now.

The officer presented a compelling argument that the girl was innocent.

相关词

**compel** *vt.*强迫;逼迫

相关搭配

**compel sb. to do sth.**

**【例句】**Children were compelled to accept the test.

**feel compelled to do sth.** 强烈感觉必须做某事

**【例句】**He felt compelled to resign because of the allegations in the press.

23. **litigation:** *n.* the process of going to law 诉讼

【例句】 administrative litigation law 行政诉讼法

contractual litigation 合约诉讼

litigation strategies 诉讼策略

commercial litigation 商业诉讼

patent litigation 专利侵权诉讼

**相关词**

**litigate:** *vi. / vt.* 提出诉讼；打官司；起诉某人

**litigant:** *n.* 诉讼当事人

## >>>>Reading II

1. **distinctive:** *adj.* having a special quality or qualities which make somebody or something easily recognizable and different from other people or things of the same type

【例句】 a distinctive flavor 独特的风味

Andy had a very distinctive voice, extremely clear and ringing.

安迪有着独特的嗓音，清澈而嘹亮。

She has a very distinctive way of walking. 她有着独特的行走方式。

2. **associate:** *n.* member / worker of a company or factory 员工

general associate: ordinary member / worker of a company or factory. 普通员工

3. **orientation session:** a formal meeting to help new members become familiar with each other and the place (为新生或新员工举行的)学校 / 单位情况介绍会

4. **Hiroyuki Yoshino(吉野浩行):** educated as an aeronautical engineer at Tokyo University, Hiroyuki Yoshino started his career in 1963 at Honda R&D Co., Ltd. Yoshino spent a year in the United States in the early 1970s as the first engineer from Honda R&D stationed in America, meeting with other major automakers seeking to determine how to comply with federal clean air requirements. In 1981, Yoshino became General Manager of the Asaka R&D Center for the development of new motorcycles. In 1987, he became General Manager of Honda's Suzuka Factory. Fifteen months later, June 1988, Yoshino was named President of Honda of America Mfg. in Ohio. Yoshino was promoted to Executive Vice President and representative director of Honda Motor Co. in 1992, returning to Japan to manage efforts to rejuvenate auto sales. In 1994, Yoshino returned as President of Honda R&D, overseeing the introduction of a series of new products and a renewed commitment to environmental leadership. In February 1998, Yoshino was honored with the Distinguished

Service Citation from the Automotive Hall of Fame for leading Honda's environmental technology achievements. In June 1998, Hiroyuki Yoshino became the fifth president of Honda Motor Co., Ltd — representing a distinctive blend of R&D, manufacturing and sales experience and a global perspective gained from his unique experience in America.

5. **Marysville:** a town in central California 玛丽斯维尔市
6. **Torrance:** a city in the southwest of California 托兰斯市
7. **welder:** *n.* a person whose job is to join metals by melting them together when they are hot 焊工
8. **assembly workers:** people who work on the assembly line — an arrangement of workers and machines in which each person has a particular job and the work is passed from one worker to the next until the product is complete 流水线工人
9. ... **it promotes from within:** managers and administrators are selected directly from the ordinary workers within the company  
promote: to give someone a higher position or rank

【例句】My daughter's just been promoted. 我女儿刚刚获得提升。

The young officer was promoted to the rank of captain.

这位年轻的军官被提拔为上尉。

She has been promoted twice since joining the company five years ago.

自从她5年前进入公司以来,被提拔了两次。

10. **All but one of the managers in the Marysville auto plant started from the line:** Almost all the managers in the factory began their work from the assembly line and there is only one manager who doesn't belong to this case.

All but one: all except for one 几乎; 差不多

**Note:** the similar patterns include: the last but one / the next but two etc. (especially British English); the last or next thing or person except for one, two etc.

【例句】Pauline and Derek live in the next house but one (=they live two houses away from us).

11. **egalitarian:** *adj.* having or showing the belief that all people are equal and should have equal right and equal opportunities 平等的

【例句】egalitarian principle 平等原则

an egalitarian society 平等社会

an egalitarian tax structure 平等的税制结构

The new educational facilities must lead to a far more egalitarian society. 新的教育体制将有利于形成更加公平的社会。

12. **atmosphere:** *n.* the general character or feeling of a place 气氛

【例句】an atmosphere of contentment 高兴的气氛

It has got such a friendly atmosphere. 这是如此友好的气氛。

Ever since their quarrel, there has been an unpleasant atmosphere in the office. 自从他们争吵以来，办公室就一直有着不和谐的气氛。

**13. reserved:** *adj.* kept for the future or special use 预订的

【例句】reserved tables

Did you have a reserved seat? 你们订了座位吗?

I have a place reserved at the Youth Hostel in Stockholm.

我在斯德哥尔摩的青年旅社预订了房间。

**14. ... located in plain sight:** stationed at an obvious place where you can see it easily

**15. shop floor:** the area in a factory where the ordinary workers do their work 工厂生产区

**16. accessibility:** *n.* being easy or friendly to speak to 平易近人

**17. Management will dig right in there with you:** Here the phrase “dig in” means “work hard.”

Therefore the whole sentence means “Management will immediately work hard with you there to find out what the problem is.”

【参考译文】管理层会在那儿与你一起解决问题。

**18. (feel) involved in:** (become) connected or concerned; feel like taking part in something 卷入；参与

【例句】If I were you, I wouldn’t get involved in their problems.

如果我是你，我就不会卷入他们的问题。

Don’t get other people involved in your mad scheme.

不要让其他人参与你疯狂的计划。

I was deeply involved in my work then.

我那时深深陷入自己的工作而不能自拔。

More women should be involved in decision-making.

应该有更多的妇女参与决策。

Should religious leaders get involved in politics? 宗教领袖该参与政治吗?

**19. It was mind-boggling for me ... management-type issues:** Initially, I considered such problems concerned only the management, and had nothing to do with the general associate. But when I came here, I was given a big surprise by the enthusiasm of the general associate. It was difficult for me to imagine that this was possible.

【参考译文】当我来到这儿看到普通员工在现场积极解决问题，感觉不可思议；因为我认为这在以前是属于管理层的问题，与普通员工无关。

**20. mind-boggling:** *adj.* Something that is mind-boggling is so enormous, unusual or complicated that it is very difficult to imagine 难以想象的

【例句】mind-boggling wealth 巨大的财富



The concept is mind-boggling. 这个概念如此宏大，令人难以想象。

**21. alongside: *adv. & prep.***

- ① used to say that people or things do something or exist together at the same time 与……并排；  
与……在一起

【例句】Charles spent a week working alongside the miners.

Organized crime continued to flourish alongside the mainstream economy.

- ② in comparison with something 与……相比

【例句】His achievement may seem small alongside the great triumphs of 20th century technology.

Athletics should rank alongside (=be equal to) soccer and cricket as a major sport.

- ③ next to the side of something 在……旁边；与……在一起

【例句】A car drew up alongside.

Children's prices are shown alongside adult prices.

**22. make that separation: to tell the difference; show the distinction between two people or things and consider them or present them individually 分开；分类；分离**

**23. divisiveness: *n.* separation; dividing people into two or more groups and causing hostility and disunity between them 不和；分裂**

**24. a/one hell of a something: [spoken not polite] used to emphasize the idea that something is very big, very good, very bad, etc. 极度的，非常厉害的**

【例句】I've come one hell of a long way to get here.

Envy like yours is a hell of a good motive for murder.

**25. make adjustment: to make slight changes, especially in order to make something suitable for a particular purpose or situation 调整**

【例句】We made a few adjustments to the plan. 我们对计划做了几处调整。

## >>>>> Extended Activities

### A. Function and Structure

- Curiosity is a strong desire impelling us to seek information and interaction with our natural environment and with other beings in our vicinity. Curiosity is common to human beings at all ages from infancy to old age. Strong curiosity is the main motivation of famous scientists. In fact, it is mainly curiosity that makes a human being an expert in a certain field of knowledge. But being too curious is not always a good thing. Don't forget that curiosity killed the cat!

2. The adjectives “curious”, “inquisitive”, “snoopy” and “nosy” all apply to persons who show a marked desire for information or knowledge. “Curious” most often implies an avid desire to know or learn, though it can suggest prying: *A curious child is a teacher's delight. A curious neighbor can be a nuisance.* “Inquisitive” frequently suggests excessive curiosity and the asking of many questions: *The police are proverbially inquisitive.* “Snoopy” suggests underhanded prying: *The snoopy hotel detective spied on guests in the lobby.* “Nosy” implies impertinent curiosity likened to that of an animal using its nose to examine or probe: *My nosy colleague went through my mail.*

## B. Special Use: Words or Expressions Denoting Frequency and Accuracy

英语中有些副词或短语可用来表达动作发生的频率,称为频度副词( adverb of frequency)。这些频度副词包括 always, occasionally, usually, generally, frequently, constantly, often, sometimes, never, seldom, rarely, twice 等。它们的频度从大到小依次排列如下: always > often, constantly, frequently > usually, generally > sometimes, occasionally > seldom, rarely > never。

频度副词在句子中有以下几种位置:

- 句首。例如:

*Sometimes I go to school by bus.*

*Usually we go to bed at ten.*

- 频度副词有时可以放在句末。例如:

*I'm not late, usually.*

*We hold such a celebration party once a year.*

如频度副词处于句中位置与动词搭配时,遵循以下原则:

- ◆ 位于助动词之后。例如:

*He has often been told not to do that.*

*She was greatly moved by the story.*

*I have never been abroad.*

*I can never believe that.*

- ◆ 位于be动词之后。例如:

*He's always in time for class.*

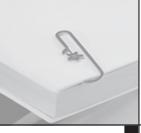
*She is never late.*

- ◆ 位于行为动词之前。例如:

*They sometimes stay up late into the night.*

*He never makes any mistakes when he writes.*

*We rarely go dancing at weekends.*



英语中还有一些副词和类似短语可以与数字连用,表示不同程度的精确度,称为精度副词(adverb of accuracy)。例如:

about	大约	almost	几乎
approximately	大约(正式用法)	around	大约,……左右
close to / on	接近,大概	estimated	估计,大约
exactly	确切地	in the rough	大略地,大概地
more or less	或多或少	nearly	将近
or so	大约	or thereabouts	大约,……左右
precisely	精确地,确切地	roughly	粗略地,大致地
some	大约		

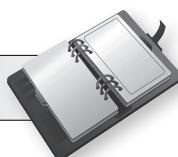
## C. Practical Reading

### 1. 本题属于案例分析题目,答案说明如下:

- 1) ① 只有复印机不属于家用电器,答案是c。
- ② 使用排除法可知a、b、c均不符合原文意思,d项是正确答案,原文用了几个例子来说明两个经理不同的管理风格。
- ③ 根据原文The returning manager was not successful with managing the assembly line employees during his stay.一句可以得知答案为a。
- ④ 根据原文Pablo Arango, who has been at the plant from the beginning.可知答案为b。
- ⑤ 根据原文末句The disagreements have become so serious that Ms. Graus and Mr. Arango are no longer able to effectively manage the assembly line.可知答案为b。

其他讨论题见参考答案。

## 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。语篇《一》给出了organizational culture的定义,并对塑造organizational culture的主要因素进行了探讨。在语篇《一》听音训练前,作为导入活动,教师可以结合阅读I Pairwork中的第二题(What do you know about organizational culture?)和第五题(How can you get a sense of an

organization's culture? )进行一定背景知识介绍。语篇《二》给出了一些帮助组织领导对其组织文化进行精准评估的指南。听音训练前,教师可以安排学生讨论阅读 I Pairwork第四题( What is the importance of understanding organizational culture? )。听力练习的编排和以往各单元一样,练习一和练习三均属预听活动,主要目的是在进行精听练习之前,让学生对所听语篇的主旨( *gist* )有所了解,初步把握词汇和理解上的难点所在,为接下来的听力活动做好语言和心理上的准备。练习二为选择题型,系听力练习中最为常见的题型,旨在考察学生对语篇细节信息( *details* )的辨析,以及学生对语篇整体信息的综合理解能力。由于题目预先给出,教师应提醒学生做好听前( *pre-listening* )预读工作,特别关注各选项所包含信息的相似和差异之处,明确接下来听音活动中( *while-listening* )的听辨重点以及信息记忆重点,当听音中涉及与题目相关的信息时,及时做好笔记。练习四要求学生以补全空格信息的方式完成语篇的概要。虽然要求填写的内容的顺序和录音材料中相关内容出现的顺序基本一致,学生比较容易捕捉所需填写的信息;但学生在教材上看到的信息是以大纲的形式出现,和他们听到的信息在语句表述的结构上并不全然相同。在听音前,教师应提醒学生认真研读、熟悉大纲内容,对所需填写部分的信息进行积极预测;而在听音时,学生应对所听到的信息在理解的基础上加以快速归纳和总结。

2. Spot Dictation 部分对企业文化进行了说明,强调了现代企业文化以开放和互信为特点,以 Microsoft 这家学生耳熟能详的公司为例,探讨了企业组织内部维系良好的人际关系对员工的绩效和忠诚度的积极作用。主要填写关于企业文化对员工行为规范的词语,请注意相关的名词、动词的搭配,以及一些从句的表达。建议在听写训练前,先做 Reading I 的 Pre-reading, 教师可以结合阅读 I Pairwork 中的讨论题请学生说说: “What would you do to maintain good human relations within an organization if you were managing it?”
3. Reading I Brainstorming 学生通过自由讨论的形式,对 culture, custom, convention, tradition, manners, habit 一组意思相近的单词进行辨析。建议教师把“参考答案”部分提供的例句删去被辨析的相关单词,让学生选词填空完成句子,以检查学生是否真正掌握这一组单词的含义及用法。
4. Reading I Pairwork 由学生双人结对,讨论与本单元主题 Organizational Culture 相关的一些话题。讨论题 1 可以结合讨论题 5 一起讨论。讨论题 1 旨在让学生谈论他们对于不同组织文化的个人喜好,而讨论题 5 着重于何种组织文化对个人未来职业的发展有利。企业文化对尚未进入职场的学生来说是一个非常抽象的概念。为了提高学生活动的积极性,教师可以推荐若干在学生中知名度较高,风格迥异的组织文化的不同类型的企业,如国营企业、私营企业、跨国公司、本国企业、合资企业等,让学生在课前作一些相应得调查工作,然后邀请学生对这些企业的组织文化进行描述并予以评论。教师也可把下文介绍给学生,让学生在文中提到的 5 类组织文化中挑选自己所喜爱的,以及对自身职业发展最有利的组织文化。

## Classifying Organizational Culture

Several methods have been used to classify organizational culture. Arthur F Carmazzi outlines the 5 organizational cultures and the steps required to help them evolve to a greater and more effective working environment. The 5 cultures are as follows:

### Blame Culture

*Characteristics:*

- Little trust • Act in self interest • do not take many risks • do not usually speak their mind • do not come up with many new ideas • paycheck driven • inefficient • stagnating growth • avoid responsibility • high level of fear

*Primary values of a Blame Culture are:*

1. To avoid conflict.
2. Self preservation.

### Multi-Directional Culture

*Characteristics:*

- Little communication • People involved within their own departments only • Loyalty is to specific groups, not the organization • Cliquish • Lots of gossip • Critical of other departments
- Little cross-departmental cooperation

*Primary values of a Multi-Directional Culture are:*

1. Don't get involved in other people's business.
2. Responsibility stops at your own job description.

### Live and Let Live Culture

*Characteristics:*

- Complacency • Mental Stagnation • Low Creativity • Average cooperation • Average communication
- Little future vision • Work in the moment for future goals • Monotonous routine • Lacks passion

*Primary values of a Live and Let Live Culture are:*

1. Keep the status quo.
2. Don't complicate matters.
3. If it's not broken, don't fix it.

### Brand Congruent Culture

*Characteristics:*

- People believe in the product or service of the organization • People feel good about what their company is trying to achieve • Cooperation is good • People have a similar goal in the organization • Use personal resources to actively solve problems • Not limited to job

description, will actively look for solutions • Almost everyone is in sales, marketing and PR; they are walking ambassadors • No conflict between organizations promise to customers and employees • Many are passionate about the product / service

*Primary values of a Brand Congruent Culture are:*

1. Believe what you say.
2. Live what you believe.
3. Product / service Improvement is everyone's responsibility.

### **Leadership Enriched Culture**

*Characteristics:*

- People view the organization as an extension of themselves • People feel good about what they personally achieve through the organization • Cooperation is exceptional • Individual goals are aligned with the goals of the organization • People use group resources to actively solve problems • Not limited to job description, will do what it takes to make things happen
- Almost everyone is in sales, marketing and PR; they are walking ambassadors • People are consistently bringing out the best in each other • Leaders do not develop followers, but develop other leaders • Leadership is contribution driven and not ego driven • Very low employee turnover • Most are passionate about the organization and what it represents

*Primary values of a Leadership Enriched Culture are:*

1. Everyone has something to offer to you and the organization.
2. By assisting others to be their best, you will become better.
3. Leadership is an identity one must adopt, it is not a skill.

讨论题2~4的目的在于让学生通过讨论更多地认识关于组织文化的一些背景知识，并了解一个企业的组织文化的重要性。教师应充分利用教参Background Information和答案部分所提供的信息，对学生的讨论予以启发、引导和总结。

#### 5. Reading I 练习4

Sentence 15中Mars指火星，它是距太阳第四近的行星，绕太阳公转周期为687天，距太阳平均距离为227.8百万公里，平均周长大约为6 726公里( the fourth planet from the sun, having a sidereal period of revolution about the sun of 687 days at a mean distance of 227.8 million kilometers and a mean diameter of approximately 6,726 kilometers. )。

#### 6. Reading I 练习6

Sentence 1a. 中Alaska指美国的阿拉斯加州，它位于北美洲最西北部，与美国其他的大陆州被加拿大的不列颠哥伦比亚省隔开。1959年被纳为第49个州，是联邦中面积最大的州。朱诺为

其州府,安克雷奇是最大城市( a state of the United States in extreme northwest North America, separated from the other mainland states by British Columbia, Canada. It was admitted as the 49th state in 1959 and is the largest state of the Union. Juneau is the capital and Anchorage the largest city. )。

Sentence 4c. 中 corporate body 指企业、事业、社团等各种性质的法人团体(an organization or group of persons that is identified by a particular name and that acts, or may act, as an entity. Typical examples of corporate bodies are associations, institutions, business firms, nonprofit enterprises, governments, government agencies, religious bodies, local churches, and conferences)。

7. Reading I Post-reading 设有三项任务。Task 1 的目的在于巩固和扩展 Reading I 课文中所学到的关于 organizational culture 和 discourse community 知识。Task 2 和 Task 3 要求学生把所学到的知识加以活用,通过问卷调查的形式,收集相关信息,并根据反馈信息对班级的组织文化和话语共同体的现状进行分析。建议教师根据教参 Background Information 和答案部分所提供的信息,在活动中适时地对学生予以引导和帮助。教师还可让学生对他们最喜欢的班级文化,什么样的班级文化对他们个人的学业以及身心发展最为有益,教师在班级文化形成中所起的作用等话题展开进一步的讨论。

#### 8. Reading II Cloze

Blank 6: 此处选b. within。from within 固定搭配,意思是“从内部,从里面”。如: an attempt to reform the system *from within* 从内部改革体制的尝试; The door opens *from within*. 这扇门从里面开; Seen *from within*, the cave looks larger. 从内部看这山洞显得比较大些。

Blank 8: 此处选a. senses。sense 指“感觉,即接受和感觉体外或体内刺激的能力,如听力、视力、嗅觉、触觉、味觉和平衡的官能”。如: a sense of sight (hearing, smell, taste, touch) 视觉(听觉,嗅觉,味觉,触觉); 选项 b. sensitivity 指“敏感性,即器官或有机体对刺激反应的能力”。如: sensitivity to pain 对疼痛的敏感度; 选项 c. sensation 通常指“直接来自人体五官的知觉、感觉,或是身体的感受能力”。如: the sensation of heat 热的感觉; The patient has very little sensation left in the right leg. 病人的右腿几乎没有知觉; 选项 d. sensibility 强调“对某一事物心理上或感情上的反应能力或感受能力”。如: the sensibility of a painter to color 画家对色彩的敏感性。

Blank 10: 此处选d. objective。objective 指“不带感情的,无个人偏见的,或依据事实的”。如: an objective critic 客观的评论家; an objective appraisal 据实的判断。而选项 c. impersonal 强调“无个人喜好的或联系的”。如: an impersonal remark 客观的评价。

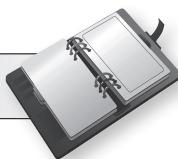
Blank 11: 此处选d. feel。feel 可作系动词使用,解释为“给人某种感觉,似乎(give or produce the stated sensation; seem)”。如: Your hands feel cold. 你的手摸上去很冷。The sheets felt smooth. 被单摸上去很光滑。The idea feels good. 这主意似乎不错。

Blank 13: 此处选a. certainty。此处4个选项中的单词均可表示“确定”。certainty 强调“基于

客观事实的确定性(an absence of doubt that is based on a thorough consideration of evidence)”。而选项b. assurance 通常指“由主观经验而产生的一种有信心的感觉(a feeling of confidence resulting from subjective experience)。”如: There is no such thing as absolute certainty, but there is assurance sufficient for the purposes of human life. 没有绝对的必然性这样的东西,但有足够满足人们生活目的的信心。选项c. sureness 指“一种确信无疑的状态(the fact or condition of being without doubt)”,与certainty比,更具主观性。如: For more sureness he repeats it. 为安全起见,他重复了一遍。选项d. conviction 是“由克服疑虑而产生的自信(certainty arising from the vanquishing of doubt)”。如: The supreme happiness of life is the conviction that we are loved. 生活中至高无上的幸福是确信我们为人所爱。

Blank 14: 此处选c. to。play to是固定搭配,意思是“投……所好,迎合”。如: He plays to popular prejudices to serve his political ends. 他迎合大众的偏见来为他的政治目的服务。

## Key (练习答案)



## >>>>Reading I

### Pre-reading

I.	Nouns	Definitions
	culture	<p>1. the beliefs, way of life, art, and customs that are shared and accepted by people in a particular society e.g. ◆ In our culture, it is rude to ask someone how much they earn. ◆ I love working abroad and meeting people from different cultures. ◆ Western / American / Japanese, etc. culture ◆ Business is one of the major forces in modern culture.</p>
		<p>2. the attitudes and beliefs about something that are shared by a particular group of people or in a particular organization e.g. ◆ Every government department has its own particular culture. ◆ corporate / business / company culture Changing the corporate culture is a long and difficult process.</p>

(Continued)

Nouns	Definitions
custom	<p>something that is done by people in a particular society because it is traditional</p> <p>e.g.</p> <ul style="list-style-type: none"> <li>❖ local / ancient / French, etc. custom</li> <li>❖ The guide offers information on local customs.</li> <li>❖ It's the custom for the bride's father to pay for the wedding.</li> </ul>
convention	<p>behavior and attitudes that most people in a society consider to be normal and right</p> <p><b>synonym:</b> custom</p> <p>e.g.</p> <ul style="list-style-type: none"> <li>❖ Playing together teaches children social conventions such as sharing.</li> <li>❖ They defied the conventions of the time by living together without being married.</li> </ul>
tradition	<p>a belief, custom, or way of doing something that has existed for a long time, or these beliefs, customs, etc. in general</p> <p>e.g.</p> <ul style="list-style-type: none"> <li>❖ Spain still has a strong tradition of small local shops. the ancient traditions of South East Asia.</li> <li>❖ Both brothers followed the family tradition and became doctors.</li> <li>❖ There is a lot of emphasis on maintaining local traditions.</li> </ul>
manners	<ol style="list-style-type: none"> <li>1. polite ways of behaving in social situations</li> </ol> <p>e.g.</p> <ul style="list-style-type: none"> <li>❖ Her children all had such good manners.</li> <li>❖ It's bad manners to talk with your mouth full (=talk and eat at the same time).</li> <li>❖ You mind your manners, young man!</li> <li>❖ Some people have no manners.</li> </ul> <ol style="list-style-type: none"> <li>2. [ formal ] the customs of a particular group of people</li> </ol> <p>e.g.</p> <ul style="list-style-type: none"> <li>❖ a book about the life and manners of Victorian London</li> </ul>
habit	<p>something that you do regularly or usually, often without thinking about it because you have done it so many times before</p> <p>e.g.</p> <ul style="list-style-type: none"> <li>❖ Regular exercise is a good habit for kids to develop.</li> <li>❖ Jeff was in the habit of taking a walk after dinner.</li> <li>❖ Some people drink alcohol as much from habit as from desire.</li> </ul>

## II. 2. What do you know about organizational culture?

Basically, organizational culture is the personality of the organization. Culture comprises the assumptions, values, norms and tangible signs (artifacts) of organization members and their behaviors. Members of an organization soon come to sense the particular culture of an organization. Culture is a term that's difficult to express distinctly, but everyone knows it when they sense it. For

example, the culture of a large, for-profit corporation is quite different than that of a hospital which is quite different than that of a university. You can tell the culture of an organization by looking at the arrangement of furniture, what they brag about, what members wear, etc. — similar to what you can use to get a feeling about someone's personality. In brief, organizational culture or corporate culture may include: attitudes, values, beliefs, norms, customs, philosophies, assumptions, rituals, routines ... of an organization.

### 3. How can you get a sense of an organization's culture?

An organization's culture is a result of the values, beliefs, underlying assumptions, attitudes, and behaviors shared by its employees. We can see culture live in the common language, symbols, stories, legends, and daily work practices of an organization. The following organizational culture-embedding mechanisms tell us a lot about an organization's culture.

- ✓ Organization design and structure
- ✓ Organizational systems and procedures
- ✓ Organizational rites and rituals
- ✓ Design of physical space, facades, and buildings
- ✓ Stories, legends, and myths about people and events
- ✓ Formal statements of organizational philosophy, values, and creed
- ✓ What leaders pay attention to, measure, and control on a regular basis
- ✓ How leaders react to critical incidents and organizational crises
- ✓ Criteria by which leaders allocate scarce resources, rewards and status
- ✓ Criteria by which leaders recruit, select, promote, retire, and excommunicate organizational members

### 4. What is the importance of understanding organizational culture?

Organizational culture is enduring and complex, and may have both a positive and a negative effect on the staff and the workplace. In many ways culture will determine the survival of an organization over the long term, especially in volatile industries. Understanding the organizational culture can help you to understand why change does not take place, or why a project fails. It will also help you to determine where to strive to make changes to the culture. Understanding the culture and, as required, changing it, can mean the difference between attracting and retaining good employees and driving away the best employees with an environment that doesn't encourage, challenge, or reward them.

### 5. What organizational culture do you think is more desirable for your personal progress in the career?

There are different types of culture just like there are different types of personality. Researcher

Jeffrey Sonnenfeld identified the following four types of cultures.

**Academy Culture** Employees are highly skilled and tend to stay in the organization, while working their way up the ranks. The organization provides a stable environment in which employees can develop and exercise their skills. Examples are universities, hospitals, large corporations, etc.

**Baseball Team Culture** Employees are “free agents” who have highly prized skills. They are in high demand and can rather easily get jobs elsewhere. This type of culture exists in fast-paced, high-risk organizations, such as investment banking, advertising, etc.

**Club Culture** The most important requirement for employees in this culture is to fit into the group. Usually employees start at the bottom and stay with the organization. The organization promotes from within and highly values seniority. Examples are the military, some law firms, etc.

**Fortress Culture** Employees don’t know if they’ll be laid off or not. These organizations often undergo massive reorganization. There are many opportunities for those with timely, specialized skills. Examples are savings and loans, large car companies, etc.

Students can select which type of the above cultures he / she prefers most. Or he / she can describe his / her most favorite culture.

## Exercises

---

- |      |  |                |                       |                    |              |
|------|--|----------------|-----------------------|--------------------|--------------|
| II.  | 1. d   | 2. c           | 3. b                  | 4. a               | 5. d         |
| III. | 1. prize   | 2. villain     | 3. diversity          | 4. flip            | 5. verbally  |
|      | 6. philosophy                                      | 7. homogeneity | 8. discipline         | 9. litigation      | 10. superior |
| IV.  | 1. allocation                                      | 2. creativity  | 3. be consistent with | 4. diversity       |              |
|      | 5. see ... as                                      | 6. overlapping | 7. deferential to     | 8. seniority       |              |
|      | 9. with emphasis on                                | 10. spanned    | 11. prized            | 12. address ... as |              |
|      | 13. sensitive                                      | 14. pursuing   | 15. worked out        |                    |              |
| V.   | 1. be deferential to                               |                |                       |                    |              |
|      | 2. is not consistent with                          |                |                       |                    |              |
|      | 3. address him as                                  |                |                       |                    |              |
|      | 4. be sensitive to                                 |                |                       |                    |              |
|      | 5. saw a lawyer as being eloquent in argumentation |                |                       |                    |              |

## Post-reading

---

### Task 1

Analyzing an Organization's Culture	Analyzing a Discourse Community
■ Tell me someone in this organization you admire. Why is he / she so successful?	■ What specialized terms might not be known to outsiders?
■ Tell me about someone who failed in this organization. What did he / she do wrong?	■ What topics do members talk or write about? What topics are considered unimportant or improper?
■ What rituals does this organization observe? Why are they important?	■ What channels do members use to convey messages?
■ Why will someone join this group rather than one of its competitors?	<ul style="list-style-type: none"> <li>■ What forms of language do members use to build goodwill or to demonstrate competence or superiority?</li> <li>■ What strategies or kinds of proof are convincing to members?</li> <li>■ What formats, conventions, or rules do members expect messages to follow?</li> </ul>

### Task 2

Analyzing Your Teacher	Analyzing Your Classmates
■ What goals matter most to your teacher?	■ What do your classmates do in their spare time?
■ What pressure is he / she under?	■ What challenges do they face?
■ In grading your work, does your teacher want details or just the general picture?	■ To what extent do their lives outside affect their responses to school study situations?
■ What are his / her pet peeves ( 经常抱怨的问题 ) ?	■ What do your classmates value?
■ Is punctuality more important than creativity to him / her, or vice versa?	■ What are their pet peeves ( 经常抱怨的问题 ) ?
■ If you have a question, would your teacher rather answer in person, by e-mail, or in a memo?	■ How committed are they to organizational goals?
■ Is he / she more approachable in class or after class?	■ How satisfying do they find their subject of study?

## >>>> Reading II

### Exercises

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

6. T                  7. NM                  8. T                  9. F                  10. F

III. 1. b                  2. d                  3. a                  4. d                  5. d

6. c                  7. b                  8. a                  9. c                  10. d

IV. 1. 1 ) In many multinational companies, employees are not necessarily deferential to the wishes of their superiors. Instead, they have the right to make suggestions to a plan.

2 ) I simply can't see him as the future president.

3 ) People in this company address each other as "colleague", giving no regards to the position one holds.

4 ) It is generally assumed that a salesman should be sociable. However, honesty and professional dedication are also important factors in judging a salesman.

5 ) There is a wide diversity of opinion regarding when China will enter the World Trade Organization.

6 ) We clearly realized that it was wrong to pursue the development of industry at the expense of environmental pollution.

7 ) Researchers needed several months to work out a plan for long-term development.

8 ) The future of our company is closely related to all the employees and everyone here should be actively involved in its management and decision-making.

9 ) Due to some mistakes in budget making, we have to make some adjustments and reduce capital investment in this project.

10 ) In order to further explore the market in Asia, the company has assigned Mr. Frank Smith as the chief representative to its branch in Singapore.

2. 上海通用的远景目标是建立一支充满活力和具有高度责任感的员工队伍,全面贯彻“精益管理”的经营原则,使上海通用在生产安全、顾客导向、质量意识和生产效率等方面成为在世界上处于领先地位的制造企业。

上海通用的价值观表现为:对员工关怀备至、让顾客满意放心、对工作精益求精、对公司忠诚奉献。

“精益管理”是公司经营原则的核心。它要求每一位员工树立这样的信念,那就是:在工作中提高效率,消除浪费,为公司的每一步成功作出自己应有的贡献。

V. 1. b                  2. c                  3. a                  4. b                  5. d                  6. b                  7. c                  8. a

9. d                  10. d                  11. d                  12. b                  13. a                  14. c                  15. c

## >>>>Extended Activities

### A. Function and Structure

---

I. 1. Mr. Evans: Excuse me, is this Mr. Price, the export sales coordinator's office?

Miss Jones: No, it isn't. It's the conference room.

Mr. Evans: Oh, really? Can you tell me where Mr. Price's office is?

Miss Jones: My pleasure. One flight up to the fifth floor. The third room on your right. You can't miss it.

2. Clare: Miss Lucas, you come from Argentina? I'm rather keen to know whereabouts you come from in Argentina.

Miss Lucas: Er ... I live in Buenos Aires, but I was raised in Mendoza.

Clare: Oh, really? What a coincidence! My eldest uncle used to live in Mendoza. A beautiful city, isn't it?

3. Mr. White: How do you do, Mr. Gray. I've been looking forward to meeting you. I suppose it must be very tiring to fly so many hours, isn't it?

Mr. Gray: Yeah, but not too bad. If only I knew why the flight's delayed for three hours.

Mr. White: I think it must be the fog. You're lucky. I learn from the announcement some flights from Paris have been cancelled.

4. Sue: Is it possible to obtain any information about the interview?

Cathy: Don't ask me. I wish someone could tell me something about it.

5. Mary: Mr. Johnson, I hope you don't think I'm being inquisitive, but I'd like to know what you do for a living.

Mr. Johnson: I don't have regular jobs. I have attempted many ways to earn my living: carpenter, gardener, lorry driver, technician, and now I'm working for a small advertising company.

6. Jack: Any idea why the bus is late?

Sue: I wish I knew.

7. Jackie: Doesn't anyone know Mr. Silver's address?

John: I'm afraid nobody can help you here. Mr. Silver moved to his new apartment last week.

Jackie: Oh, no. What I'd like to know is how to get in touch with him now. It's urgent. Would you mind telling me his mobile phone number?

8. Cathy: Know anything about Cubism?

Fanny: I'm sorry to say cubism is not something I know very much about.



9. Susan: Do you happen to know the man standing beside the managing director?

Maggie: Oh, I haven't got the slightest idea who he is.

Juliet: He is the new chief accountant, Mr. Hobbes. That's what I heard.

10. Billy: Hi, George. Could you give me some information about my latest offer.

George: My information is that they don't think your quotation is very competitive. You see, they contacted several suppliers at one time.

Billy: So I guess. But thank you for telling me this.

## B. Special Use

---

I.

Degree of Frequency	1	2	3	4	5
Class A	never	rarely seldom	sometimes occasionally	usually generally often	always at any time
Class B	yearly annually biannually	monthly bimonthly quarterly once a month	weekly fortnightly	every other day	daily

II. 1. Usually, I don't have to work at weekends.

2. She rarely finishes her work on time.

3. There is an audit once a year.

4. You should always read the small print.

5. You must never turn a customer away.

- III.
- |                   |                 |                    |                   |
|-------------------|-----------------|--------------------|-------------------|
| 1. around / about | 2. more or less | 3. estimated       | 4. in the rough   |
| 5. or so          | 6. roughly      | 7. close to / on   | 8. about / around |
| 9. exactly        | 10. some        | 11. almost         | 12. approximately |
| 13. nearly        | 14. precisely   | 15. or thereabouts |                   |

## C. Practical Reading

---

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

II. 1. They are responsible for teaching the German-based assembly line technology to the workers. They are also responsible for four floor supervisors who oversee the thirty assembly line workers.

2.

	Ms. Graus' opinion	Mr. Arango's Opinion
<b>Attitude towards Subordinates</b>	Mr. Arango is too friendly.	Mr. Graus is very cold and unfriendly.
<b>Control</b>	The floor supervisors have enough information to carry out their jobs and she and Mr. Arango should be making all the decisions.	The floor supervisors should be given more responsibility and control over their workers and they should be given more information related to their jobs and more decision-making power.
<b>Competition</b>	Competition in which workers with the greatest output are rewarded with a bonus would raise company spirits.	Competitions actually lower morale not raise it.

## D. Basic Writing

---

- I. 1. b 2. d 3. a 4. b 5. c
- II. 1. The stock market has three direct effects on business investment.  
     2. But they are very different in their ways of life.  
     3. The French, as would be expected, have a genuine appreciation of fine workmanship, expensive materials, originality, harmony and style. or The French actually put care and thought into the style and quality of their dressing.  
     4. Among these self-reliant pioneer families, certain ideas began to take root and grow.  
     5. Finding a part-time job in a college town is not easy. or Thus, finding a part-time job in a college town is highly competitive.
- III. 1. b 2. d 3. a 4. b 5. c

## E. Additional Vocabulary

---

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

## G. Humor Time

---

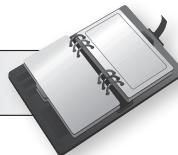
a—7;     b—5;     c—1;     d—6;     e—8;     f—4;     g—3;     h—2

# Unit 4

## Promotional Mix



### Teaching Aim (教学目的)



1. 认知信息 (Cognitive Information) : *Promotional Mix*
2. 内容重点 (Language Focus)

— **Key Words:** I. *available, overhead, crane, nondurable, budget, scatter, disperse, mainframe, installation, knowledgeable, physical, stock, wares, warrant, commission, advance, extensive, coupon, norm, introductory, Jamaican, entice, airfare, exclusive, pharmaceutical, patch, nicotine, withdrawal, prescribe, therapy, quit, supplement, target; II. blend, doom, tailor, context, tires, stereo, salon, high-definition, retailer, cosmetics, coordinate.*

— **Phrases:** I. (*twice / three times ...*) as ... as, as for, turn to sb / sth, on commission, in action; II. be doomed to, at first glance, be coordinated with, send out.

— **Useful Structures:** *help + V*

*as is the case*

*get sb to do*

*get to do*

*pave the way for*

3. 交际技能 ( Communicative Skills )
- Expressions of “Explanation”
  - Reading Product Life Cycle
  - Basic Writing: Paragraph Writing(2) Coherence and Unity
4. 专项用法 ( Special Use ) Position of Adjectives

## Lead-in ( 导入 )



## >>>> Listening Comprehension Tasks

### Difficult Words and Expressions

- rival: the contestant you hope to defeat 对手, 竞争者
- money-off coupon: 折价优惠券
- incentive: a thing that encourages sb. to do sth. 激励某人做某事的事物 ; 奖励
- intermediary: a negotiator who acts as a link between parties 中间人
- publicity: information or actions that are intended to attract the public's attention to someone or something 宣传
- charitable: relating to or characterized by charity 慈善事业的

### Passage Script

#### Passage I

##### Promotion Mix

It is a common mistake to believe that promotion by businesses is all about advertising. It isn't. There are a variety of approaches that a business can take to get its messages across to customers although advertising is certainly an important one.

Promotion is all about communication. Why? Because promotion is the way by which a business makes its products or services known to customers, both current and potential.

The main aim of promotion is to ensure that customers are aware of the existence and positioning of products or services. Promotion is also used to persuade customers that the product or service is better than competing ones and to remind customers about why they may want to buy.

It is important to understand that a business will use more than one method of promotion. The variety of promotional methods used is referred to as the promotion mix.

What promotional methods are used depends on several factors:

Stage in the life cycle: E.g. advertising is important at the launch stage.

Nature of the product or service: How much information is required by customers before they buy.

Competition: What are rivals doing?

Marketing budget: How much can the firm afford?

Marketing strategy: Other elements of the mix (price, product, place, etc.).

Target market: Appropriate ways to reach the target market.

A business will use a range of promotional activities for its product or service, depending on the marketing strategy and the budget available.

The way in which the promotion is targeted is split into two types:

- Above the line promotion — paid for communication in the independent media, e.g. advertising on TV or in the newspapers. Though it can be targeted, it could be seen by anyone outside the target audience.
- Below the line promotion — promotional activities where the business has direct control, e.g. direct mailing and money-off coupon. It is aimed directly at the target audience.

## Passage II

### Components of Promotional Mix

There are five main elements in a promotional mix. They are:

**1. Advertising:** Any paid form of non-personal communication through mass media about a service or product or an idea by a sponsor is called advertising. It is done through non personal channels or media. Print advertisements, advertisements in television, radio, brochures, in-store display, web pages, and posters are some of the examples of advertising.

**2. Personal Selling:** This is a process by which a person persuades the buyer to accept a product, service or a point of view or to convince the buyer to take a specific course of action through face-to-face contact. It is an act of helping and persuading through the use of oral presentation of products or services. Target audience may vary from product to product and situation to situation. Examples include sales presentations, sales trainings, incentive programs for intermediary sales people, etc. It can be of face-to-face or through telephone contact.

**3. Publicity:** It is a non-personal stimulation of demand for a product, service or business by generating commercially significant news about it in published media. Unlike advertising, this form of promotion is not paid for by the sponsor. Thus, publicity is news carried in the mass media about an organization, its products, services, policies, etc. Examples are magazine and newspaper articles, radio and television presentations, charitable contributions, speeches, and seminars. Publicity can be favorable (positive) or unfavorable (negative). The message is in the hands of media and not controlled by the firm.

**4. Sales Promotion:** It is any activity that offers an incentive for a limited period to obtain a desired response from the target audience or intermediaries, which includes wholesalers and retailers. It stimulates consumer demand and market demand and improves product availability. Product samples, coupons and trade shows are the usual examples.

**5. Direct Marketing:** This type of marketing reaches the targeted consumers with techniques such as promotional letters, street advertising, catalogue distribution, etc. instead of the traditional channels of advertising.

## Key

**II.** 1. TRUE

2. FALSE

Correction: Promotion is the way by which a business makes its products or services known to both current and potential customers.

3. TRUE

4. FALSE

Correction: When choosing a promotional method, a business should take six factors into consideration. (The factors are “stage in the life cycle, nature of the product or service, competition, marketing budget, marketing strategy and target market.” )

5. FALSE

Correction: Below the line promotion is aimed directly at the target audience.

**IV.**

Elements	Examples
Advertising	print advertisements, advertisements in television and radio, brochures, in-store display, web pages, and posters
Personal Selling	sales presentations, sales trainings and incentive programs for intermediary sales people

(Continued)

Elements	Examples
Publicity	magazine and newspaper <u>articles</u> , radio and television presentations, <u>charitable contributions</u> , speeches, and <u>seminars</u>
Sales Promotion	<u>coupons</u> and <u>trade shows</u>
Direct Marketing	promotional letters, <u>street</u> advertising and <u>catalogue distribution</u>

## &gt;&gt;&gt;&gt;&gt; Spot Dictation

A product is seen as an item that satisfies what a consumer demands. It is a tangible good or an intangible service. Tangible products are those that have an independent physical existence. Typical examples of mass-produced, tangible objects are the motor car and the disposable razor. A less obvious but mass-produced service is a computer operating system.

Every product is subject to a life-cycle including a growth phase followed by a maturity phase and finally an eventual period of decline as sales falls. Marketers must do careful research on how long the life cycle of the product they are marketing is likely to be and focus their attention on different challenges that arise as the product move.

The marketer must also consider the product mix. Marketers can expand the current product mix by increasing a certain product line's depth or by increasing the number of product lines. Marketers should consider how to position the product, how to exploit the brand, how to exploit the company's resources and how to configure the product mix so that each product complements the other. The marketer must also consider product development strategies, and set a price that complements the other elements of the marketing mix.

Promotion comprises elements such as: advertising and public relations. Advertising covers TV commercials, radio, Internet advertisements and print media. Public relations includes press releases, exhibitions, conferences, seminars and trade fairs. Word-of-mouth is any apparently informal communication about the product by ordinary individuals, satisfied customers or people specifically engaged to create word of mouth momentum.

**New Words and Expressions:**

**tangible:** *adj.* clear enough or definite enough to be easily seen, felt, or noticed. 清晰可见的；摸得着的；

感觉得到的 反义词 intangible 无形的；不可触摸的



**maturity:** *n.* the state of being fully developed 成熟

**configure:** *v.* set up for a particular purpose 设定；设置

**word-of-mouth:** *n.* information getting to know by someone telling you 口头流传；口碑

**momentum:** *n.* If a process or movement gains momentum, it keeps developing or happening more quickly and keeps becoming less likely to stop. 势头；冲劲；动力

## Background Information (背景知识)



### 1. Promotional mix

The *promotional mix* is a term used to describe the set of tools that a business can use to communicate effectively the benefits of its products or services to its customers. The promotional mix includes the following tools: advertising, public relations, sales promotion, direct marketing and personal selling. The promotional mix is part of the wider marketing mix. If customers don't know what products and services you provide, your business will not survive in today's competitive marketplace. Effective communication with your customers is vital to ensure that your business generates sales and profits. By taking the time to develop and implement an appropriate promotional mix, you will stimulate your target audience to buy your products or services and manage this within a budget you can afford.

Integration of all the elements of promotional mix is necessary to meet the information requirements of all target customers. This simply means that the promotional mix is not designed to satisfy only the prospective buyers or only the regular buyers. Some elements of the mix may be aimed at the target customers who are unaware of the product, while others may be aimed at potential customers who are fully aware of the product and are likely to purchase it. Suppose you are interested in buying a personal computer. Because of your interest in the product, you started paying attention to computer advertisements in newspapers and magazines. You may even read the media reports on personal computers by experts. You also may participate in training programs or demonstrations. You may also contact the sales persons of different computers and find out the features and relative merits. Based on all this information you may then purchase a specific brand.

Which aspect of the promotional mix brought you to the decision to buy the brand you finally selected? You may say that the expertise of the salespersons was a major influence, but the fact is

that all the elements of the mix played their roles in bringing about the sale. Therefore, to get better response from the target customers, you have to adopt all the different components of the promotional mix. However, you should note that the elements of the promotional mix must be coordinated and integrated so that they reinforce and complement each other to create a blend that helps in achieving the promotional objectives of the organization. Sometimes a mixture of personal / direct and non personal / indirect promotional approaches is used. Industrial buyer will not decide to purchase equipments on the basis of advertisements or direct mail. Personal selling is preferred in this case. On the other hand a customer buying toothpaste or hair oil will have less contact with the company sales person and will be influenced more by advertisements.

## 2. Marketing mix vs. Promotional mix

A marketing mix and a promotional mix have differences, and are both important to your business. In order to successfully grow your business, you will need to market it. Marketing helps attract new customers and keeps customers coming back for repeat business. When you identify your marketing mix, it helps you determine how to satisfy your customers, while the promotional mix focuses on direct customer interaction.

*Marketing Mix* The marketing mix is a planned mix of activities. The ingredients in the marketing mix are product, place, price and promotion. It is a combination of elements that you will use to market your product. Marketers use the marketing mix to create a value for their product. The four elements of the marketing mix are used and adjusted until the marketer gets the results that he wants. For example, pricing decisions are exercised in the form of cash discounts that convince customers to buy.

*Marketing Mix's Focus* The marketing mix has four elements which allow you to control your product; they are product, price, place and promotion. Each element is analyzed so that you can achieve success in the marketplace. The product is analyzed for its ability to perform better than your competition. For example, quality and safety can be used as a benefit. Price includes decisions you would make to price your product competitively. Place includes the distribution decision — for example, how to reach your customers in a particular geographic location. Promotion decisions are strategies that you will use to get more customers, such as coupons and sales.

*Promotional Mix* The promotional mix is the coordination of marketing activities which includes publicity, sales promotion, advertising, direct marketing and personal selling. It is a coordination of activities that you will perform to directly interact with your customers. For example giving sales presentations helps you to interact with the customers one on one to answer their questions and demonstrate your product.



*Promotional Mix's Focus* The promotional mix's goal is to inform, persuade and remind your customer about your product or service. The promotional mix uses advertising, which is a paid form of non-personal presentation. Personal selling is used either by phone or face to face to the prospect, for example, to address your customers' concerns and answer their questions directly. Public relations are firms communicating with their customers, employees and stockholders. It is important that a business have a solid reputation with customers. For example, one way firms communicate is by sending out newsletters or press releases. Sales promotion includes inducements with the purpose of encouraging customers to buy, such as cents off coupons. Merchandising is used in the store to stimulate sales. Examples include displays, signs and posters.

### 3. Factors influencing promotional mix

There are four basic factors that are assessed in determining the promotional mix and they are as follows:

- *The funds available for the activity* Irrespective of what the right proportions of a promotion exercise are, it is the funds available that are really crucial in determining the final promotional mix. It is only a business with the requisite financial resources that can begin and see a promotional effort through. Similarly, lack of money will certainly force a business to use less than efficient promotional methods. The firm can be forced to contend with rudimentary techniques like dealer displays and personal selling. The inefficiency factor comes in when, for example, a small enterprise has to use personal selling to reach a large target market as opposed to the more efficient advertising option.
- *The nature of the market* Three characteristics of a given market are important in determining the promotional mix to be used. First, the small enterprise must consider the market's geographical scope whereby, for example, thanks to the nature of expanse the use of advertising may be more applicable than personal selling. Secondly, in determining the promotional mix a business must consider who the effort is being aimed at i.e. is it the retailers, middlemen, wholesalers or the final consumer. Here, personal selling may be most applicable in targeting wholesalers while sales promotion may be the best way to reach the final consumers. Thirdly is the market concentration factor where for instance a market with few buyers can best be targeted with personal selling compared to advertising or publicity.
- *The nature of the product* In determining the promotional mix the nature of the product being offered must be assessed given that creating awareness say for a consumer product is quite a different kettle of fish compared to what's required for an industrial product. For a consumer product the right promotional mix will take into consideration whether that product is a necessity,

a specialty item, or a convenience item. Industrial goods' promotional mix places lots of emphasis on personal selling while convenience goods are mostly marketed using a combination of dealer displays and personal selling.

- *The product's lifecycle stage* Determining the promotional mix accurately also calls for an assessment of the four lifecycles that a product goes through. At introduction a product must be presented to the customers and thus creating awareness is the biggest concern. Personal selling and public relations are very applicable. At the growth stage there is already some awareness so advertising is applicable in strengthening the brand name. At maturity advertising remains applicable in fending off the competition. Finally, during sales decline a business will want to substantially cut down on promotional efforts.

#### 4. Sales promotion

Sales promotion is one of the 5 components of the promotional mix. (The other four are advertising, personal selling, direct marketing, publicity / public relations.) Media and non-media marketing communication are employed for a pre-determined, limited time to increase consumer demand, stimulate market demand or improve product availability. Examples include contests, coupons, freebies (免费赠品), loss leaders, point of purchase displays, premiums, prizes, product samples, and rebates. Sales promotions can be directed at either the customer, sales staff, or distribution channel members (such as retailers). Sales promotions targeted at the consumer are called consumer sales promotions. Sales promotions targeted at retailers and wholesale are called trade sales promotions. Some sale promotions, particularly ones with unusual methods, are considered gimmicks by many.

Sales promotion includes several communications activities that attempt to provide added value or incentives to consumers, wholesalers, retailers, or other organizational customers to stimulate immediate sales. These efforts can attempt to stimulate product interest, trial, or purchase. Examples of devices used in sales promotion include coupons, samples, premiums, point-of-purchase (POP) displays, contests, rebates, and sweepstakes.

Sales promotion is needed to attract new customers, to hold present customers, to counteract competition, and to take advantage of opportunities that are revealed by market research. It is made up of activities, both outside and inside activities, to enhance company sales. Outside sales promotion activities include advertising, publicity, public relations activities, and special sales events. Inside sales promotion activities includes window displays, product and promotional material display and promotional programs such as premium awards and contests.



## Language and Culture Focus (语言文化要点)



### >>>> Reading I

#### Notes

- vary:** *vi.* to be different in size, amount intensity, etc. at different times or in different cases 变化；变动；有差异
- help develop ...:** *Help + V* structure can be regarded as the omission of *help (to) V structure*, meaning to make it possible or easier for someone to do something by doing part of their work or by giving them something they need.

【例句】She was coming to help clean the machines.

Also, *somebody* can be put into the structure.

help *somebody* (*to*) do something

【例句】I helped her to carry her cases up the stairs.

Herbal products can help you to relax and sleep

She helped him choose some new clothes.

- available a.**

① able to use or obtain something 可利用的；可获得的

【例句】More information becomes available through the use of computers.

② not being used and therefore free for you to use 现成可使用的

【例句】Will your accommodation be available net October?

③ (someone) not busy and therefore is free for you to talk to 有空的；可会见的

【例句】The MP was available for comment yesterday.

④ (someone) free or willing to begin a relationship with someone (指单身男女) 自由的；愿意的

【例句】So many girls were available and willing.

**相关词**

**availability n.** 可获得性；可使用性

【例句】There is a widespread reduction in the world availability of oil.

- overhead a. / adv.**

above the place 在头顶上；在上头



【例句】The guard switched on an overhead light.

Seagulls were circling overhead.

辨析：**overheads** *n.* regular and essential expenses such as rent and the cost of telephones (企业等的经常费用(指房租,电话费等))

## 5. crane

① *n.* a machine with a long movable arm that moves heavy things by lifting them in the air 起重机

【例句】The damaged car will have to be moved by crane.

② *n.* a large bird with a long neck and long legs that eats fish 鹤

【例句】A grey crane flew into the tree opposite.

③ *v.* stretch one's head in a particular direction in order to see or hear something better 伸长(脖子);探(头)

【例句】He craned his neck out of the window.

## 6. nondurable

① *a.* 不耐用的;不持久的

② *n. (pl.)* 不耐用物品 = nondurable goods

## 7. twice as important as ...: more important than 比……更重要

twice / three times as ... as ... 是……的(两/三)倍

【例句】The price of this computer is twice as high as that one.

This year's output of the factory is twice as much as that year's.

其他表示倍数的表达法如下：

My income is now **double** what it was. 我的收入比过去增加一倍。

The grains in the area have **trebled** this year. 今年这地区的粮食增加两倍。

We have produced **four time as many** televisions sets **as** we did last year.

本年度我们的电视机产量相当去年的4倍。

Its profits are rising **four times faster than** the average company.

它的利润增长速度比一般公司快4倍。

During that period its total output of industry **increased ten-fold**.

在那个时期,工业总产值增加了9倍。

辨析:

在当代英语中“*A is n times larger than B*”与“*A is n times as large as B*”在意义上完全一样,例如:

Five times as many people came to the performance as (did) last time.

Five times more people came to the performance than (did) last time.

参加演出的人是上次的五倍。

Their house is at least three times as big as ours.

Their house is at least three times bigger than ours.

他们的房子至少有我们三倍大。

**6. budget:** *n.* the money that is available to a person or an organization and a plan of how it will be spent over a period of time 预算；预算拨款

**7. as for sb / sth:** used to start talking about sb / sth 关于 同义词 regarding

【例句】As for Jo, she's doing fine.

As for food for the party, that's all being taken care of.

## 8. scatter

① *v.* to throw or drop things in different directions so that they cover an area of ground 散布，把……撒得到处都是

【例句】They scattered his ashes at sea.

② *v.* to move or to make people or animals move very quickly in different directions 四下逃散；到处散开 同义词 disperse

【例句】At the first gunshot, the crowd scattered.

【例句】The explosion scattered a flock of birds roosting in the trees.

相关表达

**scatter something on / over / around something**

【例句】Scatter the grass seed over the lawn.

**scatter something with something**

【例句】Scatter the lawn with grass seed.

**9. brand loyal:** showing a preference for a particular brand of a product 品牌忠诚的  
loyal *adj.* 忠诚的

【例句】He has 20 years of loyal service to Barclays Bank behind him.

他已经忠心耿耿地为巴克莱银行效力了20年。

I have built up a loyal satisfied clientele for both African and European clothes.

我已经发展了一批对非洲和欧洲的服装都很满意的忠实客户。

相关表达

brand loyalty: 品牌忠诚度

## 10. disperse

① *v.* to move apart and go away in different directions; to make somebody / something do this (使) 分散；散布

【例句】The fog began to disperse.

The crowd dispersed quickly.

相关表达

**disperse somebody / something**

【例句】Police dispersed the protesters with tear gas.

② v. to spread or to make something spread over a wide area 驱散

同义词 scatter

【例句】The seeds are dispersed by the wind.

11. **as is the case with:** 正如……的情况 / 事例; Here, “as” is a relative pronoun like “which”, used to introduce a relative clause. The antecedent(先行词) of “as” is the previous clause. This sentence means that personal selling is necessary, and the sale of mainframe computers is an example of its necessity. More examples of this use of “as” are as follows:

【例句】*In electrical usage the term potential, as will be pointed out later, has a definite meaning.*

*The night had turned cold, as is usual around here.*

12. **mainframe**

n. a large powerful computer, usually the centre of a network and shared by many users(计算机的)  
中央处理单元; 主机

13. **installation**

① n. the act of fixing equipment or furniture in position so that it can be used 安装; 设置

【例句】*installation costs*

*Installation of the new system will take several days.*

② n. a piece of equipment or machinery that has been fixed in position so that it can be used 设备

【例句】*a heating installation*

相关词

*Install v. fit a piece of equipment or put it somewhere so that it is ready to be used. 安装; 设置*

【例句】*They had installed a new phone line in the apartment.*

*他们已经在公寓里装上了新的电话线。*

14. **knowledgeable**

a. knowing a lot 知识渊博的; 有见识的 同义词 well-informed

【例句】*She is very knowledgeable about plants.*

15. **physical**

① a. [usu. before noun] connected with a person’s body rather than their mind 身体的; 肉体的

【例句】*physical fitness 身体健康*

*physical appearance 外貌*

*The disease has affected both her mental and physical health.*

*The centre offers activities for everyone, whatever your age or physical condition.*

- ② *a.* [ only before noun ] connected with things that actually exist or are present and can be seen, felt, etc. rather than things that only exist in a person's mind 物理的；物质的；有形的

**【例句】** the physical world 物质世界

She was intimidated by his physical presence. 他亲自现身把她吓住了。

Is there any physical evidence to suggest that a crime has been committed?

## 16. stock

- ① *n.* a supply of goods that is available for sale in a shop / store 库存(的商品)

**【例句】** We have a fast turnover of stock. 我们的库存周转很快。

**out of stock** 缺货；脱销

**【例句】** I'm afraid that particular model is temporarily out of stock.

我恐怕这个型号一时缺货。

**in stock** 有库存

**【例句】** We have a wide range of pine furniture in stock.

- ② *n. [U]* the value of the shares in a company that have been sold 股票；债券

- ③ *n. [usu. pl.]* a share that somebody has bought in a company or business 股份

**【例句】** stock prices

- ④ *n. [U]* farm animals, such as cows and sheep, that are kept for their meat, wool, etc. 家畜；牲畜

**【例句】** breeding stock

- ⑤ *v.* to keep (goods) for sale 为……备货

**【例句】** It's the only shop I know round here that stocks pure silk.

## 17. norm

- ① *n.* a situation or a pattern of behaviour that is usual or expected 标准；准则 同义词 rule

**【例句】** a departure from the norm

Short term contracts are now the norm with some big companies. 现在短期合同是一些大公司的惯例。

Peer evaluation within the teams has become the norm. 同行评议已成规范。

- ② *n. [pl.]* standards of behaviour that are typical of or accepted within a particular group or society 规范

**【例句】** social / cultural norms

She considered people to be products of the values and norms of the society they lived in.

相关词

**normal** *a.* 正常的；平常的

**normality** *n.* 正常状态；常态

**normalize** *v.* 使正常化

18. **convenience products:** products that are designed in such a way as to save the consumers' time and effort. Many kinds of food sold already prepared or cooked and ready to eat are convenience goods.  
方便商品 同义词 convenience goods

19. **wares**

*n. [pl.]* (old-fashioned) things that somebody is selling, especially in the street or at a market 商品；  
货物

【例句】He travelled from town to town selling his wares.

辨析: ware

*n. [U]* (in compounds) objects used for the purpose or in the room mentioned (总称) 物品；器皿

【例句】bathroom ware 卫浴用品

ornamental ware 装饰品

20. **The media often run stories about new products.:** The media often have their particular words or advertisements about new product.

【参考译文】媒体常常对新产品有宣传。

run: (newspaper / television) to print something in a newspaper or magazine, or broadcast something on television

【例句】The company is running a series of advertisements in national newspapers.

A local TV station ran her story.

21. **warrant**

① *n.* a formal document that gives somebody the right to do something, etc. 凭证, 证书

【例句】the issue of warrants for equity shares

② *v.* to make an action seem reasonable or necessary; to need or deserve 有正当理由做某事; 值得做……; 需要

【例句】Further investigation is clearly warranted. 需要进一步仔细调查。

What he did was serious enough to warrant punishment. 他的所作所为非常严重, 需要惩罚。

I don't think a visit to the doctor is warranted.

22. **If the product warrants a sales force, a firm with little money may turn to manufacturers' agents.**

【参考译文】如果产品需要销售队伍, 资金少的公司可能会求助于制造厂商的代理商。

sales force: A company's sales force is all the people that work for that company selling its products  
销售人员; 销售队伍

【例句】The Weldon Group has a 6,000 strong sales force.

force: a group of people who have been organized for a particular purpose

### 23. turn to sb.: to try to get help, advice, or sympathy from someone 向某人求助

**【例句】** She'd turn to Mr. Smith for help whenever she had difficulty in her work.

People are encouraged to turn to law when they have trouble in their life.

**辨析:** **turn to sth.:** to start to do or use something new, especially as a way of solving a problem 开始做某事 / 使用某物

**【例句】** Many people here are turning to solar power.

### 24. commission

① [ often Commission ] *n.* an official group of people who have been given responsibility to control something, or to find out about something, usually for the government 委员会

**【例句】** the European Commission

(British English) The government has set up a commission of inquiry into the disturbances at the prison.

a commission on human rights

② *n.* an amount of money that is paid to somebody for selling goods and which increases with the amount of goods that are sold 佣金; 回扣

**【例句】** You get a 10% commission on everything you sell.

He earned £ 2000 in commission last month.

**on / by commission** 抽取佣金

**【例句】** These jobs are all on commission only.

干这些工作一律只根据推销量提取佣金。

The tour guide is paid by commission.

③ *n.* [ U ] an amount of money that is charged by a bank, etc. for providing a particular service 手续费

**【例句】** 1% commission is charged for cashing traveller's cheques. 手续费

④ *n.* [ U ] (formal) the act of doing something wrong or illegal 干; 犯

**【例句】** the commission of a crime

### 25. advance

① *n.* [ countable ] the forward movement of a group of people, especially armed forces 前进

**【例句】** We feared that an advance on the capital would soon follow.

② *n.* advance (in something) progress or a development in a particular activity or area of understanding 进展

**【例句】** recent advances in medical science

We live in an age of rapid technological advance.

③ *n.* [ usually singular ] money paid for work before it has been done or money paid earlier than

expected 预付(的钱)

**【例句】** They offered an advance of £ 5000 after the signing of the contract.

She asked for an advance on her salary.

The bank will give you an advance of 95% of the purchase price.

④ *n. [countable]* advance (on something) (business) an increase in the price or value of something  
(价格、价值等的)增长

**【例句】** Share prices showed significant advances.

⑤ *v. to move forward towards somebody / something, often in order to attack or threaten them or it*  
前进；向前移动

**【例句】** The troops were finally given the order to advance.

They had advanced 20 miles by nightfall.

⑥ *v. to give somebody money before the time it would usually be paid* 预付

**【例句】** We are willing to advance the money to you.

We will advance you the money.

⑦ *v. advance something (formal) to change the time or date of an event so that it takes place earlier*  
提前 同义词 bring forward 反义词 postpone

**【例句】** The date of the trial has been advanced by one week.

⑧ *v. (business) (of prices, costs, etc.) to increase in price or amount* 提高(价格等)

**【例句】** Oil shares advanced amid economic recovery hopes.

**相关表达**

in advance (of something): before something happens or is expected to happen 提前

**【例句】** six months / a year etc in advance 提前6个月/一年

The airline suggests booking tickets 21 days in advance. 航空公司建议提前21日订票。

Could you distribute copies well in advance of the meeting? 你是否能在会前发放材料?

**26. A push strategy relies on extensive personal selling to channel members, or trade advertising, and price incentives to wholesalers and retailers.: A push strategy emphasizes personal selling to special customers who are related to the sales force, as well as selling by trade advertising and incentives in price to wholesalers and retailers .**

**【参考译文】**推式策略依靠销售人员通过已有的渠道推销给顾客，也通过商品广告和价格优惠对批发商和零售商促销。

**27. extensive**

① *a. covering a large area; great in amount* 广阔的；广大的

**【例句】** The fire caused extensive damage.

She suffered extensive injuries in the accident.

Extensive repair work is being carried out.

an extensive range of wines

② *a.* including or dealing with a wide range of information 广泛的；全面的 同义词 far-reaching

**【例句】** Extensive research has been done into this disease.

She has extensive experience in computers.

## 28. introductory

① *a.* written or said at the beginning of something as an introduction to what follows 引言的

**【例句】** introductory chapters / paragraphs / remarks

② *a.* intended as an introduction to a subject or an activity for people who have never done it before  
介绍性的

**【例句】** introductory courses / lectures

The booklist at the end of the chapter contains some introductory reading on the subject.

③ *a.* offered for a short time only, when a product is first on sale (价格) 试销的

**【例句】** a special introductory price of just \$10

This introductory offer is for three days only.

## 29. coupon

① *n.* a small piece of printed paper that you can exchange for something or that gives you the right to buy something at a cheaper price than normal 优惠券；礼券

**【例句】** money-off coupons 折扣优惠券

clothing coupons 服装优惠券

an international reply coupon 国际通讯优惠券

② *n.* a printed form, often cut out from a newspaper, that is used to enter a competition, order goods, etc (连在广告或报纸上的) 订货单；参赛报名券

**【例句】** Fill in and return the attached coupon. 填好表，并交回所附报名券。

③ *v.* provide coupons 发优惠券

## 30. Heavy sampling, introductory consumer advertising, and couponing may all be used as part of a pull strategy.

**【参考译文】** 大量的样品，介绍性的消费广告，和优惠券发放可作为前拉战略的一部分使用。

## 31. Jamaican tourism Board: 牙买加旅游局

### Jamaican

① *n.* person who comes from Jamaica 牙买加人

② *a.* belonging or relating to Jamaica or to its people or culture 牙买加的；牙买加人的

相关词

**Jamaica** *n.* a country on the island of Jamaica in the West Indies south of Cuba and west of Haiti 牙

买加(拉丁美洲岛国)

### 32. entice

v. to persuade somebody / something to go somewhere or to do something, usually by offering them something 诱使; 诱惑; 怂恿; 吸引 同义词 persuade

**【例句】**The bargain prices are expected to entice customers away from other stores.

The ads entice young people to smoke.

The banks are offering special low rates in an attempt to entice prospective customers.

相关表达

**entice somebody into doing something**

**【例句】**He was not enticed into parting with his cash.

**entice somebody to do something**

**【例句】**Try and entice the child to eat by offering small portions of their favourite food.

相关词

**enticement n.**

**【例句】**The party is offering low taxation as its main enticement.

### 33. airfare

n. the money that you pay to travel by plane 飞机票价

**【例句】**Take advantage of low-season airfares.

The travelers will provide their own airfare and most of their own meals.

**34. Rarely does a company use a pull or a push strategy exclusively.:**此句为倒装句,以强调数量之少(rarely),正常语序为A company rarely use a pull or a push strategy exclusively.

**【参考译文】**单独使用后推或前拉战略的公司非常少。

### 35. exclusive

a.

① only to be used by one particular person or group; only given to one particular person or group  
独有的; 独享的

**【例句】**The hotel has exclusive access to the beach.

exclusive rights to televise the World Cup

② (of a group, society, etc.) not very willing to allow new people to become members, especially if they are from a lower social class 排斥的; 例外的

**【例句】**He belongs to an exclusive club.

③ not including somebody / something 排除的 反义词 inclusive 包含的  
**exclusive of somebody / something**

**【例句】**The price is for accommodation only, exclusive of meals. 价格只含住宿,不包括餐饮。

**相关词**

**exclusively** *ad.* 只；仅仅；排外地

**【例句】**a charity that relies almost exclusively on voluntary contributions

**36. pharmaceutical**

① *a.* [ only before noun ] connected with making and selling drugs and medicines 制药的；配药的；  
药物的

**【例句】** pharmaceutical products 药品

the pharmaceutical industry 医药工业

② *n.* [ usually plural ] (technical) a drug or medicine 药剂；药物；药品

**【例句】** the development of new pharmaceuticals

**37. Marion Merrell Dow:** Marion Merrell Dow and its predecessor Marion Laboratories was a U.S. pharmaceutical company based in Kansas City, Missouri from 1950 until 1996. The company specialized in bringing to market drugs that had been discovered but unmarketed by other companies including medicine for high blood pressure, anti-smoking gum and mouthwash. 梅若道公司

**38. NicoDerm patch nicotine withdrawal therapy:** a therapy helping people quit smoking by using NicoDerm patch, which is manufactured by Marion Merrell Dow company. NicoDerm, also known as NicoDerm CQ (short for Committed Quit or Committed Quitter) is used to minimize the withdrawal effects involved in quitting smoking. It is a patch that you wear on the skin, and it relieves your craving for smoking 24 hours a day. 尼古丁贴戒烟疗法

**39. patch**

① *n.* a small area of something, especially one which is different from the area around it 片；一小片

**【例句】**a black dog with a white patch on its back

a bald patch on the top of his head

We sat in a patch of shade under a tree.

② *n.* (Ame. English) a piece of material that you sew onto clothes as part of a uniform 补丁=badge  
[ Brit. English ]

③ *n.* a small piece of land, especially one used for growing vegetables or fruit 一小块地

**【例句】**a vegetable patch

④ *v.* patch something (with something) to cover a hole or a worn place, especially in clothes, with a piece of cloth or other material 打补丁；修补

**同义词** mend

**【例句】**patched jeans

to patch a hole in the roof

40. **nicotine:** a poisonous substance in tobacco that people become addicted to, so that it is difficult to stop smoking 尼古丁

**41. withdrawal**

① [ U ] the period of time when somebody is getting used to not taking a drug that they have become addicted to, and the unpleasant effects of doing this 戒毒(或脱瘾)的过程

【例句】I got withdrawal symptoms after giving up smoking.

② n. the act of moving or taking something away or back 收回; 取回

【例句】the withdrawal of support

the withdrawal of a product from the market

③ n. [ U ] the act of no longer taking part in something or being a member of an organization 退出; 撤回

【例句】his withdrawal from the election

a campaign for Britain's withdrawal from the EU

④ n. the act of taking an amount of money out of your bank account 提款

【例句】You can make withdrawals of up to \$250 a day.

相关词

**withdraw**

① vi. to stop taking part in an activity, belonging to an organization etc, or to make someone do this 撤退; (从活动或组织中)退出

【例句】A knee injury forced her to withdraw from the competition.

② vt. to take money out of a bank account (从银行)取(钱); 提现

【例句】I'd like to withdraw £ 500 from my current account.

③ vt. if you withdraw your hand, arm, finger etc from somewhere, you move it from there to where it was before 拿走; 收回

【例句】Claudia withdrew her hand from his.

42. **physician:** a doctor, especially one who is a specialist in general medicine and not surgery 内科医生

**43. prescribe**

① v. (of a doctor) to tell somebody to take a particular medicine or have a particular treatment; to write a prescription for a particular medicine, etc 开(药)

【例句】Valium is usually prescribed to treat anxiety. 维生素常用于治疗焦虑症。

**prescribe (somebody) something (for something)**

【例句】He may be able to prescribe you something for that cough.

② v. (of a person or an organization with authority) to say what should be done or how something should be done 规定; 指定

同义词 stipulate

**【例句】**The prescribed form must be completed and returned to this office.

Police regulations prescribe that an officer's number must be clearly visible.

