

高级商务英语系列教材

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高级商务英语阅读 1

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（习题答案）

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Unit 1 Business Start-ups

Text A

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. C 2. D 3. A 4. B 5. C

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. He managed to build his company from its beginnings in a town of 800 and made it a great success. He had the most important entrepreneurial quality, the determination not to fail and persisted in what he determined to do. From his success, we know that one should have tenacity and make sure that his business is on the right track when starting up.
2. When Bradberry advises entrepreneurs to leverage their relationships and resources, he means that they should contact all sorts of qualified people in business that can help them make connections and network and make all sorts of other judicious business moves that will nudge them toward profitability. Pickel is an example of this step. He first chose to get suggestions from his young children and then accepted advice put forward by a professional skeptic who was expert at downing a six-pack.
3. (open)
4. (open)

Usage & Translation

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

1. shot straight 2. wear...on her sleeve 3. judicious
4. crystallize 5. nudge 6. tip off

II. Translate the following sentences into Chinese.

1. 尽管为一家成功的公司奠定基础意味着要确保该公司拥有一种适合在市场销售并为付费顾客所接受的产品或服务，一些已经取得一定成就的创业者认为，一系列的个人准备工作能帮助创业者挺过创业初期的艰难阶段。
2. 每年，他都不亏不赢，以低于市场的价格来经营豪华轿车业务。该地区的其它豪华轿车公司试图与其一争高下，但因为那些公司要在业务中获利，他们没办法低于他的价格。
3. 他说：“许多我接触过的创业者都有很棒的想法，甚至是一个宏伟的计划，但是他们之中 99%的人都没有与自己将从事的行业相关的实践经验”。和无数创业者一样，弄明白他不懂的事情几乎赔上了他自己的企业。

4. 倘若智慧可以出自婴儿之口，为什么人们就不能说几句真话呢？皮克尔觉得他需要从别人那里获得一些建议，这个人得告诉他真相，甚至可以坦然地指出他的想法是个灾难。

Text B

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. C 2. D 3. A 4. C 5. D

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. Bootstrapping means using whatever resources you have on hand to help you get your business to the next level. You can use your personal savings, home-equity loans, or the owners' credit cards. However, you should be aware that if you rack up a huge debt and damage your credit rating, it'll be hard to get further funding.
2. SBIR refers to a Small Business Innovation Research grant which you can apply if yours is technology business. That's a federal funded program mandating that certain agencies set aside part of their budgets to fund fledgling high-tech companies with interesting inventions they want to commercialize. As the competition for this money is fierce, it's helpful for attracting funding from other investors if you have already won a grant.
3. Getting a traditional bank loan is not so easy for start-ups. Except you are a manufacturing company building or using heavy equipment, they need to see a tangible asset that can be used as collateral. The bank is going to loan money based on your ability to pay. And they're more likely to finance something that has greater value. If your company has an SBA guaranty which you can apply for, a bank can offer you a loan. However, even with that seal of approval, you may still have to pledge your home as collateral.
4. (open)

Usage & Translation

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

1. mandating 2. sprout up 3. groundbreaking
4. down the line 5. rack up 6. Tangible

II. Translate the following sentences into Chinese.

1. 无论你创业的理念多么具有开创性，如果没有资金，你不可能穿过起跑线。融资的渠道有很多，但大多更适合于比较成熟的公司。
2. 对于大部分新成立的公司来说，得到传统的银行贷款的机会很渺茫。因为银

行基本上只考虑有两年或两年以上经营历史的公司。另外，银行还要看申请公司是否有有形资产可作抵押。

3. 一种方式就是接触这些飞速涌现、数目激增的天使投资人俱乐部。这些私人投资者团体定期见面，听取那些正在寻求资金的创业者的简短陈述，然后通常联合起来给这些公司投钱。
4. 最好的方法就是通过你的关系网找到一个推荐人，然后，确保你有一个无懈可击的商业企划。同时，你必须愿意放弃对一些重大决定的决策权，并愿意在获得投资后的七年内出售你的企业，或者进行首次公开募股。

Supplementary Reading

Group Discussion

Suggested answers:

1. (open)
2. As our business is growing, there may be some people who turn to be very potential, strategic, energetic or contributive in your company. But we should be aware that their loyalties. Some may unreliable or have ulterior motives.. A new hire may be useful, but that doesn't mean you can count on him or her being around forever. You should be sensible to make sure that your company can weather the exit of second-wave higher-ups.
3. Investors and VCs refer to those who invest many in some companies to get profit. Therefore, they want to see those companies to succeed. When it comes to business, they offer their expertise to the company. It is easy for companies to defer to that expertise. Many investors are hoping to repeat past business success, and will offer advice that may be helpful in the future, but wrong for your company in its present stage. As the leader of a company, one should trust one's own instincts and learn to text the expertise under certain circumstances and not to defer to the dogma.
4. Three geeky Sunnydale high graduates decide over a game of Dungeons and Dragons that they will become super-villains and take over Sunnydale. Originally used as comic relief, these characters grow increasingly angry and frustrated, until one takes a gun to Buffy's house, killing a member of The Scooby Gang and nearly killing Buffy too. From this, we know that there's no guessing what up-starts are capable of if they want something bad enough and if they have your organization in their sights. We can't ignore them.

Test Yourself

Passage 1

1-5 CDBAC

Passage 2

6-10 CDCAC

Unit 2 Marketing

Text A

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. D 2. B 3. C 4. B

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. The failure to do market research means a death sentence for your product which proves to have no access to markets.
2. Companies can locate where there is an expanding population that wants their products and services through the publications by government agencies.
3. The necessary adjustments made to your product or service through market research now will save money in the long run.
4. (open)

Usage & Translation

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

1. tampers with 2. critical 3. stumble on
4. amounted to 5. ascertain 6. specialize in

II. Translate the following sentences into Chinese.

1. 等等！在你开足马力、准备大干一番之前，你必须弄清你的产品或服务是否真的有市场。不仅如此，你也需要确定是否有必要做出哪些——如果有的话——调整。
2. 这两种资源在大部分图书馆及网上可以找到，可以帮助你锁定某一行业的一些企业，研究了解竞争对手，或者为你的产品找到生产商。
3. 这些地图显示了主要的商业区域，有助于判定你的产品是否可以进入各种不同的市场。产品能否打入市场是你决定市场范围时需要考虑的一个很重要的因素。
4. 作为市场营销方案的一部分，他们提供的一些信息是求职、寻找咨询师、服务公司和地区企业的指南。

Text B

I. Choose the best answer to each of the following questions with the information you get from the text.

1. B 2. A 3. D 4. D 5. B

II. Discuss with your partners and answer the following questions in your own

words.

Suggested answers:

1. The fundamental assumption behind "marketing" is an adversarial school of thought that's largely about boasting products' function and hoodwinking consumers by overblown promises.
2. Instead of learning to help people achieve long-term fulfillment, in inimitable, enduring, resonant ways that rivals can't, it's just about sating immediate desire with lowest-common-denominators, outsourced from the lowest bidder.
3. Talking down means surveiling customers and tricking them to buy at every opportunity, while listening up means to create shared values, that build common cultural foundations and let customers and companies feel like they're part of a shared movement. The latter includes to spend time talking to your customers' thoughts, to encourage as many people as possible to your organization to collect their ideas, get rid of your dislike towards your fiercest critics and hear what they say, to invest not just in market research but in people, to ask questions that matter, be tough enough to that, and honestly do suck at having real, tangible, lasting benefits.
4. (open)

Usage & Translation

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

- | | | |
|----------------|------------|--------------|
| 1. talked down | 2. ignited | 3. delve |
| 4. exact | 5. lofty | 6. smoke out |

II. Translate the following sentences into Chinese.

1. 公司的半衰期在缩短，“市场营销”这一令人厌倦的做法由于提升公司实际价值的作用微乎其微，也显得无能为力。
2. 它不仅仅是用从报价最低的竞标者那里采购的最低标准的产品和服务来满足顾客眼前欲望——同时它在学习以一种它的竞争对手做不到的无可效仿的、可持续的并能引起共鸣的方式帮助人们实现长期目标。
3. 倾听是一种新兴的、复杂的、不可预测的对共同价值的联合创造，它建立了共同的文化基础，让顾客和公司感觉到他们都是这一共同运动的一部分。
4. 你或许会与别人产生一点共鸣。你或许能够找出自己的缺点和不足。你或许会发现更持久不变的热情、更远大的目标和更坚定不移的信念真正意味着什么——能够做成什么。

Supplementary Reading

Group Discussion

Suggested answers:

1. “Consumer impressions” means consumers’ passive involvement and “consumer

- expressions” means their active engagement.
2. Coca-Cola Company shifts from impressions to expressions since they realized how consumers have become empowered to create their own content about the brands and share it throughout their networks and beyond.
 3. Accept that consumers can generate more messages than anyone else could. Strategies are as follows:
 - a) Develop content that is “Liquid and Linked.”
 - b) Accept that consumers contribute to the brand by their authentic feelings and comments.
 - c) Build a process that shares successes and failures quickly throughout your company.
 - d) Be a facilitator who manages communities, not a director who tries to control them.
 - e) Speak up to set the record straight, but give your fans a chance to do so first.

