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总 主 编 王大伟
本册主编 崔卫成 谢贵华
项目编辑 李恒平
审读编辑 李贵莲
装帧设计 戚亮轩 叶超婧 丁天天

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网 址 www.ecnupress.com.cn
电 话 021-60821666 行政传真 021-62572105
客服电话 021-60821624
门市(邮购)电话 021-62869887
门市地址 上海市中山北路 3663 号华东师范大学校内先锋路口

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Unit

1

Internal Operations of Companies

Pre-reading Tasks

Identify what you believe to be the qualifications every employer requires of a job applicant by entering (Y).

- () To be a part of the solution, not a trouble maker
- () To be capable of finishing tasks with the help of others
- () To be loyal to the company
- () To easily adjust to a new working environment
- () To be easy to work with
- () To be talkative
- () To work hard with enthusiasm
- () To pry into other people's affairs



Discussion Questions:

1. What does "internal operations" of companies mean to you?
2. Do you believe that promotions are based more on social connections than on merits?

Text A

dip /dɪp/

v. 下降 *to drop*

edge /edʒ/

vi. 慢慢移动 *to move gradually in a direction*

due /dju:/

adj. 预期的 *expected*

Word Tips

franchisee /ˈfræntʃaɪˈzi:/	<i>n.</i> 特许经营者 <i>one who has purchased a franchise or special right to sell goods in a certain area</i>
veteran /ˈvetərən/	<i>n.</i> 老手 <i>someone who has had a lot of experience in a particular activity</i>
remodel /ˈriːmɒdl/	<i>vt.</i> 重塑 <i>to alter the structure, style, or form of something</i>
junk food	垃圾食品 <i>food that tastes good but has little nutritional value</i>
massive /ˈmæsɪv/	<i>adj.</i> 大规模的, 大量的 <i>impressive in scale; a large number of</i>
heir /eə/	<i>n.</i> 继任者 <i>successor</i>
revitalization /riːˌvʌtəlaɪˈzeɪʃən/	<i>n.</i> 复苏 <i>revival</i>
on course	按计划进行 <i>proceeding as planned</i>
hostility /hɒsˈtɪlɪti/	<i>n.</i> 敌意 <i>opposite of friendliness; a feeling of someone who is very unkind</i>
in-house /ˈɪn ˈhaʊs/	<i>adj.</i> (公司或机构)内部的 <i>internal</i>

Word Tips

In-house Succession Tides McDonald's Over



Charlie Bell became chief executive of McDonald's in April. Within a month doctors told him that he had cancer. After the stock market closed on November 22nd, the fast-food firm said he had resigned; it would need a third boss in under a year. Yet when the market opened, its share price barely dipped, then edged higher. After all, McDonald's had, again, shown how to act swiftly and decisively in appointing a new boss.

Mr. Bell himself got the top job when Jim Cantalupo died of a heart attack hours before he was due to address a convention of McDonald's franchisees. Mr. Cantalupo was a McDonald's veteran brought out of retirement in January 2003 to help remodel the firm after sales began falling because of dirty restaurants, indifferent service and growing concerns about junk food. He devised a recovery plan, backed by massive marketing, and promoted Mr. Bell to chief operating officer. When Mr. Cantalupo died, a board meeting confirmed Mr. Bell, the 44-year-old Australian, already widely seen as his heir, in the top job.

Yet within weeks executives had to think about what to do if Mr. Bell became too ill to continue. Perhaps Mr. Bell had the same thing on his mind: he usually introduced Jim Skinner, the 60-year-old vice-chairman, to visitors as the "steady hand at the wheel". Now Mr. Skinner, an expert on the firm's overseas operations, becomes chief executive, and Mike Roberts, head of its American operations, joins the board as chief operating officer.

Is Mr. Roberts now the new heir? Maybe. McDonald's has brought in supposedly healthier choices such as salads and toasted sandwiches worldwide and, instead of relying for most of its growth on opening new restaurants, has turned to upgrading its 31,000 existing ones. America has done best at this under Mr. Roberts; sales there were up by 7.5% in October from a year earlier.

The new team's task is to keep the revitalization scheme on course, especially overseas, where some American brands are said to face political hostility from consumers. This is a big challenge. Is an in-house succession the best way to deal with it? Mr. Skinner and Mr. Roberts are both company veterans, having joined in the 1970s. Some recent academic studies find that the planned succession of a new boss from within, such as Mr. Bell and now Mr. Roberts, produces better results than looking hastily outside for one. McDonald's smooth handling of its misfortunes at the top certainly proves this point.