The syllabus prescribes precisely which books should be studied.

**相关词**

**prescription** *n.* 规定；指定；处方

**相关表达**

**prescription drug** 处方药

#### 44. therapy

① *n.* the treatment of a physical problem or an illness 疗法；治疗

**【例句】**Most leukaemia (白血病) patients undergo some sort of drug therapy (= treatment using drugs).

alternative / complementary / natural therapies (= treatments that do not use traditional drugs)

② *n. [U]* = psychotherapy 精神疗法；心理疗法

**【例句】**a therapy group

She's in therapy.

#### 45. quit

① *v. (informal)* to leave your job, school, etc 离开；辞去

**【例句】**If I don't get more money I'll quit.

He has decided to quit as manager of the team.

He quit the show last year because of bad health.

She quit school at 16. 她16岁退学了。

② *v. (informal, especially North American English)* to stop doing something 停止；放弃

**【例句】**Just quit it!

We only just started. We're not going to quit now.

**相关表达**

**quit doing something**

**【例句】**I've quit smoking.

③ *v. to leave the place where you live* 离开(某地)

**【例句】**We decided it was time to quit the city.

The landlord gave them all notice to quit.

#### 46. supplement

① *n. a thing that is added to something else to improve or complete it* 增补(物)；补充(物)

**【例句】** vitamin / dietary supplements(= vitamins and other foods eaten in addition to what you usually eat)

### **supplement to something**

**【例句】** Industrial sponsorship is a supplement to government funding.

The payments are a supplement to his usual salary.

② *n.* an extra separate section, often in the form of a magazine, that is sold with a newspaper (报刊等的)增刊; 副刊

**【例句】** the Sunday colour supplements

③ *n.* a book or a section at the end of a book that gives extra information or deals with a special subject (书籍的)补编; 附录

**【例句】** the supplement to the Oxford English Dictionary

a supplement to the main report

④ *v.* to add something to something in order to improve it or make it more complete 增补; 补充

**【例句】** He supplements his income by giving private lessons.

### **相关表达**

#### **supplement something with something**

**【例句】** a diet supplemented with vitamin pills

### **相关词**

**supplementary** *a.* 增补的, 补充的

## 47. target

① *n.* a result that you try to achieve 目标

**【例句】** business goals and targets

Set yourself targets that you can reasonably hope to achieve.

a target area / audience / group(= the particular area, audience, etc. that a product, programme, etc. is aimed at) 目标区 / 受众 / 目标人群

### **相关表达**

#### **to meet / achieve / reach a target**

**【例句】** The university will reach its target of 5,000 students next September.

② *n.* an object, a person or a place that people aim at when attacking (攻击等的)目标

**【例句】** They bombed military and civilian targets.

It's a prime target(= an obvious target) for terrorist attacks.

He's become the target of a lot of criticism recently.

③ *n.* an object that people practise shooting at, especially a round board with circles on it 靶子

**【例句】** to aim at a target

to hit / miss the target

- ④ *v.* to aim an attack or a criticism at somebody / something 瞄准；把……作为目标

**【例句】**The company has been targeted by animal rights groups for its use of dogs in drugs trials.

- ⑤ *v.* If you target a particular group of people, you try to appeal to those people or affect them. 指向……；针对……；面向

**【例句】**The campaign will target American insurance companies. 这场活动将以美国各保险公司为目标。

The company has targeted adults as its primary customers. 这家公司将以成年人作为主要顾客。

#### 48. in action

- ① *working; operating or performing a particular function* 在活动中；在运转中；开始起作用

**【例句】**He wanted to go there and see the system in action.

## >>>>>Reading II

1. **define its target market:** decide the market to be explored.

2. **identify its competitive advantage:** understand its advantage in business competition.

3. **distribution:** the act of delivering goods to people at various places

4. **be referred to as:** be named or called 被称为

**【例句】**Topics which can be discussed freely are generally referred to as small talks.

The new discovery is referred to as the most exciting development in this research field.

5. **blend:** mix one substance with another so that they combine together.

**【例句】**blended whisky

Oil does not blend with water.

You can blend the flour with the milk to make a smooth paste.

6. **be doomed to:** be certain to fail, suffer or die, etc.:

**【例句】**His plan was doomed to failure.

Their marriage was doomed from the start.

7. **at first glance:** If something seemed to be true at first glance, you mean that it seemed to be true when you first saw it thought about it, but your first impression was probably wrong.

**【例句】**They looked the same at first glance, but in fact they were different.

At first glance, the figures don't look good, but on closer examination you'll find they are not bad at all.

8. McDonald's, founded by Ray Kroc in 1955, is the largest and best-known foodservice retailer with more than 28,000 quick service restaurants located in 120 countries in the world. These restaurants serve a varied, yet limited, value-priced menu under the McDonald's brand.

9. Wendy's International, Inc., established by Dave Thomas, is primarily engaged in the business of operating, developing and franchising a system of distinctive quick-service restaurants. At the end of 2000, there were 5,792 Wendy's restaurants in operation in the United States and in 26 other countries and territories.

10. **roughly:** approximately.

【例句】Sales are up by roughly 8%.

11. **hair salon:** a stylish or fashionable shop where hairdressers and beauticians offer their services to customers. 发廊

12. **the heart of the marketing mix is the good or service:** the quality of the product or services offered by the producer is the most important part of the marketing mix.

13. **Brand names create extra value for everything from cosmetics to bath towels:** A good brand name adds value to all kinds of products from expensive products like cosmetics (化妆品), or cheap, everyday products like bath towels 浴巾

14. **We buy things not only for what they do, but also for what they mean:** We buy things not only for the service or convenience they bring us, but also for the extra value they offer us. For example, an expensive product is also a mark of wealth and social status.

【参考译文】我们购买商品,不仅要考虑其用途,还要考虑他们对我们来说究竟意味着什么。

15. **a special introductory price is used to get people to try a new product:** An introductory price is lower than its normal price. Sometimes, the price has to be set low in order to encourage customers to try a new product. 试销价

get sb. to do: cause sb. to do something by asking, persuading, or telling them, etc.

【例句】I got him to help me move the furniture.

I can't get the car to start.

16. **high-definition television:** television of clear shape, color or sound. 高清晰度电视

17. **wholesalers and retailers:** The wholesaler is a businessman who sells goods in large quantities. 批发商 The retailer is someone who sells things directly to customers in small quantities. 零售商

18. **Some have a sales force of several hundred thousand representatives who call directly on consumers:** Some companies have several hundred thousand sales clerks who visit customers everyday and sell the products from door to door.

representative: sales agent or clerk 销售代表

19. **chain drugstores:** a number of drugstores under the same ownership or management. 连锁药店

20. Each element is coordinated with the others to create a promotional blend. 每一种营销元素必须与其他元素协调一致，构成一套营销组合。

coordinate: bring the different elements of a complex activity or organization into a harmonious or efficient relationship.

**【例句】** They appointed a new manager to coordinate the work of the team.

We need to develop a coordinated approach to the problem.

They were asked to help coordinate and plan the election campaign.

21. **get to do:** to do something gradually with the passing of time until you reach the point at which you feel or you know something.

**【例句】** After a time you get to realize that these things don't matter.

You'll like her once you get to know her.

His drinking is getting to be a problem.

She's getting to be an old lady now.

22. **pave the way for:** to create a situation in which things can be done more easily 为……铺平道路

**【例句】** The proposal will pave the way for a resolution to the problem.

This decision paved the way for changes in employment rights for women.

23. **Bad publicity costs nothing to send out, but it can cost a firm a great deal in lost business:**

Although building a bad public image doesn't cost a company any money, it will mean a great deal of loss to the company.

**【参考译文】** 坏名声的传播不需要成本，但却会导致公司生意的损失。

## >>>>Extended Activities

### A. Function and Structure

---

An explanation is a statement that points to causes, context, and consequences of some object, process, state of affairs, etc., together with rules or laws that link these to the object. In scientific research, explanation is one of the three purposes of research (the other two being exploration and description). Explanation is the discovery and reporting of relationships among different aspects of studied phenomena. The goal of explanation is to make others understanding easier. The most efficient way to do is to describe something complex with something simple. The reason of people throwing out more difficult terms, metaphors, analogies, concepts, etc. is one who does not really understand what he / she is talking about. But don't over-simplify. Over-simplification is usually misleading. For example,



when you explain NLP and describe it as “a study of mind and behaviors”, it is over-simplification. You are not explaining but just categorizing or describing NLP. Explanation leads to understanding, while describing leads to just knowing. Constructive explanation involves exemplifying, which makes explanation and understanding easier, but cannot replace explanation itself.

### **B. Special Use: Position of Adjectives**

形容词可以修饰名词，作定语。学习者要注意作定语的形容词与名词的位置关系。有些形容词位于名词前，称为前置定语（或前置修饰语）；有些位于名词后，称为后置定语（或后置修饰语）。

## 1. 后置定语

带有介词短语或动词不定式短语的形容词通常需要后置。例如：

It was a conference *fruitful of results*

He gave me a basket *full of eggs*.

The boys *hardest to teach* are all in his class.

*Students brave enough to take this course deserve to succeed.*

请注意 enough 的位置：enough 修饰名词时，位于名词的前面；修饰形容词、副词时，位于形容词、副词后面。例如：

*enough food / time / money*

*big / good enough*

当被形容词所修饰的成分是以 some- / any- / no- 构成的代词时，形容词通常需要后置。例如：

something important      anything cheaper      nothing special

有些特殊的形容词作定语时只能放在名词之后。例如：

**people alive** (活着的人,但我们说

the members *absent* (缺席的成员)

the doctor involved (有关的医生)

后置定语也用于一些固定的短语中。例如：

*court martial* (军事法庭)

# Poet Laureate (桂冠诗人)

*governor general* (总督)

有些形容词即可以作前置定语，有些可以作后

the members *present* (到场的 = the members being in

the *present* members (现在的 = the current members)

the *concerned* doctor (= the worried doctor )

## 2. 前置定语

如有若干个形容词作前置定语同时修饰一个名词，我们要注意它们之间的位置关系。它们之间的次序如下排列：“表示主观评价的形容词 + 表示大小的形容词 + 表示年龄 / 新旧的形容词 + 表示形状的形容词 + 表示颜色的形容词 + 表示国籍的形容词 + 表示材料的形容词 + 表示目的或用途的形容词 + 名词”。例如：

- a famous American university*
- an interesting little red French oil painting*
- a new plastic bucket*
- purple velvet curtains*
- an elegant German clock*

为了便于记忆，我们可以对以上的次序（特别是主观评价、大小、形状、颜色）作这样的理解：总体的描述先于具体的描述；主观的描述先于客观的描述；模糊的描述先于醒目的描述。例如：*interesting*是主观的、总体的描述，而*red*是具体的颜色，是客观的描述，所以*interesting*在*red*之前。而大小和颜色比，颜色更为醒目，大小只不过是个模糊的概念，因为大小的标准因人而异。所以大小在前，颜色在后。大小跟形状比，大小的界定较为模糊，而形状的界定较为客观，所以大小又在形状之前。虽然这样的理解并不能用来解释所有的排列次序，但却使得记忆更加有效。

## 3. 定语形容词和表语形容词用法比较

形容词不仅可以修饰名词作定语，也可以接在be动词等系动词后作表语。大部分的形容词既能作定语，也能作表语。例如：

- |                                      |                               |
|--------------------------------------|-------------------------------|
| <i>This is an urgent matter.</i>     | <i>This matter is urgent.</i> |
| <i>Our teacher is kind to us.</i>    | <i>He is a kind teacher.</i>  |
| <i>It seems a tough job.</i>         | <i>The job seems tough.</i>   |
| <i>He lives in a lonely village.</i> | <i>I feel lonely.</i>         |
| <i>He is a sick man.</i>             | <i>She feels sick.</i>        |

但有些形容词只具备了其中一种功能。例如，形容词*utter*只能作定语，而不能作表语。我们说*He is an utter fool*，但不说*The fool is utter*。同样，*asleep*只能作表语。我们说*The baby is asleep*，但我们不说*an asleep baby*。

我们把那些只能作定语的形容词称为定语形容词。例如：

- |                         |                          |                          |
|-------------------------|--------------------------|--------------------------|
| <i>sheer nonsense</i>   | <i>mere repetition</i>   | <i>my former teacher</i> |
| <i>a complete fool</i>  | <i>an utter stranger</i> | <i>live broadcast</i>    |
| <i>the sole purpose</i> | <i>the main points</i>   | <i>major points</i>      |
| <i>a medical school</i> | <i>lower lip</i>         | <i>elder brother</i>     |
| <i>spoken English</i>   | <i>inner wall</i>        | <i>upper class</i>       |



### outer space

有些定语形容词包含状语意义。例如：

a *hard* worker = a worker who works hard

an *occasional* visitor = a person who visits occasionally

a *big* eater = a person who eats a lot

我们把那些只能作表语的形容词称为表语形容词。表语形容词有 *conscious*, *fond*, *unable*, *worth* 以及一些以 *a* 开头的形容词, 如 *afraid*, *ablaze*, *adrift*, *afire*, *aflame*, *afloat*, *afoot*, *agape*, *aghast*, *aglow*, *akin*, *alike*, *alive*, *along*, *amiss*, *ashamed*, *aslant*, *alight*, *asleep*, *astir*, *astray*, *awash*, *aware*, *awry* 等。例如：

He is *afraid* of animals.

We are *fond* of music.

They are not fully *aware* of the difficulty of the job.

I was *conscious* that I had made a mistake.

The whole house was *aflame*.

All music is *alike* to him.

这些表语形容词只能作表语。如要作定语的话, 我们只有用意义相近的中心形容词替换。

例如：

*alike* — *similar*    *alone* — *lonely / solitary*    *worth* — *worthwhile*

有些形容词虽然既可以作定语, 也可以作表语, 但意义有所不同。

• *hard* 作定语时的意思是“努力的, 坚硬的”, 而作表语时只表示“坚硬的”。例如：

He is a *hard* worker.

The stone is too *hard*.

• *ill* 作表语时表示“身体不舒服, 生病了”, 而作定语时表示“坏的, 邪恶的”。例如：

I'm *ill*.

*ill* health / *ill* luck / *ill* mind

*sick* 作表语和定语没有这种意义差别。

• *poor* 解释“贫穷的”时, 既能作定语, 也能作表语; 作“可怜的”, “次等的”, “不佳的”解释时, 只能作定语。例如：

He was too *poor* to buy shoes for his family. ( 贫穷的 )

We have a *poor* crop this year. ( 不佳的 )

*Poor* fellow! ( 可怜的家伙! )

但当 *poor* 与非人的名词连用, 无论 *poor* 用作何种意义, 都能既作定语, 又作表语。例如：

He has *poor* eyesight.

His eyesight is *poor*.

- *content* 和 *contented* 这两个形容词都表示“高兴”。但 *content* 只能作表语；而 *contented* 则是中心形容词，它既能作定语，也能作表语。例如：

John is *content* with life.

a *contented* smile

- 试比较：

a *small* farmer (=a man who has a small farm)

The farmer is *small*. (=He is a small man physically.)

a *good* swimmer (=He is good at swimming.)

The swimmer is *good*. (=He is kind.)

a *bad* sailor (=He is poor at sailing.)

The sailor is *bad*. (=He is not kind.)

a *heavy* drinker (=He always drinks a lot.)

The drinker is *heavy*. (He is fat.)

a *light* sleeper (=He doesn't have enough sleep.)

The sleeper is *light*. (=The sleeper is not fat.)

an *old* friend (=We have known each other for a long time.)

My friend is *old*. (=He is old aged.)

an *early* bus (=a bus scheduled to run early in the day)

The bus is *early*. (=The bus comes before the scheduled time.)

a *late* train (=a train scheduled to run late in the day)

The train is *late*. (=The train comes after the scheduled time.)

## C. Practical Reading

---

本课的实用阅读主要是介绍产品的生命周期，主要分为产品研发期、销售初期、增长期、成熟期、衰退期等。了解产品的生命周期对企业的决策和营销战略有重要意义。

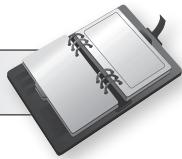
1. 文中提到, The shape and length of the life cycle will differ from one product to another, 所以本题c所说的a matter of decades不准确, 故本题答案应该是c。
2. 根据图1可知,a选项错误,故本题答案为a。
3. 根据表2提供的内容,答案应该为d。
4. 根据表2曲线部分提供的信息,应该是electric cars或者video phones,故答案为d。
5. 根据表2 Introduction部分的信息,答案为d。
6. 根据表2的曲线,产品利润达到顶峰应该是在成熟期,选项b错误,所以答案为b。
7. 根据表2的信息,electric cars仍处在进入市场的初期,而black & white TVs进入衰退期,所

以答案是b。

8. 表2 Maturity部分提到: The firm will try to develop / maintain brand loyalty, 所以答案为c。
9. d不符合the maturity stage的特征, 在the maturity stage 销量增长减缓, 利润达到峰值后逐渐减少, 主要通过品牌忠诚来吸引老顾客, 而不是涨价。所以选d。
10. 销售和利润减少, 产品进入衰退期, 故答案为c。

1. c    2. a    3. d    4. d    5. d    6. b    7. b    8. c    9. d    10. 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:语篇《一》概括性地介绍了促销组合这一营销术语的基本概念,包括其要旨、目标、以及影响促销组合方式选择的主要因素等;而语篇《二》则是关于构成促销组合的五大基本要素,即广告促销、人员推销、公关促销、营销推广以及直接推销。在进行本单元听力训练前,教师可以结合Background Information, 2. Marketing mix vs. Promotional mix中的内容, 向学生简单介绍一下Promotional mix的知识, 特别要指出Promotional mix 和他们以前所学的Marketing mix之间的差别, 不要混淆这两个概念。

和以往各单元一样, 练习一和练习三均属预听活动, 主要目的是在进行精听练习之前, 让学生对所听语篇的主旨(gist)有所了解, 初步把握词汇和理解上的难点所在, 为接下来的听力活动做好语言和心理上的准备。练习二为正误辨析题, 考查学生对语篇中一些重要细节或事实的辨别和精确理解。正误辨析中最常见的错误形式包括: “丢三落四”型, 如第2题中只提到了“... known to its *current* customers”; 而原文却是“to both *current* and *potential* customers”, 虽然和原文听上去非常相似, 但丢失了部分重要信息; 还有“张冠李戴”型, 如第5题中, 把原文中“Below the line promotion is aimed directly at the target audience”换成了“Above the line promotion ...”。第4题中出现了数字“... should take five factors into ...”, 教师应提醒学生, 当听到相关信息时, 及时做好记录, 以确认题中所给信息是否正确。

练习四是完成表格题, 由于语篇架构清晰, 要求填写的内容的顺序和录音材料中相关内容出现的顺序基本一致, 难度并不大。但在Advertising 和 Sales Promotion两项中, 指示词“examples”出现在答案之后, 分别为: “... are some of the examples of advertising” 以及 “... are the usual examples”。学生听到指示词“examples”后再想记录答案则为时已晚。而 Direct Marketing一项中, 原文中出现的是“... with techniques such as ...”, 并未出现指示词“examples”。这些都为答题增加了难度。本题中有些空格所要求填入的单词比较长, 而且大多集中在一起出现,

建议教师向学生介绍一些常用的单词简、缩写(abbreviation)方法,如关键词简写法(只记关键词,不记功能词),单词首字母缩写法(如p = promotion, t = target),单词简写法(如exam = examples, advt = advertise, tech = techniques)等。

2. 听写填空(Spot Dictation)从有形产品和无形产品入手,介绍了产品周期,销售人员如何设置产品组合来进行促销,以及广告、公共关系和口碑对促销的重要性。填充主要涉及相关的动词、名词,以帮助学生掌握概念,可以作为导入活动安排在阅读Ⅱ课文讲解之前进行。
3. 阅读I Brainstorming学生通过自由讨论的形式,把教材中给出的常用促销手段的英文表达方式和它们各自的定义相配对。该项练习主要目的是为下面进行的Pairwork讨论活动进行词汇准备。教师还可以进一步鼓励学生说说,在他们日常生活中,在哪些地方他们经常能接触到教材中所列出的各种促销手段,哪些产品/哪些公司特别喜欢使用某一种特定的促销手段。
4. 阅读I Pairwork由学生双人结对,讨论与本单元主题promotional mix(促销组合)相关的一些话题。鉴于学生非常容易望文生义,把promotional mix简单地等同于sales promotion, advertising,或是marketing,建议教师结合Background Information部分内容,就这几者之间的相互关系为学生进行一个简单的介绍和梳理。所谓promotional mix,从现代营销学的角度而言,是一种组织促销活动的策略思路,主张企业运用广告、人员推销、公关宣传、营业推广等基本促销方式组合成一个策略系统,使企业的全部促销活动互相配合、协调一致,最大限度地发挥整体效果,从而顺利实现企业目标。promotional mix体现了现代市场营销理论的核心思想——整体营销,是一种系统化的整体策略,相应基本促销方式则构成了这一整体策略的子系统。每个子系统都包括了一些可变因素,即具体的促销手段或工具,某一因素的改变意味着组合关系的变化,也就意味着一个新的促销策略的生成。

本单元讨论题以open-ended questions居多,无统一固定的答案,学生可以自由谈论他们对渗透于他们日常生活中的形形色色的促销手段的感受。教师应注意调动学生的参与热情,鼓励学生结合自己日常生活体验积极参与讨论。Question 5的目的在于导入阅读I Text。在讨论该题时,教师应向学生强调,无论是sales promotion还是advertising,都只是promotional mix的重要构成要素之一;而作为一名marketing manager在为自己的产品选择最为合适的推广方案时,进行促销组合的决策时,其实还有很多因素要考虑,如:促销对象的界定、促销目标的确认、促销信息的设计、沟通渠道的选择、具体促销组合的运用,以及促销预算等,而这些正是他们在接下来的课文学习中将进一步深入探讨的话题。

5. 阅读I Post-reading设有两项任务。任务1)要求学生在仔细阅读课文的基础上对“推动(Push)”和“拉引(Pull)”两种促销战略进行比较。促销组合在很大程度上受公司选择“推动”或“拉引”策略的影响。推动策略要求使用销售队伍和贸易促销,通过销售渠道推出产品。而拉引策略则要求在广告和消费者促销方面投入较多,以建立消费者的需求欲望。教师可参考本教参“答案”部分。

任务2)是对阅读I课文中所学习的关于promotional mix相关知识的一个综合运用和延伸。学生分小组活动,每组自行挑选出一个在当地市场上正被大力促销或推广,他们非常熟悉了解的一个产品/服务项目/企业,在课外进行相应的市场调查,并把调查结果按照checklist上的要求整理出来,对该产品/服务项目/企业所选用并执行的促销组合的效果进行评估。在课堂上,教师邀请各小组推举一名代表向全班作一个简短的陈述(presentation),分享各自的调查和评估结果。教师应鼓励其他小组提出自己的看法,予以补充或质疑。以下材料供教师参考。

The challenge is to select the right mix of promotional activities to suit your particular business at a particular time — and to then use it correctly to achieve a result. The combination of tools you use will depend on the target audience, the message you wish to communicate and the budget you make available. There would be little point in advertising new gas boilers in a fashion magazine — much more appropriate to advertise in a trade magazine for builders and gas fitters. Here is a short checklist for developing your promotional mix.

- Decide how the products and services you provide can be “packaged” together. The image of your business is formed by the way you promote the elements of the marketing mix — your products, prices and the places through which you sell. It is often helpful to think about promoting the business as opposed to a single product or service.
- Develop a profile of the target audience for the message you will communicate. Who is the target audience? This goes beyond a simple customer list. Is it consumers, businesses or members of the channel (such as distributors) you are using to get your product to the end customer? Is it the wider stakeholder audience?
- Decide on the message to use. Are you trying to differentiate, remind, inform or persuade? Set an objective for what should be achieved. Be clear about the benefits that you want to promote.
- Decide what image of the product / service / business you want your audience to retain.
- Decide on a budget. This is often how much you can afford given projected sales for the product or service.
- Decide how the message should be delivered. To help you to decide what aspects of the promotional mix to use, think about taking your customers on a journey that starts by creating awareness about your business, through obtaining information about the products and services you provide, and ends by generating a sale. Each component of the mix will

achieve a different result, so your choice must be based on real objectives for your business. What promotional tools should be used? When should communications happen? How often? Is the message consistent?

- Decide what actions you want your audience to take as a result of receiving your communication. It isn't always "place an order".

## 6. 阅读 II Cloze

Blank 12 此处选a. incentive 意为 motive 动机；积极性

inducement: something, especially money, that is given to sb to persuade them to do sth, especially sth that they would not normally do.

在句中选a. incentive, 因为要增加的是“积极性”( increases the customer's (12)\_ incentive to buy ), 而不是钱和物。Inducement一般不能和动词“increase”搭配使用。同样的用法见下面例句，此处不能用inducement:

**【例句】** Many farmers have little incentive to invest in costly conservative measures.

许多农民没有多少积极性投资造价高昂的环保措施。

但在下面的句子中，两者可通用：

**【例句】** Various inducements / incentives are offered to encourage foreign businesses to invest in their country.

Employees were offered a bonus as an inducement / incentive to finish the project on schedule.

Blank 15 此处选b. remain, 意为 to make sth continue at the same level, standard, etc. 保持

**【例句】** maintained close relations.

其它各词均不符题意。

uphold: to support sth that you think is right and make sure that it continues to exist: 拥护；支持

**【例句】** We have a duty to uphold the law.

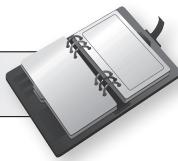
remain: to continue to be sth; to be still in the same state or condition 作“保持”解时  
remain是联系动词，只能接形容词：

**【例句】** to remain silent / seated / motionless

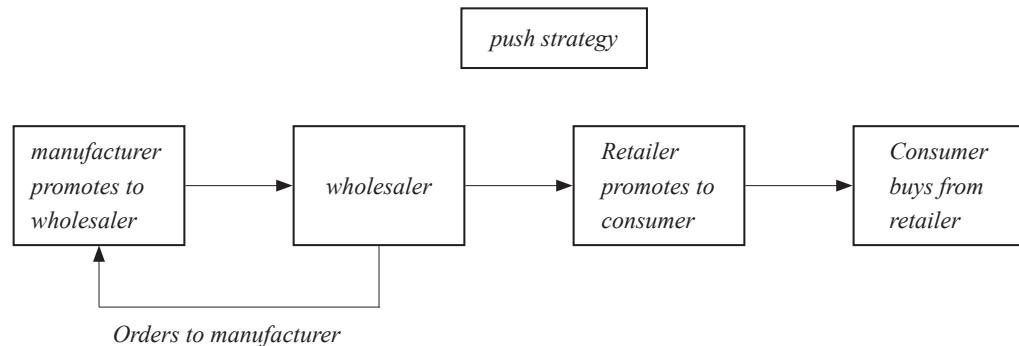
Train fares are likely to remain unchanged.

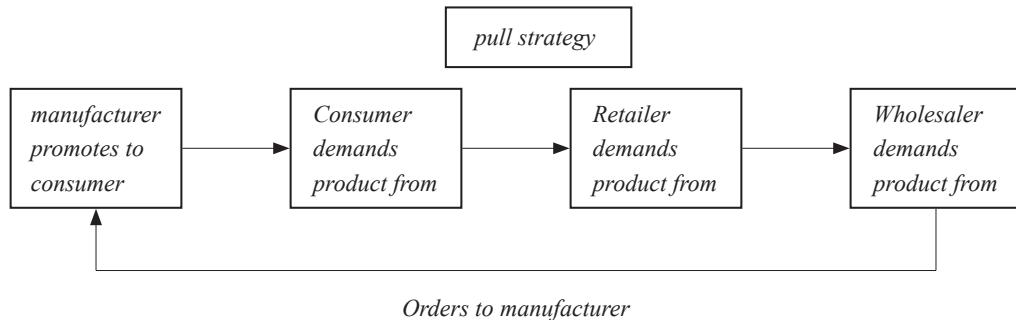
reserve: to keep sth for sb / sth, so that it cannot be used by any other person or for any other reason: 保留

**【例句】** These seats are reserved for special guests.

**Key (练习答案)**>>>>> **Reading I****Exercises**

- II.** 1. d      2. b      3. a      4. d      5. a
- III.** 1. entice      2. scatter      3. commission      4. wares  
 5. coupon      6. warrant      7. nondurable      8. budget  
 9. therapy      10. advance      11. airfare      12. norm  
 13. mainframe      14. discount      15. disperse
- IV.** 1. were dispersed      2. wares      3. prescribed      4. budget  
 5. entices      6. installation      7. targeted      8. quit  
 9. warranted      10. in terms of      11. scattered      12. on commission  
 13. available      14. complemented      15. turn to      16. is stocked
- V.** 1. Television isn't yet available in that remote mountainous area.  
 2. In order to make a more appropriate decision, the manager turned to the senior director for help.  
 3. He comes from Southern China, as is evident from his accent.  
 4. It is often the case that many customers will be brand loyal after they have used a certain brand  
     of product for a time and have been convinced of its fine quality.  
 5. The sales figure of this company is now three times as high as last year's.

**Post-reading**



## >>>>Reading II

### **Exercises**

---

- I. 1. T    2. F    3. T    4. F    5. T    6. T    7. NM    8. F    9. F    10. T
- III. 1. c    2. a    3. d    4. b    5. a    6. d    7. b    8. c    9. b    10. a
- IV. 1. The CEO wanted to go to the front line and see whether the new system is in action.  
 2. Traditional music often has its root in a particular culture, as is the case with Chinese traditional music.  
 3. After the new technology is adopted, production is greatly boosted and this year's output turns out to be twice as much as that of last year.  
 4. In this job you work on commission. That is to say, you are paid according to the amount you sell.  
 5. As for any problems in your work, you can turn to the manager for help.  
 6. A wise company is able to blend its company image with the products it promotes.  
 7. If your computer programme fails to provide any valuable information to the user, it is doomed to failure.  
 8. Welfare spending is being cut, so it should be targeted on the people who need it most.  
 9. At first glance, our company's sales volume of this month isn't so high, but it's not easy to have such performance in the slack season.  
 10. The discovery of electricity paved the way for many inventions.
- V. 1. b    2. c    3. d    4. c    5. d    6. b    7. c    8. a  
 9. d    10. c    11. a    12. a    13. d    14. d    15. c

## >>>> Extended Activities

### A. Function and Structure

- I. 1. John: Look at my Yo-Yo. It still can't work properly. Would you explain to me why the Yo-Yo can't roll back up the string?
- Jim: Er ... Let me tell you why. One reason is that you looped the string incorrectly, which throw the Yo-Yo off balance.
2. Susan: What do you mean by keeping three C's in your mind while drafting a business letter?
- Peter: What I meant was we could sum up the essential qualities of a business letter in the 3 C's, that is to say, Clearness, Conciseness, and Courtesy. And make sure your letter is clear and easy to read and sounds polite to your recipient.
3. Jessica: Could you elaborate a little on how to make a call from a public telephone, Mr. Smith?
- Mr. Smith: All right. The process should be performed according to the following procedure: lift the receiver and insert a coin. Listen for the dialing tone and dial the number. Then you will hear a tone telling you that the number is ringing.
- Jessica: I see. Mr. Smith, you explained to us how to make a call by IDD just a moment ago. Could you give me an example?
- Mr. Smith: To exemplify what I mean, let us make a call by IDD from the UK to Shanghai of PRC. You can do it like this: the first step is to dial the international code 010; the second step is to dial the country code 86; then the area code 21, and finally the number you require.
4. Sue: Mr. Cox asked me to send him a report about staff's reaction to reducing coffee break time. Actually I don't have any idea where to put my hand.
- Mary: Let me show you how you do it. The first thing you should do is to interview staff members from different departments and assemble the necessary material for your report ...
5. Lee: Mr. Johnson, you said you Americans admire self-made men very much. Could you explain what you meant by "self-made" men?
- Mr. Johnson: Let me explain. A self-made man is a man raised to success and wealth by his own effort, usually starting without education, money, or social position.
- Lee: I see. Could you give me an example?

Mr. Johnson: Of course. A good example of this would be Abraham Lincoln, the 16th president of the USA.

6. Susan: Mr. Smith, you mentioned in your talk the IT revolution is giving birth to a whole new breed of businesspersons, the “digital elite”. Could you elaborate a little on this point?

Mr. Smith: Ur, nowadays many big companies are finding it difficult to expand their business activities, but net ventures are doing fine. You see, many people have left the rigid structure of big businesses, or rather, started their own enterprises, whereas it used to be the major established companies that attracted the elite.

7. Mr. Black: What do you mean by “exercising extreme caution while dealing with this firm” ?

Mr. White: It means the firm doesn’t enjoy a good reputation, in other words, it’s inadvisable to enter into any credit transaction with it.

## B. Special Use

---

- |    |      |       |       |       |       |       |       |      |
|----|------|-------|-------|-------|-------|-------|-------|------|
| I. | 1. c | 2. b  | 3. c  | 4. a  | 5. a  | 6. c  | 7. b  | 8. b |
|    | 9. d | 10. b | 11. a | 12. b | 13. a | 14. c | 15. a |      |
- 
- |     |  |  |                             |
|-----|--|--|-----------------------------|
| II. | 1. an unusual gold ring                | 2. a nice old lady                     | 3. a good-looking young man |
|     | 4. an attractive modern house          | 5. black leather gloves                | 6. an old American film     |
|     | 7. a large red nose                    | 8. a lovely sunny day                  | 9. a nice hot bath          |
|     | 10. an ugly orange dress               | 11. an elegant German clock            | 12. an old little red car   |
|     | 13. a small black metal box            | 14. a fascinating new historical novel |                             |
|     | 15. an interesting old French painting |  |                             |
- 
- |      |  |  |  |  |  |  |  |
|------|--|--|--|--|--|--|--|
| III. | 1. The museum houses several ancient Japanese stone vases.                     |  |  |  |  |  |  |
|      | 2. My grandfather kept his money in a funny old red can.                       |  |  |  |  |  |  |
|      | 3. As he opened the cell door, there was a blinding white flash of light.      |  |  |  |  |  |  |
|      | 4. My mother always says that I was a healthy baby with large round blue eyes. |  |  |  |  |  |  |
|      | 5. My cousin lives in a large old Dutch canal boat.                            |  |  |  |  |  |  |
|      | 6. The actor was wearing a long red silk scarf.                                |  |  |  |  |  |  |
|      | 7. The necklace was made of beautiful pink glass.                              |  |  |  |  |  |  |
|      | 8. He went to a famous American university.                                    |  |  |  |  |  |  |
- 
- |     |  |  |  |  |  |  |  |
|-----|--|--|--|--|--|--|--|
| IV. | 1. a good swimmer (=He is good at swimming.) |  |  |  |  |  |  |
|     | 2. The swimmer is good. (=He is kind.)       |  |  |  |  |  |  |
|     | 3. a bad sailor (=He is poor at sailing.)    |  |  |  |  |  |  |

4. The sailor is bad. (=He is not kind.)
5. a light sleeper (=He doesn't have enough sleep.)
6. The sleeper is light. (=The sleeper is not fat.)
7. a late train (=a train scheduled to run late in the day)
8. The train is late. (=The train comes after the scheduled time.)
9. the members present (到场的 = the members being in the place )
10. the present members (现在的 = the current members )
11. the concerned doctor (= the worried doctor)
12. the doctor concerned (= the doctor who is responsible for this)

## C. Practical Reading

---

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

## D. Basic Writing

---

I. 1. d      2. d      3. e      4. b

- II.
1. When we watch a person walk away from us, his image shrinks in size. But since we know for a fact that he is not shrinking, we make an unconscious correcting and “see” him as retaining his full stature. I think I am not so easily misled by vision. Most of the things before my eyes are plainly there, notmistakable for other things. Past experience tells us what his true stature is with respect to our own. Any same and dependable expectation of the future requires that he have the same true stature when we next encounter him. Our perception is thus a prediction; it embraces the past and the future as well as the present.
  2. People have certain advantages over animals. First, they are able to make more different sounds so that they are able to speak. If you want to communicate with people abroad, you first have to remove the language barriers there. Second, the thumb gives a person the power to grasp things. To thumb a lift means to ask passing motorists for a free ride by holding out one's hand with the thumb raised. Third, a person's combined senses are greater than those of animals. Finally, people live longer than most animals, so they have a better chance to use what they learn.
  3. My favorite reading matter is science fiction because I enjoy using my imagination. When I involve myself in fantastic situations in the distant future, my mind seems to open up, and I feel more alive; my imagination is full of space ships, time warps, anti-matter, and black holes. Maybe that is why I am doing so poorly at school. I simply hate to read dry, technical prose —

you know, the kind you find in most textbooks. My teachers think that I am lazy, and some think my speculations are idle-daydreams. I know that scientific and technological progress is made by people who dream and imagine and speculate — who live at least a part of their lives in the future. That is why I recommend science fiction to anyone interested in developing his or her creative abilities.

4. In rock music there is a distinct and almost overwhelming beat. No single beat is characteristic of the music today. But each song has an early recognizable rhythm. Light music can relieve people's tiredness or share their sadness. Modern music makes people happy and strengthens their spirits. Young people like pop music because it can express their feelings. As you listen to a song, your foot usually starts to pick up the beat. Before long, your entire body seems to be moving with it. Your head pounds with the beat, and there is no room for thought. Only the surge of the music is important. In its own way, rock music is as dominant as the Rock of Gilbralter. Its message is an overpowering emotional one.

**III.** 1. Yet; Because; In addition; Therefore; In fact

2. To begin with; Then; Gradually; After that; In the end

**IV.** 1. Our manager likes travelling by train better than by airplane for four reasons. Firstly, travelling by train costs less, so a lot of money can be saved. Secondly, it gives him a closer look at the cities and countryside than he could get from a plane. Thirdly, he finds the passengers on the train are easy to talk with and they are good source of useful information; on the other hand, many airplane passengers are businessmen who keep busy with their work while flying. Fourthly, trains seem to be safer than airplanes. For these reasons, our manager prefers trains to airplanes unless he has to get somewhere in a hurry.

2. Speaking and writing are different in many ways. Speech depends on sounds; writing, on the other hand, uses written symbols. Speech developed about 500,000 years ago, but written language is a recent development. It was invented only about six thousand years ago. Speech is usually informal, while the word choice of writing, by contrast, is often relatively formal. Although pronunciation and accent often tell where the speaker is from, they are ignored in writing because a standard diction and spelling system prevails in the written language of most countries. Speech relies on gesture, loudness, and the rise and fall of the voice, but writing lacks these features. Careful speakers and writers are aware of the differences.

## **E. Additional Vocabulary**

---

1—c;    2—j;    3—m;    4—t;    5—f;    6—q;    7—a;    8—x;    9—n;

10—p; 11—y; 12—b; 13—w; 14—s; 15—g; 16—v; 17—l; 18—h;  
19—d; 20—k; 21—z; 22—i; 23—e; 24—o; 25—u; 26—r

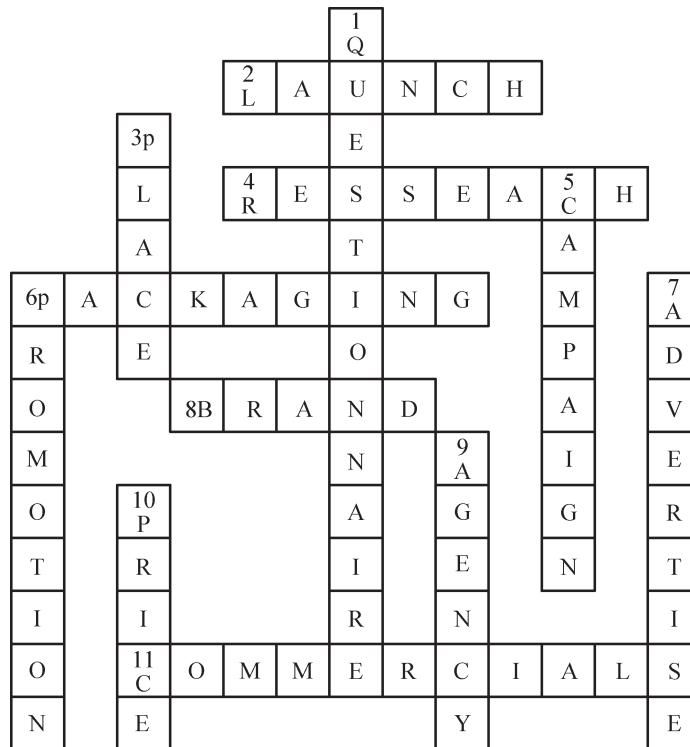
## G. Humor Time

### Across:

2 launch            4 research            6 packaging            8 brand            11 commercials

### Down:

1 questionnaire    3 place            5 campaign            6 promotion    7 advertise  
9 agency            10 price



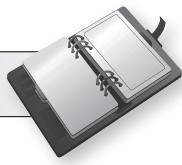
# Unit 5

## Sightseeing

### Teaching Aim ( 教学目的 )



1. Cognitive Information ( 认知信息 ): Sightseeing; Tours in Cities and Countryside
2. Language Focus ( 内容重点 )
  - **Key Words:** I. vast, atmosphere, spectacular, adorn, parade, uniform, navigate, boast, gallery, retreat, insight, valid, exhaust, café, authentic, spicy, vibrant, musical, drama, comedy, opera, ballet, cabaret, casino; II. breathtaking, gorge, wind *v.*, tumble, bend, carve, raft, rustic, cabin, campsite, mold, rugged, cascade, rim, shuttle, dramatize, marsh, mill, trail, rectangular, pool, brink, canyon, splendor, base *n.*, steep, mossy, cliff, plunge, stunning, vertical, blocky, soar, placid
  - **Phrases:** I. switch on, work out, stop off, on show, date from, take advantage of, sell off, go for; II. bird's eye view, cool off
  - **Useful Structures:** It will not be long before ...  
see more of sth.  
be + of +*n.*
3. Communicative Skills ( 交际技能 )
  - **Expressions:** Expressions for Sightseeing
  - **Reading:** Itinerary
  - **Basic Writing:** Paragraph Development
4. Special Use ( 专项用法 ): Position of Adverbs



## Lead-in (导入)

### >>>> Listening Comprehension Tasks

#### Difficult Words and Expressions

- millennium: (pl. millennia) a span of 1,000 years 一千年
- iconic: relating to or of the nature of an icon 标志性的
- navigable: able to be sailed on or through safely 可航行的
- the House of Lords: (英国)上议院
- the House of Commons: (英国)下议院
- borough: an English town that forms the constituency of a member of parliament 自治市
- icon: a visual representation (of an object or scene or person or abstraction) produced on a surface 肖像, 雕像
- linear: of or in or along or relating to a line, involving a single dimension 线形的
- carnival: a festival marked by merrymaking and processions 嘉年华
- gospel: folk music consisting of a genre of a cappella music originating with Black slaves in the United States and featuring call and response 福音音乐
- culinary: of or relating to or used in cooking 烹饪的
- patron: a regular customer 老顾客
- bagel: glazed yeast-raised doughnut-shaped roll with hard crust 百吉饼
- falafel: small croquette of mashed chick peas or fava beans seasoned with sesame seeds (中东烹饪)豆香煎饼
- kebab: cubes of meat marinated and cooked on a skewer usually with vegetables 烤肉串
- haute cuisine: (法)高级烹饪术
- partake: have, give, or receive a share of 参与

#### Passage Script

##### Passage I

###### London Sightseeing

London is the capital city of the United Kingdom and of England and is the most populous city in

the European Union.

An important settlement for nearly two millennia, London is now an international leader in finance, and its involvement in politics, education, entertainment, fashion, media and the arts contributes to its status as a major global city.

The city is a major tourist destination, counting iconic landmarks such as the Houses of Parliament, Tower Bridge and Buckingham Palace amongst its many attractions, along with famous institutions such as the British Museum and the National Gallery. Londoners generally refer to the City of London simply as “the City” or the “Square Mile”.

Greater London covers an area of 611 square miles. Its primary geographical feature is the Thames, a navigable river which crosses the city from the southwest to the east.

The Palace of Westminster, known also as the Houses of Parliament, is where the two Houses of the Parliament of the United Kingdom (the House of Lords and the House of Commons) meet to conduct their business. The Palace lies on the north bank of the River Thames in the London borough of the City of Westminster, close by other government buildings in Whitehall. One of the Palace’s most famous features is the clock tower, a tourist attraction that houses the famous bell Big Ben.

The largest parks in the central area of London are the Royal Parks of Hyde Park, its neighbour Kensington Gardens at the western edge of Central London and Regent’s Park on the northern edge. Regent’s Park contains London Zoo, the world’s oldest scientific zoo.

Closer to central London are the smaller Royal Parks of Green Park and St. James’s Park. A number of large parks lie outside the city centre, including the remaining Royal Parks of Greenwich Park to the southeast and Bushy Park and Richmond Park to the south-west, as well as Victoria Park, East London to the east. Primrose Hill to the north of Regent’s Park is a popular spot to view the city skyline.

## Passage II

Tourism in New York City registers nearly 47 million foreign and American tourists each year including daytrippers. Major destinations are the Empire State Building, Ellis Island, Broadway theatre productions, museums such as the Metropolitan Museum of Art, and other tourist attractions including Central Park, Rockefeller Center, Times Square, New York Botanical Garden, luxury shopping malls along Fifth and Madison Avenues, and events such as the Tribeca Film Festival. The Statue of Liberty is a major tourist attraction and one of the most recognizable icons of the United States.

New York City has over 28,000 acres ( $110 \text{ km}^2$ ) of parkland and 14 linear miles (22 km) of public beaches. Manhattan’s Central Park, designed by Frederick Law Olmsted and Calvert Vaux, is the most visited city park in the United States.

Today, street fairs and street events such as the Labor Day Carnival in Brooklyn, Halloween Parade

in Greenwich Village, and New York Marathon also attract tourists.

New York City has a rich musical culture and history. Accordingly, numerous jazz, gospel music, rock and roll, rhythm and blues and hip hop tours are available.

Food tours are another option for visitors. New York City is one of the top culinary destinations in the world. New York's food culture, influenced by the city's immigrants and large number of dining patrons, is diverse. Jewish and Italian immigrants made the city famous for bagels, cheese cake and New York-style pizza. Some 4,000 mobile food vendors, many of them are licensed by the City and have made Middle Eastern foods such as falafel and kebabs standbys of contemporary New York street food. The City is also home to many of the finest haute cuisine restaurants in the United States. Food tours allow visitors to try a wide variety of these foods economically and learn about the City's culture.

Visitors to New York City also partake in sports tourism. Sporting events draw tourists to major venues such as the Yankee Stadium, Citi Field, and Madison Square Garden, and to street events such as the New York City Marathon.

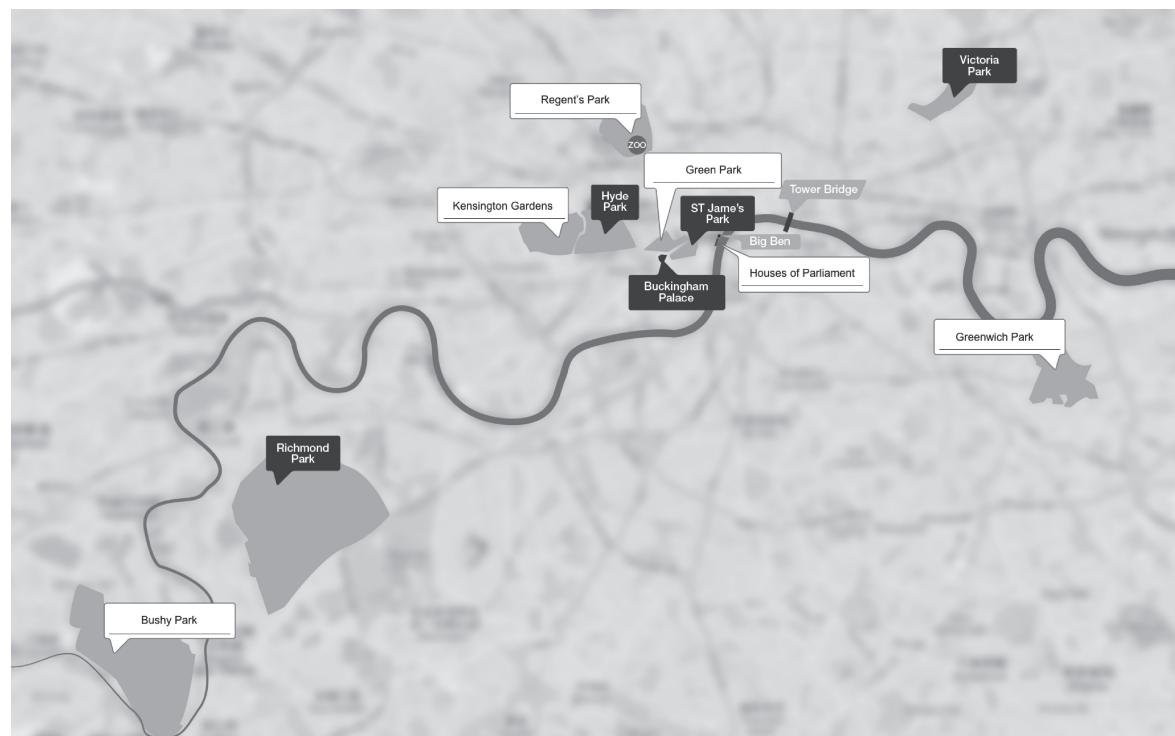
## Key

II. 1. D

2. C

3. B

4. D



## IV.

Number of tourists:	<u>47 million</u> each year
Area of parkland:	<u>28,000 acres / 110 km<sup>2</sup></u>
Public beach:	<u>14 linear miles / 22 km</u>
Street fairs and events:	<u>Labor Day Carnival</u> in Brooklyn; <u>Halloween Parade</u> in Greenwich Village
Food culture:	Jewish and Italian: bagels, cheesecake, New York style pizza Middle East: falafel, kebabs
Sports venues:	Yankee <u>Stadium</u> , Citi Field, <u>Madison Square Garden</u>
Tourist attractions:	<u>Empire State Building</u> , Ellis <u>Island</u> , Broadway, Metropolitan Museum of <u>Art</u> , <u>Central Park</u> , Rockefeller <u>Center</u> , <u>Times Square</u> , Botanical Garden, etc.

>>>>**Spot Dictation**

There has been an up-trend in tourism over the last few decades. Tourists have a wide range of budgets and tastes, and a wide variety of resorts and hotels have developed to cater to them. For example, some people prefer simple beach vacations, while others want more specialised holidays, quieter resorts, family-oriented holidays or niche market-targeted destination hotels.

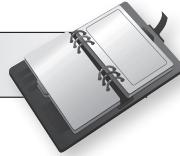
The developments in technology and transport infrastructure, such as low-cost airlines and more accessible airports have made many types of tourism more affordable. The WHO estimated in 2009 that there were around half a million people on board aircraft at any given time. There have also been changes in lifestyle, for example some retirement-age people sustain year round tourism. This is facilitated by internet sales of tourist services.

Today, tourism is a major source of income for many countries, and affects the economy of both the source and host countries. International tourism grew to US\$1.03 trillion in 2011, corresponding to an increase of 3.8% from 2010. In 2012, China became the largest spender in international tourism globally with US\$102 billion, surpassing Germany and the United States. China and other emerging markets significantly increase their spending over the past decade, with Russia and Brazil as noteworthy examples. The World Tourism Organization reports the following ten countries as the most visited in terms of the number of international travelers: France, the United States, China, Spain, Italy, Turkey, Germany, the United Kingdom, Russia, and Malaysia.

## Difficult Words and Expressions

1. cater for sb.: to provide all the things that they need or want 提供饮食及服务
2. infrastructure: the basic facilities such as transport, communications, power supplies, and buildings 基础设施
3. WHO: World Health Organization 世界卫生组织
4. trillion: A trillion is a million million. 万亿; 兆
5. billion: A billion is a thousand million. 十亿
6. noteworthy: interesting, remarkable, or significant in some way 值得注意的; 显著的
7. World Tourism Organization: 世界旅游组织

## Background Information (背景知识)



### 1. Sightseeing in China

China has many tourist attractions thanks to its vast territory, beautiful landscapes, long history, and splendid culture. There are 99 state-class historical and cultural cities, 750 national-class cultural relics and places of historical interest under key government protection, and 119 major scenic spots, 19 of which are listed as World Natural and Cultural Heritages. The long history and brilliant culture of China can be retraced in the ancient ruins and relics. Beijing, Xi'an, Nanjing, Luoyang, Kaifeng, Hangzhou, and Anyang are the seven ancient capitals, and people can follow the traces of Confucius, Qin Shihuang, and Genghis Khan to admire the extensive and profound Chinese culture. China has long been known for its beautiful landscapes. Some of the most famous are the Lijiang River in Guilin, the Five Mountains, the Three Gorges along the Yangtze River, and the water scenes in southern China. There noted tourist attractions include Mount Huangshan in Anhui Province, Mount Emei in Sichuan Province, the Huangguoshu Waterfall and Limestone Caves in Guizhou Province, the Stone Forest in Yunnan Province, the Grasslands in the Inner Mongolia Autonomous Region, and the frost-covered trees in Jilin Province in winter. China's folklore is especially attractive. There are more than 40 yearly festivals. And every ethnic minority group has its own festivals. China is also famous for its special arts such as Peking Opera, acrobatics, songs and dances, and calligraphy and painting. With a long coastline, China's many fine ports and coastal areas are choice destinations for vacationers. China has established

a number of national holiday resorts, thus offering more choices for vacationers. China has seen a rapid development in tourism and a great improvement in tourist facilities such as accommodations, food, shopping, and recreation. Tourists will enjoy the best service during their stay in China.

## 2. Tourism

The terms tourism and travel are sometimes used interchangeably. Travel implies a more purposeful journey. Tourism is travel for recreational or leisure purposes or the provision of services to support this leisure travel. Tourism has become a popular global leisure activity and is vital for many countries, due to the income generated by the consumption of goods and services by tourists, and the opportunity for employment in the service industries associated with tourism. These service industries include transportation services such as cruise ships and taxis, accommodation such as hotels, restaurants, bars, and entertainment venues, and other hospitality industry services such as spas and resorts. The developments in technology and transport infrastructure such as jumbo jets and low-budget airlines have made many types of tourism more affordable. There have also been changes in lifestyle, such as retiree-age people living as a tourist all the year round. This is facilitated by Internet purchasing of tourism products. Some sites have now started to offer dynamic packaging, in which an inclusive price is quoted for a tailor-made package requested by the customer upon impulse. Sustainable tourism is becoming more popular as people start to realize the devastating effects poorly planned tourism can have on communities.

## 3. World's top 10 tourism destinations

International tourism suffered as a result of a strong economic slowdown of the late-2000s recession and then slowly recovered, with international tourist arrivals surpassing the milestone of 1 billion tourists globally for first time in history in 2012. International tourism receipts grew to US\$1.03 trillion (€740 billion) in 2011, corresponding to an increase in real terms of 3.8% from 2010. In 2012, China became the largest spender in international tourism globally with US\$102 billion, surpassing Germany and United States. China and emerging markets have significantly increased their spending over the past decade, with Russia and Brazil as noteworthy examples. In 2013, there were 1.087 billion international tourist arrivals worldwide, with a growth of 5.0% as compared to 1.03 billion in 2012. The World Tourism Organization reports the following ten countries as the top 10 international tourism destinations in terms of the number of international travelers in 2013.

Rank	Country	International tourist arrivals (2013)	International tourist arrivals (2012)	Change (2012 to 2013) (%)	Change (2011 to 2012) (%)
1	France	84.7 million	83.0 million	↑ 2.0	↑ 1.8
2	United States	69.8 million	66.7 million	↑ 4.7	↑ 6.3
3	Spain	60.7 million	57.5 million	↑ 5.6	↑ 2.3
4	China	55.7 million	57.7 million	↓ 3.5	↑ 0.3
5	Italy	47.7 million	46.4 million	↑ 2.9	↑ 0.5
6	Turkey	37.8 million	35.7 million	↑ 5.9	↑ 3.0
7	Germany	31.5 million	30.4 million	↑ 3.7	↑ 7.3
8	United Kingdom	31.2 million	29.3 million	↑ 6.4	↓ 0.1
9	Russia	28.4 million	25.7 million	↑ 10.2	↑ 13.5
10	Thailand	26.5 million	22.4 million	↑ 18.8	↑ 16.2

#### 4. Travel agency

A travel agency is a business that sells travel related products and services, particularly package tours, to end-user customers on behalf of third party travel suppliers, such as airlines, hotels, tour companies, and cruise lines. Its main function is to act as an agent, that is to say selling travel products and services on behalf of a supplier. Unlike other retail businesses, they do not keep a stock in hand. A package holiday or a ticket is not purchased from a supplier unless a customer requests that purchase. The holiday or ticket is supplied to them at a discount. Thus, the agent's profit is the difference between the supplier's price and the price at which the product is advertised or sold to the customer. Many travel agencies have developed an internet presence by posting a website, with detailed travel information. Some online travel sites allow visitors to compare hotel and flight rates with multiple companies for free. They often allow visitors to sort the travel packages by amenities, price, or proximity to a city or landmark.

## 5. London sightseeing tips

London is an expensive city for foreign visitors, especially when the exchange rate favors the English pound. Below are tips to help you do some great London sightseeing, with minimal hassles and reasonable cost.

Museums are free — This is a wonderful boon for London sightseers. Kids will love the hands-on Science Museum: plan to spend many hours there and at the adjacent Museum of Natural History. Also not to be missed is the British Museum, with Egyptian mummies, Greek statues, and much more.

Use the Tube and Buy a Daily Pass — “The Tube”, as the Underground is affectionately called, is an efficient way to get around: you can even take it from Heathrow Airport. Once you’re in the city core, your best bet is to buy a day-long Pass.

Bring Your Own Snacks — Pad your suitcases with granola bars, juice packs, and the mini-packages of snacks. They’ll come in handy when you’re out sight-seeing, and they’ll save a bundle too: you’ll be surprised how much even MacDonald’s costs.

Stroll the Thames — The Thames has many areas that are great for strolling, with restaurants, maybe even street entertainers (around the London Eye, for instance). Nothing beats walking as a way to enjoy the vibe of a place.

Buy tickets online in advance — Top London sightseeing attractions are very popular indeed, especially in summer: buy tickets online for the London Eye, Shakespeare’s Globe, to be sure you see the sights you want; plus, you won’t waste time standing in line-ups or queues.

## Language and Culture Focus (语言文化要点)



## >>>>Reading I

1. **vast:** extremely large 巨大的；广大的

【例句】vast areas of rainforest

A huge palace was constructed at vast public expense.

相关搭配

**the vast majority of:** ……的绝大多数

【例句】The vast majority of young people there don’t take drugs.

2. As Christmas approaches, there is a definite atmosphere of excitement in the streets of London.



【参考译文】随着圣诞节的来临，伦敦街道上必定热闹非凡。

### 3. atmosphere *n.*

- ① the feeling that an event or place gives you 气氛；环境

【例句】The atmosphere at home has been depressing since they had that fight.

An atmosphere of optimism / crisis dominated the party conference.

- ② the mixture of gases that surrounds the Earth or the air inside a room 大气；室内的空气

【例句】a smoky atmosphere

### 4. spectacular *adj.*

- ① very impressive and exciting 壮观的；精彩的；引人注目的

【例句】a spectacular fireworks display

- ② unusually great or large 巨大的；辉煌的

【例句】His new show is a spectacular success.

### 5. adorn: *v.* to decorate sth. 装饰

【例句】church walls adorned with religious paintings

**相关词**

**adornment:** *n.* 装饰；装饰品

### 6. switch on: to turn on an appliance powered by electricity 接通(电流)；开(电器)

【例句】Can you switch the light on?

He switched on the TV.

He switched the torch on.

When a tape is put in the VCR, it switches on automatically.

**相关词**

**synonym:** turn on

【例句】Jake turned on his computer and checked his mail.

**antonym:** switch off / turn off

【例句】Can you switch the television off?

The burglar alarm was switched off.

Don't forget to turn the lights off when you leave.

### 7. parade

- ① *vi.* to march or walk in a procession 游行；列队行进

【例句】The marchers paraded peacefully through the center of the capital.

The crowd paraded past the square.

- ② *vt.* to show one's possessions, knowledge, etc. in order to make other people admire him 炫耀

【例句】He loves to parade his knowledge in front of his students.

③ *n.* a public celebration when musical bands, brightly decorated vehicles, etc. move down the street  
 ( 庆祝 ) 游行

**【例句】**a victory parade

④ *n.* a military ceremony in which soldiers stand or march together so that important people can examine them 阅兵式

**相关搭配**

**on parade:** 在接受检阅; 在列队行进

**fashion parade:** 时装表演

**parade ground:** 阅兵场; 练兵场

## 8. uniform

① *n.* distinctive clothing worn by all members of an organization or group 制服

**【例句】**school uniform 校服

**相关搭配**

**be in uniform:** a. 身着制服 b. 做一名军人; 当兵

② *adj.* being the same in all its parts or among all its members

全部相同的; 一致的

**【例句】**a plank of uniform width

**相关词**

**uniformed:** *adj.* 身穿制服的

**【例句】**uniformed police officers

## 9. To get the best out of London, it helps to be a little adventurous.

**【参考译文】**要领略伦敦的美妙, 得有点探险精神。

## 10. It will not be long before ....: very soon ... 很快

**【例句】**It will not be long before he realizes that.

It will not be long before your child learns not to spill her milk and to play carefully with her toys.

In my view it will not be long before space becomes a battleground.

## 11. **navigate:** *vi. / vt.* to find the way to a place, especially by using maps 导航; 指引方向

**【例句】**I'll drive, you take the map and navigate.

Early explorers used to navigate by the stars.

**相关词**

**navigation:** *n.* 航行; 航海; 航空

**【例句】**Navigation becomes more difficult further up the river.

**navigator:** *n.* 领航员



**navigable:** *adj.* 可通航的; 可航行的

**【例句】**The St Lawrence River is navigable from the Great Lake to the Atlantic.

**12. see more of sth.:** to have a better view or understanding of sth.

更多了解 / 观看……

**【例句】**If you want to see more of the world, you'll have to travel a lot.

The link above will take you to his wonderful site where you can see more of his gallery.

[Click here to see more of this news story.](#)

**13. work out**

① to discover; to find out; to understand 发现; 找出; 理解

**【例句】**I'm not telling you the answer — work it out for yourself.

The plot is very complicated; it will take you a while to work it out.

② to calculate an answer, amount, price, etc. 计算出

**【例句】**You can work out the answer by adding all the numbers.

See if you can work this bill out.

We'll have to work out how much food we'll need for the party.

③ [+ *adj.*] add up to 总计为

**【例句】**The bill works out at / to RMB 500 yuan.

If we go by taxi, it's going to work out very expensive.

④ to think carefully about how you are going to do sth. and plan a good way of doing it 精心制定出

**【例句】**The UN negotiators have worked out a set of compromise proposals.

I haven't worked out who's going to look after the children tonight.

**14. stop off:** to make a short break in a journey (to do sth.)

中途稍作停留 (做某事)

**【例句】**Shall we stop off somewhere on the way to Beijing?

We stopped off at Shanghai for a day.

**相关词**

**synonym:** stop over

**【例句】**The plane stops over in Shanghai on the way to Hong Kong.

**15. boast**

① *vt.* to possess (sth. to be proud of) 以拥有……而自豪

**【例句】**The city boasts two excellent museums.

The hotel boasts the finest view in this area.

This country boasts a two-digit economic growth this year.

The Society boasts 3,000 members worldwide.

② *vi. / vt.* to talk too proudly about your abilities, achievements, or possessions 吹嘘；夸口；自夸

**【例句】** “I can do better than any of them,” she boasted.

She was boasting that she could speak six languages fluently.

**相关搭配**

**boast of**

**【例句】** The company is inclined to boast of its success.

He enjoyed boasting of his wealth.

③ *n. sth. that you are proud of* 引以为豪的事物

**【例句】** One of her proudest boasts is that her daughter is a doctor.

It is the company's proud boast that it can deal with all customers' needs in one phone call.

④ *n. the act or an instance of boasting* 自吹自擂

**【例句】** I'm fed up hearing her boast about her new job.

**相关词**

**boastful:** *adj.* 好自夸的；自吹自擂的

**【例句】** We all got drunk and became very loud and boastful.

## 16. retreat

① *vi. to go away to a place of shelter or privacy* 后退；退避

**【例句】** He saw her and retreated, too shy to speak to her.

Perry lit the fuse and retreated to a safe distance.

The flood waters are slowly retreating.

② *vi. to move away from the enemy after being defeated in battle* 撤退

**【例句】** The rebels retreated, pursued by the government troops.

③ *n. a movement back and away from someone or sth.* 后退；退却；躲避

**相关词**

**antonym:** advance

④ *n. a place you can go to that is quiet or safe* 静养所；静居所

**【例句】** the president's retreat in the mountains

## 17. (be) on show: to be shown to the public 在陈列；在展览

**【例句】** The painting will be on show until the end of the month.

Paintings by Monet (莫奈, 法国著名印象派画家) are on show at the New York Gallery.

The designer clothes will go on show in Chicago next month.

Local antiques will be put on show in a new building especially built for the collection.

## 18. gallery *n.*

① *room or building for showing or selling works of art* 美术馆



【例句】London Art Gallery

National Gallery 国家美术馆

- ② an upper floor or balcony built out from an inner wall of a hall, theater, or church, from which people can watch a performance 楼座

【例句】the gallery in the theater

19. **date from** (也作**date back to**): to have existed since a particular time in the past 自……存在至今;  
追溯到……时代

【例句】The church dates from the 13th century.

These plant fossils date back to the age of the dinosaurs.

20. **insight** *n.*

- ① the ability to understand and realize what people or situations are really like 洞察力; 眼光

【例句】a man of great insight

- ② [into] a sudden clear understanding of sth., esp. sth. complicated  
顿悟; 猛醒

【例句】The article gives us a real insight into the causes of the present economic crisis.

The 10-week internship will offer an insight into how a top global Investment Bank operates on a daily basis in highly competitive and dynamic markets.

21. **take advantage of:** to make use of 利用

【例句】Take advantage of your PC to save on international calls.

Don't you know that they are taking advantage of you.

**synonym:** capitalize on; make use of; exploit

22. **valid:** *adj.* legally usable or acceptable 有效的

【例句】a valid passport

Your return ticket is valid for three months.

**相关搭配**

**valid reason / argument / criticism:** 正当的理由 / 论点 / 批评

**相关词**

**validity:** *n.* 有效性; 合法性

【例句】I would question the validity of that statement.

**antonym:** invalid

23. **sell off**

- ① to try to get rid of things that no one seems to want to buy by selling them cheaply 廉价处理

【例句】It looks like they are selling off a bunch of junk.

- ② to sell sth. because you need the money 把……卖掉

**【例句】** After the war we were forced to sell off part of the farm.

Farmers are forced to sell off bits and pieces of land.

#### 24. go for

① to go to fetch sth. 去拿来某物

**【例句】** He went into the kitchen for some food.

② to attack someone physically or with words 攻击；抨击

**【例句】** He really went for me when I disagreed.

③ to like sth. or find sth. or someone attractive 喜欢；觉得吸引人

**【例句】** Annie tends to go for older men.

**相关搭配**

**go for nothing:** 白费

**【例句】** All that hard work went for nothing when the project was dropped.

#### 25. exhaust v.

to make sb. feel very tired

**【例句】** Even a short walk exhausted her.

**synonym:** wear out

#### 26. café n.

① a small restaurant where you can buy drinks and simple meals 小餐馆

**【例句】** eat in a café

② a place on a computer network, where people with similar interests discuss things electronically  
网络聊天室

**【例句】** You can set up a special interest café on e-mail or Internet.

你不妨通过电子邮件或因特网设立一个专题聊天室。

#### 27. authentic adj.

① based on facts 可靠的；真实的

**【例句】** an authentic account 真实可信的说法

② done or made in the traditional or original way 正宗的；原汁原味的

**【例句】** authentic Chinese food 正宗的中国食物

③ of a particular person's 原作的；真迹的

**【例句】** the painter's authentic work

#### 28. spicy: adj. food that is spicy has a pleasantly strong taste, and gives you a pleasant burning feeling in your mouth 加有香料的；辛辣的

**【例句】** spicy food / sauce

相关词

**spice** *n.*

① 香料; 调味品

② 趣味; 情趣; 风味

【例句】They need gossip to add a bit of spice to their dull lives.

Variety is the spice of life.

29. **vibrant**: *adj.* full of life and energy 充满生气的; 精力充沛的

【例句】Hong Kong is a vibrant, fascinating city.

Singapore must reinvent itself into a vibrant global city to stay ahead of the competition.

30. **London is also world famous for its night life and the winter is the busiest time in the musical and dramatic calendar.**

【参考译文】伦敦还以其夜生活而闻名于世,冬季是音乐会、戏剧演出最为集中的季节。

31. **musical**

① *n.* light, amusing play or film with songs and usu. dancing

音乐剧; 音乐影片

【例句】**West Side Story**, a musical with music by Leonard Bernstein

② *adj.* of music 音乐的; 配乐的

【例句】a musical entertainment 配乐娱乐表演

We share the same musical tastes.

③ *adj.* having a pleasant sound like music 悅耳的; 好听的

【例句】She had a sweet musical voice.

相关搭配

**musical / music box**: 音乐盒; 八音盒

**musical instrument**: 乐器

32. **drama** *n.* a play for the theater, television, radio, etc.

戏剧; 电视剧; 广播剧; 剧本

相关搭配

**drama class**: 戏剧课

**drama school**: 戏剧学校; 戏剧学院

**make a drama out of sth.**: 小题大做; 大惊小怪

【例句】We won't make a drama out of a crisis.

相关词

**dramatic** *adj.*

① 给人深刻印象的; 突然的; 惊人的

**【例句】** the dramatic changes taking place in East Europe

② 戏剧性的

**【例句】** The man threw up his hands in a dramatic gesture.

**dramatist:** *n.* 剧作家；编剧

33. **comedy:** *n.* an intentionally amusing play 喜剧

**【例句】** comedy movie

*Webster's Dictionary* says that comedy is “a drama or narrative with a happy ending or nontragic theme”. Today, comedy refers to anything funny, comic, or humorous.

**相关词**

**comic:** *n.* 滑稽的；可笑的

**【例句】** a comic performance

comic writer / actor / performer

comic opera 喜剧性歌剧

**comedian:** *n.* 喜剧演员

**antonym:** tragedy

34. **opera:** *n.* play in which words are sung to a musical accompaniment

歌剧；歌剧艺术

**【例句】** an opera lover

Do you enjoy opera?

**相关搭配**

**go to the opera:** 去看歌剧

**【例句】** He had never been to the opera until that night.

We go to the opera (=go to a performance of opera) regularly.

**opera house:** 歌剧院

**grand opera:** 大歌剧

**soap opera:** 肥皂剧

35. **ballet:** *n.* style of dancing in which carefully designed movements of the body are used to tell a story 芭蕾舞

**【例句】** Tchaikovsky (柴可夫斯基) wrote several famous ballets.

**相关搭配**

**ballet dancer:** 芭蕾舞演员

36. **cabaret:** *n.* entertainment of singing, dancing and comedy acts, provided in the evenings at a restaurant or night-club while the customers are eating or drinking 卡巴莱(餐馆或夜总会中为进餐顾客所做的表演)

【例句】the most famous Parisian cabaret, *the Moulin Rouge*

最著名的巴黎卡巴莱夜总会——红磨房

37. **casino:** (复数: casinos) *n.* a place where people try to win money by playing card games 赌场

【例句】Doesn't that club have a casino upstairs?