Test Yourself

Passage 1

1-5 CCDDD

Passage 2

6-10 DAADB

Unit 3 Advertising

Text A

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. B 2. D 3. A 4. B 5. D

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. The traditional ads are mainly interstitial ads. They appear in interstices—that is, between segments of the content that customers want to experience, for example, the TV programs. They fail to attract customers' attention because they are inserted regardless of the preference of the audience.
2. Captive Network display advertisements by means of specialized video programming on screens mounted in the elevators of upscale office buildings. They take advantage of people's boring time without provoking distaste. Representing a polite push, they do not interrupt, block, or otherwise delay consumers from going where or getting what they want. So the information is effectively spread.
3. The disadvantages of interstitials may be as follows: it may destroy the audience's interest in and patience of the TV program; it may arouse the audience's hatred for the products as well as the manufacturers introduced by the advertisements.
4. The traditional model of advertising is declining and will finally lose its power to capture customers. As long as a fundamental change in orientation towards life avails, it has a bright future.
5. (open)

Usage & Translation

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

1. avail 2. be... attuned to 3. affluent
4. unfold 5. epitomized 6. fidgeting with

I. Translate the following sentences into Chinese.

1. 就像收费公路上的收费站要求驾车者停车付费一样，插播式广告也强迫顾客停留并付出一定的时间和注意力，看过广告之后，才能继续上路。
2. 电梯间是个令人尴尬的社交场合，无助于推动人际交往。就连那些平时蛮自信的人在这里也只是低头盯着自己的脚尖和拨弄自己的钥匙。
3. 很久以前，它们也赋予路边的柏玛剃须刀广告牌独特的魅力，一种使柏玛剃须刀仍旧在我们记忆中占据一席之地的超凡力量。

4. 从这一点来说，我认为耐克“Just Do It”的广告宣传之所以成功，主要原因是因为它填补了消费者的心理间隙，而不是在大众媒体上实施地毯式轰炸。

Text B

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. D 2. B. 3. C 4. C 5. D

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. It shows that Sony takes advantage of an invisible means of advertisement to publicize itself.
2. By means of pop-up, people may be informed of the content of the ads. Even though the information is publicized, it is received reluctantly. In this sense, it can't be viewed as a good channel of ads.
3. The author offers three suggestions to improve the popularity of ads: giving up old ideas about the importance of click through; keeping the message short; using humor in the ads.
4. (open)
5. (open)

Usage & Translation

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

- | | | |
|----------------|-------------------------|--------------------|
| 1. inadvertent | 2. in and of themselves | 3. bypass |
| 4. obtrusive | 5. givens | 6. bait-and-switch |

II. Translate the following sentences into Chinese.

1. 应该对广告的模式及其赞助进行仔细评估以判断它们对消费者体验的影响。
2. 任何可与社论式内容相混淆的广告都应该被明确定义为广告。
3. 活跃传媒辩称，由于付费链接有醒目的双重绿色下划线来突出，而弹出窗口也标为广告，该技术并不违背道德准则。
4. 尽管这些广告的点击率很高，但大部分都是在人们试图关闭窗口时不经意间点击的。

Supplementary Reading

Group Discussion

Suggested answers:

1. It means that you should give the customers confidence that they can dig the potential of the products and that the products themselves are far more useful than

the ads.

2. We should try to change and make decisions decisively when we discover that our way is opposite to our original goal.
3. Yes, I agree. For salesman, their purpose is to sell out things, so they must use creative approaches to attract customers. To some extent, it is a kind of art. For clients, they want to assure themselves that what they have bought deserves the cost. Only when they believe that salesmanship is scientific will they buy products.
4. Advertisers can make television the first place again by means of social networking.

Test Yourself

Passage 1

1-5 BABCD

Passage 2

6-10 BADCB

Unit 4 Stocks

Text A

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. A 2. B 3. C 4. B

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. Because they make investments like the masses in the faith that the stock is going up, causing some devastating results sometimes.
2. An investor can know well about a security and get substantial long-term returns by evaluating the balance sheet of a company and calculating the real value of the company.
3. Small businesses can increase their value and expand their operation by raising money quickly when they go public.
4. (open)
5. (open)

Usage & Translation

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

1. strapped 2. intrinsic 3. subtracted
4. hurdle 5. wreck 6. stake

II. Translate the following sentences into Chinese.

1. 他们的投资风格是盲目相信或受限于“这只股票肯定会涨，为什么不买呢”这样的理念。
2. 在这一系列课程中，我旨在说明普通的投资者可以对一家公司的资产负债表进行评估，然后通过一些相对简答的计算得出可信的该公司的真实价值。
3. 虽然他们对公司的所有权少了，但有了快速拓展公司的渠道，他们的利润将会以更快的速度增加。
4. 这个过程就是华尔街的基石。就其核心本质而言，股票市场就是一个大型的拍卖会，每天在这个拍卖会上，企业的拥有权卖给出价最高的人，就像 ABC 家具公司一样。

Text B

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. D 2. C 3. D 4. B

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. Jumping in all at once, falling for fads or hype, using headlines or politics as investing guides, disregarding quality and forget what you learned.
2. Generally speaking, stocks are always a risky investment, and the longer you hold them, the lesser your chances of getting blindsided by a downturn. If the stock investors don't have tolerance for volatility, they will not be likely to benefit from the stock market.
3. (open)

Usage & Translation

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

- | | | | |
|-------------------|------------------|--------------|-------------|
| 1. susceptible to | 2. shell-shocked | 3. backdrop | 4. irked |
| 5. rally | 6. evened out | 7. resilient | 8. languish |

II. Translate the following sentences into Chinese.

1. 在投资方面，随大流通常是不明智的。
2. 基于他们的政治信仰，人们对各种灾难性情况深信不疑，比如高通胀，美元贬值和税率大幅提升。
3. 投资基础雄厚的公司不失为一个可以更加进退自如的长期选择，并且在最近股市跌停反弹之后，这些公司的股票可能正在以比较低的价格出售。
4. 他们还在为市场崩溃带来投资的巨大损失而痛苦万分。

Supplementary Reading

Group Discussion

Suggested answers:

1. To picture your goals as clearly as possible, figure out the bare-bones level of income you need and invest in products that guarantee it such as inflation-protected bonds. Use the rest of your investment money to build reserves to fund your aspirational goals and limit your losses at the cost of some upside potential.
2. Stock is a kind of investment which aims at earning handsome profit. Apart from the interest of banking account, there is hardly any else investment that is absolutely profitable.
3. A better portfolio can be built through diversification stability by mixing up different classes of assets, which are expected to behave differently in different circumstances. Namely, you should evaluate the performance of various assets.
4. The prices of the put and the call will have to be roughly the same so that your

proceeds fully offset the cost of your put.

Test Yourself

Passage 1

1-5 DBCBC

Passage 2

6-10 BABBC

Unit 5 E-commerce

Text A

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. D 2. B 3. C 4. A 5. D

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. For one thing, the goods that are fairly simple, commoditized, and do not require on-the-spot input from knowledgeable sales staff are the most suited to e-commerce, such as grocery retailing. For another, the penetration of e-commerce may be high in some sectors of a given market, but low in others. In financial services, for example, purchasing of insurance or a loan, both highly commoditized and less sophisticated products, is ideally suited to the internet, whereas some sophisticated financial products, such as a pension, are more preferred to purchase on a face-to-face basis. In general, it is difficult to make online sales of sophisticated goods and services that require a large amount of advice or input from the retailer.
2. On the one hand, having access to broadband means that consumers are more likely to use the Internet to purchase everyday items such as groceries. On the other hand, faster connection speeds also allow users to download music files, video clips, and movies, or to compete in online gaming, further boosting the potential revenues generated by e-commerce.
3. In the Ocado/Amazon model, pickers inside the warehouse service thousands of Internet orders, which are stacked, packed into pods that are attached to big trucks, and then transported all over the United Kingdom to car parks, where the pods are slotted onto individual vans for street-level deliveries. Other retailers pursue different models. Tesco bases its online shopping business at individual stores. Tesco's website sends orders to the store nearest to the shopper, and pickers visit the store's shelves to fill the orders. Tesco vans then take the orders out locally.
4. (open)
5. (open)

Usage & Translation

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

- | | | |
|------------------------------|-----------------------|--------------|
| 1. from strength to strength | 2. in tandem with | 3. penetrate |
| 4. sift | 5. in their own right | 6. afloat |

II. Translate the following sentences into Chinese.

1. 从电视购物来说，专门的购物频道节目通常会是以主持人在电视上展示产品为特点。
2. 研究人员将从当地仓库发出货物在运输时产生的典型碳足迹与开车或乘公交去购物时的平均碳足迹进行对比，发现送货上门这种方式的二氧化碳排放水平要低得多。
3. 毫无疑问，仅仅通过显著提高登录网页和购买商品的速度，全球宽带网络连接的增长就大大推动了网络购物的发展。
4. 然而亚马逊成功地在金融风暴中幸存，并且到了目前十年的中期时有了可观的盈利。