Notes to the Text

1. In-house succession

☞ choosing a replacement from among the present staff

2. ... he usually introduced Jim Skinner, the 60-year-old vice-chairman, to visitors as the "steady hand at the wheel".

☞ ... he usually told visitors that Jim Skinner, the 60-year-old vice-chairman, had shown he was able to deal with unexpected situations.

3. The new team's task is to keep the revitalization scheme on course.

☞ The new team's job is to rejuvenate the company as planned.

Comprehension

I. Content Questions: Decide which of the following statements are True (Y), False (N), or Not Given (NG).

1. () For McDonald's, Charlie Bell was the third boss in under a year.
2. () Jim Cantalupo came back to help solve corporate problems after retirement.
3. () McDonald's hopes to enlarge corporate size by opening more new restaurants.
4. () McDonald's will increase the supply of supposedly healthier foods like salads and decrease the provision of traditional fast foods like French fries.
5. () Some survey findings show that the planned succession of a new boss from within can achieve better results.

II. Group Discussion: Break into small groups and discuss the following questions. The teacher may ask you to repeat your group's answers to the class.

1. What are the advantages and disadvantages of promoting individuals from within a firm?

2. Companies sometimes “parachute” in personnel (drop them in from outside). How would this affect the morale of the other workers?

Language Practice

Vocabulary

- I. Fill in the gaps with words or phrases chosen from the box. Change the form where necessary.

due

on course

edge

in-house

remodel

franchisee

junk food

massive

heir

revitalization

dip

misfortune

worldwide

hostility

on somebody's mind

- House prices _____ in the first nine months of the year, but shot up in the fourth quarter, which came as a complete surprise.
- Those who disagreed with the Chancellor's viewpoint were gradually _____ out of the government.
- Their fourth baby is _____ in February; the previous three were triplets, born at one time.
- Despite a buoyant development and the increasing presence of international brands, _____ should gather detailed information about related sectors to minimize potential risks.
- In ancient China, traditionally the emperor's eldest son was the _____ to the throne.
- If something is _____, he keeps thinking or worrying about it; in this sense, it is different from the structure “in somebody's mind”.
- The company has a(n) _____ HR training unit, capable of producing its own qualified personnel.
- _____ refers to food which has almost no nutritional value and, most of the time, is in a convenient ready-to-eat form.
- The mandarin orange is known _____ for its tender flesh, thin peel and good taste.
- She's suffered a good deal of _____ over the years, but she never abandoned the hope that her life would have a turn for better.

- II. Substitute words or phrases from the text that best keep the meanings of the underlined words or phrases in the following sentences.

- Fred Dryer starred as a seasoned/_____ police officer in the series Hunter.
- Most people are not at all interested in/_____ politics, so they won't care which party is in power.
- The fast-growing economy and huge/_____ investments in urban infrastructure have made China a hot market in the eyes of international machinery dealers.

4. With the strategy of rejuvenating/_____ the old industrial base in northeast China, Jilin Province saw significant progress in its economy.
5. My parents are openly unfriendly/_____ to her, disapproving of my decision to marry her.
6. The Japanese national coach was absent from the hurriedly/_____ -arranged news conference after the match.

III. Consult a dictionary for the meanings of the phrasal verbs given below. Then fill in the blanks with the suitable phrasal verbs. Change the form where necessary.

give in cut in let in call in
come in take in hand in

1. Although the workers were on strike for a week, the manager did not seem to be willing to _____ to their demand for higher pay.
2. The attentive boy _____ every word the teachers said in class and scored high in the exam.
3. The sick boy is in a critical condition. We must _____ a doctor immediately.
4. It's rude to _____ when the other person is still talking.
5. The students are expected to _____ their translation exercises Tuesday morning.
6. He opened the window to _____ fresh air.
7. Susan has over a thousand pounds a month _____ from her investments.

Cloze

Choose the appropriate words and expressions to fill in the blanks in the passage below. Change the form where necessary.

across integration connection ensure prime
corresponding utilize subject manner against

The Importance of Corporate Internal Control

The innovative developments in the financial sector have led to an increased demand for effective risk management as well as for sophisticated corporate governance. Every business organization is (1) _____ to some kind of risks depending upon several factors, such as the products and services it sells, the markets in which it functions, the sources through which

it is financed, and the way it (2) _____ its resources. Hence, it is important to coordinate every aspect of a business organization in an effective way. Here comes the importance of corporate internal control system.

Corporate internal control is the effective (3) _____ of the activities, policies, plans, and efforts of employees working together in an organization in order to achieve the business goals. The (4) _____ purpose of corporate internal control is to promote economical as well as efficient operations that go with the objectives of an organization.