## >>>>> Reading II

1. **waterfall:** *n.* water of a stream, river, etc., falling straight down over rocks, cliffs, or mountains, sometimes from a great height 瀑布

【例句】The creek came pouring down in a waterfall off the hill.

小溪沿着山上的瀑布飞泻而下。

2. **On a three-day tour of Letchworth State Park and the Finger Lakes Region, you can enjoy spectacular waterfalls, swim, boat and fish in famous lakes, and explore history from the 17th to the 20th century.**

【参考译文】在Letchworth州立公园和Finger湖区游览三天，你可以欣赏到壮观的瀑布，并在闻名遐迩的湖里游泳、划船和垂钓，同时领略从17世纪到20世纪的历史风貌。

Letchworth State Park and the Finger Lakes Region: two scenic spots in New York State, U.S.A.

3. **the “Grand Canyon of the East”:** Here the advertiser compares the canyon in Letchworth State Park to The Grand Canyon in northwest Arizona. The Grand Canyon (大峡谷) is a world-famous gorge cut by the Colorado River. It is about 1.6km deep, 6.4 to 29km wide, and more than 321.8km long.

4. **This place is of breathtakingly natural beauty:** This place is breathtakingly beautiful in its natural condition.

be of + N: (Formal) We use *of* after the verb *be* to indicate a characteristic or quality that someone or something has.

【例句】The crisis faced over the next few months is of an entirely different scale.

Both world wars were of unquestionable importance as economic events.

5. **gorge:** *n.* a deep narrow valley with steep sides, usually made by a stream which runs through it 峡谷

【例句】The desert road winds through rocky gorges and hills.

沙漠中的道路蜿蜒曲折穿过满是岩石的峡谷和山冈。

6. **wind:** *v.* to follow a twisting course, with many changes of direction

曲折蜿蜒地前行

**【例句】**winding path 蜿蜒曲折的小径

winding stairs 蜿蜒的楼梯

the winding road leading to the castle 通向城堡的蜿蜒道路

The river winds through the town. 这条河流蜿蜒曲折穿过小镇。

The procession winds its way through the sunlit streets.

游行队伍蜿蜒曲折，穿过阳光明媚的街道。

The path winds through the woods and up the side of the mountain.

蜿蜒曲折的小径穿过树林，通向山顶。

**7. tumble:** *v.* to fall suddenly with a rolling, turning, or bouncing movement 摔跤

**【例句】**The little boy tripped and tumbled down the stairs.

小男孩摔了一跤，滚下了楼梯。

The dog turned over and tumbled down the slope.

狗转过身绊了一下，沿着斜坡滚了下来。

She pushes him and sends him tumbling downstairs.

她推了他一下，使他滚下了楼梯。

**8. bend:** *v.* to change in direction or shape to form a curve or angle, away from a straight or upright position

**【例句】**to bend the wire 把电线弄弯

to bend one's head in worship 低头朝拜

an old woman who was bent down with age

随着年龄增长直不起腰的老太太

The branches bent in the wind. 树枝在大风中弯了下来。

This wire bends easily. 这电线很容易弯曲。

I bent down to pick up the box from the floor.

我弯下腰，拾起地上的盒子。

**9. carve:** *v.* to cut into a special shape or make something by cutting wood or stone

**【例句】**He carved the wood into the shape of a bird.

他用木头雕刻出了一只小鸟的形状。

They carved their initials on the tree.

他们把名字的首字母刻在了树上。

The statue is carved out of marble. 这个雕像是用大理石刻的。

They carved the candles in the shape of Buddha.

他们把蜡烛刻成了佛的模样。

10. **whitewater:** *n.* rapids, a part of a river's course where the water rushes quickly, often over rocks near the surface 急流; 湍流

11. **rafting adventure:** an exciting, strange, and even dangerous journey or experience on a floating platform made of large pieces of wood that are tied together 竹筏冒险

12. **bird's eye view:** a view seen from above or from the sky so that things look very small

【例句】a bird's eye view of the whole city 鸟瞰整个城市

From the tower, you get a bird's eye view of the city, including the race course and the airport.

从塔上, 你能鸟瞰整个城市, 包括赛道和机场。

13. **geological:** *adj.* adjective form of the word "geology," which is the scientific study of the earth's materials and substances (such as rock and soil) to find out about the origin, structure, and history of the earth 地质的

【例句】geological formation 地质形成

an interesting geological site 有趣的地质现场

14. **historic:** *adj.* important in history; having or likely to have an influence on history

【例句】a historic battle 历史战役

historic buildings 历史建筑

a historic change 历史变迁

a historic compromise 历史性的妥协

a historic meeting between two great leaders

两位领袖之间的历史性会面

15. **rustic:** *adj.* typical of the country, especially in being simple and unspoiled by modern developments 乡村的

【例句】rustic comfort and good food 乡村的舒适和美味菜肴

the rustic benches 乡村风格的长凳

The village has a certain rustic charm. 这个村庄散发着乡村的魅力。

16. **cabin:** *n.* a small roughly built wooden house in an area of forests or mountains 小木屋

【例句】They lived in a little log cabin in the mountains.

他们住在山里的一个小木屋里。

Our cabin stood on the crest of a hill. 我们的小木屋坐落在山顶。

17. **campsite:** *n.* a place where people on holiday can put up their tents and stay for the night 野营地; 露营地

18. **tip:** *n.* the pointed end 顶; 尖端

【例句】a town at the southern tip of India 印度最南端的小镇

the southern tip of South America 南美洲的最南端

- 19. mold:** *v.* to make something into a particular shape 塑造

【例句】a figure of a man molded out of clay 用粘土塑造的人物

clay molded into battle ships 被造成战舰的粘土

- 20. glacier:** a mass of ice which moves very slowly down a mountain valley 冰河；冰川

- 21. exit:** a door in a public building such as a theatre, large shop, railway station, etc. through which people can leave; the way out 出口

【例句】the fire exit 火灾紧急出口

How many exits are there from this cinema? 这个电影院有几个出口？

He hurried towards the exit. 他匆忙朝出口走去。

- 22. rugged:** *adj.* having a rough uneven surface, which is difficult to travel over or find shelter in 崎岖不平的

【例句】rugged hills

rugged terrain 崎岖不平的地形

The coastline is wild and rugged. 海岸线非常荒凉，而且崎岖不平。

- 23. spiral:** *adj.* winding or coiling around a fixed center while moving away or toward it 螺旋形的

【例句】a spiral staircase 螺旋状的楼梯

a spiral nebula 螺旋状星云

- 24. in awe:** in a feeling of respect mixed with fear and wonder 敬畏

【例句】He stood there in awe. 他充满敬畏地站在那里。

He seemed slightly in awe of his own wife. 他看上去有点怕老婆。

- 25. cathedral:** *n.* a large and important church which has a bishop in charge of it 大教堂

【例句】Who was the architect of St. Paul's Cathedral?

谁是圣保罗大教堂的建筑师？

- 26. rim:** the outside edge or border of a round or circular object 外缘；边

【例句】the rim of a hat 帽檐

cups with broken rims 杯口破损的杯子

the rim of the wheel 轮子的边缘

military bases on the rim of the Pacific 太平洋沿岸的军事基地

The water spilled onto the floor over the rim of the basin.

水沿着木盆的边缘溢到了地板上。

Whisky splashed over the rim of his glass. 威士忌从玻璃杯的边缘洒了出来。

- 27. shuttle bus:** a bus that runs back and forth over a short distance 班车

- 28. a sound and light show:** a good and entertaining show which is not serious or deep in meaning

【例句】light reading 消遣性读物

light comedy 轻喜剧

29. **dramatize:** *v.* to change a story, book, or report so that it can be performed as a play 改编为戏剧

【例句】He's dramatizing his novel for television. 他把小说改编成戏剧在电视上播放。

His ambition is to dramatize the great works of literature.

他的志向就是把文学作品改变成剧本，在舞台上表演。

30. **marsh:** *n.* an area of low land which is very soft, wet, and muddy 沼泽

【例句】I made my way slowly out of the marsh. 我慢慢从沼泽地中走了出来。

To the east there is a dense plantation bounded by marsh.

在东面，有一片稠密的种植园，四周都是沼泽。

31. **grist mill:** a mill for grinding grain 谷物研磨厂

32. **passage:** *n.* a narrow way or opening 通道

【例句】We force a passage through the crowd. 我们在人群中挤出了一条通道。

33. **unique:** *adj.* very unusual and special 独特的

【例句】his unique experience in Africa 他在非洲的独特经历

a unique and exquisite performance 优美独特的表演

The town is fairly unique in the wide range of leisure facilities it offers. 这个小镇提供大量的休闲场所，非常独特。

34.  **brink:** *n.* an edge at the top of a cliff or a river 边缘

【例句】He stepped back from the brink of the gorge. 他从峡谷的边缘走了回来。

35. **amid:** *prep.* in the middle of; among

【例句】amid all the crying and shouting 在所有的喊叫声中

He felt strange amid so many people. 在那么多人中，他感到很陌生。

The killer got away amid the confusion. 杀手在混乱中逃走了。

The debate took place amid a mood of growing political hysteria.

辩论在不断增强的歇斯底里般的政治气氛中开始了。

36. **splendor:** *n.* great beauty and magnificence which is excellent and impressive 壮观

【例句】the splendor and beauty of nature 大自然的壮观与美丽

We admired the splendor of the mountain scenery.

我们欣赏着壮观的群山美景。

37. **hemlock:** *n.* a poisonous plant with white flowers and finely divided leaves 毒芹等毒草类植物

38. **base:** the lowest part of something, especially the part on which something stands.

【例句】the base of a mountain / statue / pillar 山 / 塑像 / 柱子的基部

39. **steep:** rising or falling quickly or at a large angle 陡峭的

**【例句】** the steepest part of the mountain 山最陡峭的部分

a steep rise in prices 价格的急剧上涨

a steep increase in the cost of petrol 汽油成本的急剧上涨

a steep fall in living standards 生活水准的急剧下降

an old house with steep stairs and dark corridors

一幢带有陡峭楼梯和昏暗走廊的旧房子

The hill is too steep to ride up on a bicycle. 山太陡峭，不能骑自行车。

**40. mossy:** covered with moss.

**【例句】** mossy river bank 长满苔藓的河岸

mossy stone steps 长满苔藓的石阶

**41. cliff:** a high area of land with very steep side of rock, especially on a coast.

**【例句】** a cliff of red earth and rock 布满红色泥土和岩石的悬崖

black cliffs that rose out of the water 露出水面的黑色悬崖

**42. plunge:** *v.* to push, jump or rush suddenly or violently downward

**【例句】** He plunged into the water. 他跳入水中。

Firemen plunged into the burning building to rescue the child.

消防员闯入着火的大楼营救这个小孩。

We ran to the edge of the lake and plunged in. 我们跑到湖边，跳了进去。

They plunged into the pool together. 他们一起跳进了池子。

The car plunged into the river. 车子冲入水中。

**43. ledge:** *n.* flat surface of rock, especially one that stretches a long way below the sea 岩礁

**44. overlook:** *v.* to have or give a view of from above 俯瞰

**【例句】** Our room overlooked the sea. 从我们的房间可以俯瞰大海。

Elegant buildings overlooked the square.

从这些雅致的建筑中可以俯瞰整个广场。

**45. stunning:** *adj.* extremely attractive, beautiful and impressive 令人惊叹的

**【例句】** stunning scenery 令人惊叹的风景

The film is visually stunning. 电影给人非常大的视觉震撼。

**46. vertical:** *adj.* forming an angle of 90 degrees 垂直的

**【例句】** blue and green vertical stripes 蓝绿色的垂直条纹

a vertical line 垂直线

vertical cliffs 笔直的悬崖

The northern face of the mountain is almost vertical.

山北面的坡度几乎是垂直的。



47. **Niagara Falls:** in the Niagara River, W N.Y. and S Ont., Canada; one of the most famous spectacles in North America 尼亚加拉瀑布

48. **remarkably:** *adv.* unusually; noticeably

【例句】a remarkably fine day 非常好的天气

She sings remarkably well. 她唱得非常好。

He has recovered from the accident remarkably well.

他从事故中恢复得很好。

49. **gentle:** *adj.* kind, mild, and pleasantly calm in character or behavior

【例句】gentle manner 文雅的举止

Be gentle when you brush the baby's hair. 给婴儿梳头发时轻一点。

A gentle breeze stirred the leaves. 微风吹动树叶。

The young woman is gentle and religious. 这位年轻女子性格温和，非常虔诚。

50. **wheelchair:** a chair with large wheels on the bottom which can be turned by people who are unable to walk properly 轮椅

【例句】The injured pilot spent the rest of his life in a wheelchair.

受伤的飞行员在轮椅中度过了余生。

We want easier access to buildings for those disabled or using a wheelchair.

我们希望残疾人或使用轮椅的人能方便地进出大楼。

51. **stroller:** a small and light chair on wheels for pushing a small child about 婴儿推车

52. **birch:** a tall tree, common in northern countries, with a smooth bark and thin branches 桦树

53. **amphitheater:** a circular or oval building with rows of seats around a central open space 圆形露天剧场

54. **blocky:** *adj.* of huge block 大块状的

55. **ragged:** with uneven or rough edges or surfaces

【例句】a ragged beard 粗糙的胡须

56. **soar:** *v.* to be extremely high, giving one a feeling of splendid power 屹立；高耸

【例句】The cliffs soar 500 feet into the air. 悬崖峭壁高耸入云 500 英尺。

Great trees soar above to cut out most of the light. 大树拔地而起挡住了大部分的光。

57. **cataract:** *n.* a large waterfall 大瀑布；奔流

【例句】The way is blocked by the tall cataract. 路被大瀑布挡住了。

58. **placid:** calm and peaceful 平静的

【例句】the placid surface of the lake 平静的湖面

the placid harbor waters 平静的港口水域

## >>>>Extended Activities

### A. Function and Structure

---

#### 1. Preparation for a Tour on Holiday

It is one of the universal phenomena that more and more people choose to spend their holiday on tours. Before you start a tour, it is important to know which kind of tour suits you. Some people like package tour, because the travel agency will prepare everything for you, such as transportation, accommodation, meals, and the scenic spots to be visited. What you need to do is to take your camera and luggage, following the guide. It's really very convenient and easy. However, some people complain that in this kind of tour, the itinerary is rigid and compact. You are always urged by the guide from one place to another place and have almost no freedom to linger on the spots where you'd like to stay longer. Therefore, they prefer traveling on their own, for it is more flexible and relaxing. You can spend a whole day on the beach or in a forest, enjoying the sunshine or inhaling the fresh air. In spite of these differences of tours, the purpose of having a tour on holiday is the same, that is, to relax yourself and have fun. So if you can plan it well, you'll have more fun. The following things should be considered before you start:

- budget
- transportation
- accommodation
- meals
- the scenic spots to be visited

#### 2. Package Holiday

A package holiday or package tour consists of transport and accommodation advertised and sold together by a vendor known as a tour operator. Other services may be provided like a rental car, activities or outings during the holiday. Package holidays are a form of product bundling. They are organized by a tour operator and sold to a consumer by a travel agent. A method that is becoming increasingly used in package holiday booking procedures is *Dynamic Packaging*, which enables consumers to build their own package of flights, accommodation and hire car instead of a pre-defined package. Dynamic packages differ from traditional package tours in that the pricing is always based on current availability, which escorted group tours are rarely included, and trip-specific add-ons such as airport parking and show tickets are often available. Dynamic packages are similar in that often the air, hotel, and car rates are available only as part of a package or only from a specific seller. Dynamic packages are primarily sold online, but online travel agencies will also sell by phone owing to the strong margins and high sale price of the product.



### 3. Tour Guide

A tour guide is a person who leads groups of people around a town, museum, or other tourist venue. The tour guide provides a commentary on the features and history of the location, the tours can be from as little as 10~15 minutes to extended periods over many days. Considerable importance is placed on the guide's knowledge of local stories, history and culture depending on the location of the tour. A guide who works at a particular location, such as a museum, may be called a docent and may provide entertaining, relevant, organized and themed heritage interpretation. The role consists of leading groups of visitors around cultural, environmentally, or previously arranged attractions in significant places. Tour guides also lead groups as part of a package holiday into countries where they speak a different language. These guides act as interpreters for the group and as representatives of the holiday company. Importance is placed on the guide's knowledge of the languages, travel documentation requirements and cultural differences.

## B. Special Use: Position of Adverbs

英语中的副词种类较多,使用也较为灵活。这里,我们将主要讨论副词在句子中的位置。

### 1. 副词的一般位置

理论上,副词在句子中存在三种可能的位置:句首,句中或句末。例如:

- 句首位置

*Recently* they had an examination.

*Here* you are.

*Quietly* he walked out of the room.

*Certainly* I know what you mean.

- 句中位置

They *recently* had an examination.

I will *certainly* attend the party.

- 句末位置

They had an examination *recently*.

Let me take your luggage *upstairs*.

I couldn't find it though I had looked *everywhere*.

They live *frugally*.

He drives *carefully*.

但在实际使用中,有些副词所处的位置是受到一定限制的。下面我们将一一讨论。

## 2. 副词与动词的位置关系

副词处于句中位置与动词搭配时, 遵循以下原则:

- 位于助动词之后;
- 位于be 动词之后;
- 位于行为动词之前。

例如:

He has *often* been told not to do that.

She was *greatly* moved by the story.

I can *never* believe that.

He's *always* in time for class.

They *secretly* decided to leave the town. ( *secretly* 修饰 *decided*, 意为秘密决定。)

only在句子中的位置不同, 侧重点也不一样。例如:

He gave me *only* two dollars. ( 强调金额不超过两美元, *only* 修饰 *two dollars*。)

He *only* lent me two dollars. ( 强调只是借, 而不是送, *only* 修饰 *lent*。)

He gave two dollars to me *only*. ( 强调只给我, 而不是给其他人, *only* 修饰 *to me*。)

just在句子中的位置不同, 也会导致不同的含义。例如:

*Just* sign here. ( 你只要签个名就可以了, 不用再做其他事情, *just* 修饰 *sign*。)

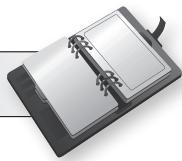
Sign *just* here. ( 名字就签在这儿, 而不要签在其他地方, *just* 修饰 *here*。)

## C. Practical Reading

1. 旅行行程( *itinerary* )的阅读: 旅行行程是旅行的详细计划, 为旅行者提供关于旅馆、饭店、游览景点、交通工具、注意事项等大量信息, 因此阅读旅行行程时要特别注意以上信息。此外, 应注意旅费包括哪些项目, 提供几顿饭, 旅馆的星级, 景点的门票和自费项目等信息。
2. 根据该旅行行程中的 Bonus Highlights, 即免费(奖励性的)的项目, 我们可以知道第1题4个选项中只有 a项 the Notre Dame de Paris 不在其中, 答案即 a。
3. 第2题其实是选择4个选项中唯一正确的一项, 根据 Touring by modern air-conditioned cruise-liner coach 这个信息, 可以判断c是正确的。
4. 第3题: 如果 Jun 23 出发, 6天以后回来, 应该是 Jun 29, 答案是 c。
5. 第4题: a、b、c三项中的价格一样, 都是 263, 只有 d项是 269, 答案是 d。
6. 第5题: 从计划上旅游的目的地城市可以知道, 只有 a不是要到达的国家, 答案是 a。
7. 第6题: 从 23 December (return Sat) will include Christmas lunch party 可知, 答案为 b。
8. 第7题: 本题中提到的 b 选项中的旅馆不是四星级的, 答案是 b。
9. 第8题: 根据这个旅游计划, 旅游者回到伦敦时要两次穿过 the English Channel, 答案为 a。



## 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，分别介绍了伦敦和纽约两座国际大都市的主要旅游景观、文化娱乐以及体育休闲活动。和以往各单元一样，练习一和练习三均属预听活动，主要目的是在进行精听练习之前，让学生对所听语篇的主旨 (gist) 有所了解，初步把握词汇和语意理解上的难点所在，为接下来的具体听力活动做好语言和心理上的准备。练习二有两项任务：选择和地图题，考查学生对语篇中一些重要细节或事实的听辨和理解。在完成地图题时，特别要提醒学生对一些表示方位的路标定位词的捕捉，如：“... crosses the city from the southwest to the east”，“on the north bank of ...”，“in the central area of”，以及“at the western edge of ...”等。练习四为完成表格题，要求填写的内容的顺序和录音材料中相关内容出现的顺序基本一致，学生比较容易捕捉所需填写的信息。在听音前，教师应提醒学生认真研读、熟悉表格内容，对所需填写部分的信息进行积极预测。
2. 听写填空 (Spot Dictation) 介绍了世界旅游业发展的概况，数字和国名的听写是本课填空部分的重点，同时还有一些与旅游相关的名词和动词，可以作为导入活动安排在阅读Ⅱ课文讲解之前进行。
3. Reading I Brainstorming 学生通过自由讨论的形式，列出他们所知道的和旅游观光相关的单词和词组。教材中把这些单词和词组分为四类。第一栏要求学生填入游客在旅游前对所要前往的城市、地区或国家应该了解的一些基本信息，如气候状况、地理位置、风俗民情、名胜古迹、交通食宿以及地方特产等；第二栏是当地值得游览观光的地方，如自然景点、展馆、剧院、建筑物和娱乐休闲场所等；第三栏是关于游览工具以及游览的方式；第四栏是游览观光时应随身携带的物品及证件等。
4. Reading I Pairwork 由学生双人结对，讨论与本单元主题 sightseeing 相关的话题。Question 1 要求学生列举若干中国最著名的旅游胜地。中国是个旅游大国，名列世界十大旅游目的地之一。中国有着丰富的自然、文化、历史、生态旅游资源，各类名山大川、名胜古迹不胜枚举。教师可参考下表以及 Background Information 部分 1. Sightseeing in China 提供的信息。建议教师结合教材“补充词汇”部分的内容。教师可以让学生在课前准备一些自己游览过的景点，景区的资料和图片，或是自己在旅游途中拍摄的照片和录像，在课上和同学一起分享，以提高学生参与讨论的积极性和兴趣。

**Historical Relics**

- |  |                                      |
|--|--------------------------------------|
| The Great Wall 长城                          | Qin Terra-cotta Army in Shaanxi 秦兵马俑 |
| Silk Road 丝绸之路                             | Yin Ruins in Henan 殷墟                |
| Forbidden City in Beijing 故宫               | Summer Palace in Beijing 颐和园         |
| Mountain Resort of Chengde in Hebei 承德避暑山庄 |                                      |

**Mountains****Five Most Famous Mountains:**

- |                            |                           |
|----------------------------|---------------------------|
| Mt. Taishan in Shandong 泰山 | Mt. Hengshan in Shanxi 恒山 |
| Mt. Hengshan in Hunan 衡山   | Mt. Huashan in Shaanxi 华山 |
| Mt. Songshan in Henan 嵩山   |                           |

**Four Buddhist Holy Mountains:**

- |                             |                               |
|-----------------------------|-------------------------------|
| Mt. Jiujuashan in Anhui 九华山 | Mt. Putuoshan in Zhejiang 普陀山 |
| Mt. Emeishan in Sichuan 峨眉山 | Mt. Wutaishan in Shanxi 五台山   |

**Other Famous Mountains in China:**

- |  |                                 |
|--|---------------------------------|
| Mt. Huangshan in Anhui 黄山                | Mt. Yandangshan in Zhejiang 雁荡山 |
| Mt. Laoshan in Shandong 崂山               | Mt. Tianshan in Xinjiang 天山     |
| Mt. Tiantaishan in Zhejiang 天台山          | Mt. Lushan in Jiangxi 庐山        |
| Mt. Wuyishan in Fujian 武夷山               | Mt. Jinggangshan in Jiangxi 井冈山 |
| Jade Dragon Snow Mountain in Yunnan 玉龙雪山 |                                 |

**Waters****Rivers:**

- |                  |                                  |
|------------------|----------------------------------|
| Yangtze River 长江 | Nanxijiang River in Zhejiang 楠溪江 |
| Yellow River 黄河  | Grand Canal 大运河                  |

**Fuchunjiang River in Zhejiang 富春江****Lakes:**

- |                             |                                 |
|-----------------------------|---------------------------------|
| Dongting Lake in Hunan 洞庭湖  | Taihu Lake in Jiangsu 太湖        |
| Shouxu Lake in Jiangsu 瘦西湖  | Jingpo Lake in Heilongjiang 镜泊湖 |
| Poyang Lake in Jiangxi 鄱阳湖  | West Lake in Zhejiang 西湖        |
| Qinghai Lake in Qinghai 青海湖 | Qiandaohu Lake in Zhejiang 千岛湖  |

**Waterfalls:**

- |   |  |
|---|--|
| Huangguoshu Waterfall in Guizhou 黄果树大瀑布 |  |
| Dalongqiu Waterfall in Zhejiang 大龙湫瀑布   |  |
| Hukou Waterfall in Shaanxi 壶口瀑布         |  |

**Temples and Monasteries**

- |                                 |                                 |
|---------------------------------|---------------------------------|
| White Horse Temple in Henan 白马寺 | Huayan Monastery in Shanxi 华阳寺  |
| Famen Temple in Shaanxi 法门寺     | Confucius Temple in Shandong 孔庙 |
| Potala Palace in Tibet 布达拉宫     | Shaolin Temple in Henan 少林寺     |
| Baoguo Temple in Zhejiang 报国寺   | Yonghe Lamasery in Beijing 雍和宫  |
| Hanshan Temple in Jiangsu 寒山寺   | Lingyin Temple in Zhejiang 灵隐寺  |

**Natural Scenes**

- Jiuzhaigou Scenic Area in Sichuan 九寨沟风景区  
 Yellow River Scenic Area in Henan 黄河风景区  
 Zhangjiajie Scenic Area in Hunan 张家界风景区  
 Huanglong Scenic Area in Sichuan 黄龙风景区  
 Wulingyuan Scenic Area in Hunan 武陵源风景区  
 Stone Forest in Yunnan 石林风景区

**Ancient Cities and Towns**

- |                                 |                                 |
|---------------------------------|---------------------------------|
| Tongli Town in Jiangsu 同里       | Wuzhen Town in Zhejiang 乌镇      |
| Nanxun Town in Zhejiang 南浔      | Pingyao Old City in Shanxi 平遥古镇 |
| Xidi Village in Anhui 西递        | Zhouzhuang in Jiangsu 周庄        |
| Xitang Town in Zhejiang 西塘      | Jingdezhen in Jiangxi 景德镇       |
| Lijiang Old Town in Yunnan 丽江古镇 | Dali Old Town in Yunnan 大理      |

Question 2 随着我国改革开放和经济改革进程的加快,近年来我国居民可自由支配收入和闲暇时间不断增多。同时,在现代消费思潮、现代休闲方式以及现代健身理念等的冲击和影响下,人们越来越青睐各种形式的旅游观光活动。常见的选择出游活动的理由有: to relax oneself, to escape from daily routines, to have a change of life, to see the world, to visit places of interest, to make new friends, to meet interesting people, to get close to nature, to taste exotic foods, to have some entertainment, to broaden one's horizon, to enrich one's life, to do shopping, to experience different customs and cultures, to improve one's knowledge of foreign languages, to enjoy better weather (sunshine, etc.), to appreciate works of art, to nurture intimacy between family members or friends 等。

Question 3 下文介绍了时下较为流行的5种旅游观光的方式,即escorted tours, package tours, self-guided tours, independent group tours, charter tours, 以及各自的优缺点和应注意的方面,供教师组织课堂讨论时参考。教师应向学生指出,选择何种方式出游,取决于很多因素,如:旅行的目的,游程的长短,旅游目的地的基础设施、社会治安情况、游客的个人喜好、经济承受能力、身体健康状况等。

## Pros and Cons of Various Tours

Tours can be a convenient, affordable and relatively safe way to travel. Basically, tour operators can offer you the benefits of *economies of scale, security and travel experience*. They buy hotel rooms, air, ship and motor coach travel, rental car contracts, sightseeing tours, services and even restaurant meals in bulk so they can negotiate low cost deals. Buying in bulk, in advance, can sometimes give them access to travel arrangements and accommodations you might not be able to get any other way. There are at least five different kinds of tours. Consider the advantages of tours in general and then look at the pros and cons of the different types before deciding which one is for you.

### **Escorted Tours**

An escorted tour is the most traditional kind. It usually involves group travel with accommodation, activities and meals included. Generally, the tour will follow a set itinerary and will be accompanied by a tour director or guide. Sometimes local guides and experts may join in.

*The Pros:* Affordable travel / No language problems / Cover a lot of territory in a short time / Safety and security / Lots of traveling companions / Chance to learn from experts / Ease of travel in areas with potentially poor travel infrastructure.

*The Cons:* Regimentation / Potential for superficial visits or for moving on too quickly to the next place / Lack of free time to rest or for independent exploring / Meals, sightseeing and information geared to the lowest common denominator / Chance you'll get stuck with incompatible traveling companions / No flexibility to change travel plans along the way.

*What to look out for:* What is included in the price? / Does it include all entrance fees or are the interesting excursions extra? / Do the meals include wines and alcoholic beverages? / Will you have freedom to choose what you like from the menu? / Is the tour operator a member of a reputable industry organization? / Industry organization membership means that your travel is insured or backed by a guarantee bond and that the operator subscribes to an industry code of ethics.

### **Package Tours**

Package tours like escorted tours usually have fixed itineraries with hotels, and all transportation — including local transfers — booked and paid for in advance. The difference is, there is no group. Once you arrive, you are on your own to visit and see what you want.

The tour operator may make a range of excursions and local transit arrangements available — at extra but reduced prices. And the operator will usually have a representative available at the destination to handle problems or book local outings.

*The Pros:* Economies of scale / Local assistance available / Freedom and flexibility within fixed destinations / Suggested excursions at reduced prices.

*The Cons:* Main travel arrangements are fixed and inflexible / Hotels on the package tour routes can often be mediocre.

*What to look out for:* Do you have a choice of accommodation? / What are the penalties for last minute travel changes? / Is there good choice of local excursions, meal and transit deals?

### Self-guided Tours

Self-guided tours are a new and popular alternative for cycling, hiking and, to some degree, motoring vacations. There is no group and you are on your own but your itinerary is plotted in advance for you. Accommodations are arranged and paid for in advance, restaurants may be booked, and it is up to you to cycle, hike or drive to the next stop along the way. Baggage transfer between stops is usually arranged for hikers and cyclists. Maps, lists of useful local phone numbers and emergency services may be provided.

*The Pros:* Very independent and flexible / Tailored packages available / Suitable for couples, families or groups of friends / Baggage transfers and accommodation arrangements mean you don't have to carry a heavy backpack or sleep in hostels along the way / You tour at your own pace.

*The Cons:* May cost more than other kinds of tours / You need to be able to read maps / You may need some ability in the local language.

*What to look out for:* Can you tailor the time and distance between stops to suit your ability? / Is key equipment provided or available to rent? / Can you arrange repairs easily en route? / What exactly is included in the price? / Some self-guided tours may include restaurant meals and accommodation in the price while others may simply make the arrangements and leave local payment up to you. / Are maps and other required information adequate and understandable?

### Independent Group Tours

The idea of an independent group tour may seem like a contradiction but this kind of tour is, in fact, a compromise between the regimentation of the escorted tour and complete independence. You take advantage of group arrangements and savings for travel, accommodation and meals but once you arrive, your time during the day, and often after dinner as well, is yours and can do what you are pleased to do.

*The Pros:* Economies of scale / Travel operators' representatives available to help / Lots of flexibility / Chance to mingle with companionable people at meal times and to choose your company for outings or go it alone, as you wish.

*The Cons:* You have to be your own guide / You may have to handle foreign languages and currency without help.

*What to look out for:* Is there a good choice of activities and sights at the destination? / Does the tour operator offer some excursions and deals to help you get started? / Can you manage in the local language or is enough English spoken locally to eliminate that problem?

### Charter Tours

A charter tour is a variation on a package tour and is common way to reach the world's more popular destinations. The travel operator rents an airplane and sells the seats. Sometimes hotel or other destination components may be sold alongside the charter flight tickets.

*The Pros:* 10 to 30% less expensive than scheduled flights / With popular destinations, where regularly scheduled flights can't meet demand, it may be easier to get seats to suit your travel plans / Direct flights are not available through scheduled airlines / Ground staff to help with baggage and customs.

*The Cons:* When you get there, you are on your own / Choice may be limited to only the most popular destinations / Flights may be on "alternative" airlines which only fly charters / Flights may land in "alternative" airports, far from your ultimate destination with costly ground connections / In-flight meals and on-board amenities may be second rate or non-existent.

*What to look out for:* Airline's safety and schedule record / Insurance cover, luggage and travel liability limitations / Distance between airport and your final destination.

Question 4 建议教师结合阅读 I Brainstorming, 该部分涉及的旅游目的地信息的收集,旅游方式的选择,游程的安排,必须携带的物品证件等都是旅游前准备活动的重要组成部分。不同的旅游方式要求游客事先作的准备工作也不尽相同。选择自助游的游客,从旅游线路的选择,酒店机票的预定,食宿交通的安排,到突发事件的应对,凡事必须身体力行;而选择团队游的游客则轻松很多,一切都可以交给旅行社和导游打理。下文提供了出国旅行准备工作的10个小“贴士”,供教师参考。

Travel preparations can be stressful. That's why you should tick off these 10 things immediately.

## 1. Passport and Visas

Make sure you have your passport and necessary visas. If you don't have a passport already, make sure you apply for one 2~3 months in advance of your trip. Waiting for a visa can take up to a month in itself, so get your application in early.

## 2. Vaccinations

Get the necessary vaccinations, and make sure you are updated on other shots, like tetanus. You can find information about country-specific vaccinations from your physician.

## 3. Mail

Have a friendly neighbor collect your mail or arrange for your local post office to hold your deliveries for the duration of your stay abroad.

## 4. Pay Bills

Depending upon the duration of your stay, you may want to pay your bills in advance, or set up Internet accounts so that you can pay from your checking account remotely.

## 5. Call Your Bank

Call your credit card company or your bank to let them know that you will be using your credit or debit cards abroad. Tell them what countries you plan to be in and the dates you plan to be away. Some banks or credit card companies will automatically cancel cards that are used overseas for security purposes.

## 6. Color Copies of Documents

Give someone close to you a color photocopy of your passport and visas. If something happens to your passport (or you), it's good for someone at home to have all of your identifying information.

## 7. Contact Information

Give contact information to appropriate parties. Let others know what e-mail address they can reach you at, what hotels you may be staying in, and the duration of your stay in each location.

## 8. Communication

Electronic communication is the most time-efficient way to tell everyone you are safe. If you choose to send friends email, you don't want to miss anyone in the high-energy flurry of your messages — so prepare your list in advance. The internet cafes are fairly user-friendly, but you may have trouble navigating programs designed with native speakers in mind.

## 9. Photos

You may want to set up an Internet photo gallery to share current photos with friends

and family. Download directly from your digital camera to the photo gallery if you don't plan on bringing your laptop.

#### 10. Someone to Watch Your House

If you rent, let your landlord know how long you will be gone. If you own a house, have someone check on your place once a week.

Question 5 建议教师布置学生在课前收集一些他们所向往的旅游目的地的文字和图片信息，以便在课堂讨论时使用。

列入联合国教科文组织《世界遗产名录》( The World Heritage List )的地方，是全人类公认的最具价值的文物古迹及自然景观，也是全世界游客最为向往的旅游胜地。

A UNESCO World Heritage Site is a place (such as a forest, mountain, lake, island, desert, monument, building, complex, or city) that is listed by the United Nations Educational, Scientific and Cultural Organization (UNESCO) as of special cultural or physical significance. The list is maintained by the international World Heritage Program administered by the UNESCO World Heritage Committee, composed of 21 UNESCO member states which are elected by the General Assembly. The program catalogues, names, and conserves sites of outstanding cultural or natural importance to the common heritage of humanity. Under certain conditions, listed sites can obtain funds from the World Heritage Fund. As of 2014, 1,007 sites are listed: 779 cultural, 197 natural, and 31 mixed properties, in 161 states parties. By sites ranked by country, Italy is home to the greatest number of World Heritage Sites with 50 sites, followed by China (47), Spain (44), France (39), Germany (39), Mexico (32) and India (32). While each World Heritage Site remains part of the legal territory of the state wherein the site is located, UNESCO considers it in the interest of the international community to preserve each site.

至2014年6月，中国已有47处自然文化遗址和自然景观列入《世界遗产名录》，位于世界遗产名录国家排名第二，仅次于拥有50个世界遗产的意大利。

1. Imperial Palaces of the Ming and Qing Dynasties in Beijing and Shenyang 明清皇宫
2. Mausoleum of the First Qin Emperor 秦始皇陵
3. Mogao Caves 莫高窟

4. Mount Taishan 泰山
5. Peking Man Site at Zhoukoudian 周口店北京人遗址
6. The Great Wall 长城
7. Mount Huangshan 黄山
8. Huanglong Scenic and Historic Interest Area 黄龙风景名胜区
9. Jiuzhaigou Valley Scenic and Historic Interest Area 九寨沟名胜风景区
10. Wulingyuan Scenic and Historic Interest Area 武陵源风景名胜区
11. Ancient Building Complex in the Wudang Mountains 武当山古建筑群
12. Historic Ensemble of the Potala Palace, Lhasa 拉萨布达拉宫历史建筑群
13. Mountain Resort and its Outlying Temples, Chengde 承德避暑山庄
14. Temple and Cemetery of Confucius and the Kong Family Mansion in Qufu 曲阜孔庙、孔林、孔府
15. Lushan National Park 庐山国家公园
16. Mount Emei Scenic Area, including Leshan Giant Buddha Scenic Area 峨眉山风景名胜区，包括乐山大佛
17. Ancient City of Ping Yao 平遥古城
18. Classical Gardens of Suzhou 苏州园林
19. Old Town of Lijiang 丽江古城
20. Summer Palace, an Imperial Garden in Beijing 颐和园
21. Temple of Heaven: an Imperial Sacrificial Altar in Beijing 天坛
22. Dazu Rock Carvings 大足石刻
23. Mount Wuyi 武夷山
24. Ancient Villages in Southern Anhui — Xidi and Hongcun 皖南古村落——西递和宏村
25. Imperial Tombs of the Ming and Qing Dynasties 明清皇陵
26. Longmen Grottoes 龙门石窟
27. Mount Qingcheng and the Dujiangyan Irrigation System 青城山和都江堰
28. Yungang Grottoes 云冈石窟
29. Three Parallel Rivers of Yunnan Protected Areas 云南三江并流保护区
30. Capital Cities and Tombs of the Ancient Koguryo Kingdom 高句丽王城及王陵
31. Historic Centre of Macao 澳门历史城区
32. Sichuan Giant Panda Sanctuaries — Wolong, Mt Siguniang and Jiajin Mountains 四川大熊猫栖息地——卧龙、四姑娘山和夹金山
33. Yin Xu 安阳殷墟

34. Kaiping Diaolou and Villages 开平碉楼与村落
35. South China Karst 华南喀斯特地貌
36. Fujian Tulou 福建土楼
37. Mount Sanqingshan National Park 三清山国家公园
38. Mount Wutai 五台山
39. China Danxia 中国丹霞
40. Historic Monuments of Dengfeng in “The Centre of Heaven and Earth” 登封“天地之中”历史建筑群
41. West Lake Cultural Landscape of Hangzhou 杭州西湖人文景观
42. Chengjiang Fossil Site 澄江化石遗址
43. Site of Xanadu 元上都遗址
44. Cultural Landscape of Honghe Hani Rice Terraces 红河哈尼梯田人文景观
45. Xinjiang Tianshan 新疆天山
46. Silk Roads: the Routes Network of Chang'an-Tianshan Corridor 丝绸之路
47. The Grand Canal 大运河

全球闻名的各国《世界遗产名录》的自然、文化景观举例如下：

(柬埔寨)CAMBODIA

■ 吴哥窟区 Angkor 1992

(日本)JAPAN

■ 古京都历史古迹 Historic Monuments of Ancient Kyoto 1994

(印度)INDIA

■ 泰姬·玛哈尔 Taj Mahal 1983

(美国)USA

■ 独立大厅 Independence Hall 1979

■ 自由女神像 Statue of Liberty 1984

(埃及)EGYPT

■ 孟菲斯及其墓地金字塔 Memphis and its Necropolis the Pyramid Fields from Giza to Dahshur 1979

■ 底比斯古城及其墓地 Ancient Thebes with its Necropolis 1979

(叙利亚)SYRIAN ARAB REPUBLIC

■ 大马士革古城 Ancient City of Damascus 1979

(奥地利)AUSTRIA

■ 美泉宫和花园 Palace and Gardens of Schönbrunn 1996

■ 维也纳历史中心 Historic Centre of Vienna 2001

(法 国)FRANCE

■ 凡尔赛宫及其园林 Palace and Park of Versailles 1979

■ 枫丹白露宫及庭院 Palace and Park of Fontainebleau 1981

(德 国)GERMANY

■ 科隆大教堂 Cologne Cathedral 1996

■ 柏林的博物馆岛 Museumsinsel (Museum Island), Berlin 1999

(希 腊)GREECE

■ 雅典卫城 Acropolis, Athens 1987

(意大利)ITALY

■ 佛罗伦萨历史中心 Historic Centre of Florence 1982

■ 威尼斯及泻湖 Venice and its Lagoon 1987

■ 比萨大教堂广场 Piazza del Duomo, Pisa 1987

(俄罗斯)RUSSIAN FEDERATION

■ 圣彼得堡历史中心及其相关的古迹群 Historic Centre of Saint Petersburg and Related Groups of Monuments 1990

### 3. Reading I 练习4

Sentence 1 中 stock 的意思是：“存货。”如：We have a large stock of tinned fruit. 我们有大批水果罐头的存货。

Sentence 2 中 put all our (one's) eggs in one basket 是一个谚语，意思是“孤注一掷 (to depend completely on the success of one thing)”。它也经常用于表示 risk all of one's resources in a single venture, 如：He had warned Peter about investing heavily in a single stock; it was *putting all his eggs in one basket*. 著名美国小说家 Mark Twain 曾非常诙谐地说过：“The fool saith, ‘Put not all the eggs in one basket’ ... but the wise man saith, ‘Put all your eggs in one basket, and watch that basket!’”

4. Reading I Post-reading 设有三项任务。任务 1) 要求学生通过小组讨论列出伦敦的主要的观光景点。Reading I 课文中对伦敦的一些主要观光活动游览胜地的介绍，教师可建议学生在仔细阅读课文的基础上再展开讨论。该活动旨在加强学生对课文的进一步理解和熟悉。任务 2) 要求学生挑选以前游览过的或是熟悉的一个城市，讨论并列举该城市最为知名的游览胜地和观光活动项目。任务 3) 学生互相交流他们所选择的那个城市的旅游和观光的信息。教师还可邀请各小组对他们所讨论的城市做一些推荐，如：最值得一看的地方是什么，最有特色的观光活动是什么，最佳的观光路线是什么，最便捷的城市观光交通工具是什么，最有特色的食品是什么，最好的旅游纪念品商店在哪里等。

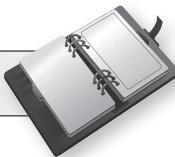
### 5. Reading II Cloze

Blank 4: 此处选 a. minutes'。fifteen minutes' drive away 的意思是“15分钟的车程。”

*Bondi Beach* (pronounced /'bəndī/) The world's busiest beach, in the suburb of Bondi, New South Wales in Sydney, Australia. It is about one kilometer long and roughly seven kilometers from the center of the city. Large numbers of tourists visit Bondi Beach throughout the year, and many Irish and British tourists spend Christmas Day there. Bondi Beach hosted the beach volleyball competition at the 2000 Summer Olympics. Bondi Beach is the end point of the City to Surf Fun Run which is held each year in August. The race attracts over 63,000 entrants who complete the 14 km run from the central business district of Sydney to Bondi Beach. Other annual activities at Bondi Beach include Flickerfest, Australia's premier international short film festival in January, World Environment Day in June, and Sculpture By The Sea in November.

*The Sydney Harbour Bridge* is the main crossing of Sydney Harbor carrying rail, vehicular, and pedestrian traffic between the Sydney central business district and the North Shore. The dramatic water vista of the bridge together with the nearby Sydney Opera House is an iconic image of both Sydney and Australia. The 75th anniversary of this iconic bridge was celebrated on March 18, 2007. The bridge was the city's tallest structure until 1967. According to Guinness World Records, it is the widest long-span bridge in the world and is the largest steel arch bridge with the top of the bridge standing 134 meters (429.6 feet) above the harbor.

## Key (练习答案)



## >>>>Reading I

### Pre-reading

#### I.

#### Sightseeing Around the Town

What to know	Where to go	How to go	What to carry
weather	art galleries	by bus / double-decker	maps
history	exhibitions	by taxicab	travel books

(Continued)

What to know	Where to go	How to go	What to carry
folk custom	museums	by subway	travel newsletters
places of interest	beaches	by ferry / boat / canoe	sunglasses
health information (good hospitals)	restaurants	by trolley bus / streetcar / tramcar	passport
accommodation	nightclubs	by coach / carriage	ID card
activities	theatres	by bicycle / motorcycle	money
transport	pubs / bars	on foot	
car rental	temples	taking a package tour	medicine
police	zoos	taking a guided tour	camera
speciality / special local products	parks	explore with friends	video camera
nightlife	souvenir shops	explore alone	clothes

## Exercises

- II. 1. b      2. d      3. c      4. b      5. d
- III. 1. vibrant      2. musical      3. ballet      4. double-decker  
       5. vast      6. gallery      7. navigate      8. spectacular  
       9. prehistoric      10. adorn      11. boast      12. parade
- IV. 1. sell off      2. exhaust      3. insight      4. boasts  
       5. spoilt      6. on show      7. atmosphere      8. switch on  
       9. valid      10. adorned      11. stopped off      12. work ... out  
       13. take advantage of      14. going for      15. retreated
- V. 1. With several major companies competing to gain the contract, a new round of market war was switched on.  
   2. The two companies are dependent on each other for development and their partnership dated back to 1960.  
   3. I'll stop off in Paris for a few days to visit my brother who is learning painting there.  
   4. I'm sure you can easily work out where to invest your money if you read that article.  
   5. It looks as if our company is heading for another new record year.

## Post-reading

---

**Table (A)**

### What's There to See in London?

Place to Go	What to Do / See
Oxford Street, Regent Street	London's famous shopping streets / to see spectacular Christmas decorations and lights during Christmas season
Buckingham Palace	To see soldiers in red uniforms and bearskin hats parading in front of it
The Houses of Parliament	To see Big Ben
The Thames	To see Tower bridge
Trafalgar Square, the National Gallery	To see works of art by some of the world's greatest artists
Holborn, the British Museum	To see works of art and objects dating from prehistoric times to the present day
South Kensington	To visit the Science Museum and the Natural History Museum
Covent Garden	To buy clothes and fashion items
China Town	To taste exotic Chinese, Vietnamese, Thai and Japanese food

## >>>>Reading II

### Exercises

---

- |      |       |       |       |       |       |
|------|-------|-------|-------|-------|-------|
| I.   | 1. T  | 2. F  | 3. F  | 4. F  | 5. T  |
|      | 6. F  | 7. T  | 8. F  | 9. T  | 10. T |
| III. | 1. b  | 2. c  | 3. a  | 4. d  | 5. c  |
|      | 6. a  | 7. b  | 8. d  | 9. c  | 10. a |
|      | 11. c | 12. a | 13. d | 14. c | 15. b |
- IV. 1. 1 ) The store is selling off their old television sets to make room for the latest models.  
 2 ) The newly staged policy takes into consideration the rights and interests of the workers, as well as the benefit of the enterprise.  
 3 ) Wuhan, a metropolis located / situated in the middle reaches of the Yangtze River, is the political, economic and cultural centre of Hubei Province.  
 4 ) Chances are / It's quite possible that firms from across the country will compete with us for

the contract.

- 5 ) With this special instrument you can set the machine to switch on by itself while you're out.
- 6 ) Many big enterprises, in order to acquire a share in the world market, have no other alternatives but to adopt strategies that help them go global.
- 7 ) From the hovering helicopter, we can have a bird's eye view of the whole city.
- 8 ) The boy looked in awe upon the hero who saved several lives from the scoundrels.
- 9 ) The firemen plunged into the burning building to rescue the child with no thought of their own safety.
- 10 ) The cliffs soared 500 metres into the air and we felt ourselves at the edge of the world.

2. 在美国,有着数不尽的瀑布、水流平稳的河流、或像五大湖那样大的湖泊。苏必利尔湖是世界上最大的淡水湖,它冲向岸边的浪头就像一阵阵海浪。在冬天和春天,那晴朗的天空和令人眼花缭乱、五光十色的山石吸引着野营者。甚至是死亡谷的荒凉景色也吸引着许多冬季旅游者。

- |    |      |       |       |       |       |       |       |      |
|----|------|-------|-------|-------|-------|-------|-------|------|
| V. | 1. d | 2. c  | 3. b  | 4. a  | 5. c  | 6. a  | 7. c  | 8. c |
|    | 9. b | 10. d | 11. a | 12. d | 13. d | 14. b | 15. b |      |

## >>>>> Extended Activities

### A. Function and Structure

- I. 1. Mary: Hi, Sally! Haven't seen you for ages. Where have you been these days?  
 Sally: Hello, Mary. I went on a guided tour to Paris.  
 Mary: Really? How wonderful it is! Would you please tell me some of the attractions there?  
 Sally: Well, there's so much to say about it. I just don't know where to begin. If you have a chance to go there, I think you had better see the Eiffel Tower first. It's the symbol of the city, you know. From up there you can have a bird's eye view of the city.
2. Susan: Any plan for the weekend?  
 Peter: I'd like to go camping. We plan to take a boat up the river and camp wherever we like.  
 Susan: I've never gone camping before. What an exciting idea!
3. Bill: We're going on a guided tour to Qindao.  
 Joan: Qindao? Is there anything interesting to see?  
 Bill: There's so much to see in Qindao. It is one of the most famous tourist resorts in China. The city is famous for its beach, harbor and exotic architecture. Just imagine, wind,

sunshine, sand and sea, what a fascinating combination!

4. Jack: I'll go to London on business next week. I'd have a couple of days free so I intend to do some sightseeing around the capital. Would you recommend some places of renown for me to see?

Sue: Well, what do you particularly want to see?

Jack: I want to visit museums, art galleries, do some shopping, go to the theatre ...

Sue: There are many places of interest in London. I'm afraid two days' time isn't enough for you to see all of them.

Jack: Then, what would you advise me to see there?

Sue: I think there's nothing interesting to see outside London. The places you should really go to have a look are Buckingham Palace, the National Gallery, the British Museum, Oxford street, and Shaftsbury Avenue. I also suggest you take a boat trip, you can enjoy the magnificent views along the Thames.

5. Philip: Would you care to go on a tour to Kenya?

Fanny: Kenya? Are there any scenic spots to see in Kenya?

Philip: In Kenya, you can visit the coast and enjoy the beautiful beaches. I would like to see those old Arab cities, too. The Game Reserve (野生动物保护区) is also really worth visiting. Imagine the wild animals of Africa you can see, lions, elephants, hippopotamus (河马) ...

Fanny: What's the most important feature about the country?

Philip: From the guidebook, one special feature about Kenya is the Mountains of Kenya (肯尼亚山) where you can see snow on the Equator (赤道).

6. Helen: I'm thinking about spending my next vacation in China.

Harris: Really? There must be a lot of interesting places in China. Which city would you like to go first?

Helen: The place I have in mind is Suzhou. A lot of my friends recommended me to have a look at it.

Harris: What's the city famous for?

Helen: Suzhou is famous for its traditional architecture and ancient gardens. The city is also known for its silk, embroidered clothes and other hand-made craftwork.

Harris: I think you should go on a package tour, thus you needn't worry about your accommodation, meals, tickets, and above all, your poor Chinese.

## B. Special Use

---

I. 1. b      2. c      3. b      4. c      5. d

II. 1. The team plays well at home.

2. No one had said much but Paul seemed strangely quiet.
3. The police found his story hard to believe.
4. The exam looked tough at first but I'm sure I did well.
5. Most of our athletes ran superbly this morning.
6. I'm looking for a quiet, but centrally located flat in this area.
7. The forest fire spread incredibly quickly.
8. He studied the book carefully.
9. She looked calmly at the angry crowd.
10. She turned angrily to the man behind her.

III. 1. It is practically impossible to finish the work in three days.

2. I have never been to Canada. (never)
3. Have you ever been on board a ship on a rough sea? (ever)
4. I think Tom has already left. (already)
5. The train stopped here at nine o'clock. (here)
6. Take the sauce to the kitchen right away. (right away)
7. Jane practises the piano upstairs every evening. (upstairs)
8. The boys are still playing happily in the garden. (happily)
9. Mr. Smith often has to work late at night. (often)
10. She comes to the office occasionally on weekends.
11. Bob is frequently absent from school. (frequently)
12. I have seldom seen him downtown. (seldom)
13. She waited only because we asked her to. (only)
14. She sings folksongs wonderfully. (wonderfully)
15. The wind blew violently all night. (violently)
16. I'm terribly sorry to be late. (terribly)
17. Her mother is an awfully nice person. (awfully)
18. He kindly gave me a lift. OR: He gave me a lift kindly.
19. The kids spent all their money foolishly. OR: The kinds foolishly spent all their money.
20. The plane landed smoothly right on time.

IV. 1. They decided to leave the town secretly. (Secretly modifies leave.)

2. They secretly decided to leave the town. (Secretly modifies decide.)
3. Just sign here. (Just modifies sign, emphasizing the action.)
4. Sign just here. (Just modifies here, emphasizing the place.)

## B. Practical Reading

---

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

II.

HOW WILL YOU ENJOY YOURSELF?			
Date of departure	Routing	Planned Major Activities	Place to Stay
Apr 5	UK — Channel Crossing — Brussels	travel to the channel port for a short ferry crossing; join a tour on the Continent and set off by coach to Brussels	Hotel Palace or Delta
1 ) Apr 6	2 ) Brussels — Volendam	enjoy the old world charm of Brussels; 3 ) see some of the 19 windmills of Kinderdijk; see the great port of Rotterdam	4 ) Hotel Spaander
5 ) Apr 7	6 ) Amsterdam — Volendam	7 ) explore Amsterdam	8 ) Hotel Spaander
9 ) Apr 8	10 ) Volendam — Paris	Retrace the route and relax in the coach	11 ) Hotel Campanile
Apr 9	12 ) Paris	13 ) visit the Notre Dame cathedral, La Sorbonne, the Eiffel Tower, the Opéra, the Champs Elysées, the Rue de Rivoli, and the Palace of Versailles	Hotel Campanile
Apr 10	14 ) Paris — Channel Crossing — UK	take a last look at Paris; 15 ) travel to the Channel Port for a short ferry crossing; join the Feeder Service to home destination	/

## C. Basic Writing

---

- |                            |                    |                             |
|----------------------------|--------------------|-----------------------------|
| I. 1. Classification       | 2. Process         | 3. Comparison               |
| 4. Definition              | 5. Exemplification | 6. Cause and effect         |
| 7. Comparison and contrast | 8. Classification  | 9. Space                    |
| 10. Definition             | 11. Process        | 12. Cause and effect        |
| 13. Exemplification        | 14. Time           | 15. Comparison and contrast |
- II. Paragraph A 2. — 1. — 5. — 4. — 3.  
 Paragraph B 4. — 2. — 5. — 3. — 1.

Paragraph C 1.—4.—2.—6.—3.—5.

Paragraph D 2.—4.—5.—1.—3.

Paragraph E 5.—2.—1.—3.—4.

## D. Additional Vocabulary

Scenic Spots (English)	Scenic Spots (Chinese)	Locations
The Forbidden City / the Imperial Palace	故 宫	北 京
The Summer Palace	颐和园	北 京
Shaolin Temple	少林寺	河 南
Lushan Mountain	庐 山	江 西
Beidaihe	北戴河	河 北
Mogao Caves	莫高窟	敦 煌
Yellow Crane Tower	黄鹤楼	武 昌
West Lake	西 湖	杭 州
Yellow Mountain	黄 山	安 徽
Sun Yat Sen Mausoleum	中山陵	南 京
Confucius Temple	孔 庙	曲 阜
Forest of Stele	碑 林	西 安
Taihu Lake	太 湖	无 锡
Three Gorges	三 峡	重 庆
Tombs of Emperor Qin Shi Huang	秦 皇 陵	西 安
Mount Tai	泰 山	泰 安
Big Goose Pagoda	大 雁 塔	西 安
Great Buddha Statue at Leshan	乐 山 大 佛	乐 山
Heavenly Pond	天 池	新 疆
Huangguoshu Falls	黄 果 树 瀑 布	贵 州
Stone Forest	石 林	云 南

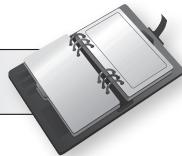
(Continued)

Scenic Spots (English)	Scenic Spots (Chinese)	Locations
Potala Palace	布达拉宫	拉萨
Guilin	桂林	广西
Jiuzhai Gou Scenic Reserve	九寨沟风景区	四川
Terracotta Army	兵马俑	西安
Wulingyuan Scenic Reserve	武陵源风景区	湖南
Longmen Caves	龙门石窟	洛阳
Tengwang Pavilion	滕王阁	南昌
Xishuangbanna	西双版纳	云南
Zhangjiajie	张家界	湖南

# Unit 6

## Public Relations

### Teaching Aim ( 教学目的 )



1. Cognitive Information ( 认知信息 ): Public Relations;  
Methods for Public Relations
2. Language Focus ( 内容重点 )
  - **Key Words:** I. positive, hoax, victim, specialize, recommendation, strength, hospitality, convention, standard, briefing, video, demonstrate; II. labor union, politician, feature, corporate, survey, lobby, vote, expansion
  - **Phrases:** I. follow up on, take action, take to, place emphasis on, look to, roll out, treat ... to; II . keep up with
  - **Useful Structures:** fall under the umbrella of ...
    - more than twice as likely
    - roll out the red carpet for ...
    - serve the needs of ...
3. Communicative Skills ( 交际技能 )
  - **Expressions:** Expressions at a Hotel
  - **Reading:** Hotel Brochures
  - **Basic Writing:** Telephone Messages
4. Special Use ( 专项用法 ): The Use of Pronouns



## Lead-in (导入)

### >>>> Listening Comprehension Tasks

#### **Difficult words and expressions**

- crowdsourcing: the act of outsourcing tasks, traditionally performed by an employee or contractor, to an undefined, large group of people or community (a crowd), through an open call 众包 (指通过公开招募把工作任务外包给不指定人群或大众去完成的做法)
- evoke: to cause a particular memory, idea, emotion or response to occur 引起 (想法、情感、反应); 唤起 (记忆)
- stakeholder: people who have an interest in a company's or organization's affairs 股东; 利益攸关者
- implication: sth. that is suggested or indirectly stated (= sth. that is implied) 含意
- recruit: to seek to employ 聘用; 征募
- methodology: the system of methods followed in a particular discipline 方法论
- succinctly: with concise and precise brevity 简洁地; 简便地
- pitch: to try to make a business agreement, or to sell sth. by saying how good it is 游说
- resonate: to be received or understood 共鸣
- spike: hard thin pointed piece of metal, wood, etc.; sharp point 尖状物; 尖头
- IPO: initial public offerings 首次公开募股
- merger: the combination of two or more companies 并购
- scandal: a disgraceful event 丑闻
- spotlight: a lamp that produces a strong beam of light to illuminate a restricted area 聚光灯
- salsa dance: 萨尔萨舞曲

#### **Passage Script**

##### **Passage I**

##### **What Is Public Relations?**

The formal practice of what is now commonly referred to as “public relations” dates to the early 20th century. In the relatively brief period leading up to today, public relations has been defined in many

different ways, the definition often evolving alongside public relations' changing roles and technological advances.

In December 2011, Public Relations Society of America led an international effort to modernize the definition of public relations and replace a definition adopted in 1982 by the PRSA National Assembly. PRSA initiated a crowdsourcing campaign and public vote that produced the following definition:

“Public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics.”

Simple and straightforward, this definition focuses on the basic concept of public relations — as a communication process, one that is strategic in nature and emphasizing “mutually beneficial relationships.”

“Process” is preferable to “management function,” which can evoke ideas of control and top-down, one-way communications.

“Relationships” relates to public relations’ role in helping to bring together organizations and individuals with their key stakeholders.

“Publics” is preferable to “stakeholders,” as the former relates to the very “public” nature of public relations, whereas “stakeholders” has the implications of publicly-traded companies.

As a management function, public relations also includes the following:

- Anticipating, analyzing and interpreting public opinions, attitudes and issues that might impact, for good or ill, the operations and plans of the organization.
- Counselling management at all levels in the organization with regard to policy decisions, courses of action and communication, taking into account their public branches and the organization’s social or citizenship responsibilities.
- Researching, conducting and evaluating, on a continuing basis, programs of action and communication to achieve the informed public understanding necessary to the success of an organization’s aims. These may include marketing, fund raising, community or government relations, and other programs.
- Planning and implementing the organization’s efforts to influence or change public policy. Setting objectives, planning, budgeting, recruiting and training staff, developing facilities — in short, managing the resources needed to perform all of the above.

## Passage II

### Five Roles of Public Relations

It's about time the world knows the real power of public relations.

Here are 5 Roles of Public Relations



## 1. To Build, Build That Brand!

“Rome wasn’t built in one day,” your wise old advisor sitting on that rocking chair pipes in. “You have to build your brand, get into the news, speak at industry events, show the world what your company’s made of!” Public relations pros, through our skills and methodologies, helps build companies’ reputations day after day, year after year.

## 2. To Massage Your Message

At meetings with the media, analysts, customers and investors, how many times have you wished you can succinctly pitch and interest people on what your company does? Public relations plays a critical role in shaping messages for the right audiences, and helping you adjust your messages to resonate with those who have the power to influence.

## 3. To Generate Those Leads

What is the value of a cover story in *Fortune Magazine*? Or an excellent product review in CNet.com? Chances are, your web site will receive an incredible spike in the number of visitors, your phones might even ring to the tune of “I just read this great review, I want to buy!” Well-executed public relations programs can place your company and products/services in the media enjoyed by your potential customers.

## 4. To Be Your Communications Command Center

When major news strikes, the public must know. Be it an IPO, a big merger or a public scandal, the challenge is in figuring out the best and most efficient way to communicate your news to target audiences. This is when your PR “command center” rises to the occasion, and executes on an already planned PR plan that places your company in the best media spotlight possible.

## 5. To Up Your Valuation

Never underestimate the power of the media. How do investors decide if they should put money in your company? Say you have excellent brochures, presentation slideshows, and a CEO who can sing and even salsa dance ... This is probably not enough. Investors talk amongst themselves, and most importantly, they read independent analyst and media reports, and make their bet on whether your company is the one.

## Key

- II. 1. The definition of public relations changes with its roles and technological advances. (T)  
2. The definition of public relations adopted by PRSA National Assembly in 1982 is still being used today. (F)

Correction: The definition of public relations adopted in 1982 was replaced by a new one in

December, 2011.

3. The new definition focuses on two points: one is strategic and the other is emphasizing mutually beneficial relationships. (T)
4. Public relations can interpret public opinions and attitudes that impact the operation and plans of the organization. (T)
5. Public relations can counsel management at all levels in the organization to achieve the informed public understanding. (F)  
Correction: Public relations can counsel management at all levels in the organization to determine its policies.
6. Public relations can help plan and implement the organization's efforts to influence or change public policy. (T)

#### IV.

Roles of Public Relations	Details
1. To Build. Build That <u>Brand</u>	PR <u>pros</u> helps build companies' <u>reputation</u> day after day, year after year.
2. To <u>Massage</u> Your Message	PR places a <u>critical</u> role in shaping messages and helping you <u>tweak your messages</u> .
3. To Generate Those <u>Leads</u>	<u>Well-executed</u> PR programs can place your company and <u>products/services</u> in the media devoured by your <u>potential</u> customers.
4. To Be Your <u>Communications Command</u> Center	The PR department rises to different <u>occasions</u> and executes on an already planned PR plan that can place your company <u>in the best media spotlight</u> .
5. To Up Your <u>Valuation</u>	Investors read independent <u>analyst and media</u> reports, and good PR can let them decide they should <u>put money</u> in our company.

## >>>>> Spot Dictation

An important part of the practitioner's job is working with the media. This working relationship between the news media and the public relations depends on practitioners' providing information that news people consider to be of public interest — is it newsworthy? In plain terms, the function of the public relations is to present its employers to best advantage, making use of the news media when an employer's viewpoints or activities are newsworthy. As a matter of fact, it is a difficult task. The practitioner has to serve three masters. One is the employer. Another is the news media, gatekeeper to the public. The third is the public interest.



First, the practitioner should recognize the benefits of sharing information and create a genuine, open, two-way communication channel between staff and management. Staff want to hear all news, good and bad, presented in a straightforward and honest way.

Second, the news media is important for corporate image. It can take years to build a good image, but a reputation can be destroyed in seconds. Besides, news media can also be very helpful for new product release, promotion campaign, or other marketing events.

Third, the public interest is the focus of PR activities. The practitioner can consider planning a range of PR events, from product launches, corporate entertainment, exhibitions, open days, press conferences, to media trips, to arouse the public interest, build customer loyalty and enhance reputation.

## **Difficult Words and Expressions**

---

- practitioners: a person who regularly does a particular activity, especially one that requires skill 从业  
人员
- gatekeeper: someone who controls access to something 看门人；守门人
- genuine: real; exactly what it appears to be 真正的
- channel: a method or system that people use to get information, to communicate, or to send sth somewhere 渠道；途径

## **Background Information (背景知识)**



### **1. Overview of public relations**

Public relations describes the various methods a company uses to disseminate messages about its products, services, or overall image to its customers, employees, stockholders, suppliers, or other interested members of the community. The point of public relations is to make the public think favorably about the company and its offerings. Commonly used tools of public relations include news releases, press conferences, speaking engagements, and community service programs. Although advertising is closely related to public relations — as it too is concerned with promoting and gaining public acceptance for the company's products — the goal of advertising is generating sales, while the goal of public relations is generating good will. The effect of good public relations is to lessen the gap between

how an organization sees itself and how others outside the organization perceive it. Public relations involves two-way communication between an organization and its public. It requires listening to the constituencies on which an organization depends as well as analyzing and understanding the attitudes and behaviors of those audiences. Only then can an organization undertake an effective public relations campaign. Many small business owners elect to handle the public relations activities for their own companies, while others choose to hire a public relations specialist. Managers of somewhat larger firms, on the other hand, frequently contract with external public relations or advertising agencies to enhance their corporate image. But whatever option is chosen, the head of a company is ultimately responsible for its public relations.

## 2. Public relations versus advertising

Public relations and advertising are two industries that are very different even though they're commonly confused as being one and the same. The following ten properties just scratch the surface of the many differences between advertising and public relations.

### *Paid Space or Free Coverage*

Advertising: The company pays for ad space. You know exactly when that ad will air or be published.

Public Relations: Your job is to get free publicity for the company. From news conferences to press releases, you're focused on getting free media exposure for the company and its products / services.

### *Creative Control Vs. No Control*

Advertising: Since you're paying for the space, you have creative control on what goes into that ad.

Public Relations: You have no control over how the media presents your information, if they decide to use your info at all. They're not obligated to cover your event or publish your press release just because you sent something to them.

### *Shelf Life*

Advertising: Since you pay for the space, you can run your ads over and over for as long as your budget allows. An ad generally has a longer shelf life than one press release.

Public Relations: You only submit a press release about a new product once. You only submit a press release about a news conference once. The PR exposure you receive is only circulated once. Editors won't publish your same press release three or four times in their magazine.

### *Wise Consumers*

Advertising: Consumers know when they're reading an advertisement they're trying to be sold a product or service.



Public Relations: When someone reads a third-party article written about your product or views coverage of your event on TV, they're seeing something you didn't pay for with ad dollars and view it differently than they do paid advertising.

#### *Creativity or a Nose for News*

Advertising: In advertising, you get to exercise your creativity in creating new ad campaigns and materials.

Public Relations: In public relations, you have to have a nose for news and be able to generate buzz through that news. You exercise your creativity, to an extent, in the way you search for new news to release to the media.

#### *In-House or Out on the Town*

Advertising: If you're working at an ad agency, your main contacts are your co-workers and the agency's clients. If you buy and plan ad space on behalf of the client, then you'll also interact with media sales people.

Public Relations: You interact with the media and develop a relationship with them. Your contact is not limited to in-house communications. You're in constant touch with your contacts at the print publications and broadcast media.

#### *Target Audience or Hooked Editor*

Advertising: You're looking for your target audience and advertising accordingly.

You wouldn't advertise a women's TV network in a male-oriented sports magazine.

Public Relations: You must have an angle and hook editors to get them to use information for an article, to run a press release or to cover your event.

#### *Limited or Unlimited Contact*

Advertising: Some industry pros have contact with the clients. Others like copywriters or graphic designers in the agency may not meet with the client at all.

Public Relations: In public relations, you are very visible to the media. PR pros aren't always called on for the good news. If there was an accident at your company, you may have to give a statement or on-camera interview to journalists. You may represent your company as a spokesperson at an event. Or you may work within community relations to show your company is actively involved in good work and is committed to the city and its citizens.

#### *Special Events*

Advertising: If your company sponsors an event, you wouldn't want to take out an ad giving yourself a pat on the back for being such a great company. This is where your PR department steps in.

Public Relations: If you're sponsoring an event, you can send out a press release and the media might pick it up. They may publish the information or cover the event.

### *Writing Style*

Advertising: Buy this product! Act now! Call today! These are all things you can say in an advertisement. You want to use those buzz words to motivate people to buy your product.

Public Relations: You're strictly writing in a no-nonsense news format. Any blatant commercial messages in your communications are disregarded by the media.

## **3. Goals of public relations**

Some of the main goals of public relations are to create, maintain, and protect the organization's reputation, enhance its prestige, and present a favorable image. Studies have shown that consumers often base their purchase decisions on a company's reputation, so public relations can have a definite impact on sales and revenue. Public relations can be an effective part of a company's overall marketing strategy. In the case of a for-profit company, public relations and marketing should be coordinated to be sure they are working to achieve the same objectives. Another major public relations goal is to create good will for the organization. This involves such functions as employee relations, stockholder and investor relations, media relations, and community relations. Public relations may function to educate certain audiences about many things relevant to the organization — including the business in general, new legislation, and how to use a particular product — as well as to overcome misconceptions and prejudices. For example, a nonprofit organization may attempt to educate the public regarding a certain point of view, while trade associations may undertake educational programs regarding particular industries and their products and practices.

## **4. Areas of public relations**

Public relations is a multifaceted activity involving different audiences as well as different types of organizations, all with different goals and objectives. As a result, there are several specific areas of public relations.

*Product public relations* Public relations and marketing work together closely when it comes to promoting a new or existing product or service. Public relations plays an important role in new product introductions by creating awareness, differentiating the product from other similar products, and even changing consumer behavior. Public relations can help introduce new products through staging a variety of special events and handling sensitive situations. Public relations is often called on to give existing products and services a boost by creating or renewing visibility. Public relations can interest the media in familiar products and services in a number of ways, including holding seminars for journalists, staging a special media day, and supplying the media with printed materials ranging from "backgrounders" (in-depth news releases) to booklets and brochures. Changes in existing products offer additional public relations opportunities to focus consumers' attention. An effective public relations campaign can help to properly position a product and overcome negative perceptions on the part of the general public.



