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# 前言

高等学校学术英语（EAP）系列教材遵循新时期大学英语教学的发展方向，围绕新形势下我国人才培养目标对高等教育的要求，结合专家、学者、教师对 EAP 教学的理论和实践研究成果而开发。本系列教材以“用中学”的教育学理念为编写思路，以《大学英语课程教学要求》提出的更高要求为目标，以提高英语学术能力和应用能力为核心，综合考虑院校实际教学情况，旨在提高学生的学术英语能力，为学生顺利完成学业、继续深造学习、进行学术研究以及参加学术活动打下坚实基础。

本系列教材以大学科概念为划分基础，包含《学术英语 综合》、《学术英语 人文》、《学术英语 社科》、《学术英语 理工》、《学术英语 管理》、《学术英语 医学》等分册。各分册通过读学科主题文章、听专业相关讲座、练学术口语、写学科专业论文以及做学科相关研究等环节，训练学生对信息的获取、分析、整合、利用能力，提高学生撰写学期论文及学术论文的技能，帮助学生顺利过渡到专业双语课程以及全英课程的学习，全面培养学生的学业能力、思辨创新能力和解决实际问题的学术研究能力。

本系列教材同时提供学习和教学资源，为高等院校师生课堂教学提供有力支持。

## 本书使用说明

作为《学术英语 管理》的配套教师用书，本教材体现了学术英语的特色，注重教学思路的创新，充分考虑教师的备课需求。内容既涵盖重点语言知识、背景信息和练习答案，同时还提供教学步骤提示，补充个性化教学活动，旨在帮助教师丰富课堂教学内容，提升教学效果，促进教师发展，实现教学相长。

## 本书结构框架

本教材配合《学术英语 管理》学生用书，分为十个单元。每单元从教学目标、教学活动与资源方面为教师提供教学参考。每单元结构如下：

- 教学目标（Teaching Objectives）
- 教学活动与资源（Teaching Activities and Resources）
  - » 导入（Lead-in）
  - » 正课文（Text A）
  - » 语言训练（Language building-up）
  - » 副课文（Text B）
  - » 副课文（Text C）
  - » 学术听力（Listening）



- » 学术口语 (Speaking)
- » 论文写作 (Writing)

### 本书内容简介

现将本书内容特色简介如下:

**Teaching Objectives** 为教学目标,即通过教学活动在专业知识、学术阅读、语言训练、学术听力、学术口语、学术写作和学术研究方面预期达到的教学效果,帮助教师从整体上把握教学重点。

**Teaching Activities and Resources** 为教学活动与资源,即教学过程中可以组织的教学活动和需要的教学资源。本部分主要包括以下内容:

- **Teaching steps** 根据每个单元阅读文章特色、背景知识,以及听说技能训练重点对教学活动进行梳理,根据不同板块的教学内容,提供教学建议与教学技巧,帮助教师明确练习目的,合理安排教学步骤。同时,结合教材内容和教学目标进行拓展性教学活动设计并提供具体操作建议,为教师拓展教学思路提供更多的选择。
- **Supplementary information** 提供单元主题相关背景知识、管理学科相关概念和术语的解释、各类语言学习技能介绍及其他参考信息,主要用于支撑各项教学活动的进行。教师可根据实际教学需要选择讲解,灵活运用教学策略,有效组织课堂活动,帮助学生拓展专业视野。
- **Language support** 解释课文中的语言难点(重点词汇、复杂句式等)。教师可根据学生的实际水平选择讲解,帮助学生理解课文。
- **Answer keys** 提供学生用书练习参考答案,针对主观讨论问题提供多角度的探讨,帮助教师引导学生进行独立思考,培养学生思辨、创新能力。
- **Scripts** 为听力内容的脚本,帮助教师引导学生学习学术讲座的语言特点,针对学生听力中遇到的问题进行有针对性的分析讲解。

### 本书使用建议

本书的编写着眼于学术英语语言技能训练、学术思辨和创新能力培养以及管理学科专业素养的提升,结合学生用书的特色,帮助教师进一步探索教学方法。在具体安排教学时,教师可根据课时情况及学生特点进行调整。同时,在不同的教学环节,教师也可以有所侧重。在编写过程中,编者遵循了以下几个教学理念,同时也是我们对于本课程教学法的点滴建议:

- 重视锻炼自主学习及探究的能力,合理安排各类预习及调查研究任务。
- 强调培养团队合作的能力,将双人或小组的学习任务贯穿于整个课程中。
- 倡导独立思考和批判、创新思维的培养。针对单元主题的讨论是本课程的重要组成部分,教师应该循循善诱,认真倾听学生的见解,鼓励思想火花的碰撞。
- 紧密联系语言输入与输出。教师用书中的语言输出活动(说和写)大多围绕语言输入

（听和读）展开，而且对于输入的分析（比如分析学术文章的语篇特点、学术讲座的语言特征）能潜移默化地影响学生自身的语言输出。

- 有机结合语言技能学习与专业基础知识学习。学生在进行语言技能训练的同时，自然而然地习得专业词汇、锻炼学术交流能力。不过，在每一个教学环节，教师可以有不同的侧重。比如，在对文章内容进行深入讨论时，可以主要关注专业内容；而在语言训练（Language building-up）环节，可以将重点放在语言上。

最后，我们对使用本书的广大同行表示感谢。由于编者水平有限，不妥之处，敬请读者批评指正。

编者  
2013 年 1 月

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# UNIT 1      Studying Business

## I Teaching Objectives

After learning this unit, students (Ss) are expected to develop the following academic skills and knowledge:

<b>Professional knowledge</b>	<ul style="list-style-type: none"><li>• Know some common reasons why people study business and various roles people play in relation to business (e.g. as entrepreneurs, as employees, as consumers, as investors)</li><li>• Know some knowledge about supermarket pricing strategies and how to become better-informed consumers</li><li>• Understand the impact of social media on business</li><li>• Get acquainted with some specialized vocabulary of business</li></ul>
<b>Reading</b>	<ul style="list-style-type: none"><li>• Understand the structure of business writing (e.g. looking for theme sentences, subheadings, transitional sentences in a text)</li><li>• Analyze difficult sentences and formal language use in articles</li><li>• Think about issues critically (e.g. Why do supermarkets offer sales?)</li></ul>
<b>Language building-up</b>	Learn the specialized vocabulary of business, the signpost language of subheadings, and some formal words
<b>Listening</b>	Make predictions about the content of a lecture, using background information and common sense
<b>Speaking</b>	Ask for information and clarification during tutorials, seminars and lectures in a more polite way
<b>Writing</b>	Know how to choose a suitable and manageable topic for a term paper independently
<b>Researching</b>	Do group research to learn more about price targeting

## II Teaching Activities and Resources

### Part 1 Lead-in

#### Teaching steps

- 1 Ask Ss to write down their answers to the two questions in Lead-in within five minutes.
- 2 Divide the class into groups of 3-4 and ask them to discuss their answers. Inform Ss that as one student shares what he/she has written, the others in the group have to take notes.
- 3 Ask each group to summarize their answers and share them with the whole class.
- 4 T may comment on Ss' ideas and draw Ss' attention to Text A by saying, "Your ideas are quite interesting. Now let's see what reasons are offered in Text A."

### Part 2 Text A

#### Teaching steps

- 1 Draw Ss' attention to the information about theme sentences in Task 1/Critical reading and thinking.
- 2 Let Ss scan the text to locate the theme sentence (the last paragraph), and then copy it down in the space provided in Activity 1/Task 1.
- 3 Let Ss scan the four subheadings in the text to see if they correspond to the theme sentence.
- 4 Invite individual Ss to give a summary of the four sections.
- 5 Ask Ss to complete Activity 2/Task 1.
- 6 Have Ss work in pairs to complete Task 2/Critical reading and thinking, and ask some pairs to report their answers to the class.

#### Supplementary information

##### 1 *The Oprah Winfrey Show*

It is an American syndicated talk show hosted and produced by Oprah Winfrey. It ran nationally for 25 seasons (1986-2011) and is the highest-rated talk show in American television history.

The show is most famous for Oprah's interviews with either public figures or everyday people involved in extraordinary situations. The highest-rated single episode ever was in 1993 when Michael Jackson made a rare appearance on the show, during which he attempted to dispel many of the rumors surrounding him and told Winfrey he suffered from the skin-pigment disorder known as vitiligo (白癜风).

Regular segments of the show include: "Oprah's Book Club", "What's the Buzz?", "Remember Your Spirit", "Oprah's Favorite Things", "Tuesdays with Dr. Oz", "Friday's Live", "Wildest Dreams", etc.

## **2 Horatio Alger Award**

It is an annual award given by the Horatio Alger Association of Distinguished Americans, a non-profit organization founded in 1947. The association is named for Horatio Alger, a 19th-century author of hundreds of novels in the "rags-to-riches" genre, extolling the importance of perseverance and hard work.

Horatio Alger Award recipients are dedicated community leaders who demonstrate individual initiative and a commitment to excellence, as exemplified by remarkable achievements accomplished through honesty, hard work, self-reliance and perseverance over adversity.

## **3 American Express**

American Express (also Amex) is an American multinational financial services corporation headquartered in New York City, New York. Founded in 1850, it is one of the 30 components of the Dow Jones Industrial Average (DJIA) (道琼斯工业平均指数). The company is best-known for its credit card, charge card (可赊购货物的签账卡), and traveler's check business. Amex cards account for approximately 24% of the total dollar volume of credit card transactions in the U.S., the highest of any card issuers.

## **4 Pontiac**

Pontiac is an American automobile brand that was established in 1926 and marketed as the performance division of General Motors for many years, specializing in mainstream performance vehicles. Owing to financial problems and restructuring efforts, GM decided to discontinue the Pontiac brand in 2009. The Pontiac Solstice is a small sports car introduced at the 2004 North American International Auto Show. It was nominated for the North American Car of the Year Awards and Design of the Year Award from the Automobile Journalists Association of Canada (AJAC) for 2006.

## **5 Julie Stav**

Julie Stav (1965- ) is a financial planner, broker, bestselling author, and the host of an acclaimed daily call-in radio show. She was born in Cuba and went to the U.S. alone



when she was 14. She authored two *New York Times* bestsellers and her works, *Get Your Share* and *Fund Your Future*, both have been developed into television series on personal finance and are currently airing on PBS (Public Broadcasting System).

## Language support

### 1 ... you must bring something to the table that makes you different from the next person. (Line 2, Para. 3)

You must offer the employers something for consideration that makes you different from the next person who is competing for the same position.

### 2 These skills, together with a working knowledge of the American business system ... (Line 5, Para. 7)

“A working knowledge” here refers to adequate knowledge of how the American business system works which enables you to do the job in business field.

## Answer keys

### Critical reading and thinking

#### Task 1 / Overview

##### 1

Learning about business and how you can be involved as an employee, business owner, consumer, or investor can be fun!

##### 2

Type of people	How they may benefit from studying business
1 employees	Studying business helps them decide on a career, then acquire skills and knowledge necessary for a successful career.
2 business owners	Studying business helps them obtain skills needed to start their own businesses, identify a product or service that customers want, and realize the potential risks.
3 consumers	Studying business helps them to be more informed before making a purchase decision.
4 investors	Studying business helps them understand the basics of the economy and business and establish the investment program so as to better invest for the future.

#### Task 2 / Points for discussion

- The following points may be considered if you want to be employed: professional knowledge, communication skills, ability of cooperation,

qualities such as honesty, loyalty, dedication, perseverance, self-discipline, creativity, originality, etc.

- 2 They are academic skills, study skills, interpersonal skills, time management skills, etc.
- 3 They are communication skills, management skills, cooperation skills, leadership skills, etc.

## Part 3 Language building-up

### Teaching steps

#### 1 Specialized vocabulary

- 1) Give a brief introduction to the concept of specialized vocabulary.
- 2) Ask Ss to complete Task 1 and check their answers.
- 3) Draw Ss' attention to Key Terms for Further Study at the end of the unit.

#### 2 Signpost language

- 1) Explain the functions of subheadings and their forms.
- 2) Ask Ss to refer back to Text A to find out the subheadings.
- 3) Ask Ss to complete Task 2 and check their answers.

#### 3 Formal English

- 1) Give a brief introduction to the differences between formal and informal English.  
The information provided by the table below might be helpful.

Differences between formal and informal English	
Formal English	Informal English
It is used in official, literary, academic writing, or formal social events.	It is used in everyday personal conversations or letters between friends.
It is more commonly used in writing than speech.	It is more commonly used in everyday speech than writing.
Sentences are often long and complex.	Sentences are often short and simple.
Contractions are avoided.	Contractions are common.
The passive voice is often used, making it sound impersonal.	The active voice is often used.
Much vocabulary derived from Latin is used.	Vocabulary derived from Latin is rarely used.
Colloquial expressions and phrasal verbs are avoided.	Colloquial expressions and phrasal verbs are common.

2) Give more examples of formal and informal English.

Formal English	Informal English
This <b>appeared to rectify</b> the problem.	This <b>seemed to fix</b> the problem.
His words <b>demonstrate</b> that ...	His words <b>show</b> that ...
<b>Details of the report are to be found</b> on Page 26.	<b>You can find out all about the report</b> on Page 26.
The experiment <b>was performed</b> .	<b>They did</b> the experiment.

3) Guide Ss to complete Task 3 and check their answers.

## Answer keys

### Task 1 / Specialized vocabulary

**1**

1 g    2 i    3 c    4 b    5 e    6 a    7 d    8 h    9 f

**2**

1 undercapitalization    2 mutual fund    3 business plan  
 4 transaction    5 road map    6 on-demand  
 7 fraud    8 work force    9 customer service

### Task 2 / Signpost language

Subheading	Type of phrases
1 For help in choosing a career	prepositional
2 To be a successful employee	infinitive
3 To start your own business	infinitive
4 To become a better-informed consumer and investor	infinitive

### Task 3 / Formal English

- (1) make
- (2) complete
- (3) a work force made up of people with different cultural backgrounds
- (4) enough knowledge of how the American business system works
- (5) an understanding of the importance of
- (6) an inside advantage

## Part 4 Text B

### Teaching steps

- 1 T may lead in by saying, “As is mentioned in Text A, one reason to study business is to become better-informed consumers. We often shop at supermarkets; we should be aware of the supermarket pricing strategies. Text B is going to tell us some secrets behind supermarket pricing.”
- 2 Draw Ss’ attention to the transitional sentence (the first sentence in Para. 5) in Text B that divides the text into two parts.
- 3 Guide Ss through Task/Critical reading and thinking.
- 4 Divide the class into groups of 4-5 and ask each group to do out-of-class research on price discrimination in one industry. T may explain the term “price targeting” further before Ss do the research.

### Supplementary information

#### 1 Tim Harford

Tim Harford (1973- ) is a writer and an economist with the belief that economics can actually solve everyday problems. Tim is a columnist for *The Financial Times*, and was a member of *The Financial Times* editorial board from 2006 to 2009. He is the only economist in the world to run a problem page, “Dear Economist”, and he also presented the BBC shows *Trust Me* and *I’m an Economist* in 2006. Tim’s first book, *The Undercover Economist*, has sold nearly one million copies worldwide in almost 30 languages. His second book, *The Logic of Life*, applies economics to questions of dating, racism, and office politics.

#### 2 *The Undercover Economist*

It is a book by Tim Harford that provides an introduction to principles of economics, including demand-supply interactions, market failures, externalities, globalization, international trade and comparative advantage. It explains in non-technical terms how Starbucks and other coffee providers price their products, why it is hard to buy a decent used car, why the health insurance system in the United States is failing, and why poor countries remain poor while China grew continuously rich in the last couple of decades.

#### 3 Price targeting

It is a method to get buyers to pay as much as possible. Buyers are generally looking for the lowest price, and most of them are not willing to tell the stores the most they’re willing to pay for an item. They’re looking to get a good deal from the retailer, but their

definition of a “good deal” is often subjective. Therefore, it falls to the seller to test out the maximum amount different buyers are willing to pay, and then sell the same (or a very similar) product or service at different price points to them, thereby increase revenue and profits.

For example, a coffee shop has to spend 50 cents to make a cup of coffee, including labor and materials but not rent. Now, each potential customer has a certain trigger price. If the coffee is cheaper than their personal trigger price, they buy; and if the coffee is more expensive, they don’t buy. A frugal person might walk up and pay 75 cents, while a spendthrift coffee addict in a rush would pay \$4 for the same cup.

In order to find out each potential customer’s trigger price, the coffee shop has an entire wall of options: roast, size, flavoring, and preparation. You can get a regular coffee for about \$2 adding milk and sugar by yourself, or you ask for a “premium” coffee that comes with milk, sugar plus some flavorings for about \$3.5. Do the extra flavorings really cost \$1.5? Yet willing customers of the “premium” coffee are aplenty.

## Language support

**In fact, it is just as accurate, and more illuminating, to turn the “sale” on its head and view prices as premiums on the sale price rather than sale prices as discounts on the regular price. (Line 1, Para. 4)**

In fact, it is just as accurate, and much clearer to interpret the term “sale” in a totally different way and consider prices as an additional amount of money placed on the sale price instead of sale prices as discounts on the regular price.

**turn sth. on its head:** change sth. completely 使……与之前完全相反

e.g. The attorney quickly *turned* his main defense argument *on its head*.

At the press conference, the spokesman *turned* his statement *on its head*.

## Answer keys

### Critical reading and thinking

#### Task

#### Sale pricing

The question (Para. 1)	<u>Why do supermarkets offer sales several times a year instead of all-year-round cheaper prices?</u>
Explanation 1 (Para. 2)	<u>As an effective way of self-targeting: using high price to exploit loyal (or lazy) customers, and low price to attract bargain hunters. Unpredictability makes it harder for customers to decide where to go shopping cheaply.</u>

(to be continued)

(continued)

Explanation 2 (Para. 3)	<u>When two supermarkets compete for the same customers, they vary their special offers to take advantage of those customers who don't bother to go to both stores.</u>
Summary (Para. 4)	<u>Companies find it more profitable to increase prices by a larger amount on an unpredictable basis. Customers find it troublesome to avoid unpredictable price increases but easy to avoid predictable ones.</u>

### Other price mix-ups

Example 1 (Para. 5)	<u>Huge price differences between loose chilies and packaged chilies; randomly tripling the price of a vegetable.</u>
Example 2 (Paras. 6-7)	<u>Different prices for crisps of different flavors.</u>
Summary (Para. 8)	<u>The random element is there so that only shoppers who are careful to notice, remember and compare prices will get the best bargains.</u>

## Part 5 Text C

### Supplementary information

#### 1 Social Web

It is a set of social relations that link people through the World Wide Web. The social Web encompasses how websites and software are designed and developed in order to support and foster social interaction. These online social interactions form the basis of much online activity including online shopping, education, gaming and social networking websites. The social Web has been to facilitate interaction between people with similar tastes. These tastes vary depending on who the target audience is, and what they are looking for. Today, hundreds of millions of Internet users are using thousands of social websites such as Facebook and MySpace to stay connected with their friends, discover new “friends”, and share user-created contents, such as photos, videos, social bookmarks, and blogs, even through mobile platform support for cell phones.

#### 2 Facebook

It is a website and a social networking service where you can show information about yourself, and communicate with groups of friends, classmates, and other people.

### 3 Twitter

It is an online social networking service and microblogging service that enables its users to send and read text-based messages or “tweets” via personal computers or mobile telephones. Tweets may be on any subject, ranging from jokes to news to dinner plans, but they cannot exceed 140 characters.

### 4 LinkedIn

It is a business-oriented social networking website for people in professional occupations. Founded in December 2002 and launched on May 5, 2003, it is mainly used for professional networking. As of June 2012, LinkedIn reports more than 175 million registered users in more than 200 countries and territories.

### 5 MySpace

Founded in 2003 by Tom Anderson and Chris DeWolfe, MySpace is an online social networking service owned by online advertising company Specific Media and singer Justin Timberlake (贾斯汀·汀布莱克) and headquartered in Beverly Hills, California. It is a free, advertising-supported service that allows users to create Web “profile” pages that feature photographs, express their interests, and, most importantly, link to other people’s profiles. The site can be used to keep in touch with friends, “meet” and become friends with new people, or find potential romantic partners.

In June 2006 it surpassed Google as the most visited website in the United States. In April 2008, MySpace was overtaken by Facebook in the number of unique worldwide visitors, and was surpassed in the number of unique U.S. visitors in May 2009.

### 6 Renren

It is China’s version of Facebook. Formed in 2005, the company’s website offers games, music, shopping, and social connection to its users. The company also hosts sites for online games, social commerce, and business and professional networking. Renren additionally offers users access to third-party software applications and content from partner websites along with desktop tools.

### 7 Mixi

It is one of the several Japanese social networking websites. It was started in 2004. The focus of Mixi is “community entertainment”, that is, meeting new people based on common interests. Users can also send and receive messages, write diaries, read and comment on others’ diaries, organize and join communities, and invite their friends.

### 8 Odnoklassniki

It is a social networking service for classmates and old friends reunion popular in Russia. It was created in 2006.

## Answer keys

### Task

1 d    2 h    3 i    4 b    5 g    6 c    7 a    8 f    9 e

## Part 6 Listening

### Teaching steps

- 1 Ask Ss to read the information on prediction to know how to predict the information before listening.
- 2 Ask Ss to predict the content of the lecture, bearing the four questions in mind, and write down the key words in the space provided in Task 1.
- 3 Ask Ss to watch the video clip and complete Task 2 and check their answers.
- 4 Ask Ss to return to Task 1 to see whether their predictions are reasonable or not.
- 5 If time allows, T may highlight the following typical linguistic features of a lecture, by letting Ss listen to the lecture while reading the scripts:  
Feature 1: Repeating. A certain idea or key words may be repeated, for example, *iPod*, *iPhone*.  
Feature 2: Inserting short colloquial expressions, for example, *well*, *so*, *all right*, *well and good*, *you say to yourself*.  
Feature 3: Using the signpost language of listing, such as *the first*, *the second*, *the third*.

## Answer keys

### Task 2

- 1 Macintosh, iPod, iPhone.
- 2 A widescreen iPod with touch controls, a phone, and an Internet communicator.
- 3 Smart and easy-to-use.

### Scripts

This is the day I've been looking forward to for two and a half years. Every once in a while, a revolutionary product comes along that changes everything. And, Apple has been — well, first of all one is very fortunate if you get to work on just one of these in your career — Apple's been very fortunate. It's been able to introduce a few of these into the world. In 1984, we introduced the Macintosh. It didn't just change Apple, it changed the whole computer industry. (*Applause and cheer.*) In 2001, we introduced



the first iPod. And, it didn't just, (*Applause and cheer.*) it didn't just change the way we all listen to music — it changed the entire music industry. Well, today, we're introducing three revolutionary products in this class. The first one is a widescreen iPod with touch controls. (*Applause and cheer.*) The second is a revolutionary mobile phone. (*Applause and cheer.*) And the third is a breakthrough Internet communications device. So, three things, a widescreen iPod with touch controls, a revolutionary mobile phone, and a breakthrough Internet communications device. An iPod, a phone, and an Internet communicator. An iPod, a phone ... (*Applause and cheer.*) are you getting it? (*Applause and cheer.*) These are not three separate devices, this is one device. (*Applause and cheer.*) And we're calling it "iPhone". Today, today Apple is going to reinvent the phone. And here it is. (*Applause and cheer.*) Now, actually, here it is. But we're gonna leave it there for now. So, before we get into it, let me, er, let me talk about a category of things, the most advanced phones they call "the smart phones", so they say. And, er, they typically combine a phone, plus some e-mail capability, plus (what) they say is the Internet, sort of the baby Internet, in the one device. They all have this plastic little keyboard on them. Er, and the problem is that they're not so smart, and they're not so easy to use. So, if you kinda make a, you know, business school 101 graph with a smart axis and an easy-to-use axis, phones, regular cell phones are kinda right there (because) they are not so smart, and you know, not so easy to use. Er, but smart phones are definitely a little smarter, but they actually are harder to use. They are really complicated. Just for the basic stuff, people have a hard time figuring out how to use them. Well, we don't wanna either one of these things. What we wanna is (to) make a leap-frog product — it is way smarter than any mobile device has ever been, and super easy to use. This is what "iPhone" is. OK? (*Applause and cheer.*) So, we're gonna reinvent the phone.

## Part 7 Speaking

### Teaching steps

- 1 Ask Ss to work in groups of 4-5 to have a discussion about the questions in the task. Remind Ss to ask for information and clarification using the expressions provided in this section during the discussion.
- 2 Invite at least one group to perform in class and then make comments, emphasizing various ways of asking for information and clarification politely in academic discussions.

- 3 If time allows, ask Ss to make presentations about the research on price targeting they have done in Researching/Text B. T may give tips on how to prepare and make presentations.

Preparing your presentation	Making a presentation
No more than six lines on one Power Point slide.	Maintain eye contact with audience.
No more than three colors on one Power Point slide.	Loud voice.
Frugal use of sound, images, and animation.	Natural body language.
Only key points on slides.	Don't speak too fast.
Write your speech in short sentences.	Leave time for Q & A.

- 4 Make comments on Ss' presentations, in terms of the content and the way they present their findings. The following are some teaching tips:
- Remind Ss that they are expected to classify and synthesize their findings.
  - Remind Ss that giving examples in the presentation can make their presentations more interesting and convincing.
  - T may also teach Ss the importance of confidence, eye contact and loud voice at the very beginning of the course.

## Supplementary information

### 1 More sentence patterns for polite interruption to ask for information and clarification

*I'm sorry! Was that ...?*

*Pardon me, Rick. Did you say ...?*

*Sorry! I didn't catch that.*

*May I interrupt a moment? Was that ...?*

*Sorry! Could you repeat that please?*

*Would you mind repeating that please?*

*I'm sorry, but would you speak slowly please? My English is not very good./I can't follow you.*

### 2 When to interrupt

We may interrupt at the end of a sentence or paragraph. We can tell by the speaker's tone that he/she is going to pause. Very often the intonation goes down when a sentence is approaching the end. We may also signal to the speaker that we want him/her to pause.

## Part 8 Writing

### Teaching steps

- 1 Ask Ss to complete Task 1 and encourage them to think about more possible research paper topics.
- 2 T may let Ss talk within small groups first and then ask some of them to speak to the whole class.
- 3 Comment on Ss' chosen topics.
- 4 Provide more strategies of choosing and narrowing down a topic:
  - Scan your textbook for ideas and suggestions.
  - Think of what you have read or seen recently that interested you most.
  - Use your other classes for inspiration. Are there issues, ideas, or materials from other classes that intrigue you? Is there something you would like to learn more about?
  - Once a broad research topic is determined, develop a tentative focus. Make a list of things you already know about the topic and a list of questions you would like to answer about the topic. From the list of questions, choose those you find most interesting.
  - Get some background information on your topic. If you know very little about the topic you have chosen, you may experience difficulty narrowing it down. Having some background knowledge on the topic will help you decide how to narrow down your focus.

### Answer keys

#### Task 1

1, 4, 5

# UNIT 2    Marketing

## I Teaching Objectives

After learning this unit, Ss are expected to develop the following academic skills and knowledge:

<b>Professional knowledge</b>	<ul style="list-style-type: none"><li>• Know the marketing theory of 4 Ps and its application</li><li>• Recognize the importance of the fifth P — people</li><li>• Get acquainted with some specialized vocabulary of marketing</li></ul>
<b>Reading</b>	<ul style="list-style-type: none"><li>• Understand the structure of business writing (e.g. looking for listing patterns, subheadings in a text)</li><li>• Analyze difficult sentences and formal language use in articles</li><li>• Think about issues critically (e.g. Are sub-brands good or bad for a company?)</li></ul>
<b>Language building-up</b>	Learn the specialized vocabulary of marketing, the signpost language of listing, and some formal words
<b>Listening</b>	Use clues to anticipate upcoming major points in a lecture
<b>Speaking</b>	Get your turn at speaking and also give others a chance to speak
<b>Writing</b>	Learn to write an introduction to a research paper
<b>Researching</b>	Do group research to learn how companies promote their products through advertising

## II Teaching Activities and Resources

### Part 1 Lead-in

#### Teaching steps

- 1 Ask Ss to listen to the short talk in Lead-in. Encourage them to take notes while listening.
- 2 Draw Ss' attention to the main idea of the talk and explain some important and difficult points with the help of the Supplementary information and Language support.
- 3 Ask Ss to do the task and check their answers.

#### Supplementary information

##### 1 Chief marketing officer (CMO)

A chief marketing officer is a corporate executive responsible for marketing activities in an organization. Most often the position reports to the chief executive officer (CEO). With primary or shared responsibility for areas such as sales management, product development, distribution channel management, marketing communications (including advertising and promotions), pricing, market research, and customer service, CMOs are faced with a diverse range of specialized disciplines in which they are required to be knowledgeable. This challenge is compounded by the fact that the day-to-day activities of these functions, which range from the highly analytical (e.g. pricing and market research) to highly creative (advertising and promotions), are carried out by subordinates possessing learning and cognitive styles to which the CMO must adapt his/her own leadership style.