Other purposes are to protect the firm's resources (5) _____ mismanagement or fraud, to ensure whether the company's activities are in accordance with laws and regulations, and above all, to develop consistent financial as well as managerial data in order to present them in a timely manner. In short, the activities that are covered in the implementation of good corporate internal control are the overseeing activities in (6) _____ with authorizations and reconciliations, the reviewing of employee performance, the security of assets, and the segregation of duties.

A host of benefits can be derived through the implementation of an effective corporate internal control system. Since a good internal control system (7) _____ that the resources are utilized only for their intended purposes, a great advantage is that it helps to overcome the risk associated with the misuse of the organization's funds and other resources.

Another prime benefit is that it prevents errors and irregularities by detecting them in a timely (8) _____, thereby promoting reliable and accurate accounting records. Also, a great benefit is that it can quickly resolve issues arising as a result of reporting errors. Above all, it protects the interests of employees by clearly specifying for them their duties and responsibilities and safeguarding them from being accused of irregularities and/or misappropriations.

The full benefits of an internal control system can be achieved only if it is implemented in an effective way. Hence, it is evident that it should be devised only by an expert. Perhaps for this reason, now many learning centers (9) _____ the globe are conducting specialized courses in corporate internal control, and offering a certificate in corporate internal control covering topics such as these: concepts of internal control, risk assessment and management, defect management, and corporate governance and (10) _____ standards.



Translation

I. Translate the following sentences into English.

1. 全球第三大个人电脑厂商联想第一季度在中国 PC 市场的占有率为 31.3%, 较去年第四季的 36% 有所下降, 但仍居中国市场老大位置。(dip)
2. 多位中国著名作家、书法家出席了大会并发言。(address the convention)

3. 海格客车(Higer Bus)在转型道路上取得了丰硕成果:国内第一家单一客车车型的年销量突破 5,000 台,第一家将轿车盘式制动(disk brake)技术运用到客车上,第一家在客车上匹配大马力(high-power)节油发动机……(*remodel*)
 4. 公司现在需要的是富有经验的老手,而不是乳臭未干的年轻人。(*a steady hand at the wheel*)
 5. 茶叶出口 721 吨,创汇额达 292 万美元,同比分别增长 2.4 倍和 1.7 倍。(*from a year earlier*)
 6. 不少专家认为,只要国民经济仍然朝着既定方向发展,中国就有可能在 2050 年前后赶超日本,成为世界第二大经济强国。(*on course*)
 7. 有了优惠政策的支持,滨海新区将作为天津未来发展的新引擎,带领天津成为名副其实的“北方经济中心”。(*backed by*)
 8. 就这么一个大家都认为聪明的家伙,居然问出这种愚蠢的问题,不可思议! (*supposedly*)
 9. 那时他看上去像有什么心事,一副愁眉不展的样子。(*on one's mind*)
 10. “长征”一号运载火箭发射成功标志着我国航天事业已跻身世界先进水平。(*edge*)
- II. Simultaneous Interpretation: Now the Chinese sentences are played back without stopping. Translate them into English orally at almost the same moment you hear them.