*Employee relations* Employees are one of the most important audiences a company has, and an ongoing public relations program is necessary to maintain employee good will as well as to uphold the company's image and reputation among its employees. The essence of a good employee relations program is keeping employees informed and providing them with channels of communication to upper levels of management. A range of communication devices were used, including a monthly tabloid and magazine, a quarterly video magazine, local newsletters, bulletin boards and a call-in telephone service. Suggestion systems are another effective way to improve employee-management communications. Other public relations programs focusing on employees include training them as company public relations representatives; explaining benefits programs to them; offering them educational, volunteer, and citizenship opportunities; and staging special events such as picnics or open houses for them. Public relations can also play a role in recruiting new employees; handling reorganizations, relocations, and mergers; and resolving labor disputes.

*Financial relations* Financial relations involves communicating not only with a company's stockholders, but also with the wider community of financial analysts and potential investors. An effective investor relations plan can increase the value of a company's stock and make it easier to raise additional capital. In some cases special meetings with financial analysts are necessary to overcome adverse publicity, negative perceptions about a company, or investor indifference. A tour of a company's facilities may help generate interest among the financial community. Mailings and ongoing communications can help a company achieve visibility among potential investors and financial analysts. Annual reports and stockholder meetings are the two most important public relations tools for maintaining good investor relations. Some companies hold regional or quarterly meetings in addition to the usual annual meeting. Other companies reach more stockholders by moving the location of their annual meeting from city to city. Annual reports can be complemented by quarterly reports and dividend check inserts. Companies that wish to provide additional communications with stockholders may send them a newsletter or company magazine. Personal letters to new stockholders and a quick response to inquiries insure an additional measure of good will.

*Community relations* A comprehensive, ongoing community relations program can help virtually any organization achieve visibility as a good community citizen and gain the good will of the community in which it operates. Banks, utilities, radio and television stations, and major retailers are some of the types of organizations most likely to have ongoing programs that might include supporting urban renewal, performing arts programs, social and educational programs, children's programs, community organizations, and construction projects. On a more limited scale, small businesses may achieve community visibility by sponsoring local sports teams or other events. Support may be financial or take the form of employee participation. Organizations conduct a variety of special programs

to improve community relations, including providing employee volunteers to work on community projects, sponsoring educational and literacy programs, staging open houses and conducting plant tours, celebrating anniversaries, and mounting special exhibits. Organizations are recognized as good community citizens when they support programs that improve the quality of life in their community, including crime prevention, employment, environmental programs, clean-up and beautification, recycling, and restoration.

*Crisis communications* Public relations practitioners become heavily involved in crisis communications whenever there is a major accident or natural disaster affecting an organization and its community. Other types of crises involve bankruptcy, product failures, and management wrongdoing. In some cases, crises call for an organization to become involved in helping potential victims; in other cases, the crisis may require rebuilding an organization's image. The main objective of such a plan is to provide accurate information quickly in order to reduce uncertainty.

*Government and political relations* Public relations in the political arena covers a wide range of activities, including staging debates, holding seminars for government leaders, influencing proposed legislation, and testifying before a congressional committee. Political candidates engage in public relations, as do government agencies at different levels. Trade associations and other types of organizations attempt to block unfavorable legislation and support favorable legislation in a number of ways.

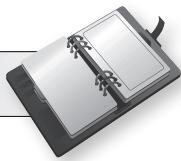
*Public relations in the public interest* Organizations attempt to generate good will and position themselves as responsible citizens through a variety of programs conducted in the public interest. Some examples are environmental programs (including water and energy conservation) and antipollution programs. Health and medical programs are sponsored by a wide range of nonprofit organizations, healthcare providers, and other businesses and industries. Other programs offer political education, leadership and self-improvement, recreational activities, contests, and safety instruction.

*Consumer education* Organizations have undertaken a variety of programs to educate consumers, building good will and helping avoid misunderstandings in the process. Opportunities for educating consumers might include sponsoring television and radio programs, producing manuals and other printed materials, producing materials for classroom use, and releasing the results of surveys. In addition to focusing on specific issues or industries, educational programs may seek to inform consumers about economic matters and business in general.

*Other public relations programs* Other types of programs that fall under the umbrella of public relations include corporate identity programs, ranging from name changes and new trademarks to changing a company's overall image. Special events may be held to call attention to an organization and focus the public's good will. These include anniversary celebrations, events related to trade shows,

special exhibits, or fairs and festivals. Speakers bureaus and celebrity spokespersons are effective public relations tools for communicating an organization's point of view. Speakers bureaus may be organized by a trade association or an individual company. The face-to-face communication that speakers can deliver is often more effective than messages carried by printed materials, especially when the target audience is small and clearly defined.

## Language and Culture Focus (语言文化要点)



### >>>> Reading I

#### 1. positive *adj.*

① leading to practical action; constructive 积极的；有益的；建设性的

**antonym:** negative

**【例句】** positive advice / answer

positive thinking

positive attitude towards life

positive criticism / feedback

How can we resolve this issue in a positive way?

② (of / about) having no doubt; sure 确信的；有把握的

**【例句】** It seemed unlikely to me, but she seemed absolutely positive of / about it.

Are you positive that you've never seen that man before?

③ leaving no possibility of doubt; definite 明确的；确定的

**【例句】** positive proof / evidence / identification 确凿的证据 / 确切的身份证明

It's no use giving the police all these vague times and dates; they need something positive to go on.

These fingerprints are positive proof / proof positive that he used the gun.

#### 相关词

**positively:** *adv.* 积极地；肯定地；有把握地；明确地

**【例句】** think positively

She said quite positively that she would come, and we were all surprised when she didn't.

#### 相关搭配

**positive pole:** (磁铁的)北极；(电的)正极；阳极

**a positive charge:** 正电荷

**positive role model:** 正面的榜样

**2. fall under the umbrella of:** to be included in; to be in the category of 在……范围内; 从属于

【例句】The two colleges both fall under the umbrella of the University of London, although they are technically universities in their own right.

There are obviously other crimes which could fall under the umbrella of “domestic” crimes, such as murder, attempted murder, or home invasion.

**3. For many companies, public relations is the fastest-growing element of the promotional mix.**

【参考译文】对大多数公司而言,公共关系是促销手段中发展最快的一种。

**4. more than twice as likely:** very possibly or likely 很可能

【例句】Black children are more than twice as likely to die from a traumatic(外伤的) injury as white children are.

Minority drivers are more than twice as likely as whites to get pulled over(被命令停在路边) by police in Chicago suburbs.

**5. follow up on:** to seek further details about; to discover more about 进一步探寻

【例句】Bill followed up on yesterday’s notes about parental Internet-control software.

We want to make sure they followed up on all customer complaints.

**6. hoax:** n. a mischievous trick; a plan to deceive a large group of people 恶作剧; 骗局

【例句】a bomb hoax 炸弹骗局

hoax call 恶作剧电话

The telephone caller said there was a bomb in the hotel, but it later turned out to be a hoax.

**7. take action:** to do something in response to what has happened 采取行动

【例句】The police took firm action to deal with the riots.

The UN Security Council is trying to take action on Iraq this month.

**8. take to**

① to start to do sth. as a habit 开始从事

【例句】All this bad news is enough to make you take to drink.

He’s taken to getting up early in the morning and doing exercises.

② to start to like someone or sth. 喜欢上……

【例句】I took to her as soon as I met her.

**9. After taking these actions, PepsiCo president Craig Weatherup took to the airwaves on news programs and talk shows to explain the investigations that the company had conducted.**

【参考译文】采取这些行动后,百事公司的总裁Weatherup开始走上电视或广播的新闻节目及脱口秀节目,解释公司所进行的调查。

**10. victim:** *n.* a person that is injured or killed as a result of carelessness, crime or misfortune 受害者

【例句】 rape / murder / homicide victim

famine / earthquake / flood victim

cholera (霍乱) / AIDS victim

In most sexual offences, the attacker is known to the victim.

相关搭配

**fall victim to:** 成为……的牺牲品

【例句】 Vital public services have fallen victim to budget cuts.

相关词

**victimize:** *vt.* 不公正对待；迫害

【例句】 The sacked man claim they have been victimized because of their political activity.

**11. place emphasis on:** to put stress on 强调

【例句】 In his speech, he placed emphasis on the current political situation in the world.

Emphasis will be placed on how to complete the task on time.

**12. specialize:** *vi.* (in) to limit all or most of your study, business, etc. to a particular subject or activity 专门研究；专门从事；专攻

【例句】 After qualifying, he decided to specialize in contract law.

相关词

**specialized:** *adj.* 经过专门训练的；专门的；专用的

【例句】 a highly specialized field of study

Don't try repairing it yourself — it requires specialized knowledge.

**specialty:** [复数: specialties] *n.* 1) 特色菜；特色食品 2) 专业；专长

**specialist:** *n.* 专家；专科医生

【例句】 She is a specialist in Chinese history.

Dr. Brown is a specialist in international trade.

布朗博士是国际贸易专家。

a heart specialist 心脏病专家

**13. Press relations is the process of communicating with newspapers, magazines, and broadcast media.**

【参考译文】与媒体的关系是指与报纸、杂志及广播媒介交流的过程。

**14. look to:** to turn to (sb. or sth.) for help 依赖于；求助于

【例句】 We look to you for support.

They are looking to the new manager to make the company profitable.

**15. recommendation n.**

① a statement saying that someone or something is good or suitable; action of recommending 推荐；建议



**【例句】** letter of recommendation

**相关搭配**

**make recommendations:** 提出建议

**【例句】** The committee made a number of recommendations for improving safety standards.

**on sb.'s recommendation:** 在……的建议下; 根据……的建议

**【例句】** On his recommendation, five officers were court martialled.

② letter of recommendation 推荐信; 介绍信

**【例句】** He wrote me a recommendation.

**相关词**

**recommend v.** (参见 Word Study 部分)

## 16. strength *n.*

① strong point 长处; 优点

**【例句】** Every proposal has its strengths and weaknesses.

The great strength of our plan lies in its simplicity.

② the physical power and energy that makes someone strong 体力; 力气

**相关搭配**

**have the strength to do sth.**

**【例句】** I don't have the strength to climb any further.

**with all one's strength:** 用尽全力

He pulled on the rope with all his strength.

③ political, military or economic power 实力

**【例句】** the strength of the US economy

a show of military strength

**相关词**

表示: 优点、强项	表示: 缺点、弱点
strength	weakness
merit	demerit
advantage	disadvantage

## 17. roll out: to unfold something that is rolled up and put it flat on the ground 展开

**【例句】** roll out the pastry

Roll out your sleeping bag inside the tent.



**18. roll out the red carpet for:** to give a ceremonious welcome to 举行隆重的欢迎仪式

【例句】We rolled out the red carpet for the important visitor.

As a culture, we are always ready to roll out the red carpet for famous actors, musicians, or political leaders.

France did more than roll out the red carpet for the state visit starting Monday of Chinese President Hu Jintao. It lit up the Eiffel Tower in red and held an eye-catching( 引人注目的 ) weekend parade with more than 7,000 participants.

**19. treat sb. / oneself to sth.:** to provide (sb. or oneself) with (sth.) that is enjoyable 以……招待 / 款待

【例句】We treated Mom to lunch in a big restaurant.

I treated myself to a new dress.

Get your clients together for a reunion — treat them to breakfast or lunch — and you're likely to find business pouring in.

**20. hospitality:** *n.* friendly behavior towards visitors 好客；殷勤

【例句】Thanks for your hospitality over the past few weeks.

相关搭配

**corporate hospitality:** ways in which companies entertain their customers in order to gain business 公司招待

相关词

**hospitable:** *adj.* 好客的；殷勤的；热情友好的

【例句】The local people were very hospitable.

**21. convention** *n.*

① conference of people of the same profession or with the same interest 大会, 会议

【例句】a teacher's convention 教师大会

World Engineering Convention 2004

International Convention of Asian Scholars

② behavior and attitudes that most people in a society consider to be normal and right 惯例；常规；

习俗

【例句】The handshake is a social convention.

She went against all convention and married outside her religion.

相关搭配

**by convention:** 根据习俗

【例句】By convention, the bride's father gives her away at the wedding.

③ a formal agreement between countries 公约；协定

【例句】the European convention on human rights



相关词

**conventional:** *adj.* 传统的；守旧的

**【例句】**narrow and conventional opinion

22. standard

① *adj.* accepted as normal or usual 通常的；普通的

**【例句】**We paid them the standard rate for the job.

相关搭配

**standard practice / procedure:** 例行的做法 / 程序

② *adj.* regular and usual in shape, size, quality, etc. 规范的；标准的

**【例句】**We made shoes in standard sizes.

All these vans are made to a standard design.

相关搭配

**standard English / spelling / pronunciation:** 标准的英语 / 拼写 / 发音

③ *n.* a level of ability, skill, etc. that is considered to be necessary or acceptable in a situation 水平；  
水准；标准

**【例句】**standard of teaching 教学水准

相关搭配

**(of a) high / low standard**

**【例句】**Our students achieve very high standards of musical ability.

Articles of a low standard will not be accepted.

**set a standard:** 制定标准

**meet / reach / attain a standard:** 达到标准

**Maintain standards:** 保持水平 / 水准

**above / below standard:** 超过 / 低于标准

**raise / lower a standard:** 提高 / 降低标准

**standard time:** 标准时间

**standard of living:** 生活标准

**standardization:** 标准化

23. **briefing:** *n.* detailed information given at a meeting 情况介绍；简报会

**【例句】**Norwegian Minister of International Development is to give a briefing at the UN Security Council meeting in Nairobi.

相关词

**brief**

① *vt.* 为……提供信息

**相关搭配**

**brief sb. on sth.**: 向某人简要介绍

**【例句】**The president has been fully briefed on the current situation in Haiti.

② *adj.* 短暂的；简洁的；明快的

**【例句】**a brief visit

a brief note of thanks

have a brief word with sb. 和某人说几句话

be brief 长话短说

**相关搭配**

**in brief**: 1) 简而言之；简单地说 2) 粗略的；梗概的

**【例句】**We should, in brief, invest heavily in digital systems.

a report in brief

news in brief 新闻摘要

24. **video**: *n.* recording of some event; videotape 录像；录像带

**【例句】**a video shop 录像店

blank video 空白录像带

I have borrowed the video of *Gone with the Wind*.

**相关搭配**

**video camera**: 摄像机

**video conferencing**: 电视会议；视频会议

**video disc**: 影碟

**video phone**: 可视电话

25. **demonstrate**

① *vt.* to show and explain how sth. works 示范；展示

**【例句】**The chef demonstrated before the class how to make a dough.

At last, she had the chance to demonstrate her musical talents.

② *vt.* to show or prove sth. clearly 证明；证实

**【例句】**These findings clearly demonstrate that unemployment leads to poor health.

③ *vi.* to march through the streets in order to protest 游行；示威

**【例句】**What are they demonstrating against?

Supporters demonstrated outside the courtroom during the trial.

**相关词**

**demonstration**: *n.* 游行示威；示范；演示；表达

**【例句】**a demonstration against the war

相关搭配

**stage / hold a demonstration:** 举行游行

**give a demonstration (of):** 做示范

**demonstrator:** n. 游行者, 示威者; 示范者, 演示者

## >>>>> Reading II

1. **assignment:** n. a particular task that is officially given to a particular person 任务

【例句】Her assignment was to follow the spy. 她的任务就是跟踪这个间谍。

This would be a challenging assignment.

这将是一个颇具挑战性的任务。

She's going to India on a special assignment for her newspaper.

她被报社派去印度执行特殊任务。

2. **labor union:** an organization that represents the ordinary workers in a particular trade or profession, especially in meetings with employers (=British English: trade union) 工会

3. **politician:** n. a person whose business is politics, especially one who has been elected to a parliament or to a position in government.

【例句】professional diplomats and politicians 职业外交官和政治家

4. **vary:** v. to be different; to change

【例句】The price varies according to the season. 价格随季节而变化。

The quality of their products never varies. It is always excellent.

他们产品的质量始终如一, 总是那么出色。

The screens will vary in size depending on what one wants.

显示屏的大小根据客户的要求而异。

The sums they receive vary from individual to individual.

他们所领到的金额因人而异。

5. **media:** n. the newspapers, television, and radio

【例句】government control over the media 政府对媒体的控制

Some news media are interested only in bad news.

一些新闻媒体只对坏消息感兴趣。

The media has a lot of power today. 如今媒体有很大的权力。

6. **The communication between an organization and its public ranges from a simple news release to a sophisticated campaign featuring films, advertisements, speeches, and television appearances.**

**【参考译文】**机构和公众之间的交流从简单的新闻发布延伸到专题片、广告、演讲和电视宣传等多种复杂方式。

7. **sophisticated:** *adj.* produced or developed with a high level of skill and knowledge; advanced and complex 先进的

**【例句】** sophisticated machinery 先进的机械

sophisticated filming techniques 先进的电影技术

sophisticated computer search methods 先进的计算机搜索方法

8. **feature:** *v.* to include a particular person or thing as a special feature 特别展示；以……为特色

**【例句】** The exhibition features paintings by contemporary artists.

a cruise ship featuring extensive spa facilities

Many of the hotels featured in the brochure offer special deals for weekend breaks.

9. ... **gain the good will of the public:** to get support and favorable opinions from the public 获得公众的好感

10. **serve the need of:** to be useful to sb. in achieving sth. or satisfying his need 满足要求；符合需要

**【例句】** Most of their economic policies serve the needs of big business.

How can we best serve the needs of future generations?

The research projects serve the needs of industry.

**相关搭配**

**meet / satisfy a need:** provide something that people want or need 满足要求；符合需要

**【例句】** The charity exists to meet the needs of elderly people.

Schools must satisfy the needs of their pupils.

We have loans to meet your every need.

11. **policy:** *n.* a way of doing something that has been officially agreed and chosen by a political party, business, or other organization 政策

**【例句】** foreign / economic policy 外交 / 经济政策

a domestic policy 国内政策

The company has adopted a strict no-smoking policy.

the company's personnel policy 该公司的人事政策

12. **corporate:** *adj.* of or relating to a corporation 团体的；法人组织的

**相关搭配**

**corporate assets:** 公司资产

**corporate culture:** 企业文化

**a corporate body:** 团体；法人组织

**corporate responsibility:** 共同责任

13. **survey:** *n.* a detailed investigation or study of people's behaviors or opinions, especially carried out by asking people questions

【例句】to do / make / carry out a survey of public attitudes 对公众态度进行调查

a recent survey of 500 advertising companies

最近对500家广告公司的调查

The latest survey shows a majority in support of government policy.

最近的调查表明大多数人支持政府政策。

This chapter includes a brief survey of the commonly used drugs.

本章节包括对常用药品的简要调查。

14. **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.

他们对应聘销售经理的人进行面试。

15. **complexity:** *n.* the state of being difficult to understand, explain, or deal with 复杂

【例句】the complexities of the tax laws 税法的复杂性

a political problem of great complexity 极其复杂的政治问题

the complexities of many gestures and expressions

许多手势语和面部表情的复杂性

16. However, the size and complexity of most modern organizations make direct communication with individuals almost impossible.

【参考译文】然而,现代化机构的规模和复杂程度使它几乎不可能与公众个人之间直接交流。

17. **principal:** *adj.* highest in importance or position; main 主要的; 最重要的

【例句】my principal source of income 我的主要收入来源

The Nile is one of the principal rivers of Africa.

尼罗河是非洲的主要河流之一。

Our principal problem was lack of time. 我们主要的问题是缺少时间。

His principal interest in life was to be the richest man in Britain.

他对生活的主要乐趣是成为英国最富有的人。

Once the principal contradiction is grasped, all problems will be readily solved.

一旦抓住了主要矛盾,一切问题就迎刃而解。

比较: **principal & principle**

**principal** *adj.* 主要的; 最重要的

**principal** *n.* (高等院校的)校长

**principle** *n.* 法则; 原则; 原理

18. **lobby:** *v.* The word "lobby", originally used as a noun, is a public room next to the assembly

chamber of a legislative body. During the recess (休会期间) of the assembly, some people try to influence the thinking of legislators or other public officials for or against a specific cause. Hence it is transferred later as a verb, meaning to try to persuade the government or someone with political power that a law or situation should be changed; to try to influence people to take a desired action to support one's actions, needs, or beliefs 游说

**【例句】** Small businesses have lobbied hard for changes in the tax laws.

一些小企业拼命游说，希望修改税法。

They are lobbying for a reduction in defense spending.

他们正在游说要求减少国防开支。

We are lobbying our MP to support the new law.

我们正在游说议员支持新法律。

The ecologists lobbied powerfully on the anti-nuclear issue.

生态学家就无核化问题进行强大的游说。

**19. agency:** *n.* the business of an agent 经纪人行当

**20. billboard:** *n.* a signboard, usually outdoors, on which advertisements or post notices are displayed 广告牌

**21. publication:** *n.* something published, such as books and magazines

**【例句】** a respected scholar with a long list of publications to his name

一位可敬的出版了大量作品的学者

The library gets the usual monthly publications.

图书馆有每月出版的期刊。

The magazine ranked 52nd among all publications in Britain.

在英国的所有出版物中，这份杂志排名第 52 位。

**22. vote:** *v.* to express one's preference for by marking a paper, raising your hand, etc. 投票；表决

**【例句】** Congress voted to increase foreign aid by 10%.

Shareholders voted to reject the offer.

70% of the population voted for independence.

**23. legislator:** *n.* a maker of laws or a member of a law-making body 立法者；议员

**【例句】** Many of the legislators who drafted the bill are landowners.

许多起草这份议案的立法者都是土地拥有者。

**24. expansion:** *n.* the process of becoming larger or greater in size, number, volume, or degree, etc.

**【例句】** economic expansion 经济扩张

the company's expansion into new markets 公司扩张进入新市场

the rapid expansion of British agriculture 英国农业的快速扩张

The new factory is quite large, to allow room for expansion.

新工厂非常大，留有扩张的余地。

Metals undergo expansion when heated. 金属遇热会膨胀。

## >>>>> Extended Activities

### A. Function and Structure

---

#### 1. Hotels

A hotel is an establishment that provides paid lodging, usually on a short-term basis. Hotels often provide a number of additional guest services such as a restaurant, a swimming pool or childcare. Some hotels have conference services and meeting rooms and encourage groups to hold conventions and meetings at their location. Basic accommodation of a room with only a bed, a cupboard, a small table and a washstand has largely been replaced by rooms with en-suite bathrooms and, more commonly in the United States than elsewhere, climate control. Other features found may be a telephone, an alarm clock, a TV, and broadband Internet connectivity. Food and drink may be supplied by a mini-bar (which often includes a small refrigerator) containing snacks and drinks (to be paid for on departure), and tea and coffee making facilities (cups, spoons, an electric kettle and sachets containing instant coffee, tea bags, sugar, and creamer or milk).

The cost and quality of hotels are usually indicative of the range and type of services available. Due to the enormous increase in tourism worldwide during the last decades of the 20th century, standards, especially those of smaller establishments, have improved considerably. For the sake of greater comparability, rating systems have been introduced, with the one to five stars classification being most common.

#### 2. Online hotel reservation

Online hotel reservation is becoming a very popular method for booking hotel rooms. Travelers can book rooms from home, using online security to protect their privacy and financial information, and using several online travel agents to compare prices and facilities at different hotels. Nowadays, online travel agents will have pictures of hotels and rooms, information on prices and deals, and even information on local resorts. Many also allow reviews of the traveler to be recorded with the online travel agent. Online hotel reservations are also helpful for making last minute travel arrangements. An increasing number of hotels are building their own websites to allow them to market their hotels directly on the web.



### 3. Finding a hotel

When a passenger wants to find a hotel, he / she needs to consider whether the price, facilities, services of the hotel meet his / her requirement. He / she should also need to know the stars of the hotel to judge the quality of the hotel. Furthermore, the location of the hotel is also very important. A hotel in the city center may be convenient for shopping and transport, but the cost for the accommodation can be more expensive. However, hotels with the same stars in the suburb can be cheaper. For passengers with a small budget, youth hostel (青年旅馆) can be a good choice. Those who are travelling by car can stay in a motel (汽车旅馆), where you can park your car outside your room.

Some hotels are called *B and B* because they provide both bed and breakfast.

## B. Special Use: The Use of Pronouns

---

英语中的代词主要有定指代词( definite pronoun )和不定代词( indefinite pronoun )。定指代词包括：

人称代词( personal pronoun ): I, we, you, he, she, it, they, me, us, him, her, them, one;

物主代词( possessive pronoun ): my, our, your, his, her, its, their, mine, ours, yours, hers, theirs;

反身代词( reflexive pronoun ): myself, ourselves, yourself, yourselves, himself, herself, itself, themselves;

指示代词( demonstrative pronoun ): this, that, these, those;

相互代词( reciprocal pronoun ): each other, one another;

关系代词( relative pronoun ): who, whom, which, where, that, as, but;

疑问代词( interrogative pronoun ): who, whom, whose, which, what

不定代词主要有：each, every, all, everyone, everybody, everything, some, someone, somebody, something, both, any, anyone, anybody, anything, either, none, no one, nobody, nothing, neither, many, much, few, little, several, enough。

下面，我们将挑选一些重要的代词，讨论它们的用法。

### 1. 人称代词it的用法

- it可经常用来指代时间、距离、天气、温度等。例如：

- What time is *it*?  
— It's ten.
- What's the date?  
— It's March the third.
- How far is *it* to the theatre?  
— It's two kilometres.

*It's* three degrees below zero.

*It's* raining / snowing / frosty.

- it可用来引出下文



it常用于断裂句(cleft sentence),构成强调结构。例如:

*It was Mike who lent us the money.*(是Mike,而不是其他人。)

*It is teachers that we need, not doctors.*(注意it及其后面动词的形式,不用复数。)

it常作为形式主语或形式宾语出现在句子中。例如:

*It is easy to criticize.*

*It is strange that he hasn't appeared.*

*It never occurred to me that he was a spy.*

We found *it* impossible to get visas.

## 2. 人称代词she的用法

she除了可以用来指代女性外,还可以用来指代ship, sheep, car, country和moon等一些特殊的词,以表达一种感情色彩。例如:

*The seamen saw a ship in the distance. She was sailing toward the island.*

*How is your new car? Terrific. She's going like a bomb.*

*China is developing steadily. She has been increasing her imports and exports year after year.*

## 3. 人称代词I的用法

当I与其他代词一起出现时,我们通常把I放在最后,表示谦虚和礼貌。例如:

you and I                  my brother and I

如果第一人称、第二人称和第三人称同时出现,它们的排列顺序为“第二人称+第三人称+第一人称”。例如:

you, he and I

## 4. 人称代词指称的一致性

人称一致指代词的人称形式在上下文中必须保持一致。例如:

*Mike and I are going to see the film. We like seeing films.*

(这里我们用we,而不是they。)

*The team has won its first game.*(单数代词its和单数动词保持一致。)

*The team were taking their practice shots at the basket.*

(复数代词their和复数动词保持一致。)

*They each had their problems.*(their与they对应。)

*They had each his own problem.*(这里的each为定语,后面的problem应为单数形式,代词也为单数形式his。)

在上句中,虽然they可以指男也可以指女,但在正式场合我们一般用his而不用her。例如:

A teacher should offer *his* students challenging work.

Each person has *his* own business.

在一些非正式场合,也可以考虑使用复数的人称代词。例如:

Has everyone brought *their* exercise books?

## 5. 指示代词this和that的用法

this通常用来指称空间或时间上较近的事物,而that通常用来指称空间或时间上较远的事物。

但除此基本用法之外,它们还有其他用法。

- this可用于介绍。例如:

*This is Mr. Smith.*

*This is my friend, Jane.*

- 打电话时,指称自己用this,指称对方用that。例如:

*Who's that speaking? This is Mary.*

- that常用在比较句中,代替前面已出现的特指名词,以避免重复;复数形式用those。例如:

*The fate of words is like that of living organism: only the fittest survive.*

*The prices of medicine have dropped as compared with those of 1990.*

*The cost of oil is less than that of gas.*

*I prefer the climate of Shanghai to that of Wuhan.*

- this和that可用来表示程度,相当于so。例如:

*Don't walk that fast!*

## 6. each和every的用法

虽然each和every的意思都可以解释为“每一个”,但它们还是有一些差别的。

- 在语法功能上,each既可以作代词,也可以作限定词;而every只作限定词。例如:

*Each knows what to do.* (代词)

*Each one knows what to do.* (限定词)

*Every man knows what to do.* (限定词)

everyone可以作代词。但当everyone后面跟of时,every和one必须分开,即every one of ...。

- 在意义上,each强调个体,而every强调整体;each强调个性、差异,而every强调共性、相同点。

例如:

*Everyone is here.* (大家都到了,强调共性。)

*I would like everyone to be happy.* (希望大家都高兴,强调共性。)

*Each one has his own business.* (每个人都有自己的事,强调个性。)

*Each person explained it in his own way.* (每个人用自己的方式解释,强调个性。)

- every一般指三个或三个以上的数目,each指两个或两个以上。例如:

*Each sex has its own physical and psychological characteristics.*

*My sister has two children and I have bought each a present.*

*My sister has three children and I have bought each / everyone a present.*

注意:each的位置和与之搭配的动词形式:



*Each of us has a map.* ( each 作主语, 动词为单数。)

*We each have maps.* ( we 作主语, 动词用复数。)

## 7. neither和either的用法

- neither 表示“两者都不”。neither作主语时, 动词谓语在正式语体中用单数形式。例如:

*Neither of them is going to come.*

*I like neither of the two cities.*

- either 表示“两者中的任何一个”。例如:

*You may take either half.*

- either 后面的动词谓语用单数形式。例如:

*Either of the factories is in operation now.*

- either 也有“两”的意思。例如:

*on either side of the road* ( 马路的两边, 注意用单数名词 )

- either ... or ... 表示“或者……或者……”, neither ... nor ... 表示“既不……也不……”。例如:

*Either you must improve your work or I shall dismiss you.*

either ... or ... 引出主语时, 动词谓语的单复数形式遵循就近原则, 即由 or 后面的主语决定。

neither ... nor ... 的结构也是如此。例如:

*Either the shirts or the sweater is a good buy.*

*Neither he nor I am responsible for this.*

- neither 有时可与 not either 互换。例如:

*I have read neither of these books.*

*I haven't read either of these books.*

## 8. another, the other, others, the others的用法

这4个词的意思都是“其他”, 但用法有所不同。

- the other 表示剩下的全部, the others 是它的复数形式。例如:

*I have two houses. One is in Shanghai, the other is in Beijing.*

*There are forty students in my class. Twenty-five are boys, the others are girls.*

- another 表示剩下的其中一部分, others 是它的复数形式。例如:

*I have three apples. One is red, another is yellow, the third is green.*

*There are a lot of students on the playground. Some are playing football, others are playing basketball.*

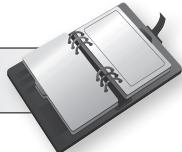
## C. Practical Reading

Brochure 即宣传小册子, 是商家常用的宣传资料, 其内容范围广泛, 可包括公司简介、业务介

绍、收费标准、联系方式、服务模式等。本题中的答案都比较直观,分析如下:

1. 从 ROOM SERVICE 中的 We will be happy to serve you breakfast in your room. 可知,答案为 b。
2. 从 RESRAURANT 中可知答案为 a。
3. 从 NIGHT PORTER 中可知答案为 b。
4. 从 BUSINESS SERVICE 部分可知 b 为例外,答案为 b。
5. 从 DOCTOR 部分可知 a 为例外,答案为 a。
6. 从 LAUNDRY 部分即可得知答案是 a。
7. 从 VALUABLES 部分可知 c 是正确答案。
8. 从第二份材料上可知这家旅馆也是一家会议中心( CONVENTION CERTRE ),因此答案为 c。
9. 这是一道简单的计算题:  $(145+145) \times 2=580$ , 答案为 d。
10. 从 CAR PARKING 部分可知,c 是答案。

## 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,分别对 PR 的定义和 PR 的主要任务作了介绍。在进行听力活动前,教师可以结合 Reading I , Pairwork 中 第 1 题 “What do you know about PR — Public Relations?” 和 第 2 题 “What major purposes does PR serve?”, 请学生说说他们对 PR 的初步认识。听力练习的编排和以往各单元一样,练习一和练习三均属预听活动,主要目的是在进行精听练习之前,让学生对所听语篇的主旨( gist )有所了解,初步把握词汇和理解上的难点所在,为接下来的听力活动做好语言和心理上的准备。练习二为正误辨析题,要求学生根据所听到的内容进行单句的正误辨析,并对错误的句子予以改正。由于要求辨析正误的句子并未事先给出,学生在听音前无法把握听音时记忆的重点和要点,有些关键信息点上可能存在听得懂但未必记得住的情况。教师应提醒学生对听音中涉及的一些重要 factual information 在理解的基础上进行快速笔记,帮助记忆。练习四要求学生根据所听到的内容,完成录音材料中提及的 PR 5 大主要功能的一张表格。由于练习中要求填写的句子的顺序和录音材料中相关内容出现的顺序基本一致,学生比较容易捕捉所需填写的信息。教师应提醒学生在听音前,仔细阅读相关句子,并对空格部分内容进行积极预测,判定其词性,在句中的成分和功能等,以便在听音过程中快速反应,捕捉相关信息。
2. 听写填空( Spot Dictation )从 PR 从业人员主要服务的三大对象( the employer, the news media 以及 the public interest )着手,介绍了 PR 从业人员的主要职责范畴,主要填写与公关概念有关的

名词和动词,学生应掌握这些词的相互搭配关系和用法。该部分内容可以作为导入活动安排在阅读Ⅱ课文讲解之前进行。听写前,教师可以就学生对阅读I Pairwork中讨论过的“What major purposes does PR serve?”以及“What impression do PR practitioners make on you?”两题作一个简单的回顾。

3. Reading I Brainstorming 学生通过自由讨论的形式,探讨他们对press relations, press release 和 press conference 三个公共关系领域常用术语的理解。press一词前面常与the连用,解释为“新闻界”,即收集、出版、传播或播送新闻的媒体和机构的总称( the entirety of media and agencies that collect, publish, transmit, or broadcast the news );也可指“新闻或媒体从业人员”,如新闻记者、摄影记者、出版发行人及广播员等( the people involved in the media, as news reporters, photographers, publishers, and broadcasters )。如:

The power of the press is very great. 新闻界的力量非常大。

The press have / has been invited to a press conference to hear the government's statement on the event. 新闻记者已应邀参加新闻发布会,听取政府关于这一事件的声明。

Press最初指的是在印刷机( printing press )上印刷制作的报纸、杂志等印刷媒体,现在也包括电视、电台等广播媒体( The press traditionally refers to newspapers and news magazines produced on printing presses. These forms of mass media are designed to reach large audiences. In modern usage, the press frequently includes broadcast media as well. )。

Public relations, 公共关系,通常被定义为“组织或个人运用传播手段,为改善与社会公众的关系,促进公众对其的认识、理解及支持,达到树立良好个人或组织形象目的的活动”。公共关系既是一种传播活动,也是一种管理职能。公共关系是一种状态,任何一个组织或个人都处于某种公共关系状态之中。公共关系又是一种活动,当一个组织或个人有意识地、自觉地采取措施去改善和维持自己的公共关系状态时,就是在从事公共关系活动。作为公共关系主体长期发展战略组合的一部分,公共关系的含义是指这种管理职能:评估社会公众的态度,确认与公众利益相符合的组织或个人的政策与程序,拟定并执行各种行动方案,提高主体的知名度和美誉度,改善形象,争取相关公众的理解与接受。

Press relations 媒体关系。它是公共关系的一个重要范畴。现代社会中,大众传播媒体是社会公众获取信息的主要途径,对公众舆论起着主导作用。无论是组织还是个人,和新闻媒体积极地沟通交流,保持良好的互动关系是公共关系制胜的关键。英国最知名的一家公关专业代理机构甚至宣称: There are several definitions of PR: ours is simple — it's press relations. In simple terms, what we do is to generate press coverage when you want it, help you avoid it if you don't, help you manage it if you are having or anticipating a difficult period of press relations. Press release, 新闻发布稿。现在用于泛指组织或个人向新闻媒体发布信息的文字、音频或视频材料,它是进行公共关系活动的一个重要工具。Press conference 新闻发布会又称记者招待会,是组织或个人直接向新闻媒体发布信息,解释重大事件或接受询问而举办的活动,它是公共关系活动的一个重要手段。



**A press release** is a written statement distributed to the media. It is a fundamental tool of public relations. Press releases are usually communicated by a newswire service to various news media and journalists may use them as they see fit. Very often the information in a press release finds its way verbatim, or minimally altered, to print and broadcast reports. The text of a release is usually (but not always) written in the style of a news story, with an eye-catching headline and text written standard journalistic inverted pyramid style.

Many journalists believe it is unethical to copy from a press release — they believe it is a lapse of good judgment. Since press releases reflect their issuer's preferred interpretation or positive packaging of a story, journalists are often skeptical of their contents. The level of skepticism depends on what the story is and who's telling it. Newsrooms receive so many press releases that, unless it is a story that the media are already paying attention to, a press release alone often isn't enough to catch a journalist's attention.

With the advent of modern electronic media and new technology, press releases now have equivalents in these media: video news releases and audio news releases. The advent of the Internet has ushered in a new kind of press release known as an *optimized press release*. Unlike conventional press releases, written for journalists' eyes only, in hopes the editor or reporter would find the content compelling enough to turn it into print or electronic news coverage, the optimized press release is posted on an online news portal. If written skillfully, the press release can rank highly in searches on Google News, Yahoo or MSN News (or the many other minor news portals) for the chosen keyword phrases.

Readers of optimized press releases constitute far more than journalists. In the days before news search engines, a press release would have landed only in the hands of a news reporter or an editor who would make the decision about whether the content warranted news coverage. Although the news media is always privy to online press releases in the search engines, most readers are end-users. Optimized press releases circumvent the mainstream media which is formerly — but no longer — the gatekeeper of the news.

**A press conference** or news conference is a media event in which newsmakers invite journalists to hear them speak and, most often, ask questions. There are two major reasons for holding a news conference. One is so that a newsmaker who gets many questions from

reporters can answer them all at once rather than answering dozens of phone calls. Another is so someone can try to attract news coverage for something that was not of interest to journalists before. In a press conference, one or more speakers may make a statement, which may be followed by questions from reporters. Sometimes only questioning occurs; sometimes there is a statement with no questions permitted.

Television stations and networks especially value news conferences: because today's TV news programs air for hours at a time, or even continuously, assignment editors have a steady appetite for ever-larger quantities of footage.

Press conferences are often held by politicians (such as the President of the United States); by sports teams; by celebrities or film studios; by commercial organizations to promote products; by attorneys to promote lawsuits; and by almost anyone who finds benefit in the free publicity afforded by media coverage. Some people, including many police chiefs, hold news conferences reluctantly in order to avoid dealing with reporters individually.

A press conference is often announced by sending an advisory or news release to assignment editors, preferably well in advance. Sometimes they are held spontaneously when several reporters gather around a newsmaker. Press conferences can be held just about anywhere, in settings as formal as the White House room set aside for the purpose to as informal as the street in front of a crime scene. Hotel conference rooms and courthouses are often used for press conferences.

4. Reading I Pairwork 由学生双人结对,讨论与本单元主题Public Relations相关的一些话题。Question 1~4在本书“答案”部分附有较为详尽的参考答案,教师还可参考Background Information部分提供的相关信息。要提请教师注意的是,对于“公共关系”这个术语学生也许并不陌生,但他们的认识也许仅仅停留在非常肤浅的层面上,或是由于受社会偏见的影响,对公共关系的本质、公共关系工作的内容和方法有着非常错误的理解。比如说,一提到公共关系,很多学生马上会联想起“搞关系”、“走后门”、“有偿新闻”、“权钱(色)交易”等不良社会现象,也经常会把人际关系和公共关系混为一谈。公共关系中的确包含了许多人际关系,公关工作的確需要运用人际沟通的手段,要求公关人员具备较好的人际关系能力。但两者还是有很大的区别。如:公共关系的行为主体是组织,人际关系的行为主体是个人;公共关系的对象是公众,人际关系的对象是私人关系;公共关系是组织的管理职能,人际关系是个人的交际技巧;公共关系较强调运用大众传播,人际关系局限于人际传播等。在讨论过程中,建议教师先鼓励学生对所讨论的话题各抒己见,畅所欲言,然后对学生在认识和理解上的错误、偏差或局限予以指

正。建议教师在讲解一些比较抽象的概念和术语时,结合公共关系实务活动的个案,以提高学生兴趣。

### 5. Reading I 练习5

Sentence 4 中 publicity 的意思是“宣传”,泛指一切“传播信息以引起公众兴趣的行动、过程或职业( the act, process, or occupation of disseminating information to gain public interest.)”。

**Publicity** is the deliberate attempt to manage the public's perception of a subject. The subjects of publicity include people (for example, politicians and performing artists), goods and services, organizations of all kinds, and works of art or entertainment. From a marketing perspective, publicity is one component of promotion. Between the client and selected target audiences, publicity is the management of product- or brand-related communications between the firm and the general public. It is primarily an informative activity (as opposed to a persuasive one), but its ultimate goal is to promote the client's products, services, or brands.

A basic tool of the publicist is the press release, but other techniques include telephone press conferences, multi-component video news releases, and Internet releases. The releases are often customized to match the media vehicle that they are being sent to. Getting noticed by the press is all about saying the right thing at the right time. The most successful publicity releases are related to topics of current interest. An example is if three people die of water poisoning, an alert publicist would release stories about the technology embodied in a water purification product. But the publicist cannot wait around for the news to present opportunities. They must also try to create their own news. Examples of this include: Contests / Art exhibitions / Event sponsorship / Arrange a speech or talk / Make an analysis or prediction / Conduct a poll or survey / Issue a report / Take a stand on a controversial subject / Arrange for a testimonial / Announce an appointment / Celebrate an anniversary / Invent then present an award / Stage a debate / Organize a tour of your business or projects / Issue a commendation.

The advantages of publicity are low cost, and credibility (particularly if the publicity is aired in between news stories like on evening TV news casts). The disadvantages are lack of control over how your releases will be used, and frustration over the low percentage of releases that are taken up by the media.

## 6. Reading I 练习 6

Sentence 1 c 中Chanel是一个有百余年历史的世界顶级品牌,由其创始人Gabrielle Chanel于1913年在法国巴黎创立。香奈尔产品种类繁多,有服装、珠宝饰品、配件、皮件、手表、化妆品、香水,每一种产品都闻名遐迩,特别是其香水与时装。

Sentence 2 a 中statement的意思是“报告书,结算表”。如: annual financial statement 年度财务报表; interim financial statement 中期财务报表; cash flow statement 现金流量表; position statement 财务状况表(资产负债表); statement of actual and estimated revenue 实际和预计收入对照表; statement of changes in retained earnings 留存收益变动表; statement of current accounts 往来账目明细表; statement of funds and its application 资金运用表; statement of income and expenditure 收支表,损益表等。

Sentence 3 a 中APEC是亚太经济合作组织(Asia-Pacific Economic Cooperation)的简称,亚太地区最具影响的经济合作官方论坛,成立于1989年。中国是其21个成员之一。其宗旨是:保持经济的增长和发展;促进成员间经济的相互依存;加强开放的多边贸易体制;减少区域贸易和投资壁垒,维护本地区人民的共同利益。

7. Reading I Post-reading 设有两项活动。任务1)要求学生仔细阅读给出的9组句子,辨析哪些是用于描述广告的特征的,哪些是描述广告关系的特征的。建议教师在进行该项活动前,先带领学生简单回顾一下第一单元所学的关于广告的相关知识;任务2)要求学生根据任务1)中掌握的广告和公共关系的一些基本区别,探讨对于小型企业营销策略的制定和实施,两者分别具备哪些优势和弱点。这两项活动都旨在帮助学生更好地理解广告和公共关系两个概念之间的联系和区别,以及如何充分发挥这两个最为重要的营销工具的优势而获取最佳的营销效果。

## 8. Reading II Translation

Sentence 6 中Shanghai General Motors,上海通用汽车有限公司,成立于1997年6月12日,由上海汽车工业(集团)总公司、通用汽车公司各出资50%组建而成,目前已拥有凯迪拉克、别克、雪佛兰,以及萨博四大品牌,在坚持品牌本土化和产品本土化的战略下,通过整合国际、国内资源,通过消化吸收式和整合资源的研发,上海通用汽车旗下各系列产品含有多项先进技术,在安全性、动力性、舒适性和环保方面表现优越,在各自的细分市场中处于领先地位,并树立起新的标杆。

Sentence 10 中Hualian Supermarket Co.,华联超市股份有限公司,是中国国内第一家上市的连锁超市公司,其前身为成立于1993年1月的上海华联超市公司,是中国连锁行业中具有一定影响力和知名度的公司。

## 9. Reading II Cloze

Blank 2 此处选c. dates。date back to 固定搭配,意思是“从……时就有,回溯到,远在……”

年代( to have lasted or existed since )”。又作date from, 不用于被动语态。如: The church dates back to 1173. 这所教堂建于1173年。This custom dates from the time when men wore swords. 这个习俗始于人类佩带刀剑的时代。

- Blank 5 此处选d. chiefly。此处4个选项 chiefly, mainly mostly, generally都含“主要地”的意思。一般来说, 它们的差别在于: chiefly侧重某人或某物在众多的人或物中占主要和显著地位; mainly指主要部分, 突出在一系列事物中的相对重要性; mostly强调数量占多半, 近乎全部; 而generally通常强调普遍性。
- Blank 6 此处选a. spheres。sphere指“势力范围, 权力、控制力或影响力的范围( an area of power, control, or influence; domain )”。如: He is a well-known personality in the sphere of broadcasting. 他是广播界的著名人物。area, field, realm解释为“领域, 范围”时, 通常指的是“知识、经验、学术、专业、活动、兴趣等的领域或范畴”。如: studies in the area of finance studies in the area of finance; a job in the health-care area 卫生保健领域的工作; the field of comparative literature 比较文学领域; the realm of literature and art 文学艺术领域; the realm of nature 大自然; the realm of science 科学界。
- Blank 7 此处选c. witnessed。witness的意思是“亲眼目睹, 目击( to see or notice sth. by being present when it happens )”。它可以用来自表示“在某个地方或某一时期发生了某件事情”。如: This old auditorium has witnessed many ceremonies. 这个古老的礼堂内举行过许多次典礼。The 1980s have witnessed increasing unemployment. 20世纪80年代是失业日益加剧的年代。这里选项d. saw也对, 但语气不如witness强烈。
- Blank 8 此处选d. / 。in response to是固定搭配, 意思是“作为对……的答复、反应”。如: These comments came in response to specific questions often asked by local newsmen. 这些评论是对当地记者提出的各种具体问题的答复。The quick recovery was truly in response to medication. 这次很快的恢复是对药物治疗的反应。
- Blank 12 此处选b. ahead。ahead of 固定搭配, 意思是“在……之前( in advance of )”。这里 ahead of his time 的意思是指“思想、见识等远远超越他的时代”。
- Blank 13 此处选a. sound。sound在这里的意思是“值得信任的, 值得信赖的( worthy of confidence; trustworthy )”。

## Key (练习答案)



### >>>>Reading I

#### Pre-reading

I.	press relations	Process of communicating with reporters and editors from newspapers, magazines, and radio stations and television networks.
	press release	Brief statement or video program released to the press announcing new products, management changes, sales performances, and other potential news items; also called a news release.
	press conference	Gathering of media representatives at which companies announce new information; also called a press briefing.

#### II. 1) What do you know about PR — Public Relations?

Public relations (PR) is the practice of conveying messages to the public through the media on behalf of a client, with the intention of changing the public's actions by influencing their opinions.

PR is conducted for many purposes, in many situations, and in many ways. Not all PR is the product of professional PR specialists, for many — perhaps most — of us find it necessary to practice a bit of PR at times, even when we do not realize that it is PR that we are practicing.

PR is commonly regarded as free advertising, but arranging news coverage for PR purposes is often far more costly in the end than buying space or air time. PR is more effective than paid advertising.

#### 2) What major purposes does PR serve?

The various purposes PR serves may include but not be limited to: building a general image; creating news; creating and shaping public opinions; selling an idea or a point of view; and gaining direct publicity for the product and service, which is the most common objective of PR efforts. Entrepreneurs use PR to advertise the products and services they sell; candidates for office use PR to win votes; authors use PR to promote the sale of their books; and professional speakers use PR to win more speaking engagements and larger fees ... Therefore, it would be a rare case, indeed, when a PR campaign was undertaken for any purpose other than selling something, directly or indirectly.

3 ) What practices are often used in Public Relations?

**News release** (known also as the press release, publicity release) — by far the most widely used, most readily available, least expensive and most easily created tool of PR. An unending stream of releases is generated daily by individuals and organizations everywhere and on every conceivable subject.

**Direct mail** — a convenient vehicle for carrying out PR campaigns. Many organizations run advertisements inviting readers to send for information packages. Such direct-mail packages are far more closely related to PR than to normal advertising and direct marketing tactics. Of course, such packages utilize brochures and other materials, as well as letters.

**Product release** — in more than one magazine there is a section describing new products, usually with photos, brief descriptions, and prices.

**Press kit** — used as a major tool in PR, especially when you are preparing to conduct a press conference, setting up a booth in the exhibit hall of a convention or trade show, or otherwise wooing the press. A typical press kit may include also brochures, photographs suitable for reproduction, writing materials for the convenience of the users, and other such items.

**Public information office** — the function of a public information office and its staff are to answer specific queries from anyone who calls or writes and to mail out publicity / information materials in general.

**Free speaker's bureau** — many organizations maintain a free speaker's bureau made up of the organization's executives and / or technical and professional specialists, who are sent out to address interested groups, often with movies or other audiovisual materials.

#### **Miscellaneous**

- ❖ Furnishing merchandise to TV shows and moviemakers for the mention of contributors (e.g., after a TV show, you will see such lines as “Miss Smith’s gowns by \_\_\_\_\_?” or “The Whites’ wardrobe furnished by \_\_\_\_\_?” for the benefit of the providers of these costumes.).
- ❖ Displaying products as props in movies and TV shows with labels showing plainly.
- ❖ Getting the products’ names worked into the dialogues in TV show and movies.
- ❖ Being present at events where the press is busy (Many entertainers and others in public attend affairs that really bore them solely for this reason.).
- ❖ Using the news “leak” or “planted” story (The PR professional uses his or her many “contacts” to furnish a news item to or plant a story concerning the public figures with a columnist, talk-show host, reporter, free-lance magazine writer, or other individuals who are in a position to get the item published.). This is especially the case with PR conducted on behalf of well-known public figures.

- ◆ Making contributions to charity, education, etc.
- ◆ Sponsoring sports events.

4) What impression do PR practitioners make on you?

Students' impression about PR practitioners usually comes from fictions and films. For years fiction writers and film makers have portrayed and presented PR specialists as those who are glib, flamboyant, ingeniously inventive and deceitful, as fast talkers or con artists, and even as somewhat shifty and unscrupulous characters. PR profession is described as a less than respectable profession. People are fond of presenting PR as the practice of thinking up and staging absolutely outrageous stunts that compel the press to publicize an event and the people involved in scare headlines and full front-page stories. The truth is, of course, far less romantic than that. PR is a sober-sided, serious profession, depending far more on patient and lengthy, ongoing campaigns of continuous small publicity victories than on individual spectacular stunts.

## Exercises

---

- |   |      |                               |      |                     |
|---|------|-------------------------------|------|---------------------|
| <b>II.</b> 1. c   | 2. c | 3. a                          | 4. b | 5. d                |
| <b>III.</b> 1. analyst  |      | 2. hospitality                |      | 3. integrate        |
| 4. specialize   |      | 5. standard                   |      | 6. positive         |
| 7. strength   |      | 8. hoax                       |      | 9. fake             |
| 10. influential   |      |                               |      |                     |
| <b>IV.</b> 1. following up  |      | 2. strength                   |      | 3. rolled out       |
| 4. looking to   |      | 5. hospitality                |      | 6. coverage         |
| 7. treated to   |      | 8. red carpet                 |      | 9. victims          |
| 10. took to   |      | 11. more than twice as likely |      | 12. demonstrate     |
| 13. under the umbrella of   |      | 14. standard                  |      | 15. pointed ... out |
| <b>V.</b>   |      |                               |      |                     |
| 1. Writers of history often attempt to <u>integrate the past with the present</u> so that their works may assume certain social value.  |      |                               |      |                     |
| 2. This company no longer <u>looks to</u> television sets as their major source of income.  |      |                               |      |                     |
| 3. Reporters and journalists <u>are treated to</u> luxurious hotel rooms and interviews with top leaders of the company so that they can give the company a favorable report. |      |                               |      |                     |
| 4. Convinced of the importance of publicity, the enterprise has been <u>placing emphasis</u> on effective marketing ever since it was founded.                                |      |                               |      |                     |
| 5. A company with a good public image <u>has a big edge</u> over a less respected one.  |      |                               |      |                     |



## Post-reading

---

### Task 1

Advertising	Public Relations
<ul style="list-style-type: none"> <li>• Space or time in the mass media must be paid for.</li> <li>• You determine the message.</li> <li>• You control timing.</li> <li>• One-way communication — using the mass media does not allow feedback.</li> <li>• Message sponsor is identified.</li> <li>• The intention of most messages is to inform, persuade, or remind about a product — usually with the intention of making a sale.</li> <li>• The public may view the message negatively, recognizing it as an attempt to persuade or manipulate them.</li> <li>• Very powerful at creating image.</li> <li>• Writing style is usually persuasive, can be very creative, often taking a conversational tone — may even be grammatically incorrect.</li> </ul>	<ul style="list-style-type: none"> <li>• Coverage in mass media, if any, is not paid for.</li> <li>• Interpretation of the message is in the hands of the media.</li> <li>• Timing is in the hands of the media.</li> <li>• Two-way communication — the company should be listening as well as talking and immediate feedback is often provided.</li> <li>• Message sponsor is not overtly identified.</li> <li>• The intention is often to create good will, to keep the company and / or product in front of the public, or to humanize a company so the public relates to its people or reputation rather than viewing the company as a non-personal entity.</li> <li>• The public often sees the messages that have been covered by the media as more neutral or believable.</li> <li>• Can also create image, but can sometimes stray from how it was originally intended.</li> <li>• Writing style relies heavily on journalism talents — any persuasion is artfully inserted in the fact-based content.</li> </ul>

### Task 2

#### ***Small Business Advertising Strengths:***

- The biggest advantage with small business advertising is your complete control over the message. You get to focus on whatever you want, write the text, and choose the visuals. You ensure that your marketing message is delivered.
- You control placement. You choose the exact timing and media in which your advertising is placed. This is a huge advantage because naturally you are going to choose to place your ads where your target market is most likely to see them.
- You can repeat your messages over and over again. Effective small business marketing incorporates a high degree of repetition and consistency. Advertising can and should be run on regular schedules.
- With advertising, you (and your budget) control your marketing saturation. You can run the same ad across different publications serving the same market, run matching Internet advertising, put an ad on the radio, do cable TV, do outdoor advertising, etc.

Ideally you need to be reaching your target market at least 4 different ways for them to respond.

***Small Business Advertising Weaknesses:***

- Advertising generally costs money. Most small businesses don't have a huge budget for marketing.
- Small business advertising needs to be very targeted to be effective. Sometimes the only choices you have in your community are mass-market like newspapers. You still need to advertise, but some of your marketing dollars will be spent to advertise to people who don't want or need what you're selling.

***Small Business PR Strengths:***

- It's free! OK, you might incur a very small charge if you hire someone to write and distribute a press release for you, but this is minimal.
- Press is trusted more than advertising. If you read a review that says that a new restaurant is the best thing in town, there's some credibility there. We tend to assume that a person who is writing an article is an expert, and that they are an uninterested third party.
- You can distribute PR globally. As long as what you are doing is actually interesting globally, you can distribute your press releases globally.

***Small Business PR Weaknesses:***

- You have no control over what the press is actually going to write or say about you. They may spell your name wrong, they may get some details wrong, or they may choose to focus on something you don't want to highlight.
- PR tends to be single exposure. Unless circumstances are really unusual, the press is not going to run the same story over and over again.
- There is no guarantee that you're even going to get coverage. Depending on what's going on you may get tons of press or none at all.

## >>>>> **Reading II**

### **Exercises**

- 
- I. 1. NM            2. T            3. F            4. T            5. F

- |            |      |      |      |       |
|------------|------|------|------|-------|
| 6. F       | 7. F | 8. F | 9. T | 10. T |
| <b>II.</b> | 1. b | 2. a | 3. c | 4. d  |
|            | 6. b | 7. d | 8. a | 9. c  |
|            |      |      |      | 10. b |
- IV.** 1. The company looks to computers as its major source of income, but it also develops a lot of other products as a supplement.  
 2. We must take firm action to deal with the problem before it spreads to other areas.  
 3. Salesmen usually follow up on their phone calls to make detailed inquiries into their customers' suggestions and requirements.  
 4. I think I'll treat myself to a holiday in France next year.  
 5. In order to impress us, the salesman pointed out all the new features of the hi-fi set.  
 6. Shanghai General Motors is a newly built joint venture, featuring the production of high quality automobiles.  
 7. Before a new product enters market, its manufacturer will give it full publicity through the media.  
 8. This project aims at building a computer that can process huge amount of data per second.  
 9. Since we share the common interest, we should be able to settle our disputes and seek development on both sides.  
 10. In order to serve the needs of the people in this community, Hualian Supermarket Co., has decided to open a branch in this area to bring convenience to people.
- |           |      |       |       |       |       |       |       |      |
|-----------|------|-------|-------|-------|-------|-------|-------|------|
| <b>V.</b> | 1. b | 2. c  | 3. b  | 4. d  | 5. d  | 6. a  | 7. c  | 8. d |
|           | 9. b | 10. b | 11. d | 12. b | 13. a | 14. c | 15. d |      |

## >>>>Extended Activities

### A. Function and Structure

---

1. Receptionist: Good evening, sir. Welcome to our hotel.  
 Client: Good evening. Do you have any vacancies?  
 Receptionist: Yes. Could you tell me what kind of room you want?  
 Client: I'd like a single room with a bath. A telephone, if possible.  
 Receptionist: Well, we have a very nice single room on the fourth floor.  
 Client: What is the rate for it?  
 Receptionist: \$49.00 a night, plus tax. How long will you be staying?

Client: Oh, I'll be staying for about three nights. Can I have a look at it first?

Receptionist: Certainly. Just follow the bellboy.

2. Receptionist: Yes, sir. May I help you?

Client: My name is David Henderson. I believe you have a room reserved for me.

Receptionist: Just a moment, please. Let me check. That's right. You have a reservation for a two-room suite for tonight.

Client: I'm afraid there's been a mistake. I only reserved a single room, not a suite.

Receptionist: I'm sorry, Mr. Henderson, but this is what's available now. Your reservation arrived too late. There's a large conference in town this week and we're fully booked up.

Client: But, but what's the price difference between a single room and a suite?

Receptionist: Don't worry about that. We still charge you at the rate of a single room and you will only pay 20 dollars extra for the service.

Client: Well, if that's the way it is, I'll have to take it.

Receptionist: Please sign the register here. Your suite is 1148. Here is your key and the elevator is on your right. I'll get the porter to take your luggage up.

3. Client: Good morning. Can I book a room in your hotel?

Receptionist: Welcome, sir. When for?

Client: From Tuesday to Friday.

Receptionist: How many people are in your party?

Client: There will be five in our party.

Receptionist: What kind of rooms would you like?

Client: Could you manage two doubles and one single facing south?

Receptionist: Let me see. I'm afraid the rooms facing south are all full for this week.

4. Client: I'd like to have a double room with a bath. How much do you charge for it?

Receptionist: \$50 a night, including heating fee, but excluding service charge.

Client: Does it include meals?

Receptionist: Sorry. Meals are extra.

Client: We have got two kids. Do we have to pay the full price for children?

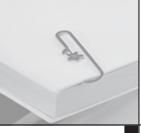
Receptionist: You needn't pay full price for children. We can arrange for extra beds for you. For each additional bed, there'll be an extra charge of \$5 per day.

Client: Does your hotel have a restaurant?

Receptionist: Oh, yes, we have a very good restaurant on the first floor.

Client: Can I have my meals in my room?

- Receptionist: Yes. If you want to have your meals in the room, just dial room service.
- Client: Is there a phone in the room?
- Receptionist: Yes. You can make a long distance call just from your room.
- Client: What if I've got something to be sent to the laundry?
- Receptionist: If you have anything to be sent to the laundry, just leave it in the laundry bag behind the door of the bathroom.
- Client: Thank you very much. By the way, what sundry services do you offer?
- Receptionist: We can make arrangement for you if you need a taxi or want to hire a car. You can find a brochure at your room. There's detailed information about our services in it. If you need anything, just call the desk or ring for the attendant.
5. Client: I'd like to have a room here.
- Receptionist: Are you with company?
- Client: No, I'm by myself.
- Receptionist: For how long?
- Client: I'll be here for at least a week.
- Receptionist: What sort of price do you have in mind?
- Client: How much do you charge for the best single room in your hotel?
- Receptionist: The best single room is \$129.00 a night, with service, tax extra.
- Client: I'd like to make a reservation for my friends, too.
- Receptionist: When for?
- Client: They will arrive here tomorrow evening.
- Receptionist: I see. What kind of rooms do you want?
- Client: Could you manage 4 doubles and 6 singles ... for a week . I prefer rooms overlooking the sea, on the same floor, if possible.
- Receptionist: Oh, we won't be able to guarantee you rooms on the same floor. We're heavily booked for this week. You may come to confirm your reservation tomorrow morning.
- Client: I see. By the way, is there a discount for company booking?
- Receptionist: Sorry. This is the peak period for tourism. We don't offer any reduction for a company of less than 30 people.
6. Client: I want to check out, please. Could I settle my bill now?
- Receptionist: Just a minute, please. What's your name, please?
- Client: My name is Bill Johnson. Here's my key.
- Receptionist: Well, here's your bill, sir.



Client: Excuse me, what's this charge?  
Receptionist: Oh, that's Room Service charge.  
Client: OK. This is the total, right?  
Receptionist: Yes, \$358 altogether. You are paying by credit card?  
Client: Yes.  
Receptionist: Well, then, just sign here. Here's your receipt. Thank you.

## B. Special Use

---

- I. 1. his / her                  2. their                  3. they                  4. it                  5. yourself  
6. yourselves                  7. her                  8. she / he                  9. their                  10. it

- II. 1. Everyone had the wrong price tag in it. (Every one)  
2. All of the food had too much salt in them. (it)  
3. Each's address should be checked carefully. (The address of each)  
4. The red one is mine, but the blue one is someone else. (someone else's)  
5. Lily, Ben and I agree to help each other. (one another)  
6. A few of the containers had nothing in it. (them)  
7. Both of these are fine novels. You can read any of them. (either)  
8. This book is too difficult. Can you lend me something easier to read? (none)  
9. Some one is asking for you on the phone. (Someone)  
10. Some of the sheep had shed its wool. (their)

## C. Practical Reading

---

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



## D. Basic Writing

1.

### A Message

**FOR** Mr. T Dryce

**DATE** April 14

**From** Mr. E Collis

**MESSAGE** Mr. E Collis called twice. He is staying at the Newmarket Hotel with Mrs. Collis until the eighteenth and would like to catch up with you. He wishes to have a meal with you there. Please leave a message if they happen to be out when you call.

**TAKEN BY** Miss Blake

**A READING PRODUCT**

- TELEPHONED
- WANTS YOU TO PHONE
- WILL PHONE LATER

- CALLED TO SEE YOU
- WILL CALL BACK
- WANTS TO SEE YOU

2.

### A Message

**FOR** Ms. Strong

**DATE** May 24

**From** Mr. L Williams

**MESSAGE** Mr. Williams wants to have an appointment with you at 4 p.m. next Thursday. He has trouble giving a gift of some shares to his children without contravening any tax regulations. He also wishes to query something in his last tax return.

**TAKEN BY** Jeff Hawkins

**A READING PRODUCT**

- TELEPHONED
- WANTS YOU TO PHONE
- WILL PHONE LATER

- CALLED TO SEE YOU
- WILL CALL BACK
- WANTS TO SEE YOU

3.

A Message

**FOR** Mr. E Mann

**DATE** September 3

**From** Mrs. Fuller

**MESSAGE** Mrs. Fuller lives opposite the new block of units being erected on Dally Road. She has called to complain about the noise of the jackhammers which disturbs her sleep on Sunday mornings. She wants to confirm that they will be going on for only four more weeks and that they will be used strictly between 7 a.m. and 4 p.m. She will ring back in two days to find out the solution.

**TAKEN BY** Jennifer Long

A READING PRODUCT

TELEPHONED  
 WANTS YOU TO PHONE  
 WILL PHONE LATER

CALLED TO SEE YOU  
 WILL CALL BACK  
 WANTS TO SEE YOU

4.

A Message

**FOR** Mr. Wiley

**DATE** December 7

**From** Mr. James Edgar

**MESSAGE** Mr. Edgar had not been credited with a cheque for \$160. There was a mistake in the addition of the statement — the total was \$10 too much. He had decided to pay the cheque to be sure he qualified for 2.5% cash discount.

**TAKEN BY** Maria Braun

A READING PRODUCT

TELEPHONED  
 WANTS YOU TO PHONE  
 WILL PHONE LATER

CALLED TO SEE YOU  
 WILL CALL BACK  
 WANTS TO SEE YOU

5.

**A Message****FOR** Peter Wong**DATE** October 15**From** Mr. T Tompson

**MESSAGE** Mr. T Tompson called to find out whether the goods he asked for could be sent to Tompson's Store, Crown Street, Wollongong by this afternoon's passenger train. They are four Ace vacuum cleaners with Cat. No.86, plain mirror back, decorated front sliding doors, and three sets of tables and chairs with Cat. No.105. If they can't be sent today, see that they're on tomorrow's train or give him a ring.

**TAKEN BY** Jennifer Long**A READING PRODUCT**

TELEPHONED  
 WANTS YOU TO PHONE  
 WILL PHONE LATER

CALLED TO SEE YOU  
 WILL CALL BACK  
 WANTS TO SEE YOU

**E. Additional Vocabulary**

1—( 7 ); 2—( 2 ); 3—( 5 ); 4—( 26 ); 5—( 13 ); 6—( 12 ); 7—( 6 );  
 8—( 22 ); 9—( 18 ); 10—( 25 ); 11—( 1 ); 12—( 11 ); 13—( 28 ); 14—( 30 );  
 15—( 21 ); 16—( 3 ); 17—( 24 ); 18—( 17 ); 19—( 4 ); 20—( 10 ); 21—( 19 );  
 22—( 8 ); 23—( 14 ); 24—( 9 ); 25—( 16 ); 26—( 20 ); 27—( 15 ); 28—( 27 );  
 29—( 23 ); 30—( 29 )

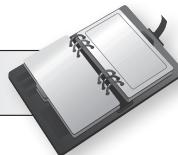
**G. Humor Time**

1→j; 2→c; 3→e; 4→i; 5→h; 6→a; 7→f; 8→k; 9→g; 10→d; 11→b

# Unit 7

## Working as a Secretary

### Teaching Aim ( 教学目的 )



1. 认知信息 ( Cognitive Information ) : Skills and Qualities of a Secretary
2. 内容重点 ( Language Focus )
  - **Key Words:** I. demeanor, screen, draft, correspondence, assertiveness, cautiousness, description, self-sufficiently, ambition, competitive, assess, objectively, succinctly, relationship-building, discretion, confidential, proficient, utilize, fax, transcription, device, competent, schedule v., database, lengthy, urgency, imperative, repetitious, prioritization, costly, commitment, deem, constructive, criticism, protocol, follow-through, committed, critical, attendee, vendor, supervise, delegate, diplomatically, conflict, assertively, instill; II. confirm, assistant, module, equip, unlock, intelligence, correlate, bleed, workload, appreciate, handle, routine, administrative, procedure, proactive, propose, accomplish, checklist, luncheon, escort, authority, stamp, agenda, bind, dictate, deadline.
  - **Phrases:** I. at ease, take the initiative, strive to, better herself, at hand, be privy to, be competent with, with a sense of, be dedicated to, make decision, on a regular basis, take charge; II. without a doubt, go beyond (doing sth), right-hand man, sit in on, in the absence of.



— **Useful Structures:** within the scope of,  
have a strong eye for,  
keep ... in the forefront of ...,  
never have done sth. without ...  
Long gone are the days when ...  
Assuming that ...

### 3. Communicative Skills (交际技能)

— **Expressions:** “Receiving Guests”

— **Practical Reading:** Processes in an Automated Office

Basic Writing: Notes

### 4. Special Use (专项用法) Direct and Indirect speech (1): Affirmative Sentences

## Lead-in (导入)



## >>>> Listening Comprehension Tasks

### **Difficult words and expressions**

- spreadsheet: a screen-oriented interactive program enabling a user to lay out financial data on the screen 电子数据表
- prioritize: to assign a priority to 按优先程序排列 (目标、项目等)
- minute: the written records of the things that are discussed or decided at a meeting 会议记录
- cornerstone: the fundamental assumptions from which sth. is begun or developed or calculated or explained 基石, 基础
- indispensable: absolutely necessary; vitally necessary 不可缺少的
- discrete: constituting a separate entity or part 独立的, 分离的
- disclose: to make known to the public information that was previously known only to a few people or that was meant to be kept a secret 公开, 揭露

- tactful: having or showing a sense of what is fitting and considerate in dealing with others 圆滑的, 老练的
- demeanor: the way a person behaves toward other people 举止, 行为
- courteous: exhibiting courtesy and politeness 有礼貌的, 谦恭有礼的
- chronic: being long-lasting and recurrent or characterized by long suffering 长期的, 持久的
- postponer: someone who postpones work (especially out of laziness or habitual carelessness) 拖延者
- overblown: making something seem larger, more important, or more significant than it really is 过分的, 过分渲染的
- ego: an inflated feeling of pride in one's superiority to others 自我, 自负

## Passage Script

---

### Passage I

#### Working as a Secretary

What does working as a secretary involve?

It's a very varied job that includes everything from meeting visitors at reception to getting the post out in the evening and taking notes at meetings.

What's a typical day?

A typical day might include organizing a meeting and ensuring everyone knows where and when it is; dealing with holiday claims from staff; ordering stationery; creating a poster or leaflet on the computer, or filing. The secretary also answers the phone, passes on emails to the right person and takes messages for the officers.

What does a secretary have to do at meetings?

The secretary should take notes about what is said and who says it. Then, she has to type up these notes on the computer so that people have a record of what has been covered. It can take as long as three hours to type up because the secretary has to phrase everything properly to make sure it reflects what has happened during the meeting.

What skills and qualities do you need to become a secretary?

You've got to be good at communicating — both on paper and over the phone or face-to-face. You need to use many of the office computer programs such as word-processing, databases, spreadsheets and desk-top publishing. It is important to work as a member of a team, but be able to use your own initiative too. You need to be flexible with your working arrangements and be able to prioritize your workload.

What are the best things about working as a secretary?

The secretary can meet so many different people and it's also very varied.



What are the hardest parts?

The secretary has to make sure that the officers and Board of Directors have all the paperwork they need — and that can mean working to strict deadlines. She also has to be able to prioritize her work, because she often has a lot of things to do at once. Taking minutes can be very difficult when people talking at meetings have strong accents or talk very quickly.

## Passage II

### 8 Work Traits of a Successful Secretary in a Firm

How do you set yourself apart as a stand-out secretarial professional? Here are 8 traits of a successful secretary.