##### 2 Reebok

Reebok Ltd., a subsidiary of Adidas since 2005, is a producer of athletic shoes, apparel, and accessories. The name comes from the Afrikaans (南非荷兰语) spelling of *rhebok*, a type of African antelope, which has a deep meaning that the company hopes all the customers wearing Reebok athletic shoes can run as fast as the antelopes and enjoy the fun of sports. The company has manufactured first-class footwear for customers throughout the U.K.

## Language support

### 1 the top rung

The word “rung” here means level or rank in society, one’s career, an organization, etc.  
e.g. His promotion has moved him up several *rungs* on the management ladder.

### 2 the bottom line

“The bottom line (账目上盈亏一览结算线)” refers to the final line in the accounts of a company or organization, which states the total profit or loss that has been made.  
e.g. These small promotions were costly and they did nothing to increase *the bottom line* of the company.

## Answer keys

### Task

- 1 chief marketing officer (CMO)
- 2
  - a Learn about the bottom line
  - b Focus on customers
  - c Be service oriented
- 3 CEO

## Scripts

The top rung on the marketing career ladder is chief marketing officer (CMO). How can you prepare yourself to move up in marketing?

**Learn about the bottom line.** CMOs are held accountable for making marketing pay off in bottom-line results for the entire organization. So, broaden your thinking beyond the marketing function and look at the big picture in your business.

**Focus on customers.** Marketing connects the company to its customers. Therefore, a successful career in marketing depends on getting to know your customers and learning how to satisfy their needs. As a CMO, your customer knowledge will be indispensable to shaping and implementing companywide strategies for profitable growth.

**Be service oriented.** Good service is vital to building long-term customer relationships. The CMO sets the tone, sets the standards, and ensures that everyone in the organization has a service orientation. A good first step, no matter when you are in the marketing hierarchy, is to deliver the very best service that you can.

Some CMOs move up even further, as when Reebok’s CMO became its CEO. Where will a career in marketing take you?

## Part 2 Text A

### Teaching steps

- 1 Ask a few Ss how they define marketing before reading Text A.
- 2 Draw Ss' attention to Paragraphs 2-4, where they can find three definitions of marketing given by three professional marketing organizations.
- 3 Invite a few Ss to translate the three definitions into Chinese orally. Ask Ss to pay attention to the language used in the definitions. Refer to the following suggested answers:
  - Marketing is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.  
市场营销是一种组织职能，也是一套流程，用于为客户创造、传播和交付价值及管理客户关系，并惠及组织及其利益相关者。
  - Marketing refers to the core business philosophy that directs the processes of identifying and fulfilling the needs of individuals and organizations through exchanges which create superior value for all parties.  
市场营销是一种核心经营理念，它指引着识别并满足个人和组织需求的流程，通过交换为所有参与方创造卓越价值。
  - Marketing is the management process for identifying, anticipating and satisfying consumer requirements profitably.  
市场营销是识别、预期和满足消费者需求，并为企业带来利润的管理流程。
- 4 Give Ss a few seconds to scan all the subheadings in Text A and then decide how to divide it into two parts: the introduction part and a discussion of the 5 Ps of marketing.
- 5 Ask Ss to read the second part quickly and complete Task 1/Critical reading and thinking.
- 6 Give Ss additional information on marketing theories. The Supplementary information may be of help.

### Supplementary information

#### 1 The marketing theory of 4 Ps

The marketer, E. Jerome McCarthy, proposed a 4 Ps classification in marketing products, which has been used by marketers throughout the world: product, price, promotion, and place. In recent times, the 4 Ps have been expanded to the 7 Ps or replaced by the 4 Cs. The 7 Ps refer to the already mentioned 4 Ps, plus physical evidence, people, and process. "Physical evidence" refers to elements within the store — the store front, the uniforms employees wear, the signboards, etc. "People" refer to the employees of the organization with whom customers come into contact. "Process" refers to the processes and systems within the organization that affect its marketing process. These later three factors are not cited as often as the first four.

## 2 The marketing theory of 4 Cs

Robert F. Lauterborn proposed a 4 Cs classification in the 1990s which is a more consumer-oriented version of the 4 Ps that attempts to better fit the movement from mass marketing (大众营销) to niche marketing (利基营销, 针对特定群体的销售法). The 4 Cs are customer, cost (cost of the customer to obtain and use the product, monetary or non-monetary), convenience and communication.

## 3 The failure of VW Phaeton

Phaeton is a full-size luxury sedan launched by German automaker VW (Volkswagen) in 2002. It is sold at prices comparable to similar offerings from Mercedes-Benz, BMW, Lexus and the Volkswagen Group's own Audi A8.

Sales fell far short of company expectations. In 2002, VW stated the annual capacity of the new Phaeton plant at Dresden was 20,000; yet by September 2006 a four-year total of 25,000 had been built, with production running at approximately 6,000 cars annually.

In the United States market, 1,433 Phaetons were sold in 2004, and only 820 were sold in 2005, leading the company to announce that sales in the American market would end after the 2006 model year.

## 4 Low-cost airlines

A low-cost airline, also known as a low-cost carrier, a no-frills, discount or budget carrier is an airline that generally has lower fares and fewer comforts. To make up for revenue lost in decreased ticket prices, the airline may charge for extras like food, priority boarding, seat allocating, baggage, etc.

Other cost-cutting practices include: one single type of aircraft in the fleet to minimize costs in pilot training, aircraft maintenance and repairs; using secondary airports instead of busy major airports; quick turn-around at gates to maximize flight time of the aircraft; employees working multiple roles.

## Language support

### 1 Manipulation is a charged word, especially when we talk about manipulating people. (Line 3, Para. 7)

The word "charged" here means filled with a strong emotion such as indignation or nervousness.

### 2 I manipulate tools in my promotion tool kit in hopes of enticing consumers to buy my product. (Line 2, Para. 8)

I am skillful at making decisions about what tools I should use from my promotion tool kit to persuade consumers to buy my product.

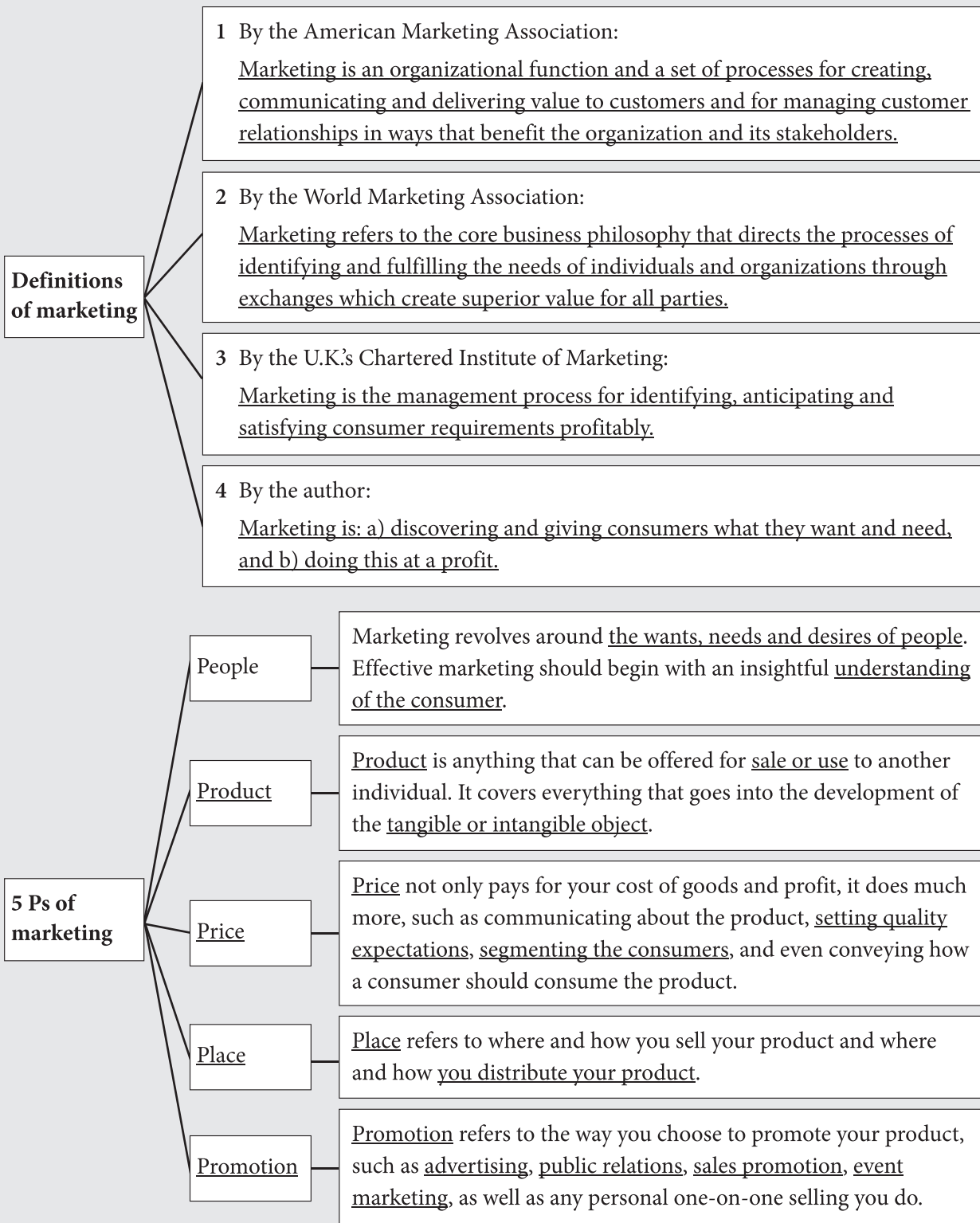
**tool kit:** 一套工具



## Answer keys

### Critical reading and thinking

#### Task 1 / Overview



## Task 2 / Points for discussion

- 1 Yes, I agree with the author. Firstly, people are the key to all the economic activities. Without people, there is no point in marketing. Secondly, no matter what business people do, what product they produce, and what service they provide, the ultimate goal is to satisfy the needs and desires of people. Business would not be successful if people don't like it.
- 2 Answers may vary. Here are some useful sentences for reference.
  - Profit is the ultimate goal of capitalism. It is the motivation of profit that drives capitalists toward starting a business in the first place.
  - Unless a business can make profits, it is likely to close down due to lack of funds.
  - If a capitalist investor or owner of a business cannot make a profit, he/she will soon stop investing.
  - The prime consideration in capitalism is profit. All the others are secondary. Profit is the vital current of the capitalist system, and when it ceases to flow the system will be dead.
  - Although profits may be the lifeblood of capitalism, making the maximization top priority regardless of the societal consequences violates the spirit of our laws. It should first be determined how best to minimize a business venture's potential risks of damage to the general public and the environment. It is from that paradigm that profitable projections and targets should be formulated.

## Part 3 Language building-up

### Teaching steps

#### 1 Specialized vocabulary

- 1) Check Ss' answers to Task 1.
- 2) Draw Ss' attention to Key Terms for Further Study at the end of the unit.

#### 2 Signpost language

- 1) Guide Ss to learn the listing pattern.
- 2) Ask Ss to re-read Text A to locate the signpost words or expressions that signal the listing pattern and complete Task 2.

### 3 Formal English

- 1) Ask Ss to look up the underlined words in Task 3 in a dictionary and find out their synonyms.
- 2) Tell Ss phrasal verbs are used frequently in informal situations, while avoided in formal writing.
- 3) Ask Ss to complete the task and check their answers.

## Answer keys

### Task 1 / Specialized vocabulary

#### 1

- |  |                                 |
|--|---------------------------------|
| 1 销售行为   | 2 管理客户关系                        |
| 3 经营理念   | 4 满足消费者需求                       |
| 5 使用营销工具                                       | 6 吸引消费者购买产品                     |
| 7 有效营销   | 8 理想的目标市场                       |
| 9 促销产品   |                                 |
| 10 maximize interest                           | 11 the packaging of the product |
| 12 the design and manufacturing of the product |                                 |
| 13 an established brand                        | 14 consumer goods               |
| 15 exclusive distribution                      | 16 event marketing              |
| 17 cut the cost of manufacturing               |                                 |

#### 2

- |                                 |                     |
|---------------------------------|---------------------|
| 1 target market                 | 2 Sales promotion   |
| 3 manage customer relationships | 4 established brand |
| 5 Exclusive distribution        | 6 event marketing   |

### Task 2 / Signpost language

- |                                       |  |
|---------------------------------------|--|
| 1 finally                             | 2 three definitions; and b) doing this at a profit |
| 3 product, place, price and promotion | 4 a fifth P  |
| 5 also; finally                       | 6 such as; as well as                              |
| 7 ways                                |  |

### Task 3 / Formal English

- |                 |             |              |
|-----------------|-------------|--------------|
| 1 common things | 2 deal with | 3 persuading |
| 4 habitual      | 5 divides   |              |

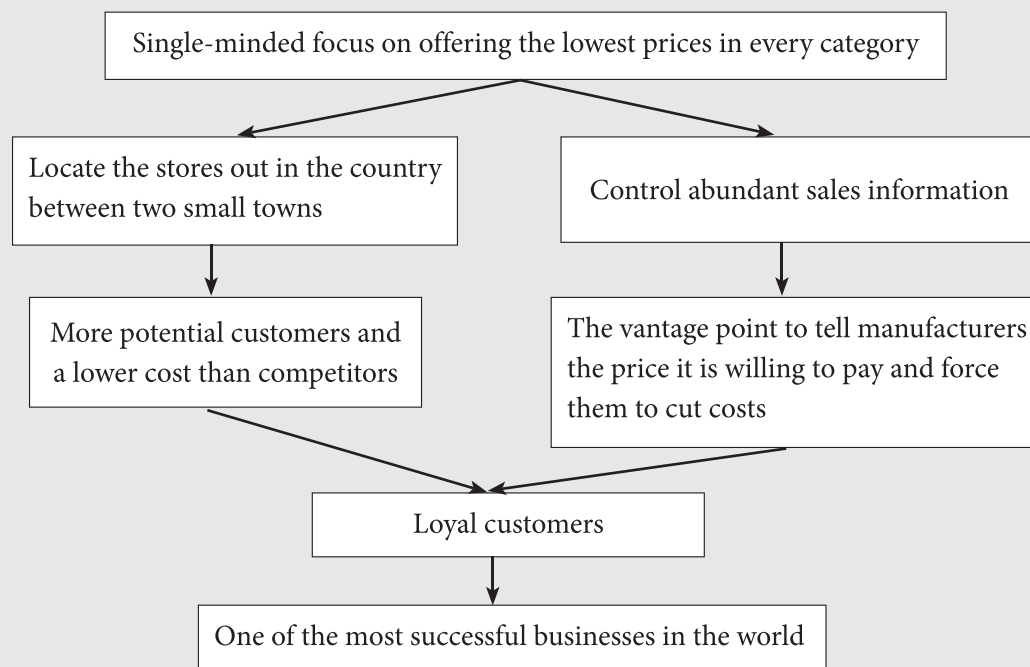
## Part 4 Text B

### Teaching steps

- 1 T may lead in by saying, “Text B illustrates the marketing theory of five Ps with real-life examples. Like Text A, it is divided into two parts — the introduction and then a discussion of the five Ps.”
- 2 T may use the following table to help Ss comprehend the part about “people”.

The website	Success or failure?	Reasons
Pets.com	failure	People didn't want to buy pet food online, wait for a week until it arrived and pay for the shipping.
Pampers.com	failure	Parents didn't want to go to a website to learn more about how to remove baby's excrement.
Baby.com	success	People loved a website that answered questions and helped research or learn how to take the very best care of their babies.
the website of your favorite car company (e.g. GM.com and Honda.com)	success	People want to visualize their ideal cars, get price quotations, and even buy them online.

- 3 For the part about “product”, ask Ss to identify the two ways P&G and Unilever use to achieve product superiority through marketing:
  - Try to reach a market first.
  - Remove small or unprofitable businesses or brands. (Focus on portfolio management.)
- 4 For the part about “price” in the example of Wal-Mart, use the cause-effect analysis approach.



- 5 For the part about “promotion”, compare European car makers with American and Japanese car companies.
- 6 Divide the class into groups of 4-5 and ask them to research into one company’s advertising practices following the steps provided in Researching/Text B.

## Supplementary information

### Body by Fisher

Fisher Body is an automobile coachbuilder founded by the Fisher brothers in 1908 in Detroit, Michigan. It is now an operating division of General Motors Company. The name was well-known to the public, as General Motors vehicles displayed a “Body by Fisher” emblem (标志) on their door sill plates until the mid-1990s.

## Language support

- 1 **In hindsight, it seems even more ridiculous that anyone ever thought it would work. (Line 6, Para. 3)**

Now people can understand that it seems even more stupid that anyone ever thought Pets.com would work.

**hindsight:** the ability to understand facts about a situation after it has happened 后见之明

e.g. It’s easy to say in *hindsight* that I should have done things differently.

- 2 ... it's also one of the most amazing in-depth ads you've ever seen. (Line 5, Para. 6)

"In-depth ads" refers to the advertisements which are made carefully and in great detail, thus thorough and complete.

- 3 Over time the company expanded well beyond detergents and is now a global powerhouse in beauty care, health care and home care. (Line 3, Para. 8)

The word "powerhouse" here refers to an organization that has a lot of power and influence. The sentence means for a long period of time, the company expanded from a company which only produced detergents into a global famous company in beauty care, health care and home care.

- 4 Wal-Mart is a controversial company to say the least. (Line 1, Para. 18)

Wal-Mart has been subject to criticism by numerous groups and individuals. Among these are labor unions, community groups, grassroots organizations, religious organizations, environmental groups and Wal-Mart customers. They have protested against Wal-Mart, the company's policies and business practices, including charges of racial and gender discrimination. Other areas of criticism include the corporation's foreign product sourcing, treatment of product suppliers, environmental practices, the use of public subsidies, and the company's security policies. Wal-Mart denies doing anything wrong and maintains that low prices are the result of efficiency.

Some economists suggest that Wal-Mart is a success because it sells products that people want to buy at low prices, satisfying customers' wants and needs. However, Wal-Mart critics argue that Wal-Mart's lower prices draw customers away from other smaller businesses, hurting the community. They also claim that Wal-Mart is hurting U.S. economy because of excessive reliance on Chinese products.

## Answer keys

### Critical reading and thinking

#### Task 1

5 Ps	Successful examples	Reasons
People	Baby.com	<u>Understand people's needs and desires and make it useful</u>
Product	<u>Procter &amp; Gamble (P&amp;G) and Unilever</u>	Superior products
Price	Wal-Mart	<u>Single-minded focus on low prices</u>
Place	<u>Tampax</u>	Make consumers see the products everywhere
Promotion	BMW	<u>Focus on parent brands instead of sub-brands</u>

## Task 2

- 1 Because they don't understand people's needs and desires and don't know how to make the content useful to them.
- 2 Good location and a tremendous amount of information about the sales of every brand they handle.
- 3 Because the American and Japanese auto businesses are overly branded. For example, General Motors has eight brands broken down into nearly 100 sub-brands. Advertising for a Chevrolet Corvette has no impact on a Chevrolet Impala and vice versa. BMW, however, simply adds a number to their brand name. Thus, advertising for one BMW has impact across the entire brand.

## Part 5 Text C

### Supplementary information

#### 1 AOL

AOL, previously known as American Online, is a U.S.-based online service provider, Internet service provider, and media company. It is by far the most successful proprietary online service.

#### 2 Froogle

Froogle is a price engine website launched by Google Inc. Its interface provides an HTML form field into which a user can type product queries to return lists of vendors selling a particular product, as well as pricing information. The name Froogle is a portmanteau word (合并词) of *frugal*, which means thrifty, and the name of the company, *Google*. Froogle is pronounced the same as *frugal*. Froogle is now called Google Shopping.

### Answer keys

#### Task

- 1 What we can learn about marketing from google:
  - a Give the people what they want.
  - b Keep it simple.
- 2 Google's marketing model:
  - a People: anyone with a computer and Internet connection
  - b Product: superior, but only experientially measurable
  - c Price: free to users
  - d Place: on the Internet anywhere in the world you can log on
  - e Promotion: 100% word of mouth from happy users

## Part 6 Listening

### Teaching steps

- 1 Guide Ss to learn the way to find major points.
- 2 Ask Ss to go over the Word bank before they watch the video.
- 3 Play the video and remind Ss to take notes.
- 4 Check Ss' answers to the two tasks.
- 5 Encourage Ss to talk about the strengths and weaknesses of sub-brands. (The speaker believes that since the bigger the brand, the more difficult it is to reposition it, companies had better have multiple sub-brands. However, according to Text B, U.S. car companies have a hard time promoting their cars because there are simply too many sub-brands. The other common justification for using sub-brands is that those sub-brands should target different market segments — premium, middle-range, and low end. )

### Supplementary information

#### 1 Arthur Andersen

Arthur Andersen, based in Chicago, Illinois, was the fifth largest of the “Big Five” accounting firms and performed auditing, tax services, and consulting. In 2002 the firm voluntarily surrendered its Certified Public Accounting firm licenses in the U.S. as it was involved in the Enron scandal.

The former consultancy and outsourcing arm of the firm, now known as Accenture, continues to operate and has become one of the largest multinational corporations in the world.

#### 2 Hoover

The Hoover Company started out as an American floor care manufacturer based in North Canton, Ohio. It also established a major base in the United Kingdom and for most of the early-and-mid-20th century, it dominated the electric vacuum cleaner industry, to the point where the “Hoover” brand name became synonymous with vacuum cleaners and vacuuming in the United Kingdom and Ireland.

#### 3 Heisenberg's Uncertainty Principle

In quantum physics, the Heisenberg's Uncertainty Principle states that one cannot assign with full precision values for certain pairs of observable variables, including the position and momentum (动力), of a single particle at the same time. It furthermore precisely quantifies the imprecision by providing a lower bound (greater than zero) for the product of the standard deviations of the measurements. The Uncertainty Principle is one of the cornerstones of quantum mechanics and was discovered by Werner Heisenberg in 1927.



## Answer keys

### Task 1

- 1 F    2 T    3 F    4 F    5 F

### Task 2

- 1 physics can teach us something about marketing  
2 a It's the same with brands.  
b It's the same in marketing.

## Scripts

So I work in marketing, which I love, but my first passion was physics, a passion brought to me by a wonderful schoolteacher, when I had a little less gray hair. So, he taught me that physics is cool because it teaches us so much about the world around us. Tonight I'm going to spend the next few minutes trying to convince you that physics can teach us something about marketing.

So, quick show of hands — who studied some marketing in university? (*Show of hands.*) Who studied some physics in university? (*Show of hands.*) Ooh, pretty good. And at school? (*Show of hands.*) Okay, lots of you. So, hopefully this will bring back some happy, or possibly some slightly disturbing memories. (*Laughter.*)

Um, so physics and marketing: We'll start with something very simple, Newton's law: "The force equals mass times acceleration." This is something that perhaps Turkish Airlines should have studied a bit more carefully (*Laughter.*) before they ran this campaign. (*Laughter.*) But if we rearrange this formula quickly, we can get to acceleration equals force over mass, which means that for a larger particle, a larger mass, it requires more force to change its direction. It's the same with brands. The more massive a brand, the more baggage it has, the more force is needed to change its positioning. And that's one of the reasons why Arthur Andersen chose to launch Accenture rather than try to persuade the world that Andersen's could stand for something other than accountancy. It explains why Hoover found it very difficult to persuade the world that it was more than vacuum cleaners, (*Laughter.*) and why companies like Unilever and P&G keep brands separate, like Oreo and Pringles and Dove, rather than having one giant parent brand. So the physics is that the bigger the mass of an object, the more force is needed to change its direction. The marketing is, the bigger a brand, the more difficult it is to reposition it. So think about a portfolio of brands or maybe new brands for new ventures.

Now, who remembers Heisenberg's Uncertainty Principle? Getting a little more technical now. So this says that it's impossible, by definition, to measure exactly the state, i.e., the position, and the momentum of a particle, because the act of measuring

it, by definition, changes it. So to explain that — if you've got an elementary particle and you shine a light on it, then the photon of light has momentum, which knocks the particle, so you don't know where it was before you look at it. By measuring it, the act of measurement changes it. The act of observation changes it. It's the same in marketing. So with the act of observing consumers, changes their behavior. Think about the group of moms who are talking about their wonderful children in a focus group, and almost none of them buy lots of junk food. And yet, McDonald's sells hundreds of millions of burgers every year. (*Laughter.*) Think about, er, the people who are on accompanied shops in supermarkets, who stuff their trolleys full of fresh food, er, green vegetables and fruit, er, (but) don't shop like that any other day. So luckily, the science — no, sorry — the marketing is getting easier. Luckily, er, with now better point-of-sale tracking, more digital, er, media consumption, you can measure more what consumers actually do, rather than what they say they do. So the physics is, you can never accurately and exactly measure a particle, because the observation changes it. The marketing is — the message for marketing is — that, er, try to measure what consumers actually do, rather than what they say they'll do or anticipate they'll do.

## Part 7 Speaking

### Teaching steps

- 1 Guide Ss to learn how to interrupt politely in a discussion or seminar.
- 2 Ask the representative of each group to make a presentation to the class about the research they have done in Researching/Text B. During the presentation, ask the rest of the class to think about the questions in Task/Speaking.
- 3 Guide Ss to have a discussion about these questions and remind them to try to practice the speaking skills of interrupting politely.

## Part 8 Writing

### Teaching steps

- 1 Guide Ss to learn the way to write the introduction for a research paper.
- 2 Let Ss complete the tasks and check their answers.

- 3 Divide the class into groups and tell Ss to share their own research paper introductions within their groups.
- 4 Walk around the class to learn more about Ss' progress before making comments.

## Answer keys

### Task 1

<b>Research topic</b>	<u>B2B e-business audit</u>
<b>Context of research</b>	<u>Specialized competencies are needed for auditors to conduct audits in this complex e-business audit context where the traditional internal accounting controls have been rendered useless. Auditing in this context entails tracking electronic transactions across the boundaries of the transacting e-businesses. The skill set to conduct these audits requires that the auditors be versed in e-business technologies as well as accounting audit procedures.</u>
<b>Approach and rationale</b>	<u>A field study of specialized auditors was conducted to determine their B2B audit judgment capability, expertise in IT, and expertise in using IT to conduct audits.</u>
<b>Significance of the study</b>	<u>To determine in the e-business audit service context the knowledge base needed by auditors to render effective audit decisions.</u>

# UNIT 3 Corporate Strategies

## I Teaching Objectives

After learning this unit, Ss are expected to develop the following academic skills and knowledge:

<b>Professional knowledge</b>	<ul style="list-style-type: none"><li>• Have some basic idea of corporate strategies</li><li>• Understand the differences among corporate strategies of different international companies and reasons behind the differences</li><li>• Master some specialized vocabulary of corporate strategies</li></ul>
<b>Reading</b>	<ul style="list-style-type: none"><li>• Understand the structure of business writing (e.g. looking for cases and examples to illustrate the main message in a text)</li><li>• Analyze difficult sentences (e.g. knowing the comparison or contrast of two or more ideas in a sentence)</li><li>• Develop critical thinking (e.g. Why do companies adopt different corporate strategies? What ensures the success of corporate strategies in different cultures?)</li></ul>
<b>Language building-up</b>	Learn the specialized vocabulary of corporate strategies, the signpost language of comparison and contrast, and some formal words
<b>Listening</b>	Take notes on lectures by adopting helpful forms
<b>Speaking</b>	Know how to make arguments in debates
<b>Writing</b>	Know how to write a literature review
<b>Researching</b>	Research the advantages and disadvantages of straight licensing

## II Teaching Activities and Resources

### Part 1 Lead-in

#### Teaching steps

- 1 Give Ss two assignments before class:
  - 1) Ask Ss to fill in the table in the task with the help of the Internet.
  - 2) Divide the class into groups of 3-4 to do a survey about people's opinion of Wal-Mart. Ask them if they think Wal-Mart is successful in China.
- 2 In class, check Ss' answers to the task.
- 3 Invite several groups to report their findings of the survey.
- 4 The entire class vote on the question: "Do you think Wal-Mart is successful in China?"

### Part 2 Text A

#### Teaching steps

- 1 Explain the three generic corporate strategies. The Supplementary information may be of help.
- 2 Ask Ss to read Paragraph 1 of Text A to determine which of the three strategies Wal-Mart adopts (cost leadership strategy), then read Paragraph 1 of Text B to determine which strategy Starbucks adopts (differentiation strategy).
- 3 Ask Ss to scan the remaining paragraphs in Text A to tell how many examples are given on Wal-Mart's foreign expansion (three: Mexico, some developed nations, and China).
- 4 Ask Ss to read more carefully to find answers to the following questions:
  - In each example, did the cost leadership strategy work? Why or why not?
  - In each example, what were the local challenges and how did Wal-Mart respond?Check Ss' answers and give feedback.
- 5 Guide Ss to do Task 1/Critical reading and thinking.
- 6 Divide the class into groups of 4-5 to complete Task 2/Critical reading and thinking. Then ask each group to report their answers to the class.

## Supplementary information

### 1 Corporate strategies

They are the overall scope and direction of a corporation and the way in which its various business operations work together to achieve particular goals.

According to Michael Porter, Harvard academic, business guru, strategist and author, the purpose of strategy is to gain and defend some forms of competitive advantage. There are three generic forms of corporate strategies.

