"十二五"普通高等教育本科国家级规划教材

创新大学英语
INNOVATION COLLEGE ENGLISH
视听说教程 第四册
A VIEWING, LISTENING and SPEAKING COURSE
教师用书 TEACHER'S BOOK

第二版

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华东师范大学出版社

图书在版编目（CIP）数据

创新大学英语视听说教程教学参考 . 4 / 何毓宁 , 王玉等主编 . — 2 版 . —上海 : 华东师范大学出版社 , 2015.11
（创新大学英语）
ISBN 978-7-5675-4307-2

Ⅰ . ①创… Ⅱ . ①何… ②王… Ⅲ . ①英语—听说教学—高等学校—教学参考资料 Ⅳ . ① H319.9

中国版本图书馆 CIP 数据核字 (2015) 第 272922 号

创新大学英语视听说教程 4 · 教师用书 (第二版)

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出版发行　华东师范大学出版社
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印 刷 者　成都市海翔印务有限公司
开　　本　787×1092　16 开
印　　张　15.75
字　　数　336 千字
版　　次　2016 年 4 月第 2 版
印　　次　2016 年 4 月第 1 次
书　　号　ISBN 978-7-5675-4307-2/H · 834
定　　价　34.60 元

出 版 人　王　焰

Contents

Unit 1

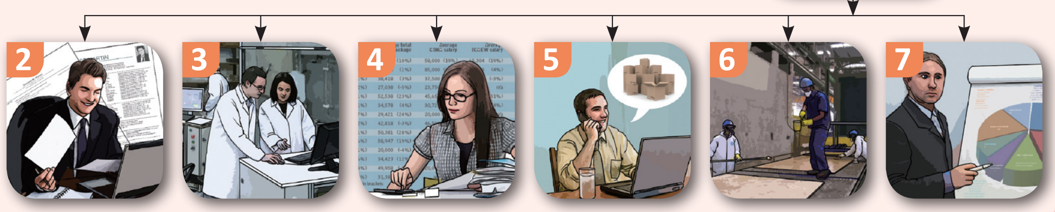
Internal Operations of Companies

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



Question

What is each department's responsibility?

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!

Questions 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 chairman of the board of directors
trust /trʌst/	*n.* 信托（机构）
tide sb. over	帮助某人渡过难关 support sb. through difficulties
be in the red	负债 be in debt
fool around	虚度光阴 waste time

Lead-in

A.

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

B.

Opinions

1. 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.
2. 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.
3. 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!

shareholder /'ʃeəhəʊldə/	*n.* 股东 the owner of one or more shares in a company
mortgage /'mɔːgɪdʒ/	*v.* 抵押 to give a bank the right to own one's property if one does not pay back the money he/she has borrowed

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.

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.

1. Which of the following could be the BEST title for the conversation?
C) How to Protect One's Company's Interests.

2. How much is a share of the company worth?
B) 100 dollars.

3. Which of the following is a true description of Chris?
A) He does not do anything serious.

4. Why must Chris first sell his shares to other shareholders?
D) Because the company is a private one.

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.

B.

Problems	It all started with the <u>death</u> 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 <u>got 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 <u>a loan</u> from <u>the bank</u>.
	The woman can <u>mortgage</u> her cottage.

C. (Omitted)

D.

(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.
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- **You sound terrible.**
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- 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.

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 the line in a financial statement that shows net income or loss; the final result

off-shore /ɔf-ʃɔː/ *adj.* 境外的；离岸的

outsource /'aʊtsɔːs/ *vt.* 外包 arrange for sb. outside the company to do work for that company; obtain goods or service from an outside supplier

complex /'kɒmpleks/ *adj.* 复杂的 complicated

- 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).

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.

A.

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.

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.

(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

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- **How's our bottom line?**
- What does the balance sheet say?

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- 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.

- 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

hint /hɪnt/	*n.* 暗示 sth. said indirectly to show sb. what you are thinking about
clue /kluː/	*n.* 提示 hint, a fact that helps you discover the answer to a problem
slogan /'sləʊgən/	*n.* 广告口号 a short and memorable phrase used in advertising

- 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.**

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- It boils down to reducing hardware costs.
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E.

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

Notes

1. **Have a heart** usually means be merciful or show pity.
2. **KFC**, or Kentucky Fried Chicken, is a fast food restaurant chain that specialized in fried chicken.
3. **"Finger-lickin' good"** is the advertising slogan of KFC.

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

1. A) The world's top three brands.
B) The slogans of the world's top three brands.
C) The slogan of Coke.
D) Finger-lickin' good.

2. A) The advertising slogan of KFC
B) The history of Coca-Cola.
C) The best diamond.
D) The three best known brands in the world.

3. A) KFC. B) Microsoft.
C) IBM. D) Coke.

4. A) The number of people who buy the product.
B) The number of people who go shopping.
C) The basis of consumption.
D) The basic consumption.

5. A) It praises a product.
B) It claims that the product will last forever.
C) It promises to save money.
D) It promises to improve your life.

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

1. "Since the early ________ the company has targeted a ________ market, pushing finally into ________ countries."

2. One of its ________ says, "the pause that ________" and another slogan says, "things ________with coke".

3. He says, "Hard to ________ that message. For the ________ of a coke, you can have a ________ life!"

C. Group Work: Work in groups to discuss the following question. If there is enough time, translate the slogans into Chinese.

Throughout the years Coca-Cola company has created many slogans. Which of the

- 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

W: What's that you're reading?

M: This? Questions to test your knowledge of the world's top three brands.

W: Oh, have a heart! Will you give me some hints first?