#### 1. Reliable

Since a secretary is the employer's right-hand person, reliability is crucial. A secretary who is punctual, timely, accurate and honest is the cornerstone of a successful practice.

#### 2. Self-starting

The most successful secretaries have initiative. They do not sit waiting for employer's instructions or assignments; they pick up a file, determine what needs to be done and do it. They anticipate the employer's needs and are willing to step beyond their comfort zone to learn new skills.

#### 3. Efficient

In a firm, efficiency translates into dollars; in a corporation, efficiency can yield cost-savings. Secretaries who perform their jobs quickly and efficiently contribute to the bottom line, making themselves indispensable.

#### 4. Discrete

Since secretaries handle confidential client files and data, discretion is essential. Disclosing confidential information, unknowingly or on purpose, is one of the quickest ways to damage a career.

#### 5. Flexible

Employers appreciate secretaries who are flexible and adaptive. Those willing to work late or come in early to get the job done, and who readily adapt to new, different or changing work requirements will be most valued by their employers.

#### 6. Tactful

Issues often arise between parties and between overworked co-workers. The secretary who handles these issues with diplomacy and tact, smoothing over differences or forging solutions to workplace disputes, will become invaluable members of the team.

### 7. Pleasant

Let's face it. No one likes to work with a bad-tempered, demanding or negative employee. Secretaries with a pleasant demeanor and positive attitude, who are able to put aside personal challenges to accomplish job objectives and who are friendly to co-workers and courteous to clients, will go far in the workplace.

### 8. Patient

Employers are not always the easiest people to work with. Some employers are chronic postponer, some have overblown egos and others are unfortunately disorganized. Secretaries must be able to handle all personality types and work challenges with patience and grace.

## Key

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

IV.

Traits	Details
Reliable	Secretaries should be punctual, <u>timely</u> and <u>honest</u> .
Self-starting	Having <u>initiative</u> is essential for successful secretaries.
Efficient	Secretaries who perform their jobs <u>quickly</u> and <u>efficiently</u> are indispensable.
Discrete	Disclosing <u>confidential</u> information, unknowingly or <u>on purpose</u> can damage a career.
Flexible	Flexible and <u>adaptive</u> secretaries are valued mostly by the employers.
Tactful	Secretaries who can smooth over <u>differences</u> or forge <u>solutions</u> to workplace disputes are invaluable.
Pleasant	Good secretaries should have a pleasant <u>demeanor</u> and <u>positive</u> attitude and be friendly to co-workers and courteous to clients.
Patient	Secretaries should be able to handle all the <u>personality</u> types and work <u>challenges</u> with patience and <u>grace</u> .

## >>>> Spot Dictation

Modern secretaries are often the glue that hold an office or organization together by making sure staffers and customers are in the right place at the right time and have the appropriate documents and information needed. Secretary skills range from booking appointments and setting up meeting rooms to preparing legal documents. The type and size of company a secretary works at will often dictate what

skills are required; however, there are some basic secretary skills all secretaries should master, including typing, scheduling and phone skills.

Excellent communication skills are critical for secretaries. It is important for secretaries to be able to clearly communicate and share information with customers and colleagues in a variety of ways, including on the phone, in written documents and through presentations. Secretaries often orchestrate the day's events for a boss or department, including scheduling meetings and providing required documents to those attending the meetings. Creative problem-solving skills are also critical, as secretaries face a variety of tasks every day.

In addition to common office tasks, secretary skills should also include event planning, booking a meeting space and providing directions for all parties to get there. Ordering snacks, meals and beverages for guests throughout the course of the meeting also often falls to a secretary, as does ensuring the room is set up correctly and offers appropriate technological hookups.

## **Difficult Words and Expressions**

---

**glue:** *n.* a sticky substance used for joining things together 胶；胶粘物

**staffer:** *n.* a member of staff 工作人员，职员

**orchestrate:** *v.* carefully organize 策划；精心安排

**beverage:** *n.* drinks 饮料

**hookup:** *n.* connection between two places, systems, or pieces of equipment 连接，接通

## **Background Information (背景知识)**



### **1. Secretary**

A secretary, personal assistant, or administrative assistant is a person whose work consists of supporting management, including executives, using a variety of project management, communication, or organizational skills. These functions may be entirely carried out to assist one other employee or may be for the benefit of more than one. A secretary has many administrative duties. Traditionally, these duties were mostly related to correspondence, such as the typing out of letters, maintaining files of paper documents, etc. The advent of word processing has significantly reduced the time that such

duties require, with the result that many new tasks have come under the purview of the secretary. These might include managing budgets and doing bookkeeping, maintaining websites, and making travel arrangements. Secretaries might manage all the administrative details of running a high-level conference or arrange the catering for a typical lunch meeting. Often executives will ask their assistant to take the minutes at meetings and prepare meeting documents for review.

## 2. Executive secretary

An executive secretary is a person who works as an administrative assistant for a top executive. This is generally not an entry-level secretarial position. Typically, this job will call for many years of experience as a secretary for predominantly high-ranking officials. The job duties of an executive secretary may extend those of a traditional secretary. As the field for executive secretaries can be competitive, obtaining a college degree can give an individual some advantage for securing a job. Many people seeking this position as a career may enroll in a business-related program, such as business administration, businesses management or office administration.

In most cases, the executive secretary is the right-hand man or woman to a top ranking executive in a business or establishment. The secretary is quite often the driving force behind the scenes, ensuring that the business runs smoothly on a day-to-day basis. There are many tasks done by an executive assistant in this position. Some of the most common duties of this type of secretary may include typing letters on behalf of his or her boss, making forms, compiling spreadsheets and taking messages. Additionally, the secretary may provide administrative support to other executives in the department.

Sometimes, an executive secretary may find him or her inside of a boardroom doing more than just taking minutes. The secretary may have to sit in on a meeting in the absence of his or her boss and represent him or her. While the secretary may only listen in on the meeting and take notes to deliver back to the boss, some may have to play an active role, such as delivering a speech or giving a presentation. For this reason, many bosses spend a great deal of time training their secretary to ensure the person can assume a leadership position if required in their absence.

Unlike most traditional secretaries, an executive secretary may spend time correlating activities for the executive outside of the office. Some secretaries will be responsible for making travel arrangements for their boss. This may include scheduling flights, making hotel arrangements and scheduling car service. Often, the secretary may also provide assistance to the executive with issues concerning his or her personal life. For instance, the secretary may schedule doctor appointments, make dinner arrangements and coordinate out-of-office meetings for the executive.

## 3. Secretarial responsibilities

In recent years, the secretarial responsibilities have undergone a vast change. Due to this reason,

many people are opting for a career as a secretary. If you are one of them, it is important for you to know the major responsibilities that a secretary has to handle. Earlier, the role of the secretaries was limited to taking notes from their bosses, typing, etc. However, with the advent of technology in companies and offices, these duties have extended to things that were meant for the managerial staff. Nowadays, employers prefer candidates who at least have a college degree. One can also enroll for specialization courses that train people to carry out their duties effectively. Though the role of a secretary differs according to the company, the basic secretarial profile is generally the same in every organization.

- ❖ *Taking Notes* A secretary will have to take notes and dictation from the boss for drafting the correspondence or executing the work. He/She can either record the dictation and transcribe it later or write it down.
- ❖ *Scheduling Meetings* He/She will have to keep a record of appointments and ensure that each one is conducted smoothly and on time. Follow up for attendance, venue booking, arranging notepads, pencils, water bottles, glasses, etc. are also the duties of a secretary.
- ❖ *Communication* Many times, he/she will have to conduct research for the reporting authority and carry out oral and written communication with staff members as well as clients on the behalf of her boss or department.
- ❖ *Troubleshooting* Handling difficult situations without any assistance is one of the prime duties of a secretary. A secretary might face managerial or administration problems; he/she has to sort them out on his/her own without the interference of the senior management.
- ❖ *Arranging Travel and Accommodation* One of the prime duties of a secretary is to arrange for the travel and boarding requirements of the boss or staff. This needs to be done flawlessly and meticulously especially when foreign travel and hotel bookings are involved. A minute-to-minute itinerary should be prepared for the convenience of the travelers.
- ❖ *Organizing Office Activities and Events* Organizing fun employee engagement activities and events for the department is not a secretary's core activity, but it can definitely help in honing his/her leadership prowess.
- ❖ *Maintaining Archives* It is the duty of the secretary to maintain the archives of documents and paperwork regarding foreign delegation visits, customer visits, inaugurations, new product launches, activities, events, etc.
- ❖ *Managing Material* A secretary has to ensure timely and accurate delivery, and pick up of important office materials. Items to be couriered should be sent on time, tracked and followed up for efficient delivery.
- ❖ *Answering Calls* A secretary answers the calls for her boss. He/She also screens the list of

callers and relays the messages to the boss or leaves messages at his/her desk on the “While you were out cards”.

- ◎ *Greeting Visitors* A secretary also undertakes the responsibility of maintaining guest relations. He/She welcomes the visitors and makes them comfortable by offering refreshments. He/She might also require to book dinner reservations or accommodation for the guests.
- ◎ *Managing Memberships and Subscriptions* It is the duty of the secretary to manage and renew memberships to various business forums, institutes, societies, etc. He/She will also have to renew the subscriptions of various publications that the reporting authority has subscribed to.
- ◎ *Stock Management* Keeps a tab on the available stock of office supplies, stationery, office equipment, etc. and makes arrangement for placing a new order.
- ◎ *Payroll Activities* In a small organization, a secretary might also have to undertake payroll related activities.
- ◎ *Maintaining a Diary* A secretary has to maintain a diary to follow the time-bound schedule of his/her boss and enlist his/her appointments accordingly. At the end of each day, he/she has to inform the boss about the next day’s schedule.
- ◎ *Reporting* A secretary will have to act as a liaison between the department and his/her boss. He/She will have to give an accurate report of the departmental activities to the boss.
- ◎ *Preparing Drafts* A secretary will have to write, edit and disseminate information through presentations, spreadsheets, letters, mails, minutes of the meetings, memos, itineraries, etc.
- ◎ *Arranging Meetings* A secretary has to schedule, organize meetings and maintain a record of the agenda, minutes and maintain a follow-up of the tasks.
- ◎ *Assisting in Small Financial Decisions* Sometimes, he/she will also have to assist in the compilation of the financial reports, budgets, plans, etc. of the department.
- ◎ *Routine Administration Work* The secretary has to carry out general office administration duties from time to time.
- ◎ *Correspondence* A secretary has to sort all the correspondence, prioritize and label it for the boss.



## Language and Culture Focus (语言文化要点)



### >>>>Reading I

1. **the first point of contact:** the first person who receives the visitors and guests.

2. **demeanor n.**

outward behavior or bearing 行为, 举止, 态度

**【例句】** He said his demeanor and attitude during questioning was not that of a man who had something to hide. 他说他在问讯时的态度举止不像是有什么要隐瞒的样子。

Both men are renowned for their friendly demeanor and reassuring manner.  
他们两人都以友好而令人安心的态度举止而颇有名望。

3. **screen**

① **n.** a flat panel or area on an electronic device such as a television, computer, or smartphone, on which images and data are displayed 屏幕; 荧光屏

**【例句】** a television screen

a computer screen

a giant video screen

② **n.** the large white surface that pictures are shown on in a cinema (电影) 银幕

**【例句】** He was horrified at some of the images he saw on the screen.

③ **n.** a fixed or movable upright partition used to divide a room, give shelter from draughts, heat, or light, or to provide concealment or privacy 屏风; 隔板

**【例句】** the Special Branch man remained hidden behind the screen for prosecution witnesses

④ **n.** a system of checking a person or thing for the presence or absence of something, typically a disease 筛选; 筛查

**【例句】** Services offered by the centre include a health screen for people who have just joined the company. 中心提供的服务包括对新加盟公司的人员进行健康筛查。

⑤ **v.** conceal, protect, or shelter (someone or something) with a screen or something forming a screen 遮蔽; 掩蔽

**【例句】** Her hair swung across to screen her face.

A high hedge screened all of the front from passers-by.

The head of the department tried to screen his guilty colleague.

部门主管试图包庇他犯错的同事。

⑥ *v.* show (a film or video) or broadcast (a television programme) 放映；播放

【例句】The show is to be screened by the BBC later this year.

这档节目将在今年晚些时候在BBC电视台上播放。

⑦ *v.* test (a person or substance) for the presence or absence of a disease 检查；筛查

【例句】Outpatients were screened for cervical cancer.

相关词

**screening** *n.* 1. 放映电影 2. 审查；检查

【例句】The new film gets its first London screening next week.

more efficient breast cancer screening

#### 4. draft

① *n.* a preliminary version of a piece of writing 草稿；草案

【例句】the first draft of the party's manifesto

② *n.* a written order to pay a specified sum. 汇票；汇款通知单

③ *v.* prepare a preliminary version of (a document) 起草

【例句】I drafted a letter of resignation

相关词

**drafter** *n.* 起草者

【例句】One of the key drafters of the party's platform called the decision "a disaster".

Hopefully, the drafters of the constitution understand our strong belief that women ought to be treated equally in society.

#### 5. correspondence

① *n.* a close similarity, connection, or equivalence: 符合；一致

【例句】There are many correspondences between the two business cases.

这两个商务案例有许多相似之处。

② *n.* communication by exchanging letters 通信

【例句】This department engages in detailed correspondence with local government.

该部门负责与当地政府的具体联络。

③ *n.* letters sent or received: (来往的)信件

【例句】His wife dealt with his private correspondence.

相关表达

**(be in) correspondence with somebody**

【例句】He had been in correspondence with her for several years before they finally met.

**correspondence between**

【例句】There was no correspondence between the historical facts and Johnson's account of them.

**correspondence course** 函授课程

**相关词**

**correspond** *v.* 符合；相一致

**corresponding** *adj.* 相应的；相当的

**correspondent** *n.* 通信者；新闻记者

*adj.* 符合的；一致的

## 6. assertiveness

*n.* having or showing a confident and forceful personality 肯定；自信

**【例句】** It's about assertiveness and confidence building, not just lifting weights.

The manager's confidence and assertiveness were seen as arrogance, but he proved to be an excellent decision maker.

经理的自信与武断被视为傲慢，但事实证明他是一个出色的决策者。

**相关词**

**assert** *v.* 断言；声称；声明

**【例句】** The company asserts that the cuts will not affect development.

公司声称裁员不会影响它的发展。

He asserted his innocence.

**相关表达**

**assert one's authority** 维护……的权威

**assert oneself** 显示自己的权利(地位、权威等)

**assertion** *n.* 断言；声明；主张

**assertive** *adj.* 断言的；肯定的；自信的

## 7. cautiousness

*n.* being careful to avoid potential problems or dangers 谨慎；小心；慎重

**【例句】** I understand the cautiousness of parents: I am one.

我理解父母们的谨慎小心，因为我就是其中一个。

**相关词**

**cautious** *adj.* 谨慎的；小心的

**【例句】** The plan received a cautious welcome.

**相关表达**

**be cautious about / with / of something**

**【例句】** Firms have been unusually cautious about hiring new workers.

公司在雇用新员工方面一直是异常谨慎小心的。

**caution** *n.* 谨慎；小心

**【例句】** Anyone receiving a suspect package should exercise extreme caution.

**caution** *v.* 提醒; 告诫; 警告

【例句】The Minister cautioned that economic uncertainties remained.

部长告诫说经济形势依然不明朗。

相关表达

**caution ... about / against ...** 提醒……不要……

【例句】She cautioned the child against talking to strange men.

**caution ... for / about sth.** 警告……不可再做错事

【例句】The policeman cautioned me for speeding. 警察警告我不得超速。

8. **at ease** feel comfortable and relaxed 感到自在, 放松

【例句】She was never quite at ease with John.

He didn't feel completely at ease in the strange surroundings.

在陌生的环境里他无法完全放松。

9. **take the initiative:** to be the first person to do something important or to make the first move 带头, 主动做……

【例句】She knew she had to take the initiative and maintain an aggressive game throughout.

她知道自己必须采取主动, 并且始终保持咄咄逼人的态势。

We must take the initiative in the market. 我们必须在市场上抢先行动。

**initiative** *n.* the ability to decide what to do next and to do it, without needing other people to tell you what to do 主动性; 积极性; 进取心

【例句】Our workers are able to sort out problems on their own initiative.

我们的工人能主动解决问题。

His employer described him as lacking in initiative and drive.

雇主说他缺乏进取心和干劲。

He showed little initiative, handling all matters strictly by the book.

他缺乏首创精神, 墨守成规地办一切事情。

10. **within the scope of:** within the range of things that a subject, an organization, an activity, etc. deals with 在……的范围内

【例句】The various practices within the scope of enterprise project management provide capabilities for achieving these requirements.

企业项目管理范围内的各种实践提供了实现这些需求的能力。

Such questions are not within the scope of this book.

这种问题不在本书讨论范围之内。

反义词 beyond / outside the scope of 超出 / 不在……范围内

【例句】This subject lies beyond the scope of our investigation.

These issues were outside the scope of the article.

### 11. description

① *n.* a spoken or written account of a person, object, or event: 描述; 叙述; 形容

**【例句】** People who had seen him were able to give a description.

The emphasis was placed on explanation rather than description.

重点应放在解释而非描述上。

② *n.* a type or class of people or things: 种类; 类型

**【例句】** It is laughably easy to buy drugs of all descriptions.

I want to know about telephone expenses, salaries, everything of that description.

我想了解一下电话费、薪资等诸如此类的事情。

#### 相关表达

**beyond description** 难以形容

**【例句】** His face was swollen beyond description.

#### 相关词

**describe** *v.* 描述; 叙述; 形容

**【例句】** The police asked me to describe the two men.

**descriptive** *adj.* 叙述的, 描写的; 描写性的, 叙述性的

**【例句】** descriptive writing

descriptive grammar of English 英语描写性语法

### 12. An executive secretary needs to have a nice balance of assertiveness and cautiousness. She should be comfortable working in a support capacity yet at ease taking the initiative within the scope of her job description.

**【参考译文】** 执行秘书需要既果断又谨慎, 两者必须保持平衡。她应该在轻松完成辅佐工作的同时又能在自己的职责范围内从容采取主动。

### 13. self-sufficiently

*adv.* needing no outside help in satisfying one's basic needs, especially with regard to the production of food 自给自足地

**【例句】** He set up home, deep in the English countryside, and endeavored to live self-sufficiently, from a small holding with only a few pigs and chickens.

他把家安在英国偏僻的乡村, 努力靠饲养几头猪和几只鸡来过着自给自足的生活。

#### 相关词

**self-sufficient** *adj.* 自给自足的

**【例句】** Britain is now self-sufficient in oil.

**self-sufficiency** *n.* 自给自足

## 14. ambition

① *n.* a strong desire to do or achieve something 志向；企望得到的东西

【例句】Her ambition was to become a model.

He achieved his ambition of making a fortune.

② *n. [U]* desire and determination to achieve success 抱负；雄心；野心

【例句】young men and women with ambition

相关词

**ambitious** *adj.* 有抱负的；有志气的；野心勃勃的

【例句】They were determined and ambitious in their playing, but their performances were a mixed bag.

**ambitiously** *adv.* 志向远大地；野心勃勃地

**ambitiousness** *n.* 不凡的抱负；远大志向；野心

## 15. competitive

① *adj.* determined or trying very hard to be more successful than other people or businesses 具有竞争力的

【例句】Some US industries are not as competitive as they used to be.

美国的一些行业已经不如以前那么有竞争力了。

The team seems to have lost its competitive edge recently (=its ability to compete well).

该团队最近似乎已经失去它的竞争优势。

② *adj.* relating to competition 竞争的

【例句】Competitive sports encourage children to work together as a team.

竞技体育鼓励孩子要注重团队合作。

③ *adj.* products or prices that are competitive are cheaper than others but still of good quality (价格、产品等)具有竞争力的

【例句】The hotel offers a high standard of service at competitive rates.

该宾馆以具有优势的价格提供高标准的服务。

相关搭配

**highly / fiercely / intensely competitive**

【例句】Advertising is an intensely competitive business.

相关词

**competitively** *adv.*

**competition** *n.*

相关表达

**in competition with somebody** 与……竞争



**compete** *v.* 竞争

相关搭配

**compete with / against** 与……竞争

【例句】They found themselves competing with foreign companies for a share of the market.

The Renault Clio competes against such cars as the Peugeot 206.

They had to compete with foreign companies for a share of the market.

为了市场份额，他们不得不与外国公司竞争。

**compete for** 为……而竞争

【例句】The stores have to compete for customers in the Christmas season.

店在圣诞节必须竞争客源。

**compete in** 在……方面竞争

【例句】The company must be able to compete in the international marketplace.

公司必须在国际市场上具有竞争力。

**compete to do something**

【例句】Several advertising agencies are competing to get the contract.

几家广告代理商正在为获得合同而竞争。

**can't compete (with something)** (=be unable to be more successful)

【例句】Small, independent bookstores simply can't compete with the big national chains.

小型的独立书店没有能力与大型的全国连锁店竞争。

**competitor** *n.* 竞争者

## 16. strive

*v.* to make a great effort to achieve something 努力, 奋斗, 力求

【例句】He strove for recognition as an artist.

相关表达

**strive to do something** 努力做某事

【例句】I was still striving to be successful.

**strive for** 为……努力奋斗

【例句】We must continue to strive for greater efficiency.

The government must now strive for economic development as well as peace.

政府现在必须为经济发展与和平而奋斗。

相关词

**striver** *n.* 奋斗者

【例句】Certainly, immigrant strivers have always done astonishingly well in national academic contests, not to mention in school in general.



**17. better oneself** 通过更好的教育或赚更多的钱来提升自己的社会地位

【例句】The residents are mostly Londoners who have bettered themselves.

**18. assess**

① *v.* evaluate or estimate the nature, ability, or quality of 评定；评价

【例句】The committee must assess the relative importance of the issues.

It is difficult to assess whether this is a new trend

② *v.* calculate or estimate the price or value of 估价；估计

【例句】The damage was assessed at £ 5 billion.

**19. objectively**

*adv.* trying to think about the facts, and not being influenced by one's own feelings or opinions 客观地；如实地；无偏见地

【例句】Look at your skills objectively when deciding on a career change.

相关词

**objective**

① *adj.* 客观的；如实的；无偏见的 反义词 subjective 主观的

【例句】Historians try to be objective and impartial.

② *n.* (尤指长远的) 目标；目的

【例句】Our objective is to achieve full employment.

**objectivity** *n.* 客观性

**20. succinctly**

*adv.* (especially of something written or spoken) briefly and clearly expressed 言简意赅地；简明地

【例句】The judge succinctly summarized the rival contentions, as presented before him.

法官简单总结了呈现在他面前的对手的陈词。

相关词

**succinct** *adj.* 简明的；言简意赅的

【例句】Please use short, succinct sentences in your writing.

**succinctness** *n.* 简明扼要

**21. relationship-building**

*n.* 建立关系

【例句】As the manager of the company, he is good at relationship-building with clients.

作为公司经理，他非常擅长与客户建立人际关系。

**22. discretion**

① *n.* the quality of behaving or speaking in such a way as to avoid causing offence or revealing

confidential information 谨慎, 慎重

**【例句】** She knew she could rely on his discretion.

她知道她可以依赖他的谨慎来保守公司的秘密。

② *n.* the freedom to decide what should be done in a particular situation 判断选择的自由; 自行裁决

**【例句】** Local authorities should use their discretion in setting the charges.

当地政府在制定收费项目时有自主权。

Honorary fellowships may be awarded at the discretion of the council.

委员会可自行决定颁发荣誉会员资格。

#### 相关表达

**the soul of discretion** 非常谨慎的人

**at somebody's discretion:** according to someone's decision 由……斟酌决定; 随……的意愿

**【例句】** The awards are made at the discretion of the committee. 此奖是由委员会决定授予的。

Promotions are left to the discretion of the supervisor. 主管才能决定是否升职。

**discretion over / as to** 对……自行选择

**【例句】** People want to have more discretion over their working hours.

**use / exercise one's discretion** 由……自己斟酌决定

**【例句】** The judge exercised his discretion rightly to admit the evidence.

**discretion to do something** 自行裁决(做某事)

**【例句】** The committee has the absolute discretion to refuse applications.

该委员会完全有权驳回申请。

**Discretion is the better part of valor.:** It is better to be careful than to take risks.

勇敢贵在审慎; 不做无谓的冒险。

#### 相关词

**discretionary adj.** 自由决定的; 随意的

**【例句】** discretionary powers 酌情行事权

a discretionary grant of money 可自行处理的资助款

**23. be privy to** allowed to know about 参与机密的; 了解内情的

**【例句】** He was no longer privy to her innermost thoughts. 他不再能了解她最私密的思想。

I was not privy to the discussions, so I cannot tell you what was decided.

我没有参与那个机密的讨论, 所以不能告诉你他们的决定。

**24. confidential**

① *adj.* intended to be kept secret 秘密的; 机密的

**【例句】** confidential information

② *adj.* showing full trust 表示信任的



【例句】a confidential voice / look. 表示信任的口气 / 神态

③ *adj.* entrusted with private or restricted information 极信任的；心腹的

【例句】a confidential secretary 机要秘书

相关词

**confidentiality** *n.* 保密性；机密性

**confidence** *n.* 心事；秘密

## 25. proficient

*adj.* competent or skilled in doing or using something 熟练的；精通的

相关表达

proficient at / in (doing) something 善于……；精于……

【例句】I was proficient at my job.

She felt proficient in Italian. 她使用意大利语得心应手。

相关词

**proficiently** *adv.* 熟练地；精通地

**proficiency** *n.* 能力；水平

【例句】a math proficiency test 数学水平测试

## 26. utilize

*vt.* make practical and effective use of 利用；使用

【例句】Vitamin C helps your body utilize the iron present in your diet.

维生素C能帮助身体利用食物中所含的铁质。

相关词

**utilizable** *adj.* 可利用的

【例句】The BBC's unequalled wealth of audio resources present directly and easily utilisable products for mobile operators.

BBC 无可比拟的丰富音频资源为移动运营商提供了直接而便于使用的产品。

**utilization** *n.* 利用

【例句】They not only formulate the research, they also take it through to application and utilization. 他们不仅为研究制订了方案，并且付诸运用。

**utilizer** *n.* 使用者

【例句】Those who had individual therapy began as the most frequent utilizers of health care in time one and remained the highest.

那些接受过个性治疗方案的人最初是最频繁利用医疗保健的人，并保持着最高的利用频率。

**utility** *n.* 有用；实用



**【例句】**a research project with limited practical utility 实用性有限的科研项目

**utilities** [ pl. ] *n.* 公用事业

## 27. fax

- ① *n.* an exact copy of a document made by electronic scanning and transmitted as data by telecommunications links 传真

**【例句】**we got a three-page fax from her assistant

- ② *n.* the production or transmission of faxes: 传真传输(印刷品、信件、图片等)

**【例句】**He received the report by fax.

- ③ *n.* (also fax machine) a machine for transmitting and receiving faxes 传真机

**【例句】**The equipment consists of four word processors, a fax, and a photocopier.

- ④ *v.* send (a document) by fax 用传真机传输

**【例句】**Please fax the agreement to me.

## 28. transcription

- ① *n.* a written or printed version of something; a transcript 抄本; 副本; 文字记录

**【例句】**They produced a complete transcription of the journals.

他们抄录了一整套期刊杂志。

- ② *n.* [ U ] the action or process of transcribing something 抄写; 转录

**【例句】**The funding covers transcription of nearly illegible photocopies.

该资金包括了转录难以辨认的复印件时产生的费用。

### 相关词

**transcribe** *v.*

- ① to write down something exactly as it was said 笔录; 记下

**【例句】**A secretary transcribed the witnesses' statements. 书记员笔录了证人的证词。

- ② to write an exact copy of something 抄写; 转写

**【例句】**Pay attention to not missing any word when you transcribe the document.

在抄写这份文件时, 注意不要漏掉任何字。

We need volunteers to transcribe this manuscript. 我们需要自愿者来抄写这个文稿。

## 29. device

- ① *n.* a thing made or adapted for a particular purpose, especially a piece of mechanical or electronic equipment 装置, 器械, 设备

**【例句】**a measuring device 测量器械

- ② *n.* a plan, method, or trick with a particular aim 计划; 策略; 诡计

**【例句】**Writing a letter to a newspaper is a traditional device for signaling dissent.

给报社写信是表达不满的传统手段。



③ *n.* a form of words intended to produce a particular effect in speech or a literary work 措辞；写作手法

【例句】a rhetorical device 修辞手法

### 30. competent: efficient and effective

【例句】He was a loyal, distinguished and very competent civil servant.

他是一位敬业、优秀而且非常称职的公务员。

He was very competent at / in his work.

be competent with sth: be capable of dealing with sth.; have the skill to do sth. 有能力处理的；胜任的

### 31. schedule

① *vt.* arrange or plan (an event) to take place at a particular time 排定；预定；把……安排在……

【例句】A presidential election was scheduled for last December.

总统选举原计划在去年 12 月举行。

No new talks are scheduled. 没有安排新的会谈。

② *v.* put (a flight, train, etc.) into a timetable; make a regular service 将(飞机、火车等)列入时刻表；给……安排定期服务

【例句】The space shuttle had been scheduled to blast off at 04:38 am.

航天飞机已经预定于凌晨 4 点 38 分发射升空。

③ *n.* timetable; a plan that gives a list of events or tasks and the times at which each one should happen or be done 时刻表，进度表；预定计划

【例句】He has been forced to adjust his schedule. 他被迫调整了自己的日程安排。

She has overloaded her schedule with work, study, and family responsibilities.

她的日程表上排满了工作、学习、家务等，使自己负担过重。

#### 相关表达

##### **ahead of / behind schedule**

earlier (or later) than planned or expected 提前(迟于)预定时间

【例句】We labored hard to finish our job ahead of schedule.

我们努力工作，以期把活儿提前干完。

I'm behind schedule as it is. 事实上我已经晚于计划。

##### **on / according to schedule**

on time; as planned or expected 按预定时间

【例句】The plane arrives on schedule. 飞机准点到达。

Everything went according to schedule ... 一切都按计划进行。

### 32. database

*n.* a structured set of data held in a computer, especially one that is accessible in various ways ( 电脑系统的 ) 数据库, 资料库 [ 同 data bank ]

**【例句】** a database covering nine million workers 包含九百万著作的数据库

### 33. lengthy

① *adj.* continuing for a long time, often too long [ ≠ brief ] 时间长的: 过于冗长的

**【例句】** A lengthy period of training is required. 需要进行较长时间的培训。

An accident is causing some lengthy delays. 事故导致了一些较长时期的延误。

② *adj.* a speech, piece of writing, etc. that is lengthy is long and often contains too many details ( 文章、演讲等 ) 冗长的

**【例句】** a lengthy report

**相关词**

**lengthiness** *n.* 冗长

### 34. with a sense of having a feeling of 有一种……的感受

**【例句】** The incident left me with a sense of helplessness. 此事件使我感到无助。

### 35. urgency

① *n.* importance requiring swift action 紧急; 紧迫

**【例句】** It is a matter of utmost urgency. 这事刻不容缓。

These are the grave urgencies facing us.

They recognize the urgency of righting the economy.

他们认识到了复苏经济的紧迫性。

② *n.* an earnest and persistent quality; insistence 急切

**【例句】** She was surprised at the urgency in his voice. 他语调中透着急迫, 这让她很吃惊。

**相关词**

**urgent** *adj.*

① requiring immediate action or attention 紧急的, 紧迫的

**【例句】** He had urgent business in New York. 他在纽约有急事。

She needs urgent treatment. 她需要急救。

② (of a person or their manner) earnest and persistent 急切的

**【例句】** an urgent whisper 急切的耳语

His voice was low and urgent ... 他的嗓音低沉而急切。

### 36. imperative

① *adj.* of vital importance; crucial 必要的, 必须做的

**【例句】** The events of the past few days make it imperative for her to act.

过去这几天发生的事迫使她不得不立即行动。

It is absolutely imperative that we finish by next week.

我们的当务之急是必须于下周完成。

*Note for Usage* 用法说明:

在 It is + *adj.* + that. 结构中, that 引导的是主语从句, 作表语的形容词, 如在意义上与意愿有关, 如 essential, necessary, imperative, preferable 等, 则 that 从句中的谓语动词需用虚拟式, 即动词原形(美国英语)或 should + 动词原形(英国英语)。

**【例句】** It was imperative that he *act* as naturally as possible.

最重要的是他要做到尽可能自然。

It is imperative that they *arrive* on time for the lecture.

他们必须准时来听课。

It is imperative that you *should not be seen* here.

你必须马上离开。

② *n.* an essential or urgent thing 必要的事

**【例句】** we can't recruit those who are unable to respond to the imperatives of an enterprise culture. 我们不能录用那些不能积极响应企业文化核心要求的申请人。

③ *n. / adj.* [ Grammar ] In grammar, a clause that is in the imperative, or in the imperative mood, contains the base form of a verb and usually has no subject. Examples are ‘Go away’ and ‘Please be careful’. Clauses of this kind are typically used to express a command and tell someone to do something. (语法中) 祈使语气(的); 命令(的)

### 37. repetitious

*adj.* containing parts that are said or done too many times; another term for repetitive 重复的, 反复的; 同义词 repetitive

**【例句】** The document is repetitious and poorly drafted. 这份文件重复太多, 文笔不佳。

**相关词**

**repeat** *v.* 重复

**【例句】** Can you repeat your question?

**repetition** *n.* 反复

**【例句】** The job involved the constant repetition of the same movements.

**repetitiveness** *n.* 重复性

**【例句】** It sounds as though they were attempting to mock the repetitiveness of the lecture.

### 38. prioritization

① *n.* being able to decide which tasks are the most important and do them first 能按优先顺序(处理事务); 决定(做事)优先顺序的能力

**【例句】**In practice, this will often require a prioritization of your job requirements.

实务上,这往往需要重新调整工作的优先顺序。

Good workload prioritization and organization, co-ordination skills — they are the essentials of good management.

良好的计划、组织和协调能力—这些是优质管理的基本要素。

② **n.** treating as more important than other things. 优先考虑; 给……优先权

**【例句】**Prioritization of the service sector is the key policy of the government in reform.

优先发展服务行业是政府在改革中的主要政策。

**相关词**

**prioritize** *v.* 给……优先权

**【例句】**The department has failed to prioritize safety within the oil industry.

该部门没有把安全放在石油工业的首位。

**priority** *n.* 优先权

**【例句】**Financing the country's energy is an absolute necessity and takes priority over all things.

资助国家的能源保障是绝对必要的,也是要优先的。

**相关表达**

**take priority over** ……优先于……

**【例句】**The safety of the country takes priority over any other matter.

国家安全是优先考虑的。

**a top priority** 最重要的事

**【例句】**The arranging of this business agreement is a top priority.

**prior** *adj.* ①在前的; 在先的

**【例句】**I was unable to attend the meeting because of a prior engagement.

由于先前有约会,我不能出席会议。

② 优先的

**【例句】**I stopped playing football because my work had a prior claim on my time.

**相关表达**

**prior to** 在……之前

**【例句】**All the arrangements should have been completed prior to our departure.

39. She should additionally possess strong organizational and prioritization skills, particularly if she handles administrative, scheduling and planning tasks for more than one busy executive.

**【参考译文】**另外,她必须拥有较强的组织能力,能分清主次,尤其是在为不止一个忙碌的主管处理行政事务、安排日程和制定计划时。

## 40. costly

① *adj.* costing a lot; expensive 昂贵的

【例句】It can be costly to refinance. 再融资有时费用会很高。

② *adj.* causing suffering, loss, or disadvantage 损失严重的

【例句】The proposed regulations are ill-defined and could be unnecessarily costly.

提议的规章制度阐述不清，而且可能会带来不必要的严重损失。

Good management team can save organizations from grim and costly mistakes.

优秀的管理团队能够使组织机构避免犯下损失惨重的大错。

### 相关词

**costliness** *n.* 昂贵

【例句】The relative costliness of labor encouraged labor-saving mechanization

相当昂贵的劳动力成本鼓励了节省劳力机械的产生。

## 41. have a strong eye for: can recognize or see ... clearly and make good judgment on ... (对……)具有敏锐的眼光

【例句】The executive had a strong eye for profit, which was a very important factor in the success of the company.

主管具有看准盈利机会的慧眼，这是公司成功的一个重要因素。

## 42. commitment

*n.* a promise to do something or to behave in a particular way 承诺, 誓言

【例句】Are you ready to make a long-term commitment?

We made a commitment to keep working together. 我们承诺继续合作。

## 43. deem

*v.* regard or consider in a specified way 认为；断定为：相信

notice the structure here (deem + object + *n.* / *adj.* 或者 deem + that) e.g.

【例句】The event was deemed a great success.

The strike was deemed to be illegal.

They deemed that he was no longer capable of managing his own affairs.

他们认为他不再能管理自己的事物了。

We would deem it an honor if the minister agreed to meet us.

如蒙部长接见，我们将深感荣幸。

*Note for Usage:* 用法说明

consider: 指经过考虑和观察后得出的结论。

think: 普通用词，指按照自己的意见提出看法。

believe: 通常指根据一定的证据，经思考后而认为属实。



deem: 正式用词, 常用于法律、文学, 强调作判断而不是思考。

regard: 侧重凭外表或表面现象作判断。多强调观点。

#### 44. constructive

*adj.* having or intended to have a useful or beneficial purpose 建设性的; 积极的

反义词 **destructive adj.** 破坏性的; 毁灭性的

【例句】constructive advice

constructive criticism 建设性的批评

相关词

**construct v.** 建设; 建造; 构筑

【例句】to construct a bridge / a sentence / an argument

**construction n.** 建设; 建筑业; 建造

【例句】He works in the construction industry. 他在建筑业工作。

相关表达

**under construction** 在建设中

【例句】There are two new hotels under construction.

#### 45. criticism

① *n.* the expression of disapproval of someone or something on the basis of perceived faults or mistakes 批评

【例句】He received a lot of criticism.

He ignored the criticisms of his friends.

② *n.* the analysis and judgment of the merits and faults of a literary or artistic work 评论

【例句】Her literary criticism focuses on literature works that suggest new ideas.

她的文学批评集中关注的是表达新思想的文学作品。

相关词

**critic n.** 评论家; 批评家; 爱挑剔的人

【例句】She is the music critic for *The Times*. 她是《时代周刊》的音乐评论人。

相关表达

**an armchair critic** 空口评论家

**critical adj.** ① 关键的; 紧要关头的

【例句】a critical stage in his illness 他的疾病处于关键期

Environmentalists say a critical factor in the city's pollution is its population.

环境保护主义者说造成该城市污染问题的一个关键因素是其人口数量。

He says setting priorities is of critical importance.

他说确定优先顺序是至关重要的。

② 判断审慎的; 评判性的

【例句】We need to become critical text-readers.

我们需要培养对文章的评判能力。

③ 吹毛求疵的

【例句】Why are you so critical of everything I wear?

**criticize** *v.* 批评, 指责; 评论

【例句】The report strongly criticizes the police for failing to deal with the problem.

报告强烈批评了无助于解决问题的政策。

It's hard to criticize one's own work.

**critique** *n.* 评论文章; 评论

#### 46. protocol

① *n.* [ U ] the ceremonial system of fixed rules and accepted behavior used esp. by representatives of governments on official occasions 外交礼节, 礼仪

【例句】Were the seating arrangements for the dinner party according to protocol?

餐会的坐位安排是根据礼节的需要吗?

We must observe the correct protocol. 我们必须遵守应有的礼仪。

a breach of diplomatic protocol 违反外交礼节

② *n.* an international agreement between two or more countries (国家间的)协议

【例句】The Montreal protocol on the protection of the ozone layer.

③ *n.* [ technical ] an established method for connecting computers so that they can exchange information 计算机网络协议

#### 47. follow-through

① *n.* continuation of the movement of a bat, racket, or club after striking a ball. (球打出后的)后续打姿

② *n.* the continuing of an action or task to its conclusion (一个举动的)最末部分; 坚持到底的动作或实例

【例句】The firm assures follow-through on all aspects of the contract.

公司保证合同的各方面都有后续措施。

The task of the team is to find a durable solution to the problem as a follow-through to the very temporary measures.

该团队的任务是找到解决问题的长久之计, 以作为当前暂时手段的后续措施

#### 48. be dedicated to giving a lot of time and effort to 专心致志于; 热忱于

【例句】He was very dedicated to his work.

This organization is dedicated to eliminating poverty in this area.

49. **keep ... in the forefront of:** regard ... (the interests of her company) as the most important 把……看作是最重要的

**【例句】**The president stressed that we should keep the goal of occupying the largest market share in the forefront of the business of the company.

总裁强调我们应该把保持最大市场份额作为公司最重要的事务。

## 50. attendee

n. a person who attends a conference or other gathering (会议或聚会等的) 参加者

**【例句】**seminar attendees

相关词

**attend** v.

① 参加；出席；到场

**【例句】**The whole sales force attended the conference.

② 看护；照料

**【例句】**The patient had a good doctor attending (on) her.

③ 注意；专心；倾听

**【例句】**Are you attending (to what is being said)?

相关表达

**attend to** 照料；处理；专心于……

**【例句】**Excuse me, but I have an urgent matter to attend to.

*Note for Usage* 用法说明

People who **attend** a play or a concert are the **audience** (观众；听众) ; people who **attend** a religious service are the **congregation** (会众) ; people who **attend** a game, such as football, are **spectators** (观众) . But an **attendant** (服务员) is someone who is employed to look after a public place or the people who use it.

**attendance** n. 到场；出席人数；照顾

**【例句】**Attendance at these lectures is not compulsory. 这些课不是硬性规定要听的。

Average weekly cinema attendance in February was 2.41 million.

2月份，平均每周的观影人数为241万。

This year attendances were 28% lower than forecast. 今年的出席人数比预期少28%。

He would have a nurse in constant attendance day and night.

会有一位护士日夜不间断地陪护着他。

相关表达

**attendance book** 签到簿

**school attendance** 就学；上课考勤

## 51. vendor

① *n.* a person offering something for sale, especially a trader in the street 小贩 同义词 peddler

【例句】an Italian furniture vendor

② *n. [formal]* a company that sells a particular product(某种产品的)销售公司

③ *n. [Law]* the seller in a sale, especially of property(房地产的)卖方;卖主

相关词

**vend** *v.*出售(尤指土地等财产);(尤指在公共场所)贩卖 同义词 peddle

【例句】There was a man vending sweet cakes and ices.

As fewer women wanted to vend Avon products, its sales sagged.

随着愿意直销雅芳产品的妇女人数减少,其销售开始下降。

Note: *Vend* is formal and indicates the selling of small articles.

*Vend*属正式用语,指出售小件商品。

相关表达

vending machine(投币式)自动售货机

## 52. on a regular basis regularly 定期

【例句】She needed coaching on a regular basis. 她需要定期指导。

We meet on a regular basis. 我们定期会面。

## 53. supervise

*vt.* to be in charge of an activity or person, and make sure that things are done in the correct way 监督;管理;指导

【例句】The teacher has refused to supervise students' examinations. 此教师拒绝监考。

He supervised and trained more than 400 volunteers.

他指导和培训了400多名志愿者。

One of his jobs was supervising the dining room. 他的工作之一是管理餐厅。

相关词

**supervisor** *n.*监督者;主管

**supervisory** *adj.*监督的;主管的

【例句】Have you ever done supervisory work? 你担任过管理工作吗?

Green food labels have supervisory role. 绿色食品标签具有监督作用。

**supervision** *n.*监督;管理

相关表达

**under one's supervision** 在某人的监管之下

【例句】The work was done under my supervision.

#### 54. take charge take the responsibility 负责

【例句】She took charge of the family business after her father died.

#### 55. delegate

① v. entrust (a task or responsibility) to another person, typically one who is less senior than oneself 授权；委托权限

【例句】She is going to delegate duties so as to free herself for more important tasks.

她打算放手一些责任，以便摆脱琐事，集中精力于更重要的事。

Many of their activities can be safely and effectively delegated to less trained staff.

他们的许多活动可以稳妥而有效地交给那些资质稍浅的员工来进行？

Many employers find it hard to delegate. 许多雇主觉得很难下放权力。

The power delegated to him must never be misused. 交给他的权力决不能滥用。

② v. send or authorize (someone) to do something as a representative 委派……为代表

【例句】Edward was delegated to meet new arrivals.

③ n. a person sent or authorized to represent others, in particular an elected representative sent to a conference 代表；使节；特派员

【例句】Congress delegates rejected the proposals.

④ n. a member of a committee. 委员会成员

**相关词**

**delegation** n. 委托；委派；代表团

【例句】The French delegation is / are just arriving at the conference.

#### 56. If leading others, she must be comfortable taking charge, providing direction, offering feedback and delegating work. She may need to diplomatically deal with conflict or assertively address poor performance, and she should be able to instill a sense of urgency in others.

【参考译文】在领导他人时，她必须能轻松负起责任、给予指示、提供反馈并委派工作。她需要能有策略地应对冲突，果断指出工作中差强人意之处，并能向他人灌输紧迫感。

#### 57. diplomatically

adv. dealing with people politely and skillfully without upsetting them 策略地；圆滑地

【例句】Maria handled the situation very diplomatically.

**相关词**

**diplomatic** adj.

① of or concerning diplomacy 外交的

【例句】the diplomatic service 外交部门

② having or showing an ability to deal with people in a sensitive and tactful way 有手腕的；策略的；善于交涉的

【例句】He tried his best to be diplomatic

相关表达

**diplomatic relations** 外交关系

**diplomacy** *n.* 外交; 外交手腕; 策略

【例句】He needed all his diplomacy to settle all their quarrel.

**diplomat** *n.* 外交官; 有手腕的人; 善于交际的人

## 58. conflict

① *n.* a serious disagreement or argument, typically a protracted one 冲突; 抵触; 争执

【例句】Employees already are in conflict with management over job cuts.

雇员已经就裁员一事与管理层发生了争执。

The two companies came into conflict. 这两家公司起了冲突。

② *n.* a prolonged armed struggle 战争; 战斗

【例句】We haven't got to the stage of a full-scale military conflict.

我们还未到全面军事冲突的地步。

③ *n.* a serious incompatibility between two or more opinions, principles, or interests (观点、原则、利益等的) 冲突

【例句】There was a conflict between his business and domestic life.

Emotional conflict may shake the foundations of even the strongest relationship.

情感冲突可以动摇哪怕是最牢固的人际关系的基础。

④ *vi.* be incompatible or at variance; clash 冲突; 抵触

【例句】Parents' and children's interests sometimes conflict. 父母和孩子的利益有时会相互冲突。

The date for the match conflicted with a traditional festival.

比赛的日期与传统节日冲突。

相关表达

**conflicting opinions / demands / interests** 互相矛盾的意见、要求、利益等

【例句】I had been given a great deal of conflicting advice.

There are conflicting views about what caused the accident.

## 59. assertively

*adv.* having or showing a confident and forceful personality 肯定地; 自信地; 武断地

【例句】He states their needs and opinions assertively. 他坚定地阐述了他们的需求和观点。

相关词

**assertive**

*adj.* having or showing a confident and forceful personality 观点明确的; 坚决主张的

【例句】Women have become more assertive in the past decade.

女性在过去十年中已变得更加自信。

**assert** *v.* state a fact or belief confidently and forcefully 断言；声称；声明；力陈  
→本单元 Word Study

#### 60. instill

*v.* gradually but firmly establish (an idea or attitude) in a person's mind 逐渐灌输(思想、感情等);  
逐步培养

**【例句】**We instilled a sense of discipline and obedience into the new recruits.

我们在新员工中逐步培养纪律和服从的意识。

I consider it important to instill a pride in the players.

我认为使运动员逐步感到自豪是很重要的。

A shopping mall would instill a spirit of modernity into this village.

大型购物中心将给这个村子注入现代气息。

相关词

**instillation** *n.* 灌输；逐步培养

## >>>>Reading II

1. **confirm:** to state that something is definitely true or correct, especially by providing evidence 证实

**【例句】**His guilty expression confirmed my suspicion.

Please confirm your reservation.

It has been confirmed that the meeting will be held next week.

I neither confirmed nor denied the rumor.

He asked me if it was my office and I confirmed that it was.

2. **without a doubt:** We use the phrase to emphasize that what you are saying is definitely true 毫无疑问

**【例句】**The evidence proves without a doubt that he is innocent.

She is without a doubt the best tennis player I know.

This proves without a doubt that we are right.

3. **I could never have managed my business life without my personal assistant:** My personal assistant helped me a lot to make my business life a great success.

**【参考译文】**没有我的私人助理，我是不可能在生意上获得成功的。

Could not have done ... without .... 要是没有.....不可能.....

**【例句】**I couldn't have succeeded without your help.

要是没有你的帮助，我是不可能成功的。

I couldn't have finished my work so soon without this photo copy machine.

要是没有这台复印机,我是不可能那么快完成我的工作。

4. **go beyond:** If something goes beyond a stated area, it happens or covers more generally or widely than just in that particular area 超出; 逾

【例句】My responsibilities at the department go beyond computer technology.

我在该部门的职责不只限于计算机技术。

The authority of the inspectors goes beyond ordinary police powers.

We have prepared a list of questions that go beyond pay and holiday.

The differences between private and public companies go beyond just the size and name.

There is a strong tradition in this country that education should go beyond cognitive or intellectual development.

5. **strive to do:** to try very hard to achieve something 争取; 力求

【例句】We must strive to secure steady growth.

Most parents have strived to ensure that their children are placed in the best possible schools.

The government should strive to reduce unemployment rate this year.

As a non-government organization, we strive to provide help to those in need.

6. **module:** a unit that can form part of a course of study or training 单元模块

【例句】The course consists of ten modules.

Most teachers approach each module with a concern for balance.

大多数老师处理每个课程单元时都非常注意内容的平衡。

7. **equip sb. with:** to supply sb. with the necessary items for a particular purpose 使……具备,使……

有准备

【例句】equip the youth with a deep sense of justice

equip ourselves with modern technology

equip students with the ability to explore and discover

8. **unlock:** to open with a key 开锁; 开启

【例句】to unlock the door

9. **upon arrival:** directly after one's arrival; as soon as sb. arrives / arrived

【例句】Please open the package upon arrival.

The two thieves were arrested upon arrival in London.

Students from overseas countries should contact the Student Service Center upon arrival at the university.

10. **Upon arrival the secretary must prepare and plan for the day long before the boss arrives.**

【参考译文】一到达办公室,秘书就必须在老板到达之前,准备并计划好当天的工作。

11. **the memory of an elephant:** a good memory. The elephant is said to be able to memorize a large number of commands and recognize many other animals and people. Since its life-span is 50 or 60 years, these memories are long-lived.
12. **intelligence:** the ability to understand, learn and think; the ability to acquire and apply knowledge and skill 智力

【例句】average intelligence

13. **Long gone are the days when ...:** The days when ... are gone forever.

Here, “gone” is the predicative (表语) of the sentence. If the predicative is fronted (前置, 位于句首), we need to invert the order between the subject and the verb (倒装, 改变主语和谓语的位置). “The days when ... are gone.” should be changed into “Gone are the days when ...”

【参考译文】秘书作为私人助理,整天只需要打打字、打打电话,这样的日子,已经一去不复返了。

【例句】Gone are the days when fruit and vegetables were eaten only in the area and season in which they were harvested.

Gone are the days when we could forever enjoy the white clouds and the blue sky.

Gone are the days when the used plastic cups ended up in the dustbin.

14. **right-hand man:** an efficient or indispensable assistant who offers a lot of help and support 得力助手

【例句】the Attorney General’s right-hand man 首席检察官的得力助手

She is her father’s right hand.

15. **Top-ranking executive:** someone who is employed by a business at a senior level and takes senior managerial responsibility. He or she decides what the business should do, and ensures that it is actually done. 高级主管

16. **the driving force behind the scenes:** the force behind something that helps it to move forward and develop 背后的驱动力

【例句】Steve Jobs was the founder and driving force behind Apple.

He has been recognized as the driving force behind the new project.

17. **day-to-day:** happening every day as part of ordinary life and daily routine 日常的

【例句】the day-to-day life of all human beings 人类的日常生活

day-to-day chores 日常杂务

the day-to-day management of the classroom

18. **be inside of ...:** to get involved in 在……圈子里

【例句】He is inside of a boardroom: He gets involved in the business matters of the Board.

19. **minutes:** an summary or record of what is said or decided at a formal meeting 会议记录

【例句】Who’s going to take the minutes?

We read through the minutes of the last meeting.

As a secretary, you must learn how to take minutes.

**20. sit in on ...:** to have an official position 在……中占有座位, 担任重要职务

【例句】sit in on a committee 在委员会担任要职

He was elected to sit in on the House of Commons.

他当选为下议院议员。

**21. in the absence of:** the fact of sb. / sth. not existing or not being available; a lack of sth. 缺席; 不在;

没有

【例句】The case was dismissed in the absence of any definite proof.

I had to take command in the absence of anyone more experienced.

由于找不到更有经验的人, 只好由我来指挥了。

Original mail returned in the absence of the addressee.

收信人不在, 原件退回。

**22. correlate:** to establish or have a mutual relationship or connection between things 使互相关联;

联系

【例句】We should correlate activities in the lab and in the theoretical studies.

我们要使实验室工作和理论研究相辅相成。

**23. I have always had a great deal of respect for the secretarial professionals and my heart bleeds whenever I meet secretaries who share with me not only their workload but how they are not appreciated by their bosses.**

【参考译文】我对秘书职业一直心存敬意。每当我遇到一些秘书对我倾诉她们繁重的工作量和她们的工作是如何不被老板理解时, 我内心对她们深表同情。

**24. bleed:** The original meaning of this word is to lose blood from the body as a result of injury or illness.

【例句】She slowly bled to death.

Here in the text “bleed” means to feel sympathetic.

【例句】Her heart bled at her friend’s death.

**25. workload:** the amount of work to be done 工作量

【例句】a heavy workload

an increase in the workload

a teacher’s weekly workload 教师每周的工作量

We have taken on extra staff to cope with the increased workload.

He was given three assistants to ease his workload.

**26. appreciate:** to recognize the good qualities of sb. / sth. 赏识, 欣赏

【例句】The manager appreciates her abilities.

Doctors are highly appreciated in Hongkong.

They really appreciate the peace of the countryside.

His talents are not fully appreciated in that company.

**27. administrative office procedures** 办公室的行政事务

administrative: connected with the work of managing and organizing a business or an institution 行政的

【例句】administrative job 行政工作

administrative assistant 行政助手

administrative ability 行政能力

administrative affairs 行政事务

administrative staff 行政人员

take administrative actions 采取行政措施

**procedure:** the established or official way of doing things 手续, 步骤

【例句】legal procedure

the procedures to be followed in decision-making 决策时要遵循的程序

**28. proactive:** creating or controlling a situation rather than just responding to it after it has happened 积极主动的

【例句】take proactive steps 采取积极主动的措施

In order to survive the competition, a company should be proactive not reactive.

为了能在竞争中不被淘汰, 公司应该积极主动地做出变化, 而不是被动地做出反应。

**29. set up:** to establish 创建; 建立

【例句】The council set up a committee to look into the case.

The board set up an agency to test the candidates' ability to make decisions.

If enough money is raised, more clinics could be set up nationwide.

**30. propose:** to put forward a plan or suggestion

【例句】propose a new method

propose the new five-year plan

He proposed changing the name of the company.

The government proposed changes to the voting system.

When he was very ill, the priest proposed to him that he had better make a will.

**31. checklist:** a list of items that one must remember to do 清单

**32. luncheon:** a formal meal around midday 午餐



33. **escort:** to accompany sb. somewhere; to show people the way 护送

【例句】He escorted me to the door.

He escorted me back to the hotel.

Twelve bodyguards escorted the president into the hall.

34. **assuming that ...:** if; supposing 假如; 假定

【例句】Assuming (that) it rains tomorrow, what shall we do?

假如明天下雨，我们干什么？

**assume:** to accept that sth. is true although you have no real proof of it 假设

【例句】Let's assume that you have heard the news.

I assume that you don't drive.

It is reasonable to assume that economy will continue to improve.

We assume that such changes will have significant social effects.

35. **bind:** to fix the pages of a book together and put them inside a cover 装订

【例句】bind up two books into one volume 把两本书装订成一册

beautifully bound books 装订精美的图书

36. **dictate:** to say or read something aloud for someone else to write down 口授, 使他人听写

【例句】dictate a story by telephone 通过电话口述一个故事

He dictated a letter to his secretary. 他向秘书口授信函。

I have four letters to dictate.

It took him a long time to dictate the letter.

The teacher dictated a short poem to the class.

老师让全班听写一首诗歌。

37. **deadline:** time or date before which a particular job or task must be finished 最后期限

【例句】meet the deadline 赶在最后期限内完成

Monday is the deadline for handing in this essay.

这篇论文最迟周一上交。

The deadline for application is April 30.

申请的最后期限是四月三十日。

38. **follow through:** to complete; to carry out sth. to the end 执行, 坚持到底

【例句】The police have followed through several inquiries, but are no nearer to finding the criminal. 警方进行了多次调查, 但依然没有找到罪犯。

39. **Many of us would not manage to even perform half of the duties that our secretaries perform and yet many times we fail to appreciate and acknowledge just how hard they work and that they are important and powerful individuals in any organization.**

**【参考译文】**我们许多人都难以完成秘书们一半的工作量，但我们很多时候却没能理解和承认：秘书在任何一个组织中，都是重要而强大的个体。

## >>>> Extended Activities

### A. Function and Structure

---

#### 1. Receiving guests

Receiving visitors and guests is an important part of a secretary's daily routine in the office. There is a certain procedure for receiving visitors. A secretary should find out if the visitor has an appointment or not. If the visitor is an important customer, the boss or his / her secretary will come down to the reception room to greet the visitor. Sometimes the secretary may accompanies the visitor to the boss's office. Using the visitor's name when s / he arrives is a friendly gesture and gives the visitor a good impression of the company or organization. When the secretary and the visitor arrive at the boss's office, the secretary announces the visitor's name, title and position, and introduces the boss to him / her.

A favorable impression can be created if a secretary pays attention to the following suggestions:

- The secretary is polite, helpful, well-spoken, always smiling and warm.
- The secretary invites the visitors to sit in an easy chair while waiting and gives him / her a proper newspaper to help him / her relax or a brochure about the company to publicize it. And if there is a delay, apologize and offer a cup of coffee or tea and keep him / her fully informed of the situation.
- If a meeting is impossible, the secretary should express regret and explain, so that the visitor's feelings are not hurt.
- A record of the callers expected and callers received should be kept, which includes dates, times, names and the organization the visitor works for.

#### 2. Americans and small talk

Small talk is casual and trivial conversation, or conversation for its own sake. The ability to conduct small talk is a social skill. When they first meet another person, Americans use a kind of conversation they call "small talk". The most common topic of small talk is the weather; another very common topic is the speakers' current surroundings — the room or building they are in, the sidewalk where they are standing, etc. Later, Americans may talk about past experiences they have both had, such as watching a particular TV program, going to New York, or eating at a particular restaurant. Besides these very general topics of small talk, Americans talk about different things according to the

life situation of people involved and the setting in which the conversation is taking place. Students are likely to talk about their teachers and classes; if they are of the same sex, they are likely to discuss their social lives. Adults may discuss their jobs, interests, houses, or family members. Men are likely to talk about sports or cars. Housewives are likely to talk about their children or about household matters or personal care (e.g., hairdos). Americans are taught not to discuss religion and politics unless they know the people they are talking to fairly well. Politics and religion are thought to be “controversial”, and discussing a controversial topic can lead to an argument. There are other topics Americans generally avoid because they are “too personal”. Financial matter is one. Inquiries about a person’s earnings or about the amount someone paid for an item are usually not acceptable topics.

## **B. Special Use: Direct and Indirect speech (1) Affirmative Sentences**

在引述他人的话时,一字不改地直接引用原话,叫直接引语( direct speech )。直接引语须用引号(“”),句首的第一个字母须大写。例如:

He said, “I have finished my work.”

She insisted, “I know nothing about it.”

The teacher said, “You are late again.”

He said, “I have lost my money.”

如说话人用自己的话加以转述,这就是间接引语( indirect speech / reported speech )。间接引语不用引号,通常以宾语从句的形式出现。例如:

He said he had finished his work.

She insisted she knew nothing about it.

The teacher said I was late again.

He said he had lost his money.

直接引语和间接引语通常需要由诸如say, tell, order, ask等动词引出,这类动词叫做引述动词( reporting verb )。主语和引述动词可以位于直接引语之前,例如:

He said, “I’ve lost my ticket.”

主语和引述动词也可以位于直接引语之后。例如:

“Do you dye hair?” the man asked impatiently.

“The police seem to have given up in despair,” said the man.

主语和引述动词也可以位于直接引语之中。例如:

“I have no doubt,” said Bob, “that the man is safely out of the country by now.”

直接引语和间接引语可以互相转换。直接引语变为间接引语主要有陈述句、疑问句、祈使句和感叹句四种。如直接引语是陈述句,间接引语变为由that引导( that可以省略 )的宾语从句,由

引述动词 say, tell, order 等引出。从句中应注意以下问题：

### 1. 时态的变化

1) 如引述动词是现在时态或将来时态, 间接引语中的动词时态保持不变。例如:

He says, "I like fruits."

→ He says that he likes fruits.

She says, "I will come late."

→ She says that she will come late.

He says to me, "I have tried my best."

→ He tells me that he has tried his best.

The boy will say, "I have no choice."

→ The boy will say that he has no choice.

2) 如引述动词是过去时态, 把直接引语变为间接引语时要注意时态一致原则, 即间接引语中的动词通常也相应变为过去的某一时态。例如:

He said, "I need some money."

→ He said that he needed some money.

She said, "I often hear someone crying in the next room."

→ She said she often heard someone crying in the next room.

(一般现在时 → 一般过去时)

The boy said, "I'm writing a letter."

→ The boy said that he was writing a letter.

Mother said, "Tom is playing in the garden."

→ Mother said Tom was playing in the garden.

(现在进行时 → 过去进行时)

He said, "I was told to do so."

→ He said that he had been told to do so.

(一般过去时 → 过去完成时)

The student said, "I've finished."

→ The student said that he had finished.

He said, "I have been there twice."

→ He said he had been there twice.

(现在完成时 → 过去完成时)

She said, "We have been thinking over the issue."

→ She said that they had been thinking over the issue.

(现在完成进行时 → 过去完成进行时)

He said, "I will have a try again."

→ He said that he would have a try again.

Mr. Smith said, "We will discuss it tomorrow."

→ Mr. Smith said they would discuss it the next day.

(一般将来时 → 过去将来时)

He said, "I'll be seeing you again."

→ He said that he would be seeing me again.

(将来进行时 → 过去将来进行时)

He said to me, "I will have learned 1,000 new words by the end of the month."

→ He told me that he would have learned 1,000 new words by the end of the month.

(将来完成时 → 过去将来完成时)

He said, "I can manage it."

→ He said that he could manage it.

(情态动词现在时 → 情态动词过去时)

3) 但在下列场合,间接引语中的动词不必与引述动词相呼应:

① 若直接引语是普遍真理或不变的事实,改为间接引语时动词时态不变。例如:

The teacher said to us, "There is no life on the moon."

→ The teacher told us that there is no life on the moon.

又例如:

He believed that the sun is the centre of the solar system.

The teacher told us that knowledge is power.

② 若直接引语中的事件当前仍然存在,现在时不必变为过去时。例如:

She said, "I'm eighteen this year."

→ She said that she is eighteen this year.

(现在她仍是18岁,时间还是今年。)

Mike said to me, "I haven't seen the film yet."

→ Mike told me that he hasn't seen the film yet.

(引述时Mike还没有看过这部电影。)

③ 若直接引语中的将来时在引述时仍然有效,一般将来时不用变为过去将来时。例如:

He said, "I will graduate next year."

→ He said that he will graduate next year.

(引述的时间仍是今年,毕业的时间仍是明年。)

He said, "I will arrive tomorrow."

→ He said that he will arrive tomorrow.



(引述的时间仍是今天,到达的时间仍是明天。)

- ④ 若直接引语中有确切的过去时间状语,不会引起时间上的混乱,过去时不必改为过去完成时。例如:

He said, "I was born in 1980."

→ He said that he was born in 1980.

- ⑤ 若直接引语中的动词已经是过去完成时,时态不变。例如:

He said, "I had written ten books by that year."

→ He said he had written ten books by that year.

- ⑥ 若直接引语中的虚拟语气不会引起意义的混淆,时态不变。例如:

He said, "It's time that we had lunch."

→ He said that it was time they had lunch. (had不变)

The children said, "We wish we didn't have to do homework."

→ The children said they wished they didn't have to do homework. (did不变)

- ⑦ 若直接引语中的情态动词没有过去式,时态不变。例如:

She said, "It should be solved as soon as possible."

→ She said that it should be solved as soon as possible.

He said, "I must go."

→ He said he must go.

- ⑧ 若直接引语中的情态动词已经是过去式,时态不变。例如:

She said, "I could play the piano at the age of six."

→ She said that she could play the piano at the age of six.

She said, "It might be possible."

→ She said that it might be possible.

## 2. 代词的变化

引述第三人称的话时,直接引语中的第一人称变为第三人称;第二人称变为第一人称。例如:

He said, "I have no idea."

→ He said that he had no idea.

He said, "I haven't seen you for ages."

→ He said that he hadn't seen me for ages.

He said, "I've forgotten the answer."

→ He said he had forgotten the answer.

He said, "You have passed the test."

→ He said that I had passed the test.

He said, "You've missed the train."

→ He said I had missed the train.

如果第二人称有呼语,如Tom, John等,也变为第三人称。例如:

He said, "You are right, Mike."

→ He said that Mike was right.

如引述自己的话,不需要变化人称。例如:

I said, "I like it."

→ I said that I liked it.

有时为了避免歧义,间接引语中必须添加名词。例如:

Tony said, "He hurt me in the face."

→ Tony said that the man / the boy had hurt him in the face.

若是Tony said that he had hurt him in the face,由于he和him指代不清,会引起意思上的混乱。

指示代词this和these在间接引语中通常变为that和those,或it, they, them, the one near them等。

例如:

He said, "I want this book."

→ He said that he wanted that book.

He said, "We will consider this as soon as possible."

→ He said they would consider that / it as soon as possible.

He said, "These are the best-sellers."

→ He said that those were the best-sellers.

He said to me, "I will have this."

→ He said that he would have the one near him.

### 3. 时间状语的变化

this和these作限定词修饰时间状语时,间接引语中通常变为that, those, the等。例如:

He said, "I'm busy this afternoon."

→ He said he was busy that afternoon.

一般说来,间接引语中的时间状语通常有以下的变化:

today → that day

yesterday → the day before, the previous day

yesterday morning → the previous morning, the morning before

the day before yesterday → two days before

tomorrow → the next day, the following day

the day after tomorrow → in two days' time, two days after

next week / month / year → the next week / month / year, the following week / month / year

last week / month / year → the previous week / month / year, the week / month / year before

a week / month / year ago → a week / month / year before, the previous week / month / year

若引述的时间为说话的同一天或同一时间段，则时间状语不需变化。例如：

He said, “I finished it yesterday.”

→ He said that he finished it yesterday.

(他今天说的，我在同一天的晚些时候引述他的话。)

有时我们也需要做一些逻辑推算。例如：

Jack said to Tom, “The sports meet is to be held the day after tomorrow.”

(假设Jack是星期一说的。)

→ Jack told Tom that the sports meet is to be held tomorrow.

(星期二引述Jack的话。)

#### 4. 地点状语的变化

地点状语here在间接引语中通常变为there, 相应的动词come也要变为go。例如：

She said, “I come here every week.” → She said she went there every week.

但如果引述时说话的地点没有变,here就不需要变为there, come也不需要变为go。例如：

She said, “I will come here.”

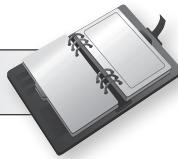
→ She said she would come here. (说话者和转述者处于同一地方。)

### C. Practical Reading

本图表形象地展示了一个电子商务沟通模式，只要了解各个电子工具的基本用途(原文有注解)，选择题的答案就容易判断。分析如下：

1. 出杂志和新闻简报，当然要用到与出版(Publishing)有关的软件，答案是b。
2. 如果主要工作是文字处理，当然只要使用文字处理软件，答案是a。
3. 数据库主要用来保存和记录顾客的情况(地址等)，答案是d。
4. 本题问今天用得越来越多的传递信息的方式，比较而言，是电子邮件，答案是c。
5. Basic是专业的编程语言，不是一般的办公环境中使用的，答案是d。
6. 扫描仪可以扫描文字和图表，但不能扫描声音，答案是b。
7. 本题中的4个选项中只有打字机不属于办公自动化工具，答案是a。
8. 视频会议可以解决距离问题，答案为c。
9. 电报在本图中未提及，答案为b。
10. 办公自动化的主要方式是减少使用有形的资源，尽量使用虚拟的电子工具，答案为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。语篇《一》介绍了秘书这一职业的基本情况，如日常工作范畴，主要会务职责，职业技能资格以及秘书工作中最具难度的部分等。教师可以选用本单元阅读 I Pairwork 中第一题 (What does a typical office secretary look like in your eyes?) 作为语篇《一》听音训练前的导入活动。语篇《二》列举了在法律事务所成功担任秘书工作的八大必备性格特征。听音训练前，教师可以安排学生讨论阅读 I Pairwork 第二题 (What personal qualities are desirable for a secretary?) 和第三题 (What skills are essential for the secretarial work?), 由此再延伸至“法律事务所”这一特定工作环境，请学生说说“What personal traits or qualifications are most desirable for a successful secretary at a firm?”。听力练习的编排和以往各单元一样，练习一和练习三均属预听活动，主要目的是在进行精听练习之前，让学生对所听语篇的主旨 (gist) 有所了解，初步把握词汇和理解上的难点所在，为接下来的听力活动做好语言和心理上的准备。练习二为选择题型，系听力练习中最为常见的题型，旨在考查学生对语篇细节信息 (details) 的辨析，以及学生对语篇整体信息的综合理解能力。由于题目预先给出，教师应提醒学生做好听前 (pre-listening) 预读工作，特别关注各选项所包含信息的相似和差异之处，明确接下来听音活动中 (while-listening) 的听辨重点以及信息记忆重点，当语音内容涉及与题目相关的信息时，及时做好笔记。练习四为填表题。虽然要求填写的内容和录音材料中相关内容出现的顺序基本一致，学生比较容易捕捉所需填写的信息；但学生在教材上看到的信息是以表格的形式出现，和他们听到的信息在语句表述的结构上并不全然相同。在听音前，教师应提醒学生认真研读、熟悉表格内容，对所需填写部分的信息进行积极预测；而在听音时，学生应对所听到的信息在理解的基础上加以快速归纳和总结。
2. Spot Dictation 部分介绍了秘书工作所必须掌握的必备职业技能，需填写的主要是与秘书职责相关的名词和动词，以便学生理解和运用这些词汇，还有一些链接词语。此部分与阅读 I Brainstorming 以及 Pairwork 中的活动关联度较高，因此在听写训练前，教师可以就这两部分活动的内容请学生作一个简单的总结，如：“Among all the office tasks (professional skills / personal traits) we have discussed so far, which do you think are critical for secretary work?”
3. 阅读 I Brainstorming 学生通过自由讨论的形式，列出他们所知道的关于秘书工作职责的单词或表达方式。教师应向学生指出，由于各类秘书服务的对象不同、部门性质不同、公司组织文化不同，其工作职责也必然存在着很大的差异，对他们的职业技能的要求也不尽相同。参考答案部分列出的仅仅是秘书工作中最常见的任务职责。教师可以视学生的语言水平，给出一

些“支架”，对学生的讨论予以引导。教师可以先让学生把秘书的日常工作分为像：日常事务处理（如电话、邮件、文件管理、来访接待等）、日程安排、内外部门沟通协调，以及会议支持等若干条块，再让学生进一步深入细化。比如说，在会议支持这一块，教师可以问学生“What is a secretary supposed to do before / in the course of / after a meeting?”教师也可以请学生从不同的秘书所承担的工作任务和所必须掌握的技能的差异之处着手，说说“What is a secretary in a traditional office / in a modern office expected to do?”或者从公司或组织的规模着手，如“What are a secretary in a small start-up company / a large multinational company expected to do?”。

4. 阅读 I Pairwork 由学生双人结对，讨论与本单元主题 Skills & Qualities of a Secretary 相的一些话题。

Question 1 在许多学生眼里，秘书是一种即让人熟悉又带些神秘的职业。大多数学生对秘书这一职业的了解仅限于影视剧或书本的描述：秘书是为高层领导出谋划策的左膀右臂，是管理层与公司上下各级部门保持沟通的桥梁，是处理日常繁杂琐碎事项的私人助理……秘书这个词让人们有着太多的想象。然而，秘书的工作到底包括哪些，在秘书的工作背后还有些什么，却是被很多人所忽略的。教师可以先询问学生，他们熟悉的人中，如父母或亲朋好友中是否有人从事秘书工作：“Do you happen to know anyone who works as an office secretary? What do you know about his or her work and life? Describe him or her to us.”教师也可以请学生描述一个他们从影视剧或书本里认识的秘书的形象。

Question 2 和 Question 3 讨论的是秘书工作对性格特征和职业技能的要求。建议教师结合 Lead-in 语篇《二》以及“背景知识”部分相关内容一起进行。下表列出了一些秘书工作最基本的性格和技能要求，供教师参考。教师可以结合阅读 I Brainstorming 中所讨论的秘书工作职责，请学生说说某一项具体工作职责分别对应要求什么样的性格特征和职业技能。

Trustworthy; Sound work ethics; Maintains good correspondence; Basic knowledge of computer; Business communication; Self-motivated Pleasant disposition; Presentable personality; Multitasking abilities; Organizing and Planning skills; Initiative; Interpersonal skills; Tenacity ...