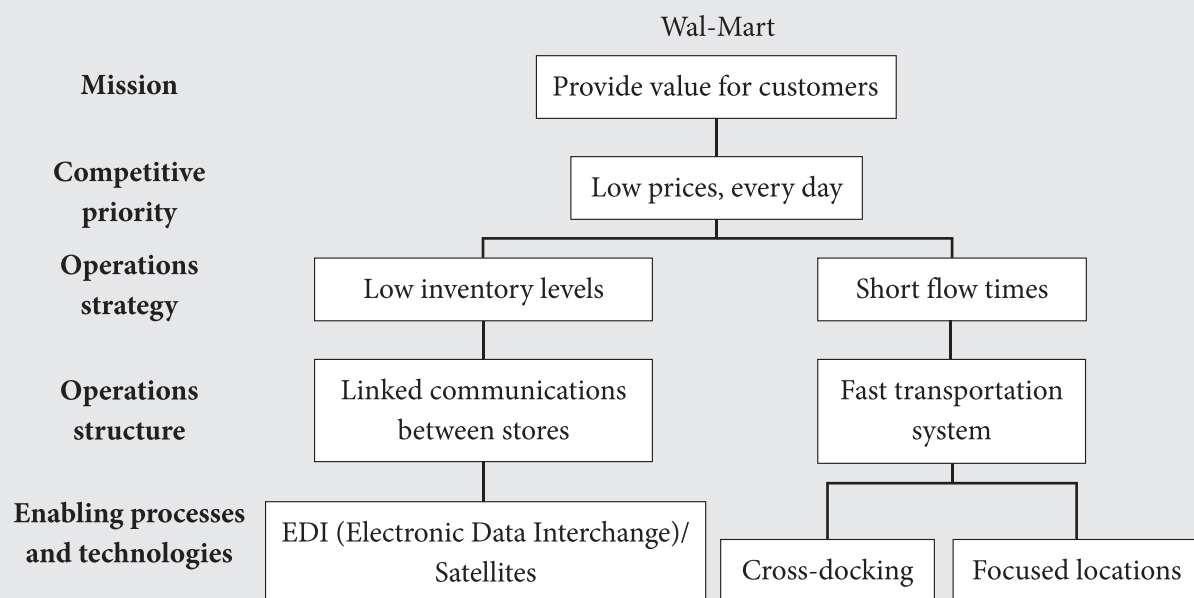
- **Cost leadership strategy:** This generic strategy calls for being the low-cost producer in an industry for a given level of quality. The firm sells its products either at average industry prices to earn a higher profit than its rivals, or below the average prices to gain market share.
- **Differentiation strategy:** A differentiation strategy calls for the development of a product or service that offers unique attributes that are valued by customers and that customers perceive to be better than or different from the products of their competitors.
- **Focus strategy:** The focus strategy focuses on a narrow segment and within that segment attempts to achieve either a cost advantage or differentiation. A firm using a focus strategy often enjoys a high level of customer loyalty and this entrenched loyalty discourages other firms from competing directly.

### 2 Merchandising strategy

Merchandising is the physical display of products for sale at retail. Merchandising strategies play an important role in retail sales. When the salesperson is not present, merchandising reinforces selling. Merchandising and packaging work together. Their job is to attract attention. They catch the eyes, and build interest and want. They support the sale.

### 3 Operations strategy

It is the collective concrete actions chosen, mandated, or stimulated by corporate strategies. It is, of course, implemented within the operations function. This operations strategy binds the various operations decisions and actions into a cohesive consistent response to competitive forces by linking firm policies, programs, systems, and actions into a systematic response to the competitive priorities chosen and communicated by the corporate or business strategy. In simpler terms, the operations strategy specifies how the firm will employ its operations capabilities to support the business strategy. The following chart shows the operations strategy of Wal-Mart.

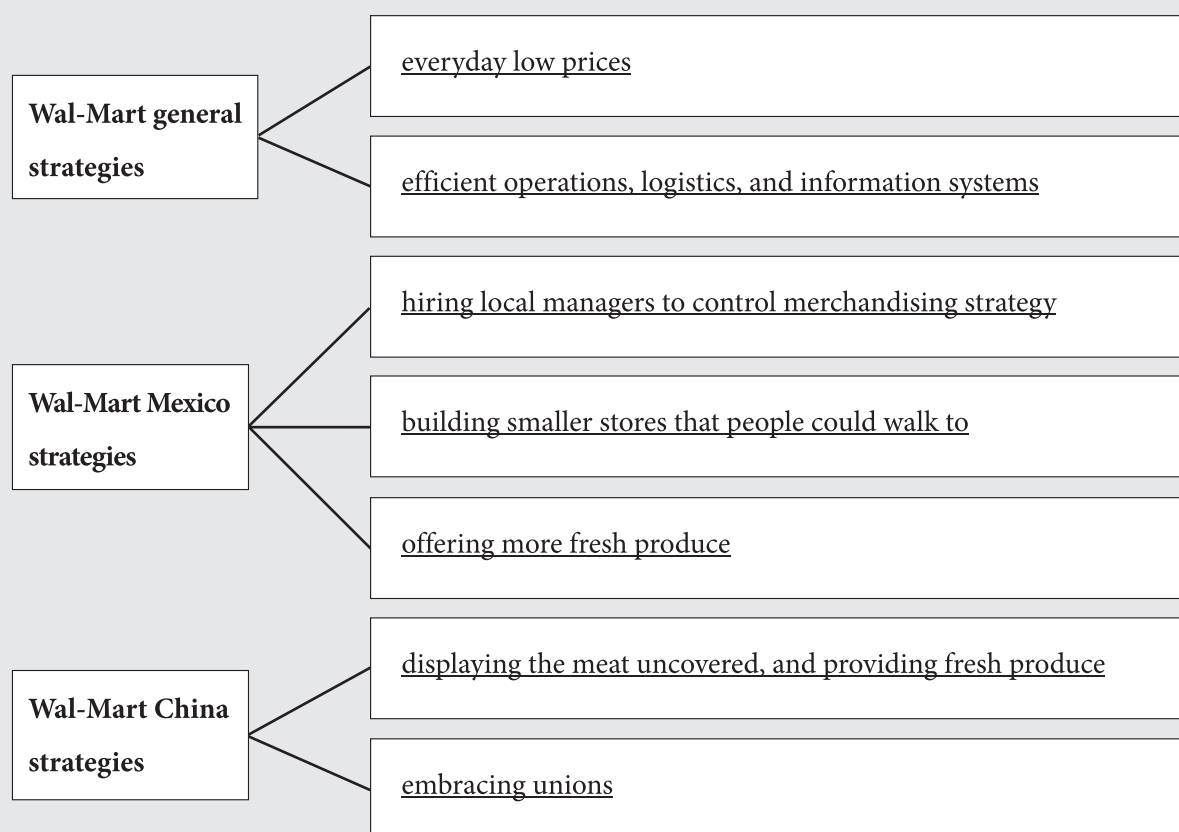


## Answer keys

### Critical reading and thinking

#### Task 1 / Overview

1



**2**

1 F    2 F    3 T    4 T    5 F    6 F    7 T    8 F

**Task 2 / Point for discussion**

- 1 Wal-Mart failed for two major reasons: 1) The well-established local rivals had nicely matched their offerings to local shopping habits and consumer preferences; 2) Consumers in South Korea and Germany seemed to have a preference for higher quality merchandise and were not as attracted to Wal-Mart's discount strategy.

The differences between these two countries and Mexico lie mainly in their customers' preferences. For South Korea and Germany, it is quality that counts; for Mexico, it is price.

- 2 With globalization, businesses like Wal-Mart are exerting increasingly greater influence. As Wal-Mart has reasoned (Para. 2) people once shopped at small stores in the United States, but starting in the 1950s they increasingly gravitated toward large stores like Wal-Mart.

## Part 3 Language building-up

**Teaching steps****1 Specialized vocabulary**

- 1) Check Ss' answers to Task 1.
- 2) Draw Ss' attention to Key Terms for Further Study at the end of the unit.

**2 Signpost language**

- 1) Ask Ss to brainstorm signpost language on comparison and contrast and write them down.
- 2) Compare their versions with the expressions in the table.
- 3) Check Ss' answers to Task 2.

**3 Formal English**

- 1) Check Ss' answers to Task 3.
- 2) Ask Ss to consult dictionaries to find two example sentences for each of the underlined formal words after class.

**Answer keys****Task 1 / Specialized vocabulary****1**

1 g    2 i    3 c    4 d    5 f    6 h    7 e    8 a    9 b



## 2

- |                      |                            |
|----------------------|----------------------------|
| 1 Growth strategy    | 2 Consumer preferences     |
| 3 joint venture      | 4 international expansion  |
| 5 Shopping behaviors | 6 Merchandising strategies |

### Task 2 / Signpost language

- 1 as
- 2 in contrast (by contrast/however/whereas/conversely)
- 3 unlike
- 4 as opposed to

### Task 3 / Formal English

- |                      |                            |
|----------------------|----------------------------|
| 1 argued             | 2 goods                    |
| 3 change; attractive | 4 The truth is             |
| 5 accept             | 6 has announced officially |

## Part 4 Text B

### Teaching steps

- 1 T may lead in by saying, "For Wal-Mart, catering to the local taste is vital. For others, however, maintaining the original flavor could be the key. Let's study Starbucks' growth strategies in foreign markets."
- 2 Explain the three major growth/internationalization strategies. The Supplementary information may be of help.
- 3 Ask Ss to work in pairs to answer the following questions:
  - How many examples of foreign expansion is given? (Four: Japan, Britain, other Asian countries, and mainland Europe.)
  - In each example, what strategy is adopted? (Japan: realizing that licensing wouldn't give Starbucks sufficient control, the JV(joint venture) model was adopted; Britain: acquisition of Seattle Coffee; other Asian countries: licensing, JV, wholly-owned subsidiaries; mainland Europe: JV.)
  - In each example, how does Starbucks exercise control to maintain the original flavor? (e.g. Japan: transferring U.S. employees in Japan; similar training classes for Japanese store managers and employees; the same store design as in the U.S.)
- 4 Divide the class into groups of 4-5 to conduct out-of-classroom research on either the advantages or the disadvantages of straight licensing following instructions in Researching/Text B.

### Supplementary information

#### 1 Growth/Internationalization strategies

No matter whether companies pursue domestic or international growth, they usually

adopt one or more, sometimes even all, of the following three strategies:

- Do it on one's own (organic growth, wholly-owned subsidiaries). The strength of this model is that the company has total control over the growth process. The weakness is that it might take too long a time or cost too much to the company.
- Do it with a partner (joint venture, franchising, licensing). The strengths are shorter time, lower costs, and convenient access to the local market and expertise. The major problem of such a model is the possible power struggle between partners, franchisors and franchisees, licensors and licensees.
- Mergers and acquisitions (M & A). The strengths are better control by the parent company, shorter time, and convenient access to the local market and expertise. The major challenge is post-M & A integration.

## **2 Stock option**

It is the right for an employee at a publicly-traded company to buy shares in that company for a certain price. Stock options in this sense are often a part of compensation for senior- and middle-level executives in large companies. These stock options have certain rules governing when and how the option can be exercised.

## **3 Franchising strategy**

It is a corporate strategy based on an agreement in which an entrepreneur buys a license to use another business' products, brand, proprietary knowledge, and trade secrets. This allows the entrepreneur to start a business without building up his/her own brand or products. This is a common way to start a business, especially in highly competitive industries. An industry that utilizes franchises on a regular basis is fast food. Because of stiff competition, it is generally more profitable for one who wishes to start a fast-food restaurant to buy a franchise.

## **4 Wholly-owned subsidiary**

It refers to a company that is totally owned by another company. A wholly-owned subsidiary may have publicly traded preferred stock and debt, but all of its common stock is owned by a parent company and unavailable for purchase.

## **5 Majority stake**

It is the ownership of 50% plus one of the stock in a publicly-traded company. This gives the person or company holding majority stake outright control of the company's operations, especially the election of its board of directors. Some majority stakeholders are not involved in the daily operations of the company, but most are. Indeed, the majority shareholder is often the company's founder.

## **Language support**

**The Starbucks format was then licensed to the venture, which was charged with taking over responsibility for growing Starbucks' presence in Japan. (Line 9, Para. 2)**

The venture, Starbucks Coffee of Japan, was given the official permission to use the Starbucks format, and given the responsibility to make Starbucks brand strong or

noticeable enough to gain sales in Japan.

**presence:** (of businesses) the ability to gain sales because the business is strong or noticeable (商业) 实力, 竞争力

e.g. His company is one with a strong *presence* in all major world markets.

## Answer keys

### Critical reading and thinking

#### Task 1

Areas	Starbucks' Strategies
Products	Selling its own premium coffee and coffee beverages, along with <u>a variety of pastries, coffee accessories, teas, and other products in a tastefully designed coffeehouse setting</u>
Customer service	Providing <u>superior</u> customer service
Employee	Emphasizing employee hiring and training programs and offering employees <u>stock option grants</u> and <u>medical</u> benefits
International expansion	<ul style="list-style-type: none"><li>• Making sure overseas operations replicate the "<u>Starbucks experience</u>"</li><li>• Franchising, joint ventures with local partners or wholly-owned subsidiaries depending on local conditions</li></ul>

#### Task 2

- 1 Because joint ventures can ensure that Starbucks control especially the quality of the service and that the licensees take the responsibility for growing Starbucks' presence.
- 2 One of the advantages is to gain tighter control over the expansion strategy in the local countries; another is to ensure that their licenses closely follow Starbucks' successful formula.
- 3 Sometimes Starbucks takes over because its partner found it difficult to raise funds from local banks to finance this expansion.

## Part 5 Text C

### Supplementary information

#### 1 Classmates.com

Classmates.com is a social networking service created in 1995 by Randy Conrads who founded Classmates Online, Inc. The social media website used an aggressive pop-up advertising campaign to draw Web surfers to its site. It based its social network on the existing connection between members of high school and college graduating classes,

armed service branches, and workplaces. In 2010, CEO Mark Goldston described the transition of the website “to increasingly focus on nostalgic content” such as “high school yearbooks, movie trailers, music tracks, and photographic images”. To this end, and to appeal more to older users, the website name was changed to Memory Lane, which included a website redesign.

## **2 SixDegrees.com**

SixDegrees.com was a social networking service website that lasted from 1997 to 2001. It was named after the six degrees of separation concept and allowed users to list friends, family members and acquaintances both on the site and externally; external contacts were invited to join the site. Users could send messages and post bulletin board items to people in their first, second, and third degrees, and see their connection to any other user on the site. It was one of the first manifestations of social networking websites in the format now seen today. SixDegrees.com was followed by more successful social networking sites based on the “social-circles network model” such as Friendster, MySpace, LinkedIn, and Facebook.

## **3 Friendster**

Launched in 2002, Friendster is a social gaming site that is based in Kuala Lumpur, Malaysia. The company now operates mainly from three Asian countries: the Philippines, Malaysia and Singapore. It was previously known as a social networking website. Before the site was redesigned, the service allowed users to contact other members, maintain those contacts, and share online content and media with those contacts. The website was also used for dating and discovering new events, bands, and hobbies. Users could share videos, photos, messages and comments with other members via their profile and their network. It was considered one of the original and even the “granddaddy” of social networks.

## **4 Orkut**

Orkut is a social networking website that is owned and operated by Google Inc. The service is designed to help users meet new and old friends and maintain existing relationships. Although Orkut is less popular in the United States than its competitors, Facebook and MySpace, it is one of the most visited websites in India and Brazil.

## **5 Bebo**

Bebo is a social networking website launched in 2005. It is currently owned and operated by Criterion Capital Partners who took over from AOL in June 2010. Bebo is very similar to other social networking sites, mainly Facebook.

## **6 Hi5**

Hi5 is a social networking site based in San Francisco, California. The company was founded in 2003 by Ramu Yalamanchi. By 2008, Hi5 had been reported to have become the third most popular social networking site in terms of monthly unique visitors. Since April 2009, Hi5 has refocused itself as a social gaming platform and opened itself to new game developers. In December 2011, the social networking site, Tagged, purchased Hi5 for an undisclosed sum.

## Answer keys

### Task

Renren.com shares all these features with Facebook.

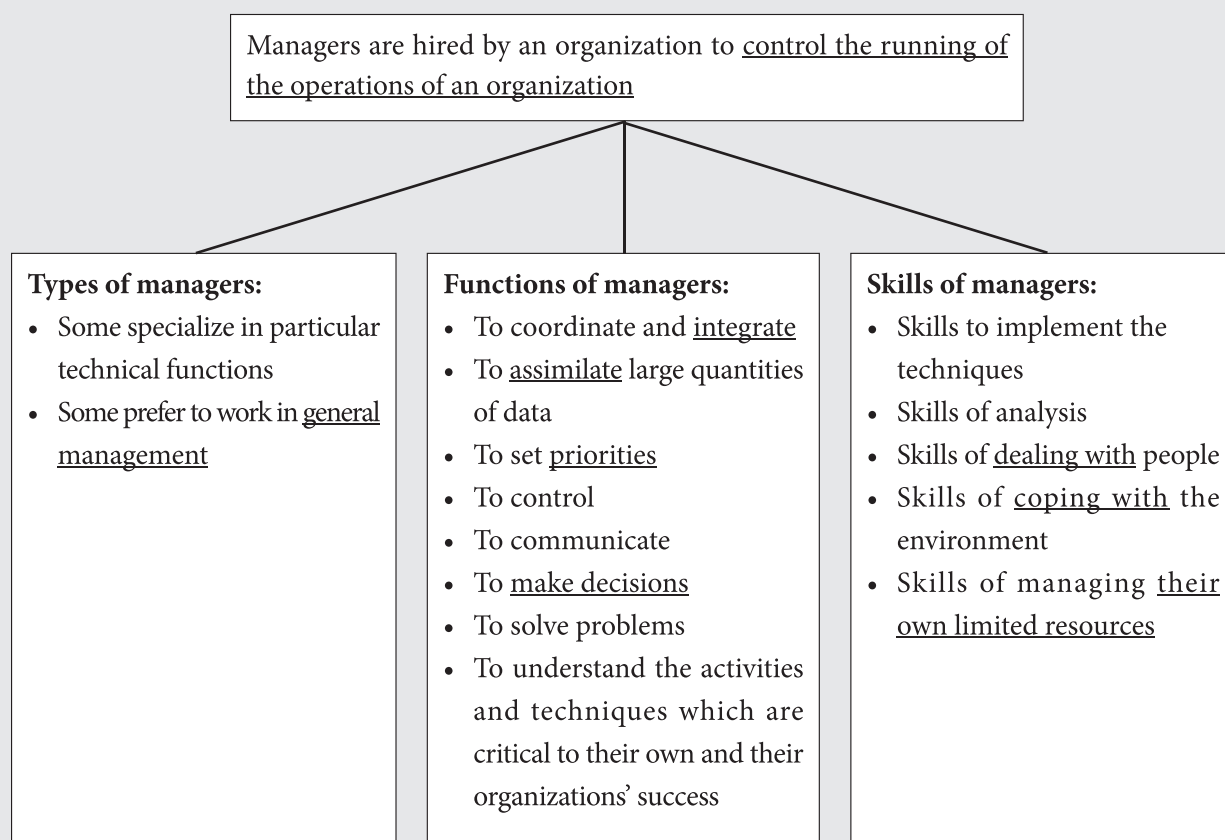
## Part 6 Listening

### Teaching steps

- 1 Guide Ss to get acquainted with the seven kinds of note-taking forms.
- 2 Ask Ss to listen to the lecture and decide what kind of lecture it is and which form they can use to take notes.
- 3 Ask Ss to take notes using the form they choose and complete Task 2.
- 4 Check Ss' answers.

## Answer keys

### Task 2



## Scripts

Any study of management and managers must start by asking two questions: “What is a manager for? What does a manager do?” Managers work in organizations. Those organizations may be complex structures of several thousand men with multi-layered hierarchies, carrying out a diversity of operations all over the world. They may also be small, perhaps only two or three people, doing a single set of tasks. In all cases these organizations have objectives to be met, goals to be achieved, and the smooth running of the organization’s operation is necessary to make this occur. But who sets these objectives? The owner or the shareholders? Or the professional managers controlling the output of the organization? And who controls the running of the operation? The managers are hired by the organization for this very purpose. The operations of an organization entail varying degrees of interdependence. To achieve efficiency and economy of operation, people specialize in particular tasks, and do not carry out the whole process. They specialize in sales, in production, in finance, in coordinating the separate functional activities. Managers by the very nature of their work specialize. Some may specialize in particular technical functions, and throughout their careers may stay in those functions and develop great depths of technical expertise and know-how in the specialist field. Some may find their strength lies more in coordination and integration and prefer to work in general management. Whichever they do, they all have to work within an operational and social structure called an organization. All managers need to be able to coordinate and integrate, both within their own specialized function and also across the different functions within the organization. They have to assimilate large quantities of data, to set priorities, to control, to communicate, to make decisions, to solve problems. They need to understand the activities and techniques which are critical to their own and their organizations’ success. They have to develop the skills necessary to implement those techniques, and skills of analysis, of dealing with people, of coping with the environment, of managing their own limited resources.

## Part 7 Speaking

### Teaching steps

- 1 Guide Ss through the instructions on making an argument.
- 2 Ask Ss to compare the corporate strategies of Google and Baidu. Ask Ss to decide which one they think will be more successful in China in the long run and carry out a debate accordingly.
- 3 If time allows, ask Ss to make presentations about the research they have done in Researching/Text B.

- 4 Encourage Ss to evaluate each other's presentation by referring to the tips of making an argument.
- 5 Comment on Ss' presentations.

## Part 8 Writing

### Teaching steps

- 1 Guide Ss to know the components of a literature review.
- 2 Ask Ss to complete Task 1.
- 3 Ask Ss to write the literature review section of their own research paper after class; when in class they should have with them not only the literature review section, but also the copied pages of their literature references.
- 4 Divide the class into groups to share their literature reviews.
- 5 Walk around the class to collect samples and later make comments on them.

### Answer keys

#### Task 1

- 1) The topic of the literature review
- 2) The organization pattern for the review
- 3) The body summarizing previous research
- 4) The significance of the study

# UNIT 4 Leadership

## I Teaching Objectives

After learning this unit, Ss are expected to develop the following academic skills and knowledge:

<b>Professional knowledge</b>	<ul style="list-style-type: none"><li>• Know some key ingredients of great leadership and the differences between leadership and management, and the tension between control and autonomy</li><li>• Understand the implication of Peter Drucker's leadership theory through the success of Nando's</li><li>• Grasp Maslow's hierarchy of needs and its implications for management</li><li>• Get acquainted with some specialized vocabulary of leadership</li></ul>
<b>Reading</b>	<ul style="list-style-type: none"><li>• Understand the structure of business writing (e.g. chronological order, listing)</li><li>• Analyze difficult sentences (e.g. finding the parenthetical statement in a sentence)</li><li>• Think about issues critically (e.g. When to lead and when to manage?)</li></ul>
<b>Language building-up</b>	Learn the specialized vocabulary of leadership, the signpost language of parenthetical statements, and some formal words
<b>Listening</b>	Practice the use of symbols in note-taking
<b>Speaking</b>	Make a counterargument
<b>Writing</b>	Appreciate the importance of avoiding plagiarism
<b>Researching</b>	Do group research to learn more about the hot-pot restaurant, Haidilao



## II Teaching Activities and Resources

### Part 1 Lead-in

#### Teaching steps

- 1 Divide the class into groups of 4-5 and ask them to make a list of great leaders — they may be business, political, military leaders or leaders from any other field.
- 2 Ask each group to discuss what makes each leader great and write down their distinguishing characteristics. Ask them if they find any common characteristics among these leaders.
- 3 Invite several group representatives to report to the class the leaders they discussed in their groups and the common characteristics of the leaders.
- 4 T may lead in to Text A by saying, “Peter Drucker is regarded as a management guru in the West. In Text A, his student William A. Cohen summarized his theories on key ingredients of great leadership. Let’s see if we and Drucker think alike.”

### Part 2 Text A

#### Teaching steps

- 1 Ask Ss to read all the subheadings in Text A and then decide how to divide it into two parts. (The first part: Paras. 1-10; the second part: Paras. 11-26.)
- 2 Ask Ss to scan the text to locate all the references to time in the first part, and then read the subsequent sentences carefully in order to complete Activity 2/Task 1/Critical reading and thinking.
- 3 Ask Ss to read the second part more carefully and then complete Activity 3/Task 1.
- 4 Invite several Ss to give a summary of the five key aspects of Drucker’s effective leadership model.
- 5 Ask Ss to work in pairs to complete Task 2/Critical reading and thinking. Invite some pairs to share their answers with the class.

#### Supplementary information

##### 1 Peter Drucker

Peter Drucker (1909-2005) is an influential author, management consultant, and self-described “social ecologist”. He was born in Austria, worked as a journalist in Germany, but fled to England when Adolf Hitler rose to power in 1933. He remained

in England until 1937, when he moved to the United States to work as an adviser to British banks, and then he became a naturalized U.S. citizen in 1943. His writings explored how humans are organized across the business, government and the non-profit sectors of society and contributed to the philosophical and practical foundations of the modern business corporation. He predicted many of the major developments of the late 20th century, including privatization and decentralization; the decisive importance of marketing; and the emergence of the information society. He coined the term “knowledge worker”.

## 2 **Harper’s Magazine**

*Harper’s Magazine* (also called *Harper’s*) is a monthly magazine of literature, politics, culture, finance, and the arts, with a generally left-wing perspective. It was launched as *Harper’s New Monthly Magazine* in 1850 by the New York City publisher Harper & Brothers. It is the second-oldest continuously published monthly magazine in the U.S. *Harper’s Magazine* has won many National Magazine Awards of the U.S.

## 3 **Comparing leadership with management**

Peter Drucker did not think management differed from leadership until his career ended. Current management theories believe that although both leadership and management involve influence, working with people, as well as concern about effective goal accomplishment, they can’t replace each other. Leadership is something practiced in addition to management.

What follows is a table contrasting managers against leaders. It is adapted from Warren Bennis’ *On Becoming a Leader*.

The manager	The leader
<ul style="list-style-type: none"> <li>• administers</li> <li>• is a copy</li> <li>• maintains</li> <li>• focuses on systems and structures</li> <li>• relies on control</li> <li>• has a short-range view</li> <li>• asks how and when</li> <li>• has his/her eyes always on the bottom line</li> <li>• imitates</li> <li>• accepts the status quo (现状)</li> <li>• is the classic good soldier</li> <li>• does things right</li> </ul>	<ul style="list-style-type: none"> <li>• innovates</li> <li>• is an original</li> <li>• develops</li> <li>• focuses on people</li> <li>• inspires trust</li> <li>• has a long-range perspective</li> <li>• asks what and why</li> <li>• has his/her eyes on the horizon</li> <li>• originates</li> <li>• challenges the status quo</li> <li>• is his/her own self</li> <li>• does the right thing</li> </ul>

## 4 **Charismatic leadership**

In German sociologist Max Weber’s leadership theory, he wrote about three types of

leaders: bureaucratic, charismatic, and traditional. Weber was one of the first of the leadership theorists to recognize that leadership itself was situational in nature, and that true leaders needed to move dynamically from one type of leadership style to another to remain successful.

Typically, the charismatic leader can demand and receive complete devotion from his/her followers. Such leaders may be political and secular as well as religious. They challenge the traditional order, for either good or ill.

The strengths of charismatic leadership are: It results in relatively strong, unchallenged levels of obedience; it is useful in a difficult time, e.g. a crisis; it can be very effective if the leader's vision is correct; charismatic leaders possess rhetorical ability; such leaders are energetic, unconventional, and exemplary.

The weaknesses of charismatic leadership are: Weak "yes-man" may gather around the leader; charismatic leaders have a tendency toward narcissism; such leaders think they are free from moral (inner) conflicts, e.g. Hitler; such leaders are unpredictable and potentially dangerous.

## 5 *Star Wars*

It is an American epic space opera film series created by George Lucas. The first film in the series was originally released on May 25, 1977, followed by two sequels and three prequels. One of the prominent elements of *Star Wars* is the "Force", an omnipresent energy that can be harnessed by those with that ability. The "Force" allows users to perform various supernatural feats and can amplify certain physical traits, such as speed and reflexes; these abilities vary between characters and can be improved through training. While the "Force" can be used for good, it has a dark side that, when pursued, it imbues users with hatred, aggression, and malevolence.

## 6 Frances Hesselbein

Frances Hesselbein served as the CEO of the Girl Scouts (女童子军) of the U.S. for 15 years (1976-1990) before Peter Drucker invited her to serve as president and CEO of Frances Hesselbein Leadership Institute (previously known as the Peter F. Drucker Foundation for Non-profit Management). She is credited with leading a turnaround for the Girl Scouts. In 1998, Hesselbein was awarded the Presidential Medal of Freedom for her work with the Girl Scouts of the U.S.

## Language support

### 1 That association may well have had lifelong resonance. (Line 3, Para. 4)

Drucker couldn't associate *Fuehrer* (which means an absolute ruler, especially one who is harsh and oppressive) with "leader", and he couldn't understand why Hitler could draw so many flock to his leadership. He puzzled over this question almost all his life.

