



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 4

A Viewing, Listening and Speaking Course

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• 学生用书 •



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Contents

Unit	Topic of all conversations and passages	Page
<i>1</i>	Internal Operations of Companies	1
<i>2</i>	External Operations of Companies	12
<i>3</i>	Exhibitions	24
<i>4</i>	Transport and Delivery	38
<i>5</i>	Starting a Business	49
<i>6</i>	Cars	60
<i>7</i>	Real Estate	72
<i>8</i>	Biotechnology	83
<i>9</i>	The Economy	95
<i>10</i>	Social Problems	106
Vocabulary		116

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Internal Operations 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.**

Purchasing Department
Marketing Department
Manufacturing Department
Research and Development
Accountancy
HR (Human Resources) Department



Question for discussion:

What is each department's responsibility?





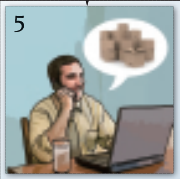
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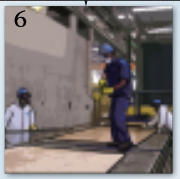
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4



5



6



7

- 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

1. There are a lot of _____ in working for a small company. You have more opportunities to talk with the _____. Problems are easily resolved between employees. Easy to become _____ employees. Easier to get a _____. More chances to get a _____ after each project.

2. Small firms tend to give you more _____, and often a person has to do a wide range of jobs. This will probably raise your _____ to make a better effort.
3. In small companies, no other person can really _____ you as they are busy on their own tasks. Smaller companies most likely have smaller _____, a smaller amount of capital and more risk in losing a _____ 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 _____, and they just revolve around that so there is little chance to _____. I assume a big company can provide you with more _____ and growth opportunities.
5. In a large company there is the potential to move to _____ roles or departments without actually changing your _____.
6. Who cares if you are in a big or small company, as long as you are _____ what you think you are _____. In both cases there is room to _____ the company. If you _____ the work, there is no problem!

Question for discussion:

Would you rather work in a big company or a small one? Explain.

Part 1 Viewing, Listening and Speaking



Conversation 1

Word Tips

chairman of the board	董事长 <i>chairman of the board of directors</i>
trust	<i>n.</i> 信托(机构)
tide sb. over	帮助某人渡过难关 <i>support sb. through difficulties</i>
be in the red	负债 <i>be in debt</i>
fool around	虚度光阴 <i>waste time</i>
shareholder	<i>n.</i> 股东 <i>the owner of one or more shares in a company</i>
mortgage	<i>v.</i> 抵押 <i>give a bank the right to own one's property if one does not pay back the money he/she has borrowed</i>



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

1. 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. A) 150 dollars.
B) 100 dollars.
C) 50 dollars.
D) 40 dollars.
3. 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. 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 _____ of old Johnson. He was the _____ and owned _____ of the company's _____.
	Johnson left 10,000 shares to _____ Chris.
	Chris has been spending money _____ and is in _____ now.
	Tony is making an _____ to Chris to buy all his shares.
Solutions	Chris will have to _____ his shares first to the _____ like the man and the woman.
	But the woman hasn't _____ to buy _____, neither has the man.
	They will have to hold onto the _____.
	Maybe they can get _____ from _____.
	The woman can _____ her cottage.

 **C. Pair work: Listen to the conversation again, repeat it sentence by sentence, and then role-play it in pairs. After the practice, change roles.**

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.

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. Pair/Group work: Work with your partner(s) to discuss the questions.

1. Currently Chinese enterprises are undergoing restructuring. Some large state-owned enterprises are adopting a policy of opening to the outside world while keeping the controlling shares. What advantages can this policy gain?
Surf the Internet to find relevant information before coming to class. You may also refer to the following ideas though you are not limited to them.

attracting foreign capital when they are short of funds
 being listed on the stock exchange
 introducing advanced technology from abroad
 learning advanced management concepts and methods
 changing dated ideas
 better ability to compete in the global market
 Opening-up does not mean selling out national interests.
 having the controlling shares to maintain the security of the national economy
 If the Chinese enterprise has the controlling shares, the foreign acquirer may eventually ...