Question 4 讨论的是秘书工作的优缺点，可以和 Question 5 结合在一起进行。教师也可以请学生结合他们各自的性格特征，说说秘书工作是否适合自己。

5. 阅读 I Post-reading 学生进行角色扮演，先各自以跨国公司行政秘书的身份作年度绩效自评，完成学生用书上的一份自我评估表（Executive Secretary Self Appraisal Form）。自评结束后，小组成员轮流扮演人事部门负责绩效考核的专员，根据自评表内容，讨论并推选年度最佳行政秘

书的人选。该活动的设计目的：让学生对本单元“Lead-in”、“阅读 I Brainstorming”、“阅读 I Pairwork”以及“阅读 I Text”部分所学习的知识和讨论的内容有一个融会贯通的过程，对本单元教学要求中的相关认知信息(Cognitive Information: Skills and Qualities of a Secretary)有一个更直观、更全面的把握。

## 6. 阅读 II Cloze

- Blank 4 此处选d. tied。tie up 固定搭配，意思是“阻碍，使动弹不得(delay or limit the free movement)”。如：I can't come out tonight; I'm a bit tied up at work. 我今晚来不了；我有工作实在脱不开身。The traffic was tied up for hours by the car accident. 这起车祸使交通阻塞了好几个小时。
- Blank 6 此处选d. consideration。take (all the factors and elements concerned with the appointment) into consideration，固定搭配，意思是“顾及，考虑到”。如：I will take your recent illness into consideration when I mark your exam. 在评定你的考试成绩时，我会考虑到你最近生病的情况。
- Blank 8 此处选c. keep。此处用动词原形keep是由前文suggest要求的。suggest作“建议”解时，后面所跟的宾语从句，常用虚拟语气：should do, should经常省略。
- Blank 12 此处选d. tentative。tentative的意思是“暂定的，暂时的(not fully worked out, concluded, or agreed on; provisional)”。如：a tentative agenda暂定的议程；The prices are tentative. 这个价格是暂定的。
- Blank 13 此处选c. initiated。start, begin, initiate, commence四个动词都可以表示“开始(coming or putting into operation, being or setting about taking the first step, as in a procedure)”。Begin 和commence 在意思上最为接近，只是commence 常用于更为正式的情况。如：began the race开始比赛；a play that begins at eight o'clock八点钟开演的节目；commenced her career as a scientist开始她的科学家生涯；festivities that commenced with the national anthem以国歌开始的节日盛会。Start经常可以同begin和commence互换，但也可以暗指“从特定一点出发，通常接在静止动作后(setting out from a specific point, frequently following inaction)”。如：Stand and talk with me for a few minutes until the train starts. 在火车启动以前站着陪我谈几分钟；The telephone started ringing. 电话铃响起来。Initiate指“在某一过程中采取的第一步行动，而不考虑之后如何(taking the first steps in a process, without reference to what follows)”。如：The public hoped the government would initiate restrictions on imported goods. 公众希望政府能对进口货物采取限制；initiate a reform开始改革。



## Key (练习答案)



### >>>>Reading I

#### **Pre-reading:**

##### I. Brainstorming: (key for reference)

- Greeting visitors
- Managing diaries
- Scheduling flights
- Preparing documents for meetings
- Taking minutes
- Drafting letters and other documents, such as PowerPoint presentations
- Maintaining filing systems
- Answering queries
- Using various computer packages — Word, Excel, PowerPoint
- Supervising more junior secretaries and admin staff
- Organizing office events
- Controlling budgets
- Providing administrative support
- Making travel arrangements
- Booking hotel rooms
- Making appointments
- Distributing papers and documents
- Dealing with mails
- Answering phone calls
- Photocopying and printing
- Compiling accounts
- Presenting reports and statistics

#### **Exercises**

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

III. 1. cautiousness    2. ambition    3. advance    4. confidential    5. utilize

6. succinctly    7. imperative    8. committed    9. address    10. follow-through

11. prioritization    12. instill    13. delegate    14. deem    15. demeanor

IV. 1. screen            2. conflict            3. Assertiveness, supervise

4. was competent with, attendee    5. criticism    6. commitment

7. strove to, competitive    8. proficient, a sense of

9. imperative, utilize, cautiousness    10. are dedicated to

11. took charge, ambition    12. at ease

- |                           |                                 |
|---------------------------|---------------------------------|
| 13. better himself        | 14. prioritization              |
| 15. assessed, objectively | 16. confidential, discretion    |
| V. 1. took the initiative | 2. were privy to                |
| 3. had a strong eye for   | 4. kept ... in the forefront of |
| 5. on a regular basis     |                                 |

### Post-reading

---

本练习答案是开放性的,接受任何合理的答案。自我评估表格涉及职员个人信息、工作职责范围、工作环境、工作改进措施、职业技能提升、职业规划目标等方面,很多信息需要学生的想象力,而学生又缺乏相关职场亲身体验。教师要鼓励学生根据本单元所学习的内容,充分想象,同时给学生一定的时间通过网络或职场去了解相关内容。条件许可,还可鼓励学生去采访有行政秘书工作经历的人士(如家长、亲戚、朋友等),获取更多第一手的材料。

## >>>>> Reading II

### Exercises

---

- |           |      |      |       |       |
|-----------|------|------|-------|-------|
| I. 1. F   | 2. T | 3. F | 4. T  | 5. F  |
| 6. T      | 7. T | 8. T | 9. NM | 10. F |
| III. 1. b | 2. d | 3. c | 4. a  | 5. d  |
| 6. c      | 7. a | 8. b | 9. c  | 10. d |
- IV.
1. Assuming (that) you want to be a painter, you must have a strong eye for details.
  2. It is his duty to take charge of the everyday running of the company, and he consider it to be an opportunity to better himself.
  3. Although the negotiations with other companies on oil price is lengthy and difficult, he always seems at ease.
  4. The invention he was dedicated to designing will keep the company in the forefront of the manufacturing industry.
  5. The ability to make decisions on one's own is a must for an entrepreneur, but any decision must be made within the scope of law.
  6. In many companies, employers have taken the initiative in improving working conditions.
  7. Without a doubt the staff of the marketing department should have meetings on a regular basis in

order to exchange market information.

8. Companies that set up their regional headquarters in Singapore are only taxed 10%.
9. The boy refused to accept the money in the absence of his parents.
10. Long gone are the days when a large company only produces and sells its products in its local district.

- |    |       |       |       |       |       |      |      |      |      |       |
|----|-------|-------|-------|-------|-------|------|------|------|------|-------|
| V. | 1. a  | 2. c  | 3. c  | 4. d  | 5. b  | 6. d | 7. a | 8. c | 9. a | 10. b |
|    | 11. c | 12. d | 13. c | 14. a | 15. d |      |      |      |      |       |

## >>>>Extended Activities

### A. Function and Structure

---

Complete the following dialogues.

1) Miss Simpson: Excuse me, are you Mr. Park?

Mr. Park: Yes, I'm Edward Park, from Bibury Chemicals.

Miss Simpson: Nice to see you, Mr. Park. Come this way, Mr. Johnson is expecting you.

2) Mr. White: Excuse me, you must be Mr. Alex Carson.

Mr. Carson: Yes.

Mr. White: I'm Chris White, the sales export coordinator. Mr. Carson, welcome to Miami.

Mr. Carson: How do you do, Mr. White. It's very kind of you to meet me here.

Mr. White: Oh, it is certainly a great pleasure for me to come to meet you.

Mr. Carson: Let me give you my card.

Mr. White: Thank you. Here is my card.

3) Mr. Evans: Let me introduce our new expert, Mr. Lucas.

Mr. Jones: How do you do, Mr. Lucas. We've heard of you. We are fortunate in having with us such a prestigious expert like you.

Mr. Smith: Mr. Lucas, welcome to Chicago. Take a seat, please.

Mr. Lucas: Thank you.

Mr. Smith: Would you like to have some drink, say, tea or coffee.

Mr. Lucas: Tea, please. It's chilly, isn't it?

Mr. Jones: Yes, the weather is cold today. We're having a cold spell. What sort of weather are you having in your country now?

Mr. Lucas: Much warmer.

Mr. Smith: Is this your first visit to Chicago?

- Mr. Lucas: Yes, I've only been to New York and Detroit before.
- Mr. Jones: Have you seen much of Chicago? What's your impression of the city?
- Mr. Lucas: In fact, I just arrived here this morning.
- Mr. Smith: Really. I hope we'll be able to show you around. If there is any place you want to visit in particular during your stay here, please don't hesitate to let me know.
- Mr. Jones: Mr. Lucas, we'll do our best to make your stay here a pleasant one.
- Mr. Lucas: Thank you very much. You are so kind to me.
- 4) Miss Gray: Excuse me, are you Mr. Smith?
- Mr. Smith: Yes, I'm Peter Smith.
- Miss Gray: Peter Smith? I'm awfully sorry, I've got the wrong person. I'm looking for a Robin Smith from New York.
- 5) Miss Gray: Excuse me, you must be Mr. Robin Smith from New York.
- Mr. Smith: Yes, I'm Robin Smith.
- Miss Gray: Hello, Mr. Smith. I'm Liz Gray, Mr. Dobson's assistant. I'm honored to have the opportunity to welcome you to our company.
- Mr. Smith: How do you do, Miss Gray.
- Miss Gray: Please call me Liz. Mr. Smith, did you have a nice trip?
- Mr. Smith: Yeah, not too bad.
- 6) Mr. Evans: Hello, Mr. Brown. I've been looking forward to meeting you.
- Mr. Brown: Me too.
- Mr. Evans: Hope you had a good trip. You must be very tired after such a long flight.
- Mr. Brown: It's all right. I quite enjoyed the trip.
- Mr. Evans: I know you have got a very busy schedule. We deeply appreciate your coming to our university. I've arranged for Miss Green to take care of your accommodation here. We hope you'll find your stay here satisfactory.
- Mr. Brown: It's very considerate of you.
- Mr. Evans: If there is anything you want to do in particular during your stay here, please just let me know.
- Mr. Brown: Thank you very much for your hospitality.

## B. Special Use

- I. 1. He told me that the pipe had been leaking for a long time, but they hadn't yet had time to have it repaired.

2. He told me that he didn't like the novel I had bought.
  3. Mr. Li told me that his family would spend their holiday in Hangzhou.
  4. Mike said he was tired of his job and wanted to quit.
  5. The teacher said that most snakes are harmless, but there are also a few very poisonous ones.
  6. He said when they were living in Paris, they learned a little French.
  7. Tom said that the man/burglar had come in through the window.
  8. She said it was time they began planning their holidays.
  9. She said she had been living in that village since she was a child.
  10. Mother said Tom had been playing the piano the day before in that room.
- II.**
1. He complained, "I've been looking for you everywhere."
  2. She said, "I often hear someone crying in the next room."
  3. Mr. Smith said, "We'll discuss it tomorrow."
  4. Irene said, "I'm looking for the library card that I left in this drawer."
  5. They said to me, "We'll be expecting your whole family at the party."
  6. The boy said, "I'm feeling very dizzy. I need to lie down for a while."
  7. They said, "We'll have finished the book by the end of the year."
  8. He said, "We'll consider this as soon as possible."
  9. He said to me, "I'll have the one by the window."
  10. He said, "I haven't seen her before."

### C. Practical Reading

---

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

### D. Basic Writing

---

I. 1.

安娜:

今天中午12点我要去机场接一名美国客户。如果你来得早,能否等我或来电再约个时间?

迈克

2.

安妮斯顿女士：

你能否给我提供一张你的照片？我在上个星期检查公司所有员工档案时，发现在我们的档案里没有你的照片。如你所知，我们有必要在档案里留有一张你的近照。多谢！

亚当·琼斯  
谨上

II. 1.

Henry,

We are very pleased to learn that your company was listed among the “2004 World Top 500 Enterprises” published by *Fortune*. We applaud the striking achievements you have made, and firmly believe that your success is the fruit of your 10-year tireless effort.

We sincerely hope that you will be able to maintain this position of market leader in the field of computer.

Roger Cruise

2.

Jennifer,

Here is good news for you. There will be a fall fashion show this Friday evening at the International Exhibition Hall. I am sure it must be wonderful. Here I leave you a ticket. The show will begin at 7:00 p.m. Let's meet at the gate of my company at 6:15 p.m. this Friday.

Rick

**III.** 1.

Dear Mr. Wang,

It is a pity that you are not available in your office. I'm leaving for New York tomorrow. I would like to express my gratitude for your hospitality and assistance throughout my stay in Shanghai. Also, would you be so kind as to give my best regards to your team members and tell them of my deep appreciation of their kindness and help?

Sincerely yours,

Jack White

## 2.

Ruth,

Our college is giving a party to welcome Prof. Allan Fisher from Harvard University. He is coming to attend a seminar on global business strategies. The party will be held at the Green Wood Club, on Thursday, September 8, at 7:00 p.m. It will give all the faculty an opportunity to meet Mr. Fisher. I hope you will be there.

Paul

## 3.

Dear Mr. Robbins,

I would like very much to express my apologies for not being able to keep our 8 o'clock appointment. I didn't expect that I would be caught in the traffic jam on the expressway this morning. I'm very sorry for that and promise that it will not happen again in our next appointment.

I will come over to your house on Saturday, October 8, at 8:30 a.m. if that is convenient for you. Please call me at 6565 7788 tonight and let me know if it is all right.

Yours sincerely,

Tim Stone

## D. Additional Vocabulary

Sign1—10;	Sign2—18;	Sign3—2;	Sign4—22;	Sign5—21;
Sign6—20;	Sign7—6;	Sign8—24;	Sign9—5;	Sign10—9;
Sign11—7;	Sign12—19;	Sign13—13;	Sign14—23;	Sign15—4;
Sign16—28;	Sign17—8;	Sign18—26;	Sign19—25;	Sign20—27;
Sign21—3;	Sign22—11;	Sign23—14;	Sign24—29;	Sign25—15;
Sign26—1;	Sign27—17;	Sign28—16;	Sign29—30;	Sign30—12

## F. Humor Time

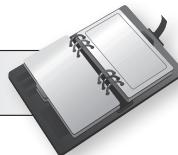
15

1		r	e	c	i	p	i	e	n	t
2	s	u	b	m	i	t				
3			b	r	i	e	f			
4	e	x	e	c	u	t	i	v	e	
5			s	u	m	m	a	r	i	z
6			c	l	a	s	s	i	f	y
7		d	r	a	f	t				
8	p	a	r	a	g	r	a	p	h	s
9		c	o	l	o	n				
10		c	h	e	c	k				
11		a	p	o	s	t	r	o	p	h
12	a	c	c	u	r	a	t	e		
13				m	e	m	o	r	a	n
14				p	e	r	i	o	d	m

# Unit 8

## Production

### Teaching Aim ( 教学目的 )



1. Cognitive Information ( 认知信息 ): Production;  
Process and Methods of Production
2. Language Focus ( 内容重点 )
  - **Key Words:** I. accompany, gear, assembly, flexible, repetitive, economical, incur, recoup, variation, outmaneuver, agile, dissimilar, churn, customize, accuracy, tolerance, payoff, competence, simplicity; II. synthesis, extraction, fabrication, raw, petroleum, refine, gasoline, kerosene, fuel, lime, soda, cement, nitrogen, oxygen, weave, knit, intermittent, coordination, halt, standardization
  - **Phrases:** I. gear sth. to / toward, at a ... rate, fall into, on a ... scale, churn sth. out; II. job lots
  - **Useful Structures:** instead of doing ...  
to say it another way, ...
3. Communicative Skills ( 交际技能 )
  - **Expressions:** Describing Products
  - **Reading:** Production Activities
  - **Basic Writing:** Memos
4. Special Use ( 专项用法 ): Direct and Indirect Speech ( 2 ): Commands, Requests and Exclamations

## Lead-in (导入)



### >>>> Listening Comprehension Tasks

#### Difficult Words and Expressions

- conveyor belt: 传送带
- realization: realizing (of a plan, one's ambitions or hopes) 实现; 成为现实
- eliminate: to terminate or take out 消除
- streamline: to do sth. more economically or efficiently 使效率更高
- rotation: a planned recurrent sequence 循环
- simulation: the technique of representing the real world by a computer program 模拟
- novel: original and of a kind not seen before 新的, 新颖的
- aeronautics: the theory and practice of navigation through air or space 航空学

#### Passage Script

##### Passage I

A production line, also called an assembly line or factory line, refers to the organized path of assembly for a product. In most cases, the production line centers on a conveyor belt or other mechanical system that physically moves the product from one station to the next. At each station in the production process, a factory worker or machine adds a piece to the finished product, performs a quality control check or some other jobs that are essential to the completion of the project.

The first production lines were not used for the assembly of products. The original concept of the production line was used to turn raw products, such as cotton fibers, into usable goods by assigning workers individual roles in the process. From this concept, the automated assembly line used in modern manufacturing was born.

The idea of production line was first established by Eli Whitney, but the concept did not see its full realization until 1913 when Henry Ford brought the concept to work in the mass production of automobiles. Using the production line concept, Ford was able to create a moving line of cars in various stages of assembly that passed by the factory workers' stations. As the cars arrived at each station, another component was added, and the cars were then sent to the next station.

With production lines, mass production became a much simpler task, and many man-hours were eliminated for each automobile produced. Witnessing Ford's success, many other manufacturers began to implement the production line concept in their own organizations, thus making the process the industry standard.

As production lines have been further streamlined over the years that followed, manufacturers have been able to create more advanced technology and other products using less labor. Mass production via production line assembly has created lower prices and higher quality for the end products of the manufacturing process. In some cases, the production-line process has become so streamlined that human factory workers have been replaced by machines that can further cut costs and increase productivity.

## Passage II

### What Does a Production Planner Do?

A production planner oversees operations and implements new industrial techniques at a factory or manufacturing plant. He or she consults with factory workers and reviews efficiency reports to determine whether new equipment, labor, or systems should be implemented to improve production efforts. The work of a production planner is essential in keeping costs low, productivity rates high, and laborers happy with their jobs.

The specific job responsibilities of a production planner can vary based on the size and scope of a company's production department. Planners who work at smaller factories generally spend most of their time on the factory floor, talking to workers and personally inspecting equipment and progress. They often ask for employee input about possible ways to improve productivity, which may involve more frequent rotations on an assembly line or the installation of more current robotic assembly equipment. Production planners at larger companies typically spend more time in their offices, relying on the reports of planning clerks to assess the efficiency of current production strategies.

Regardless of the setting, a production planner needs to possess a particular set of character traits and technical skills to perform the job well. A professional must be able to pick out small details in reports and make important decisions about strategy changes and equipment purchases. He also needs strong communication and leadership skills to train workers on new systems and explain the reasoning behind production changes. Computer skills are essential as well, as a planner often works with engineers to design and test simulations of novel production strategies. In addition, he may be required to give electronic reports, graphs, and presentations for management.

The requirements to become a production planner can vary between industries and specific employers. Many companies prefer to hire planners who hold bachelor's degrees in business

administration, economics, or a similar subject. A degree in engineering may be necessary for employment at a sophisticated factory, such as an aeronautics firm or a chemical manufacturing plant. In some settings, machinists or assembly line workers can advance to production planner jobs after gaining several years of experience and demonstrating strong leadership and organizational skills.

## Key

### II. 1. FALSE

Correction: A production line is used to add pieces to the finished product, perform a quality control check or some other jobs.

### 2. FALSE

Correction: The original concept of the production line was used to turn raw products into usable goods.

### 3. TRUE

### 4. FALSE

Correction: One of the advantages of the production line is labor saving.

### 5. TRUE

### IV. 1. What does a production planner do?

A production planner oversees operations and implements new industrial techniques at a factory or manufacturing plant.

### 2. What is the significance of a production planner's work?

It keeps costs low, productivity rates high and laborers happy with their jobs.

### 3. What's the difference between the planners in smaller factories and those in larger companies?

Planners in smaller factories spend most of their time on the factory floor while planners in larger companies typically spend more time in their offices.

### 4. What traits and technical skills does a planner need?

They include competence to pick out small details in reports and make important decisions about strategy changes and equipment purchases, strong communication and leadership skills and computer skills.

## >>>> Spot Dictation

Manufacturing is the production of merchandise for sale using labor and machines, tools,

chemical and biological processing, or formulation. The term may refer to a range of human activity, from handicraft to high tech, but is most commonly applied to industrial production, in which raw materials are transformed into finished goods on a large scale. Such finished goods may be used for manufacturing other, more complex products, such as aircraft, household appliances or automobiles, or sold to wholesalers, who in turn sell them to retailers, who then sell them to end users — the “consumers”.

Before the Industrial Revolution, most manufacturing occurred in rural areas, where household-based manufacturing served as a supplemental strategy to agriculture. The Industrial Revolution was the transition to new manufacturing processes in the period from about 1760 to 1840. This transition included going from hand production methods to machines, improved efficiency of water power, the increasing use of steam power and the development of machine tools. The Industrial Revolution marks a major turning point in history; almost every aspect of daily life was influenced in some way. In particular, average income and population began to exhibit unprecedented sustained growth.

Manufacturing takes turns under all types of economic systems. In a free market economy, manufacturing is usually directed toward the mass production of products for sale to consumers at a profit. In a collectivist economy, manufacturing is more frequently directed by the state to supply a centrally planned economy. In mixed market economies, manufacturing occurs under some degree of government regulation.

## **Difficult Words and Expression**

---

- household appliances: electric devices used in houses for daily life 家用电器
- formulation: creation or preparation of sth. 制定；构成
- rural: far away from large towns or cities 乡村的
- supplemental: added to complete 补足的，追加的
- transition: the process in which sth. changes from one state to another 过渡；转变
- aspect: one of the parts of its character or nature 方面；状况
- unprecedented: If something is unprecedented, it has never happened before. 前所未有的；没有先例的
- sustained: continuing for a period of time 持久的，持续的
- takes turns: do sth. in turns 轮流；轮换
- regulation: rule 规章；制度

# Background Information (背景知识)



## 1. Production versus manufacturing

In microeconomics, production is the act of making things, in particular the act of making products that will be traded or sold commercially. Production decisions concentrate on what goods to produce, how to produce them, the costs of producing them, and optimizing the mix of resource inputs used in their production. This production information can then be combined with market information (like demand and marginal revenue) to determine the quantity of products to produce and the optimum pricing. Production is an economic process that uses resources to create a commodity that is suitable for exchange. This can include manufacturing, storing, shipping, and packaging. Some economists define production broadly as all economic activity other than consumption. They see every commercial activity other than the final purchase as some form of production.

Manufacturing is the application of tools and a processing medium to the transformation of raw materials into finished goods for sale. This effort includes all intermediate processes required for the production and integration of a product's components. The manufacturing sector is closely connected with engineering and Industrial Design. Among the most important manufacturing industries are those that produce aircraft, automobiles, chemicals, clothing, computers, consumer electronics, electrical equipment, furniture, heavy machinery, refined petroleum products, ships, steel, and tools.

## 2. Production process

Production is a process, and as such it occurs through time and space. Because it is a flow concept, production is measured as a “rate of output per period of time”. There are three aspects to production processes:

- the quantity of the commodity produced
- the form of the commodity produced
- the temporal and spatial distribution of the commodity produced

And a production process can be defined as any activity that increases the similarity between the pattern of demand for goods, and the quantity, form, and distribution of these goods available to the market place. The inputs or resources used in the production process are called factors by economists. The myriad of possible inputs are usually grouped into four categories. These factors are:

- Land or natural resource — naturally-occurring goods such as soil and minerals that are used in the creation of products. The payment for land is rent.
- Labor — human effort used in production which also includes technical and marketing

expertise. The payment for labor (workforce) is a wage or a salary.

- Capital goods — human-made goods (or means of production) which are used in the production of other goods. These include machinery, tools and buildings. In a general sense, the payment for capital may take the form of interest or dividends.
- Enterprise — enterprise relates to individuals known as entrepreneurs who combine and organize the production factors of land, labor and capital to make goods and services. These individuals take on such business ventures and their associated risk to earn profits.

### 3. Mass production

Mass production (also called flow production, repetitive flow production, or series production) is the production of large amounts of standardized products on production lines. It was popularized by Henry Ford in the early 20th Century, notably in his Ford Model T. Mass production typically uses moving tracks or conveyor belts to move partially complete products to workers, who perform simple repetitive tasks to permit very high rates of production per worker, allowing the high-volume manufacture of inexpensive finished goods. Mass production is capital intensive, as it uses a high proportion of machinery in relation to workers. With fewer labor costs and a faster rate of production, capital is increased while expenditure is decreased. However the machinery that is needed to set up a mass production line is so expensive that there must be some assurance that the product is to be successful so the company can get a return on its investment. Machinery for mass production such as robots and machine presses has high installation costs as well. Thus, mass production is ideally suited to serve large, relatively homogenous populations of consumers, whose demand would satisfy the long production runs required by this method of manufacturing.

The economies of mass production come from several sources. The primary cause is a reduction of nonproductive effort of all types. In mass production, each worker repeats one or a few related tasks that use the same tool to perform identical or near-identical operations on a stream of products. The exact tool and parts are always at hand, having been moved down the assembly line consecutively. The worker spends little or no time retrieving and / or preparing materials and tools, and so the time taken to manufacture a product using mass production is shorter than when using traditional methods. The probability of human error and variation is also reduced, as tasks are predominantly carried out by machinery. A reduction in labor costs, as well as an increased rate of production, enables a company to produce a larger quantity of one product at a lower cost than using traditional, non-linear methods. However, mass production is inflexible because it is difficult to alter a design or production process after a production line is implemented. Also, all products produced on one production line will be identical or very similar, and introducing variety to satisfy individual tastes is not easy. However, some variety can be achieved by applying different finishes and decorations at the end of the production line if necessary.

#### 4. Production management

Production management refers to the planning, implementation, and control of industrial production processes to ensure smooth and efficient operation. Production management techniques are used in both manufacturing and service industries. Production management responsibilities include the traditional “five M’s” : men and women, machines, methods, materials, and money. Managers are expected to maintain an efficient production process with a workforce that can readily adapt to new equipment and schedules. They may use industrial engineering methods, such as time-and-motion studies, to design efficient work methods. They are responsible for managing both physical (raw) materials and information materials (paperwork or electronic documentation). Of their duties involving money, inventory control is the most important. This involves tracking all component parts, work in process, finished goods, packaging materials, and general supplies. The production cycle requires that sales, financial, engineering, and planning departments exchange information — such as sales forecasts, inventory levels, and budgets — until detailed production orders are dispatched by a production-control division. Managers must also monitor operations to ensure that planned output levels, cost levels, and quality objectives are met.

#### 5. Productivity

Productivity, in a business or industrial context, is the ratio of output production to input effort. The productivity ratio is an indicator of the efficiency with which an enterprise converts its resources (inputs) into finished goods or services (outputs). If the goal is to increase productivity, this can be done by producing more output with the same level of input or by producing the same output with fewer inputs. Many factors affect productivity. Some general categories for these factors are product, process, labor force, capacity, external influences, and quality. There are many different plans that companies develop in an attempt to improve productivity. Wage incentive plans and changes in management structure are two ways that companies focus on the labor force. Investment in research and development allows companies to develop new products and processes that are more productive. Quality improvement programs can reduce waste and provide more competitive products at a lower cost.

## Language and Culture Focus (语言文化要点)



### >>>> Reading I

#### 1. accompany *vt.*

① to happen or exist at the same time as something else 与某事物同时存在或发生, 伴随

**【例句】**A series of color photographs accompanies the text.

The explosion was accompanied by cries and shouts.

The heavy rain was accompanied with thunder.

② to go somewhere with someone, esp. in order to look after them 陪伴;陪同

**【例句】**Children under 14 must be accompanied by an adult.

Let me accompany you to the hotel.

③ to play a musical instrument while someone sings a song or plays the main tune 为……伴奏

**【例句】**accompany the piano on the harp 用竖琴为钢琴伴奏

Will you accompany my singing on your guitar?

**相关词**

**accompaniment *n.*** 伴奏

**【例句】**She starts by singing “Amazing Grace” with a simple guitar accompaniment.

**相关搭配**

**to the accompaniment of:** 在……伴奏下

**【例句】**singing to the accompaniment of a piano

She left the stage to the accompaniment of loud cheers.

#### 2. gear

① *vt.* to design or organize something so as to make it suitable for a particular purpose 使……适合 /

适应

**相关搭配**

**be geared to:** 适合 / 适应

**【例句】**The typical career pattern was geared to men whose wives didn't work.

**be geared to do:** 适合 / 适应

**【例句】**The course curriculum is geared to span three years.

**be geared up:** 一切准备就绪



【例句】The party is geared up for the election.

We need to be geared up to deal with this sort of emergency.

② *n.* the machinery in a vehicle that turns power from the engine into movement 排档

【例句】The new model has five forward gears(前进档).

driving cautiously along in third gear 用第三档小心驾驶

相关搭配

**bottom / low gear:** 最低档

**in gear:** 挂着档

【例句】Don't turn off the engine while you're still in gear.

**change / shift gear:** 换档；改变方式

【例句】The boss expects us to be able to change gear just like that.

**in top / high gear:** 在最高档；全力以赴

【例句】During this period, Japan's export industries were in top gear.

The Republican's propaganda machine moved into high gear.

**be thrown out of gear:** 乱了套

【例句】When all the cab drivers went on strike, the life of the city was thrown out of gear.

### 3. assembly

*n.* act or process of fitting together the parts of something 装配；安装

【例句】instructions for assembly

相关搭配

**assembly line:** 装配线；流水作业线

相关词

**assemble** *vt.*

① to put something together 组合；装配

【例句】an easy-to-assemble kit 配套元件

to assemble cars / radios / model planes 组装汽车 / 收音机 / 模型飞机

equipment for assembling cars 组装汽车的设备

The bookcase is very easy to assemble. 这书架很容易组装。

② 集合；聚集

【例句】A large crowd had assembled opposite the American embassy.

③ 召集；收集

【例句】Over the years we've assembled a huge collection of old books.

### 4. flexible adj.

① easily changed to suit new conditions 灵活的；可变通的

**【例句】**a flexible man / plan

We can be flexible about your starting date.

**antonym:** inflexible

② something that is flexible can bend or be bent 易弯曲的；有弹性的

**【例句】**shoes with flexible rubber soles

**相关词**

**flexibility:** *n.* 灵活性；弹性；柔性

5. Today, however, producers have turned to **flexible manufacturing and the focused factory for greater productivity.**

**【参考译文】**然而，为了提高生产力，目前生产商已经转向了柔性(更具灵活性的)制造和产品集中化的工厂。

6. One of the most recent changes in the production process has been the development of an alternative to hard manufacturing, using specialized production equipment that is locked into place.

**【参考译文】**最近生产过程中的变化之一是利用固定的专业化生产设备为硬性制造找出一种替代方法。

7. **be associated with:** to be connected with 与……相关

**【例句】**problems associated with cancer treatment

I wouldn't want to be associated with this project.

8. **repetitive:** *adj.* (usu. *derog.*) characterized by happening in the same way many times; repetitious 重复的；反复的

**【例句】**repetitive job 翻来覆去老一套的工作

repetitive speech 内容重复的演说

9. **economical:** *adj.* not wasteful 经济的；节约的；精打细算的

**【例句】**an economical little car that does not use too much fuel

It's not a very economical method of heating.

If you've got a large family, it's more economical to travel by car than by train.

**antonym:** uneconomical

**相关词**

**economically:** *adv.* 1) 节约地；节省地 2) 在经济(学)上

**【例句】**Mary dresses very economically because she makes all her clothes herself.

Economically speaking, the country is in a very healthy state.

**economic:** *adj.* 经济的；经济学的

**economics:** *n.* 经济学

**economy:** *n.* 经济

**economist:** *n.* 经济学家

**10. at a ... rate:** at a ... speed (amount, ratio, etc.) 以……速度(数量, 比率等)

【例句】Our money is running out at an alarming rate.

Children learn at different rates.

Economy increases at a high / steady rate.

Population declines at an incredible rate.

**11. fall into:** to be able to be divided into 可分为

【例句】The agreement falls into two sections.

The paper falls into four parts.

**fall into conversation / a discussion / an argument:** 开始交谈 / 讨论 / 争吵

【例句】I fall into conversation with a visiting French professor.

**12. economical:** *adj.* not wasteful 经济的; 节约的; 精打细算的

【例句】an economical little car that does not use too much fuel

It's not a very economical method of heating.

If you've got a large family, it's more economical to travel by car than by train.

反义词: **uneconomical**

派生词: **economically:** *adv.* ①节约地; 节省地 ②在经济(学)上

【例句】Mary dresses very economically because she makes all her clothes herself.

Economically speaking, the country is in a very healthy state.

#### 相关表达

**economic:** *adj.* 经济的; 经济学的

**economics:** *n.* 经济学

**economy:** *n.* 经济

**economist:** *n.* 经济学家

**13. incur:** *vt.* to cause something (usu. unpleasant) to happen to oneself because of one's own actions; to bring upon oneself 蒙受; 招致; 引起; 带来

【例句】I incurred her displeasure somehow; was it something I said?

The company incurred heavy losses in its first year of operation.

**14. on a ... scale:** to a / an ... extent 以……规模

【例句】There have been development on a massive / large scale since 1980.

The experiment was conducted on a small scale.

**15. recoup** *vt.*

① to provide (oneself) again with money 补偿; 偿还

**【例句】** He stole the diamonds to recoup himself for his gambling losses.

② to get back, regain (what one has lost or spent) 重获

**【例句】** to recoup one's traveling expenses from one's employer

**16. variation:** *n.* a member of a set which is different in some way from what is most common 变化；变动

**【例句】** The average price of new houses is about 10,000 *yuan* in Shanghai, but there are wide regional variations.

Because these clothes are handmade there may be some slight variations in color.

**17. outmaneuver:** *vt.* to do better by acting more skillfully and cleverly 比……技高一筹

**【例句】** Democrats seek to outmaneuver republicans by imitating their strategy.

To defeat terrorists, outthink and outmaneuver them.

#### 相关词

“Out-” is a prefix meaning better, longer, higher, etc. It is used to form a lot of verbs similar to outmaneuver.

**outlive:** *vt.* 活的比……久；比……更经久

**【例句】** He outlived his wife.

**outnumber:** *vt.* 比……多；在数量上胜过

**【例句】** We were completely outnumbered by the enemy.

**outgrow:** *vt.* 长得太大而不适用

**【例句】** The baby soon outgrew his clothes.

**outweigh:** *vt.* 比……更重要

**【例句】** In this case, the disadvantages far outweigh the advantages.

**outdo:** *vt.* 优于……；胜过

**【例句】** She outdid him in running and in swimming.

**18. agile:** *adj.* able to move quickly and easily; active; nimble 敏捷的；灵活的

**【例句】** an agile animal

an agile mind

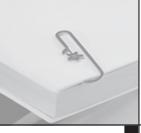
This agile monkey sometimes raids gardens or stores of food.

**19. With such flexibility, producers can outmaneuver less agile competitors by moving swiftly into profitable new fields.**

**【参考译文】**有了这种灵活性，生产商可以通过迅速转入利润丰厚的新领域而战胜不太灵活的竞争对手。

**20. dissimilar:** *adj.* not the same; unlike (常用于否定句) 不相同的；不相似的

**【例句】** a group of very dissimilar people



The two writers are not dissimilar in style.

Their understanding of the world is not so dissimilar from our own.

**antonym:** similar

**21. churn:** *vi. / vt.* to (cause to) move about violently 剧烈搅动；剧烈翻腾

【例句】The ship churned the water up as it passed.

My stomach started to churn when I thought about my exams.

**相关搭配**

**churn sth. out:** (often *derog.*) to produce in large amounts, by or as if by machinery 大量炮制

【例句】She churned out three or four books every year.

Today, factories churn out most products in what you might call a “cradle-to-grave” fashion.

Local factory plans to churn out tiny products.

**22. customize:** *vt.* to make or alter according to the buyer’s or owner’s wishes (按雇主或物主的意思) 定制或改制

【例句】customized approach 迎合顾客需要的方式(方法)

customize your own shirt / suit

We can customize the products according to client’s requirements.

**相关词**

**custom-made:** *adj.* 定制的；定做的

【例句】custom-made shoes / clothes

**23. accuracy:** *n.* the quality of being exact or correct

【例句】the accuracy of his account

speak with accuracy

**相关词**

**accurate:** *adj.* 精确的；准确的

【例句】Her report of what happened is accurate in every detail.

Is the clock accurate?

**24. tolerance** *n.*

① the amount by which the size, weight, etc. of a part can vary without causing problems 容许偏差；公差

【例句】This machine part was built to a tolerance of 0.01 millimeters.

② (for, of, towards, to) willingness to accept or allow behaviors, beliefs, etc. which one does not like or agree with, without opposition 容忍；忍受；宽容

【例句】tolerance of political dissents

Try and show some tolerance.

This country has a reputation for tolerance towards religious minorities.

Many old people have a very limited tolerance to cold.

相关词

**tolerant:** *adj.* 容忍的；宽容的

【例句】a tolerant father

**tolerate:** *vt.* 容忍；忍受

【例句】I won't tolerate your bad manners any longer.

25. **payoff:** *n.* the act or time of paying wages, debts, money won at cards, etc. or a payment that you make to someone in order to stop him from causing you any trouble **发工资 / 还债的时间；封口钱；贿赂**

【例句】He got a big payoff for agreeing to lose the game deliberately.

相关词

**pay off**

①还清债款

【例句】He paid off his debts to the banks in two years.

②付清工资解雇

【例句】His work was most unsatisfactory, so we paid him off at the end of the week.

③用钱封住某人的嘴巴

【例句】We tried to pay him off, but he won't accept.

④成功

【例句】Did your plan pay off?

26. **instead of (+n / Ving):** in place of something or someone **代替；而不是**

**Instead of** is a preposition. You use it to introduce something which is not done, not used, or not true when you are contrasting it with something which is done, is used, or is true. You can also say that someone does something **instead of doing** something else.

【例句】Could I have a cup of coffee instead of beer?

You must have picked up my keys instead of yours.

If you want to have your meal at seven o'clock instead of five o'clock, you can.

We should do something instead of just talking about it.

Now I can walk to work instead of going by car.

You could always write this instead of using your word processor.

I went up the tributary instead of sticking to the river.



## 27. competence *n.*

① the ability or skill to do what is needed 能力；技能

【例句】managerial competence 管理能力

No one questions his competence as a doctor.

Typing is considered by most employers to be a basic competence.

② the legal power of a court of law to hear and judge something in court 权限；管辖权

【例句】It's not within my competence to make such a judgment.

相关词

**competent** *adj.* 有能力的；能干的；胜任的

【例句】She's a highly competent technician.

**competent to do sth.**

【例句】I don't feel competent enough to give my opinion at the moment.

## 28. simplicity: *n.* the quality of being simple 朴素；简朴；简单

【例句】Mona wrote with a beautiful simplicity of style.

For the sake of simplicity, the tax form is divided into three sections.

相关搭配

**be simplicity itself:** 十分简单

【例句】The plan was simplicity itself — how could she have misunderstood?

相关词

**simplify:** *vt.* 使简易；简化

【例句】an attempt to simplify the tax laws

Try to simplify your explanation to the children.

# >>>>> Reading II

## 1. important expressions in production:

analysis 分离

synthesis 合成

extraction 提取

fabrication 制造

petroleum refining 炼油

raw material 原材料

finished product 成品

knit 编织, 针织

intermittent production 间歇性生产

continuous production 连续性生产

## 2. important materials in production:

gasoline 汽油

kerosene 煤油

asphalt 沥青

lime 石灰	potash 钾碱	magnesium 镁
sodium 钠	chlorine 氯	bromine 溴
nitrogen 氮	cement 水泥	

3. **synthesis:** *n.* the mixture or combination of separate things into a complete whole 合成

【例句】the synthesis of rubber 橡胶合成

Humans need some sunlight for the synthesis of vitamin D which takes place in the skin.

人体需要阳光，在皮肤中合成维生素D。

4. **fabrication:** *n.* the making or invention of something in the process of manufacturing or production  
制作，装配，生产

【例句】It must be shipped to another company for fabrication.

货必须用船运到另一家公司进行装配。

5. **refine:** *v.* to make pure and clean 提炼

【例句】Oil has to be refined before it can be used. 石油要提炼后才能使用。

The company also refines and markets oil products.

该公司对石油产品进行提炼和营销。

They were in competition with other sugar-refining companies.

他们在和其他炼糖公司竞争。

6. **extract:** *v.* to get a substance which is contained in another substance with a machine or instrument  
or by chemical means 提取

【例句】the cost of extracting the silicon 提炼硅的成本

The oil is extracted from the seeds of certain plants.

这种油是从某种植物的种子里提炼出来的。

The Japanese extract ten million tons of coal each year.

日本每年提炼一千万吨的煤。

7. **mining:** *n.* the activity or industry of getting minerals out of the earth by digging

【例句】coal mining 煤矿业

a small mining town 一个采矿的小镇

a mining company 一个采矿公司

The country is still dependent on mining. 该国仍然依赖于采矿业。

8. **weave (wove, woven):** *v.* to make threads into cloth or material by crossing the threads over and  
under each other on a machine called a loom (织布机) 织

【例句】weave cloth 织布      woven fabrics 织物

Let's weave a rug. 让我们织一条毯子。

9. **knit:** *v.* to join woolen threads together into a close network with long needles (手工) 织

【例句】to knit a sweater 织毛衣

I can't knit while I watch TV. 我无法边看电视边织毛衣。

The old lady sat in her doorway and knitted.

老太太坐在门口，织着毛衣。

She wore a scarf that she had knitted for herself.

她戴着一条自己织的围巾。

10. **thread:** *n.* a long, very thin cord made by spinning cotton, silk, nylon, wool, etc. used in sewing or weaving

【例句】a piece of cotton thread 一根棉线 a piece of nylon thread 一根尼龙线

11. **intermittent:** *adj.* happening, then stopping, then happening again, with pauses in between; happening occasionally or at regular intervals rather than constantly or continuously 间歇的, 断断续续的

【例句】intermittent glow in the darkness 黑暗中斷斷續續的亮光

Today will be mostly fine and sunny, with intermittent showers.

今天大部分时间将是阳光明媚，但有时会有阵雨。

12. **take apart:** to separate something into pieces; dismantle

【例句】I'll have to take the bike apart. 我将不得不把自行车拆了。

Take the watch apart and see if you can discover what's wrong with it.

把手表拆开，看看你是否能发现问题所在。

We encourage children to explore, invent, take things apart, and put them together.

我们鼓励孩子去探索，发明，把东西拆开，然后再拼装起来。

13. **reset:** *v.* to change or arrange again so as to show a different number, time, or function 重新设定

【例句】Reset the dial at zero. 将拨号重设为零。

She reset her watch when her flight from London arrived in New York.

当飞机从伦敦起飞到达纽约后，她按时差调整了手表。

He reset the alarm and climbed back into bed.

他重设了闹钟，然后继续上床睡觉。

14. **When goods are made to the customer's specifications ...:** When products are manufactured to satisfy the requirements of particular customers.

15. **specification:** *n.* a detailed plan or set of descriptions or directions in the design of a machine, building, or material, etc. 规格

【例句】the specification of a power amplifier 能量扩大器的规格指标

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

新型导弹的建造符合政府严格制定的各项规格指标。

The designer drew up his specifications for the new car.

设计师起草了新车的各项规格指标。

**16. standardize:** *v.* to cause things to be all the same or to have the same features 标准化

【例句】Our equipment is going to become more standardized.

我们的设备将更加标准化。

Efforts to standardize English spellings have not been completely successful.

希望使英语拼写标准化的努力并没有完全成功。

All their cars are produced using standardized parts.

所有生产出来的汽车使用的都是标准化的零部件。

**17. volume:** *n.* the volume of trade, imports, etc. is the amount or total of it, especially when it is a large amount or total

【例句】the growing volume of business with European countries

和欧洲国家不断增加的贸易额

The city carries the largest volume of traffic. 这座城市交通流量最大。

**18. coordination:** *n.* the act of making people or things work together properly so as to increase effectiveness

【例句】coordination among different departments 不同部门之间的协调

There should be greater coordination between doctors and biologists.

医生和生物学家之间应该有更进一步的协调。

**19. halt:** *v.* to stop

【例句】government measures designed to halt the decline in the automobile industry

He took a step and halted. 他迈了一步，然后又停下了。

Suddenly the drums stopped and the marches halted.

突然，鼓声终止了，行进队伍也停了下来。

**20. Continuous production is generally less flexible than intermittent production.:** Compared to intermittent production, there are normally fewer changes of style and design in continuous production.

**21. to say it another way:** in other words; to say it in different words 换言之；也就是说 **synonym:** to put it another way

【例句】It's fairly risky. Or to say it another way, don't try this at home.

**22. appliance:** *n.* an instrument, tool, or device for a particular purpose in the home, especially one that works by electricity or gas 家用电器具

【例句】heating appliances 加热器具

domestic appliances such as dishwashers and washing machines

诸如洗碗机和洗衣机之类的家用器具

23. **grind:** *v.* to crush something between two hard surfaces or with a machine until it becomes fine powder

【例句】freshly-ground coffee 刚研磨好的咖啡

We grind the wheat to make flour. 我们把小麦磨成面粉。

24. **average customer:** Here, “average” is used with people or things to indicate that they are of the usual or normal kind.

【例句】an average driver 普通的司机

a person of average height 中等身高的人

a child of average intelligence 智力一般的小孩

Today the average American car owner drives 10,000 miles per year.

今天,美国车主一般每年驾驶一万英里。

An average thirteen-year-old child can understand it.

一个13岁普通小孩就能理解这一点。

Take a sheet of paper of average thickness. 拿一张普通厚度的纸。

25. **Standard goods usually carry the manufacturer's brand:** Standard products usually have stamped on them the special brand names a manufacturer gives to their products.

26. **job lot:** a group of things of different kinds which are sold together 成批出售的杂货

【例句】Nearly 20 years ago, he bought his first job lot of 50 books for \$10.

大约20年前,他一下子买了50本成批出售的书,只花了10美元。

## >>>>> Extended Activities

### A. Function and Structure

#### 1. Product presentation

Product presentation is an important part of selling your product to prospective customers. In many cases, this will be the customer's first introduction to your company and potentially your product. First impressions are critical. There are also times when it is important to sell your product to the people inside your company as well as investors. Proper preparation is vital to presenting your product in the best light possible. The objective of the product presentation is different depending upon the target audience and the presentation should be adjusted accordingly. It is important to know your audience and why they are interested enough to hear your presentation. Before you even start building your presentation, be sure you know the following information:

- Objective / call to action — At the end of your product presentation you want something to happen, either you want a customer to move forward to evaluate your product, your management to buy into what you are doing with the product, your sales people eager to sell your product, or an investor or your management to provide additional funding of your product.
- Target audience — Who are you giving the presentation to? (Prospective customers, investors, management) What is their industry like right now? What are their needs and immediate concerns? What are their individual goals? Where is their pain?
- Orientation — How much does your audience know of your product and other similar products? What is special about the way this audience looks at your product? Do they have any preconceived notions? Are they looking at competitors? If so, which ones? What are their special interests?

## 2. How to describe your product

Your product may be “goods” (something tangible) or a “service”. Essentially, it is something that someone wants, and is prepared to buy, from you. Your description, therefore, should not merely be a bland specification of your product. Instead, it should be defined in terms of what exactly you are providing your customers — what they particularly value and what benefits they will get from buying your particular product as opposed to someone else’s. Try to describe the benefits of your product from your customers’ perspective. Successful business owners know or at least have an idea of what their customers want or expect their product. This type of anticipation can be helpful in building customer satisfaction and loyalty. And, it certainly is a good strategy for beating the competition or retaining your competitiveness. So describe:

- What you are selling;
- How your product will benefit the customer;
- If you are offering more than one product, describe which products are in demand; if there will be a steady flow of cash;
- What is different about the product your business is offering.

## B. Special Use: Direct and Indirect Speech (2) Commands, Requests and Exclamations

---

### 1. 祈使句的间接引语

祈使句的间接引语通常由 advise, ask, beg, command, encourage, forbid, order, command, tell, warn 等动词引出, 后面接“宾语 + 动词不定式”。例如:

He said, “Sit down.”



→ He told me to sit down.

He said, "Close the door."

→ He asked me to close the door.

He said, "Put on your shoes."

→ He told me to put on my shoes.

"Sit down," said the teacher.

→ The teacher asked us to sit down.

"Try again," said Ann's friends encouragingly.

→ Ann's friends encouraged her to try again.

如祈使句是否定句，则在间接引语的动词不定式前加not构成否定。例如：

The teacher said, "Don't be nervous."

→ The teacher told me not to be nervous.

He said, "Don't believe him."

→ He persuaded me not to believe him.

有时也可把否定意义转移到动词上。例如：

"Don't forget to turn off the lights," said the teacher.

→ The teacher reminded me to turn off the lights.

有时直接引语不是祈使句，但也有建议、请求、命令的意思。间接引语通常也用不定式或动名词结构。例如：

He said, "Will you give up smoking?"

→ He asked me to give up smoking.

"Would you please tell me the way to the nearest post office?" he asked.

→ He asked me to tell him the way to the nearest post office.

"Why don't you invite Professor Joe?" he said.

→ He advised me to invite Professor Joe.

She said, "You'd better see the doctor."

→ She advised us to see the doctor.

She asked, "Can I help?"

→ She offered to help me.

Ann said, "You should tell him directly."

→ Ann advised me to tell him directly.

I said, "If I were you, I'd try again."

→ I advised him to try again.

He said, "I'd be very grateful if you could have dinner with me."

→ He asked me to have dinner with him.

He asked, "Shall we meet at the library?"

→ He suggested meeting at the library.

当然,上述一些结构也可以改为带有虚拟语气的宾语从句。例如:

He suggested that we (should) meet at the library.

有时地点状语here等在间接引语中需灵活处理。例如:

He said, "Come here, boy."

→ He called the boy.

## 2. 感叹句的间接引语

感叹句的间接引语通常要根据具体情况,变为相应的陈述句,动词可以用say, exclaim等,或也可以用say + with an exclamation of delight / disgust / horror / relief / surprise等结构。例如:

She said, "How easy it is!"

→ She said that it was very easy.

He said, "What a nice garden!"

→ He exclaimed that it was a nice garden.

He said, "Happy New Year!"

→ He wished me a happy New Year.

He said, "Thank you!"

→ He thanked me.

He said, "Congratulations!"

→ He congratulated me.

He shouted, "Murderer!"

→ He called him a murderer.

The child cried, "Help!"

→ The child cried for help.

The notice said, "Welcome to China!"

→ The notice welcomed visitors to China.

## C. Practical Reading

阅读流程图关键是要看清过程的先后顺序和图中各个因素之间的关系。如果有箭头表示,特别要注意箭头方向的含义。各题分析如下:

1. Plant layout并非图中内容,答案是a。

2. 对原材料供应商选择的问题,当然是采购过程中的关键问题,答案是d。

3. 从图中看出,生产的首要投入就是原材料和部件,答案是c。
4. 从图中Production Planning向右的箭头可知,Assembly首先取决于Production Planning,答案是b。
5. 从图中的上下关系可以看出,在Production Planning之上是Product Design,即设计在生产计划之前。答案是b。
6. 本题涉及了缺货问题,这个问题只有通过库存控制来解决,答案是a。
7. 产品符合规格(in accordance with design specifications)是质量问题,答案是b。
8. 从图中看出,产品质检过关(Quality Control)后,就是Packaging,Despatch以及Transportation的问题了,答案是d。
9. 比较4个选项,只有Packaging能使产品增加吸引力。答案为c。
10. 比较而言,有的选项也有道理,但是根据本图,只有d项是明确的,答案为d。

## 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。语篇《一》介绍了production line的发展演变历史;语篇《二》是关于production planner这一职业,介绍了其职责范畴、职业技能要求等。听力练习的编排和以往各单元一样,练习一和练习三均属预听活动,主要目的是在进行精听练习之前,让学生对所听语篇的主旨(gist)有所了解,初步把握词汇和理解上的难点所在,为接下来的听力活动做好语言和心理上的准备。练习二为正误辨析题,要求学生根据所听到的内容进行单句的正误辨析,并对错误的句子予以改正。在听音前,教师应建议学生仔细阅读待辨析的句子,把握关键词,以便在听音过程中,快速反应,捕捉相关信息以便确定正误。练习四以填空的形式要求学生完成4个简答题。由于所需填写的空格部分和录音材料中相关内容出现的顺序基本一致,学生比较容易捕捉所需填写信息。在听音前,教师应提醒学生认真研读教材上给出的答案原句,对句中所需填写的空格部分内容进行积极预测。由于此两项练习均以考查学生对语篇细节信息(details)的理解为主,教师在听力训练中要着重培养学生这方面的能力。
2. 听写填空(Spot Dictation)详细介绍了manufacturing这一术语的定义、产生的历史以及其在不同经济体系下所呈现的不同组织形式。填空的词语主要是与工业生产相关的名词和动词,也有一些数字、形容词和链接词语。听写填空可以作为导入活动安排在阅读II课文讲解之前进行。教师也可以结合Background Information(1. Production versus manufacturing)中介绍的关于production和manufacturing相关知识,对这两个术语在经济学上的差异予以一定的讲解。

3. Reading I Brainstorming 学生通过自由讨论的形式,列出他们所知道的与生产相关的单词和词组,包括生产过程、产品以及参与整个生产过程的各类人员的英语表达方式。教师可参考本书“答案”部分。
4. Reading I Pairwork 由学生双人结对,讨论与本单元主题production相关的一些话题。Question 1 要求学生辨别给出的行业中,哪些行业属于工业生产行业,哪些属于非工业生产行业。教师可以参考Background Information部分1. Production versus manufacturing 和2. Production process提供的相关信息。Question 2 要求学生说出工业生产过程通常包含的一些主要活动。教师可以参考本书“答案”以及Background Information 2. Production process部分的内容。为了使学生的讨论更具直观性和关联性,教师可以建议学生从 Question 1 所涉及的工业生产行业中挑选一个,如采矿业、制衣业、饮料罐装业或酿造业,探讨某一特定行业包含哪些具体的生产活动项目。Question 3 建议教师引导学生以生产构成的四要素,或生产过程的三个方面(详见Background Information部分2. Production process)着手,分别探讨现代计算机技术对生产活动各个具体领域所产生的重大影响。Question 4 要求学生谈论一名生产经理的日常工作内容。教师可以布置学生在课外做一些调查工作,如向有担任类似职务经历的亲戚朋友了解他们的工作职责和要求。Question 5 要求学生探讨一名称职的生产经理应掌握的知识和技能。建议结合Question 4 进行讨论。教师还可让学生作一些比较,如销售经理和生产经理在职业技能的要求上有何不同,现代工业生产和传统工业生产对经理人的职业技能有什么不同要求等。教师可以参考Background Information 4. Production management 部分的内容和本书提供的答案。

#### 5. Reading I 练习 4

Sentence 3 中depression 指“经济不景气,经济萧条”。

*Depression* refers to a period of economic crisis in commerce, finance, and industry, characterized by falling prices, restriction of credit, low output and investment, numerous bankruptcies, and a high level of unemployment. A less severe crisis is usually known as a *recession*, a more common occurrence generally thought to be a normal part of the business cycle. If a recession continues long enough, it can turn into a depression. A depression develops when overproduction, decreased demand, or a combination of both factors forces curtailment of production, dismissal of employees, and wage cuts. Unemployment and lowered wages further decrease purchasing power, causing the crisis to spread and become more acute. Recovery is generally slow, the return of business confidence being dependent on the development of new markets, exhaustion of the existing stock of goods, or, in some cases, remedial action by governments. Depressions and recessions today tend to become worldwide in scope because of the international nature of trade and credit.

Sentence 4 中 planned economy 指“计划经济”，常和 market economy (市场经济) 相对应。

A *planned economy* (also known as command economy and centrally planned economy) is an economic system in which the state or government controls the factors of production and makes all decisions about their use and about the distribution of income. In such an economy, the planners decide what should be produced and direct enterprises to produce those goods. Planned economies are in contrast to unplanned economies, i.e. a market economy, where production, distribution, and pricing decisions are made by the private owners of the factors of production based upon their own interests rather than upon furthering some overarching macroeconomic plan. A planned economy may consist of state-owned enterprises, private enterprises directed by the state, or a combination of both. Although most economies today are market economies or mixed economies, planned economies exist in some countries such as Cuba and North Korea.

6. Reading I Post-reading 该项活动旨在加强和巩固学生对 Reading I 课文的理解和掌握。学生分小组活动，在仔细阅读课文的基础上，归纳和总结文中提到的三种现代化生产程序的含义、适用的领域、各自的优势和局限。教师应鼓励学生尽量在理解的基础上用自己的话来表述，避免照搬照抄原文的句子。下面的材料供教师组织活动时参考使用。

**Hard manufacturing** Fixed production equipment used to manufacture large production runs of similar items. Hard manufacturing equipment usually represents a large fixed cost and cannot be easily adapted to new products. It is not designed to be moved from one location to another.

**Flexible Manufacturing System (FMS)** A manufacturing system in which there is some amount of flexibility that allows the system to react in the case of changes, whether predicted or unpredicted. This flexibility is generally considered to fall into two categories, which both contain numerous subcategories. The first category, machine flexibility, covers the system's ability to be changed to produce new product types, and ability to change the order of operations executed on a part. The second category is called routing flexibility, which consists of the ability to use multiple machines to perform the same operation on a part, as well as the system's ability to absorb large-scale changes, such as in volume, capacity, or capability. The whole FMS is commonly controlled by a central computer. The main advantages of a FMS are its high flexibility in managing manufacturing resources like time and effort in order to

manufacture a new product. The best application of a FMS is found in the production of small sets of products like those from a mass production.

#### *Advantages*

- Faster, lower-cost changes from one part to another which will improve capital utilization.
- Lower direct labor cost, due to the reduction in number of workers.
- Reduced inventory, due to the planning and programming precision.
- Consistent and better quality, due to the automated control.
- Lower cost / unit of output, due to the greater productivity using the same number of workers.
- Savings from the indirect labor, from reduced errors, rework, repairs and rejects.

#### *Disadvantages*

Limited ability to adapt to changes in product or product mix (ex. Machines are of limited capacity and the tooling necessary for products, even of the same family, is not always feasible in a given FMS).

- Substantial pre-planning activity.
- Expensive, costing millions of dollars.

Technological problems of exact component positioning and precise timing necessary to process a component.

- Sophisticated manufacturing systems.

**Focused Factory** Form of production limited to a very small number of products for a particular target market. This requires a smaller investment and allows a greater degree of expertise to be developed than a more diversified manufacturing operation.

## 7. Reading II Cloze

Blank 1 此处选 a. sequence。sequence 指“按照时间或数字顺序, 或按照次序排列的事物”, 它强调“因果或逻辑关系或循环的模式”。如: in historical (alphabetical) sequence 按历史 / 字母顺序; the sequence of events 事情的先后顺序。选项 c. chain 表示“紧密连接、联系在一起的一系列东西”。如: a chain of coincidences 一连串的巧合。选项 d. series 通常指“类似的、相同的或有关联的一系列事物。”如: a series of books 系列丛书; series of good harvests 连年丰收。选项 b. order 的意思与 sequence 较为接近, 但它的首字母是元音, 前面不用不定冠词 a。

Blank 2 此处选 c. specialists。specialist 的意思是“专家, 致力于某一特定职业或研究领域的人”。如: a specialist in international trade 国际贸易方面的专家。选项 a. specialty 和选项 b. speciality 的意思相同, 只是拼写不同, 前者用于美式英语, 后者用于英式英

语,表示“特性,特质,专业,特产”。如: His specialty / speciality is biology. 他的专业是生物; a local specialty / speciality 土特产; 选项d. special作名词时,指“为特定场合和服务而安排、设置的事物”或是“特价品”。如: rode to work on the commuter special 专车接送去上班; a special on salmon 特价鲑鱼。

- Blank 3 此处选d. carried。carry out 固定动词搭配,意思是“施行,执行,完成,实现”。如: They are carrying out urgent repairs. 他们在实施紧急抢修工作。
- Blank 4 此处选d. results in。result in的意思是“导致,终于造成……结果”; result from的意思是“起于,由于”。两者都不用于被动语态。如: Nothing has resulted from his efforts. 他的努力终成泡影。Acting before thinking always results in failure. 做事不先考虑总会导致失败。The accident resulted in the death of two people. 这场意外事故造成两人死亡。
- Blank 10 此处选d. precedence。第一段中有precedence constraints一说。
- Blank 12 此处选a. theoretical。theoretical 指“关于、基于或仅限于理论的,非实际的”。如: theoretical linguistics 理论语言学。theoretical ideal 的意思是“理论上可以达到的理想状况”。选项b. hypothetical的意思是“假设的,与假设有关的或基于一个假设的”。如: a hypothetical situation 一个假设的情形。选项c. imaginary指“虚幻的,只在想象中存在的,不真实的”。如: Although the main characters in the novel are so true to life, they are imaginary. 虽然小说里的人物写得栩栩如生,但都是虚构的。选项d. notional指“概念的,想象中的,非现实的。”如: a notional profit 假想利润。inhabit a notional world 生活在空想世界中。

## Key (练习答案)



## >>>>> Reading I

### Pre-reading

I.

Production	Products	People in Production
automation 自动化	product range 产品系列	line workers 流水线工人
bulk (mass, large-scale) production 大批生产	prototype 样机(品)	supplier 供应商

(Continued)

Production	Products	People in Production
assembly line 生产流水线, 装配线	main product 主要产品	production manager 生产经理
production cycle 生产循环	typical product 代表产品	technical consultant 技术顾问
productivity 生产力	semi-finished product 半成品	line manager 生产线管理人员
working conditions 工作环境	finished product 成品, 产品	blue-collar worker 蓝领工人
standardization 标准化	accepted product 合格产品	production worker 生产工人
production standards 生产标准(规格)	sub-quality product 次品	productive worker 生产效率高的工人
quality control 质量管理	substandard product 等外品	average worker 中等熟练程度的工人
final inspection 最后检验	off-test product, unsatisfactory product 不合格产品	semi-skilled worker 半熟练工
machinery 机器	off-grade product 等外品	skilled worker 熟练工
equipment 设备	by-product, accessory product, subsidiary product 副产品	engineer 工程师
maintenance 维修; 保养	completely defective product 完全废品	technical worker 技工
safety measures 安全措施	standard product 标准产品	auxiliary worker 辅助工
safety device 安全手段	custom-made goods 定做或订制的产品	maintenance man 维修工
input 进(给)料	assembled product 装配产品	bench worker 钳工
raw material 原料	competitive product 有竞争能力的产品	shift worker 按班轮换的工人
output 产量	unsalable product 没有销路的产品	quality inspector (产品)质量检验员
annual product 年产量	spare part 备件	operator 操作人员
stoppage 停工	quality certificate 合格证	attendance rate 出勤率
shutdown 停产	guarantee 货物保证书	staff / labour turnover 职工流动率

**II.** 1. Could you tell which of the following businesses are

- engaged in industrial production
- **NOT** engaged in industrial production

***Businesses engaged in industrial production:***

bakeries / breweries / clothing manufacturers / electric generating plants flour and feed mills / food processing plants / mining operations paper mills / soft drink bottling plants / vehicle assembly lines

***Businesses not engaged in industrial production:***

accounting firms / banks / car and truck washes / hotels and motels laundries / law firms / mobile phone services / movie theaters restaurants / retail stores

2. What activities do you think the production process may involve?

Generally speaking, the production process includes the following activities:

- ◆ Design, research, and development for production of a product.
- ◆ Removal of raw materials from stock to begin production activities.
- ◆ Actual production activities that effect changes to produce the product.
- ◆ Testing and quality control of the product.
- ◆ Placement of the product in finished goods inventory or, if the item is not placed into inventory, the last production process before loading the product for shipment.

3. What is the impact of modern computer technology on industrial production?

Increasingly, computers are not only being integrated into the machinery of production but are replacing much of the human labor as well. Computerization has made assembly lines faster and more accurate and has given them more flexibility. Through computerized instructions, the design and manufacture of many mass-produced products can easily be modified to suit the needs of the individual customer.

4. What do you think a production manager's routine work may involve?

Although their duties vary from plant to plant, production managers share many of the same major responsibilities. These responsibilities include production scheduling, staffing, procurement and maintenance of equipment, quality control, inventory control, and the coordination of production activities with those of other departments. Their daily routine may include:

- ◆ working both on the factory floor as well as at a desk in the office;
- ◆ reviewing the performance of people working for you;
- ◆ meeting strict deadlines under intense pressure;

- ❖ handling emergencies with a cool head;
- ❖ hiring and firing;
- ❖ setting production quotas;
- ❖ keeping an eye on the stock of raw materials;
- ❖ making sure machinery is well taken care of;
- ❖ making sure safety guidelines are followed;
- ❖ measuring product quality;
- ❖ meeting with other managers.

5. What knowledge should a production manager have to be competent for his or her job?

- ❖ Production and Processing — Knowledge of raw materials, production processes, quality control, costs, and other techniques for maximizing the effective manufacture and distribution of goods.
- ❖ Administration and Management — Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
- ❖ Mathematics — Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.
- ❖ Education and Training — Knowledge of principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effects.
- ❖ Mechanical — Knowledge of machines and tools, including their designs, uses, repair, and maintenance.
- ❖ Personnel and Human Resources — Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems.
- ❖ English Language — Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
- ❖ Customer and Personal Service — Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- ❖ Engineering and Technology — Knowledge of the practical application of engineering science and technology. This includes applying principles, techniques, procedures, and equipment to the design and production of various goods and services.

## Exercises

---

- II.** 1. b            2. c            3. d            4. a            5. b
- III.** 1. flexible            2. dissimilar            3. tolerance            4. accuracy            5. payoff  
 6. de-emphasize            7. outmaneuver            8. adapt            9. dismantle            10. customize  
 11. transmission            12. gear            13. recoup            14. agile            15. churn
- IV.** 1. recoup            2. adapted to            3. accompanied            4. geared toward  
 5. incurred            6. competence            7. falls into            8. responded to  
 9. churned out            10. flexible            11. dismantle            12. accuracy  
 13. being outmaneuvered            14. benefiting from            15. declined
- V.** 1. This factory churned out blue jeans to meet the increasing market demand.  
 2. One's quality and competence are best shown when he is in a dangerous situation and will have to decide for himself how to respond to it.  
 3. Experts have observed that many social crimes are associated in one way or another with violence shown in television programs or video games.  
 4. After the setup costs we were bankrupt, so much so that we had without even so much as paying our employees.  
 5. Since you've decided to join this company, you might as well get adapted to its style of work first.

## Post-reading

---

	Hard Manufacturing	Flexible Manufacturing	Focused Factory
Definitions	use of specialized production equipment that cannot readily be moved, generally associated with repetitive manufacturing	use of computer-controlled machines that can adapt to the manufacturing of various versions of the same operation; also called soft manufacturing	manufacturing facility that deals with only one narrow set of products
Applications	mass-production of a certain product	desirable for a job shop; products with customized features	a narrower set of products for a particular market
Advantages	economical if similar items are produced at a steady rate; long-term savings on setup costs	Plants can be smaller, more specialized, closer to important markets; respond more quickly to changes in the market-place.	with clear objectives, support from top management and sufficient experience, it can be more efficient, more competitive, and easier to manage.

(Continued)

	Hard Manufacturing	Flexible Manufacturing	Focused Factory
Limitations	<p>It involves producing one unchangeable product design in large volume and therefore its applications in many of today's markets are limited.</p> <p>It requires specialized equipment for each of the operations, so the initial investment is high.</p>	<p>It requires similarly sized machines, accuracy, power, tolerance, standardized parts; requires a long period of planning and development before any payoff is realized.</p>	<p>If the engaged line declines, it'd be difficult to shift resources to another industry; too concentrated on a narrow set of products, so losses, if incurred, cannot be recouped by profits from products in other lines.</p>

## >>>>Reading II

### Exercises

---

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

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

- IV. 1. After they were reported of the case they hurried to the scene of the crime, only to find it was completely spoiled.
2. Since your company had annulled the contract groundlessly, your company shall bear full responsibility to any of our company's financial losses incurred therefrom.
3. Being critical of the resolution reached by the board of directors, he left in anger, without so much as a goodbye.
4. Ever since the reform and opening-up, China's economy has been developing at a rate unparalleled in history.
5. Before an economic plan is formally staged, it is usually tested in some areas on a small scale to ensure its practicality.
6. The increasingly competitive international and domestic markets require that enterprises respond to market changes timely and adopt effective measures.
7. In order to let the machine reach its destination in time, we must take it apart to make transportation easier.
8. It is an expensive investment, but in the long run our company will get considerable benefit from it.
9. A new car factory will be established soon. To say it another way, there will be a more intense competition in car manufacture.