**2 Both were necessary for effective leadership, but he was very cautious of absolute interpretations of “ethical business behavior”. (Line 2, Para. 16)**

此句可译为：（企业伦理和个人诚信）都是高效能领导力的关键组成要素。但他很谨慎，没有对“符合伦理的企业行为”作出绝对的阐释。

## Answer keys

### Critical reading and thinking

#### Task 1 / Overview

#### 2

Time	Drucker's evolving attitudes toward leadership
1947	<u>Management is leadership.</u>
seven years later	<u>Leadership is of utmost importance. Indeed there is no substitute for it. Leadership cannot be taught or learned.</u>
1973	<u>There is no substitute for leadership. But management cannot create leaders.</u>
the 1970s	<u>Intellectual struggle with the notion of leadership: He knew leadership was important, but he was still uncertain about leadership as a separate theme.</u>
the late 1980s	<u>Xenophon's ideas on military leadership should be adapted by executives to modern management practice.</u>
1988	<u>He gave the word “leadership” prominence.</u>
1996	<u>A complete reversal of attitude: Leadership must be learned and can be learned.</u>
2004	<u>He abandoned his earlier position. He came to view charismatic leadership as neither good nor bad but rather like “the Force” in <i>Star Wars</i>, with a “dark side” that right-minded leaders needed to avoid.</u>
the end of his career	<u>Leadership could be learned, and it should be presented as a topic separate and distinct from management.</u>

#### 3

- 1 The leader's role in strategic planning:  
Leaders must be personally involved in developing the strategy. They set up the goals before any action is taken. The means toward achieving the goals could change as the situation changes.
- 2 Business ethics and personal integrity:  
There is a difference between the two. Both are necessary for effective leadership.

- 3 Modeling military leadership:  
Battlefields put leadership to extreme tests. A lot is to be learned from great military leaders.
- 4 The psychological principles of motivation:  
Workers, especially knowledge workers, are not to be managed, but to be led, to be motivated to do things.
- 5 The marketing model and leadership:  
Leaders must treat workers as partners. Instead of being ordered around, the workers have to be persuaded.

## Part 3 Language building-up

### Teaching steps

#### 1 Specialized vocabulary

- 1) Check Ss' answers to Task 1.
- 2) Draw Ss' attention to Key Terms for Further Study at the end of the unit.

#### 2 Signpost language

- 1) Provide additional information on parenthetical statements. The Supplementary information may be of help.
- 2) Check Ss' answers to Task 2.

#### 3 Formal English

- 1) Guide Ss to learn the information in the box of this section.
- 2) Check Ss' answers to Task 3.

### Supplementary information

#### Functions of parenthetical statements

A traditional parenthetical statement is a thought enclosed in parentheses. Brackets and dashes may also be used. According to *The Handbook of Effective Writing* (Walter K. Smart, 2010), the information in a parenthetical statement is not crucial to the sentence, but is related to the main statement.

The following are possible functions of a parenthetical statement:

- A parenthetical statement allows a writer to insert extra information without creating a new sentence. The extra information may be too short to require a full

sentence. Or if a full sentence is created for the extra information, it may cause a departure from the theme.

- A parenthetical statement marked by dashes can in fact stand out. In other words, the obvious separation serves to emphasize the interrupter.
- A parenthetical statement interrupts the normal flow of a sentence, thus creating a variety in sentence rhythm.
- A parenthetical statement slows down the development of a sentence. This might help to create a sense of suspension.

When using parenthetical statements, please pay attention to the following:

- If your sentence ends with parenthetical material, place the period outside of the parentheses. For example,  
*They can be taken from myth, from history, or from contemporary occurrence, or they can be pure invention (but even if they are invented, they are nonetheless constructed from the constant materials of real experience, no matter how fantastic the invention).*
- If you have a parenthetical statement independent of a sentence, capitalize the first word and place the period within the parentheses. For example,  
*Her gown was covered with jewels. (Those jewels must have cost a fortune.)*
- Keep in mind that the rest of the sentence should still flow naturally.

## Answer keys

### Task 1 / Specialized vocabulary

1

- |          |           |            |       |
|----------|-----------|------------|-------|
| 1 有效领导   | 2 管理实践    | 3 战略规划     | 4 使命  |
| 5 愿景     | 6 (长期) 目标 | 7 (中短期) 目标 | 8 职能  |
| 9 费用, 支出 | 10 资源     | 11 绩效      | 12 洞察 |

2

- |                        |               |                 |              |
|------------------------|---------------|-----------------|--------------|
| (1) Strategic planning | (2) mission   | (3) objectives  | (4) insights |
| (5) resources          | (6) functions | (7) performance |              |

### Task 2 / Signpost language

- 1 However, despite these clear early statements, Drucker did at times seem to equivocate about leadership. Only a few short sentences after the statement about the importance of leadership, **for example**, he added, “Leadership cannot be taught or learned.”
- 2 Clearly, Drucker was ambivalent about leadership — **or at least the idea that it could be taught** — and he remained so for much of his career.
- 3 In his foreword to *The Leader of the Future*, he wrote, “Leadership must be learned and *can be learned*.” (**Italics added.**)

- 4 While Drucker did not leave us with a unified model of his concepts about effective leadership, I was able to derive the essence of his beliefs from a variety of sources, including his published work — **books and articles, oral presentations, and tapes** — as well as my own class notes and personal conversations both during my schooling and after my graduation.
- 5 He called them “partners”, and wrote that partners couldn’t be ordered — **they had to be “persuaded”**, and leadership was therefore “a marketing job”.
- 6 However, to market correctly, the needs of each group or customer segment, **including their values and behaviors**, had to be understood.
- 7 In this way, a company would develop products and promote them in the way that the customer — **not the marketer** — considered important.

### Task 3 / Formal English

- 1 We can’t find any substitute for leadership.
- 2 We must learn leadership and we can learn it.
- 3 Leadership is very important.

## Part 4 Text B

### Teaching steps

- 1 T may lead in by saying, “Text B is a good illustration of the fourth component of Peter Drucker’s effective leadership model — the psychological principle of motivation.”
- 2 Draw Ss’ attention to the instructions of Tasks 1 & 2/Critical reading and thinking, so that they understand how Nando’s motivates local managers by allowing them to make local decisions while motivating employees with HR policies.
- 3 Ask Ss to read the text carefully and then complete Tasks 1 & 2.
- 4 Check Ss’ answers.
- 5 Divide the class into groups of 4-5 and ask them to conduct out-of-classroom research on the company Haidilao, based on the guidelines in Researching/Text B.

### Supplementary information

#### 1 Nando’s

It is a casual dining restaurant group originating from the Mozambican-Portuguese community in South Africa. Nando is the pet name of Fernando, one of its founder. Founded in 1987, Nando’s operates in 30 countries. It specializes in chicken dishes with either lemon and herb, medium, hot, extra hot or extra extra hot peri-peri sauce which is an indigenous chili to East and Southern Africa.



In 2010, *Advertising Age* magazine named Nando's as one of the world's top 30 hottest marketing brands.

## 2 Franchise agreements

They are the legal, binding contracts between a franchisor and franchisee, allowing a franchisee to use the franchisor's successful business model. For the franchisor, the franchise is an alternative to building "chain stores" to distribute goods and avoid the need for investments and liability for a chain. On the other hand, franchisees enjoy the advantage of starting up business quickly based on a proven trademark, and immediate access to the tooling and infrastructure, as opposed to having to develop them. The franchisor's success depends on the success of the franchisees. The franchisee is said to have a greater incentive than a direct employee because he/she has a direct stake in the business.

Franchisees make two important payments to a franchisor: 1) a royalty for the trademark, and 2) reimbursement for the training and advisory services given to the franchisee. These two fees may be combined in a single "management fee".

## 3 CSR (corporate social responsibility)

It is also called "corporate conscience", "corporate citizenship", "social performance", or "sustainable responsible business". It is a form of corporate self-regulation integrated into a business model. The goal of CSR is to embrace responsibility for the company's actions and encourage a positive impact through its activities on the environment, communities, consumers, employees, stakeholders and all other members of the public sphere who may also be considered as stakeholders.

## Language support

### 1 ... which had played a big part in the formative years of his life. (Line 8, Para. 1)

**formative years:** the period that has an important and lasting influence on the development of sb.'s character 性格形成的时期

### 2 Whilst there is a strong intuitive sense and informal evidence that this investment in training is linked to the success of the business, Nando's would ideally like stronger, more specific assessments. (Line 3, Para. 9)

By intuition and informal evidence it is strongly suggested that this investment in training for staff is closely related to the success of the business. However, Nando's hopes to do some hard, scientific evaluation in greater detail to prove that their training and development is indeed positively correlated to business success.

此句可译为：虽然强烈的直觉和非正式的证据表明，对员工培训的投入同企业的成功挂钩。但 Nando's 希望能够作出更有力、更具体的评估来证明两者之间的正相关性。



## Answer keys

### Critical reading and thinking

#### Task 1

1, 2, 4, 7, 8

#### Task 2

**Five-awarded in-house training programs:** buddy systems; new restaurants opening training; team building; Nando's inductions; coaching programs

**Training budget:** approximately 75% of the human resources budget

**Titles used to address people:** The board of directors are referred to as "the Full Monty"; restaurant managers are called "Patrao" ("head of the family" in Portuguese); "Nandoca" is a waiter; "Grillers" are the chefs; and the head office in Putney is referred to as "Central Support".

**Promotion policies:** 45% of appointments filled through career succession within the businesses; upper-level management responsible for coaching and spotting talents; comprehensive development process to support career paths; it usually takes approximately 12 to 18 months to get to the first assistant position and a further similar period to get to be the Patrao.

**Diversity:** Staff are hired regardless of their level of English, trained in ways that work best for each of them and provided with development opportunities.

**Employee engagement and involvement:** conferences and formal get-togethers where staff are consulted and included in introducing new working practices and processes

**Fun at work:** fun language; enjoyable work; they know how to party

## Part 5 Text C

### Supplementary information

#### Abraham Maslow

Abraham Maslow (1908-1970) is an American psychologist and philosopher who was best-known for proposing a hierarchy of human needs, a self-actualization theory of psychology, which argues that the primary goal of psychotherapy (心理疗法) should be the integration of the self.

Maslow studied psychology at the University of Wisconsin and Gestalt psychology (格式塔心理学) at the New School for Social Research in New York City before joining

the faculty of Brooklyn College in 1937. In 1951 he became head of the psychology department at Brandeis University, where he remained until 1969.

He stressed the importance of focusing on the positive qualities in people, as opposed to treating them as a “bag of symptoms”. Through his books and teachings Abraham Maslow brought us management psychology, the self-actualization theory, Maslow’s hierarchy of needs, and many more concepts that have improved life for humanity as a whole.

## Answer keys

### Task

Level of needs	Group of people	Explanation
Self-actualization	<u>People who want to reach their full potential as a person</u>	<u>To have peak experiences</u>
Esteem	<u>People who work hard to earn respect from others and to develop self-esteem</u>	<u>To feel important</u>
Social needs	<u>People who actively interact with others</u>	<u>To develop relationships and feel a sense of “belonging”</u>
Safety	<u>People who work in order to be free from the threat of physical and emotional harm</u>	<u>To feel one is not in harm’s way</u>
Physiological needs	<u>People who work in order to sustain life</u>	<u>To survive</u>

## Part 6 Listening

### Teaching steps

- 1 Emphasize that the symbols given in the table are purely for Ss’ reference and that they could always invent their own symbols, as long as those symbols are used consistently.
- 2 T may give more tips on how to take notes, of which symbols are just a small part:
  - Don’t note down every word you hear, focus on notional words/content words (实词).
  - You needn’t always take notes in English. Use the language you’re most comfortable with, or choose the shorter version of the same word in two languages.

- Write vertically instead of horizontally, because the top-down sequence could indicate the logic of the speech you hear.
  - You needn't write down an entire word or character. Several letters or strokes are sufficient to help you recall.
- 3 Ask Ss to preview Task 1 to get a hint about the parts of the speech that needs taking notes on.
  - 4 Ask Ss to take notes while listening.
  - 5 Check Ss' answers to Task 1.
  - 6 Check Ss' answers to Task 2 after they listen to the speech a second time.

## Supplementary information

### Hewlett Packard

The Hewlett Packard Company, commonly known as HP, is a very large global company headquartered in California, U.S. Its products are concentrated in the fields of computing, printing, and digital imaging. It also sells software and services.

## Answer keys

### Task 1

- 1 collaboration; character
- 2 experiences; ask the right questions and hear the answers; take risks; keep learning
- 3 most intelligent; adaptive to change

### Task 2

- 1 F      2 T      3 T      4 F

## Scripts

I think leadership is about three things: capability, collaboration and character. We'll talk briefly about those three and then I'm gonna take your questions.

Capability. Of course, we think about capability, we think about skills, we think about experiences ... All of those things are important. But, sometimes the most important capability you can have is the capability to ask a question and hear the answer. Every time you go into a new situation, you have to ask questions to understand what's there. I tell people all the time that the single best leading indicator of whether a business is doing well or a business is doing poorly is customer satisfaction. Customers always know what's wrong. They cannot always tell you what they want, but they can

always tell you what's wrong. And every time they tell you something is wrong, it's an opportunity. So, I think, (you know,) income statements and balance sheets are lagging indicators, very important, but an income statement or a balance sheet is a representation of decisions already made. Somebody has bought a product, that's revenue you post. A manager has made a decision, that's an expense you post. Lagging indicators are really important, but you are looking into the rear view mirror. These things tell you where a business is going.

Asking the right question of customers turns out to be really important. Customer sat is a vital leading indicator for business. And if you doubt me, way back in 2002, (you know,) we were going through the proxy battle and merger and I made an incredibly outrageous comment that Hewlett Packard would become the leading technology company in the world, and would beat both IBM and Dell. Everyone thought I was nuts. By the way it has since happened ... But, what was interesting was people said, "How do you know you can beat Dell?" I said, "Well, because we can replicate their cost structure, we can replicate their distribution model, and because, if you observe, our customer sat is going up and theirs is going down." The truth is Dell's problems were all foreseeable. All you had to do was to look at the fact that they had quitted innovating, and they had stopped taking risks, they were relying on the same competitive model for too long, and their customer sat went straight down. It was only a matter of time, which is why we do innovation. The ability to take risks, the ability to celebrate new ideas, is also a leading indicator of a business.

So, capability, you've got to ask the right questions. Capability. You have to celebrate new ideas, take risks all the time, and try new things, because however good the answers you have had are, every person, every organization, eventually reaches a time when the old answers aren't any good any more. And then the only thing that works is creativity and new ideas and risk-taking and innovation.

The other important part about capability, I think, is to keep learning, to learn something every day. If you ... I'm older than most of you, so I could say this with some certainty, but, you know, you see people who are in their 40s and 50s, and some people are in that age of 60s or 70s or 80s, and some people in that age group are vibrant, and some people aren't. And a big part of that difference is the people who keep learning, who keep trying new things, are vibrant, and people who have stopped learning, and stopped trying new things are old before their time.

It is why, or maybe it's another application of something Charles Darwin said. Charles Darwin said, "It is not the strongest of the species that survive, nor the most intelligent, but those most adaptive to change."

## Part 7 Speaking

### Teaching steps

- 1 Divide the class into four groups to do the research. Each group focuses their research on one of the following four leadership styles: telling, selling, participating and delegating.
- 2 Ask the four teams to debate in class with claiming the leadership style each team has focused on is the best for a certain kind of subordinates in a certain kind of situation.
- 3 Remind Ss to practice the speaking skills of making a counterargument during the debate.
- 4 Comment on Ss' debate.
- 5 Ask Ss to draw a conclusion of the debate by completing the three questions in the task.

## Part 8 Writing

### Teaching steps

- 1 Ask Ss to read the information on avoiding plagiarism before completing the task.
- 2 Divide the class into groups of 4-5 and ask them to share within a group some of the quotes/paraphrases already done for their research papers.
- 3 Walk around the class, gather some samples, and make comments to the whole class.

### Answer keys

#### Task 1

- 1 He believed that decisions based upon tradition and rules of thumb should be replaced by precise procedures developed after careful study of an individual at work, including via time and motion studies, which would tend to discover or synthesize the “**one best way**” to do any given task.
- 2 From the book *Management*. He used Reference 1 to note that the term was borrowed.
- 3 The verbs are: *noticed* (Line 1, Para. 3), *believed* (Line 6, Para. 3).

# UNIT 5 E-Business

## I Teaching Objectives

After learning this unit, Ss are expected to develop the following academic skills and knowledge:

<b>Professional knowledge</b>	<ul style="list-style-type: none"><li>• Know the definition of e-business</li><li>• Perceive some basic models of e-business</li><li>• Get acquainted with some specialized vocabulary of e-business</li></ul>
<b>Reading</b>	<ul style="list-style-type: none"><li>• Understand the structure of business writing (e.g. a title as an indicator to divide the text into several parts)</li><li>• Analyze difficult sentences (e.g. finding the signpost language indicating examples in sentences)</li><li>• Think about issues critically (e.g. Will the continued growth of online shopping undermine the traditional retail model?)</li></ul>
<b>Language building-up</b>	Learn the specialized vocabulary of e-business, the signpost language of giving examples, and some formal words
<b>Listening</b>	Use some symbols and abbreviations for note-taking
<b>Speaking</b>	Turn to a new point in a seminar
<b>Writing</b>	Understand what basic elements should be included in the methodology section of a research paper
<b>researching</b>	Do group research to compare and contrast e-business models with traditional brick-and-mortar (实体的) models

## II Teaching Activities and Resources

### Part 1 Lead-in

#### Teaching steps

- 1 Divide the class into groups of 3-4 to discuss the following questions:
  - What famous e-businesses do you know?
  - What are these e-businesses most famous for?
  - How do they make money?
- 2 Ask several Ss to summarize what they've learned from their groups.
- 3 Ask Ss to listen to the introduction to the concept of e-business and complete the task.
- 4 T may lead in to Text A by saying, "A business model refers to the way a company organizes its people and resources to serve customers profitably. Now let's read Text A to see what experts say about e-business models."

#### Answer keys

##### Task

- (1) collaborating with business partners
- (2) IBM
- (3) parts and supplies
- (4) do joint research
- (5) equipment and software
- (6) Travel bookings

#### Scripts

E-business, derived from such terms as "e-mail" and "e-commerce", is the conduct of business on the Internet, not only buying and selling but also servicing customers and collaborating with business partners. One of the first to use the term was IBM. Today, major corporations are rethinking their business in terms of the Internet and its new culture and capabilities. Companies are using the Web to buy parts and supplies from other companies, to collaborate on sales promotions, and to do joint research. Exploiting the convenience, availability, and worldwide reach of the Internet, many companies, such as Amazon.com, have already discovered how to use the Internet successfully.

Increasingly, much direct selling is taking place on the Internet of computer-related equipment and software. One of the first to report sales in the millions of dollars directly from the Web was Dell. Travel bookings directly or indirectly as a result of Web research are becoming significant. Custom-orderable golf clubs and similar specialties are considered good prospects for the immediate future.

## Part 2 Text A

### Teaching steps

- 1 Draw Ss' attention to the title and explain that the text could be divided into three parts according to the three words in the title — growth, opportunities and challenges.
- 2 Ask Ss to scan the text to see which paragraphs contain the word “B2B” or “B2C”. These paragraphs (Paras. 1-6) constitute Part 1 of the text — growth.
- 3 Ask Ss to divide the remaining paragraphs into two parts — Part 2 on e-business opportunities (Paras. 7-9) and Part 3 on e-business challenges (Paras. 10-11).
- 4 T may provide further information about e-business. The Supplementary information may be of help.
- 5 Ask Ss to do the following activities:
  - 1) Ss read Part 1 more carefully to find out the definition of a business model — “A business model represents a group of common characteristics and methods of doing business to generate sales revenues and reduce expenses” (Para. 1). And summarize the two most popular e-business models (B2B and B2C), then complete the first two tables in Task 1/Critical reading and thinking.
  - 2) Ss read Part 2 more carefully to identify the opportunities for e-business growth. (They include: The Internet will continue to expand along with related technologies; the number of Internet users in the world's developing countries increases dramatically; increasing use of smartphones and other mobile devices; firms that adapt existing business models to an online environment will continue to dominate development.)
  - 3) Ss read Part 3 more carefully before completing the third table in Task 1/Critical reading and thinking.

### Supplementary information

#### 1 E-business

It is a term used to describe businesses run on the Internet, or utilizing Internet technologies to improve the productivity or profitability. In a more general sense, the



term may be used to describe any form of electronic business — that is to say, any business which utilizes a computer. In most contexts e-business refers exclusively to Internet businesses.

By selling products and services online, an e-business is able to reach a much wider consumer base than any traditional brick-and-mortar store could ever hope for. This function of e-business is referred to as e-commerce, and the terms are occasionally used interchangeably.

In addition to buying and selling products, e-business may also handle other traditional business aspects. The use of electronic chat as a form of technical and customer support is an excellent example of this.

In the past few years, virtually all businesses have become, to some degree or another, e-businesses. The pervasiveness of Internet technology, readily available solutions, and the repeatedly demonstrated benefits of electronic technology have made e-business the obvious path.

## 2 Ford

It is an American multinational automaker based in a suburb of Detroit. The automaker was founded by Henry Ford in 1903. Ford introduced methods for large-scale manufacturing of cars and large-scale management of an industrial work force using elaborately engineered manufacturing sequences typified by moving assembly lines. Henry Ford's methods came to be known around the world as Fordism. Ford was the second largest automaker in the U.S. following General Motors and it was also the ninth-ranked overall American-based company in the 2012 *Fortune* 500 list.

## Language support

### 1 For example, Dell manufactures computers to specifications that customers enter on the Dell website. (Line 2, Para. 3)

此句可译为：比方说，戴尔按照顾客在戴尔网站上留下的具体规格说明生产电脑产品。

### 2 In addition to providing round-the-clock global access to all kinds of products and services ... (Line 1, Para. 6)

**round-the-clock:** all the time, both day and night 不分昼夜的

## Answer keys

### Critical reading and thinking

#### Task 1 / Overview

##### Two fundamental models of e-business

Model	Customer focus	Examples mentioned
B2B	<u>other businesses</u>	<u>Dell, General Motors and Ford</u>
B2C	<u>individual consumers</u>	<u>Barnes&amp;noble.com and Landsend.com</u>

##### Developments in e-business

1	Since the beginning of commercial activity <u>on the Internet</u> , developments in e-business have been spectacular.
2	Since 2000, e-business activity has been undergoing a <u>slowdown causing a shakeout of excessive optimism</u> .
3	Today, most firms involved in e-business use <u>a more intelligent</u> approach to development.
4	The long-term view held by the vast majority of analysts is that the Internet will continue to expand along with <u>related technologies</u> .

##### Environmental forces at work

Kind of forces	Definition	Factors involved
Internal forces	factors closely associated with the actions and decisions taking place <u>within a firm</u>	<u>a firm's planning activities, organization structure, human resources, management decisions, information database, and available financing</u>
External forces	factors affecting e-business planning that originate from <u>outside the organization</u>	<u>globalization, demographic, societal, economic, competitive, technological, and political and legal forces</u>

## Part 3 Language building-up

### Teaching steps

#### 1 Specialized vocabulary

- 1) Check Ss' answers to Task 1.
- 2) Draw Ss' attention to Key Terms for Further Study at the end of the unit.

#### 2 Signpost language

- 1) Guide Ss to learn ways to give examples in academic writing.
- 2) Ask Ss to scan Text A again and complete Task 2.
- 3) Check Ss' answers to Task 2.

#### 3 Formal English

Check Ss' answers to Task 3.

### Answer keys

#### Task 1 / Specialized vocabulary

##### 1

- |   |                                      |        |
|---|--------------------------------------|--------|
| 1 电子商务模式  | 2 减少开销                               | 3 公司客户 |
| 4 未售存货  | 5 批发商和零售商                            | 6 比较购物 |
| 7 购物偏好  | 8 个性化服务                              |        |
| 9 generate sales revenue                            | 10 facilitate sales transactions     |        |
| 11 fairly priced, high-quality products             | 12 large quantities of raw materials |        |
| 13 increase the volume of purchases                 |                                      |        |
| 14 build long-term relationships with the customers |                                      |        |
| 15 broadband access to the Internet                 | 16 information database              |        |

##### 2

- |                          |                           |
|--------------------------|---------------------------|
| 1 conduct business       | 2 growth opportunity      |
| 3 <i>Human resources</i> | 4 individualized services |
| 5 buying preferences     | 6 generate sales revenue  |

#### Task 2 / Signpost language

- 1 Many e-businesses can be distinguished from others simply by their customer focus. **For instance**, some firms use the Internet mainly to conduct business with other businesses. These firms generally are referred to as having a business-to-business (or B2B) model.
- 2 In the first type, the focus is simply on facilitating sales transactions between businesses. **For example**, Dell manufactures computers to specifications that

customers enter on the Dell website.

- 3 Today, suppliers use the Internet to bid on products and services they wish to sell to a customer and learn about the customer's rules and procedures that must be followed. **For example**, both General Motors and Ford have developed B2B models to link thousands of suppliers that sell the automobile makers parts worth billions of dollars each year.
- 4 In fact, suppliers know that to be a "preferred" supplier for a large firm that may purchase large quantities of parts, supplies, or raw materials, they must be tied into the purchaser's B2B system. **For example**, Ford recently announced that it would reduce the number of suppliers that provide the firm with \$70 billion of car parts and \$20 billion of other supplies needed each year and increase the volume of purchases with those that remain connected to its system.
- 5 In contrast to the B2B model, firms **such as** Barnes&noble.com and Lands'end.com clearly are focused on individual consumers and so are referred to as having a business-to-consumer (or B2C) model.
- 6 Since the beginning of commercial activity on the Internet, developments in e-business have been rapid and formidable with spectacular successes **such as** Google, eBay, and Yahoo!.
- 7 The long-term view held by the vast majority of analysts is that the Internet will continue to expand along with related technologies. **For example**, according to Forrester Research Inc., the popularity and growth of consumer broadband access to the Internet have pushed marketers to allocate more money to advertising online in order to reach customers who are moving to the Web and away from traditional media such as television and radio.
- 8 Firms that adapt existing business models to an online environment will continue to dominate development. **For example**, books, CDs, clothing, hotel accommodations, car rentals, and travel reservations are products and services well suited to online buying and selling.
- 9 A shortage of skilled employees needed for a specialized project, **for instance**, can undermine a firm's ability to sell its services to clients.
- 10 Unlike the external environmental forces affecting the firm, internal forces **such as** this one are more likely to be under the direct control of management.

### Task 3 / Formal English

- 1 making easier
- 2 know more than enough; reasonably priced
- 3 very impressive; extraordinary
- 4 give
- 5 estimates
- 6 protect

## Part 4 Text B

### Teaching steps

- 1 Introduce some other e-business models. The Supplementary information may be of help.
- 2 T may lead in by saying, “Text B provides two case studies of the B2C model. Let’s find out some other e-business models that are adopted here.”
- 3 Ask Ss to read Case 1 quickly to identify business models adopted by Travelocity. (They are: B2C, storefront model, portal model, and dynamic pricing model.)
- 4 Guide Ss through Task 1/Critical reading and thinking.
- 5 Ask Ss to read Case 2 quickly to identify business models adopted by Net-a-porter.com. (They are: B2C, portal model, and storefront model.)
- 6 Ask Ss to work in pairs to discuss the two questions in Task 2/Critical reading and thinking.
- 7 Divide the class into groups of 4-5 to conduct out-of-classroom research on China’s online shopping industry following the instructions in Researching/Text B.

### Supplementary information

#### 1 An introduction to some e-business models

- Storefront model

This model is essential for online shop. All of the products are listed on the site in an online catalog. The buyer simply chooses what they want and pays. The product is then shipped to them. The storefront model works best with product-based companies that want to sell products directly to consumers at a set price. This model also works well if you have a brick-and-mortar store, and want to use the same marketing and pricing plan for your brick-and-mortar store as for your online store. The storefront model can encourage customers to visit your brick-and-mortar store.

- Portal business model

Portal business models provide entry to contents or services on the Internet. Search engines are portal business models that include many kinds of contents and services. They are profitable for advertisers because they draw a large amount of user traffic. Many offer the users ways to customize their interfaces making the portal even more alluring.

- Dynamic pricing business model

This model involves varying the prices of goods or services based on variables such as season, availability and production costs. The airline industry pioneered this model and it is now used by other industries, including retail sales.

## 2 Expedia

Expedia is the parent company to several online travel brands including Expedia.com, Hotels.com, Hotwire.com, etc. Founded in 1996 as a division of Microsoft, it was spun off in 1999. Expedia provides access to airline tickets, hotel reservations, car rentals, cruises, vacation packages and various attractions and services via the World Wide Web and telephone travel agents. The site uses multiple global distribution systems or reservation systems for flights and hotels.