2. When a small enterprise is in financial difficulty, it may try to overcome the difficulty in various ways: A large state-owned enterprise, a private company, a foreign company, or the managers of that small enterprise may buy a small portion of its shares, its controlling shares or even buy it completely. See the following table:

Target of investment	Investors	Methods
A small enterprise in difficulty	1. a large state-owned enterprise 2. a private company 3. a foreign company 4. the managers of the small enterprise	1. buying a small part of the shares 2. buying the controlling shares 3. buying it completely

What are the advantages and disadvantages of each method? What do you think is the best method? Explain. (Before coming to the classroom, browse the Net for information.)



Conversation 2

Word Tips

bottom line	财务报告上表明净利润或亏损的最后一行; 最终结果 <i>the line in a financial statement that shows net income or loss; the final result</i>
off-shore	<i>adj.</i> 境外的; 离岸的
outsource	<i>vt.</i> 外包 <i>arrange for sb. outside the company to do work for that company; obtain goods or service from an outside supplier</i>
complex	<i>adj.</i> 复杂的 <i>complicated</i>

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

1. ☐ 2. ☐ 3. ☐ 4. ☐ 5. ☐

-  **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 _____ on the _____ provided by _____ suppliers. Off-shore prices are _____, but outsourcing is creating _____ in the country. However, if they don't operate at _____, then their company will have to be _____ and more jobs will be _____. To solve the problem, they need to raise their _____ to overcome the differences in _____. But their manufacturing processes are _____ as it is, and there isn't much _____. Finally the solution comes down to lowering _____.

-  **C. Pair work: Listen to the conversation again, repeat it sentence by sentence, and then role-play it in pairs. After the practice, change roles.**
- 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.**

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.



Conversation 3: Additional Listening and Speaking

Word Tips

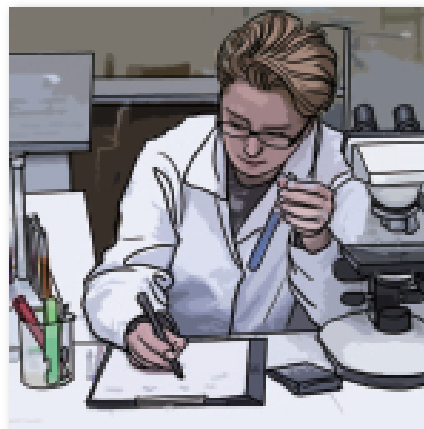
noodle	<i>n.</i> 面条
R&D	研发 <i>research and development</i>
integrate	<i>vt.</i> 使结合 <i>to make into a whole, combine</i>
nicotine-free	<i>adj.</i> 不含尼古丁的 <i>without any nicotine</i>
IBM	(美国)国际商用机器公司 <i>International Business Machines Corporation</i>
Microsoft	(美国)微软公司



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

1. A) Teaching English.
 B) Teaching Spanish.

- C) Studying noodles.
- D) Studying IBM machines.
- 2. 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. A) They're full of calories.
- B) They are fattening.
- C) They are healthy.
- D) They are inexpensive.
- 4. 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. 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 _____ Nanjing Noodles Limited, doing _____.
2. What does the man say to prove that he is a scientist?
He says, "In R&D we have to _____ science, _____."
3. What does the woman finally say about the man's work?
She says the man should look for _____ like _____.

C. Pair work: Work with your partner to discuss the question. Browse the Internet for information before coming to class.

Some countries have many specialized research institutes which have a lot of researchers and can undertake large research projects. On the other hand, in some countries research teams are mostly located within companies and their research results are closely related to the production needs of the company. Of the two systems, which do you think is better? Explain.