Text B

Comprehension

I. Reading Comprehension: Choose the best answer according to the passage.

1. D 2. D 3. B 4. C 5. B

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. The value of each customer increases over time because of the following four reasons: To start with, acquiring new customers can cost as much as five times more than satisfying and retaining current customers (This number can vary greatly depending on industry and offerings); second, customer profitability tends to increase over the life of a retained customer; third, a 2% increase in customer retention has the same effect as decreasing costs by 10%; last but not least, depending on the industry, reducing your customer defection rate by 5% can increase your profitability by 25% to 125%.
2. No matter it is via inbound content marketing on a social media site (like Twitter, Facebook or LinkedIn) or via email marketing, you can cultivate trust by providing information and answering questions that help potential customers before a sale. And you will build the most trust by creating, or curating, valuable content that provides help while asking for nothing in return, and establishes your subject-matter expertise.
3. An online customer relationship management (CRM) system is very useful to sales business. CRM solutions allow you to track all interactions with a specific customer (phone, email, etc.) and also provide the ability to create reminders so you'll never forget when it's time to reach out and contact that customer. The latest CRM solutions allow you to track social media activity as well as the more traditional interactions mentioned above.
4. (open)

Usage & Translation

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

- | | | |
|--------------|---------------|--------------|
| 1. paramount | 2. configured | 3. evaporate |
| 4. curate | 5. inbound | 6. retaining |

I. Translate the following sentences into Chinese.

1. 尽管对于一个即将过世的顾客你会无能为力，但对于其他顾客，你仍然可以积极争取，让他们觉得受到礼遇，这样他们去光顾其他卖家的可能性也就会变小。
2. 通过创造或管理有价值的内容，该内容提供帮助却不图回报并建立起你自己的专业知识，你将会建立起顾客对你最大程度的信任。
3. 幸运的是，大多数网上电子商务解决方案都能通过设置提供充足信息的模式来满足最挑剔的顾客。从订单确认到运输和货物跟踪的电子邮件和短信，你必须制定好方案，给顾客具体周到的指导，直到交货。
4. 任何客户关系中最为关键的时刻就是出现差错的时候。如果你妥善地处理了状况，那么你与客户的关系就进了一大步。若处理得不尽人意，你可能就会失去一位顾客。

Supplementary Reading

Group Discussion

Suggested answers:

1. The reason of Huang Bing's success is because he spotted a demand from women in China's hinterland for branded cosmetics—and advice on how to use them. Huang Bing's company, United Cosmetics International, gained remarkable achievement over the past years. As goes United Cosmetics, so goes the Chinese Internet. It is growing by leaps and bounds, as ever more people log on from phones, homes or offices, or in huge internet cafés. Just as striking, as the country's Internet grows larger it also grows more distinctly Chinese. The Chinese Internet is the best example of the argument that, far from creating uniformity, the global network is shaped by local forces.
2. Those forces can be divided into four: the demands of Chinese consumers; the attitudes of Chinese entrepreneurs; China's offline economic development; and the role of the state. Start with consumers. China's internet users are young and are hungry for entertainment and mostly poor (but fast becoming richer). Second, China's Internet entrepreneurs are different, too. There are lots of part-timers. Full-time entrepreneurs may have less experience than their Western counterparts, but make up for that with sheer effort. Besides, Chinese online entrepreneurs are often more pragmatic than Western ones and do not mind adapting something invented elsewhere. Third, China's relatively underdeveloped economy also plays a role. In China, online companies are more likely to fill a void. Finally, until

2007, regulation was rather lax, allowing start-ups to dominate the industry. Yet as the internet's economic and social importance has grown, so has political intervention. In June 2010 the government published a white paper outlining its regulatory plans. In May it said it had created a central agency to oversee the internet.

3. For one thing, China's internet users are younger than the Westerners who first logged on about 20 years ago. For another, China's full-time entrepreneurs may have less experience than their Western counterparts. In addition, Chinese online entrepreneurs are often more pragmatic than Western ones and do not mind adapting something invented elsewhere. Moreover, China's biggest Internet companies, compared with their western counterparts, prefer to enjoy their new wealth rather than become serial entrepreneurs. In other words, rather than buying promising start-ups, China's companies tend to build their own version of a popular new service. Western firms build too, but also buy, that is to say, set out to build sprawling online empires. Last, in the West online companies often disrupted existing industries. In China they are more likely to fill a void.
4. (open)

Test Yourself

Passage 1

1-5 CBCDB

Passage 2

6-10 CABDC

Unit 6 Innovation

Text A

Comprehension

I. I. Choose the best answer to each of the following questions with the information you get from the text.

1. C 2. B 3. D 4. B 5. C

II. Discuss with your partners and answer the following questions in your own words.

1. Usually we think innovation comes from creativity or new ideas, so innovators have given too much heed to the idea's generation process. However, leading companies have left this idea behind. They not only value creativity but are looking to develop eight new elements mentioned in the passage. These eight essentials of innovation should draw equal attention.
2. Companies should encourage their employees' engagement in innovation, give them feedback and let them know where their contributions are headed. Employees' engagement needs appreciating and nurturing.
3. Companies should create the innovation architecture—embedding innovation in the corporate process. This is designed but latent in your organization. So companies should make it explicit and treat it like a maturing discipline and develop this innovation architecture to adapt the fast-developing market.
4. (open)
5. (open)

Usage & Translation

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

- | | | |
|-------------|--------------------|--------------|
| 1. integral | 2. pay lip service | 3. proactive |
| 4. embedded | 5. encapsulated | 6. aggregate |

II. Translate the following sentences into Chinese.

1. 这些能使公司取得重要进展的理念可以源自任何地方，比如，顾客、旧观念的挑战、，员工使用的新的新闻集合器、公司内部强大的数据资源等。这些因素都同等重要。
2. 事实上，随着盈利能力最强的公司打算通过有助于产生和收集创意的商业化平台开展创新，创新已经与创意的产生紧密结合。每一个优秀的从业者都明白他们所面对的是一个加速发展的创新周期，某种程度上，这是由于软件开发进入许多产品领域驱动的。新兴的软件公司已经从以往的定期发布新软件转变为不断进行软件升级，设定了产品制造者不得不紧跟的创新周期的新节奏。
3. 他们正从战略的高度建立若干可供选择的创新项目，这使得高级管理人员能

够针对不同情况做出决策，从而处理好公司与市场之间的关系，即对出现的情况积极主动地做出回应，而不是被动地应付突发的市场转变。

Text B

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. D 2. C 3. D 4. B 5. C

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. One should let employees have a say in some details of the business. Besides, one should grant extending trust to the team and give them a clear message of what results you are looking for or what problem you want the team to solve. Let them know you are behind them and value their judgment and creativity. The author takes Picasso as an example to prove his argument that a creative employee would become numb if he has to run every tiny detail by her boss for approval.
2. According to the author, in the company, the leader should encourage employees to take creative and smart risks and let employees say what they think and make tough decisions without agonizing excessively. Perhaps it is risky. However, comparing with the amazing ideas that may come up with, it is worthy of trying.
3. The author suggests subdividing big units into smaller ones in a company so that it can stay small, hungry, and nimble. ITW, this big, old company, thinks small. Any time a business unit reaches \$200 million in revenue, the division "mutates" into two \$100 million units. The company would rather have 10 independently run and innovative \$100 million units than a single, bureaucratic, and clunky \$1 billion unit. And it does work.
4. (open)

Usage & Translation

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

1. perk 2. prolific 3. teeming with
4. repercussion 5. remorse 6. shrivel

II. Translate the following sentences into Chinese.

1. 遗憾的是，大部分公司没有利用好它们最宝贵的资源：人的创造力、想象力和创新思维。它们缺乏建立一种创新文化的系统方法，却对总是让别人占了先机的遭遇感到迷惑。
2. 任何文化中的社会准则都是通过惩恶扬善得以确立的。请更加仔细地考虑一下它们是如何在一个组织机构中发挥作用的。虽然几乎所有公司的使命宣言

都包含了关于“创新”的表述，但是冒险和创造力受到的往往不是奖励，而是惩罚。

3. 试想一下，如果毕加索的上司是个典型的经理，不停地对他发号施令，轻敲着自己的手表，询问他投资的收益，并要求他对选择某一个绘画技巧的原因做出一份“需要归档”的详细报告，毕加索的创造力也会枯萎衰竭。
4. 一个人大学期间在华尔街的实习经历可能与另外一个人在意大利某个小村庄里成长的体验相融合，从而产生一个他们独自一人无法想到的创意。这种大熔炉式的方法能够催生一些最具有创新能力的文化和思维，并最终带来商业收益。

Supplementary Reading

Group Discussion

Suggested answers:

1. a. In the past, many leading enterprises grabbed market share through muscle, not innovation. But this model has not been particularly effective in producing technology breakthroughs—rather, it has stifled innovation within incumbent organizations, as well as the broader industry by making the barrier to entry impossibly high. What’s more, it hasn’t served the customers well either. b. The web’s openness made its way into both customer landscape and the enterprise. The democratic, “un-ownable” nature of the Internet is playing out in full force as organizations transition to the cloud, and the traditional vendors’ very strengths are fast becoming their weaknesses. We are now moving into a new world, where markets are won through speed, innovation, and openness rather than by customer lock-in.
2. The more budget they have, and the longer they let projects run on, the more likely they are to face utter failure and more problems in the future. They found themselves with a stack of technology that must be wrangled together, customized, and painstakingly integrated. Usually they are so bogged down by maintaining and integrating existing systems, that experimenting with new technologies only gets a fraction of their time and energy. And smaller organizations have always found the proposition too costly to even chase the rainbow of enterprise value.
3. (open)

