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普通高等教育大学英语系列教材

INNOVATION COLLEGE ENGLISH

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创新大学英语 视听说教程·教师用书·

A Viewing, Listening and Speaking Course

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Unit 1 Internal Operations of Companies

Lead-in

- A. Examine the flow chart showing a typical company's organizational structure. Match the words to the pictures. Then answer the question.**

- A. Purchasing Department
B. Marketing Department
C. Manufacturing Department
D. Research and Development Department
E. Accountancy
F. HR (Human Resources) Department
G. General Manager



Board of Directors



1



1. G 2. F 3. D 4. E 5. A 6. C 7. B

- B. Six people are talking about the advantages of working for a big company or a small one. Listen and supply the missing words and then answer the question.**

Opinions

- There are a lot of advantages in working for a small company. You have more opportunities to talk with the boss. Problems are easily resolved between employees. Easy to become senior employees. Easier to get a pay raise. More chances to get a bonus after each project.
- Small firms tend to give you more varied experience, and often a person has to do a wide range of jobs. This will probably raise your motivation to make a better effort.
- In small companies, no other person can really help you as they are busy on their own tasks.

Smaller companies most likely have smaller budgets, a smaller amount of capital and more risk in losing a contract to a bigger company, hence adding insecurity to your job.

4. With a small company, one big drawback I have seen is that they have usually one core product, and they just revolve around that so there is little chance to innovate. I assume a big company can provide you with more challenges and growth opportunities.
5. In a large company there is the potential to move to different roles or departments without actually changing your employer.
6. Who cares if you are in a big or small company, as long as you are paid what you think you are worth. In both cases there is room to grow with the company. If you enjoy the work, there is no problem!

Part 1 Viewing, Listening and Speaking



Conversation 1

Script

Nancy: Hi, Richard, our company is running into trouble.

Richard: What's up? You sound terrible.

Nancy: Let me tell you. It all started with the death of old Johnson. He was the chairman of the board and owned 40 percent of the company's shares.

Richard: So what?

Nancy: He left 40,000 of his 50,000 shares, or 4 million dollars, to form a trust.

Richard: That's OK.

Nancy: But he also left 10,000 shares to his brother Chris.

Richard: Why not? Chris helped to tide him over some difficult times.

Nancy: Chris has been spending money like water and is in the red now.

Richard: Yeah, everybody knows he's been fooling around for a long time.

Nancy: Now that old fox Tony is making an attractive offer to Chris to buy all his shares.

Richard: We can do something to prevent this from happening. This is a private company. If Chris is going to sell his shares, he'll have to offer them first to the other shareholders like us.

Nancy: Well, the problem is this: I haven't got enough money to buy his shares, neither have you.

Richard: We'll have to try to hold onto the controlling interest. Maybe we can get a loan from the bank.

Nancy: I can mortgage my cottage. That should be worth something.

Richard: That's true. We'll find a way.

A. Watch the video clip and choose the best answer to each question you hear.

1. Which of the following could be the BEST title for the conversation?

- A) How to Buy a Company.
- B) How to Sell a Company.
- C) How to Protect One's Company's Interests.**
- D) How to Deal with a Foolish Young Man.

2. How much is a share of the company worth?

- A) 150 dollars.
- B) 100 dollars.**
- C) 50 dollars.
- D) 40 dollars.

3. Which of the following is a true description of Chris?

- A) He does not do anything serious.**
- B) He is a promising young man.
- C) He wants to help the company tide over the difficult period.
- D) He wants to help the two speakers.

4. Why must Chris first sell his shares to other shareholders?

- A) Because he is on good terms with them.
- B) Because he wants to cheat them.
- C) Because the company is a state-owned one.
- D) Because the company is a private one.**

B. Watch the video clip again and complete the table with the information you hear.

Problems	It all started with the death of old Johnson. He was the <u>chairman of the board</u> and owned <u>40 percent</u> of the company's <u>shares</u> .
	Johnson left 10,000 shares to <u>his brother</u> Chris.
	Chris has been spending money <u>like water</u> and is in <u>the red</u> now.
	Tony is making an <u>attractive offer</u> to Chris to buy all his shares.
Solutions	Chris will have to <u>offer</u> his shares first to the <u>other shareholders</u> like the man and the woman.
	But the woman hasn't got <u>enough money</u> to buy <u>his shares</u> , neither has the man.
	They will have to hold onto the <u>controlling interest</u> .
	Maybe they can get a <u>loan</u> from <u>the bank</u> .
	The woman can <u>mortgage</u> her cottage.