## 3 Roaming Gnome

In early 2004, Travelocity placed a series of viral marketing ads, *Where is My Gnome?*, which consisted of a man named “Bill” looking for his garden gnome. On January 3, the *Boston Herald* and *The Boston Globe*, two daily newspapers based in Boston, had these ads on their publication. Since the initiation of the ad campaign, the “Roaming Gnome” has become the *de facto* mascot (吉祥物) of Travelocity.

## Language support

### 1 The colorful garden gnome attracts attention and brings both personality and humor to the message that Travelocity stands for the whole travel experience, not just low prices. (Line 5, Para. 3)

此句可译为：这五颜六色的花园精灵引起了人们的关注，使 Travelocity 所要传达的信息，即它代表完整的旅游体验，而非只是低廉的价格，兼具个性和幽默。

### 2 It's not just these moments, when Net rescues a fashionista in distress, that have made the London-based website into a retailing wunderkind. (Line 1, Para. 11)

此句可译为：这个总部设在伦敦的网站之所以成为零售业巨头，不仅仅是因为它在紧急关头拯救过超级时尚迷。

### 3 ... while fashion editors often gravitate to the most avant-garde pieces, which will make dramatic pictures. (Line 3, Para. 22)

此部分可译为：而时尚杂志的编辑则倾向于选择最前卫的服饰，它们将成为杂志中最引人注目图片。

## Answer keys

### Critical reading and thinking

#### Task 1

- 1 B2C.
- 2 Step 1: creating an emotional connection with customers  
Step 2: guaranteeing customers' rights

Step 3: redesigning its website

Step 4: operating a number of other travel sites

## Task 2

- 1 It is the strategy to combine on one website the thrill of shopping at a chic boutique with the pleasure of reading a fashion magazine that leads to Net-a-Porter's exponential growth. Net-a-Porter not only showcases and sells clothes but also publishes a weekly online glossy that decodes the latest trends.
- 2 This is because buyers at department stores generally base their orders on sales figures from the past, hoping to repeat their successes, while fashion editors often gravitate to the most avant-garde pieces, which will make dramatic pictures. In other words, the fashion industry is very forward-thinking while the traditional retail industry is very backward-thinking. Consumers are, therefore, stuck in the middle.

## Part 5 Text C

### Supplementary information

#### Stephen King

Stephen Edwin King (born September 21, 1947) is an American author of contemporary horror, suspense, science fiction and fantasy fiction. His books have sold more than 350 million copies and have been adapted into a number of feature films, television movies and comic books.

### Answer keys

#### Task

- 1 It was about the release of King's e-book *The Plant* in multiple installments to readers on the honor system. Readers could download those installments by paying King a certain amount of money. King stated that if 75% of the readers who download *The Plant* paid him, he would continue doing installments until the novel was complete.
- 2 From the publisher's perspective, *The Plant* was considered a failure. After all, 40,000 downloads hardly compared to his millions of print readers. Stephen King, however, had an entirely different outlook on the matter. He viewed the venture as a success, stating that while the revenue generated was not big

in the context of the bookselling market, *The Plant* was not a book. It had no printing cuts, publisher costs, or agent fees. He thought his business model simply needed tweaking.

## Part 6 Listening

### Teaching steps

- 1 Ask Ss to familiarize themselves with some useful symbols and abbreviations for note-taking.
- 2 Ask Ss to take notes as the video is played and then complete Task 1.
- 3 Play the video again for Ss to complete Task 2.
- 4 Check Ss' answers to Tasks 1 & 2.

### Supplementary information

#### Jeff Bezos

Jeff Bezos (born January 12, 1964) is an American entrepreneur who played a key role in the growth of e-commerce as the founder and CEO of Amazon.com, Inc., an online merchant of books and later of a wide variety of products. Under his guidance, Amazon.com became the largest retailer on the World Wide Web and the model for Internet sales.

### Answer keys

#### Task 1

- 1 It was growing at a rate of 2300% a year.
- 2 Books. Books can be extensively cataloged and are easy to ship. They are one of the things you've this advantage online — you've infinite shelf space.
- 3 She thought the investment was not in Amazon, a yet unnamed company. The investment was in Jeff and they had made a lifetime of their investments in Jeff.
- 4 It is not because a family garage might run out of room for people, but because it might run out of electric power.

#### Task 2

- 1 send e-mail and search databases



- 2 primitive; mass market phenomenon; press coverage
- 3 move quickly; 300,000 dollars
- 4 great size and selection; computer expertise
- 5 prospective employees; biggest nightmare

## Scripts

*Captain's Log, April 1994. Jeff Bezos was working at his computer when he came across a study showing that the Internet was growing at a rate of 2300% a year.*

**Bezos:** That was flick of a call. Things don't grow that fast. (*Laughter.*) It's highly highly unusual. But you could tell that there were enough people online, that pretty soon this thing was going to be everywhere.

*Originally created by the U.S. Defense Department, the Internet had only recently been open to the public. At first, people used it to send e-mail and search databases. But Bezos figured it was only a matter of time before they used it to buy products. Today that doesn't seem like such a radical idea. Back then, online retailing was a new concept.*

**Quittner:** People really forget how primitive the Internet was in 1994. There were a huge number of people connected to the Internet through the Web. It wasn't the mass market phenomenon that it is now. (Uh ...) It wasn't dominating press coverage like it does now. It was still just at the earliest stages.

*Bezos wanted to become a retail pioneer. But what product will people most likely to buy on the Web? After some research, he settled on books — a product that is extensively cataloged and easy to ship.*

**Bezos:** Books are the only product where there are millions of different items. And that's one of the things you have this advantage online — you've infinite shelf space.

*To beat out all the big bookstore chains which had not yet gone online, Bezos knew he would have to move quickly. He called his parents and after explaining what the Internet was, they gave him 300,000 dollars to get started.*

**Bezos' father:** It sounds almost flippant to say that in a way "Oh yes, just feel — those are our savings and, and have it." It wasn't that simple but we did not have to spend a lot of time thinking about if we were going to put it to some use. This, this was it.

**Bezos' mother:** The investment was not in Amazon, a (a, a) yet unnamed company. The investment was in Jeff. And we had made a lifetime of investments in Jeff.

*July 4, weekend, 1994. Jeff and MacKenzie packed up their belongings and headed west, unsure of their final destination. While MacKenzie drove, Jeff typed out a business plan on his laptop. He decided to call his new company "Amazon.com", a name suggesting great size and selection. He also decided on Seattle, a city where he knew he could find*

*employees with computer expertise.*

*When they got to Seattle, Jeff and MacKenzie rented a two-bedroom house, where Amazon got its start, appropriately enough, in a garage. But while the family garage had been a great workshop for Jeff as a teenager, it was not the best place to launch a high-tech company.*

**Bezos:** I think it out now why people move out of garages, I think, at least for computer companies, is not because they run out of room for people first — It's because they run out of electric power.

**Bezos' mother:** You could not flip off lights, an extra light switch, without blowing everything. When we were staying there, I turned on the hair dryer and I heard this scream somewhere in the garage, "Turn off the hair dryer, turn off the hair dryer. You're blowing the fuses."

*Figuring the garage might scare off prospective employees, Bezos interviewed them at the downtown Barnes & Noble. Little did this bookselling giant imagine that the young guy laughing loudly in the corner was about to become its biggest nightmare.*

*June 1995. The first Amazon website was ready to be tested. Jeff and his team had taken great pains to make it as user-friendly as possible.*

**Quittner:** What that team was able to do is (to) create a very very simple site. (That's ...) That was what Amazon's genius (is) when they first went to it. It was simple.

## Part 7 Speaking

### Teaching steps

- 1 Guide Ss to learn the expressions of turning to a new point in a seminar.
- 2 Divide the class into groups of 4-5 and have a discussion about the questions in the task. Ask them to pay particular attention to how they turn to a new point in their discussions.
- 3 Invite several groups to present their ideas in class.
- 4 If time allows, invite one or two groups to give a presentation on the research they have done in Researching/Text B.
- 5 Comment on Ss' presentations.

## Part 8 Writing

### Teaching steps

- 1 Guide Ss to grasp the general idea of how to write the methodology of a research paper.
- 2 Ask Ss to work in pairs to complete Task 1.
- 3 Ask Ss to work individually to complete Task 2.
- 4 Ask Ss to work in pairs to identify the main parts of the methodology section in each other's paper.
- 5 Invite some Ss to comment on the methodology section of their partners' paper.

### Answer keys

#### Task 1

Type of research	<u>A qualitative research on marketing, marketization and markets.</u>
Sampling method or technique	<u>Criterion sampling, i.e. using subjects who meet some criterion.</u>
Respondents (e.g. location, procedures)	<u>Semi-structured, face-to-face interviews were conducted and their transcripts were analyzed.</u>
Questionnaire/Interviews (e.g. questions, subjects, materials)	<u>Purposeful conversations for interviews with open-ended questions; subjects being academics during the 2007 academic year.</u>

# UNIT 6 Consumer Behavior

## I Teaching Objectives

After learning this unit, Ss are expected to develop the following academic skills and knowledge:

<b>Professional knowledge</b>	<ul style="list-style-type: none"><li>• Understand what is consumer behavior</li><li>• Recognize the important factors influencing consumer behavior (e.g. environment, culture, service)</li><li>• Know the four primary phases in the consumer decision-making process</li><li>• Get acquainted with some specialized vocabulary of consumer behavior</li></ul>
<b>Reading</b>	<ul style="list-style-type: none"><li>• Understand the structure of business writing (e.g. looking for subheadings, supportive examples in a text)</li><li>• Analyze difficult sentences (e.g. knowing the categories indicated in sentences)</li><li>• Think about issues critically (e.g. Are there any other factors influencing consumer behavior besides environment, culture and service? And how? )</li></ul>
<b>Language building-up</b>	Learn the specialized vocabulary of consumer behavior, the signpost language of classification, and some formal words
<b>Listening</b>	Deal with unfamiliar words in a talk using contextual information, common sense or background information
<b>Speaking</b>	Analyze your audience and purpose before developing a presentation
<b>Writing</b>	Write the findings/results section of a research paper
<b>Researching</b>	Do group research to learn more about the customer service of a certain company

## II Teaching Activities and Resources

### Part 1 Lead-in

#### Teaching steps

- 1 Ask Ss to write down at least five factors which they think may have an influence on consumer behavior within three minutes.
- 2 Divide the class into groups of 3-4 and ask them to compare their answers and discuss how the factors influence their behavior.
- 3 Ask one or two groups to share their results of discussion with the class.
- 4 T may lead in to Text A by saying, “The factors you provide all sound reasonable. Now let’s read Text A to see if the influencers the author gives in the text are the same.”

#### Answer keys

##### Task

The influencers may be a consumer’s economic conditions, social status, lifestyle, occupation, gender, age, personality, opinions of family members and friends, or customer service, brand image of the product, etc.

### Part 2 Text A

#### Teaching steps

- 1 Ask Ss to scan the text and complete Task 1/Critical reading and thinking.
  - 1) Instruct Ss to locate the relevant information while scanning the text, including what consumer behavior is, different kinds of consumer behavior, and the important factors influencing consumer behavior.
  - 2) Ask Ss to focus on the two subheadings while scanning the text, and find out the examples illustrating the influence of environment and culture on consumer behavior.
    - i) Examples for the influence of environment:
      - A glass of milk is appropriate for breakfast, but it may be inappropriate in a nightclub.
      - The poorest day laborer would have had a pack of Marlboro cigarettes to share with friends at a club.
      - In some developing countries Western brands were displayed in people’s

apartments like art.

ii) Examples for the influence of culture:

- the collectivist cultures of Asian countries vs. the individualistic cultures of the Western world
- Americans (having nearly eight different homes during their lifetime) vs. Germans (building the home for themselves and their great-grandchildren)

- 2 T may provide further information about some corporations mentioned in the text. The supplementary information may be of help.
- 3 Divide the class into groups of 4-5 to complete Task 2/Critical reading and thinking and ask some groups to present their results of discussion to the class.

## Supplementary information

### 1 Kellogg's

Kellogg's is a leading American producer of ready-to-eat cereals and other food products headquartered in Battle Creek, Michigan, U.S. Kellogg's Corn Flakes was one of the earliest and remains one of the most popular breakfast cereals brands in the United States.

### 2 Intel

Intel is an American multinational semiconductor chip maker corporation, founded by semiconductor pioneers Robert Noyce and Gordon Moore who is best-known for Moore's Law (摩尔定律) and headquartered in Santa Clara, California, U.S. The company's name comes from "*integrated electronics*". It is the world's largest and highest valued semiconductor chip maker based on revenue. It also makes motherboard chipsets and other devices related to communications and computing.

### 3 Nokia

Nokia is a Finnish multinational communications corporation. Over the past 150 years, Nokia has evolved from a riverside paper mill to a global telecommunications leader. It manufactures mobile electronic devices, mostly mobile telephones and other devices related to communications. It also provides Internet services such as applications, games, music, media and messaging through its Ovi platform.

## Language support

- 1 Others are focused on getting the best deals through sales, coupons and volume deals. And still others wander the aisles looking for inspiration as to what they should prepare for the week. (Line 4, Para. 3)

此句可译为：其他人正集中精力通过购买打折产品、使用优惠券和大批量采购的方式买到最实惠的东西。另外，还有人在走道上徘徊，寻思着本周还有什么要准备的。

- 2 ... this family was in the know and could afford expensive Western brands. (Line 3, Para. 10)

This family is familiar with the high-grade and expensive Western brands and could pay for it.

**in the know:** informed, aware 知内情的

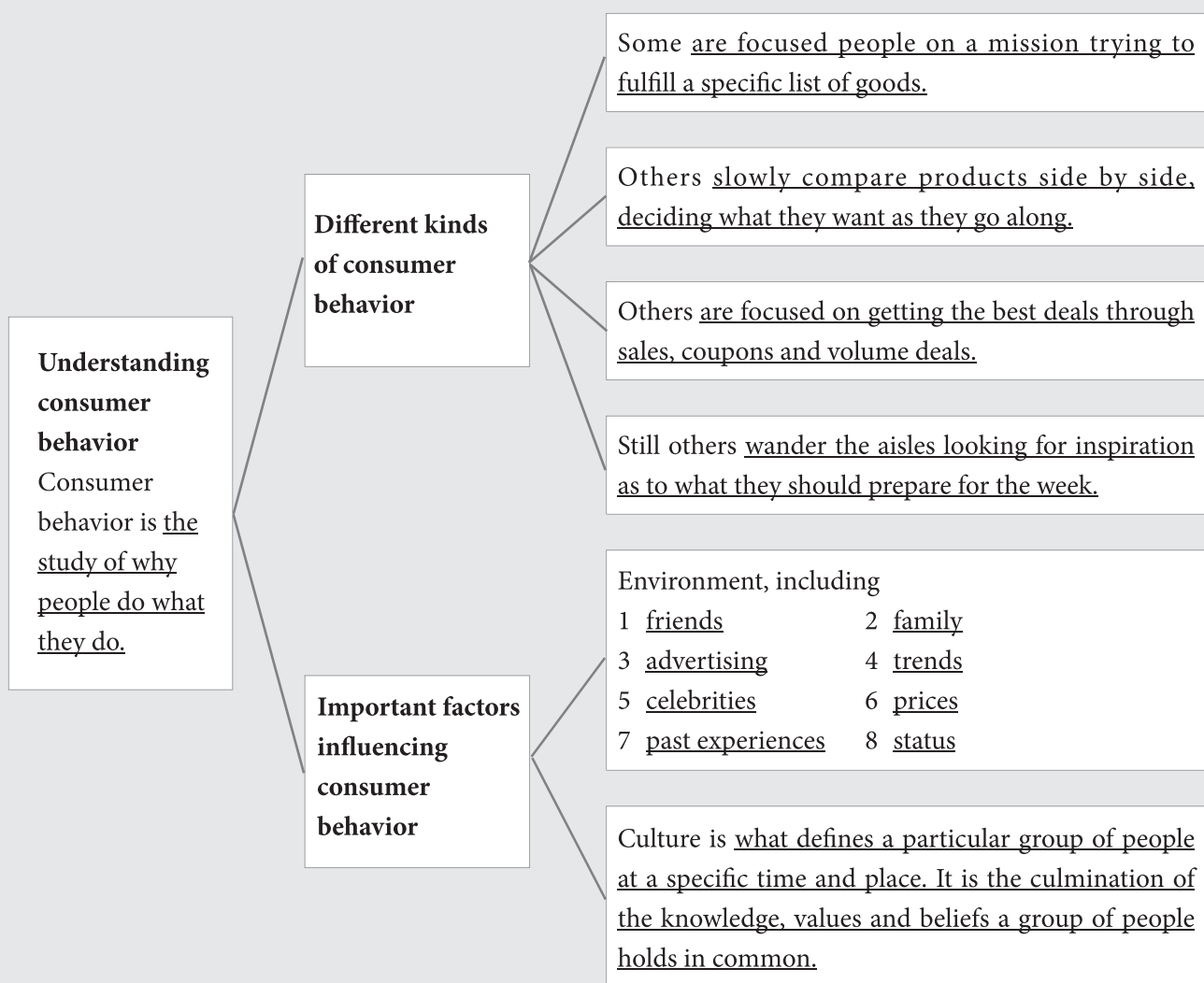
- 3 A laundry detergent full of bleach may deliver ultra-white clothing in a market obsessed with cleanliness, but in an environmentally concerned market or a market where drinking water is hard to come by, this may be a huge disaster. (Line 4, Para. 18)

此句可译为：含有大量漂白剂的洗衣粉可以为一味追求洁净的市场提供超白的衣物，但是对于一个有环保意识，或者饮用水匮乏的市场来说，这恐怕是一场大灾难。

## Answer keys

### Critical reading and thinking

#### Task 1 / Overview



## Task 2 / Points for discussion

### Status

People from the upper class generally have a tendency to spend on luxurious items such as expensive gadgets, cars, jewelry, etc. You would hardly find an individual from the lower class spending money on high-end products.

### Gender

Males may pay more attention to quality of clothes while females pay more attention to colors and designs of clothes.

### Family

A married man would show strong inclination toward buying products which would benefit not only him but also his family members as compared to a bachelor.

### Age

A teenager would be more interested in buying bright and colorful products while a middle-aged or elderly individual would prefer decent and subtle designs.

### Interest

A fitness freak would always look for fitness equipments whereas a music lover would happily spend money on musical instruments, CDs, concerts, musical shows, etc.

### Beliefs and attitude

Consumers purchase a product/service based on their opinions which they form toward a particular product/service. A product/service might be really good but if the consumer feels it useless, he/she would never buy it.

## Part 3 Language building-up

### Teaching steps

#### 1 Specialized vocabulary

- 1) Check Ss' answers to Task 1.
- 2) Draw Ss' attention to Key Terms for Further Study at the end of the unit.

#### 2 Signpost language

- 1) Guide Ss to learn the general idea about classification.
- 2) Draw Ss' attention to the classification transitions and clue words in the text and check their answers.



### 3 Formal English

Check Ss' answers to Task 3.

## Answer keys

### Task 1 / Specialized vocabulary

#### 1

- |                           |         |
|---------------------------|---------|
| 1 consumer behavior       | 消费者行为   |
| 2 consumer-driven culture | 消费驱动文化  |
| 3 day laborer             | 打零工的人   |
| 4 financial success       | 经济上的成功  |
| 5 local brand             | 区域性品牌   |
| 6 marketing campaigns     | 营销活动    |
| 7 mobile societies        | 流动性大的社会 |
| 8 volume deals            | 大批量交易   |

#### 2

- |                          |                             |
|--------------------------|-----------------------------|
| 1 specific list of goods | 2 global brand              |
| 3 actual product         | 4 status symbol             |
| 5 comparing products     | 6 packaging and advertising |
| 7 Good marketing         |                             |

### Task 2 / Signpost language

- 1 different kinds; Some; others; Others; still others
- 2 two
- 3 one; another
- 4 Some; other

### Task 3 / Formal English

- |                 |                |
|-----------------|----------------|
| 1 task          | 2 observed     |
| 3 rules         | 4 symbol       |
| 5 achievement   | 6 climax       |
| 7 developing    | 8 great        |
| 9 understanding | 10 thrown away |
| 11 fairly large |                |

## Part 4 Text B

### Teaching steps

- 1 T may lead in by saying, “Text A mainly discusses two influencers on consumer behavior — environment and culture. Then, Text B is going to focus on another important influencer, i.e., customer service.”
- 2 Draw Ss’ attention to Task 1/Critical reading and thinking. Then, ask Ss to scan the text and copy down the descriptions of the three examples related to customer service in the table.
- 3 Guide Ss through Task 2/Critical reading and thinking.
- 4 Divide the class into groups of 4-5 to conduct out-of-classroom research on customer service according to the steps suggested in Researching/Text B.

### Supplementary information

#### 1 Detroit

Detroit is the largest city in southeast Michigan, U.S. Detroit has a diversified manufacturing and shipping base, but the city’s economy remains unusually sensitive to the fortune of the automotive industry. As a result, economic booms and depressions have been felt more heavily in Detroit than in most other areas of the country. In addition to motor vehicles and automotive parts, the city’s factories produce machinery, steel, and chemicals. Meanwhile, the service sector has become increasingly important.

#### 2 Wall Street

Wall street in Manhattan, New York City, has been the location of some of the chief financial institutions and has become a symbol of the American economy and commerce. It was named for an earthen wall built by Dutch settlers in 1653 to repel an expected English invasion. Manhattan’s overall financial district is sometimes referred to as “Wall Street”. It is the home of the New York Stock Exchange, the world’s largest stock exchange by market capitalization of its listed companies.

### Language support

- 1 In the final sequence, the men took turns reeling off a series of probabilities. (Line 1, Para. 3)

In the last part of the video, the men said a lot of chance rates about the happenings of certain things quickly without pause.

**reel sth. off:** say or repeat sth. rapidly without having to stop or think about it 一口气说或重复某事

- 2 **Nor will we ever be if I can help it, Jim thought, as he snapped his laptop shut. (Para. 5)**  
Jim told himself he would try his best to avoid such bad service in his company when he shut down his laptop with a snap.
- 3 **Another nail in their coffin, he thought. (Line 4, Para. 6)**  
The phrase “a nail in one’s coffin” means something that makes the end or failure of an organization, someone’s plans, etc.
- 4 **Executives had high hopes that the current strong sales of the recently introduced Andromeda XL would excite Wall Street. (Line 4, Para. 8)**  
此句可译为：高管们迫切地希望，新上市的 Andromeda XL 车型目前的强劲销售势头能得到华尔街的青睐。

## Answer keys

### Critical reading and thinking

#### Task 1

Company	Descriptions of customer service
Angel Airlines	<u>Treating passengers like prisoners; overbooking its seats; surly attendants; lost baggage.</u>
Atida Motor Company	<u>Offering a comprehensive warranty on all its new vehicles as part of its massively promoted Red Carpet program, covering everything from transaxle repairs to the paintwork; an Atida credit card rewarding customers with accessories for their cars and apparel sporting the Atida logo; providing returning customers with a free satellite radio; building a call center to reduce costs and call-waiting times, standardizing and streamlining service for customers.</u>
The couple’s dental insurer	<u>It seems like every time Michelle calls to get help, they refer her to some new idiot who doesn’t know anything, and she has to explain everything all over again.</u>

#### Task 2

- 1 The author wants to use the vivid description from the YouTube video to expose the disgusting customer service of Angel Airlines. It may attract the readers’ attention and arouse their interest in the topic at the beginning of reading.

- 2 (Answers may vary.)
- 3 The video about Angel Airlines her husband, Jim, sent her urged her to take revenge on their dental insurer, because she just spent another irritating hour on the phone trying to get them to pay for the implants.

## Part 5 Text C

### Supplementary information

#### 1 Chrysler

Chrysler is an American automotive company first incorporated as Chrysler Corporation in 1925. It was reorganized and adopted its current name, Chrysler Group LLC, in 2009. It was for many years the third largest (after General Motors Corporation and the Ford Motor Company) of the “Big Three” automakers in the United States.

Chrysler’s product lineup features some of the world’s most recognizable vehicles, such as Jeep Wrangler, Dodge Dart, etc. In 2009, Fiat SpA, the Italian automaker, acquired a significant stake in Chrysler. Fiat contributes world-class technology, platform and powertrain for small- and medium-size car, allowing Chrysler to offer an expanded product lineup including environmentally friendly vehicles.

#### 2 GEICO

The Government Employees Insurance Company is an auto insurance company, founded in 1936 and headquartered in Chevy Chase, Maryland, U.S. Founder Leo Goodwin first targeted a customer base of U.S. government employees and military personnel. Today, the company has grown to provide insurance to a wide range of customers.

#### 3 Progressive

Progressive is an auto insurance company headquartered in Mayfield Village, Ohio, U.S. Progressive began in 1937, and over the years, the company has worked hard to build a superior proposition for auto insurance consumers through competitive pricing and by continuously improving products and services. Today, it offers competitive rates and 24-hour, in-person and online services to all drivers throughout the United States.

## Answer keys

### Task 2

Take computer as an example:

Phase	Experience
Initial Consideration (What is an initial-consideration set of brands while you purchase the product?)	<u>Apple, Dell, Acer, Sony, HP, Toshiba, Samsung, Lenovo, Fujitsu.</u>
Active Evaluation (How do you evaluate a set of brands of the product you want to purchase?)	<u>From past experiences, comments on the Internet, recommendations from friends, communication with salesmen.</u>
Closure (What is your final decision made on a brand of the product?)	<u>I bought an Apple computer for its better design on both the inside and the outside, and its distinct technological features.</u>
Post-purchase (Are you an active loyalist to the brand of the product? Why?)	<u>Yes. I not only stick with it but also recommend it to others because it has a strong brand strength and excellent product quality.</u>

## Part 6 Listening

### Teaching steps

- 1 Draw Ss' attention to the information about dealing with unfamiliar words.
- 2 Ask Ss to define the unfamiliar words in Task 1 according to contextual information, common sense and background information after watching the video.
- 3 Divide the class into groups of 4-5 and ask them to share their definitions.
- 4 Ask Ss to keep in mind the questions in Task 2 when they watch the video the second time and then take notes.
- 5 Ask Ss to complete Task 2 and check their answers.

### Supplementary information

#### 1 Thomas Dolby

Thomas Dolby is an English musician and producer. He has also worked extensively in production and as a session musician. Dolby is associated with "New Pop" or "New Wave" of the early 1980s, a form of pop music incorporating electronic instruments,

but his works cover a wide range of musical styles and moods distinct from the high-energy pop sound of his few, better-known commercial successes.

## 2 The Clock of the Long Now

It is also called the 10,000 Year Clock, a proposed mechanical clock designed to keep time for 10,000 years.

The project was conceived by Danny Hillis in 1986 and the first prototype of the clock began working on December 31, 1999, just in time to display the transition to the year 2000. At midnight on New Year's Eve, the date indicator changed from 01999 to 02000, and the chime struck twice. That prototype, approximately two meters tall, is currently on display at the Science Museum in London.

As of December 2007, two more recent prototypes were on display at the Long Now Museum & Store at Fort Mason Center in San Francisco. The first full-scale clock's manufacture and site construction is being funded by Jeff Bezos, who has donated \$42 million, and is located on his Texas land.

## 3 TED (Conference)

TED (Technology, Entertainment and Design) is a global set of conferences owned by the private non-profit Sapling Foundation, formed to disseminate "ideas worth spreading".

TED was founded in 1983 and the first conference was held in February 1984 in Monterey, California. Because the initial conference was not financially successful, the next conference was not held until 1990, and it was not until 1992 that the TED conferences became annual events. TED's early emphasis was technology and design, consistent with its origins in the Silicon Valley. The events are now held in Long Beach and Palm Springs in the U.S. and in Europe and Asia, offering live streaming of the talks. They address a wide range of topics within the research and practice of science and culture, often through storytelling. The speakers are given a maximum of 18 minutes to present their ideas in the most innovative and engaging ways they can. Past presenters include Bill Clinton, Bill Gates, Google founders Larry Page and Sergey Brin, and many Nobel Prize winners. TED's current curator is the British former computer journalist and magazine publisher Chris Anderson.

## Answer keys

### Task 1

- 1 commodities: things that you grow in the ground, raise on the ground or pull out of the ground
- 2 extract: to take or get something out

- 3 commoditized: being treated like a commodity
- 4 customization: a process of making goods or services according to requirements of individual persons
- 5 experience economy: the economy where experiences are becoming the predominant economic offering

## Task 2

- 1 Four. They are agrarian, industrial, service-based and experience economies.
- 2 We used commodities as a raw material to be able to make or manufacture goods.
- 3 Goods have become commoditized.
- 4 Long-distance telephone service sold on price, price, price; fast-food restaurants with all their value pricing; and even the Internet is commoditizing not just goods, but services as well.
- 5 He talks about Disney — the world's premier experience-stager, theme restaurants, experiential retail, boutique hotels, and Las Vegas — the experience capital of the world.

## Scripts

I'm gonna talk about a very fundamental change that is going on in the very fabric of the modern economy. And to talk about that, I'm gonna go back to the beginning, because in the beginning were commodities. Commodities are things you grow in the ground, raise in the ground or pull out of the ground: basically, animal, mineral, vegetable. And then you extract them out of the ground, and sell them on the open marketplace. Commodities were the basis of the agrarian economy that lasted for millennia. But then along came the industrial revolution, and then goods became the predominant economic offering, where we used commodities as a raw material to be able to make or manufacture goods.