Test Yourself

Passage 1

1-5 ABBCD

Passage 2

6-10 CDDBB

Unit 7 International Trade

Text A

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. C 2. D 3. B 4. A 5. A

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. The determining factor is their business size. About 60 percent of exporters with less than 19 employees on staff were selling goods or services in only one country.
2. He is a serial entrepreneur, who has sold five businesses, including a global job board and a recruiting company. The author introduces him because he does well in assembling an international sales team and puts forward some useful tips for one in his search for international sales help.
3. In modern times, the website can be another international sales channel. The Internet can really balance the power between small or neighborhood shops and the Inc. 5000 and the Fortune 500 and more in global sales.
4. (open)
5. (open)

Usage & Translation

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

- | | | |
|------------|---------------|---------------|
| 1. niche | 2. disclosing | 3. odds |
| 4. upfront | 5. pinpoint | 6. stipulated |

II. Translate the following sentences into Chinese.

1. 由于因特网和电信技术使得全球通讯快捷便宜，更多的市场对外开放，更多的运输工具可供选择来运送出口货物，跨国销售从来都没有像现在这样便捷。
2. 提前做过的市场调查越多，跨国销售成功的可能性就越大。市场调查可以帮助你了解你的商品或者服务的销售地点，明白不同的市场细分，知道是否存在竞争者以及如何根据市场为商品定价。
3. 你可能需要建立一个 Skype 网络电话用户账号（从你的电脑）进行国际通话或者以优惠价格找到一个海外的电信服务提供商。
4. 对以下内容开诚布公：该交易涉及的成本（特别是所使用的货币）、销售的条款和条件，含所有担保书和保证金。

Text B

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. C 2. A 3. A 4. D 5. B

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. Nowadays in doing business, companies should understand the impact of supply chain management on their customers and, especially, on their business. If they can understand and lead trends and know what supply chain management can do to not only create service advantage but to be a catalyst for new business, these companies will achieve great success.
2. Products sold on a global marketplace basis, fast moving products, products with short product life cycles, and products with seasonality must utilize best supply chain practices. It is not a choice; it is a requirement.
3. Short-sighted firms define their activities in terms of domestic and export sales and define their logistics and supply chains in terms of freight, warehouse and other costs. However, leader firms in doing international business have value propositions about the customers-and not about what the firms do. They understand and lead trends. They understand what supply chain management can do to not only create service advantage but to be a catalyst for new business.
4. (open)

Usage & Translation

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

- | | | |
|-----------------|----------------|-----------------|
| 1. consistently | 2. myopic | 3. monolithic |
| 4. catalyst | 5. stand-alone | 6. replenishing |

I. Translate the following sentences into Chinese.

1. 这种目光短浅的想法通常会导致这些公司陷入困境，即被认为只是一个在价格方面与其他竞争者有明显区别度的商品供应商。
2. 这些公司不出售商品给在其品牌下大获利润的大型零售商或者中间商，而是希望直接将自己的商品出售给消费者。
3. 供货周期始于顾客确定对某一商品的需求意向，止于该商品被送到顾客或者商店手中。全球供应链的长度增加了这个挑战的难度。
4. 这种大一统的方法会影响绩效，转移资源，在内部和外部制造扰乱供应链组织的正常运营的噪音。

Supplementary Reading

Group Discussion

Suggested answers:

1. According to the passage, dating and business is similar in terms of managing the relationships. Just as healthy individual relationships require constant monitoring and care, the relationships between company and customer also need greater symmetry of power and dialogue. The way we deal with dating can also apply to the way we do business. The “principle of least interest”, which is the result of dating relationships also holds true for business. Navigating this new world certainly requires managers and companies to exhibit the same kind of honesty and willingness to listen as is expected in most personal relationships.
2. The power of "least interest" stems from an ability to exploit that difference in interest during various interactions, ranging from negotiations over the purchase of something desirable, to convincing your boss to give you a raise, to landing a date for Saturday night. How we feel about a relationship with another person depends on our perceptions of fairness or level of investment in that relationship. The party who holds the most power in that relationship is the one who is (or appears) least invested or interested. The power of least interest can cause people to cloak themselves in indifference rather than take the effort and the risks needed to build relationships based on trust.
3. Netflix failed to gauge how the negative customer reaction would continue to compound itself via news coverage and online community discussion until customer departures totaled 800,000 by the end of the third quarter, delivering untold damage to the Netflix brand. We should learn from it that consumers' ability to learn from each other and to mobilize as a larger group has increased exponentially with the increased prominence of social media. So, the company's power of least interest has grown weaker, as it no longer manages a set of isolated customer relationships where it holds a power position, but instead must confront a web of connected players that are increasingly capable of asserting themselves as a group.
4. The author uses the journey of Facebook to illustrate its argument. There is no single recipe for success in this new world. Facebook’s journey in introducing new attributes and services to its site embodies the perils and promise of this aggregated power of "least interest".

Test Yourself

Passage 1

1-5 DCDCB

Passage 2

6-10 DCCAD

Unit 8 Manage Your Money

Text A

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. A 2. C 3. C 4. D 5. C

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. Because credit card debt usually has high interest rates, compound interest calculations and revolving credit. Most credit card consumers keep on acquiring debt even as they make payments.
2.
 - a. The cards allow teens to shop online.
 - b. The cards act as ID.
 - c. The cards allow teens and parents to track spending habits and see where money is going.
 - d. Teens will be accountable for where money is spent.
 - e. The cards can prevent teens spending money from their parents on self-destructive or illegal things.
 - f. Parents can monitor their children buy cigarettes or alcohol.
 - g. The cards allow teens to go out without having to carry cash, thus it is secure and if their cards are stolen and they report it, they can get their money back.
 - h. They can be used to teach teens about budgeting, accountability and financial responsibility.
3. (open)
4. (open)

Usage & Translation

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

1. pay down 2. inadvertently 3. acclimated
4. wade through 5. lulling 6. barring

II. Translate the following sentences into Chinese.

1. 不过，信用卡债务一贯是最糟糕的一种债务，它利率高，利息以复利计算，并且可以循环借贷。即使还款，大多数信用卡消费者仍然在不断累积债务。
2. 理论上讲，持安全信用卡需定期存款而非定期付款，因此就不会产生债务。不过，实际上可不是这样，因为会有意想不到的事情发生，给安全信用卡带来风险。
3. 毕竟，这种安全的信用卡使用起来跟普通的信用卡完全一样。你刷卡消费，

接着商家获得授权，然后你签收据确认，最后每月得到一张“消费习惯”账单。

Text B

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. D 2. A 3. C 4. C 5. C 6. D

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. According to the author, the U.S. unemployment rate is inching higher every month, with thousands of layoffs announced each week in a range of industries. Even teachers are facing layoffs. So under such circumstances, nobody's job is secure. If you are overconfident in your job, it can be very harmful.
2. (open)
3. (open)

Usage & Translation

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

- | | | |
|----------------------|------------|--------------|
| 1. volatile | 2. inching | 3. dabbed in |
| 4. on the right foot | 5. juggle | 6. pummels |

II. Translate the following sentences into Chinese.

1. 他们宁可把钱投入股市或把更多的钱花在将来或当前的房产上。艾肯指出，由于股票和房价已受重创，人们的态度发生了“翻天覆地”的变化。
2. 你的工作保障至关重要，因为它直接影响到你在投资时能毫无顾忌地承担多少风险，以及你需要保留多少现金。
3. 拿着每笔工资，年轻的投资者必须权衡对比多种目标，因为眼前的目标和将来的目标是互相冲突的。谨慎平衡各方面力量实属不易，在这个动荡的时代，要做到这一点更加困难。

Supplementary Reading

Group Discussion

Suggested answers:

(open)

Test Yourself

Passage 1 1-5 BACCA

Passage 2 6-10 CABBB

Unit 9 Insurance

Text A

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. D 2. D 3. B 4. C 5. A

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. There are two ways to buy insurance. One way is to go to an agent to whom you explain your situation and trust him/her to suggest the insurance that is right for you. The other is do it on your own. You research the various types of policies available; decide what you need, and then comparison-shop among the various companies.

The advantage of going to an agent is that an honest and competent one can review your situation and make suggestions. The advantage of going on your own is that you usually pay less for the same amount of insurance.

2. Usually there are these three steps when buying insurance. First, figure out what the type of insurance you are considering covers and decide whether you need it. Second, look at these differences among policies and decide which one is for you. Third, consider where to buy insurance you need.

3. Fee for service, the most expensive, allows you to go to almost any provider and covers almost anything that is medically necessary. You don't have a primary care physician who has to approve visits to specialists.

Preferred provider options (PPO's) allow you to self-refer to any provider in the PPO's list and generally cover a wide variety of services recommended by those providers. Some PPO's cover other providers, but with a larger co-payment.