C. (Omitted)

D. In the following box of substitution expressions, tick those you heard in the conversation. Memorize all the expressions in the box. Then make a new conversation with your partner by using any of the expressions. You don't have

to repeat all the details in the original conversation.

(As an additional exercise after the students have ticked the expressions they heard and before they make a new conversation , the teacher can display the incomplete conversation in the courseware on the screen and give the students directions such as :

Directions: Look at the incomplete conversation on the screen and work in pairs to orally complete the conversation using any of the substitution expressions.)

Substitution Expressions

Our company is running into trouble.

Our firm is getting into difficulty.

There's trouble ahead for our organization.

You look miserable.

You sound terrible.

You're in bad shape.

controlled 40% of the company's equities

40 percent of the firm's shares were in his hands

owned 40 percent of the company's shares

What might happen next?

So what?

What consequences will there be?

Chris helped him overcome difficult periods.

Chris helped to tide him over (during) some difficult times.

Chris helped him out of trouble.

Chris spends money like water and is in debt now.

Chris has been spending money like water and is in the red now.

Chris throws money around and has fallen into debt.

He's been fooling around for a long time.

He's been wasting (his) time/frittering away his time.

He's been playing fast and loose for ages.

maintain the controlling shares

keep a grip on the controlling shares

hold (onto) the controlling interest

raise a mortgage on my cottage

mortgage my cottage

take out a mortgage on my cottage

We'll find a way.

We'll find an answer (find a way out).

We'll have a solution.

E. (Omitted)



Conversation 2

Script

Philip: Henry, these sales figures look good; how's our bottom line?

Henry: Not bad, Phil. But if we can find a way to reduce our expenditures on hardware, it will be even better.

Philip: Have you looked at off-shore suppliers? I know you like to buy domestic products when you can, but off-shore prices are better, I think.

Henry: Yes, it is a tough decision. I like to support local businesses. Outsourcing is creating a lot of problems in our country.

Philip: It is what everyone talks about. But if we don't operate at a profit, then our company will have to be closed down.

Henry: And then more jobs are lost. It's a complex problem, for sure.

Philip: Our higher labor costs are competing against the lower labor costs off-shore; that's the heart of the problem.

Henry: So we need to raise our production efficiency to overcome the differences in labor costs.

Philip: Our manufacturing processes are pretty efficient as it is. There isn't much room for further improvement.

Henry: So it comes down to lowering hardware costs.

Philip: You could contact our suppliers here and discuss the problem with them.

Henry: That's a good idea. We should involve everyone in the solution.

A. Watch the video clip and answer the questions you hear with Y (Yes) or N (No).

- ☐ Y 1. Does Henry advise Phil to cut expenditures on hardware?
- ☐ N 2. Do Henry and Phil both think off-shore suppliers are a good choice?
- ☐ Y 3. Will the company be shut down if they do not make a profit?
- ☐ Y 4. Is a higher production efficiency proposed as a solution to solve the problem of higher domestic cost?
- ☐ N 5. Do the two men believe the present manufacturing processes are inefficient?

B. Watch the video clip again and identify the main idea of the conversation by completing the blanks.

To further improve the company's profits, they have to find a way to reduce their expenditures on the hardware provided by off-shore suppliers. Off-shore prices are better, but outsourcing is creating a lot of problems in the country. However, if they don't operate at a profit, then their company will have to be closed down and more jobs will be lost. To solve the problem, they need to raise their production efficiency to overcome the differences in labor costs.

But their manufacturing processes are pretty efficient as it is, and there isn't much room for further improvement. Finally the solution comes down to lowering hardware costs.

C. (Omitted)

D. In the following box of substitution expressions, tick those you heard in the conversation. Memorize all the expressions in the box. Then make a new conversation with your partner by using any of the expressions. You don't have to repeat all the details in the original conversation.

(As an additional exercise after the students have ticked the expressions they heard and before they make a new conversation, the teacher can display the incomplete conversation in the courseware on the screen and give the students directions such as;

Directions: Look at the incomplete conversation on the screen and work in pairs to orally complete the conversation using any of the substitution expressions.)

Substitution Expressions

Are we making any money?