Text B

disruption /dɪsˈrʌpʃən/	<i>n.</i> 扰乱; 破坏 <i>difficulty for sth. to continue in the normal way</i>
conflict /ˈkɒnflɪkt/	<i>n.</i> 冲突 <i>strong disagreement between people; clash</i>
misery /ˈmɪzəri/	<i>n.</i> 痛苦 <i>extreme suffering or unhappiness</i>
knock-on /nɒk ɒn/	<i>adj.</i> 产生连锁反应的 <i>causing other events to happen one after another</i>
aggravation /ˌægrəˈveɪʃən/	<i>n.</i> 恶化; 恼怒 <i>an exasperated feeling of annoyance</i>
grievance /ˈɡriːvəns/	<i>n.</i> 委屈 <i>a feeling of having been treated unfairly</i>
expertise /ˌekspəˈtiːz/	<i>n.</i> 专门知识或技能 <i>special skill or knowledge</i>
boardroom /bɔːdrʊm/	<i>n.</i> (董事会/委员会)会议室 <i>a room for meetings of a board</i>
HR	人力资源 <i>human resource</i>
pointer /ˈpɔɪntə/	<i>n.</i> 建议 <i>a piece of advice</i>
neutrality /njuːˈtræləti/	<i>n.</i> 中立 <i>the quality or state of not supporting either side in an argument, fight, etc.</i>
partisan /pɑːtɪˈzæn/	<i>adj.</i> 偏袒的 <i>strongly supporting a party or idea without considering the matter carefully</i>
probing /ˈprəʊbɪŋ/	<i>adj.</i> 寻根究底的 <i>intended to discover the truth</i>
paraphrase /ˈpærəfreɪz/	<i>v.</i> 改述 <i>to say sth. by using different words</i>
reflection /rɪˈflekʃən/	<i>n.</i> 思考 <i>careful thought</i>
retribution /ˌretɪˈbjʊːʃən/	<i>n.</i> 报复 <i>severe punishment for doing sth. wrong</i>
confidentiality /kənfiˈdenʃiˈælɪti/	<i>n.</i> 机密; 保密 <i>the state of being secret; keeping information secret</i>
pre-conceived	<i>adj.</i> 事先构成的 <i>formed before seeing evidence</i>
prior to	在……之前 <i>before</i>
empathy /ˈempəθi/	<i>n.</i> 共鸣 <i>the feeling that you understand and share another person's experiences and emotions</i>
mediator /ˈmiːdiətə/	<i>n.</i> 调解人 <i>a person who tries to get agreement between opposing sides</i>
episode /ˈepɪsəd/	<i>n.</i> 插曲 <i>an event or a short period of time that is important or unusual</i>
miracle /ˈmɪrəkl/	<i>n.</i> 奇迹 <i>an unusual and mysterious event that is thought to have been caused by a god</i>
mediate /ˈmiːdiət/	<i>v.</i> 调解 <i>to work with opposing sides to get an agreement</i>
illuminate /ɪˈljʊːmɪneɪt/	<i>v.</i> 照明; 阐明 <i>to explain sth. that is difficult to understand</i>

Word Tips

Conflict at Work Causes Expensive Disruption

Conflict at home can cause upset and misery. Conflict at work can cause expensive disruption and these hidden costs are underestimated in many organisations.

If two people are not working well together, then this will almost certainly have a “knock-on” effect upon the whole department and, in turn, the entire company. Sometimes conflict is just ignored: “we will just let them get over it”... “what has it got to do with us, time will sort it out”. Well, time may just NOT sort it out and situations can easily escalate. What starts out as an aggravation and annoyance can turn into a full blown grievance all too quickly and start to cost the organisation dear, in terms of time and money.

The aggrieved individual concerned may feel:

- Upset and angry
- They have a valid case
- Ignored
- Not taken seriously

When someone is ignored or not taken seriously, this will add fuel to the fire, that much quicker, and a formal process to take place may be needed. This formal process may well take the form of an internal investigation but not all investigations are handled by people with sufficient training and expertise.

Boardroom disputes will probably land on the HR Director’s desk for resolution, so here are some pointers that may help manage this highly sensitive and challenging situation.

Be Objective.

Neutrality is vital and one must be careful not to take a partisan position. The chances are that you will need to listen carefully to both sides’ point of view (individually and then together) in order to bring about a satisfactory conclusion.

Attentive Listening.

You need to listen to not only “what is said” but also “what is not being said”. This is called “the music behind the words”. Not everyone will be comfortable to start talking immediately and may need encouragement and some gentle probing skills to get started, which should take the form of open questions, use of pauses, silence, paraphrasing and reflection. Individuals need to feel that they can vent their anger without fear of retribution or break in confidentiality. One must be careful not to jump to conclusions or have a pre-conceived idea of the situation prior to the interview. Trust and empathy need to be established so that each individual feels comfortable in speaking without fear.

Different Perspective.

Once trust is established, then it is the role of the mediator to encourage both parties to try and see the situation from the other person’s point of view. This is not easy and care and sensitivity will be needed. Looking at what has taken place in the past or previous conversations that have got out of hand can be useful. When this process starts, some individuals will hopefully begin to see that there may be issues on both sides that need resolving. It is sometimes very useful to “role play” a particularly upsetting episode from the past and introduce different ways that it could have been better managed.

Realistic Expectations.

It is important to set realistic expectations of what can and cannot be achieved by both parties. Don't set the bar too high in case such expectations cannot be realised. People may think that miracles happen overnight — but unfortunately, they don't!

Mediating Between Both Parties.

Once you have gained the trust and respect of both parties individually, they will hopefully have opened up a new perspective, and then it will be the time to bring them both together. The mediator might suggest a prepared, problem-solving approach e.g. coaching, training, etc. Helping the individual appreciate the effect that their behaviour is having on their own lives and those of their colleagues can sometimes also help to illuminate the process.

In essence, people don't usually like working within a conflict situation and it is certainly not part of the healthy corporate culture to which we aspire. It is also realistic that not all people like each other. But the reality is that they will have to work alongside each other. At the end of the day, the job has to be done and no company wants a costly grievance case on their hands — do they!