10. Only those products that please the average taste may have more market share.

VI. 1. a 2. c 3. d 4. d 5. c 6. b 7. b 8. c 9. c 10. d 11. a 12. a 13. d 14. a 15. c

## >>>>> Extended Activities

### A. Function and Structure

I.	Party A	Party B
	As I mentioned on the phone, our company has recently developed a new range of products which may be of interest to you.	Yes, we found your range of equipment quite interesting, particularly the model WB500 photocopier.
	I'd like to bring to your attention to a product which I believe you will find interesting.	Yes, your product impresses me. But can you explain how we might benefit from using it?
	I'm sure you'll find our new products interesting.	We are certainly interested in your new products, but we would like more information about it.
	Let's get down to business. What will you show us today?	Take a look at these basic designs. (I would just like you to take a look. I'd like to bring to your attention to a product which I believe you will find interesting.)
	What do you think it can do for us?	It can detect any eavesdropping devices within 20 feet. You won't be afraid somebody has planted a bug somewhere.
	Is it easy to operate?	Certainly. It operates at the touch of a button. (It works by voice control.)
	How does this new model differ from the previous one?	Well, as you can see, we've added some important safety features and reduced the overall size of the unit.
	What material do you use for this new model?	We have new materials — specially treated plastics. They are much more flexible and durable than the old model material.
	Can you go over the new features you've added to the latest model?	Sure, my pleasure. Basically, there are two new features. They are the automatic selection key and the remote operation function. Both of these features make the unit considerably easier to use.

(Continued)

Party A	Party B
Are there any other refinements?	Yes, of course. <u>We have made several improvements designed to increase speed and reliability. The main ones are shown here in this brochure.</u>
Yes, I see. No doubt there's a price increase with these improvements.	<u>We've had to make a modest price increase of about 5%, but I think you'll agree it's well worth the extra cost.</u>
I'm not sure whether our customers will like this new design. We'd better conduct a market survey in this area first.	<u>It has met with a warm reception and quick sale in most European countries.</u> I have full confidence that it will also command a ready sale in your market.
Are you able to provide comprehensive after-sales services?	You may rest assured. <u>We have a fully trained team of technicians providing 24-hour after-sales services.</u>

## B. Special Use

---

- I. 1. The tourist exclaimed that it was beautiful.
2. Ann's friends encouraged her to try again.
3. He ordered his children not to leave the room until he returned.
4. He advised me to take off my coat.
5. She advised us not to drink the water.
6. I advised him to wait.
7. He asked me to keep him informed.
8. She offered to bring me some stamps.
9. He wished me good luck.
10. He ordered all persons to go ashore.
11. He gave an exclamation of satisfaction.
12. Her parents ordered her to forget all about the young man and told her not to see him again or answer his letters.
13. My friend warned me not to leave my car unlocked as there had been a lot of stealing from cars.
14. She begged him not to drink too much, reminding him that he would have to drive home.
15. They congratulated him, saying that he had won the first prize.

- II.
1. He said, "Get out of here."
  2. "Please, please don't take any risks," said his wife.
  3. "Don't forget to book the tickets," said Mrs. Pitt.
  4. He said, "What a dreadful idea!"
  5. He cried, "Help!"
  6. He said, "Happy birthday!"
  7. The notice said, "Welcome to Shanghai!"
  8. "Go out to play!" said my mother. "Your father is sleeping after his tiring journey."
  9. His uncle advised him: "Don't look for your girlfriend. Start your own business."
  10. "Stand back!" said the policeman to the people. "Don't crowd round the vehicle."

### C. Practical Reading

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

### D. Basic Writing

I.

#### MEMO

**TO: All Office Staff**

**Subject: Annual Spring Outing**

**From: Office Manager**

**Date: May 12, 2005**

This year's spring outing has been arranged for Saturday, 12 May. We shall be visiting the Taihu Lake, Wuxi, for the day. The coach will leave the entrance to our firm at 6:30 a.m. Those who wish to come on the outing should let me know by Wednesday 10 May at the latest. If there are still seats available on the coach after all those who want to go have signed up, they can be offered to relatives at a nominal charge of 10 yuan.

The coach will leave the Taihu Lake for Shanghai at 6:30 p.m. in the evening. Hope the weather will be fine and that this outing will prove satisfactory.

II. 1.

**MEMO**

**To: All Personnel Staff**

From: Richard Berry, Personnel Manager (Staff Relations)

Subject: Flexible Working Hours Pilot Scheme

Date: 22 March, 2005

We are currently looking into the feasibility of introducing a flexible working hours system in the company.

A pilot scheme of the proposed system will be carried out between 14 April and 14 July. Initially we are intending to offer three possible starting times: 8:00, 8:30 and 9:15 (subject to Department / Section Head's approval).

If you are interested in taking part in the pilot scheme, please inform your Section Heads before Christmas. I shall then contact you in early April to confirm arrangements.

2.

**MEMO**

To: All workers, Dispatch Department

From: Mary Kunkel, Managing Director

Subject: Dispatching Books

Date: 8 October, 2005

Several complaints have been received from customers who have either been sent correct orders with wrong invoices or wrong orders with correct invoices. Please take extra care to ensure that both orders and invoices are correct.

I am aware that we have several new members of staff in this department and I am not putting the blame onto them. However, if anyone has a problem they should speak to Mr. Michael Jones who will be able to assist them.

I am concerned as this problem has never happened before.

3.

## MEMO

To: All Section and Department Heads

From: Fred Foust, Office Manager

Subject: Annual Staff Dinner

Date: 28 November, 2005

Our Annual Staff Dinner is only three weeks away!

I know you are all very busy, but I need to ask for your help in making the final arrangements.

Please check with all the staff for whom you are responsible and send me a detailed list of names of those in your section or department who intend to come to the Dinner, how many are bringing a guest and whether special diets are required.

Here is a reminder of the general information:

Date: 20 December, 2005

Time: 7:00 p.m. to 8:30 p.m.

Place: The restaurant in The Hilton Hotel

Dress: informal

The meal for each member of staff and one guest is free. As in previous years, wine and other drinks are the responsibility of individual staff members.

Please let me have your information by 14 Dec. at the latest.

## E. Additional Vocabulary

1—b;	2—p;	3—l;	4—e;	5—t;	6—a;	7—o;	8—x;
9—k;	10—c;	11—f;	12—d;	13—z;	14—h;	15—u;	16—g;
17—q;	18—w;	19—n;	20—v;	21—s;	22—j;	23—m;	24—y;
25—r;	26—i						

## G. Humor Time

---

														13
1		f	a	c	i	l	i	t	a	t	e			
2	i	n	s	e	r	t								
3	p	o	s	i	t	i	o	n						
4		r	e	s	o	u	r	c	e	s				
5	s	t	r	e	a	m	l	i	n	e				
6		s	e	t	b	a	c	k	s					
7	d	i	s	m	a	n	t	l	e					
8				b	y	-	p	r	o	d	u	c	t	
9				a	l	t	e	r						
10				m	a	i	n	t	e	n	a	n	c	e
11				e	n	l	a	r	g	e				
12	m	a	n	p	o	w	e	r						

# Unit 9

## Automobiles

### Teaching Aim ( 教学目的 )



1. Cognitive Information ( 认知信息 ): Automobiles in the Future  
Components of an Automobile

2. Language Focus ( 内容重点 )

— **Key Words:** I. cease, prediction, institute, brake, accelerator, lateral, steer, lane, sensor, radar, tow, motorway, attachment, swing, fume, fraction, combustion, battery; II. merge, craftsmanship, legendary, luxurious, limousine, stall, falter, workforce, voluntary, retirement, buyouts, hand-crafted, craft, grill, ornament

— **Phrases:** I. fit with, in convoy, go off, on one's own, lie idle, get round, charge up; II. be renowned for, come up with, be composed of

— **Useful Structures:** as ..., so too ...

at its peak, ...

at sb.'s request

3. Communicative Skills ( 交际技能 )

— **Expressions:** Travel by Car

— **Reading:** Car Ads

— **Basic Writing:** E-mails

4. Special Use ( 专项用法 ): Direct and Indirect speech ( 3 ) Questions



## Lead-in (导入)

### >>>> Listening Comprehension Tasks

#### Difficult Words and Expressions

- CAAM: 中国汽车工业协会
- surge: a sudden or abrupt strong increase 飙升
- grave: serious, important and worrying 暗淡的
- kick off: 开始
- revenue: the entire amount of income before any deductions are made 总收入
- depreciation: a decrease in price or value 贬值
- rupee: 卢比
- transmission: the gears that transmit power from an automobile engine via the driveshaft to the live axle 传动装置
- forefront: the position of greatest importance or advancement; the leading position in any movement or field 前列; 第一线
- innovation: the act of starting something for the first time; the introduction of something new 创新
- initiative: the first of a series of actions 首创精神
- infrastructure: the basic facilities which enable a country, society, or organization to function 基础设施
- incentive: a positive motivational influence 刺激
- premier: first in rank or degree 第一的

#### Passage Script

##### Passage I

###### China Car Sales Accelerated, India's Declined

Automakers sold 10 times more passenger cars in China than in India last year, reflecting the speed at which the world's largest vehicle market is racing ahead of its global rivals.

China car sales rose by 16% year-on-year to 18 million last year, compared with an almost 10% drop in India to 1.8 million. The surprising acceleration in Chinese car sales, announced by the China Association of Automobile Manufacturers (CAAM), contrasts sharply with other major markets as well. According to initial estimates, US car sales expanded by 8% to 15.6 million vehicles last year after enjoying a double-digit growth the year before. Brazil's car market, the world's fourth largest, last year reported its first annual decline in a decade.

“China's car sales were stronger than we expected last year,” said Max Warburton, car analyst with Bernstein Research. “The pace of growth in both rich and more mature provinces and less wealthy but faster growing provinces has been a surprise.”

Ford posted the strongest sales growth in China after a series of new model launches boosted its performance. The US car company had previously reported a 50% year-on-year surge in sales to more than 935,000 units, overtaking Toyota as China's fifth-largest foreign automaker.

Chinese brand vehicles also continued to lose market share last year, while the country's overall auto exports fell by 7.5% year-on-year. CAAM attributed the poor performance of local manufacturers to “intense market competition and weak competitiveness”, and added that “their development prospects are grave”.

Including commercial vehicles, China's automotive sales rose by 14% to 22 million last year.

In India, sales of commercial vehicles are especially dependent on the state of the economy and dropped by 15.6% last year to 687,230 units as economic growth slowed to less than 5%. With general elections approaching, political uncertainty will continue to weigh on the sector in the coming months.

Despite falling volumes, however, some expect Indian carmakers to do well when earnings season kicks off on Friday. Some analysts are forecasting a 9.4% year-on-year growth in revenues for car companies, as some groups benefit from the depreciation of the rupee, price increases and cost controls.

## Passage II

### The US Automotive Industry

The United States has one of the largest automotive markets in the world and is home to 13 auto manufacturers. In the past five years, manufacturers have produced an average of 8.1 million passenger vehicles annually in the United States. Since Honda opened its first US plant in 1982, almost every major European, Japanese and Korean automaker has produced vehicles at one or more US assembly plants. In addition to Honda and the big three US auto companies — General Motors, Ford and

Chrysler — Toyota, Nissan, Hyundai-Kia, BMW, Daimler, Mazda, Mitsubishi, and Subaru all have US manufacturing facilities. In May 2011, Volkswagen opened a new US plant, bringing the manufacturer count to 13. In addition, many manufacturers also have engine and transmission plants and are conducting research and development, design, and testing in the United States. The automotive industry accounts for between 4 and 5 percent of US gross domestic product and employed 716,900 people last year.

There is also an extensive network of auto parts suppliers serving the industry. Suppliers produced \$171 billion in industry shipments last year, accounting for approximately 3 percent of total US manufacturing. According to the Center for Automotive Research, automotive suppliers provided 3.3 million jobs nationwide last year — more jobs and economic wellbeing than any other manufacturing sector.

Despite challenges within the industry in recent years, the US automotive market is at the forefront of innovation. New research and development initiatives are transforming the industry to better respond to the opportunities of the 21st century. Last year, the United States exported approximately 2.5 million vehicles to more than 200 countries and regions around the world valued at \$60.9 billion, with additional exports of automotive parts valued at approximately \$67 billion. With an open investment policy, a large consumer market, a highly skilled workforce, available infrastructure, and government incentives, the United States is the premier place for the future of the auto industry.

## Key

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

IV. No. of auto manufacturers: 13

Passenger vehicles produced annually: 8.1 million

Percentage in US GDP: 4%–5%

People employed last year: 716,900

Shipments produced by suppliers last year: \$171 billion

Job provided by suppliers last year: 3.3 million

Vehicles exported last year: 2.5 million

Value of exported vehicles last year: \$60.9 billion

Value of exported automotive parts last year: \$67 billion

## &gt;&gt;&gt;&gt; Spot Dictation

China's annual automobile production capacity first exceeded one million in 1992. By 2000, China was producing over two million vehicles. After China's entry into the World Trade Organization (WTO) in 2001, the development of the automobile market further accelerated. Between 2002 and 2007, China's national automobile market grew by an average 21 percent, or one million vehicles year-on-year. In 2006, China's vehicle production capacity successively exceeded six, then seven million, and in 2007, China produced over eight million automobiles. In 2008, 9.3 million motor vehicles were manufactured in China, surpassing the United States as the second largest automobile maker, after Japan. China surpassed Japan in 2009, and became the top car producer with a production of 13.79 million units.

This growth is spurring demand for automotive parts, services, and after-care products. China is presently capable of manufacturing a complete line of automobile products and large automotive enterprises. Major domestic firms include the China First Automobile Group Corp. (FAW), Dongfeng Motor Corp. (DMC) and Shanghai Automotive Industry (Group) Corp. (SAIC).

The auto shows in Beijing, Shanghai and Guangzhou are all drawing a lot of attention. The ones in Beijing and Shanghai are held in alternating years and tend to be glitzier than the one in Guangzhou which is held every year and is geared more for the local market. The Beijing Auto show is now a major industry event. It attracted more than 100 Chinese and foreign automakers in 2012.

### Difficult Words and Expressions

---

- year-on-year: 同比的；与上年同期数字相比的
- exceed: to be more than a particular number or amount. 超过；超越
- surpass: to be even better or greater than someone or something else. 超过；胜过
- spur: to make an improvement or change happen faster. 促进；推动
- Group Corp: group company 集团公司
- tend: If something tends to happen, it happens often and is likely to happen again. 往往会；经常就
- glitzy: exciting and attractive in a showy way 华丽的；光彩夺目的
- be geared: If someone or something is geared to or towards a particular purpose, they are organized or designed in order to achieve that purpose. 使为……而准备；使为了达到……而做好准备

# Background Information (背景知识)



## 1. Overview of automobile industry

Automobile industry became the world's largest form of manufacturing by the middle of the twentieth century, making more money and employing more people than any other industry. In the United States, the automobile industry changed how business was conducted and how Americans lived; automobiles were more popular in America than anywhere else in the world. The automobile industry is dominated by relatively few large corporations, each of which typically contains many brand names and marques. The biggest of these by annual production are General Motors, Toyota and Ford Motor Company. In 2005, 67 million automobiles (cars and light trucks) were produced worldwide. Although the locations of the headquarters of the major volume producers of automobiles are confined to a relatively small number of countries, their manufacturing facilities are distributed in many other countries around the world. Reasons for the selection of manufacturing locations may include labor costs, political quotas for local content in certain markets and import tariffs.

## 2. Benefits and costs of automobile ownership

The existence of the automobile allows a mechanical support for freedom of choice by allowing transportation at the sole discretion of the occupants. Too, an automobile can provide the transportation need of several persons in relative comfort in many types of weather. Compared to other popular modes of passenger transportation, especially buses, the automobile has a relatively high cost per person-kilometer traveled. Nevertheless the demand for automobiles remains high, suggesting that its advantages, such as on-demand and door-to-door travel, are highly prized, despite recent increases in fuel costs, and not easily substituted by cheaper alternative modes of transport. There are many benefits to owning an automobile; however these will differ, by many factors, in regard to location and culture. One general benefit is availability of use which, when coupled with public support via infrastructure, can allow almost unlimited movement and transportation. There are a number of reasons for the high cost of car transport:

- The typical private car spends most of its lifetime idle and for some vehicles, depreciation is a significant proportion of the total cost.
- Compared to bulk-carrying vehicles such as airplanes, buses and trains, individual vehicles have worse economies of scale.
- Capacity utilization is low. The average occupancy of automobiles is below 1.5 passengers in most parts of the world.

The costs of running a car can be broken down as follows: Depreciation / Fuel (including fuel tax) / Repairs / Maintenance, regular / Maintenance, for car longevity / Financing / Insurance / Parking / Vehicle tax / Roadworthiness Tests / Registration / Tire replacement / Accessories / Opportunity cost. Despite rising oil prices, the real cost of car travel has dropped steadily over the past five decades, in part due to better manufacturing technologies, and in part due to engines becoming more fuel-efficient. Some of the annual running costs of an automobile, which are important in the economics of ownership, concern the service life. Much effort has gone into identifying and reducing costs related to the automobile. For instance, providing carpooling lanes to cars with multiple passengers has received attention as it helps reduce traffic. Sharing one or more cars between many people reduces the fixed costs per person and limits extraneous vehicles. Since automobiles demand a high land use, they become increasingly uneconomic with higher population densities. Public transport, by comparison, becomes increasingly uneconomic with lower population densities. Hence cars tend to dominate in rural and suburban environments, while only fulfilling a secondary role in city center transport.

### **3. Impacts of the automobile on societies**

Over the course of the 20th century, the automobile rapidly developed from an expensive toy for the rich into the standard for passenger transport. The wide-reaching effects of automobiles on everyday life have been a subject of much controversy. Proponents claim the car is a marvel of technology that has brought about unprecedented prosperity, while opponents on the other end claim it lead to a mode of urban and suburban planning that discourages walking and human interaction, uses large amounts of polluting fuel, and drains urban centers of their populations leading to wide-spread urban decay and the neglect of once proud and efficient cities.

#### *Economic changes*

Huge industries devoted only to the automobile were created. Others were expanded from once trivial insignificance to eminent importance. Before the internal-combustion engine was developed, gasoline was a waste product, often discarded. Once the automobile became commonplace, the production of gasoline blossomed into a matter of such importance that national governments took action to secure the steady flow of oil. The steel industry was already established, but the coming of the automobile created huge amounts of business for it. The chemical, rubber, and petroleum industries were remade to suit the needs of the automobile and industries sprang up, such as service stations, motels, and automobile insurance, which were completely reliant upon the automobile for their livelihood. Aside from industries, one of the most visible effects the automobile has had on the world is the huge increase in the amount of surfaced roads. With increased road-building came loss of habitat for wildlife. Loss of rural areas and agricultural land to pavement has also been extensive. The quality of roads was

also improved. Roads were paved with asphalt, and roads with more than one lane on each side became commonplace.

#### *Technological changes*

The assembly line and other methods of mass production were developed when American businessmen began seeking ways to build more automobiles at a lower price. The idea of using many small identical parts that could be exchanged for each other was brought into existence. Because of this, replacement parts could easily be sent to car owners. This greatly prolonged the life of the automobile, making it even more attractive to consumers.

#### *Cultural changes*

Beginning in the 1940s, most urban environments in United States lost their streetcars, cable cars, and other forms of light rail, to be replaced by diesel-burning motor coaches or buses. Many of these have never returned, though some urban communities eventually installed subways. Another change brought about by the automobile is that modern urban pedestrians must be more alert than their ancestors. With the proliferation of the automobile, a pedestrian has to worry about being hit by automobiles at high speeds, and breathing noxious exhaust fumes. The loss of pedestrian-scale villages has also disconnected communities. People have less contact with their neighbors and rarely walk unless they place a high value on exercise. Also, drivers lose time stuck in traffic jams, and today people rarely get the recommended amount of exercise to stay healthy. In fact, since the 1980s, obesity has reached epidemic proportions in the United States.

Because of the automobile, the outward growth of cities accelerated, and the development of suburbs in automobile intensive cultures was intensified. The automobile allowed people to live in low density communities far from the city center and integrated city neighborhoods. Shopping centers were built in or near suburbs to save residents trips to the city. The shopping centers provided goods and services further reducing the need for suburban residents to visit the city. Finally, as the service economy gained importance, business parks appeared, allowing suburb dwellers to work in the suburbs. The automobile caused the decentralization of cities, segregating land use and ethnicities, while increasing the ecological footprint of their residents.

#### *Changes to individual lifestyle in America*

The car had a significant effect on the life of the middle class. Car ownership came to be associated with independence, freedom, and increased status. At the end of the 19th century, Americans put a great deal of emphasis on personal freedom and individual mobility. The automobile encompassed both of these ideals. Individuality was increased for the automobile owner. Conservative critics felt that the automobile decreased church attendance, increased sexual activity, and weakened family unity. The automobile signifies much more than simply a mode of transportation. The automobile,

more than almost any other possession, allows people to flaunt wealth. Not only was the ownership of an automobile demonstrative of a certain level of income and prestige, it is also highly visible. The automobile has become a symbol of social status, and in some cases, a fashion item. The creation of good roads and dependable automobiles changed recreation and vacations too. Before the automobile, resorts were predominantly found near the coast or a railroad. Once the automobile became abundant, resorts sprang up that were off the beaten path. Resorts appeared in scenic places, far away from the hectic life of the cities.

#### *Environmental changes*

Automobiles are a major source of noise pollution and the carbon dioxide that is widely believed to be causing global climate change. For much of the early history of the car, no consideration was given to concerns such as air pollution, accidents, destruction caused by road-building, and the increased consumption of limited natural resources, most notably petroleum and land.

## Language and Culture Focus (语言文化要点)



## >>>>> Reading I

### 1. cease

① *vi. / vt. to come or bring (sth.) to an end* 停止；终止；结束

**cease (doing) sth.**

【例句】The company ceased trading at 6 p.m. today.

It rained all day without ceasing.

**cease sth.**

【例句】The committee decided to cease financial support.

**cease to do sth.**

【例句】Most people had already ceased to obey the curfew.

② *n. ending* 停止；终止；结束

**without cease** 不停地；连续地

【例句】His desire grows and multiplies without cease.

As long as you lack something, you yearn for it without cease.

**相关词**

**ceaseless:** *adj.* 不停的；连续的；不断的

**【例句】** the ceaseless fight against crime

**相关搭配**

**cease to exist:** 不复存在

**【例句】** The town the author wrote about has long ceased to exist.

**cease fire:** 停火；停止射击

**【例句】** Cease fire! (= used to order soldiers to stop shooting)

**相关词**

**ceasefire:** *n.* 停火

**【例句】** negotiating a ceasefire

2. **prediction:** *n.* saying in advance that (sth.) will happen 预言；预料；预测

**【例句】** Earlier predictions of a Republican victory began to looking increasingly unlikely.

**相关搭配**

**make a prediction**

**【例句】** I'd found it very difficult to make a prediction.

**相关词**

**predict:** *vt.* 预言；预料；预测

**【例句】** Economists are predicting a fall in interest rate.

The report predicted that more jobs would be lost in the coal industry.

It is difficult to predict what the long-term effects of the accident will be.

**predictable:** *adj.* 可预言 / 预测的；不出所料的

**【例句】** The outcome of this event is not predictable.

You're just so predictable!

3. **institute**

① *n.* an organization that has a particular purpose such as scientific and educational work, or the building where the organization is based 学院；研究院；研究所

**【例句】** a research institute

The Institute for Contemporary Arts

② *vt.* to introduce or start a system, rule, legal process, etc. 制定；提起

**【例句】** institute divorce proceedings 提出离婚诉讼

4. **fit with:** to supply with the necessary equipment; to equip 供给设备；配备

**【例句】** Our cars are fitted with anti-theft devices.

The van shall be fitted with four explosion-proof light fixtures on the overhead.

Buildings should be fitted with an alarm system, preferably linked to a central station.

**5. brake:** *n.* device for reducing the speed of or stopping a car, etc. 刹车; 车闸

相关搭配

**put / slam on the brakes (or apply the brakes):** 猛踩刹车

【例句】He slammed on the brakes and skidded to a halt.

**act / serve as a brake on sth.:** 遏止 / 抑制某物

【例句】Rises in interest rate usually act as a brake on expenditure.

**put the brakes on sth.:** 阻止某事物

【例句】Well, that pretty much puts the brakes on my plan.

**6. accelerator:** *n.* device for increasing speed 加速器; 油门

【例句】This policy serves as an accelerator to the booming economy of the country.

相关词

**accelerate**

① *vi.* 加快; 加速

【例句】The car can accelerate from 0 to 60 mph in 6.3 seconds.

② *vi. / vt.* (使)加快; (使)提前

【例句】measures to accelerate the rate of economic growth

**antonym:** decelerate

**7. lateral:** *adj.* of, at, from or towards the side(s) 侧面的; 从侧面的; 向侧面的

【例句】The wall is weak and requires lateral support.

相关搭配

**lateral thinking:** 水平(横向)思考(法)

相关词

“**Lateral**” can be used together with some prefixes, for instance:

**unilateral:** *adj.* 单边的

【例句】unilateral action

unilateral withdrawal of troops

**bilateral:** *adj.* 双边的

【例句】bilateral talks

bilateral agreement

**trilateral:** *adj.* 三边的

【例句】trilateral statement on the Middle East Peace Summit at Camp David

**8. steer** *vi. / vt.*

① to make a vehicle go in a particular direction 驾驶; 操纵

**【例句】** She steered with one hand at the time of accident.

He steered the boat carefully between the rocks.

I steered the visitors towards the garden.

He tried to steer the conversation away from such dangerous topics.

② to follow or change to a particular course 朝……方向走；朝……行驶

**【例句】** We turned about and steered for Port of Spain.

to steer a middle course between two extremes

**相关搭配**

**steering wheel:** 驾驶盘；方向盘

**相关词**

**steersman n.** 舵手

## 9. lane *n.*

① part of a main road marked out for a single line of traffic (有标志的)单行道

**【例句】** The outside lane is the fast lane.

Get in lane for Los Angeles.

**相关搭配**

**express lane:** (高速公路上的)快车道

② a narrow, often winding road or way between fields, house, etc. 小路；小巷；胡同；里弄

**【例句】** country lanes 乡间小路

Her house is in Ivy Lane.

picturesque lanes in the Old Town

③ a path marked for each competitor in a running or swimming race 跑道；泳道

**【例句】** The champion is running in lane five.

## 10. Next will come what he calls a “lateral distance controller”, which will steer the car lane to lane.

**【参考译文】**接下来会出现一种他称作为“边距控制器”的装置，可以使汽车在变换车道时，避免与旁边行驶的车辆相撞。

## 11. sensor: *n.* device that detects light, heat, etc. 传感器；感应装置

**【例句】** sensor technology

wireless sensor

## 12. radar: *n.* system for detecting the position or movement of objects by sending out short radio waves. Radar is a short form of “radio detecting and ranging” (无线电探测器), which was invented in The World War II 雷达

**【例句】** The coastline can now be monitored by radar.

We could see the plane quite clearly on the radar screen.

Radar seems to have infinite uses: police use it to clock your speed, NASA uses it to follow satellites, meteorologists use it to track storms and the military uses it to track the enemy.

### 13. **in convoy:** (of traveling vehicles) as a group; together (指行进中的交通工具)结队

【例句】We decided to travel in convoy so that no one could lose their way.

Shipping on the more important and vulnerable routes was placed in convoy.

Sometimes it seems on one's own was safer than in convoy, but in general it was better for ships to have the safety of the group in convoy.

### 14. **tow**

① *n.* an act of pulling a vehicle behind another vehicle using a rope or chain 牵引; 拖; 拉

【例句】Can you give us a tow?

② *vt.* to pull a vehicle a ship along behind another vehicle using a rope or a chain 牵引; 拖; 拉

【例句】The ship had to be towed into the harbor.

相关搭配

**tow-away zone:** 禁止停车区(警察有权拖走停于此处的车)

**tow bar:** 牵引杠

### 15. **motorway:** *n.* a very wide road for traveling fast over long distances, especially between cities 高速公路

比较: *expressway, freeway & highway*

**expressway:** *n.* a very wide road, usually in a city, on which cars can travel quickly without stopping 高速公路

**freeway:** *n.* a very wide road in the US, usually in cities, built for fast travel; a highway without tolls 免费高速公路

**highway:** *n.* a broad main road that joins one town to another 公路

相关词

“**Motor**” can be used to form other words and expressions.

**motor racing** 赛车运动

**motor vehicle** 机动车辆

**motorist** *n.* 汽车驾驶员

**motorcar** *n.* 汽车

**motorcycle** *n.* 摩托车

### 16. **as ..., so (too) ...:** This structure is often used to compare two people or things, when they are similar with……一样(该结构常用来表示比较)

【例句】As you sow, so you shall reap. 种瓜得瓜,种豆得豆。

As business diminishes, so too will our profit.

As you make your bed, so you must lie in it.

自己铺的床自己睡，自己酿的苦酒自己喝。

Just as the French love their wine, so the English love their beer.

**17. attachment:** *n.* [ +to / for ] affection; devotion 依恋; 眷恋; 喜爱; 信仰

【例句】I did feel a certain sense of attachment for the strange old guy.

old people's attachment to traditional customs and ways

**18. go off**

① to leave 离开

【例句】They are going off to America in two days.

They went off for a walk after a two-hour talk.

② to explode 爆炸

【例句】The signal pistol went off with a bang.

The bomb went off with a deafening crash.

Don't touch that unexploded bomb; it might go off.

③ to stop operating 中断; 熄灭

【例句】The lights went off.

The heating goes off at night.

④ (of food) to go bad 变质

【例句】This milk has gone off.

**19. on one's own:** alone; independently 独自一人

【例句】You can sell your house on your own by putting it online.

They did research on their own.

I learned to build a website on my own.

**20. lie idle:** (of a machine, etc.) to remain unused (机器等) 闲置不用

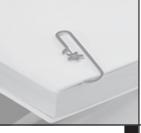
【例句】Farmers never let their land lie idle.

Fishing boats lie idle on the sands.

A farmer, on whose ground there was a little hill, resolved not to let it lie idle, so he began to plough it up.

**21. But will car makers be prepared to build and maintain different models which may lie idle for most of the year?**

【参考译文】但是,一方面要制造并维持各种不同型号的汽车,另一方面这些汽车在一年中大部分时间里都被闲置,制造商是否已经为此做了准备?



## 22. get round

① to tackle a problem successfully; to overcome a problem 顺利应付某事; 克服某事

【例句】They got round the immediate problem by borrowing a lot of money.

② to spread; to get about 传开

【例句】The story soon got round.

③ to persuade to accept one's own way of thinking 说服

【例句】Father doesn't want to let us go, but I know I can get round him.

## 23. The way they'll get round that is to have a basic chassis and suspension while the upper part of the vehicle can be removed easily and replaced.

【参考译文】他们解决这个问题的办法是制造一个基本的汽车底盘及轮胎上的悬置装置,而汽车的上部则可轻易去掉并置换。

## 24. swing

① vi. / vt. to move from one place to the other 摆动; 摆晃

【例句】a flag swinging in the wind

The soldiers swung their arms as they marched.

The children were swinging on a rope.

② vi. / vt. to move from one point to another by a movement through the air (使) 荡向……

【例句】They swung themselves down from the top of the wall.

The cranes swing the big crates (柳条箱) onto the ship.

③ n. a swinging movement 摆动; 挥动

### 相关搭配

#### take a swing at

【例句】He took a swing at a tree with an axe.

④ n. a seat fixed from the above by ropes or chains and on which one can swing backwards and forwards 秋千

【例句】The children are playing on the swings in the park.

## 25. fume: n. heavy strong-smelling air given off from smoke, gas, fresh paint, etc. that caused an unpleasant sensation when breathed in 难闻的气味

【例句】paint / tobacco / petrol / exhaust fumes

## 26. fraction n.

① small part, bit or amount (of sth.) (某物的) 小部分; 少许

【例句】When the factory closed, the machinery was sold off for only a fraction of its true value.

The car missed me by a fraction of an inch.

② a division or part of a whole number 分数; 小数

**【例句】** 1 / 3 and 1 / 5 are fractions.

**相关搭配**

**proper fraction:** 真分数

**improper fraction:** 假分数

## 27. combustion: *n.* process of burning 燃烧

**【例句】** The development of fluidized (流态化的) combustion systems has opened new doors towards small scale coal systems.

The internal combustion engine (内燃机) created a new mobility, for people and goods alike.

**相关词**

**combustible:** *adj.* 易燃的; 可燃的

**【例句】** Petrol is highly combustible.

## 28. charge up

① to put electrical energy into a battery 给电池充电

**【例句】** My car charges up the battery whenever the engine runs.

② to get somebody excited and enthusiastic 煽动

**【例句】** Mrs. Wilson tried to charge her husband up about getting a job.

## 29. battery: *n.* portable device that produces electricity to provide power for sth. 电池; 电瓶

**【例句】** The car won't start because the battery has gone flat.

The radio takes for small batteries.

**相关词**

**dry battery:** 干电池

**chargeable battery:** 充电电池

**battery charger:** 电池充电器

## >>>> Reading II

### 1. merge with: to become combined together so as to become one whole thing 合并

**【例句】** to merge two companies 使两家公司合并

They advised their clients to take over or merge with another company.

他们建议客户要么接管那家公司，要么与那家公司合并。

### 2. craftsmanship: *n.* the skill people use when they make something beautiful with their hands 技艺

**【例句】** the traditional craftsmanship 传统的手工制造技术

3. **Rolls-Royce:** Rolls-Royce Motor Corporation is an admirable car manufacturer. Two of its most famous brands are Rolls-Royce(劳斯莱斯) and Bentley(本特利), both of which are very expensive.

4. **legendary:** *adj.* 1) of a legend 传说的; 传奇的 2) extremely well-known; very famous 极其著名的

【例句】his many legendary acts of courage 关于他许多英雄事迹的传说

the legendary beauty of the Caribbean 加勒比海传奇式的美丽

This restaurant is legendary for its fish. 这家餐馆的鱼很出名。

Her enormous appetite is legendary in our family.

她的好胃口在我们家很出名。

5. **be renowned for:** to be well-known to the general public or admired by a limited group of people for a particular quality, skill, invention, etc. 以……而闻名

【例句】Edison was renowned for his inventions.

爱迪生因他的发明而闻名于世。

The city is renowned for its magnificent Abbey.

这座城市以它的大教堂而闻名。

The local people are renowned for their hospitality.

这里的当地人以他们的殷勤好客而闻名。

6. **limousine:** a large, luxurious car 豪华轿车

7. **The legendary British company is renowned for its luxurious Rolls-Royce and Bentley cars and limousines.**

【参考译文】这家带有传奇色彩的英国公司以它的劳斯莱斯豪华车、宾利车和其他高级轿车而闻名于世。

8. **at its peak:** at the time when something is best, greatest, highest, most successful, etc. 处于巅峰状态

【例句】The British Empire was at its peak in the mid 19th century.

相关词

**reach a peak** 达到顶峰

【例句】Sales this month have reached a new peak.

Most athletes reach their peak in their mid 20s.

**pass / be down from something's or somebody's peak** 过了巅峰

【例句】He's past his peak as a tennis player.

Oil production is down from its peak of two years ago.

9. **Ford:** a famous American car manufacturer. Ford Motor Company entered the business world on June 16, 1903, when Henry Ford and 11 business associates signed the company's articles of

incorporation. Ford Motor Company's single greatest contribution to automotive manufacturing was the moving assembly line first implemented in 1913. The line proved tremendously efficient, helping the company far surpass the production levels of their competitors and making the vehicles more affordable. Ford began its global expansion in the 1950s and today, Ford Motor Company is a family of automotive brands consisting of: Ford, Lincoln, Mercury, Mazda, Jaguar, Land Rover, Aston Martin, and Volvo 福特公司

10. **Chrysler:** a famous American car manufacturer 克莱斯勒公司
11. **Toyota:** a famous Japanese car manufacturer that markets their vehicles under Toyota, Lexus and Daihatsu brands 丰田汽车公司
12. ... **Rolls-Royce saw its car sales stall in the early 1990s:** ... in the early 1990s, Rolls-Royce experienced a reduction in its car sales.
13. **stall:** *v.* to stop suddenly because there is not enough power or speed to keep going 停止

**【例句】**The jeep stalled. 吉普车突然停下了。

The car stalled on the hill. 车子在山上停了下来。

An inexperienced pilot can easily stall his plane.

没有经验的飞行员可以轻而易举地使飞机停下来。

I stalled at the traffic lights and then had to wait for a long time.

我在红绿灯前停了下来，然后等了很长时间。

14. **falter:** *v.* to lose power or strength

**【例句】**The business faltered badly last year but it seems to be recovering now.

这家企业去年形势堪忧，但今年看上去一切正在好转。

The president's popularity has faltered greatly.

对总统的支持率大大动摇了。

The demand for commodities began to falter in 1974.

1974年，对商品的需求开始减少。

15. **However, like General Motors, Ford, Chrysler, and Toyota, Rolls-Royce saw its car sales stall in the early 1990s when the world economy faltered.**

**【参考译文】**然而，像通用、福特、克莱斯勒和丰田等汽车制造商一样，劳斯莱斯在20世纪90年代初经历了销售上的停滞期，当时全世界的经济也非常疲软。

16. **productivity:** *n.* a measure of the efficiency of a company or country, which is calculated by comparing the amount or value of goods produced with the time and money spent on producing them and the number of workers who produce them 生产率

**【例句】**There has been enormous increase in agricultural productivity.

农业生产率有了大幅度的增加。

17. **come up with:** to think of; produce 想出; 提出

【例句】The airline has come up with a new solution to the problem.

航空公司想出了解决问题的新办法。

It didn't take her long to come up with a very convincing example.

她很快就想出了令人信服的事例。

18. ... **cut time out of the 50 days needed to manufacture each car:** ... reduced the time of car manufacturing, which originally needed 50 days

19. **Using cross-functional teamwork and bench-marking, they also set out to meet or exceed the highest international standards of automobile manufacturing:** The company tried various techniques to reach or surpass world's highest level of car production. The techniques include cross-functional teamwork — the combined efforts of workers to fulfill different functions and tasks; bench-marking — the process of comparing a company's processes and products with standards set by the world's best and then matching or exceeding those standards.

20. **standard:** *n.* a level or degree that is considered proper and is widely accepted

【例句】standard English 标准英语 safety standards 安全标准

21. **Top executives slashed the number of management layers in the factory from seven to four:**

Originally, there were seven levels of management, but the company's top leaders reduced it to four levels.

22. **slash:** *v.* to reduce very greatly 大量削减

【例句】a plan to slash taxes 大量减税的计划

The new president slashed the defense budget by almost 20%.

新总统大量削减了20%的国防预算。

Sixty percent has been slashed from the average time needed.

从所需时间中削减了60%。

23. **workforce:** *n.* all the people who work in a particular industry or company, or are available to work in a particular country or area 职工总数

【例句】Women now represent almost 50% of the workforce.

The company is cutting its workforce.

24. **voluntary retirements and buyouts:** The employees may retire voluntarily or the company uses buyouts scheme to persuade an employee to retire. Buyouts scheme means that a company promises to give an employee very good retirement benefits if the employee agrees to leave the company.

25. **voluntary:** *adj.* acting or done willingly, without being forced 自愿的

【例句】He made a voluntary statement to the police. 他自愿向警方作出陈述。

Attendance at the parade was voluntary. 参加游行是自愿的。

26. **retirement:** *n.* when you stop working, usually because of your age; the period after you have stopped work 退休

【例句】She took early retirement (=retired at an earlier age than usual) last year.

I hope you enjoy a long and happy retirement.

Dad's approaching retirement age.

**相关搭配**

**retirement from**

【例句】He became a keen golfer after his retirement from politics.

**retirement as**

【例句】He announced his retirement as chief executive of the company.

**in retirement**

【例句】Will you be able to support yourself in retirement?

27. **buyout:** *n.* a situation in which a person or group gains control of a company by buying all or most of its shares

【例句】a management buyout

28. **Every zone operated as a “factory within a factory” ...:** Every particular branch was like an independent small factory which performed its function of manufacturing parts of the whole product.

29. **budget:** *n.* a financial plan which a person, institution, or government has, and which shows in detail how much money there is available and how it is to be spent 预算

【例句】weekly budget 每周预算

They were on a tight budget. 他们预算很紧。

The sales director is preparing the company's advertising budget for 1995.

销售经理正在准备公司 1995 年的广告预算。

It's important to balance one's budget. 平衡预算很重要。

30. **or so:** about 大约

【例句】a minute or so 大约一分钟

five dollars or so 大约 5 美元

I only have an hour or so. 我只有大约一小时。

We arrived a month or so ago. 我们在大约一个月前到的。

31. **be composed of:** to be formed from 由……组成

【例句】Water is composed of hydrogen and oxygen. 水由氢和氧组成。

The committee was evenly composed of men and women.

委员会由相同数量的男女委员组成。

32. **boost:** *v.* to increase and improve by a large amount 推进

【例句】The new technology will boost food production.

新科技将推动食品的生产。

These changes will boost profits. 这些变化将推动更大利润的获取。

33. **Despite the streamlined production methods, hand-crafted quality has not disappeared from the Rolls-Royce factory:** There are still hand-made products in the factory although mechanized production methods are quite effective.

34. **craft:** *v.* to make something by hand skillfully 手工制作

【例句】a carefully crafted belt 手工制作的精细的皮带

a beautifully crafted film 制作优美的电影

相关词

**hand-crafted:** *adj.* (also **handcrafted**) 手工的, 手工艺的

**handcraft:** *vt.* to fashion or make by hand 手工制作

35. **stainless steel front grille:** a frame of upright metal bars at the front of a car, installed to protect the radiator 汽车前保护散热器的不锈钢罩

36. **grille (also grill) n.**

① a frame with metal bars or wire across it that is put in front of a window or door for protection  
格栅, 铁格子

② the metal bars at the front of a car that protect the radiator 保护散热器的金属罩

37. **hood:** *n.* the metal cover over the engine of a car 汽车的折叠式车篷

38. **ornament:** *n.* an attractive small object that one displays or wears; decoration

【例句】little ornaments on the mantel-piece 壁炉上的小装饰

an ear ornament 耳坠

gold ornaments, bracelets, and rings 黄金饰品, 手镯和戒指

39. **at a customer's request:** because a customer has asked for it to be done 应顾客要求

相关搭配

**at somebody's request**

【例句】The study was done at the request of the Chairman.

He was there at his manager's request.

40. **dashboard:** *n.* the part of a car that contains the controls for driving and the devices for measuring speed and distance 汽车的仪表盘

41. ... **retain the painstaking attention to detail and quality:** The company still pays great attention to the overall quality as well as every single minor feature of the car.

42. **painstaking:** very careful and thorough 煞费苦心的,用心的

【例句】painstaking care 无微不至的关怀

She is not very clever but she is painstaking.

她不是很聪明,但却非常刻苦用心。

He is an efficient and painstaking worker.

他是一个工作效率高、辛勤劳作的工人。

## >>>>Extended Activities

### A. Function and Structure

---

#### 1. Taxi Service

Taxicab, short forms taxi or cab, is a type of public transport for a single passenger, or small group of passengers, typically for a non-shared ride. A taxicab is a vehicle for hire which conveys passengers between locations of their choice, while in most other modes of public transport, the pick-up and drop-off locations are determined by the service provider, not by the passenger. Types of vehicles and methods of regulation, hiring, dispatching, and negotiating payment differ significantly from country to country. Taxis are often “hailed” or “flagged” on the street, either by a passenger as a taxi is driving by, or at a taxi stand. Taxi stands are usually located at airports, railway stations, and hotels, as well as at other places where large numbers of passengers are likely to be found. Passengers also commonly call a central dispatch office for taxis. Taxi owners and drivers usually communicate with the dispatch office through either a 2-way radio or a computer terminal. When a customer calls for a taxi, a trip is dispatched by either radio or computer, via an in-vehicle mobile data terminal, to the most suitable cab. The most suitable cab may either be the one closest to the pick-up address (often determined by GPS coordinates nowadays) or the one that was the first to book in to the “zone” surrounding the pickup address. For the distance traveled, fares for taxis are usually higher than for other forms of public transport. The fare often does not depend on the number of people traveling together in a taxi. Fares are usually calculated according to a combination of distance and waiting time, and are measured by a taximeter. Instead of a metered fare, passengers sometimes pay a flat fare. In some countries, when demand is high — for instance, late at night — a taxi will pick up whoever offers the highest fare. Most experienced taxi drivers who have been working in the same city or region for a while would be expected to know the most important streets and places where their customers might want to go. However, to aid the process of manual navigation and the taxi driver’s memory a cab driver is usually

equipped with a detailed roadmap of the area in which they work. There is also an increasing use of GPS driven navigational systems in the more wealthy countries around the world.

## 2. Parking

Parking is the act of stopping a vehicle and leaving it unoccupied for more than a brief time. It is against the law virtually everywhere to park a vehicle in the middle of a highway or road. In all countries where motor vehicles are in common use, specialized parking facilities are routinely constructed in combination with most buildings to facilitate the coming and going of the buildings' users. Parking facilities include indoor and outdoor private property belonging to a house, the side of the road, a parking lot or car park, and indoor and outdoor multi-level structures. Parking can be a significant factor in local economics. In congested urban areas parking can be a time consuming and expensive proposition. Urban planners must consider whether and how to accommodate large numbers of vehicles in small geographic areas. Usually the authorities set minimum numbers of parking spaces for new housing and commercial developments. Where parking spaces are a scarce commodity, heated social discourse sometimes revolves around the "ownership" of a particular parking space. In urban areas, parking can be very expensive. A parking meter is often used to charge parking fees according to how long one has parked.

## B. Special Use: Direct and Indirect Speech (3) Questions

---

疑问句的间接引语，通常与 want to know, wonder, ask 等引述动词搭配。如直接引语为一般疑问句，间接引语由 whether 或 if 引导；如直接引语为特殊疑问句，间接引语由特殊疑问词引导；如直接引语为选择疑问句，由 whether 引导。在疑问句的间接引语中，除了要注意时态、人称、时间状语和地点状语的变化外，还要注意从句中的主谓顺序：间接引语应保持陈述句的语序，即“主语+谓语”的顺序。例如：

He asked, "Do you want to go by air or sea?"

→ He asked whether I wanted to go by air or by sea.

He asked, "Shall we go together?"

→ He asked whether we should go together.

He asked, "Is she your girl friend?"

→ He wondered if she was my girl friend.

She asked, "What do you want?"

→ She asked what I wanted.

The shop assistant asked, "What can I help you?"

→ The shop assistant asked what she could help me.

“Where is my textbook?” she asked.

→ She asked where her textbook was.

“How do you feel?” asked the doctor.

→ The doctor asked how I felt.

如有 or, or not 或 or to do 结构, 间接引语必须由 whether 引出, 不用 if。例如:

She said, “Shall I accept the offer or not?”

→ She wondered whether she should accept the offer or not.

“Will you stay or go?” he asked me.

→ He asked me whether I would stay or go.

疑问句的间接引语也可以由 whether / where / what / when 等 + to do 构成。例如:

He asked, “How can I make an apple pie?”

→ He asked how to make an apple pie.

## C. Practical Reading

---

本题中的材料是厂家的产品特征介绍, 语言具有一定广告语特征。各题答案分析:

1. 从材料中可知, 只有选项 c 不是 BUICK 推介的产品。答案是 c。
2. 从本款车型的几方面介绍来看, 只有选项 a 最符合题意。
3. 从 LaCrosse's four doors are power-operated and hinged at the front and rear pillars, opening at the center pillar for easy access. 这句话可知, a、c、d 是 true, 只有 b 是例外, 答案是 b。
4. 本款车子的附属设施包括了 a、b、c 三项, 因此答案是 d。
5. 本题答案很明显, 只有 insecure 这个形容词不能用来描述该车型。
6. 从 to open and close doors, operate the uniquely designed convertible top and handle entertainment and climate controls 可知, 只有选项 b 里的内容是例外, 答案是 b。
7. 根据 Cielo Concept Car 部分的介绍, 只有 a 是符合题意的正确答案。
8. 原文有 The Buick Blackhawk is not just any customized (按顾客的具体要求制造的) car 的字样, 所以 c 是正确答案。
9. b 项在原文中根本就未提到, 答案是 b。
10. 原文开头的介绍部分有 forward-thinking, innovative design 这一信息, 而其他的选项在文中没有明示, 因此答案是 a。

## 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：第一个语篇对中国和印度这两个发展中国家汽车销售状况进行了对比；语篇《二》对美国汽车工业发展的历史进行了回顾。和以往各单元一样，练习一和练习三均属预听活动，主要目的是在进行精听练习之前，让学生对所听语篇的主旨（gist）有所了解，初步把握词汇和理解上的难点所在，为接下来的听力活动做好语言和心理上的准备。练习二为选择题，考查学生对语篇中一些重要细节或事实的听辨和理解。在听力活动前，教师应提醒学生认真研读问题的题干和选项，特别要注意题干部分起到修饰限定作用的单词和词组，如“in China”、“last year”以及“in India”等，以便在听音过程中快速定位并排除干扰项。练习四为填空题，要求学生记录所听到的相关数据。在听音前，教师可以根据学生的语言实际运用能力，对英文中一些常用数字的读法，如小数、百分数等作一定介绍。

Numbers with a decimal point may be read as a cardinal number, followed by “point”, and then by the digits of the fractional part. This is modified when the first cardinal is zero, in which case neither the zero nor the “and” is pronounced, but the zero is optional in the “point” form of the fraction.

0.008: “eight thousandths” (mainly US); or “point zero zero eight”, “point oh oh eight”, “nought point zero zero eight”, etc.

3.1496: “three point one four nine six”

99.3: “ninety-nine and three tenths” (mainly US); or “ninety-nine point three” .

Percentage:

100%	one hundred per cent
------	----------------------

0.5%	point five per cent
------	---------------------

0.46%	point four six per cent
-------	-------------------------

2. 听写填空(Spot Dictation)介绍了中国汽车工业发展的历史和现状，填空部分主要是数字、年份、描写工业发展的动词和与汽车工业相关的词语，可以作为导入活动安排在阅读Ⅱ课文讲解之前进行。
3. Reading I Brainstorming 学生通过自由讨论的形式，列出他们所知道的有关汽车款式和种类、汽车维修和保养、汽车驾驶的单词和词组。教材 Additional Vocabulary 涉及了和交通道路设施

相关的一些常用词汇, Business World 中介绍了一些世界顶级的汽车品牌, 教师可以结合这两部分内容进行教学。

4. Reading I Pairwork 由学生双人结对, 讨论与本单元主题automobile相关的一些话题。Question 1建议教师结合教材“扩展性活动”部分Business World的内容。教师可以让学生在课前收集一些世界著名品牌的模型、图片和资料, 供课堂讨论时使用。Question 2参见教参“答案”部分。Question 3~4可参考Background Information部分提供的相关信息。Question 5教师可以根据自己的教学需求和学生的语言运用能力, 组织学生就该话题进行辩论活动(debate)。

#### 5. Reading I 练习4

Sentence 6中price war指“价格战”。

**Price war** is a term used in business to indicate a state of intense competitive rivalry accompanied by a multi-lateral series of price reductions. One competitor will lower its price, and then others will lower their prices to match. If one of the reactors reduces their price below the original price cut, then a new round of reductions is initiated. In the short-term, price wars are good for consumers who are able to take advantage of lower prices. Typically they are not good for the companies involved. The lower prices reduce profit margins and can threaten survival. In the long term, they can be good for the dominant firms in the industry, however. Typically the smaller more marginal firms will be unable to compete and will shut down. The remaining firms absorb the market share of the terminated ones. The real losers then, are the marginal firms and the people that invested in them. In the long-term, the consumer could lose also. With fewer firms in the industry, prices tend to increase, sometimes to a level higher than before the price war. Avoidance is by far the best policy, but it is advice which may not always be taken if the benefits seem attractive (which, unfortunately, they may also be to the competitors).

#### 6. Reading I 练习6

Sentence 1 a项中pension scheme指“养老金计划”; 在美国通常被称为“retirement plan”。

A **retirement plan** is an arrangement to provide people with an income, or pension, during retirement, when they are no longer earning a steady income from employment. Retirement plans may be set up by employers, insurance companies, the government or other institutions such as employer associations or trade unions. Retirement plans are more

commonly known as **pension schemes** in the UK and Ireland and **superannuation plans** in Australia. Retirement plans may be classified as defined benefit or defined contribution according to how the benefits are determined. A defined benefit plan guarantees a certain payout at retirement, according to a fixed formula which usually depends on the member's salary and the number of years' membership in the plan. A defined contribution plan will provide a payout at retirement that is dependent upon the amount of money contributed and the performance of the investment vehicles utilized. Some types of retirement plans, such as cash balance plans, combine features of both defined benefit and defined contribution plans. They are often referred to as hybrid plans.

Sentence 2 c项中TOEFL指“托福考试,Test of English as a Foreign Language”。

The Test of English as a Foreign Language (or TOEFL) evaluates the potential success of an individual to use and understand Standard American English at a college level. It is required for non-native applicants at many English-speaking colleges and universities. A TOEFL score is valid for two years and then is deleted from the official database. The TOEFL test is a registered trademark of Educational Testing Service (ETS) and is administered worldwide. The test was first administered in 1964 and has since been taken by nearly 20 million students. TOEFL, like many standardized tests, has come under increasing scrutiny as a measure of the ability to use English effectively. There is an increasing number of major English speaking universities that now only accept alternate tests or their own test as a measure of whether a student will be capable of using English in an academic milieu.

Sentence 5 b项中traveler's check指“旅行支票”,是一种由著名银行或旅行社发行,专供持有者于旅途中签发使用的支票。支票持有人不受时间上的限制,永久保存有效,在购买及使用时均须当面签名或盖章。

A **traveler's check** is a preprinted, fixed-amount check designed to allow the person signing it to make an unconditional payment to someone else as a result of having paid the issuer (usually a bank) for that privilege. As traveler's checks can usually be replaced if lost or stolen, they are often used by people on vacation in place of cash. The use of credit cards

has, however, rendered them less important than they previously were; there are few places that do not accept credit cards but do traveler's checks — in fact, nowadays, many places do not accept the latter. Currently, the leading provider of travelers' checks is American Express.

7. Reading I Post-reading 两项活动的目的都是帮助学生熟悉并掌握车辆各部位以及零部件的英语表达方式。建议教师布置学生在课前查阅字典或相关工具书,为课堂讨论做准备。

8. Reading II Translation

Sentence 6 中 General Motors 指“通用汽车公司”,世界上最大的汽车生产商之一,总部位于底特律。公司创建于1908年,1931年至今一直是全球汽车销售量领先的汽车生产企业。目前通用在全球33个国家拥有汽车生产工厂,其产品遍及190多个国家。

**General Motors Corporation**, also known as GM or GMC is the world's largest auto company and has been longer than any other automaker. Founded in 1908, in Flint, Michigan, GM employs approximately 284,000 people around the world. With global headquarters at the Renaissance Center in Detroit, Michigan, USA, GM manufactures its cars and trucks in 33 countries. In 2005, 9.17 million GM cars and trucks were sold globally under the following brands: Buick(别克), Cadillac(凯迪拉克), Chevrolet(雪佛兰), Daewoo(大宇), GMC(吉姆希), Holden(霍顿), Hummer(悍马), Opel(欧宝), Pontiac(庞蒂克), Saab(萨博), Saturn(土星) and Vauxhall(沃克斯豪尔). GM is the majority shareholder in GM Daewoo Auto & Technology Co. of South Korea and has had collaborative ventures in technology and manufacturing with several of the world's automakers. It has ventures with Shanghai Automotive Industry Corporation of China.

9. Reading II Cloze

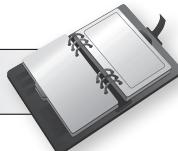
Blank 2 此处选c. survey。survey强调“综合地、广泛地、全面地调查、审视”。如: If you survey the current state of Chinese industry, it is pretty encouraging. 如果你全面审视中国工业现状,情况是颇为鼓舞人心的。选项a. ask是一般用语,表示“问,对……提问”。如: ask him a question向他问个问题; They asked me the time. 他们向我打听时间。选项b. question 表示“讯问,盘问,审问”。如: Stop questioning me about my personal business! 停止盘问我的私事! The teacher will question us on verbs. 老师将问我们关于动词的知识。He was questioned by the police. 他被警察讯问。选项d. investigate 则侧重“详细地、系统地调查、查询”。如: The police are investigating



the robbery. 警察正在调查这起抢劫案。investigate into an affair 调查一件事情。

- Blank 7 此处选a. particular。Particular强调“特定的，个别的，与同一团体、范畴或种类的其他部分分离和区分出来的”。如：We will make an exception in this particular case. 我们将把这个例子当作例外。I don't like this particular scarf, but the others are quite nice. 我不喜欢的就是这一种围巾，其他的都很好。选项b. peculiar 通常表示“特有的，专属于或主要属于某个人、某群体或某种人的”。如：rights peculiar to the rich 富人所特有的权力；a species peculiar to this area 这个地区所特有的物种。选项c. special 指“特别的，超过一般或寻常的”。如：a special occasion 特殊场合；a special treat 特别的款待。special 也可以表示“特殊的，在同类里很独特的”。如：a special type of paint 一种独特的油漆；a special medication for arthritis 关节炎的独特疗法。选项d. especial 特指“特别重要的，或具有特殊意义的”。如：an occasion of especial joy 一个特别重要的欢乐时刻。
- Blank 11 此处选b. potential。potential 强调“潜在的，可能会存在的但现在还不存在的”。如：a potential problem 潜在的问题；weighing up the potential benefits and disadvantages of investing in new industries 权衡向新产业投资可能存在的利弊得失。
- Blank 13 此处选d. to。to scale 指“按照一定比例(绘图或制模)”。enlarge those drawings to full scale 的意思是“按全比例放大那些设计图。”
- Blank 14 此处选c. process。process 可以特指“生产制作过程中的一系列操作工序”。如：Building a car is a long process. 制造一辆小汽车有很长的工序。Leather dyed during the tanning process. 皮革在鞣皮过程中染色。

## Key (练习答案)



## >>>>> Reading I

### Pre-reading

I.

<i>Vehicles</i>	<i>Repairs &amp; Maintenance</i>	<i>Diving</i>
van	oiling	to brake
jeep	breakdown	to change gear

(Continued)

Vehicles	Repairs & Maintenance	Driving
trailer	lubrication	to step on the gas
station wagon	patch	to start up
automobile	antifreeze	to overtake
tractor	mechanical failure	to decelerate
fire engine	to skid	to back
taxicab ambulance sport utility vehicle (SUV) formula car limousine sedan roadster camper wrecker racing car compact car bumper car police car lorry mail car garbage truck	to tow accident insurance repair shop puncture to charge a battery to adjust pump / air pump petrol pump jack tyre pressure to fill the tank to inflate spare parts tow car / truck breakdown lorry / van toolkit fuel gasoline / petrol	to get on / in to get off top speed speed limit to park to swerve parking lot / car park to put one's foot down to switch off the motor motorway / freeway / superhighway toll road traffic accident traffic jam highway code driving license one-way traffic intersection

## II. 2. How has our life been changed since the invention of motor cars?

The invention of motor cars has brought fundamental changes to our life. In many developed countries, motor cars have become an integral part of people's daily life. By giving workers rapid, convenient transportation, motor cars have freed them from having to live near their place of work. This has fostered the growth of the suburbs, but it has also led to traffic problems in the city. In addition, motor cars have contributed to the weakening of neighborhood ties by making it easy to keep up friendships at a distance and to enjoy leisure activities far from home. Family life has been affected in various ways too. Cars help to keep families together when it is used for picnics, outings, camping trips, and other shared experiences. For many people the automobile is a necessity as well as a convenience. But for some, it is also a mark of social status, an important middle-class symbol; and for young people, a sign of becoming an adult.

## 5. Do you think Chinese households should be encouraged to own private cars?

### Positive Arguments:

- ✧ In the past, owning a private car was just a dream for most Chinese people because prices could be ten times more than the annual income of average wage earners. In recent years, however, along with the increase in living standards and the drop in car prices, the private car is no longer a luxury for most Chinese people.
- ✧ Many automakers have developed compact, low-cost and energy-saving cars suitable for family use. This has given common people hope that their dream of owing a car will come true in the near future.
- ✧ Vehicle emissions certainly are one of the major pollution sources globally, but no country in the world has ever imposed any restrictions on the development of the auto industry. In the meantime, people are not entirely helpless in their struggle against pollution caused by vehicles. In developed countries, the integration of technological progress and the devoted participation of governmental departments and enterprises have contributed to an encouraging achievement in this field, despite increasing vehicle ownership. A world with increasing vehicle ownership but lower pollution is not a miracle.
- ✧ In regard to energy, China has transformed from an exporter into a net importer of oil. However, this should never be an excuse for restricting the development of the auto industry and denying people's access to a car culture. Effective measures to save oil, lower the average vehicle's oil consumption and employ substitute energy resources would ensure that existing annual oil consumption is enough to cover future rising demands. Also, the development of the auto industry would give impetus to the development of new energy resources.
- ✧ The role of global economic development indicates that the auto industry's effect on the national economy is far bigger than that of any other ordinary consumer commodity. The auto industry is regarded as a bellwether in developed countries, which vividly conveys the industry's influence and guiding role on the whole industrial structure of national economies.
- ✧ The auto industry serves as a driving force for the national economy, which will lead China to prosperity and modern civilization. China's success with industrialization will be impossible without the flourishing of its private auto industry.
- ✧ The auto industry is the pillar industry in many developed countries, which generates huge output value and contributes the most to the GDP of these countries. In order to boost domestic demand and promote economic growth, China must give priority to the private auto industry.
- ✧ The auto industry can create enormous social wealth as well as more job opportunities by advancing both the upper-stream industries of auto parts and materials and the lower-stream industries of vehicle-related services.
- ✧ As the auto industry develops, workers engaged in auto manufacturing and auxiliary industries

will get rich and therefore increase consumption, which, in turn, will lead to the increase of other industries' income and help more households be able to afford cars.

#### Negative Arguments:

- ❖ More and more people have begun to realize that the automobile is a mixed blessing. Traffic accidents are increasing steadily, and large cities are plagued by traffic jams. Worst of all, perhaps, is the air pollution caused by the internal-combustion engine. As a result, people who are deeply concerned about environmental protection, urban construction and the quality of life cannot help but ask: "Do we really need an era of cars in every household?"
- ❖ The economic development in China's vast area is quite uneven and a large part of China's population still lives in poverty. Hence, there is a long way to go before the private car enters most Chinese households.
- ❖ The automobile is certainly one of the greatest achievements of modern civilization, but it will exert a long-range negative influence on nature and human life, causing traffic jams, excessive energy consumption and environment pollution. We must be cautious about prompting the growth of automobiles unreasonably.
- ❖ A small number of car owners consume more public resources, impacting the overall interests of society and the public. It is a wiser choice to actively develop public transportation facilities. Only by balancing various interests can we embrace a better life.
- ❖ It is naïve to think that more roads can be built to accommodate more vehicles. The speed of road construction always lags behind that of the increase in the number of automobiles. On the other hand, we cannot build roads endlessly. Can a city consisting of only road network be regarded as a city? The city will become ugly and unfit for human habitation.
- ❖ To build more roads is obviously not the therapy. Experts point out that inefficient utilization of road resources and structural defect of the urban road network are the two main reasons for heavy traffic in China's major cities. To ease traffic pressure, it is essential to build a comprehensive passenger system that combine high-speed, large capacity forms of public transportation.
- ❖ The national conditions of China and ultimately the environment will limit the increase of private cars. According to statistics, every 1,000 Chinese own 1.2 vehicles, while in Germany every 1,000 residents own 510 in 1994. To keep abreast with Germany, China needs 600 million vehicles, which if put end to end would circle the Earth 67 times, far beyond the endurance of the planet.

#### Exercises

---

II. 1. d

2. b

3. d

4. c

5. b



- III.** 1. exhaust      2. attachment      3. combustion      4. convoy      5. bonnet  
     6. intelligent      7. prediction      8. swing      9. diminish      10. windscreen  
     11. motorist      12. lane      13. gridlock      14. accelerator      15. fraction
- IV.** 1. fumes      2. lay idle      3. lane      4. attachment      5. fitted with  
     6. diminished      7. predictions      8. fraction      9. tow      10. get round  
     11. in convoy      12. charged up      13. went off      14. swung      15. has ceased

- V.** 1. Since no one knows how to operate the imported machine, it has lain idle for over a year.  
 2. For years this company has been harassed by over employment, but now it gets round this problem by introducing several new production lines.  
 3. He knows more about car business in the region than all the others put together.  
 4. Fitted with a trafficator, the car by 2020 will automatically move you into the outer lane if there is no car in the way.  
 5. The globalization of economy makes it clear that no company is able to develop on its own. It must help others and get helped.

## Post-reading

---

### Task 1

tyre 轮胎	bonnet (US hood) 发动机盖	bumper 保险杠、缓冲器	registration number 牌照号
headlight 前车灯	roof 车顶	wingsreen (US windshield) 挡风玻璃	number-plate (US license plate) 牌照
indicator light (US turn signal) 转向灯	rear window 车后窗	windscreen wiper 雨雪刷	steering wheel 方向盘
rear light (US tail light) 尾灯	door 车门	wing (US fender) 挡泥板	roof-rack 行李架
sidelight (US parking light) 边灯	boot(US trunk) 行李箱	wing mirror (US side mirror) 后视镜	exhaust-pipe 排气管

**Task 2**

1. bonnet (US hood) 发动机盖	6. headlight 前车灯	11. rear window 车后窗	16. tyre 轮胎
2. boot (US trunk) 行李箱	7. steering wheel 方向盘	12. registration number 牌照号	17. wingscreen (US windshield) 挡风玻璃
3. bumper 保险杠、缓冲器	8. indicator light (US turn signal) 转向灯	13. roof 车顶	18. windscreen wiper 雨雪刷
4. door 车门	9. number-plate (US license plate) 牌照	14. roof-rack 行李架	19. wing (US fender) 挡泥板
5. exhaust-pipe 排气管	10. rear light (US tail light) 尾灯	15. sidelight (US parking light) 边灯	20. wing mirror (US side mirror) 后视镜

**>>>>Reading II****Exercises**

- I. 1. T            2. F            3. NM            4. T            5. F  
     6. F            7. T            8. F            9. T            10. T
- III. 1. d            2. b            3. a            4. c            5. b  
     6. a            7. a            8. d            9. a            10. c
- IV. 1. These factories manufacture more color televisions than other factories put together, so it goes without saying that they are leading manufacturers of the color television.  
     2. Since no one was able to operate and maintain these machines, they lay idle and resulted in a waste of money.

3. Controlled by computers, cars by 2020 will be able to speed up or slow down automatically, to match the speed of the car in front, which in turn will make car driving comparatively safe.
4. The way they got round the problem was worth learning. It not only guaranteed the benefit of the factory, but was also in the interest of the workers.
5. It is said that the big company is in financial difficulties and can't settle the crisis all on its own.
6. I expect to work in a large car company like General Motors, which is renowned for its car manufacturing.
7. The airline has come up with a novel solution to the problem of jet-lag.
8. The earth's atmosphere is composed mainly of nitrogen, oxygen, and carbon dioxide.
9. The Liberal Democratic Party has announced their plan to merge with the Social Democrat Party.
10. The government has set out to make new policies to stimulate consumption and enhance investment.

- V. 1. a      2. c      3. d      4. b      5. d      6. b      7. a      8. c  
9. d      10. a      11. b      12. c      13. d      14. c      15. a

## >>>>> Extended Activities

### A. Function and Structure

---

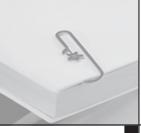
- I. 1. A: Good morning, Dazhong Taxi Service. Can I help you?  
B: Yes. Please send a taxi to the Hilton Hotel. My name is James Blake. Room 2108. I've got to catch the 14:25 plane.  
A: Mr. Blake, the Hilton Hotel, room 2108. Is it all right? Don't worry. A cab will be there in 5 minutes.  
2. A: Is this taxi taken?  
B: No, sir.  
A: Can you take us to A & B Company. It's on the Eighth Avenue.  
B: Sure. Get in, please.  
A: I'm meeting the president at 10:30. Do you think I can make it?  
B: I think we can get there in time unless there's a traffic jam.
3. A: Are you engaged?  
B: No, sir. Where're you going?  
A: Drive me to the Kennedy Airport, please. I've got to be at the airport by 11:20. Can you make it?  
B: Don't worry. We should make it if we take a route without much traffic.

4. A: Could you give us a ride to Central Station? I have to be there by 8:30.  
B: It's not far away from here and if the traffic is not too bad today, you'll be there in plenty of time.  
B: Here we are. \$15, please.  
A: Here's 20 dollars, and give me 2 dollars back, please.
5. A: Do you think you can get me to Union Station by 8:15?  
B: I shouldn't have any trouble if the traffic isn't too heavy.  
B: You've got plenty of time. That's \$8.65.  
A: Thank you very much. Here's 10 dollars, and keep the change.
6. A: Taxi! The Sheraton Hotel, please. I have a 10:30 appointment. Do you think you can get me there in time?  
B: We should make it if we don't hit many red lights.  
A: Oh, we're in a traffic jam.  
B: Don't worry. We can go back to the last intersection and cut through a small passage that'll bring us out at the main entrance to the hotel. Hold the strap, please. I'm making a turn now.  
A: Are you sure we're on the right road?  
B: Oh, no! I think we may have made a wrong turn at the last traffic light. We'd better stop at that gas station for directions.  
A: At what speed are you driving? Look, the traffic cop's signaling.  
B: I think we are doing 50 miles an hour, sir.  
A: But the speed limit on this road is only 40 miles per hour. Please drive a bit slowly. If the policeman stopped you, I would really be late for my appointment.  
A: This is it. Just drop me here. I'll walk over to the hotel.  
B: \$15.65, please.  
A: Here.
7. A: Can I park here?  
B: Sorry, you can't stop here. No standing or parking here at any time.  
A: In that way, where can I park the car?  
B: You can drive straight on for three blocks and turn left onto Green Street. There is a parking lot over there. You can leave your car there.

## B. Special Use

---

- I. 1. I asked her what her name was.



2. I asked her how she was feeling then.
3. He asked me if I would give him some of my tomatoes.
4. The doctor asked whether I could read without my spectacles.
5. Mrs. Baker asked Mr. Brown whether his son was sleeping or studying.
6. The doctor asked him when he first felt the pain in his chest.
7. The shopkeeper asked the old man if there was anything else that he wanted.
8. One of the committee members asked when they should hold their next meeting.
9. The man asked if anybody had called the ambulance yet and added that that child was badly hurt.
10. She asked who was knocking at the door and told Andy to see who it was.

II.1. She asked, “What do you want?”

2. The travel agent asked, “Do you want to go by air or sea?”
3. He asked, “Shall I wait for them or go on?”
4. He asked, “When shall we start?”
5. He asked me, “Did you go to Beijing on business last week?”
6. He asked, “If you have enough money, will you buy it?”
7. “Do you want to leave a message, or ring back later?” he asked the caller.
8. Lily said, “Susan, have you finished reading the book that you bought last month?”
9. “Did you manage to find your uncle’s house easily?” I asked her. “I was very worried about you.”
10. “There are some strange, flickering lights in the sky. Do you see them?” Henry asked his friends.

## C. Practical Reading

---

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

## D. Basic Writing

I.

To Peter White, Sales Manager, Global Furnishings Co.,  
site@western.com  
From Richard Brown, Purchasing Manager, Western Office Furniture  
Supplies Co., Wofsc@link.com  
Subject Computer Tables  
Date 12 November, 2001

Thank you for your e-mail of 10 October in which you informed us that the office furniture we ordered had been shipped.

However, unfortunately, we have not yet received the computer tables which were a part of this order. We would be grateful if you could deliver these as soon as possible or refund our money.

We look forward to your early reply by e-mail.