How's our bottom line?

What does the balance sheet say?

cut our spending on hardware

decrease hardware costs

reduce our expenditures on hardware

run at a profit

operate at a profit

make/earn a profit

Our company will have to be closed down.

Our firm must be shut down.

Our corporation will go bankrupt.

It's certainly a complicated issue.

It's a complex problem, for sure.

Clearly, there's no easy solution.

the lower overseas labor costs

low-cost labor abroad

the lower labor costs off-shore

be more efficient in production

raise our production efficiency

become more productive

There's hardly any possibility for improvement.

There's scarcely any way to improve.

There isn't much room for further improvement.

It comes down to lowering hardware costs.

It boils down to reducing hardware costs.

It can be summarized as lower hardware costs.

E. Debate

Topic: Are you for or against outsourcing?

Procedure:

1. Before coming to class, the students may surf the Internet for relevant information.
2. In class students are divided into groups of four.
3. Within each group the students are divided into an affirmative and a negative team.
4. The two speakers of each team brainstorm to formulate their points of view.
5. The two teams have a debate.
6. One group is invited to debate in front of the class.

Directions: If you don't have enough ideas, refer to the following words and phrases concerned with the advantages and disadvantages of outsourcing. You may also add points of view to the lists.

Affirmative:

- Saving costs
- Better-quality products
- Making use of more advanced technology overseas
- Making use of more competent human resources abroad
- High productivity and more income
- With more income, better development of the company
- With more income, more people employed by the company (perhaps for other purposes)
- Motivation for the company's present staff to work harder and improve their skills
- The advantages are greater than the disadvantages.

Negative:

- Some employees losing their jobs
- Less likely for the company to train its own engineers and technicians
- Difficult for the company to make innovations
- The company's loss of key technology
- Risks of disclosing the company's technical and business secrets
- Negative influence on the local economy
- Difficulty in communicating with people in a different culture (cross-cultural communication barrier)
- Difficulty in taking legal actions in a foreign country
- The disadvantages outweigh the advantages.



Conversation 3: Additional Listening and Speaking

Script

Jane: Hello, Max. Haven't seen you for ages. What are you up to?

Max: I'm with Nanjing Noodles Limited, doing R&D. And you?

Jane: Still teaching English to Spanish-speaking children. You're in R and what?

Max: R&D. Research and Development. We work on noodles.

Jane: You must be kidding. You did well in math and physics, so I thought you'd be a scientist.

Max: I am. In R&D we have to integrate science, technology and industry.

Jane: That sounds impressive, but do noodles have anything to do with science?

Max: My colleagues and I are developing a new kind of noodles.

Jane: You believe the world is waiting for a new kind of noodles?

Max: I do. We all love noodles, but they're full of calories, fattening.

Jane: Why not work on something useful like nicotine-free cigarettes?

Max: That's a joke. But IBM and Microsoft made billions from R&D.

Jane: You should look for a practical job like designing a production line.

Max: The day you read how Nanjing Noodles flood the market, think of me and R&D.

A. Listen to the conversation and choose the best answer to each question you hear.

1. What is the woman doing?
 - A) **Teaching English.**
 - B) Teaching Spanish.
 - C) Studying noodles.
 - D) Studying IBM machines.
2. Why did the woman think the man would be a scientist?
 - A) He was good at teaching children.
 - B) **He was good at math and physics.**
 - C) He was interested in noodles.
 - D) He was interested in Microsoft programs.
3. What does the man say about the new kind of noodles?
 - A) They're full of calories.
 - B) They are fattening.
 - C) **They are healthy.**
 - D) They are inexpensive.
4. What does the woman imply by saying "Why not work on something useful like nicotine-free cigarettes?"
 - A) She is especially interested in cigarettes.
 - B) She is especially interested in nicotine-free cigarettes.
 - C) **She does not think the research on noodles is useful.**
 - D) She suggests combining cigarettes and noodles in the research.