Health maintenance organizations (HMO's) are the least costly, but the most restrictive. They assign you (or let you select) a primary care physician.

4. When you consider the amount of insurance to buy, consider the following:
- Most of the life insurance should be on a family member whose salary is important to the family budget.
 - Consider a relatively small life insurance policy on a stay-at-home parent to cover child care and other expenses.
 - Don't buy life insurance on children. Instead, buy life insurance on other family members for the benefit of children.
 - Consider reducing the amount of life insurance you have as you build more financial assets.
 - Pass on credit life insurance and mortgage life insurance if you can. These

plans are restrictive and expensive. Buy more general life insurance instead if you feel a need.

- f. Pass on life insurance altogether if you are single and don't have anyone depending on you. At most, get a small policy to spare your family burial expenses.

5. (open)

Usage & Translation

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

- | | | |
|--------------------|-------------|-----------------|
| 1. balked at | 2. captive | 3. debilitating |
| 4. comparison-shop | 5. wipe out | 6. solvent |

II. Translate the following sentences into Chinese.

1. 保单的区别在于保险的金额不同。有的保单赔偿明确的金额。有的保单根据损失的百分比进行赔偿。有的保单含有免赔条款。有的保单则对某些种类的损失不予赔偿。
2. 在可以选择的情况下，选择会使人体日益衰弱的大病保险的险种，不要选择常规免疫报销容易，高额索赔理赔难的险种。
3. 那个医生担当着看门人的角色，他或者她决定什么情况需要看病，什么时候可以去看专科医生。通常健康维护组织须允许某些治疗，但是如果该组织认为治疗过于昂贵它可以否决你的医生的决定。
4. 如果你有辆旧车，而且假如车完全被毁也不能从保险公司得到很多赔偿，就不必购买车险。相反，你可以把本来用于购买全险和碰撞险的钱省下来购买一辆新车。

Text B

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. C 2. D 3. C 4. A 5. B

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. The private insurance industry, doctors and hospitals and many conservatives are the main opponents of the public plan.
2. Without the employer mandate or the individual mandate, or a combination of the two, it will be impossible to get truly universal coverage. Some people—maybe a lot of them—are going to fall through the cracks. Obama rejected an individual mandate requiring everyone who doesn't get health coverage at work to go out and buy it. And Obama says he can support an individual mandate only if it has a

“hardship waiver to exempt Americans who cannot afford it,” and he also says small businesses face a “number of special challenges in affording health benefits and should be exempted.”

3. It requires revamping health care from top to bottom, starting with the way health-care providers are reimbursed. While the current system pays them for the amount of care they provide, real reform would put more emphasis on the quality of that care and the outcomes it achieves. Also important will be electronic record-keeping that saves time and avoids errors, and comparative-effectiveness research that gives doctors and patients a better sense of which treatments work best. And a reformed health-care system would put more emphasis on preventive care and managing such chronic conditions as asthma, heart disease and diabetes that now account for 75 cents out of every medical dollar spent. All these things would force a cultural and economic revolution on the health industry — and the patients who depend on it.
4. (open)
5. (open)

Usage & Translation

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

- | | | |
|-----------------------|-----------------|------------------|
| 1. along the lines of | 2. pass muster | 3. make-or-break |
| 4. exempting | 5. watered-down | 6. revamp |

II. Translate the following sentences into Chinese.

1. 毕竟，全民医保是一个每隔 15-20 年就会在华盛顿发动一次的运动。从很久远之前的伍德罗·威尔逊总统起多位总统已经尝试推动医改，但未能如愿。最后一次重大尝试发生在 1993 年和 1994 年，那是一场使克林顿总统遭遇一年或一年多挫折的政治灾难。
2. 使每个人有权选择由一个政府管理的类似老年医疗保险制度的医疗保险计划支付其医疗费用的想法引起的争议比任何其他提案引起的争议更多。在其反对者，以及一些更为热情的支持者看来，公共医疗保险计划看上去像是迈向类似加拿大或英国的政府统一支付制度的第一步。
3. 撇开数字不看，把雇主提供的医疗保险作为收入征税有许多益处。现行的制度是税率递减制，四分之三的减税额落入了处于收入分配等级表上半端的有钱人口袋里。
4. 研究美国医疗保健制度的专家会告诉你，美国医疗保健的问题在于过度使用而不是重视不够。据估计，每 1 美元医疗保健费用当中有 30 美分是用在不必要，无效，重复，甚至有害的治疗上。

Supplementary Reading

Group Discussion

Suggested answers:

1. We will be personally liable for the accident and be in danger of losing everything we owns. To be more specific, we will probably be wiped out financially. The court will take our savings, goes after our home and, for decades, requires us to give up a part of our salary.
2. Umbrella insurance takes care of its liability for the lawsuits and medical bills of the auto accident victim—or of the teenage guest who dives into the shallow end of the swimming pool or the deliveryman who trips on the front steps. Besides, it also pays for lawyers and other legal expenses.
3. The cost is usually a fraction of the price of a typical package of home and auto insurance. Buying such coverage usually does not greatly increase the overall cost of home and auto insurance. For example, in Louisiana, insurance on a \$1 million home well away from the coast might run \$4,500 a year, Ms. Edmonston, the Baton Rouge agent, said. Two cars could raise the cost of the package to \$7,500. And \$5 million in umbrella coverage might cost about \$600 more, or about 8%t of the total. In New York, agents say, \$5 million in coverage might cost about the same.

Some insurance companies that cater to the wealthy say that as many as half of their customers buy umbrella coverage. But State Farm, the biggest home insurer in the country, with a clientele of mainly middle- and lower-income homeowners, says about 12 percent of its policyholders buy umbrella coverage.

4. As for rich clients, each additional million in coverage could cost around \$100 to \$125 annually. The rates per million decline as coverage increases. But at \$10 million in coverage, the rate jumps because few customers buy that much, meaning insurers can spread their risk over only a relatively small group of customers. However, as for middle- and lower-income clients, the situation is often the reverse. Often their rates shoot up after the first million in umbrella coverage because they have only a small group of buyers of umbrella policies larger than \$1 million. One homeowner said that for a \$3 million umbrella policy from a middle-income insurer, the second and third million in coverage cost him 3.5 times the rate for the first million of coverage.

Test Yourself**Passage 1**

1-5 ABDBA

Passage 2

6-10CBACC

Unit 10 Negotiation

Text A

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. C 2. C 3. A 4. C 5. D

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. Before you get to the table, one should survey the germane standards and build a case around those that further your goals. Since it is common for many negotiators to follow their former standards, you should make your own proposal according to them. Or if you cannot do this, you should prepare to argue for a special exception to your standard based on the special facts of your case.
2. It is an opening price the first mover makes which serves as a reference point that a counterpart -- even an expert in the field—unconsciously adheres to. When one makes an anchor, he or she can make an offer that's just beyond it— that is, just above his or her top purchase price or just below his or her lowest sale price— even if it exceeds your own target price on condition that he or she has a good feel for your opposite's reservation price and is well informed of their counterpart's situation.
3. Whenever one negotiator is forced to make a concession, he or she can make the opposite recognition that he or she has done so by clearly identifying the move as such. Besides, one negotiator can make the concession contingent on a concession that is beneficial to the two parties. He or she might also break any planned concessions into smaller increments.
4. (open)

Usage & Translation

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

- | | | |
|---------------|-------------------|---------------|
| 1. underpin | 2. stiffened | 3. alienate |
| 4. reciprocal | 5. back-and-forth | 6. legitimate |

II. Translate the following sentences into Chinese.

1. 谈判专家们所说的真实含义往往是你必须成为某种特定类型的人，即那种脸皮厚，超级自信，无所畏惧，并且视野开阔的人。他们说，最优秀的谈判者把焦点放在问题本身，不会因为来回的讨价还价，或者参与谈判的人员而分心。
2. 评估拟定的交易的最好方法是把它和在没有谈判之前你心目中的最佳选择

比较,也就是我们经常说的一个已经谈成的协议的最佳替代方案,即 BATNA。这个替代方案的价值或者成本决定了你的最低销售价,最高支付价,或者为了达成协议你所能接受的最低价。

3. 有些谈判者利用人们喜欢追求一致这个特点,提出一个看起来无害的标准,然后利用它达成一个与你方利益相悖的交易,并且让你严格遵守这个交易。
4. 人们在交谈中经常会无意识地模仿同伴的行为举止,研究表明这样的确可以奏效:比如模仿顾客行为的服务员会得到更多的小费。亚当·加林斯基的报告指出,在谈判中,模仿可以产生更融洽的关系,达成“基于利益的交易”并获得“共赢”。

Text B

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. A 2. C 3. B 4. B 5. D

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. One's internal reaction to an angry customer is to stop doing business with him/her. But in order for the business to remain profitable and grow, one should try his/her best to save the relationship with the customer. Besides, one can discover a systemic problem with his or her business that could be upsetting other customers.
2. The point is to know what your needs and your time frame are before the negotiation and plan accordingly. If you don't need them pressingly, you can easily tell the sales representative directly. If you need to make the purchase, you might say that you're looking at some other suppliers with more flexible on the timing of the purchase. Or tell the sales representative that you really like dealing with his company but that the time deadline doesn't work with you, and invite a different, more cooperative approach focused on when you need the product.
3. From her experience, we learn that a negotiation professional can also be outmaneuvered. Everyone should pay special attention to silence in negotiation. In some instances, however, silence is being effectively used by experienced negotiators to extract concessions without giving up anything. We should deal silence with silence itself and stay patient and silent.
4. (open)
5. (open)

Usage & Translation

I. Fill in the blanks with words or phrases in the box. Change the form when

necessary.