Part 2 Listening and Discussing

Passage 1

Word Tips

pharmaceutical	<i>adj.</i> 制药的 <i>relating to drugs</i>
compound	<i>n.</i> 混合物 <i>a substance formed by different ingredients</i>
mechanism	<i>n.</i> 机制 <i>the arrangement and action of the parts of a machine</i>
potentially	<i>adv.</i> 潜在地 <i>with a possibility of becoming actual</i>
profitable	<i>adj.</i> 有利润的 <i>earning a profit</i>
competitor	竞争者 <i>a person or company that competes</i>

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

1. ☐ 2. ☐ 3. ☐ 4. ☐

 **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 _____ or _____.	In the US, _____ are the _____ of research-level products.	Corporations buy _____ from universities or hire _____ directly.
D	It is concerned with proof of _____, safety testing, and determining _____.	The development phase of _____ delivery is almost entirely managed by _____.	The development phase can cost between _____ million, and about _____ compounds identified reach the _____.

C. Communication Task: Work with your partner(s) to discuss the questions. Surf the Net for information before coming to the classroom.

1. Why is Research and Development so important in the contemporary world?
2. What can China do to improve its R&D?

Passage 2

Word Tips

contract out	立约把……包出 <i>to assign a job to someone outside one's own business</i>
in-house	<i>adv.</i> 内部地 <i>within an organization</i>
binding contract	有约束力的合同
penalty	<i>n.</i> 惩罚 <i>punishment</i>
talent pool	人才库
agent	<i>n.</i> 代理商 <i>a person representing a business concern</i>

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

- A) A section in a book.
 B) A lecture.
 C) A business report.
 D) A market study.
- 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.
- A) Outsourcing.
 B) Internal services.
 C) Both outsourcing and internal services.
 D) Neither outsourcing nor internal services.
- A) Better quality.
 B) Service by a strong overseas company.
 C) Access to the supplier's intellectual property.
 D) All of the above.
- A) China. B) Japan. C) India. D) Germany.



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

- Why can outsourcing lead to improved quality?
Because the client can contract out its service to _____.
- What can the client take advantage of by outsourcing?
The client can take advantage of a larger _____.
- What is especially interesting to note?
It is especially interesting to note that outsourcing often serves as _____.

C. Communication Task: Work with your partner to discuss the question.

As Chinese living standards have been improving, some advanced countries are finding that outsourcing work to China is too expensive, and they may be planning to contract more of their

work to poorer countries. What can China do to ensure a large share of outsourced work?

You may refer to the following ideas though you are not limited to them:

Relocating the outsourced work from coastal cities to the less developed interior (内地)
 Making our products more technology-intensive
 Providing better service
 Improving the legal environment to remove foreign businesses' concerns
 Improving cross-cultural communication and mutual understanding

Passage 3

Word Tips

notorious	<i>adj.</i> 声名狼藉的 <i>well-known for bad quality</i>
miser	<i>n.</i> 守财奴 <i>a stingy person</i>
elbow	<i>n.</i> 肘

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

1. What reputation did Robert have?
2. What did he decide to do to improve his image?
3. Why did he ask his friend to use his elbow and foot?

B. Work in pairs to create a drama about the above joke, with one student playing the role of Robert and the other the role of his friend.



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Lead-in

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

- . signing a contr
- . market researc
- . assets valuati
- . sole a
- . negoti
- . merge
- G. acqui
- H. bid

What are the advantages
and disadvantages of bei



- 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 _____ between your company and its customers, investors and the wider public. Your main aim would be to build and maintain the company's _____ and _____.
- Public relations is an important tool for the _____ of your business. If you're not communicating your organization's _____ and informing the community what you have to offer, then how will they _____?

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

Questions for discussion :

1. Mention at least five things a public relations officer should do?
2. Would you like to work as a PR officer? Why?
3. Would the job have any negative aspects?