5. According to the man, what will be the reason for the future success of Nanjing Noodles?
- A) His boss' far-sightedness.
 - B) The woman's help.
 - C) His good luck.
 - D) His R&D.**

B. Listen to the conversation again and answer the questions by completing the blanks.

1. What is the man up to?
He is with Nanjing Noodles Limited, doing R&D.
 2. What does the man say to prove that he is a scientist?
He says, "In R&D we have to integrate science, technology and industry."
 3. What does the woman finally say about the man's work?
She says the man should look for a practical job like designing a production line.
- C. (Omitted)**

Part 2 Listening and Discussing

Passage 1

Script

Research and development, or R&D, is becoming increasingly important in the pharmaceutical industry. Research often refers to basic experimental research, and development refers to the application of research findings. Research aims at finding out possible chemical compounds or theoretical mechanisms. In the United States, universities are the main providers of research-level products. Corporations buy licenses from universities or hire scientists directly when potentially profitable research-level products emerge, and the development phase of drug delivery is almost entirely managed by private enterprises. Development is concerned with proof of concept, safety testing, and determining ideal levels. In the United States, the development phase can cost between \$10 and \$200 million, and about one in ten compounds identified by basic research pass all development phases and reach the market.

Nowadays research and development are of great importance to business as the level of competition and the production processes and methods are rapidly increasing. It carries a special importance in the field of marketing, where companies always keep an eagle eye on competitors and customers to keep pace with modern trends and analyze customers' needs and desires. Now many companies have separate research departments that must keep pace with modern times.

A. Listen to the passage and mark the statements you hear with T (true) or F (false).

- ☐ F 1. Research often refers to a scientific study for the purpose of the direct application of experimental research.
- ☐ T 2. Research and development are important to business because the competition and the production processes and methods are fast increasing.
- ☐ F 3. Research and development are unimportant in marketing because companies can observe their competitors and customers to follow modern trends.
- ☐ T 4. Now many corporations have separate research departments.

B. Listen to the passage again and complete the table with the information you hear.

	Function	Performer	Further description
R	It aims at finding out possible <u>chemical compounds</u> or <u>theoretical mechanisms</u> .	In the US, <u>universities</u> are the <u>main providers</u> of research-level products.	Corporations buy <u>licenses</u> from universities or hire <u>scientists</u> directly.
D	It is concerned with proof of <u>concept</u> , safety testing, and determining <u>ideal levels</u> .	The development phase of <u>drug delivery</u> is almost entirely managed by <u>private enterprises</u> .	The development phase can cost between <u>\$10 and \$200</u> million, and about <u>one in ten</u> compounds identified reach the <u>market</u> .

C. (Omitted)



Passage 2

Script

Hello, everyone. Today I invite you to join me in an exploration of the causes of outsourcing. As far as I know, organizations that outsource are seeking to obtain a variety of advantages:

- To begin with, outsourcing often saves costs. Because there is a wage gap between industrialized and developing nations, access to lower cost economies can surely save money.
- Outsourcing also leads to improved quality, for the client can contract out its service to an overseas company that is especially strong in a certain field. Through outsourcing, the client can have access to intellectual property and the wider experience of the supplier. This is the reason why many American companies outsource their IT projects to companies in India.
- The client can make use of the supplier's advanced operational expertise. Often access to the best operational practice would be too difficult or time-consuming to develop in-house.

Through outsourcing, the client will be provided with a legally binding contract with financial penalties. This is not always the case with internal services.

- Through outsourcing, the client can take advantage of a larger talent pool and a wider source of skills.
- It is especially interesting to note that outsourcing often serves as an agent for change. A company can use an outsourcing agreement as an agent for major change that can not be achieved alone. The service provider becomes a change agent in the process. Because of this major reform, the company is capable of progress in future.

A. Listen to the passage and choose the best answer to each question you hear.

1. What is this passage?
 - A) A section in a book.
 - B) A lecture.**
 - C) A business report.
 - D) A market study.
2. What is the result of the wage gap between developed and developing nations?
 - A) It causes indignation in the poor nations.
 - B) It causes rich countries to be proud of themselves.
 - C) It saves costs in outsourcing.**
 - D) It brings about legal contracts.
3. What can provide the client with a legally binding contract according to the passage?
 - A) Outsourcing.**
 - B) Internal services.
 - C) Both outsourcing and internal services.
 - D) Neither outsourcing nor internal services.
4. Which of the following can outsourcing lead to?
 - A) Better quality.
 - B) Service by a strong overseas company.
 - C) Access to the supplier's intellectual property.
 - D) All of the above.**
5. According to the passage, which country do many American companies outsource their IT projects to?
 - A) China.
 - B) Japan.
 - C) India.**
 - D) Germany.