So, we moved from an agrarian economy to an industrial economy. Well, what then happened over the last 50 or 60 years, is that goods have become commoditized. Commoditized — where they're treated like a commodity, where people don't care who makes them. They just care about three things and three things only: price, price and price.

Now, there's an antidote to commoditization, and that is customization. My first book was called "Mass Customization" — it came up a couple of times yesterday — and how I discovered this progression of economic value was realizing that customizing a good automatically turned it into a service, because it was done just for a particular person, because it wasn't inventoried, it was delivered on demand to that individual person.

So, we moved from an industrial economy to a service-based economy. But over the past 10 or 20 years, what's happened is that services are being commoditized as well. Long-distance telephone service sold on price, price, price; fast-food restaurants with all their value pricing; and even the Internet is commoditizing not just goods, but services as well. What that means is that it's time to move to a new level of economic value. Time to go beyond the goods and the services, and use, in that same heuristic, what happens when you customize a service? What happens when you design a service that is so appropriate for a particular person — that's exactly what they need at this moment in time? Then you can't help but make them go "wow"; you can't help but turn it into a memorable event — you can't help but turn it into an experience.

So we're shifting to an experience economy, where experiences are becoming the predominant economic offering. Now most places that I talk to, I talk about experience, I talk about Disney — the world's premier experience-stager. I talk about theme restaurants, and experiential retail, and boutique hotels, and Las Vegas — the experience capital of the world. But here, when you think about experiences, think about Thomas Dolby and his group, playing music. Think about meaningful places. Think about drinking wine, about a journey to the Clock of the Long Now. Those are all experiences. Think about TED itself, the experience capital in the world of conferences. All of these are experiences.

## Part 7 Speaking

### Teaching steps

- 1 Guide Ss to learn the four points of analyzing the audience and purpose.
- 2 Divide the class into groups of 4-5 to conduct a study on consumer behavior and consumer needs according to the steps suggested in the task.
- 3 Invite several groups to give a presentation on their results of study in class and remind them to try to find out what kind of information their listeners find interesting and useful before they start.
- 4 Comment on Ss' performance and give suggestions on how to improve.



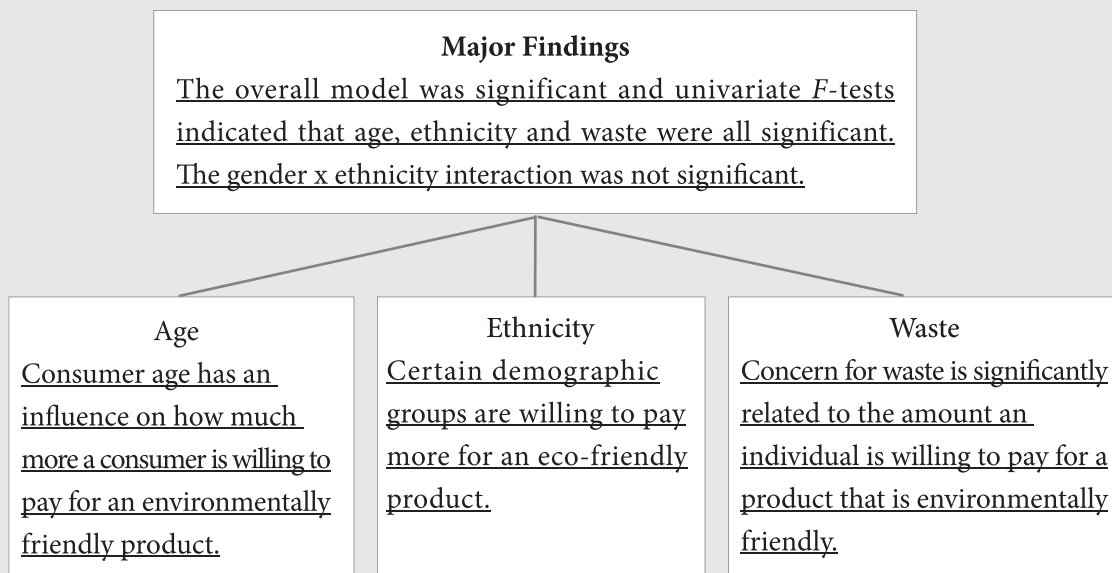
## Part 8 Writing

### Teaching steps

- 1 Guide Ss through the information about writing the findings/results.
- 2 Ask Ss to complete Tasks 1 & 2 and check their answers.
- 3 Ask Ss to complete Task 3 after class.
- 4 Ask Ss to work in pairs to comment on each other's findings/results section of their research papers using the checklist provided in Task 2.

### Answer keys

#### Task 1



#### Task 2

		Yes	No
1	First state the main findings, and then go into details.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2	Use tables or figures to illustrate the results of your data analysis.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3	Don't provide raw data or intermediate calculations in the results.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4	Use past tense when you refer to your results.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5	The tables and figures should be properly numbered.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

# UNIT 7 Brands and Branding

## I Teaching Objectives

After learning this unit, Ss are expected to develop the following academic skills and knowledge:

<b>Professional knowledge</b>	<ul style="list-style-type: none"><li>• Know the general definition of a brand</li><li>• Understand the importance of a brand experience, brand name and tagline</li><li>• Get acquainted with some specialized vocabulary of brands and branding (e.g. brand experience, brand equity, brand value, and brand loyalty)</li></ul>
<b>Reading</b>	<ul style="list-style-type: none"><li>• Understand the structure of business writing (e.g. looking for subheadings in a text)</li><li>• Analyze difficult sentences (e.g. using signpost language of cause and effect to make out the logic in a sentence)</li><li>• Think about issues critically (e.g. Where does the brand value come from?)</li></ul>
<b>Language building-up</b>	Learn the specialized vocabulary of brands and branding, the signpost language of cause and effect, and some formal words
<b>Listening</b>	Recognize digressions in a lecture
<b>Speaking</b>	Develop an introduction to a presentation aiming to arouse listeners' interest and preview the content
<b>Writing</b>	Learn how to write the discussion section of a research paper
<b>Researching</b>	Do group research to learn more about brand rankings

## II Teaching Activities and Resources

### Part 1 Lead-in

#### Teaching steps

- 1 Divide the class into groups of 4-5 to discuss the questions in the task. If time is limited, ask each group to choose one of the four questions. Make sure every question is chosen.
- 2 Invite several groups to share their results of discussion with the class. T may comment on their performance and give suggestions.
- 3 T may lead in to Text A by saying, “In ancient times, a brand was an iron used when red-hot for burning a mark into the skin of a domestic animal so that its owner would know whether it belonged to the herd or not. Therefore, a brand is first of all something that makes your product different from others’. Through discussion, you may have realized that a brand can create an emotional association between you and the product. Now let’s study Text A to find out what else a brand can do.”

### Part 2 Text A

#### Teaching steps

- 1 Ask students to scan the text and find the terms connected with brands and branding and discuss what the terms mean.

**branding** (品牌建设): efforts on creating, maintaining, and adding more value to a brand

**brand value** (品牌价值): the extra money a company can make from its products solely because of its brand name; also known as brand equity (品牌资产)

**brand experience** (品牌体验): the sum of sensations, feelings, cognitions, and behavioral responses evoked by all points of contact with a brand

**brand awareness** (品牌知名度): the extent to which a brand is recognized by potential customers, and is correctly associated with a particular product

**brand loyalty** (品牌忠诚度): the situation in which a consumer generally buys the same product or service repeatedly over time rather than buying from multiple suppliers within the category

- 2 Ask Ss to scan the text and underline all the sentences describing what a brand is and what a brand can do. Then encourage Ss to translate the sentences into Chinese.
  - *A brand is a combination of differentiating attributes that connect on an emotional level with desired markets. A brand affects the thought process and the emotional responses of an audience. A brand is a relationship. A brand creates value. A brand touches the core emotions and values of its constituents.* (Para. 2) (品牌是不同特征的组合体现，与预期市场之间有着情感上的联系。品牌影响着消费者的思想过程和情感反应。品牌是一种关系。品牌能够创造价值。品牌能直接触及消费者的核心情感和核心价值。)
  - *... a brand is the result of an aggregate of impressions provided through any number of touch points.* (Para. 8) (品牌是人们第一次接触到产品时所形成的集中印象的产物。)
  - *A strong brand creates differentiation, inspires loyalty, inspires trust, endures and becomes memorable, creates evangelism, and invites press coverage.* (Para. 9) (好的品牌与众不同，人们忠于它，信任它；它经久不衰，令人难以忘怀，受到追捧，并受到媒体关注。)
  - *A brand is a relationship between an organization, product, or service and a potential buyer.* (Para. 11) (品牌是某一组织、某种产品或某种服务与潜在购买者之间的一种关系。)
- 3 Ask Ss to read Paragraphs 3-8 more carefully and complete Task 1/Critical reading and thinking.
- 4 Check Ss' answers to Task 1.
- 5 Ask Ss to read Paragraphs 10-14 carefully and work in pairs to discuss the similarities between a brand owner and a political candidate. Then invite some pairs to report their answers to the class.

## Language support

- 1 **... the brand experience should be such that the person who experiences the brand comes away a fan and passes that information on to others. (Line 5, Para. 3)**

Here “come away a fan” means to become a fan.

此句可译为：所谓品牌体验，就是让体验过该品牌的人变成它的粉丝，并且将该品牌的信息传递给其他人。

- 2 **The following examples will give you an idea of what we mean by “brand experience” and how it can easily go awry if you are not concentrating on your brand consistency at every point of contact. (Para. 4)**

The phrase “go awry” means not to happen in the way it was planned.

此段可译为：接下来的例子会说明什么是“品牌体验”，以及在任何顾客接触点，疏于对品牌一致性的关注会如何轻而易举地出乱子。

- 3 This is particularly true in the positive, as it takes many impressions to cement the audience's impression of an organization and its brand. (Line 4, Para. 8)

The word “cement” is used as a verb here and means to make a relationship between people, countries, or organizations firm and strong. This sentence means positive impression about an organization and its brand is particularly difficult to achieve.

## Answer keys

### Critical reading and thinking

#### Task 1 / Overview

Definition of brand experience		<u>When an audience engages your brand in person, through the media, or in other ways, it is called a brand experience.</u>
Objective of brand experience	For-profit organizations	<u>Leaving the customer feeling satisfied and eager to — or at least willing to — engage the brand again.</u>
	Non-profit organizations	<u>Making the person who experiences the brand become a fan and pass that information on to others.</u>
Examples of brand experience	A consumer bank	<u>Advertising inconsistent with branch experience.</u>
	A regional coffee company	<u>Color scheme of direct mails inconsistent with that of the kiosk.</u>
Lessons drawn from examples		<u>Brand experience should be consistent and controlled by the organization at every point of contact.</u>
The importance of brand experience		<u>A brand is the result of an aggregate of impressions provided through any number of touch points. It takes many positive impressions to cement the audience's impression of an organization and its brand, whereas it can take just one incongruent or unpleasant experience to weaken or even unravel an organization's image or brand.</u>

## Part 3 Language building-up

### Teaching steps

#### 1 Specialized vocabulary

- 1) Ask Ss to complete Task 1 and check their answers.
- 2) Draw Ss' attention to Key Terms for Further Study at the end of the unit.

#### 2 Signpost language

- 1) Guide Ss to learn the information on signpost language of cause and effect, and ask Ss to work in pairs to locate words signaling cause and effect in Text A.
- 2) Ask Ss to complete Task 2 and check their answers.

#### 3 Formal English

- 1) Ask Ss to locate the sentences in Task 3 in Text A and try to paraphrase them according to the context, paying more attention to the underlined parts.
- 2) Check Ss' answers.

### Answer keys

#### Task 1 / Specialized vocabulary

1

1 e, f, j    2 d    3 c, g    4 a, b    5 h    6 i

2

- 1 Advertising through e-mails are cheaper than through direct mails because there are no costs on such things as stamps, envelopes, or printing.
- 2 There is an inconsistency between the advertising and the product.
- 3 More high-quality touch points with your customers will make you stand a better chance of being on top of consumers' minds when they are about to make the purchase.
- 4 Saving money is the primary reason for buying generic products.

#### Task 2 / Signpost language

- 1 The answer
- 2 The reason
- 3 because
- 4 it is because
- 5 because; It's why; it is a major reason

### Task 3 / Formal English

- 1 Why are Nike shoes 70% **more expensive than** generic athletic shoes?
- 2 Branded products, services, and companies are worth more and **respected more** than non-branded ones because of people's trust in brands, whether it is right or wrong.
- 3 When an audience **gets in touch with** your brand in person, through the media, or in other ways, it is called a "brand experience".
- 4 A few years ago, when a midsize, statewide consumer bank **became a client** of our marketing communications firm, they **told** us that their previous agency had completed a branding program for them.

## Part 4 Text B

### Teaching steps

- 1 T may lead in by saying, "We now know how important a brand is to a company. What's the secret behind enduring brand names?"
- 2 Draw Ss' attention to the two subheadings that divide the text into two parts, one on brand names, the other on taglines.
- 3 Ask Ss to read the part about brand names and complete the first column of Task 1/ Critical reading and thinking. Then encourage them to discuss in groups of 4-5 what Chinese brands they would add to each of the three types of brand names.
- 4 Ask Ss to read the part about taglines and complete Task 2/Critical reading and thinking.
- 5 Divide the class into groups of 4-5 to conduct out-of-classroom research into brand rankings produced by Interbrand and similar organizations following the instructions in Researching/Text B.

### Supplementary information

#### 1 Tagline

A tagline is a slogan which succinctly, memorably and descriptively sums up a company or a product. A well-constructed tagline can endure in the minds of consumers for years. Some taglines have actually outlived the products. Once a company has a tagline, it includes the tagline in all its marketing materials to get the tagline into the minds of consumers so that they can think about the company frequently.

A wide range of industries use taglines. Movies are famous for them. The taglines of many films have entered popular culture, regardless of the quality of the films themselves. Many people refer to “going where no man has gone before”, for example, without realizing that they are referring to *Star Trek* films.

In product advertising, taglines can make or break a product. Many people remember M&M’s “melt in your mouth, not in your hand” when they are at a candy store, or “Don’t get mad, get Glad” when they buy garbage bags. A product tagline is usually included in commercials and print advertisements, and sometimes on the product packaging as well.

Organizations also use taglines to brand themselves and their family of products. Apple wants its users to “think different” for example, and Allstate (好事达保险公司) lets its customers know that they are “in good hands”. Those taglines are meant to promote a positive overall view of the company, and to make potential customers feel good about that particular company.

## 2 Niche

A niche or a niche market is a certain segment of the population where a firm intends to concentrate its efforts. For example, you have decided, for whatever reason, that you wanted to sell health-related products. You have done your research and discovered that a good number of people in this world are sick in some way. So selling health-related products would be a general niche. Now, you could leave your niche at this if you had, say, a wholesaler who could supply you with a number of health-related products. But maybe you can’t get your hands on everything from soup to nuts related to healthcare and only have access to a few items. It may be a good idea to narrow your general niche down to a more specific niche, such as acne cures.

Why concentrate on just one niche? By concentrating on one niche you are more focused. Your website or sales page has one goal and one goal only. To sell that one product and nothing else makes you an “expert” in this area and the buying public will have more respect for you. Dell Inc. doesn’t try to sell diapers and does well enough just selling computers.

Another reason you want to concentrate on one niche is because of advertising costs. When you’re promoting just one product or service, you can put all your advertising investment into that one product or service and have the best chance of making sales. If you try to sell everything under the sun, you may end up splitting your available funds into so many different areas that you can’t effectively promote any of them.

This is not to say that you can’t have more than one niche. Most likely after you create your first niche product and become profitable with it, you can take some of those profits and pick another niche. So say you are selling acne cures, you can then maybe branch out after a while and sell cold sore cures.



## Language support

The brand name is the mental hook upon which equities and associations are hung.  
(Line 1, Para. 7)

此句可译为：品牌名称是品牌资产和品牌联想赖以存在的基础。

## Answer keys

### Critical reading and thinking

#### Task 1

Category	Brand names mentioned	Chinese brand names
Functional names	Price Waterhouse, Levi's, Xbox 360, Heinz, Avis	稻香村, 王致和
Names that enhance the perception of brands	PlayStation 3, Showtime, Build-A-Bear	娃哈哈, 白猫
Meaningless and silly names	CSR (temp services), FTS (delivery service), LGT (cabinet work), Aaabco (rooter service), AAA, A-A	七匹狼, 乡巴佬

#### Task 2

- 1 A meaningful tagline delivers messages in two ways: something about the consumer and something about the brand.  
e.g. Sega's "Welcome to the next level".  
Its personal message: every gamer's goal of getting to the next level within a game.  
Its product message: superiority of Sega games and the increased challenge at each level.
- 2 A motivating tagline causes the target audience to want to purchase.  
e.g. Apple's "Think Different".  
Its target audience: Apple fans who see themselves as willing to be different.
- 3 A tagline could be memorable because it is clever;  
e.g. Energizer's "It keeps going and going and going ..."  
or because of repetition.  
e.g.
  - Maxwell House's "Good to the last drop".
  - BMW's "The ultimate driving machine".
- 4 An ultimate example of a product tagline that is meaningful, motivating and memorable: Nike's "Just Do It".

## Part 5 Text C

### Supplementary information

#### 1 Big Mac

The Big Mac is a type of hamburger sold since 1968 by the McDonald's chain of fast-food restaurants. It was apparently inspired by a similar double-decker hamburger sold by the Big Boy, a restaurant chain, since 1936. The burger was invented by a McDonald's franchisee at a location in Pittsburgh before being picked up chain-wide.

#### 2 Happy Meal

A Happy Meal is a meal specially tailored for children, sold at McDonald's since 1979. A toy is typically included with the food, both of which are usually contained in a small box with the McDonald's logo.

#### 3 Water sommelier

The water sommelier is the expert on bottled aqua pura (瓶装纯净水). The water sommelier may draw on a knowledge of highly scientific level. The most important field of activity for the water sommelier is active water marketing by means of their profound knowledge about the mineralogical and sensorial features of the different mineral and curative waters. Distribution and mediation of quality awareness, knowledge of brand variety and value acceptance of German and international fountain products is the central task of the water sommelier.

### Answer keys

#### Task

What a brand can do for the customer	
1	A brand can make decision-making easier for customers.
2	The famous brand with its high price serves to reduce risk when customers feel incapable of judging quality.
3	An expensive branded product enhances the value of the person using it.
4	An expensive brand can create better product performance in a customer's mind.
5	Some brands live on helping customers to deceive themselves with full consent from the customer.

## Part 6 Listening

### Teaching steps

- 1 Guide Ss to learn the way to recognize digressions.
- 2 Ask Ss to listen to the speech for the main idea, and find how many digressions the speaker made, and then complete Task 1.
- 3 Ask Ss to listen to the speech again and recognize the sentences that signal the digressions, and then complete Task 2.
- 4 Check Ss' answers to Tasks 1 & 2.

### Supplementary information

#### Route 66

Route 66 is a famous road in the U.S. that is mentioned in books, films, and songs. It was built in the early 1930s, and was the first road to go a long distance across the U.S., from Chicago to Los Angeles. It became an icon in American popular culture.

### Answer keys

#### Task 1

1 T    2 F    3 T    4 F    5 T

#### Task 2

Digression starts with: I mentioned BMW early on ...; If you take a look at China ...

Digression ends with: ... but I will start with Japan; The question is, which one is more important?

### Scripts

So let's take just a moment to look at China and the role of the China brand, though that is something that is always an interesting discussion to you all, because any of your goods or services which are sold outside this market are also part of China and what China stands for in the world.

I mentioned BMW early on, but I will start with Japan, Japan as a brand. Interestingly, the way it has been perceived in the world has changed considerably over the last 35 or 40 years. It was seen as a rather low-cost producer of electronics. Now of course it's seen as one of the most efficient and high-quality producers of products anywhere in

the world. Now, if your brand as a country stands for that — efficiency and quality, that's a great place to start, if you happen to be Toyota and you're producing cars, because the first beliefs buyers have about the vehicles you produce are they're gonna be extremely efficient and very well put together.

Take Germany, a market and brand which is associated with precision. Again, if you're BMW or any other engineering company, this is a great place to start. There is an inherent belief in the world that German products are extremely well put together. So, therefore, a BMW is gonna be well engineered, isn't it?

The country of origin has a huge effect. My own country, uh, the U.K., perhaps is a little marred by this perception of us being, you know, really about pompous circumstance. So if you're associated with images like these, beliefs like these about British products, it's quite difficult for me to present to you high-tech products, because you think we're all about history.

And take America. Is there an image about freedom? Route 66? Is it about the pop, and the excitement of sports? Is it about the great history of blues music? The interesting thing is of course that all of those things are right. The question is how well you're focusing on what you wish to send in the message. And that message comes out of two things: the thing, and how it generates value.

If we take a look at China, many Western people immediately think about the Great Wall. Some may know about the Terracotta Army and a little bit more. This is very much the history of China. But what about the big cities? What about the fact that China invented fireworks? What has made you famous around the world? The actuation of the incredible Games and the power of women in this market — I think it's said they hold up half the sky, the increasing knowledge of your culture, and the acceptance that China has become very much part of the global landscape. And of course, the wonderful food. The point is, all those things exist as an understanding of what China is.

The question is, which one is more important? Which one is gonna generate the most value for all of you as business owners so that when I, as a poor Brit living out there in Western Europe, see Chinese products, there is the association which gives all of your products an advantage before you even start?

So you have a clear rate of trade, a very strong idea, and a way to add value to every Chinese product sold around the world. If you understand your rate of trade from the start of your business to your end, from your marketing department to your finance department, to your retailers to every part of your business, if you deliver a consistent experience, help people to understand what you really are about on the inside, your employees, and then measure that and understand how it actually creates value, then you'll be in a much better position to build something, your brand, which gives you a strong competitive position and guarantees your success in the future.

Somebody once said from *Fortune* magazine around ten years ago that brands have the power to change the world. And it's something we've adopted, and see as a very powerful vision for our business. I think it's something we see going on around us right now. The world is changing, and brand is gonna be part of that change.

## Part 7 Speaking

### Teaching steps

- 1 Guide Ss to learn the way to develop an effective introduction.
- 2 Invite several groups to give a presentation about the research they have done in Researching/Text B. Remind them to pay particular attention to their introductions.
- 3 Ask the rest of the class to comment on the effectiveness of the introductions in arousing their interest and previewing the content.
- 4 Comment on Ss' presentations.

## Part 8 Writing

### Teaching steps

- 1 Guide Ss to understand the general structure of the discussion section of a research paper.
- 2 Ask Ss to search the electronic database available at the university library for an academic paper with a strong discussion section, and then complete Task 1.
- 3 Divide the class into groups of 4-5. Group members take turns to brief others on the four aspects of the discussion sections of their chosen papers.

# UNIT 8 Accounting

## I Teaching Objectives

After learning this unit, Ss are expected to develop the following academic skills and knowledge:

<b>Professional knowledge</b>	<ul style="list-style-type: none"><li>• Understand what is accounting</li><li>• Understand the impact of the Enron scandal and the fall of Arthur Andersen</li><li>• Know the significance of adopting International Accounting Standards</li><li>• Get acquainted with some specialized vocabulary of accounting</li></ul>
<b>Reading</b>	<ul style="list-style-type: none"><li>• Understand the structure of business writing (e.g. looking for the theme sentences in a text)</li><li>• Analyze difficult sentences</li><li>• Think about issues critically (e.g. What causes accounting fraud?)</li></ul>
<b>Language building-up</b>	Learn the specialized vocabulary of accounting, the signpost language of defining, and some formal words
<b>Listening</b>	Know how to take notes by using Cornell note-taking system
<b>Speaking</b>	Develop a strong conclusion in a presentation
<b>Writing</b>	Know what should be included and avoided in the conclusion section of a research paper
<b>Researching</b>	Do group research to learn more about a notable accounting scandal

## II Teaching Activities and Resources

### Part 1 Lead-in

#### Teaching steps

- 1 Ask Ss to listen to the short talk and take notes about the important roles of accountants.
- 2 Invite several Ss to share their notes with the class.
- 3 T may lead in to Text A by saying, “Now let’s read Text A to see if the roles you heard are also indicated in the text.”

#### Answer keys

##### Task

Roles of accountants:

- 1 Report the financial information that controls the markets and our economy.
- 2 Help us understand our business.
- 3 Help maintain the integrity and ethics in business.
- 4 Provide advice.

#### Scripts

In this clip, we’re gonna talk about the importance of accountants and accounting. Your accountants report the financial information that controls the markets and our economy. Without accounting, we don’t have good, reliable information about the status of the businesses that make up our market and economy. Accountants understand our business, and accounting helps us to understand our business. There’re so many metrics you can put around financial information — growth metrics or declining metrics — just so many things that will help you understand what is happening in that business. Accounting gives us that opportunity. Accountants help maintain the integrity and ethics in business, and by doing accounting properly, we maintain ethics in a business. Also, accountants provide advice. They provide advice on taxes, on the status of a business, and they really help you see an insight into how your business is doing. And that’s why accountants and accounting is important.

## Part 2 Text A

### Teaching steps

- 1 Explain to Ss that the text can be divided into two parts: The first part (Paras. 1-6) is about the changing public perception of accounting, while the second part (Paras. 7-11) defines accounting and the roles of accounting.
- 2 Ask Ss to scan the text and complete Task 1/Critical reading and thinking.
- 3 Ask Ss to read the text more carefully to understand the roles of accountants:
  - Ensure the accuracy of the company's financial records. (Para. 5)
  - Help managers evaluate business performance and make decisions for the future. (Para. 9)
- 4 Divide the class into groups of 4-5 to complete Task 2/Critical reading and thinking, and invite some groups to report to the class.

### Supplementary information

#### 1 The Enron scandal

The Enron scandal was a financial scandal Enron Corporation was involved in. The scandal eventually led the company to bankruptcy and the dissolution of Arthur Andersen, which was one of the five largest audit and accountancy partnerships in the world. This was the largest bankruptcy in American history by 2001 and Enron was also accredited as the biggest audit failure.

#### 2 Big Five accounting firms

The Big Five in the text refers to the five largest international public accountancy firms. They are PricewaterhouseCoopers (U.K.), Deloitte Touche Tohmatsu (U.S.), Ernst & Young (U.K.), KPMG (Netherlands) and Arthur Andersen (U.S.). They offer services including audit, assurance, tax, consulting, advisory, actuarial, corporate finance and legal. They work closely with their clients, helping them to mitigate risks and grasp opportunities. They handle the vast majority of audits for publicly-traded companies as well as many private companies, creating an oligopoly (垄断) in auditing large companies. The Big Five auditors became the Big Four auditors after the collapse of Arthur Andersen in the Enron scandal.

### Language support

- 1 Yet in early 2002, accounting was pulled from the depths of business arcana, hotly deliberated by politicians and television pundits alike, and plastered on the front pages of the popular press. (Line 1, Para. 2)



However, in early 2002, accounting was no longer only known to the business world. Instead it was heatedly discussed by people such as politicians and television commentators, and completely covered the front pages of the popular press.

- 2 External audits by public accountants will continue to be required for public companies, tax professionals will be there to interpret the complicated tax laws and companies will still need accountants to ensure the accuracy of their financial records. (Line 2, Para. 5)

此句可译为：上市公司仍然需要公共会计师来做外部审计，需要税务专家来解释复杂的税法，同时也需要会计师来确保他们的财务记录准确无误。

- 3 Anyone who has pulled out his or her hair trying to balance their checkbook ... (Line 6, Para. 11)

**pull out one's hair:** be very worried or angry about sth., especially because one does not know what to do

e.g. There is no sense *pulling your hair out* over that regrettable incident.

## Answer keys

### Critical reading and thinking

#### Task 1 / Overview

- 1 It was once derided in a famous *Monty Python* sketch as a “horrible debilitating disease” whose practitioners are “appallingly dull, unimaginative, timid, lacking initiative, spineless, easily dominated, no sense of humor and irrepressibly drab”.
- 2 Devastating revelations of shady partnerships, government cronyism, hidden debt, shredded documents and conflicts of interest.
- 3 Congressional committees are considering issues ranging from auditor conflict of interest to the regulation of the derivatives market. The SEC has pledged to reform accounting rules and get tough on fraud and audit oversight.
- 4 External audits by public accountants will continue to be required for public companies, tax professionals will be there to interpret the complicated tax laws and companies will still need accountants to ensure the accuracy of their financial records. More importantly, the rising complexity of corporate activities, the growth of international business and the increased use of technology are combining to change the roles of accountants, creating new opportunities and spurring job growth for the profession.
- 5 Accounting is a system by which economic information is identified, recorded, summarized and reported for the use of decision-makers.
- 6 An accounting system essentially tracks all of the activities of an organization,

showing when and where money has been spent and commitments have been made.

- 7 Individuals may manage their own personal accounting system for years — it's called their checking account. Every time they record an entry in their check ledger, they are acting like an accountant.