Part 1 Viewing, Listening and Speaking



Conversation 1

Word Tips

upgrade	<i>v.</i> 提升 <i>raise to a higher grade or level</i>
sole agent	独家代理
conservative	<i>adj.</i> 保守的 <i>liking old and established ways; not liking changes</i>
sales outlet	销售网点
quota	<i>n.</i> 指标 <i>target</i>
commission	<i>n.</i> 佣金 <i>fee for an intermediary service; kickback</i>

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

1. ☐
2. ☐
3. ☐
4. ☐
5. ☐

-  **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 _____ in East China.	If we named them the _____ in that region, we still have to _____. How many _____ can they guarantee _____ annually?
_____ elevators a year.	Last year they sold _____, and they've set up _____. What's more, _____ is booming. I think the figure should be at least _____.
There're _____ this year.	But the _____ is better than anything else around. So, I think a quota of _____ is reasonable.
ABB wants a commission of _____.	_____ doing!
The normal _____, as far as I know, is only _____ percent.	I would _____ a commission of _____ percent.

-  **C. Pair work:** Listen to the conversation again, repeat it sentence by sentence, and then role-play it in pairs. After the practice, change roles.
- 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.**

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. Pair/Group work: Work with your partner(s) to discuss the questions.

1. What qualifications should a sales agent have? You may refer to the following information in Chinese and add information by browsing the Net.

拥有具备一定营销实力的团队；
在当地拥有较完善的销售网络与渠道；
具备良好的客户服务能力与经验；
过去与销售商有良好的合作关系；
能提出比较合理的代理价格

2. What are the pluses and minuses of appointing a sole (exclusive) agent?
Go online to find relevant information before coming to class. You may also refer to the ideas below:

Pluses

1. avoiding competition among different agents to stabilize selling price and increase the selling volume
2. giving full play to the sole agent's initiative and making full use of his sales outlets or selling network (so as to expand sales)
3. planning production on the basis of the agreement of exclusive sales

Minuses

1. declining sales volumes in case of market changes or the sole agent's poor selling ability
2. the sole agent's manipulation or monopoly of the market, and his deliberately depressing prices
3. the manufacturer's inability to establish links with other agents working in the same region

**Conversation 2****Word Tips**

Reliable Controls	[公司名]
merger	<i>n.</i> 合并; 并购 <i>combining two or more organizations into one</i>
merge	<i>v.</i> 合并; 并购 <i>to combine two or more organizations into one</i>
payroll	<i>n.</i> 工资名单 <i>a list of employees with their salaries</i>
bid	<i>n. & v.</i> 喊价; 投标 <i>tender</i>

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

1. 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. 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. A) Unpaid accounts.
B) Unpaid salaries.
C) A low bid.
D) Failure to get contracts.
4. 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?
2. What does the woman say about Reliable's low bid to get the contracts?
3. What does the man finally say about Reliable's low bid?



C. Pair work: Listen to the conversation again, repeat it sentence by sentence, and then role-play it in pairs. After the practice, change roles.

- 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.**

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 following Chinese into English roughly. (You don't have to be very faithful to the original Chinese.)

招标的意义。推行招标投标制(the bidding system)就可以: (1) 符合公开、公平、公正的原则, 有利于促进公平竞争; (2) 招标竞争能达到优胜劣汰的效果(eliminating the inferior and selecting the superior); (3) 招标竞争可提高经济效益和社会效益; (4) 招标竞争可促进先进技术和科学管理的发展; (5) 招标竞争提高企业竞争能力; (6) 招标竞争使中国能与国际接轨(conform to international standards), 迎接国际挑战, 走向世界。

招标存在的问题。(1) 有些单位对其项目不愿意对外公开招标; (2) 招标投标程序不规范, 漏洞(loopholes)较多; (3) 招标投标活动中有不正当交易(unfair deals)和腐败现象(corruption cases)。