B. Listen to the passage again and complete the unfinished answers.

1. Why can outsourcing lead to improved quality?
 Because the client can contract out its service to an overseas company that is especially strong in a certain field.

2. What can the client take advantage of by outsourcing?

The client can take advantage of a larger talent pool and a wider source of skills.

3. What is especially interesting to note?

It is especially interesting to note that outsourcing often serves as an agent for change.

C. (Omitted)



Passage 3

Script

Robert had the notorious reputation of being a miser. To improve his image in the company, one day he decided to throw a party and invited many of his colleagues. Explaining to a friend how to find his apartment, he said, “Come up to the fifth floor and ring the doorbell with your elbow. When the door opens, push with your foot.”

“Why use my elbow and foot?”

“Well, gosh,” was the reply, “you’re not coming to my party empty-handed, are you?”

A. Listen to the story twice and answer the following questions orally.

1. What reputation did Robert have?

Robert had the notorious reputation of being a miser.

2. What did he decide to do to improve his image?

He decided to throw a party and invited many of his colleagues.

3. Why did he ask his friend to use his elbow and foot?

Because he thought the visitors would have their hands full of presents.

B. (Omitted)

Unit 2 External Operations of Companies

Lead-in

A. Match the words to the pictures. Then answer the question.

- A. signing a contract
- B. market research
- C. assets evaluation
- D. sole agent
- E. negotiation
- F. merger
- G. acquisition
- H. bid
- I. making a report



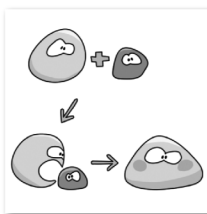
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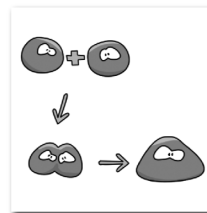
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8



9

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

B. Six people are talking about public relations (PR). Listen and supply the missing words and then answer the questions.

Opinions

- As a public relations officer, you would be responsible for promoting good relations between your company and its customers, investors and the wider public. Your main aim would be to build and maintain the company's image and reputation.
- Public relations is an important tool for the survival of your business. If you're not communicating your organization's message and informing the community what you have to

offer, then how will they know?

3. Contrary to popular belief, people who are “talkative” may not necessarily do well in public relations. You must be able to speak clearly, and you also need good writing and communication skills.
4. Public relations practitioners are required to do many things, so you should learn to enjoy doing a great variety of tasks. You will be meeting different people for different purposes and traveling extensively.
5. A PR officer has to contact a wide range of people, including customers, sales agents, potential targets for mergers or acquisitions, etc.
6. PR functions include producing company promotional materials, public speaking, attending seminars and conferences, getting media interviews, exhibiting at trade shows, organizing press conferences, arranging such events as an opening day, special visits to the company site, and most importantly, acting as the company’s spokesperson.

Part 1 Viewing, Listening and Speaking



Conversation 1

Script

Philip: Henry, I think it's time for us to upgrade our relationship with the Safe-High Company after the past two years' cooperation.

Henry: What do you mean? Could you be more specific?

Philip: In my opinion, if we let them take over the sales of our elevators in East China, both of us can benefit.

Henry: They did a good job in the past two years. I don't think we could go wrong if we named them the sole agents in that region. But we still have to negotiate the terms. To begin with, how many elevators can they guarantee selling annually?

Philip: As far as I know, 800 elevators a year.

Henry: That's too conservative. Last year they sold nearly 700, and they've set up a network of sales outlets. What's more, real estate is booming all through that part of the country. Elevators will be in great demand.

Philip: Then what do you think?

Henry: I think the figure should be at least 1,200.

Philip: Err ... But we ought to bear in mind there're far more competitors this year. It's hard for us to get a bigger market share.

Henry: I know the competition is getting tougher, but the quality of our products is better than anything else around. So, I think a quota of 1,000 is reasonable.

Philip: Well, if you insist on that figure, I'll have to contact ABB. What about the commission? Actually, ABB wants a commission of 10 percent.

Henry: Ten percent! Nothing doing!

Philip: Yeah! That's why I must talk to you about the rate. The normal commission, as far as I know, is only 3 percent.

Henry: Ten percent is going too far. I would promise a commission of 6 percent, which is enough to cover ABB's advertising expenses.

Philip: All right, I'll write the contract and send it to Safe-High immediately.