## **Task 2 / Points for discussion**

- 1 The role of a professional accountant is vital, assisting clients with financial matters that are often highly confidential. Accountants perform a number of tasks within this role, including book keeping, financial statements, business plans and many other services. While accounting skills and education are the foundation of any accounting professional, there are a number of additional characteristics that are required of a professional accountant. These include the following traits: 1) skills, knowledge and expertise, 2) commitment to strong values, 3) belonging to a recognized accountancy body, 4) upholding professional standards and approaches, and 5) commitment to on-going professional development.
- 2 Awash with devastating revelations of shady partnerships, government cronyism, hidden debt, shredded documents and conflicts of interest, all under the oversight of Arthur Andersen, the Enron scandal has played out like a soap opera with accounting as a central storyline. Andersen's alleged role in the scandal has struck a blow to the profession's image that is sure to change public perception about accounting and its practitioners.

The Enron scandal has not only changed the perception of accountants in the eyes of the public, but will change the field of accounting as we know it. The government, the Securities and Exchange Commission (SEC) and other regulatory agencies are discussing how to make the accounting profession more reliable and to increase the respect of accounting professionals in the eyes of the public. Congressional committees are considering issues ranging from auditor conflict of interest to the regulation of the derivatives market. The SEC has pledged to reform accounting rules and get tough on fraud and audit oversight. The accounting world as we know it is changing.

- 3 A number of reforms may include the creation of a private sector oversight board independent of public accountants to monitor audit quality and enforce auditor discipline; the mandate of a timed rotation of auditors; the implementation of limits on auditor moves to client positions; reform of audit committees; a reassessment of certain accounting rules; and the establishment of an expansive set of rules meant to prevent the kind of accounting fraud.

## Part 3 Language building-up

### Teaching steps

#### 1 Specialized vocabulary

- 1) Check Ss' answers to Task 1.
- 2) Draw Ss' attention to Key Terms for Further Study at the end of the unit.

#### 2 Signpost language

- 1) Guide Ss through the information on defining and call Ss' attention to the defining words in the text.
- 2) Ask Ss to complete Task 2 and check their answers.

#### 3 Formal English

Ask Ss to complete Task 3 and check their answers.

### Answer keys

#### Task 1 / Specialized vocabulary

##### 1

- |     |     |     |     |      |
|-----|-----|-----|-----|------|
| 1 h | 2 i | 3 e | 4 g | 5 j  |
| 6 c | 7 d | 8 a | 9 b | 10 f |

##### 2

- |                          |                             |
|--------------------------|-----------------------------|
| 1 External audits        | 2 accounting rules          |
| 3 an accounting system   | 4 cash inflows and outflows |
| 5 Public accountants     | 6 checking account          |
| 7 deposit and withdrawal | 8 financial records         |

#### Task 2 / Signpost language

- 1 derided; as
- 2 is; is
- 3 mean; is; showing
- 4 called
- 5 is

#### Task 3 / Formal English

- |                     |                           |
|---------------------|---------------------------|
| 1 mocked; weakening | 2 discussed; commentators |
| 3 collapse          | 4 damaging                |
| 5 view              | 6 promised                |
| 7 analyzed          | 8 account                 |

## Part 4 Text B

### Teaching steps

- 1 T may lead in by saying, “As is mentioned in Text A, the Enron scandal has not only changed the perception of accountants in the eyes of the public, but has changed the field of accounting as we know it. Text B is going to reveal to us what are the exact effects of the scandal and what are the reforms proposed to prevent the kind of accounting fraud.”
- 2 T may provide further information about some famous corporations mentioned in the text. The Supplementary information may be of help.
- 3 Ask Ss to scan Paragraphs 1-4 of the text and complete Task 1/Critical reading and thinking.
- 4 Ask Ss to read Paragraphs 4-6 carefully and complete Task 2/Critical reading and writing, and know more about the chief reform — the ban on consulting services.
- 5 Divide the class into groups of 4-5 to conduct out-of-classroom research on a notable accounting scandal following the instructions in Researching/Text B.

### Supplementary information

#### 1 WorldCom

WorldCom was once the second largest telecommunications company in the United States. It went bankruptcy in 2003 after exposure on how it used fraudulent accounting methods to mask its declining earnings by painting a false picture of financial growth and profitability to prop up the stock price. Arthur Andersen was its auditing firm.

#### 2 Waste Management

Waste Management, Inc. is a waste management and environmental services company founded in 1894 and headquartered in Houston, Texas. Today, Waste Management is North America’s leading provider of integrated environmental solutions. It partners with its customers and communities to manage and reduce waste from collection to disposal while recovering valuable resources and creating clean, renewable energy. In 1998, an accounting review ordered by its new CEO found that the company had augmented the depreciation time length for their property, plant, and equipment, artificially inflating the company’s after-tax profits by \$1.7 billion. The SEC fined Waste Management’s independent auditor, Arthur Andersen, \$7 million.

#### 3 Cendant

Cendant Corporation was a New York-based provider of business and consumer services, primarily within the real estate and travel industries. It resulted from a merger between HFS (Hospitality Franchise Systems) and CUC (Comp-U-Card) International

in 1997. However, shortly after the merger, it was found that CUC executives had inflated the company's revenue by \$500 million over a period of three years so as to get a better deal at the merger. Ernst & Young was its auditing firm. In 2005 and 2006, Cendant spun off or sold its constituent businesses.

#### **4 Parmalat**

Parmalat was a multinational Italian dairy and food corporation. It collapsed in 2003 with a €14 billion hole in its accounts. It remains Europe's biggest bankruptcy. Today, Parmalat is a company with global presence, having major operations in Europe, Latin America, Australia and South Africa. Since 2011, it is a subsidiary of French group Lactalis, the largest dairy products group in the world.

#### **5 Bristol-Myers Squibb**

Bristol-Myers Squibb is a global biopharmaceutical (生物药剂学的) company, headquartered in New York City. It discovers, develops and delivers medicines that help patients prevail over such serious diseases as cancer, cardiovascular disease, diabetes, hepatitis B (乙肝), HIV/AIDS, rheumatoid arthritis (风湿性关节炎) and psychiatric disorders. It was charged by the U.S. Department of Justice and SEC in 2004 for offering excess inventory to customers in order to create higher sales numbers. A settlement allowed it to pay \$150 million while neither admitting nor denying the guilt.

#### **6 Qwest**

Qwest Communications International, Inc. was formerly the third largest U.S. telecommunications company. It was fined \$250 million by the SEC for a series of deals from 1999 to 2001 with Enron's broadband division which might have helped Enron conceal losses. In 2010, CenturyLink announced it would acquire Qwest in a stock-for-stock transaction. After the merger closed, Qwest began doing business as CenturyLink in August 2011.

#### **7 Fannie Mae**

Fannie Mae (FNMA), in full Federal National Mortgage Association, federally chartered private corporation, was established as a federal agency by the U.S. Congress in 1938 during the Great Depression as part of the New Deal. Its objective is to expand the secondary mortgage market, helping American families own their own houses. Investigations started late 2004 into its widespread accounting errors. Its CEO, CFO and Chief Controller were accused of manipulating Fannie Mae earnings to maximize their bonuses. It came under pressure during the 2007 subprime crisis and was taken over by the U.S. government.

#### **8 Tyco**

Tyco International Ltd. is a highly diversified global manufacturing company incorporated in Switzerland, with United States operational headquarters in Princeton,

New Jersey. It is a leading provider of electronic security products and services, fire protection and detection products and services, and valves and controls. In 2002 its former chairman and CEP Dennis Kozlowski and former CFO Mark H. Swartz were accused of the theft of more than \$150 million from the company.

## Language support

- Enron engaged in accounting practices designed to hide the true liabilities of the company accounting practices that were approved by its auditor, Arthur Andersen. (Line 2, Para. 1)**

此句可译为：安然公司采取了意在隐瞒公司真实负债的会计处理方法，而且这些会计处理方法是负责该公司审计的安达信会计事务所核准的。

- In early 2002, PricewaterhouseCoopers and Deloitte Touche Tohmatsu, the last professional services firms to offer management consulting as part of their primary service portfolios, agreed to split off the consulting practices to appease those who fretted about the potential conflicts of interest. (Line 12, Para. 4)**

此句可译为：2002年初，专业服务业界中仅存的两家将管理咨询作为主要服务组合一部分的事务所——普华永道和德勤——同意分离咨询业务，以此来安抚那些担心存在潜在利益冲突的人。

- Clients were defecting in droves ... (Line 7, Para. 6)**

A large number of clients were converting to other companies.

## Answer keys

### Critical reading and thinking

#### Task 1

The Enron affair	Its effects (Paras. 1-2)	<ul style="list-style-type: none"> <li>It eliminated <u>Arthur Andersen as a major player in the auditing industry.</u></li> <li>It increased <u>scrutiny on the accounting and professional services industry.</u></li> <li>It resulted in <u>one of the largest bankruptcies in U.S. history, \$32 billion lost in market capitalization, \$1 billion lost in employee retirement accounts, and the first-ever felony conviction of a public accounting firm.</u></li> <li>Its scandal, along with recent, high-profile audit failures at other companies has damaged <u>the integrity and credibility of the public accounting profession in the eyes of senior executives and the public at large.</u></li> </ul>
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(to be continued)

(continued)

		<ul style="list-style-type: none"><li>It's not just Arthur Andersen that has suffered in light of these developments; three of the Big Four accounting firms have endured <u>similar investigations by the SEC in the past couple of years</u>.</li></ul>
	Proposed reforms (Paras. 3-4)	<ul style="list-style-type: none"><li>the creation of <u>a private sector oversight board independent of public accountants to monitor audit quality and enforce auditor discipline</u></li><li>the mandate of <u>a timed rotation of auditors</u></li><li>the implementation of <u>limits on auditor moves to client positions</u></li><li>reform of <u>audit committees</u></li><li>a reassessment of <u>certain accounting rules</u></li><li>the ban on <u>consulting services</u></li></ul>

## Part 5 Text C

### Supplementary information

#### 1 IASB

IASB (International Accounting Standards Board) is an independent, privately funded accounting standard-setter based in London, England. It is responsible for the release of International Financial Reporting Standards (《国际财务报告准则》).

#### 2 The 1997 Asian crisis

It refers to a period of financial crisis, gripping much of Asia beginning in July 1997 and causing fears of a worldwide economic meltdown for financial contagion. It started with the devaluation of Thailand's baht, which took place in July 1997, a 15% to 20% devaluation that occurred two months after this currency started to suffer from a massive speculative attack and a little more than a month after the bankruptcy of Thailand's largest finance company, Finance One. This first devaluation of the Thai baht was soon followed by that of the Philippine peso, the Malaysian ringgit, the Indonesian rupiah and, to a lesser extent, the Singaporean dollar. This series of devaluations marked the beginning of the Asian financial crisis.

#### 3 Vodafone

Vodafone is a multinational telecommunications company headquartered in London,



England. Vodafone made the U.K.'s first mobile call at a few minutes past midnight on January 1, 1985. Now it is the largest mobile telecommunications company in Europe and the world's second-largest mobile telecommunications company.

## Answer keys

### Task

- 1 The main idea of the text: the significance of adopting International Accounting Standards among companies in different nations.
- 2 The reason for adopting International Accounting Standards: to make it easy for investors to compare the financial statements of firms based in different nations, eliminate divergent accounting practices among nations and make cross-national comparisons easier.
- 3 The author's purpose of citing the examples of Shell, L'Oreal, and Vodafone: to show that the road toward common accounting standards has some speed bumps.

## Part 6 Listening

### Teaching steps

- 1 Guide Ss through the information on the Cornell note-taking system.
- 2 Ask Ss to take notes in the blanks provided by Task 1 according to the Cornell note-taking system before, during and after listening to the interview.
- 3 Encourage Ss to share their notes with their neighbors.
- 4 Ask Ss to listen to the interview again and complete Task 2 while listening.
- 5 Check Ss' answers to Task 2.

### Supplementary information

#### 401(k)

401(k) is a retirement savings program organized by employers but funded primarily by workers through paycheck deductions in the United States. Because employees generally do not make withdrawals from the fund until after they have retired, the 401(k) is considered a deferred compensation plan. As a result, the worker is not taxed on any earnings or gains made in the account until withdrawals begin. Moreover, a certain proportion of the 401(k) contribution can be made before taxes have been deducted from the employee's paycheck.



## Answer keys

### Task 2

- 1 the document shredding; the subsequent legislation
- 2 the summer of 2002; a new regulator; management; corporate boards; violate the security laws
- 3 the audit firms; the major cop; law enforcement agencies; protecting investors
- 4 90 million Americans; the frauds and the loss; more confidence; plummet; private accounts

### Scripts

**Hostess:** The Arthur Andersen document-shredding case, along with other high-profile bookkeeping scandals, ushered in an era of new rules and federal oversight in the accounting industry. To help us better understand how the industry has changed, we turn to Lynn Turner. He's a former chief accountant at the Securities and Exchange Commission. Thanks for being with us.

**Turner:** It is great to be here today with you.

**Hostess:** First, Arthur Andersen, the firm and its role in destroying Enron-related documents — was this seen as an isolated case or did the investigation and the eventual conviction have an immediate impact on the industry?

**Turner:** The (um) impact of the document shredding that showed up all over the front pages of all the major newspapers, I think, did have a direct impact on the accounting profession. And, of course, it certainly (um) had an impact on the subsequent legislation that got passed such that those type of events, hopefully, would not occur again today.

**Hostess:** You're speaking of the Sarbanes-Oxley legislation. Explain to us the law and its impact on the industry.

**Turner:** Sarbanes-Oxley was legislation passed by Congress in the summer of 2002 and then signed by President Bush. In it, about half of the language deals with setting up a new regulator for the accounting profession called the Public Companies Accounting Oversight Board that oversees the audit firms. Uh, the rest of the legislation deals with some important things like ensuring that management is held accountable for the financial reports that they file with the SEC. It improves the independence of corporate boards, as well as the independence of the auditors, and it increased some of the penalties for those who shred documents or violate the security laws.

**Hostess:** There was a lot of hand-wringing within the industry while this legislation was under discussion on the Hill. What's happened now, since the law's gone into effect?

**Turner:** We really are starting to see much better audits performed than what we used to see. Errors in the books get caught much quicker, such that the investors aren't given the surprises that they were in the case of Enron and WorldCom and Qwest

and the like.

**Hostess:** Has, has there been a question about enforcement? You know, who's actually doing the oversight now?

**Turner:** With respect to the audit firms, it's very clear that the Public Companies Accounting Oversight Board has the role of enforcement, albeit the SEC is still playing the major cop on the beat. On the company side, (um) I think all the law enforcement agencies, running from the Justice Department to the SEC to (um) the state attorney generals, such as Galvin in Massachusetts and, of course, Spitzer in New York, are all playing very key and very important roles in protecting investors.

**Hostess:** You know, changes like this that we're talking about in the industry — does this largely impact the corporate world, or does this in some ways touch the lives of ordinary Americans, folks like you and me? And if it does, how so?

**Turner:** I think the scandals, (um) have touched (um) many Americans. There are 90 million Americans who have put their money in the capital markets and have invested there through their 401(k)s or IRA accounts. So the frauds and the loss in market value of some \$9 trillion certainly affected everyone. In terms of the regulation and reforms, as the numbers get better you can have more confidence in those numbers. You can get better stock information, better stock prices. And, hopefully, you won't see your savings disappear like they did in the summer of 2002 as everyone watched their 401(k) accounts just plummet in, in value. So I think the investor safeguards that have been put in place are impacting everyone today, especially as we start to talk about (um, the use, um,) the greater use of private accounts and expansion of some of these retirement programs.

**Hostess:** Lynn Turner, thanks for talking to us.

**Turner:** Thank you for inviting me.

**Hostess:** Lynn Turner, managing director of the financial research firm called Glass, Lewis & Company. He's also the former chief accountant at the Securities and Exchange Commission.

## Part 7 Speaking

### Teaching steps

- 1 Guide Ss to learn the basic components of a conclusion and some useful expressions for developing a strong conclusion.
- 2 Divide the class into groups of 4-5 and discuss financial fraud according to the steps provided in the task.
- 3 Invite several groups to report to the class and comment on their performance.

- 4 If time allows, invite one or two groups to give a presentation about the research they have done in Researching/Text B. Remind the presenters to pay particular attention to their conclusions.

## Part 8 Writing

### Teaching steps

- 1 Guide Ss through the information on writing the conclusion.
- 2 Ask Ss to read the sample and complete Tasks 1 & 2.
- 3 Check Ss' answers.

### Answer keys

#### Task 1

Conclusion		
1	Restatement of thesis	<u>In this study we investigate whether comparing financial data to nonfinancial measures (NFM)s can aid auditors and others in assessing fraud risk.</u>
2	Results of study	<u>We find that fraud firms have greater differences in percent change in revenue growth and percent change in NFM)s than their nonfraud competitors. These differences are positively associated with fraudulent financial reporting after controlling for variables that have been previously linked to fraud.</u>
3	Implications of study	First, <u>the prior literature suggests that fraud goes undetected when auditors fail to understand the environments in which their clients operate. Fraud risk assessment models that incorporate NFM)s should help prevent these failures.</u> Second, <u>our study supplies empirical evidence to policymakers who are currently considering requiring the use of NFM)s in auditing.</u> Third, <u>our descriptive results provide auditors and other parties with benchmarks for what might be reasonable and unreasonable inconsistencies between financial data and NFM)s.</u>

(to be continued)

(continued)

Conclusion		
4	Recommendations for future research	<p><u>Future research questions include whether our results, using annual data, can be replicated with quarterly data.</u></p> <p><u>Other fruitful areas of research include evaluating whether the discriminatory power of our analyses could be improved by using more than one competitor or determining whether values for DIFF for nonfraud firms are consistently low.</u></p> <p><u>Future studies could also investigate if and how auditors and investors use NFMs in practice.</u></p> <p><u>Researchers could also investigate whether investors benefit from identifying inconsistencies between financial measures and NFMs.</u></p> <p><u>Finally, exploring the ability of specific NFMs to measure the fraud risk construct of attitude would also be interesting.</u></p>

## Task 2

		Yes	No
1	Just rephrasing the main idea	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2	Offering recommendations for future action	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3	Focusing merely on a minor point of your arguments	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4	Making emotional appeals	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5	Restating the thesis	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6	Ending with a long quotation or references to other sources	<input type="checkbox"/>	<input checked="" type="checkbox"/>
7	Referring back to the topic of your paper	<input checked="" type="checkbox"/>	<input type="checkbox"/>
8	Just summing up	<input type="checkbox"/>	<input checked="" type="checkbox"/>
9	Describing specific data or evidence	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10	Analyzing and evaluating your own ideas to explain their significance	<input checked="" type="checkbox"/>	<input type="checkbox"/>
11	Introducing new ideas or new materials	<input type="checkbox"/>	<input checked="" type="checkbox"/>



# UNIT 9      Personal Finances

## I Teaching Objectives

After learning this unit, Ss are expected to develop the following academic skills and knowledge:

<b>Professional knowledge</b>	<ul style="list-style-type: none"><li>• Have some common knowledge about personal finances</li><li>• Learn how to avoid two common mistakes in investment and retire in style</li><li>• Understand the importance of investing</li><li>• Get acquainted with some specialized vocabulary of personal finances</li></ul>
<b>Reading</b>	<ul style="list-style-type: none"><li>• Understand the structure of business writing (e.g. trying mind map to understand the structure, looking for key words repeated in a text to achieve a smooth transition)</li><li>• Analyze difficult sentences</li><li>• Develop critical thinking (e.g. the role of willpower in personal finances)</li></ul>
<b>Language building-up</b>	Learn the specialized vocabulary of personal finances, the signpost language to ensure coherence, and some formal words
<b>Listening</b>	Practice writing out notes in full to help with the summary of a lecture
<b>Speaking</b>	Know how to make an effective PowerPoint presentation
<b>Writing</b>	Write the reference list for a research paper
<b>Researching</b>	Do group research into university students' online shopping behaviors

## II Teaching Activities and Resources

### Part 1 Lead-in

#### Teaching steps

- 1 Ask Ss to list three things that they regret buying and explain why.
- 2 Divide the class into groups of 3-4 to brainstorm advice on how not to spend too much on unnecessary things.
- 3 Invite some groups to report to the class.
- 4 T may lead in to Text A by saying, “Now let’s see what advice is given in Text A and compare it with yours.”

### Part 2 Text A

#### Teaching steps

- 1 Ask Ss to look at the title and the four subheadings to get an overview of the text structure.
- 2 Ask Ss to scan the text and complete Task 1/Critical reading and thinking.
- 3 Invite several Ss to share their answers.
- 4 Ask Ss to complete Activity 1/Task 2/Critical reading and thinking independently first, and then divide the class into groups of 4-5 to compare their results and discuss the questions in Activity 2/Task 2.

#### Supplementary information

##### *Back to the Future*

*Back to the Future* is a 1985 American science-fiction adventure movie. It tells the story of Marty McFly, a high schooler who is accidentally sent back in time from 1985 to 1955 due to a time machine invented by his friend, an eccentric scientist nicknamed Doc. Marty meets his future parents Lorraine and George in high school and inadvertently attracts his future mother’s romantic interest. Marty must repair the damage to history by causing his parents-to-be to fall in love, lest he cease to exist in the 1980s. He also convinces the young Doc to help him return to 1985 by utilizing a bolt of lightning that struck the clock tower in the town.

## Language support

### 1 I begrudge the money I wasted on the lesser things. (Line 1, Para. 4)

I regret the money I spent on things that are not so important.

**the lesser things:** things that are smaller, less important, or less serious than sth. else  
较小、较不重要的东西

### 2 I'll be the last person to tell you that you should just cut all of that non-essential spending and live a stoic existence, subsisting on grass and living in a shack with only a deck of cards for entertainment. (Para. 7)

此句可译为：我不会告诉你，你应该摒弃所有的非必要支出，过清心寡欲的生活，食草为生，搭棚而居，唯一的娱乐是一副牌。

**the last person to do sth.:** the person who is not going to do sth.

### 3 Instead, it simply means stepping back and looking at your core values for a moment before you bust out the plastic. (Line 2, Para. 12)

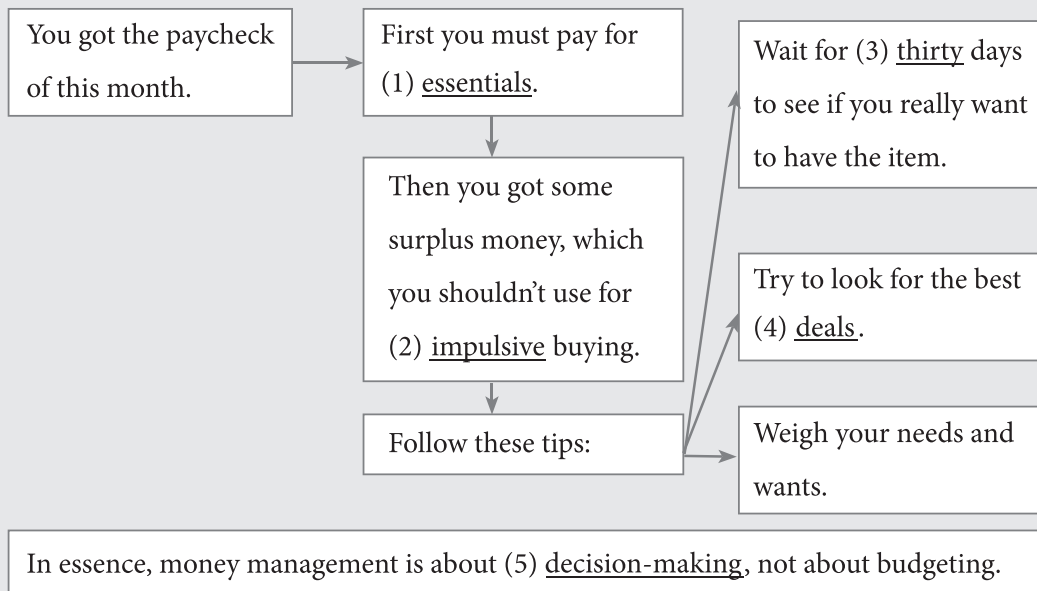
Instead, it just means that before you spend all the money of your credit card, you should wait and think carefully to decide what the most important things are for you.

**bust out the plastic:** spend the amount of money that exceeds the available credit on a credit card 刷爆信用卡，用光信用卡额度

## Answer keys

### Critical reading and thinking

#### Task 1 / Overview





## Part 3 Language building-up

### Teaching steps

#### 1 Specialized vocabulary

- 1) Guide Ss through the definition of “mind map”.
- 2) Ask Ss to complete Task 1.
- 3) Check Ss’ answers.
- 4) Draw Ss’ attention to Key Terms for Further Study at the end of the unit.

#### 2 Signpost language

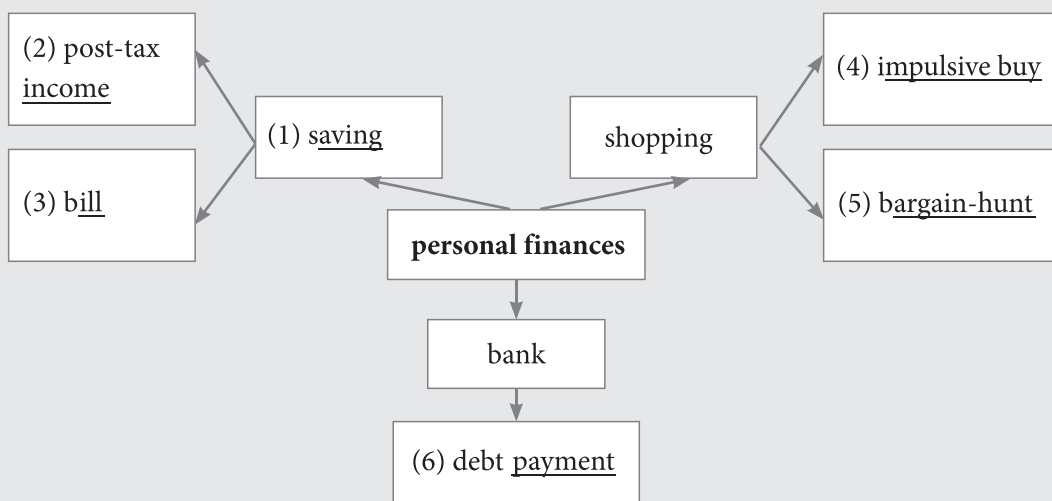
- 1) Guide Ss to learn the way to achieve coherence.
- 2) Ask Ss to scan Paragraphs 1-4 to get a general idea about coherence.
- 3) Ask Ss to read Paragraphs 6-12 carefully to complete Task 2.
- 4) Check Ss’ answers.

#### 3 Formal English

- 1) Guide Ss through the rules of formal English.
- 2) Ask Ss to complete Task 3 with the help of the rules.
- 3) Check Ss’ answers.

### Answer keys

#### Task 1 / Specialized vocabulary



- |            |            |             |           |
|------------|------------|-------------|-----------|
| 1 begrudge | 2 bargain  | 3 impulsive | 4 incomes |
| 5 budget   | 6 payments | 7 savings   | 8 bill    |

### Task 2 / Signpost language

Paragraph	Key words repeated to achieve a smooth transition
6	<u>The word “that” (Line 1) refers to the last sentence of Paragraph 5.</u>
7	<u>Repetition of the word “non-essential”.</u>
9	<u>Repetition of the word “gap”.</u>
12	<u>Repetition of the phrase “mind the gap”.</u>

### Task 3 / Formal English

- generalized use of “you”  
**More formal version:** Evidence of abuse is frequently found as soon as the public administration issues are studied carefully.
- use of contraction “couldn’t”  
**More formal version:** The panel could not establish the cause of the disaster and in the end no blame was attached to the company.
- use of colloquial word “great”  
**More formal version:** The results of the government study were highly useful because they enabled the university to fund the new department.
- use of short sentences and no linking expressions  
**More formal version:** Although the research was rigorous, the way the results were used was dissatisfactory in that few financial managers were trained in the new techniques. Moreover, little progress was made despite the hard work of the specialists.
- use of rhetorical questions  
**More formal version:** However, it is questionable whether the “Design School Model” provides a practical solution to the problem of strategy formulation.
- use of short sentences and colloquial expression “very highly”  
**More formal version:** The factory location is an essential consideration as it decides the availability of a skilled work force which is highly important.
- use of short sentences and generalized use of “you”  
**More formal version:** Either private individuals or the agency can make travel arrangements.

## Part 4 Text B

### Teaching steps

- 1 T may lead in by saying, “Text A claims that personal finances are more about decision-making than about techniques. Text B goes on to tell us how to avoid two common decision-making mistakes earlier in life in order to retire in style.”
- 2 Ask Ss to read the first three paragraphs and the last paragraph before answering the following questions:
  - What is the theme of this text? (How to avoid making two common mistakes in investment and retire in style.)
  - Where does the theme sentence appear? (In the first and last paragraphs.)
  - What’s the role of the Newton example? (To arouse interest, illustrate the theme and achieve coherence.)
- 3 Ask Ss to read the rest of the text to find out:
  - Two common mistakes in investment (Sit still when you should act and act when you should sit still.)
  - Examples of such mistakes (The latest report from the Employee Benefit Research Institute for the first mistake and the example of S&P index fund for the second mistake.)
  - Causes of such mistakes (Status quo bias, loss aversion and choice paralysis for the first mistake; recency bias and regret avoidance for the second mistake.)
  - Solution to such mistakes (Access to myriad resources for investors can help avoid making such mistakes.)
- 4 Guide Ss through Tasks 1 & 2/Critical reading and thinking.
- 5 Divide the class into groups 4-5 to conduct out-of-class research on university students’ online shopping behavior following instructions in Researching/Text B.