Conversation 3: Additional Listening and Speaking

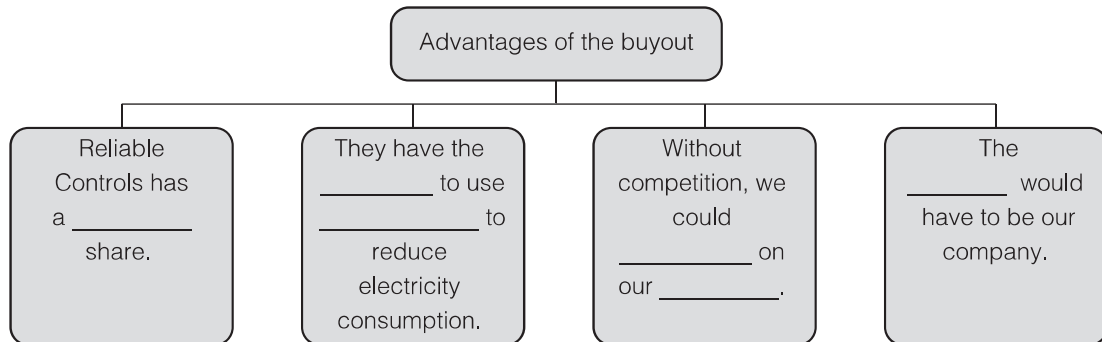
Word Tips

buy out	买下全部产权 <i>take over ownership of</i>
market share	市场份额 <i>the percentage of a total market</i>
solar panel	太阳能电池板 <i>a panel exposed to radiation from the sun</i>
parent company	母公司 <i>a company with subsidiaries or branches under it</i>

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

1. ☐ 2. ☐ 3. ☐ 4. ☐ 5. ☐

B. Listen to the conversation again and complete the blanks in the flow chart.



C. Pair work: Work with your partner to discuss the questions.

1. Why is competition important in business? Why is a monopoly prohibited by law in many countries? You may refer to the ideas below though you are not limited to them.

Monopolies prevent competition;

The monopolizing company's loss of motivation for improving its products and service;

The monopolizing company is in a position to raise the prices;

It harms consumer interests;

It harms public welfare;

The Anti-Monopoly Law is not aiming to restrict the freedom of business operators.

2. Search the Internet to find an anti-monopoly case and share it with your partner.

Part 2 Listening and Discussing



Passage 1

Word Tips

acquisition	<i>n.</i> 收购; 并购 <i>a larger company's buying of a smaller company</i>
takeover	<i>n.</i> 接管; 接收
interest	<i>n.</i> 股权 <i>share</i>
write-off	<i>n.</i> 销账; 勾销 <i>reduction; cancellation</i>
offset	<i>vt.</i> 抵消 <i>to compensate for</i>

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

- A) It's an explanation.
 B) It's a conclusion.
 C) It's a detailed analysis.
 D) It's a contrast between two entirely different things.
- A) Acquisition is the same as takeover.
 B) Acquisition is often more profitable than merger.
 C) Merger means more or less equal combination.
 D) Acquisition means unequal combination.
- A) Most mergers are successful.
 B) Few mergers are successful.
 C) The number of merger attempts is small.
 D) The number of merger attempts is large.
- A) To increase profits.
 B) To maintain the profits.
 C) To reduce taxes.
 D) To reduce profits.



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

- What is true of an acquisition?
 In an acquisition one company purchases _____ a second company's _____, creating an _____ in the new combined company.
- What is true of the entire merger process?
 It is usually _____ from the _____, and often from _____ at the involved companies.
- For what kind of reasons may a merger be sought?
 A merger may be sought for _____, some of which are _____, some of which are _____.

C. Debate

Topic: Are you for or against private companies acquiring inefficient state-owned enterprises?

(Currently some private companies are trying to buy the controlling shares of state-owned enterprises. What are the possible advantages and disadvantages of such buyouts? What suggestions would you like to make?)

Procedure:

- Students are divided into groups of four.
- Within each group the students are divided into an affirmative and a negative team.