A. Watch the video clip and mark the statements you hear with T (true) or F (false).

- ☒ 1. Both Philip and Henry think highly of the cooperation between the two companies during the past two years.
- ☐ 2. The booming real estate market does not promote the sales of elevators.
- ☒ 3. With more competitors, the company will find it hard to get a bigger market share.
- ☐ 4. Henry believes that a commission of 6 percent is not yet enough to cover ABB's advertising expenses.
- ☐ 5. The two men are talking about firing a sales agent.

B. Watch the video clip again and complete the table with the information you hear.

Philip	Henry
We can let the Safe-High Company take over the <u>sales of our elevators</u> in East China	If we named them the <u>sole agents</u> in that region, we still have to <u>negotiate the terms</u> . How many <u>elevators</u> can they guarantee <u>selling</u> annually?
<u>800</u> elevators a year.	Last year they sold <u>nearly 700</u> , and they've set up a <u>network of sales outlets</u> . What's more, real estate is booming. I think the figure should be at least <u>1, 200</u> .
There're <u>far more competitors</u> this year.	But the <u>quality of our products</u> is better than anything else around. So, I think a quota of <u>1, 000</u> is reasonable.
ABB wants a commission of <u>10 percent</u> .	<u>Nothing doing!</u>
The normal <u>commission</u> , as far as I know, is only <u>3</u> percent.	I would <u>promise</u> a commission of <u>6</u> percent.

C. (Omitted)

D. In the following box of substitution expressions, tick those you heard in the conversation. Memorize all the expressions in the box. Then make a new conversation with your partner by using any of the expressions. You don't have to repeat all the details in the original conversation.

(As an additional exercise after the students have ticked the expressions they heard and before they make a new conversation, the teacher can display the incomplete conversation in the courseware on the screen and give the students directions such as:

Directions: Look at the incomplete conversation on the screen and work in pairs to orally complete the conversation using any of the substitution expressions.)

Substitution Expressions

raise our relations with . . . to a higher level

upgrade our relationship with

promote a closer relationship with

Could you be more specific?

Can you give me more details?

What exactly do you mean?

if we appointed them the only agents in that area

if we choose/chose them as the single agents out there

if we named them the sole agents in that region

discuss the terms

negotiate the terms

reach an agreement on the terms

To the best of my knowledge . . .

As far as I know . . .

In my opinion . . .

create a network of sales outlets

establish a chain of sales outlets

set up a network of sales outlets

seize a larger market share

get a bigger market share

expand our share of the market

the competition is becoming sharper

the contest is becoming increasingly fiercer

the competition is getting tougher

Definitely not!

Nothing doing!

Never!

Ten percent is too much.
10% is not reasonable.
Ten percent is going too far.

E. (Omitted)



Conversation 2

Script

Laura: Henry, do you want me to get started on a new program for our advertising?

Henry: Hold off a bit, Laura. I'm watching to see what happens in our talks with Reliable Controls.

Laura: How are the merger talks going?

Henry: The talks are progressing, but I'm not happy with Reliable's financial situation.

Laura: What seems to be the problem?

Henry: I think they have over-extended themselves. They seem to have too many accounts receivable.

Laura: So that would create a cash flow problem for them?

Henry: It would indeed, and it seems to have done just that. They are having some difficulties meeting their payroll obligations.

Laura: No wonder they are so keen to merge with us.

Henry: Part of their problem may have come from their low bids on the projects we competed for.

Laura: That could have been a part of their problem, that and their unpaid accounts.

Henry: Possibly. They seem to have bid too low just to get the contracts, and lost money in the process.

Laura: Not a good business model, is it?

Henry: It may have short-term advantages, but that approach will certainly lead to problems in the long run.

A. Watch the video clip and choose the best answer to each question you hear.

1. What does the man say about the new program for their advertising?
 - A) It should start immediately.
 - B) It should be canceled.
 - C) They must wait to see the results of the negotiation.**
 - D) They must wait until Reliable Controls can make enough money.
2. Why does Reliable Controls have a cash flow problem?
 - A) Because they have failed to collect many accounts due.**
 - B) Because they have spent too much money on the project they bid.
 - C) Because they have to spend money on a merger.