- | | | |
|------------------|------------------|------------|
| 1. benign | 2. quota | 3. extract |
| 4. exponentially | 5. outmaneuvered | 6. berate |

II. Translate the following sentences into Chinese.

1. 因为谈判涉及试图得到他们认为自己想要或者需要的东西而交流沟通的人，所以发生令人尴尬的交流和令人感到棘手的情境的机会成倍增加。
2. 你把一位顾客留住的可能性很大。同时你发现了你的企业存在一个会使其他顾客不愉快的系统性问题。除了个别例外，顾客怒气冲冲是因为她满怀希望而来，却败兴而归——她得到的服务或产品与她的期望值不符。
3. 你可能会回应：“我们之前从来没有一起工作过，但是威胁是绝不可能让我就范的。我需要和我的全部员工一起加一整夜的班，给他们付加班费。那意味着我们要调整之前拟定的价格。”
4. 在某些文化里，沉默表示对已说的话给予尊重和周到的考虑。一些美国印第安土著的社会团体就持有这种观点。有些时候，经验丰富的谈判者会适时运用沉默来争取对方的让步，同时不需要放弃己方的任何利益。

Supplementary Reading

Group Discussion

Suggested answers:

1. One should open up the communication and shift to a position of openness, honesty and transparency. Both parties should try to take a chance and boldly reveal some related information in order to create a positive negotiation climate built on cooperation and trust. When parties begin to work cooperatively, new solutions become evident and alternative ways of solving problems reveal themselves that enable both sides to leave the negotiation table with more than they expected.
2. The “big pie” refers to the added value that is buried in the deal between the supplier and buyer. It amounts to 42 percent of the value of a transaction untapped. If this unexploited value is aggregated across the thousands of commercial transactions that are conducted every day, it amounts to billions of dollars that could be infused into the global economy.
3. The approach needs to be toward more exchange of information, more openness to explore creative solutions, and more give and take in the interpersonal dynamic. The buyer should proactively search for added value by asking questions. The supplier should ask questions about the buyer’s resistance to paying the advance and what the cost of doing so would be. It is only with this additional information that both parties can create a win-win deal.
4. SMARTnerships is defined by the author. It is the partnerships based on optimal levels of trust, cooperation, and shared information. With this approach the parties work together in such a way that the whole is greater than the sum of the

parts and both parties retain their autonomy and the discretion to pursue their individual self-interest.

With digital publishing the clear wave of the future the entire publishing industry has been turned on its head. However, McGraw Hill has been a long-term partner of Apple and with its newest app—iBooks 2 for the iPad. The iBooks 2 app allows complete textbooks to be downloaded on the iPad. By partnering together on mutual cooperation, trust, and shared information, these two companies were able to create new opportunities and unlock the hidden potential in collaboration.

Test Yourself

Passage 1

1-5 BCDAB

Passage 2

6-10 BDADC

Unit 11 Leadership

Text A

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. C 2. C 3. A 4. A 5. C

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. Those leaders only have a combination of fuzzy concepts and proclivities about leadership, while Tim has a concrete expression of leadership on the tip of his tongue: Leadership is intentional influence. Those leaders haven't known their core work is learning how to influence, while Tim understands that it all comes down to whether one of his 50,000 front-line associates with a few discretionary minutes decides to lean against a wall or walk out to the dining area and clean tables. Tim's success or failure as a leader comes down to whether people behave in ways that improve results.
2. Some personnel in their companies put the interests of their department over the interests of the company. Their compliance rates are still low. They tend to be silent in many circumstances even if they see problems.
3. Leaders should pay attention to influencing the behavior of their employees who will have to execute the big ideas. Leaders should become articulate about a repeatable and effective way of influencing profound, rapid, and sustainable behavior change. They cannot talk problems out. They should turn words into action and make sure their employees do follow what he or she said. They cannot look for quick fixes or think that deeply ingrained bad habits can be changed with a single technique. The failure mode is to rely on any single approach. Instead, they should take many sources of influence to drive change.
4. (open)

Usage & Translation

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

- | | | |
|---------------|---------------|--------------|
| 1. mediocre | 2. constitute | 3. compliant |
| 4. proclivity | 5. aligned | 6. execution |

II. Translate the following sentences into Chinese.

1. 当今时代财富五百强企业正在金融压力之下分崩离析，曾经强势和自信的领导人正向华盛顿政府卑颜屈膝，乞求紧急财政援助。
2. 作为一个领导者，蒂姆的成功与否归根结底不在于他本身是否具有超凡魅力

及远见卓识，是否能够鼓舞人心，而在于最终其员工是否能以改善效果的方式履职。

3. 大部分领导者投入大把的时间制定策略，选择制胜的产品，保持与分析家、股东和主要客户的密切联系。但是很少有领导者意识到这个宏大的计划成功与否取决于能否影响到几百人甚至几千人的行为，这些人，他们的雇员将是这个宏大计划的实施者。
4. 我们已经发现的事实就是当你清楚自己在做什么的时候，相对而言，转变就能更快发生。那么我们首先要进一步明确领导力真正的意义，然后再找到方法，去思考领导者影响他人的基本原则。

Text B

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. D 2. C 3. B 4. A 5. C

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. In fact, Leaders spend the overwhelming majority of their time each day in some type of an interpersonal situation. Effective communication is an essential component of professional success whether it is at the interpersonal, inter-group, intra-group, organizational, or external level.
2. The author has long advised leaders not to be egotistic. Some leaders tend to be egotistic but actually they themselves are not talented enough to deal with some problems. In fact, leaders should communicate with others in a way that is candid, empathetic, authentic, and transparent. Understanding this communication principle is what helps turn anger into respect and doubt into trust.
3. The last paragraph is the summary of the passage. They are the essentials of the whole passage. It stipulates that leaders should make sure their message is true & correct, well reasoned, and substantiated by solid business logic. Leaders should keep in mind that communication is about helping others by meeting their needs, understanding their concerns, and adding value to their world.
4. (open)

Usage & Translation

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

- | | | |
|-------------------|---------------|-----------------|
| 1. muddle through | 2. weed out | 3. draw upon |
| 4. substantiate | 5. underscore | 6. fall prey to |

II. Translate the following sentences into Chinese.

1. 虽然逐渐了解出色的沟通技巧可能要比人们想象中简单，但是能够在关键时刻恰如其分地运用这些技巧，并没有人们所期望的那么容易。
2. 当领导者乐于寻找那些持有不同意见甚至反对意见的员工，并且他们这样做是为了了解员工们心里在想什么，而不是说服他们改变想法的时候，他们的领导水平就提升到了一个全新的层次。
3. 善解人意的沟通者表现出真诚和直率，那些宁愿戴着用脆弱的虚荣心精心制作的假面与人沟通交流的人就没有那种真诚和直率。了解这个沟通原则有助于变愤怒为尊重，变怀疑为信任。
4. 领导者并不是总能做到和每个人都进行亲密的交谈。杰出的沟通者能够针对特定目的修改讲稿，使会议室的 10 个人，或者大礼堂的 10000 个人都觉得好像演讲者是在一对一地和自己直接对话一样。

Supplementary Reading

Group Discussion

Suggested answers:

1. He is an NBA coach. He played 16 seasons in the league for six different franchises and was one of only two players less than six feet tall to play in more than 1,000 games. He was the floor leader of the San Antonio Spurs championship team and joined the Dallas Mavericks as a player/coach. In his first full season as head coach in 2005–2006, he was named NBA Coach of the Year as he guided the Mavericks to their first-ever NBA Finals appearance. He left the Mavericks in 2008, and after spending three years as an ESPN/ABC studio analyst, was hired as the new head coach of the New Jersey Nets before the 2010/2011 NBA season.
2. Leaders should have great ownership that's the only way you can do it in this business if you want to succeed. Leaders should try to meet with their employees often in a one-on-one setting to see how they're feeling, what they like, what they don't like. It's all about relationships with players and employees. That's key to the winning environment.
3. He tries to tell leaders that they should have a teaching voice, a disciplinary voice, an angry voice, a loving voice, and an incensed voice. In other words, leaders should be strict, serious, angry, caring and kind in different circumstances so that their employees can respond.
4. (open)