To sum up, here are the key learning points.

- Conflict in the workplace is expensive.
- Resolution is a process that takes time and patience.
- Mediation between both parties is important.

Comprehension

I. Multiple Choices: Read the text and choose the best answer to each question or unfinished statement.

1. What is the passage mainly about?
 - A. Conflict at work.
 - B. Expensive disruption at work.
 - C. The importance of mediation between parties.
 - D. Tips on resolving conflicts at work.
2. According to the passage, conflicts at work can be effectively solved through _____.
 - A. mediation
 - B. time
 - C. neglect
 - D. money
3. It is necessary that a mediator should _____.
 - A. ask both parties to have a hot debate in front of him
 - B. pay attention to the non-verbal language of both parties
 - C. make both parties stand in each other's shoes
 - D. set a high demand on both parties
4. The word "those" in the sentence "Helping the individual appreciate the effect that their behavior is having on their own lives and those of their colleagues can sometimes also help to illuminate the process" refers to _____.
 - A. the coaching and training
 - B. the parties
 - C. the lives
 - D. the approaches
5. According to the passage, all the following statements are true EXCEPT that _____.
 - A. the company needs to find out what the real problem is when a conflict occurs

- B. usually both parties are eager to air their opinions in front of the mediator
- C. the mediator should be patient when he tries to restore relationship of the two parties
- D. immediate resolution of conflicts facilitates the development of a company

II. Text Comprehension: Fill in the blanks in the table with the information you have read.

Some Tips to Help Settle Boardroom Disputes

Be objective	Don't take a _____ position
	Listen to _____ point of view
Attentive listening	Listen to what is behind the words
	_____ and some probing skills are necessary
	Don't jump to _____
	Establish _____ and empathy
Different _____	Encourage both parties to see the situation from _____ point of view
	Care and _____ are needed
	_____ a particularly upsetting past episode
Realistic _____	Don't set a very _____
	Dispel the notion that _____ can happen overnight
Mediating between both parties	Suggest a prepared, _____ approach

III. Translate the following sentences into Chinese, and then paraphrase them.

1. Conflict at work can cause expensive disruption and these hidden costs are underestimated in many organisations.
2. What starts out as an aggravation and annoyance can turn into a full blown grievance all too quickly and start to cost the organisation dear, in terms of time and money.
3. Individuals need to feel that they can vent their anger without fear of retribution or break in confidentiality.
4. It is sometimes very useful to "role play" a particularly upsetting episode from the past and introduce different ways that it could have been better managed.

5. In essence, people don't usually like working within a conflict situation and it is certainly not part of the healthy corporate culture to which we aspire.

Oral Practice

I. Work in pairs to discuss the question: Do you think the tips given by the author are effective for resolving conflicts at work?

II. Work in pairs to discuss the question: What situations can trigger conflicts at work?

Some possibilities are listed below as examples, and you can add to the list.

- The rights and responsibilities of the staff members in my company are not clearly clarified.
- My personal interests, for example, salary or opportunity for promotion are negatively influenced due to the fierce competition of my colleagues.
- My immediate superior always finds fault with me, so I can't stand him.
- ...

III. Work in groups to discuss strategies to solve the problems and difficulties. Then a representative is selected to give a presentation to the whole class.

Example:

- I quarreled with my boss this morning, because he gave me too much work to do.

Possible solutions:

1. You should first explain directly and respectfully to your boss that you are fully engaged at present.
2. You can send him an email to explain that you have already had a lot of work at hand.
3. You can ask your colleague for help.

Language Practice

I. Fill in the blanks with words or phrases given in the box. Change the form where necessary.

paraphrase	knock-on	prior to	illuminate	miracle
reflection	pre-conceived	expertise	corporate	underestimate
establish	previous	grievance		

1. The company is eager to develop its own _____ in the area of computer programming.
2. It was a _____ that he survived the fall from a height of more than 30 meters.
3. His comments have _____ aspects of the writer's work which were not realized by most readers.
4. Their biggest mistake is to _____ their opponents' skill in handling the news media.
5. Since most people don't understand your question, you'd better _____ it.

6. Do you know when America and China _____ diplomatic relations with each other?
7. Some companies are making great efforts to introduce ethics into their _____ culture in a big way.
8. _____ his present employment he had been a taxidriver for about twenty years.
9. After a period of careful _____, Michael decided to go abroad to further his studies.
10. During his stay in America, he corrected some of his _____ notions about the country.