- D) All of the above.
3. Which of the following is NOT mentioned in the conversation as a problem with Reliable Controls?
- A) Unpaid accounts.
B) Unpaid salaries.
C) A low bid.
D) Failure to get contracts.
4. What are the man and the woman discussing about Reliable Controls?
- A) Its failure to pay employees salaries.
B) Its financial problems.
C) Its bid for a project.
D) Its detailed merger plan.

B. Watch the video clip again and answer the questions orally.

1. According to the woman, what is the reason Reliable Controls is keen to merge with their company?
- They are having some difficulties meeting their payroll obligations.
2. What does the woman say about Reliable's low bid to get the contracts?
- She says, "Not a good business model, is it?"
3. What does the man finally say about Reliable's low bid?
- It may have short-term advantages, but that approach will certainly lead to problems in the long run.

C. (Omitted)

- D. In the following box of substitution expressions, tick those you heard in the conversation. Memorize all the expressions in the box. Then make a new conversation with your partner by using any of the expressions. You don't have to repeat all the details in the original conversation.**

(As an additional exercise after the students have ticked the expressions they heard and before they make a new conversation, the teacher can display the incomplete conversation in the courseware on the screen and give the students directions such as ;

Directions: Look at the incomplete conversation on the screen and work in pairs to orally complete the conversation using any of the substitution expressions.)

Substitution Expressions

start a new project
begin a new campaign
get started on a new program

Wait a while.
Hold off a bit.
Not rush into it.

How is the merger negotiation going?

How are the merger talks going?

What's up with our merger talks?

What is the problem?

What seems to be wrong?

What seems to be the problem?

They have over-extended themselves.

They have expanded too far.

They extended their business into too many areas.

It seems that they have yet to receive payment on many accounts.

They seem to have too many accounts receivable.

They appear to have fallen behind on their accounts receivable.

a capital flow problem

a cash flow problem

a shortage of cash/a lack of fluidity

paying the salaries

keeping up with payroll demands

meeting their payroll obligations

They are so keen to merge with us.

They are eager to merge with us.

They are enthusiastic about a merger with us.

make too low a bid

come in with an unrealistically low bid

bid too low

long-term problems

problems in the long run

problems from a long-term point of view

E. Pair/Group work.

Work with your partner to translate the rough meaning of the following Chinese into English.
(You don't have to be very faithful to the original Chinese.)

Advantages of bidding (bid invitations) :

The introduction of the bidding (tender) system can achieve the following results: (1) It conforms to the principle of openness, fairness and justice and is favorable to fair competition.
(2) Bidding can achieve the effect of eliminating the inferior and selecting the superior.

(3) Bidding can improve economic and social benefits. (4) Bidding promotes the development of advanced technology and scientific management. (5) Bidding enhances a company's competitiveness (sharpens its competitive edges). (6) By using the bidding system, China can conform to international standards and meet global challenges.

Problems with bidding:

(1) Some units/companies do not want to invite bids on their project. (2) The bidding procedure is not standard, with many loopholes. (3) In the course/process of bidding, there are cases of unfair deals and corruption.



Conversation 3: Additional Listening and Speaking

Script

Philip: Henry, our sales would be a lot stronger if it were not for the competition from Reliable Controls.

Henry: I'm now in talks with that company. I want to buy them out.

Philip: Excellent strategy. They have a large market share that would benefit us.

Henry: Not only that. They have the technology to use solar panels to enable buildings to reduce their electricity consumption. We could make good use of that.

Philip: And we have some software that is far superior to theirs.

Henry: I think the merger would make good sense.

Philip: Both companies would benefit, and since we would no longer be in competition, we could charge higher prices on our bids.

Henry: It's true that competition has a way of bringing down prices.

Philip: Would our company be the parent company?

Henry: It would have to be our company. We are larger and have a maturer organization.

Philip: Will they agree to that?

Henry: I think so. But we will need to offer them seats on our board of directors.

Philip: Fine by me, but remember who is in charge of sales.

Henry: Don't worry, Philip, your job is secure.

A. Listen to the conversation and answer the questions with Y (Yes) or N (No).

- ☐ Y 1. Will the two speakers' company enjoy better sales without Reliable Controls' competition?
- ☐ N 2. Has Henry finished the negotiation with Reliable?
- ☐ N 3. Is Reliable's software superior to that of the two speakers' company?
- ☐ Y 4. Will Reliable Controls gain some seats on the board of directors after the merger?
- ☐ N 5. Will Philip lose his position as a sales manager after the merger with Reliable?