Test Yourself

Passage 1

1-5 BDABC

Passage 2

6-10 DBDAC

Unit 12 Sheconomy

Text A

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. A 2. C 3. B 4. D 5. D

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. From a financial point of view, Garry Rosenfeldt believes that female customers are more loyal and evangelistic. They talk about looking for “their guy”. And once they find him and trust him, they spend more.
2. A cross between a girls' night out and the mother of all organizing tools, these networks have given women the kind of muscle that can be a blessing or a bloodbath for those it's flexed upon.
3. It is because Midas assumed women were all about the warm and fuzzy, which are actually not that. It didn't successfully lure women customers. But Midas achieved remarkable results by instituting a program called the Midas Way which personalized the business, making Midas stores, ironically, more like dentists' offices, with appointments and checkups and lots of explaining. Employees of Midas stores, including mechanics, were offered training. Smile, they were told, even when talking on the phone. Most of all, make sure every customer who comes in, even just for the \$21.99 oil-change-and-tire-rotation special, is shown exactly what will be done on a checklist.
4. (open)

Usage & Translation

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

1. purse strings 2. odious 3. arm-twisting
4. hold sway 5. take to 6. guts

II. Translate the following sentences into Chinese.

1. 她喜欢在客厅里做调查。因此她让几个有钱人邀请她去了他们家中，去弄清楚为什么他们在百思买只购买小家电和外围设备却不购买价格昂贵的家庭影院的原因。
2. 尽管大多数女性的薪资仍旧比男性低，进入高薪管理层的可能性也要小的多，成为人母后还要遭受巨大的经济损失，但仍然大约有三分之一的女性要比她们的丈夫挣得多。
3. 鉴于这种购买力的此消彼长，实际上几乎没有哪个行业不在努力引诱女性顾

客掏钱购买他们的产品，就连计算机、汽车和金融服务这类原来以男性客户为主的行业也不例外。

4. 迈达斯和百思买发现将公司的业务转向女性并非像换机油那般容易，更像是重新发明灯泡一样困难。之后这两家公司改革了与客户的关系，让客户看到更多的运营内容，并且让客户参与到变化中来。

Text B

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. D 2. A 3. D 4. B 5. C

II. Discuss with your partners and answer the following questions in your own words.

1. If investors meet a male founder of a company, they don't care whether he has two or three children because they assume that his wife will take care of them. When dealing with female founders, investors are thinking when those women are going to get pregnant and when they are going to get distracted. For example, certain factors like breast-feeding and body recovery require a woman to take more time off.
2. David Liu travels more for work so that Ms. Roney can be at home. Ms. Herrin's husband, Chad, is a big help. He makes breakfast and often walks the girls to school. He's usually plowed through the older one's homework by the time she gets home. And he picks up each daughter from school at least once a week and goes to watch them at ballet class. Ms. Fleiss' husband took care of their daughter for three days while she was in Los Angeles for work. They alternate doing the morning feeding. At night, he often puts the baby to sleep while his wife reads and replies to e-mail.
3. Looking ahead, investors may find themselves at a disadvantage if they don't invest in companies run by women, including those with children. That's because "women are going to be a huge force in developing Web and mobile companies," says Ms. Lee at Kleiner Perkins. Or as Ms. Roney put it, "Women are going to come up with the best ideas for women, who are driving our economy."
4. (open)

Usage & Translation

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

1. the faint of heart 2. pitched 3. fledging
4. delegating 5. visionary 6. presentable

II. Translate the following sentences into Chinese.

1. 羽翼未丰的新公司犹如偷偷摸摸蹒跚学步的小孩。你得每时每刻都看着他们。
2. 她们打破了科技公司企业家通常是年轻有为的单身男性的形象。
3. 罗尼女士指出，风险投资者会声称女性企业家有孕在身或者已为人母，并不会影响他们决定是否投资这家公司。只有好的创意和管理团队才是唯一的决定因素。
4. 这些女性企业家说，要想平衡好家庭和工作，需要居住区，即包括保姆、亲戚、朋友、配偶和临时照看小孩的人在社区的社区的支持。

Supplementary Reading

Group Discussion

Suggested answers:

1. Women from the firms claimed that the pay structure at the companies unfairly benefitted men. Leadership at the brokerage houses contended that both men and women were paid using the same commission-based system and that women were paid less on average because they were worse sales people than men.
2. It's not because these two firms discriminated less but because women are more likely to work in small firms that are less successful. These firms also had fewer women proportionally than the occupation as a whole so some of the difference comes from the difficulty of getting a foot in the door of a major stock brokerage firm.
3. There are three possible reasons why women may achieve worse sales figures than men. First, women were assigned inferior accounts, which led to them earning lower returns and smaller commissions. Second, it could be that women simply have less innate ability. Third, it could also be due to societal factors like clients being less willing to work with, or make purchases when dealing with women stock brokers. Through the "natural experiment"-when female employees were working with clients who had same potential to produce high commissions as those handled by male stockbrokers, women produced sales that were at least equivalent to those produced by men. For example, Madden observed sales yields from stockbrokers of both genders on accounts with similar histories. At one firm, women were significantly less likely than men to receive these transferred assets. But when they did get these accounts, women had stronger sales achievements than men. Men and women were equally likely to be given transferred accounts at the other firm, and in that case their performance on accounts with similar histories and yields was equally strong. Therefore, the performance differences do not stem from innate ability. She also did not find strong support for the hypothesis that customer bias played a significant role in the gender pay gap. Instead, Madden discovered that women at both firms were less likely to receive the types of accounts that produced higher commissions.
4. Women not being given the opportunity to handle a lucrative account today will

directly affect their sales performances. It also hurts their salaries and their ability to compete for benefits that were awarded based on performance. Their motivation of striving for the future could be greatly affected. Besides, the effects of small annual differences in the distribution of accounts or of other forms of performance support accumulate over a career as early career differences allow brokers to qualify for additional benefits, such as titles [and] office space, based on account size or production.”

Test Yourself

Passage 1

1-5 BABCD

Passage 2

6-10 BCABD

Unit 13 Green Economy

Text A

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. D 2. C 3. B 4. B 5. B

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. First, we have no time to lose. We have to change our ways profoundly and very soon. Second, poverty is central to the problem. We need to accommodate this mass ascent from poverty without wrecking the natural systems that make life possible. Third, fortunately, we have in hand most of the technologies needed to chart a new course.
2. On the one hand, firms can cut their greenhouse-gas emissions in half—and enjoy 50% and higher returns on investment—through improved efficiency, better lighting and insulation and smarter motors and building design. The rest of us (small businesses, homeowners, city governments, schools) can reap the same benefits.
On the other hand, investments in energy efficiency yield two to 10 times more jobs than investments in fossil fuel and nuclear power.
3. The reason is that beneficiaries of the current system — be they US corporate-welfare recipients, redundant German coal miners or cutthroat Asian logging interests—will resist.
4. Most importantly, an aroused citizenry is needed. What's more, a Global Green Deal should appeal across political, class and national boundaries. In general, when ordinary people push for change, governments, corporations and other established interests need to follow behind as well.
5. (open)

Usage & Translation

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

- | | | |
|-------------------|------------------|------------|
| 1. learning curve | 2. inconceivable | 3. reaping |
| 4. in the way | 5. silver bullet | 6. fuel |

II. Translate the following sentences into Chinese.

1. 他们推断要改弦易辙就要求经济方面做出牺牲，还会遭到企业和消费者的强烈反对。既然如此，为什么还要费心呢？无视暴风雨来临前的征兆，寄希望于问题自己神奇地得以解决要容易得多。

2. 提高效率, 即消耗少产出多能使我们利用更少的资源, 降低人均污染量, 从而为我们利用太阳能, 氢燃料电池以及未来可能出现的其他技术争取时间。
3. 底特律可能会叫苦连天。但是只要华盛顿立场坚定, 汽车制造商很快就会沿学习曲线爬升, 为消费者提供他们所需的绿色环保经济型汽车。
4. 此外, 这一转变对税收没有影响。比如说, 提高燃煤税可以通过降低工资税和利润税来抵消, 因此在鼓励就业和投资的同时又抑制了污染。

Text B

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. C 2. B 3. B 4. B 5. A

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. Before the recession, the house of the future was designed to let you stay plugged into your music, sports and movies no matter where you were in your home. For instance, a TV screen embedded into the refrigerator door meant you didn't have to wait for a commercial to grab a snack. Now, the new house of the future is being marketed with a decidedly more practical goal in mind: to save you big bucks in energy and water consumption.
2. The amount of megawatts produced by home solar panels rose 104 percent in 2010, 109 percent in 2011, and is expected to increase 75 percent this year, according to Boston-based GTM Research, a consulting firm that tracks the industry for the Solar Energy Industries Association. 16,000 additional existing and new homes installed the solar panels during the first quarter of 2012, up from 11,800 in 2011, and 11,700 in 2010, according to the firm.
3. Beneath the sod are automatic sprinklers that run not on a timer but on climate conditions: A sensor on the side of the house, which looks like a thermometer wrapped in black rubber, triggers the watering cycles based on the temperature and moisture in the air. Also, the patio is covered by permeable pavers, which allow water to seep through to the ground.
4. The major selling point is being able to point out the Energy Star label for energy efficient appliances and home features. A house with a variety of innovations aimed at saving homeowners 50,000 gallons of water a year and reducing electric bills to practically nothing can be extremely attractive.
5. (open)

Usage & Translation

I. Fill in the blanks with words or phrases in the box. Change the form when

necessary.