II. Translate the following paragraph into English.

由于无法摆脱对矛盾冲突的恐惧,有多少精明能干的员工自毁前程。多年来,这样的事情你目睹过多少次?有人把头藏进沙子里,指望靠这样的方法躲过矛盾,可这绝非解决问题的有效途径。矛盾不会自行消失,事实上,如果你不通过合适方式解决矛盾,那么矛盾往往会逐步升级(escalate)。起初并不算是个事儿,但是却因为没有及时解决而演化成非常大的问题,这种情况在职场中已经屡见不鲜了。

III. Simultaneous Interpretation: Now the Chinese paragraph is played back without stopping. Translate them into English orally at almost the same moment you hear them.

Text C

Before a company decides to manufacture a product, it must go through a series of processes.

1. Define customer requirements (opportunity identification). This activity is normally led by the marketing/sales representative, and involves an accurate understanding of the market the company competes in and ways to uncover selling opportunities.

2. Define customer requirements (technology capability analysis). The purpose of this phase, which is often chaired by members of the design engineering or manufacturing engineering team, is to create an objective assessment of what the company can and cannot do. This often leads to a sheet detailing the entire range of capabilities. The capabilities of the company's computer-numerical-control lathe(数控车床), for example, will definitely limit what the company may quote on. Sometimes a research team is hired. The team will judge what the company can in fact manufacture.

This assessment cannot be just a superficial evaluation. It must be thorough, so all types of product-offering opportunities can be evaluated.

3. Determine how requirements can be met (product concept and definition). Design engineering and marketing lead the team. The group uses brainstorming, quality

functional deployment, and the like to match market opportunities with the company's capabilities.

4. Determine how requirements can be met [product specification (规格说明)]. If a product concept looks feasible, the group will need to determine a product specification. The marketing representative will ensure that it meets the perceived needs of the marketplace. Some say this step is too early — that it would be better to find more potential business for the product concept. This can be done in parallel with product specification. There could be some potential deal killers if a product specification does not exist.

Let's say a manufacturer has the potential to sell some motors. The company has the required technology, and the team is excited before a specification is defined. Then the specification work reveals that ISO 9001 certification is required, which the company is six months to a year away from getting. The window of opportunity is only three months. Without a product-specification check, a lot of effort could have been wasted.

Creating a product specification also forces a definition of what the company will offer to the marketplace. This minimizes the chance of making an offer that will be difficult to fulfill. It also tends to preclude (排除) misunderstandings between customers and vendors about what constitutes a successful product.

5. Produce engineering drawings and specifications (design specification).

The abstract phase is complete, and now the team needs to produce a design that is relatively producible in the factory — “relatively” because it will still need to be tried. Simulation techniques may avoid some trial and error, but real manufacture with real production equipment is still needed to test the process. This should be done concurrently with the next step, which is to design a method of manufacture.

Preplanning here can optimize the process to reach a mature design. One difficulty is that there may not yet be a firm customer. Unless the product is to be used exactly the same way by everyone, the final nuances (细微差别) of design will be influenced by the intended user. So the team must have a good idea who the potential first customers are. This phase and the next are led by design engineering and manufacturing engineering.

6. Define a method for manufacturing the product [prototype (原型、样品) building and testing].

Here, the team will be heavily influenced by the capabilities of the company — what type of equipment and strengths it possesses. A company that is strong in metalworking would naturally favor metals rather than plastic for the base material. Even if plastic would have an edge saleswise, more often than not it would still be a bad choice to elect to use plastic and incur an extensive learning curve unless the market is very profitable and can't withstand slow entry.

Continuous checking and trying with design development is needed to maximize productivity. In building a prototype, one should wherever possible use equipment and processes that keep pace with production capabilities. To do otherwise can lead to costly traps and extensive redesigns. A prototype must represent the design features and

manufacturing features of the product specification, or it isn't of any real value.

7. Determine total cost.

This is the stage of testing economic feasibility for full production. The prototype is structured for manufacture, and the necessary vendor supply-chain relationships are established.

At this stage the entire logistic system must be developed and be capable of producing the product even if the prototype may not be the same as full production models. There are lessons to be learned that are still valid. This exercise of the supply chain will strengthen the final design through feedback about what works best. This experience will also validate the cost estimates. While volume production will probably be less expensive, the actual cost of prototypes yields a fairly good cost model.

8. Evaluate the capacity to make this product along with all other products requiring the same capabilities (manufacturing capacity development).

This step is often overlooked. So far, the team has a design, a process, plans for prototypes, and an idea of sales potential. Many companies, liking what they see, now plunge into selling the product and disregard all previous commitments that require the factory's resources.