### Supplementary information

#### 1 Status quo bias

Status quo bias is a cognitive bias, an irrational preference for the current state of affairs. The current baseline (or status quo) is taken as a reference point, and any change from that baseline is perceived as a loss. A large body of evidence, however, shows that an irrational preference for status quo bias frequently affects human decision-making.

Status quo bias interacts with other non-rational cognitive processes such as loss aversion, existence bias, endowment effect (禀赋效应), mere exposure (曝光效应), and regret avoidance. A vast amount of experimental and field examples exist. Behavior in regards to retirement plans, health, and ethical choices shows evidence of the status quo bias.

Many people make conservative financial choices, such as keeping their deposits at one bank even when they are offered a better rate of interest by a bank which is essentially identical in all other respects. The strong desire to keep things the same can cause people to lose out by making conservative decisions. For example in the early 1990s, citizens of New Jersey and Pennsylvania in the U.S. were offered two options for their automotive insurance: an expensive option giving them full right to sue and a less expensive option with restricted rights to sue. In New Jersey the cheaper option was the default and most citizens selected it, while only a minority chose it in Pennsylvania where the more expensive option was the default. Similar effects have been shown for contributions to retirement plans, choice of Internet privacy policies and the decision to become an organ donor.

Here are some advices for countering the bias toward the status quo. The key is to consider carefully whether status quo is the best choice or only the most comfortable one:

- When you hear comments like “let’s wait and see” or “let’s meet next month to see how the project is going”, question whether you’re hearing status quo bias.
- Think about what your objectives are and whether they are best served by the status quo or by a change.
- Ask yourself whether you would choose the status quo alternative if it were not the status quo.
- Avoid overestimating the effort involved in switching from the status quo.
- Note that a change becomes the status quo over time. Evaluate alternatives in terms of the future as well as the present.

## **2 Loss aversion**

In economics and decision theory, loss aversion refers to people’s tendency to strongly prefer avoiding losses to acquiring gains. Some studies suggest that losses are twice as powerful, psychologically, as gains.

One who loses \$100 will lose more satisfaction than another person will gain satisfaction from a \$100 windfall. It is one of the reasons why people are reluctant to upgrade high-ticket durable goods and take financial risks. Sellers see the merchandise as a loss, and price accordingly. Buyers see the merchandise as a gain, and budget accordingly.

Marketing departments take advantage of loss aversion to get their products into the public conscience. Free-trial programs operate on the idea that once customers try a product, they are then evaluating how much they would pay to avoid losing that product, rather than gain it. Delayed-payment programs work the same way. Standing in the store looking at a television, a consumer may balk at the \$3,000 price tag. Once the television has been in their home for a few months and they have been enjoying it with their family every night, they are much more likely to decide that it is worth \$3,000 to avoid losing it.

## Language support

- 1 The investing blunders that most damage our retirement prospects aren't errors of picking the wrong stock or fund. (Line 1, Para. 4)

The mistakes in investments that cause the greatest damage to our retirement prospects are often not the mistakes in choosing the wrong stock or fund.

- 2 Compounding the problem is the vast menu of available investing options, creating what behavioral economists call "choice paralysis". (Line 5, Para. 6)

What makes the problem more complex is the fact that there are so many choices in investing money that one may get confused about which choice to make. This is called "choice paralysis" by behavioral economists.

## Answer keys

### Critical reading and thinking

#### Task 1

1 c    2 b    3 a

#### Task 2

- 1 loss aversion: people's tendency to strongly prefer avoiding losses to acquiring gains
- 2 choice paralysis: people's tendency to not to choose when they are faced with too many varieties
- 3 recency bias: people's tendency to believe that the future will be much like the recent past

## Part 5 Text C

### Supplementary information

#### Buy low, sell high

One of the most basic of stock buying strategies is to buy low and sell high, that is to say, when markets are high it is better to sell and conversely, when markets are low, it can seem like the world is ending, and it is better to buy.

## Answer keys

- |                    |                         |
|--------------------|-------------------------|
| 2 regular          | 3 long-term             |
| 4 low; high        | 5 balanced; diversified |
| 6 trade; speculate | 7 emergencies           |

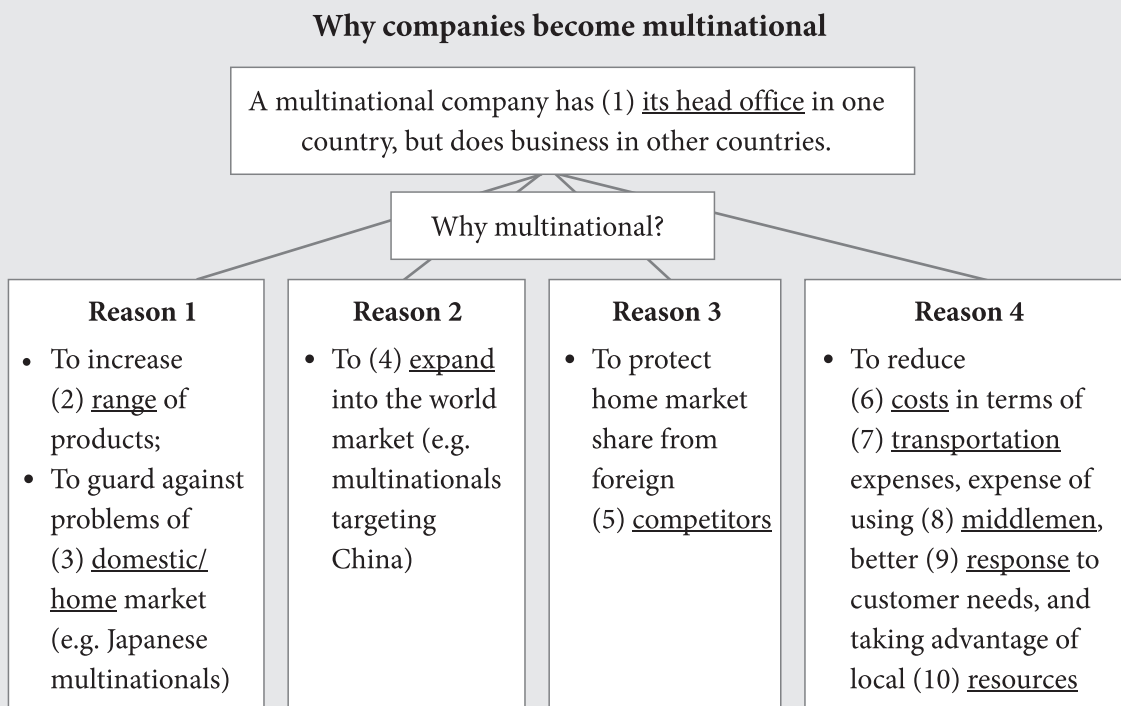
## Part 6 Listening

### Teaching steps

- 1 Guide Ss through the suggestions on writing out notes in full.
- 2 Ask Ss to listen to the lecture and complete the notes in Task 1.
- 3 Encourage Ss to write a summary based on the notes.
- 4 Invite some Ss to share their summary with the class.

## Answer keys

### Task 1



## Scripts

### Why companies become multinational?

A multinational company is a company that has its head office in one country, but does business in one or more other countries. Sometimes it is difficult to know if a company is a multinational because multinationals often do not advertise the fact that they are foreign-owned, for example, many people do not know that Bayer, the drug company, is German-owned; Nestle, the chocolate manufacturer, is a Swiss company; and for motors that one's Jaguar, the British-based auto maker. Similarly approximately 25 per cent of the banks in California are Japanese-owned, but this is often not clear from their names. In simple terms, many large multinationals have world holdings much greater than what is known to the casual observer. Yet, these companies have a large impact on the quality of the goods and services being produced around the world. So looking more closely at the nature of multinationals will make this clear. The first question we need to ask though is why companies become multinational. Companies become multinational for a number of reasons.

One is to diversify themselves to increase their range of products. This will protect the company against the risks and uncertainties of the domestic business market. By setting up operations in another country, multinationals can often decrease the negative effects of economic changes back in the home country. This form of international diversification has been widely used by Japanese multinationals, for example, which have found that while their home economy has been in the economic slump since the 1990s, the U.S. operations have done quite well.

A second reason is to expand into the growing world market for goods and services. This is part of the process of growth called globalization. Multinationals are, for example, targeting China. While the average individual in China is not very rich, the country's large population and growing economy make it very attractive to multinationals. In 2001 China entered the World Trade Organization and this acceptance of international rules made China more attractive for the multinationals.

Companies also become multinationals because of increased foreign competition, and because they want to protect their home market share. To do this an increasing number of multinationals now set up operations in the home countries of their major competitors. This approach serves two purposes. Firstly, it takes away business from their competitors by offering their customers other choices. And secondly, it lets competitors know that if they attack the multinationals' home market, they'll face a similar response.

A fourth reason is to reduce costs. By setting the operations close to the foreign customer, these firms can decrease transportation expenses. They can avoid the expense of having middlemen to handle the product, they can respond more accurately and rapidly to customer needs, and they can take advantage of local resources. This process known as "internalization of control" can help to reduce overall costs.

## Part 7 Speaking

### Teaching steps

- 1 Guide Ss through the tips for effective PowerPoint presentations and ask Ss to complete Task 1.
- 2 Invite several groups to give a presentation on the research they have done on university students' online shopping behaviors in Researching/Text B.
- 3 Ask the audience to evaluate the presentations according to the criteria list they have made in Task 1.

## Part 8 Writing

### Teaching steps

- 1 Guide Ss to learn how to write the reference list and ask them to complete Task 1.
- 2 Ask Ss to work in pairs to go over each other's reference list to see if there is any need for corrections.
- 3 Circle around the class to make comments.

### Answer keys

#### Task 1

- 1 Seyler, D. U. (2005). *Read, reason, write* (7th ed.). New York: McGraw-Hill.
- 2 Marshall, S. A. (Ed.) (1969). *1990 photographer's market*. Cincinnati: Writer's Digest.
- 3 Baker, R. (2003). The plot against people. In B. F. Clouse (Ed.), *Patterns for a purpose: A rhetorical reader* (3rd ed.) (pp. 474-475). New York: McGraw.
- 4 Pierrous, P. (2003). Communicating in art museums: Language and concepts in art education. *Journal of Museum Education*, 28(1), 3-7.
- 5 Mullins, M. E. (2001, October 18). Bioterrorism impacts few. *USA Today*, A16.
- 6 States News Service (2001). States covers washington. Retrieved October 3, 2001, from <http://www.statesnews.com>.





# UNIT 10 Human Resources

## I Teaching Objectives

After learning this unit, Ss are expected to develop the following academic skills and knowledge:

<b>Professional knowledge</b>	<ul style="list-style-type: none"><li>• Know the significance of HR to an organization</li><li>• Understand how good HR management can motivate people and help an organization grow</li><li>• Get acquainted with some specialized vocabulary of HR</li></ul>
<b>Reading</b>	<ul style="list-style-type: none"><li>• Understand the structure of business writing (e.g. looking for a theme sentence, identifying the function of tense switch in a text)</li><li>• Analyze difficult sentences</li><li>• Think about issues critically (e.g. What is the central job of the HR department? How does Apple motivate developers as well as its own employees?)</li></ul>
<b>Language building-up</b>	Learn the specialized vocabulary of HR, the signpost language of tense switch distinguishing between close and remote forms of the verb, and some formal words
<b>Listening</b>	Use all the listening strategies learned in the previous units before, during and after listening to a lecture or seminar
<b>Speaking</b>	Know how to improve to a speaker's delivery in a presentation
<b>Writing</b>	Write the abstract and acknowledgements of a research paper
<b>Researching</b>	Do group research to learn more about the sources of innovation and creativity in Apple Inc.

## II Teaching Activities and Resources

### Part 1 Lead-in

#### Teaching steps

- 1 Ask Ss to choose the five most important qualities a good HR professional should have and think about why they choose them.
- 2 Encourage Ss to work in pairs to share their chosen qualities, and discuss the reasons they choose them and the five qualities they both think are the most important.
- 3 Invite some pairs to share their five qualities with the class.
- 4 T may lead in to Text A by saying, “Now you have your own idea of what are the most important qualities of a HR professional. Let’s read Text A to see if the author’s viewpoints resonate with yours.”

### Part 2 Text A

#### Teaching steps

- 1 Ask Ss to scan the two subheadings and Paragraph 1 to identify the two theme sentences corresponding to the two subheadings:
  - *If HR is to be truly effective, it must show backbone, fortitude, a point of view, and most of all, courage.* (Why a courageous HR matters)
  - *It must stand up for what it believes in, confront difficult issues, and often act as the conscience of the company.* (Why the HR leader has to take a stand)
- 2 Ask Ss to read the section “Why a courageous HR matters” and try to divide the section into three parts and conclude the main idea of each part.
  - The dilemma of whether to take the job of Blockbuster’s VP of HR. (Paras. 2-3)
  - Why I decided to take the job (To make a company thrive; to transform a company). (Para. 4)
  - What I have done as VP of HR (To recruit people effectively, develop the best managers, and retain people longer; to work collaboratively with the senior management team and employees). (Paras. 5-7)
- 3 Ask Ss to read the section “Why the HR leader has to take a stand” and use cause-effect analysis for the example given in this section:

- Cause: An HR executive didn't challenge a management decision affecting retirees.
  - Effect: Both employers and employees were affected.
- 4 Ask Ss to complete Task 1/Critical reading and thinking and check their answers.
  - 5 Divide the class into groups of 4-5 to discuss the qualities and characteristics of a good HR person according to the text and complete Task 2/Critical reading and thinking.

## Supplementary information

### 1 Corporate attorney

A corporate attorney (also called corporate lawyer) is a lawyer who specializes in corporate law. The role of a corporate attorney is to ensure the legality of commercial transactions, advising corporations on their legal rights and duties, including the duties and responsibilities of corporate officers. In order to do this, they must have knowledge of aspects of contract law, tax law, accounting, securities law, bankruptcy, intellectual property rights, licensing, zoning laws, and the laws specific to the business of the corporations that they work for.

### 2 CFO

A CFO (chief financial officer) is a corporate officer primarily responsible for managing the financial risks of the corporation. This officer is also responsible for financial planning and record-keeping, as well as financial reporting to higher management. In some sectors the CFO is also responsible for analysis of data. The title is equivalent to finance director, a common title in the U.K. The CFO typically reports to the chief executive officer (CEO) and to the board of directors, and may additionally sit on the board.

## Language support

### 1 She couldn't understand why I was relinquishing the status that comes with being an attorney and associate general counsel to move into HR. (Line 5, Para. 3)

此句可译为：她不能理解，我为什么要放弃律师和副法律总顾问的社会地位，转而从事人力资源工作。

### 2 I was off to the races. (Line 3, Para. 6)

I quickly got busy and engaged in my job.

### 3 ... a publicity blitz questioned the company's heart. (Line 3, Para. 9)

A number of media expressed their doubts about the company's core system.

## Answer keys

### Critical reading and thinking

#### Task 1 / Overview

1

The truly effective and competent HR must show backbone, fortitude, a point of view, and most of all, courage, and must stand up for what it believes in, confront difficult issues, and often act as the conscience of the company.

2

- (1) A courageous HR matters because:
- a HR can be on the cutting edge of making a company thrive.
  - b When done right, courageous HR can make an organization more successful than it can ever imagine.
  - c HR can become the catalyst to transform the companies into innovative, progressive, forward-thinking juggernauts.
- (2) The HR leader has to show courage because:
- a It's important to stand up for employees.
  - b Without taking a position, employees' benefits can't be guaranteed and protected, and thus result in the sinking of morale and a dire consequence in a company.

#### Task 2 / Points for discussion

Qualities and characteristics	Significance for the organization
Courage	Driving the company forward.
Ability to judge the "right person"	Infusing more competence into the organization and helping the company grow with a stronger team.
Good coordinating skills	Coordinating and implementing the policies of an organization, as well as its vision and strategy to support organizational goals.
Being decisive	Knowing when to make mostly for the benefit of the group as a whole without personal consideration.
Being approachable	Never being too busy to be concerned for employees.

## Part 3 Language building-up

### Teaching steps

#### 1 Specialized vocabulary

- 1) Ask Ss to complete Task 1 and check their answers.
- 2) Draw Ss' attention to Key Terms for Further Study at the end of the unit.

#### 2 Signpost language

- 1) Explain to Ss that a tense switch indicates the relationship time among various events. Writers generally maintain one tense for the main part of an article and mark changes in time by changing tenses relative to the primary tense. The basic rule is to change tenses only when necessary.
- 2) Draw Ss' attention to the tense switches in the text and check Ss' answers to Task 2.

#### 3 Formal English

Ask Ss to complete Task 3 and check their answers.

### Answer keys

#### Task 1 / Specialized vocabulary

1

- |     |     |     |     |      |
|-----|-----|-----|-----|------|
| 1 d | 2 i | 3 a | 4 h | 5 g  |
| 6 c | 7 b | 8 e | 9 j | 10 f |

2

- |                    |                 |                       |
|--------------------|-----------------|-----------------------|
| 1 retiree          | 2 recruit       | 3 customer service    |
| 4 operating profit | 5 turnover rate | 6 healthcare benefits |
| 7 people business  | 8 bonuses       | 9 business concept    |
| 10 personnel       |                 |                       |

#### Task 2 / Signpost language

- 2 Paragraph 5: I *realized* that the company *wasn't* really about movie rental; it *was* about the thousands of people in stores across the country providing an amazing guest experience when people *walked* through the doors. It *reminds* me of Herb Kelleher, the founder of Southwest Airlines, saying that his company *wasn't* in the airline business, but in the customer service and people business. (commentary)
- 3 Paragraph 8: I *recall* an incident at one organization where the HR executive *didn't* exert enough influence and *ended* up damaging the company's reputation internally and externally. This company *had* a good but not great year. (narrative)

- 4 Paragraph 9: Many employees *wondered* where HR was, and why the HR senior executive *didn't* stand up for employees, current and past. The point here *is* clear: There *are* times when an HR executive's failure to show courage *can* have a very negative impact on employees and the employer. (commentary)

### Task 3 / Formal English

- (1) push the business forward
- (2) working alone
- (3) work together with
- (4) firm
- (5) accept and participate in

## Part 4 Text B

### Teaching steps

- 1 T may lead in by saying, "Text A explains the crucial qualities of a competent HR, and Text B will elaborate on a vital obligation of HR — motivating people. Although developers are not directly employed by Apple Inc., they're as important as Apple's own employees because the scale and diversity of Apple's app universe built up by the developers is a big reason why consumers buy Apple products. Moreover, the ways to motivate developers are applicable to Apple's employees, too."
- 2 Draw Ss' attention to the italicized part below the text title, telling them this is the theme sentence.
- 3 Ask Ss to scan the text to identify paragraphs corresponding to the three parts of the theme sentence :  
*Let them make money* (Paras. 1-3), *ensure the coding tools are easy to use* (Paras. 4-6), *and keep out the riff-raff* (Paras. 7-10).
- 4 Encourage Ss to use SWOT analysis and initiate it into Task 1/Critical reading and thinking. (A brief introduction to SWOT analysis might be helpful: SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. Strengths and Weaknesses are internal to the organization. Opportunities and Threats are found in the external environment of the organization. Such an analysis is essential in strategic planning because it could tell planners whether the strategic objectives they develop are achievable or not. If not, then another objective should be chosen. The technique is credited to Albert Humphrey, who led a convention at Stanford University in the 1960s and 1970s using data from *Fortune* 500 companies. )
- 5 Divide the class into groups of 4-5 to conduct out-of-classroom research on the sources

of innovation and creativity in Apple Inc., following the instructions in Researching/Text B.

## Supplementary information

### 1 Apple Worldwide Developers Conference

Commonly abbreviated WWDC, it is a conference held annually in California by Apple Inc. The conference is primarily used by Apple Inc. to showcase its new software and technologies for developers, as well as to offer hands-on labs and feedback sessions. The first WWDC was held in 1983. Between 1998 and 2011, the conference generally started with a keynote presentation delivered by Apple CEO Steve Jobs, resulting in the event becoming known as “Stevenotes”.

### 2 iOS

It is a mobile operating system developed and distributed by Apple Inc. Originally released in 2007 for the iPhone and iPod Touch, it has been extended to support other Apple devices such as the iPad and Apple TV. Unlike Microsoft’s Windows Phone (Windows CE) and Google’s Android, Apple does not license iOS for installation on non-Apple hardware.

### 3 API

API is the abbreviation for Application Programming Interface. It is a particular set of rules (“code”) and specifications that software programs can follow to communicate with each other. It establishes the proper way for a developer to request services from a program and also serves as an interface between different software programs and facilitates their interaction, similar to the way the user interface facilitates interaction between humans.

### 4 Salesforce.com

Founded in 1999, Salesforce.com Inc. is a global enterprise cloud-computing company headquartered in San Francisco that distributes business software on a subscription basis. It is best-known for its Customer Relationship Management (CRM) products and, through acquisition, has expanded into the “social enterprise arena”. In June 2004, the company went public on the New York Stock Exchange under the stock symbol CRM. In 2008 Salesforce.com joined the S&P 500, and in 2009 the company became the first cloud-computing company to exceed \$1 billion in revenue.

### 5 *Mutant Chronicles*

*Mutant Chronicles* is a 2009 independent science-fiction horror film, loosely based on the role-playing game of the same name. The story is set in the year 2707 when many technologies are steam-powered and mankind has exhausted the Earth’s natural resources. The plot revolves around a “machine” which came from space 10,000 years ago. The



“machine” mutates people into nothing more than killing drones that drag new victims to the machine for conversion. Sealed away eons ago, the machine is accidentally uncovered during a large battle somewhere in Europe. Within six weeks the world is almost completely conquered by the mutant gangs. Most of the population has been evacuated to Mars. A group of soldiers are assembled to take another ancient device, presumed to be a bomb, to the heart of the machine in an attempt to destroy it. Most of the group are killed or converted before they find out the device they brought is an ignition “key” which sends the machine back into space. Only Hunter, one of the soldiers, is left alive, but half mutated. The machine is last pictured flying toward a red planet.

## Language support

- 1   **The scene outside the conference hall is a snapshot of the war Apple is waging for the hearts and minds of developers. (Line 1, Para. 3)**

The phrase “wage war on someone” means to begin a war against someone.  
 此句可译为：大厅外的场景是苹果公司为吸引软件开发者而做出的种种努力的例证之一。

- 2   **To keep its developers engaged and loyal, Apple sweats the small stuff. (Line 1, Para. 6)**

Here “sweat the small stuff” comes from the phrase “don’t sweat the small stuff” which is used to tell someone not to worry about unimportant things. The whole sentence means that Apple takes care of unimportant things for its developers to keep them committed and loyal to the company.

## Answer keys

### Critical reading and thinking

#### Task 1

Apple Inc.’s ecosystem	Strengths	Weaknesses
Internal ecosystem	<ul style="list-style-type: none"> <li>• <u>Programming tools are slick and simple for developers to use.</u></li> <li>• <u>An iPhone simulator enables developers to see on the Mac screen exactly how their program would operate on the phone.</u></li> </ul>	<u>Small companies and less well-known developers wait in frustration to see if Apple’s app-approval staff will give their blessing, with almost no means of influencing the decision.</u>

(to be continued)

(continued)

	Opportunities	Threats
External ecosystem	<ul style="list-style-type: none"><li>• <u>With the diversity of apps, consumers are likely to be persuaded not to bother with non-Apple products.</u></li><li>• <u>It guarantees quality control.</u></li></ul>	<ul style="list-style-type: none"><li>• <u>The percentage of developers writing apps for Apple is still lower than its competitors.</u></li><li>• <u>Compared with the competitors, Apple only has three mobile products, which are rather limited choices for the consumers.</u></li><li>• <u>Developers feel unhappy because Apple can introduce software categories created by them, taking away all the profits. As a result they may not want to develop apps for Apple.</u></li></ul>

#### Task 2

1 F    2 T    3 F    4 F    5 F

## Part 5 Text C

### Supplementary information

#### Super Bowl Sunday

The event is usually held on Sunday in late January or early February when many people gather to watch the Super Bowl, the championship game of the National Football League. Super Bowl Sunday is considered a *de facto* national holiday in the United States and is the second-largest day for U.S. food consumption, following Thanksgiving Day.

### Answer keys

#### Task

Company	Strategy	Purpose
Lenovo	<u>Lenovo promises to all employees after buying IBM that their compensation and benefits would remain identical or fully comparable to their IBM package, and that they would not be asked to relocate.</u>	<u>The company tries to reassure all employees that their values are well recognized and their interests and benefits will not be damaged.</u>

(to be continued)

(continued)

Company	Strategy	Purpose
Lenovo	<u>Employees are free to stay or leave, and IBM would not consider them for a transfer within IBM or recruit or hire the new Lenovo employees for two years.</u>	<u>The company shows full respect to the choice of every employee.</u>
	<u>Lenovo's global headquarters were moved to New York with the former head of IBM's PC division, Stephen Ward, appointed CEO of Lenovo.</u>	<u>It's essential to have an executive who has the skills and capabilities required for managing a global enterprise.</u>
	<u>The 30-member top management team was split down the middle — half Chinese, half American. English is their working language.</u>	<u>The goal is to transform Lenovo into a truly global corporation with a global work force that can win in the battle for dominance in the global PC business.</u>
Domino's Pizza	<u>The employees are treated with dignity and respect.</u>	<u>Keep the employees engaged and willing to be committed to their jobs.</u>
	<u>Melton devotes time to training the employees, setting goals with them, sharing information about how the stores are faring, and paying bonuses for outstanding work.</u>	<u>Drive the employees to work fast and cheerfully with motivation, inspiration and compensation.</u>

## Part 6 Listening

### Teaching steps

- 1 Ask Ss to predict the content of the lecture according to the requirements in Task 1 and write down the key words.
- 2 Ask Ss to share predictions with their neighbors.
- 3 Ask Ss to listen to the lecture and complete Task 2. Check their answers.
- 4 Ask Ss to listen to the lecture again and complete Task 3. Check their answers.

## Answer keys

### Task 2

- 1 employee rights
- 2 establish a partnership between them
- 3 open-minded; positive/supportive

### Task 3

- (1) positive
- (2) benefits are
- (3) specially offered to
- (4) proper procedure
- (5) walks a fine line
- (6) litigation

## Scripts

Today we're going to discuss management training within Human Resources. When I think of that topic, I think about managers that need to have the expertise of your Human Resources Department to educate in them and (inform them about,) inform them about employee rights. So if you are in Management and you're required to go to training within the Human Resources Department, I would encourage you to have a very positive attitude about that to understand that as a manager, you need to understand what your employee rights are, what their benefits are, understand what, (um,) might be specially offered to the employees that you may not be aware of and then if there is an issue with an employee, then you would know the proper procedure to go back and report that to the Human Resources Department. I have found within organizations that I've coached and worked with that there is sometimes a division between Management and HR. And then the most successful organizations that I worked with, there has been a partnership between Human Resources and Management. So I would encourage you if there's any, er, uncertainty or any friction between the Human Resources Department and Management that someone on the Senior team get involved to help everyone understand and appreciate not only the Management team, but appreciate what Human Resources does for that (employee,) employer and for the employees. The Human Resources Department walks a fine line. They are there to protect (the Human Resources,) the HR rights of the employees as well as keep the company from getting into litigation. So (if you would,) again, if you are encouraged to go to management training within HR Department, I would encourage you to go, be very open-minded and be very supportive of the Human Resource professionals in your company. Thank you.

## Part 7 Speaking

### Teaching steps

- 1 Guide Ss to learn the guidelines for improving the delivery.
- 2 Ask Ss to do a survey about HR management system following the instructions in Task 1/Public speech.
- 3 Invite several Ss to give a speech in class and ask the audience to evaluate the presenters' delivery according to the checklist provided in Task 2/Follow-up work.
- 4 Comment on Ss' performance.
- 5 If time allows, invite one or two groups to give a presentation on the research they have done in Researching/Text B.

## Part 8 Writing

### Teaching steps

- 1 Guide Ss through the instructions on writing the abstract and acknowledgements.
- 2 Ask Ss to read the article in Task 1 and write an abstract based on the given guidelines.
- 3 Ask Ss to exchange their abstracts with their neighbors and evaluate each other's abstract following the instructions in Task 2.
- 4 Invite some Ss to share their abstracts with the class and comment on their work.

### Answer keys

#### Task 1

The purpose of this article is to construct an integrated theoretical model for building effective teams based on a literature review guided by several research questions on all aspects of teams, team building, team member selection, team development, and theoretical constructs that affect the development of effective teams. The principal outcome of this article is a relationship model that is grounded in the teams, teamwork, and team building literature and based on several theoretical frameworks. This rigorous model may be applied consistently among human resource development (HRD) practitioners and scholars to assist them in building effective teams.