- | | | |
|-------------|-------------------|-----------------|
| 1. moderate | 2. rollover | 3. grapple with |
| 4. disposal | 5. in the wake of | 6. designation |

II. Translate the following sentences into Chinese.

1. 下星期，KB 房地产公司计划在华尔道夫向公众展示一个样板房，目标客户是越来越注重环境保护和节省成本的消费者。这类消费者是在自大萧条以来最严重的经济危机造成了房地产不景气之后出现的。
2. “净零能耗”房类似于超级能源之星称号，这种房子产生的能源比消耗的能源还要多。“净零能耗”房的固有特征包括太阳能电池板，节水灌溉系统以及车库里的电动车充电站。
3. 除了标明该房是“2.0 版净零能耗房”的标志，房子的正面没有任何特征能突出该房是生态实验房。但是在后院可以看到房顶上铺了 42 块太阳能电池板。
4. 草皮底下的自动洒水装置并非定时运行，而是根据气候条件工作。在房子的一侧安置了一个传感器，看上去就像是包裹着黑色橡胶的温度计，其作用是根据空气的温度和湿度触发洒水功能。

Supplementary Reading

Group Discussion

Suggested answers:

1. Hirshberg thinks it unworthy to make arduous efforts to create a sustainability index. A company, for example, might earn high marks for using recyclable packaging, but Hirshberg found that Stonyfield reduced its carbon footprint more by switching to yogurt cups that aren't recycled. It turns out that cups made from plants and then thrown into landfills generate far fewer greenhouse gas emissions than recycled plastic containers. Similarly, a yogurt company might score high for using organically fed dairy cows, but Hirshberg found that a significant source of his company's methane emissions—a potent greenhouse gas—is cow burps, of all things.
2. Few sectors are as opaque as the clothing industry because of its reliance on overseas manufacturers that often don't have a clue where raw materials come from. For example, the Chinese manufacturer of a jacket sold by Bloomingdale's probably used a series of middlemen to buy the fabric, thread, buttons, and zippers, and asked few questions about their origins. The fabric company, meanwhile, may not know the source of the fibers or finishing chemicals it uses. Further down the supply chain, finishing agents that might make a garment wrinkle-free or extra soft are often a mixture of several chemicals that each comes from a different set of suppliers.
3. Today GoodGuide's website rates products on a scale of 1 to 10 and offers a mobile app where you swipe a product's bar code at the store to get those ratings.

Shoppers can make decisions based on scores for three major subcategories—health, environment, and "society" (labor and human rights) —and search only for products that, for example, are organic, vegan, low in sodium, and not tested on animals.

4. The Environmental Sustainability Index is a composite index covering natural resource endowments, past and present pollution levels, environmental management efforts, contributions to protection of the global commons, and a society's capacity to improve its environmental performance over time.

I hold the same idea that a sustainability index should only exist to help manufacturers put sustainable brands on the shelves instead trying to parse the differences among thousands of products which in fact is a waste of energy and distracts from the crucial task of corporations trying to design their operations to be as sustainable as possible. It's just the simple idea that if companies really care about sustainability, they need to know what's going on in environmental hot spots of their supply chains.

Test Yourself

Passage 1

1-5 BDDCB

Passage 2

6-10 DBDCC

Unit 14 Tourism

Text A

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. C 2. B 3. C 4. D 5. B

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. Her wife took a cheap round-way flight so as to push her frequent-flier account into the lowest elite level. For her "gold" status, she easily went through the security check at an airport filled with spring-break travelers.
2. The most-effective techniques can be boiled down to the following five tips: get elite treatment, pack in better ways, save your seat, zip through security and live at a hotel as if at home.
3. Beware: Some cards can carry a large amount of annual fees. Never put valuables in a checked bag. Never check the suit you need for the next day. Laptop goes on the belt last. Never call home happy.
4. Some travelers always request upper floors at hotels to lessen disturbance from street noise. Others insist on lower floors so that they are within reach of fire-department ladders if there is a fire. In fact, some companies insist in contracts with hotels that their employees get rooms within four stories of the street.
5. (open)

Usage& Translation

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

- | | | |
|-------------|-------------------|----------------|
| 1. hassle | 2. hefty | 3. pat-down |
| 4. disgorge | 5. breeze through | 6. throwing up |

II. Translate the following sentences into Chinese.

1. 她在菲尼克斯之所以没有错过飞机仅仅是因为她的“黄金”等级使她在挤满去度春假的旅客的机场内享有优先检查行李的权利，轻松通过了安检。
2. 改造你的黑色拉杆箱，给它系上彩带（但是不要太长，以防卡在行李安检器里）。
3. 早点把登机牌打印好，可以防止被挤掉座位。如果你还没有选定座位，尤其是来迟的时候，空位就会被机票代理商选走。
4. 为了免于检查行李箱，你可能会忍不住把衣服一层层穿在身上。但是如果美国运输安全管理局的工作人员要求你脱掉多余的毛衣、衬衫、裤子和夹克衫，

你就要在安检口为此付出代价了。

Text B

Comprehension

I. Choose the best answer to each of the following questions with the information you get from the text.

1. B 2. D 3. A 4. C 5. D

II. Discuss with your partners and answer the following questions in your own words.

Suggested answers:

1. Airlines, hotels, restaurants and public transportation vehicles like taxis and rickshaws which rely on tourism can feel the chill of worldwide recession. Besides, fields of construction and manufacturing are also victims of the recession.
2. Madrid pledged \$1.3 billion to modernize Spain's tourism infrastructure in a bid to fight off competition from sunshine destinations like Turkey and Egypt.
In Spain's Canary Islands, the municipal tourism board recently began a series of seminars to help tourism workers cast off their perceived grumpiness; course materials advise cabbies to "ensure your taxis smell nice and don't drive too fast" and remind hotel staff that, "a smile costs nothing and is the most effective welcome."
Italy has taken a more traditional route by boosting advertising. In April, the national tourism board launched a \$13 million initiative called "Italia Much More" that seeks to lure tourists from the U.S., Canada and Europe with television commercials replete with dramatic opera music and sweeping aerial shots of Italy's landscapes.
3. Cambodia, Malaysia, Thailand and Vietnam have cut visa fees and worked with airlines, hotels and tourist sites to slash prices. Some Caribbean resorts have cut prices in half, while Elite Island Resort will even accept guests' depressed stocks as payment.
4. Tourism is a good development agent because poor countries don't have to manufacture it. Developing nations already have their product — nature, culture, tradition — and all that's required to profit is a bit of investment in infrastructure and Internet marketing. The market comes to these countries, then wanders around depositing foreign-exchange income wherever it's directed, including poor rural areas. That's a handsome return on investment for any country, developing or otherwise.
5. (open)

Usage & Translation

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

- | | | |
|-------------------------|---------------|----------------|
| 1. saw the light of day | 2. staggering | 3. cast off |
| 4. haggled | 5. pledge | 6. bailing out |

II. Translate the following sentences into Chinese.

1. 在一个周末的午后，北京的丝绸街市场上数以万计的游客正为古董，珠宝和山寨的古奇手提包讨价还价，热闹非凡，极具代表性。
2. 你可能认为我们当前最不需要担心的就是度假的问题了。
3. 旅游产业官员现在希望政府开始不再把旅游业仅仅看作是没有价值的美好时光的象征——相反，旅游业也是将经济带回正轨的一条途径。
4. 马德里于三月保证投资了 13 亿美元以实现西班牙旅游基础设施的现代化，试图击败像土耳其和埃及这样的阳光度假胜地。这些地方自欧元升值后就变得更具竞争力了。

Supplementary Reading

Group Discussion

Suggested answers:

1. It's because that finance directors in companies large and small are checking executives' business expenses with unprecedented, even forensic, attention, that is to say, business travelers are on a tight budget now and trim their rates accordingly.
The surprises are probably the cost of phone calls, the breakfast, the mineral water, the odd beer from the mini bar and those other minor extras.
2. Items that were once seen as extras are now included in the room rate. For example, at the Hoxton, local phone calls are free; the morning breakfast is included, as are the morning paper and Wi-Fi costs. The Jumeirah provides large bottles of shampoo and other toiletries in the bathroom, rather than the tiny plastic sachets that most hotels opt for. Hotels are able to find the customer a courier service in the middle of the night and to arrange for a shop to deliver some running shoes to replace the ones that the customers have forgotten to pack, and it is true. They are also making Wi-Fi and mineral water free. Free laundry of one shirt can leave customers with a warm and supportive feeling.
3. Not all the business travelers bother too much whether everything is included in the room rate. They always ask for itemized bills and customized services rather than all-inclusive ones. They prefer having the option to choose which facilities and services they want, such as complimentary Wi-Fi, plenty of public areas in the hotel where they can meet clients, a good laundry service, hairdresser and efficient room service. Besides, they want to feel important and be dealt with on a personalized basis.

4. The determining factor from now is transparency, honesty and value. Hotels need to adopt different strategies to meet the needs of different kinds of customers. For instance, some people want extra to be provided at no additional cost, and what some people really want are the facilities they need are on hand and efficient room service, such as technology that's easy to use and the possibility of an early check-in.

Test Yourself

Passage 1

1-5 CABBD

Passage 2

6-10 DBCDA