II. 1.

To Anne Gavin, Office Manager, Travid Electronics Ltd.,  
electronics@sohu.com  
From Henry Smith, Sun Translation Co., sto@iberianet.sp  
Subject Translation  
Date 4 May, 2001

I'm very pleased to receive your e-mail of 3 May. I agree to translate your Spanish contracts, letters, telexes, faxes, and other messages for the fee of \$25 per hour. I further agree to complete the work by 9 September.

I hope you will pay messenger service fees between your office and mine, parking fees when I have to consult at your downtown offices, and postage for any mail services.

With best wishes.

2.

To Kitty Wright, kw@freenet.co.uk  
From Charlotte Weisse, cweisse@sos.com.sn  
Subject Recommending a Publisher  
Date 26 June, 2001

My heartiest congratulations on your finishing another book. As a matter of fact, I do know someone whom I think you ought to see while you're in New York. Mr. Morris has his own literary agency that deals almost exclusively with novels. I will certainly send you a brief letter that will introduce you to him. In this case, I feel that I'm doing both you and Mr. Morris a favor by putting you in contact with each other. I'm sure your new book is something that he would be pleased to handle.

Let me know how things turn out.  
Wish you good luck.

3.

To Paolo Fellini, General Manager, Lotus Auto Co.,  
lotusauto@universal.net  
From Rose White, Marketing Manager, Alphe Automobile Co.  
Ltd., alphaeauto@western.com  
Subject Tokyo Motor Show  
Date 18 July, 2001

As you are no doubt already aware, the Tokyo Motor Show will take place in August. It will attract manufacturers and buyers from all over the world. Last year alone, nearly half a million visitors attended. Therefore, we expect that you will send several representatives to attend it.

Our latest model, SW-0602, will be on display. It is a multiple-activity vehicle which is considered to be of stylish design, comfortable four-passenger seat, and convenient use. Besides, this car is to be sold at a price 30% lower than similar cars in the automotive market.

We are confident that your customers will definitely be interested in these cars, and we can assure you that export orders will be delivered by the end of this year. If you want to get further information, please contact us.

## E. Additional Vocabulary

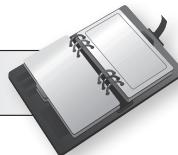
---

1—g;      2—m;      3—b;      4—u;      5—n;      6—a;      7—o;      8—x;      9—h;  
10—s;     11—c;     12—l;     13—d;     14—t;     15—v;     16—k;     17—e;     18—z;  
19—p;     20—j;     21—f;     22—w;     23—q;     24—i;     25—r;     26—y

# Unit 10

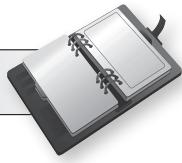
## Insurance

### Teaching Aim ( 教学目的 )



1. Cognitive Information ( 认知信息 ): Types of Insurance;  
Basic Insurance Concepts
2. Language Focus ( 内容重点 )
  - **Key Words:** I. liability, mutual, hail, theft, vandalism, sue, clutter, ingest, premium, premature, endowment, beneficiary, relatively, portion; II. indemnity, gambling, hazard, tornado, reimburse, spouse, incapacitate, payout, cost-effective
  - **Phrases:** I. pay out, face amount, build up, in force, face value; II. in the event of, set fire to, burn down, be tied to
  - **Useful Structures:** There is no way to do, ...
    - Otherwise, ...
    - Even if ...,
    - in part
3. Communicative Skills ( 交际技能 )
  - **Expressions:** Conversational Strategies
  - **Reading:** Insurance Form
  - **Basic Writing:** Fax
4. Special Use ( 专项用法 ): Direct and Indirect Speech (4) Review

## Lead-in (导入)



### >>>> Listening Comprehension Tasks

#### Difficult Words and Expressions

- quantify: to express as a number or measure or quantity 量化
- claim: a request for money, especially money that you have a right to 索赔
- peril: a source of danger; a possibility of incurring loss or misfortune 事故; 风险
- insurance policy: 保险单, 保单
- collision: an accident resulting from violent impact of a moving object 碰撞
- liability insurance: 责任保险
- property: something owned; any tangible or intangible possession that is owned by someone 财产
- spectrum: broad range of related values or qualities or ideas or activities 范围
- monetary: relating to or involving money 货币的
- decedent: someone who is no longer alive 死者, 已故者
- designate: to give an assignment to a person to a post, or assign a task to (a person) 指定; 指派
- beneficiary: the recipient of funds or other benefits 受益人
- burial: the act or ceremony of putting a dead body into a grave in the ground 葬礼; 埋葬
- proceeds: the money that has been gained from doing sth. or selling sth. 收益
- in a lump: 一次全部地
- annuity: income from capital investment paid in a series of regular payments 年金
- premium: payment for insurance 保险费
- downside: the negative side of sth. 不利的一面

#### Passage Script

##### Passage I

###### Types of Insurance

Any risk that can be quantified can potentially be insured. Specific kinds of risk that may give rise to claims are known as perils. An insurance policy will set out in detail which perils are to be covered by the policy and which are not. Below are some of the different types of insurance that exist.

### Auto insurance

Auto insurance protects policyholders against financial loss in the event of an incident involving a vehicle they own, such as that in a traffic collision.

### Health insurance

Health insurance policies cover the cost of medical treatments. Dental insurance, like medical insurance, protects policyholders for dental costs. In the US and Canada, dental insurance is often part of an employer's benefits package, along with health insurance.

### Accident, sickness and unemployment insurance

Workers' compensation, or employers' liability insurance, is compulsory in some countries. Workers' compensation insurance pays for all or part of a worker's wages lost and medical expenses incurred because of a job-related injury.

### Casualty

Casualty insurance insures against accidents, not necessarily tied to any specific property. It is a broad spectrum of insurance that a number of other types of insurance could be classified, such as auto, workers compensation, and some liability insurances.

### Life

Life insurance provides a monetary benefit to a decedent's family or other designated beneficiary, and may specifically provide for income to an insured person's family, burial, funeral and other final expenses. Life insurance policies often allow the option of having the proceeds paid to the beneficiary either in a lump sum cash payment or an annuity. In most states, a person cannot purchase a policy on another person without their knowledge.

### Property

Property insurance provides protection against risks to property, such as fire, theft or weather damage. This may include specialized forms of insurance such as fire insurance, flood insurance, earthquake insurance or home insurance. The term property insurance may, like casualty insurance, be used as a broad category of various subtypes of insurance.

## Passage II

### Types of Life Insurance Policies

Reading about different kinds of life insurance policies is quite a task, especially nowadays when every insurance company has got a couple of variations in policies on its own in order to attract more customers. Although these new policies only differ from the old ones in a few details, they can leave the potential customers confused. When starting, first you need to think about the reasons you want to get a life insurance in the first place. If you're in your early 30s and still don't have a family, this shouldn't

be on your list of priorities. But if you're the sole provider of your household and have several members that are financially dependent on your income, getting a life insurance should be on top of your list of priorities. Such an investment is the responsibility of any adult that wants to ensure his family is financially secured even after his death.

Now we're going to try and cover some of the most popular life insurance policy types that people choose.

### **Term insurance**

As the name indicates, this kind of insurance is only valid for a certain amount of time. Different insurance companies have different time frames for these contracts that go from one year to forty or more. If the person insured dies within the time frame covered in the contract, the beneficiaries will get paid the sum called the death benefit. This sum is fixed and doesn't change over time, but if the contract expires, the insured is no longer covered. One of the biggest disadvantages of this type is that the premiums the insured has to pay increase over years, due to the fact that he is more likely to die the older he gets.

### **Whole life**

Whole life is valid through the insured people's life no matter how many years pass until they pass away. The big downside is the fact that the whole life insurance costs much more than the term insurance, because there is a cash value in the policy, unlike with the term insurance. This means that the insured has a sort of fund he can use to borrow money from or pay premiums in the latter years, at the cost of his death benefit getting diminished by the amount borrowed plus additional charges.

## **Key**

- II.**
  - 1. Insurance will compensate all the perils covered by the policy. (T)
  - 2. In US and Canada, the employer usually buys both health insurance and dental insurance for his employees. (T)
  - 3. Workers' compensation insurance includes accident and sickness insurance. (F)

Correction: Workers' compensation insurance includes accident, sickness and unemployment insurance.

- 4.** Casualty insurance can be used as a broad category of insurance such as auto, some liability insurance, etc. (T)
- 5.** Life insurance usually pays the beneficiary in cash in a lump. (F)  
Correction: Life insurance pays the beneficiary either in a lump sum cash payment or an annuity.
- 6.** There are many subtypes in property insurance. (T)

IV. 1. Fill in the blanks in the following outline:

Outline

I . Candidates to get a life insurance:

- A. people in their early 30s without a family: shouldn't be on the list of priorities
- B. the sole provider of the household: should be on top of the list of priorities

II . Types of life insurance:

A. Term insurance:

- 1. definition: valid for a certain amount of time
- 2. death benefit: fixed
- 3. disadvantage: premiums increase over years

B. Whole life:

- 1. definition: valid through the insured people's life
- 2. disadvantage: costs more

2. 这就意味着被保险人可以有一定的资金用作借款或者用来支付后面几年的保费,代价就是他的死亡赔偿金中将扣除所借款项以及额外的一些费用。

## >>>> Spot Dictation

The basics of insurance are simple: one company offers a guarantee future payment for a contracted event. The company offering the guarantee charges a premium for insuring against the event's occurrence — in doing so, the insurance company is protecting the client against certain circumstances, say physical or capital loss due to a natural disaster. The insurance company assumes all financial responsibility associated with the client's losses.

Where the business gets complicated is in the calculations of premiums. This involves the use of complex probability models meant to simulate the likelihood of a given event's occurrence. Not all events are created equal, from an insurance perspective — for some types of insurance a company can accurately predict the probability of occurrence. For events that are harder to predict insurance companies take on greater risk when they issue policies.

Insurance that protects you, your spouse, and your children against financial loss due to illness, disability, or death is personal insurance. Health and life insurance are two common examples of personal insurance. Another form of loss is the loss of the income or services of someone who helps support the family. For example, suppose Brad and Susan are married. Brad works as a pharmacist, and Susan is a stay-at-home mom. If Brad died, the family would lose his income. If Susan died, Brad would

have to hire someone to take care of the children and the house. In either case, life insurance could help the family survive financially the loss of a loved one.

## Difficult Words and Expressions

- simulate: *v.* to make or produce something that is not real but has the appearance or feeling of being real 模仿；模拟
- spouse: *n.* a husband or wife 配偶
- disability: *n.* a permanent injury, illness, or physical or mental condition that tends to restrict the way that someone can live their life. 残疾，伤残，缺陷
- pharmacist: *n.* a person who is qualified to prepare and sell medicines 药剂师；药商
- mom: *n.* mother 母亲；妈

## Background Information (背景知识)



### 1. Insurance basics

The term **insurance** describes any measure taken for protection against risks. When insurance takes the form of a contract in an insurance policy, it is subject to requirements in statutes, administrative agency regulations, and court decisions. By redistributing risk among a large number of people, insurance reduces losses from accidents incurred by an individual. In return for a specified payment (premium), the insurer undertakes to pay the insured or his beneficiary a specified amount of money in the event that the insured suffers loss through the occurrence of an event covered by the insurance contract (policy). By pooling both the financial contributions and the risks of a large number of policyholders, the insurer is able to absorb losses much more easily than is the uninsured individual.

When an insured suffers a loss or damage that is covered in the policy, the insured can collect on the proceeds of the policy by filing a claim, or request for coverage, with the insurance company. The company then decides whether to pay the claim. The recipient of any proceeds from the policy is called the beneficiary. The beneficiary can be the insured person, or other persons designated by the insured. Insurers may offer insurance to any individual able to pay, or they may contract with members of a group (e.g., employees of a firm) to offer special rates for group insurance. Marine insurance,

covering ships and voyages, is the oldest form of insurance; Fire insurance arose in the 17th century, and other forms of property insurance became common with the spread of industrialization in the 19th century. It is now possible to insure almost any kind of property, including homes, businesses, motor vehicles, and goods in transit. Insurance is vital to a free enterprise economy. It protects society from the consequences of financial loss from death, accidents, sicknesses, damage to property, and injury caused to others. There are many perils (causes of loss) that society faces, some natural (e.g., earthquakes, hurricanes, tornados, flood, drought), and some human (e.g., theft, fraud, vandalism, contamination, pollution, terrorism). Many persons are willing to pay a small amount for protection against certain risks because that protection provides valuable peace of mind.

## 2. Insurance business

The business of insurance is sustained by a complex system of risk analysis. Generally, this analysis involves anticipating the likelihood of a particular loss and charging enough in premiums to guarantee that insured losses can be paid. Insurance companies collect the premiums for a certain type of insurance policy and use them to pay the few individuals who suffer losses that are insured by that type of policy. The key functions of an insurer are marketing, underwriting, claims (investigation and payment of legitimate claims as well as declining illegitimate claims), loss control, reinsurance, actuarial, collection of premiums, drafting of insurance contracts to conform to statutory law, and the investing of funds. Underwriters (核保人) are expert in identifying, understanding, evaluating, and selecting risks. Actuaries (保险精算师) play a unique and critical role in the insurance process; they price the product (the premium) and establish the reserves. The primary goal of an insurer is to underwrite profitably. Underwriting combines many skills — investigative, accounting, financial, and psychological. Insurance companies seek to operate more efficiently and improve their communication and distribution systems. Combining insurance with other financial products and services is perceived to provide better sources for customers. Nowadays the insurance industry continues to explore new distribution systems, including the Internet and formation of alliances with banks and other financial service organizations in an effort to become more efficient and focused on the customer, who today places as much importance on service and convenience, as on price.

## 3. Insurance policy

Insurance policy is an insurance contract specifying what risks are insured and what premiums must be paid to keep the policy in force. Policies for life insurance specify whose life is insured and which beneficiaries will receive the insurance proceeds. Homeowner's insurance policies specify which property and casualty perils are covered. Health insurance policies detail which medical procedures, drugs, and devices are reimbursable. Auto insurance policies describe the conditions under which car owners will be covered in case of accidents, theft, or other damage to their cars. Disability policies

specify the qualifying conditions of disability and how long payments will continue. Business insurance policies describe which liabilities are reimbursable. The policy is the written document that both the insured and insurance company refer to when determining whether or not a claim is covered. The insurance policy varies among states and class of business; however, there are common features.

- Declaration Page: names the policyholder, describes the property or liability to be insured, type of coverage, and policy limits.
- Insuring Agreement: describes parties' responsibilities during the policy term.
- Conditions of the Policy: details coverage and requirements in event of a loss.
- The Exclusions: describes types of property and losses not covered.

#### 4. Types of insurance

Any risk that can be quantified can potentially be insured. An insurance policy will set out in detail which perils are covered by the policy and which are not. Below is a (non-exhaustive) list of the many different types of insurance that exist. A single policy may cover risks in one or more of the categories set forth below. For example, auto insurance would typically cover both property risk (covering the risk of theft or damage to the car) and liability risk (covering legal claims from causing an accident). A homeowner's insurance policy in the US typically includes property insurance covering damage to the home and the owner's belongings, liability insurance covering certain legal claims against the owner, and even a small amount of health insurance for medical expenses of guests who are injured on the owner's property.

- Automobile insurance* is probably the most common form of insurance and may cover both legal liability claims against the driver and loss of or damage to the insured's vehicle itself.
- Builder's risk insurance* insures against the risk of physical loss or damage to property during construction.
- Business insurance* can be any kind of insurance that protects businesses against risks. Some principal subtypes of business insurance are (1) the various kinds of professional liability insurance, also called professional indemnity insurance; and (2) the business owners policy (BOP), which bundles into one policy many of the kinds of coverage that a business owner needs.
- Credit insurance* repays some or all of a loan back when certain things happen to the borrower such as unemployment, disability, or death. Mortgage insurance is a form of credit insurance.
- Crime insurance* insures the policyholder against losses arising from the criminal acts. For example, a company can obtain crime insurance to cover losses arising from theft or embezzlement.
- Crop insurance* used by farmers to reduce or manage various risks associated with growing

crops. Such risks include crop loss or damage caused by weather, hail, drought, frost damage, insects, or disease, for instance.

- Disability insurance* policies provide financial support in the event the policyholder is unable to work because of disabling illness or injury. It provides monthly support to help pay such obligations as mortgages and credit cards.
- Expatriate insurance* provides individuals and organizations operating outside of their home country with protection for automobiles, property, health, liability and business pursuits.
- Financial loss insurance* protects individuals and companies against various financial risks. For example, a business might purchase cover to protect it from loss of sales if a fire in a factory prevented it from carrying out its business for a time. Insurance might also cover the failure of a creditor to pay money it owes to the insured.
- Health insurance* policies will often cover the cost of private medical treatments if the National Health Service or other publicly-funded health programs do not pay for them. It will often result in quicker health care where better facilities are available.
- Liability insurance* covers legal claims against the insured. Many types of insurance include an aspect of liability coverage. For example, a homeowner's insurance policy will normally include liability coverage which protects the insured in the event of a claim brought by someone who slips and falls on the property; automobile insurance also includes an aspect of liability insurance that indemnifies against the harm that a crashing car can cause to others' lives, health, or property. The protection offered by a liability insurance policy is twofold: a legal defense in the event of a lawsuit commenced against the policyholder and indemnification (payment on behalf of the insured) with respect to a settlement or court verdict. Liability policies typically cover only the negligence of the insured, and will not apply to results of willful or intentional acts by the insured.
- Life insurance* provides a monetary benefit to a decedent's family or other designated beneficiary, and may specifically provide for burial, funeral and other final expenses. Life insurance policies often allow the option of having the proceeds paid to the beneficiary either in a lump sum cash payment or an annuity.
- Marine insurance* and marine cargo insurance cover the loss or damage of ships at sea or on inland waterways, and of the cargo that may be on them.
- Mortgage insurance* insures the lender against default by the borrower.
- Pet insurance* insures pets against accidents and illnesses — some companies cover routine / wellness care and burial, as well.
- Property insurance* provides protection against risks to property, such as fire, theft or weather

damage. This includes specific forms of insurance such as fire insurance, flood insurance, earthquake insurance, home insurance, inland marine insurance or boiler insurance.

- Purchase insurance* is aimed at providing protection on the products people purchase. Purchase insurance can cover individual purchase protection, warranties, guarantees, care plans and even mobile phone insurance. Such insurance is normally very limited in the scope of problems that are covered by the policy.
- Social insurance* can be many things to many people in many countries. But a summary of its essence is that it is a collection of insurance coverage (including components of life insurance, disability income insurance, unemployment insurance, health insurance, and others), plus retirement savings, that mandates participation by all citizens.
- Travel insurance* is an insurance cover taken by those who travel abroad, which covers certain losses such as medical expenses, lost of personal belongings, travel delay, personal liabilities, etc.
- Workers' compensation insurance* replaces all or part of a worker's wages lost and accompanying medical expense incurred because of a job-related injury.

## 5. Choosing right insurance policies

Protecting your most important assets is an important step in creating a solid personal financial plan. The right insurance policies will go a long way toward helping you safeguard your earning power and your possessions. The following are policies that you shouldn't do without.

**Long-Term Disability Insurance** The prospect of long-term disability is so frightening that some people simply choose to ignore it. While we all hope that, "Nothing will happen to me," relying on hope to protect your future earning power is simply not a good idea. Instead, choose a disability policy that provides enough coverage to enable you to continue your current lifestyle even if you can no longer continue working.

**Life Insurance** Life insurance protects the people that are financially dependent on you. If your parents, spouse, children or other loved ones would face financial hardship if you died, life insurance should be high on your list of required insurance policies. Think about how much you earn each year (and the number of years you plan to remain employed) and purchase a policy that will replace that income in the event of your untimely demise.

**Health Insurance** The soaring cost of medical care is reason enough to make health insurance a necessity. Even a simple visit to the family doctor can result in a hefty bill. Injuries that require surgery can quickly rack up five-figure costs. Although the ever-increasing cost of health insurance is a financial burden for just about everyone, the potential cost of not having coverage is much higher.

**Home Insurance** Replacing your home is an expensive proposition. Having the right home

insurance can make the process less difficult. When shopping for a policy, look for one that covers replacement of the structure and contents in addition to the cost of living somewhere else while your home is repaired. Also, be sure the policy provides adequate coverage for the cost of any liability for injuries that occur on your property.

**Automobile Insurance** Some level of automobile liability insurance is required by law in most localities. Even if you are not required to have it and you are driving an old junker that has been paid off for years, automobile liability insurance is something you shouldn't skip. If you are involved in an accident and someone is injured or their property is damaged, you could be subject to a lawsuit that could cost you everything you own. Accidents happen quickly and the results are often tragic — having no automobile liability insurance or purchasing only the minimum required coverage saves you only a small amount of money and puts everything else that you own at risk.

## 6. China's insurance industry

China's insurance industry was resumed in 1980 and by the end of 2005, there are 93 insurance corporations altogether in China, among which six were insurance groups and 82 were insurance companies (including 40 foreign insurance companies and 5 insurance asset management companies). The national premium income had reached RMB 492.734 billion, (RMB 34.1 billion was from foreign insurance companies, accounting for 6.9%), up 13.95% over the year of 2004. Currently, there are 1.815 million staffs engaged in insurance, accounting for over 40% of the total number of staffs in financial enterprises in China. Along with the rapid growth of economy, China's insurance industry and the concerned policies are also experiencing a fast development. The market access mechanism has been greatly improved and accordingly, more and more insurance companies have been established. The insurance companies have more rights over capital operation. They have obtained approval to handle corporate bonds, securities investment funds and to invest directly in the stock market. More financing channels are available for the insurance company.

However, we should also note that China's insurance industry is still at the initial stage. China's insurance market is characterized by its small size, a limited variety of insurance products, relatively high costs, lack of Chinese consumer education about the role of insurance, and a lack of a sound legal environment, particularly in the area of enforcement. Another limitation to the growth of the insurance industry is that China's undeveloped financial markets limit investment vehicles for insurance premiums. Like the banking sector, China's insurance sector will face adjustment challenges once joining the WTO. Most life insurance companies in the country have payout obligations that are significantly greater than their current return on investments. The sector is also dominated by only a few companies. Shortages of actuaries and professional insurance management staff have contributed to poor business practices by insurance companies. In quality of service and business skills, the country's

insurance companies lag behind international ones. Domestic insurance companies will have to make serious efforts at adopting international business and prudential practices so that they can adjust to the international competition.

## Language and Culture Focus (语言文化要点)



### >>>>Reading I

#### 1. liability *n.*

- ① (for / to do sth.) the responsibility to settle a debt or make good a loss or damage (清偿债务或补偿损失的)责任

**【例句】**The new law exempts them from all liability in these matters.

Tenants have legal liability for any damage they cause.

The court ruled there was no liability to pay any refund.

- ② the amount of debt that must be paid 债务；负债

**【例句】**If your liabilities exceed your asset, you may go bankrupt.

**相关搭配**

**limited liability:** 有限责任

**【例句】**a limited liability company 有限责任公司

**相关词**

**liable adj.**

- ① 易于……的；倾向于……的

**【例句】**He is liable to shout when he gets angry.

Be careful, the car is liable to overheat.

- ② 易患……的；易受……之害的

**【例句】**This part of town is liable to flooding.

- ③ (在法律上)对……有偿付责任的

**【例句】**He declared that he was not liable for his wife's debts.

比较: **liable & likely**

**Liable** is used when talking about general characteristics. 易于……的；有……倾向的

**【例句】**The river is liable to flood in the winter.

This kind of cloth is liable to tear very easily.

**Likely** is used when you think there is a possibility on a particular occasion that something will happen. 可能的

【例句】The bus is likely to be late today because of the bad weather.

## 2. An insurable risk is one that is predictable, pure, measurable, spread over a large area, and acceptable to the insurer.

【参考译文】可保风险是指可预测的、单纯的、可衡量的、覆盖面广的保险公司可接受的风险。

## 3. mutual adj.

① felt or done by each towards the other 相互的；彼此的

【例句】their mutual dislike

I like her and I hope the feeling is mutual.

② equally shared by each one 共同的；共有的

【例句】our mutual friend John

an agreement that will be for our mutual benefit

### 相关搭配

**mutually exclusive:** 相互排斥

## 4. hail

① *n.* small balls of ice falling from the sky like rain 霽

② *n.* a number of things which strike suddenly with violence, causing pain or damage 一阵像雹子般袭来的东西

【例句】a hail of bullets 一阵弹雨

a hail of abuse 一阵恶骂

③ *vi.* (of hail) to fall 下冰雹

【例句】It's hailing outside.

④ *vt.* to call out or try to attract the attention of 呼喊；大声招呼

【例句】An old friend hailed me from the other side of the street.

We waited until they were within hailing distance, and then shouted to attract their attention.

The hotel doorman will hail a cab for you.

### 相关搭配

**hail ... as:** 把……称作；把……誉为

【例句】Her latest book is being hailed as a masterpiece.

### 相关词

**hailstone** *n.* 霽块；雹子

**hailstorm** *n.* 霍暴

**5. theft:** *n.* the crime of stealing; the act or an instance of stealing 偷窃罪; 偷窃行为

【例句】The building has been insured against fire and theft.

Car theft is on the increase.

an arrest for petty theft (=stealing small things)

Three men were charged with attempted theft.

比较: **theft, burglary & robbery**

**theft:** the crime of stealing or the act of stealing 偷窃罪; 偷窃行为

**burglary:** the crime of getting into a building to steal things 入室行窃(罪)

【例句】Burglaries in the area have risen by 5%.

He was charged with burglary.

Most burglaries happen at night.

**robbery:** the crime of stealing money or things from a bank, shop, etc., especially using violence 抢劫; 盗窃(罪)

【例句】Police are investigating a series of bank robberies in South Wales.

He received a 10-year prison sentence for armed robbery (=robbery using a gun).

He admitted attempted robbery and was given a suspended sentence.

**6. vandalism:** *n.* behavior of willfully destroying or damaging works of art, public and private property, etc. 肆意破坏公物等的行为

【例句】This report discusses criminological theories on vandalism.

To report vandalism at any city park, recreation area or facility, please use the form below.

**相关词**

**vandalize:** *vt.* (常用被动语态)有意破坏(尤指公物)

【例句】We can't use any of the public telephones round here; they've all been vandalized.

**7. sue:** *vi. / vt.* to make a legal claim (against sb.) 控告; 诉讼

【例句】If you don't return our property, we'll sue.

He was sued for libel malpractice / breach of contract.

I'll sue them for every penny they've got.

They threatened to sue if the work was not completed.

**相关搭配**

**sue for:** to formally ask for sth., especially in court 正式要求

【例句】The rebels were forced to sue for peace.

to sue for divorce

**8. clutter:** *vt.* to fill or cover sth. untidily with unnecessary things 胡乱地填满或覆盖某物

【例句】The room was cluttered up with toys.

His mind's cluttered with useless information.

9. **ingest:** *vt.* to take (food or liquid) into the stomach 咽下；吞下

【例句】There was an initial suspicion that this poison had been ingested by our two patients.

相关词

**ingestion:** *n.* 吞咽

【例句】Every ingestion of food can effect our mood or thinking processes.

食物的每一次摄取都可能影响我们的情绪或思维过程。

10. **For example, supermarkets may be sued by customers who get injured in cluttered aisles or who ingest bad food.**

【参考译文】例如，超市可能会被顾客起诉，因为顾客因过道拥挤而受了伤或吃了变质的食物。

11. **There's no way to do sth.:** There is no method available to do sth. 不可能 / 无法做某事

【例句】There is no way to express how much I miss him.

无法表达我对他的思念。

There is no way to ease the burden.

12. **premium:** *n.* amount of money paid regularly for an insurance policy 保险费

【例句】The annual premium on my policy is \$50.

What is the insurance premium?

相关搭配

**put a premium on:** 鼓励；重视；使……有利

【例句】Work paid according to the amount done puts a premium on speed and not on quality.

13. **premature**

① *adj.* happening before the natural or expected time 提前的；过早的

【例句】His premature death at the age of 32 is a great loss.

② *adj.* (of a baby or birth) born or happening after less than the usual period of time inside the mother's body 早产的

【例句】The baby was two months premature.

14. **pay out:** (regularly) to make a large payment (of money) for sth. (按时)为某事支付巨款

【例句】I paid out a lot of money for that car.

It's always me who has to pay out.

15. **benefit:** *n.* money given by an insurance company to the insured 保险金

【例句】The benefits include full medical cover when traveling abroad.

16. **endowment**

① *n.* money given to provide a regular income for a person or an organization 资助；赞助

**【例句】** an endowment of land and investment given to the college

He left money for the poor and the sick, and an endowment of £ 20 a year for Bridgnorth School.

② *n.* a quality or ability that someone has naturally 天赋；天资

**【例句】** Man has already changed dog's genetic endowments by breeding them selectively.

**相关搭配**

**endow ... with:** 使某人具有某种特质；天赋

**【例句】** She is endowed with both beauty and brains.

He is endowed with specific talents.

She is endowed with great writing ability. 她具有杰出的写作天赋。

Nature endowed her with a beautiful singing voice.

大自然赋予她一副美妙的歌喉。

**17. beneficiary:** *n.* the person who receives sth., esp. one who receives money, property, etc. when someone else dies 受益者；继承遗产者

**【例句】** People on high incomes will be the main beneficiaries of these changes in the tax laws.

His eldest son was named in his will as the chief beneficiary.

**18. relatively:** *adv.* comparatively 相对地

**【例句】** The exam was relatively easy.

This is a relatively warm day for the time of year.

Relatively speaking, it is not important.

**19. portion:** *n.* part or share into which sth. is divided 部分；一份

**【例句】** the front portion of the train

The first portion of the book is well written.

The computer factory represents only a small portion of the company's business.

The driver must bear a portion of the blame for the accident.

**20. build up:** to become greater, more numerous or more intense 变得更大、更多、更强

**【例句】** to build up one's strength again after an illness

The clouds are building up.

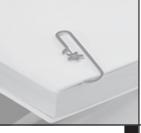
He has built up a good business over the years.

Traffic going out of the city is already building up.

**21. Insured individuals who decide to cancel their policies are entitled to receive the accumulated savings of the policy.**

**【参考译文】** 决定取消保单的投保人个人有权获得该保险单的积累储蓄。

**22. in force:** (of a law, rule, etc.) effective or in operation 实施；生效



【例句】Are the new changes for postage stamps in force yet?

What's the use of a government making new laws if they can't be put in force?

### 23. face amount: principal amount of an insurance policy 面值

【例句】What was the total amount of interest charge included in the face amount of the note on Nov. 2, 1993?

“Face amount” is also known as “*face value*” or “*par value*”.

【例句】Most shares have a par value of \$1. Those with a par value other than \$1 have their par value printed behind the company name.

In recent weeks at least six banks have sold all or part of their loans, for 61%~65% of their face value.

Super Bowl tickets with a face value of \$300 are being sold for \$2,000.

### 24. otherwise adv.

① if not; used when saying what bad thing will happen if something is not done 否则

【例句】My parents lent me the money. Otherwise, I couldn't have afforded the trip.

We're committed to the project. We wouldn't be here otherwise.

*Otherwise* is an adverb, so, strictly speaking, it can't join sentences as a conjunction. That's why in formal style the first letter of *otherwise* is usually capitalized when it appears at the beginning of a sentence. However, in informal style, *otherwise* can behave like a conjunction and appear between the two sentences.

【例句】You'd better go now, otherwise you'll miss your train.

Put your coat on, otherwise you'll get cold.

② used when saying what would have happened or might have happened if something else had not happened 否则

【例句】We were delayed at the airport. Otherwise we would have been here by lunch time.

They got two free tickets to Canada, otherwise they'd never have been able to afford to go.

③ in a different way; differently 另外

【例句】She says it's genuine, but we think otherwise.

You're presumed to be innocent until proved otherwise.

## >>>>> Reading II

1. **indemnity:** *n.* insurance or protection against damage or loss, especially in the form of a promise to pay financial compensation 赔偿

【例句】the Engineering Employers' Indemnity Fund 雇主工程赔偿基金

2. **gambling:** *n.* the risky act or habit of betting money, such as in card games or horseracing, etc. 赌博

【例句】He used the firm's money to pay off gambling debts.

他用公司的钱偿还赌博债务。

He ran a gambling casino. 他经营一家赌场。

3. **in the event of a loss, an insured firm or individual cannot collect from the insurer an amount greater than the actual dollar amount of the loss:** When the individual suffers a loss of property, the compensation he gets from the insurance company won't exceed the actual value of the loss.

4. **in the event of:** We say *in the event of* something when we are talking about a possible future situation, especially when we are planning what to do if it does occur 如果; 万一

【例句】In the event of rain, the party will be held indoors.

万一下雨，晚会就在室内举行。

In the event of a tie, the winner will be decided by the toss of a coin.

如果打平，将通过掷硬币决定获胜者。

5. **even if:** used to emphasize that, although something may happen or may be true, it will not change a situation 即使

【例句】She's going to have problems finding a job even if she gets her A levels.

I wouldn't tell you even if I knew.

Even if she survives, she'll never fully recover.

6. **The premiums set by actuaries ...:** the amount charged for the purchase of an insurance policy (保险费) is set by actuaries (保险公司计算员) who bear the responsibility of advising insurance companies on how much to charge for insurance, after considering the risks of fire, death, etc.

7. **actuary:** *n.* a person who is employed by insurance companies and gives advice on how much to charge their clients for insurance, after considering the risks of fire, death, etc. 保险精算师；保险计算员

8. **set fire to ...:** made (sth.) start burning 放火烧；点燃

He set fire to the dry grass. 他点燃了干草。

Rioters set fire to a whole row of stores.

Several youths had set fire to the police car.

**相关词**

**set sth. on fire:** 放火烧；点燃

【例句】A candle had set the curtains on fire.

Sparks from the fireplace could easily set the curtains on fire.

**on fire:** 燃烧着

【例句】The grass was on fire for a short time. 草烧了一会儿。

The car was now on fire.

**catch fire:** 着火

【例句】The grass caught fire. 草燃着了。

These thatched roofs frequently catch fire (= start to burn).

One of the plane's engines had caught fire.

**put out fire:** 灭火

【例句】It took two hours to put out the fire (= stop it burning).

9. **hazard:** *n.* something that is dangerous and is likely to cause damage or loss; danger or risk 危险

【例句】a hazard to health

There are many serious health hazards associated with smoking.

吸烟有许多危害健康的危险。

That big box of paper is a fire hazard. 这一大箱纸是火灾隐患。

Drinking alcohol is a real health hazard if carried to excess.

饮酒如果不加控制，对健康将有很大的危险。

10. **minimize:** *v.* to reduce to the lowest amount or degree 降低到最小

【例句】to minimize the effects of the flood 把洪水的影响降低到最小

Our aim is to minimize the risk. 我们的目标就是使风险最小化。

11. **catastrophe:** *n.* a sudden, unexpected, and terrible disaster that causes great suffering, misfortune, or ruin 大灾难

【例句】natural catastrophes 自然灾难

The flood was a major catastrophe, causing heavy loss of life and property.

这次的洪水是一次大灾难，造成了巨大的生命财产损失。

12. **tornado:** *n.* a violent wind or storm in the form of a very tall wide pipe air that spins at great speed 龙卷风

【例句】A tornado whirled into the small town. 龙卷风旋转着来到了小镇。

13. **predictable:** *adj.* that can be seen or described in advance as a result of knowledge, experience, and thought, etc.

【例句】Life has no predictable pattern. 人生难以预料。

The outcome is not always predictable. 结果并不总是可以预料的。

Certain conditions have led to fairly predictable kinds of behavior.

某些条件导致了某些行为可以预测。

14. **statistically:** *adv.* according to the collection of numbers 数据上；从数据上看

【例句】This variation is not statistically significant.

这个变化在数据上没有任何意义。

Statistically you have a one-in-six chance of success.

从数据上看，你有六分之一成功的概率。

**15. in part:** *adv.* in some degree; partly; not completely 部分地

【例句】The accident was due in part to carelessness, but mainly to bad luck.

这次事故部分是因为疏忽，但主要是运气差。

The company's eventual collapse in part stemmed from these events.

公司的垮台部分是由于这些事件导致的。

The improvement was brought about in part by the Trade Union Movement. 这一进步部分是由于工会运动促成的。

**16. occur:** *v.* to happen or take place 出现；发生

【例句】The attack occurred about six days ago. 攻击是在6天前发起的。

Mistakes are bound to occur. 错误必定要出现。

Such things have occurred repeatedly in the past fifteen years.

过去十五年间，这样的事情反复出现。

The tragedy occurred only minutes after take-off.

在起飞后几分钟，悲剧出现了。

It occurred in Dallas, Texas, just prior to President Kennedy's assassination.

这发生在达拉斯和得克萨斯州，就在肯尼迪总统遇刺之前。

**17. property:** *n.* something that is owned; possessions 财产

【例句】the accumulation of private wealth, property, and privilege

私人财富、财产和特权的积聚

That car is my property; you mustn't use it without my permission.

这辆车是我的财产。没有我的允许，你不可以使用。

The police found some stolen property in the thief's house.

在小偷的家里，警方发现一些被偷盗的财产。

This machine is the property of the government.

这台机器是政府的财产。

**18. reimburse:** *v.* to pay back to people the money they have spent or lost when they are doing something for you or as a result of your wrong action 偿还；报销

【例句】I have promised to reimburse her for the damage to her car.

我答应对她损坏的车作出偿还。

We will reimburse you for your travel expenses.

我们对你的旅行支出给予报销。

Your expenses will be reimbursed. 你的费用可以报销。

19. **Insured property must have a value that is measurable in dollars because insurance firms reimburse losses with money.**

【参考译文】投保财产的价值必须能用钱来衡量,因为保险公司将以货币偿还损失。

20. **sentimental:** *adj.* showing or based on tender feelings rather than reasonable or practical judgments  
伤感的;感情脆弱的

【例句】sentimental songs 伤感的歌曲

She kept all the old photographs for sentimental reasons.

出于感情上的原因,她保存了所有的老照片。

21. **monetary:** *adj.* of or about money 货币的;金钱的

【例句】techniques of monetary control 货币管制的技巧

The monetary system of some countries used to be based on gold.

一些国家的货币体系是建立在金本位基础上的。

22. **policyholder:** *n.* a person who holds the written document or agreement with an insurance company  
投保人

23. **burn down:** to be destroyed by fire 焚毁

【例句】She was worried that the house might burn down while they were away.

The old town hall was burnt down in the 1970s.

Charlene has lived with relatives since her house burned down.

24. **Corporations may purchase “key executive” insurance:** Companies may buy insurance for some important members of the management.

25. **incapacitate:** *v.* to make someone unable to do something 使……无能力

【例句】incapacitated for work after the accident 事故之后无法工作

Tobacco and alcohol kill or incapacitate tens of thousands of people each year. 烟草和酒精每年使数以千计的人致死或丧失能力。

26. **proceeds:** *n.* money gained 收益

【例句】The proceeds of the sale amounted to \$500,000.

销售的收益达到50万美元。

The land was bought out of the proceeds of the 1851 Exhibition.

这片土地是利用1851年展览会的收益购买的。

27. **The proceeds from this insurance help offset the loss of the services of these key people if they die or become incapacitated: The profits from the insurance can compensate the company for the loss caused by the death or physical disability of these important management staff.**

【参考译文】来自该项保险的保费将在公司要人死亡或伤残时抵消公司的损失。

28. **intimately:** *adv.* closely 紧密地

【例句】The two questions are intimately linked in practice.

这两个问题在实践中紧密联系。

The sounds of language are intimately bound up with meaning.

语音与意义紧密联系。

The argument for equality was intimately connected with the case for public ownership.

关于平等的争论与公共所有权问题紧密联系。

29. **be tied to:** to be related to something and dependent on it 依赖；与……相关联

【例句】Interest rates are tied to the rate of inflation.

Pay increases are tied to inflation.

The house is tied to the job, so we'll have to move when I retire.

30. **payout:** *n.* a large payment of money to someone, for example from an insurance claim or from winning a competition 支出；支付

【例句】There should be a big payout on this month's lottery.

Some of the victims have been offered massive cash payouts.

31. **soar:** *v.* to rise rapidly or to a very high level 紧密

【例句】soaring prices 飞速上涨的价格

The temperature soared to 80 degrees. 气温飞速上涨了 80 度。

They watched the value of their shares soar from less than \$50 to \$105.

他们看着他们的股票价值从不到 50 美元飞速上涨到 105 美元。

Rice production soared from 694,000 tons to 913,000 tons.

大米的生产从 694 000 吨飞速上涨到 913 000 吨。

32. **cost-effective:** *adj.* bringing the best possible profits or advantages for the lowest possible costs 划算的；有成本效益的

【例句】This is the most cost-effective way of reducing carbon dioxide emissions.

The procedure is quick, easy to use and cost-effective.

此程序速度快、易操作、费效比高。

## >>>> Extended Activities

### A. Function and Structure

#### Conversation Skills

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. This is not to say that those people who find it hard to strike up a conversation are less intelligent. They simply need to develop the appropriate skills. If you need to improve upon your communication skills, here are a few tips to help you get started down the right path. You can learn how to start a conversation and converse with anybody, anytime.

- In order to make interesting conversation, you must be interesting to others. 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. And it is a great tool to help you learn how to start a conversation with almost anybody.
- 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. A little preparation will go a long way in enabling you to easily converse with others. Don't be afraid to ask questions. In general, people like to talk about themselves and will respond favorably when asked simple, friendly questions. Learning how to start a conversation is not quite as difficult if you prepare in advance.
- 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. Often you'll find an invitation to continue the conversation if you listen carefully and respond accordingly. Balance is the key in any conversation. Alternate between talking and listening to what the other person is saying and make additional comments as appropriate. Learning how to start a conversation is really just using good manners and showing a genuine interest in others.
- Even if you find it extremely difficult, always greet those you encounter with a smile and look them directly in the eye. It may be hard at first, but self-confidence is a learned skill and by acting confidently, you will gain new self-confidence. Soon enough you will notice that it is not as hard to maintain eye contact and carry on a conversation. Act confidently and you will eventually become confident. Developing self-confidence is an important part of learning how to start a conversation.
- Try to remember small details about co-workers and acquaintances. Asking about a weekend plan or a relative is an excellent way to start a conversation and show genuine interest in those around you.

If you are interesting, attentive, and act with confidence you will appear to be the kind of person people like to have as a friend. By practicing these new skills until they become second nature, you will increase your own self-esteem and learn how to start a conversation easily. Learning how to start a conversation is really just a process of practicing your social skills until they become a habit. Repetition

and determination are the most important factors in building your level of confidence and conversing effortlessly in any situation.

## B. Special Use: Direct and Indirect Speech (4) Review

---

在日常交际中,直接引语中有时可能不止一个句子,也可能不止一种句型;可能既有肯定句,又有否定句;既有陈述句,又有疑问句、祈使句等。直接引语变为间接引语时,需要根据上下文的情景,灵活处理。例如:

“Forget all about the interview,” said her parents, “you cannot always live in the past.”

→ Her parents ordered her to forget all about the interview and added that she couldn’t always live in the past.

“You had better not go out,” said her mother: “it’s too late.”

→ Her mother told her not to go out for it was too late.

She said, “please, please don’t drink too much. Remember that you’ll have to drive home.”

→ She begged him not to drink too much, reminding him that he would have to drive home.

“I’m going to the supermarket,” he said, “where are you going?”

→ He said that he was going to the supermarket and wanted to know where I was going.

He said, “Can you speak Spanish?” and I said, “No” .

→ He asked me if I could speak Spanish and I said I couldn’t.

He said, “Will you do me a favor?” and I said “Yes” .

→ He asked if I would do him a favor and I said that I would.

## C. Practical Reading

---

这是一份详细的已经填妥的人寿保险单,阅读要点包括:投保人、受保人、保险金额、付款期限、保险事项等。各题分析如下:

1. 本保单的受保人(owner)从第15条可以看出是选项a。
2. 从第12条中可以知道,答案为d。
3. 从第8条中可知,受保人意外身故保险金额为选项c。
4. 从第10条a中可知,只有选项c是答案。
5. 从第11条中可知付款期限是每月一付,答案是c。
6. 从第14条b(Beneficiary is the Proposed Insured, if living; Otherwise the Spouse, if living; Otherwise, the living lawful children and stepchildren of the insured, equally.)中可知,如果直接受保人身故,则由配偶享有保险金,答案为a。

7. 从第15条c款可知,答案为b(wife,本受保人的配偶)。
8. 如果违反交通法规3次以上,对于保险公司来说,当然是件高风险的事,答案是b。
9. 本题前三个选项都是第19条里提到的,因此要选择d。
10. 从第18条b款可知,受保人没有在其他公司申请过人寿保险。c为正确答案。

## 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。语篇《一》介绍了最常见的保险品种,如车险、医疗保险、事故疾病失业保险、意外险、人寿保险以及财产险。在进行本单元听力活动前,教师可以结合本教参Background Information(背景知识)部分4. Types of insurance的内容,请学生说说日常生活中他们所知道的保险的种类,主要承包范围(coverage)是什么。语篇《二》介绍了人寿险主要保单种类。听力练习的编排和以往各单元一样,练习一和练习三均属预听活动,主要目的是在进行精听练习之前,让学生对所听语篇的主旨(gist)有所了解,初步把握词汇和理解上的难点所在,为接下来的听力活动做好语言和心理上的准备。练习二为正误辨析题,要求学生根据所听到的内容进行单句的正误辨析,并对错误的句子予以改正。由于待辨析的句子在学生用书中并未给出,该练习不仅考查学生听力理解的能力,也考查了学生在听音过程中辨别、捕捉并记忆关键信息点的能力,具有相当的难度。练习四有两项子任务,根据所听到的信息完成语篇的大纲(outline),以及英译汉。为了加强学生对语篇整体信息的综合理解,教师应强化以往单元中所学的如何捕捉语篇框架结构、快速笔记的技能;在训练中要着重培养学生理解语篇信息点的逻辑关联(logic links)、衔接方法(connective devices)和捕捉关键词(key words or phrases)的能力。在完成大纲信息填写的基础上,还可以要求学生在大纲以及笔记的帮助下复述所听到的语篇大意。
2. 听写填空(Spot Dictation)介绍了保险的基本概念和运作方法,填空部分主要是与保险业务相关的名词、动词、形容词,也有一些链接词语,教师对这些词语的搭配可进行一些讲解或开展一些课堂活动,可以作为导入活动安排在阅读Ⅱ课文讲解之前进行。
3. Reading I Brainstorming 学生通过自由讨论的形式,列出他们所知道的有关保险的词汇。教材中把这些词汇分为四类:与保险业相关的人员,保险的种类,保险业常用术语,以及投保理赔过程中经常会涉及的一些动词及词组。教师可以参考“练习答案”以及Background Information部分相关内容。建议教师结合教材“扩展性活动”部分的“补充词汇”练习。
4. Reading I Pairwork 由学生双人结对,讨论与本单元主题insurance相关的一些话题。

Question 1 要求学生列出一些在全世界或中国享有盛誉的保险公司的名称。下表列出的是根据总收入(2004年度)排名全球保险公司前十强。

**Top Ten Global Insurance Companies by Revenues**

Rank	Company	Country	Industry
1	AXA	France	Life / health
2	Allianz	Germany	Property / casualty
3	ING Group	Netherlands	Life / health
4	American International Group	United States	Property / casualty
5	Assicurazioni Generali	Italy	Life / health
6	Berkshire Hathaway	United States	Property / casualty
7	Aviva	United Kingdom	Life / health
8	Munich Re Group	Germany	Property / casualty
9	Nippon Life Insurance	Japan	Life / health
10	Zurich Financial Services	Switzerland	Property / casualty

Question 2 要求学生讨论保险的目的,为了使学生的讨论更具有关联性,建议教师结合 Question 3。Question 3 的目的在于让学生熟悉一些日常生活中经常会接触到的险种。教师可以让学生说说其父母或亲戚购买了那些保险,这些险别的承包的范围分别是什么,其父母或亲戚投保该项险种的目的是什么。在处理 Question 4 时,班级中如果有学生有购买人寿保险或财产保险的经历的,教师可以邀请上述学生起来介绍一下相关情况。如果学生普遍缺乏类似体验,教师可以引导学生从保险公司或承保人的角度和立场来考虑问题:对前来购买他们的保险产品的客户,他们最想了解些什么,他们又最关心什么。Question 5 要求学生比较把钱存银行和购买保险哪种方式更好。教师还可以进一步让学生对时下流行的一些理财方式进行比较,如投资股票债券、购买人民币理财产品,买卖外汇、黄金,购买保险等。教师应向学生指出,无论是个人还是家庭,都应根据其自身的经济收入状况、抗风险程度,对投资回报的期望值等诸多因素来配置最适合自己的投资组合。

#### 5. Reading I 练习 4

Sentence 5 中 Dell 指总部设在得克萨斯州奥丝登(Austin)的戴尔公司,它是世界排名第一的计算机系统公司、计算机产品及服务的首要提供商。戴尔公司由迈克尔·戴尔于1984年创立,在《财富》杂志美国500强企业中排名第48位,《财富》杂志全球500强企业中排名第122位,并且在《财富》杂志全球“最令人仰慕的”公司中位列第7。

(Dell, Inc., Round Rock, TX, www.dell.com) A leading PC manufacturer, founded in 1984 by Michael Dell. Originally selling under the “PCs Limited” brand, Dell was the first to legitimize mail-order PCs by providing quality telephone support. Dell was also the first major manufacturer to pre-load applications selected by the customer. Dell’s rise throughout the 1990s was extraordinary. It made the *Fortune* 500 in 1991 with sales of \$546 million. Eight years later, sales exceeded \$25 billion. With more than 200 patents covering current and future computer systems and related technologies, Dell has been a major force in the industry.

## 6. Reading I 练习6

Sentence 2 c. teddy bear 指泰迪玩具熊,一种通常用松软的材料填充并用毛皮状的长毛绒覆盖的儿童玩具熊。泰迪是迪奥多尔·罗斯福尔特(Theodore Roosevelt)的绰号,他在卡通片中被描述成爱怜幼熊的人物,泰迪熊由此得名。

7. Reading I Post-reading 要求学生以小型企业主的身份为自己的企业选择恰当的保险产品组合,以便降低企业运行的风险。每个企业在经营中都有可能产生风险,如何化解和减少风险是企业经营者必须进行认真研究的。尤其是小型企业,规模小,抵抗风险能力差,稍有不慎,企业主多年辛苦打拼的成果可能在瞬间化为乌有。进行企业风险管理时,企业家的头脑中首先要明确企业可能会面临哪些风险,然后有的放矢地采取相应的措施。建议教师先让学生确定自己要经营的小企业的种类,如快餐店、制衣厂、零售店、加油站、修车厂等,然后针对不同企业在日常经营活动可能遭遇的风险,选择最佳的保险险种组合。教师可以参考“练习答案”部分和下文所提供的信息。

A **business owner's policy** (BOP) has been compared to a homeowner's policy for business. BOPs were first developed in the 1970s and have become a very popular form of insurance for small to medium sized businesses. BOPs combine some of the basic coverages needed by a typical small business into a standard package at a premium that is generally less than would be required to purchase these coverages separately. Business owners also like the simplified nature of the package as opposed to buying a collection of small policies. The efficiency also appeals to insurance companies and allows them to offer a lower premium for the package.

Most of the coverages that are needed by small and medium sized businesses, with the exception of auto and worker's compensation, are generally included. This not only simplifies

the process of buying the basic insurance coverages, but often gives a lower premium for businesses that qualify for a BOP. Business owner's policies basically consist of property coverage, liability coverage and some additional types of coverage that most businesses require. Optional coverages can also be added to meet specific needs of the business.

Typically a BOP policy includes:

1. Property insurance (covering buildings, equipment and inventory).
2. Business interruption insurance (covering losses that cause you to shut operations or reduce production for a time). Business interruption insurance can provide money to offset lost profits or to pay continuing expenses (typically for up to a year for insured losses).
3. Casualty or liability protection (covering harm done by the employees or products to other people or their property).
4. Crime insurance (covering loss of money or securities resulting from burglaries or robberies or destruction) as well as losses from employee theft or embezzlement.
5. Liability insurance covering lawsuits arising from accidents (as when someone trips and falls on your business's property) or when you sell a product that damages the customer's property or you are accused of offenses such as slander, copyright or invasion of privacy.
6. Vehicle coverage for rented or borrowed vehicles.

A number of other coverages such as flood insurance or earthquake insurance or owned vehicle coverage and specialized liabilities are generally not included in BOPs. Some of these may be available separately for extra premiums. One of the distinguishing features of BOPs is that most automatically include business income and extra expense coverage (subject to some limitations).

---

**General Liability and Property Package** coverage is the most basic type of commercial insurance and is limited to liability claims of bodily injury or property damage. Coverage is provided for accidents on your premises or at your customer's location. Some client contracts also refer to these policies as Comprehensive Commercial Liability. It is important to remember that these policies exclude errors and omissions type claims related to the delivery of your professional services.

Typically offered as a general liability and property package policy, coverage is also provided for theft or destruction of your company's computer hardware and software and other assets (see property coverage) such as office furnishings and equipment up to a

specified amount.

Business Liability insurance protects your business against financial loss resulting from claims of injury or damage caused to others by you or your employees.

- Automatic Additional Insured.* Coverage is automatically provided when required in a written contract, agreement or permit.
- Personal and Advertising Injury.* Covers you for certain offenses you or your employees commit in the course of your business, such as libel, slander, disparagement, or copyright infringement in your advertisements.
- Employment Practices Liability.* Covers claims, including legal defense costs, for certain employment-related lawsuits brought against you by your employees or job applicants (\$5,000 limit where available).
- Defense Costs.* Pays legal expenses for certain liability claims brought against your business regardless of who's at fault.
- Medical Expenses.* Pays the applicable medical costs if someone is injured and needs medical treatment due to an accident on your premises.
- Premises and Operations Liability.* Provides coverage for bodily injury and property damage sustained by others at your premises or as a result of your business's operations.
- Tenant's Liability.* Protects your business against claims of damage due to fire or other covered losses caused by you to premises that you rent.

## 8. Reading II Cloze

Notes: Risk management 风险管理又名危机管理,是一个管理过程,包括对风险的定义、测量、评估和发展应对风险的策略。目的是将可避免的风险、成本及损失最小化。

Blank 2 此处选c. financial。financial指“财政的, 财务的, 金融的”。如: a financial adviser 财政顾问; financial ability 财力; financial affairs 财务; the financial condition 财政状况。选项b. economic的意思是“经济的, 经济学”。如: in a bad economic state 经济状况不佳; a period of sustained economic growth 持续的经济增长。选项d. monetary指“货币的, 金钱的”。如: monetary units of a country 一个国家的货币单位; monetary reform 币制改革; monetary inflation 通货膨胀。

Blank 3 此处选b. In。in exchange for 固定搭配,意思是“作为交换,以……换”。He gave me an apple in exchange for a piece of cake. 他给我一个苹果,以交换一块蛋糕。

Blank 10 此处选b. covers。cover可以指“投保,给……保险”。如: He took out a new policy

that will cover all our camera equipment. 他申请了能保障所有摄影器材的新保单。

Blank 11 此处选c. claim。claim用于保险,指“索赔,遵照保险单或其他正规约定的赔偿要求”。如: make a claim for damages 要求赔偿损害。

Blank 13 此处选a. intermediaries。intermediary指“在人或事物之间充当中介的人或物”。如: non-monetary financial intermediary 非货币性金融中介机构。选项b. intermediate 指“处于中间位置或状态的事物”。如: metabolic intermediate 代谢中间(产)物。选项c. media 指“媒介,通过它能传递或继续某种事物的中介物质”。如: Commercial television is a medium for advertising. 商业电视是一种广告媒介。选项d. mediators 指“调停者,(尤指)使冲突各方就其争端进行相互妥协的调停者。”如: Who will act as mediator in the dispute. 谁在争端中充当调解人?

**Risk management** involves identifying, analyzing, and taking steps to reduce or eliminate the exposures to loss faced by an organization or individual. The practice of risk management utilizes many tools and techniques, including insurance, to manage a wide variety of risks. Every business encounters risks, some of which are predictable and under management's control, and others which are unpredictable and uncontrollable. Risk management is particularly vital for small businesses, since some common types of losses — such as theft, fire, flood, legal liability, injury, or disability — can destroy in a few minutes what may have taken an entrepreneur years to build. Such losses and liabilities can affect day-to-day operations, reduce profits, and cause financial hardship severe enough to cripple or bankrupt a small business. But while many large companies employ a full-time risk manager to identify risks and take the necessary steps to protect the firm against them, small companies rarely have that luxury. Instead, the responsibility for risk management is likely to fall on the small business owner.

The term risk management is a relatively recent (within the last 20 years) evolution of the term “insurance management.” The concept of risk management encompasses a much broader scope of activities and responsibilities than does insurance management. Risk management is now a widely accepted description of a discipline within most large organizations. Basic risks such as fire, windstorm, employee injuries, and automobile accidents, as well as more sophisticated exposures such as product liability, environmental impairment, and employment practices, are the province of the risk management department in a typical corporation. Although risk management has usually pertained to property and casualty exposures to loss,

it has recently been expanded to include financial risk management — such as interest rates, foreign exchange rates, and derivatives — as well as the unique threats to businesses engaged in E-commerce. As the role of risk management has increased, some large companies have begun implementing large-scale, organization-wide programs known as enterprise risk management.

## Key (练习答案)



### >>>>> Reading I

#### **Pre-reading**

##### I.

Parties involved in insurance: *the insurer, the insured, underwriter, insurance agent, policy-holder, policy-owner, beneficiary ...*

Types of insurance: *life insurance, property insurance, liability insurance, crime insurance, automobile insurance, health insurance, fire insurance, marine insurance ...*

Other terms related to insurance: *insurance policy, coverage, premium, insurance product, expiration of policy, time limit for filing claims ...*

Verbs used in insurance: *to apply for an insurance policy, to file a claim, to settle claims, to cover / insure goods against All Risks (综合险), to effect insurance ...*

##### II. 1. Mention some prestigious insurance companies in China or in the world.

中国人民保险公司	The People's Insurance Company of China
中国人寿保险公司	China Life Insurance (Group) Company
中国平安保险公司	Ping An Insurance Company of China

(Continued)

中国太平洋保险公司	China Pacific Insurance (Group) Co., Ltd
中宏人寿保险有限公司	Manulife-Sinochen Life Insurance Co.,Ltd
太平洋安泰人寿保险有限公司	Pacific-Annta Life Insurance Company Ltd
安联大众人寿保险有限公司	Allianz-Dazhong Life Insurance Co., Ltd
金盛人寿保险有限公司	AXA-Minmetals Life Insurance Co., Ltd
日本住友生命	Sumitomo Life Insurance
美国国际集团	American International Group (AIG)
法国安盛公司	AXA
德国安联公司	Allianz
荷兰国际集团	Ing Group
英国皇家太阳联合保险集团	Royal & Sun Alliance Insurance Group
瑞士苏黎世金融服务	Zurich Financial Services

## 2. What do you think is the purpose of insurance?

The major purpose of insurance is to protect oneself against loss or damage as one gets compensation for the insured item if any loss or damage happens to it, either the full amount of the loss or a specified percentage of the amount of loss.

## 4. What questions are you expected to answer when you apply for a life or property insurance policy?

When you apply for life insurance, you will be asked all sorts of questions. For example, the agent will ask you about your age, gender, address, etc. Depending on your age and the amount of insurance you're buying, you will probably be asked to have a medical examination. When a company is deciding whether or not to offer you property insurance, it will want to know about your economic conditions, how many risks you hope the insurance may cover and how much premium you'd like to pay.

## 5. Do you think buying insurance is a better way than putting money in a bank? Why or why not?

We buy insurance for the security of knowing that we and our family are taken good care of in times of need. Should we suffer an auto accident, damage to our home through fire or flood, job loss, or temporary or permanent job leave due to an accident, our insurance is there to cover the costs of the damage, or to pay off (insured) existing loans. By ensuring that we have all the necessary insurance, we can rest assured that in the event of an accident or job loss, paying for the damage or continuing to make our loan payments will be no worry on our mind.

## Exercises

---

- |             |   |                    |                |                 |      |
|-------------|---|--------------------|----------------|-----------------|------|
| <b>II.</b>  | 1. d  | 2. c               | 3. a           | 4. b            | 5. c |
| <b>III.</b> | 1. investment   | 2. beneficiary     | 3. premiums    | 4. survive      |      |
|             | 5. insurer  | 6. hail            | 7. vandalism   | 8. policy       |      |
|             | 9. savings-oriented   | 10. endowment      | 11. liability  | 12. premature   |      |
| <b>IV.</b>  | 1. Vandalism  | 2. was entitled to | 3. investment  | 4. sue          |      |
|             | 5. benefit  | 6. premium         | 7. portion     | 8. theft        |      |
|             | 9. pay out  | 10. premature      | 11. built up   | 12. beneficiary |      |
|             | 13. liabilities   | 14. in force       | 15. face value |                 |      |
| <b>V.</b>   | 1. A large-scale reduction in workforce <u>resulted from</u> the fact that business had been slow for half a year.  |                    |                |                 |      |
|             | 2. Though a Chief Executive Officer <u>is entitled to</u> deal with any issues concerning the management on his own, he is supposed to consult the board of directors for suggestions before big decisions are made.  |                    |                |                 |      |
|             | 3. We'll have to <u>pay out large amounts of money</u> for the rented classrooms every month, which apparently hinders the further development of the school, so we decide to get a loan from the bank to buy some deserted workshops which, after a facelift, can serve as classrooms. |                    |                |                 |      |
|             | 4. Some consumers <u>sued the travelling agency for overcharging them</u> during the journey.   |                    |                |                 |      |
|             | 5. Though the law is still <u>in force</u> , it has little binding power to those whose are in power.   |                    |                |                 |      |

## Post-reading

---

Property and liability insurance encompasses the most basic coverage a small business needs. Any business owner who has property — whether inventory, a building full of equipment or a personal computer — needs property insurance. Property insurance basically covers a building and its contents from losses due to most common perils such as fire, theft and wind damage.

Liability insurance protects a business when it is sued for injury or property damage to third parties. It generally pays damages related to bodily injury, property damage, personal injury (e.g., libel or slander) or advertising injury. It also pays for the defense and related legal costs for a covered claim or lawsuit.

Any firm with computers may need to extend its basic property coverage with a small computer policy that will cover all hardware and software and pay to replace any lost critical information. Additional coverages can be purchased for a variety of special needs, such as

earthquake and flood insurance, workers' compensation insurance which protects both you and your employees in the event of job-related injury or sickness by providing medical and disability coverage, or automobile insurance.

Most small business owners choose a package policy, generally known as a Business Owner's Policy, or BOP for commercial insurance coverage. A BOP combines essential insurance coverages in one package that generally costs less than individual policies purchased separately. It usually includes property, liability and crime coverage, as well as a number of specialty coverages.

Depending on the nature of the business, a company can opt for one or a number of specialty coverages. For example, fidelity bonds, also known as dishonesty insurance, can protect a company against employee dishonesty. If a fire or other covered peril shuts down a business, business income insurance pays the loss of net profit and ongoing expenses during that period.

Many property insurance policies exclude losses of money and securities, and small businesses should also consider crime insurance. Coverage for crime losses can be purchased as part of a package policy such as a storekeeper's burglary and robbery policy or an office burglary and robbery policy. A company may need special pollution coverage to cover potential liability for cleanup and removal of pollutants; debris removal coverage to pay to remove debris before a building can be reconstructed after a fire.

## >>>>Reading II

### Exercises

---

- |      |       |      |      |      |        |
|------|-------|------|------|------|--------|
| I.   | 1. T  | 2. F | 3. T | 4. T | 5. F   |
|      | 6. NM | 7. T | 8. F | 9. T | 10. NM |
| III. | 1. b  | 2. d | 3. c | 4. b | 5. d   |
|      | 6. a  | 7. c | 8. b | 9. d | 10. b  |
- IV.
1. Only members of the company are entitled to use the facilities.
  2. After the accident, the workmen successfully sued the boss for damages.
  3. It pays to buy a new car if you have to pay out large sums of money to repair an old car like that.
  4. A traffic jam occurred as vehicles built up on the roads into the city.
  5. This international conference will be held on Sunday and the traffic control in the city will be put in force that noon.
  6. Many key universities, which are under the direct control of the Ministry of Education, are

seeking various ways of cooperation with local governments.

7. Your traveling costs will be reimbursed to you if you send in a reasonable claim.
8. The company has been drilling in the western desert in the hope of discovering large mineral deposits.
9. Unwilling to be tied to household chores, more and more women have joined the labor force.
10. This insurance offers financial cover in the event of you being disabled in an accident.

- V. 1. a            2. c            3. b            4. a            5. d  
6. b            7. c            8. d            9. a            10. b  
11. c            12. d            13. a            14. c            15. d

## >>>>> Extended Activities

### A. Function and Structure

- I. 1. Susan: How do you like last night's party?  
Mary: Great, wasn't it?  
Susan: Rather!
2. Philip: I hope you don't mind my asking, but haven't we met somewhere before?  
Mike: I don't think so. I'm new here.
3. Jackie: I'm sorry to trouble you, but could you show me how to open the case?  
Jessica: Certainly. Just press the red button on the back, the case will open automatically.  
Jackie: How amazing! Well, I never.
4. Betty: Jack, would you mind driving me to the airport?  
Jack: Sure, why not?
5. Ann: I haven't seen the Greens for years. How are they?  
Sue: They got divorced the year before.  
Ann: Oh, no. I couldn't believe it.
- Sue: I think I can understand how you feel. I was greatly surprised too when I first heard about it.  
Ann: How come?
- Sue: It's hard to say. Oh, it's 9:50. Please excuse me, I've go to dash now.
6. A: Excuse me, but can you tell me where I can get a snack near here please?  
B: With pleasure. At Jack's Snack Bar. That is the nearest place. It's down this street

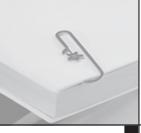
on the left next to the cinema.

- A: Do you think I can get something to eat at this time?
- B: I guess so.
7. Tom: How was the conference?
- Ted: The conference was good, but the return flight was a disaster.
- Tom: How come?
- Ted: The plane was delayed for an hour even before it took off.
- Tom: That's too bad. What went wrong?
- Ted: A passenger suddenly felt sick and had to be taken to the hospital.
8. Jim: ... anyway, I felt pretty upset, I can tell you.
- Sue: Well, something even worse happened to a colleague of mine in New York ...
- Jim: Really? Tell me more.
- Sue: He flied to London but his luggage was sent somewhere else ...
- Jim: How come?
- Sue: The check-in clerk had put the wrong label on his case and it had the tag for a different flight on it ...
- Jim: Fancy that.
9. Mr. Hay: Excuse my asking, but are you Mr. Smith from M & M company?
- Mr. Smith: Yes, that's right.
- Mr. Allen: I'm Allen Hay. I believe we met at a trade fair in Lyon last July. I have your business card.
- Mr. Smith: Oh, yes. I remember you. You are the sales representative of Heli Industries. How have you been?
- Mr. Hay: Fine. Is this your first visit to Shanghai? What's your impression of it?
- Mr. Smith: I only arrived here a couple of days ago. So I haven't had much opportunity to go sightseeing. But I really think Shanghai is a very beautiful city.
- Mr. Hay: Sure. I've been here almost one year. I find the city more and more attractive to me.
- Mr. Steward: It's been so nice talking with you. But I must be getting on my way. I have a meeting in ten minutes.

## B. Special Use

---

1. The father asked the boy what he would do next. The boy replied that he would wait till the



postman went round to the back of the house. Then the father asked him which house he meant. The boy pointed at one of the houses, saying that that was the one he meant. The father asked whether he meant the red house. The boy said he didn't mean the red one but the one next to it. The father wanted to know why the postman would go round to the back of the red house. The boy explained that the postman would only go to the side-door of the green house, but would go all the way round to the back of the red one. The boy assured his father that he could do the job and told him not to worry.

2. The interviewer asked Dr. Smith if it was true that he had been living for over a year with gorillas. Dr. Smith said that it was quite true. He was then asked how long he had spent with his gorillas in all. He replied that he had been in Africa for a term of twenty months. The gorillas had soon become quite used to his presence. Dr. Smith went on to explain that when he arrived at the edge of their group, the gorillas would look up and then usually continued with their daily routine. The interviewer asked if the gorillas really live/lived in groups. Dr. Smith confirmed that and added that each group consists/consisted of five to thirty animals.
3. When father saw me there he was very angry. He scolded me, saying I shouldn't idle my time away like that since he had told me to review my lessons. He ordered me to go upstairs and not to come down until I had finished my work.

## C. Practical Reading

---

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

## D. Basic Writing

---

I.

To Wang Wei  
Company Shanghai Textile Imp. & Exp. Corp.  
From Tom Smith  
Date 20 July, 2005  
Fax No. 01186(29)334952  
Subject Recommending the Best Selling Product  
No. of Pages 1

You will be interested to hear that we have recently developed a new product, which is selling very strongly on the home market.

Because of its success in this country, we thought there might be a sales potential abroad.

If you agree we shall be glad to supply you with our samples for you to show to the potential customers.

We look forward to receiving your reply by fax as soon as possible.

Tom Smith

## II.

致 玛丽·布朗

公司 海外贸易公司

自 丹尼尔·托马斯

日期 2005年9月21日

传真号码 69437661

事由 修改第2786号信用证

页码 1页

我方欣悉通知,你方由日本三菱银行开立的第2786号信用证已收悉。然而,经审阅其中条款,我们遗憾地发现你方信用证要求5%的佣金,这显然与合约条款不符。为此,请通知你方银行修改该信用证,不胜感激。

盼早日收到有关的修改书,并预致谢意。

丹尼尔·托马斯

## III. 1.

To Oliver Johnson

Company Peace Hotel, Room 301

From Helen Ford

Date 24 October, 2005

Fax No. 35636766

Subject Details of Appointments

III. 1.

No. of Pages (including this one) 1 \_\_\_\_\_

Your appointments for the period 1~7 November are as follows:

1 November 12:30 p.m. Mr. Blake ABC International Co. (lunch appointment);

2 November 9:45 a.m. Mr. Smith Wright & Company (regarding decoration of the conference room);

4 November 1:20 p.m. Miss Walker (regarding sales promotion plan);

5 November 10:30 a.m. Mr. Long (regarding staff training);

7 November 2:00 p.m. Mr. Adams (regarding the arrangement of a board meeting)

Please let me know by fax if you wish me to rearrange these appointments so that your trip to Shanghai can be extended for one more week.

Wish you a pleasant trip!

Helen Ford

2.

To John Wilson \_\_\_\_\_

Company Transglobe Co. \_\_\_\_\_

From Rose Russell \_\_\_\_\_

Date 7 August, 2005 \_\_\_\_\_

Fax No. 93334212 \_\_\_\_\_

Subject Congratulations on Promotion \_\_\_\_\_

No. of Pages 1 \_\_\_\_\_

My heartiest congratulations on your promotion!

Your promotion to national marketing manager certainly came as no surprise to me considering your brilliant record of achievements while you worked as the regional sales manager in the West, and I always knew that you would become a great success someday.

I wish you continued success as well as happiness in this challenging position.

Rose Russell

## E. Additional Vocabulary

---

1—m;    2—g;    3—q;    4—w;    5—b;    6—d;    7—s;    8—t;    9—a;  
 10—h;    11—c;    12—n;    13—r;    14—i;    15—p;    16—j;    17—l;    18—f;  
 19—y;    20—v;    21—o;    22—z;    23—e;    24—u;    25—k;    26—x

## G. Humor Time

---