If capacity is insufficient and customers are time-sensitive, another grave error can occur when the company needs to commit capital resources to obtain that capacity. This may turn a new-product launch into an economic failure by making the return on investment unattractive.

An additional mistake is made when enthusiasm overcomes common sense, and the venture is launched anyway. The hope is that, since the market projections were abstract, perhaps there will be additional sales to justify the capital expenditures. This is risky.

9. Determine required margin and calculate profit (or loss). One must always keep in mind that profits have to be realized for a company to remain in existence. The team, led by marketing and finance representatives, takes all the data, calculates the potential profit, and verifies(核对,证实) that the new product will match the company's strategic plan. The profit calculated must be within the company's targeted range, or resource use will not be optimized.

Exercise 1. Scanning and Skimming

Read the text and choose the best answer to each question or unfinished statement.

1. A sales representative is usually responsible for _____.
 - A. defining customer requirements
 - B. drawing up plans for corporate development
 - C. making decisions on important matters
 - D. arranging board meetings
2. During the technology capability analysis, a special research team may be hired to _____.
 - A. negotiate agreements

- B. see what the company can really produce
 - C. check the quality of products that are leaving the plant
 - D. do follow-up work in the phase of R&D
3. When determining how requirements can be met, the group members should _____.
 A. develop ideas together to solve problems
 B. employ methods to transform user demands into design quantity
 C. launch investigations into the market
 D. both A and B
4. According to the text, some businessmen will cancel a deal if _____.
 A. the seller asks for more
 B. the seller cannot provide a better offer
 C. there is no product specification
 D. the market competition becomes stiffer
5. In the so-called abstract phase, which of the following tasks is NOT the work of a marketing representative?
 A. To uncover potential selling opportunities.
 B. To match market opportunities with the company's capabilities.
 C. To preclude any misunderstanding between customers and vendors.
 D. To ensure the product specification meets the needs of the market.
6. Which of the following descriptions of simulation techniques is true?
 A. They can help avoid all the problems.
 B. They may help avoid some trial and error.
 C. Simulation tests should be done immediately after the stage of designing a method of manufacture.
 D. Real manufacture with real production equipment is unnecessary if a simulation test is arranged.
7. One difficulty during the phase of design specification is _____.
 A. to preplan the process
 B. to reach a mature design
 C. to confirm the final nuances of design
 D. to locate the first clients
8. As illustrated by the text, productivity can be maximized by _____.
 A. continuous checking and trying with design development
 B. a larger scale of sci-tech input
 C. more marketing efforts
 D. increasing investment
9. The entire logistic system will be developed at the stage of _____.
 A. defining a method for manufacturing the product
 B. determining the required margin and calculating profit
 C. producing engineering drawings
 D. determining the total cost

10. When a company commits capital resources for capacity, it should make sure that _____.
- A. its capacity is sufficient
 - B. the investment will pay off
 - C. customers are not time-sensitive
 - D. All of the above

Exercise 2. Paraphrase

1. There could be some potential deal killers if a product specification does not exist.
2. Even if plastic would have an edge saleswise, more often than not it would still be a bad choice to elect to use plastic and incur an extensive learning curve unless the market is very profitable and can't withstand slow entry.

Language in Use

Listening Task

Listen and learn the following passage by heart.

Packaging a Person

A person, like a commodity, needs packaging. But going too far is absolutely undesirable. A little exaggeration, however, does no harm when it shows the person's unique qualities to their advantage. To display personal charm in a casual and natural way, it is important for one to have a clear knowledge of oneself. A master packager knows how to integrate art and nature without any traces of embellishment, so that the person so packaged is no commodity but a human being, lively and lovely.

Comprehensive Task

The following paragraph is a brief definition of joint stock company. Read it first and try to put the missing words back.

to a the else to the can also

A joint stock company is a special kind of partnership. Such (1) _____ company has a common capital called the stock. The partners in (2) _____

company are called shareholders, since they receive shares for their contributions (3) _____ the stock. Shares express ownership interest and decision making power in (4) _____ company, and shareholders are free to transfer their shares to someone (5) _____ without needing consent of the other shareholders. While a normal partnership (6) _____ has ownership interest, the difference is that in a partnership, interest (7) _____ only be transferred to someone else if all the partners agree (8) _____ it.

Career Skills

Background information: Quality

As Debanjan Mitra and Peter N. Golder once described, “Quality might be the most important factor underlying the long-term success of products and firms.” The business press routinely cites quality as the cause of firm success and failure.



Task 1: Read the following news report and discuss with your partner about the following questions.

- Why are the multinationals losing customers' favor in China while domestic brands have overtaken them?
- Can you predict what this phenomenon will lead to?