M: Okay. First clue: They're top brand because of their sales income and large consumer base.

W: What do you mean by "consumer base?"

M: That's the number of people who buy the product.

W: Is it Microsoft? Or IBM?

M: Wrong, but close. Microsoft is number two and IBM is three. What's first?

W: I give up.

M: Here's another hint. Their sales slogan is "Things go better with—"

W: Oh, Coke! So, Coca-Cola is the top brand. How do they do it?

M: Smart marketing. Very smart.

W: It's true that anywhere you go on the globe, coke is sold.

M: Since the early 1900s the company has targeted a mass market, pushing finally into 200 countries. And their slogans always work well.

F: How do you mean?

M: Coke offers a promise to the consumer. Compare that with slogans that simply praise a product, say like "Diamonds are forever."

W: Or KFC's "Finger-lickin' good."

M: Coke says it will improve your life. One of its slogans says, "The pause that refreshes."

W: And another slogan says, "Things go better with coke."

M: Hard to beat that message. For the small cost of a coke, you can have a better life!

W: No wonder they sell so much Coca-Cola.

A.

1. What is the main topic of the conversion?
C) The slogan of Coke.

2. What is the man reading?
D) The three best known brands in the world.

3. According to the man speaker, which of the following is the second best known brand in the world?
B) Microsoft.

following appeals to you the most, and which the least? Explain.

- The Pause that Refreshes.
- Delicious and Refreshing.
- Thirst knows no Season.
- Sign of Good Taste.
- Things Go Better with Coke.
- Coke Adds Life.
- Have a Coke and a Smile.
- Always Coca-Co1a.

Part 2 Listening and Discussing

Passage 1

Word Tips

pharmaceutical /ˌfɑːməˈsjuːtɪkəl/ *adj.* 制药的 relating to drugs
compound /ˈkɒmpaʊnd/ *n.* 混合物 a substance formed by different ingredients
mechanism /ˈmekənɪzəm/ *n.* 机制 the arrangement and action of the parts of a machine
potentially /pəˈtenʃ(ə)lɪ/ *adv.* 潜在地 with a possibility of becoming actual
profitable /ˈprɒfɪtəb(ə)l/ *adj.* 有利润的 earning a profit
competitor /kəmˈpetɪtə/ *n.* 竞争者 a person or company that competes

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.T
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 ________.

4. What does the "consumer base" mean?

A) The number of people who buy the product.

5. According to the conversation, what is the advantage of the Coke slogan over other products?

D) It promises to improve your life.

B.

1. What does the man say about the development of the Coca-Cola company?

—"Since the early 1900s the company has targeted a mass market, pushing finally into 200 countries."

2. What are the two Coke slogans mentioned in the conversation?

—One of its slogans says, "the pause that refreshes" and another slogan says, "things go better with coke".

3. What comment has the man made on the slogan "Things go better with coke"?

— He says, "Hard to beat that message. For the small cost of a coke, you can have a better life!"

C.

The Pause that Refreshes 心旷神怡的那一刻

Delicious and Refreshing 美味怡神

Thirst knows no Season 渴不分季节

Sign of Good Taste 高品味的象征

Things Go Better with Coke 可乐更添妙趣

Coke Adds Life 可乐增添生活情趣

Have a Coke and a Smile 喝可乐令你开心微笑

Always Coca-Co1a 永远的可口可乐

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

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

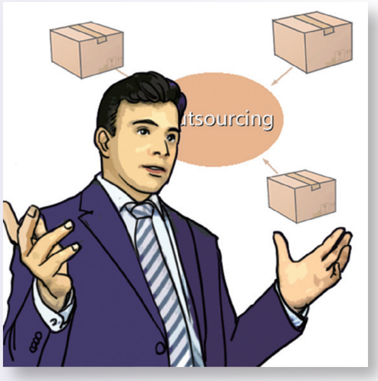
contract out		立约把……包出 to assign a job to someone outside one's own business
in-house /ɪn-haʊs/	*adv.*	内部地 within an organization
binding contract		有约束力的合同
penalty /'penltɪ/	*n.*	惩罚 punishment
talent pool		人才库
agent /'eɪdʒənt/	*n.*	代理商 a person representing a business concern

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

1. A) A section in a book.
B) A lecture.
C) A business report.
D) A market study.

2. 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. A) Outsourcing.
B) Internal services.
C) Both outsourcing and internal services.
D) Neither outsourcing nor internal services.



4. A) Better quality.
B) Service by a strong overseas company.
C) Access to the supplier's intellectual property.
D) All of the above.

5. A) China. B) Japan.
C) India. D) Germany.

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.

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.

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

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

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 ______________________________.

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

The client can take advantage of a larger ___________________________________.

3. 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 /nəʊ'tɔːrɪəs/	*adj.*	声名狼藉的 well-known for bad quality
miser /'maɪzə/	*n.*	守财奴 a stingy person
elbow /'elbəʊ/	*n.*	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?

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.

1. What is this passage?
B) A lecture.

2. What is the result of the wage gap between developed and developing nations?
C) It saves costs in outsourcing.

3. What can provide the client with a legally binding contract according to the passage?
A) Outsourcing.

4. Which of the following can outsourcing lead to?
D) All of the above.

5. According to the passage, which country do many American companies outsource their IT projects to?
C) India.

B.

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

2. What can the client take advantage of by outsourcing?
The client can take advantage of a larger <u>talent pool and a wider source of skills</u>.

3. What is especially interesting to note?
It is especially interesting to note that outsourcing often serves as <u>an agent for change</u>.

C. (Omitted)

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.

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.

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)