MNC's (Multinational Companies) Losing Customers' Favor

By Liu Baijia (*China Daily*)

Multinationals have ignored Chinese consumers at their own peril and are losing out to domestic enterprises, according to a survey released yesterday.

The one-year research by Baidu.com, the most popular domestic search service website, showed that domestic brands have overtaken foreign ones for the first time in terms of consumer favor.

Zhou Min, in charge of the research at Baidu, said multinationals should introspect to find out why they are losing ground. Full details of the survey have not been released.

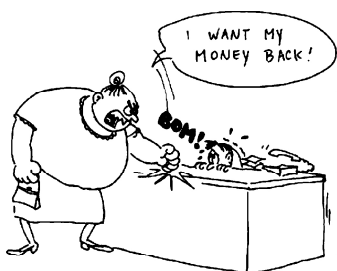
According to a Fortune Global 500 in China report by the influential *Nanfang Weekend* newspaper in November, as many as 30 percent of the 126 companies surveyed were involved in quality incidents last year.

Task 2: Suppose the flagship camera brand of Company ABC was reported to have some flaws. Consumers filed a class action complaint with the China Consumers' Association and the Company ABC. The customer representative meets the general manager to discuss the situation. The two parties negotiate and reach a win-win agreement.

Work in pairs. You are either the customer representative or the general manager. Role-play this situation with the help of the following tips.

How to lodge a complaint	How to deal with a complaint
◆ Describe clearly what problems you have met. (The lens got stuck and wouldn't extend. Pictures are just black. It wouldn't take any shots.)	◆ Listen sympathetically to establish the details of the complaint. ◆ Record the details together with relevant material, such as a sales receipt or damaged goods. (under warranty? out of warranty?)
◆ Ask for the explanation.	◆ Be honest.
◆ Suggest the possible solutions. (Apology, repair, replacement or refund)	◆ Offer rectification.
◆ State your expectation on follow-up.	◆ Take appropriate follow-up actions, such as a letter of apology or a phone call to make sure that the problem has been solved.

Useful language: Complaints should be handled courteously, sympathetically and, above all, swiftly. The prompt and appropriate solution to a complaint may greatly improve a company's image and enhance customers' loyalty to the company. So the person who presides over the negotiation should equip himself with some language skills. The following sentences may be of great help to the general manager in the negotiation.



Signs of aggressive behavior are quite easy to spot.

Calming down the customers:

We completely understand your situation.

I see what you mean.

There is no need for you to worry about...

Why not talk about that later?

Calm down. We'll surely give you a satisfactory answer within...



Creating solutions:

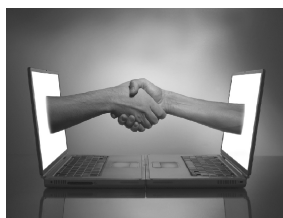
The possible solution is...

How about...?

What if...?

Why not (look at this another way)?

The possible compromise we can work out...



Closing a negotiation:

Let's go over the main points again.

Let's see what we have worked out.

That's the deal. We promise we will...

I believe we have reached an agreement.

Grammar

It 的用法 (It)

It 是英语中用法最频繁的代词之一。在句中可用作人称代词、非人称代词、形式成分(包括形式主语、形式宾语两种)和强调句型的引导词等。

用 法		范 例
人称代词	事物	She blurted out the secret. It was a slip of the tongue.
	动物	Look at the cat meowing at the door. It is furious.
	机构	Microsoft has grown stronger and stronger since it was founded.
	婴儿	Look at the baby in the hands of the lady over there. It is very cute.
	指未知的人	— Who is pounding at the door? — It's me.
非人称代词	天气	It was so hot yesterday that the fresh meat I bought in the morning went bad by noon.
	时间	It was already eleven o'clock when my father returned from his automobile factory last night.
	距离	It is thirty kilometers from my apartment to the university.
	量度	It was ten degrees below zero.
形式主语	不定式	Usually it takes us three months to get the goods ready.
	动名词	It is no good talking him into trying again.
	从句	It is said that China is taking steps to improve health care for its citizens.
形式宾语	不定式	We consider it necessary to introduce the mechanism of competition.
	从句	Please bear it in mind that it is a disgrace to waste water.
强调句型	主语	It is mutual understanding that can bridge generation gap.
	宾语	It was good education that the students were in need of.
	状语	It was because of poor management that the company went bankrupt.

除上述用法外, it 还可以用在某些习惯用语中, 如:

make it 成功

call it a day 结束

play it safe 不冒险

take it easy 放松

see to it that 务必

believe it or not 不管相信与否

put it this way 这样说